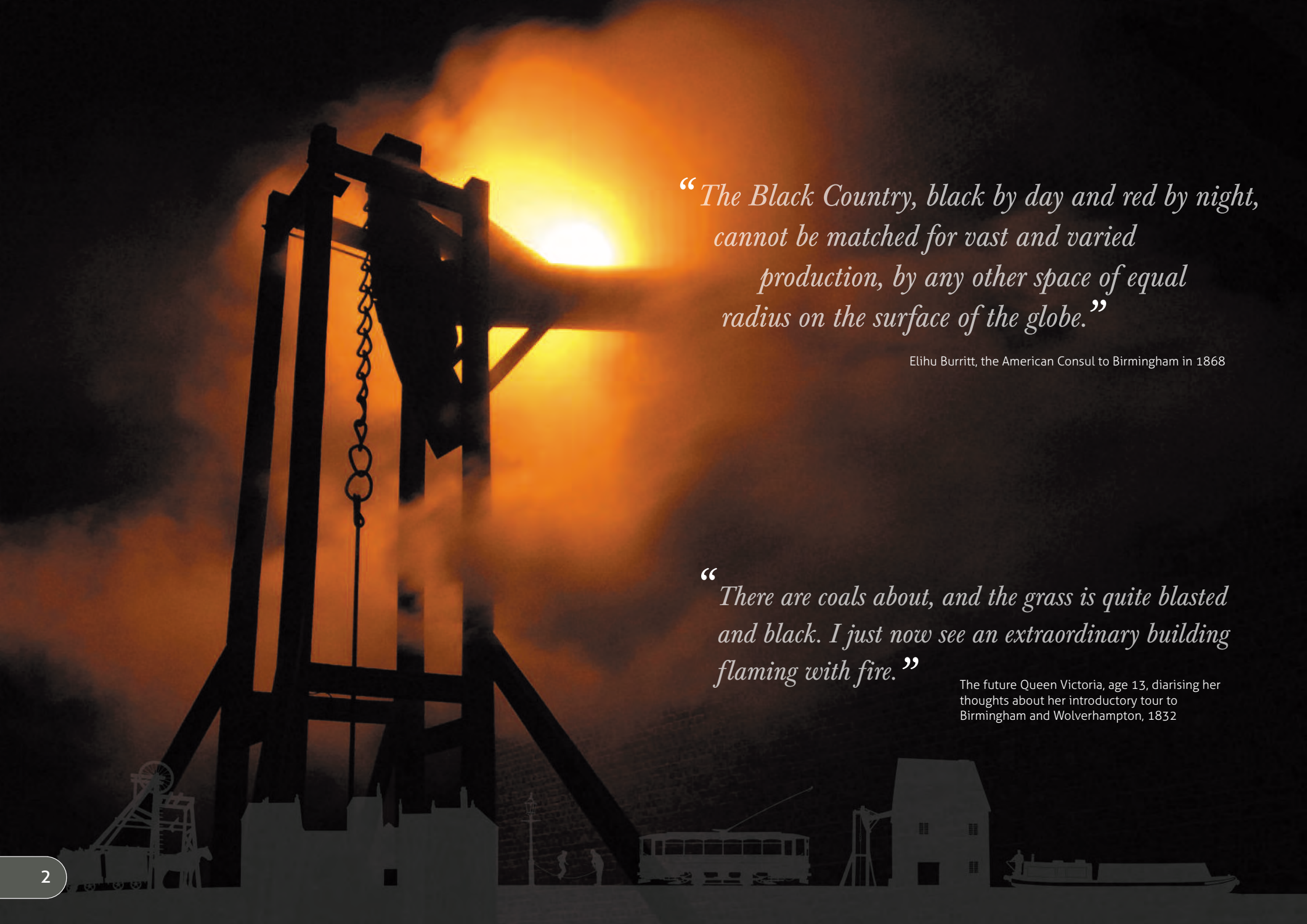


A blacksmith, a man with a shaved head and glasses, is working in a forge. He is wearing a light-colored long-sleeved shirt, red suspenders, and a grey apron. He is holding a long metal rod with both hands, positioned over a glowing, molten metal mold. A large plume of white smoke or steam rises from the mold. The background shows a workshop with various tools and equipment hanging on the wall.

BLACK COUNTRY
LIVING
MUSEUM

annual review

for the year ending 31 December 2013



“The Black Country, black by day and red by night, cannot be matched for vast and varied production, by any other space of equal radius on the surface of the globe.”

Elihu Burritt, the American Consul to Birmingham in 1868

“There are coals about, and the grass is quite blasted and black. I just now see an extraordinary building flaming with fire.”

The future Queen Victoria, age 13, diarising her thoughts about her introductory tour to Birmingham and Wolverhampton, 1832

Welcome

2013 marked 35 years since the Museum opened its doors for the first time in 1978; it also marked another year of change and development.

A more optimistic feeling began to emerge during the year, not least with the welcoming of our 8 millionth visitor, Linda Connor from East Sussex, on 3 October. Although 2013 with 240,088 visitors did not see a reversal of recent falls in visitor attendance (since the high point of 2009) we were within just 4% of 2012 and so the position looks to be more durable.

This, along with the strong performance of our trading outlets, represents a very considerable turnaround in the financial results of the Museum, and provides a more secure position from which to build a resilient future, generate the funds we need to maintain our historic buildings and collections and crucially, be able to invest in the Museum's further development for the benefit of our visitors.

Our focus on the importance of resilience was further emphasised in March 2013 when the Museum was awarded funds from Arts Council England (ACE) to support a cohort of 14 aspiring leaders, drawn from museums across the West Midlands in a resilient leadership programme. We were especially keen to share and use the Museum as an example of how independent museums in receipt of little or no public revenue, have to manage their affairs, in good times and bad, as well as drawing on our wide network of

contacts to deliver learning sessions and experiences to remember and with lasting impact for the individuals and their museums.

2013 saw changes and developments in both our Learning Team and the programme we offer. Following the restructure at the end of 2012, 37 Learning Assistants started their new roles in January. Their enthusiastic delivery of a range of new activities and learning programmes for 58,000 children in education has been a credit to the Museum, and they have also enriched the experience for our general visitors.

Important progress has also been made by Dudley Council in its plans to enhance the town centre and its hinterland, and in doing so, help to change perceptions of Dudley to improve its future prosperity. 2013 saw the completion of the new Dudley Archive & Local History Centre, access roads into the site from Tipton Road and developed plans for a new car/coach park, Zoo entrance and recreational route, providing a link between the Zoo, Museum and Dudley Canal.

An open recruitment process undertaken during the year has led to the appointment of six new trustees; all with successful careers and expertise in such diverse disciplines as Further and Higher Education, business, industrial archaeology and the museums sector. These six new trustees have already made a positive impact on our discussions at the Board and are a fundamental part of the Museum's future.

The coming year will be important to the Museum as we review our strategic plan, consolidate the changes we have made in the last five years, and further develop a reputation for being the most dynamic, enjoyable and visitor-involved open air museum in the country.

The Museum Team

“My efforts continue to be on creating the kind of museum I would like to visit, especially with my three children.”

Andrew Lovett, Chief Executive (Museum Director)





Achievements

2013 saw the Museum maintain its position in the Top 10 charging cultural attractions in the West Midlands; maintain its TripAdvisor Certificate of Excellence (for the second year); and retain the accreditation of Quality Assured Visitor Attraction from Visit England.

Following its launch in July 2012, we were very pleased to see that the Museum's new website attracted 24% more visits in 2013 compared with the previous year and our social media engagement also strengthened with a further 4,000 "likes" on Facebook. The Museum's reputation and profile as a film location also continued to rise with the return of some major costume dramas and documentaries.

Every year our programme of events grows in both depth and content. In particular, 2013 saw the continued success of our winter events programme with a sell-out Halloween Night and fully-booked Santa Hunts throughout December. Visitor feedback for our special events has been very positive and the programme is only set to develop further.

Learning of our success in securing two important conferences over the next few years was a particular

"Love this place! So much to see and do – what value for money!"

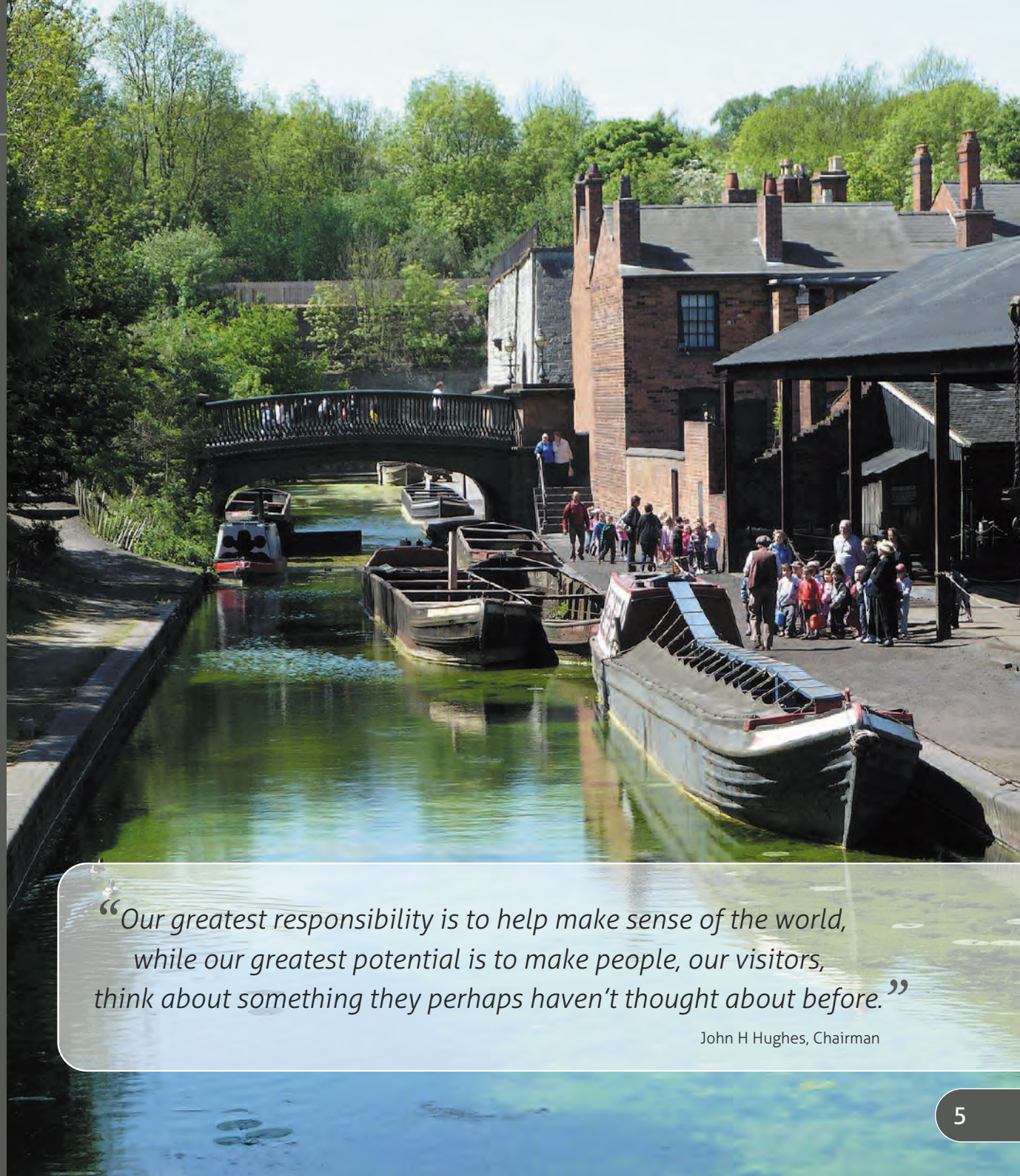
Peter, Kettering, Facebook



highlight of 2013; the annual conference of the Association of Independent Museums is due to be hosted at the Museum on 19 and 20 June 2014, when we look forward to welcoming 200 delegates from all over the UK; and the biennial conference of the Association of European Open Air Museums will be held at the Museum in 2017.

A successful application to the Accreditation Scheme of the Arts Council England – which assesses the commitment of museums to managing collections effectively for the enjoyment and benefit of users – led to a renewed Accreditation for both the Museum and the Locksmith's House, Willenhall. Although both were Accredited under the old standard, this was the first time they had to demonstrate compliance with the revised (2011) scheme. The assessment criteria cover organisational health, collections management and the visitor experience.

Another Arts Council England funded project executed during 2013 was the acquisition of a new Collections Management System and the completion of associated activities for making the collections more accessible. The 'Adlib' system was purchased and the necessary data migration and training carried out. Other work for the project included the cataloguing and digitisation of almost 4000 photographs depicting Black Country landscape and life and interpretation work on key historic buildings.



“Our greatest responsibility is to help make sense of the world, while our greatest potential is to make people, our visitors, think about something they perhaps haven't thought about before.”

John H Hughes, Chairman



“Your Santa Hunt was far nicer than just visiting a grotto; more fun and educational!”

Tripadvisor, 5 December 2013

Learning is at the heart of all we do and so we were deeply concerned to hear of the Government’s proposals for changing the National History Curriculum for Key Stages 1-3 students (aged 5-14 years) in February 2013; changes which would have excluded the Museum from the primary history curriculum for KS2 students, or more than 28,000 (45%) formal learning visits to the Museum, and impacting on c£250k of income.

Given this threat, we joined a national effort, during the Government’s consultation period, to change the curriculum proposals. Responding in July, to the repre-

sentations made, we are both pleased and relieved that the Government published revised versions of the national curriculum programmes of study reducing the threat to Museums’ learning programmes across the country.

As a result, our learning programme continues to build on the uniqueness and significance of our buildings and collections, with a strong focus on “real lives, real stories”. This is exemplified in the new History Detectives offer for students aged 7-11 years, introduced at the beginning of the year and providing a deeper level of engagement with our collections.

The Museum’s adult learning programme also continued to develop in 2013 with an encouraging take up on our Heritage Skills courses which were extended to include an additional winter programme of traditional arts & crafts. The Museum also held its second annual poetry competition, publishing an anthology of the best poems from both the 2012 and 2013 competitions.

“Fantastic day out for the family. My little boy (4yrs) loved the trip down the mine and is still talking about it two weeks later.”

Michelle, Luton, Facebook



“A wonderful trip. Students were engaged and inspired throughout the day. I like how the trip is now put into the context of a Victorian child - I think that this particularly helped to keep the children excited and engaged as we moved around the museum.”

Oratory RC Primary School, Birmingham

Finally, as an independent museum, external funding is important to us to achieve a whole range of projects outside the scope of our trading revenues. During the period of review £306,278 of fundraising income was received, including £55,000 from trusts and foundations towards the conservation of narrowboat Birchills and £90,000 from Arts Council England's Designation Development Fund to implement the new Collections Management System. The latest award (available from April 2014) from ACE's Strategic Support Fund of £263,600, will allow us to finish master planning the site, greatly increase the number of volunteers that help us, introduce audio-visual interpretation, as well as making a crucial investment in market research. We look forward to continuing our positive relationship with ACE in 2014 and beyond.

**90% of visitors rated their visit as
excellent or very good
Tripadvisor**



The year in numbers...

8 millionth...



visitor welcomed to the Museum in October 2013 since we opened our doors 35 years ago, in 1978

1184...

educational group visits from 978 institutions



3963...

photographs in the Black Country Society collection, all individually scanned and catalogued



9...

years of work spent by volunteers on restoring West Bromwich bus GEA 174



60...

tonnes of household coal burnt on site



534...

new memberships



30...

chimneys swept



10...



60...

miles driven for our 1903 Sunbeam Tourer 'Fifinella' on the London to Brighton Veteran Car Run in November



24...

varieties of local real ale served in the Bottle & Glass Inn



15...

new costumed characters including a post woman and a midwife, launched in autumn 2013 in response to the revised 2014 national curriculum; they tell stories of life in the early 1900s



1800...

visitors attended our sell-out Halloween Night event – most of them in fancy dress!



000...

Facebook 'likes' reached and surpassed



6...

trustees appointed to the Board



240,000...

visitors welcomed

Grants & Donations

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

Arts Council England
The Black Country Society
Friends of the Black Country Living Museum
The William A Cadbury Charitable Trust
The Headley Trust
The Dumbreck Charity
The Rowlands Trust
The Salamander Charitable Trust
Geoff Hill Charitable Trust
The George Henry Collins Charity
The W E D Trust
Chatwin Trust
Baron Davenport's Charity
E J Thompson Memorial Fund
The G J W Turner Trust
The George Cadbury Trust
Owen Family Trust
Birmingham Common Good Trust
BBC Your Paintings
Pertemps People Development Group
The Steel Charitable Trust
D'Oyly Carte Charitable Trust

Enhancing the Museum's Collections

The Designated collections of the Black Country Living Museum represent the single largest record of material in Britain which exemplifies the particular contribution of the Black Country to the Industrial Revolution.

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. In broad terms, the Museum develops its collection to reflect the distinctive industrial character of the region, principally during the period 1800-1950. During this year, the Museum has developed its collection by acquiring a number of significant objects, including:

- A large family bible relating to 97 Station Road, Old Hill, Cradley Heath, with records of births, deaths and marriages of the Newton family, between 1868 and 1942.
- A collection of steel tableware manufactured by Old Hall of Walsall, the first company to produce stainless steel tableware.
- A collection of button sample cards and button dies from James Grove of Halesowen, manufacturer of buttons between 1857 and 2012.
- Further additions to the trade catalogue collection, including examples by Judge of Cradley Heath (1936), manufacturers of domestic enamelware, and Danks of Netherton (1956), world renowned boiler makers.
- Further examples of domestic products manufactured in the Black Country, including a tea kitchen by T & C Clarke of Wolverhampton and a 6 gallon pot by Beech of West Bromwich.
- A provenanced cast iron kitchen range and slate fire surround from Gornal, thanks to support from the Friends of the Black Country Living Museum.
- A Victorian tin bath made by Henry Loveridge of Wolverhampton (1840-1927), transferred from the collection of Bristol Museums and Art Gallery.



Future Plans

Turning our minds, creativity and energies to 2014, we will keep our focus on creating experiences for our visitors that matter and that are valued – for the inspiration and different perspectives they bring to modern life, and for the enjoyment they offer.

This is reflected in our mission statement “to engage hearts and minds through the best use of our collections to inspire the widest possible audience about the story and significance of the Black Country.”

Inspired by this, and our ambition to be “nationally recognised and admired as a pre-eminent open-air museum in the United Kingdom” we have identified the following major objectives and priorities for the year ahead:



Investing in our people:

- To continue to strengthen management and staff competencies and visitor focus, at all levels in the organisation, as part of developing a new HR strategy.
- To consolidate the new Board of Trustees and undertake a review of Governance.

Investing in our place:

- To commence work on a new schools' reception centre and the refurbishment of the tram way.
- To have completed the programme of work funded by Arts Council England, including to finish master planning the Museum site, increased the number of volunteers, introduced selected audio-visual interpretation and undertaken major market research studies.
- To have improved the visitor 'offer' including through an enhanced programme of public events and improved management, and to have achieved improved levels of visitor feedback.

Investing in our future:

- To adopt a new strategic plan for implementation from January 2015.
- To strengthen the Museum's financial performance, by achieving attendance of at least 254,000 for the year to 31 December 2014 and with the growth of profits in the Enterprise Company.
- To submit a successful bid to Arts Council England's Major Partner Museums Programme, 2015-2018, in collaboration with at least one other leading museum in the West Midlands.
- To adopt a new Communications & Marketing strategy.
- To make a successful contribution to the nation's commemoration of World War One, including through the Museum's involvement with the AHRC-funded Engagement Centre, led by the University of Birmingham, and other partnership working.

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 consolidate 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.

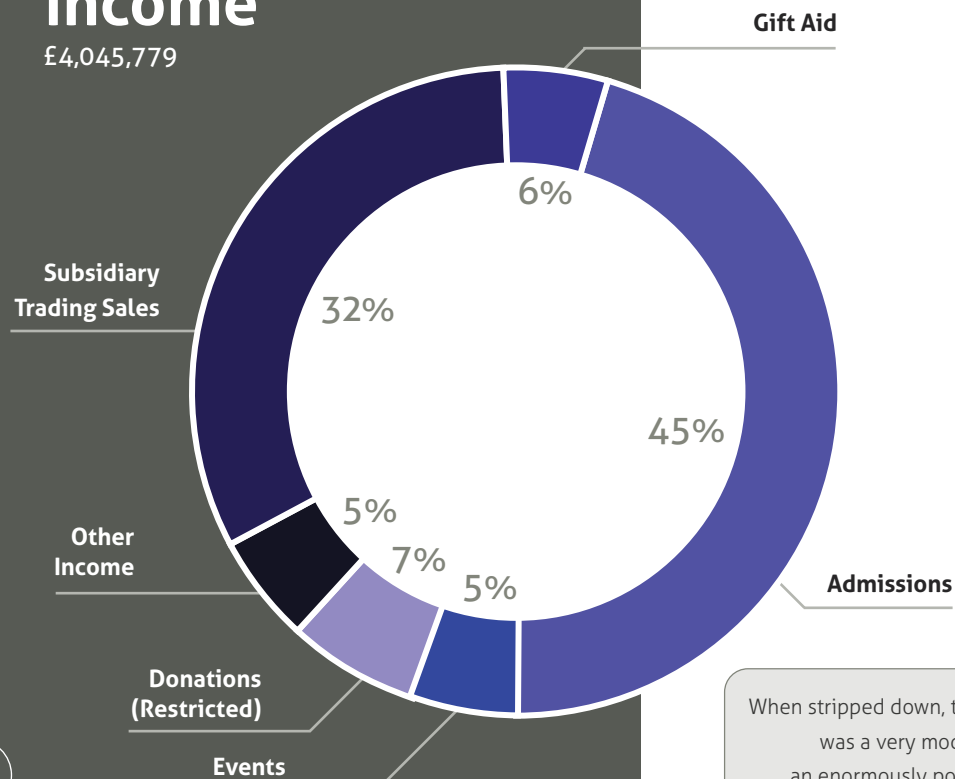
The full financial statements, together with the report of the Trustees of the Museum, for the year ended 31 December 2013, were approved by the Board of Trustees and signed on its behalf by the Chairman on 29 May 2014.

Statutory accounts for the year ended 31 December 2013 have been delivered to the Register of Companies and the Charity Commission. The Museum's auditor, CK Audit, has reported on those accounts and their report was unqualified.



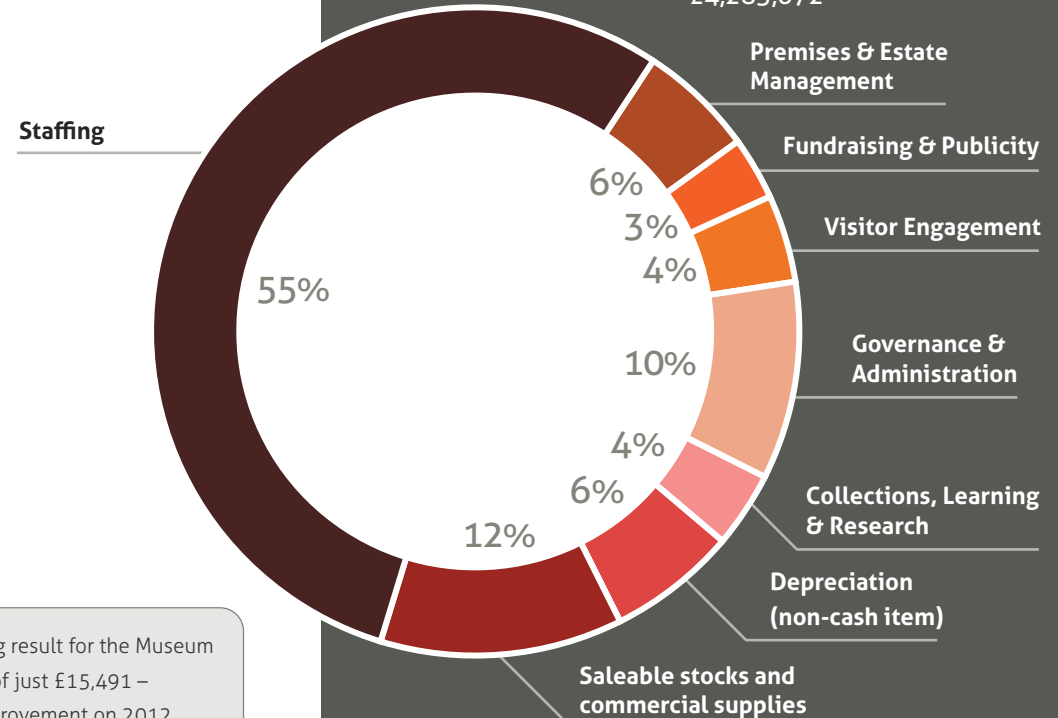
income

£4,045,779



spending

£4,283,672



When stripped down, the trading result for the Museum was a very modest loss of just £15,491 – an enormously positive improvement on 2012

Accounts

	Unrestricted Funds £	Restricted Funds £	December 2013 £	December 2012 £
Statement of Financial Activities				
Incoming Resources				
Incoming resources from voluntary income:				
Donated Admissions	1,096,266	-	1,096,266	1,109,580
Grants receivable	-	-	-	69,600
Charitable Donations	18,054	288,224	306,278	293,163
Incoming resources from generated funds:				
Income from subsidiary trading company	1,301,920	-	1,301,920	1,314,725
Parking, concessions and filming rights	129,442	-	129,442	130,589
Investment income	1	-	1	1
Incoming resources from charitable activities:				
Admission to the Museum	1,170,843	-	1,170,843	1,184,923
Other incoming resources	41,029	-	41,029	47,338
Total Incoming Resources	3,757,555	288,224	4,045,779	4,149,919
Resources Expended				
Costs of generating voluntary income:				
Fundraising and publicity costs	265,357	-	265,357	290,024
Costs of generating funds:				
Trading costs	930,335	-	930,335	1,033,405
Total cost of generating funds	1,195,692	-	1,195,692	1,323,429
Net Incoming Resources	2,561,863	288,224	2,850,087	2,826,490
Charitable expenditure:				
Charitable activities	2,472,172	418,751	2,890,923	3,225,125
Governance costs	172,057	25,000	197,057	201,110
Total charitable expenditure	2,644,229	443,751	3,087,980	3,426,235
Total Resources Expended	3,839,921	443,751	4,283,672	4,749,664
Net movement in funds (excluding other recognised gains and losses)	(82,366)	(155,527)	(237,893)	(599,745)
Other recognised gains and losses:				
Actuarial gain / (loss) on defined benefit pension	168,000	-	168,000	(235,000)
Net Movement in Funds	85,634	(155,527)	(69,893)	(834,745)
Fund Balances at 1 January 2013				
As previously reported	675,645	7,230,017	7,905,662	8,740,407
Prior year adjustment	-	424,829	424,829	424,829
As restated	675,645	7,654,846	8,330,491	9,165,236
Fund Balances at 31 December 2013	761,279	7,499,319	8,260,598	8,330,491

	December 2013 £	As restated December 2012 £
Consolidated Balance Sheet		
Fixed Assets		
Tangible assets	4,622,995	4,858,059
Heritage assets	5,186,772	5,150,310
	9,809,767	10,008,369
Current Assets		
Stocks of goods for resale	87,264	100,502
Debtors	99,470	143,393
Cash at bank and in hand	355,214	447,623
	541,948	691,518
Creditors: amounts falling due within one year	(395,546)	(456,186)
Net current assets	146,402	235,332
Total assets less current liabilities	9,956,169	10,243,701
Creditors: amounts falling due after more than one year	(375,571)	(404,210)
Net Assets (excluding pension liability)	9,580,598	9,839,491
Defined benefit pension liability	(1,320,000)	(1,509,000)
Net Assets	8,260,598	8,330,491
Represented By:		
Restricted funds	7,499,319	7,654,846
Unrestricted funds:		
Designated funds	2,055,882	2,085,342
General funds	25,397	99,303
Pension reserve	(1,320,000)	(1,509,000)
	761,279	675,645
	8,260,598	8,330,491

Accounts (continued)



	Year ended December 2013 £	Year ended December 2012 £
Consolidated Cash Flow Statement		
Net cash (outflow) / inflow from operating activities	169	(259,114)
Investment income	1	1
Net cash inflow from returns on investments and servicing of finance	1	1
Capital expenditure		
Payments to acquire tangible fixed assets	(76,940)	(73,250)
Net cash (outflow) / inflow from capital expenditure	(76,940)	(73,250)
Net cash outflow before financing	(76,770)	(332,363)
Financing		
Long term bank loan	(15,639)	(9,418)
Net cash (outflow) from financing	(15,639)	(9,418)
Decrease in cash	(92,409)	(341,781)



Reference & Administrative Information

Patron HRH The Duke of Gloucester
KG GCVO

Trustees (Directors) A David Owen OBE
Fiona Toye
Jane A Lodge
John H Hughes (Chairman)
Lowell Williams
Mahboob Hussain ¹
Margaret Corneby
Dr Malcolm Dick
Matthew Tanner MBE
Melvyn Mottram ²
Mike Williams
Paul Belford

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

Company Secretary John Polychronakis LLB

Charity Number 504481

Company Number 1226321

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



Statutory Auditors CK Audit
No 4 Castle Court 2
Castlegate Way
Dudley DY1 4RH
West Midlands

Principal Solicitor Wragge Lawrence
Graham & Co
55 Colmore Row
Birmingham B3 2AS
West Midlands





Principal Bankers Barclays Bank plc
(Barclays Corporate)
1st Floor
Queens Square
Wolverhampton
WV1 1DS

Black Country Living Museum
Telephone 0121 557 9643
Email info@bclm.com
Website www.bclm.com

¹ Nominated by Sandwell Metropolitan Borough Council

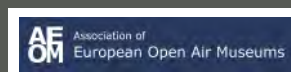
² Nominated by Dudley Metropolitan Borough Council

Black Country Timeline

BLACK COUNTRY	1712	The world's first steam engine invented by Thomas Newcomen and installed in a mine at Coneygree, Dudley	
BLACK COUNTRY	1769	First Black Country canal is constructed from Wednesbury to Birmingham	
BLACK COUNTRY	1800		
BLACK COUNTRY	1802	William Jones establishes the first Black Country brewery in Snow Hill, Wolverhampton	
BLACK COUNTRY	1837	Railway arrives in the Black Country when the "Wednesfield Heath for Wolverhampton" station opens	
BLACK COUNTRY	1842	The Earl of Dudley's massive new lime kilns become operational	
BLACK COUNTRY	1846	19 killed and 3 seriously injured in explosion at Rounds Green Colliery, Oldbury	
BLACK COUNTRY	1850		
BLACK COUNTRY	1851	Great Exhibition London - Glass for the Crystal Palace supplied by Chance of Smethwick	
BLACK COUNTRY	1857	The peak of Black Country iron production with between 120 and 130 blast furnaces producing 777,000 tons of iron	
BLACK COUNTRY	1868	"Black by day and red by night", the American Consul describes his view of the Black Country	
BLACK COUNTRY	1878	West Bromwich Albion Football Club formed by workers from Salter's Spring Works	
BLACK COUNTRY	1900		
BLACK COUNTRY	1909	Steam boat President is launched	
BLACK COUNTRY	1910	Women chain makers of Cradley Heath successfully strike to enforce the first ever minimum wage	
BLACK COUNTRY	1910	Baggeridge Colliery opens, tapping into the hidden reserves beyond the South Staffordshire Coalfield's Western Fault	
BLACK COUNTRY	1911	Titanic's massive centre anchor made in Netherton and Halesowen	
BLACK COUNTRY	1920	Sunbeam win a record breaking victory at the Isle of Mann T.T. with a top speed of 59.7 mph	
BLACK COUNTRY	1926	Nationally, a General Strike is called when miners dispute pay cuts	
BLACK COUNTRY	1950		
BLACK COUNTRY	1968	Baggeridge Colliery, the last Black Country coal mine closes	
BLACK COUNTRY	1978	Black Country Living Museum officially opens its doors	
BLACK COUNTRY	2013	The Museum welcomes its 8 millionth visitor	



The Museum is proud to be recognised and supported by



BLACK COUNTRY LIVING MUSEUM

tel: 0121 557 9643
www.bclm.com



@bclivingmuseum

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