

IWM Corporate Plan 2022-2027

1. Overview

This Corporate Plan enables Imperial War Museums (IWM) to recover from the impact of the pandemic and to return to the delivery of its strategic objectives. In doing so the Museum will become more financially robust and be better placed to fulfil its core purpose into the future.

The first year of this plan will be a year of recovery as we reflect both the uncertainty in which we are operating and the challenges we have faced throughout the pandemic. The physical closure of our branches for major parts of the last two years, and then having to operate under limited and restricted conditions when open, has tested the financial sustainability of the organisation to its limits. We have coped by cutting costs, reducing staffing, rescheduling activities and by developing new income streams where possible. We have been supported very well by the Department for Digital, Culture, Media and Sport (DCMS) with additional recovery funding. Crucially, the last two years has placed an even greater dependence on an ever-smaller team of dedicated staff, complemented by volunteers and outsourced providers.

In building our recovery financially we will continue to adopt a more agile business model over this plan period. This will mean we will have a more flexible approach to resourcing, keeping fixed costs to a minimum level and being able to adapt to changing circumstances more readily. It is critical as well that we continue to build and diversify our commercial income and grow other income streams to support a more robust financial model. There will be a specific focus on increasing our support from unrestricted fundraising.

There is still much uncertainty about the return of the visitor market physically for the next year, and we are not expecting international visitors to return to the same level as 2019/20 until 2023/24. Our plans reflect this, and the need to operate more effectively in the digital world. To further this we have a Digital Transformation plan in place which we have invested in as much as we can afford to date. This will support us to engage with a wider and more global audience, and to provide excellent visitor and customer experience. We will need to continue with this, accelerate and expand our plans.

The initial emphasis will be firmly on ensuring that we meet our compliance and statutory requirements as an organisation. We will invest in our IT systems to optimise our mitigation of the threat to our cyber security. We will invest in our estate and security to reduce risk and, with the help of critical infrastructure funding from DCMS, be able to make real progress in delivering our Asset Investment Plan. We will invest in the Collection Storage strategy to ensure that the risk to the most vulnerable items in the collection are reduced.

We will continue to grow IWM's reputation as a thought-leader for all issues around conflict. The IWM Institute will continue to commission research projects and programming that examine global issues in innovative ways. We will provide audiences with a trusted voice to navigate and be active in these challenging conversations and deliver our social impact agenda. We will continue to strive to deliver the best possible experience for audiences at all IWM branches and online. Opportunities for marketable change are more important than ever, to drive audience numbers

and raise our profile as a relevant organisation. Through topics that connect broadly and with an approach that uses immersive design, striking object display, interactivity, and personal stories, we will aim to create sector-leading, memorable experiences for our audiences. In conjunction with this we will begin to implement and see the effects of our new plans for Digital Content.

We will maintain our Independent Research Organisation (IRO) status engaging fully with both regular and one-off opportunities offered by the Arts and Humanities Research Council (AHRC) and other research councils, to fund projects which nurture IWM staff's expertise and drive forward radical new ways of working. We will continue to expand and improve our research services, working to increase access to our collections, unlock IWM collections online, improve our Tracing your Family History offer, channel donations to the museum and again increase the opening hours of our Research Room.

We will need to ensure our collections represent our audiences and can tell the diverse stories they want to hear about. We'll achieve this through realising the Collections Development strategies.

We will develop the masterplan for IWM North. Initially we will upgrade and update the content and experience in the Main Exhibition Space in targeted ways to create change that appeals to local audiences. We will focus on replacing outdated silos with new research and stories, beginning with the Empire Silo. We will exploit the potential of the Big Picture Show fully so that we might push new boundaries.

At Churchill War Rooms we will ensure a world-class visitor experience is sustained through the future upgrading of experiences and spaces, including in the Churchill Museum and in Room 59. We will create digital interventions outside the Chief of Staff Rooms and provide more drama to the Transatlantic Telephone Room.

We will continue to improve the offer for core audiences on HMS Belfast and at IWM Duxford. In conjunction with the masterplans we will continue to reimagine the interpretation and develop new experiences. We will create change that enhances visitor engagement, especially for families, and develops the profile of both branches as must-see destinations and secure the status as a great day out. At IWM Duxford, the approach will build upon what we know has worked from the Battle of Britain and Operations Room project and from what evaluation has demonstrated is missing from the visitor offer. We will deliver a new sector-leading Playscape, with the help of external funding, as a first step of the 10 year Masterplan to develop the visitor offer and experience. On HMS Belfast, we plan for the next phase of the interpretation refresh to involve new family friendly 'unmissable moments' that deliver immersive experiences. We will continue the approach to 'repopulate' the ship with stories of people who worked onboard and using the principle of 'in this place, at this time' to anchor the approach. These changes will improve the experience for our visitors, particularly for families.

We are aware that we depend on our staff more than ever to deliver this Corporate Plan. We will be taking forward the initiatives outlined in our HR strategy which have necessarily been deferred for the last two years. We want to become an employer of choice. We will be focussing on how we can help our staff achieve their potential and develop within IWM. We will deliver our new rewards and benefits programme and try to reciprocate the loyalty and dedication that our staff continue to demonstrate. We will implement our Smarter Working strategy, provide work life balance support through our new Wellbeing platform and continue to develop and deliver training and development through our Employee Training Prospectus.

In summary, as we move forward through this five year period IWM's success will be dependent on building our financial sustainability, developing our engagement with our audiences, and supporting our staff and their diverse range of skills.

2. Our Core Purpose and Strategic Aims

No other museum tells stories that matter more than these.

IWM was founded on 5 March 1917 when the War Cabinet approved the creation of a national war museum to record the events still taking place during the First World War. The intention was to collect and display material as a record of everyone's experience during that war – civilian and military – and to commemorate the sacrifices of all sections of society.

In meeting this purpose we continue to 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. By giving a platform to these stories, we aim to help people understand why we go to war and the effect conflict has on people's lives. In doing this IWM is now a global authority on conflict and its impact on people's lives.

Our **vision** is to remain 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.

Supporting the public to be global citizens and make sense of an increasingly uncertain world is still as relevant as ever. As a Commonwealth institution we will ensure that our audiences are aware of the global impact of war and that our collections and the stories we tell reflect the diversity of our local communities, the nation as a whole and the Commonwealth. We will continue to engage with audiences through conversations that ask difficult questions, facilitate debate, and encourage exploration. IWM has a strong part to play in telling stories that help the public understand our past so we can make sense of our present and shape our future.

Our strategic aims are to:

- Prioritise our audiences – we will provide excellent customer service across all our work and create excellent, inspiring, diverse, and relevant visitor and learning experiences.
- 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.
- Increase our financial sustainability – to secure our long-term financial viability and resilience during the current challenges and any future business interruptions or global financial uncertainties.
- Deliver effective stewardship of our collections – we will develop and care for our collections and ensure our collections and knowledge remain relevant and accessible for audiences now and for generations to come.

3. Increasing our Financial Sustainability

3.1 Specific Goals

The impact of the Covid pandemic has exposed a number of weaknesses in our business model. In seeking to become more sustainable financially we have set ourselves goals to:

3.1.1 Maintain our lower level of fixed costs. We have achieved a reduction consistently over recent years. We need to keep to this level and have a more flexible approach to resourcing going forward. This will provide a greater agility in response to ambition and circumstance;

3.1.2 Diversify further our self-generated income. Our reliance on the income derived from a physical visit has been shown as high risk. We aim to grow our unrestricted fundraising, including through Legacy gifting, and increase the return from our investment in transforming services digitally.

3.1.3 increase our capability to invest and respond to new initiatives;

3.1.4 increase our reserves to rebuild financial robustness and provide adequate contingency.

3.2 Specific Actions Identified

In order to meet these goals, we identified a number of specific actions which are being progressed and incorporated into this Corporate Plan.

3.2.1 Income Generation

The ambition is to generate both an increase in net income as well as diversify income streams. A start on this has been made. Unrestricted fundraising had not been a focus given the necessity to raise capital funds to deliver our masterplans. To address this an Unrestricted Income Board was established in 2021-22, led by the Director of Development. The first-year target was to increase net income by £0.25 million, which has been achieved and we have increased the target to £0.5 million in 2022-23 initially, with further growth needed thereafter.

3.2.2 Digital Transformation

Digital transformation is one of the highest organisational priorities. A roadmap has been approved to deliver this. This encompasses replacing legacy systems to better meet customer expectations, growing our digital audience and the engagement with them, providing the information and services they expect from us and increasing the level of transactions with our customers resulting in an increased return. We continue to accelerate the programme as much as is feasible. The full costs of this were determined in 2021-22 and remain within this Corporate Plan. This included funding for some specific posts within the Digital team and some in IT.

4. Financial Summary

We have compiled a Five-Year Corporate Plan from April 2022 to March 2027. The financial tables for this are attached. This demonstrates that the financial resources of IWM can start to be rebuilt over this period if the underlying assumptions are achieved.

IWM's finances remain vulnerable. IWM would wish to have unrestricted funds that amount to three months of unrestricted expenditure. This would be a figure of £12.5 million. Notwithstanding the additional support from government we are still short of that figure. The ambition will be to improve this position over the Plan period.

We are facing a number of pressures. We are now in a much higher inflationary environment. Whilst we are hedged for energy costs to an extent we will still face an increase of 33%, which is an additional £400k p.a. There is also pressure on wages. Staff have not had a pay rise for the last 2 years and lower than inflation rises for over a decade. Employers National Insurance (ERNI) will increase by 1.25% from April 2022. There is some degree of offset for the Museum with the announcement of the extension of the Exhibition Tax Credit scheme for 2 years to 2024 and further business rates relief of £110k for 2022/23.

We are approaching the first year of the plan with caution. In the Corporate Plan we are forecasting visitor numbers, and associated income, at prudent levels to bolster financial certainty and robustness. Activities and programmes have been reduced to commensurate levels and the efficiencies achieved over the last 2 years will be maintained into the future as much as possible.

The full outcome of the Comprehensive Spending Review (CSR) is still to be confirmed. The one known item to date is a 2% increase to the baseline resource and capital amounts for the 2022/23 year only. This is included in our Plan, with an expectation that this will be maintained over the Plan period. There is further promise to come of compensation for the rise in ERNI, additional help towards employers pension contributions and further Covid support funding, the latter specifically for the 2022/23 financial year. In addition we have made an application to the Critical Infrastructure Funds for backlog maintenance and await the outcome for this as well. This will cover the period 2022-2025.

With the unrestricted funds carried forward of £8.2 million from 2021/22 the Plan forecasts that we will end the 2022/23 year with just over £0.5 million in reserves. This is not a position that is comfortable and is a long way from the £12.5 million that we wish to work towards achieving.

If there is additional funding from DCMS as part of the CSR this will be applied to increasing our reserves in the first instance. If the financial position were to worsen during the 2022/23 specifically then a number of measures would be taken. These would include freezing and delaying recruitments, cutting lifecycle budgets by 50% and reducing other non-salary expenditure. This would replicate what was done in this financial year when £2 million was achieved in this way. This would be a measure of last resort but does provide contingency.

On the positive side it is hoped that numbers will outperform the cautious view of forecasting visitation and income that has been adopted in the budget at present. We will review the position in full at the halfway point of the 2022/23 financial year. If the finances allow we will be able to allocate additional funding for the next tier of priorities that has been agreed in the planning process but not funded at present.

The assumptions and outcomes incorporated into the financial tables for CP22 are as follows:

4.1 Opening Reserves: The surplus in unrestricted funds that we anticipate at 31 December 2021 to achieve at 31 March 2022 have been included as the opening reserves.

4.2 Income:

DCMS Grant-in-Aid: The confirmed increase of 2% to the baseline resource and capital grants has been included. This is assumed to continue across the period.

External funds: are a combination of finds from a number of sources including major gifts, restricted donations for approved projects, gift aid on admissions and visitor donations. They include donations towards the IWM London Art, Film and Photographic gallery project, the initial work on the IWM North Masterplan and the IWM Duxford Masterplan across the period. In addition

it includes restricted donations and corporate sponsorship to support education and exhibitions as well as support from the American Air Museum in Britain US charity
As noted we have ambitious plans for growing further our unrestricted income from Patrons, legacies and other sources such as digital.

Admission income: Our forecasts are prudent at the start of the Plan period with 2022/23 being 62% of the 2019/20 achievement. Visitor numbers are not expected to return to pre-Covid levels until 2024. To improve the financial return we have conducted a pricing review with the objective of improving the average spend per visitor. The new unit prices are reflecting in the Plan.

(EXC. EDUCATION)	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
IWM London (visitors)	928,560	123,014	489,136	637,801	908,590	988,183	1,007,947	1,028,106
IWN North (visitors)	205,073	23,598	159,224	178,194	212,952	218,969	223,348	227,815
CWR (visitors)	578,135	21,629	140,298	197,666	530,073	605,738	617,853	630,210
HMSB (visitors)	285,822	-	116,246	156,475	249,662	305,190	311,294	317,520
Duxford (visitors)	233,184	98,758	203,102	218,098	237,214	261,172	266,396	271,724
Total visitors	2,230,774	266,999	1,108,006	1,388,234	2,138,491	2,379,252	2,426,838	2,475,375

In context, membership volume and income will increasingly impact admission income with free admissions:

MEMBERSHIP	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Member Volume	17,956	6,913	15,254	14,560	19,318	25,207	38,844	56,550

Commercial Income: In the first year of the Plan this will be £6.6million less than achieved in 2019/20. A return to pre-pandemic levels of income is forecast from 2023/24.

The total net contribution from trading is forecast to be £4.9 million in 2022/23. This compares with £6.3 million in 2019/20 and £2.9 million in 2021/22. Trading activities are planned to surpass the 2019/20 level in 2023/24 and thereafter increase by 8.4% between 2024/25 and 2025/26 and 16% between 2025/26 and 2026/27 with the benefit of the digital transformation programme and membership.

4.3 Expenditure:

1. Building costs include the full maintenance and service costs for the Museum across all sites. In this Plan period specifically:
 - Business Rates return to pre-pandemic levels with additional support of £110k in 2022/23
 - Utility costs are forecast to increase by 33% p.a.
 - Lifecycle investment in facilities is restored to £1,083k in 2022/23 and maintained thereafter
 - There is specific funding in 2022/23 to provide support for the AvTech & IWM Duxford hotel projects

2. The new security contract will be implemented fully from 2022/23 with an increase for inflation annually thereafter.
3. Collection costs: these are increased specifically for the investment in the “Digital Futures” programme of work
4. Exhibition costs increase in 2022/23 with the War Games & N Ireland exhibitions. This level of investment is sustained throughout the Plan period.
5. Travel and Subsistence costs have been scaled back down by £100k to £312k increasing to £378k in 26/27.
6. Lifecycle budgets have been restored to pre-pandemic levels security and IT, with a budget now included AV lifecycle of the permanent galleries.
7. Contingency of £0.5 million is provided in 2022/23, rising to £1 million thereafter.

With our staffing, there was a recruitment freeze throughout much of the 2 previous financial years, with recruitment only approved for roles crucial to us remaining compliant and delivering essential services. We have approved the recruitment to fill several vacant roles previously frozen to bring us back to a better position for the start of the Plan period. However, we cannot afford to recruit all required vacant roles at this juncture. There will be a review after the second quarter outturn in 2022-23 to consider if our financial performance will allow further vacant roles to be recruited. Many of our teams will remain stretched until this time, with outputs and staff workloads impacted.

4.4 Project Statement:

This is the major investment in specific projects, chiefly the implementation of the Masterplans, that will be funded through our own fundraising efforts and external support. It includes the continuation of programmes already funded from restricted funds such as the commissioning of works from the 14-18 NOW Legacy funds. In addition it includes the investment that IWM is making for Digital Transformation.

5. Our Priorities and Planned Activity During the Corporate Plan 2022-27

The overarching priorities for the organisation are the achievement of the strategic objectives.

The initial focus will be on providing a “reset” for the organisation as we move from the pandemic into a new way of operating. We will need to embed the “smarter working” model and rebuild the culture of collaboration and working together as we adjust to this.

It is essential that we endeavour to rebuild our finances in this Corporate Plan, growing our income, and the net returns from this. We need as well to operate as flexibly as possible as an organisation and continue to keep our fixed costs at the lowest levels we can tolerate.

We will invest as a priority in meeting our compliance requirements as an organisation to meet the many and increasing challenges that we face. Specifically this is in meeting the stewardship requirements for our collections, the maintenance of the estate and our IT infrastructure, and the increasing risks of cyber security.

We will need to rebuild and increase our audience visitation, both physically at our branches, with excellent visitor and customer experiences, as well as growing and engaging with our audience online. The last 2 years has demonstrated the importance and potential that working in the digital sphere will have for us. Our digital transformation programme is fundamental to optimising this opportunity, building profile and reputation as well as developing further a loyal base of customers.

The activities to deliver this Plan are outlined in detail in the table below.

CP22 Activity by Strategic Objective
1. BUILDING FINANCIAL SUSTAINABILITY
1.1 Commercial Strategy
<ul style="list-style-type: none">▪ We will work to deliver on our Commercial Strategy. Although we will not achieve initially the income originally forecast in the CP20 5-year plan because of decreased visitor numbers, we will be working to get back to pre-Covid visitation and increasing further the return from income generation.▪ We will make sure that we are able to flex should the business returns at a higher level than expected. The next five years will be a period of growth from channels that are not visit-related.▪ Our Commercial and Digital teams will work together to achieve the best supporter experience on and off-line, to grow long term relationships and income.▪ Through implementing findings from the service design project, we will improve the visitor journey, becoming more efficient and visitor orientated in our processes. We will create and evaluate visitor journey standards on all sites – initially around wayfinding, presentation, access, facilities, and engagement.▪ We successfully launched the new membership model and platform, which is enabling us to build a long-term relationship with our supporters. This new relationship model is centred on the principle of placing our members and prospective members’ experience at the heart of everything we do, and it will broaden our appeal and reach beyond our core audiences. We aim to recruit

CP22 Activity by Strategic Objective

sustainable memberships to achieve financial sustainability for IWM and ensure our members and prospective members have a consistent high-quality experience.

- Visitor Experience will be at the heart of what we do and we will look to better measure their visitor satisfaction so we can improve.
- Further phases of our Customer Relationship Management (CRM) project will be rolled out as part of our Digital Transformation programme which will enable greater understanding of what motivates our customers. The use of data generated from CRM and producing relevant and resonant marketing from this will be critical for long term income generation.
- For our Retail department we will continue to grow sales per visitor, working to improve the average value of each transaction whilst striving to achieve the highest margin. Over the coming two years we will work to fully assess the layout and profitability of our stores working to maximise our space and make changes as appropriate.
- We will work to develop commercial events to bring in different audiences, make use of our unique spaces, and diversify income. Events will be a combination of both in-person and digital.
- Destination marketing campaigns will focus on building our domestic core audiences, particularly for Churchill War Rooms and HMS Belfast which have, in the past, had high tourist visitors. This will be done in line with the new Audience Growth Strategy.
- Our Curatorial team will work to support our commercial activities – writing books, supporting media sales and licensing, product development, development of films, placing curatorial expertise at the heart of IWM’s unique commercial offer.
- We will deliver ‘curatorial consultancy’ services for commercial partnership projects..
- The hotel development at IWM Duxford will progress and be delivered in 2023/24.

1.2 Smarter Working

- Smarter Working brings together changes in working practices, new thinking about workspaces and creative uses of new technologies to effect smarter and more flexible ways of working that have many benefits, both for the business and for individuals. IWM recognises the need to modernise.
- We will implement Phase One of a phased approach to implementing smarter working practices that prioritises a review of IWM’s estate - both physical and virtual - to gather requirements for the design of a more efficient and cost-effective suite of functions.
- We will conduct a review of HR contractual, legal and employment compliance to establish a fit for purpose model linked to smarter ways of working.
- We will seek to implement a new Electronic Records Management (ERM) system as early as funds will allow. In addition there will be a review, rationalisation and roll out of common IT and digital collaboration tools, supported by a comprehensive training programme to establish optimal use amongst IWM staff.
- Smarter working aims to reduce our overall running costs, improve staff engagement and wellbeing, and see an adoption of some of the digital functionality and cloud-based technology that will enable IWM to drive service improvements. In addition it will help improve our environmental sustainability.

1.3 Fundraising

- We will deliver our Transforming Fundraising Strategy that links to ongoing stakeholder engagement and supports our ambitious programme for Masterplanning.
- We will also build our unrestricted fundraising income, and this will mean that we will have increased financial flexibility as we build our reserves (target £500,000 p.a. in 2022-23).

CP22 Activity by Strategic Objective

- We will focus on raising the remaining £950,000 for the Blavatnik Art, Film and Photography Galleries.
- We will grow a pool of Corporate Partners to provide external funding for and sustain IWM public programmes and the IWM Institute.
- We will introduce a high-level annual giving programme called 'The Chairman's Circle' to increase unrestricted funds.
- We will build on our IWM Patron programme with an aim of having 75 Patrons by 2024-25.
- We will grow our IWM Corporate Membership with an aim of having 25 Corporate Partners by 2024-25.
- We will continue to develop a Living Legacy Society, identifying and cultivating legacy supporters to secure future support.
- We will establish an integrated American strategy to increase support, including building an American Foundation Board.
- In the longer term, we will develop a strategy to engage with Commonwealth countries, such as India and New Zealand, and build funding opportunities.

1.4 Estate Strategy

- The Estate Strategy was re-written in 2021 to meet the new demands on IWM in respect of maximising value and minimising risk to estate users and the collection.
- The strategy is underpinned by a new Estate Management Information System (EMS) and a comprehensive 10-year asset investment plan (AIP) that is updated on a rolling basis. Progress is dependent on the receipt of sufficient funding from the Critical Infrastructure Funds from DCMS. If investment is not made then the portfolio will be re-baselined based on risk and condition to populate future years with appropriately indexed costs.
- Our Estates team will continue to support the delivery of our major projects including the delivery of Transforming IWM Duxford and work on HMS Belfast.
- The Estates team will be leading on our environmental sustainability across IWM as we implement our Environmental Sustainability Strategic Framework.
- A Sustainability Action Group will begin to ensure sustainability work is embedded across all areas of the museum.

1.5 Information Technology

- IT lifecycle investment is directed towards infrastructure development prioritised by risk. IT lifecycle infrastructure investment has had to decrease in the last two years, so the priorities need to be reviewed and changed to reflect that only the urgent infrastructure can be updated in Year 1 of the plan. The deferring of infrastructure upgrades until funding is available increases our operational risk.
- We continue to invest significant resource to protect IWM from cybercrime, which has increased during the pandemic. We will maintain accreditation and improve existing security systems.
- The Digital Asset Management System (DAMS) will be scaled up to support the increased demand for digitisation. We will continue to introduce new cloud-based services to reduce cost and maintenance overhead.
- The public exhibition galleries need modernisation so a lifecycle programme will be established and linked to the IT infrastructure lifecycle.
- A Cyber Security Apprenticeship role will be requested to add additional capability and succession planning to the Cyber Security team.

2. PRIORITISING OUR AUDIENCES

2.1 Public Programme

- The impact of Covid has led to us to adapt our temporary exhibition programme, with the programme reduced for the duration of the plan.
- Our Audience Growth Strategy will be reviewed to consider how target audiences will behave differently and who we can appeal to after the pandemic lockdown and social distancing restrictions ease.
- Our Anniversaries programme will continue with key anniversaries marked such as the 40th Anniversary of the Falklands War and the 60th Anniversary of the Cuban Missile Crisis. We will make powerful connections, heightening public interest in and understanding of events both recent and more distant in time.
- We will ensure that we tell diverse stories of local communities, the nation, and the Commonwealth.

2.2 Digital Transformation

- The Digital Transformation Strategy remains one of our top organisational priorities.
- The Digital Transformation Programme is providing vital infrastructure improvements that are fundamental to enabling our business aspirations and to promote high quality visitor experiences.
- Our Microsoft Dynamics 365 platform is a cloud-based ecosystem that will be at the core of our technology stack in the programme, facilitating many new systems including eCommerce, Retail, Finance, email Marketing and Customer Insights.
- Our Transformation programme is underpinned by two key initiatives: the service design and the plan to deliver our Digital Content strategy.
- Our service design project is a collaborative, holistic process enabling the organisation to understand how customer journeys flow on and offline and proving the blueprint that will allow us to build systems, processes and teams that support our customers every step of the way.
- The Digital Content Strategy will set out a clear model for how we attract, engage, convert, and retain audiences online, ensuring that we are generating a detailed understanding of our customers and creating content and experiences that are relevant to their needs.

2.3 Public Engagement and Learning

- Our 'blended' programme of digital and physical learning experiences will increase IWM's social impact and serve national and international audiences. We embrace a digital and onsite hybrid schools' model, while growing on our successes made in digital learning via partnerships and the development of a digital learning hub.
- We will continue to work on redefining how people use museum collections: from artists to young people and communities. Our programme will drive innovation by coming back to the collection and by transforming our invitation to the nation to use it.
- We aim to reach every school child in the UK. This is a bold ambition, but we believe we can achieve this through 'national moments' and working with our partners.
- Our schools' programme will use IWM collections and stories innovatively to support curriculum learning onsite and digitally in history, literacy, STEM, health and wellbeing, and citizenship.
- We will grow the profile of our cutting-edge new Holocaust Learning Programmes onsite and digitally, which engage students and teachers as the Holocaust fades from living memory.

CP22 Activity by Strategic Objective

- We will develop a new approach to communities connected to conflict by experience, circumstance, and identity, and the next year will see consultation with communities to lay the foundations for new programmes across sites in CP23 onwards.
- We will continue to work with strategic partners to extend our reach and impact.
- We will evaluate and measure our programmes using the social impact framework.

2.4 Masterplanning

- Transforming IWM London Phase 3 will progress, consisting of the development of the new Blavatnik Art, Film and Photography Galleries. A foundational gift of £2.5m has been received which will help to show our world class art, photography, and film collections in a new way.
- At IWM Duxford, we will significantly improve the experience for core audiences, particularly families, by delivering a new public route, better facilities and by creating a new exhibition every year between 2025 to 2029. A new Playscape will be delivered by 2023.
- We are currently working to further embed the Duxford Masterplan into the next South Cambridgeshire District Council's Local Plan to give us sound protection against unsuitable development in the local area and ensure that IWM Duxford remains a viable proposition.
- We will develop a new masterplan for IWM North.
- Churchill War Rooms will be reviewed and will have a refreshed and refurbished site by 2029.
- HMS Belfast will have the interpretation in the forward superstructure from where the ship and the fleet were commanded renewed, as part of the Phase 2 of the masterplan (delivered 2025). This phase also includes the painting of the superstructure (everything above the hull) to prevent corrosion and to improve the appearance of the ship further, following the painting of the hull in 2021.
- Further transforming plans will be reviewed and considered during this plan, with any plans dependent on financial recovery and fundraising potential.

2.5 Exhibitions Upgrade

- At IWM North, we will upgrade and update the content and experience in the Main Exhibition Space in targeted ways to create change that appeals to local audiences. We will focus on replacing outdated silos with new research and stories, beginning with the Empire Silo. We will exploit the potential of the Big Picture Show fully so that we might push new boundaries.
- At Churchill War Rooms we will invest to ensure a world-class visitor experience is sustained into the future, upgrading experiences and spaces to meet this, including AV upgrades in the Churchill Museum, creating a more robust experience at the Lifeline, and improving the experience in Room 59. We will create digital interventions outside the Chief of Staff Rooms and provide more drama to the Transatlantic Telephone Room.
- To support the First World War Galleries' longevity, we will introduce a new digital experience based on Lives of the First World War, revisit how the Trench experience might be improved and review technology and content.
- We will prioritise maintenance, raising standards particularly at our historic sites and refreshing our exhibition spaces. This will be overseen through the Gallery Improvement Group.
- We will also seek to explore new immersive display technologies, building on our recent success with immersive projection with Life in Camp, projection mapping in Aid Workers and the use of augmented reality.
- We will plan for the next generation of multimedia guides for both Churchill War Rooms and HMS Belfast in tandem, allowing for cost efficiencies and taking account of best practice across the

CP22 Activity by Strategic Objective
sector. We also see the potential in augmented reality and integrating this into exhibition display techniques to enhance audience engagement and attract younger audiences.
3. BUILD OUR BRAND
3.1 IWM Institute for the Public Understanding of War and Conflict
<ul style="list-style-type: none"> ▪ The IWM Institute acts as IWM's innovation hub, bridging the gap between academic research and public engagement. Its aim is to increase public understanding of war and conflict through research projects and infrastructure fit for the twenty-first century researcher, as well as through cross-sector partnerships and innovative public engagement that challenges perceptions of IWM and pushes the boundaries of museum practice. ▪ We will maintain our Independent Research Organisation (IRO) status and engaging fully with both regular and one-off opportunities offered by the Arts and Humanities Research Council (AHRC) and other research councils, so as to achieve funded projects which nurture IWM staff's expertise and drive forward radical new ways of working. ▪ We will develop an annual IWM Institute events programme, designed to drive increased numbers of audiences to IWM. Events will be varied and innovative in format and focus on thought-leadership around issues of war and conflict, empire, and conflict, and giving historical context to contemporary issues. Where relevant they will link to current seasons and conflict anniversaries or ongoing Institute research projects. ▪ We will create an IWM-focused research and public engagement community of Associates, plus Associate alumni, to champion IWM projects within and beyond the museum, to offer fresh expertise and insights, and to open new funding and partnership networks and opportunities. ▪ We will roll out our new Associates Engagement Strategy which seeks to encourage regular contact and extract maximum value from the network.
3.2 Working in partnership for maximum impact
<ul style="list-style-type: none"> ▪ We will continue to implement IWM's Partnerships Strategy 2020-2025, which will grow and diversify our national and international audiences, increase access to and use of IWM collections, and effectively support the cultural sector. We will continue to pilot projects which deliver on the aims of our strategy, including proactive lending and audience development ▪ We will continue to support IWM's War and Conflict Subject Specialist Network (WCSSN) as the infrastructure for IWM's wider partnership work. We will fully embed the network within IWM and deliver projects with and support to a breadth of national and international organisations. We are seeking to secure long-term external funding for the WCSSN and review how we better engage and involve Commonwealth organisations. ▪ We will also consider how we fortify our digital offer, which has allowed us to work more consistently and frequently with partners as well as reach more and geographically dispersed partners more cost effectively. ▪ The 1418 Now Legacy fund of £2 million will support new commissions, bringing art to audiences in the UK in new ways, in partnership with artists and other cultural organisations, drawing on and sharing with the wider heritage and cultural community the expertise of IWM curators.
3.3 Second World War and Holocaust Partnership Programme

CP22 Activity by Strategic Objective

- We will continue to deliver the Second World War and Holocaust Partnership Programme, funded by the National Lottery Heritage Fund (NLHF). IWM and all eight partners will continue delivering public programming, a skills and networking programme, and digital engagement. Our digital installation, launched in 2021-22 at the same time as the IWM London new Second World War and The Holocaust Galleries, will remain on tour completing time with each of our eight partner institutions. Partner venues will host Digital Traineeships.
- The Programme shares diverse regional stories on a national stage which will improve public understanding of the Second World War and Holocaust and deliver lasting impact for IWM and partners through the exchange of knowledge and skills.
- We will explore how we embed the 'hub and spoke' model used for the Second World War and Holocaust Partnership Programme in our future partnership programmes including how we implement this model to work internationally.

3.4 Our People

- The HR Strategy will be resumed with the initial plan focusing on empowering line managers and implementing a new recruitment platform, Oleeo, which will streamline the recruitment process. Staff at all levels will continue with the use of ClearReview, our online performance management system whilst we implement our latest review on reward and benefits.
- We will continue a strategic review of IWM's working practices and behaviours as part of Smarter Working Programme. This will take into account the impact of 24 months of intermittent lockdown and working at home to all our staff and volunteers.
- Our Wellbeing Programme will continue to be developed including continued support of the network of Mental Health First Aiders to support mental health and wellbeing of our staff and volunteers
- The Cultural Change Ambassador Network (CCAN) will continue to bring staff together including 'Art of the Possible' sessions.
- We will relaunch our Apprenticeship programme with a greater emphasis in IWM towards professionalism in the role.
- In partnership with South Screen, we will take forward a Curating for Change Traineeship, a programme which includes fully funded paid work placements with mentoring and training opportunities for D/deaf, disabled and neurodivergent people wanting to pursue a career within museums.

3.5 Volunteers

- Our volunteers provide incredible support to IWM and add value in key areas of our operation.
- We are on our way to ensuring that we will be able to deliver on our Volunteer Engagement Strategy by 2025. We have recruited volunteer team leaders to ensure our volunteers are well supported. We continue to offer life-enhancing opportunities to our volunteers, grow volunteer participation and contribution, attract from a more diverse pool of volunteers, and will continue to evidence the positive gains volunteering has on the delivery of IWM strategy.
- Our volunteers work across four main functions:
 - Generalist: focused on delivering an enhanced, positive, and consistent visitor experience/journey
 - Specialist: focused on changing the way people think and feel about conflict
 - Technical: focused on the stewardship of our collection
 - Digital: focused on our digital transformation and access
- Our volunteers will have more opportunities to work in online data cleaning, preservation, record photography and conservation.

CP22 Activity by Strategic Objective
3.6 Knowledge Mapping
<ul style="list-style-type: none"> ▪ We will continue developing a revised and reformatted Learning & Development Prospectus, with an emphasis on online management including tools on managing remote working, team dynamics, and objective setting but also a more targeted approach to skills mapping for each position and level of accountability. ▪ We will continue to expand and improve our research services, work to increase access to our collections, unlock IWM collections online, improve our Tracing your Family History offer, channel donations to the museum and attract more visitors to the Research Room. ▪ We will continue to devise and bid for research projects of value to IWM's public programme, to collections development and to wider museum practice over the next five years.
3.7 Compliance
<ul style="list-style-type: none"> ▪ We will continue to review all policies, plans and procedures to ensure that they remain current and support staff. We remain compliant with all GDPR rules as well as the Freedom of Information Act. We will strive to adapt our procedure to any changes to National Public Procurement guidelines post Brexit. ▪ We will regain and maintain our Cyber Essentials certification. ▪ 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). ▪ We will undertake work to remain compliant with CAA Air Navigation Service Provider (ANSP) and Meteorological (MET OFFICE). ▪ There are no anticipated changes to any of our compliance as it remains a priority. All relevant compliance will continue to be maintained and adhered to.
4. EFFECTIVE STEWARDSHIP OF OUR COLLECTION
4.1 Collections management and care
<ul style="list-style-type: none"> ▪ Our inventory record and data on the condition of our collections will be maintained and upheld as new items enter IWM's management control. ▪ Our Digital Futures project will digitise 2.1 million items within this plan. Our focus will be on images, film, and sound. For late twentieth century conflicts these highly vulnerable media need to be digitised to ensure their long-term preservation. During the life of this project we will monitor the rate of deterioration and use a rapid response budget so that the programme can be responsive. ▪ Condition information will drive a programme of preventive care and conservation projects, to support masterplanning and inform preservation digitisation priorities. ▪ Our preservation work will continue to inform our Collections Storage Strategy, which will seek environmentally sustainable solutions for the long-term care of our collections. ▪ Our process of collection development will be intelligent and holistic, identifying items that are duplicates or unnecessary examples of type, but also seeking suitable alternative homes for these items, where other organisations can use them to provide opportunities for display or engagement.

CP22 Activity by Strategic Objective

- We will continue to explore innovative and environmentally sustainable ways to care for and manage our collections.
- We will be raising money for our Northside Collection Storage project which will place 100% of our collection into storage environments which are fit for purpose by 2028 and create the expansion space needed for the Collections Development Strategies until 2045.

4.2 Collections Access

- We will build on progress made in collections accountability and care to enable internal and external users to identify, select and use our whole collection with ease through Collections Search.
- Progress on our Digitisation on Demand project for film delivery will be made as we identify the business models needed to extend this service to our users and customers.
- Through the IWM Institute, we continue to expand and improve our research services. This has included increased access to our collections, unlocking IWM collections online, improve our Tracing your Family History offer, channel donations to the museum and attracting more visitors to the Research Room.
- We will deliver the Collections Information Strategy, in which a key role for curators will be to enhance documentation of the collections in a way that makes real meaning of objects and gives their historical context.
- Our Collections Registration Strategy will enable an agile approach to lending and borrowing that supports future programme needs, raises the profile of our collection and that addresses legacy issues with solution-based approaches.

4.3 Collections Development

- Our world-class collections will be interpreted to reveal stories about past and present global conflict.
- We will shape our collection to meet audience needs both now and, in the future, creating a reservoir of powerful content that underpins both our public programme and commercial activity. The overriding aim of those strategies is to amplify under-represented voices in our collection, not least those from former colonies and countries where Britain has exerted influence.
- We will strategically address gaps in the collection and the parts of our collection that need further development or diversification to widen and deepen use.
- We will enable all other teams in the museum to embed authority and empathy throughout IWM's work.

6. Risks and Opportunities

The priorities and planned activities for this Corporate Plan outlined above respond to our top organisational risks. IWM's financial resilience is our highest risk during the uncertainty and downturn the pandemic has caused. The UK's economy grew by 7.3% in 2021, after a contraction of -9.4% in 2020. The speed of further economic recovery is unknown and consumer confidence is likely to remain low for part of 2022. There is an anticipated growth in GDP over the next 2 years with a growth of 3.8% in and 1.8% in 2023 as the economy is expected to improve within the next financial year. We are addressing the financial impact by continuing to put in place mitigations, reduce fixed costs and focus on generating income. However, our financial situation remains vulnerable and is predicated on core support from government continuing at current levels as a minimum.

The unfolding war in Ukraine will impact IWM with increased risks in numerous areas, as well as expectations from audiences to provide context on that conflict. Our mission is to help our audiences have a deeper understanding of the causes, course, and consequences of war. That being so, we will consider how the war in Ukraine impacts on our visitors, staff and wider audiences and how we can respond by using our collections to provide meaningful and authoritative context. As ever, we will handle the topic sensitively as we engage with the public during uncertain times.

We will continue to closely monitor and react to the economic impacts of the war, from potential loss of overseas visitors, impact on energy prices, supply chains and fundraising. We expect there will be an increased risk of terrorism and cyber security attacks. The ramifications for IWM are particularly nuanced, given our subject matter and our links through our Board of Trustees to the Ministry of Defense and armed services. The conflict and the international political response are fast-changing situation, and we are in regular communication with DCMS, our Trustees and counterparts at other organisations in the sector to ensure we comprehensively monitor and mitigate those risks, and that we comply with Government guidance including UK sanctions.

How the pandemic affects our audience behaviour in the medium to long term is uncertain. Audiences returning slowly to visiting our branches, in particular visits from abroad, is a high risk. We have taken every measure we can to ensure appropriate levels of safety are in place across our branches. Income from admissions is uncertain so we have taken a cautious approach. We will therefore be seeking to develop new sustainable income streams that are less dependent on the physical visit. The investment in Digital Transformation will underpin this.

Inflation is expected to remain high.¹ The increase in inflation to levels in excess of 5% is a major limiting factor in our ability to fund activity to the level we would wish. Core funding from government is not forecast to match this increase. This places an even greater dependence on self-generated income, a model that has been shown to be vulnerable over the last 2 financial years. Core funding for our statutory responsibilities, already in deficit by £5 million p.a., will decrease further meaning we will have to fund this increasing gap ourselves.

The impact on staff morale will be considerable and there will be a significant risk of losing staff in a competitive market-place. The increase in National Insurance (NI) contributions not only adds to the cost for IWM but will affect our staff. We have budgeted for a small salary increase in 2022-23, although this will not make up for the lack of increase in the previous two years, high inflation and the increase in NI contributions.

¹ As predicted in the KPMG January 2022 UK Economic Outlook
<https://home.kpmg/uk/en/home/insights/2018/09/uk-economic-outlook.html>

Our major internal threats involve the management of our considerable estate and replacement of IT legacy systems; specifically, the significant funds required to manage and upgrade to bring fixed costs down to an acceptable level. Activities in some areas have been paused to progress our major projects and programmes.

The rate of technological change shows no sign of slowing down and in some key areas, including artificial intelligence, cloud computing and the internet of things (IOT) it is speeding up. Cyber security is another growing challenge and a threat. The adoption of the cloud and the rapid spread of the IOT has allowed hackers, cyber criminals, and nation states to take advantage of poor cyber security to constantly defeat systems and steal data, currency, and intellectual property. IWM is not immune to this so must obtain and maintain the appropriate levels of compliance (both mandatory and optional).

Our staff are key to the successful delivery of the Corporate Plan. We recognise that our staff have had a tiring two years, with a great deal of uncertainty. There have been real terms pay decreases, and reduced staffing numbers with the same deliverables. Reduced resource and low morale are a risk in the delivery of this Corporate Plan. We will maintain the programme of work to deliver Smarter Working to IWM which will bring about efficiencies in how we work and improve staff wellbeing.

7. Measuring and Sharing Our Impact

We know the important role we play as a national museum in society. We have incredible brand presence across the country owing to the remarkable stories we tell and our stewardship of the national collections. Our brand recognition is strong with our visitors and non-visitors alike. We have been focusing on the social impact of our activities, ensuring that we are delivering our vision and mission. At IWM, social impact means helping people become global citizens by increasing understanding of today's global issues through exploring the causes, course and consequences of war.

To enable us to evidence our role and our impact we use our Social Impact Framework to measure and better demonstrate our impact. We will report against this framework throughout the plan. The results of the reporting will enable us to improve our planning as we prioritise investment into the activities that give the best value and deliver most benefit. This will help elicit fundraising support from our existing and potential donors. It is important for IWM to be able to evidence the impact we have on our communities and wider society (UK and Global) to receive financial support and advocacy from Government, visitors, members, and funders. We need to evidence the incredible impact we have during this challenging time which has also led to increased competition.

8. IWM Performance Measures

IWM PERFORMANCE MEASURES		22/23	23/24	24/25	25/26	26/27
1. FINANCIAL SUSTAINABILITY						
1.1	Self-generated income	53%	64%	64%	65%	66%
1.2	Commercial net profit (inc. admissions) before overheads (£million)	£12.2	£20.9	£23.4	£24.1	£26.4
1.3	Fixed Costs	70%	65%	57%	57%	57%
1.4	The % of website visitors that resulted in a purchase	1.82%	2.18%	2.62%	2.82%	3.1%
2. PRIORITISE OUR AUDIENCES						
2.1	Rated visit excellent	75%	75%	76%	77%	77%
2.2	Number of visitors ('000s)	1,388	2,138	2,379	2,427	2,475
2.3	Number of unique web visits to iwm.org.uk ('000s)	13,000	14,000	15,000	16,000	17,000
2.4	Repeat visitors	30%	27%	33%	35%	35%
2.5	Overseas visitors	33%	46%	46%	46%	46%
2.6	YouTube subscribers ('000s)	234	421	631	947	1420
3. BUILDING OUR BRAND						
3.1	% of active marketplace that agree IWM's global citizenship statement ²	67%	68%	69%	70%	70%

² This performance indicator measures the audience's understanding of our full remit and mission. This is the net % of active museum/attraction visitors agree with the statement: "Imperial War Museums helps people, as global citizens, make sense of an increasingly unpredictable world – exploring the way war has shaped the local and the global community, appreciating diverse views, and challenging audiences to become ready to engage in difficult decisions for themselves, their communities and their world."

IWM PERFORMANCE MEASURES		22/23	23/24	24/25	25/26	26/27
3.2	Visitors who expected their visit to be excellent	40%	40%	45%	45%	45%
3.3	Proportion of Visitors from BAME background	10%	11%	11%	12%	12%
3.4	Proportion of Visitors members reporting a disability	11%	12%	13%	14%	14%
3.5	Proportion of Visitors members reporting as C2DE	21%	22%	22%	22%	22%
3.6	% of followers who strongly agree that Web content enhances understanding	58%	64%	70%	73%	76%
4. EFFECTIVE STEWARDSHIP OF COLLECTIONS						
4.1	Content level framework records online	1.5 million	1.7 million	1.7 million	1.7 million	1.7 million
4.2	Digital assets available for use and reuse	800,000	1 million	1.3 million	1.3 million	1.3 million
4.3	Proportion of collection stored in appropriate environmental conditions	88%	88%	88%	88%	88%
4.4	Digital preservation assets created	1.1 million	1.6 million	2.1 million	2.1 million	2.1 million