



## 1. Vision

### 1.1. IWM's vision

IWM's vision is to help people, as global citizens, make sense of an increasingly unpredictable world. We do this, in part, by helping people have a deeper understanding of the connections between past conflict and the contemporary world.

To achieve this vision, our corporate objectives are to:

- Increase our financial sustainability
- Prioritise our audiences
- Build our brand
- Deliver effective stewardship of our collection

### 1.2. Vision for access and inclusion

We miss out when people feel IWM isn't for them, and are committed to removing and reducing barriers to make IWM open to everyone.

### 1.3. Future state

This strategy 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. This will involve changes across IWM to create an inclusive culture. Through small, meaningful changes over time; access and inclusion will become embedded and part of business as usual.

Our vision is that by 2023, we will have reduced barriers to provide more opportunities for everyone to understand, explore and debate the human impact of conflict as global citizens. This will include physical access for all at IWM London, IWM North, and IWM Duxford with the best access possible at our heritage sites, HMS *Belfast* and Churchill War Rooms.

By 2023, IWM will be more resilient and agile as we have more diverse thinking, collaboration and engagement with audiences and stakeholders. We tell a myriad of diverse stories reflecting the numerous different experiences of war and conflict supporting our audiences to become world citizens. This will support our Audience Development Strategy to grow our new and nurture our existing audiences as we provide them with a variety of experiences of war and conflict. By 2023, we will be continuing to develop the collection to support the telling of a variety of stories of conflict. Better accessibility will have seen us build our financial sustainability as we increase diverse thinking and

resilience at IWM which will also allow us to draw upon the 'purple pound', which equates to £12.1 billion of the tourism industry per year.<sup>1</sup>

IWM will be an inclusive place to work that attracts and develops talent from all backgrounds contributing to a diverse and vibrant IWM and wider museum sector. We have achieved this by rolling out awareness training to all staff and working in close collaboration with specialist charities and groups, such as Scope, RNIB and Museum Detox. Our more diverse workforce supports agile working that helps us focus on continuous improvement across IWM as well as challenging ourselves to be more accessible and inclusive.

Over the course of the strategy we aim to improve and build upon our successes across all areas but by 2023 will be sector leaders in inclusive and accessible volunteering as we build upon the success of IF: Volunteering for Wellbeing, the 'We Were There' interactive sessions with veterans and eye witnesses, and the continued roll out of Dementia Friends training. We will also have achieved the Government's Level 3: Disability Confident Leader employer status and be a member of Business Disability Forum aspiring to achieve an award.

## **2. Strategy Scope and Outline**

### **2.1. Strategy scope and timeframe**

This strategy outlines our vision of where we wish to be and how we will improve access and inclusion at IWM over the next five years. It outlines our objectives to improve staff awareness, understanding and confidence about access and inclusion, and the increased diversity of our staff and audiences.

It has been developed over a year through research, visits and our access audits, both the IWM wide audit conducted specifically for this strategy but also the audit conducted by Goss Consultancy Ltd for Transforming IWM London Phase 2. This will help make IWM more resilient and agile as it diversifies its way of thinking, collaborating and engaging with audiences and stakeholders.

### **2.2. Strategy outline**

The strategy consists of eight sections as outlined below:

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## **3. Definition**

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<sup>1</sup> Visit England, 'The Purple Pound Volume and Value of Accessible Tourism in England'  
[https://www.visitbritain.org/sites/default/files/vb-corporate/Documents-Library/ve\\_purplepound2015.pdf](https://www.visitbritain.org/sites/default/files/vb-corporate/Documents-Library/ve_purplepound2015.pdf)

### 3.1. What we mean by Access and Inclusion

IWM defines access and inclusion as the chance to engage with its sites, collections, stories, services, and expertise and feel welcome and comfortable when doing so.

Access is made possible when physical and sensory, cultural, intellectual, financial, emotional, geographic and attitudinal barriers are removed or reduced. Inclusion is providing an environment that allows all visitors and staff to feel welcome.

### 3.2. Barriers

There are a number of key barriers to inclusive access:

- **Financial:** people who may not be able to afford to access IWM.
- **Cultural and social:** people who may feel that IWM is not relevant to them and does not reflect, or engage with, their cultural or social heritage, language, cultural issues and differences, or identity.
- **Physical and sensory:** people with physical disabilities, limited mobility, sensory impairments, hearing or visual impairments may not be able to access IWM.
- **Geographic:** people who live too far away to access IWM.
- **Intellectual:** some people may find the museum too elitist or specialist; some may have special educational needs and learning disabilities; people may not feel that IWM uses multiple learning styles.
- **Attitudinal:** people may not feel welcomed and valued.

## 4. Background to access and inclusion at IWM

IWM is committed to its staff and visitors. Strategies including: audience development, digital transformation, commercial, public programme, and the formation of the IWM Institute should be considered in conjunction with this. There is good practice in areas of the museum. However there is currently an inconsistent understanding of what access and inclusion means and includes, therefore there are also inconsistent approaches across IWM.

In early 2018, IWM undertook an audit to gather data and establish a benchmark about staff knowledge, understanding, skills, and practice around access and inclusion. The new strategy is informed by, and based on, this data.

A key area for improvement highlighted by the audit is increasing staff understanding as to why we need to be inclusive in all of our activity, both internally and externally. Our practices, behaviours and attitude both internally and externally can enforce the barriers that prevent IWM from being a fully inclusive organisation. For example it is not enough to just be physically accessible to audiences with mobility issues and comply with anti-discrimination legislation. We have to ensure that the behaviour of our front of house teams including any workers on site, the language in our communications, and the essential criteria in our recruitment processes (amongst others) are inclusive so everyone feels welcome and able to visit, engage, contribute and work at IWM. However, it was clear from the audit that there is the ambition to improve awareness and practice, and a desire to receive guidance on how we as an organisation, and as individuals, can be more accessible and inclusive.

The Project Board went on several site visits to other museums, galleries, heritage sites and visitor attractions while conducting research for the strategy. The visits took place over several months to gauge best practice, challenges within the visitor sector and develop relationships with other organisations including cross-sector bodies such as the Disability Cooperative Network for Museums. From visiting these other organisations it was apparent that a delegated model of collective

responsibility was the key to embedding a sustainable model of accessibility and inclusion and that attitude is fundamental to progress.

The demographics of our staff reflect the inconsistency in the success of our inclusive practice; we are strongly representative in some areas but lacking in others. For example, IWM staff are 54% female and 46% male, with an equal 50% female male split on the Senior Management and Executive Leadership teams.<sup>2</sup> This is better than the Museum Association's member profile, with gender make up at 71% female and 21% male (with 9% preferring not to say). However, we don't perform as well for BME or disability statistics against the Museum Association member profile or, more critically, the UK population as per the 2011 census; only 6% of IWM staff identify as BME (in comparison to 8% of MA members and 13% of UK population) and 7% identify as having a disability (11% of MA members and 18% of total UK population and 26% of the UK working population). 5% of IWM staff identify as being LGBTQ+ (this is higher than the UK average of 2.5% but not as high as the MA member profile, which is 8.8%).<sup>3</sup> Our audiences are similarly not reflective of the UK population with our global audience figures made up of 9% BME, 6% disabled and 21% C2DE.<sup>4</sup> This strategy focuses on reducing barriers, raising staff awareness, and improving attitudes to ensure that we attract and importantly retain a diverse audience and workforce who will add value and insight to engagement at IWM.

## 5. Our objectives and aims

IWM aims to improve staff awareness, understanding and confidence about access and inclusion, and to increase the diversity of our staff and audiences over the next five years.

Below are our aims and measurable objectives as per our corporate objectives:

### 5.1. Financial sustainability

- **Aim:** To build business and financial resilience by increasing the diversity of thinking within the workforce and generating income by attracting new and diverse audiences.
- **Objective:** To roll out a sustainable and cost effective model of access and inclusion by embedding responsibility across IWM and building staff awareness;
- **Objective:** Introduce inclusive design, across IWM via project management methodology to support all new products and outputs from the beginning so we increase accessibility and enjoyment to all staff and audiences. This will also reduce and prevent additional costs by having to 'add-on' access needs once the product or output is in development or already delivered.
- **Objective:** Increased and varied audiences we can draw upon the 'purple pound'

### 5.2. Prioritising audiences

- **Aim:** All visitors feel welcome and included at IWM;
- **Objective:** Ensure inclusive design remains a key element of Transforming IWM London Phase 2, including access group and people forum consultations;
- **Objective:** Ensure inclusive design is practiced throughout the development of the IWM Duxford Masterplan;

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<sup>2</sup> All IWM figures as of 31 March 2018.

<sup>3</sup> All MA Member profile and UK 2011 census figures are from Sharon Heal's presentation, 'Museums in the Age of Intolerance' at *All Inclusive: Championing Diversity* seminar at Think Tank, Birmingham, 24 January 2018. IWM staff figures are as stated on 31 March 2018.

<sup>4</sup> IWM Global Audience figures for 2017-18

- **Objective:** Challenging staff thinking that this is additional to our public offer and emphasising that access and inclusion is integral to all that we do and needs to be considered for all programming including content development, inclusive design for our seasons and for digital content;
- **Objective:** All communication, both internal and external, to be clear, accessible and inclusive;
- **Objective:** Each of the five branches includes up to date access information on [iwm.org.uk](http://iwm.org.uk) and Euan's Guide and receives positive reviews for our accommodation of and attitude towards access needs.

### 5.3. Building our brand

- **Aim:** IWM is known to be an accessible and inclusive place to work and visit;
- **Objective:** Improve staff awareness so all staff are informed about access and inclusion needs and how they can play their part in making IWM more inclusive, including supporting colleagues and visitors with any access needs;
- **Objective:** Achieve Disability Confidence Level 3 to ensure we are an attractive and reputable employer;
- **Objective:** Become a Stonewall Diversity Champion to become part of a network that creates inclusive and accepting workplace environments;
- **Objective:** Be a member of Business Disability Forum and working our way towards an award.

### 5.4. Collections stewardship

- **Aim:** Increase access to our collections for all and improve representation within our collections including global stories, those that were previously considered 'hidden' or relate to communities we serve;
- **Objective:** Develop our collections and the information we preserve and share about them to ensure that they reflect and tell the stories of our local communities, the nation and the Commonwealth, redressing this as we develop our new collections strategies;
- **Objective:** Increasing the number of digitised collections items available via Collections Online;
- **Objective:** Improving collection storage facilities to ensure the collection is stored appropriately and is available for generations to come;
- **Objective:** Increase collection materials available for licensing so our collection can be used and shared to a wider audience;
- **Objective:** Maintain Arts Council England Accreditation and Archive Service Accreditation.

## 6. How we will implement the vision

Our research with cultural and commercial organisations including the Barbican Centre, the Science Group, and Warner Bros. Studio Tour London, showed that we need to embed access and inclusion across everything that we do to ensure the strategy is sustainable, prioritised across IWM, and delivers our vision. Therefore, the key aspect to implementing the strategies vision is to delegate responsibility to all departments across IWM to address access and inclusion in their areas. Key performance indicators, benchmarking and targets will be a key part of managing the implementation and understanding our success.

### 6.1. Governance

Access and inclusion will be embedded within our governance structure with departments developing an access and inclusion annual plan, every year, as part of the corporate planning process. This will start with the scheduled review of corporate planning for CP2019. The quarterly reporting templates will also be amended to ask departments to report on progress against their targets from CP2019 onwards.

This will enable teams to take ownership of access and inclusion in their area and will create an annual plan outlining their priorities and targets for the year. Departments are also encouraged to think of projects and request budget that will support the improvement of access and inclusion in their areas as part of corporate planning. Each department will also nominate an access and inclusion champion for their area who will work alongside a group of staff volunteers with specialisms in a dedicated skillset, for example hearing impairments and British Sign Language (BSL) users, neuro-divergent awareness or unconscious biases. The access and inclusion champions will be provided additional training and will be supported by the access and inclusion governance structure, as described in section 7.

Access and inclusion will also be included within the project management framework, including the project initiation document to ensure that it is reviewed and discussed as part of all projects, so inclusive design is at the heart of all projects. All major projects will also need to conduct an access audit, as was conducted for each of the first two phases of Transforming IWM London. This will allow IWM to continue to review our accessibility and inclusive practice but it will require investment and must be included in corporate planning and any project costs.

## **6.2. Empowering staff and volunteers**

Key to the success of this strategy is attitudinal change, therefore staff training is vital to the roll out of the strategy. Mandatory staff access and inclusion awareness training will be included in the new learning and development programme and in our induction. The training will support staff in the development of their annual plans, implement attitudinal change and build better understanding across IWM. There will be additional training provided as part of the learning and development programme for specific skills for access and inclusion champions and relevant staff members, for example Dementia Friends, inclusive design and audio-description for visually impaired visitors. Wherever possible this will be conducted in conjunction with relevant specialist charities. IWM will support and encourage teams to reach out to specialist knowledge groups, communities and set up access panels where appropriate to ensure we understand the needs of the communities we are here represent including understanding why they may not be using the museum and our services. This strategy will initially focus on internal staff and volunteers, including senior leaders, and then turn to outsourced staff when we have the resource in place to support this.

## **6.3. Being audience focused**

All major projects, such as Transforming IWM London Phase 2, and all public programming, including our seasons, will consider access and inclusion from the planning stages and practice inclusive design. The development of our collections will include the diversification of our collections to ensure it represents all of the UK and the Commonwealth. There will need to be standalone projects to guarantee we remain fully accessible and make sure that we are inclusive. These projects will be led by the relevant teams and identified in their annual plans. However, SMT and ELT may also identify projects to maintain accessibility and the quality of our offer. For example, there will need to be investment to improve the foyer at the West Entrance of IWM London to ensure visitors who need level access to receive the same high quality experience as visitors using the Main Entrance.

The strategy will be rolled out to all staff via NETconsent with supporting internal communications once approved.

## **7. Our roadmap**

Below is an outline of the roll out of the access and inclusion strategy over the next five years and the major projects that will also be addressing and improving access and inclusion at IWM:

Year	Activity
2018-19	<ul style="list-style-type: none"> <li>▪ Major Projects: Focus on Transforming IWM London Phase 2 (TIWML) – working with Goss Consultants, Access Panels and community engagement. Ensure that the new accommodation building at All Saints and IWM Duxford (DX) Masterplan are inclusively designed and the development actively includes access and inclusion;</li> <li>▪ Corporate Planning: include department access and inclusion action plans in corporate planning process for CP19;</li> <li>▪ Roll out training to staff as part of the training and development programme including access and inclusion drop in sessions;</li> <li>▪ Recruitment process: introduce anonymous recruitment and updated application process to improve ease of applying.</li> </ul>
2019-20	<ul style="list-style-type: none"> <li>▪ Major Projects: New accommodation building opens with inclusive and accessible features. TIWML and DX masterplan continue to develop and actively include access and inclusion;</li> <li>▪ Governance: Each department works towards their access and inclusion action plans and report via quarterly reporting;</li> <li>▪ Corporate Planning: include department action plans in corporate planning process. Any standalone projects and related budget required to support action plan to be incorporated into corporate planning;</li> <li>▪ Project to improve the West Entrance at IWM London to ensure high quality welcome for visitors requiring level access.</li> <li>▪ HR strategy is developed and includes inclusive practice to ensure all staff feel welcome and want to stay at IWM and reviews any current practices that can be revised or renewed to ensure more a diverse workforce;</li> <li>▪ Become a Stonewall Diversity Champion;</li> <li>▪ Achieve Disability Confidence Level 2 (employer accreditation).</li> </ul>
2020-21	<ul style="list-style-type: none"> <li>▪ Major Projects: opening of new SWW and Holocaust Galleries in February 2021 and continuation of the development and implementation of the DX masterplan, which actively includes access and inclusion;</li> <li>▪ Governance: Each department works towards their access and inclusion action plans and report via quarterly reporting;</li> <li>▪ Corporate Planning: Review success of CP19 action plans and second year of department action plans in corporate planning process;</li> <li>▪ Become a member of the Business Disability Forum.</li> </ul>
2021-22	<ul style="list-style-type: none"> <li>▪ Major Projects: DX masterplan continues to develop and actively includes access and inclusion;</li> <li>▪ Governance: Each department works towards their access and inclusion action plans and report via quarterly reporting;</li> <li>▪ Corporate Planning: Review success of CP20 action plans and third year of department action plans in corporate planning process.</li> <li>▪ Achieve Disability Confidence Level 3 (employer accreditation).</li> </ul>
2022-23	<ul style="list-style-type: none"> <li>▪ Major Projects: DX masterplan continues to develop and actively includes access and inclusion;</li> <li>▪ Governance: Each department works towards their access and inclusion action plans and report via quarterly reporting;</li> <li>▪ Corporate Planning: Review success of CP21 action plans and fourth year of department action plans in corporate planning process.</li> </ul>
Throughout the lifetime of the strategy	<ul style="list-style-type: none"> <li>▪ Collections development: diversify our collections to ensure it is representative of the nation and commonwealth, redressing the as we develop our new collections strategies;</li> </ul>

	<ul style="list-style-type: none"> <li>▪ HMS <i>Belfast</i>: the development of the short, medium and long term plan in response to the condition survey work in 2018 and re-interpretation of the ship to be ensure HMS <i>Belfast</i> is as accessible as possible and has inclusive interpretation of diverse stories;</li> <li>▪ Churchill War Rooms: the development of the short, medium and long term plan be ensure Churchill War Rooms is as accessible as possible and has inclusive interpretation of diverse stories</li> <li>▪ Collections storage: improvement to collections storage, including the movement of the library and documents archive to IWM Duxford's new purpose built paper store will ensure the preservation of our collections and future access as per our current programme plan;</li> <li>▪ Collections digitisation: more collections available to view via collections online and license for wider audience access;</li> <li>▪ Collections access: open a new research room at IWM North as part of the IWM Institute;</li> <li>▪ Public Programme: each of the seasons to include inclusive design and diverse content;</li> <li>▪ Public Engagement and Learning: strategy implementation which includes diverse content and inclusive design;</li> <li>▪ Audience Development: continue to conduct market research to evaluate our success at welcoming and engaging with communities to IWM and reducing barriers to access;</li> <li>▪ Digital Transformation: considering access and inclusion as part of the development and roll out of the digital transformation roadmap;</li> <li>▪ Volunteering: building upon the success of if: Volunteering for Wellbeing and We Were There volunteer programmes and continue to implement the volunteering strategy;</li> <li>▪ Apprenticeships: roll out of apprenticeships across IWM, including taking part in the trailblazing of new apprenticeship standards, working with local colleges to attract candidates from local communities, developing apprenticeship assessment days (avoiding relying solely on interviews) and training staff to be apprenticeship mentors;</li> <li>▪ Cultural Change Ambassador Network (CCAN): improve staff wellbeing, collaboration and empowerment to ensure all staff feel welcome and supported at IWM substantiating an inclusive workplace;</li> <li>▪ Changing places toilets: consider the best locations for installing changing places toilets at IWM London and IWM Duxford and if it is possible at IWM North and the best time to install. Include trialling temporary changing places toilets at IWM Duxford AirShows.</li> </ul>
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## 8. Governance structure

The effective implementation of this strategy requires the following governance:

- The Executive Director for Commercial and Operations will act as the strategy sponsor with Assistant Directors of Strategy and Planning and Public Engagement and Learning acting as the senior management-level leadership;
- The strategy will be approved by the Senior Management Team (SMT), the Executive Leadership Team (ELT) and the Trustees of IWM;



- Upon approval of the strategy there will be a quarterly Access and Inclusion Governance Board meetings that review progress, share successes and encourage improvement where required. The group will own the implementation of the strategy. The group is made up by: the Executive Director for Commercial Operations, the Assistant Directors of Strategy and Planning, Public Engagement and Learning, Resources, Visitor and Property Services, Narrative and Content and Major Projects, the Head of Customer Experience and Departments' Access and Inclusion champion(s);
- The strategy needs to be at the heart of the public offer and IWM's working culture. The Access and Inclusion Governance Board will therefore report implementation status and plans to the Senior Management Team;
- Key performance indicators (KPIs) for staff and audience diversity will be reported to as part of the management reports regularly circulated to SMT, with summaries to be made available to ELT and the Trustees. The KPIs will be shared with all staff via a dashboard on the intranet. These KPIs will also be reported annually within the Annual Report and Account;
- All departments need to include their access and inclusion annual plan in their corporate plan narrative and report on progress in their quarterly report submissions. All departments are responsible and accountable for the access and inclusion in their area including nominating their access and inclusion champion;
- Access and inclusion champions will meet collectively at least twice a year and should report any successes or issues to their Head of Departments to include in the quarterly reports. Access and inclusion champions can also report any ideas, successes or issues directly to any of the Access and Inclusion Governance Board.

## **9. Required investment (what resource and training is needed)**

Significant investment in our staff and our ways of working is required so we can embed access and inclusion across IWM and delegate responsibility to all departments. Below is a list of the required investment to support the successful implementation of the strategy:

- Awareness training for all staff starting with Executive and Assistant Directors, Heads of Departments and key planners to support them to create SMART action plans for CP2019. This should include concepts of unconscious bias as well as how attitudes and behaviours affect how inclusive the organisation is. This then needs to be rolled out to all staff and become part of induction for new starters. This will address the inconsistent understanding around what is meant by access and inclusion and how it relates both internally and externally and how all staff can contribute to making IWM more inclusive;
- Further training to be made available for all staff as part of learning and development programme including to develop specialist knowledge for access and inclusion champions, for example working in conjunction with charities such as RNIB, Shape Arts and Alzheimer's Society. Where appropriate job specific training will be supplied, for example inclusive design for the Exhibition team and how to welcome visitors with access needs for front of house staff;
- Further training will be sought for front of house and outsourced teams, including Noonans, Servest, Levy and Peyton and Byrne;
- Project budgets to cover inclusive design for new temporary exhibitions and Public Engagement and Learning activities;
- Budget to include access audits and access panels for major projects, such as IWM Duxford Masterplan;

- Budget to include inclusive design for all new permanent galleries and masterplanning projects including construction projects such as the new accommodation project;
- Budget to support standalone projects that will improve accessibility and inclusion at our branches, for example to support trialling and potentially introducing a changing places toilet at IWM Duxford for the AirShows and improving the West Entrance at IWM London;
- Budget and staff resource to support achieving accreditation, including Disability Confidence and joining Business Disability Forum.