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# Strategic Plan 2023-27

## Vision

An engaging and welcoming museum that provides a window on Northern Ireland’s key role in the Second World War and the impact of the war on its people.

## Mission

The Northern Ireland War Memorial was established to provide an enduring memorial for the men and women of Northern Ireland who died in the two World Wars, and to commemorate the American presence in Northern Ireland during the Second World War.

Now an Accredited Museum, our mission is to tell the story of Northern Ireland’s role in the Second World War comprehensively and authentically through engaging exhibitions, publications, research, outreach and accessible learning programmes. In addition, we maintain war memorials to the fallen in the First and Second World War and the Belfast Blitz. We organise respectful commemorations, provide office and meeting accommodation to ex-service charities, and award small grants to projects which are in line with our charitable objectives.

## Values

*Authenticity* **–** Our collection is at the heart of everything we do to inspire research and create unique learning experiences, resources and publications.

*Striving for excellence* **–** We are responsible for the professional care and interpretation of the collection. We will share our knowledge by presenting the collection and our research to their full potential.

*Working together*– By promoting teamwork and exploring collaborative ideas we reflect the whole of Northern Ireland, ensuring our activities are wide-reaching and relevant to our varied audiences, both current and new.

*Showing respect* **–** We host fitting commemorations which are inclusive of all. We support diversity and a work culture which values and empowers our team and recognises their achievements. We remember our roots and help towards building a more dynamic future for the organisation.

*Innovative* – We are ambitious and imaginative about finding better ways to do things, embracing technology and partnerships, to share our stories.

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| Strategic Priorities | Key performance indicators |
| Redevelop We will transform the museum with a phased programme of capital works on the ground floor, ensuring that the Hall of Friendship and existing memorials are integrated in a fitting way.  We will embrace digital technology and ensure we exhibit objects and stories that reflect the whole of Northern Ireland ‘s experience in the Second World War, to full potential.  We will seek grant assistance and value for money and consult our audiences throughout the process.  In the long-term the Board is committed to expand the museum space within the building and is considering a number of options on how best to achieve this. | A new exhibition that tells the story of the whole of Northern Ireland in the Second World War in an innovative, engaging and accessible way.  Expansion of museum space in building. |
| Income diversification We will explore new ways to create an income for the charity. | Increased and diversified revenue. |
| Offering inspiring experiences and increasing our reach We will develop our existing learning programmes and increase capacity by engaging with people in the museum and across Northern Ireland through outreach.  We will work with a wide range of partners to maximise our impact.  We will continue to provide small grants to projects which are in line with our charitable objectives. | 20,000 visitors annually by 2027 and an extended geographical reach with outreach activities in all six counties of Northern Ireland.  Growth in headcount to develop learning and outreach programmes throughout Northern Ireland. |
| Supporting the erection of a fitting Blitz Memorial in Belfast We will continue to work in partnership with Belfast City Council to erect a fitting memorial to the people who lost their lives in the air raids on Belfast in 1941.  We will explore memorials in other areas that suffered air raids (Londonderry, Bangor and Newtownards). | Continued partnership with Belfast City Council to erect a fitting Belfast Blitz memorial. |
| Developing and valuing our collection We have a growing collection which is at the heart of everything we do, and we will ensure it develops to reflect the whole of Northern Ireland’s experience in the Second World War.  We will review our collection and proactively collect objects which address underrepresented aspects of the Second World War in Northern Ireland.  We will facilitate and commission high quality research and publications. | A growing museum collection which reflects the whole of Northern Ireland during the Second World War. |
| Invest in our people and place   People will remain at the heart of our organisation.  We will continue to build an organisational culture which embeds trust, respect, and inclusion.  Our Trustees and staff will be engaged and empowered to drive and enable the NIWM to continually change and evolve. This will include an evaluation of roles and responsibilities, additional headcount and review of salaries, pensions and other benefits to inspire and reward success.  As an organisation we will be environmentally conscious by minimising waste and reducing our effect on the environment. | A happy, valued, skilled and experienced workforce and Board of Trustees.  Reduced impact on the environment. |