



## **Beamish Development and Engagement Plan 2013 – 2025**

*Remaking the Living Museum of the North*

Executive Summary

Update August 2013

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## 1. Purpose

The Development and Engagement Plan (DEP) from 2012 – 2025 sets out an outcome-focused strategy to achieve the inclusive growth of Beamish as a regional living museum that involves people and uses its collections to tell the story of life in the North East through time. A comprehensive action plan is detailed with both operational improvements and capital developments for the six year period 2013/14 – 2018/19. Sustainable growth will be achieved by focussing on the core mission or purpose of Beamish and the way the museum tells the story of people in communities from across the North East region. With investment of £16.5 million in a transformational capital programme, Beamish is expecting to create 95 new full time jobs and create 50 heritage/construction traineeships as well as new opportunities for people to participate in the making of the museum. Visitor numbers in excess of 0.5 million/year will be sustained, with 60% of this audience coming from outside the North East region on holiday.

## 2. Three guiding principles & their key outcomes

Following an analysis of Beamish’s operating context, the critical success factors underpinning 65% growth from 2009 – 2012 and crucially, bespoke audience segmentation exploring the diverse motivations of visitors, three guiding principles and a set of key outcomes have been established:

Guiding Principle	Key Outcomes
1. An immersive museum that puts visitors first, using its collections and sharing stories of everyday life in the North of England between generations	<ul style="list-style-type: none"> <li>• More collections engaging more people, building audiences 0.5 million/year+</li> <li>• Remaking the Living Museum 1820-1950, connecting to new audiences &amp; offering people new ways to experience Beamish including staying with us overnight</li> <li>• Providing more opportunity for hands-on learning, from pre-school groups to overseas tourists and including a centre for older people living with a dementia</li> <li>• Sharing and teaching heritage skills, creating valuable traineeships for young people leading to high value employment</li> </ul>
2. A living museum that celebrates the heritage of the North of England with people, enabling communities to participate in the making of their museum, creating enduring relationships	<ul style="list-style-type: none"> <li>• Putting community and audience participation at the heart of how Beamish works</li> <li>• New 20<sup>th</sup> century collecting policy tapping into connections that are being lost</li> <li>• Creating new opportunities for people to participate in the making of the museum through the Remaking of the Living Museum 1820-1950</li> <li>• Offering more opportunities for volunteering, community groups, children/young people and older people to be actively involved in Beamish’s work</li> <li>• Acting as a catalyst in communities and celebrating heritage with people, working with partners across the cultural sector</li> </ul>
3. An organisation that thrives through its self-reliance and entrepreneurial spirit - always looking for new opportunities to innovate and grow to reach more people	<ul style="list-style-type: none"> <li>• Being inclusive, offering value for money and building sponsorship models for school visits through regional partnerships</li> <li>• Extending the reach and ambition of the organisation nationally and internationally</li> <li>• Becoming self-sufficient in both revenue and capital terms, generating surpluses</li> <li>• Creating 95 new jobs, sustaining existing workforce of 300+</li> <li>• Investing in environmental sustainability through delivery of a detailed action plan</li> <li>• Demonstrating the value of investment in heritage and cultural tourism</li> </ul>

### 3. Partnerships

Beamish will work closely with its partners to deliver the DEP including the Heritage Lottery Fund (HLF) and Arts Council England (ACE). Strengthening Beamish's partnerships with North East Local Authorities through a new 'Regional Stakeholder Group' will be critical, as will encouraging a regional approach to developing cultural tourism. There are opportunities to develop the national/international profile and impact of the museum through new partnerships as an ACE Major Partner Museum and through EU projects with overseas partners.

### 4. Capital developments

*Early Priority Projects 2014/15 – 2015/16: £2 million investment from operating surpluses and donations*

<p><i>Transport &amp; Industry Projects (£584k)</i></p> <ul style="list-style-type: none"> <li>• Dunrobin locomotive/coach &amp; workshops • Engine Sheds • Fairground improvements inc Lighthouse Slip</li> </ul>
<p><i>Pit Pony Stable &amp; Lamp Cabin (£142k)</i></p> <ul style="list-style-type: none"> <li>• Replica working pony stable • Lamp Cabin Mine Rescue Station/refresh of exhibition area</li> </ul>
<p><i>Colliery Navvy Mission Hut (£55k)</i></p> <ul style="list-style-type: none"> <li>• Working period catering outlet • Navvy Mission Hut Design • Replaces Pitman's Pantry</li> </ul>
<p><i>Chemist/Photographer's Studio (£375k)</i></p> <ul style="list-style-type: none"> <li>• Display of collections in store • Chemist of Stockton's safety match inventor • Try on costume in studio</li> </ul>
<p><i>General Works in Progress (£290k)</i></p> <ul style="list-style-type: none"> <li>• Overflow car park • Site-wide Wifi • Home Farm moving period to WW2 • Collecting for 1820s-1950s</li> </ul>
<p><i>Eston Church (£388k)</i> • Completion of painstaking translocation of medieval church in 1820s area</p>
<p><i>Town Bakery (£432k)</i> • Completed August 2013 and opened as new summer attraction in 1900s Town</p>

*Transformational Capital Project 2015/16 – 2019/20: Remaking Living Museum 1820 – 1950  
£16.5 million with investment from key partners, donations and operating surpluses*

<p><i>1820s Everyday Life (£4.5M)</i></p> <ul style="list-style-type: none"> <li>• Joe the Quilter's Cottage • Blyth Windmill reconstruction • Coaching Inn offering overnight stays • Early industry: candle making, potter, smithy and lime kiln • New traditional skills courses/traineeships</li> </ul>
<p><i>1950s Urban &amp; Rural Life (£9.5M)</i></p> <ul style="list-style-type: none"> <li>• Housing area including overnight stays • Homes for Memory centre for people living with dementia • Shopping, Community &amp; Recreation area • Cinema and period café • Translocated Upland 40 acre Farm</li> </ul>
<p><i>Period Transport &amp; Infrastructure Projects (£2.5M)</i></p> <ul style="list-style-type: none"> <li>• 1950s period busses inc accessible fleet • Trolleybus route • Roads/paths • Renewable heating (biomass)</li> </ul>

Appendix A includes images and plans of the above developments for reference.

*Longer term ambitions 2015 – 2025*

<p><i>1900s Town Area</i> • Hexham Goods Yard Stables • Printers • Jobmaster's Yard • Post Office • Greenhouse/potting sheds • Ravensworth Terrace &amp; Sun Inn refurbishment inc microbrewery • Function rooms • Bike shop • Town Hall • Corn Mill • Tyneside Flats • Roller Skating Rink</p>
<p><i>WW2 Home Farm</i> • Phased conversion for overnight accommodation for schools • Centre for traditional skills</p>
<p><i>Schools entrance</i> • Dedicated entrance to meet rising demand linked to sponsorship of KS1/2 school visits</p>
<p><i>1900s Mining Life</i> • Colliery Inn • Terraces • Co-op • Narrow Gauge, Brickworks &amp; Seaham Coal Drops.</p>
<p><i>New time periods:</i> • 1980s Urban Area with housing &amp; shops • 19<sup>th</sup> century Gypsy Caravans</p>

## 5. Fundraising

A robust fundraising strategy for the capital projects in the DEP will be issued in October 2013, to support an HLF Stage I submission for the *Remaking Living Museum 1820 – 1950* project. Local Authority partners including Sunderland City Council, Durham County Council and Gateshead Council are being asked to support this transformational £16.5 million project alongside the HLF, which will create 95 jobs and train 50 trainees. Beamish is seeking a guarantee from its Local Authority partners to cover an estimated funding shortfall of £4.5 million in the Remaking Living Museum 1820-1950 project, which will be raised by the museum over the next 5 years via private fundraising, EU funding applications and operating surpluses. If partners are able to guarantee the shortfall prior to HLF submission in November 2013 this will make the major grant application more likely to succeed.

## 6. Development and Engagement Action Plan 2013/14 to 2018/19

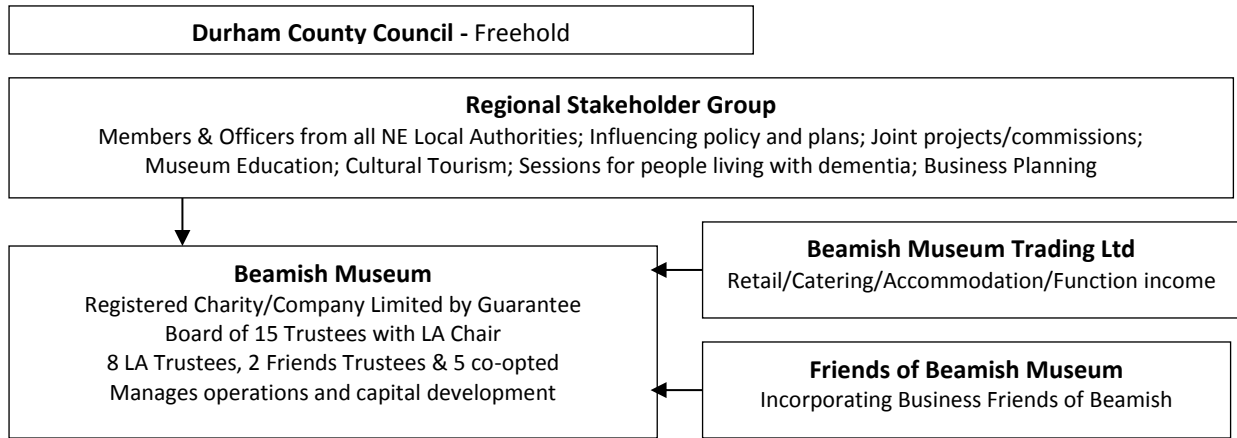
Project/Programme	Summary	Milestones
Early priorities: 2013 – 2015	<ul style="list-style-type: none"> <li>• WW2 Home Farm</li> <li>• 1900s Town Bakery &amp; Photographer/Chemist</li> <li>• 1900s Navy Mission Catering Hut, Pony Stable &amp; Lamp Cabin Store</li> <li>• Eston Church</li> <li>• Transport projects inc Dunrobin</li> <li>• Overflow car parks</li> </ul>	Feb 14: Home Farm April 14: Mission Hut Mar 15: Chemist/Photo
Planning for Remaking Living Museum 1820-1950	<ul style="list-style-type: none"> <li>• Design/business plan</li> <li>• Funding bids HLF/ERDF</li> <li>• Collection of buildings</li> <li>• Community participation</li> <li>• Construction training schemes developed</li> <li>• PR/Comms plan</li> <li>• Market research</li> </ul>	Nov 13: HLF Stage I bid Apr 15: Design complete May 15: HLF approval
Delivering Remaking Living Museum 1820-1950	<ul style="list-style-type: none"> <li>• 1950s Town &amp; Farm</li> <li>• New 1820s area</li> <li>• Period transport &amp; infrastructure inc biomass</li> <li>• Community participation</li> <li>• National PR/Comms</li> <li>• Construction &amp; Skills Training Scheme</li> </ul>	Jun 15: RLM project begins Apr 19: Phased opening Apr 20: Complete
Longer term ambitions 2015–2025	<ul style="list-style-type: none"> <li>• Early priorities of Hexham Goods Yard Stables; Print Shop; GPO; Ravensworth Terrace/Sun Inn; Colliery Inn and terraces</li> </ul>	Depending on funding
Environmental plan	<ul style="list-style-type: none"> <li>• Measures to change behaviour; Monitor usage; Reduce energy use/waste; Increase renewable energy with biomass</li> </ul>	Mar 14: Plan adopted Mar 18: Biomass complete
Unselective & active collecting	<ul style="list-style-type: none"> <li>• Collecting 1800- 1990 to enable future developments; Community participation curating exhibits; New policy and 'development' stores; Learning, community and on-site projects/events using collections</li> </ul>	Aug 13: Open Store Phase 1 Mar 14: New policy Mar 15: Open Store Phase 2
Community participation	<ul style="list-style-type: none"> <li>• Completion of HLF Celebrating Community Heritage project; MPM programme development/support; Remaking Living Museum 1820 - 1950 project; Co-curation of exhibits; WW1; Festivals/events; CPP</li> </ul>	Jun 14: RLM project begins Sept 14: CCH project ends Apr 15: New MPM starts
Immersive learning for schools	<ul style="list-style-type: none"> <li>• HLF Evacuees &amp; CCH projects; Development of activities linked to seasons; 1820s-1950s project; 1900s Mining Life; Engineering; WW1; WW2 Evacuees; Evening/overnight visits; Research into impact of OAM learning; MPM work; Regional Stakeholder Group projects</li> </ul>	Jun 14: RLM project begins Sept 14: CCH project ends Mar 15: MPM project ends Apr 15: New MPM starts
Volunteering	<ul style="list-style-type: none"> <li>• Achieve 20% growth in participation; Training, social events and costume plan; Support for partners through MPM and Regional Stakeholder Group; Work placement plan</li> </ul>	Jun 14: RLM project begins Mar 15: MPM project ends Apr 15: New MPM starts
Family learning between generations	<ul style="list-style-type: none"> <li>• Developing activities through engagement teams, using collections and linking to events; Food, music, crafts, toys and games</li> </ul>	Mar 14: Plan adopted Apr 15: New MPM starts

Project/Programme	Summary	Milestones
Involving older people	Developing activities for people living with dementia with impact study; WW2 Home Farm and 1950s Homes for Memory; Working through Regional Stakeholder Group to develop regional approach	Jun 14: RLM project begins Sept 14: CCH project ends Apr 15: New MPM starts
Sharing traditional skills	Developing traditional skills courses inc taster days; Programme linked to museum collections; Seasons/events and new developments	Jun 14: RLM project begins Mar 15: MPM project ends
Passing on skills: apprenticeships/traineeships	Develop across museum 2013-2015; Major construction training scheme in Remaking Living Museum 1820-1950 project with FE partners	Jun 14: RLM project begins Apr 15: New MPM starts
Developing audience engagement	Development across teams including communications; Use of 3rd/1st person; food/drinks; craft; Staff CPD and skills	Mar 14: Plan/Review Mar 15: Annual report
1820s Life	Pockerley engagement plan review inc food, music and craft demonstrations; Georgian Fair; Remaking Living Museum project plan	Mar 14: New plan/training Jun 14: RLM project begins
WW2 Home Farm	Conversion of Farmhouse/Cottages to WW2 exhibit and space for activities with older people; Review of Cart Shed; Incremental refurb for overnight accommodation/learning/skills courses	Feb 14: WW2 Farm Oct 14: Review Mar 15: Report/update
1950s Upland farm	Recording, curatorial research and engagement plan for new exhibit in Remaking Living Museum 1820-1950 project	Dec 13: Recording Nov 14: Research report
Gardening for visitors	Relocation of potting sheds/glasshouses to Town Park; 'Made in Beamish' produce; Garden PR in region/through DMOs with booklet; Beekeeping/honey production; Development of volunteers group	Mar 14: Phase 1 complete Mar 14: Plan/Training Mar 15 :Phase 2 complete
Land & woodlands management	Revised management plan; Sawmill development with Ruston Portable/activities for visitors; Biomass fuel supply	Dec 13: Woods transfer Mar 14: Plan issued Oct 14: PROW reviewed
1900s Mining Life	Ongoing development of engagement plans/activities in Village/Pit inc Band Hall, Lamp Cabin/Drift (winter opening); Pit Pony/Stable; Pitman's/Navvy Hut; Screens/Railways including 'driver for a fiver'	Mar 14: Plan issued
1900s Town Life	Ongoing development of engagement plans/activities inc street life; Ravensworth; Co-op; Stationers; Period retail/bank exchange; Planning for Photographers/Chemist, Print Shop/GPO and Sun Inn/Stables	Mar 14: Plan issued Sept 14: Review Mar 16: Progress report
1950s Urban life	Planning for 1950s urban area, with community participation; Focus on 'hands-on' participatory activities for families/open plan exhibits	Nov 13: HLF Stage I bid May 15 Stage II approval
Evening use	Build on success 2009-12; Summer holiday evening events/food; Activities for audiences staying overnight; Lighting projects/gas lamps	Mar 14: Plan issued Mar 15: Report/update
Events and Festivals	Ongoing innovation of seasonal calendar: spring (transport), summer (family), autumn (food/farming) and winter (Christmas); Build through greater schools & community participation; WW1 programming in 2016	Mar 14: Plan issued Sept 14: Review/plan Sept 15: Report/update
Horse performance	Review of operation; New stock to enhance engagement with deliveries and charged carriage/charabanc rides; Pit Ponies; Volunteers	Mar 14: Plan issued Sept 14: Review/plan

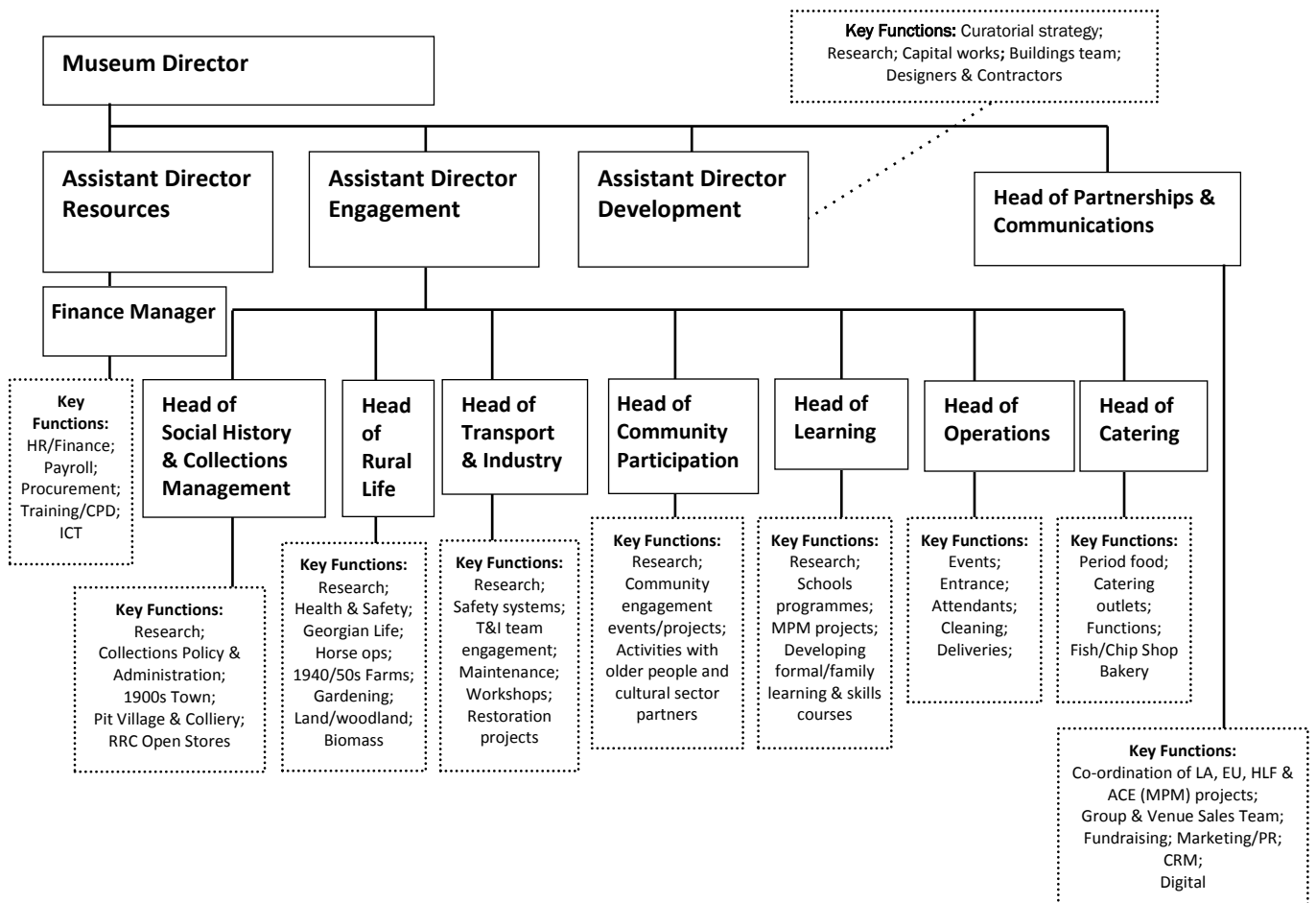
Project/Programme	Summary	Milestones
Period transport & maintenance	Planning for buildings, plant/track, steam engines, electric tram and bus fleets; Fairground development; Development of volunteering; Operating plan for Colliery (weekend) & Rowley (daily Mar - Oct)	Mar 14: Plan issued Mar 15: Report/update Mar 16: Report/update
Costume	Review of operations inc volunteers/demands of RLM 1820-1950 project; Development of 'try on' costume for events and Photographer's	Mar 14: Plan issued Mar 15: Report/update
Engagement through food & drink	Continuous review/improvement of period food/catering inc financial targets/controls; Bakery review after 3/6 months; Venue sales review	Nov 13: Catering Plan Mar 14: Review/training Mar 15: Report/update
Made in Beamish - retail development	Retail review including Gardening, Fairground, Drapers, Grocer's, Sweet Shop, Bakery, Stationers, Stalls, 1820s area, Entrance/Gift Shop, Online	Nov 13: Plan issued Mar 14: Review/update
Staying with Beamish: accommodation	Detailed operational business planning to meet demand; Shaping the RLM 1820 - 1950 project, with developments managed as exhibits	Nov 13: HLF Stage I bid May 15: HLF Stage II
Hiring Beamish: functions/corporate	Review packages inc weddings with plan for next 3 yrs; Scoping of new facilities in town; Marketing and promotion of packages	Jan 14: Venue Plan issued Jan 15: Report/update
Reviewing structures to support growth	Review of governance/management structures to deliver DEP and strengthen partnerships with LAs through Regional Stakeholder Group	Oct 13: Plan approved Oct 13: RSG meets
Empowering staff: training & CPD	Review of training, PDPs, skills matrices and communications; Staff and volunteer development at centre of planning; Develop focus groups; IIP	Nov 13: HR Plan for RLM Nov 14: Report/update
Partnerships	Regional Stakeholder Group to develop regional, national and international partnerships to provide support and meet need/demand in museum education; Tourism; Public health; Planning/strategy	Oct 13: Staff recruited Jan 14: Plan for 2014/15 Jan 15: Report/update
Engagement Marketing	New marketing plan to communicate core purpose and support DEP delivery inc RLM project 2015 – 2019; Investment in CRM and digital	Oct 14: Plan issued Oct 15: Evaluate/update
Research and Evaluation	Develop segmentation, and deliver annual survey/focus group plan from 2013; Invest in study to evaluate social/economic impact	Jan 14: Issue revised plan Oct 14: Impact report
Fundraising Plan	Robust plan to support RLM project 1820 – 1950 and revenue priorities in DEP, demonstrating to partners how funding required will be raised	Oct 13: Plan issued Jan 14: Report/update
Risk management	Maintaining/monitoring risk matrix for Development and Engagement plan with 1/4ly review by SMT	Nov 13: Board review Mar 14: Review/plan
Financial projections	3 yr DEP projections inc P&L and capital cashflows, updated on 1/4ly basis; VAT review taking into account governance review	Jan 13: Forecast approved Oct 13: Board Review

## 7. Governance and management structures

The governance structure that will shape and help deliver the DEP is shown below.



Beamish's management structure (August 2013) to deliver the DEP is shown below:





## 8. Marketing and Communications

A new marketing/communications plan will be developed to support the DEP, with the following key components:

- **Engagement:** Building relationships and a dialogue with audiences through transparent communication of the Beamish brand/identity and active use of digital platforms/CRM
- **Segmentation:** Developing the bespoke segmentation to communicate in different ways to a diverse audience
- **More than a Museum:** Communicating the diverse motivations of Beamish’s audience
- **Value:** Continuing to offer value for money through the Unlimited ticket
- **Always something new to see, year-round:** Promoting new attractions and seasonal events/festivals
- **Participation:** Highlighting hands-on, immersive activities that appeal to families
- **Intergenerational:** Stressing the nature of learning at Beamish, passing on skills and knowledge to children
- **Regional connections:** Being proud that Beamish illustrates the stories of local communities
- **Extending appeal:** building national/international profile, and national appeal of the winter season events

## 9. Summary of key outputs that provide benefits to partners

<i>Tourism:</i>	Increasing visitor numbers 0.5M + - at least 60% tourists from outside the North East region Increasing proportion of overseas tourists and reaching new markets including China
<i>Employment:</i>	Creating 95 new FTE jobs. Sustaining and developing current workforce of 285 FTE staff
<i>Resilience:</i>	Growing turnover from £9M by 2018/19 and then on to £11M by 2024/25 Becoming self-sufficient in terms of both operating costs and capital projects by 2025
<i>Sustainability:</i>	Targets to reduce carbon footprint including biomass heating using museum timber
<i>Community Participation:</i>	Future capital development and operations shaped by genuine partnership with people the museum represents, engaging communities, heritage groups and cultural sector partners
<i>Volunteering:</i>	Increasing the already very high levels of volunteer participation by 20% over next 6 years
<i>Traineeships:</i>	Training 50 trainees, passing on heritage skills combined with modern techniques and business administration skills, supporting young people through to further employment
<i>Heritage skills:</i>	750 learners attending heritage skills courses per year across the museum site by 2019/20.
<i>Education:</i>	Building partnerships to increase educational visits from 40,000/yr to 80,000/yr by 2025
<i>Diversity:</i>	At least 45% of audience from demographic group C2DE

## 10. Financial objectives

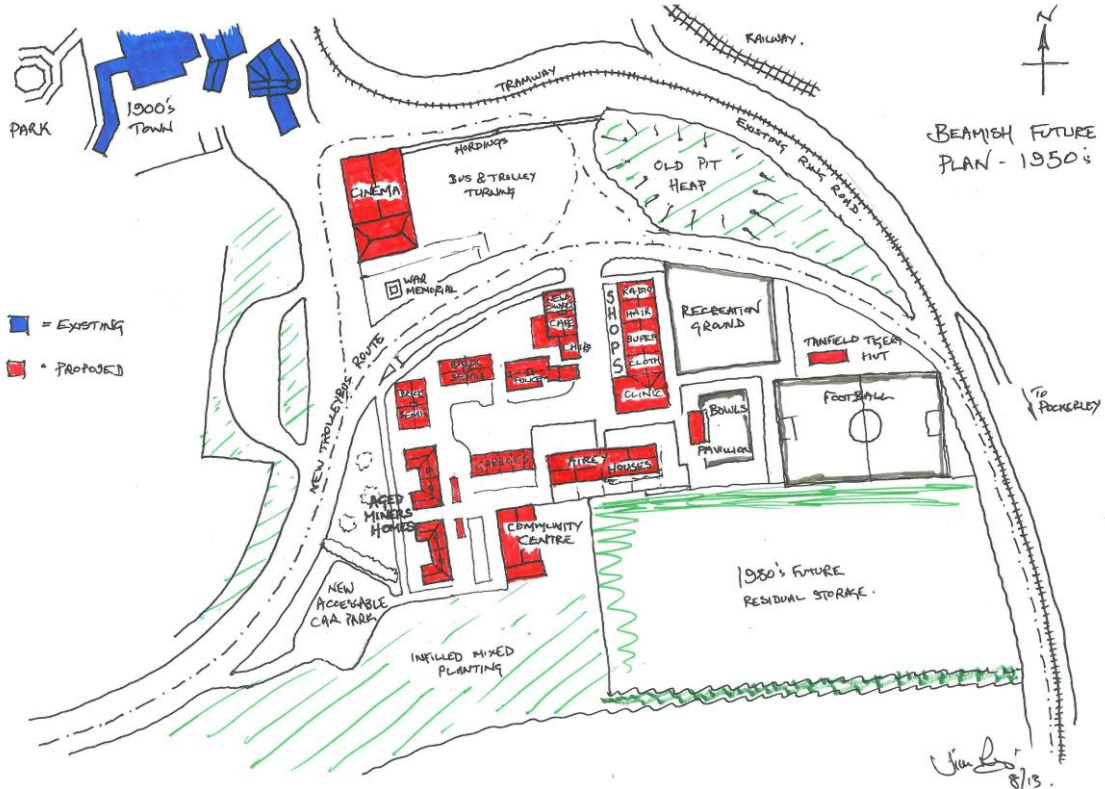
- **Turnover:** Year-on-year increase in revenue from operations, with turnover (excluding grants/donations) increasing by 20% over the six year period to 2018/19, with visitor numbers increasing by at least 1%/yr
- **Diverse income stream:** Reducing reliance on admissions income through growing a diverse number of income streams including donations, accommodation, catering, functions and retail (Made in Beamish)
- **Controlling costs:** Reducing energy use and controlling staffing costs as a percentage of income to below 65%.
- **Creating surpluses:** Budgeting to create an operating surplus that is equivalent to at least 5% of net turnover
- **Releasing investment:** Continuing to invest in incremental improvements as and when funding allows
- **Sustaining reserves:** Building reserves from £450k (2013) to £1M by 2020

Appendix B includes a financial forecast for the period to 2018/19.

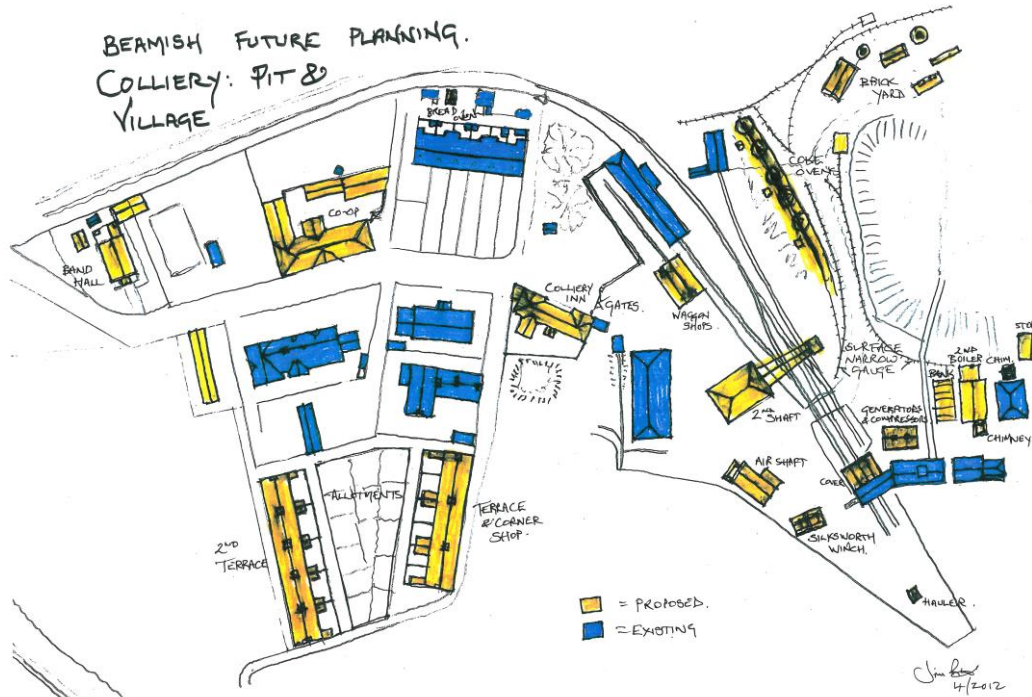
## Appendix A: Images

### Masterplan drawings

The following two masterplan drawings have been developed through consultation and set out the direction of development over the period to 2025.

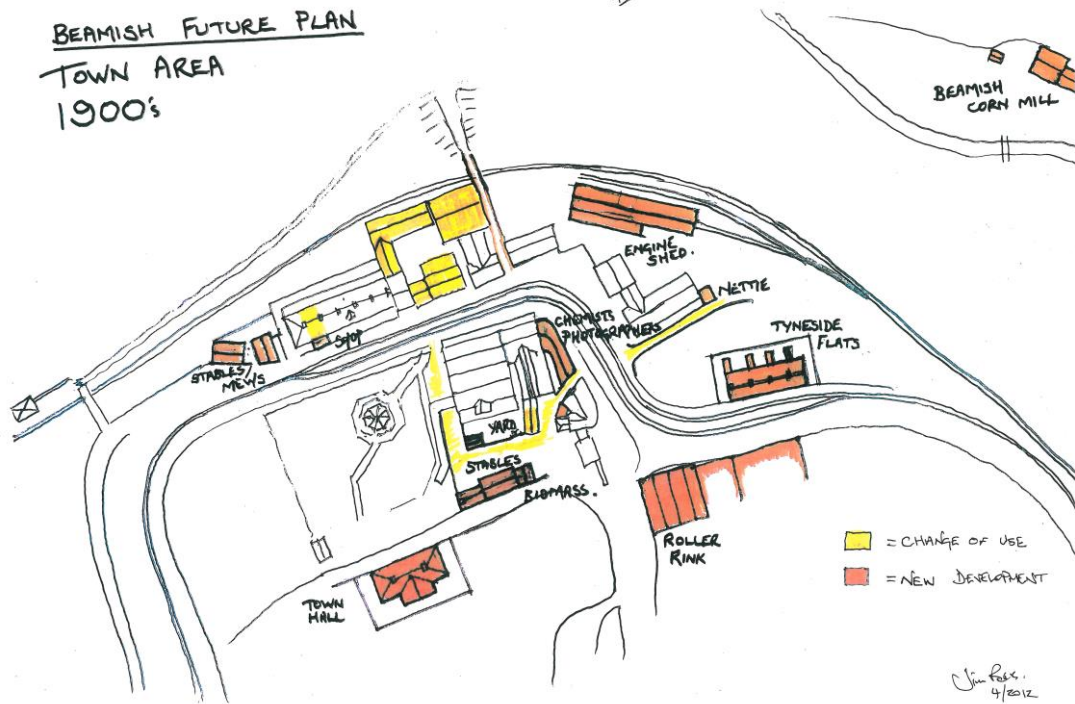


New urban area masterplan: 1950s and 1980s



1900s Colliery masterplan: Pit and Village

Blue = existing buildings Yellow = new buildings



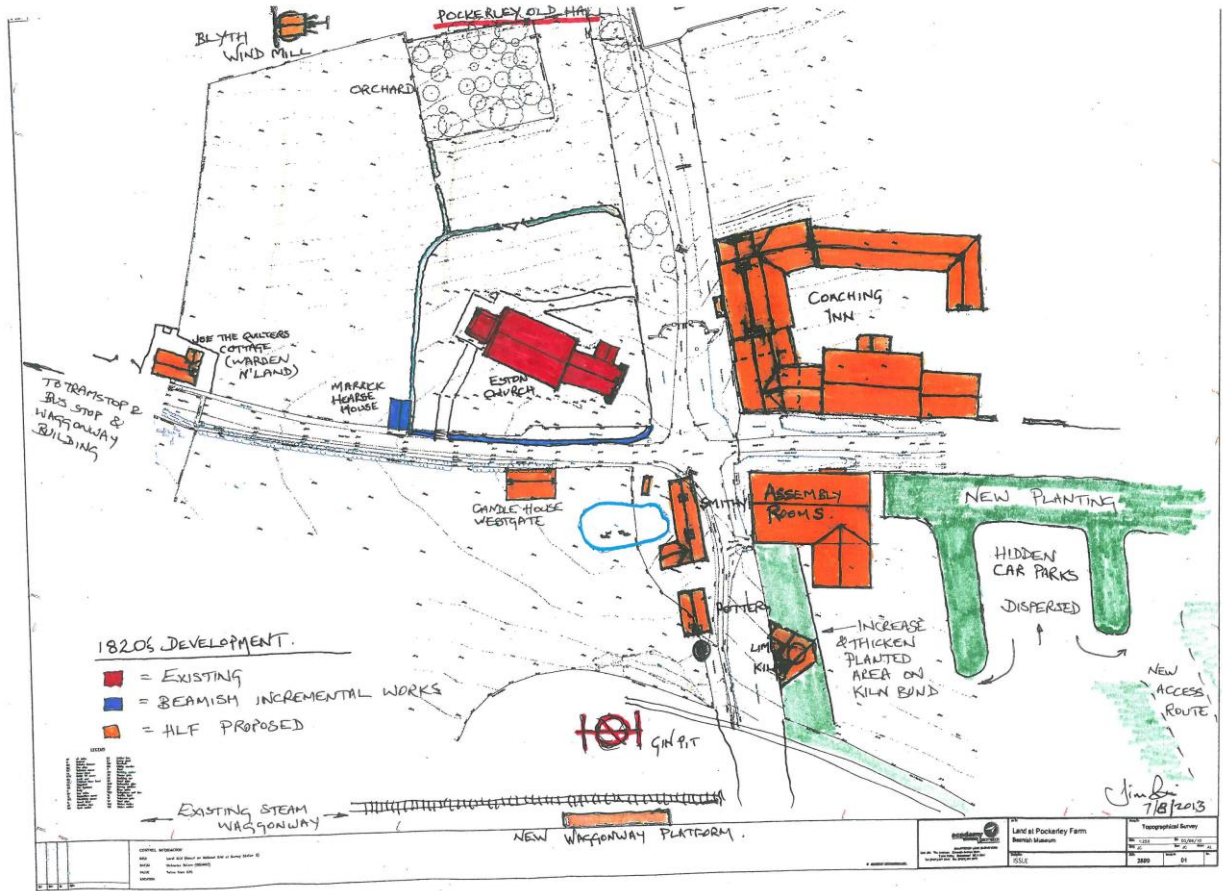
1900s Town masterplan  
 Yellow = existing buildings with change of use    Orange = new buildings



Early Priority Project:  
 1900s Town Chemist and Photographer's Studio on vacant corner site, with costume workshop above



### Remaking Living Museum 1820s-1950s: 1820s Area



C16th Postmill, Blyth



Blacksmith, Wolsingham



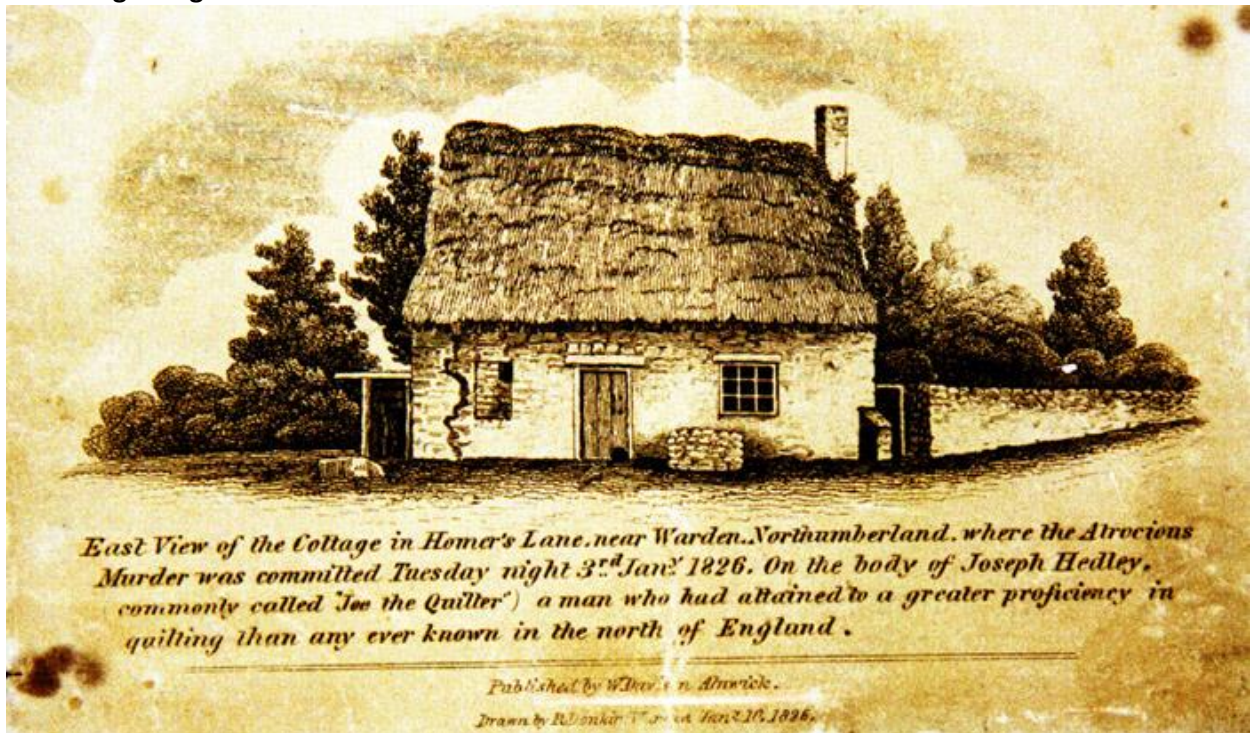
Lime Kiln



Candle House, Westgate



Remaking Living Museum 1820s-1950s: 1820s Area

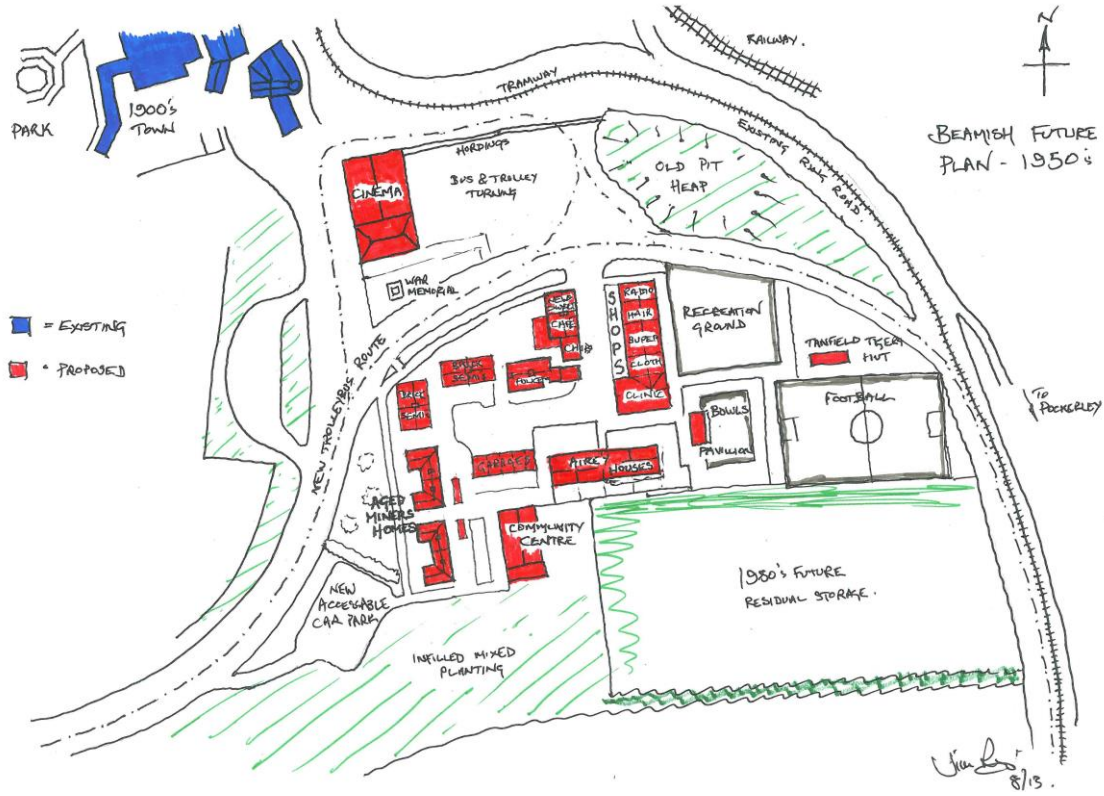


Joe the Quilter's Cottage, Warden, Northumberland



Great North Road Coaching Inn

Remaking Living Museum 1820s-1950s: 1950s Urban Area

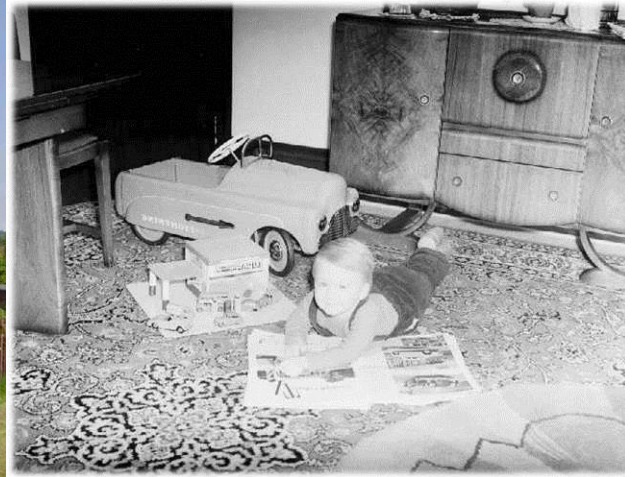




Remaking Living Museum 1820s-1950s: 1950s Urban Area with 'Homes for Memory'



Airey Houses, Kibblesworth



Domestic interior



View of the 1950's estates, Ushaw Moor



Police House, Sherburn Road, Durham



AGED MINERS' HOMES  
1950's BEAMISH *Julian '82*



**Remaking Living Museum 1820s-1950s: Urban Area**



Cinema, Crook



John's Cafe & Ice Cream Parlour, Wingate



Parade of Shops



Shields Road, Newcastle



Great Lumley

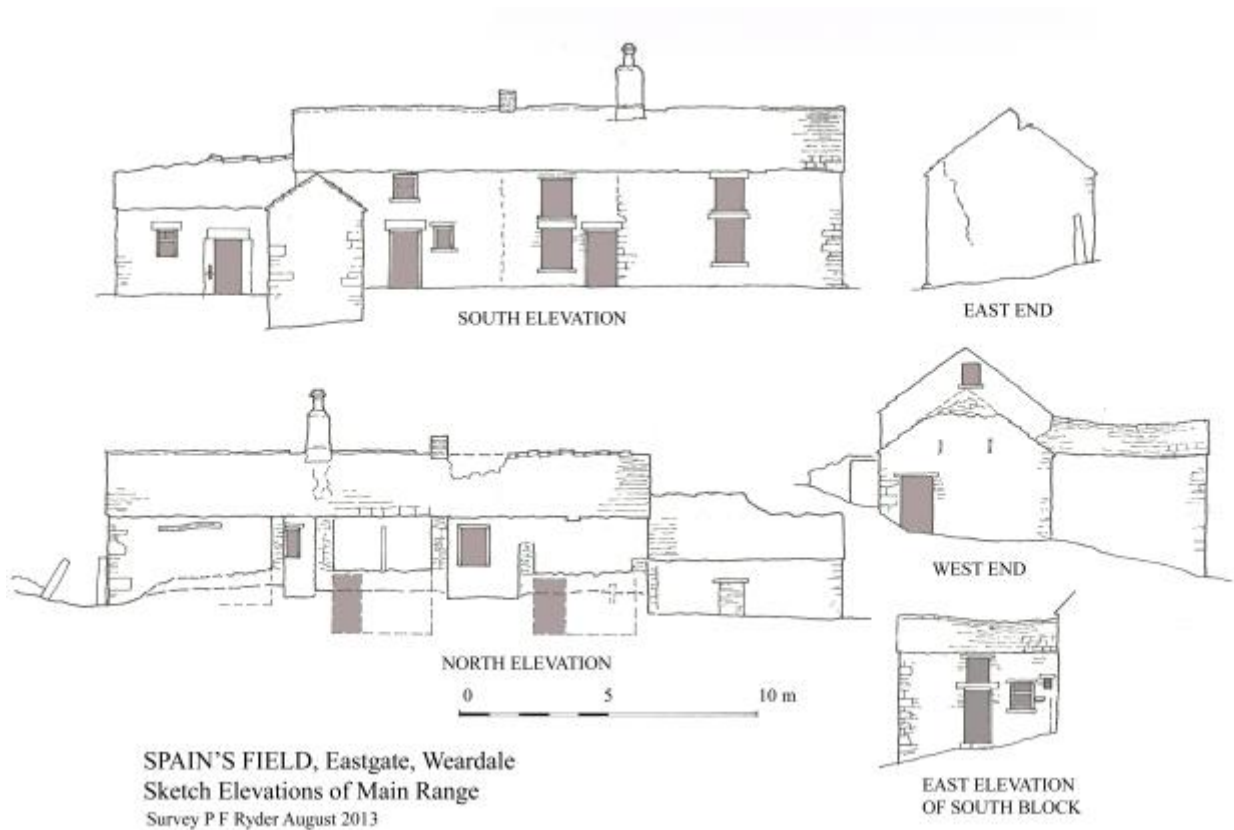
Remaking Living Museum 1820s-1950s: 1950s Rural Area



Spain's Field, Eastgate, Weardale



A Family in Weardale, 1950s





Heritage transport & sustainable services infrastructure



Trolleybus

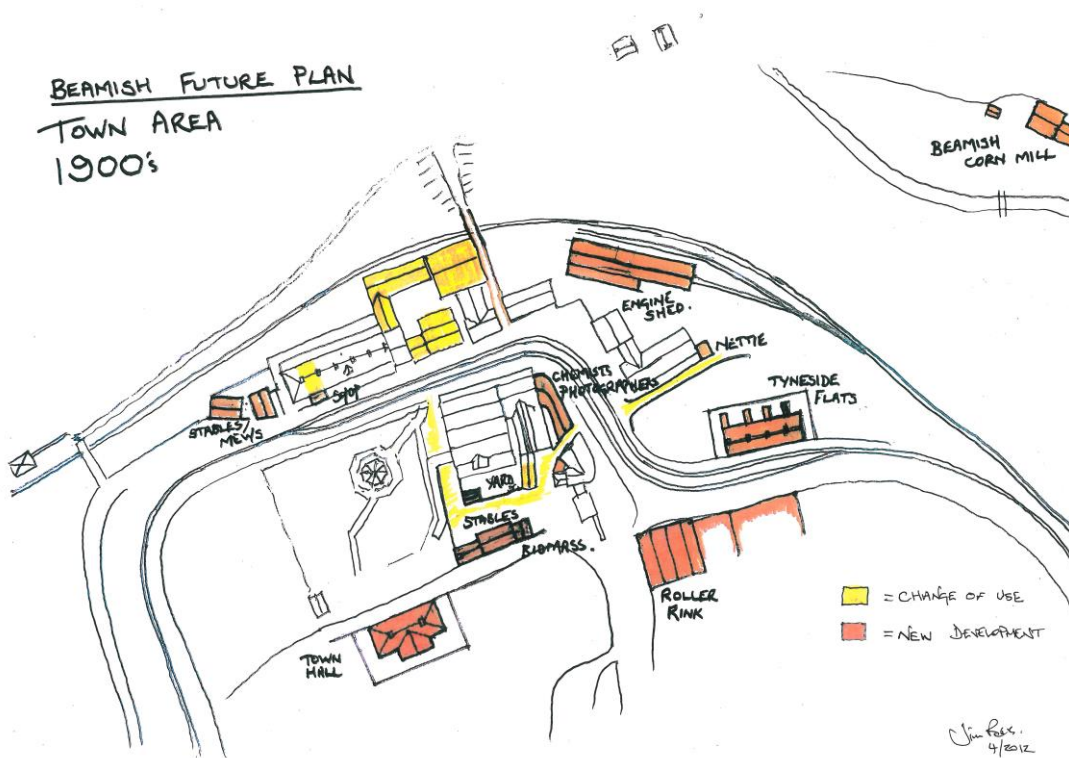


Bus, 1950s



Accessible Buses, ca. 1920s

Longer term ambitions 2015 – 2025: 1900s Town



Longer term ambitions 2015 – 2025: 1900s Mining Life, Colliery Pit and Village



VICTORIA TERRACE  
AT BEAMISH PIT VILLAGE

Double red brick terrace



PELTON FELL  
COLLIERY INN  
BEAMISH PIT VILLAGE

Colliery Inn