



Black Country Living Museum Trust

28 November 2019

Directors' Bi-monthly Report

Report of the Museum's Leadership & Management Teams

1 Purpose of Report

- 1.1 The purpose of this report is to brief the Board on notable progress under the Museum's six Strategic Aims.

2 Strategic Aim One – Develop Our Distinctiveness and Brand

- 2.1 The Museum's association with Peaky Blinders continues to provide strong earned media impact and helps to signpost the Museum as a unique visitor destination. A BBC News video featuring the Museum in its guise as the Peaky Blinders set reached 1,916,376 people and gained an earned media value of £51k. The Museum's presence on social media continues to grow, having gained more than 2.7k new followers across our platforms during October. Web sessions on the main bclm.com website have also increased YoY (+9.3% YoY at 3 November). We are also seeing increased conversion in traffic from social media channels to the ticketing section of the website (+22% YoY), which suggests that engaging social content is having a positive impact on likelihood to visit.
- 2.2 The October half-term Fiendish Felons programme received very positive feedback from both visitors and staff. The use of mini first person interventions and the transformation of St James's School into a Quarter Sessions court was particularly effective.
- 2.3 The Programming Team worked closely with Dudley College for the Halloween evenings. They integrated the event into their coursework, and worked across departments to provide music, props, animations, costume, make-up and a haunted toy box performance. The flash mob finale event, followed by a dancing parade was a highlight of the evening. It is hoped that the College will be willing to support the event again next year.
- 2.4 The Community Advisory Panel welcomed 4 new members at the September meeting where the access map refresh and World Alzheimer's day were

discussed. The panel also planned an exchange trip to Croome Court to discuss accessible trails and difficult histories.

- 2.5 The Community Engagement team interviewed 8 people to join the Advisory Panel (4 members for the Cultural Diversity and 3 for Access and Inclusion).

3 Strategic Aim Two – Safeguard, Enrich and Use Our Collections

- 3.1 The Collections Manager and Collections Assistant attended a Print Shop training day at Winterbourne House and Gardens. They learnt very basic print skills that can be built upon in the future to get the Museum's Print Shop back up and running.
- 3.2 The Collections Assistant attended an oral history training session at Stafford Archives and gained an introductory understanding of the processes for documenting lived experiences, in order to better support BCLM's acquisition of knowledge for Forging Ahead.
- 3.3 The Collections Manager and Engineering Manager audited the boat dock collection. This has enabled us to prioritise the boats that need repair.
- 3.4 The Collections Manager delivered a handling session to the Macular Society in Walsall. Objects were selected that had a link to Walsall manufacturing.
- 3.5 The Collections Assistant delivered two tours of the collection store including an object handling session to BCLM Members.
- 3.6 The Collections Care & Management Team received 334 offers and enquiries throughout September and October. These resulted in 31 donations of various sizes, including the acquisition of a Wolseley 16/60 car for the use collection (i.e. not Accessioned).
- 3.7 The Archivist & Librarian has continued the re-cataloguing of the Locksmith's House archive. Items catalogued and scanned so far total 3,766.
- 3.8 Recent archive & library accessions of note: 81 photographs of Phoenix Steel Tube Company, West Bromwich; 10 photographs of 'President' narrowboat; 26 photographs of the Aston family outside the Cast Iron House. An attempt is being made to catalogue the 100+ local history books and trade catalogues now donated to us by former Trustee, David Owen OBE. Other books catalogued: 14 on such subjects as the leather industry of Walsall, local working women's rights, the experiences of women from ethnic communities living in the Black Country, nickel production in the West Midlands and war-time cookery. Three 'Forging Ahead' oral histories were completed and placed on to ADLIB (collections database).
- 3.9 The Researchers conducted an oral history interview with two members of the Aston family, former residents of No.112 Birmingham Road (Cast Iron House), in the late 1960s. This led to a proposal to the Project Board to change the period setting of the house from the 1950s to 1968, covering an exciting period of

change, with a strong family story. Following Project Board approval, changes to plans, object collecting and historic research are underway.

- 3.10 Other oral histories were conducted with two former employees of Lavender's, and the children of another employee there – a man who had emigrated from East Pakistan in 1957 to work there until 1991. Another oral history was recorded with a shop assistant from Stanton's, 1955-1964.
- 3.11 The development of new STEAM programmes has continued during this period with the following activities:
- The new Sunbeam Club. This is a new programme that started in September and will run across the full academic year. During the first term, students have explored the role of the engineer, focusing on building two Greenpower Goblin kit cars. All 53 Key Stage 2 students (7-11 years) have been very engaged, particularly enjoying the hands-on focus and learning how to use real tools.
 - The new Enterprise Project. This commenced in October with three Care Leavers from Dudley, aged 20-24. The programme has included participation in a number of creative workshops, delivered in-house and with the support of two external artists. They have also undertaken two workshops with the Prince's Trust working towards an Enterprise Qualification (equivalent to a Grade 4 in GCSE).
 - Chemistry at Work. Our annual three-day event took place at the beginning of November, engaging 18 schools, with a total of 265 students – including a day dedicated to students with special educational needs and disabilities. A range of exciting workshops and shows were delivered by Ecton Hill Copper Mine, Craven Dunhill Jackfield Ltd, the Universities of Wolverhampton and Birmingham and Robinson Brothers Ltd. Feedback has been excellent from both teachers and students.
 - The development of our Manufacturing at Work event, due to be held on 18-19 March 2020. Wolverhampton University are signed up to deliver a session linked to their Formula 3 racing car, and the Foundry Training Services will run pewter casting workshops.

4 Strategic Aim Three – Transform the Visitor Journey

- 4.1 The Community Engagement team delivered the following events:
- 14 September: On the move, vintage vehicles tour – Audio descriptive tour (19 attendees).
 - 12 October: Deaf Friendly Edwardian School Lesson (7 attendees).
 - 3 September: Black Prince Film screening and consultation session for stories about migration and industry (100 attendees).
 - 24 October: *When I came to England*, Black History Month (260 attendees).

5 Strategic Aim Four – Increase Visitor Attendance

- 5.1 As of the week ending 3 November, visitor attendance is 316,345 – a result that is +9% ahead of budget and tracking at +2% ahead at the same point YoY. Attendance has continued to trend ahead of budget since August. Therefore, the end of year projection for attendance looks promising for achieving growth both ahead of budget and ahead of 2018, which would result in the Museum's sixth consecutive year of growth.
- 5.2 Formal Learning bookings for 2019 are nearly 3% below last year, but still up on 2017 (based on booked rather than actual figures for the last two months).

	2019	2018	2017
	Students only	Students only	Students only
January	979	2,100	1,539
February	3,434	2,914	3,138
March	5,687	5,826	7,348
April	5,358	3,571	4,101
May	5,436	5,997	6,047
June	9,343	9,602	8,399
July	6,761	7,974	6,365
August	140	230	252
September	2,669	4,430	3,081
October	7,447	6,335	6,157
November	6,502	6,586	6,870
December	2,578	2,359	2,395
Total	56,334	57,924	55,692

- 5.3 The Autumn term – and first term of the new academic year – saw the introduction of new education packages. It is interesting that this term has also seen a marked increase in booked taught sessions (excluding the underground mine tour and the 1912 school lesson that are now included in the package). 103 sessions have been delivered, compared to 70 in 2018. The increase may be a result of the promotional work that the STEAM Programming team having been undertaking with local schools, and the updates and changes made to the learning pages on the website. It may also be that the new package offer makes additional activities more accessible to schools.
- 5.4 The Collections Manager assisted in delivering the Heritage Open Day at the Locksmith's House, 180 people attended. A Horrible Histories event was also held in October, where 132 people attended.
- 5.5 The Archivist & Librarian represented the Museum at Dudley Archives' Local History Fair (5 October) and Wolverhampton Archives' Local History Fair (2 November). There were high levels of attendance at the fairs and a great deal of interest in the Museum at both.
- 5.6 The Community Engagement team attended a recording at the Beacon Centre, Stourbridge talking News Paper to promote Audio Descriptive Tours (Reach

2,000 people) and delivered a very successful World Alzheimer day event on 21 September (160 attendees).

- 5.7 The Community Roadshow continues with attendance at the following events:
- 30 August – 1 September, Moseley Folk Festival (300 attendees).
 - 5 October, Black History Month Book Launch, Hockley Birmingham (1,800 attendees) – 30 people signed up for mailing list.

6 Strategic Aim Five – Achieve National and International Impact

- 6.1 The Museum will feature prominently in the National Lottery 25th Anniversary campaign – across online, print and TV. The Museum and BCLM: Forging Ahead will be showcased as a key National Lottery Heritage Fund-supported venue in Reach plc titles (Mirror and Birmingham Mail) and the Museum will appear in the ITV National Lottery results show on Saturday 23 November. TV host Stephen Mulhern visited the Museum to film the segment on 30 October and the show is expected to attract c4million live viewers when it is broadcast as part of Celebrity X Factor.
- 6.2 On 4 October, Netflix premiered season 5 of Peaky Blinders, bringing the Museum to 183 countries.
- 6.3 The Collections Manager and Collections Assistant attended a workshop at Coventry Transport Museum to discuss the future of collecting. Topics covered included disposals and rationalisation.
- 6.4 The Community Engagement Manager and Researcher presented on Forging Ahead and Migrations Stories at the British Museum's National Programme Conference.
- 6.5 The Head of Collections Care, the Collections Assistant and Archivist & Librarian attended the National Programming conference at the British Museum where they were able to engage in debates and discussions on programming, on such topics as diversity, accessibility and the decolonisation of collections.
- 6.6 Research into the Museum's gardens and interesting, wider local stories on green spaces was undertaken, to support the Director of Programme's meeting with the project team behind BBC Gardener's World Live (held at the NEC).

7 Strategic Aim Six – Grow and Diversify Our Income

- 7.1 £2,237,774 (97%) has been raised so far against the £2.3m fundraising target in support of BCLM: Forging Ahead. The shortfall therefore stands at £62,226. Funding in support of BCLM: Forging Ahead has been confirmed in this period from:
- Fidelity UK Foundation (Unrestricted, £75,000)
 - Dumbreck Charity (Unrestricted, £1,000)

- 7.2 Work continues on approaches to numerous smaller trusts including; National Grid Community Grants (£10k), Lord Austin Trust (£5k), W E Dunn Charitable Trust (£3k) and The E H Smith Charitable Trust (£2.5k).
- 7.3 A direct mail campaign in October has resulted in the recruitment of one new Patron and 5 renewals so far. Income in support of BCLM: Forging Ahead totals £10,970 plus £2,587 Gift Aid.
- 7.4 A successful Guest Evening was held in the 1920's Limelight Cinema at the Peaky Blinders Night on 6 September. Guests included representatives from Tarmac, Brand Jam Ltd, Canal & River Trust, Arts Council England, West Midlands Police, Screen Central, Dudley MBC and Sandwell & Birmingham NHS Trust. Feedback from guests has been extremely positive and follow-up meetings are being arranged with potential partners.
- 7.5 Membership continues to perform well with income for the year-to-date of £66,227. The expected out-turn for 2019 is £70,027 against a target of £55,000.
- 7.6 The following Member events were held throughout September and October: Family Workshop: Canal Art (21 September), Get Closer: Beer Tasting (4 October); Get Closer: Store Tour x2 (12 October) and Get Closer: Forging Ahead, Meet the Project Team (19 October). Two of the Museum's Patrons attended Get Closer: Forging Ahead and their feedback was very positive – "Friendly, informal and welcoming, it was a lovely chance to hear about progress on the latest project and chat to staff and other visitors, and for the staff to share their obvious enthusiasm and pride in the Museum and what it represents."
- 7.7 Two businesses, food wholesaler BidFood and chartered surveyors and property Consultants Fisher German – have joined the Business Partners scheme, at Coal Level. Current partners now stand at 17 Coal, 1 Iron and 2 Brass. Confirmed income for the Business Partner scheme for 2019 is £20.5k against a budget of £18.5k.
- 7.8 Venue hire has been particularly strong, with events for the British Motorcycle Trust AGM, Schemeserve, Warburton's, Accord, the Wand Medical Centre, NHS Dudley Clinical Commissioning Group, West Midlands Trains, two evening events to mark Crosby Premier Stampings 100th Anniversary, Fisher German, Higgs and Sons Charity Quiz, the Institute of Cast Metal Engineers (ICME) Awards, Black Country Consortium, and the Institute of Chartered Accountants (ICAEW). Expected out-turn for the year is income of £90k (Budget: £69k) and profit of £45k (Budget: £25k).
- 7.9 Exhibition stands to promote venue hire, sponsorship, Business Partners and corporate volunteering were taken at the The Big Black Country Business Fayre at Wolverhampton Racecourse on 16 October, and at Birmingham Chamber's Expo at Aston Villa FC on 25 October.
- 7.10 West Midlands Growth Company filmed at one of the Museum's Peaky Blinders

events in September, capturing content for a regional promotional film. The National Lottery filmed a short piece for the Saturday night results show to be broadcast on 23 November on ITV during X Factor advertisement breaks. The Workers' Institute was used to record the Christmas edition of Radio 4's popular horticultural programme, Gardeners' Question Time on 19 November. The programme regularly attracts an audience in excess of two million and 180 tickets were made available to the public, to be present at the recording.

8 Annex

8.1 None.