



Strategic Plan 2011 – 2015

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1. What we do

Definition

The Holocaust refers to the persecution and mass murder of 6 million Jews by the Nazis and their accomplices during the period 1933-1945.

Holocaust Memorial Day (HMD)

On HMD we share the memory of the 6 million Jews who were murdered in the Holocaust, the victims of Nazi persecution and in subsequent genocides in Cambodia, Rwanda, Bosnia and Darfur in order to challenge hatred and persecution in the UK today. First held in the UK in 2001, HMD was adopted as an international day of commemoration by the United Nations in 2005.

Holocaust Memorial Day Trust (HMDT)

HMDT is a charity, which works to raise awareness of Holocaust Memorial Day. 27 January provides an opportunity for everyone to learn lessons from the Holocaust and subsequent genocides and apply them to the present day to create a safer, better future. We produce resources and information to inspire all individuals and organisations across the UK to learn the lessons of the past to create a safer, better future.

2. Our purpose

HMDT is a registered charity. It is our purpose to:

- recognise that the Holocaust was a tragically defining episode of the 20th century, a crisis for European civilisation and a universal catastrophe for humanity
- provide a national mark of respect for all victims of Nazi persecution and demonstrate understanding with all those who still suffer its consequences
- raise awareness and understanding of the events of the Holocaust as a continuing issue of fundamental importance for all humanity
- ensure that the horrendous crimes, racism and victimisation committed during the Holocaust are neither forgotten nor repeated, whether in Europe or elsewhere in the world
- restate the continuing need for vigilance in light of the troubling repetition of human tragedies in the world today
- reflect on more recent atrocities
- provide a national focus for educating subsequent generations about the Holocaust and the continued relevance of the lessons that are learnt from it
- provide an opportunity to examine our nation's past and learn for the future

- promote a society free of the evils of prejudice, racism and other forms of bigotry
- support the view that all citizens – without distinction – should participate freely and fully in the economic, social and public life of the nation
- highlight the values of a diverse society based upon the notions of universal dignity and equal rights and responsibilities for all its citizens
- assert a continuing commitment to oppose racism, anti-semitism, victimisation and genocide
- support our shared aspirations with both our European partners and the wider international community centred on the ideals of peace, justice and community for all

3. Our vision & values

Our vision and values are outlined in our Statement of Commitment, which is shared and used by the thousands who commemorate HMD on an annual basis

- we recognise that the Holocaust shook the foundations of modern civilisation. Its unprecedented character and horror will always hold universal meaning
- we believe the Holocaust must have a permanent place in our nation’s collective memory. We honour the survivors still with us, and reaffirm our shared goals of mutual understanding and justice
- we must make sure that future generations understand the causes of the Holocaust and reflect upon its consequences. We vow to remember the victims of Nazi persecution and of all genocide
- we will ensure that the voices of survivors continue to be heard even when they are no longer with us
- we value the sacrifices of those who have risked their lives to protect or rescue victims, as a touchstone of the human capacity for good in the face of evil
- we recognise that humanity is still scarred by the belief that race, religion, disability or sexuality make some people’s lives worth less than others’. Genocide, anti-semitism, racism, xenophobia and discrimination still continue. We have a shared responsibility to fight these evils
- we pledge to strengthen our efforts to promote education and research about the Holocaust and other genocide. We will do our utmost to make sure that the lessons of such events are fully learnt
- we will continue to encourage Holocaust remembrance by holding an annual UK Holocaust Memorial Day. We condemn the evils of prejudice, discrimination and racism. We value a free, respectful, and democratic society

4. Our unique position and strengths

Strengths

- we were established by Government and we retain their continued support
- we enable a huge variety of activity organisers to take the lessons from the atrocities of the past and translate them into contemporary action

- the field of potential activity organisers is wide
- we do not ordain what is a right or wrong HMD activity, giving the local organiser free reign on what their activity contains. We do not, however, support any activities which could be construed as offensive
- our focus is broad – we look at a range of experiences from the atrocities of the past but our remit is clear
- we have a clear remit which complements rather than duplicates the work of other organisations in the field
- we are different from any other organisations within this area and our objectives complement those also working within this field
- HMD is of relevance for all
- with a theme which changes each year, we can adapt our focus to work with other initiatives and areas of public interest
- we use new developments in technology and campaigning methods to deliver our objectives
- with a small staff team, our financial focus can be on promoting and supporting HMD activity organisers rather than operational costs
- the stories of survivors are reflected in all our work and resources

5. Funding

We remain constantly grateful to the Department for Communities and Local Government for their continued funding of our activities.

6. Our 5 year ambitions and objectives

With new developments ahead for HMDT which includes original Trustees standing down having completed their maximum terms of office, a new Chair, a stronger relationship with Government and new challenges across the entire charity sector we seek further to highlight the need for our work, embrace new ways of working and ensure that the horrendous crimes of the past are neither repeated nor ignored.

By 2015, HMD will be even more deeply embedded within the national consciousness. We will achieve this through a number of key ambitions that complement one another.

1. big picture, big thinking

By 2015, HMD will be marked within every local authority area in the UK, using creative and inventive methods of commemoration. Additionally, HMD will be marked at major sports as part of the legacy of the 2012 Olympics and Paralympics, and the number of annual visitors to the HMDT website will increase to 2.5 million.

To deliver this we will:

- establish champions of HMD across the nations
- increase the number of workshops organised for HMDT activity organisers

- continue to work with other organisations to create relevant resources for bespoke audiences
- use local, regional and nation knowledge to deliver HMD in those areas
- have a presence at sector-specific conferences and exhibitions
- inspire political leaders, Chief Executives and professional teams in Local Authorities to engage with HMD as part of their authorities' strategic goals and have a year-round impact in their communities
- within 5 years local authorities across the nations will recognise HMD as a unique occasion which bridges their diversity strands
- maintain and increase the number of HMD activity organisers
- establish a sub-group for the devolved nations of the UK ahead of HMD 2015
- hold an annual event for HMD champions
- engage with major arts initiatives to deliver shared goals
- work with theatres, drama groups, libraries, museums and major sporting organisations to reach arts and sports audiences
- carry out annual evaluations of our work within each region and nation and local authority
- we will work with academics in the fields of Holocaust, Holocaust education and genocide studies, human rights and international law in order to encourage promotion of our aims and to ensure our resources utilise such expertise and knowledge

2. Youth engagement

By 2015, young people¹ will be a driving force for HMD, they will run activities, act as HMD champions and their voices will be heard and recognised in our work. We will reach a new generation of potential HMD activists, who are unlikely to have considered the relevance of HMD before.

To deliver this, we will:

- ensure that HMD 2015 is marked in every secondary school and university in the UK
- have a key focus on engaging youth groups, pupil referral units and young offenders' institutes
- endeavour to work with all national youth membership bodies
- establish a young persons' advisory board in order to listen to the needs, challenges and voices of young people
- use new technology and campaigning techniques to reach young people
- continue to provide formal education materials
- develop links with university unions and associated organisations
- influence youth media

¹ we define 'young people' as those aged 13-24. This does not preclude us working outside of this age group.

3. UK event

Over the next 5 years, we will use the content of our UK event to its maximum extent by utilising new technology and ways of reaching as many people as possible.

To deliver this we will:

- keep abreast of technological advances which allow us to deliver real value for money for our event
- encourage community activities to be joined-up with a single message
- work to have a televised event for HMD 2015
- establish partnerships with potential broadcasters

4. Tailored messaging

HMDT will continue to provide tailored resources and advice that helps a range of communities and organisations to commemorate HMD in a way that is meaningful to them.

To deliver this we will:

- continue to supply and increase our high quality, tailored resources and bespoke advice to encourage new audiences to take part in HMD
- increase the number of HMD activities to 1,500 by 2015
- continue to use social media in its most up to date incarnation as a mechanism to share our message
- ensure the appropriate moderation (e.g. comment deletion) of any online discussions
- work in partnership with other organisations
- produce engaging and appropriate resources to encourage faith communities to mark HMD with their audiences
- move beyond traditional activity organisers (e.g. local authorities, town halls) and engage with emerging communities such as those online
- show how HMD provides an opportunity to explore how individuals engage online (e.g. forums, social media, blogs)

5. International work

By 2015, the UK will maintain its position as the leading country for HMD activities.

To deliver this we will:

- share our theme and resources and ideas with relevant international bodies
- share our HMD best practice
- promote our resources for other nations to translate
- have the capacity to broadcast HMD events from other countries if appropriate
- work with the United Nations to set an international theme for HMD 2015

- have a strong and direct relationship with the International Task Force for Holocaust and the FCO appointed Head of the UK delegation, the UK envoy for post-Holocaust Issues.

6. Demonstrating our outcomes

We will demonstrate value for money for our funders, carrying out rigorous evaluation as well as high standard reports. HMDT will be fit for purpose and will exceed the aims set to us by our funders.

To deliver this we will:

- develop an ambassador programme which will showcase the work we do
- continue to be a good source of information and guidance to Government departments
- continue to be an organisation with good governance, a great reputation and exceptional Trustees and staff
- develop meaningful strategic partnerships with appropriate organisations
- the organisation will continue to be run with good management, financial acumen and rigorous operational practice
- we will review and develop our internal processes to support the increase in activities, organisers and awareness
- we will continue to use our relationships with outside organisations to deliver our aims

Appendix A: Environment and constraints/threats and opportunities

Budgetary limitations of HMD activity organisers

Constraint/Threat: Many of our existing activity organisers within local authorities, arts groups, education and community centres will be reviewing their expenditure and budgets. HMD may be affected by this. It's likely that organisers may be reluctant to have high-profile/seemingly expensive activities in future.

Opportunity: We must acknowledge that budgets will be cut. The provision of resources to organisers which make their role easier will be crucial. It will be vital to take advice and evaluate our work with them regularly. We must also instigate regular updates with activity organisers on a regional level.

The Big Society

Constraint: With a new focus for many on community led working, there may be competition for resources, time, energy and money of activity organisers.

Opportunity: The Big Society² reflects a focus for communities and individuals coming together to take responsibility for their own community and the things that matter to them.

The aim of The Big Society is consistent with our work to date and complements the work of our local activists.

Other awareness-raising days/weeks

Constraint: We've seen an increase in the number of awareness raising events and days, the UN alone sanction 103³ awareness days. Although HMD is unique, there is a risk that activity organisers will be overwhelmed by choice of the events they can cover within their budgets and HMD will not be among those commemorated.

Opportunity: Partnership working with other awareness raising initiatives can bring the messages of HMD to a larger audience.

² www.cabinetoffice.gov.uk/media/407789/building-big-society.pdf

³ <http://www.un.org/observances/days.shtml>

Working with partner organisations

Constraint: To achieve our strategic goals, we must work with organisations within the same field as us. There is an idea there is competitiveness over media attention, parliamentary support and funding with similar organisations. We are unique because our remit is very clear.

Opportunity: Working with others who have knowledge across a number of fields is beneficial to us and to them. We need to work more closely with those mentioned above.

Creative and innovative activities

Constraint: We must be open to new ways of commemorating HMD, and we must acknowledge that working with creative practitioners will be a new way of working.

Opportunity: new lessons to be learnt for Trustees and staff, development of skills and knowledge.

Reflecting survivor voices

Constraint: As time passes, we inevitably lose the opportunity to hear firsthand the stories of those who survived the Holocaust and subsequent genocides.

Opportunity: we do have access to survivors now and can preserve these stories for future use in a number of formats. We can use the time we have now to inspire others to take ownership in ensuring these voices are always heard.

International work

Constraint: We do not have a place on the International Task Force

Opportunity: we will maintain independent links with International bodies

Other opportunities

- establishing dedicated regional representatives
- annual event for partner organisations
- establishing advisory groups made up of experts within specific fields
- creating a 5-year programme of themes

Appendix B: Our achievements

Since our inception in 2005, we have seen a number of major achievements.

An online presence

A redesigned website in 2006 bought web publishing in house and we have been able to offer resources seamlessly to interested parties. The main HMDT website has seen a 272% increase in website visitors between January 2006 and January 2011.

The development and implementation of a bespoke database has increased the quality and frequency of our communication with our activists and has decreased the amount of time spent on data capture by members of the HMDT staff team.

The design, creation and implementation of our bespoke education website allow us to create free resources for educators of all subjects, ages and levels.

UK wide work

The number of activities held in the UK has increased by 380% between HMD06 and HMD 2011.

In 2010, HMDT offered free workshops in 12 locations across the nations, further developing our local, regional and national outreach programme.

The UK event regularly secures national media coverage in print and online. Senior Government figures always speak at our event.

For HMD 2011, an event took place in each nation and the First and Prime Ministers participated in a pre-recorded candle lighting film for the national event.

Our media work has reached the major national print and broadcast media over the past 5 years, including a 12pp feature in The Guardian for Holocaust Memorial Day 2010.

Funding

The funding received from Government has increased from £500,000 - £750,000. In January 2011, it was confirmed that funding at the current rate would continue over the next 2 years.