



JOINT COMMITTEE OF BEAMISH,
THE NORTH OF ENGLAND OPEN AIR MUSEUM - 15th MARCH 2013

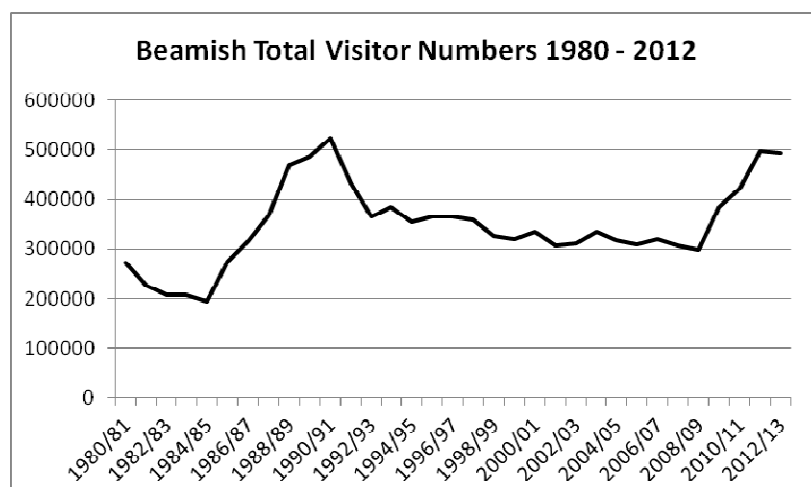
MUSEUM UPDATE: REPORT OF THE MUSEUM DIRECTOR

1. Performance for the period 1st February 2012 to 31st January 2013 (12 months)

Beamish Museum KPIs 12 month period

	Actual YTD 2012/13	Revised Budget Forecast 2012/13	Previous Year 2011/12
Visitor numbers	494,192	508,262	497,891
Variance (%)		-2.8%	-0.7%
Admissions income	£3,363,887	£3,282,396	£3,540,524
Variance (%)		+2.5%	-5.0%
Earned income ¹	£5,571,418	£5,514,905	£5,701,828
Variance (%)		+1.0%	-2.3%

1.1 Due to a combination of poor winter weather and fewer opening days during the Christmas holiday week this year, Beamish just missed passing the milestone of half a million visitors in the 2012/13 year. Nevertheless, the result of 494,192 visitors in 2012/13 is almost exactly the same as that achieved in during the previous year 2011/12 and represents the third highest on record, as shown in the table below.



¹ Includes Beamish Museum Ltd Charitable income for Admissions; Fairground; Gift Aid and Education combined with its wholly owned subsidiary Beamish Museum Trading Ltd income from Catering, Functions and Retail. Excludes charitable donations and VAT.

1.2 Overall, the Museum management team are pleased to report a solid set of results for the 2012/13 year with earned income 1% up on budget forecast. The results are 2% down on the previous year, due mainly to a squeeze in the profitability of catering operations and a decline in the average yield in admissions due to the mix of visitors attending.

1.3 The following operational priorities been identified for the 2013/14 year:

- Opening and promotion of new attractions for the 2013 season: Herron's Bakery (July) and Hetton Band Hall (May).
- Promotion of new attractions and the value of the Beamish Unlimited ticket with campaigns to key audience segments in the North East and Yorkshire regions. A refreshed tactical marketing plan is being prepared for the 2013 season including ongoing investment in digital communications, audience research and customer relationship management (CRM) systems.
- Continuing to invest in and develop events/festival programming, including building in greater community participation in major events and working to develop evening use in the summer months. An events list is attached as Appendix A.
- Promotion of Friends membership to existing Beamish Unlimited ticket holders.
- Refresh of staff sales training and re-design of guide book with the Publications Officer to increase sales that have been falling year-on-year since 2008.
- Review and re-launch of Beamish's group, corporate and function packages including establishing an integrated sales team to drive sales from group visits, training/CPD events, conferences, evening hires, and weddings.
- Review the management and operation of both period and contemporary catering operations with additional staff to develop both the quality and profitability of operations; and additional resource to manage/increase period food sales from the new Town Bakery, Fish and Chip Shop, Cart Shed and Pitman's Pantry.
- Improvement action plans for catering outlets which showed a decline in sales during 2012: entrance cafe (link to C2C path); Cart Shed and Pitman's Pantry.
- Retail improvement plans examining potential to develop 'Made in Beamish' brand lines, online sales and period sales (with review of trails in 2012).

Members are asked to note and comment on:

- Beamish's key performance indicators for the 2012/13 year, and priorities/actions identified for improvement in the 2013/14 year.

2. Update on Museum business

2.1 The Museum continues to successfully deliver the HLF funded 'Celebrating Community Heritage' project and there will be a presentation on the project at the Joint Committee meeting in March. Activities in February 2013 included the 'Great Donate' and 'Category D' community heritage project in Durham, culminating in events at the Museum during the half term week.

2.2 Beamish's application to the Arts Council's Creative People and Places fund in partnership with Forma Arts and local community organisations has resulted in the consortium being called to an interview in early March. This does not mean funding has been secured as competition is fierce, but suggests the application is strong.

2.3 Work also continues on the development of Beamish's Future Plan 2013 – 2025, which was approved at the last Joint Committee meeting. Working groups to develop both

phase one and two of the capital programme are being established, and some key documents are being prepared and developed over the coming months including:

- A risk register, which will continue to be updated during the lifetime of the Plan.
- A (monthly) review of costs and forecasts in the Future Plan, to provide greater cost certainty and mitigate financial risks.
- A fundraising strategy and guarantee for the funding shortfalls in the capital programme (see 2.3 below).
- A final version of the Engagement Action Plan, incorporating feedback from the final round of consultation with staff, volunteers and partners in February/March 2013.
- An executive summary for partners/stakeholders.
- An economic impact study to inform potential EU/RGF funding bids. An initial review indicates that the total gross impact of visitors to Beamish on the local economy is estimated to be £12,436,850 in 2012/13 alone.
- Detailed drawings for the phase one capital programme (2014 – 2017).
- Outline drawings for the phase two capital programme (2015 – 2019).
- An activity plan to inform future HLF applications.

2.4 An outline of the fundraising strategy and potential funding profile for the capital developments prioritised from 2013 – 2025 are in sections 4.8 and 6.5 of the Future Plan, which was approved in January 2013. Work has already begun to develop a robust fundraising strategy that will be required to support the successful delivery of the Plan. There will be several components to the strategy, demonstrating how Beamish will raise the funding required to deliver both capital developments and ongoing revenue improvements over the period 2013/14 to 2018/19, including:

- **HLF (Phase One Capital Works).** An HLF Stage I bid for development funding of £138k was submitted in February 2013, towards the 'Founding Phase One' capital project in the Future Plan (£5.2 million; HLF bid £4.2 million). A decision is expected in May 2013.
- **HLF (Skills).** A funding bid (£868k) was submitted in January 2013 to the HLF's Skills for the Future programme for support to develop apprentice programmes from 2013 to 2017. A decision is expected in May 2013.
- **Regional Growth Fund.** An outline bid for £1 million from the Regional Growth Fund Round 4 is being prepared.
- **EU Funding.** Ongoing research continues into potential future funding from European Regional Development Fund programmes from 2014. Investment to develop the regional tourism/cultural infrastructure has been identified as a priority in the North East LEP's independent economic review, which is seen as important as it may form a basis for prioritisation of any capital investment available from UK government and/or ERDF.
- **Capacity.** A review of BML's fundraising/management capacity and consideration of the financial risks relating to recruiting the vacant 'Head of Partnerships' post in the management structure to help manage funding campaigns.
- **Trusts.** A fundraising strategy and campaign to Trusts and Foundations including the Esmee Fairburn Foundation.
- **Corporate Sponsorship.** Beamish will work proactively to engage more corporate partners and sponsorship opportunities, including the possibility of a renewable company supporting the reconstruction of a 17th century windmill from Blyth.
- **HLF (Phase Two Capital Works).** An HLF Stage I bid for development funding towards the 'Transformational Phase Two' capital project in the Future Plan (£13.9million; HLF bid £10 million) is being developed for submission in November 2013. A decision is expected in March 2014.

- 2.5 Clearly the support of key partners including North East Local Authorities, the Heritage Lottery Fund and Arts Council England will be critical to the success of Beamish's Future Plan 2013 - 2025. It is anticipated that Local Authority partners will be asked to guarantee any shortfall in funding for both the phase one and two capital schemes, if they are to be delivered on the programme that is proposed in the Future Plan. This is to allow Beamish time to raise the capital funds during the delivery of the schemes. Early discussions with the Company Financial Officer indicate that a £1M guarantee for the phase one scheme (£5.2 million) may be possible from Sunderland City Council providing the cost estimates are checked and found to be robust, and a realistic funding strategy can be agreed to show how Beamish will raise the funds required from its own fundraising efforts and if necessary, operating surpluses. This work will now be progressed to try and secure a guarantee for the phase one funding shortfall (£1 million) by autumn 2013.

Approval sought

- Work on the delivery of Future Plan including the preparation of documents/reports as detailed above.

3. Major Partner Museum Project – Update

3.1 Beamish continues to work with its partners at Bowes Museum delivering the Arts Council's Major Partner Museum programme. The project is progressing well with spend being achieved on forecast for the 2012/13 year. There will be an annual review meeting with the Relationship Manager from ACE in March 2013 after which a report will be presented to the BML Board for review.

3.2 Recent highlights from activity at Beamish supported by MPM funding include:

- Beamish's Learning team working with colleagues at Bowes, Killhope, Woodhorn and DLI museums to help develop their programmes for schools.
- Ongoing development of international museum partnerships with Skansen and Den Gamle By in particular. Activity includes co-ordination of an EU funded 'Reactive Aging' conference at Beamish in May; a curatorial staff visit including graduate trainees to learn about how Danish open air museums translocate/reconstruct buildings; attendance by Museum Director and possibly the Head of Engagement at the AEOM conference in Germany in August; and a group visit to open air museums and arts organisations active in the former coalfields of Belgium in May/June.
- A very successful trial of a WW1 learning activity for secondary schools across the region.
- Community engagement/events linked to the story of Category D villages in Durham during the 1950s, including a 1950s tea dance in Bishop Auckland.
- Ongoing development of staff and volunteer training plans.
- Launching the active collecting for future period areas in the Museum with the 'Great Donate' event in February half term that included the five curatorial assistants.
- Delivery of bespoke project management training for museum managers from Beamish, DLI and Killhope.
- Ongoing development of events and festivals, including programming linked to the Festival of the North East and a month-long 'Festival of Transport' in April/May 2013.

Priorities for Next Period:

- Issue Beamish Future Plan 2013 – 2025, including Executive Summary
- Review of draft changes to the curriculum and the potential threat this presents to Beamish's programmes for schools, making representations to LAs/ACE/NMDC
- Staff training and planning for operational improvements/engagement plan delivery
- Annual Review/Major Partner Museum Programme Delivery for ACE
- Prepare and issue Fundraising Strategy
- Develop HLF Stage 1 Bid – Beamish Future Plan Phase Two
- Capital programme: ongoing management of Bakery and Hetton Band Hall projects

RICHARD EVANS

Director, 6th March 2013

List of Museum Events in 2013

Please check before you travel – as dates and details of events can change

Winter Season Events (February 2013)

- Shrove/Pancake Tuesday – 12th February
- Ash Wednesday – 13th February
- February Half Term Activities – 16th – 24th February – Great Donate and Category D Project (open all 9 days including Monday & Friday)
- Last Ice Rink Day – 24th February 2013

Spring Season Events (March – May 2013)

- Carlin Sunday – 17th March
- Opening of Summer Season – Saturday 23rd March
- Easter Celebrations
 - Palm Sunday 24th March
 - Good Friday 29th March
 - Easter Sunday 31st March
 - Easter Monday 1st April
- **Great North Festival of Transport (4th – 21st April)**
 - “Our Friends – Electric” – A Celebration of the Beamish Tramway’s 40th Anniversary (4th – 7th April)
 - “Great North Steam Fair” – A Huge event celebrating all forms of Transport (11th – 14th April). Includes Mecanno weekend on 13th & 14th April.
 - “Old King Coal” – Celebrating the North East’s Coal Mining Heritage (18th – 21st April)
- Gordon Highlanders Drill Weekend – 27th – 28th April
- May Day Celebrations – 5th – 6th May
- Museums at Night – 17th – 18th May
- Rover Car Rally – 19th May
- Empire Weekend Celebrations – 25th – 26th May

Summer Season Events (June – August 2013)

- **Georgian Fair** – 30th May – 2nd June
- **Festival of North East Event** – 8th – 9th June 2013
– see attached notes.
- Sunday School Anniversary – 9th June
- Beamish Reliability Run – 16th June
- Suffragette Celebration 28th – 30th June
- North East Police History Society Exhibition – 13th – 14th July
- Quoits Weekend – 13th & 14th July

Autumn Season Events (September – November 2013)

- **Great North Festival of Agriculture (29th August – 6th October)**
 - Agricultural Power from the Past 29th August – 1st September
 - Beamish “Growing Your Own” 7th – 8th September
 - Show of Agriculture 12th – 15th September
 - Hands on Heritage Skills 21st – 22nd September
 - Harvest Festival 28th – 29th September
 - Harvest Home & Dance – 5th – 6th October
- Classic Car Day – 29th September
- Puffing Billy Celebration – October Half Term – 26th October – 3rd November.
- Ice Rink opens (weather dependent) on:
 - Operating each day of October Half Term (26th October – 3rd November)
 - The three Halloween Evenings (29th, 30th & 31st October)
 - The weekend of 9th – 10th November

- Opening for start of Christmas on 16th November 2013 (open for the three Christmas evenings). Operating weekends until 23rd February 2014.
- **Halloween Evenings**
 - Tuesday 29th October
 - Wednesday 30th October
 - Thursday 31st October
- **Bonfire Evenings**
 - Saturday 2nd November
 - Tuesday 5th November
- Last Day of Autumn Season – Sunday 3rd November 2013.

Winter Season Events (December 2013 – February 2014)

- Winter Season – 5th November 2013 – 4th April 2014.
- **Christmas at Beamish**
 - Commencing 16th November – 29th December 2013.
 - Open weekends & midweek – closed Monday/Friday.
 - Three Christmas Evenings (6th, 13th & 20th December).
 - Christmas week full operation dates – 23rd, 24th, 26th December.
 - Closed to public 25th, 27th & 30th December.
 - Return to midweek winter operation 31st December 2013.
- February Half Term Activities – 15th – 23rd February – Project to be confirmed (open all 9 days including Monday & Friday)
- Last Ice Rink Day – 23rd February 2014

Bands & Choirs

- Brass Bands will perform in the Town bandstand and Choirs in the Pit Village Chapel from April to December 2013. Bookings to be confirmed.
- Durham Pals World War 1 Recruitment Party will appear at the Museum throughout the year. Dates to be confirmed.
- The Festival of the North East is a new region wide festival that will take place throughout June 2013. The Festival will celebrate the region's creativity, traditions, inventions and discoveries from the 7th century to the present day, acting as an exciting regional celebration heralding the arrival of the Lindisfarne Gospels in Durham at the start of July for three months. In support of the Festival, Beamish is hosting a weekend of activities at the museum.