



IWM Corporate Plan 2019–2024

VISIT US AT:
IWM LONDON
IWM NORTH
IWM DUXFORD
CHURCHILL WAR ROOMS
HMS BELFAST
IWM.ORG.UK

1 WHO WE ARE

Imperial War Museums is a global authority on conflict and its impact 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.

2 OUR STRATEGIC AMBITION

Our Corporate Plan (CP19) sets out our strategic direction for 2019-24 and beyond. It is framed by our four strategic objectives, which 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
- **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

3 OUR ACTIVITY

People connect with us in a wide variety of ways; through visiting one of our five branches (IWM London, IWM Duxford, IWM North, Churchill War Rooms and HMS Belfast), by participating in a learning activity, through digital engagement, by becoming a member, and in supporting us by making a donation or by volunteering. Critical to our future success is our capacity to innovate and to build a resilient organisational culture that is increasingly confident and dynamic. These are the ways in which IWM will remain relevant and impactful now and for generations to come.

Working in partnership with individuals, organisations and key stakeholders strengthens our position, opens up our perspective and will 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 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 build on the extraordinary success of our First World War Centenary Partnership, and with support from the Heritage Lottery Fund, expand our partnership programme to cover the Second World War and Holocaust.

Our new public engagement and learning offer, launched in 2018, is innovative, inclusive and impactful. In CP19 we will focus on how we measure and evaluate our social impact so that our forward planning is truly evidence based and audience-led. An exceptional seasons programme will drive audience engagement and deliver our Audience Development Strategy; which is to grow core and nurture developmental audiences.

Our financial strategy is to build our sustainability and resilience over the long-term by increasing our self-generated income and carefully managing our fixed cost base. Income from trading activities will increase by 20 per cent in real terms over the five-year plan period. The implementation of our Digital Transformation programme is crucial to supporting our commercial success. Our fundraising strategy ensures that we can support masterplanning and our business transformation projects.

The ongoing development of our collection will be shaped by our contemporary collecting strategy and by our acquisition and disposals programme. We are committed to making our world-leading collection widely accessible and usable, through ongoing work to digitise our collection and improve our collections online service. These objectives are crucial to masterplanning and interpretation development, and ensure that our collections and the stories that we hold remain relevant for present and future audiences.

Delivering our Estate Strategy will go some way in addressing a substantial backlog in capital maintenance and ameliorate a top organisational risk. We face potential threats from financial uncertainty and in response, total contingency funds of £5.25 million have been set aside over the five years to provide a buffer against future financial challenges.

The priorities and planned activities outlined below respond to our top organisational risks. Project investment includes a particular focus on the transformational projects that will drive IWM forward.

4 OUR MAJOR PROJECTS

CP19 lays the foundation for major change and progress through the funding of the following priority projects:

- **Transforming IWM London phase two** – the opening of new and connected Second War Galleries and Holocaust Galleries, plus new learning facilities in 2021 will vastly improve our visitor experience and build market share
- **Transforming IWM London phase three** – development of plans to create new Cold War displays and new gallery spaces for our world-class art collection
- **Transforming IWM Duxford phase one; Battle of Britain zone** – new immersive interpretation that will bring the story of the Operations Room to life and the creation of a Battle of Britain experience in our publically accessible Hanger (4). Reinterpretation will inspire a deeper understanding of this event and bring our audiences closer to the role that IWM Duxford played during the Second World War
- **Churchill War Rooms** development plans balance the need to invest in the digital offer of the Churchill Museum with maintenance of the historic war rooms
- **HMS Belfast** investment will include a total upgrade of the interpretation on board, and the planning of innovative public engagement projects, to maximise HMS Belfast's potential as a major London attraction
- **Implementing our Digital Transformation Strategy** – the initial phase will support the development of commercial systems and services
- **Income Generation Strategy** – will determine our commercial direction and realise our ambition to grow commercial profit by nearly £2 million per annum to grow commercial profit by over £5 million over the next five years (on current levels)
- **Park Side Staff Accommodation project (London)** – the building of a new staff accommodation block will facilitate greater creative collaboration and introduce new, flexible ways of working, through open planned office space and hot desk facilities

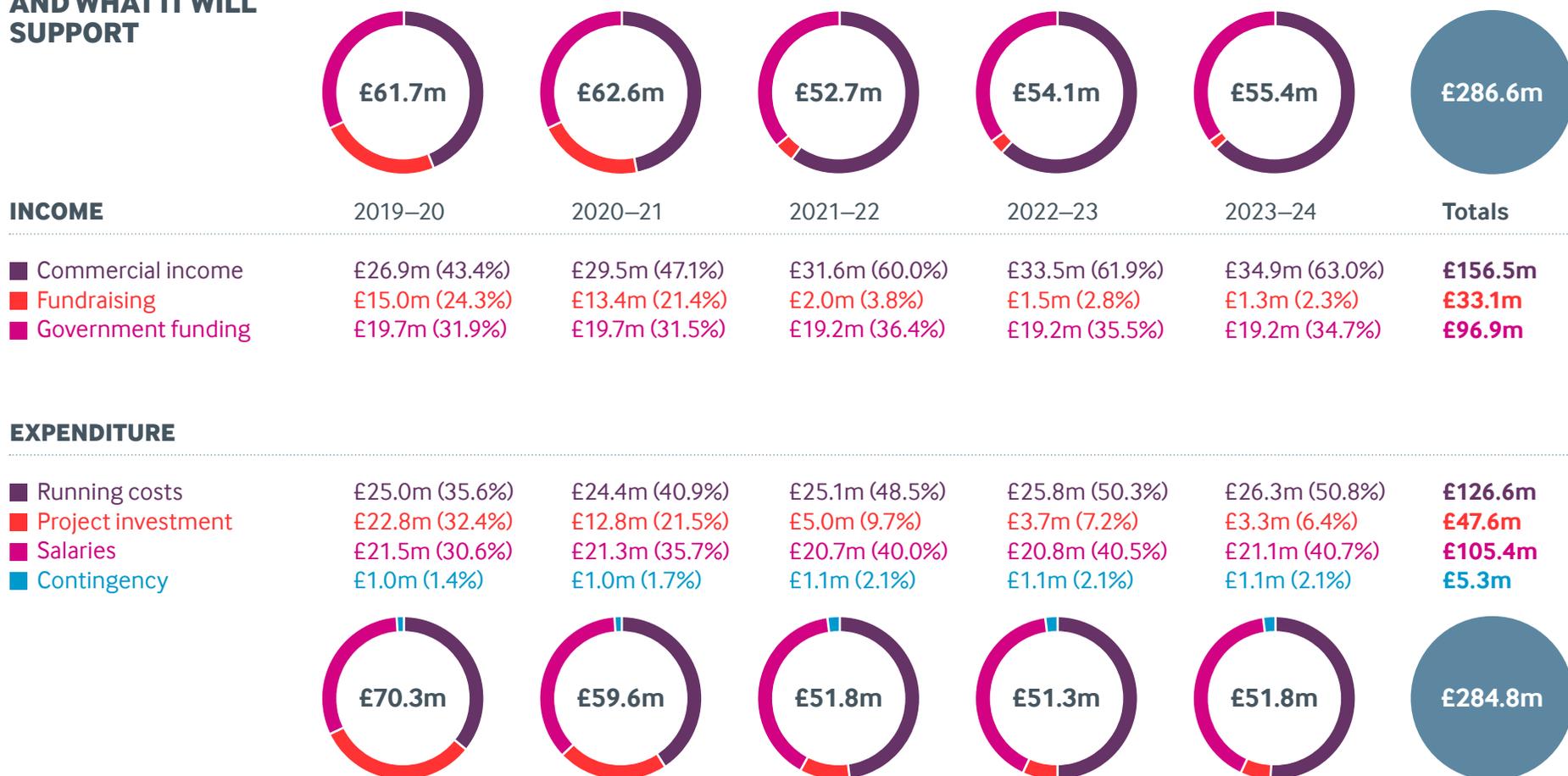
Underpinning the success of these ventures and project delivery are our teams. In CP19 we will develop our HR Strategy to ensure that our staff are skilled and confident in the work that they do. A new Volunteering Strategy will set out how we grow volunteer participation and contribution, attract from a more diverse pool of volunteers and evidence the positive gains that volunteering has on IWM. We will continue to identify new ways of working through our Culture Change Ambassadors Network to support culture change within the organisation.

5 FORWARD LOOK

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. By 2030 we will have:

- highly skilled, fully flexible, confident and engaged teams across our operation
- fully embedded our brand values (to be courageous, authoritative, relevant and empathetic) in all that we do
- built and engaged loyal and diverse audiences, partners and supporters, using the IWM Institute to channel our research work into a public offer that is responsive to audience feedback
- embedded exceptional, audience-focused, multi-channel and seasonal public programming and learning experiences
- enhanced contemporary debate on the world around us and the impact of conflict on it
- established a clear evidence base to demonstrate our social impact
- completed masterplanning exercises to upgrade each of our branches
- built on the extraordinary legacy of our First World War Centenary Programme and strengthened our network of partnerships nationally and internationally
- delivered the storage masterplan for our collection so that the objects in our care are held in the right environmental conditions
- made significant progress in generating digital content for access and preservation, linking to our ambitions for holistic, innovative and fully embedded digital ways of working
- built up our net profit levels through the successful delivery of our commercial strategy
- addressed the backlog in maintenance issues across our substantial estate

6.1 WHERE OUR MONEY COMES FROM AND WHAT IT WILL SUPPORT



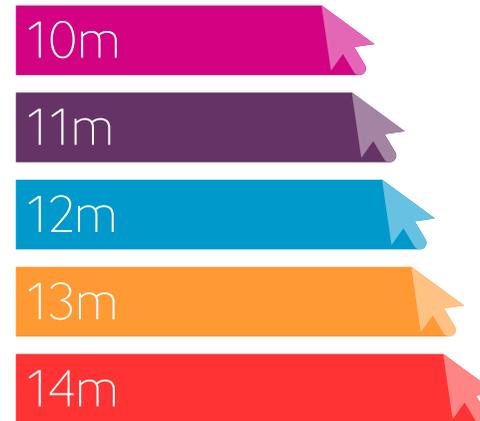
7 OUR PERFORMANCE

- 2019–20
- 2020–21
- 2021–22
- 2022–23
- 2023–24

Volunteer hours



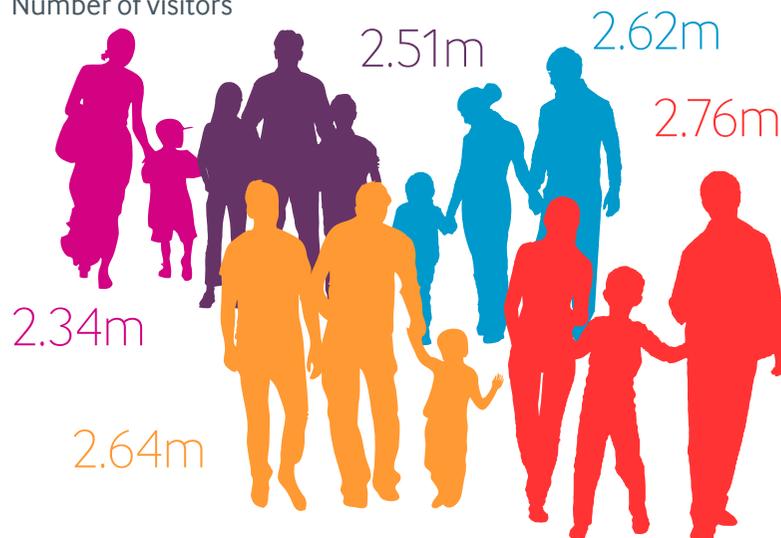
Number of web visits



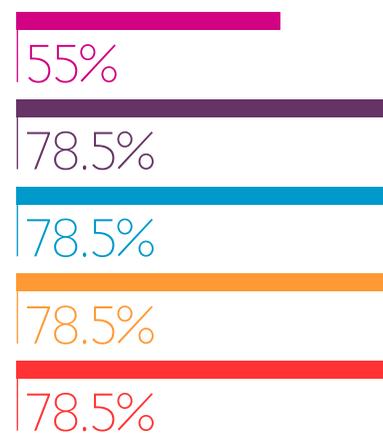
Commercial net profit (incl. admissions)



Number of visitors



Proportion of collection stored in appropriate environmental conditions



Proportion of the collection available to the public to identify and select online

