War Memorials Trust Strategy 2025-28

War Memorials Trust's strategy for 2025-28 continues that of 2022-25 which built upon the 2019-22 approach. The five objectives remain the same.

Vision/Mission/Objectives (Outcomes) www.warmemorials.org/objectives

Vision: War Memorials Trust works to protect and conserve war memorials within the UK

Mission
War has consequences. The UK's 100,000 war memorials remind us all of the millions whose lives have been ended, or impacted, by it. Preserving these shared symbols helps us all to understand the consequences of conflict, encourage later generations to avoid such suffering and continue to say, we still remember.

War Memorials Trust works to support communities care for the war memorials which remain our ongoing tribute and responsibility. Encouraging best conservation practice gives the greatest chance of preserving the original war memorials as they were seen by those who lost loved ones. As current custodians we are acting today not just for ourselves but for those who went before, and will come after, us.

As a charity War Memorials Trust provides advice, offers grants and works with others to achieve its objectives. But is needs your help as supporters as it relies on donations to help protect and conserve war memorials across the UK.

Why: Objectives also known as Aims / Ambitions / Outcomes
These describe the **changes** that War Memorials Trust is seeking to make, **why we exist**, and are SMART (Specific, Measurable, Achievable, Relevant and Time-bound). These were introduced by the charity in early 2019 and are considered at each strategic review. They apply to the Trust's work in the UK, Channel Islands and Isle of Man.

1. To **improve** the condition of war memorials, in their historic design and setting, to support their long-term preservation in-line with best conservation practice, sustainability and the challenges of climate change
2. To **increase** the understanding of best conservation practice including how to maintain, protect, repair and conserve war memorials appropriately as well as **raise** awareness of the support available from War Memorials Trust
3. To **enhance** public engagement with, and the recognition of local responsibility for, war memorials
4. To **sustain** access to grant funding to support repair and conservation works in-line with best conservation practice
5. To **increase** the money raised by the charity to deliver its vision to protect and conserve war memorials

Measurement: Indicators
Indicators are what WMT is going to measure to demonstrate its impact and the extent to which it is meeting its objectives i.e. evaluation.

Indicators should be a mix of
- Quantitative/hard i.e. numbers/count/%
- Qualitative/soft i.e. feedback/narrative/why/feelings/behaviours – recent training FM attended noted that 'the moral is often what funders are looking for"

WMT does collect a lot of quantitative information and has been getting better at the qualitative but this is harder as it is less tangible.

Indicators and baselines

1. **To improve the condition of war memorials, in their historic design and setting, to support their long-term preservation in-line with best conservation practice, sustainability and the challenges of climate change**

Indicators
   a. Current condition level statistics from War Memorials Online
   b. Number of war memorial cases worked on
   c. Number of site visits/meetings undertaken
   d. Number of views of key technical helpsheets/webpages alongside the Bulletin
       i. Contractors helpsheet
       ii. Stone cleaning helpsheet
       iii. Webpage – How to apply
       iv. Webpage – Quotes/tenders
       v. Bulletin
   e. Feedback from meetings and correspondence

Baseline: Statistics from the previous 3-4 years to be able to monitor if condition improves and identify any factors that might influence changes

2. **To increase the understanding of best conservation practice including how to maintain, protect, repair and conserve war memorials appropriately as well as raise awareness of the support available from War Memorials Trust**

Indicators
   a. Number of general enquiries received and responded to
   b. Grant applicant understanding of best conservation practice before and after their project
   c. Casework which demonstrates staff engagement to explain best conservation practice or the role of WMT
   d. Website and social media activity
       i. Number of social media followers on any platforms used by the Trust
       ii. Unique visitor numbers to www.warmemorials.org and www.warmemorialsonline.org.uk
   e. Coverage of the charity in the media

Baseline: Statistics from the previous 3-4 years and a qualitative assessment to monitor if understanding improves

3. **To enhance public engagement with, and the recognition of local responsibility for, war memorials**

Indicators
   a. Develop and deliver a Digital Engagement Strategy which offers a more holistic digital approach considering service users, supporters, the different workstreams of the charity and the three websites managed at the start of this period, www.warmemorials.org, www.warmemorialsonline.org.uk and www.learnaboutwarmemorials.org
   b. Number of War Memorials Online contributors
   c. Level of engagement through Can you help? requests
   d. Unique visitor numbers to www.learnaboutwarmemorials.org and views of resources on Times Educational Supplement
   e. Number of views of key non-technical helpsheets alongside the Bulletin
       i. Addition of names
       ii. Ownership of war memorials
       iii. Researching the history
       iv. Researching the names
       v. FAQs

Baseline: Statistics from the previous 3-4 years to be able to monitor changes and identify any factors that might be influencing them

4. To sustain access to grant funding to support repair and conservation works in-line with best conservation practice

Indicators
a. Grant spend details
b. Number of unique applicants
c. Location and geographical spread of projects supported
d. Number of completed projects
e. How people
    i. found out about funding
    ii. experienced the grant process

Baseline: Statistics from the previous 3-4 years to be able to monitor changes and identify any factors that might be influencing them

5. To increase the money raised by the charity to deliver its vision to protect and conserve war memorials

Indicators
a. Amount of money raised
b. Response levels to appeals
c. Different income streams
d. Number of donors/supporters
e. Feedback from supporters and donors

Baseline: Statistics can be generated from current activity to provide appropriate baselines. The tri-annual Supporter Surveys will provide some details for feedback purposes

How: Outputs / Activities / Programmes
These outline **how** we deliver the **why.**

Conservation Programme
Fulfilling
1. To **improve** the condition of war memorials to support their long-term preservation
2. To **increase** the understanding of best conservation practice and how to appropriately maintain, protect, repair and conserve war memorials
3. To **enhance** public engagement with, and the recognition of local responsibility for, war memorials

Activities

A. **Support** custodians, individuals, organisations and communities
    a. provide a free advisory service by telephone, letter, email on war memorial issues prioritising technical and condition issues
    b. undertake outreach works such as site visits or attending meetings
    c. offer a range of online resources via helpsheets, websites, Bulletin, external publications
    d. comment on, and seek to influence, war memorial issues through planning, designation and media work

B. **Manage** War Memorials Online and the Trust's online presence
   a. create a greater understanding of condition through the information submitted
   b. enable people to report issues so that WMT can investigate, advise and engage to resolve problems
   c. integrate the Trust's available support to provide a more holistic service

C. **Encourage** engagement with war memorials
   a. hold events, offer training or give talks
   b. provide tailored support enhancing people's confidence in how they engage with and manage their war memorials
   c. offer opportunities to develop skills and understanding, and support war memorial protection and conservation, through volunteering via War Memorials Online

D. **Liaise** with other relevant organisations including national heritage bodies

Grants Programme
Fulfilling
4. To **sustain** access to grant funding to support repair and conservation works in-line with best conservation practice

Activities

A. **Offer** grants to support repair and conservation works in-line with best conservation practice, sustainability and the challenges of climate change

B. **Support** applicants through the grant process and facilitate monitoring after completion

C. **Encourage** awareness of grants and eligibility criteria

Support Programme
Fulfilling
5. To **increase** the money raised by the charity to deliver its vision to protect and conserve war memorials

Activities

A. Fundraising
   a. Charitable trusts
   b. Direct mails
   c. Legacies
   d. Membership
   e. Events including AGM

B. Support work of the charity
   a. Finance
   b. Governance
   c. HR
   d. ICT
   e. PR
   f. First point of organisational contact and office management