

# **The Burial and Cremation Education Trust**

## **STRATEGIC PLAN**

**2006 - 2010**

### **Context**

1. The Burial and Cremation Education Trust is a charity. It was set up in 1989 to advance education and training in burial and cremation administration. The Trustees have produced this Plan to set out the route that the Charity will take for the next five years. The Plan provides a focus for the Trust's work and a context for its decisions. Several factors make this a good time to write a new Strategic Plan.

2. In the last year, the Charity has changed its Trust Deed. This requires that most of the Trustees are representatives of the members of the Institute of Cemetery and Crematorium Management. The Trustees have appointed a Clerk to manage their affairs and are working to refresh the activities of the Trust. The take-up of grants has been low since the Trust was founded.

3. At the national level, the government has carried out a review of charity law. This has prompted a draft Charities Bill, which is now in the legislative programme. The Bill, when it becomes law, will take away the old measure of public benefit: that is the relief of poverty, promotion of education and promotion of religion. Further, it is likely to bring in twelve heads of charitable activity to take the place of the current three. Many new activities will become charitable. All charities, including educational ones however, will have to show public benefit, but the test for this is not yet worked out. The effect of these changes on the Charity's work will need to be looked at.

4. The Trustees have reviewed the above factors and they have renewed their vision of what the Charity will be doing by 2010. They are aware of their duty as trustees to manage their resources for the good of others, without reward. They remain convinced that the disposal of the dead is a vital and important public health service.

### **Vision**

5. The Trustees' vision for the Trust in 2010 is:

*"that everyone wishing to learn about burial and cremation administration should have access to the means to do so"*

### **Statement of Purpose**

6. The Trust is a small, international charity that exists to apply its resources in pursuit of its objects. These may be summed up as:

*“to advance public education and training in the field of burial and cremation administration and in particular, but without prejudice to the generality of the foregoing, to provide grants, bursaries, prizes, awards and scholarships.”*

7. This work is carried out mainly within the United Kingdom but the Charity may promote education and training, in the widest terms, without geographical constraint.

## **Mission**

8. The Trust will advance education and training:

- *through an growing, creative grants programme that recognises the importance of education as a way of improving the quality of cemeteries and crematoria;*
- *by researching and promoting best practice in the management of cemeteries and crematoria within an ethos of excellent public service; and*
- *by providing awards to recognise outstanding contributions to burial and cremation education.*

## **Values**

9. The values that underpin the work of the Trust are:

*Integrity - We will show impartiality, independence, fairness and honesty in everything we do.*

*Professionalism - We will show high professional standards. We aim to be prompt, courteous and helpful in all our dealings. We aim for continuous improvement.*

*Openness - We answer to the public, the Charity Commission and the Courts. We aim always to be open and approachable.*

*Quality - We aim to give an excellent service to everyone and to be accessible to the whole community.*

*Partnership - We will work with donors and our stakeholders and with government departments and agencies.*

## **Strategic Direction**

10. The Charity has set out five themes for the life of the Plan. These are:

- a. **Effective management and governance.** We will work towards the standards set out in the Charity Commission booklet *The Hallmarks of an Effective Charity* (CC60),

**Outcome:** *a well-run charity that fulfils legal requirements and that matches up to the standards set out by the Commission.*

**b. Communications Policy.** We will work out a policy that will make sure that people are informed about the Charity's activities. We will aim to make our services available to people in an effective way. The policy will also make sure that we learn from our experiences and pass that knowledge on to others. We will provide ways for people to make their views known to the Trustees.

***Outcome:** a communications strategy that meets the needs of all stakeholders.*

**c. Development of the Fund Raising and Investment Policy of the Charity.** We will look at our fund raising and investment plans from time to time to make sure that they support the Strategic Plan, within a prudent spending limit. We will work with others to make best use of its resources. We will look at new ways of raising income.

***Outcome:** an annual income of 10 - 15% of the capital of the Trust to apply towards its objects.*

**d. Development of the Charity's Grant Making.** We will focus on education. We will continue to support students experiencing hardship. We will move towards making our grant decisions based on need, to make the fairest and best use of its resources. We will make plans that will allow an increase in our grant making activity.

***Outcome:** a fair grants programme with the flexibility to explore and support new and creative ways of meeting needs.*

**e. Research activity.** We will carry out research into topics linked to the administration of cemeteries and crematoria. We will also provide means for spreading the findings of our research to a wider audience.

***Outcome:** a plan of research based on gaps in current knowledge and industry needs.*

*Chris Johns*

**Chairman, on behalf of the Trustees of the Burial and Cremation Education Trust**

**January 2006**