



## THE GALLIPOLI ASSOCIATION (GA) PLAN 2025

### FOREWORD

1. The Gallipoli Association was founded in 1969 by Major Edgar Banner, a veteran of the campaign, as an informal group for veterans who wanted to meet from time to time to exchange shared memories. As the veterans passed on the aims of the Association become *To Remember, To Honour and To Study*. Our key focus today is education; in particular of the young of all those countries that took part in this campaign. By raising public awareness of the Gallipoli Campaign, encouraging and facilitating study, we keep the memory of the campaign alive, ensuring that all who served in it, and those who gave their lives, are not forgotten.

2. This Plan reaffirms our commitment to honour those who served through education and commemoration. It sets out our commitment to review how we do this in the years beyond the centenary of the campaign, looking at how we deliver against our objectives and how we can remain relevant thereby ensuring that the enduring military and societal lessons are not forgotten.

### OUR COMMITMENT

3. Our Objectives, Mission and Vision.

a. **Objectives.** To advance education for the public benefit by raising public awareness of the Gallipoli Campaign of 1915 and by encouraging and facilitating the study in the legacy and lessons of that campaign. To keep alive the memory of the campaign and to ensure that all who fought or served in it, and those who gave their lives, are not forgotten by applying such means as the Trustees deem fit.

b. **Mission.** To honour those who served in the Gallipoli Campaign through the study and commemoration of it.

c. **Vision.** To ensure the continued honouring of those who served on the peninsula by making the Gallipoli Association a key organisation and first point of call for those wishing to study the campaign.

d. **Values.**

- 1) **Honour** – our focus is on honouring those who served in the campaign regardless of nationality.
- 2) **Study** – we best honour those who served by studying the campaign and passing on the societal and military lessons learned.
- 3) **Excellence** – we will seek to achieve excellence in everything we do and in the conduct of charity business and its governance.
- 4) **Inclusion** – everyone is welcome to join the Gallipoli Association and we are committed to creating an environment free from discrimination, prejudice, intimidation and all forms of harassment or bullying.
- 5) **Cooperation** – we seek to work with every organisation who has similar or overlapping objectives.

4. We will strive to:

- a. Maintain a membership of c.900, with a yearly increase.
- b. Annually engage with over 500 adults and young people through the annual conference, education programme and through participation in commemoration services.
- c. Provide an opportunity for individuals to tour the battlefields at least on a biennial basis.

5. **Governance.** The Trustees recognise their responsibility to deliver the public benefit described above. They are fully committed to fulfilling their roles and legal responsibilities in accordance with the good practice detailed in the Charity Commission's *Code for Small Charities*, *The Essential Trustee* and the *Gallipoli Association Governance and Trustees Handbook*. They are also committed to ensuring good governance and recognise the key part this plays in the continuous improvement of the Association.

## **GALLIPOLI ASSOCIATION OUTPUT & OUTCOMES**

6. Everything the GA does honours and remembers those who served in the campaign and the unique relevance it continues to have for historical, military and societal reasons. Increasing awareness and fostering an enthusiasm to learn is at the heart of what we aim to achieve.



7. Under the overarching mantra to honour those who served the GA activities are grouped as follows:

a. **To Study.**

- 1) **GA Conference** – to host a conference to promote the study of the campaign. Frequency to be determined by the trustees but to be held at least biennially.
- 2) **Battlefield Tours** – to encourage members to take part in the tours to the peninsula, and fund and organise bespoke GA tours as required and to fit in with the Education Programme. GA sponsored and funded tours are to be held biennially.
- 3) **Gallipolian Journal** – The Gallipolian is published three times a year and is seen as an exemplar in its field.
- 4) **Website & Archive** – to ensure our web presence is maintained and our social media activity promotes the association and fulfils its requirement in meeting our objective.
- 5) **Bursaries** - the Association sets aside a sum of money each year for bursaries to encourage the study of the campaign. Those supported will be expected to join the GA and present their findings at an appropriate gathering (Conference, Autumn Lunch or other) and submit an article for the Gallipolian. The amount of the bursary, the partnership universities and the means of advertising will be detailed each year in the Annual Education Plan. The award of each bursary is to approved by the Trustees.
- 6) **Annual Education Plan** - The GA Trustees agree a budget for its education programme each year. Through the Education Coordinator, the GA will work with a range of partners, in the UK and the Republic of Ireland to promote the objectives of the GA. Projects may include educational establishments (both private and state maintained) and community groups, involve adults as well as young people and have geographical spread. Each project will have a detailed action plan, which will include key personnel, timetable, costing, impact and legacy expectations. This will form the Annual Education Plan, which will be approved annually by trustees in time to agree the budget.

b. **To Remember.**

- 1) **Gallipoli Day Services;**

a) The Wreath-laying Service at the Gallipoli Memorial in the Crypt of St Paul's on the 25<sup>th</sup> April is the association's primary act of commemoration.

b) The GA will create a database of all Gallipoli associated commemorative services, incorporating full details of the event and points of contact, which will be available on the web and published as required in the Gallipolian. GA attendance is to be encouraged at these regional and local events.

2) **Armistice Day** - The GA will aim to attend every Armistice Day Commemoration subject to the continued receipt of invitations from The Royal British Legion and the enthusiasm of GA members to attend.

3) **Memorials** – The GA will create a database of all Gallipoli associated memorials and, working with others, will endeavour to ensure they are maintained. A small annual grant is allocated by the trustees for memorial maintenance and managed by the Honorary Secretary. The database is to be available to the members of the web.

4) **Battlefield Tours** – Each tour will include a small act of remembrance and a wreath laying.

## 8. Review of our current position – SWOT Analysis.

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>Reasonably strong membership</li> <li>Recognised as an authority on the campaign</li> <li>Funding to encourage study</li> <li>Processes and procedures</li> <li>Enthusiasm of some members</li> <li>Continued relevance of the campaign</li> <li>Leading British organisation to remember campaign</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>No guaranteed funding, less that from membership</li> <li>Perceived relevance post centenary</li> <li>No Comms Officer = poor comms ability</li> <li>Capacity of the all-volunteer home team</li> <li>Passive engagement of the membership</li> <li>Cost of events precluding some from taking part</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>New Trustees</li> <li>Connections to other organisations (museums, educational institutions)</li> <li>G&amp;DI – offer the olive branch (again)</li> <li>Involvement in commemorations</li> <li>Communities connections to the campaign</li> <li>Participation in the maintenance of memorials</li> <li>Dynamic education programme</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>Diminishing membership</li> <li>Age of membership</li> <li>Diminishing funds</li> <li>Lack of funding opportunities</li> <li>Beyond the centenary</li> <li>Lack of new trustees/home team</li> </ul>



## FUTURE DEVELOPMENT

9. **Enhance Communications.** The key to developing the charity and maintaining a healthy income will rest on an increased focus on our communication strategy; promoting who we are, what we do, how we make a difference, how to reach us and how to support us. Delivering this will be enabled by appointing a Communications Officer who will ensure:

- a. More dynamic and responsive use of Social Media and the website,
- b. Greater use of marketing and PR.

10. **Increase Membership.** Membership needs to be maintained around the 900 mark and this will be done by ensuring the association is seen to be relevant and fun. A Membership strategy is required to identify how to achieve this.

11. **Improve Funding.** Membership is critical to current income, generating c.£20,000 per annum which roughly matches the core running costs of the Association. Although currently 'cash rich' the Association needs to generate funds to deliver special projects including the ambitious education programme. Enhancing the GA's relevance and ability to record impact, will enable alternative avenues of income generation including submissions to national and regional education focused grants and improved receipts from legacies and donations. Specialist advice may be required to ensure our marketing message is compelling and supports our aspirations.

12. **Measure impact.** The requirement to record the impact the GA has through its various activities is essential to securing funding in the future. A measuring of impact study is to be conducted which should identify:

- a. The GA's key output (activities done/quantitative)
- b. Determine how to record the impact (the difference the activity made to the participants(s)/qualitative).
- c. How to rank competing projects so that resources can be allocated to achieve best effect, i.e. how to choose between funding a conference for 70 people over a trip to the Gallipoli battlefield for 15.

## SUMMARY

13. The Gallipoli Association remains true to its founding objectives and continues to promote the relevance of the campaign's lessons learned, whilst honouring those who

served. It is an all-voluntary organisation, which encourages interest, study, commemoration and enjoyment in equal measure for its members.

14. In 2020 the Association will conduct a series of reviews which will look at how we:

- a. Maintain and/or increase our membership,
- b. Improve income especially for educational projects.
- c. Accurately record the impact of the opportunities we provide.

15. Underlying all of this, and key to ensuring the continued health of the Association, will be the development and implementation of a communications strategy and the ability to deliver it.

16. All this will be achieved whilst ensuring that the character and ethos of the Association remains true to its heritage, with the members at the heart of everything it does, always seeking To Remember, To Study, To Honour those who served to ensure they will not be forgotten.



**James Stopford**  
**Chairman**  
**The Gallipoli Association**

**26<sup>th</sup> February 2020**

**On behalf of the Trustees as approved at their 26 February 2020 Meeting**