

IWM Corporate Plan 2024-2027

1. Overview

2023 has been a year of transition. IWM has experienced key changes to its leadership, notably the departure of Dame Diane Lees DBE as Director-General in March, the retirement of Jon Card as Deputy-Director-General in September, and the arrival of Caro Howell MBE as Director-General in May.

The changes in leadership have led to a period of induction, reflection, and sharing. During this period, the leadership and management teams have continued to deliver against the Corporate Plan including the opening of the new Blavatnik Art, Film, and Photography Galleries at IWM London and breaking ground at IWM Duxford for the new Weston Play Zone. We have also completed the delivery of two new foundational systems as part of our Digital Transformation Programme, and the continued delivery of the Government 's Public Bodies Infrastructure Funding Phase II (PBIF II).

Over the course of this three-year Corporate Plan, 2024-27, the Executive Leadership Team will continue to reflect and start to shape IWM's direction over the next year as we set our future vision and long-term strategy. The Corporate Plan will not extend beyond 2026-27 to reflect this time of change and the need to complete more work on our priorities and future direction.

This Corporate Plan (CP24) demonstrates our focus on financial sustainability alongside supporting our people, audiences, collections, and estate. The gap between the costs of delivering our statutory responsibilities to conserve and protect the collections on behalf of the nation and the Grant from government is now £9 million each year. This deficit is being funded from self-generated income, which limits our abilities to deliver against our strategic aims. We have many competing strategic priorities, which all need addressing. Without additional financial support, we will not be able to achieve them all. Therefore, we need to prioritise the urgent infrastructure activity which after years of underinvestment need significant resource. Prioritising these activities will secure the safety and sustainability of many of our operations. However, this will impact our ability to innovate in other areas including our public offer and collections access.

Cyber Security remains one of the highest threats to our operation and one of our key investment priorities. We continue to invest in our IT systems to optimise mitigation of the threat, alongside training staff, consulting with peers across the sector, and beyond. Our diligent IT team implement standards and monitor the current trends in Cyber Security to make sure the IWM's approach is as proactive as possible in defeating the threat. Yet we know that there is more we need to be doing to mitigate against the growing threat. The need to self-fund our Cyber Security measures will inevitably impact on our delivery of other digital ambitions, such as the digitisation of our Second World War film and photography items ahead of the centenary for our and others use in the commemoration.

IWM's collection storage is at crisis point. We have ceased collecting large objects as we have no more space for additional items. Over time this will result in IWM no longer being able to document the history of war and conflict through our collections. Therefore, we need to make difficult decisions about space utilisation. From March 2025, space that could be generating income through commercial activity and

visitor experiences will be repurposed as collections storage. This results in a reduction of commercial income of around £750,000 per year until a new storage facility is constructed. We are seeking funding to support the creation of a new conservation, training, and large object facility, the IWM Lab. A delay in securing funding for the envisioned IWM Lab exacerbates the financial impact for IWM and further delays our ability to appropriately store and collect large and technical objects.

IWM has been generously supported by the Department for Culture, Media, and Sport (DCMS) through the Public Body Infrastructure Fund II (PBIF II). IWM was granted £28.75 million of funds to help meet the requirements of our Estate for the period 2023 to 2025, principally at IWM Duxford, but with investment in IWM North and IWM London as well. This investment continues for the second year into this plan and is essential in driving our ambitions to improve sustainability, both environmentally and economically. This will reduce estate and security risks and enable us to progress our Asset Investment Plan. In addition, we will continue to invest in our Collections Storage Strategy to ensure that the risks to the most vulnerable items in the collection are reduced. The PBIF II funding is also reducing our environmental impact. For example, Duxford now has an innovative ground source heating loop, designed to heat all hangars and buildings in the historic core, as well as removing over 400 tonnes of carbon with the removal of all oil-fired heating. The nature of our vast estate means further infrastructure work across our estate will still be needed after this significant investment ends.

In addition to this critical infrastructure work we want to ensure that we provide an excellent visitor experience. To deliver these fantastic experiences, remain relevant to modern visitors, and generate income, we need to better understand the behaviours and wants of our audiences, including visitors to our branches, customers, members, and researchers. Our ability to go beyond our current programming and respond to the data insights is reliant on additional financial support. Either specifically for innovating our programming, or for our critical infrastructure projects which will then release funds for visitor focused activity.

Despite the resource challenges, IWM will continue to build on our current work to deliver excellent experiences for our audiences. We will maintain our audience insight and market research activity and develop new products and programmes through collaboration with visitors and communities. We will implement our Audience Growth Strategy, benchmarking and improving the methodology for collating data and data insights, enabling IWM to set and deliver clearer and more accurate targets. Our ongoing Digital Transformation programme will continue to support our engagement with a wider and more global audience, and to provide excellent visitor and customer experience. We will endeavour to continue with this, and if we can, accelerate, and expand our plans.

Our planned public programming seeks to increase audiences identified for development, raise profile, and increase our relevance. We will examine global issues, providing audiences with a trusted voice to navigate and be active in these challenging conversations. This will work towards the delivery of our social impact aims. We will continue to seek out partnerships and collaboration to enhance our programming.

Some highlights across our branches during this plan include:

- At IWM London *Storyteller: Photography by Tim Hetherington* will be opening in Spring 2024 and *War and the Mind* in Autumn 2024. Other future programming will explore sexual violence in conflict, the end of Empire, and how war affects children, and mark key anniversaries such as the 150th anniversary of Churchill's birth.
- At IWM Duxford, we will develop new experiences and exhibitions across the site. We are grateful to the Garfield Weston Foundation for their support for our Weston Play Zone, which will be a

standout inclusive play experience that will engage children and their families with the history and adventurous spirit of the site.

- At IWM North, we will be transferring the *Northern Ireland: Living with the Troubles* exhibition following its successful run at IWM London. We will upgrade the content and experience in the Main Exhibition Space including replacing outdated content in the silos with new research and stories, beginning with the Empire Silo. We will deliver an exciting new Big Picture Show exploring the role of social media in documenting the war in Ukraine.
- On HMS Belfast, the next phase of the interpretation refresh is planned for 2026 and will involve upgrading the experience for the cabins and bridges, and across the Boat Deck. This phase will include developing new family friendly 'unmissable moments' that deliver immersive experiences. We will continue to 'repopulate' the ship with stories of people who worked onboard and using the principle of 'in this place, at this time'. This is reliant upon fundraising.
- We will deliver a new multimedia guide at Churchill War Rooms and HMS Belfast, which will transform the visitor experience at both sites, using up to date multimedia guide technology to enhance onsite storytelling, developing new and interactive family focused tours, and continuing the offer of multiple languages for international audiences.
- The IWM Institute, our research and knowledge exchange hub, will pilot a series of masterclasses for the general public on Churchill, The Holocaust and our Art, Film and Photography collections.

We will evaluate our programming and measure its impact on our audiences using our innovative Social Impact Framework. The result of extensive internal and external work, IWM's Social Impact Framework identifies opportunities for us to measure this impact on individuals, communities, and wider society. It enables us to demonstrate our work toward advancing our vision which will support our advocacy and fundraising ambitions. We are supporting the wider sector by proactively sharing the framework and our learnings, to encourage others to also measure their social impact. This is building a strong cultural sector which will be able to demonstrate the importance of what we do with qualitative and quantitative measures.

The delivery of this Corporate Plan is dependent on our incredible people. To support them we will be taking forward the initiatives outlined in our HR strategy as we strive to become an employer of choice. Our Reward and Recognition project is key to this and will be implemented during this plan. The new pay architecture will help our staff achieve their potential and support their personal development. We will continue to deliver our new rewards and benefits programme and try to reciprocate the loyalty and dedication that our staff continue to demonstrate. We will also continue to offer fulfilling opportunities and experiences for our volunteers as we continue to deliver our volunteer engagement strategy.

IWM's success during this plan is dependent on building our financial sustainability, growing our audiences, and supporting our people to deliver our ambitious objectives. IWM needs additional financial support to ensure we deliver our statutory responsibilities to care for the collections without supplementing with our self-generated income so we can continue to resolve the impact of underinvestment on our infrastructure, ensure a fantastic visitor experience, and enable us to build on our current activity to provide data informed and collaborative public programming.

This plan outlines our planned activity and financial strategy for the next three years, alongside detailing our key risks and opportunities, and performance measures and impacts.

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.

Our **vision** is to remain a global 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 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 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 to make sense of our present and shape our future.

Our strategic aims are to:

- 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.
- 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.

3. Financial Sustainability and Corporate Plan 2024-2027 (CP24) Overview

3.1 Long Term Financial Strategy

This Corporate Plan, which spans the next three financial years, is part of our overall strategy for delivering our financial sustainability, one of our strategic objectives.

In the recent past we have had some major challenges to respond to in managing the organisation through Covid. We have now recovered our financial position despite ongoing real term reductions in Government support and the uncertainties generated by post Covid visitor market impact which to continue to affect the level of visits to our branches.

Notwithstanding the welcome support from DCMS during Covid, the challenge going forward is the amount of Resource Grant-in-Aid received on an annual basis. The statutory purpose of the Museum is to conserve and protect the collections on behalf of the nation. The gap between the costs of doing this and the Grant from government is now £9 million p.a. This deficit is being funded from self-generated income, which limits our abilities to deliver against our strategic objectives.

The financial strategy continues in its aim to achieve a sustainable business model by:

- Increasing income, both self-generated and with the support of government
- Maintaining the reduced level of Fixed Costs that we have attained and
- Improving our financial resilience, robustness, and capacity for investment with a reserve level of unrestricted reserves representing three months of unrestricted expenditure.

For Income: A new Commercial Strategy will be developed towards the end of 2024, with our current Commercial Strategy continuing to roll until then. Alongside this a fundraising strategy enabling the delivery of our masterplans and other potential significant capital projects will be developed in 2024. The Digital Transformation programme, which is completing phase 1 in 2024, will be scoped for phase 2 and rollout in 2025, with the associated upsides expected.

For Expenditure: The new model for staff employment enabling a more diverse and engaged workforce will work alongside our ambitious programme of exhibitions and public engagements. An agile deployment of skills across our key strategic projects to ensure IWM remains relevant and deliver in time for the second world war commemorations.

3.2 Current Financial Situation

2023-24 is expected to be a good year financially, with an operating surplus generating in year, enabling the museum to consolidate its unrestricted reserves and support the forthcoming uncertainties in the UK and global economies and the heritage sector.

3.2.1 Costs pressures

The impact of inflation on the cost base in the next two years has been mitigated by the cautious projection for visitor income and the hedging of our energy costs. However, the uncertainty of the government economic policy in a coming election year and the fiscal drift felt by our visitors, may impact our admission and retail income.

3.2.2 Risks to Income

We estimated 2023-24 visitors to our branches at a reasonable level, with some upside to recognise additional work invested in our visitor experience journey. As of 30 September 2023, we have exceeded the visitor forecast by 9% overall, although the coming winter targets may be more challenging to reach.

Our income in 2023-24 has benefitted from high rate from cash deposit schemes, additional visitor related income such as retail and catering, and additional membership income.

We are keeping a close watch on the income figures over the winter months, as weather and international events could significantly derail the upside gained in the first 6 months of the financial year.

The Gift Aid income has been lower than budgeted and, in relation to admissions, we are removing Gift Aid at Churchill War Rooms in line with our pricing strategy. We are reflecting the new lower Gift Aid income in our forecast. Overall, the fundraising sector remains challenging, especially with smaller and mid-level funders seeking to cut costs. This will potentially impact our unrestricted funds.

3.3 CP24 Overview

We have compiled a Three-Year Corporate Plan from April 2024 to March 2027. The financial pack for this is attached. This demonstrates that IWM's finances have finally recovered from Covid and that the next three years we expect to generate in year net operating surpluses. This means that IWM unrestricted reserves will reach £15.4 million at the end of March 2025, equivalent to 2.8 months of expenditure and just below the target of our unrestricted reserves policy (3 months expenditure). Ultimately, we are projecting a sustained level of reserves over the next three years (£15.4m at 31 March 2025, £17.0m at 31 March 2026 and £21.2m at 31 March 2027). This will provide breathing space to the organisation whilst we are reviewing and agreeing a new strategy and set of corporate objectives for the next decade.

In terms of sensitivity, we have remained cautious and have not accounted for any potential upside from our Digital Transformation roll out and specifically the Digiticket programme. Some work will take place in the first six months of 2024-25 to understand better the upsides generated and we will acknowledge them in the second outturn of 2024-25. We have allowed for a large contingency each year to recognise the need for more flexibility in our operational delivery.

Our staffing is back to pre-Covid level, and the cost of living and inflation have led to a significant increase of staff costs overall compared with our expenditure and income. We have factored the impact of our Reward and Recognition Project in these costs and the inflation in the budgeted pay awards.

The Corporate Plan is predicated on the following assumptions:

For Income:

Grant in Aid: Based on the 2023-24 confirmation letter, which details the annual uplift from 2023-24 to 2024-25. For 2024-25, the core funding allowance totals £19.9 million and capital funding equates to £2.3 million. The revaluation of the 2009-10 grant in 2024 terms would equate to a figure of £10 million p.a. more than we are being allocated. We will be making the case for increasing the annual amounts as well

as meeting the deficit in statutory responsibilities as part of the discussions with DCMS for the next Comprehensive Spending Review, which will be necessary from 2025.

External funds: represent a combination of other revenue streams such as funds received from major donors, Gift Aid on admissions and donations ringfenced for approved projects.

Commercial Income (including Admissions): The CP24 projection for 2024-25 expects growth of £2.5 million from 2023-24 (+7.2%). This is itself 40% up on pre-Covid levels. Upsides have been included for the impact of the Play Zone at IWM Duxford, additional investment for marketing, and an admission price rise from 2024-25 onwards.

Admission numbers are forecast at nearly 2.2 million for 2024-25, with the largest increases projected for HMS Belfast +11.4% and IWM London +8.8%. Overall, this represents 97% of pre-Covid levels with visitation surpassing pre-Covid figures in 2025-56.

Admission prices are also expected to increase across sites in 2024-25. The year-on-year increase ranges from 2% at HMS Belfast to 7% at Churchill War Rooms. In order to present a prudent picture, the admission prices are expected to remain flat across 2025-26 and 2026-27.

The combination of the visitor numbers growth and the increases to admission prices will result in a £1.4 million **admissions income** improvement in 2024-25 (compared to the 2023-24 Q2 Outturn). Please note that admissions incomes are impacted by visitor demographics (e.g. concession ticket purchases), consequently the income increases do not directly correlate with the visitor number and admission price increases.

Other commercial incomes per CP24 are also favourable. The projected increase in visitors coupled with investment in infrastructure is expected to result in an improved income performance from IWM's retail, catering services and other commercial events.

For Expenditure:

There are some significant increases to the cost base, which have been incorporated:

- From 2024-25 business rates costs have been revised as we have successfully appealed the rates in Duxford, London and North, the reforecast for 2024-25 is £606k lower than the original CP23 projection.
- Utility costs are forecast to drop significantly from 2023-24 with another £1.5 million saving in the year thereafter stabilising.
- Uplifts have been applied to the outsourced hard and soft FM maintenance contracts as well as the security contract equating to the Retail Price Index of 9% next year and 5% in the year thereafter.
- Annual Lifecycle budgets are included at current levels: that is £1million p.a. for Estates, ICT at £275k, Audio Visual at £200k, and Security at £275k.
- Staff costs are including realistic pay awards and uplift recognising the dynamic changes of the current job market.

The continuous investment in the Digital Transformation project and the full programming of exhibitions in the next three years has been fully costed and incorporated in these figures.

Contingency:

Finally, a £1.3 million contingency has been incorporated into the 2024-25 figures, recognising the uncertainty of some new projects currently under way. A sustained level of contingency of £1.55 million

in 2025-26 and £1.8 million in 2026-27 (including some funds ringfenced to support the ELT's strategic review and Reward and Progressions Project).

In terms of the Masterplans:

CP24 includes the expenditure initially approved to develop the LAB and AvTech projects in Duxford. The costs expected to be incurred in 2024-25 total £334k for both projects.

Provision has been made for some initial work in developing the Masterplan for IWM North.

Financial Summary:

This Corporate Plan has been designed to support the current commitments that IWM has been engaged into as well as enabling some initial strategic review that the organisation will start in early 2024.

IWM will generate operational surpluses in all three years of the plan and a significant increase of all commercial activities. These projections will enable to strengthen IWM's financial health whilst the organisation is embarking into a strategic evolution.

4. Our Priorities and Planned Activity During the Corporate Plan 2024-27

Our Year 1 (2024-25) strategic priorities:

- Initiate an examination and clarification of IWM's vision and purpose.
- Progress masterplans at IWM Duxford and develop a masterplan for IWM North to support the effective stewardship of our collection and ensure the experience for our audiences remains relevant.
- The Rewards & Recognition Project will be the start of new way of working and developing our people career journey at IWM. This is a long-term project that will enable to deliver our corporate objectives and measure our successes and challenges. It will be implemented from April 2024.
- Digital Transformation programme to complete phase 1, assessing lessons learnt and agree what is to be in scope for phase 2.
- Laying the groundwork for internal cross team collaborative working to enable successful co-creation and co-curation.
- Deliver the financial outcomes as set out above and below.
- Enhance visitor experience across our branches, seeking to develop a welcoming, inclusive, and engaging experience for all.

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

CP24 Activity by Strategic Objective
1. EFFECTIVE STEWARDSHIP OF OUR COLLECTION
1.1 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. Condition information will drive a programme of preventive care and conservation projects, to support masterplanning, and inform preservation digitisation priorities. ▪ Our process of collection development will be intelligent and holistic, identifying items that are duplicates or unnecessary examples of type. We will also seek suitable alternative homes for these items, where other organisations can use them to provide opportunities for display or engagement. ▪ By 2026 100% of our stored collections will be in appropriate environmental conditions, the conclusion of a 20-year programme that has attracted industry awards, and has demonstrated the impact provided by deep, evidence-led planning so that targeted investment in collections can be made through low-carbon, low-energy solutions. This approach will continue to be embedded through our Preservation assessments. ▪ We will take forward our Accountable Supplementary Collections project. IWM has significant quantities of prop and handling collection items, used for exhibition display and educational engagement, which have been acquired over many years, by different teams, across different sites, and through different routes. Many are undocumented and without easily retrievable provenance information. It is important that we bring these items into centralised management control through a fixed programme of inventory work. We will be taking this forward in the next period.

CP24 Activity by Strategic Objective

1.2 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.
- 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.
- By 2027 we will have given our collections a digital future, transformed by our Digital Futures Strategy. People will be able to identify, select (through inclusive terminology), and use our collections via 2.5 million records (representing our whole collection) on Collections Search. This will be enhanced by Digital Futures I, a project focused on digital capture of 2.6 million vulnerable film, photographic, and sound collections that will be lost forever by 2024 without digitisation.
- By 2027 2.38 million records that meet the needs of audiences will be available for use and reuse on digital platforms. This will deliver social impact through innovative use, raise commercial revenue, and address known areas of reputational and legal risk ahead of the centenary of the Second World War.
- Our Collections Registration Strategy will be refreshed, and we will invest in the resource that will enable us to make real progress in this area. We will address the legacy loan data issues and seek to enable a more agile approach to lending and borrowing that supports future programme needs and raises the profile of our collection nationally and internationally.
- In 2027 internal and external users will be able to identify, select and use 2.5 million records representing our whole collection with ease through Collections Search, with a focus on Inclusive Terminology so that racist and offensive terms are contextualised, supported by audience analysis by Digital Transformation.
- 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, channel donations to the museum, and attracting more visitors to the Research Room. By 2027 we aim to deliver a new state of the art Research Centre and services on the IWM estate supported by external funding.

1.3 Collections Development

- Our world-class collections will be interpreted to reveal stories about past and present global conflict.
- We will conduct proactive collections development projects as part of the Collections Development Strategies, including targeted acquisition, collections research, and reviews enhanced documentation of existing collections and disposals.
- 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 complete a project to put the transfer of Ministry of Defence (MoD) Place of Deposit material on to a sustainable footing by trialling new approaches and working in collaboration with colleagues in other archives and at MoD.

CP24 Activity by Strategic Objective

2. PRIORITISING OUR AUDIENCES

2.1 Audience Growth

- Our Audience Growth Strategy will be rolled out and developed across 2024- 2027 to ensure we rebuild, grow, and nurture our audiences, ensure we operate and market more effectively in the digital world. This strategy will enable us to be more joined up and respond with greater agility to an uncertain and changing landscape.
- Using customer data and insight more effectively, the Audience Growth Strategy provides a framework for the museum to take a more analytical and data-led approach, with a more granular breakdown of our annual visitor numbers and income targets.
- At IWM we segment our audience into seven groups, based on how people respond to a set of attitudinal statements about how they spend their leisure time. Within this strategy it is our aim is to take a more focused and simplified approach for greater impact.
- We will build on our success with the history-loving Time Teamer segment across all branches, using digital marketing opportunities to capture and convert these customers to become Members and advocates for the IWM cause.
- We will also develop more cultural programming to attract the arts and culture loving Culture Vultures. This valuable audience is increasingly engaging with IWM. They are affluent and more likely to recognise IWM as a charity than Time Timers.
- Our aim is to also work to capture more Thrill Seekers who are looking for fun and immersive day trips. This development audience is sizable enough to consider when developing new programming at IWM Duxford and HMS Belfast.

2.2 Public Programme

- We will deliver our temporary exhibitions programme at IWM London targeted at our development audiences with a ‘populist’ show opening in the Autumn and a ‘Conflict Now’ show opening in the spring. In 2024 this will include *Storyteller: Tim Hetherington*, and *War and the Mind*, and in 2025 *Sexual Violence* and *The Unmaking of Empire* at IWM London. At IWM North we will reinstate the temporary programme budget and tour shows between IWM London and IWM North (or vice versa) starting with *Northern Ireland: Living with the Troubles* in 2024.
- Our Anniversaries programme will continue marking key anniversaries such as the 150th anniversary of Winson Churchill’s birth. This includes regular anniversary activity, such as Holocaust Memorial Day and Roma Holocaust Memorial Day, Remembrance, and one-off national moments. 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.
- We will work to better establish HMS Belfast and IWM Duxford as family destinations. We will create a popular and coherent public programme, which connects younger visitors and families with these sites, supporting wider efforts to rebuild our post Covid-19 visitor figures and diversify our audiences.

2.3 Digital Transformation and Engagement

- The Digital Transformation Strategy remains one of our top organisational priorities, providing vital infrastructure improvements that are fundamental to enabling our business aspirations and promoting high quality visitor experiences.

CP24 Activity by Strategic Objective

- 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 sets 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. Expertise in the digital engagement will be used to grow that audience and to support other teams to grow their audiences through collaboration, guidance, and training. Some audiences are best reached through partnerships with other organisations, communities, and influencers, and it is important to identify those opportunities.
- Digital Transformation programme to complete phase 1, assessing lessons learnt and agree what is to be in scope for phase 2.

2.4 Participation

- We will launch a new Participation Strategy.
- 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 schools' programme will use IWM collections and stories to support curriculum learning onsite and digitally in history, literacy, STEM, health and wellbeing, and citizenship.
- We will grow the profile of our Holocaust Learning Programmes onsite and digitally, which engage students and teachers as the Holocaust fades from living memory.
- 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 2024-25 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.

2.5 Masterplanning

- At IWM Duxford, we will significantly improve the experience for core audiences, particularly families.
- The Weston Play Zone is due to open to visitors in the spring of 2024. This is the first step in our ambition to evolve this site as a sector-leading destination for disabled access and inclusion. We have worked with organisation Little Miracles, supporting families with disabled children, to inform the design and experiences of the playscapes. The Weston Play Zone is an adventurous play offer inspired by flying with bespoke and accessible play structures. It is complimented by the second playscape, a low-level maze style landscape designed to inspire collaborative play exploring communication and navigation, which offers a different play environment for the diversity of disabled children. Planning permission for the second playscape is in place.

CP24 Activity by Strategic Objective

- 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.
- At IWM Duxford, visitor infrastructure work will include car parking solutions and changes to vehicle movement strategies on site between 2023-2026. We will develop these within a wider Landscape design solution to gain Historic England sign-off for the masterplan.
- 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.
- We will look at the long-term needs for future drydocking of HMS Belfast.
- As the loan agreement for the Lord Ashcroft Galleries will be coming to an end in 2025, we will consider future plans for the Gallery Space.
- Further transforming plans will be reviewed and considered during this plan, with any plans dependent on financial recovery and fundraising potential.

2.6 Exhibitions Upgrade

- We will strive to ensure the galleries are presented to the highest possible standard, prioritising maintenance, and ensuring we balance this with new programme activity. We are committed to an ever-increasing volume of object swap outs and rotations in our permanent galleries, with this collections care activity in mind, alongside the increased maintenance activity.
- At IWM North, we will upgrade the content and experience in the Main Exhibition Space to create change that appeals to local audiences. We will replace outdated content in the silos with new research and stories, beginning with the Empire Silo. We will explore the potential for this to be a pilot project for new co-production methods and working within communities. We will exploit the potential of the Big Picture Show fully so that we might push new boundaries.
- On HMS Belfast, we plan for the next phase of the interpretation refresh in 2026 that will involve upgrading the experience in the forward superstructure, creating new interpretation for the cabins and bridges, and across the Boat Deck and developing 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, particularly for families, and enhance HMS Belfast's reputation as good value for money.
- We will deliver the ambitious new multimedia guide at HMS Belfast and Churchill War Rooms, which will transform the visitor experience at both sites, using the most up to date multimedia guide technology to enhance onsite storytelling, developing new and interactive family focused tours, and continuing the offer of multiple languages for international audiences.
- At IWM Duxford we will install new interpretation for the Predator drone in the American Air Museum.

2.7 Visitor Experience

- We will launch a new Visitor Experience Strategy, focused on providing a welcoming, inclusive, and engaging experience for all visitors. As part of the strategy, we will:

CP24 Activity by Strategic Objective

- Commit to deliver a new level of customer service at IWM. We will consult on and confirm Customer Service Qualities for the organisation and embed them in our ways of understanding and interacting with visitors.
- We will build a customer service training programme, which will be modular in design and rolled out to all staff, volunteers, contractors, and on-site partners. This will create a common understanding of what excellent customer service looks like – IWM style.
- Enhance visitor engagement activities. We recognise the ‘power of people’ to make a visitor’s day and for positive interactions to create long-lasting memories. In 2024-25 we will look to deliver an aligned programme of high-quality, enjoyable engagement opportunities at each site, with Visitor Experience teams working closely with the Participation and Volunteering teams.
- Create a seamless, intuitive, and accessible visitor journey at all sites. By reviewing the visitor journey through an inclusive lens, we’ll seek ways to make all our visitors feel that IWM is for them. We recognise the importance of being open and welcoming to all visitors and of delivering a top-quality experience at every stage of the visitor journey. In 2024-5 we will build on our service design work at IWM London and HMS Belfast, which focused on providing a great welcome and will apply learning from those projects to improve the visitor journey across all sites. We will also look to update wayfinding at IWM Duxford and Churchill War Rooms to make navigation clearer and more intuitive at both sites.
- Build a ‘one team’ ethos. We will look to create a more holistic and consistent visitor experience by reviewing operational practices, policies, and job design. Recognising the importance of joined up working we will explore ways to enhance communication and collaboration between front of house team to deliver a seamless experience for our visitors.

3. BUILD OUR BRAND

3.1 Vision and Purpose

- We will develop our vision and purpose to define our ambitions for IWM, which will support future prioritisation, direction and further develop our brand.

3.2 IWM Institute for the Public Understanding of War and Conflict

- We will engage fully with research council funded projects, which drive forward ways of working that combine the rich historical content of our collection and the application of digital humanities and technological developments in the field of machine learning and artificial intelligence, encourage collaboration with other museum sector leaders, and help IWM maintain its IRO status.
- We will undertake Market Research to establish the size and nature of research audiences for IWM, and the opportunity it presents for growing and diversifying this audience. Subject to the findings of the Market Research, we will initiate a project to develop a human-centred and sustainable research service for the future Research Centre.
- We will develop a vision and strategy for the establishment of a multi-site research centre in IWM London, IWM Duxford, and IWM North dependent on significant external funding, we will aim to achieve a step change in our research infrastructure and services by the end of 2025 and build our reputation as a research centre of excellence, anticipating changes in research trends and behaviours that encompass digital and physical engagement with collections and spaces.

CP24 Activity by Strategic Objective

- We will develop and launch a pilot programme of short in person and online courses with university partners Queen Mary University of London and the London College of Communication in 2023-24. The first three courses will explore the Holocaust, Churchill, and The Blavatnik Art, Film and Photography Galleries. We will aim to roll out a fuller programme of between 6 and 8 courses per year, online and in person, over the next five years, broadening the subjects we will be looking at and working with a broader range of partners. We will continue to consider the subjects chosen for the courses to ensure we use our resources efficiently.
- We will develop a part-time MA Programme in “The Second World War and the Holocaust” in Partnership with Queen Mary University of London. This will be a two-year taught Master’s degree at IWM sites. An online distance learning MA on the same topic and modelled on the physical version will be developed at a later stage.
- We will expand our IWM-focused research and public engagement community of Associates, to a hundred, 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 introduce a NextGen network for 18 to 30-year-olds and an IWM Institute Annual Survey on Public Perceptions of War to support efforts to secure core funding for the IWM Institute.

3.3 Working in partnership for maximum impact

- The IWM 14-18 NOW Legacy fund will continue to 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.
- We will focus on developing and implementing a new Partnerships Strategy in 2024-25 prioritising finding sustainable, long-term funding for our activity focusing on co-creation and co-production through national partnerships that support IWM activity beyond our physical branches and our digital spaces.
- Our partnership relationships will deliver skills, knowledge, and collections exchange, and increase access to national and international communities, which provide us with insights and perspectives we would otherwise not have the benefit of having. We want to build processes and learning mechanisms that ensure these relationships, skills, insights, and lessons are embedded into IWM’s teams and organisational knowledge.
- We will look at how we approach international partnerships across the museum in line with wider conversations about IWM’s international working.

3.4 Our People

- The HR Strategy remains to enable IWM’s workforce to use its diversity, experience, and talent to succeed in delivering the objectives and plans of the museum within a financially sustainable environment.
- We will continue to improve our People management functions to provide a fair and engaging environment.
- We will further implement our rewards and benefits strategy, to support our effort in retaining high performing staff.
- We will implement a pay review looking at pay across the organisation.
- We will continue a strategic review of IWM’s working practices and behaviours as part of Smarter Working Programme.
- The Cultural Change Ambassador Network (CCAN) will continue to bring staff together through events and activities including ‘Art of the Possible’ sessions.

CP24 Activity by Strategic Objective
<ul style="list-style-type: none"> ▪ We will continue to implement Smarter Working, which brings together changes in working practices, workspaces, and creative uses of new technologies to effect smarter and more flexible ways of working. These changes have many benefits, both for the business and for individuals. This will 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.
<p>3.5 Volunteers</p> <ul style="list-style-type: none"> ▪ We will continue the delivery of the Volunteering and Engagement strategy, which aims to make volunteering more flexible, appealing, and impactful and has bold ambitions to increase the scale, scope, and quality of volunteering at IWM. ▪ We will grow our pool of volunteers in 2024-25 and aim to recruit an additional 250 across the five sites. We will also review Front of House volunteer roles and tasks, working in collaboration with Visitor Experience, Participation, and Retail and Admissions to ensure we have a high quality, consistent Front of House provision across all our branches. ▪ We will continue to extend opportunities in other key areas of the strategy, specifically ‘Technical’ and ‘Digital’ functions and how volunteers can support these areas. For ‘Digital’ this will primarily be through the delivery of the Online collections’ digitisation project and for ‘Technical’ we will work with our colleagues in Preservation, Conservation and Curatorial to develop more volunteering opportunities to support their programme of work. This will include corporate volunteering opportunities. ▪ We will continue to run an inclusive, safe, and accessible volunteering programme, including rolling out of Access & Inclusion training to all volunteers. ▪ We will develop a youth volunteering offer and grow our successful Buddy programme.
<p>3.6 Knowledge Mapping</p> <ul style="list-style-type: none"> ▪ We will continue developing a revised and reformatted Learning & Development Prospectus with a more targeted approach to skills mapping for each position and level of accountability. ▪ 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.
<p>3.7 Compliance</p> <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 will 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 new Public Procurement guidelines, which we expect to be introduced. ▪ We will regain and maintain our Cyber Essentials accreditation. ▪ 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 Civil Aviation Authority Air Navigation Service Provider (ANSP) and Meteorological (MET OFFICE).

CP24 Activity by Strategic Objective

- 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.
- A critical change that will streamline compliance and support projects across IWM is the development of the Electronic Records Management (ERM) system and collaboratively working tools. This will also support better organisational knowledge exchange as knowledge and documentation is widely accessible and we become less reliant on individual knowledge and memory.
- Security continues to be a priority across all sites, and we remain alert to a range of potential threats to people, property, and collections. We remain vigilant particularly for large events like the Duxford Air shows. We will maintain our compliance in security and will apply a continuous improvement approach to bolstering our security and incident management capabilities.
- Work has been done to review the Terrorism (Protection of Premises) Draft Bill 2023, known as “Martyn’s Law”, to identify measures, which IWM may have to implement to meet the requirements of the legislation. Although the legislation is still in draft form, we want to stay ahead in our security system planning and will progress work in the following areas:
 - Continue to regularly review and update security risk assessments for all sites.
 - Review site security infrastructure to help prevent and mitigate the effect of a terrorist attack. This will include a review of CCTV coverage and the initiation of a 3-year programme to improve coverage, focusing on high priority blind spots.
 - Counter Terrorist training for ‘relevant’ workers including IWM staff, volunteers, contractors, and partner organisations.
 - Review security implication of major projects and events to help prevent and mitigate the effect of terrorist attack.
 - Ensure that IWM complies with its statutory duty to ensure a safe and healthy environment for our staff, volunteers, guests, contractors, tenants, as well as protecting our property and assets.
- IWM has a comprehensive safety management plan and established system of risk assessment, safety monitoring, training, evaluation, and audit. We will continue to develop and instil a ‘safety culture’ in the organisation and will ensure health and safety is an integral part of all department activities and work programmes - from planning to implementation. Standard Operating Procedures (SOPs) are systematically reviewed on a regular basis, and we will adopt a continual improvement approach to safety and operations across all branches.
- IWM has recently implemented a new Safety Management System (SMS), which will be rolled-out across the organisation and fully embedded in 2024-25. The system allows us to monitor, record and report on incidents, accidents and near misses and will help us to identify safety trends and malpractice. We will also use the system’s e-learning suite to build custom e-learning modules and will develop security and safety training modules, which will be rolled out to all staff in 2024.

4. BUILDING FINANCIAL SUSTAINABILITY

4.1 Commercial Strategy

- 2023-24 represents the final year of our pre-Covid 5-year commercial strategy, which will continue to roll alongside the Digital Transformation programme and recovery of visitor numbers. Commercial income for 2023-24 is expected to total £17.5 million (excluding admissions income). This position is expected to grow with the commercial income projection totalling £22.8 million (excluding admission income) in 2026-27.

CP24 Activity by Strategic Objective

- Our Commercial and Digital teams will continue to work together to achieve the best supporter experience on and off-line, to grow long term relationships and income.
- Through service design, 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.
- Our membership model and platform are enabling us to build a long-term relationship with our supporters, centred on the principle of placing our members and prospective members' experience at the heart of everything we do. This will broaden our appeal and reach beyond our core audiences. We aim to recruit sustainable memberships to achieve financial sustainability for IWM and ensure our members and prospective members have a consistent high-quality experience.
- We will introduce a new telephone system including a live chat function for Customer Service, allowing visitors and other stakeholders to get quick answers to simple queries. This will link into our main CRM system. Customer Service teams will utilise a better telephony platform to allow for better call routing than we have presently.
- Retail will continue to grow sales per visitor, working to improve the average value of each transaction whilst striving to achieve the highest margin. The system move to D365 over the coming years will also help improve retail management for both our branch stores and online shop.
- We will work to grow our income from B2B areas. As part of this we will look at how we more actively understand and approach the gaming industry over the coming years.
- We will develop our Travel Trade strategy to help reduce dependency on our domestic audience, by mid-2024.
- Destination marketing campaigns will focus on building domestic audiences across all IWM destinations, maximising the opportunities from increased digital marketing resource to showcase the full breadth of our offering at all branches. This will be done in line with the new Audience Growth Strategy, with all campaigns focused on priority target audiences.
- We will continue to develop our experience related income streams from specialist tours through to air shows. As well as the product, we need to look at how our systems and processes support easy purchasing and upselling.

4.2 Fundraising

- We will deliver our Transforming Fundraising Strategy that links to ongoing stakeholder engagement and supports our ambitious programme for Masterplanning.
- We will build upon the success of securing funding for the new permanent Blavatnik Art, Film and Photography Galleries by using these new galleries to attract new funding support to build unrestricted funding and support for future Art Focused curatorial posts and programs at IWM.
- We are continuing to build our reserves of unrestricted funding through our annual individual giving programs and corporate memberships, (target £750,000 in 2024-25).
- We will grow a pool of Corporate Partners to provide external funding for and sustain IWM public programmes and the IWM Institute.
- We will continue to build unrestricted revenue generated from our Annual Giving Programs by achieving growth targets for our Patron Program with a target of £200,000 raised in CP24 (up from £40,000 in 2020)
- We will build the base of our Corporate Membership towards contributing £200,000 in Unrestricted Revenue in CP24 (up from £75,000 in 2020) including securing a minimum of 3 major corporate members giving at the £20-£30 thousands annual giving level.

CP24 Activity by Strategic Objective

- We will actively promote 'The 1917 Society' – IWMs Living Legacy Society and opportunities to leave support for IWM in Wills and Bequests through our five venues and online, and monitor requests for information, and ultimately the amount of potential funding that is secured through legacy giving.
- We will seek to align opportunities for external funding around international partnerships that are developed with Commonwealth countries for future exhibitions and programs.

4.3 Estate Strategy

- The priority is to deliver on the projects funded by PBIF II granted in May 2023 providing £28.75 million of funds to help meet the requirements of our Estate, principally at IWM Duxford but investment also in IWM North and IWM London.
- 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.
- Our Estates team will continue to support the delivery of our major projects including the delivery of projects at Duxford, and work on HMS Belfast.
- The Estates team will be leading on our environmental sustainability across IWM as we implement our new Sustainability Strategy. The Sustainability Action Group will continue to ensure sustainability work is embedded across all areas of the museum.
- Our estate assets will be exploited for commercial benefit; investment and growth through partnerships will be pursued wherever appropriate with efficiency and sustainability underpinning all work.

4.4 Information Technology

- IT lifecycle investment is directed towards infrastructure development prioritised by risk.
- We continue to invest significant resource to protect IWM from cybercrime, which increased during the pandemic. We will maintain accreditation and improve existing security systems.
- We will continue to implement standards and monitor the current trends in Cyber Security to make sure the IWM's approach is to be as proactive as possible in defeating the threat.
- 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.
- IT and AV Services will put in place the technology/infrastructure required to deliver the requirements of the major capital projects including the Digital Transformation Strategy and the Duxford Masterplan.
- IT and AV Services will also continue to introduce new cloud-based services to reduce cost and maintenance overhead.
- The AV team will support the development and upgrading of both temporary and permanent exhibition spaces in line with the exhibition programme. They will continue to offer seven-day a week support for all the branch galleries.
- SharePoint, PowerApps, and PowerBi platforms will be further developed.
- We will seek to implement a new 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.

5. Risks and Opportunities

The priorities and planned activities for this Corporate Plan outlined above respond to our top organisational risks. To achieve our aspiring plan, we need to have robust finances and thriving and engaging people. Our financial resilience and our workforce remain challenging during this period of economic and political uncertainty. The UK's GDP grew by 0.4% in 2023 and is expected to fall by 0.3% in 2024.¹ We are addressing the financial impact by understanding better our costs and focus on the most relevant of our activities whilst self-generating income. Our longer-term financial health remains vulnerable and is predicated on core support from government continuing to support the essential purpose of the organisation of stewardship of the collection on behalf of the nation.

Inflation has been at 7.5% in 2023 and is currently forecasted to drop to 2.7% in 2024.² The current high inflationary environment is a 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 few years. The deficit in core funding for our statutory responsibilities, already short by £9 million p.a., will widen further. This deficit is being funded from the income generated by us, which limits our abilities to deliver against our strategic objectives.

The biggest commercial risk is around our visitor numbers not being achieved. This is either because tourism does not recover to 2019 levels, for example if European visitors do not return in sufficient numbers, or the cost-of-living crisis and recession lowers disposable income and visitation. If our visitors have less disposable income, then those who visit will spend less with us and reverse the trend of conversion rates and average spend generally increasing. This could also impact our ability to recruit and retain members.

Wars and conflicts around the world have impacted IWM with increased risks in numerous areas, as well as expectations from audiences to provide context on current conflicts. Our mission is to help our audiences have a deeper understanding of the causes, course, and consequences of war. We will continue to consider how conflict impacts on our visitors, staff, and wider audiences and how we can respond by using our collections and curators to provide meaningful context. As ever, we will handle the topic sensitively.

Cyber security is a growing challenge and is our consistent 'red risk' and, we have set out many measures to mitigate as possible. IWM has extensively invested in our cyber security over the last three years to ensure we keep at pace with the continuous new defrauding approach cyber criminals are adopting. IWM is working towards gaining Cyber Essential and GovAssure accreditations in 2024. One of the key elements of this security programme is keeping staff aware of the cyber dangers and to work alongside DCMS and other government bodies to stay alert to all new threats.

We are also mindful about potential changes in legislation, and work has been done in the Security team to review the Terrorism (Protection of Premises) Draft Bill 2023, known as "Martyn's Law", to identify measures, which IWM may have to implement to meet the requirements of the legislation. IWM commissioned an independent report to review the draft bill and we are currently working through the findings and recommendations. We are committed to investing and continually improving our security

¹ As predicted in the KPMG January 2024 UK Economic Outlook <https://home.kpmg/uk/en/home/insights/2018/09/uk-economic-outlook.html>

² As predicted in the KPMG January 2024 UK Economic Outlook <https://home.kpmg/uk/en/home/insights/2018/09/uk-economic-outlook.html>

systems, both technical and human. As the implications of Martyn's Law become clearer, we will continue to enhance our security capabilities to ensure compliance and further our ability to prevent and mitigate the effects of a terrorist attack.

A restructure has taken place within our Operations team and a new role of 'Site Manager' has been created to strengthen operational delivery and help coordinate activities. There are now two Site Managers located at each IWM branch, superseding the current Branch Operations Manager role. Working on a roster, the Site Managers will provide seven day a week cover at every site, being present for IWM's busiest periods. This will mitigate risk to these legislative changes but also improve our visitor experience and safety in the meantime.

We are delivering complex programmes of work including our IWM Duxford Masterplan, as well as the projects, which are funded by the DCMS PBIF II. These are a great opportunity for us to transform our branches and make us more sustainable. However, there are huge complexities involved and risks to be managed when delivering such multifaceted projects.

In 2023 we have had a staff turnover of approximately 21%. We regularly conduct staff surveys to understand the views of our staff and what they value in us as employers. The outcomes of the staff engagement survey from September 2022 and 2023 identified the priority areas that we need to address to help keep and attract staff. In response we are developing a new pay model, including arrangements for pay progression specifically, as well continuing to improve on our new non-pay benefit and reward package. This will support our HR Strategy and our ambition to become an "Employer of Choice".

We undertake courageous programming, such as our recent exhibition on Northern Ireland and forthcoming exhibitions on Sexual Violence, and there are complexities, which we need to manage. We know there is a challenging environment with online rhetoric, and we need to safeguard our staff who are at the forefront.

6. Measuring and Sharing Our Impact

We have always known the important role we play as a national museum in society through the remarkable stories we tell and the access we provide to our collections. The result of extensive internal and external work, IWM's Social Impact Framework identifies opportunities for us to measure this impact on individuals, communities, and wider society. It enables us to demonstrate our work toward advancing our vision: helping people become global citizens through increased understanding of the causes, course, and consequences of war.

One of the pillars of the Framework is to encourage reflective behaviours. We measure this by asking visitors to respond to three statements upon exiting the museum:

- I feel more connected to those affected by war through the personal stories I heard at this site.
- My visit today helped me to think about war and conflict from a perspective I hadn't previously considered.
- The site produces innovative and thought-provoking exhibitions and events that inspire discussion around war and conflict.

We focus on those who strongly agree, giving us a chance to measure the immediate impact we have. We use this data throughout the plan to improve and prioritise investment into the activities that give the best value and deliver most benefit. The evidence of our social impact success is used to advocate for IWM to Government, visitors, members, and new and existing funders.

In the plan year, IWM will continue to strengthen the partnerships established through the Museum and Galleries Insights Consortium (MAGIC). MAGIC is a consortium of national museums including the National Gallery, Tate, V&A, British Museum, and the National Army Museum. The museums partner with a research firm to collect robust exit survey data, which can be benchmarked against one another, providing access to a broader data set that will help us to deliver more focused and sector-specific insights to improve our longer-term planning. Museums in the Consortium are actively seeking guidance from IWM on how to track their own social impact.

In the first year of this plan, we will use a consolidation of data and insights to formulate and establish a coherent Key Performance Indicator (KPI) framework. The framework will focus on strategic KPIs that feed into and inform the corporate performance measures, as included below. The framework will cascade KPIs to governance boards and senior management team members assigned to each indicator, creating clear accountability within our governance structure. Once published, the framework will then be used to inform departmental and individual performance targets.

We are undertaking audience research with a focus on Access and Inclusion to pinpoint why certain audiences (global majority, lower socio-economic groups and disabled) are less likely to visit IWM or engage with our content. We seek to understand how IWM's approach to content, programming, terminology, visitor experience and more has created barriers and/or allowed them to remain for these audiences. This research will further enable us to identify ways to engage more effectively with and include marginalised audiences to create a museum that is welcoming, accessible and relevant to all. We will explore where we will test co-production and inclusive practice, including whether the refresh of the Empire Silo at IWM North is successful.

7. IWM Performance Measures

IWM has set KPIs and targets to track performance against our core organisational objectives. In addition to growing our audience numbers, fundraising and income, KPIs highlighting levels of engagement with our key messaging, mission, and purpose complement those focused on the social impacts of the work that we do. We have also selected KPIs which reflect our ambition to diversify our workforce and visitor base.

Through our temporary programming and work with schools and families, we aim to demonstrate the value added as we see year on year growth in numbers, further building our reputation through metrics linked to likelihood to recommend and excellence of the visitor experience. We have set targets for repeat visitation to demonstrate the sense of connectedness our activities bring to our audiences.

The significance we attach to our digital outputs is reflected in targets for increasing levels of engagement throughout the plan year and beyond. Similarly, the digitisation of our assets underlines the importance we attach to securing the future for our collections for audiences.

Beneath the higher-level set of performance indicators, we are establishing a framework of team and departmental KPIs to ensure clear alignment up from individual outputs to the core organisational objectives.

Corporate Objective	Performance Measure	Metric	2024/5 Target	2025/26 Target	2026/27 Target
Effective Stewardship of Collections	Collection records published on Collections online	Number in '000's	1,750	2,250	2,500
	Proportion of collection stored in appropriate environmental conditions	% of total	89%	100%	100%
	Digital preservation assets created	Number in '000's	2,600	3,100	3,500
Prioritise our audiences	Rated visit excellent*	% of total	70%	70%	71%
	Number of visitors	Number in '000's	2,111	2,153	2,196
	Visitors attracted by temporary programming offer ³	% of visitors total	19%	20%	21%
	Proportion of UK Visitors who identify Global Majority ⁴	% of total	6%	7%	8%

³ % is also based on the total first-time visitor figure for the sites hosting temporary programme, principally IWM London and IWM North.

⁴ Approximately 17% of the UK population are of a Global Majority Background. This statistic has been compiled using relevant census data for each nation to create a total view for the whole of the UK, using the most up to date data currently available to us. Source: England and Wales 2021 Census, Northern Ireland 2021 Census, Scotland 2011 Census

Corporate Objective	Performance Measure	Metric	2024/5 Target	2025/26 Target	2026/27 Target
	Proportion of UK Visitors who report a disability ⁵	% of total	13%	14%	14%
	Proportion of Visiting UK Households from Lower Socio-economic Classifications	% of total	17%	18%	20%
	Number of Onsite School Visitors to Participation activity	Number in 000s	120,000	140,000	160,000
	Number of Onsite Family Visitors to Participation activity	Number in 000s	150,000	160,000	170,000
	Number of Facebook Followers	Number in '000's	418	501	601
	YouTube subscribers	Number in '000's	631	947	1,420
	Repeat visitors (Domestic audience within 5 years)	% of total	31%	32%	33%
Building Our Brand	% of active marketplace that agree IWM's global citizenship statement ⁶	% of total	61%	62%	63%
	Global brand awareness: unprompted logo awareness	% of total	19%	20%	21%
	Number of unique website visitors to iwm.org.uk	Number in '000's	25,000	29,000	35,000
	Number of engaged website visitors ⁷	Number in '000's	354	531	796
	% response (strongly agree) to social impact indicator - Inspires discussion: The site produces innovative and thought-provoking exhibitions and events that inspire discussion around war and conflict.	% of total	48%	49%	50%

⁵ Approximately 18% of the UK population reports a disability. This statistic has been compiled using relevant census data for each nation to create a total view for the whole of the UK, using the most up to date data currently available to us. Source: England and Wales 2021 Census, Northern Ireland 2021 Census, Scotland 2011 Census. WHO estimates that an estimated 1.3 billion people experience significant disability globally. This represents 16% of the world's population. Source: [World report on disability 2011, WHO and the World Bank](#)

⁶ 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."

⁷ Number of visitors spending more than ten minutes and viewing three or more web pages in Collections and/or stories section of the website.

Corporate Objective	Performance Measure	Metric	2024/5 Target	2025/26 Target	2026/27 Target
	Proportion of staff members who identify as Global Majority ⁸	% of total	6%	7%	7%
	Proportion of staff members declaring a disability ⁹	% of total	6%	7%	7%
Financial Sustainability	Ticket sales- admissions income before overheads	£'millions	17.4	18.1	19.1
	Commercial net profit (excluding admissions) before overheads	£'millions	7.9	9.8	11.9
	Total unrestricted fundraising	£ millions	3.5	3.5	3.6
	Energy Consumption - Target reduction*	% reduction of total	1.25%	1.25%	1.25%
	The % of website visitors that resulted in a purchase	% of total	2.62%	2.82%	3.10%
	Voluntary staff turnover (excl. seasonal and fee-pays)	% of total	21%	20%	20%

* In the upcoming year we will be reviewing these KPIs alongside our new Visitor Experience and Environmental Sustainability Strategies so these KPIs may be subject to change.

⁸ Approximately 17% of the UK population are of a Global Majority Background. This statistic has been compiled using relevant census data for each nation to create a total view for the whole of the UK, using the most up to date data currently available to us. Source [England and Wales 2021 Census, Northern Ireland 2021 Census, Scotland 2011 Census]

⁹ Approximately 18% of the UK population reports a disability. This statistic has been compiled using relevant census data for each nation to create a total view for the whole of the UK, using the most up to date data currently available to us from the England and Wales 2021 Census, Northern Ireland 2021 Census, and Scotland 2011 Census as available online.