



## **Change Programme at Imperial War Museums**

The consultation phase on the structural element of the change programme at Imperial War Museums has now reached its conclusion.

IWM faces considerable financial challenges. Reduced and reducing grant in aid funding means that we need to build our financial sustainability. While IWM are still achieving the salary and cost savings necessary to secure its future in light of future budget constraints, the impact of the change is not as far reaching as originally conceived. This is because of the invaluable input of teams and individuals across IWM who have come up with workable ideas about doing things differently and more effectively. We are most grateful for the support of the Rt Hon Andrew Lansley MP and government in allocating £8million to support education services across IWM over the next 4 years.

The following decisions have been made by IWM's Director-General

### **Library**

**IWM will continue to hold a Library collection and deliver a Library service** to the public and the academic community, with a change in service levels and working practices.

**IWM will continue to offer a Research Room service.** Our proposal is to implement a two-session day (morning and afternoon sessions), four days a week. This increases the number of sessions available on any given day. We will also introduce a nominal charge (yet to be agreed) with the ability to offer concessions, discounts and subscriptions.

### **Explore History**

**The Explore History centre will remain open to the general public at IWM London.** Whilst the team staffing Explore History will continue to provide our visitors with information about IWM and the collection, we will continue to review engagement and the services offered.

### **Education Services**

IWM will receive £8million across 4 years to safeguard and support the immediate future of educational activity at IWM. We are most grateful to the Rt Hon Andrew Lansley MP for his support, engagement and efforts to secure this money and the Rt Hon George Osborne MP and HM Treasury for the allocation of these funds, which are to be taken from fines levied under LIBOR.

**As a result of this funding we are now looking at how we will support education and learning services at IWM Duxford and across the IWM over the next four years.**

## **Job Losses**

There will still be a number of redundancies as a result of the change programme. However, the number of posts affected by the change programme is lower than the 60-80 previously reported and we have tried and are trying to redeploy as many people who are at risk as possible. It is not possible to give a concrete number at this time, as some individual negotiations are on-going.

**Further information about future plans for IWM-wide education provision, Library and Research Room access and changes to Explore History will initially be communicated later in the year after finalising details for these with the teams responsible for their delivery.**

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**Diane Lees, Director-General of IWM said;**

‘I would like to thank my colleagues across IWM’s five branches for their input during this process. Through their collective hard-work and engagement we have been able to safeguard the services we know are of great importance to the public.

The continuation of the Library service, Research Room and Explore History, in light of financial constraints, will necessitate practical changes to the way the public will access these services, but the most crucial thing is that these services *will* continue.

I would like to thank the Rt Hon Andrew Lansley MP for his support, engagement and efforts to secure £8 million to support IWM’s cross-branch learning programme and the Rt Hon George Osborne MP and HM Treasury for the allocation of these funds, which are to be taken from fines levied under LIBOR.

This is the first fundamental structural and staffing review IWM has been through and as such, the change programme has been a difficult but important process. However, it is essential that we secure IWM’s financial stability so that we can continue our mission to engage and educate audiences on the cause, course and consequences of conflict – across our five branches and through our digital offerings. However, we know that with a general election approaching, and the next Comprehensive Spending Review imminent, IWM may well be subject to further cuts in government funding. We are also committed to providing excellent services and programmes for our many users. This means that the need to continually review what we do and continue to evaluate where we make the greatest impact will be essential. It also means that we may need to make further structural changes in the months and years to come to ensure that we maintain and build our financial sustainability.

Once again, I would like to thank all of my colleagues and the trustees for their engagement and support through this difficult process, especially given the continued commitment and dedication to delivering IWMs remit and its leading role in the recent and current commemorations of the First World War centenary.’

## **Background Information**

- The change programme at Imperial War Museums (IWM London, IWM North, IWM Duxford, Churchill War Rooms and HMS Belfast) began in autumn 2013 with the recruitment of a Change Director to lead the project. The process included a review of the current organisational structure and activity.
- There are a number of drivers for the change programme including the long-term financial sustainability of IWM, particularly in light of recent and likely changes to funding levels. Over the last 5 years, funding has reduced by 34% in real terms. We know that levels of grant in aid will continue to decrease, whilst cost pressures continue to increase.
- The change programme seeks to ensure IWM can continue to respond to challenges and opportunities, build on our successes to date, improve and update ways of working across the organisation and to reduce IWM's net expenditure by £4million per annum to account for changes to funding and increases in pension contributions. IWM has sought to achieve the expenditure change by reducing costs and increasing our income through further commercial activity.