

**Open Report on behalf of Dr Tony Hill,
Executive Director of Public Health Lincolnshire**

Report to:	Executive
Date:	04 October 2016
Subject:	Future of the Heritage Service
Decision Reference:	I010710
Key decision?	Yes

Summary:

The Council has been exploring ways of reducing the costs of its Archive and Heritage Service whilst improving and enhancing its public offer. This report presents a way forward for the development of a revitalised but sustainable Heritage Service; one that is able to capitalise on the momentum of the Castle Revealed project, whilst transforming what it does and delivers to the benefit of customers and the economy with reduced dependence on County Council subsidy.

The Heritage Service in Lincolnshire is diverse and varied, with responsibilities for museums, historic sites and attractions. These are described in this paper along with the drivers for change, the options considered and the potential deliverable outcomes of a financially sustainable and independent service that assures the care and preservation of Lincolnshire heritage into the future. It lists two options for the future and explores the recommended option in more detail.

The Service's objectives are:

- Strategic – understanding the needs of stakeholders, being aware of the wider context within which we operate;
- Sustainable – long-term viability that will endure, develop income streams, commercially aware, the right skills and political and community support;
- Innovative – creative teams and managers, use of technology, governance, audience development and relationships;
- Proactive – seeks out and generates opportunities, acquisitive and developing rather than reacting;
- Relevant – for today's stakeholders and for the future;

- Accessible - historical & cultural heritage collections provide local people and visitors with a sense of context and inspiration about where they live and visit, greater emphasis upon interaction and engagement;
- Collaborative – greater partnerships, cross-departmental; cross boundary; cross institution; cross community; and
- Respected – a unique resource which supports the identity of the individual, the community, the region and the nation. The Heritage Service has a significant economic impact on Lincolnshire. Utilising the tool kit developed as part of the Economic Value of the Independent Museum Sector, it is estimated that the Heritage Service currently contributes £12m to the local economy.

In considering these options, it is essential to understand the financial backdrop to this work. The Heritage and Archive Service has a combined gross operating expenditure of £4.6m. This is made up of a net running cost of £2.3m (£1.8m Heritage and £538k Archives) plus £2.3m income from all of the attractions, including the Castle. It is forecast that by the financial year end 2016/17, the Heritage Service will have made additional savings through a combination of income generation and greater efficiencies totalling £200k. Additionally, the service is exploring partnership opportunities with The Collection. Not only would this help to diversify and extend the current offer in the form of a specialist library and research programme for example, but could also serve in a very practical way to reduce overheads and running costs, estimated to make a further £200k saving. Using the same forecast model, it is predicted that in year 2 (2017/18) the savings will be £600k and in year 3 (2018/19) £1m. It is further predicted that the Heritage Service will reach not just zero cost delivery by the financial year end 2019/20, but it is expected to make a surplus of £400k.

A range of initiatives are underway that will see the service operate more commercially and reduce its revenue gap through both income generation and commercial innovation. Much of this work is achievable quickly, but the service also requires a comprehensive review of assets, financial viability of individual sites, staffing and commerciality of its events programme. The future priority focus will be on events and programming; business development and operational delivery.

These changes can be implemented from within the County Council. It is possible that further savings could potentially be achieved if the services were delivered by an external entity. It is proposed that these potential options will be considered in more detail over the next two years and a further report brought to the Executive with the results of that assessment, including recommendations as to further action.

This report seeks the approval of the Council's Executive to pursue movement, through cultural change, towards financial independence over the financial years 2016/17, 2017/18 and 2018/19 and the bringing forward of longer term options for these services to Council Executive during 2017/18 for possible implementation in April 2019.

Recommendation(s):

That the Executive:-

1. approve the implementation of the new model of service delivery for Heritage Services set out in section 14 of the Detailed Business Case at Appendix A to this report as the means for the Heritage Service to contribute to Council savings targets by becoming financially self-sustainable;
2. notes that the ability of the service to become financially self-sustaining by the financial year 2019/20 is dependent on the service maintaining the income it generates in the period 1 April 2015 to 31 March 2018; and
3. approve the carrying out of further work to assess and analyse options for alternative governance structures for the service with a view to a further report being brought to the Executive.

Alternatives Considered:**1. Option One – Reduce Council Subsidy Through Cost Reduction**

The Heritage Service has been seeking to identify how it would achieve a zero Council subsidy operating model as a means of contributing to the budget challenges the Council is facing. The current service has a net running cost of £2.3m made up of £1.8m to operate the Heritage sites and £538k to operate the Archive Service. The Archive Service is largely statutory, and is subject to a separate proposal to manage its service and cost risks. Initial analysis indicated that it would be impossible to make significant savings without a significant reduction in the service offer across the Council's sites. This would likely involve the closing of sites, decreasing of offer and/or opening hours and significant changes to staffing and accessibility to the public.

Work was, therefore, undertaken earlier this year on the implications of de-commissioning of elements of the service. Based on the external investment from the Heritage Lottery Fund, European Regional Development Fund and Arts Council England, complete closure of all sites would require the Authority to repay over £28m of external funding which had been secured by the Heritage Service since 2000. Complete closure of all the sites would leave the Council with liabilities and obligations towards the collections which have been acquired over a period of approximately 150 years and the costs of keeping these collections safe would outstrip the resources of the Archive Service which would become the only feasible place to keep them.

There are a number of statutory and legal obligations with which the Council must comply as the responsible owner and recipient of bequests, purchases and donations and these are detailed as background papers and the end of this report. If all sites were to close, the collections would still remain and

would, therefore, need to be cared for preserved and safely accommodated. The estimated cost of this would be £460k per annum in the current premises, though it should be noted that the alternative cost effective storage of our treasures is being explored within a separate programme of work based around the current Archive building.

It is estimated that the closure of all heritage sites (with the exception of Lincoln Castle) would result in the combined ongoing liability cost and loss of income totalling £1,544,000 each year. In addition, Lincolnshire would lose the benefit of over £6.7m in economic impact, with an estimated further £2m generated by the Castle.

The outcome of this action would clearly leave the Council with an ongoing liability but with limited public benefit for servicing this liability.

Reasons for Recommendation:

Option Two – Develop and Implement a New Model of Service Delivery:

A new model of service delivery has been designed to fundamentally transform the way in which Heritage Services are developed and delivered within the County, and make significant progress towards reducing the level of County Council subsidy required to keep the sites available to the public, as well as generating economic and tourism activity. This approach has already demonstrated success. Both Gainsborough Old Hall (GOH) and the Museum of Lincolnshire Life (MLL) have shown a significant increase in visitor numbers and spend per head, with MLL now generating a healthy income of £76k which it is intended is now offset against core funding.

The new model is described in more detail in section 14 of the Detailed Business Case at Appendix A to this report.

However, given the current financial climate, the Council may feel that now is the time to consider a more radical way forward in the form of Trust status. To that end, alongside the cultural and structural change required to deliver a more cost effective Heritage Service, the recommendation to Executive members is to give parallel consideration to the exploration of potential for commercial models of delivery. Initial conversations with the Heritage Lottery Fund around a new scheme, "*Start-up & Transition to Resilient Heritage*" (open in September 2016) have been both encouraging and positive. The scheme is specifically designed to support organisations, particularly Local Authorities wanting to move into charitable, trust, commercial or social enterprise. Within the scheme, they offer access to expertise and guidance in order to fully research and test the legal, governance, structure and contracts, finance and legislation etc. with funding up to £250k.

Certain alternative governance structures may give access to additional costs reductions, particularly through tax treatment. A route map and stage plan to reduce the cost of the Heritage Service is set out in section 15 of the Detailed Business Case at Appendix A.

1. Background

The heritage sector in Lincolnshire is a diverse patchwork of historic sites and museums. The sector is predominantly represented by locally run volunteer led organisations, with groups such as Heritage Lincolnshire and the Lincolnshire Heritage Forum providing an essential support network for the sector. Within this, Lincolnshire County Council operates some of the key heritage attractions and museums in Lincolnshire. The heritage sector is a key part of the visitor economy, which itself is worth more than £1 billion a year to the county, and employs 39,000 people. The visitor economy is one of the most important growth sectors for the region.

The 'business' of heritage is complex and diverse. The main focus is on the preservation and conservation of cultural heritage, and the creation and dissemination of knowledge around this. Within this there are organisations working in the built and historic environment that have a commercial role in the interface between developers and the requirements of legislation – undertaking archaeological fieldwork, building surveys, and building restoration.

The sector's other role is in the development and growth of access to heritage sites and information to visitors, with the focus firmly on the needs of visitors, attracting new and repeat visits and generating revenue.

The sector itself is made up of a number of different types of organisations – private sector, public sector, and charities. The size of organisations varies considerably ranging from very small to large independent operations. Detailed background information about the heritage sector in Lincolnshire can be found in the Detailed Business Case (Appendix A).

History of the current Heritage Service

When Lincolnshire County Council came into being on 1 April 1974, it assumed responsibility for a number of heritage related properties and services which had previously been the responsibility of County Committees, e.g. Lincolnshire Archives, also known as the County Record Office at Lincoln Castle. To these were added the Usher Gallery and City and County Museum, which had both previously been operated by Lincoln Borough Council, now the City of Lincoln Council. The formerly independent Museum of Lincolnshire Life at Burton Road in Lincoln was soon added to the service along with windmills in Lincoln (Ellis), Burgh-le-Marsh, Alford and Heckington. Church Farm Museum was developed as a "sister" museum to the Museum of Lincolnshire Life in 1976, and was subsequently passed over to be a community run facility in 2010. In 1984 the museums at Grantham and Stamford became part of the service, and in 2010 Grantham was also passed over to Grantham Community Heritage Association (GCHA); Stamford Museum was closed and Discover Stamford was opened within Stamford Library, with Lincolnshire County Council retaining the operation of the Stamford Museum store at the rear of the Museum.

A new Archive building was developed on Friar's Lane in 1991, along with a new archaeological store and conservation department. In 1985 the Battle of Britain

Memorial Flight Visitor Centre was developed as a unique partnership with the Royal Air Force at RAF Coningsby. This provided visitors with guided tours of the hangar housing the aircraft of the Memorial Flight. The Visitor Centre was re-developed in 2001, further enhanced with a new entrance in 2008 and in 2016 there was a refurbishment of the café area and added dedicated flexible educational space.

The Collection was developed between 1996 and 2005. This development amalgamated the previously separate Usher Gallery with the City and County Museum sites through the creation of a new purpose-built museum building 'The Collection', adjacent to the Usher Gallery in Danesgate.

2015 saw the reopening of Lincoln Castle after a major refurbishment, with success that exceeded all expectations of the Lincoln Castle Revealed project. With the building and development programme at the Heritage Skills Centre, proximity of the Cathedral and the Museum of Lincolnshire Life, Lincoln Castle Revealed has delivered a product that means visitors see uphill Lincoln as a collection of treasures, 'recognised as glories' and a 'must see'.

General Risks and Pressures facing the current Heritage Service

- Lincolnshire Archives Development

The potential development of a new Archives building for the Heritage Service is the most significant planned service improvement in the next three years. Overseen by a strategic board which has included key Councillors, options have been narrowed down from many to two:

- Do Nothing, although this would actually mean a requirement to develop and extend the Lincolnshire Archives on the existing site. This option would still require significant investment in refurbishing the existing Archive building before it fails, and this is estimated at circa £3.7m.
- Develop the Museum of Lincolnshire Life and relocate Lincolnshire Archives and Registration Service into Butterworth Store.

Both options carry a level of risk due to uncertainties around the funding to deliver the capital build in both cases. Providing a sound building that delivers adequate level provision is a requirement to maintain Lincolnshire County Council's statutory responsibilities.

- Collections Development Project

The service has embarked on a significant project to look at the museum and archives collections with a view to assessing whether existing holdings are fit for purpose for future service development. Although this is prudent collections management and standard practice in the sector, undertaking this process can provoke strong negative reactions because disposal of

material donated by the public feels at odds with the very purpose of a Heritage Service whose key remit is to preserve material.

- Heritage sites and assets review

The sites within the current Heritage Service portfolio are of various ages and states of maintenance. The Collection was designed with a high level of future proofing in mind, although like the existing Archive building, it has Air Handling Units which have a limited lifespan. The other sites are of various ages, and a full asset review is needed to provide a clear picture of upcoming maintenance requirements that will need to be factored into any financial planning.

- Economic climate and Brexit

The operating environment, and hence spend in the leisure and culture sectors, is still under pressure and not what it was pre 2008. Another level of uncertainty has now been added due to Brexit. The financial modelling of the Service for this report, although robustly undertaken, cannot fully account for the uncertainty that Brexit may have on the economic environment, patterns of visitor behaviour and spend.

The Options Explored for the Future of the Heritage Service for Lincolnshire

A number of options for addressing the risk to the existing Archive building have been explored by the Heritage Management Team with Executive Member support. Between January and July 2015 work was undertaken by the then Head of Libraries and Heritage Service into the possibility of creating a “mutual” organisation. However, the financial and organisational feasibility and financial sustainability of this model was found not to be viable at the present time. The options considered in the work that has led to this report are detailed in the Detailed Business Case at Appendix A to this report. The Options below have been developed following the exploration of the options in the Detailed Business Case and taking account of the Council's Statutory Obligations as described in the background papers detailed at the end of this report.

The purpose of this report is to identify ways in which the Heritage Service can contribute to the savings the Council must make over the coming years. "Do Nothing" whilst theoretically an option, would not realise any savings or lead to the service becoming more sustainable. Given the level of savings that need to be made, this is not an option unless additional savings are to be made from other areas of the Council's budgets, or increases are made to Council Tax. Other areas of the Council are already under significant pressure to realise savings even in areas where the service is a statutory duty. The Council's Council Tax level is already at the level above which a referendum would be required.

Option One – Reduce Council Subsidy Through Cost Reduction

As previously stated, there is a current net cost to running the Heritage Service of over £2.3m. This is made up of £1.8m to operate all the Heritage Sites and £538k

to operate the Archives Service. A detailed service review was undertaken in early 2016 to explore the implications and consequences of de-commissioning the Service. Based on the external investment from the Heritage Lottery Fund, European Regional Development Fund (ERDF) and Arts Council England complete closure of sites would require the authority to repay over £28m. In addition, closure of all the sites would still leave the Authority with liabilities and obligations towards the collections which have been acquired over a period of approximately 150 years, as well as facing public outcry and the potential for significant reputational damage. It is certain that such a decision would have national significance and would appear to run counter to the wider strategic intention of the Council to support and enhance the visitor and tourism economy of Lincolnshire.

If all sites were to close, the collections would at least initially remain and would need to be accommodated and cared for in appropriate environmental conditions and security. The estimated cost of the storage alone would be £460k per annum in the current premises. However, there are wider issues of the ongoing maintenance and/or disposal of buildings, some of which are either listed (*Listed Building Legislation - The Planning (Listed Buildings and Conservation Areas) (Amendment No. 2) (England) Regulations 2009*) or protected within the legislation of *Scheduling Ancient Monuments and Archaeological Areas Act 1979* (the Castle). A further complexity is the fact that a number of the attractions that we manage we do on behalf of, or in partnership with, other organisations such as Historic England (Gainsborough Old Hall), District Councils (The Collection and Usher Art Gallery). The County Council is legally obliged to protect significant elements of these collections. However, their management and development also ensures that the cultural heritage and history of the county are preserved for current and future generations. A fuller explanation of these implications can be found in the Detailed Business case at Appendix A.

Option Two:

The success of the Castle Revealed in April 2015 and subsequent extraordinary performance has proven that it is possible for Lincolnshire to run heritage attractions in a way that maximises income generation, whilst also retaining a high level of quality, education and learning experience for visitors. This suggests that given time, over the next two years, it is possible to create a Heritage Service that is not only operationally stable and sustainable (income offsetting expenditure and investment), but also able to generate a surplus to re-invest in the Service, thereby providing some mitigation and contingency for unforeseen events in future years. This would also allow a remodelled service which can be proven to run cost effectively, as well as giving greater opportunity to thoroughly research potential alternative governance structures and the legality and financial benefits of the future operating models available. The proposed route map discussed within this report is suggested as a way of staging progress towards complete financial independence from Lincolnshire County Council.

The new model of service is described in more detail in section 14 of the Detailed Business Case at Appendix A.

The proposed route map to independent sustainability (outlined within section 15 of the Detailed Business Case attached at Appendix A) is measured and recommends continuing to operate the Heritage Service 2016 – 2018 as an internal part of the County Council, but in a way which would mean that effectively it was a financially independent entity from the Council, retaining surplus income for service improvement and development, and also using this time to make changes and modifications to the Service that guarantee being self-sustaining by 2018. Within this period it is also recommended that all other alternative governance models are explored in detail to see if there are even greater financial and strategic benefits for the Service moving to one of these in 2018/19. This route map would also afford the time needed to effectively identify and quantify the support costs for providing the Service, i.e. Business Support, Legal Services, Financial Services, IT and HR.

The selection of this option also provides an opportunity, within the redevelopment of the Archive Service that is underway, to remodel the Heritage Service into a modern, innovative service, reflecting the move away from big collecting institutions to digital interpretation, advocacy and evidence, leadership and transformation, with greater energy being focussed upon community engagement as opposed to simply running museums. Additionally, this option is achievable in a relatively short timescale and is, therefore, the best mitigation for the current financial pressures.

Although the preferred route map is for the service to retain its income over the period 1 April 2015 to 31 March 2018, the Executive is not asked to make a decision on that point in this report. That will either be pursued through the usual process for the treatment of underspends or through proposals for changes to the Financial Strategy on underspends which would require full Council approval.

Equality Act 2010

The Council needs to make sure that it complies with the public sector equality duty set out in S149 Equality Act 2010 when coming to a decision on the proposals. In doing so, the Executive, as decision-maker, must have due regard to the needs to:

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by, or under, the [Equality Act 2010](#);
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it: [Equality Act 2010 section 149\(1\)](#). The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation: section 149(7).

Having due regard to the need to advance equality of opportunity involves having due regard, in particular, to the need to:

- remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
- take steps to meet the needs of persons who share a relevant protected characteristic that is different from the needs of persons who do not share it;
- encourage persons who share a relevant protected characteristic to participate in public life, or in any other activity, in which participation by such persons is disproportionately low.

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to tackle prejudice and promote understanding.

Compliance with the duties in this section may involve treating some persons more favourably than others.

A reference to conduct that is prohibited by, or under, this Act includes a reference to:

- (a) a breach of an equality clause or rule;
- (b) a breach of a non-discrimination rule

It is important that the Executive is aware of the special duties the Council owes to persons who have a protected characteristic as the duty cannot be delegated and must be discharged by the Executive. The duty applies to all decisions taken by public bodies including policy decisions and decisions on individual cases and includes this decision.

To discharge the statutory duty the Executive must analyse all the relevant material with the specific statutory obligations in mind. If a risk of adverse impact is identified consideration must be given to measures to avoid that impact as part of the decision making process.

An Equality Impact Assessment has not been prepared at this stage of consideration. Whilst changes are envisaged to the culture and service, customer care and accessibility (including specific needs and wishes of people with a protected characteristic) will be at the centre of service design planning and delivery. Indeed, if anything, the aim of cultural change will be to refocus the service away from professional emphasis on the protection of heritage to what that heritage means to all our various communities and how the service makes that heritage accessible and meaningful to them.

Child Poverty Strategy

Regard has been had to the Council's Child Poverty Strategy. Child poverty is one of the key risk factors that can negatively influence a child's life chances. Children

that live in poverty are at greater risk of social exclusion which, in turn, can lead to poor outcomes for the individual and for society as a whole.

In Lincolnshire we consider that poverty is not only a matter of having limited financial resources, but that it is also about the ability of families to access the means of lifting themselves out of poverty and of having the aspiration to do so. The following four key strategic themes form the basis of Lincolnshire's Child Poverty strategy: Economic Poverty, Poverty of Access, Poverty of Aspiration and Best Use of Resources.

Heritage Services has a vital role to play in giving young people a sense of their history and environment as well as opportunities to learn and develop skills. By doing so, the service can contribute directly to addressing poverty of aspiration and opportunity.

Joint Strategic Needs Assessment (JSNA) and Joint Health and Wellbeing Strategy (JHWS)

The Council in exercising its functions must have regard to both the JSNA and the JHWS.

The potential opportunities for widening access to the collections for enhancing people's enjoyment and quality of life will enable the service to deliver against key themes within the Joint Health and Wellbeing Strategy (2012 – 2018), specifically:

- Promoting Healthier Lifestyles – such as the current work at The Collection with Addaction and Sense.
- Improve the health and wellbeing of older people – e.g. the current project around the Siemens archive which is looking to involve older volunteers who are ex-Ruston employees and working with student volunteers from the University of Lincoln to develop a digital record of the history of Rustons. Part of this project also looks to engage all volunteers with sharing and developing digital skills, including around social media. Also the development of loans boxes to be used in reminiscence sessions at Care Homes.
- Improve health and social outcomes for children and reduce inequalities – e.g. targeted work with Special Schools.

Crime and Disorder

Under section 17 of the Crime and Disorder Act 1998, the Council must exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime and disorder in its area (including anti-social and other behaviour adversely affecting the local environment), the misuse of drugs, alcohol and other substances in its area and re-offending in its area.

The Heritage Service plays a crucial role in tackling social exclusion, contributing to regeneration, to promoting safer communities, encouraging healthier lifestyles, providing opportunities for voluntary and community activity and stimulating lifelong

learning. The Heritage sector has a significant role to play in achieving this aspiration, by providing inspiring, engaging and educational experiences, promoting a sense of place for all who visit, live and work. Lincolnshire has a strong sense of place and its museums and heritage sites play an important part in helping residents and visitors alike to understand the deep roots of its cultural identity and its traditions, giving our visitors and non-visitors what they want and developing new activities which will encourage them to visit and return on a regular basis, whilst also creating a sense of place and helping deliver social cohesion.

2. Conclusion

The current annual economic impact of the Heritage Service upon the economy of Lincolnshire is £12m (£7m excluding Lincoln Castle), with this based on the current cost of the Service of approx. £2.m. By re-focusing culture and the internal structuring of Heritage Services accompanied preferably by the retention of surplus income between 2015 and 2018, with this re-invested directly back in to the Heritage Service, the same level of economic impact (if not more) will be guaranteed for Lincolnshire, but at no direct cost to Lincolnshire County Council from 2019 onwards. In this way the County will retain and develop the key Heritage sites it currently runs, safeguard the economic impact they create, and attain a zero based budget subsidy from the County Council.

3. Legal Comments:

The Council has power under section 12 of the Public Libraries and Museums Act 1964 to provide and maintain museums and art galleries and under section 14 of that Act to make contributions towards expenses incurred by any person in providing or maintaining a museum or art gallery.

The recommendation within this report is lawful. It is consistent with the Policy Framework and within the remit of the Executive if within the budget.

4. Resource Comments:

Whilst no revenue budget decisions beyond the current year have been made by the County Council, given the projected reductions in budget available to the Council, the Heritage Service has considered options to move towards a more self-sustaining model of delivery. Accepting the recommendation set out in this report will move towards achieving that aim.

County Council will be required to approve the carry forward of any surplus balances achieved by the Heritage Service during the normal year end reporting process.

The recommendation to undertake further assessment of the future options for the service will ensure the financial impact of different models of delivery are fully explored and identified.

5. Consultation

a) Has Local Member Been Consulted?

n/a

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

On 14 September 2016, the Community and Public Safety Scrutiny Committee considered a report concerning the Future of the Heritage Service. The Committee supported the recommendations contained in the report and agreed that the following comments would be passed to the Executive: -

- I. The Committee expressed support for the commercialisation of assets in order to benefit improved public services, and highlighted the need for the County Council to work towards a self-financing model that provides a quality service and retains a sustainable asset for the County Council.
- II. The Committee queried how the heritage service could continue to develop with future investment under the recommendation proposed. Officers confirmed that after the first few years the service would start to generate a level of surplus which would be used to fund improvements and support continued investment.
- III. The Committee highlighted concern that the Heritage Service could become too focused on income generation, and not on providing a valuable service for the people of Lincolnshire. Officers confirmed that a balance needed to be found between maintaining public assets for the community, attracting new events to Lincolnshire and generating income for service improvements.
- IV. The Committee acknowledged the excellent work undertaken as part of the Lincoln Castle Revealed project and supported the need to apply a similar methodology at other sites across the County to attract bigger events to Lincolnshire.
- V. The Committee highlighted the need to consider how the proposals for the Heritage Services could benefit smaller heritage sites, or support community groups in running local heritage attractions. Officers confirmed that smaller sites and activities were more difficult to sustain, however it was intended to continue supporting external sites, but that the capability to do this was diminishing as budgets reduced.
- VI. The Committee highlighted the need to 'join the dots' between the various heritage sites across the County and increase the levels of local and national promotion to better convert day visitors into longer term visitors to Lincolnshire.
- VII. The Committee highlighted the need for effective planning to be in place as part of the proposed changes, and queried how visitor interest could be maintained to ensure the continued sustainability of the service. Officers highlighted that due to the reputational benefits seen as a result of the Lincoln Castle Revealed project, Lincolnshire was now being approach to host bigger events in the area.

VIII. The Committee questioned officers on the benefits of the proposal that income achieved by the Heritage Service would be retained for reinvestment back into the service. Officers highlighted that there was a need for more availability of budget to aid in forward planning of events and reinvestment in services. The ability for the Heritage Service to the retain income achieved between April 2015 and March 2018 would allow more freedom and quicker reaction in developing the service for the future.

d) Policy Proofing Actions Required

See the main body of the report.

6. Appendices

These are listed below and attached at the back of the report	
Appendix A	Detailed Business Case

7. Background Papers

The following background papers as defined in the Local Government Act 1972 were relied upon in the writing of this report.

Document title	Where the document can be viewed
Public Libraries and Museums Act 1964	http://www.legislation.gov.uk/ukpga/1964/75/contents
Local Government (Records) Act 1962	http://www.legislation.gov.uk/ukpga/Eliz2/10-11/56/contents
Ancient Monuments and Archaeological Areas Act 1979	http://www.legislation.gov.uk/ukpga/1979/46
Listed Building Legislation - The Planning (Listed Buildings and Conservation Areas) (Amendment No. 2) (England) Regulations 2009	http://www.legislation.gov.uk/uksi/2009/2711/contents/made
Public Records Act 1958	http://www.legislation.gov.uk/ukpga/Eliz2/6-7/51/contents
Parochial Registers and Records Measure 1978	http://www.legislation.gov.uk/ukcm/1978/2/contents

Document title	Where the document can be viewed
Museum Accreditation Standard: Arts Council administers the professional standards framework for museums)	http://www.artscouncil.org.uk/supporting-museums/accreditation-scheme-0

This report was written by Nicole Hilton, Community Assets & Resilience Commissioning Manager, who can be contacted on 01522 553786 or nicole.hilton@lincolnshire.gov.uk

This page is intentionally left blank