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1. Purpose and vision

Who we are

IWM is a global authority on conflict and its impact, from the First World War to the present day, in Britain, its former Empire and Commonwealth.

What we do

We record and showcase people's experiences of modern conflict. Some of those experiences paint a picture of everyday life in wartime; others give us a glimpse of something exceptional. All of them help us to explore the causes of war and its impact on people's lives. We draw on the experiences of people from all walks of life and try to reflect the total nature of war.

How we do it

We try to tell every story in as vivid a way as possible, creating powerful physical experiences that engage visitors of all ages with the issues of war and conflict. Our collections are unique and constantly evolving and we try to exhibit them in as relevant a way as possible to contemporary audiences.

Where we do it

IWM engages audiences from across the world both physically and virtually, through our website at iwm.org.uk, through our digital channels and innovation in digital resources, and across our five branches: IWM London, IWM North, IWM Duxford, Churchill War Rooms and HMS *Belfast*.

What we are trying to achieve

Our vision is to be a leader in developing and communicating a deeper understanding of the causes, course and consequences of war.

What we stand for

As an organisation we are guided by four important values. We aim to be:

- § **Courageous:** we're confident and have the courage to challenge the established wisdom, championing debate and innovative approaches
- § **Authoritative:** our deep and dynamic knowledge of our rich collections makes us the first point of call on the history of modern conflict, and sets standards of excellence in everything we do
- § **Relevant:** we strive to make everything we do relevant to contemporary society, while maintaining a balanced and impartial point of view
- § **Empathetic:** we're sensitive to people's emotions, respecting different points of view and the deep significance of our collections

2. Review

Public programme highlights

During the past year we welcomed almost 1.9 million visitors to our branches. In January 2013, IWM London closed to the public for a seven-month period to complete the most disruptive construction works. The branch partially reopened on 29 July with an exciting programme, including the family-friendly exhibition *Horrible Histories: Spies*, *IWM Contemporary: Omer Fast* (featuring the London premiere of the artist's film *5,000 Feet is the Best*) and *Architecture of War*, which examined artists' responses to the impact of warfare on landscape and environments.

War Story: Supplying Frontline Afghanistan opened at IWM London in September 2013. The exhibition featured time lapse footage collected by IWM staff on their field visits to Afghanistan in 2012 and 2013. In October 2013, our critically acclaimed *IWM Contemporary* series featured *Mike Moore and Lee Craker* – an exhibition of photography examining the impact of war on the Iraqi people and the American and British troops who served there. This coincided with the opening of *Donovan Wylie: Vision as Power*, the culmination of our five year collaboration with the artist. The display brought together five separate projects reflecting his enduring interest in the concept of vision as power. IWM London is closed to the public again (from 6 January 2014) as major construction works continue before the opening of our new First World War galleries this summer.

IWM North marked the tenth anniversary of the 2003 Iraq War with the opening of the positively received display, *Iraq: Photographs by Sean Smith* on 9 March. A new Big Picture Show, *Horrible Histories@: Rotten Rationing* launched in May, supported by popular events including workshops with illustrator Martin Brown. Visitor numbers to the branch were subdued over the first half of the year, with the special exhibition *Saving Lives: Frontline Medicine in a Century of Conflict* failing to have a wide appeal. The exhibition *Catalyst: Contemporary Art and War* opened in October. Since then we have seen a strong recovery in visitors to the branch, with the exhibition generating much positive press coverage.

Historic Duxford opened at IWM Duxford on 28 March. The exhibition, which explores the personal stories and history of the airfield, received significant press coverage and was awarded the Access Planning and User Engagement Award at the 2013 Jodi Awards. The branch has sustained steady visitor numbers and achieved strong overall Air Show attendance, despite a disappointing October Air Show, due to inclement weather.

We have seen exceptional visitor number performance at Churchill War Rooms and HMS *Belfast* as the London branches benefitted from a strong post-Olympics bounce. HMS *Belfast's* new quayside pavilion opened over the Easter weekend. Visitor facilities include a stunning new retail space, ground floor café and roof top bar with commanding views of the river. The ship celebrated her 75th anniversary in March 2013, with a major press event held on board. The Mayor of Belfast and Deputy Mayor of London helped recreate the launch from 1938, by breaking a bottle of champagne over the ship's bow and presenting a specially commissioned builder's plate donated by Harland and Wolff. The event achieved significant broadcast coverage across national news and radio networks.

Commercial performance

We have continued to look at ways of building our financial sustainability, by carefully managing our fixed costs. Of our total operating income, almost half is now self-generated. We generated £3 million in net profit from commercial income in 2012–13. This exceeded our annual target of £2.5 million by 22 per cent and made up 33 per cent of our total turnover for the year. Our 2013–14 commercial forecast will be achieved whilst successfully absorbing the costs of the temporary closure of IWM London.

Ambitious targets are in place to continue this growth – our Commercial Strategy aims to increase net profit to £5 million by 2016–17.

Areas of particular success include strong retail sales, largely driven by high visitor numbers at Churchill War Rooms and HMS *Belfast*. An increased interest in our First World War assets is reflected in good Image Sales Licensing performance and significant licensing deals. Corporate hospitality performance, our most profitable commercial activity, has experienced good performance at IWM North (where this area of the business has benefitted from the development of The Quays) and strong performance at IWM Duxford, Churchill War Rooms and HMS *Belfast*. As anticipated, the offer at IWM London has been impacted by temporary closure and construction works. A new business model and contracted service with Peyton and Byrne will bring considerable benefits and growth in net profit over the coming years.

First World War Centenary

The centenary of the First World War is an anniversary of unprecedented scale, significance and global reach. It presents us with a real opportunity to increase the reach of our public engagement, and our public profile and brand. IWM is leading the Centenary Partnership and is one of the key national delivery partners for the UK. In addition the Partnership comprises international partners and activity.

Much progress has been made this past year. In our Corporate Plan last year we reported that the Centenary Partnership had reached over 700 member organisations. Membership has now grown to over 2,100 organisations. Our Centenary mark has been adopted by the government as the official logo to promote the Centenary and the activities taking place across the country to commemorate it. Organisations that join the First World War Centenary partnership have access to a wealth of expertise and information, including 100 free Centenary resources from IWM collections, as well as access to DIY First World War exhibitions and detailed timelines of the First World War period (covering the period of 1871–1929). We have worked with Culture24 to develop a Cultural Programme Calendar on 1914.org. This will present a significant national and international five year programme of cultural events and activities to commemorate the First World War.

Support and networking opportunities for the Centenary Partnership have included the delivery of two communications-focused workshops which took place at IWM North and on HMS *Belfast*, an event in Glasgow in July focusing on communications and marketing and a regional meeting for organisations in London held at the Museum of London Docklands in September.

Our project to transform IWM London and create ground-breaking new First World War Galleries is progressing well. We will open the transformed atrium space and new galleries in summer 2014 (see also section 4.2 below).

3. Horizon scanning

This Corporate Plan responds to existing and emerging trends that may impact on us. These include:

- § Economic recovery – GDP is now projected to grow by 1.8 per cent this year and 2.7 per cent next year¹. While there are signs of increased consumer confidence, recovery is fragile and the economy is not forecast to reach pre-recession size until the end of 2015. The rising cost of living continues to exert pressure on UK households and the memory of the economic downturn will continue to have some bearing on consumer behaviour. Desire for value continues to motivate consumer behaviour across all sections of the leisure market.
- § Tourism patterns – London and Partners are expecting the ‘Olympic Halo’ effect to last a further two years with growth predicted to the end of 2015. Visitor number forecasts (particularly at the London branches) reflect this trend. Visitors from France, Germany and the USA remain our three strongest international markets in terms of visits and spend, and will remain core audience groups for IWM. Stronger performance of the US economy is forecast to drive a substantial 8 million growth in American outbound tourists between 2012 and 2017. Domestic tourism patterns may be influenced by a weakened Euro, with favourable exchange rates drawing domestic visitors abroad.
- § Political – a general election falls within this planning period (May 2015). The government’s structural deficit reduction agenda will continue to drive cuts in public funding (and potentially our level of grant-in-aid). Lower levels of grant-in-aid and a huge increase in our employer pension contribution from 2015–16 are major challenges. We need to build more business change into our operation to ensure that we are financially sustainable over the medium to long-term.
- § Operational imperatives – we must continue to effectively manage and reduce our fixed cost base (this includes salaries, buildings and utility costs), so that we can protect our public programming and fund major projects and capital activities in the coming years.
- § Our audiences – we must remain responsive and relevant to the changing needs and interests of our audiences. An increasing ageing population (with grandparents and great grandparents playing a considerable part in the decision making and funding of days out) and a rapidly expanding, multi-cultural society will continue to inform our forward planning. Rapid digital development and the emergence of digital natives² highlight the fact that we need to think broadly about our audience and how they engage with us in the future. Our challenge is to remain relevant and engage with the increasingly diversified needs of different audiences through multiple communication channels.
- § Changes to National Curriculum – The government’s recent changes to the Curriculum will have a significant impact on the potential audience of our formal learning programme (we have anticipated a reduction of circa 30 per cent in the number of primary schools visiting our five branches). CP14 responds to this change by seeking new ways to engage with school groups and families, through digital learning and Continuing Professional Development (CPD) for example.
- § Major anniversary events – the centenary of the First World War gives us an enormous opportunity to achieve a step-change in our profile, reputation and brand. It provides us with a platform to position ourselves as the global authority on conflict and its impact. Important Second World War anniversaries will also bring opportunities to further our purpose and vision.

¹ HM Treasury forecast, January 2014

² The term refers to people who grew up with the technology that became prevalent in the latter part of the twentieth century and continues to evolve today

4. Forward plan

The plan is based on our five strategic objectives to be:

- § **Audience-centred** through our temporary exhibitions, gallery spaces, learning programmes, events, services, digital content, publications and products. We will maintain exceptionally high levels of customer satisfaction
- § **Relevant** to our audiences, ensuring that our activities are designed to have long-term impact
- § **Continuously evolving** in order to deliver excellence, bringing audiences and stakeholders with us
- § **High profile**, so that we maximise our impact on a local, regional, national and international scale
- § **Efficient and effective**, delivering the best possible value for money by continuing to focus on core, high-impact activity

CP14 highlights the projects and programmes that are in place to lead us towards the achievement of our long-term strategic aims. We have developed a plan that provides £19.9 million in investment towards our highest organisational priorities across 2014–17. The centenary of the First World War and the IWM London Regeneration Project remain our highest organisational priority and the level of resource invested reflects our ambitious plans to mark this major anniversary. Key Second World War anniversaries will be just as important over this period, with plans to commemorate the seventieth anniversary of D-Day in 2014 and the end of the Second World War in 2015.

A significant proportion of priority investment is also channelled towards our integrated public programme, with new interpretation work taking place across the organisation and exciting new exhibitions opening at both IWM London and IWM North. The redevelopment of the American Air Museum at IWM Duxford will deliver improvements to the building and object conservation with the refresh and redisplay of existing exhibitions by 2016.

We continue to modernise our ways of working, with funding in place to support the digital transformation of our organisation (both through specific project investment and by ensuring that our resources and skills are in the right place). A phased Customer Relationship Management project will enable us to develop more meaningful relationships with our customers, thereby deepening their levels of interaction, loyalty and propensity to spend. Our income targets reflect the impact of our Commercial Strategy, which will start to drive increased levels of net profit from all our commercial activities. Our ambition is to grow net profit to £5 million per annum by 2016–17 (it is currently £3 million and forecast to be £4 million in 2014–15).

However, over this period, risks to our financial sustainability (refer to section 4.2 below) are considerable and in the longer term, we will build significant business change into our operation. A strategic change programme will be driven by our Change Director, who will be working with SMT to review our operational structures and business investment to identify further opportunities for contracting out services and restructuring. This will result in substantial change to the current level of fixed costs in our operation and will mean that over the long-term, we are able to build our financial resilience.

4.1 Our long-term vision

During CP14, we will be delivering a high quality and well-resourced First World War centenary offer across IWM channels. We will have achieved a significant increase in commercial returns, made a real shift to digital delivery and engagement, and built and sustained a motivated and flexible workforce. Our

brand values will be fully embedded across the organisation and our profile will have been significantly enhanced.

Looking to 2020, we are aiming to:

- § Cement our profile as an influential, internationally renowned museum through excellent product and customer service of the highest standard
- § We will build and engage loyal audiences and supporters, including significant philanthropic support
- § Offer a dynamic and responsive public offer across multiple channels
- § Implement a Commercial Strategy that truly maximises our assets
- § Achieve higher net profit and lower fixed costs
- § Support a well-resourced capital investment strategy for our estates and infrastructure
- § Be accountable for a collection that is fully accessible

While CP14 sets out how many of these major long-term strategic changes will be achieved, IWM faces considerable challenges as well as major opportunities over the next decade. The way we respond to these factors has been framed around our ten strategic risks, outlined below:

4.2 Risk management

Strategic risk	Response
1. Serious deterioration of financial resources	Grant-in-aid will continue to reduce in coming years. From April 2015 our Civil Service Pension employer contributions will increase, adding an extra £1 million to our salary bill. The impact of this and the rate at which we are able to build financial sustainability remain considerable areas of risk. Our Change Director will be working with the Senior Management Team to ensure that we build our financial flexibility. IWM's Commercial Strategy sets out the principles that will enable us to grow our commercial contribution systematically.
2. Audience stagnates and declines	IWM's Audience Development Strategy ensures that we focus investment on target audiences. The redevelopment of IWM London presents us with significant opportunities – visitor footfall to IWM London is forecast to increase by 30 per cent to 1.3 million in 2015. Strengthening our brand through consistent messaging, a strong public offer and strategic partnerships will continue to build a loyal following. Our digital audience is forecast to grow to 7.5 million by 2016–17 (currently 5.4 million).
3. Inefficient and outmoded infrastructure	Major capital redevelopment projects (including the delivery of the first phase of the IWM London masterplan in 2014, the American Air Museum project in 2016 and ten-year IWM Duxford Northside project) seek to address this risk. The level of discovery on site at IWM London

	during the Regeneration project has illustrated the impact of significant and sustained underinvestment in our systems and plant. Investment in ICT systems to support our business and digital activity and the storage of digitised assets will continue to support our modernisation agenda.
4. Loss or damage to our collections and other assets	Ongoing documentation (physical and digital), digitisation and upgrades to our fire and security systems seek to address this risk. The IWM Duxford Northside project will consolidate and improve our collections storage facilities. IWM's Collections Review Programme (and acquisitions and disposals policy) is moving IWM towards a more sustainable and dynamic collections management approach.
5. Collections and scholarly expertise not developed	Achieving full Independent Research Organisation status has increased future funding opportunities and the scope of our Collaborative Doctoral Awards programme. IWM's research output helps to build our reputation and to achieve a high-quality impact for audiences.
6. Serious harm to people	IWM's Health and Safety training programme and clear policies provide assurance across all of our operational plans and capital projects.
7. Staff motivation and productivity low	There will be a degree of uncertainty around the outcome of business change precipitated by further reductions in our grant-in-aid. The newly appointed Change Director is working with the Senior Management Team on defining our strategic change programme. The impact on staff morale is being monitored and the programme will be supported by a clear change management and internal communications strategy.
8. Breach of laws, regulations and standards	Work will continue to ensure compliance in all relevant areas, with the Senior Management Team and Board of Trustees regularly reviewing policies.
9. Significant business interruption	Business continuity planning is supported by ongoing investment in ICT and fire and security systems. We are developing a clear, long-term strategy to manage our buildings and estates. This is informed by extensive masterplanning underway. However, the allocation of funds that only support our most critical preventive maintenance work increases the risk of failure and reliance on contingency funding.
10. Regeneration: First World War Centenary Project opportunity not fully exploited	The redevelopment of IWM London presents an enormous opportunity for IWM, with the first phase of the project completed in summer 2014. This phase will deliver new First World War Galleries, a reconfigured atrium, large exhibits display and improved visitor facilities and circulation (including new retail areas and catering facilities).

4.3 First World War Centenary

The centenary of the First World War will be a truly seminal moment in world history, and IWM will be a national and international focus for activity to mark this momentous anniversary. The unveiling of new First World War galleries at IWM London in the summer of 2014 will be a major focal point for the commemorations and will offer a world class experience for more than 1.3 million visitors a year. Redeveloped commercial spaces and services at the branch will contribute a significant increase in net profit from retail, cafe and corporate events. IWM North is mounting a major exhibition and programme of activity for the centenary. *From Street to Trench*, opening in April 2014, will explore the First World War through the eyes of the people of the north of England, examining the region's role in a national war effort that was part of a global struggle.

Through the Centenary Partnership, we will coordinate and present the largest national and international cultural and educational commemoration of the First World War in modern history. This five year programme of cultural events and activities will engage millions of people across the world. To date, IWM's Centenary Partnership has 2,100 members spanning 40 countries, and continues to grow.

Drawing on the principles of crowd-sourcing, IWM's Lives of the First World War project will enable people to discover, share and remember the life stories of millions of men and women who served in uniform and worked on the home front. Over the centenary, Lives of the First World War will grow into the definitive digital memorial to more than 8 million people from across Britain and the Commonwealth – a significant digital legacy for the future. We will launch this exciting project in late spring 2014.

Engaging children and young people with the First World War and its relevance today is one of the key aims of our First World War Centenary Programme. We are developing a range of First World War digital resources that draw together the very best objects from across our collections. These will be made available throughout the centenary, to ensure that the release of new work coincides with key events. Our Learning teams have researched schools curricula from around the world including Commonwealth and former Empire countries including India, South Africa, Australia, New Zealand and Canada to ensure that our resources will appeal to a national audience, whilst also supporting the National Curriculum in the country. HLF-funded projects such as IWM's Youth Advisors and Young Reporters enable us to develop strong links with local communities. Our New Perspectives project will continue to offer young people the opportunity to explore our archives and lesser-known histories of the First World War.

We will mark the 100th anniversary of the Battle of Somme in 2016 by making a factual film based on the film, *The Battle of the Somme*. Through this project, we will explore how war was presented on film and how that presentation affected perspectives at the time and now, sparking public debate around the cultural legacy of the use of film during the First World War. It is our ambition to screen the new film in cinemas, music festivals and live venues around the UK and internationally – reaching a wide audience of all age ranges.

Broadcast will stimulate public engagement with the centenary. We have been working in partnership with the BBC on *World War One at Home*, an initiative that will have a huge reach and will point people towards Lives of the First World War from late spring 2014. We continue to work with the BBC on a number of other initiatives as well as proactively talking to other national and international channels regarding programming for later in the centenary. We are speaking to a number of publications about media partnership for our new First World War galleries and the Centenary Partnership programme.

Significant interest in the First World War Centenary will increase our bottom line in commercial areas such as retail, image sales licensing and publishing and brand licensing. Our Retail department will launch exciting new product ranges linked to the content of the First World War galleries and *From*

Street to Trench at IWM North, with the aim of building on the overall story and personal stories of the First World War.

4.4 Masterplanning

Masterplanning will now focus on the next phases of development at IWM London. The commissioning of a new entrance design for IWM London and planning for Second World War content development will progress over the coming year. This will include a major upgrade of our Holocaust Exhibition at IWM London to ensure that the important collections and stories that we hold are refreshed with new scholarship and continue to be supported by our world-class Holocaust education programme. The Exhibition, one of the most heavily used galleries at our flagship branch, will be integrated with the development of our Second World War interpretation to ensure that it fits within the chronological visitor journey. Defining the role and remit of IWM North and IWM Duxford will inform the future development of these branches. Through masterplanning we will develop new kinds of gallery spaces where learning is at the centre of the visitor experience.

4.5 Corporate priorities

CP14 funds our corporate priorities, with much of this work being delivered and achieved by teams working across IWM. Corporate priority funding will support projects in the following areas:

Audience focussed

- § IWM London Regeneration – £2.2 million is in place for 2014–15 to deliver the first phase of the masterplan for this branch
- § The American Air Museum redevelopment project at IWM Duxford is scheduled for completion in 2016 (externally funded). The project will also deliver a new website based around the Roger Freeman Collection of photographs, widening public access to some 15,000 images of the United States Army Air Forces during the Second World War
- § Our public programme, delivered across the five branches and IWM's digital channels, will deliver rich content, exciting new exhibitions, strong marketing campaigns and events
- § Ongoing investment in HMS *Belfast* and Churchill War Rooms will ensure that we maintain a high quality visitor experience. This includes a rolling programme of upgrades to the Churchill Museum interactives, an upgrade to the lifeline (dependent on external funding) and at HMS *Belfast* a programme to replace the mannequins and upgrades to the technical films and atmospheric sounds
- § The visitor services and security teams across IWM are vital to our organisation. Our Visitor Experience Group will ensure that the new contract with The Shield Group is supported and that our very high standards of customer service are maintained.

Relevant

- § Seed funding is in place to support the development of an options appraisal for IWM North masterplanning (£20K in 2014–15)
- § Key digital projects include the development of our mobile web offer, First World War digital programme, Second World War digital content as well as a new mobile experience and new foreign language guide at IWM London
- § CP14 seeks to provide investment in modernising our business, with funding in place to support our Customer Relationship Management project (CRM) (totalling £250K)

Continuously evolving

- § Commercial priorities include new retail areas and new corporate hospitality facilities at IWM London and an upgrade of the IWM Duxford shop in 2014–15
- § A modest entrepreneurial fund (of £25K per annum) gives us the flexibility to explore new business opportunities in new markets.
- § Continued investment in ICT infrastructure will focus on additional ICT storage (£40K in 2014–15) to support our digital expansion
- § Continued phased investment for the IWM Duxford Northside project (in 2015–16 and 2015–17) will improve our collections storage facilities and conditions.
- § The Collections Review process will continue to identify key acquisitions, manage the disposals programme, and progress art commissioning over the corporate planning period
- § At HMS *Belfast*, external funding is being sought for urgent repairs to the ship's funnels

High profile

- § The delivery of the research programme remains a priority, including a high profile international conference on the experience of colonial troops and civilians of the British Empire during the First World War (£28K in 2015–16, externally funded)
- § IWM North will deliver a groundbreaking volunteer programme, Improving Futures: Volunteering for Wellbeing, in partnership with the Manchester Museum (HLF funded)
- § HMS *Belfast's* role in D-Day will be a major focus of activity in 2014. D-Day will also be marked in IWM Duxford's Air Show programme and exhibition displays

Efficient and effective

- § In terms of our estates masterplan work, we will map our estate to show its use, to examine top level values and identify unsustainable buildings. This will ensure that our buildings and infrastructure are effectively and efficiently used. A lifecycle budget is in place to support the highest priority maintenance and renewal work only. As such, this remains an area of risk
- § Ongoing funding for a strategic space review of IWM London and All Saints (£70K in 2014–15, £200K in 2015–16) will make more efficient use of our office space and will ultimately free up space at IWM London for public and/or commercial use
- § The IWM Duxford security project will progress a business-critical upgrade to the system (£120K in 2014–15 and £140K in 2015–16)

4.6 Our audiences

Our Audience Development Strategy focuses on building audiences most likely to visit our branches and on increasing our reach and reputation through digital channels. It informs all our planning to ensure that priority audiences are considered in all programme choices and that a balanced programme is developed to attract both core and development audiences. The Strategy sets out how we will improve our data capture to build long-term relationships with our audiences and establish journeys for them with IWM. As such, it informs other key strategic work such as our Commercial and Digital Strategy and the development of our CRM project.

In terms of visitor numbers, total visitors to our five branches are forecast to increase to 2.7 million by 2015–16 (from 2.3 million³). Web visitors will increase to 7.5 million by 2016–17 (from 5.4 million) as we continue to build digital channels to increase engagement with our content and collections online. By their very nature, these platforms have the ability to extend IWM's global reach far beyond the physical boundaries of our branches, providing us with opportunities to broaden our audience base and enhance our brand. At our branches we will continue to focus on providing excellent customer service. Following our recent decision to contract out our front of house and security provision, we will be working closely with The Shield Group to ensure that we deliver a visitor welcome of the highest standard.

4.7 Access and inclusivity

We seek to meet the duties of the Equality Act 2010 across all our work at IWM. In doing so, we try to ensure that any disadvantages experienced by people due to their protected characteristics (age, disability, gender reassignment, marriage, civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation) are removed or minimised and that we are able to build good relations with our users.

We aim to ensure that access provision, equality, and diversity issues are considered when developing visitor services and our public programmes; from project initiation documents and throughout all exhibition project team meetings. We regularly review our equality objectives and all staff receive training in equality and diversity. Project design teams continue to work closely with their access advisory groups to ensure that the physical layout and architecture of our buildings, new exhibition spaces, services, amenities and our public programme are inclusive and accessible. The next phase of masterplanning at IWM London will focus on the design and commissioning of a fully accessible entrance to the museum.

4.8 Managing our buildings and infrastructure

Providing secure and appropriate storage for our collections, developing and using all IWM estate efficiently and ensuring that our ICT development and service delivery is aligned with our business needs are high, and often inter-related, priorities. A number of projects are in place to move us towards realising these aims (such as the IWM Duxford Northside project, a strategic accommodation and space review at IWM London and All Saints and ICT digital storage development). Our lifecycle programme remains risk-based and reduced funding in this area means that we are only addressing our most urgent reactive work requirements, while a backlog of maintenance work remains. Contingency is built into our Plan to cover any escalation of risk or major failure over the next financial year.

Significant effort continues to be made in reducing our levels of energy consumption. IWM London Regeneration is premised on achieving greater financial sustainability and the project has addressed some major infrastructural issues resulting from a legacy of sustained underinvestment. CP14 reflects our aim to sustain the level of energy consumption reduction achieved over the past five years.

4.9 Digital development

Over the next three years, our audiences will continue to become more digitally focused and will have increasing expectations about digital delivery and access, both physically (at our branches) and virtually. Mobile use will rapidly increase – we have already seen a 30 per cent increase in mobile traffic on our website this past year. The speed of this change will impact on all our digital services, including commercial products and activity. Our Digital Transformation Strategy sets out the broad principles for how IWM will shift to a 'mobile first' policy when considering digital content and services. It sets out the

³ Visitor figure from 2010-11 to reflect our average performance with no partial branch closure

need for all staff to raise their digital capability. In 2012 we successfully launched Computer Club – a digital skills development programme to equip all our staff with the confidence and knowledge required to achieve this cultural shift. We will continue to build on the strength of this programme in CP14.

Our Digital Transformation Strategy aims to establish a digital culture that is audience-centred, commercially driven, responsive and evaluation-led. Over the past year we have developed a segmentation model with specific digital audience groups. This work will now inform how we design and produce content for those audiences, applying measurable criteria for success and working iteratively to improve the content produced. We continue to evolve and extend our presence on a range of digital platforms including the IWM website and associated sites, social media channels and third party sites such as the Google Cultural Institute. Commercially, customers are becoming increasingly intolerant of slow and complicated ordering and delivery models and over the next three years we will move to digital-by-default models in some key commercial areas, such as image and film sales.

In terms of learning, digital is central to our plans for future engagement with schools, teachers, higher education and adult audiences that do visit us and those who cannot visit a branch but can access us online. We aim to pilot and innovate in the areas of digital social interpretation and the integration of publicly generated content.

4.10 Collections

Supporting IWM London's Regeneration project will continue to be a major focus as the first phase of the project is delivered in the summer of 2014. Completion of our basic inventory will also be a major priority, to provide a firm basis for all other management and use of the collection. We will support the Commercial Strategy, ensuring that we fully maximise the commercial potential of our collections assets.

The accountability and care of our collections is built on solid foundations, with the principles established in the first major IWM Duxford Northside storage project (Building 215) providing the benchmark for the next phases of the project. Building 215 now provides innovative storage conditions, greatly expanded capacity and accountability of all material, supported by barcoding technology to support accurate current location data. The creation of digital assets and investment in Collection Content Management and Digital Asset Management systems will support efficient digitally based processes ranging from basic location and movement control to enhanced access services.

Making our collections widely accessible remains the cornerstone of our work. The current facilities and services of Explore History at IWM London will be progressively upgraded with the introduction of new 'on screen' resources. The introductory area of Explore History will be redesigned and will feature a physical link to Lives of the First World War.

It is vital that we take into account the changing nature of conflict and the impact of contemporary conflict on society to inform our collecting, learning and engagement programmes. An action plan will be developed, based on the strategy presented to the Trustees on development of the collection. This will refine and build on the many current strands of contemporary collecting, such as transfers of official material, oral history interviews, art commissions and the War Story project. It will also involve reviews across the Collection, using themes that mesh with plans for future stages of Regeneration and development of new galleries in other branches, to guide, prioritise and focus future collecting.

4.11 Research

Our research programme will continue to develop and expand. Closer engagement with academic institutions over the past three years is now reflected in strengthened relationships across the Higher Education sector. As an Independent Research Organisation we can apply for grants from both the Arts

and Humanities Research Council (AHRC) and the Economic and Social Research Council (ESRC) to further our understanding of our subject and collections. IWM will be shaping new projects which will give our curators an increasingly sophisticated approach to their work.

The AHRC's Collaborative Doctoral Partnership provides a three-year programme of PhD studentships which are co-supervised by IWM and a Higher Education Institution (HEI). Both HEI partners and students are recruited through open competition, ensuring that the projects are of a very high standard. Among the studentships which will start in 2014–15 are 'the effects on British soldiers of involvement in counterinsurgency operations' and 'Voices of the Cold War'. Three further PhD studentships will be created for 2015–17.

Research to support our collections strategy will increase, including a focus on analysing with effort on the very large collection of BBC Monitoring Service's transcripts – a resource with strong potential for international collaboration, which also poses substantial challenges for future management. Additionally, IWM's curators are working with academics at King's College London under their 'Creative Futures' programme to look at how we can address our strategy for collecting on post-1945 conflicts.

Staff expertise will be nurtured with a seminar series on the Second World War, to replicate the successful series held in preparation for the First World War centenary. A training programme will ensure that there is fuller understanding and institutional acknowledgement of research attainments across the IWM, so that rising generations of research-active staff are properly encouraged and supported.

IWM is an Associate Partner in the major European-funded HERA project: Cultural Exchange in a time of Global Conflict: Colonials, Neutrals and Belligerents during the First World War, led in the UK by King's College London. This project will run until 2016, bringing together academics in the universities of Poznan, ZMO (Centre of Modern Oriental Studies) Berlin, and Utrecht. The research will shift the focus from France-Germany-Great Britain to the largely unexamined but strongly emerging theme of how colonies and smaller nations experienced the First World War (a subject brought to prominence by IWM's Whose Remembrance? Project in 2012–13).

4.12 Fundraising and development

Our goal remains to establish and maintain a broader base of interested and loyal donors at all levels, but in particular, those with the capacity to give significant gifts. We now have a much broader prospect base which puts us in a stronger position moving forward. Maintaining and expanding this base is a high priority.

Our immediate focus is to secure the balance of funds required for the successful completion and launch of the new First World War galleries and associated areas of activity. This may include funding for the wider centenary programme including Lives of the First World War.

Our Development team will support masterplanning work across the organisation to determine the strategy for future phases of capital development and to contribute to discussions on phasing and funding potential. We will review trust income for other areas of IWM's public programme including our art commissions, learning activities and conservation and research.

Our Patrons' Scheme generates income and builds a loyal base of supporters with the potential for increased support. Over the next three years, we are aiming to increase our total number of Patrons.

At IWM London, newly designed donation boxes will be installed in key positions throughout the new galleries and atrium to raise further funds. Boxes to collect a small donation for maps are also being installed. We will ensure online giving is enabled by developing a simple platform and developing clear

and compelling messaging. The development of a CRM system will further enable us to build a loyal base, encourage regular giving, membership and ongoing support.

4.13 Our volunteer programme

We continue to benefit from significant volunteer support with over 1,100 people contributing an estimated 19,000 days over the past year. It is our aim to build on this success so that IWM is supported by a volunteer programme that encompasses a wide range of talents and expertise and contributes in areas where resource is most required. We will do this by developing parts of our programme that are already working well, and being alert to opportunities for innovative approaches to further grow our volunteer base. We aim to develop our volunteer programmes to a point where they are widely recognised as inspiring examples of best practice in both the management of volunteers, and in the personal skills development and life experience opportunities that we are able to offer our volunteers.

At IWM North, Improving Futures: Volunteering for Wellbeing will be the first major volunteer project to measure the impact of responsible volunteering in the heritage sector on health and wellbeing. Delivered in partnership with the Manchester Museum, and funded by the Heritage Lottery Fund, the project will develop robust evidence of how volunteering in museums can change people's lives and support wellbeing. It will engage 225 people from a diverse range of backgrounds – including people between the ages of 16–25 and over 50 years old, as well as ex-service personnel. Participants will benefit from a bespoke training programme accredited by The Manchester College. They will be given the opportunity to volunteer at some of the most prestigious heritage venues in the North West who in turn will be able to cultivate a valuable volunteer base that will enhance the visitor experience and provide access and interpretation to our collections.

5. Financial strategy

We have programmed a three year Plan. However, in light of the fundamental business change we intend to deliver, plans for 2015–16 and 2016–17 are subject to change. Investment in year one (2014–15) continues to focus on delivering strategic priorities and supporting modernisation. Fundraising income reflects the delivery of our capital projects and in particular, the redevelopment of IWM London and American Air Museum at IWM Duxford.

Figures shown £000s	2014–15	2015–16	2016–17
Income			
Fundraising	£10,658	£5,279	£2,793
Commercial	£18,700	£20,166	£21,341
Grant-in-aid	£15,728 ⁴	£19,808	£19,116
Total	£45,086	£45,253	£43,251
Expenditure			
Operational budgets	£18,651	£17,359	£16,943
Salaries	£19,868	£19,722	£19,559
Corporate priorities	£4,150	£7,632	£6,098
Regeneration: IWM London Masterplan (phase one)	£2,200	-	-
Contingency	£217	£539	£651
Total	£45,086	£45,253	£43,251

Note that year two and three (2015–17) are subject to change as we implement long-term strategic change plans including major staff restructuring.

5.1 Contingency

The Corporate Plan incorporates contingency in order to provide financial flexibility (for example, in the case of short-term variations to market conditions).

The successful regime of expenditure controls and cash flow management will continue. Budget forecasts are subject to detailed review on a quarterly basis. Budgets holders have real-time access to their budgets and are required to complete a formal review on a monthly basis.

A third of the annual budget amount is withheld until the actual results of the first six months of activity are known. In addition, projects that are to be funded from externally raised income will not be started until such funding is secure. These mechanisms have worked effectively in allowing us to adapt and respond within financial years without significant disruption.

5.2 Commercial activity

IWM has a broad commercial income base including retail, public catering, corporate hospitality and events, admissions (at the charging branches and for special exhibitions and events), publishing and

⁴ Lower GIA in 2014-15 reflects a deduction of £4.75 million where we are paying back funds advanced by DCMS to cash flow IWM London Regeneration project.

collections sales and licensing. Over the past few years our commercial net profit has plateaued at around £3 million. Our objective is to increase the total net profit we generate from our commercial activities to £4 million in 2014–15 and £5 million by 2016–17.

IWM's Commercial Strategy (supported by our Retail, Publishing, and Image, Sales and Licensing Strategies) focuses on the core principles that will underpin this development. At the heart of the Commercial Strategy is a belief that building of loyalty from our customers will have the greatest impact on our long-term success. This will be achieved through a greater understanding of what motivates our customers and by improving our customer experience. Our CRM project will form the cornerstone of this work. Over the next three years a rationalisation of commercial functions will ensure that we remain focused on building profit, that we operate a flexible and responsive commercial operation and that we build our digital sales capability.

Figures shown £000s	CP13 ⁵	2014–15	%	2015–16	%	2016-17	%
Admissions income ⁶	7,373	7,902	7%	8,207	4%	8,703	6%
Air Show income	1,532	1,745	14%	1,745	0%	1,745	0%
Retail income	3,485	4,191		4,850		5,040	
Catering (Café) income	630	658	4%	718	9%	800	11%
Corporate events	1,499	1,781	19%	1,901	7%	2,039	7%
Sales – non retail	211	446	111%	446	0%	494	11%
Commercial fees	792	993	25%	1,338	35%	1,545	15%
Royalties	922	902	-2%	906	0%	916	1%
Other	71	74	4%	55	-26%	60	9%
Total commercial income	16,515	18,700	13%	20,166	8%	21,341	6%
Net commercial profit	2,438	4,026	65%	4,669	16%	4,942	6%

Note that year two and three (2015–17) are subject to change as we implement long-term strategic change plans including major staff restructuring.

5.3 Corporate priorities

Figures shown £000s	2014–15	2015–16	2016–17
Regeneration: IWM London Masterplan (phase one) ⁸	2,200	-	-
Regeneration: IWM London Masterplan (phase two) ⁹	-	£700	£2,000
Digital development	182	115	15
Electronic Records Management	-	50	-
Commercial projects (including Customer Relationship Management project, entrepreneurial fund and retail space)	548	137	114

⁵ CP13 forecast (not actuals)

⁶ This figure includes all admissions and gift aid income as well as education and exhibition admissions. It excludes our gift aid claim, income from CWR Lates and Air Show income

⁷ This is a summary and not the full list of approved priority bids

⁸ Completed in summer 2014 – re-launch of IWM London and the opening of new First World War Galleries

⁹ This phase will include the commissioning of a new entrance design for IWM London, the redevelopment of the north block and development of new Second World War Galleries as part of the IWM London Regeneration project

Table 3: Corporate Plan 2013–16 corporate priority funding^f

Figures shown £000s	2014–15	2015–16	2016–17
development)			
Collections projects (including barcodes toolkit, collections review, visual resources equipment etc)	210	59	18
London branch public programme (includes FWWC activity) ¹⁰	1,118	1,431	1,652
IWM North public programme ¹¹	448	475	461
FM Projects	331	779	822
IWM Duxford security project	120	140	-
IWM Duxford Northside project	-	804	423
IWMN masterplanning seed funding	20	-	-
External funding (secured)			
IWM Duxford redevelopment of American Air Museum	248	2,067	156
NATO film documentation and Digitisation	242	166	163
IWM North Improving Futures; Volunteering for Wellbeing project (HLF funded)	131	159	-
IWM London Lord Ashcroft Gallery annual additions	60	60	60
IWM War Story project	50	50	50
IWM London Secret War exhibition refurbishment	70	-	-

Note that year two and three (2015–17) are subject to change as we implement long-term strategic change plans including major staff restructuring.

¹⁰ This budget includes exhibitions, interpretation across the three London branches as well as the events, marketing and press campaigns to support the programme. It includes First World War projects such as Lives of the First World War

¹¹ This budget includes exhibitions and interpretation at IWM North as well as the events, marketing and press campaigns to support the programme

6. Key performance indicators

We use the indicators below to measure our progress in delivering our Corporate Plan. Some of these targets are included in our management agreement with DCMS whilst others have been developed to help us monitor our activity, and in many instances, benchmark our progress internally and externally.

Note that the indicators for 2015–16 and 2016–17 are subject to change in light of our strategic change programme currently under development.

PI ref	Description of measure	2014–15 (000s)	2015–16 (000s)	2016–17 (000s)
Audience centred				
KPI 1	Total visitor numbers ¹²	2,439	2,706	2,715
KPI 2	Admissions income gross ¹³ (£)	7,911	8,207	8,703
KPI 3	Proportion of UK adult visitors from lower socio-economic groups	19%	18%	18%
KPI 4	Proportion of black and minority ethnic (BME) UK adult visitors	8%	6%	6%
KPI 5	Proportion of UK adult visitors with a limiting disability	4%	5%	5%
KPI 6	Proportion of repeat visitors	29%	38%	38%
KPI 7	Proportion of overseas visitors	49%	42%	42%
KPI 8	Spend per visitor (£)	5.13	4.99	5.25
Relevant				
KPI 9	Visitor satisfaction (proportion of people who will definitely recommend a visit)	79%	79%	79%
KPI 10	Visitor satisfaction (proportion of people who classify their visit as excellent)	59%	59%	59%
KPI 11	Child learners up to 18 yrs (on site)	259	275	276
KPI 12	Total on site learners (adults and children)	438	460	462
KPI 13	Number of volunteers supporting IWM (exact number reported)	1,117	1,188	1,226
KPI 14	Number of research publications ¹⁴	20	20	20
Continuously evolving				
KPI 15	Self-generated income as proportion of total operating income	57%	56%	56%
KPI 16	Fixed costs (% of total operating costs) ¹⁵	70%	67%	66%

¹² excluding corporate hospitality

¹³ This figure includes admissions and gift aid income from the charging branches as well as education and exhibition admissions. It excludes our gift aid claim, income from CWR Lates and Air Show income

¹⁴ this includes publications (papers, books, chapters and articles) of over 4,000 words produced using new research and number of co-edited books and conference papers over 2,500 words, plus expert/specialist assistance

PI ref	Description of measure	2014–15 (000s)	2015–16 (000s)	2016–17 (000s)
KPI 17	Restricted fundraising income (£)	9,696	4,296	1,808
KPI 18	Unrestricted fundraising income (£)	962	983	986
KPI 19	Wider economic impact through tourism (AIM Model) (£)	£109,501	£121,716	£123,006
KPI 20	Net profit from commercial activities (<i>all Trading Company activities</i>) (£)	£4,026	£4,669	£4,942
KPI 20	Net profit from commercial activities (<i>all Trading Company activities</i>) (%)	36%	39%	41%

High profile

KPI 21	Media coverage (Advertising Value Equivalent) (£)	£30,700	£27,200	£24,400
KPI 22	Media coverage (volume)	170,009	150,008	180,007
KPI 23	Number of Centenary partners (exact numbers reported)	3,000	3,100	3,150
KPI 24	Total web visitors (total online users)	6,200	6,800	7,500
KPI 25	UK loan venues (new loans)	25	15	15
KPI 26	Total number of enquiries and researchers to all collections departments (for example, users of Explore History)	74	78	81

Efficient and effective

KPI 27	Number of collections items reviewed at collection level ¹⁶	15	3	0
KPI 28	Number of collections review proposals or reports completed for the Collections Review Committee ¹⁷	10	3	0
KPI 29	Number of objects documented at inventory level (exact numbers reported)	1,000	1,000	800
KPI 30	Number of digital files produced	75	75	75
KPI 31	Percentage of collections stored and displayed in correct environmental conditions	30%	35%	40%
KPI 32	Number of training days per employee (exact numbers reported)	3.0	3.0	3.0
KPI 33	Number of short and medium-term sick days per employee ¹⁸ (exact numbers reported)	2.7	2.5	2.4
KPI 34	Percentage reduction in energy consumption	0	0	0

¹⁵ Fixed costs include buildings, salaries, utilities

¹⁶ Collections Review ends in summer 2015

¹⁷ This decreases each year, with fewer but more strategic papers. Collections Review ends in summer 2015

¹⁸ This excludes long-term sick 21+ days and excludes visitor services and security staff contracted to The Shield Group

7. Highlights of our integrated public programme

Year one Integrated public programme 2014–15	2014										2015			
	A	M	J	J	A	S	O	N	D	J	F	M		
IWM London														
New First World War Galleries [A floor]	IWM closed to the public													
Truth and Memory [D E and D W]														
IWM Contemporary - Mark Neville [D40]														
War Story 2 [B45]														
IWM Contemporary - Jane and Louise Wilson [D40]														
IWM Contemporary - Hew Locke [D40]														
Fashion on the Ration [D36]														
IWM North														
From Street to Trench [SEG]														
Horrible Histories®: Rationing Big Picture Show														
Women in the First World War [Large Frames Exterior]														
Syria: Humanity in Conflict [Waterway]														
Bill Fontana (AirShard)														
Reactions: Mark Anstee (FWW) [MES]														
Bashir Makhoul (AirShard)														
New Waterway display (TBC)														
Asian Triennial Manchester [MES]														
Shamsia Hassani [Large Frames Exterior]														
James Bridle Watching the Watchers														

Year two Integrated public programme 2015–16	2015										2016		
	A	M	J	J	A	S	O	N	D	J	F	M	
IWM London													
New First World War Galleries [A floor]	[Shaded]												
Fashion on the Ration [D36]	[Shaded]												
Above and Below [D E]	[Shaded]												
War Story 2 [B45]	[Shaded]												
Nuclear Reactions [D W]	[Shaded]												
Imogen Stidworthy [D40]	[Shaded]												
War Story 3 [B45]	[Shaded]												
Lee Miller [D36]	[Shaded]												
Rosalind Nashishibi [D40]	[Shaded]												
Nick Danziger [D40]	[Shaded]												
Peace and Protest [D36]	[Shaded]												
IWM North													
From Street to Trench [SEG]	[Shaded]												
Horrible Histories®: Rationing Big Picture Show	[Shaded]												
George Butler [Waterway]	[Shaded]												
James Bridle Watching the Watchers	[Shaded]												
Horrible Histories: Blitzed Brits [SEG]	[Shaded]												
Wendy Webster [Waterway]	[Shaded]												

Year three Integrated public programme 2016c17	2016										2017		
	A	M	J	J	A	S	O	N	D	J	F	M	
IWM London													
New First World War Galleries [A floor]	[Shaded]												
Peace and Protest [D36]	[Shaded]												
Nuclear Reactions [DW]	[Shaded]												
Above and Below [D E]	[Shaded]												
War Story 3 [B45]	[Shaded]												
Edward Barber [D40]	[Shaded]												
Free art Collection display TBC [D W]	[Shaded]												
IWM North													
TBC [Special Exhibition Gallery]	[Shaded]												
New Big Picture Show: Bill Viola (SEG)	[Shaded]												