



Annual Review 2022



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Introduction

BY JEFF COOPE, MANAGING DIRECTOR

The British Motor Museum opened in 1993 (then known as Heritage Motor Centre) and provided a permanent home to the historic car and archive collections of the companies that formed the British Leyland Motor Corporation. The Museum is operated by the British Motor Industry Heritage Trust (BMIHT), a registered educational charity established in 1983 and its trading subsidiary British Motor Industry Heritage Centre Ltd (BMIHC).

Through the leadership of BMIHT's Board of Trustees and the work of a dedicated team of 63 permanent staff, 61 casual staff and nearly 100 volunteers, the Art Deco inspired buildings of the Museum are now home to the world's largest collection of British historic cars with over 450 on display spanning 135 years of the modern, classic, vintage and veteran eras. The venue also houses the world's largest British industrial archive including a film archive with c1.2 million images charting the entire history of Britain's automotive history from 1880 to the present day. To make use of and support the collections the Museum operates a vibrant learning programme delivering formal and lifelong learning.

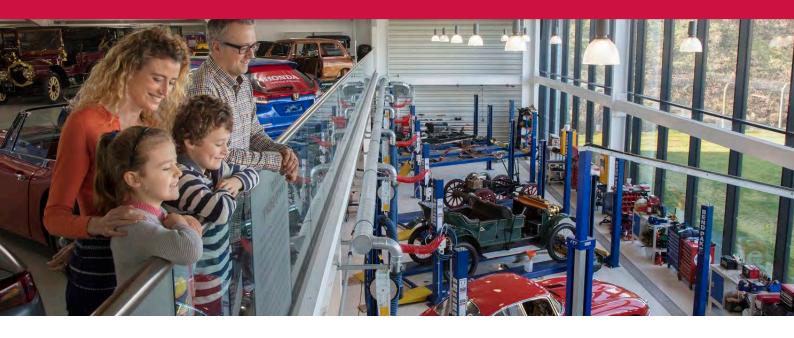
The Museum, which is set in 65 acres of grounds, also contains a large conference centre, vehicle conservation and site engineering workshops, a café, commercial kitchens and retail shop.

The entire venue is specifically designed to accommodate people with any level of mobility and includes lifts, flat floors and stepless transition to all areas along with accessible restrooms on every level.

Summary of 2022

In 2022 the Trust and Museum continued to recover from the effects of the COVID-19 pandemic and much progress is reported in this 2022 Review. However the Russian conflict in Ukraine, which started in February, caused major disruption to the world economy during the year and has had a significant effect on the Trust's conference business.

Early in 2022 a new 3-part business planning process was introduced consisting of; a 5 Year Strategic Plan, an Annual Plan and Annual Review. The Strategic Plan, which was approved by the Board of Trustees, captures the vision, mission and strategic goals of the organisation. It is reviewed and updated annually to ensure the Trust maintains a clear, long-term forward plan. From this the 2022 Annual Plan was produced and used to align the objectives of all staff and



Introduction - cont.

volunteers for the year. Finally, the Annual Review records the Trust's achievements and is to be presented to the first Board meeting of each year.

BMIHC continued to operate its award-winning conference centre, café, retail outlets (shop and online) and a large club, group and events business. Food at the venue continued to be produced by the Museum's own brigade of Chefs.

As previously mentioned, international and national events have had a major impact on the cost of energy supplies which increased by over 90% in 2022. The team at the Museum responded rapidly to this challenge and, working with suppliers and partners, developed an innovative roof mounted, solar PV power generation system and EV battery storage solution.

The Museum attracted a record number of leisure visitors in 2022, increasing footfall by over 19% compared to 2019 - the last pre-pandemic year.









2022 Highlights

- New Articles of Association for the Trust approved
- New 5-Year Strategy and Site Master Plan approved by the Board of Trustees
- New Board sub committees formed for Inclusion and Relevance, Fund Raising and Museum Collections Development.
- A record number of leisure visitors, 126,000 people
- The prestigious Sandford Award received for education in the heritage sector
- Arts Council National Portfolio Organisation (NPO) funding extended
- Vehicle donations to the Trust included; a Rolls-Royce Silver Shadow, Austin Healey
 Lenham Sprite hill climb special, Rover Reavell special
- Life In Cars intergenerational project completed
- Austin 7 centenary exhibition
- The first motorcycle exhibition Legendary Triumph Motorcycles
- The first 'Evenings With' event featuring Morgan's new Super 3 and their Chief Design Officer.
- The Rover T3 gas turbine base unit was restored and demonstrated to the public for the first time in 50 years
- South Wing conference facility created adding 4 large rooms
- Planning approval for an on-site 240 bedroom hotel received
- Hotel 'lock out' contract agreed with potential developer
- Electric Vehicle Forecourt project concept and development work on going with a large automotive manufacturer and operator

Key Performance Indicators

Excellent (5/5) Rated Reviews on TripAdvisor



Rating of 4.5	2021	2022
	80%	90%

LEISURE VISITORS

66,323

CONFERENCE REVENUE

£362,344

GIFT AID UPTAKE

46.7% V 2022 (31.9% Growth)

35.4%

LEARNING VISITORS

3,134 2022 (85,0% Growth)

1,694

CAFE INCOME PER VISITOR

£3.26 (13.5% Reduction)

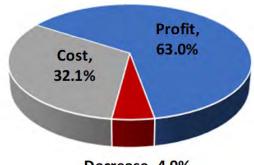
£3.77

2021

CAFE GROSS PROFIT MARGIN

2022 **63.0%** (7.2% Decrease)

67.9%



Decrease, 4.9%

SHOP INCOME PER VISITOR

£1.76 ***

SHOP GROSS PROFIT MARGIN

2022 49.3%

2021 **50.1%** (1.6% Reduction)



Key Performance Indicators - cont.

ELECTRICITY USAGE PER VISITOR (кWH)

1.30 **

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2022 (85.7% Growth)

0.70

2021

КРІ	Description	2021	2022	Increase/ (Decrease)	%
TripAdvisor Rating	Percentage of 'Excellent' (5/5) TripAdvisor ratings	76%	90%	14%	18.4%
Learning Visitors	Number of visits with a primary purpose of learning	1,694	3,134	1,440	85.0%
Leisure Visitors	Number of Museum, Club, Show and Event visitors	66,323	126,414	60,091	90.6%
Gift Aid Uptake	Percentage of visitors opting to Gift Aid when an eligible ticket is purchased	35.4%	46.7%	11.3%	31.9%
Conference Revenue	Conference net income	£362,344	£1,266,366	£904,022	249.5%
Shop Income Per Visitor	Net income taken per visitor (excluding events)	£1.76	£1,57	(£0.19)	(10.8%)
Café Income Per Visitor	Net income taken per visitor	£3.77	£3.26	(£0.51)	(13.5%)
Shop Gross Profit Margin	Percentage of Shop onsite sales less costs	50.1%	49,3%	(0.8%)	(1.6%)
Café Gross Profit Margin	Percentage of Café sales less costs	67.9%	63.0%	(4.9%)	(7.2%)
Electric Usage Per Visitor	Unit of electricity used for each visitor	0.7kWh	1.3kWh	0.6kWh	85.7%



Trust

BY STEPHEN LAING, HEAD OF COLLECTIONS

2022 has been one of the busiest years ever in terms of content and engagement driven by the Trust's unrivalled collections: through exhibitions, learning and community activities, dynamic demonstrations and online content.

The opening feature exhibition for the year was Factor Us In, exploring life in and around the motor industry's factories. Co-curated with people who lived and worked in the communities surrounding car plants, Factor Us In took the novel approach of a number of set pieces - the social club, corner shop and living room - on which fascinating material from the Archive collections and contributed oral histories were framed. The exhibition was successful in eliciting personal perspectives on life in and around the manufacturing communities and their effect on local people and their immediate surroundings.

The diminutive Austin Seven reached its 100th birthday in 2022 and was the focus of the second feature of the year. 'Small Car. Big History.' celebrated the Seven as the turning point for motoring for the masses in the UK, a little car that still maintains a large following. Significant

models from the collection - including one of the first Sevens - illustrated the story of the car, supported by unique items selected by the Archive Team, such as sketches by Herbert Austin himself, on display for the first time.

A new venture for the Trust was a foray into the world on two wheels. In the first of two collaborations with Triumph Motorcycles, 'Daytona: the legendary motorcycle' this iconic model was the theme of the Trust's first motorcycle display, which featured a number of key examples of the remarkable Daytona. A second exhibition in conjunction with Triumph will debut in 2023.

In a year of celebrations of both the reign and the life of Queen Elizabeth II, the Trust's royal vehicles were prominent in the Museum's Jubilee activities, some taking part in the Platinum Jubilee Pageant in London. Later in the year, with the sad news of the death of Her Majesty, the cars provided background to the story of the Queen's relationship with the motor car, both whilst carrying out her official duties and also in her private life. The Trust's royal cars featured in some of the retrospective coverage of her life by both the BBC and ITV.

The Museum itself has served as a location for a wide variety of filming, for car-related programmes such as Salvage Hunters: Classic Cars, nostalgia TV



Trust - cont.

including Bargain Hunt and even current affairs, for example ITV's Good Morning Britain.

The Trust maintained a programme of presenting its collection at events. The Austin Seven side-valve and twin-cam single seat racing cars made rare driving appearances at the Austin Seven Centenary festivities at Prescott and also at the A7CA celebrations at the Fire Service College. The Rover-BRM was on display at Shelsley Walsh Classic Nostalgia, the Sir Jackie Stewart Classic and Goodwood Revival, whilst the Rover CCV concept was a centrepiece at Bicester Heritage's Scramble! Seven pre-1905 cars from the collection, including a Vauxhall for the first time, took part in the London to Brighton Veteran Car Run and, in spite of horrendous wet weather, all reached the finish line successfully.

At the Museum, collections featured heavily in both the Members' event 'Museum on the Move' and the Spring/ Summer Gaydon Gatherings. A highlight at the latter was the first appearance in public in over 50 years of the unique 1956 Rover T3 gas turbine base unit, which had undergone a five-year restoration by a small group of volunteers to return it to operating condition.



Rover T3 gas turbine base unit

With such a packed programme of activities, the technicians have been kept on their toes with preparing cars for demonstration. They have still found time to work on longer-term projects, such as the complex rebuild of the steering box for the Leyland Straight Eight, the complete mechanical restoration of the Alvis FWD TT racing car and stripping and rebuilding the body shell of a donated Ford Escort RS1600, ready for painting. Indeed, without the skilled people in the Workshop, Curatorial and Archive teams, it would not be possible to deliver engaging exhibitions and the moving interactivity of cars under their own power.

The Trust continues to gently expand its collection. Acquisitions in 2022 include the unique Rover Reavell Special and an Austin Healey Lenham Sprite sprint and hillclimb car. The Trust has also continued its programme of broadening its collections and recently accepted a donation of a Rolls-Royce Silver Shadow, only the second Rolls-Royce in its



Trust - cont.

collections. In addition, short-term feature cars add colour to the display, such as one of the Ford Anglias that genuinely featured in the Harry Potter movie franchise, the unique Lightning GT electric sports car from 2008 and the astounding continuation BRM V16 racing car.

The Trust was delighted to receive an additional one year's funding from the Arts Council as a National Portfolio Organisation (NPO). This funding has been pivotal in supporting the Trust's community and learning programmes, as well as its aspirations to increase access to its collections and diversify its audiences.

Supported by the funding, during the year a new website catalogue of all the cars in the collection was launched. For the first time, the Trust's historic cars can be searched and researched online, giving extended access to this collection remotely from the Museum.

A centrepiece of the NPO programming was Life In Cars, an inter-generational project connecting a community of black-Caribbean elders from inner city Birmingham and a group of young people with special educational needs. Run in conjunction with Access to Heritage and

Culture CIC, the project gave the young people the opportunity to express the car-connected reminiscences from the elders through art and photography, using new-found skills. Life In Cars culminated in an exhibition of art and stories at the Museum. As importantly, it has created lasting bonds between two very different communities and contributed to an improvement in wellbeing amongst the participants.



Life in Cars Exhibition Launch

Learning is a focal point of the Trust's work and visits from schools and colleges began to recover after the challenges of the previous two years. There was a chance to try new initiatives, such as a one-day Girls in STEM event, which was attended by 70 young women. It was a day of technology-based activities and inspirational women speakers, who included a business leader from Jaguar Land Rover and two up-and coming-racing drivers from Laser Tools Racing.



Trust - cont.

Perhaps the highlight of the year was the achievement of a Sandford Award, one of the most important national accolades for education and learning in the heritage sector. Recognising the amazing variety and quality of its learning programmes, which is offered to people from all backgrounds, the Trust scored top marks in every single area. The assessor commented "The Learning Team at the British Motor Museum provides a service that engages and inspires a wide range of learners, and the team members do that with enthusiasm, incredibly hard work, and skill."

Family activities for all ages, including the ever-popular Science Shows, continued to be core activity. New programmes included touch and access tours led by a Museum Explainer, giving enhanced experience for those with sight and sensory challenges. The Trust delivered sessions for Warwickshire's Holiday Activities and Food scheme, allowing children from families at social disadvantage the chance to participate in cultural activity during school holidays. Another fresh collaboration was with the University of Warwick's eSports Centre, which held its first 'roadshow' at the Museum, bringing its bank of computer games and simulations. This led to a

further shared event, at Leamington's Commonwealth Culture Fest and is the basis of a longer-term partnership.

Also part of Commonwealth Games activities was the inclusion of the Museum on the Queen's Baton Relay route. The Queen's baton was processed through the grounds, the cavalcade led by the very Land Rover that transported the Queen during the 1953/4 Commonwealth Tour, before being carried through the Museum itself.



The Queen's Baton Relay

The volunteer team numbers tipped the scales at 100 during 2022, which marked 10 years of the volunteer programme. Volunteers are vital to the Trust's work, giving thousands of hours of their time as guides in the Collections Centre and Museum, assisting with curatorial and archive projects, gathering data about the collections, helping with family, community and outreach activities, delivering specialist talks, recording oral histories and restoring cars and objects from the collection.



Commercial Operations

BY TOBY BATCHELOR, HEAD OF COMMERCE

Building upon the move of Museum tickets to the Vennersys attraction management software in 2021, Quarter 2 of 2022 saw Museum Show tickets launched for sale through this platform for the first time. This change brought all ticketing into one place and will enable the Museum to manage visitor and sales data more effectively going forward.

In mid-November admission and membership Gift vouchers were also launched, resulting in nearly 300 individual voucher sales with a net value of £3,700 by the end of the year.

Also in November, the first Show tickets for 2023 were put on sale – approximately five months earlier than the previous year, demonstrating the benefits of the set-up work that's been completed and the increased knowledge of Vennersys within the team.

The Gaydon Gatherings remain free to enter, continue to attract new audiences to the Museum and are growing in popularity. 2022 Gatherings benefited from an uninterrupted calendar for the first time since the event was launched,

resulting in over 10,000 tickets booked in total, across the seven events in 2022.

Indoor events during the year included a Collections Centre focussed 'Museum Late', Quiz night at the Museum and the first ever 'Evening With'. Morgan Super 3 – the Designer's Perspective, featured Jon Wells, Chief Design Officer at Morgan Motor Company in conversation with Steve Cropley and attracted in excess of 100 paying guests. This provides a blueprint for future 'Evening With' events where we will aim to significantly increase the audience.



Morgan Super 3 - the Designer's Perspective

New outdoor shows this year included - Tucked, Ultimate BMW and The Reunion with these three shows alone attracting more than 12,500 visitors between them.



Commercial Operations - cont.

A 56% increase in the number of Show days in comparison to 2019 (the last full comparable year) contributed to overall growth in leisure footfall of 19% vs 2019.

This increased footfall combined with a focus on refining the retail product offering, work to increase stock density and merchandising improvements delivered Retail sales growth of 12.3% vs 2019.

The second half of 2022 saw a marked growth in Conference revenue. Key clients in 2022 included Sage, Salesforce, Stellantis, Yamaha Motor Europe and Aston Martin. The team attended external events including CHS Birmingham, where the Museum took a stand and The Meetings Show in London, attending in partnership with Destination Coventry. These events provided a great opportunity to network with clients, prospects and other industry stakeholders. The end of the year also saw a refresh of the Conference Menu, creating more choice for clients and new upsell opportunities for the team.

2022 delivered a record-breaking performance for wedding revenue and the first ever British Motor Museum Wedding Fair, with the team welcoming hundreds of potential customers to the venue.

A long-awaited overhaul of the Heritage Certificate order process delivered enhanced efficiency and greater speed of production, opening up opportunities for expansion and growth of this important revenue stream. Certificate prices were reviewed in December with increases of between 9% and 20% applied at the end of December.



BMIHT Heritage Certificate

The first ever Museum on the Move event for members took place in April, offering Museum Members and Premium Members



Commercial Operations - cont.

the chance to sample the sights, sounds and smells of the Museum's collection with passenger rides in ten cars and the chance to chat with key members of the Collections team.



Museum on the Move

Membership renewals kicked off in August following significant work by the team to create and automate the renewal process. Museum Membership finished the year at 280 Members across 203 Memberships.



Museum Membership

In recognition of the changing needs of the organisation, the Marketing team was restructured in 2022, creating the new role of Marketing Manager to lead the team and also adding additional resource to help drive audience and sales growth.

Following the formation of a Fundraising Sub Committee in November 2021, a decision was made in 2022 to recruit a Fundraising Development Manager. The successful recruit will start work in January 2023. The Board of Trustees and Senior Leadership Team recognise that there is huge potential to leverage the charitable credentials of the organisation and develop new sources of funding for the Museum.



Stakeholder Relationships

BY JEFF COOPE, MANAGING DIRECTOR

In 2022 stakeholder relations were strengthened with automotive manufacturers, local authorities and communities, cultural organisations, clubs and Members.

Building on the vision of becoming the global focal point of Britain's automotive history and culture, the Trust worked with manufacturers which it had not previously been connected to such as Morgan, Bentley and Triumph Motorcycles. Strong connections with directors and designers have been forged through brand focused evening events and temporary displays of vehicles within the Museum.

The British Motor Museum continued to host a quarterly Community Liaison Group meeting bringing together local politicians, district and parish councillors, Warwickshire police, the Local Planning Authority, Highways England, representatives from local companies including Jaguar Land Rover, Aston Martin and the construction companies involved in building the new town at Gaydon. These meetings were extremely productive and valued by the local community.

recently appointed CEO of the Association of Independent Museums, introducing the Trust and the Museum which were of great interest. The well-established relationship between BMIHT and Arts Council England continued, and the Museum remained within their National Portfolio scheme. An application to extend NPO funding by one year into 2022 was successful and bridged the period to a new three-year agreement which will start in 2023.

Relationships with clubs and enthusiast groups continued to flourish in 2022 with many holding popular weekend events at the Museum and attending the free to enter Gaydon Gatherings, held on midweek summer evenings. The Museum also worked with the Federation of British Historic Vehicle Clubs exploring the opportunity to supply further services to clubs including back office, archive and HQ postal addresses. Work in this area will continue in 2023.

Members events and a regular newsletter continued throughout 2022 and were popular. Members opinions were sought to ensure continuous improvement of the scheme.

During 2022 meetings took place with the



Built Environment

BY ANDREA BRUNEAU, HEAD OF OPERATIONS

Planning permission was granted for an onsite 240-bedroom hotel with associated restaurant and car parking. The Trust entered into a lock out contract with a developer who commissioned a feasibility study which is due to report in March 2023. Other due diligence by the developer is ongoing into 2023

The concept of developing a EV forecourt/ service station on the Museum site made good progress in 2022. The Trust worked with a large automotive company and an experienced EV forecourt operator to progress the project. The proposed 3.5-acre site is located on the Trust's road front leasehold land which became available by a successful planning application to move the hotel site approximately 50m south from its original location. The adjacent hotel and EV forecourt are complementary to each other and will both gain from the other's operation. Investigations into the required power supply for this project were positive and the site is large enough to accommodate multiple chargers over varying speeds. The design of the site will include a food outlet, coffee shop and

other retail outlets. The projected high-level of footfall to this facility and the dwell time of its customers will be helpful for the hotel and Museum.

A full review of existing facilities within the main building took place in the first quarter of 2022 to ensure post pandemic demand could be accommodated across all business areas. From this the South Wing Project and the Welcome Gallery project were planned. Early phases of both projects were completed during the year.



New South Wing 3 Meeting Room

When complete, South Wing will provide 5 new conference rooms. The initial phase of 4 rooms was completed and in use by clients in Q4 2022. The new rooms are larger to match the demands of customers and have the same decor and audio-visual system standards found elsewhere in the Museum's award winning conference centre. The final phase, South Wing 5, is



Built Environment - cont.

due for completion in Q1 2023. This conference room will seat 100 delegates and have a catering area and vehicle access to meet the burgeoning demand for vehicle launch conferences from the automotive sector. Demand from this sector is projected to grow as the UK transitions to electric vehicles.

The Welcome Gallery project has been designed and costed in 2022. It is a

complex and multi phased project which optimises space on the ground floor of the main building. When complete it will include; a large publicly accessible café and shop, new learning centre with additional classrooms, increased archive space (20%), a new kitchen and customer washrooms. The project will be completed in 2023 subject to approval by the Board of Trustees.

Sustainability

BY ANDREA BRUNEAU, HEAD OF OPERATIONS

During 2022 investigations took place into the possibility of installing a solar PV array onto the roof of the Collections Centre to assist with the rapidly increasing energy costs. From the investigations a 295kW system with battery energy store has been designed and approved for installation in Q2 2023. The system is expected to produce 50% of the Museum's electricity demand once commissioned and in service.

commercial venues. The team will ensue the Museum remains environmentally sustainable in the future. In 2022 the Museum achieved a bronze Green Meetings accreditation adding to the Silver Greengage EcoSmart accreditation received in 2021. It is hoped that the PV installation will help to improve both of these award levels during 2023.

gain knowledge of low carbon

technologies and their application in

An environmental team was created to



Operations and Safety

BY ANDREA BRUNEAU, HEAD OF OPERATIONS

A new sitewide electronic access control system was installed in 2022 to increase security at the venue. The Museum's IT and Site Engineer teams helped in the installation process reducing overall project costs.

The Museum won a groundworks contract from Jaguar Land Rover to maintain its Visitor Car Park at Gaydon. The car park, which had deteriorated during the pandemic lockdown period was brought back to its as-built condition and will continue to be maintained by the Trust's own grounds team.

The in-house catering team continued to deliver creative menus to reflect the seasonal availability of quality produce and to support the recovering conference and show businesses. New menus were also designed for the café including an extensive menu for coeliacs, maintaining Coeliac UK accreditation in 2022.

An application for the venue's wedding licence, to be renewed for a further 3 years, was approved in 2022 ensuring

these commercially important events continue to take place at the British Motor Museum.



Weddings at the Museum

The Conference Front of House team was restructured during Q2 to ensure that the Museum had the required strength and depth to deliver the growing conference and events businesses during 2022 and beyond.

The Museum Front of House team re-commenced tours of the Museum and continued to support the successful 2022 Shows programme of events, Gaydon Gatherings and Museum Lates.

