



## IWM Corporate Plan 2019–24

### Introduction

Our museum was founded in 1917 while the First World War was still being fought. From our foundation we collected material that could illustrate the common experience of war and record the individual experiences of the millions of men, women and children who took part in the war effort. Our collections started with the generosity of others in donating their precious personal possessions that represented something of great meaning to them and their family. They entrusted them in the hope that such modest yet unique items would engage future generations with the war. For this reason, the Centenary of the First World War meant a great deal to us.

In 2010 we embarked on an ambitious project to engage audiences widely with our First World War collections and stories of regional, national and global importance. We launched IWM's First World War Centenary Partnership with the ambition to work with 300 global, cultural partners; and through this Partnership encourage a programme of activities and events developed at grass roots levels. We felt strongly that members would collectively organise and present a vibrant, diverse and far-reaching programme to reflect how people wanted to remember, commemorate and debate the conflict in their own communities, in a way that was meaningful for them. As the First World War Centenary drew to a close in late 2018, the Partnership had grown to 4,000 members from over 60 different countries. Millions participated in global commemorations which connected contemporary audiences with the personal stories and events of a conflict which was receding from living memory.

In this Corporate Plan we will build on this remarkable legacy with the establishment of the War and Conflict Subject Specialist Network. The Specialist Network will build capacity, connections and confidence in the cultural heritage sector to improve the public understanding of war and conflict. It will provide a forum for sharing knowledge and skills; and deliver national programmes - initially focusing on impending major Second World War anniversaries.

A highlight of our First World War Centenary Programme was the completion of the phase one of our masterplan for IWM London with the opening of new First World War Galleries in 2014. By 2021 we will deliver the second phase of the masterplan with the opening of new Second World War Galleries and The Holocaust Galleries, and will have started to implement our transformational masterplan for IWM Duxford. Over the next five years, the IWM Institute for the Public Understanding of War and Conflict will have established an innovative hub for exploring new ways of deepening knowledge of twentieth and twenty first century war and conflict. From research, to public programming, academic partnerships and digital content, the Institute's broad range of activities will combine IWM's own expertise with insights from related sectors.

Our Corporate Plan demonstrates real progress on all fronts. The bedrock of this work of course comes from our teams and we will continue to ensure that they are skilled and confident – proud of our work in the knowledge that what IWM does is making a difference to people's lives now and for generations to come.

**Diane Lees, CBE**  
**Director-General**

## 1. Our strategic aims

Imperial War Museums is a global authority on conflict and its impact on people's lives. We collect objects and stories that give an insight into people's experiences of war, we preserve them for future generations, and we bring them to today's audiences in the most powerful way possible at our five branches (IWM London, IWM North, IWM Duxford, Churchill War Rooms and HMS *Belfast*) and across our digital channels. By giving a platform to these stories, we aim to help people understand why we go to war and the effect that conflict has on people's lives. Our **vision** is to be a leader in developing and communicating a deeper understanding of the causes, course and consequences of war. Using the personal stories and experiences in our unique collections, our **objective** is to challenge people of all ages to look at war and conflict from different perspectives.

Our strategic aims are to:

- Increase our financial sustainability – we will secure our long-term financial viability and create an entrepreneurial and dynamic working culture. As a result, we will build our income and financial flexibility so that we can continue to invest in our offer and strengthen IWM as a result
- Prioritise our audiences – we will provide excellent customer service across all of our work and create excellent, inspiring and relevant visitor and learning experiences. As a result, people will have a deeper understanding of the causes, course and consequences of war and its impact on all of our lives.
- Deliver effective stewardship of our collection – we will develop and care for our collection through effective management, building expertise, maximising access and improving storage. We will ensure our collections and knowledge remain relevant and accessible for audiences now and for generations to come, not least, by maintaining the momentum around reviewing and developing our collection
- Build our brand – we will build our reputation as a global authority and our ability to deliver our purpose and vision by providing high quality products, services and experiences. The strength of our brand is directly related to the scale of impact we are able to achieve

In developing this Plan we have carefully considered both risk and opportunity and how we respond to both, so that our long-term ambition over the next 10 years and beyond is realised. Our planning is informed by, and takes account of, government priorities, from driving economic growth, digital capacity and innovation; to working in partnership and encouraging participation and access for all. We have a strong part to play in making Britain a secure, prosperous, tolerant and outward-facing country.

## 2. What are we all about?

We are one IWM – a single organisation made up of five unique branches and underpinned by our core values to be courageous, authoritative, relevant and empathetic. Our collections are vast and rich. We look after them in perpetuity on behalf of the nation. We aim to make them, together with our branches (some of which are historic sites), accessible to the widest possible audience through exhibitions, research, digital activity, learning programmes, tours, handling sessions, filming, lectures and many other different activities. The revenue we generate is essential to our ongoing operation, particularly in the context of reduced government funding in

real terms. The profit that we make is re-invested into our programmes and activities to ensure that we continue to deliver our vision and mission.

There is no admission charge to visit IWM London and IWM North. At these branches, which both cover the full IWM remit (looking at conflict from 1900 to the present day), we offer permanent exhibitions, updated on a periodic basis, together with an exciting programme of changing temporary exhibitions. At Churchill War Rooms, HMS *Belfast* and IWM Duxford, we charge for admission. Our ticket prices are regularly benchmarked with similar organisations and we offer concessionary rates (for example, for booked groups). We regularly undertake market research to inform our programming and to ensure that we are meeting visitor needs and expectations.

We offer a wide range of public engagement and learning services and programmes as well as exciting opportunities for people to get further behind the scenes. These range from hosting an event with us at one of our unique venues, to booking a private tour, or even a flight in a historic aircraft at IWM Duxford. We have an active volunteering programme, where people get directly involved in our work and a membership scheme for those who want to regularly support us, engage with us, and enjoy the fantastic benefits we can offer.

### **3. Our achievements this past year**

In 2018 IWM marked the Centenary of the First World War Armistice with an engaging and memorable programme of events that brought our First World War Centenary Programme to a close. Since launching in 2014, we sustained a vibrant programme that achieved a huge, global reach through the operation of IWM's First World War Centenary Partnership. This network, established and led by IWM, with generous support by Arts Council England (ACE), grew into a major digital community of not-for-profit cultural and educational organisations which, over the course of the centenary, collaborated to help millions of people across the world to commemorate the centenary of the First World War. Membership to the Partnership reached 4,000 organisations, representing over 60 countries.

Highlights of the Centenary Partnership in 2018 included *Armistice 100 Days* which commemorated the centenary of the Hundred Days Offensive and Armistice of 11 November 1918 through a powerful literary project that engaged 100 authors to each write 100 words, about 100 individuals who experienced the First World War. Their research was supported by 100 members of the First World War Centenary Partnership from across the world. One story was shared every day since 5 August to 12 November 2018, giving a vivid impression of the breadth of lives that were impacted by the conflict. In 2018, we also worked with members of the First World War Centenary Partnership and the composer Laura Rossi to bring the 1917 film *The Battle of the Ancre and Advance of the Tanks* to global audiences. This astonishing IWM archive film was screened across the world. Five screenings of the film were accompanied by live performance of the score, performed at venues across England.

On Armistice Day, Peter Jackson's film, *They Shall Not Grow Old*, was broadcast on BBC 2. The film, produced in partnership by IWM and 14-18 NOW, has reached over 6 million people in the UK through a programme of public film screenings, and broadcasts on BBC 2 and BBCiplayer. It was the second-biggest programme on BBC 2 in 2018 and the biggest history programme on the channel in over 5 years. In 2019 it was recognised with a BAFTA nomination for 'Best Documentary'. To further reach young people with contextual information, free learning materials and DVDs of the film were sent to 5,797 secondary schools across the country, with a resounding response from teachers. The film has connected young people to the lives of others

in a way they could never have imagined; bringing the experience of the First World War vividly to life.

Our First World War digital platform, Lives of the First World War, saw a significant increase in engagement with the centenary of Armistice 1918. We are now migrating the 8 million Life Stories, built from our collections and through crowd sourcing, to our collections management system so as to create a permanent digital memorial and record of how our generation marked the First World War Centenary

Our branches were also the focal point for reflection on this momentous anniversary. IWM London and IWM North were the final venue for 14-18 NOW's UK-tour of the iconic poppies by artist Paul Cummins and designer Tom Piper. The displays, *Wave* and *Weeping Window*, were installed outside IWM North and IWM London respectively, drawing significant numbers of visitors. The two poppy sculptures were gifted to IWM and are now part of our collection.

At IWM North, the exhibition *Lest We Forget?* and a new Big Picture Show explored how symbols of commemoration - from the poppy to the two minute silence - have endured for a century but also sparked controversy.

Our season, *Making a New World*, at IWM London invited visitors to explore how the First World War shaped our society through a range of innovative exhibitions, installations and immersive experiences that included *Renewal: Life after the First World War in Photographs*, *I Was There: Room of Voices*, *Moments of Silence* and *African Soldier*, a multi-screen installation by artist John Akomfrah which remembered the millions of African men and women who served in the First World War. *Making a New World* public events were targeted to younger, developmental audiences. Events such as Field Music, who were specially commissioned by IWM to perform musical pieces inspired by an item in our collection, were delivered to sell-out audiences at IWM London and IWM North; engaging many first time visitors with our collections and subject matter.

We made considerable progress this past year with our long-term masterplans for IWM London and IWM Duxford. Construction of new Second World War Galleries, The Holocaust Gallery and new learning facilities will commence in 2019. Underpinning this has been a major fundraising campaign and key enabling works; such as the development of new collections storage facilities at IWM Duxford to enable us to move collections out of London storage and free-up more space for public displays and facilities at IWM London. Our new paper store and collections storage facilities will be completed in early 2019; significantly increasing the proportion of our collection stored in the correct environment. These facilities will help reduce running costs as the new buildings' high fabric performance will reduce overall energy consumption. Our shared service initiative with the BFI to locate our nitrate film collection at the BFI will be achieved by the end of March 2019; allowing us to store our nitrate film in the appropriate conditions, while significantly reducing our estates costs. Progress on the development of IWM Duxford's masterplan has focussed on securing formal protection for the site, air and ground, to protect the site's long-term viability. We have been working successfully with major stakeholders to achieve this.

In 2018 we marked the 80th anniversary of HMS *Belfast* (launched in March 1938) with a programme of public events that celebrated her service and brought stories from her extraordinary history to life.

We rolled-out our full schools programme at IWM London, IWM Duxford and IWM North. The new offer comprises *Documentary Challenge*, and *We Were There* – a programme which provides pupils the opportunity to meet veterans and eyewitnesses to hear real stories of conflict. Programming also includes *Introduction to the Holocaust* exhibition and *Meet an Evacuee* at IWM London; *Ministry of Memory*, *People and Objects* and *Life in Nazi Germany* at IWM North; and *Shadow of the Future* at IWM Duxford. The programme in 2018 included a Remembrance season, which has contributed to a significant increase of schools numbers across our branches. We also reached 61,000 school children online as part of a BBC Live Lesson on Remembrance.

Bringing about positive change to our daily working lives continues to be a major priority that is championed by our Cultural Change Ambassador Network (CCAN) – a voluntary group of staff who have been working to promote and embed cultural change at IWM since 2015. A series of CCAN well-being days were held across IWM branches; giving staff the opportunity to network and connect with colleagues, take part in activities such as yoga, attend talks or share resources and tips on keeping well. We responded to staff feedback that highlighted a need for more professional development opportunities and career progression, with the launch of IWM's Learning and Development Prospectus in 2018; offering courses that addressed training needs identified by staff. In addition to this, management training was rolled out to circa 100 line managers across IWM, with course modules designed for both for senior managers and new managers, and a new round of 360 degree feedback surveys were undertaken.

Providing our staff with the skills, knowledge and confidence to be their best is key to us building a resilient and inclusive organisational culture. In 2018 we delivered a new Access and Inclusion Strategy for IWM which sets out how we will transform our work to ensure that anyone can access IWM and that staff, audiences, and collections at our national museums reflect the diversity of our local communities, the nation as a whole and the Commonwealth. Through small, meaningful changes over time; access and inclusion will become embedded and part of business as usual. Implementing the strategy is being taken forward by IWM's Access and Inclusion Governance Board.

Compliance with legislation and regulations remains a key objective and we have made good progress on this front by fully meeting GDPR compliance, through the successful renewal of our Cyber Essentials Security compliance certificate and by improving health and safety reporting and monitoring across IWM with the introduction of a new incident reporting software system. We introduced a new compliance and communications tool, Netconsent, through which we share key policies, guidance and information to staff.

Commercial performance on the whole has been good this past year, aided by a high interest in the Centenary of First World War Armistice, which led to healthy performance across our publishing and brand licensing; and media sales and licensing business. The popularity of the touring poppies at IWM North and IWM London had a positive impact on visitor numbers at the branches and areas of the business reliant on visitor numbers. At IWM Duxford we have delivered successful Air Show seasons, and have seen robust income generation from commercial filming fees and pleasure flying. Corporate hospitality performance on the other hand has been affected by the uncertain economic climate and competition within the industry. IWM's Membership scheme has performed well over its first year of operation, generally in line with targets set. Efforts now shift into growing membership acquisition and retention in 2019 and beyond.

#### 4. Doing things differently

In 2015 we delivered a structural change programme which fundamentally transformed the way we work (through the centralisation of all functions), achieved resource reduction and built financial and operational flexibility. In the years that have followed this allowed us to plan and implement major change projects including; IWM's Learning Review in 2016, Digital Transformation Strategy, launch of a Project Management Office and IWM Institute pilot in 2017. The scale and ambition of these projects mean that new skills and expertise have been brought in and as a result fixed costs (salaries) have crept up. While the 2015 change programme has placed us in a better position, in CP19 we face new pressures from potential financial risks (see section 7 for more details). This Plan sets out our ambition to build reserves of £4million over the next five years through the delivery of new change initiatives.

This will come from various sources, including growth from commercial profit of nearly £2 million over five years. This will be realised with the development and delivery of a new Income Generation Strategy. IWM's Digital Transformation Strategy is a key enabling project as it supports commercial systems development and will enhance our responsiveness to customer demand and expectation.

Invest to save projects in train will result in further automation and centralisation of security and event booking systems, reducing administrative and invigilation costs in the longer term. In 2019–20 we will start employing the majority of new starters via the IWM Trading Company and offer existing staff the option of transferring. We will be able to offer staff a more flexible reward package and recruit more competitively. Trading Company staff will be members of the new IWM Group Pension, which gives staff the flexibility in how much they pay into the scheme and how to invest their pension savings. In the longer term this will reduce costs associated with the Civil Service Pension scheme and allows us to offer more competitive wage packages and reward structures to attract key skills and expertise.

Managing our cost base and seeking all possible efficiencies is essential so that we can continue to invest in the development of our collection, our programming and public offer, and increase financial robustness. Specifically we will develop and implement an Efficiency Plan with the objective of delivering year on year savings. Our new Estate Strategy will be delivered at the start of CP19. This will set out our property asset management and maintenance objectives over the next 5 years. The successful implementation of the strategy will be measured against clear performance indicators and targets. Governance of this area will be strengthened with the creation of a new IWM Trustee subcommittee; the Estates Advisory Committee. The Committee will also have oversight of Transforming IWM London phase two delivery, thereby providing assurance that masterplanning and the management of our estate are totally integrated.

On an executive level, a new governance structure introduced in 2018 will become properly embedded in CP19, ensuring that our governance model is robust, that it fosters impactful cross departmental collaboration and that we bring about positive changes to the way we work. New strategic boards established include; Access and Inclusion, Methods of Working and Valuing Staff and Volunteers. The work of these boards will ensure that we bring about cultural change, and that our staff are effectively supported to increase their skills, knowledge and understanding.

In CP19 we are progressing plans to create new office space at All Saints and deliver a key cultural change project. Park Side will transform the way we work, with open-plan offices, enhanced meeting areas and a staff canteen facilitating greater collaboration and creative energy. This project will make great strides in resolving current frustrations around silo working.

Staff will be supported with this major change which will see an increase in flexible arrangements such as hot desking and remote working.

Working in partnership with individuals, organisations and key stakeholders will strengthen our position, open up our perspective and bring mutual benefit. At the heart of this will be the full launch of the IWM Institute for the Public Understanding of War and Conflict pilot during CP19. The Institute brings together our research, learning and programming activity so that we maximise both our impact and our standing within the academic and cultural sector. We will invite active dialogue and lead debate internally with our Institute Associates to help challenge our thinking and build expertise and understanding across a range of partners and activities.

We have made huge progress over recent years in reviewing, documenting and digitising our collection, as well as continuing to deliver major storage upgrade projects. We have a more sustainable and dynamic collections management approach, strategically shaping our collection by identifying key acquisitions and managing the targeted disposals programme. We are also working hard to build and share research, knowledge and understanding around our collection. The coming years will also see us embed the delivery of our Contemporary Collecting Strategy so that our collection reflects contemporary conflict and supports us in building on the notion of global citizenship as a lens for learning and engagement. Our aim is to hold our collection accountably and so that we can exploit it fully for audience and user benefit.

## **5. Looking ahead to 2019–24**

Extending our planning cycle to a five-year period allows us to formulate a longer-term view of the work and outputs that will move us towards realising our strategic goals. CP19 lays the foundation for major change through the funding of our highest priorities:

- Transforming IWM London phase two – delivery of new Second World War Galleries, The Holocaust Galleries and new learning facilities
- Transforming IWM London phase three development
- Transforming IWM Duxford Phase one; Battle of Britain Zone
- IWM Duxford masterplan development
- HMS *Belfast* interpretation refresh, Churchill War Rooms development
- Implementing our Digital Transformation Strategy and supporting new ways of working
- Delivering an Income Generation Strategy
- Developing our HR Strategy and Volunteering Strategy
- Park Side Staff Accommodation project (London)
- Improving our customer visitor journey and experience

By 2030, we will have completed major masterplanning exercises to systematically upgrade each of our branches. This will be transformative; vastly improving our visitor experience, building market share by growing our core audiences, and nurturing our developmental audiences. It will help us build commercial return through admissions income growth, engender customer loyalty through a thriving membership programme and compelling campaigns to support the work that we do. Increased secondary spend will be generated from the excellent facilities we offer (cafes, shops) and high-profile events that we run across our branches.

In terms of public engagement and learning, we are now embedding a truly audience-focused approach, delivering programmes and activities that are innovative, inclusive, sector-leading, impactful and sustainable. We increase our reach by running our programmes onsite, offsite and online focusing on the impact our programme has on our audiences. This is reflected in our KPI figures on page 23. By 2030, this change will be fully embedded and will mean that we have

revolutionised our approach to learning and public engagement, measuring impact and prioritising our audiences in all that we do. Major marketing campaigns will mark two significant anniversaries in CP19 – the 75th anniversary of D-Day (D-Day75) and 30th anniversary of the fall of the Berlin Wall.

Our collections management approach is responsive and dynamic. In CP19 we will continue to conserve and care for our collection. We will make our world-leading collection widely accessible and usable. This work is crucial to masterplanning and interpretation development, and ensures that our collections and the stories that we hold remain relevant for present and future audiences. Underpinning this objective is the ongoing work to develop our collection, as shaped by our contemporary collecting strategy and CP19 acquisition and disposals programme. By 2030 we will have made significant progress in digitising for access and preservation purposes and linking this to our coherent and ambitious Digital Transformation Strategy. By 2030, our storage masterplan for our collection will be complete and the objects in our care will be in the right place and stored in the most efficient and appropriate environmental conditions.

Our commercial ambition is substantial. Along with effectively managing our fixed costs, building net profit will be a primary lever in ensuring that we are financially sustainable over the long-term. The performance measure table at page 23 illustrates that over this period we are seeking to build our income by a margin, with net profit through commercial activity reaching £5 million in 2019–20. By 2030, our CRM system will be well established, IWM membership scheme will be well supported, and net profit through commercial activity will have doubled to £10 million.

Along with increasing self-generated income and net profit, we will also deliver our Estate Strategy and by 2030 will have addressed our substantial backlog in capital maintenance, systems and infrastructure projects.

Our success in delivering major capital change is contingent on bringing stakeholders, and in particular, funders, with us. In CP19 we will embed a clear, targeted stakeholder strategy that identifies the primary influencing and advocacy relationships that support our business and those that we will nurture at each of our branches. We will build unrestricted giving by focusing our energy on maintaining these important relationships. The IWM Institute for the Public Understanding of War and Conflict will focus our research and programming output and allow us to build up endowment funds to support this core work.

Allied to this, our impact and reach is amplified by working in partnership. In CP19 we will build on the extraordinary success of our First World War Centenary Programme and embed this extensive legacy by expanding our partnership programme to cover the Second World War and Holocaust. This four-year programme is supported by an HLF grant that will facilitate public understanding and engagement in the Second World War and Holocaust by supporting the telling of local stories on a national stage. We will continue to deliver the Partnership digitally, providing a full range of IWM resources, toolkits, assets, and by facilitating events and national moments to support our regional partners. By 2030, we will have a Partnership Strategy that is fully embedded, to support and nurture strategic partnerships that bring rich mutual benefit.

## 6. Our priorities and planned activity during CP19

CP19 Planned activity	Long term strategy (2030 outcomes)
<b>BUILDING FINANCIAL SUSTAINABILITY</b>	
<b>1.1 Change programme</b>	
<ul style="list-style-type: none"> <li>▪ Our Financial Sustainability Strategy identifies the need to maintain the momentum of our change programme and ensure that we effectively manage our fixed costs, build net profit and increase our financial flexibility.</li> <li>▪ In CP19 this means careful cost control as well as supporting current and new revenue streams and business development</li> <li>▪ We need to ensure that we are working efficiently and effectively and in CP19 this agenda will be championed by the new Ways of Working Governance Board</li> <li>▪ We will support the important role and work of our Culture Change Ambassadors Network so that our ways of working evolve</li> </ul>	<ul style="list-style-type: none"> <li>▪ We will have a staffing model and organisational culture that supports agile, effective and productive cross departmental working</li> <li>▪ Our workforce will be fully flexible, with the right resource in the right place, and salaries commensurate to expertise and professional skills</li> <li>▪ In terms of our HR approach, we will have a clear framework of expectation, behaviours, recognition and rewards</li> <li>▪ Our training approach will mean that our people are highly engaged and motivated</li> <li>▪ Our staff are clearly working to organisational priorities</li> </ul>
<b>1.2 Volunteers</b>	
<ul style="list-style-type: none"> <li>▪ Volunteers provide incredible support to IWM and add value in key areas of our operation</li> <li>▪ In CP19 we will deliver a volunteering strategy that ensures we continue to offer life-enhancing opportunities to our volunteers, grow volunteer participation and contribution, attract from a more diverse pool of volunteers, and that we evidence the positive gains volunteering has on the delivery of IWM strategy</li> </ul>	<ul style="list-style-type: none"> <li>▪ Through our volunteering programme we will reach out and proactively involve more people and communities in the work we do and our subject matter</li> <li>▪ We will be recognised nationally and internationally for our pioneering work with volunteers across our organisation and beyond</li> </ul>
<b>1.3 Commercial Strategy</b>	
<ul style="list-style-type: none"> <li>▪ We will operate a flexible and responsive service, build our digital sales capability and grow commercial net profit.</li> <li>▪ A new Income Generation Strategy will be delivered in CP19 that sets out our commercial ambition and direction of travel</li> <li>▪ The successful expansion of our membership programme will build customer loyalty</li> <li>▪ Our CRM project will enable greater understanding of what motivates our customers. Further phases of this project will be rolled out as part of our Digital Transformation programme</li> <li>▪ The hotel development at IWM Duxford will progress and be delivered in CP19</li> </ul>	<ul style="list-style-type: none"> <li>▪ Commercial net profit will be £10m+ from a wide portfolio of revenue streams</li> <li>▪ We will meet and exceed customer expectation with the provision of excellent and accessible booking, sales and membership services.</li> <li>▪ Our hotel at IWM Duxford complements the visitor offer and adds to our diverse revenue streams</li> </ul>

CP19 Planned activity	Long term strategy (2030 outcomes)
<b>1.4 Fundraising</b>	
<ul style="list-style-type: none"> <li>▪ In the immediate future our fundraising focus is on supporting Transforming IWM London phase two</li> <li>▪ We will deliver a fundraising strategy that links to ongoing stakeholder engagement and supports our ambitious programme of major projects</li> <li>▪ We will generate endowment funds and research funding through the operation of the IWM Institute</li> </ul>	<ul style="list-style-type: none"> <li>▪ We will build philanthropic support with an ongoing focus on high profile capital campaigns that allow us to deliver our ambitious and audience-focused masterplanning projects across the branches</li> <li>▪ We will also build our unrestricted fundraising income and this will mean that we will have increasing financial flexibility as we build up our reserves</li> </ul>
<b>1.5 Estate Strategy</b>	
<ul style="list-style-type: none"> <li>▪ At the start of CP19 we will work towards a new, five-year Estate Strategy that sets out how we manage our property portfolio and exploit our assets effectively</li> <li>▪ This will see the introduction of new ways of working, following an asset management approach, where we develop, operate, maintain/upgrade our estate assets in the most cost-effective manner.</li> <li>▪ Our FM team will focus on supporting the delivery of our major projects including a new staff accommodation at All Saints (Park Side) and delivery of Transforming IWM London phase two; and Transforming IWM Duxford</li> <li>▪ Our forward maintenance register will inform planning and lifecycle priorities over the next 10 years.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Our backlog in FM investment will largely be addressed and we will have made major progress in managing our strategic risk</li> <li>▪ We will have sufficient resource directed towards delivering planned and prioritised lifecycle work and development</li> <li>▪ Our estate and IT and security infrastructure is modernised, efficient and effective and we have the means to sustain this position</li> </ul>
<b>1.6 Information Technology</b>	
<ul style="list-style-type: none"> <li>▪ Our priority in CP19 is to support the implementation of our Digital Transformation Strategy. This will modernise our business operation and support commercial development</li> <li>▪ IT lifecycle investment is directed towards infrastructure development prioritised by risk</li> <li>▪ In CP19 we will deliver key infrastructure and network upgrades (network storage, telephone system, Wi-Fi coverage)</li> <li>▪ We continue to invest significant resource to protect IWM from cybercrime. In CP19 we will meet Cyber Plus standard (having achieved Cyber Essentials accreditation in CP18).</li> </ul>	<ul style="list-style-type: none"> <li>▪ Our systems and infrastructure will be fit for purpose, reflect ongoing business need, commercial product development and service provision. They will be flexible, secure and responsive (future proofed) as we evolve and develop our ways of working</li> </ul>

## PRIORITISING OUR AUDIENCES

### 2.1 Public programme

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| <ul style="list-style-type: none"> <li>▪ IWM's exceptional seasons programme will drive audience engagement and deliver our Audience Development Strategy (which is to grow core audiences and nurture developmental audiences).</li> <li>▪ Highlights in CP19 include <i>Culture Under Attack</i> season at IWM London, <i>Yemen: Inside a Crisis</i> exhibition at IWM North; followed by our season on 'Displacement/Refugees' across both branches in 2020–21. In 2021–22 IWM North will feature a Tim Hetherington exhibition and the IWM London season is dedicated to 'War Games' (working title)</li> <li>▪ We will build our audience evaluation framework so that we understand, better meet, and exceed audience needs, expectations and motivations</li> <li>▪ Reinterpretation of the public accessible Hangers at IWM Duxford will be undertaken as we start to implement and further develop the IWM Duxford masterplan</li> <li>▪ Reinterpretation of the HMS <i>Belfast</i> visitor route</li> </ul> | <ul style="list-style-type: none"> <li>▪ We will offer a seasonal, responsive and innovative programme across all branches</li> <li>▪ Our planning will be holistic, with clearly defined target audiences and outputs (content driven through our academic research, curation, collections management development and digital, planning; seamlessly joined-up with our commercial strategy and marketing and communications plans)</li> <li>▪ We will have a well-established evidence base and a good understanding of our impact (desired and actual)</li> <li>▪ We will have loyal audiences because our approach will have relevance and resonance</li> <li>▪ We will lead and enhance contemporary debate on the world around us and the impact of conflict on it and we will constantly challenge thinking (our own and that of our audiences)</li> </ul> |
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### 2.2 Public Engagement and Learning

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| <ul style="list-style-type: none"> <li>▪ In CP19 we will implement and deliver our Public Engagement and Learning Strategy</li> <li>▪ Our schools programme will ensure that IWM becomes the place to explore and debate issues that matter to the world we live in</li> <li>▪ We will launch new Holocaust and Second World War learning programmes and resources. The programme will support teachers with how to interpret our challenging subject matter and how to engage young people with the Holocaust as it fades from living memory</li> <li>▪ We will deliver a 'must see' adult programme; targeted to IWM's developmental audiences. It will establish IWM as the place for experimentation and engaging with contemporary conflict</li> <li>▪ A large-scale national youth engagement project will be delivered to gather young people's responses to the Second World War and Holocaust and present these to the public in a touring programme</li> <li>▪ We will work with strategic partners to extend our reach and impact</li> <li>▪ We will evaluate and measure the impact of our programme</li> </ul> | <ul style="list-style-type: none"> <li>▪ We will be sector leaders in public engagement, and history and conflict education</li> <li>▪ Our programmes will be relevant, inspiring and original and give teachers and students the chance to explore and understand the impact of conflict on their place in the world</li> <li>▪ IWM will be established as an innovative place for STEM learning for schools drawing on the unique attributes of our collections, historic sites and stories we hold</li> </ul> |
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### 2.3 Digital Transformation

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| <ul style="list-style-type: none"> <li>▪ Implementation of our Digital Transformation Strategy will address replacement of legacy systems with infrastructure that truly supports our</li> </ul> | <ul style="list-style-type: none"> <li>▪ Our digital and physical offers will be seamlessly linked, cohesive and engaging</li> <li>▪ Digital ways of working will be fully embedded</li> </ul> |
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<p>business aspirations (including integrating our CRM system).</p> <ul style="list-style-type: none"> <li>▪ It will build and develop digital skills amongst all staff so that in time the distinction between digital and physical becomes 'academic' and responsibility for digital product is devolved across all departments</li> <li>▪ We will create impactful digital outputs that resonate with our audiences as we deliver our public programme and new Second World War Galleries and The Holocaust Galleries at IWM London in CP19</li> </ul>	<ul style="list-style-type: none"> <li>▪ We will offer multi-channel experiences and different forms of delivery through learning, collections, commercial and public activities and programmes; opening up audience access and reach significantly</li> </ul>
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## 2.4 Masterplanning

<ul style="list-style-type: none"> <li>▪ Transforming IWM London phase two is our next major audience facing project. In CP19 the construction and fit out of new Second World War Galleries, The Holocaust Galleries and learning facilities will commence; and launch in February 2021</li> <li>▪ We are developing plans for the next phase (three) of Transforming IWM London; and business cases for key phases of the IWM Duxford masterplan (Transforming IWM Duxford)</li> <li>▪ Our plans for Churchill War Rooms will balance the need to maintain audience levels alongside ongoing investment in the Churchill Museum and maintenance of the historic rooms</li> <li>▪ HMS <i>Belfast</i> investment in CP19 will include a total upgrade of the interpretation on board, and the planning of major public engagement projects.</li> <li>▪ In CP19 we will deliver the Park Side project, our new staff accommodation block in London that will facilitate new, flexible ways of working, through open planned office space and hot desking facilities</li> </ul>	<ul style="list-style-type: none"> <li>▪ The IWML masterplan will deliver a logical, intuitive and chronological visitor journey for IWM London audiences. It will have addressed the substantial legacy of underinvestment in systems and infrastructure so fixed costs are manageable; while increasing the proportion, richness and variety of our collections that are on display. This will mean a substantially upgraded visitor experience, sustained audience growth and a total shift in the overall financial sustainability of our flagship branch</li> <li>▪ The IWMD masterplan will have progressed significantly and the transformation of the site will have started, driving higher visitor numbers and beginning to increase long term financial sustainability. We will have formal protection of the site, of both the air and ground</li> <li>▪ The impact of a targeted and high quality exhibition, public engagement and learning offer will mean that we build loyal and highly engaged audiences at IWMN</li> <li>▪ We will maintain a high quality visitor experience at Churchill War Rooms</li> <li>▪ There will be a complete fundamental upgrade to the HMS <i>Belfast</i> visitor experience that allows us to substantially build audience levels and commercial business, integrated with the conservation and maintenance priorities</li> </ul>
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## EFFECTIVE STEWARDSHIP OF OUR COLLECTION

### 3.1 Collections management and care

<ul style="list-style-type: none"> <li>▪ Our inventory record, and data on the condition of our collections, will be maintained and upheld as new items enter IWM's management control</li> <li>▪ We are making progress in the strategic digitisation of our collection (for access, preservation and commercial purposes), prioritised according to our major projects</li> </ul>	<ul style="list-style-type: none"> <li>▪ Our inventory will continue to be fully maintained as new items enter IWM's management control</li> <li>▪ We will have made major progress with a higher proportion of our collection digitised as we continue to prioritise content in terms of our major priorities, and commercial, access and preservation needs</li> </ul>
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<ul style="list-style-type: none"> <li>▪ In CP19 we will open new collection storage facilities at IWM Duxford (including a new paper store), with world-class technical environment controls. This significantly improves the proportion of collections stored in appropriate conditions.</li> <li>▪ Condition information will drive a programme of preventive care and conservation projects, so as to support masterplanning and inform preservation digitisation priorities.</li> <li>▪ In CP19 the condition of our art collection will be appraised to inform the development of new art galleries as part of Transforming IWM London</li> <li>▪ We will make significant progress in meeting our conservation priorities, for example the ongoing programme of work on HMS <i>Belfast</i> following a comprehensive survey in March 2018</li> </ul>	<ul style="list-style-type: none"> <li>▪ The storage strategy will be complete with the majority of our collections stored in correct, energy efficient environmental conditions to safeguard our collections for future use</li> </ul>
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### 3.2 Collections Access

<ul style="list-style-type: none"> <li>▪ In CP19 we will build on progress made in collections accountability and care to enable internal and external users identify, select and use our collections with ease</li> <li>▪ We will progress our digitisation on demand project for film delivery, which will inform which model we follow to efficiently deliver this service to our users and customers</li> <li>▪ Our Collection Search function will be relaunched, enabling all users to identify and select from our entire collection</li> </ul>	<ul style="list-style-type: none"> <li>▪ Access to our collections will have significantly opened, with users able to select and use with ease.</li> <li>▪ This will maximise opportunities for commercial licensing and sales which will significantly contribute to IWM's financial sustainability</li> <li>▪ Masterplanning and gallery development (and the collecting and conservation activity that underpins this) will see a wider range and depth of our collection on public display</li> </ul>
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### 3.3 Collections Development

<ul style="list-style-type: none"> <li>▪ We will continue to profile parts of the collection which can be selected for public access and the areas of our collection that need further development to widen and deepen use</li> <li>▪ We will support masterplan objectives, through collecting strategically to fill gaps in the collection where they relate to the Holocaust and Second World War and through a major digitisation drive</li> <li>▪ Our collection review programme facilitates greater access to our collections as our default practice is to disperse vehicles or aircraft not required in our collection to publically accessible organisations rather than closed storage</li> </ul>	<ul style="list-style-type: none"> <li>▪ Collecting strategies will be completed and inform acquisition planning and funding streams</li> <li>▪ The strategic development of our collections supports programming across a range of activities and ensures that we remain relevant to our audiences</li> </ul>
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## BUILD OUR BRAND

### 4.1 IWM Institute for the Public Understanding of War and Conflict

<ul style="list-style-type: none"> <li>▪ We will fully launch the IWM Institute for the Public Understanding of War and Conflict in 2020 following a successful pilot in 2018.</li> <li>▪ Through closer engagement with the academic sector and by bringing together our research,</li> </ul>	<ul style="list-style-type: none"> <li>▪ The IWM institute is an established, well respected source of critical thinking and debate on war and conflict</li> <li>▪ We engage a broad range of stakeholders in the work of the Institute</li> </ul>
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<p>expertise and public programming under the umbrella of the Institute, we will be able to demonstrate our impact in the broadest sense and on an international platform</p> <ul style="list-style-type: none"> <li>▪ The impact we make on audience engagement (through innovative and experimental programming that is inspired by our collections, research projects and external partnerships) will be evidenced in CP19</li> <li>▪ The Institute will provide a focus for funding from a broad source</li> </ul>	<ul style="list-style-type: none"> <li>▪ We will have built endowment funds that continue to support, and allow for the ongoing expansion, of this work</li> </ul>
<p><b>4.2 Working in partnership for maximum impact</b></p>	
<ul style="list-style-type: none"> <li>▪ The development of a Partnerships Strategy in CP19 will focus on advocacy, positioning and the impact of IWM on a national and international platform</li> <li>▪ The strategy will identify how we build on the momentum and successes of high profile work partnership work to date (including IWM's First World War Partnership Programme)</li> </ul>	<ul style="list-style-type: none"> <li>▪ We will have a new Partnerships Strategy that is embedded into our ways of working and defines our role in terms of soft power and influence clearly</li> <li>▪ We will use this strategy, along with the role of the IWM Institute (see above) to extend our reach and to establish and nurture powerful connections</li> </ul>
<p><b>4.3 Second World War Partnership Programme</b></p>	
<ul style="list-style-type: none"> <li>▪ The First World War centenary demonstrated the important role that IWM plays in the public's commemoration and remembrance of significant anniversaries</li> <li>▪ In CP19 we will continue to lead a highly successful and impactful partnerships framework. IWM's Second World War Partnership Programme (supported by an HLF grant) will facilitate greater public understanding and engagement in the Second World War and Holocaust through the telling of local stories on a national stage and through supporting regional partners to mark key anniversaries</li> <li>▪ In CP19 we will continue to deliver the Partnership digitally, providing a full range of IWM resources, toolkits, assets, and by facilitating events and national moments to support partners.</li> <li>▪ We aim to have 1,000+ Second World War and Holocaust partners</li> </ul>	<ul style="list-style-type: none"> <li>▪ Our position as global leaders in the contemporary interpretation of national and international commemoration is cemented</li> <li>▪ We are sector leaders in developing dynamic networks; and the planning and delivery of coordinated cultural programmes. This truly enables us to fulfil our mission to develop a deeper understanding of the causes, course and consequences of war</li> </ul>
<p><b>4.4 Knowledge mapping</b></p>	
<ul style="list-style-type: none"> <li>▪ Our Learning and Development Prospectus will routinely be reviewed to identify and address training needs and opportunities to build knowledge</li> <li>▪ Through the IWM Institute we will map knowledge more effectively and develop courses which draw IWM Institute Associates into areas of specific training to develop our staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ We will have a balance of expertise and experience across all areas of our remit</li> <li>▪ All curatorial teams will have a strong focus on public engagement and public output</li> <li>▪ Our research activity will feed directly into public outputs</li> </ul>

#### 4.5 Compliance

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| <ul style="list-style-type: none"><li>▪ We will continue to review all policies, plans and procedures to ensure that they remain current and support staff</li><li>▪ We will achieve Cyber Essential Plus certification</li><li>▪ Our Collections Management standards will fully meet all legislative requirements, quality standard schemes (as set out by The National Archives, Arts Council England and Digital Preservation Coalition) and ethical guidance (as set out by the Institute of Conservation and Museum's Association)</li></ul> | <ul style="list-style-type: none"><li>▪ We will have renewed ACE Accreditation and Archive Service Accreditation at the agreed cycles</li><li>▪ We will be alert to changing external validation schemes and legislation to maintain our standards</li></ul> |
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## 7. Risks and opportunities

The priorities and planned activities outlined above respond to our top organisational risks. Investment has been carefully directed to buffer IWM against external factors, which in this Plan include financial threats and ones associated with cyber-reliance and public security.

In terms of risks to IWM's financial resilience, UK GDP growth is expected to remain subdued in 2019 (at around 1.4 per cent in 2019; 1.5 per cent 2020). Brexit-related uncertainty, global trade tensions and the possibility of higher interest rates exert economic pressure which may result in further public spending reductions in the next Comprehensive Spending Review. Inflation is projected to be above the Bank of England's 2 per cent target (2.9 per cent in 2019; 2.1 per cent in 2020), which could impact commercial activity if consumer spending reduces. We have set aside contingency of £5.25 million over the five-years to safeguard us against financial deterioration. The delivery of an Income Generation Strategy and leverage of an entrepreneurial fund ensure that we continue to embrace opportunities for commercial growth and meet audience expectation and needs. Reducing fixed costs is also an integral risk mitigation.

IT security and lifecycle investment protects us from the constantly evolving threat of cyber-attacks and the reputational and business interruption risk presented by this threat materialising. We are aiming to achieve cyber essentials plus early in this planning cycle which will provide a greater level of assurance. Conversely while cyber-reliance exposes us to operational risk, emerging technologies and digitisation presents us with enormous opportunity to widen access, facilitate commercial growth and work more efficiently and collegiately. These opportunities are being maximised with the implementation of our Digital Transformation Strategy in CP19.

A terrorist incident on British soil could adversely impact audience behavior; in particular visits from abroad or domestic families market. Our planning is agile enough to mitigate the threat to audience levels, informed by our Audience Development Strategy, which identifies audiences more resilient to public security threats. In addition, we have taken every measure we can to ensure that the appropriate levels of vigilance and checks are in place across our five branches.

Internal threats involve the management of our considerable estate and replacement of IT legacy systems; specifically the significant funds required to manage and upgrade so as to bring fixed costs down to an acceptable level. Activities in some areas have been paused in order to progress our major projects and programmes in CP19. Whilst timelines can be extended, significant lack of timely investment may result in decreasing visitor satisfaction, escalating maintenance costs or increase the risk to systems failure/asset degradation. Increased contingency and our Exceptional Control Bid process ensure that exposure to this risk is minimised. Long-term masterplanning and delivery of a new Estate Management Strategy in early 2019–20 ensure that in the longer term, this risk will reduce.

Our staff are key to the successful delivery of the Corporate Plan. We continue to invest in the business systems and professional development that enables all IWM staff and volunteers to possess the requisite knowledge, skills and tools; and the empowerment that this brings. We will continue to roll-out IWM's management and leadership training programmes and evaluate the impact that these have. An enhanced training and development budget in CP19 support this programme, specialist professional development and the roll-out of staff engagement surveys. Continued change and improvement has now become a norm, and during CP19 we will continue to bring about culture change. The delivery of a new staff accommodation block – Park Side – at All Saints in London, longer-term gains of our Digital Transformation and upskilling of staff and the work of our Cultural Change Ambassador Network will bring positive changes to our working culture and reduce adverse risks to staff motivation and productivity.

## 8. Impact and outcomes

In terms of strategic objectives, we are seeking to achieve the following:

### Building our financial sustainability

- We will secure our long-term financial viability and create a flexible, entrepreneurial and dynamic working culture
- We will incrementally build our income and net profit levels, increasing our financial flexibility so that we can strengthen IWM and continue to invest in our public offer over the long term

### Prioritising our audiences

- We will create inspiring, inclusive and relevant visitor and learning experiences and people will have a deeper understanding of the causes, course and consequences of war and its impact on all of our lives
- Using global citizenship as a lens for programming, audiences will make personal connections to our content and ideas
- We will build and engage loyal and diverse audiences, partners and supporters, using the IWM Institute to channel our research work into a public offer that is dynamic and responsive to audience feedback

### Delivering effective stewardship of our collection

- We will develop and care for our collection
- We will ensure our collections and knowledge remain relevant and accessible for audiences now and for generations to come
- We will work towards having fully accountable records and improved access to our collection so that we can maximise the public enjoyment of and the value of these assets

### Build our Brand

- We will cement our profile as an influential, internationally renowned museum through excellent product and customer service of the highest standard and we will nurture and build key partnerships for mutual benefit
- We will be leaders in our field with a reputation for excellence and innovation
- IWM will be valued by the diverse communities it serves
- Our branches in London, the North West and the East of England will exert significant, beneficial influence, for example by continuing to attract a high volume of visitor from abroad and the tourism benefits this brings to local businesses and communities

## 9. Our Financial Strategy

The Museum's financial strategy is to:

1. Increase self-generated income, and the net contribution therefrom,
2. Reduce fixed costs and manage the cost base efficiently,
3. Increase the financial robustness of the organisation, providing greater financial flexibility for the future.

This Corporate Plan delivers on all of these strands. The overriding ambition is to ensure that additional reserves are created of £4 million over the course of the plan period. This will deliver on providing further financial robustness to the organisation. In addition it will enable the Transformation IWM London 2 project to be fully underwritten if no further fundraising for that project is achieved.

<b>CP19 Financial overview</b>						
Figures shown in £000s	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>Total</b>
<b>Income</b>						
Trading income	26,918	29,524	31,612	33,520	34,918	156,492
External funds	15,043	13,369	1,980	1,451	1,292	33,135
Grant in Aid	19,742	19,742	19,150	19,150	19,150	96,934
<b>Subtotal</b>	<b>61,703</b>	<b>62,635</b>	<b>52,742</b>	<b>54,121</b>	<b>55,360</b>	<b>286,561</b>
<b>Expenditure</b>						
Operational Expenditure	24,974	24,437	25,082	25,760	26,301	126,554
Project investment	22,810	12,811	5,018	3,728	3,280	47,647
Salaries	21,512	21,326	20,667	20,761	21,085	105,351
Contingency	1,000	1,025	1,050	1,075	1,100	5,250
<b>Subtotal</b>	<b>70,296</b>	<b>59,599</b>	<b>51,817</b>	<b>51,324</b>	<b>51,766</b>	<b>284,802</b>

<b>CP19 Financial Summary</b>						
Figures shown in £000s	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	
<b>Net Position</b>						
Income less Expenditure	(8,593)	3,036	925	2,797	3,594	
Museum Funds brought forward (Park Side)	2,504	-	-	-	-	
Loan Finance from DCMS	5,000	(82)	(1,749)	(1,721)	(1,694)	
IWM contribution from Reserves	1,100	(1,100)	-	-	-	
<b>Net Cash Flow</b>	<b>11</b>	<b>1,854</b>	<b>(824)</b>	<b>1,076</b>	<b>1,900</b>	<b>4,017</b>

In delivering the financial strategy:

**Income:** Over the course of the plan income from trading will grow by 30% in cash terms representing a real term growth of 20%. IWM has a broad commercial income base including retail, public catering, corporate hospitality and events, private tours, admissions, air shows, publishing, brand licensing and media sales & licensing. Our IWM membership scheme is one of the cornerstones of IWM's Commercial Strategy and we will continue to develop the offer and grow our membership. Key to us achieving our objective to grow net profit from commercial activities, is investment in our infrastructure and systems so that that we are able to deliver an integrated, digitally responsive commercial operation.

External income is that from fundraising in the main. This is focused on capital campaigns in the first two years. New campaigns will be developed in the first year for future years of the plan period. Income from these is not included at this stage.

Grant-in-aid funding from government is unknown beyond the first year. To provide robustness the plan is based prudently on a cash cut from year 3 onwards, which would represent a 5% reduction in real terms year on year.

Overall the funding mix for income is 66% self-generated for the totality of the plan period with 34% from government.

#### **Expenditure:**

The cost base is being controlled carefully across the plan. Operational expenditure reduces by 3% in real terms in year 5 compared to the first year. An Efficiency Plan will be implemented which will deliver year on year savings. Salary expenditure is reduced by 10% in real terms with staff able to benefit from the introduction of more flexible employment terms. Project investment is funded primarily through fundraising for the first two years. Core funding is provided in the following years.

Overall the mix for expenditure is 44% on operational expenditure, 17% on project investment, 37% on salaries with a contingency of 2% for the full period of the plan.

#### **Financing:**

The objective of delivering a net contribution of £4 million to reserves is delivered. Financing for the All Saints project will require a loan of £5 million from the Department for Culture, Media and Sport Museum Loan Fund in order to facilitate cash flow. This has been approved by Trustees previously. The loan is paid back in full during the plan period. In addition some reserve cover will be required in the first year which will be repaid in full in the year following.

#### **Project investment**

Project investment of £47.6 million over the five-year period, supports the transformation of our business. It drives IWM forward by funding masterplanning and major projects, high profile activity and the infrastructure development that underpins this.

A breakdown of the projects can be found in table 9.2 below. The successful delivery of these projects make us more resilient, by building audiences and commercial return, and helping us manage our fixed cost base more effectively.

**Table 9.2**

<b>CP19 Project Investment</b>					
<b>Figures shown £000s</b>	<b>2019–20</b>	<b>2020–21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>
Transforming IWM London phase 2 (delivery) <sup>1</sup>	13,625	9,419	555	-	-
Transforming IWM London phase 3 (seed funding) <sup>2</sup>	100	-	-	-	-
Park Side (All Saints new staff accommodation)	4,701	-	-	-	-
IWMD Masterplan	288	160	30	60	60
Public Programme	923	750	1,055	630	280
Public Engagement & Learning Programme	172	220	167	308	159
Customer services project	29	-	-	-	-
Project management office	25	25	25	25	25
Collections management projects	232	127	127	108	109
Facilities management, airfield and security programme of works	2,019	1,250	2,315	2,250	2,300
Commercial development projects	146	40	44	47	47
IT infrastructure & systems	150	420	400	-	-
Digital Transformation Programme	400	400	300	300	300
<b>Sub total</b>					
<b>Total</b>	<b>22,810</b>	<b>12,811</b>	<b>5,018</b>	<b>3,728</b>	<b>3,280</b>

### Sensitivity analysis

In performing a sensitivity analysis, we have calculated that any further cuts to Grant in Aid (exceeding 5 per cent) will eliminate the annual contingency funds set aside entirely, leaving us exposed to risk given the necessarily limited investment we are able to make in our estates and infrastructure. This would result in us having to consider the introduction of charging at our free admission sites or closing one of our branches.

Regarding self-generated income, we have a wide portfolio of income generation activity. Given the increased profile of IWM this can be considered to be robust. The implementation of the Digital Transformation programme, including the Customer Relationship Management system, together with the membership scheme will both bolster this. Our catering contracts carry minimum guarantees and insurance protects us against the risk of serious business interruption.

A decline in audience numbers at our charging branches will impact on self-generated income, for example, a 20 per cent reduction means c. £2.6 million less in gross income. This will seriously impact our financial resilience and erode the progress we have been able to make through the delivery of the change programme. Our programming, press and marketing activity,

<sup>1</sup> New Second World War Galleries and The Holocaust Gallery

<sup>2</sup> New Art Galleries and Cold War Galleries

as well as the continued quality of our product and high levels of visitor satisfaction, mitigate this risk to some degree.

Should annual utility costs increase by a third, this would eliminate more than half of our annual operational contingency budget that we have set aside in each year. In light of geopolitical instability there may continue to be fluctuations in oil prices so we will continue to monitor utility costs carefully.

Construction inflation remains volatile, especially with the uncertainty around Brexit. This could impact on our ambitious masterplanning across the IWM estate. We have sought to minimise exposure to foreign currency fluctuations where this is deemed most likely.

In the event of one or more of the factors above materialising and precipitating a major financial shift, we would look to use contingency funds (which represent 2 per cent of total expenditure) or re-phase the major projects that are in train. The longer term ambition continues to be to build our reserves and increase our financial resilience.

IWM performance measures		2019 – 2020	2020-2021	2021-2022	2022-2023	2023-2024
<b>1. FINANCIAL SUSTAINABILITY</b>						
1.1	Self-generated income	68%	69%	64%	65%	65%
1.2	Commercial net profit (inc. admissions)	£19.2m	£21.1m	£22.5m	£23.4m	£24.6m
1.3	SPV (global and by branch) (inc. admissions, gift aid exhibitions ticketing, retail and café; excludes air shows)	£8.44	£8.75	£8.12	£8.28	£8.23
1.4	Donations income per visitor	£0.17	£0.19	£0.25	£0.27	£0.30
1.5	Fixed Costs	63%	62%	62%	61%	61%
1.6	Average training days	4.0	5.0	5.5	6.0	6.5
1.7	Staff turnover	10%	10%	10%	10%	10%
1.8	Staff absence	2.5%	2%	2%	1.5%	1.5%
<b>2. PRIORITISE OUR AUDIENCES</b>						
2.1	Likelihood to recommend (definitely)	77%	78%	79%	80%	81%
2.2	Rated visit excellent	67%	68%	75%	75%	75%
2.3	Number of visitors ('000s)	2,338	2,512	2,623	2,638	2,758
2.4	Number of unique web visits to iwm.org.uk ('000s)	10,000	11,000	12,000	13,000	14,000
2.5	Repeat visitors	36%	37%	40%	40%	40%
2.6	Overseas visitors	45%	46%	46%	46%	46%
<b>3. BUILDING OUR BRAND</b>						
3.1	Visitors who expected their visit to be excellent	26%	28%	40%	40%	40%
3.3	Volunteer Hours	110,000	125,000	135,000	145,000	155,000
3.4	Proportion of staff members from BAME background	8%	9%	10%	10%	11%
3.5	Proportion of staff members reporting a disability	8%	9%	10%	11%	15%
<b>4. EFFECTIVE STEWARDSHIP OF COLLECTIONS</b>						
4.1	Proportion of the collection which is available to the public to identify and select online and may have an image	50%	55%	80%	100%	100%
4.2	Proportion of collection stored in appropriate environmental conditions	55%	78.5%	78.5%	78.5%	78.5%