

# Annual Review

for the year ending 31 December 2017

Marva Nisbett, Dudley District Nurse from 1958

BLACK COUNTRY  
LIVING MUSEUM

*“ I have been hugely impressed by the Black Country Living Museum’s ambitious proposals to build on what is already regarded as one of the UK’s top attractions of its type.”*

Andy Street, Mayor of the West Midlands



# Welcome

Tuesday 25 April 2017 turned out to be one of the most important dates in the 40-year history of the Museum. It was the date that the national trustees of the Heritage Lottery Fund (HLF) awarded Black Country Living Museum (BCLM) a first round pass for its application for £9.8m towards its ambitious development project, BCLM: Forging Ahead; the single largest expansion in the Museum's history, due to launch in Spring 2022.

*“Dudley and the Black Country have a past to be proud of, as re-told at BCLM, but must look to the future for its prosperity and quality of life.”*

Lowell Williams, Chair

Forging Ahead will see us saving heritage, telling new and more diverse stories, targeting annual attendance of 500,000, creating far better facilities for visiting schools, constructing a purpose-built visitor centre, extending our impact on the tourist economy, helping to change perceptions of the area, and securing our long-term sustainability. On another level, it will create 143 full-time jobs, bring almost 8 acres of land back into economic use, support 308 Learner Assists and 19 Apprenticeships, and generate Gross Value Added of £102m. It is therefore, a hugely significant project for the Museum, Dudley, the Black Country and the whole West Midlands region.

Dudley, like a number of towns and cities in the West Midlands, is undergoing an intensive period of renewal, with Forging Ahead complementing a long list of other major projects in the town, not least the Very Light Rail Innovation Centre & Rail Line and the 11km extension to the Midland Metro, from Wednesbury to Brierley Hill, via Great Bridge and Dudley and due to open fully in 2023.

Underpinning the success of BCLM: Forging Ahead is the Museum's annual business performance during the project's development and delivery phases which in 2017, was at an all-time high, with record levels of both income and visitors.

Almost 333,000 visitors (2016: 308,950) contributed to total income of £7.34m (2016: £6.19m). The trading surplus for the year also increased as a result of higher attendance, to £556,000 compared with £365,000 last year; further strengthening the Museum's financial position as it heads into a phase of major development. This overall result includes another record-breaking year for the trading subsidiary of the Museum, with a profit before Group charges, of £694,607 (2016: £567,029).

We were also delighted to learn that from 1 April 2018 BCLM will become an Arts Council England National Portfolio Organisation. This follows a successful three-year alliance with Culture Coventry, as the West Midlands Museum Partnership and one of Arts Council's Major Partner Museums (MPM). Over the next four years, 2018/19-2021/22, we will receive investment of £2.2m to build on the successes of the MPM programme in support of BCLM: Forging Ahead.

These continued successes are not to perpetuate the Museum for its own sake, but to enable us to achieve our charitable purpose, to make a positive difference to people's lives; summed-up by our mission,

Inspiring Your Discovery of the Black Country. Or, to put it another way, we achieve our purpose, on purpose.

The Museum Team



*“We pride ourselves on being self-reliant and independent, of seeing ourselves as a cultural enterprise rather than a cultural service. This sets us apart from many other museums and is something we have continued to pursue in 2017.”*

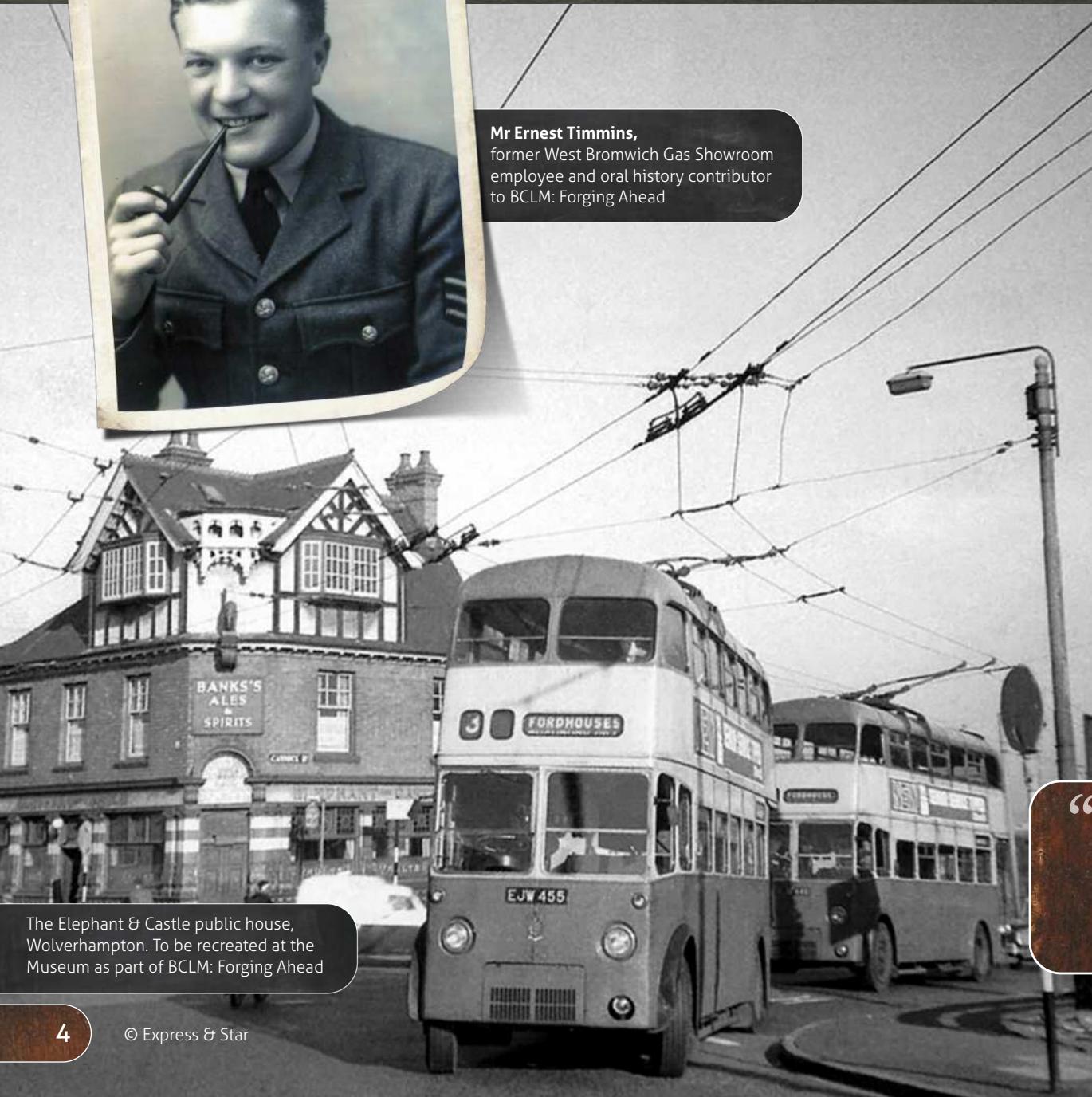
Andrew Lovett, Chief Executive (Museum Director)



# Achievements & Opportunities



**Mr Ernest Timmins,**  
former West Bromwich Gas Showroom  
employee and oral history contributor  
to BCLM: Forging Ahead



The Elephant & Castle public house,  
Wolverhampton. To be recreated at the  
Museum as part of BCLM: Forging Ahead

When grandparents Jane and Simon DeVillanueva, daughter Emma Ensell and granddaughter Grace Ensell visited the Museum on 4 May 2017, little did they know that they would be our 9 millionth visitors.

They also formed part of another terrific rise, of 8%, in our visitor attendance during 2017, and another very strong trading surplus; even better than 2016. Within this overall growth we were pleased to see continued growth in visitors attending ticketed evening events, up by 22% to 35,053 (2016: 28,805).

A particular highlight during 2017 was our work with Black Country Touring (BCT) – bringing professional theatre to community spaces, including a production staged at the Museum of *Life's a Beach* in June 2017. Work with BCT at the Museum will be a continuing theme during the next four years, including utilising their expertise to enhance and diversify our living interpretation away from being instructive and didactic, to creating more 'natural' conversational dialogue with historic characters.

**“Inspirational Stuff. Wonderful staff.  
Beautiful place. My 11 year old had  
no need for wifi.”**

Sam Jane, Facebook, March 2017





Welcoming our 9 millionth visitors



*“ Black Country Living Museum.... has a reputation for working brilliantly with local communities. [These] latest plans reflect an ongoing commitment to sharing the stories of those who lived in the area and who made it what it is today.”*

Ros Kerslake, CEO, Heritage Lottery Fund

This partnership will also expand on our recent work to reach new and diverse audiences which gained momentum again in 2017, culminating in the Museum's second Migration Stories and Festival of Light events in October and November. This work would not be possible without the sustained enthusiasm of our Community Advisory Panels for Access and Diversity who were once again instrumental in developing our links with local communities over the past year.

2017 was a good year for our educational programmes: school visits returned to modest growth following a short period of decline - reaching 55,692 (2016: 52,332), a growth of 6%; and we reached more people with our IgnitED lifelong learning programmes than ever before, with 147 people – from 8 to 80 - taking part throughout the year.

The year brought further partnerships with the BBC as we were once again used as a filming location for Peaky

Blinders series four in May, followed closely by hosting one of Antiques Roadshow's 40th year events in June. With combined viewing figures of nearly 9million per episode of these two very different programmes, positioning ourselves as a prime filming location remains a key strategic priority for us as we raise our profile nationally and internationally.

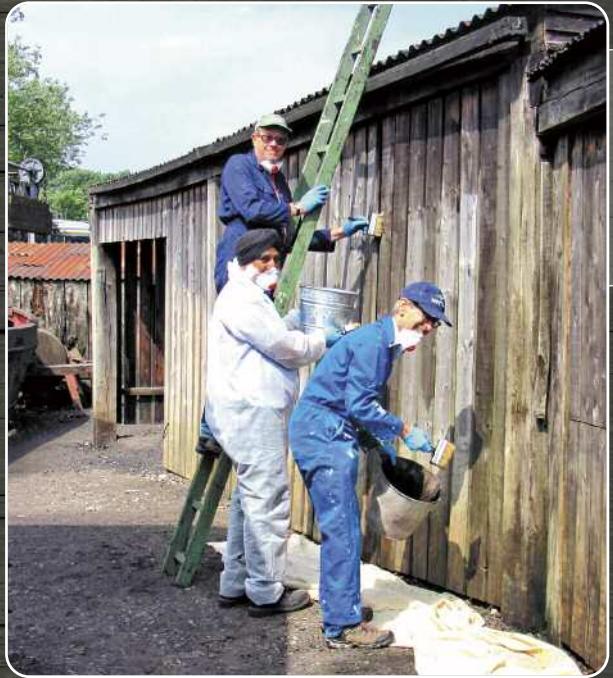
Our work as an Arts Council England (ACE) funded Major Partner Museum continued in 2017 with significant progress made in some key areas. The work of our newly formed Green Group resulted in a reduction of CO2 emissions by 6% against a target of 10% by 31 March 2018; the investment in our volunteering programme led to the creation of 12 new volunteer roles, with volunteer group Friends of President winning the prestigious Marsh Award for Team Volunteering in November; and the additional emphasis we placed on engaging young people led to the delivery of 161 Arts Awards .

We were particularly delighted to host the biennial conference of the Association of European Open-air Museums (AEOM) in August which saw 130 delegates, representing 60 museums, from 20 countries gathered in Dudley to discuss the benefits and challenges of positioning museums as cultural enterprises; an unusual proposition for many of our friends in Europe.

For us, positioning ourselves as a cultural enterprise offers the best way to meet the needs of our visitors, be valued in our community, whilst at the same time holding true to charitable purpose and what it means to be a museum. It is with this mind-set that we move forward into the next phases of our exciting major development project, BCLM: Forging Ahead; a project that will allow us to fulfil our potential and maximise our impact, both as a world class museum and agent of change.



# The Year in Numbers



**34,356**  
volunteer hours



**332,778**  
visitors welcomed

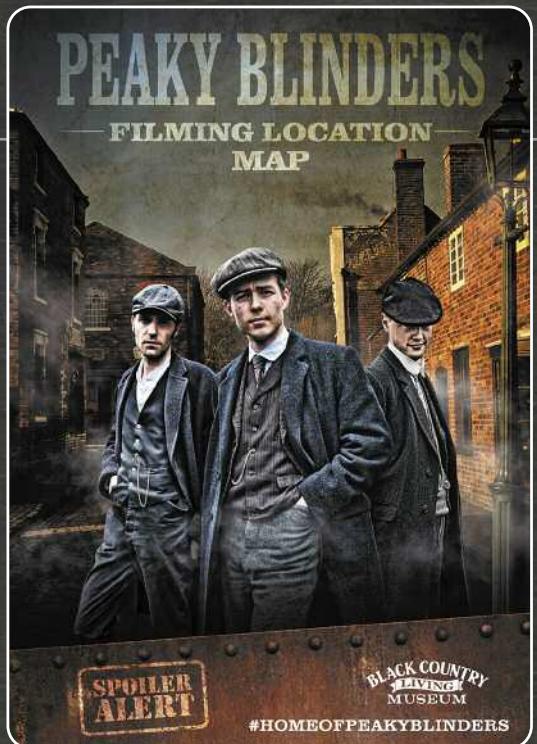


**1,355** pupils participated in  
a Toy Handling session



**1.25m**  
hits to [bclm.com](http://bclm.com)

**24**  
Business Partners



**1,716**

Peaky Blinders filming location maps sold



**£555,540**

trading surplus to support future investment in the Museum

**1,799**

objects added to our collection



**180**

members of the local community attended our second Migration Stories event

**2,182**

people attended the filming of Antiques Roadshow in June



**20**

buildings confirmed for translocation, recreation or replication as part of BCLM: Forging Ahead

# Support

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

Mr A J Hales CBE  
Arts Council England  
Birmingham Common Good Trust  
Black Country Local Enterprise Partnership  
Braunston Marina  
DCMS / Wolfson Museums & Galleries Improvement Fund  
Dudley Metropolitan Borough Council  
ERA Products  
Friends of Black Country Living Museum  
Friends of President  
Heritage Lottery Fund  
Mr J H Hughes  
The Connie & Albert Taylor Charitable Trust  
The Late Mrs Margaret Jarrett  
The Owen Family Trust  
The 29th May 1961 Charitable Trust  
The Big Lottery



# Enhancing the Museum's Collections

The Museum's entire collections are Designated by Arts Council England, recognising their quality and national significance. The Museum now 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 2017, the Museum continued to develop its collection by acquiring a number of significant objects, including:

- Cornerstone brick from the Elephant & Castle pub
- A collection of Cast Iron pots & pans manufactured by Izons, West Bromwich
- Miners' lamp, used at Baggeridge Colliery
- A collection of prototype Judge enamel ware, Cradley Heath
- A speedway racing track with two tin clockwork cars made by Louis Marx & Co Ltd, Dudley





- A complete 1950s 'Daintymaid' fitted kitchen, which was made by Groves of Dudley Port
- A handwritten list of the dead and injured at the Newbury Lane Colliery disaster, Oldbury, 1846
- A newspaper clipping of the original exhibition of the Accles & Pollock filigree display case now held at the Museum



# Future Plans

For the year ahead and in support of the Museum's Strategic Plan (2015–2020), 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 at all levels, and widespread development and support for all staff.

## **Strategic Aim Two – Safeguard, Enrich and Use Our Collections**

- ② To improve the quality of collections care and cataloguing, to support future site developments and diverse story-telling.

## **Strategic Aim Three - Transform the Visitor Journey**

- ③ To submit a Round Two application for £9.4m to the Heritage Lottery Fund (Heritage Grants) to support the delivery of BCLM: Forging Ahead, by November 2018, as part of a total HLF grant of £9.8m.
- ④ To conclude and submit the final full business case for Black Country Local Enterprise Partnership funding of £9m in support of BCLM: Forging Ahead by March 2018.
- ⑤ To achieve full planning approval for BCLM: Forging Ahead.
- ⑥ To achieve 70% of the remaining fundraising target of £2.4m in support of BCLM: Forging Ahead, by November 2018.

## **Strategic Aim Four - Increase Visitor Attendance**

- ⑦ To review the Museum's day-time and evening events programmes with the objective of further driving visitor attendance and experience, broadening audiences and improving impact, especially outwith peak times.
- ⑧ To undertake a review of the Museum's formal educational programmes and marketing, with the objective of further improving learning outcomes, impact and participation.

## **Strategic Aim Five – Achieve National and International Impact**

- ⑨ To review the Museum's leadership and management structures to ensure continued utility during and post BCLM: Forging Ahead.
- ⑩ To undertake all year-one planned activity and Critical Objectives, as set out in the Business Plan (2018-2022) submitted to Arts Council England as part of the receipt of National Portfolio funding from 1 April 2018.

## **Strategic Aim Six – Grow and Diversify Our Income**

- ⑪ To continue to strengthen the Museum's financial position and positive cash flow by achieving visitor attendance of at least 325,000 for the year to 31 December 2018 and a trading surplus, before depreciation and one-off investments, of at least £153,000.

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](http://www.bclm.com) or the Charity Commission.

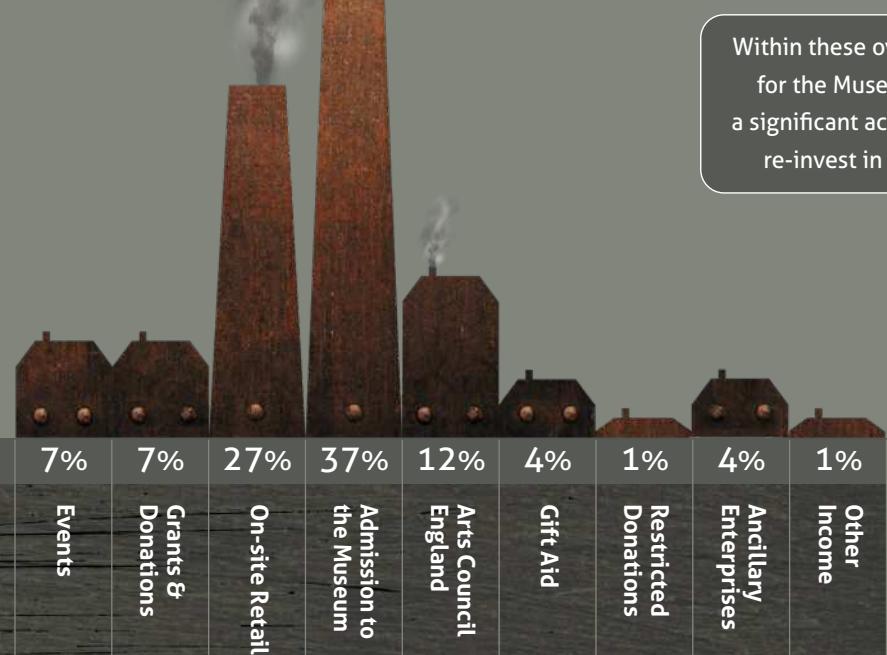
The full financial statements, together with the report of the Trustees of the Museum, for the year ended 31 December 2017, were approved by the Board of Trustees and signed on its behalf by the Chair on 31 May 2018.

Statutory accounts for the year ended 31 December 2017 have been delivered to the Register of Companies and the Charity Commission. The Museum's auditor, Crowe Clark Whitehill, has reported those accounts and their report was unqualified.



## income

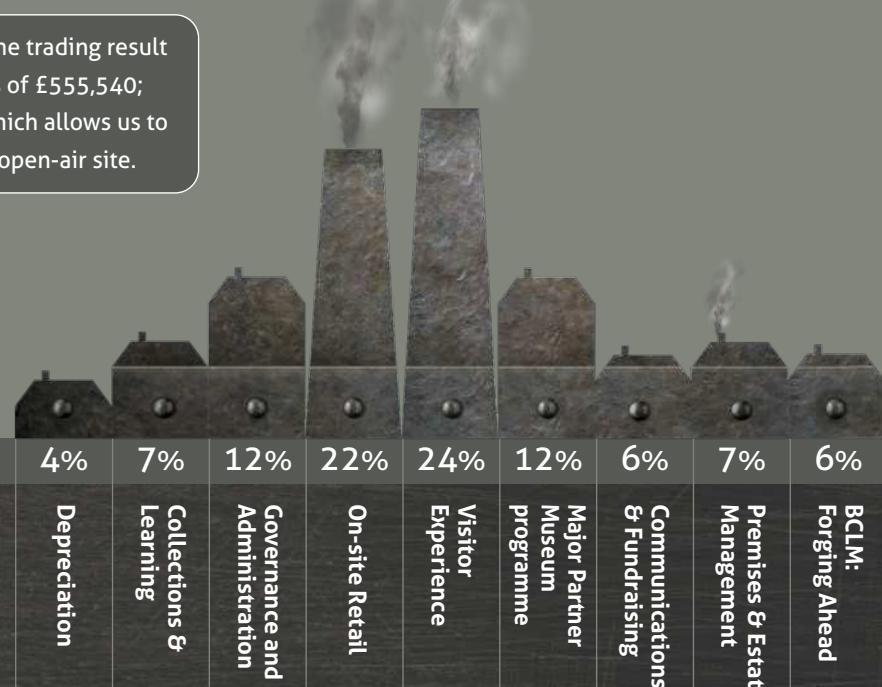
£7,337,826



Within these overall numbers, the trading result for the Museum was a surplus of £555,540; a significant accomplishment which allows us to re-invest in and develop our open-air site.

## spending

£6,972,596



# Annual Accounts

|  | Unrestricted<br>Funds<br>£ | Restricted<br>Funds<br>£ | December<br>2017<br>£ | December<br>2016<br>£ |
|--|----------------------------|--------------------------|-----------------------|-----------------------|
| <b>Group Statement of Financial Activities</b>         |                            |                          |                       |                       |
| <b>Income</b>  |                            |                          |                       |                       |
| <b>Donations and Legacies:</b>                         |                            |                          |                       |                       |
| Charitable Donations                                   | 52,465                     | 518,380                  | <b>570,845</b>        | 58,265                |
| <b>Charitable Activities:</b>                          |                            |                          |                       |                       |
| Admission to the Museum                                | 3,519,072                  | -                        | <b>3,519,072</b>      | 3,160,520             |
| Major Partner Museum (Arts Council England)            | -                          | 886,000                  | <b>886,000</b>        | 886,000               |
| Grants   | -                          | -                        | -                     | 55,500                |
| <b>Other Trading Activities:</b>                       |                            |                          |                       |                       |
| Retail income (Subsidiary trading company)             | 1,990,649                  | -                        | <b>1,990,649</b>      | 1,772,395             |
| Ancillary enterprises                                  | 323,187                    | -                        | <b>323,187</b>        | 208,929               |
| <b>Investment Income</b>                               | -                          | -                        | -                     | 1                     |
| <b>Other Income</b>                                    | 48,073                     | -                        | <b>48,073</b>         | 46,392                |
| <b>Total Income</b>                                    | <b>5,933,446</b>           | <b>1,404,380</b>         | <b>7,337,826</b>      | <b>6,188,002</b>      |
| <b>Expenditure</b>                                     |                            |                          |                       |                       |
| <b>Raising Funds:</b>                                  |                            |                          |                       |                       |
| Retail (Subsidiary trading company)                    | 1,728,361                  | 315                      | <b>1,728,676</b>      | 1,450,467             |
| Development and fundraising costs                      | 132,872                    | 24                       | <b>132,896</b>        | 123,232               |
| <b>Charitable Activities:</b>                          |                            |                          |                       |                       |
| Opening and operating the Museum                       | 3,318,586                  | 248,619                  | <b>3,567,205</b>      | 3,573,455             |
| Developing the Museum                                  | 304,479                    | 297,385                  | <b>601,864</b>        | 200,946               |
| Major Partner Museum (Arts Council England)            | 121,300                    | 820,655                  | <b>941,955</b>        | 822,606               |
| <b>Total Expenditure</b>                               | <b>5,605,598</b>           | <b>1,366,998</b>         | <b>6,972,596</b>      | <b>6,170,706</b>      |
| <b>Net Income/(Expenditure)</b>                        | 327,848                    | 37,382                   | <b>365,230</b>        | 17,296                |
| <b>Transfers Between Funds</b>                         | 129,579                    | (129,579)                | -                     | -                     |
| <b>Other recognised gains and losses:</b>              |                            |                          |                       |                       |
| Actuarial gain / (loss) on defined benefit pension     | (390,000)                  | -                        | <b>(390,000)</b>      | (24,000)              |
| <b>Net Movement in Funds</b>                           | 67,427                     | (92,197)                 | <b>(24,770)</b>       | (6,704)               |
| <b>Reconciliation of Funds:</b>                        |                            |                          |                       |                       |
| <b>Total Funds brought forward 1 January 2017</b>      | 1,284,421                  | 7,735,117                | <b>9,019,538</b>      | 9,026,242             |
| <b>Total Funds carried forward at 31 December 2017</b> | 1,351,848                  | 7,642,920                | <b>8,994,768</b>      | 9,019,538             |

|   | December 2017<br>£ | December 2016<br>£ |
|---|--------------------|--------------------|
| <b>Group Balance Sheet</b>                            |                    |                    |
| <b>Fixed Assets</b>                                   |                    |                    |
| Intangible assets                                     | 7,257              | 13,030             |
| Tangible assets                                       | 4,723,452          | 4,843,138          |
| Heritage assets                                       | 5,204,312          | 5,108,568          |
| <b>Total Fixed Assets</b>                             | <b>9,935,021</b>   | <b>9,964,736</b>   |
| <b>Current Assets</b>                                 |                    |                    |
| Stocks of goods for resale                            | 99,694             | 103,458            |
| Debtors   | 386,806            | 278,446            |
| Cash at bank and in hand                              | 1,024,535          | 877,582            |
| <b>Total Current Assets</b>                           | <b>1,511,035</b>   | <b>1,259,486</b>   |
| Creditors: amounts falling due within 1 year          | (485,563)          | (576,632)          |
| <b>Net Current Assets</b>                             | <b>1,025,472</b>   | <b>682,854</b>     |
| Total assets less Current Liabilities                 | 10,960,493         | 10,647,590         |
| Creditors: amounts falling due after more than 1 year | (261,725)          | (279,052)          |
| <b>Net Assets (excluding pension liability)</b>       | <b>10,698,768</b>  | <b>10,368,538</b>  |
| Defined benefit pension liability                     | (1,704,000)        | (1,349,000)        |
| <b>Total Net Assets</b>                               | <b>8,994,768</b>   | <b>9,019,538</b>   |
| <b>The funds of the charity:</b>                      |                    |                    |
| Restricted funds                                      | 7,642,920          | 7,735,117          |
| Unrestricted funds:                                   |                    |                    |
| Designated funds                                      | 2,265,544          | 2,047,295          |
| General funds   | 790,304            | 586,126            |
| Pension reserve                                       | (1,704,000)        | (1,349,000)        |
|   | 1,351,848          | 1,284,421          |
|   | <b>8,994,768</b>   | <b>9,019,538</b>   |

# Accounts (continued)



|   | Year ended<br>December 2017 | Year ended<br>December 2016 |
|---|-----------------------------|-----------------------------|
|   | £                           | £                           |
| <b>Group Cash Flow Statement</b>                              |                             |                             |
| <b>Cash flows from operating activities:</b>                  |                             |                             |
| Net cash inflow<br>from operating activities                  | <b>420,513</b>              | 190,640                     |
| <b>Cash flows from investing activities:</b>                  |                             |                             |
| Interest from investments                                     | -                           | 1                           |
| Proceeds from the sale of tangible fixed assets               | 9,018                       | -                           |
| Purchase of tangible fixed assets                             | (238,336)                   | (109,485)                   |
| <b>Net cash used in investing activities</b>                  | <b>(229,318)</b>            | (109,484)                   |
| <b>Cash flows from financing activities:</b>                  |                             |                             |
| Repayment of borrowing  | (44,242)                    | (31,825)                    |
| <b>Net cash used in financing activities</b>                  | <b>(44,242)</b>             | (31,825)                    |
| <b>Change in cash and cash equivalents in the year</b>        | <b>146,953</b>              | 49,330                      |
| Cash and cash equivalents at the beginning of the year        | 877,582                     | 828,252                     |
| <b>Total cash and cash equivalents at the end of the year</b> | <b>1,024,535</b>            | 877,582                     |

Architectural drawing of Market Place - part of BCLM: Forging Ahead, 1940s-60s town



# Reference & Administrative Information

**Museum Trust Established** 15 September 1975

**Patron** HRH The Duke of Gloucester  
KG GCVO

**Trustees (Directors)** Jonathan Badyal  
Duncan Bedhall  
Dr Paul Belford  
Dr Malcolm Dick  
Parminder Dosanjh  
Andrew Fry  
Nicola Harding  
Cllr. Patrick Harley<sup>1</sup>  
Nick Loveland  
Cllr. Christine Perks<sup>1</sup>  
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** Crowe Clark  
Whitehill LLP  
Black Country House  
Rounds Green Road  
Oldbury  
West Midlands  
B69 2DG

**Principal Bankers** Barclays Bank plc  
(Barclays Corporate)  
1st Floor  
Queen Square  
Wolverhampton  
West Midlands  
WV1 1DS

**Principal Solicitors** Gowling WLG (UK) LLP  
Two Snowhill  
Birmingham  
West Midlands  
B4 6WR

**Black Country Living Museum**  
Telephone +44 (0)121 557 9643  
Email info@bclm.com  
Website www.bclm.com  
Facebook facebook.com/bclivingmuseum  
Twitter @bclivingmuseum

<sup>1</sup> Nominated by Association of Black Country Authorities



## 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](http://www.bclm.com)



@bclivingmuseum

Black Country Living Museum Trust is registered as an educational charity.  
 Charity No. 504481. Company Registration No. 1226321 (England & Wales)