



**Joint Committee for the North of England Open  
Air Museum**

**Date**      **Friday 15 November 2013**  
**Time**      **10.00 am**  
**Venue**     **Collections Study Room, Regional Resource Centre,  
Beamish Museum, Beamish**

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**Business**

**Part A**

- 1.** Minutes of the Meeting held on 20 September 2013  
(Pages 1 - 4)
- 2.** Museum Update - Report of Museum Director (Pages 5 -  
14)
- 3.** 'Remaking the Living Museum 1820-1950' HLF Project  
Application November 2013 - Presentation from the  
Museum Director
- 4.** Development of Beamish's Learning Programmes for  
Schools - Presentation by the Head of Learning
- 5.** Dates of Future Meetings
- 6.** Such other business as, in the opinion of the Chairman of  
the meeting, is of sufficient urgency to warrant  
consideration
- 7.** Any resolution relating to the exclusion of the public  
during the discussion of items containing exempt  
information

## Part B

Items during which it is considered the meeting is not likely to be open to the public (consideration of exempt or confidential information).

8. Capital Project Report No. 2 November 2013 - Report of the Museum Director (Pages 15 - 26)
9. Such other business as, in the opinion of the Chairman of the meeting, is of sufficient urgency to warrant consideration

**Colette Longbottom**  
Secretary to the Joint Committee

County Hall  
Durham  
**7 November 2013**

**To: The Members of the Joint Committee**

Councillors Batey, J Bell, R Bell, Blakey, Buckham, Carr, Conway, Hicks, Iveson, Jewell, Lethbridge, Maitland, C Marshall, Milburn, Morrison, Oliver, Pemberton, Shuttleworth, Stoker and Todd (Durham County Council), Councillors B Goldsworthy, Green and Wallace (Gateshead MBC), Councillor Cowie (North Tyneside MBC), Councillors Cunningham and Maxwell (South Tyneside MBC), Councillors Bell, Fletcher, Jackson, Kelly, Richardson, J Scott, Trueman, Turton and Walker (Sunderland City Council)

**Co-opted Members (Non-Voting)**

Friends of Beamish – Mr A Ashburner and Mr M Dix

**JOINT COMMITTEE FOR THE NORTH OF ENGLAND  
OPEN-AIR MUSEUM**

At a Meeting of the Beamish Joint Committee held in the Collections Study Room, Regional Resource Centre, Beamish Museum, Beamish on **Friday 20 September 2013** at **10.00 am**

**Present:**

**Councillor C Marshall (Chairman)**

**Members of the Committee:**

Councillors A Batey, J Bell, J Blakey, C Carr, P Conway, S Iveson, I Jewell, J Lethbridge, O Milburn, J Shuttleworth, D Stoker and R Todd (Durham County Council), Councillor J Wallace (Gateshead MBC), Councillors R Bell, J Kelly, D Richardson, J Scott, D Trueman and M Turton (Sunderland City Council)

*Co-opted Members (Non-Voting)*

Friends – Mr A Ashburner

**Apologies:**

Apologies for absence were received from Councillors R Bell, J Buckham, D Hicks, J Maitland, S Morrison, P Oliver and T Pemberton (Durham County Council), B Goldsworthy and L Green (Gateshead MBC), Councillors F Cunningham and N Maxwell (South Tyneside MBC), J Fletcher, J Jackson and P Walker (Sunderland City Council) and Malcolm Dix (Friends of Beamish)

**1 Minutes of the Meeting held on 5 July 2013**

The minutes of the meeting held on 5 July 2013 were confirmed as a correct record and signed by the Chairman.

**2 Museum Update**

The Joint Committee received a report from the Museum Director that gave an update on Museum business (for copy see file of Minutes).

Performance – The Museum were 16% up on visitor numbers and admissions income from the previous year. Visitor numbers were strong in

August and performance continued to do well in September with 45-50,000 visitors expected. The Museum were on target to receive 500,000 visitors by the end of the financial year. Evening tickets for winter events were already being sold.

The Museum Director highlighted the following:-

- Celebrating Community Heritage Project- project comes to an end in September 2014. Plans were being developed to outline how Beamish will sustain its support for schools and community participation in future years
- Creative People/ Places – project continues to develop with partners in East Durham
- HLF Bid for major capital development– bid to be finalised in November. There was a risk in terms of raising match funding for the project. Partnership support from Local Authorities was very important as the competition for funding will be fierce. Talks had taken place with the Treasurer from Sunderland City Council to secure a guarantee for the funding shortfall of up to £4.5 million as this would strengthen the HLF bid and the Museum needed to show it was in a position to deliver.
- Short term priority projects for 2013/14 and 2014/15 – to be discussed under a separate Capital Projects Report on the agenda
- Review of Governance – waiting for Local Authorities to comment on the draft proposals. The Charities Commission had approved the change of name to Beamish Museum, dropping the Limited from the title. There would be an overlap between the first Regional Stakeholder Group and the current Joint Committee meeting. The date of the first Regional Stakeholder meeting will be 25 October.

**Resolved:-**

That the report be noted.

### **3 Development and Engagement Plan 2013 - 2025 Summary**

The Joint Committee received a report and presentation from the Museum Director giving a summary of the Development and Engagement Plan 2013-2025 (for copy see file of Minutes).

The Museum Director presented the summary of the plan that had been approved in January 2013 highlighting the three guiding principles. Early priorities included collecting John's Café from Wingate and reconstructing a Chemist/Photographer's in the 1900s Town.

Members were happy with the report and thanked the Museum Director for summarising the lengthy document into key points.

**Resolved:-**

That the summary document be noted.

**4 Proposal to establish a Regional Stakeholder Group**

The Joint Committee received a report from the Museum Director that gave an update on the proposal to establish a Regional Stakeholder Group (for copy see file of Minutes).

The first meeting of the group had been arranged for 25 October 2013 and would discuss the terms of reference and the Museum's plans for 2014. Members were concerned that the meetings should be worthwhile attending and not just a talk shop. The Museum Director said that information would be given out to the group in advance and discussions would take place on specific projects and areas of development. He felt that it was important for the group to focus on practical project delivery for particular themes.

**Resolved:-**

That the report be noted.

**5 Audited Statement of Accounts 2012/2013**

The Joint Committee considered a report of the Treasurer outlining the communications received from the External Auditors concerning the Annual Return for 2012/2013 and to provide the Audited Statement of Accounts for 2012/2013 (for copy see file of Minutes).

The Treasurer informed Members that the external auditor had provided an unqualified audit opinion of the Annual Return for the year ended 31<sup>st</sup> March 2013 and also that the Statement of Accounts 2012/2013 had required no amendment from those previously presented to the Committee in June. No major issues had been identified by the External Auditors.

The Treasurer informed the Committee that discussions were taking place with the External Auditors regarding what could be the final year of Audit with the disbanding of the Joint Committee. There was a possibility that

the final accounts could be amalgamated with Beamish Museum Company accounts. Details would be presented to Committee in due course.

**Resolved:**

- (i) That the unqualified audited Annual Return from External Auditors, BDO LLP (Chartered Accountants), be noted.
- (ii) That the Audited Statement of Accounts for the financial year ended 31 March 2013, be approved.

**6 Exclusion of the public**

**Resolved:-**

That under Section 100 A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Schedule 12A to the said Act.

**7 DEP Capital Projects Report No 1**

The Joint Committee received a report from the Museum Director that provided an update on the variations and funding for Capital Projects (for copy see file of Minutes).

**Resolved:-**

That the recommendations within the report be approved.



**JOINT COMMITTEE OF BEAMISH, THE NORTH OF ENGLAND OPEN AIR MUSEUM  
15<sup>th</sup> NOVEMBER 2013**

**MUSEUM UPDATE - REPORT OF THE DIRECTOR**

**1. Performance for the period 1<sup>st</sup> February 2012 to 31<sup>st</sup> September 2013 (8 months)**

	Actual YTD 2013/14	Revised Budget Forecast 2013/14	Previous Year 2012/13
Visitor numbers	<b>447,916</b>	410,767	383,417
Variance (%)		9%	17%
Admissions income	<b>£3,061,759</b>	£2,847,850	£2,660,605
Variance (%)		8%	15%
Catering income	<b>£838,362</b>	£760,795	£729,903
Variance (%)		10%	15%
Fish & Chip Shop income	<b>£295,168</b>	£267,133	£230,685
Variance (%)		10%	28%
Retail income	<b>£464,019</b>	£453,187	£426,940
Variance (%)		2%	9%
<b>Total earned income<sup>1</sup></b>	<b>£5,247,061</b>	<b>£4,905,081</b>	<b>£4,546,861</b>
<b>Variance (%)</b>		<b>7%</b>	<b>15%</b>

1.1 Beamish's performance in the period to the end of September 2013 has continued to be excellent. A total of 54,454 visitors came to Beamish in September, up from 45,617 last year. The main contributory factor seems to have been the successful operation of the Festival of Agriculture, held over the entire month with a series of themed events.

1.2 Attendances during October have continued to be very good, despite relatively poor weather during the month. The museum welcomed 47,338 visitors in October, 3%

<sup>1</sup> Includes income from admissions, gift aid, education, catering, retail and guide books net of VAT. Excludes income from commissions, donations, grants and funding from EU, Arts Council England and Heritage Lottery Fund.

ahead of budget (46,000) and 13% up on last year (41,769). Tickets for the three Halloween evening events sold out in advance, with 6,338 people attending over three nights.

- 1.3 On Saturday 2<sup>nd</sup> November the museum passed the milestone of 500,000 visitors in the 2013/14 year. Looking ahead into November and the Christmas at Beamish season, Beamish is on track to achieve a record year, attracting more visitors to the museum than has ever been achieved before. Tickets for the Bonfire Nights in November have sold out with 3,500 people attending over the two nights. Two of the three Christmas evenings in December have also sold out, with the remaining night expected to sell out early in November. By the end of January 2014, we expect to have welcomed more than 550,000 people in the financial year.
- 1.4 In terms of Beamish's retail performance, the results to the end of September 2013 show an encouraging upturn on the same period in 2012, with an increase in sales combined with consistent margins. Beamish's catering performance also shows encouraging growth, with a healthy increase in profits on last year (+41%). The performance in the 1900 Town Tea Room has been particularly strong, with less impressive results in the Home Farm and Pit Village outlets.
- 1.5 A review of the Bakery operation is planned in November 2014 after 3 months trading, exploring areas for improvement and training leading up to Christmas and then the 2014 season. A review of staffing, product lines and themes/merchandising is planned across the site led by the Head of Catering, with a particular focus on the World War II Home Farm outlet. A new engagement plan and menu is planned for the 'Sinker's Bait Cabin' to be located in the Pit Village (replacing the current offer, the Pitman's Pantry, from spring 2014).

### **Approval sought**

- **Beamish's key performance indicators for the 8 month period to September 2013.**



## **2. 2014 opening times and events list**

### **Main Season**

Saturday, 5<sup>th</sup> April to Sunday, 2<sup>nd</sup> November 2014. All areas of the Museum are open, 7 days a week, 10am to 5pm.

### **Winter Season including Christmas at Beamish**

Winter season Monday, 3<sup>rd</sup> November 2014 to Friday, 27<sup>th</sup> March 2015, opening from 10am to 4pm. Beamish will be closed on Mondays and Fridays, but will open at weekends as well as Tuesday – Thursday. The whole museum will open at weekends with full price admission. During midweek, only the Town, Pit Village and Tramway will open and admission will be half price. Christmas at Beamish will operate from 15<sup>th</sup> November to Sunday, 29<sup>th</sup> December.

Appendix A includes an events list for 2014 for future reference.

## **3. Update on personnel and staffing issues**

- 3.1 An Investors in People Review of Beamish was carried out between 11th & 18th October 2013. The IiP Specialists spent a total of 3 days on site and interviewed 44 people - approximately 7% of the people who contribute to Beamish (managers, employees and volunteers) and equating to 14% of monthly and weekly-paid employees. Some people were seen in small groups. The IiP Specialists found that there was sufficient evidence relating to the Investors in People Indicators to show that Beamish meets the 39 evidence requirements of the Standard.
- 3.2 The Assistant Director of Resources has reviewed the Museum's policy and management practice regarding the operation of 0-37 hr permanent contracts at Beamish. The contracts have been introduced after Board approval in 2011 and provide a number of benefits both to the Museum and its employees. These include the capacity to respond flexibly to meet rising demand out of the main season (March to October); increasing employee retention and providing opportunities for progression to further training and full time employment; providing more jobs during the winter season (Nov – March); enhancing job security and reducing a previous reliance on temporary seasonal workers. Beamish does not insist that staff employed on 0-37hr contracts only work at the museum. Two control measures are critical for the successful management of these contracts. Firstly, Beamish has made a commitment to identifying progression routes for staff wishing to develop their careers, and will not overuse 0-37 hr contracts when permanent jobs can be offered. Secondly, a management policy to share out hours evenly and fairly between team members has been adopted.

## **4. Review of governance – update from Regional Stakeholder Group meeting**

- 4.1 The final drafts of the new lease from Durham County Council and the revised memorandum/articles of association for Beamish Museum are awaiting approval by

core Local Authority partners at Durham County Council, Sunderland City Council, Gateshead Council, South Tyneside Council and North Tyneside Council. VAT advice is being finalised with the support of specialists from Price Waterhouse Coopers and will be issued to partners as soon as it is available. An analysis of the Board skills and potential gaps to be filled during the recruitment process has also been completed.

4.2 The first meeting of the Regional Stakeholder Group was held in October 2013. A report from the meeting is attached as appendix B. It is proposed to hold the next meeting in February/March 2014. The focus going forward into 2014/15 will be to identify deliverable projects across the agreed priorities that RSG partners can work on together. Specific actions discussed at the first meeting and recommended to be taken forward now by museum staff are:

- **Museum Education.** Working together to develop learning programmes for schools in 2014, working in partnership across several museums, using limited resource from the current MPM and HLF programmes to extend reach, helping to identify need/demand for future funded programmes.
- **Older People.** Working with commissioners to help develop a model at Beamish for sessions with people living with dementia. Starting with commissioning groups in Durham County.
- **Marketing.** Forming a group of interested museums/heritage sites to explore joint promotion/regional marketing initiatives including customer relationship management systems. Sending an invitation out to key cultural attractions to gauge interest and define need/opportunity.
- **Cultural Tourism.** Helping ANEC make the case to the NELEP regarding investment in the sector to help create growth, with support from the new EU programme from 2015. Holding a conference/meeting in November/December to build a case.

#### **Priorities for next period**

- Approval of new governing documents
- Submit HLF Funding Bid for the 'Remaking Living Museum 1820-1950' project
- Secure LA guarantee for funding shortfall
- Annual review of DEP delivery in 2013/14
- Ongoing delivery of externally funded programmes (ACE MPM and HLF Celebrating Community Heritage)
- Submission of ACE Creative People and Places Business Plan (Nov 2013)
- Preparation of Major Partner Museum bid with Bowes Museum (Jan 2014)

**RICHARD EVANS**

Director, 5<sup>th</sup> November 2013

#### **Appendices:**

**A: 2014 Events List**

**B: Notes from RSG meeting October 2013**

Joint Committee Meeting 15<sup>th</sup> November  
 Item 2 Appendix A: Events Dates for 2014

10th - 13th April 2014	Transport themed event tbc as part of The Great North Festival of Transport
17th - 20th April 2014	"The Great North Steam Fair" as part of The Great North Festival of Transport (Easter)
24th - 27th April 2014	Outreach Project tbc as part of The Great North Festival of Transport
29th May - 1st June 2014	The Georgian Fair
28th - 31st August 2014	"Agricultural Power from the Past" as part of The Great North Festival of Agriculture
6th - 7th September 2014	"Growing Your Own" as part of The Great North Festival of Agriculture
11th - 14th September 2014	"Show of Agriculture" as part of The Great North Festival of Agriculture
20th - 21st September 2014	"Hands on Heritage Skills" as part of The Great North Festival of Agriculture
27th - 28th September 2014	"Harvest Festival" as part of The Great North Festival of Agriculture
4th - 5th October 2014	"Harvest Home & Dance" as part of The Great North Festival of Agriculture
29th October - 31st October 2014	Beamish Halloween Evenings
5th & 7th November 2014	Beamish Bonfire Evenings
15th November 2014 - 4th January 2015	Christmas at Beamish

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## Joint Committee Meeting 15<sup>th</sup> November 2013

### Item 2 Appendix B Notes from Regional Stakeholder Group meeting 25/10/13

1. Introduction of attendees/members of Regional Stakeholder Group.

Welcome and introduction to the group from Cllr Carl Marshall.

2. Beamish Museum's future plans looking forward to 2014/15.

Presentation by Richard Evans, Director of Beamish Museum.

- Explained where Beamish can participate in particular areas of interest for the region. In particular: Education; the development of Active Aging programmes; Strategy and Planning; and the Cultural Agenda (particularly regional tourism and EU investment).
- Described Beamish's recent growth in terms of visitor numbers and FTE staff
- Emphasised that 60% visitors come from outside the North East region: real opportunity for local service sector amenities.
- Stressed that Beamish focusses on its links with local communities: donations/selection of objects, working with community groups on particular outreach projects.
- Beamish has rolling programmes of capital development with relatively little public investment, but aims to be self-sustaining in capital terms.

Forthcoming capital development projects:

2014-15

- Eston Church in 1820s Georgian area.
- Transport: steam engineering skills; development of workshops thanks to donation from Stockton Council
- Transfer of Victorian Home Farm to a WW2 Farm
- Chemist/ photographers in 1900s town

Beyond 2015

-1820s

- Development of 16<sup>th</sup> century post mill from Blyth
- Blacksmith from Wolsingham
- Candle House from Westgate
- Lime kiln
- A reconstruction of Joe the Quilter's Cottage
- Great North Road coaching inn suitable for people to spend the night.

-1950s development

- Telling the story of agricultural changes through Spainsfield Farm from Weardale
- Also, urban development with a 1950s town, including: cinema, aged miners' homes, community centre, garage, football pitch and Airey Houses form Gateshead.

### 3. Group Discussion session and feedback.

#### Group 1

##### Learning Programmes for Schools

- Beamish can be a catalyst to help engage schools groups across different museums- a visit/ education session can generate other visits locally.
- Immersion is Beamish's strength, which can impact museum education delivery in a different way.
- Beamish and other museums could link up different avenues of funding.
- It's important to create sustained relationships with schools (repeat visits).
- Sharing skills across institutions (e.g. recent education project with Killhope Museum). Identify gaps across organisations and target funding accordingly.
- An emotional involvement from children can benefit learning process: immersive sessions and workshops in schools help to foster this.
- Better communication: marketing within the cultural sector to show what museums can offer.

##### Working with older people living with dementia

- A real need to demonstrate the effectiveness of reminiscence sessions: Beamish is currently linking with Newcastle University to look at dementia and reminiscence.
- Develop a sustainable offer that is able to cope with demand.
- Communicate and network with individual day centres and care homes to foster long-term informal relationships.
- Develop a proactive relationship with CCGs and use common language to communicate what museums can offer and understand what they (CCGs) value.
- There is a value to collaborative work with other arts/museums organisations.

#### Group 2

##### Cultural Tourism/ Audience Development/Marketing

- There are roles for L7 and ANEC in making the case for EU investment.
- Sector led advocacy- need to ensure that the sector and its impact on the economy is recognised. The challenges with working at a regional level were noted – an opportunity for cross sector ANEC partnership including Beamish.
- Working in Cultural Partnerships to make the case for culture to LEPs; roles also for colleges and local businesses in this. There is urgency here, preferably act before Christmas.
- Beamish has a good opportunity to help, but does have a limited capacity.
- Tourism/Marketing: need for greater co-ordination across region; what would this look like? Why do people visit the North East? Do they visit the region or particular destinations within it? Need to examine customer relationship data.
- In support of this 'regional approach' to reach further nationally and internationally: opportunity to be proactive together using heritage.

- Beamish can have an important role in a campaign for EU investment through LEPs. Need to start engaging on this front now.
- “Business Friends”: use this network to help make case for greater cultural investment in North East.

### Group 3

#### Business Planning

- Cultural partnerships and ANEC have the potential use a strategic approach in creating a network across the whole region, including areas often missed out such as Redcar/Cleveland/Teesside, for cultural heritage.
- Cultural Partnerships have opportunity to be very useful in communicating with LEPs the potential of heritage tourism for the region and this needs to be addressed as a priority.
- Beamish’s perspective on models for running museums would be welcomed as provision for culture is reviewed. Beamish could play a significant support role, but would need MPM support and funding to enable resources and the capacity to support and advise cultural sector in the region.
- Volunteering is common across museum sector: needs exploring further around issues such as staff/volunteer relationships.
- Urgent need for forward thinking in the current economic climate: commercial sustainability, maximising earned income.
- Raise awareness of the region’s cultural offer as a whole- create national and international links: Captain Cook Birthplace Museum.
- Sharing information/skills/advice between organisations for sustainability. Potential solution is to create templates advising what each museum’s offer is and make use of open sources with online access allowing mutual benefit.
- Joint marketing and communications has the potential to be beneficial.
- Need to address the challenge of competition between museums, for example during the WW1 celebrations over the next few years. Need to find strategies of working together through common themes and issues without becoming homogenised/ preserving organisations’ identities.
- Urgency was emphasised for many of these issues.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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