



ARNOS VALE



Arnos Vale Cemetery Trust 2021 – 2024 Business Plan



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Statements from the CEO and Chair

ELLIE COLLIER, CEO



Arnos Vale is a place of love. Many headstones read "loved by..." "beloved of...". It was the love of this special place by the community which ultimately saved it. Recognition of the significance of this place to people has driven our planning of our future.

Community has always been at our heart and we are dedicated to protecting and enhancing the cemetery for all. We are a place of life, as well as a place of death. We have developed our plans to allow us to generate income, to safeguard the site, while staying true to our values. With all this in mind we have created this business plan to enable us to adapt and create a sustainable future for a thriving organisation and loved cemetery.

NIGEL DYKE, CHAIR



All organisations change but few have evolved as far as Arnos Vale. Significantly impacted of course by the Pandemic the Charity will need to evolve once again to respond to this new reality and yet retain those things that make it special.

This Business Plan 2021-2024 created with the input of both Trustees and Staff, is perfectly timed to allow us to reflect and act on new and emerging opportunities in a clear and measurable way, allowing the organisation to move forward to a secure future.

Vision & Mission

Our vision is that Arnos Vale Cemetery evolves, staying relevant for Bristol's communities

Our mission is to share and enhance this special space for all

Values

COMPASSION

COMMUNITY

CONSERVATION

COLLABORATION

What We Do



Conserving our heritage site



Engaging with the community



Burial & Bereavement services



Delivering a viable suite of events



Safeguarding Arnos Vale's future

Shared Outcomes



We enhance a natural and historic landscape for the benefit of our community and for nature



We aim to ensure the benefits of Arnos Vale are accessible to all



We provide compassionate support for people coping with bereavement



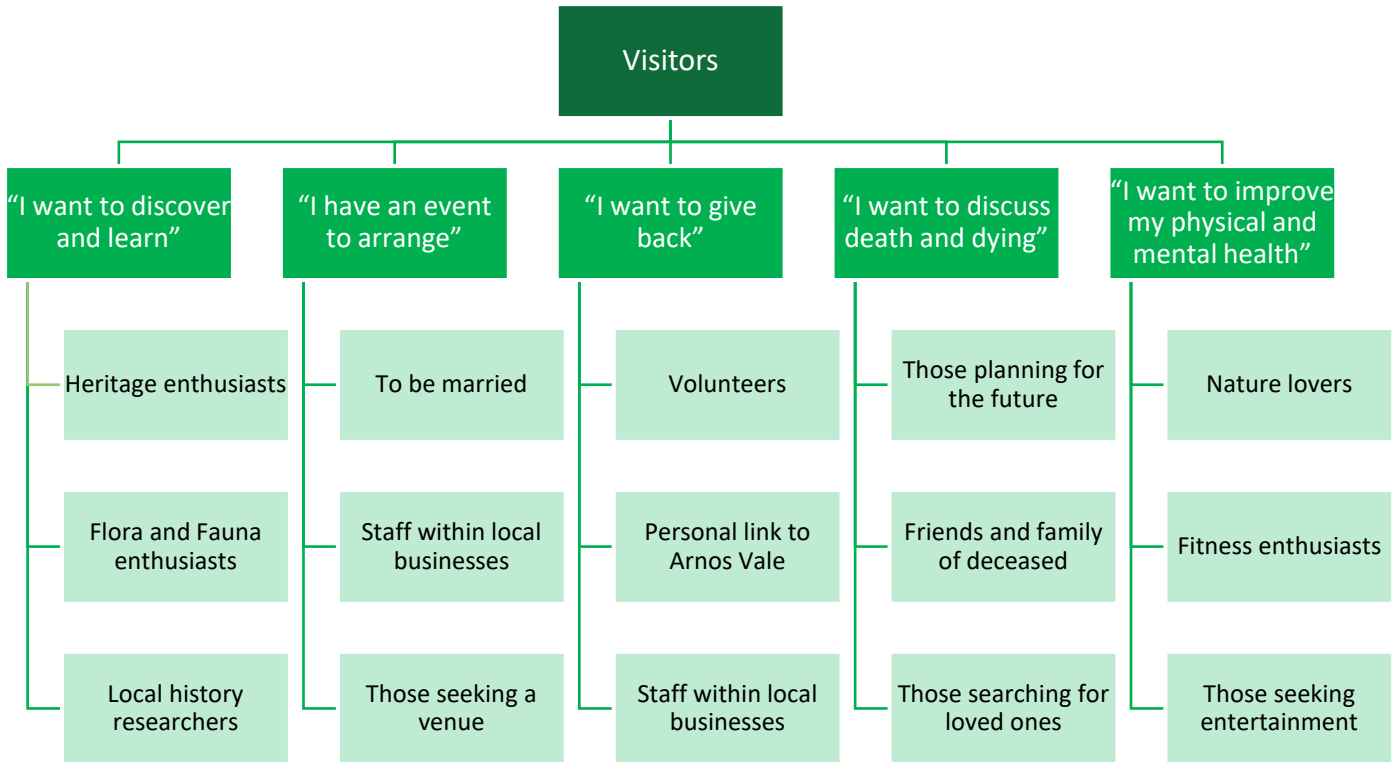
We create exceptional experiences and cherished memories



We attract support and resources to provide loving care for Arnos Vale

Visitors

In order to stay relevant for Bristol’s communities, Arnos Vale Cemetery Trust needs to understand its visitors



What we do

These visitors will evolve over time but should always dictate the nature of Arnos Vale’s activities



We conserve a unique heritage site



We understand, and collaborate with, our local community



We provide relevant burial services and bereavement support



We deliver a suite of viable events with personal service



We safeguard the future of Arnos Vale

Insights

Feedback from the local community, distilled into a word cloud, reveals what is most valued about Arnos Vale



Evidence from external bodies demonstrates the wider significance of Arnos Vale’s activities

53% of UK citizens state that **heritage is “very important”** to me personally

Participation in arts and culture can **reduce social exclusion and isolation**

One in two women and one in three men are damaging their health through a lack of physical activity

A quarter of the UK’s population chooses to be buried

89% of adults agree that green and natural spaces should be good places for mental health and wellbeing

Shared Outcomes

Based on these insights, five shared outcomes have been chosen to guide decision making at Arnos Vale and ensure that this special place benefits all those who interact with it



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Arnos Vale in 2024

We'll know we've succeeded if people are saying the following things about Arnos Vale in three-years time

Engagement

To attain clarity on what Arnos Vale is and what it does

"I made a one-off donation to Arnos Vale in 2021 and have since gone on to become a regular donor on the basis of the events and online talks that I have attended. I love the way my journey with Arnos Vale has evolved over time; I know what's on offer and how easy it is for me to get involved!"

Technology

To enable success through technology

"I'm using our new CRM system to profile and segment our customer base, giving our communities more of what they value. We're collecting and interpreting data with ease and making more informed decisions based on our shared outcomes; I know what needs to be done and have the time to do it!"

Finance

To be financially sustainable

"Three-years ago we struggled to predict and plan for the future. Investment decisions were made quickly and with little foresight; we sometimes struggled to live within our means. Today, we are much more deliberate and rigorous about our financial choices which has helped us to realise a level of financial resilience we can be proud of. We're safeguarding the future of this special place!"

Commitments

To ensure that Strengths and Opportunities are harnessed in support of shared outcomes, the following commitments have been made across Arnos Vale's activities

ESTATES



By 2024, we will respond to environmental and behavioural changes to enhance Arnos Vale's natural life and heritage assets sustainably

PUBLIC ENGAGEMENT



By 2024, we will increase awareness of, and access to, Arnos Vale's benefits

CEMETERY SERVICES



By 2024, we will review and expand our service offering to harness emerging trends

ARNOS VALE COMMERCIAL ENTERPRISE



By 2024, we will deliver a suite of events that align with Arnos Vale's vision and mission

FUNDING



By 2024, we will increase donations and wider fundraising to form a more significant part of Arnos Vale's income