



Annual Review

for the year ending 31 December 2021

BLACK COUNTRY
LIVING
MUSEUM



“Don't let current challenges diminish your enthusiasm for what you do, nor change your memory of how successful you were.”

Andrew Lovett OBE, Chief Executive (Museum Director)

Welcome

2021 began in the midst of a national lockdown and with the UK facing its highest ever spike in new COVID-19 cases. Restrictions meant the closure of the Museum without any real indication of when we would be able to welcome visitors back. Although unable to open our doors to visitors for the first 126 days of 2021, we adapted during this second extended period of closure and found alternative ways to deliver for our community while planning for a successful re-opening.

Between January and June 2021, the Museum had the privilege of playing a significant role in supporting the NHS to protect public health by hosting the area's first large-scale vaccination centre. Throughout this period, NHS staff and volunteers delivered more than 125,000 jabs to patients who arrived at the Museum centre, making a notable contribution to the 900,000+ vaccine doses administered across the Black Country and West Birmingham. Supporting people's wellbeing is central to our vision of being 'more than a museum' for our community. Therefore, we were honoured to have the opportunity to support the vaccination roll out at a crucial time in stemming the spread of COVID-19.

In February 2021, major works on BCLM: Forging Ahead began. The pandemic had significantly delayed construction of the largest capital project in the Museum's history. It was suggested that the Museum might need to use designated funds set aside for BCLM: Forging Ahead to support the Museum's short-term survival. This turned out not to be the case, as emergency funding agencies recognised the importance of the project to the Museum's future and provided additional investment of £5.95m, with £3.74m from the Government's Capital Kickstart Fund and £2.21m from the National Lottery Heritage Fund. Investment at this critical juncture allowed works to commence, enabling us to take our first steps in implementing a 40 year

master plan to grow the Museum and remain relevant for future generations.

With much anticipation, the Museum re-opened on 17 May 2021. Across 33 weeks of opening, we welcomed a total of 207,939 visitors; more than double the attendance of 89,338 in 2020. We were also delighted to re-launch our public events programme in 2021 with the successful return of our 1940s Evening, Red by Night, and Peaky Blinders Nights, among others.

In September 2021, we re-launched school visits. Although attendance rates tracked at 40% of pre-pandemic levels due to the high incidence of COVID-19 in education spaces, we were pleased to welcome students and teachers back to the Museum and begin to re-build our learning offer.

As a heritage business dependent upon visitors for 94% of our income, the early stages of the pandemic caused a total collapse in revenue. The outlook would have been bleak had it not been for our donors and funders, notably Arts Council England, as well as significant Government support in the shape of the Job Retention Scheme and Culture Recovery Fund. We are extremely grateful for the swift action of our funders who guaranteed the survival of the Museum at a time of genuine emergency.



Our staff also played an essential role in the Museum's survival by agreeing to reduce their hours temporarily and an associated impact in pay, helping to save jobs and ensure the future viability of the Museum. Colleagues can be justly proud of their response in sustaining the Museum and must be commended for their collective efforts to make the Museum a safe and memorable visitor experience when we were permitted to open to visitors during pandemic restrictions.

The completion of the whole BCLM: Forging Ahead development will be testament to the support we've received from funders, donors, and visitors, helping us to survive in the short term in order to bounce back and thrive with our community in the long term. We'd like to share our heartfelt thanks for the opportunity we have been given to continue to play a role in people's lives for many more years to come.

Achievements & Opportunities



For a second consecutive year national restrictions due to COVID-19 impacted visitor attendance. Nevertheless, the Museum's performance in 2021 provided strong evidence of our bouncing back from the effects of the pandemic. Across 33 weeks of opening, in 2021 we welcomed 207,939 visitors (equivalent to 79% of attendance for the same 33 weeks in 2019). Retail sales also proved buoyant with the average spend per head increasing by 17% to £8.75, resulting from a review of on-site trading to better align the retail offer with the Museum programme and the Government's reduced VAT rate for the hospitality sector.

Our efforts to reflect the diversity of our community continue, following the implementation of our Equality, Diversity & Inclusion (EDI) Action Plan as part of our commitment to Arts Council England's Inclusivity & Relevance Investment Principle. As part of this work, in 2021 we have instituted an internal EDI Working Group and established the basis for an EDI Focus Group of external individuals to be recruited in 2022. The Action Plan is designed to ensure that all of the work the Museum does - including the collection, interpretation and public programmes - is relevant and valued by our community, ensuring we are the inclusive museum our community wants both now and into the future.

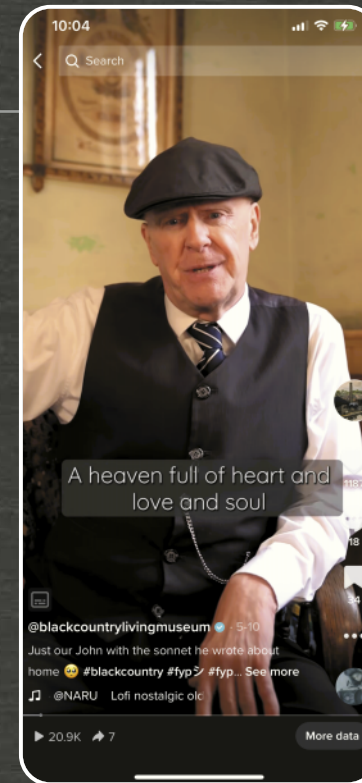
In parallel, we also delivered on our pledge to continually develop and refresh the Museum Board. Alongside the election of two new Deputy Chairs in March 2021, we successfully recruited three new

Trustees to ensure the Board has an appropriate spectrum of diversity in terms of lived experience.

We were fortunate to gain external recognition for our work in 2021. The Museum won Gold at the West Midlands Tourism Awards in the brand-new category of Resilience and Innovation and then went on to scoop the national prize at the prestigious Visit England Awards for Excellence in June 2022. The Museum was commended for how it found new ways to serve its audiences and community: by providing a space for the NHS vaccination centre; reaching international audiences through social media; and facilitating the production of a number of large-scale filming projects, including the return of *Peaky Blinders*.

In 2021, the Museum's TikTok account was the fastest growing museum social media account in history, gaining more than one million followers and taking the Black Country (and its dialect!) to over 30 million people around the globe. This phenomenal achievement was acknowledged as the Best Use of Social Media at the Museum + Heritage Awards. We also won the Being Social category at the Digital Culture Awards from Arts Council England and the Digital Culture Network.

We took our innovative use of social media further in 2021 to amplify our approach to digital programming. As an official #learnontiktok partner we featured in 'Museum Moments', a global event in March featuring



“The museum is right to be ambitious because it has the potential to create a real jewel in the Black Country's crown as well as exciting opportunities for new jobs, volunteering and skills development.

The museum already does a fabulous job of capturing and conveying the Black Country's amazingly rich heritage and these new additions to the museum estate will take it to another level. ”

Andy Street, Mayor of the West Midlands, discussing the BCLM: Forging Ahead project



23 museums, including the Metropolitan Museum of Art, Palace of Versailles, and the V&A. More than 150,000 people across the world joined a live tour of the Museum hosted by our historic characters.

Our collaborations with creative partners also helped us to develop a range of digital content designed to engage audiences with a diversity of stories across our social platforms. Projects included Hush Now with Feral Productions, a digital theatre production giving visibility to unmarried mothers who were stigmatised and hidden away in Mother and Baby Homes across the region. To celebrate Black History Month, we worked with Rites of Passage Productions to co-create four short films celebrating the lives of four remarkable Black people – including footballing icon Cyrille Regis MBE – notable for their contribution to Black history and culture. Furthermore, we engaged learners aged 8-16 years with Black Country history with 'Adventures Through Time', an Art Fund-supported series of animated videos and podcasts, created by Fun Kids Radio.

Throughout the year we continued to develop our partnership with Creative Black Country and its delivery of Arts Council England's Creative People & Places programme to provide arts and culture opportunities for people in Dudley. During 2021 we supported the Creative Connections commissioning stream, resulting in 17 projects ranging from the 'Life From our Doorstep' photographic competition to the Conquérir dance project with Deaf women in the Dudley borough.

One of our most significant and longstanding partnerships is with Arts Council England, having been a National Portfolio Organisation since April 2018, enabling us to access £560,000 of investment annually across the four year programme. We will re-apply in 2022 so we can continue to attract public sector investment to benefit our community in a priority area for levelling up. Working with Arts Council England also supports our strategic priorities around equality and diversity, as well as climate change, where we have been able to achieve a reduction in CO₂ emissions of more than 20% since 2018.

2021 saw the Museum begin to bounce back from the pandemic and implement its future growth plans with the commencement of BCLM: Forging Ahead, taking us into the 1940s, '50s, and '60s. Without investment from our funders and donors none of this would have been possible. Therefore, particular thanks must go to the National Lottery Heritage Fund, Arts Council England, Black Country Local Enterprise Partnership, West Midlands Combined Authority, the Department of Digital, Culture, Media and Sport, and Dudley Council.

BCLM: Forging Ahead encapsulates our ambition to create a world-class heritage site in the heart of the Black Country, one that will deliver cultural, social, and economic benefits. We are proud to play our part in the wider £1 billion regeneration of Dudley, being particularly supportive of the Midland Metro extension between Wednesbury and Brierley Hill, which will connect the Museum to a sustainable public transport option from 2024, helping to reduce carbon emissions from private car use and removing barriers to attendance for visitors who do not have access to a vehicle.

2022 will be a momentous year for the Museum as we introduce visitors to new stories with the opening of the Elephant & Castle pub. A further 22 historic buildings will follow in 2023, creating a town and industrial quarter which will bring our story into living memory and enable audiences to make emotional connections with the 'recent' past, helping them to make sense of their world today. We hope BCLM: Forging Ahead will be an agent for social cohesion: bringing people together to see their own stories in the history of the Black Country and, by understanding the region's impact on the world up to the 1960s and beyond, encourage us all to think about our shared opportunity and responsibility to create the future.



A final special mention must also go to the Museum's Chief Executive, Andrew Lovett, who as Chair of the Association of Independent Museums was awarded an OBE in the 2022 New Year Honours for services to heritage, particularly during COVID-19. We are delighted and proud that Andrew has been recognised for his tireless support of the sector and his astute leadership of the Museum throughout the pandemic.

The Year in Numbers



150,000

Number of viewers who tuned in to Museum Moments on TikTok Live



125,000

Number of jabs delivered by our temporary COVID-19 vaccination centre



6

Number of film and national TV opportunities
Image credit: Sky & Caspian Films



207,939

Number of visitors



38,419

Number of visitors joining us for special events



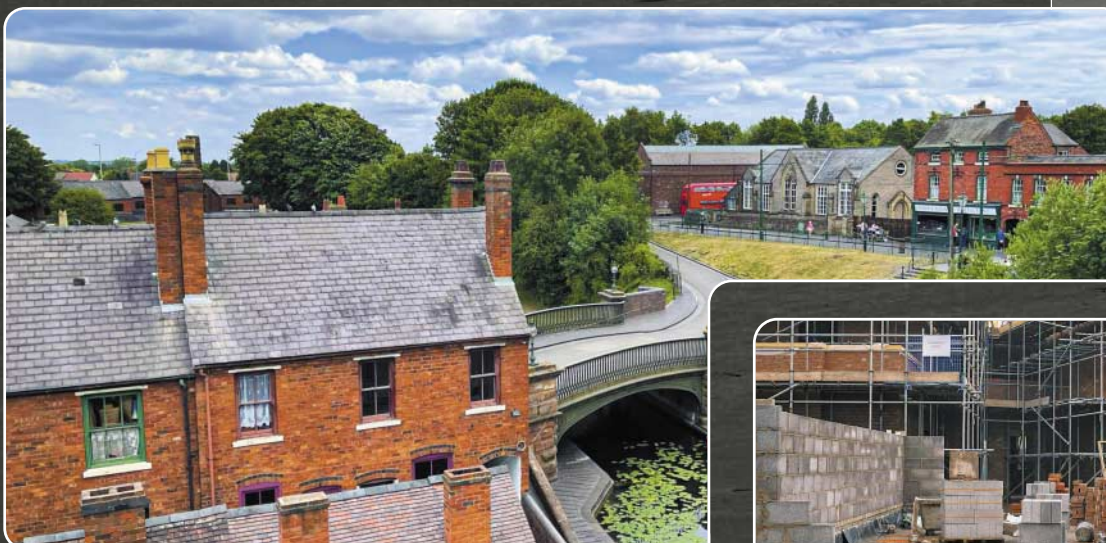
1,628

Number of pieces of news coverage about the Museum



12

Number of episodes of Adventures Through Time, produced with support from Art Fund and Fun Kids Radio



1,536,274

Number of followers on all social media platforms



560

Number of people engaged through 13 outreach sessions



22

Number of BCLM: Forging Ahead buildings in construction

Support

Significant Grants & Donations

The Museum wishes to acknowledge and thank all of the organisations and individuals which have pledged or given generous financial and in-kind support during the period of this review, in particular:

Arts Council England

Art Fund

Black Country Local Enterprise Partnership

Birmingham Common Good Trust

Central England Co-operative Limited

Department for Digital, Media, Culture & Sport
(UK Government)

Dudley Metropolitan Borough Council

Foyle Foundation

Garfield Weston Foundation

The George Cadbury Trust

National Lottery Heritage Fund

The Owen Family Trust

The Patrick Foundation

The Saintbury Trust

The Roger & Douglas Turner Trust

Eric W Vincent Trust Fund

Mr D Greeves

Mr J H Hughes

Mr & Mrs J Smith

The late Sheila Ann Tuft

TD THOMAS DUDLEY

HIGGS^{LLP}

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 for placing the full historical and cultural significance of the Black Country in a national context. Buildings, machines and other objects 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 2021, the Museum continued to develop its collection by acquiring a number of significant objects, including:

- > WW2 Military Greatcoat of the Royal Engineers, to be displayed in Langer's Army and Navy Store
- > Model fibreglass pigs, commissioned by the Collections team to be used in Marsh and Baxter's butcher's shop window
- > Locally pressed bricks, to be displayed in The Brickworks





- > 1960s Babycham glasses to be displayed in the Cast Iron House and the Elephant and Castle pub
- > A time capsule discovered in the foundation stone of Woodside Library during translocation, which contains a number of paper artefacts, including newspapers and an address to the Earl and Duchess of Dudley, dating from the opening of the library in 1894



Future Plans

Alongside the priority to move forward following the severe impacts of COVID-19, the Museum's work for 2021 focused on the following five objectives:

- ① Develop and diversify our team.
- ② Develop, maintain and use our collection, in its broadest sense, to support inclusive storytelling.
- ③ Build engagement with audiences to increase representation and enable active participation.
- ④ Innovate to ensure the Museum is strategically aligned for our sustainable future.
- ⑤ Use our influence and strengthened reputation to effect positive change for our communities.

During the next 12 months the Museum will focus on its existing 5 stated objectives, alongside:

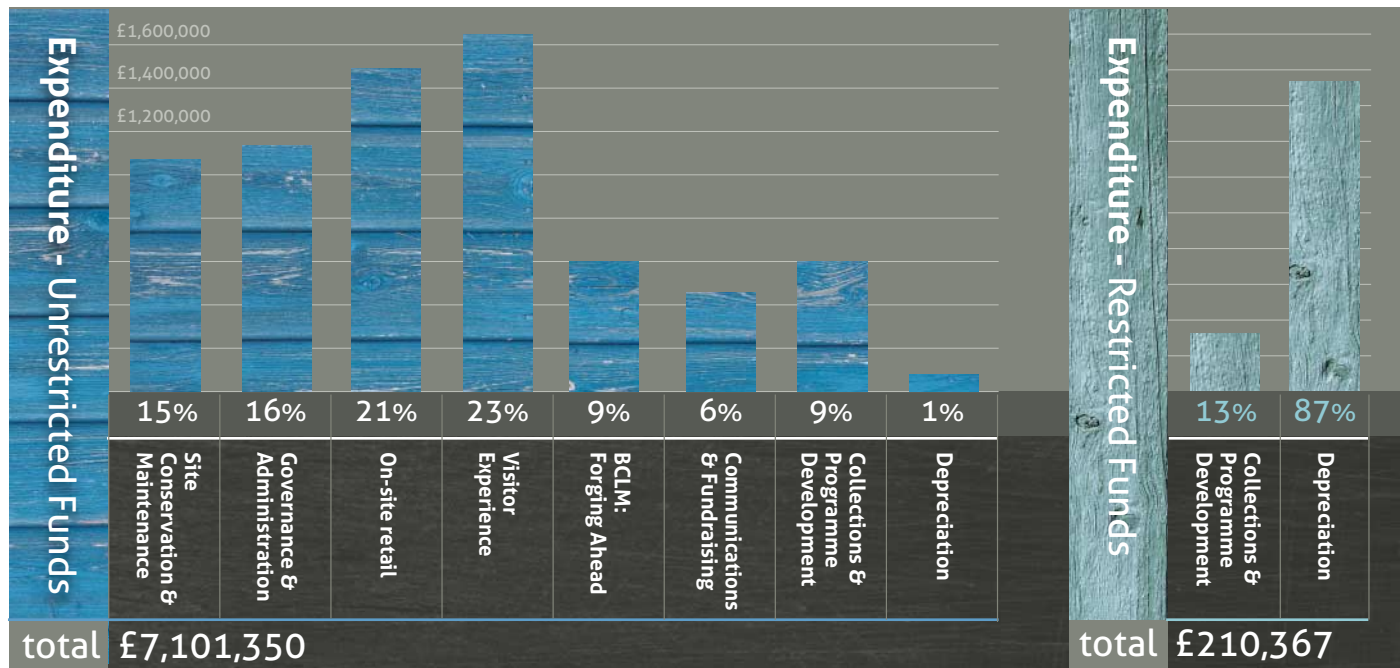
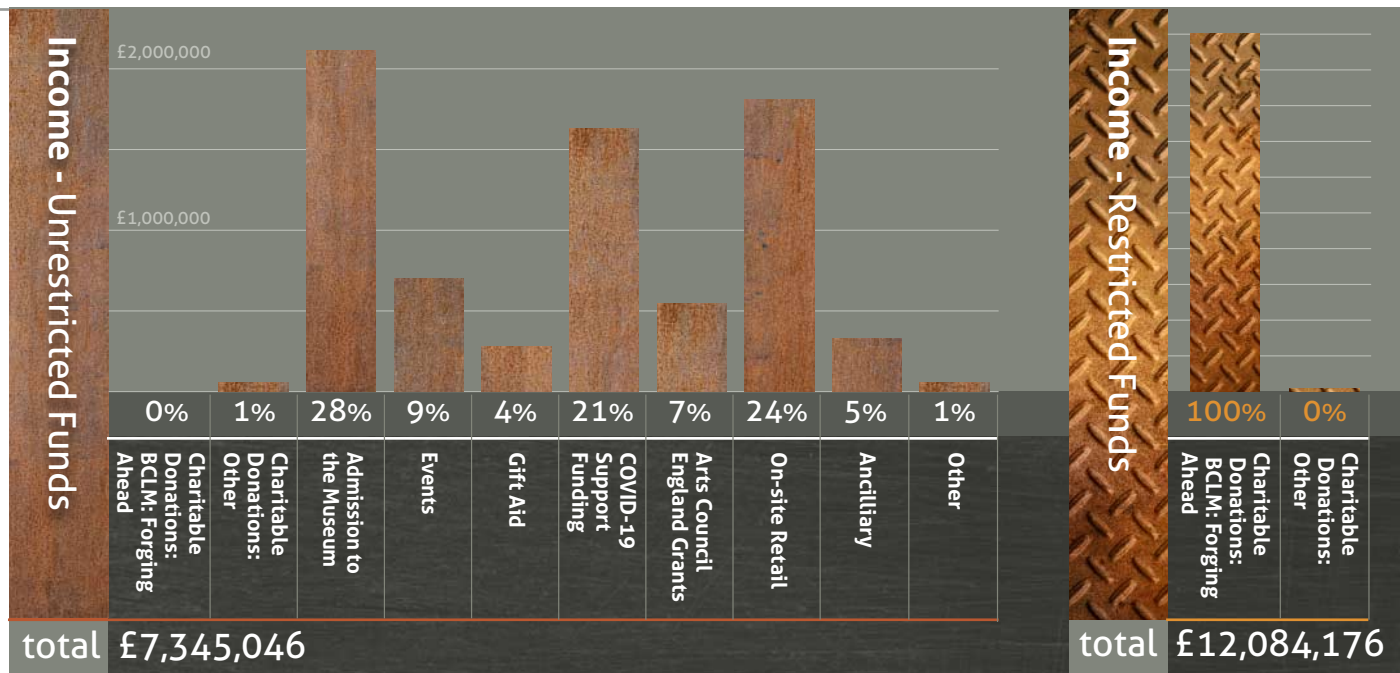
- Continuing the Museum's recovery from COVID-19.
- Applying to retain Arts Council England investment, from 1 April 2023 onwards.
- Continuing to complete BCLM: Forging Ahead, and the successful opening of the new Visitor Centre and Elephant & Castle Pub by mid-2022.
- Developing a new Strategic Plan.
- Refreshing the partnership with the University of Wolverhampton (Black Country Studies Centre).
- Developing a new Marketing & Communications Strategy.
- Improving our environmental impact reporting and continuing to reduce our CO₂e.
- Refreshing the Museum's Master Plan, to determine land use on site.



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 2021, were approved by the Board of Trustees and signed on its behalf by the Chair on 31 July 2022.

Statutory accounts for the year ended 31 December 2021 have been delivered to the Register of Companies and the Charity Commission. The Museum's auditor, Crowe UK LLP, has reported those accounts and their report was unqualified.



Annual Accounts

	Funds	Unrestricted Funds	Restricted Funds	Total	Total
		2021	2021	2021	2020
	£	£	£	£	£
Group Statement of Financial Activities					
Income					
Donations and Legacies:					
Charitable Donations	19,022	12,084,176	12,103,198	5,188,521	
Charitable Activities:					
Admission to the Museum	3,135,325	-	3,135,325	1,072,941	
COVID-19 support funding	1,642,720	-	1,642,720	4,318,748	
Grants (Arts Council England)	560,120	-	560,120	560,120	
Other Trading Activities:					
Retail income (Subsidiary trading company)	1,819,670	-	1,819,670	669,645	
Ancillary enterprises	416,948	-	416,948	133,179	
Investment Income					
	303	-	303	3,071	
Other Income					
	50,938	-	50,938	49,336	
Total Income	7,645,046	12,084,176	19,729,222	11,995,561	
Expenditure					
Raising Funds:					
Retail (Subsidiary trading company)	1,709,394	-	1,709,394	1,074,671	
Development and fundraising costs	198,042	-	198,042	185,558	
Charitable Activities:					
Opening and operating the Museum	4,515,987	210,367	4,726,354	4,227,795	
Developing the Museum	677,927	-	677,927	1,634,465	
National Leadership Programme	-	-	-	30,699	
Total Expenditure	7,101,350	210,367	7,311,717	7,153,188	
Net Income/(Expenditure) before taxation	543,696	11,873,809	12,417,505	4,842,373	
Tax receivable	-	-	-	-	
Net Income/(Expenditure) after taxation	543,696	11,873,809	12,417,505	4,842,373	
Other recognised gains and losses:					
Actuarial gain / (loss) on defined benefit pension	1,355,000	-	1,355,000	(1,298,000)	
Net Movement in Funds	1,898,696	11,873,809	13,772,505	3,544,373	
Reconciliation of Funds:					
Total Funds brought forward 1 January 2021	2,326,496	11,717,329	14,043,825	10,499,452	
Total Funds carried forward at 31 December 2021	4,225,192	23,591,138	27,816,330	14,043,825	

	2021	2020
	£	£
Group (Consolidated) Balance Sheet		
Fixed Assets		
Tangible assets	16,383,731	6,787,468
Heritage assets	4,807,284	4,972,593
Total Fixed Assets	21,191,015	11,760,061
Current Assets		
Stocks of goods for resale	98,283	88,451
Debtors	5,243,585	1,789,663
Cash at bank and in hand	4,850,268	3,705,317
Total Current Assets	10,192,136	5,583,431
Creditors: amounts falling due within 1 year	(1,947,123)	(388,186)
Net Current Assets	8,245,013	5,195,245
Total assets less Current Liabilities	29,436,028	16,955,306
Creditors: amounts falling due after more than 1 year	(91,698)	(134,481)
Net Assets (excluding pension liability)	29,344,330	16,820,825
Defined benefit pension liability	(1,528,000)	(2,777,000)
Total Net Assets	27,816,330	14,043,825
The funds of the charity:		
Restricted funds	23,591,138	11,717,329
Unrestricted funds:		
Designated funds	3,174,405	2,634,997
General funds	2,578,787	2,468,499
Pension reserve	(1,528,000)	(2,777,000)
	4,225,192	2,326,496
	27,816,330	14,043,825



Accounts (continued)

	Year ended December 2021 £	Year ended December 2020 £
Consolidated Cash Flow Statement		
Cash flows from operating activities:		
Net cash inflow from operating activities	9,971,941	3,288,177
Cash flows from investing activities:		
Interest from investments	303	3,071
Proceeds from the sale of tangible fixed assets	-	-
Purchase of tangible fixed assets	(8,783,623)	(1,577,156)
Net cash used in investing activities	(8,783,320)	(1,574,085)
Cash flows from financing activities:		
Repayment of borrowing	(43,670)	(42,687)
Net cash used in financing activities	(38,957)	(44,242)
Change in cash and cash equivalents in the year	1,144,951	1,671,405
Cash and cash equivalents at the beginning of the year	3,705,317	2,033,912
Total cash and cash equivalents at the end of the year	4,850,268	3,705,317



Reference & Administrative Information

Museum Trust Established	15 September 1975
Patron	HRH The Duke of Gloucester KG GCVO
Trustees (Directors)	Christopher Ansell Jonathan Badyal (Deputy Chair) Katy Baker Duncan Bedhall Dr Paul Belford (Chair) Sally Bournier Parminder Dosanjh Cllr. Matt Follows ¹ Victoria Jessop (Deputy Chair) Louise Jones Ruth Levesley Tarlok Singh Mander Catherine Murphy

Chief Executive
(Museum Director) Andrew Lovett OBE

Charity Number 504481

Museum Accreditation
Reference Numbers: 761 and 829

Company Number 1226321

VAT Registration
Number (Group): 765321138

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

Independent Auditors: Crowe U.K. LLP
Black Country House
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
2 Snow Hill
Birmingham
West Midlands
B4 6WR

Other Advisors Anthony Collins
Solicitors LLP
134 Edmund Street
Birmingham
West Midlands
B3 2ES

Company Secretary: Craig Edmondson

Black Country Living Museum

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Email info@bclm.com

Website www.bclm.com

All information is correct at time of publication.
For more information please visit our website: www.bclm.com

¹ 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



search:
Black Country Living Museum

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