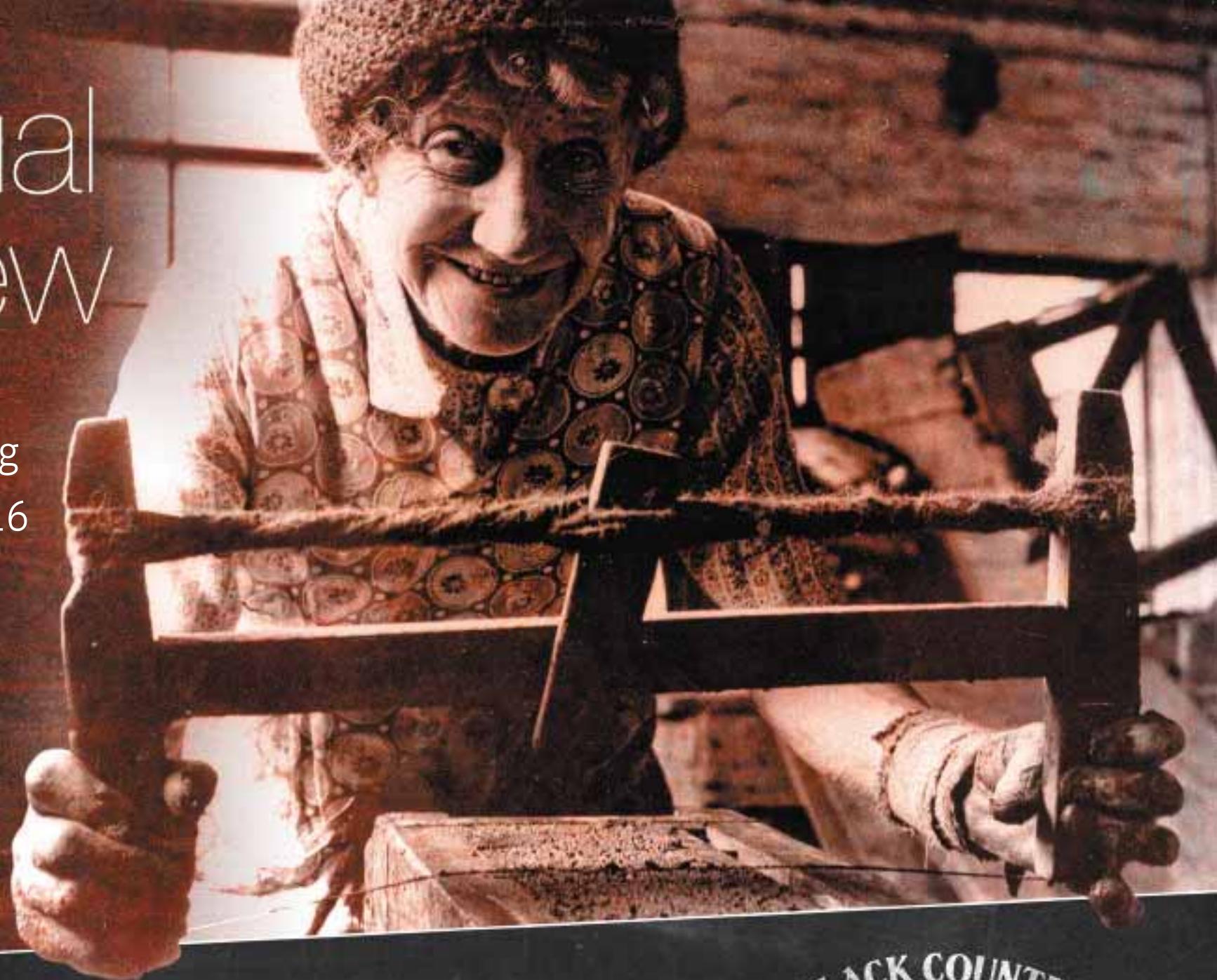


Annual Review

for the year ending
31 December 2016

Ellen Coleman, Barefoot Brickmaker,
Brierley Hill (1886-1975)



BLACK COUNTRY
LIVING
MUSEUM



“BCLM is an exemplar and driving force in enhancing aspiration for learners of all ages through its creative, engaging and knowledgeable work. ”

Geoff Layer, Vice-Chancellor, University of Wolverhampton

Welcome

2016 was dominated by the long view, as we visualised, shared, garnered support for, promoted, costed, and started to secure investment for *BCLM: Forging Ahead*, the first phase of our masterplan for the Museum's next 40 years.

We are also looking to the future by asking Arts Council England (ACE) to continue their investment with the Museum, as part of their National Portfolio Organisation (NPO) programme (2018/19-2021/22), with annual funding of £550,000 (8% of revenue funding). Our application for NPO investment follows the completion of another successful year as a Major Partner Museum (Year 2 of 3), in partnership with Culture Coventry, under the title West Midlands Museum Partnership.

“During the year, I was delighted to see the Museum play a full role in the civic leadership of the Dudley Borough.”

Lowell Williams, Chair

Underpinning the Museum's continued further planning and development has been another successful year, with another rise, of 5.4%, in visitor attendance, to 308,457 (2015: 292,533). A trading surplus before depreciation and one-off investments, of £396,956 also allowed us to invest in the short to medium future of the Museum including improving safety in the mine and the continued restoration of Tram 5.

Striking this balance between looking after our existing historic buildings and features and investing in new developments in order to realise our full potential, drive visitor attendance and maintain our financial viability, is key to our success both in 2016 and in the years to come.

The recent death of Jack Russell at the age of 91, former Museum Chair for 11 years until 1999, is a reminder of how things – like the Museum – are developed and enhanced over time by people of the moment; people like Jack Russell, who through their energy, skills and foresight create opportunities for the next generation to take forward.

We believe that through our role in the civic leadership of Dudley Borough we can help inspire the next 'people of the moment'. As a major employer with over 200 staff and an organisation with an increasingly potent national reputation, brand and reach, we can promote the best interests of the Black Country, and offer people, young and old, the opportunity to realise their ambitions through developing skills, high academic achievement and fulfilling employment, as well as more rewarding leisure time, personal and family life.

This will be a focus for us over the years to come, especially as we respond to Brexit and the unintended consequences it may have on our perceived tolerance for people with different views, backgrounds and beliefs.

In the meantime, and as we await the outcomes of our funding applications to support *BCLM: Forging Ahead*, in the spring and summer of 2017, we will continue to progress with energy the six strategic aims of our five year strategic plan.

The Museum Team



“The continued success we saw during 2016 was not to perpetuate the Museum for its own sake, but to achieve our charitable purpose, to make a positive difference to peoples' lives; summed-up by our mission: Inspiring Your Discovery of the Black Country.”

Andrew Lovett, Chief Executive (Museum Director)





Achievements &

We were once again delighted to see an increase in visitor attendance of 5.4% in 2016 compared to the previous year; this time with some small, but important shifts in the mix of our main visitor categories. Perhaps the most significant of these was the rise in admission to ticketed events, which comes on the back of a deliberate strategy to increase the size, profile and quality of our events programme. Our new Peaky Blinders Nights for example sold out within hours of going on sale and welcomed 3,600 visitors through our doors over two nights.

Within our overall performance, the Museum's subsidiary trading company also had another great year, generating gross sales of £1.772m (2015: £1.669m) and a profit (before Group charges) of £567k (2015: £575k).

“@BCLivingMuseum is my latest favourite place, kids enthralled and us in museum heaven! ”

Karen Bowers, @onewomansview, Twitter, Feb 2016 

We are aware however, that visitor attendance can be irregular and so we have worked hard over recent years to embrace astute, rather than hopeful strategies to increase engagement levels with our audiences. Such strategies include introducing the Unchained Annual Pass, sophisticated PR and location filming, improving

Opportunities

and targeting our marketing – especially driving use of www.bclm.com and utilising social media, as well as making incremental improvements to the visitor offer and customer service.

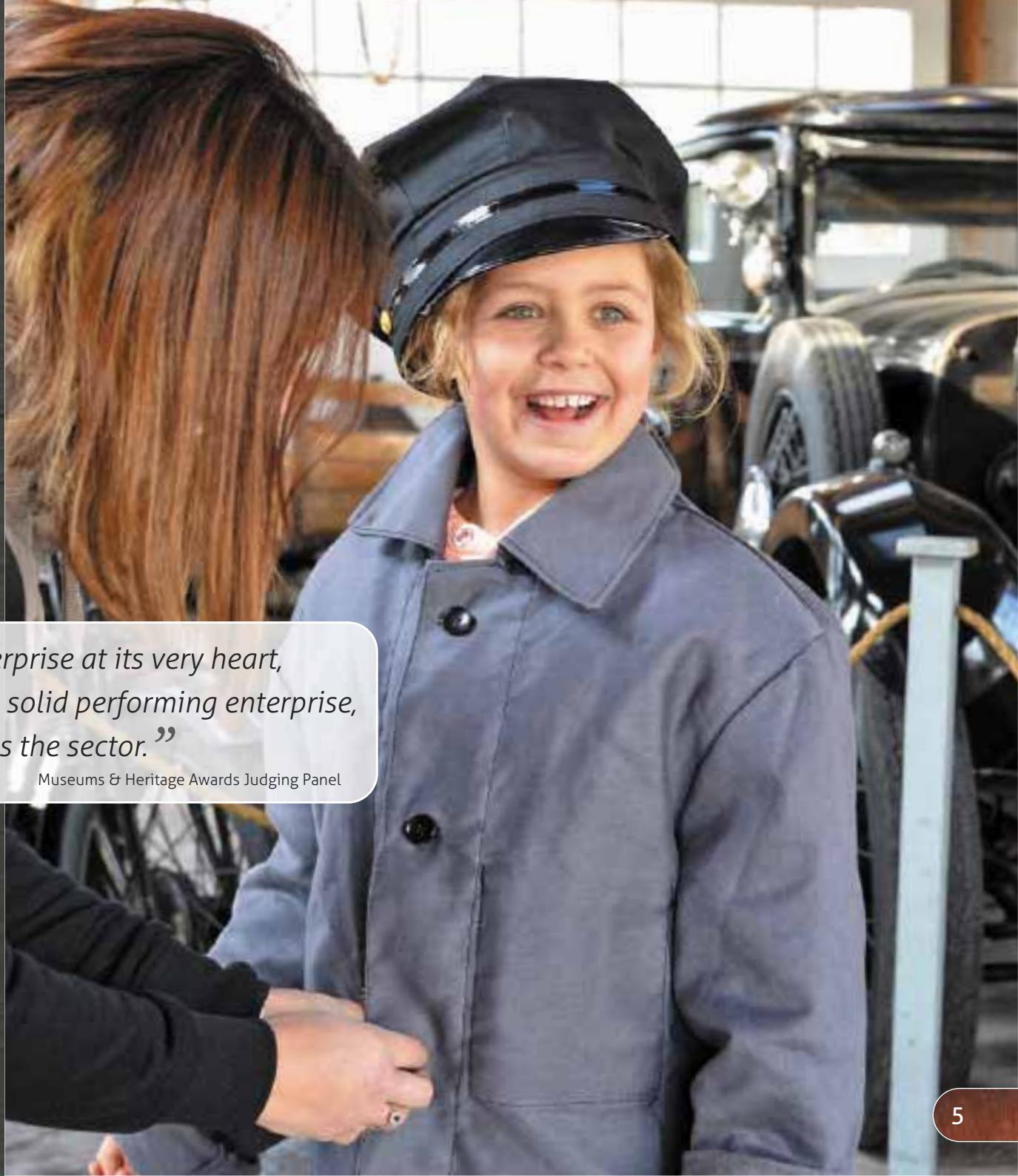
The impact of this work continues to be noticed by the sector and our visitors alike, with the Museum receiving the Museums & Heritage Award for Trading and Enterprise in May 2016, and the What's On Readers' Award for Best Midlands Attraction 2016. Museum motor vehicle apprentice, Jordan Holloway, was also crowned 'Apprentice of the Year' at the Black Country Chamber of Commerce Awards in November 2016.

“This organisation has positioned enterprise at its very heart, turning it from a loss maker into a solid performing enterprise, with lessons to be promulgated across the sector.”

Museums & Heritage Awards Judging Panel

Similarly, we continued to maintain quality approvals from key visitor-trusted organisations such as Tripadvisor, retaining our Certificate of Excellence for the fifth year in a row, and Visit England, increasing our accreditation score to 85% (up from 82% in 2014 and 84% in 2015).

The year also saw the extension of links with regional businesses, trusts & foundations, higher education,





Chance's glassworks, Smethwick,
(early 1960s) [Jubilee Arts Archive]

political leaders and many others with an interest in supporting the Museum. We were especially pleased to launch our new Patrons and Business Partner schemes; the latter with 10 members already, including Murray Hall Community Trust, H&R ChemPharm, Action for Children and Crowe Clark Whitehill.

2016 both concluded our first year as a three year Arts Council England (ACE) funded Major Partner Museum (MPM) – along with our partner, Culture Coventry - and began our second. Key highlights of the programme during that time included the implementation of a new

Customer Relationship Management System, bringing together multiple systems into one fully integrated database; a significant growth in our volunteer programme; successful delivery of the third Museums and Resilience Leadership Programme, which gave fifteen individuals from across the cultural sector the opportunity to develop the skills needed to be resilient leaders within their existing and future roles in the sector; and considerable progress in the measurement of our environmental impact, with plans now firmly in place to reduce it over time.

Significant progress has also been made in the delivery

“A very successful first year as a Major Partner Museum (MPM) and playing a clear Leadership role within the overall MPM portfolio.”

Wendy Parry, Relationship Manager:
Museums, Arts Council England

“As a business with a rich Black Country history, H&R ChemPharm (UK) Ltd. is thrilled to become a founding [Business] Partner of this unique scheme, and support the fantastic work of an organisation with whom we have such a strong connection. ”

Neil Herman, Founding Business Partner at H&R ChemPharm (UK) Ltd.

of our three year Audience Development Plan 2015-18. BCLM now has two Community Advisory Panels (Access and Diversity) which have been meeting monthly throughout the year and feeding into a range of Museum-wide projects, including the Museum's first Festival of Light and the launch of BCLM's 'Migration Stories' project which aims to capture oral history accounts of migration into the Black Country by members of the local community. This work will continue into 2017 and beyond as we aim to build community ownership, develop relationships and improve the position of the Museum within our local community.

We are therefore particularly excited about the election of a new regional mayor in 2017 and the opportunity it brings for the Black Country and its local elected authorities to play a more prominent and impactful role in the region. For our part, the Museum welcomes the creation of a new region-wide body as being better placed to take long-term strategic decisions for the benefit of the 4 million people living within the new boundary, and we look forward to playing our part in shaping a new future.



The Year in Numbers



24 members recruited to our new Community Advisory panels



1,776

Links of chain made in the chain shop

1,063

'Peaky Blinders' caps sold!

Our horses, Danny and Charlie, used

64 shoes

31

staff trained in Start to Sign British Sign Language Training



© Tim Burgess @ Express & Star



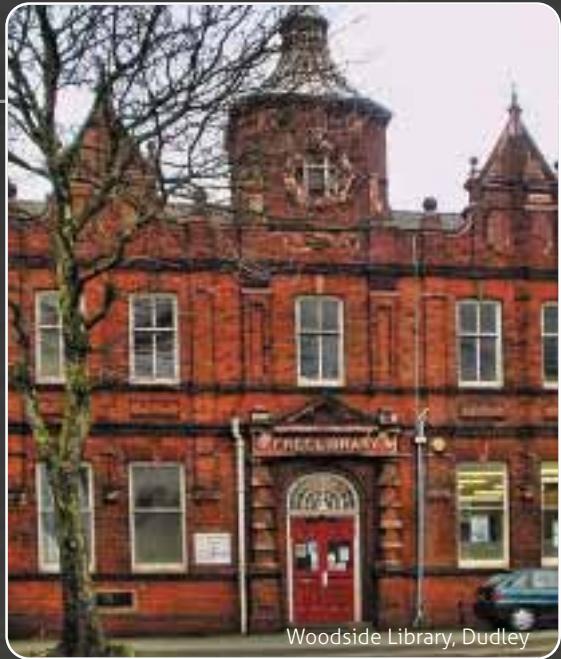
10

new Business Partners signed up



308,457

visitors welcomed



Woodside Library, Dudley

7

historic buildings at risk of demolition identified to be translocated to BCLM



£396, 956

surplus to support future investment in the Museum

998

objects and archives added to the collection



22,783

volunteer hours

**Over
1 million**

hits to bclm.com for the first time ever

480

re-enactors brought our 1940s event to life



Support

Thank you to all the organisations which have provided generous financial support to the Museum during the year. In particular:

Arts Council England
Marston's PLC
ERA
University of Wolverhampton
Mr J H Hughes
Thomas Dudley Limited
Mr Raymond Bills
Mr M Hessey
Mr J Pease
Royal Society of Chemistry
The Wates Group
Midtherm Flue Systems Limited
Culture Coventry
The Grimmel Trust
AXA Insurance (bursary)
Birmingham Common Good Trust
The Salamander Charitable Trust
The Dumbreck Charity
Worcestershire Chimney Services
Friends of the Black Country (Living) Museum
The Golsoncott Foundation
Edwin John Thompson Memorial Fund
Black Country (Living) Museum Transport Group
Friends of President



Enhancing the Museum's Collections

The Museum's entire collections are Designated by Arts Council England, recognising their quality and national significance. The Museum holds a resource of considerable value, for authenticating the sense of regional identity and also for placing the full historical and cultural significance of the Black Country in a national context. Buildings, machines and other 'things' hold stories which attest to the national and international significance of the Black Country, chiefly spanning the years 1800-1950.

The Museum develops its collections through purchases, gifts, bequests, or occasionally with time-limited loans, and when doing so takes into account a number of criteria, including an item's provenance, subject matter and date.



During 2016, the Museum continued to develop its collection by acquiring a number of significant objects, including:

- 13 Postcards of West Bromwich (1900-1920)
- Glass slide of the Zeppelin Raid on Wednesbury (1916)
- 20 items of Chance glass and related tools (purchased with support from The Friends of the Museum)
- 1934 Wolverhampton-made Sunbeam Dawn car, donated by Mr J Pease
- 2 soft toys and accessories, Walsall (1930-1940s)



- Miniature cast-iron Cannon bath, designed by Cannon as an exhibition piece (purchased with support from The Friends of the Museum)
- Ruskin teapot, made in Smethwick (1926) (purchased with support from The Friends of the Museum)
- RAF Barrack Hut used as a classroom at Elmfield School, Stourbridge, since 1960



Future Plans

For the year ahead and in support of the Museum's Strategic Plan (2015-20), the Museum has identified the following major objectives and priorities:

Strategic Aim One – Develop Our Distinctiveness and Brand

- ① To develop the Museum's Human Resources strategy, to ensure high quality leadership and management at all levels, and widespread development and support of all staff.
- ② To work with all partners to improve the economic and place-making impact of Castle Hill and the enhanced sustainability of each visitor attraction.

Strategic Aim Two – Safeguard, Enrich and Use Our Collections

③ To improve the quality of collections care and cataloguing at the Museum's off-site and on-site storage facilities to support future site developments.

Strategic Aim Three - Transform the Visitor Journey

- ④ To successfully commence (subject to a successful Round One application) the Development Phase of *BCLM: Forging Ahead*, in support of submitting an application to the Heritage Lottery Fund (Heritage Grants) for Round Two approval by October 2018.
- ⑤ To successfully conclude preparation of the full business case for the Black Country Local Enterprise Partnership funding in support of *BCLM: Forging Ahead*.
- ⑥ To successfully complete, within a budget of £250,000, planned improvements to the Museum's colliery area, in accordance with the requirements of external funders, notably DCMS/Wolfson Foundation.
- ⑦ To work with the Black Country Local Enterprise Partnership and the new West Midlands Combined Authority to secure funding to support phase two of the Museum's 40 year Master Plan for the development of the open-air site.

Strategic Aim Four - Increase Visitor Attendance

⑧ To undertake a review of the Museum's formal educational programmes, with the objective of further improving learning outcomes and participation.

Strategic Aim Five – Achieve National and International Impact

⑨ To successfully lead and complete, within the allocation of Arts Council England funding of £914,356, the third and final year of the Major Partner Museum (MPM) programme, in partnership with Culture Coventry, with allocated investment of £522,048 to BCLM, and £392,308 to Culture Coventry, in line with the funding agreement between the two partners, and with a particular focus on diversifying audiences.

⑩ To successfully conclude (subject to a successful application) all preparations and the funding agreement with Arts Council England, associated with becoming a National Portfolio Organisation from 1 April 2018.

⑪ To successfully host in August 2017 the international conference of the Association of European Open-air Museums, in partnership with Ironbridge Gorge Museums and Avoncroft Open-air Museum.

Strategic Aim Six – Grow and Diversify Our Income

⑫ To continue to strengthen the Museum's financial position and positive cash flow by achieving visitor attendance of at least 317,800 for the year to 31 December 2017 and a trading surplus, before depreciation and one-off investments, of at least £275,000.

There are complex inter-relationships between these objectives. They support each other, and success in one objective supports success in others.

Financial Review

The summary financial statements set out in this review may not contain sufficient information to allow for a full understanding of the financial affairs of the Museum. The financial statements are a consolidation of the financial statements of the Museum and its subsidiary trading company. For further information, the full annual accounts, the auditors' report on those accounts and the Trustees' report should be consulted; copies of these can be obtained from the Museum or downloaded from www.bclm.com or the Charity Commission.

The full financial statements, together with the report of the Trustees of the Museum, for the year ended 31 December 2016, were approved by the Board of Trustees and signed on its behalf by the Chair on 25 May 2017.

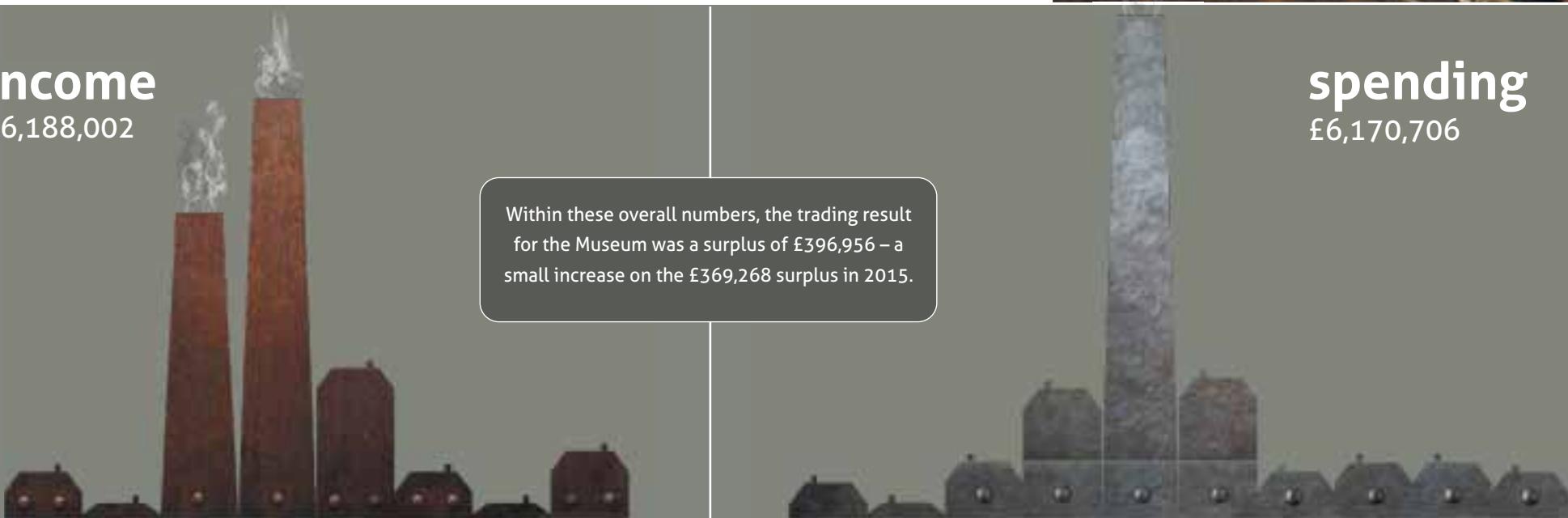
Statutory accounts for the year ended 31 December 2016 have been delivered to the Register of Companies and the Charity Commission. The Museum's auditors, Crowe Clark Whitehill, have reported on those accounts and their report was unqualified.



income
£6,188,002

spending
£6,170,706

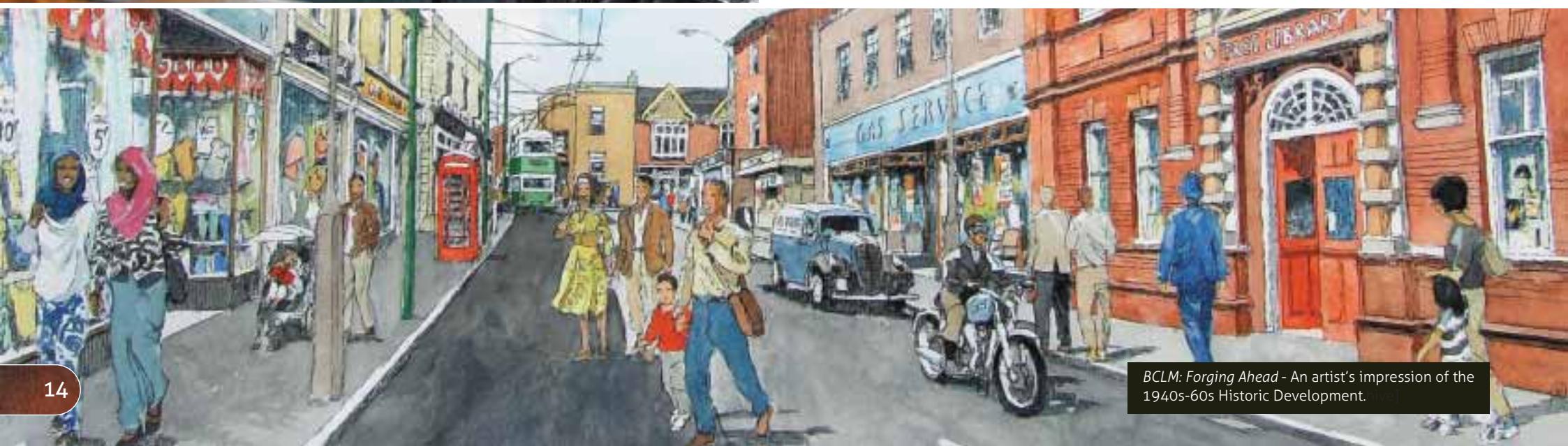
Within these overall numbers, the trading result for the Museum was a surplus of £396,956 – a small increase on the £369,268 surplus in 2015.



Accounts

	Unrestricted Funds £	Restricted Funds £	December 2016 £	December 2015 £
Statement of Financial Activities				
Income				
Donations and Legacies:				
Donated Admissions	1,524,538	-	1,524,538	1,497,945
Charitable Donations	4,068	54,197	58,265	499,495
Charitable Activities:				
Admission to the Museum	1,635,982	-	1,635,982	1,435,741
Major Partner Museum (Arts Council England)	-	886,000	886,000	664,500
Grants	-	55,500	55,500	155,670
Other Trading Activities:				
Subsidiary trading company (sales turnover)	1,772,395	-	1,772,395	1,669,177
Ancillary enterprises	208,929	-	208,929	202,832
Investment Income	1	-	1	1
Other Income	46,392	-	46,392	49,287
Total Income	5,192,305	995,697	6,188,002	6,174,648
Expenditure				
Raising Funds:				
Subsidiary trading company	1,450,467	-	1,450,467	1,319,576
Development and fundraising costs	123,232	-	123,232	94,360
Charitable Activities:				
Opening and operating the Museum	3,356,004	217,451	3,573,455	3,185,106
Developing the Museum	124,967	75,979	200,946	348,109
Major Partner Museum (Arts Council England)	-	822,606	822,606	526,325
Total Expenditure	5,054,670	1,116,036	6,170,706	5,473,476
Net Income/(Expenditure)	137,635	(120,339)	17,296	701,172
Transfers Between Funds	(1,750)	1,750	-	-
Other recognised gains and losses:				
Actuarial gain / (loss) on defined benefit pension	(24,000)	-	(24,000)	168,000
Net Movement in Funds	111,885	(118,589)	(6,704)	869,172
Reconciliation of Funds:				
Total Funds brought forward 1 January 2016	1,172,536	7,853,706	9,026,242	8,157,070
Total Funds carried forward at 31 December 2016	1,284,421	7,735,117	9,019,538	9,026,242

	December 2016 £	December 2015 £
Group (Consolidated) Balance Sheet		
Fixed Assets		
Intangible assets	13,030	12,804
Tangible assets	4,843,138	4,926,546
Heritage assets	5,108,568	5,215,813
Total Fixed Assets	9,964,736	10,155,163
Current Assets		
Stocks of goods for resale	103,458	96,203
Debtors	278,446	98,570
Cash at bank and in hand	877,582	828,252
Total Current Assets	1,259,486	1,023,025
Creditors: amounts falling due within one year	(576,632)	(502,068)
Net Current Assets	682,854	520,957
Total assets less Current Liabilities	10,647,590	10,676,120
Creditors: amounts falling due after more than one year	(279,052)	(311,878)
Net Assets (excluding pension liability)	10,368,538	10,364,242
Defined benefit pension liability	(1,349,000)	(1,338,000)
Total Net Assets	9,019,538	9,026,242
The funds of the charity:		
Restricted funds	7,735,117	7,853,706
Unrestricted funds:		
Designated funds	2,047,295	2,081,593
General funds	586,126	428,943
Pension reserve	(1,349,000)	(1,338,000)
	1,284,421	1,172,536
	9,019,538	9,026,242



Accounts (continued)

	Year ended December 2016 £	Year ended December 2015 £
Consolidated Cash Flow Statement		
Cash flows from operating activities:		
Net cash inflow from operating activities	190,640	989,534
Cash flows from investing activities:		
Interest from investments	1	1
Proceeds from the sale of tangible fixed assets	-	-
Purchase of tangible fixed assets	(109,485)	(771,213)
Net cash used in investing activities	(109,484)	(771,212)
Cash flows from financing activities:		
Repayment of borrowing	(31,825)	(31,550)
Net cash used in financing activities	(31,825)	(31,550)
Change in cash and cash equivalents in the year	49,330	186,771
Cash and cash equivalents at the beginning of the year	828,252	641,481
Total cash and cash equivalents at the end of the year	877,582	828,252

Reference & Administrative Information

Museum Trust Established 15 September 1975

Patron HRH The Duke of Gloucester
KG GCVO

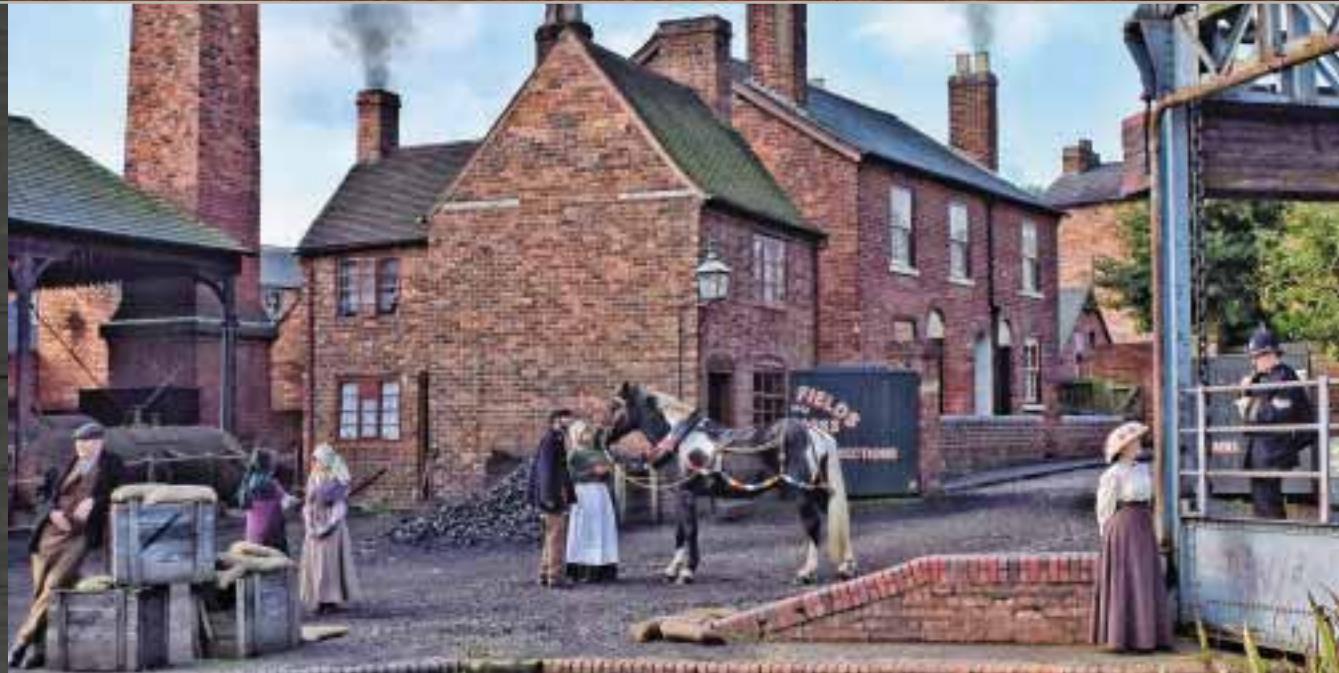
Trustees (Directors)
Dr Paul Belford
Dr Malcolm Dick
Andrew Fry
Nicola Harding
Nick Loveland
Cllr. Christine Perks¹
Dr Matthew Tanner MBE
Fiona Toye (Deputy Chair)
Lowell Williams (Chair)
Mike Williams

**Chief Executive
(Museum Director)** Andrew Lovett

Charity Number 504481

Company Number 1226321

**Principal Address &
Registered Office** Black Country Living Museum
Tipton Road
Dudley
West Midlands
DY1 4SQ



Independent Auditors
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Whitehill LLP
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West Midlands
B69 2DG

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Principal Solicitors
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Facebook facebook.com/bclivingmuseum
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¹ Nominated by Association of Black Country Authorities

All information is correct at time of publication.

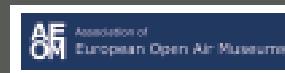
For more information please visit our website: www.bclm.com

Where is the Black Country?

The map below depicts the current boundaries of the four boroughs that make up the Black Country – Dudley, Wolverhampton, Walsall and Sandwell.



The Museum is proud to be recognised and supported by



**BLACK COUNTRY
LIVING
MUSEUM**

tel: +44 (0)121 557 9643
www.bclm.com

