

## **Imperial War Museum Funding Agreement 2005/06 – 2007/08**

### **1. Introduction**

1.1 This agreement :

- Is between the Department for Culture, Media and Sport (DCMS) and The Imperial War Museum (IWM);
- is signed by the Minister for Culture for DCMS, the Chairman of the Board of Trustees of the Imperial War Museum and by the Director General and Accounting Officer of the Imperial War Museum; and
- is valid for the period 1 April 2005 – 31 March 2008.

1.2 It takes account of the statutory requirements placed upon the Trustees of the Imperial War Museum under the Imperial War Museum Acts and other legislation, such as Charity Law, Freedom of Information Act, Disability Discrimination Act, and Data Protection.

### **2. Purpose**

2.1 This agreement :

- summarises the Imperial War Museum's mission, strategic priorities, rationale, programme, planned output and delivery partners as set out in the Delivery Plan Summary at Annex A;
- sets out the contribution that the Imperial War Museum will make towards the delivery of key DCMS objectives, towards delivering efficiencies, PSA 3 (see Annex C, paragraph 2) and public value, in the context of its overall mission;
- explains how the benefits of DCMS investment will be spread geographically, in particular by delivery through the Imperial War Museum's regional arms, and/or with regional partners;
- confirms the commitment of DCMS to the Imperial War Museum in terms of funding and other support;
- shows how delivery will be measured and monitored by reference to a set of key targets and performance indicators agreed with the Imperial War Museum and by such other quantitative and qualitative measures that the Imperial War Museum wishes to use to assess its performance and the achievement of public value in the context of its wider activities;
- provides an assessment of the strategic risks and how they will be managed.

### **3. The Imperial War Museum Mission, Strategic Priorities and Rationale**

3.1 The Imperial War Museum is the museum of everyone's story: the history of modern war and people's experience of war and wartime life in Britain and the Commonwealth. It is an educational and historical institution responsible for archives, collections and sites of outstanding national importance.

It is a single institution with a single purpose, fulfilled in different ways at its different branches, both physical and virtual.

The Imperial War Museum's strategic priorities are:

1. To attract visitors and users of every age, ethnic and socio-economic background, and to be more easily accessible by all
2. To develop innovative and exciting educational programmes which will appeal to the widest audience
3. To modernise the Museum's services and organisation, and to develop staff to their full potential
4. To enhance, manage and maintain the Museum's collections, buildings and displays to the highest standards
5. To optimise the use of resources and maximise revenue generation in order to improve financial sustainability and deliver the Museum's objectives

3.2 The Imperial War Museum's strategic priorities are focused on sustaining its programme of activities and successes, implementing its programme for delivering efficiencies and fulfilling its core responsibilities for the stewardship of and access to its collections as well as contributing to support key DCMS objectives and its Public Service Agreement targets. Looking ahead, the Museum's main challenges will be to:

- Develop and implement an accommodation strategy for the Museum that will maximise working, storage and display spaces. Concurrently, the Museum must commence a long-term programme of building repairs, with a special focus on necessary upgrades to IWM London and IWM Duxford.
- Upgrade collection management and care by providing appropriately designed and equipped storage facilities and delivering work against documentation and conservation plans in compliance with the Accreditation scheme.
- Continually improve public programmes (education, exhibitions and events) and attract a growing, diverse audience, and particularly those from socio-economic (NS-SEC) groups 5-8 and Black and Minority Ethnic groups.
- Deliver learning programmes that are engaging in form and approach and reach out to local communities.
- Continue the programme of digitisation of the collections and improvement of online access to the Museum's resources.
- Establish and guarantee the Museum's long-term economic viability by maximising profit from a strong and imaginative commercial offer and from focused fundraising activities.
- Develop a diverse, well-trained, expert, flexible and motivated staff working within the Museum's competency framework in support of corporate priorities, with appropriate remuneration.

## **4. The Imperial War Museum contribution to the delivery of Government Objectives**

### **4.1 Long range strategic planning – IWM 2020:**

The Imperial War Museum is undertaking a project, known as IWM 2020, to review its mission, vision, values and strategic priorities for the next fifteen years. A road map to 2020 is being developed in consultation with the Imperial War Museum's Board of Trustees, Senior Management Team and staff. An evaluation of the Museum's draft plans has been commissioned with visitors and non-visitors to ensure existing and potential audiences' views are built into the process.

### **4.2 Free entry:**

The Trustees of the Imperial War Museum are committed to continuing free entry to children at all of the Museum branches, and to adults to the permanent collections at IWM London and IWM North, dependent on the maintenance of sufficient compensation for this purpose.

### **4.3 Public Service Agreement 3 (PSA 3)**

The IWM is committed to supporting DCMS in delivering PSA 3 focused programmes (increasing access to priority groups: NS-SEC groups 5-8, disabled people and black and ethnic minorities). The IWM's Access Project submission summarises all the Museum's activities.

As a Commonwealth Museum telling the story of Commonwealth people's experiences, IWM has a special responsibility and opportunity in delivering diversity, telling the story of families and communities, acknowledging the heritage of people from the Commonwealth who fought alongside British forces. The Museum's diversity plans focus on developing audience and partnerships with communities. For the IWM, the route to genuine diversity will be that of an iterative engagement with partners (schools, community groups, local authorities), over the long term, in order to encourage their practice of visiting and working with and at the IWM.

In 2005, a Diversity Working Group was established at the Museum to develop a new diversity and equality policy and action plan specifying objectives to achieve diversity and equality in all areas of Museum's work including exhibitions, collections, learning, interpretation, audience participation, recruitment and workforce development and management. The Working Group consists of representatives from across branches and functions and is chaired by the Head of Personnel.

Programmes which address diversity include the strategic commissioning projects at IWM North and IWM Duxford, which target children and young adults from ethnic minorities and deprived backgrounds, access improvements to IWM North and the Churchill Museum & Cabinet War Rooms, community based programmes such as the Volunteer programme at IWM North, which gives training to socially-excluded, and innovative community programmes at IWM London, supported by the recruitment of a specific post in the Education Team.

4.4 The Imperial War Museum will endeavour to deliver efficiencies through a programme which will focus on modernising the Museum's organisation and its infrastructure and systems. We will review and improve procurement in order to develop better working practices and enhance productivity. Details of the Museum's plans for delivering efficiencies are included in Annex A, section d: 'Business Excellence and Efficiency'.

## **5. Funding**

5.1 The level of Government funding for the three years 2005-06 to 2007-08 includes the amount announced in the Secretary of State's letter of 14 December 2004 plus any further amounts agreed prior to the signing of the agreement. The Imperial War Museum's resource and capital budgets during the SR2004 period will be (as set out in the Museum/Gallery's funding allocation letter from the Secretary of State, plus any subsequent adjustments) as follows:

£000s	<b>2005-06</b>	<b>2006-07</b>	<b>2007-08</b>
Resource	25,713	26,478	27,625
Capital	725	2,250	3,250
<b>Totals</b>	<b>26,438</b>	<b>28,728</b>	<b>30,875</b>

The non-cash element of the resource budget is:

£000s	<b>2005-06</b>	<b>2006-07</b>	<b>2007-08</b>
Resource Non-cash	7,897	8,115	8,698

The grant-in-aid allocation for the three years 2005-06 to 2007-08 is:

£000s	<b>2005-06</b>	<b>2006-07</b>	<b>2007-08</b>
Resource grant-in-aid baseline	17,816	17,816	17,816
Additional Resource grant-in-aid	0	547	1,111
Resource grant-in-aid sub-total	17,816	18,363	18,927
Capital grant-in-aid baseline	725	725	725
Additional capital grant-in-aid	0	1,525	2,525
Capital grant-in-aid sub-total	725	2,250	3,250
<b>Total grant-in-aid</b>	<b>18,541</b>	<b>20,613</b>	<b>22,177</b>

5.2 The grant in aid allocation is dependent on the Imperial War Museum maintaining the successful policy of free admission to the permanent collections and demonstrating satisfactory performance against the targets and deliverables set out in this Funding Agreement. Targets should be agreed in accordance with the levels of funding available.

5.3 Success in achieving the targets in this Funding Agreement will inform the way in which the Secretary of State is able to approach the next funding round with Treasury. The Imperial War Museum's ability to show measurable improvements in service delivery; the achievement of the Funding Agreement targets and its contribution to the delivery of Government policies will be factors in the Secretary of State's decisions over future allocations.

5.4 This Funding Agreement recognises that the achievement of the targets may also reflect success in self-generated income and other sponsorship and grants and continuous improvements in efficiency.

5.5 Variations to this Funding Agreement may be agreed and incorporated as necessary.

## **6. Risks**

### **The Imperial War Museum's risk and control framework**

6.1 A full risk register is maintained and reviewed on a regular basis. The register will be reviewed with DCMS at the annual funding agreement meetings.

#### Key elements of the risk strategy

- The identification of risks is an integral part of the planning process, linking objectives and related risks directly;
- Risks are assessed on the basis of likelihood and impact, and evaluated against the influence of controls in place to distinguish between inherent and residual risk;
- A single risk database exists for the whole organisation, comprising information by branch and at corporate level. Wider access to this information is controlled.

#### Museum's highest strategic risks

The strategic risk that the Museum considers to be the highest relates to the maintenance of its buildings and estate. Specifically there are issues about the Museum's infrastructure that require urgent attention. These include expansion of the capacity for power intake at IWM London, delivering better environmental conditions for collections in the galleries and storage areas, and the upgrading of emergency warning systems. Measures that the Museum is taking to mitigate these include the implementation of contingency plans and interim working procedures. Additional funding from DCMS in 2006/07 and 2007/08 will allow the Museum to begin addressing its most serious problems. Planning for these projects will take place during the course of 2005/06.

#### Other risks:

<b>Strategic Risks</b>	<b>To mitigate these risks:</b>
Terrorism and war	Ongoing review of emergency procedures and plans for business continuity
An adverse economic climate	Budget allocations managed in light of economic conditions. Focus on improving net income from trading activities.
Preservation of the collections	Improvement of collections care plans, policies and procedures; implementation of improvements to the environmental conditions of the collections.
Theft of collection item	Review of security procedures.
Financial irregularities	Creation of a fraud risk register, review of financial policy and procedures

## Embedding risk management into the activity of the organisation

6.2 The following actions have been implemented to ensure risks are managed consistently across the Museum:

- Workshops are held across the organisation and the risk registers are reviewed on a regular basis;
- Feedback from Directors and Heads of Department on the progress of the risk management process is encouraged;
- Risk management is incorporated into the quarterly reports to the Director-General to provide regular updates on the work carried out;
- Strategic risks and progress against them are reviewed by the Museum's Senior Management Team every quarter and by the Trustees' Audit Committee at each of their meetings and by the whole Board annually;
- Major capital projects, which cannot proceed without the security of funding, are closely controlled;
- Risk assessment is integrated into all key Museum business cases and project management regimes.

## **7. Performance Monitoring**

7.1 This Funding Agreement will be monitored by :

- a) Assessment of the achievement of the agreed Funding Agreement targets in the table below;
- b) Assessment of the effectiveness of projects which support PSA 3;
- c) Reference to the Key Performance Indicators;
- d) Performance against the Imperial War Museum Delivery Plans and related measures; and
- e) Assessment of the delivery of efficiencies.

7.2 The figures for each Funding Agreement target will be negotiated and agreed individually between DCMS and the Imperial War Museum. The targets are as follows :

### **Key Funding Agreement Targets : 2005-06 – 2007-08**

(000s)	2005-06	2006-07	2007-08
Total number of visits to the museum (excluding virtual visits)	1,906	1,913	1,975
Number of unique users visiting the web-site	7,300	8,030	8,830
Number of adult UK visitors (aged 16 and over) from NS-SEC groups 5-8 attending the museum*	563	566	576
Number of children aged 15 and under visiting the museum	542	568	577
Number of children aged 15 and under in on and off-site organised educational sessions**	275	280	289
Net income from trading (including corporate hire)	£7,008	£8,147	£9,321
Efficiency Savings	£524	£939	£1,412

\* Based on SEG C2DE for year 2005-6

\*\* Based on children up to 18 years for 2005-6.

7.3 Using as a basis the targets above, plus any further targets proposed by the Imperial War Museum, the Imperial War Museum will produce an annual performance review no later than 31 July for the prior year and a report on the previous 6 months in time (end October) for the combined annual and 6-monthly Performance Review Meeting in the Autumn. This will review last year's achievements, monitor the current financial year and look forward to the following year(s). It should refer also to the standard Performance Indicators and include a brief report on progress in delivering efficiencies and any update of the risk register. The review meetings will provide an opportunity to identify and discuss what action may be necessary to address any shortfall against target.

The performance reports should:

- Set out actual outturn against the targets above and against the performance indicators and PSA 3-related projects
- Provide an explanation, where outturn diverges from the expected; and
- Explain what action is being taken or is planned to address the shortfalls.

Performance against the Imperial War Museum's PSA 3-related projects will be assessed through updates that will be requested from the Imperial War Museum in the context of the PSA 3 Project to increase access to priority groups.

Performance review meetings will generally be held at official level but additional meetings may be arranged with Ministers, where appropriate.

Any planned/forecast changes from target outturn should be notified to the Department as soon as practicable.

7.4 The responsibility for the delivery of the targets in this Agreement rests with the Board of Trustees and with the Director General and Accounting Officer of the Imperial War Museum.

Signed by:

Minister for Culture, Department for Culture, Media and Sport

Chairman of the Board of Trustees of the Imperial War Museum

Director General and Accounting Officer, Imperial War Museum

## ANNEX

### A. Imperial War Museum Delivery Plan Summary

The main elements of the Imperial War Museum Delivery Plan to be summarised in the tabular form below using a separate table for each of the following four groups of activities:

#### a) Stewardship

IWM will enhance, manage and maintain its collections, buildings and displays to the highest standards

Strategic Objective	Primary Activities	Deliverables/ Outcomes	Partners
Improve the management and care of the collections	Deliver the programme of work planned to comply with the Accreditation scheme. Acquire and install a Collection Management System.	Improvement to the management and care of the collections and access to them 2006-08.	N/a
Enhance environmental and storage conditions	Develop plans for a Collections Centre and storage facility	Master plan for the Collections Centre (2006/07).	Ongoing discussions with other national museums and galleries to assess potential for a joint storage facility.
Improve collections management procedures	Review unaccessioned material, speed up the accessioning process and implement new loans agreements.	Reduce unaccessioned backlog (2006-08). Improved loan agreements (2006/07).	N/a
Improve buildings standards & maintenance programmes	Carry out an accommodation review across all sites to ensure the Museum maximises use of working, storage and display spaces. Commence a long-term programme of essential repairs to buildings, buildings plant and systems, primarily at IWM London and IWM Duxford.	Develop an accommodation master plan (2006/07). Improve maintenance programmes. Repairs to the roof and North façade at IWM London, repairs to IWM Duxford buildings and infrastructure (2006/07 and 2007/08).	N/a

## b) Scholarship and Research

Strategic Objective	Primary Activities	Deliverables/ Outcomes	Partners
Programme of conferences for staff	Organise a programme of conferences / seminars.	Disseminate and enhance historical knowledge held by staff (through the period).	N/a
Disseminate Museum knowledge	Assist The History Channel documentary on Great War museums	Increase the public profile of the Museum (2006).	The History Channel
Deliver research for public programmes	Undertake research to support the Museum's public programmes and events, including permanent displays (AirSpace at IWM Duxford), temporary exhibitions: <ul style="list-style-type: none"> <li>- IWM London: Lawrence of Arabia (2005/06), Animals in War (2006/07), Camouflage (2007/08)</li> <li>- IWM North: Witness: Highlights of First World War Art (2005/06), Against the Odds (2006), The War at Home Big Picture Show (2006), 90<sup>th</sup> Anniversary of First World War (2008)</li> <li>- Online: Battle of the Somme (2006/07)</li> <li>- HMS <i>Belfast</i>: Commonwealth Navies (2005), Jutland (2006), Shipbuilding (2007) and Navies in Exile - to be confirmed - (2008)</li> </ul>	Deliver historically accurate and scholarly-based public programmes (through the period).	N/a
Carry out research to support Web redevelopment project	Support development of online exhibitions and development of contextual information on the Museum's collections	Revamped website with further access to collections information (2006/07).	N/a

### c) Access, Education and Communities

The IWM aims to attract a diverse audience by being easily accessible to all and delivering services to the public which are engaging and new in form and approach, taking account of public expectations.

#### Access

Strategic Objective	Primary Activities	Deliverables/ Outcomes	Partners
Facilitate access to the collections by all	Continue the current programme of digitisation. Develop online access to the collections through the Museum's web-site. Advance plans for <i>Your History</i> , a programme aiming to increase public interaction with the collections in the Museum's galleries.	Develop and implement a long-term, sustainable strategy for digitisation and online access to the collections (2005/06). Fundraising to continue the digitisation programme (2006/07). Build on the IWM North pilot of Your History before rolling out the programme across the Museum branches (2006/07).	Potential partners will be sought for the digitisation and online access programmes.
Exhibition programme	Deliver an attractive exhibition programme, including: <ul style="list-style-type: none"> <li>- IWM London: Lawrence of Arabia (2005/06), Animals in War (2006/07), Camouflage (2007/08)</li> <li>- IWM North: Witness: Highlights of First World War Art (2005/06), Against the Odds (2006), The War at Home Big Picture Show (2006), 90<sup>th</sup> Anniversary of First World War (2008)</li> <li>- Online: Battle of the Somme (2006/07)</li> <li>- HMS <i>Belfast</i>: Commonwealth Navies (2005), Jutland (2006), Shipbuilding (2007) and Navies in Exile - to be confirmed - (2008)</li> </ul>	Exhibitions to meet visitor targets for attendance and diversity (through the period).	N/a
Develop an attractive programme of commemorative events	Commemorate the 60 <sup>th</sup> anniversary of the end of the Second World War through the Their Past Your Future (TPYF) project.	Deliver TPYF travelling exhibitions and website. Participate in the Living History Museum. 2005/06	TPYF programme partners (including host venues for exhibitions)

	Commemorate the 90 <sup>th</sup> anniversary of the end of the First World War.	Launch an online exhibition on the Battle of the Somme (July 2006). Programme of commemorative events to mark the end of the First World War (2008).	
Develop the reach of the Museum's marketing and communications to attract new visitors	Develop relationships with local partners. Improve access to the Churchill Museum & Cabinet War Rooms by offering video-conferencing during weekday opening hours.	HMS <i>Belfast</i> is developing relationships with onshore neighbours (through the period).  Deliver video-conferencing sessions (end 2006).	More London, Pool of London, Visit London and the Unicorn Children's Theatre.
Workforce Diversity	Develop a Diversity & Equality action plan. Sponsor a 'Diversify' graduate. Investigate internship scheme for 16-18 year olds. Develop diversity training for all staff part of core skills training programme.	Set of clear objectives for the next three years. Services, employment opportunities and communication are physically, practically and culturally accessible. IWM's workforce is more diverse at all levels of responsibility. Recruitment process is fine tuned to encourage applications from a wider pool of applicants.	NMDC Museums Association & Greenwich University (Diversify)

### Learning

IWM will develop innovative and exciting educational programmes which will appeal to the widest audience, consolidating and strengthening its reputation as a centre of excellence for museum-based learning.

<b>Strategic Objective</b>	<b>Primary Activities</b>	<b>Deliverables/ Outcomes</b>	<b>Partners</b>
Strategic commissioning	Deliver strategic commissioning programmes at IWM North and IWM Duxford in 2005/06 (and subsequent years if funding stream from DfES and DCMS is maintained).	<i>Moving Minds</i> at IWM North looks at the themes of identity, cultural understanding and issues of migration and conflict and how they affect young people and their communities.  <i>Partners in Time</i> : Groups to visit museums	Partnership between museum services in Bradford, Leeds and Greater Manchester.  Partnership between

		which they may not have considered visiting in the past due to lack of funds, lack of knowledge of the collections and perceived lack of relevance to their studies.	IWM Duxford (lead), Norfolk Museums Services and Suffolk Museums.
Publish a Museum-wide Learning Strategy	Finalise and publish IWM's Learning Strategy	Principles of <i>Inspiring Learning for All</i> implemented across all branches (through the period).	N/a
Develop attractive new educational programmes and activities	Programmes include intergenerational activities on HMS <i>Belfast</i> ; leadership and community learning programmes at the Churchill Museum and Cabinet War Rooms, science-based learning playshops/activities pilot at IWM North. Deliver TPYF learning programmes.	Create a new set of innovative educational programmes which extend the reach of the Museum's appeal and attract people who do not normally visit museums. (Through the period)  Develop training, teaching resources, website, and evaluation (2005/05)	IWM North and Trafford Metropolitan Borough Council
Continue to enhance existing successful learning activities	Programmes include: <ul style="list-style-type: none"> <li>• Interactor sessions at IWM North</li> <li>• Sleepovers and schools partnerships at HMS <i>Belfast</i>.</li> <li>• Westminster Community Reminiscence and Archive Group at the Churchill Museum and Cabinet War Rooms.</li> </ul>	Sustain the high numbers of participants in Museum's formal and informal learning activities (through the period).	
Deliver the National Aviation Heritage Skills Initiative	Implement a new national, five-year project to raise standards in aviation heritage conservation through the provision of training for museum volunteers at low or no cost.	Improve heritage aviation conservation by delivering tailored training and promote internationally recognised excellence and expertise in the UK heritage aviation field. Implementation from 2005 for 5 years.	Partnership between the British Aviation Preservation Council and IWM Duxford, funded by the Heritage Lottery Fund.
Holocaust Fellowship Programme	Create a national network of expert teachers' leaders in Holocaust Education.	Raise required funding to deliver the programme.	N/a
Develop targeted community programmes	Continue to support Black History Month with an attractive programme of events.  Develop local community and inter-faith programmes at the Churchill Museum and	All branches of the IWM organise dedicated events which are attended by a growing visitor base. Specific programmes include <i>A day in the life of Westminster</i> targeting asylum seekers,	Skills for Life is being developed with

	Cabinet War Rooms.	the Westminster Community Reminiscence and Archives Group targeting local residents, <i>Skills for Life, Faith under Fire</i> . All to start in 2005/06.	Westminster Adult Education Services
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<p>Continue to develop outreach and community programmes</p>	<p>Outreach at IWM Duxford includes activities with Special Needs Schools and a pilot outreach scheme with Edmund Hill Prison.</p> <p>A version of HMS <i>Belfast's</i> exhibition <i>Commonwealth Navies</i> will be exhibited at the Royal Commonwealth Society</p> <p>Increase local visitor profile with travelling exhibitions to local venues at the Churchill Museum and Cabinet War Rooms. Develop <i>Faith Under Fire</i> programme and a supporting series of events at the Churchill Museum and Cabinet War Rooms.</p> <p>Develop community programmes at IWM London.</p>	<p>Increase the number of schoolchildren who benefit from IWM's outreach programmes. (Through the period)</p> <p>Develop a more diverse audience for HMS <i>Belfast's</i> exhibition (through the period).</p> <p>Travelling exhibitions curated by local groups focusing on issues related to WW2 or Churchill will appear in local venues. They will engage people who do not visit museums normally and local groups, raising the Museum's profile in the community (2006 onward).</p> <p>Creation of a community outreach post at IWM London (2006/07)</p>	<p>HMS Edmund Hill Prison</p> <p>Royal Commonwealth Society</p> <p>Local venues, libraries and local community.</p> <p>Develop partnerships with local schools and institutions.</p>
<p>Develop the Museum's network of volunteers</p>	<p>Launch new volunteer programmes at the Churchill Museum and Cabinet War Rooms, IWM London and HMS <i>Belfast</i>.</p> <p>Maintain the thriving programme at IWM Duxford.</p> <p>Continue to fund IWM North's programme.</p>	<p>Creation of a Volunteer Coordinator post for the London branches in 2006/07.</p> <p>Ongoing recruitment of volunteers at IWM Duxford.</p> <p>IWM North: continue the work place experience and vocational training in heritage based skills volunteer programme.</p>	<p>Trafford MBC, Salford College, Manchester Learning &amp; Skills Council</p>

#### d) Business Excellence and Efficiency

IWM will optimise the use of resources and maximise revenue generation in order to improve long-term financial sustainability and deliver the Museum's objectives.

Strategic Objective	Primary Activities	Deliverables/ Outcomes	Partners
Improve trading activities' performance			
Improve retail performance	Enhance cost controls through the installation of a new Electronic Point of Sales System, improve merchandising, encourage pro-active selling and upgrade the warehouse at IWM Duxford. Develop an attractive product offer linked to exhibitions and anniversaries.	Successful installation of the EPoS system (2005). Improved product turnover. Launch of new retail lines (e.g. framed posters at the Churchill Museum & Cabinet War Rooms). (Through the period)	N/a
Review corporate hospitality & catering	Review corporate hospitality packages, assess feasibility to combine them with catering operations.	Increase catering/corporate hospitality net income. Recommendations for and implementation of new catering contracts at IWM London, IWM Duxford, HMS <i>Belfast</i> and the Churchill Museum and Cabinet War Rooms (2006).	N/a
Improve net income from collection licensing.	Maximise commercial return from sales of reproduction rights on material from the collections, such as photographs, films and sound records.	Increase royalty fees (through the period).	N/a
Develop online trading	Explore e-business potential.	Launch of IWM's e-shop (2005). Installation and implementation of an e-business system and fulfilment process for online collections order (from 2006/07).	N/a
Maximise air show profits	Review cost structure and increase sales through targeted marketing activity.	Increase in air show net profits (from 2006)	N/a

Increase fundraising income			
Improve fundraising systems	Supporting long-term fundraising income Improve co-ordination of divisional fundraising activities.	Development of a Donor Care programme (2006). Increase use of Raisers' Edge system to ensure constituency allocations are adhered to (through the period).	N/a
Unrestricted income	Develop unrestricted income (through the period).	Increase the number of Friends of IWM. Implement an Individual Giving Strategy. Increase the number of legacies pledges.	N/a
Restricted income	Generating increased levels of restricted income	Develop corporate membership schemes and tailored sponsorship packages for exhibitions.	N/a
AirSpace	Achieve the fundraising target for AirSpace at IWM Duxford	Achieve the £25.25m fundraising target (until 2007).	N/a
Business excellence			
Skills & competencies development	Develop staff skills in support of the Museum's corporate priorities (through the period).	Maintain the Management Development Programme, internal and external training programmes. Encourage secondments.	N/a
	Develop and implement a competency framework (2005)	Align functions, competencies and corporate priorities (from 2006)	
Network and Systems	Support and modernise network & systems (through the period).	Integrate ticketing & fundraising (TOR / Raiser's Edge) systems. Continue to improve financial systems: introduce an automated sales order invoicing system.	N/a
Legislation	Ensure compliance with all legislative requirements.	Implementation of access improvements for IWM North. Pilot programmes developed for visually and hearing impaired visitors. Ensure IWM meets all FOI requests on time.	N/a

Optimising efficiencies			
Efficiency Measures	<p><b>Collections Restructuring</b> following the retirement of two department heads and completion of the Accreditation project.</p> <p><b>Personnel restructuring:</b> IWM London Personnel staff restructured in 2003. In addition, staff costs are being saved due to system improvements. More training now done in-house.</p> <p><b>Development restructuring:</b> took place at the end of 04/05.</p> <p><b>BACS payments:</b> remittance advices no longer posted but e-mailed.</p> <p><b>Completion of Soprano project:</b> Project manager to leave end 05/06.</p> <p><b>Commercial review:</b> See improved trading performance section above.</p> <p><b>Print, storage and procurement review:</b> improvement of printing systems, storage and procurement processes.</p> <p><b>Productivity savings</b> include better use of systems to improve fundraising processes, marketing activity. Better training of managers (e.g. absence management) to lead to better productivity.</p>	<p>Revised structure for the Collection division Contracts completed (2005).</p> <p>Leaner Personnel structure. Improved systems implemented.</p> <p>More in-house training courses (from 2005).</p> <p>Reduced staff cost.</p> <p>Lower postage costs. Faster service.</p> <p>Reduced staff cost and system implemented. Restructuring of finance team (2005).</p> <p>Savings to start being realised from August 2006.</p>	<p>Specific partnerships being investigated for deep storage.</p>
Exhibitions	Improve cross-branch exhibition coordination.	Encourage travelling exhibitions across Museum branches and better synergies in development of exhibitions (from 2005).	N/a
Procurement	Review procurement practices	Reduce cost of procurement across all Museum branches.	N/a
Corporate Marketing	Coordinating marketing across the Museum branches	Develop single 'What's On' leaflet IWM (2005) Consolidate distribution of print for the London branches (from 2006).	N/a

B. IWM Key Performance indicator table

<b>Key Performance Indicators</b>	<b>2005/06</b>	<b>2006/07</b>	<b>2007/08</b>	
<b>Visits</b>				
Total number of visits to the museum's sites (excluding virtual visitors):-*	1,906,000	1,913,000	1,975,500	(1)
Total number of adult visitors:	1,132,000	1,112,550	1,158,663	(1)
Total number of children aged 15 and under visiting the museum:*	542,640	568,250	577,663	(1)
Total number of over 60s visits:	231,360	232,200	239,175	(1)
Total number of overseas visitors:	563,396	522,560	531,760	(1)
Total number of repeat visits:	719,342	726,060	769,100	(1)
% of UK visitors aged 16 and over from an ethnic minority background	3.0%	3.7%	4.2%	(2)
Number of adult UK visitors (aged 16 and over) from socio-economic (NS-SEC) groups 5-8 attending the museum (million)*	562,687	566,440	576,228	(2)
<b>Interpretation, visitor experience, displays</b>				
% of visitors who were Fairly Satisfied	98%	99%	99%	
Very Satisfied	84%	85%	85%	
<b>Collections, Curatorial &amp; Research services</b>				
% of collection accessible on the Internet:	28%	28%	29%	(3)
The number of venues in England receiving services from the Collection	1,665	1,600	1,650	
Use of collections through visits and enquiries	90,000	90,000	90,000	
<b>Learning</b>				
Number of learners in onsite educational programmes:	451,200	476,190	488,543	
Number of learners in educational outreach programmes:	321,100	335,000	361,700	
Numbers of children aged 15 and under in on and off site organised educational sessions:*	275,300	280,340	289,000	

<b>Buildings &amp; Accommodation</b>			
% collection stored at correct environmental conditions	28%	29%	30%
<b>Income Generation</b>			
Net income from trading (including corporate hire) (000s)*	£7,008	£8,147	£9,321
Net income from trading per visitor	£3.68	£4.26	£4.46
Grant-in-aid per visitor (actual & virtual)	2.01	2.07	2.05
Spend per visitor (retail)	£1.64	£1.75	£1.96
Average Transaction Value (retail)	£6.51	£6.67	£6.87
Efficiency savings (000s)*	£524	£939	£1,412
<b>The Web</b>			
No of unique users visiting the web-site*	7,300,000	8,030,000	8,830,000
<b>Staff</b>			
Average number of training days per employee	2.0	2.2	2.3
Average days lost sick / employee (excl. long-term sickness)	6.3	6.2	6.1

Notes

(1) Higher admissions figures in 05/06 reflect the positive impact of anniversary commemorative events

(2) These figures exclude schoolchildren from NS-SEC groups 5-8 and Ethnic Minority categories

(3) Likely to be revised on the basis of IWM's Web strategy

tbd = to be determined

\* = Key Funding Agreement Targets

## C. Public Values

### **DCMS's Priorities and Public Service Agreement Targets, Goals and Public Value Commitments**

It is the strategic aim of DCMS to improve the quality of life for all through cultural and sporting activities, support the pursuit of excellence and champion the tourism, creative and leisure industries. This will be achieved through the following Priorities and Public Service Agreement Targets:

- 1: To further enhance access to culture and sport for children and give them the opportunity to develop their talents to the full and enjoy the benefits of participation.
- 2: To increase and broaden the impact of culture and sport, to enrich individual lives, strengthen communities and improve the places where people live, now and for future generations, specifically by increasing by 2% of each priority group in England the number of NS-SEC groups 5-8, Black and Ethnic Minorities and Disabled People visiting museums and galleries collections and attending museum outreach services (PSA3).
- 3: To maximise the contribution which the tourism, creative and leisure industries can make to the economy, specifically by improving the productivity of those industries by 2008 (PSA4).
- 4: To modernise delivery by ensuring our sponsored bodies are efficient and work with others to meet the cultural and sporting needs of individuals and communities, specifically by achieving at least 2.5% efficiency savings on our DEL in each year of SR2004 (2005-8).

The DCMS Five-Year Plan sets out our goals for 2005-10, which are as follows:

- To support the cultural (and sporting) life of the nation, responding to rapid economic, social and technological change, drawing on a rich legacy of creativity and success;
- To ensure that everyone can enrich their lives through excellent culture, promote diversity at home and enhance Britain's prestige abroad; and improve the places where people live and protect the nation's cultural assets for future generations;
- To do this in a way that gives children the best start in life and is fair to everyone. We will promote, through culture and sport, both community action and personal freedom;
- To encourage creativity across the lifespan, linking individual cultural development from budding talent in children, to business and professional success in national and international marketplaces and arenas;
- To help our sectors to contribute to national prosperity;

- In everything we do, to ensure value for money and responsiveness to what people want.

DCMS aims to translate these goals into practical action with **ten commitments which will deliver public value outcomes.**

*Personal enrichment:* we will make sure that everyone, particularly people from those groups who have not taken up opportunities in the past, has the option to take part in our rich cultural life.

*A great start in life:* all children and young people will get a chance to experience the very best of culture.

*Including everyone:* we will ensure that financial support goes to a rich tapestry of visual and performing arts and sports facilities small and large; traditional and experimental; rural and urban; serving each of our communities and all of them. We will strengthen our links with the voluntary and community sector, including through the new National Lottery distributor. We will commemorate in 2007 the abolition of the slave trade in the British Empire.

*Listening to people:* many of the organisations that help us deliver our objectives are revered institutions, with a long and illustrious history, for example the national museums and galleries. We will help them deliver the effective, modern management needed in a changing Britain while being responsive to the public. We will consult the public on an unprecedented scale, ensuring that all our sponsored bodies, and the Department itself, are open and accountable.

*Better places to live:* Local libraries, leisure facilities and access to well-maintained public and historic buildings improve people's lives. We will strengthen our links with local government and regional bodies to ensure high quality services wherever people live in this country. We will work to maintain a key role for culture and leisure in the implementation of the Government's sustainable development strategy and demonstrate through Liverpool's selection as European Capital of Culture in 2008 how cities can develop and innovate in the cultural field.

*Looking after the nation's cultural assets:* Museums, galleries and the historic environment are key to understanding ourselves, our communities, and our nation. Their role in explaining where we have come from is vital to our ability to build a sense of who we are. These assets – historic sites and buildings, works of art and our church buildings – are enduring, yet irreplaceable. Over the next three years we will maintain and increase our support for the national museums, galleries and other bodies that perform this essential stewardship role for the nation. Investment and financial support for national and regional museums and galleries will be worth £423 million in 2007-8, up from £241 million in 1998.

*International prestige:* world-class sport and culture are a source of national pride and international prestige. Our world-class museums, performing arts, galleries and historic sites make Britain a great place to live and a fantastic tourist destination. We will use the UK Presidency of the EU to promote access to high quality sport and

culture, for example leading work on new plans for the digitisation of cultural heritage and the mobility of museum collections. [Olympics – showcase for culture].

*Personal freedom:* people should be free to enjoy their leisure time within the law as they wish. We will continue to balance protection with personal freedom by regulating in the public interest.

*Economic prosperity:* We will increase productivity in the tourism, leisure and creative industries; providing targeted support to help them grow and to provide opportunities for the talented to make a living and contribute to the economy.

*Value for money:* We will encourage sponsored bodies, local authorities and other public bodies providing culture, sport and leisure services to work together, efficiently and effectively. Our overall target is to achieve efficiency savings within DCMS, our sponsored bodies and local government of £262 million a year by 2008, with the savings being used to help deliver better services to the public, with no reduction in the quality of services.