

Open Report on behalf of Andy Gutherson, Executive Director – Place

Report to:	Public Protection and Communities Scrutiny Committee
Date:	23 July 2019
Subject:	Future of the Heritage Service

Summary:

This item invites the Public Protection and Communities Scrutiny Committee to consider a report regarding the future of the Heritage Service. This report is due to be considered by the Executive on 03 September 2019.

The views of the Scrutiny Committee will be reported to the Executive as part of consideration of this item.

Actions Required:

- (1) To consider the attached report and to determine whether the Committee supports the recommendations to the Executive.
- (2) To agree any additional comments to be passed to the Executive in relation to this item.

1. Background

This report enables the Public Protection and Communities Scrutiny Committee to consider the results of public consultation and the details of the proposed changes to the Council's Heritage service.

This report is due to be considered by the Executive on 03 September 2019. The views of the Scrutiny Committee will be reported to the Executive as part of consideration of this item.

The full report is attached at Appendix 1.

2. Conclusion

The Public Protection and Communities Scrutiny Committee are requested to consider whether it supports the recommendations in the report and whether it wishes to make any additional comments to the Executive.

3. Appendices

These are listed below and attached at the back of the report	
Appendix 1	Executive Report – Future of the Heritage Service (I018064)

4. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

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Open Report on behalf of Andy Gutherson, Executive Director – Place

Report to:	Executive
Date:	03 September 2019
Subject:	Future of the Heritage Service
Decision Reference:	I018064
Key decision?	Yes

Summary:

This report informs the Executive of the results of public consultation on and seeks approval for a series of recommendations relating to proposed changes to the Council's Heritage service.

These changes include the move to a Cultural Enterprise Model that delivers culture-based products and services to generate a surplus which is then used to ensure the enterprise's long-term sustainability and development.

The changes also involve moving to a supersite approach offering multiple experiences, including both permanent and temporary exhibitions and events, which enables the broadest range of audiences to engage with the widest range of experiences, and which maximizes the potential for income generation.

The Report also proposes changes to the mix of sites that the Council should continue to deliver as part of the portfolio of Visitor Attractions operated by its Heritage Service.

Recommendation(s):

That the Executive:-

1. Approves the Heritage Service moving to a more commercial approach (also referred to as a cultural enterprise model) to attract greater income and make the Heritage Service as financially self-sustaining as possible.
2. Approves the carrying out of works at The Collection building to develop it into a flexible space capable of hosting and displaying a range of art and archaeology including major touring exhibitions.
3. Approves Lincolnshire County Council giving two years notice to the City of Lincoln Council to terminate the collections management agreement dated 31 January 2001 and the return of the collections owned by the City of Lincoln Council to the City of Lincoln Council.

4. Subject to paragraph 5 below approves Lincolnshire County Council continuing to explore with the City of Lincoln Council and third parties the potential for third party operation of the Usher Gallery in whole or in part as an art gallery.
5. The Council's continued exploration under paragraph 4 above shall be conditional on:-
 - there being a sustainable business case for third party operation of the Usher Gallery building or part of it as an art gallery to the satisfaction of the Council not later than 31 October 2019;
 - there being demonstrable progress towards the securing of all necessary funding and the obtaining of all necessary consents and the conclusion of any necessary contracts and other legal documentation to the satisfaction of the Council not later than 31 December 2019;
 - there being no later than 31 May 2020 final agreement on the terms of any legal documentation involving the County Council and clear evidence to the satisfaction of the Council that operation of the Usher Gallery building or part of it as an art gallery will commence not later than 31 July 2020; and
 - operation of the Usher Gallery building or part of it as an art gallery commencing not later than 31 July 2020.
6. Approves Lincolnshire County Council continuing until the expiry of the notice given under recommendation 3 above to explore with the City of Lincoln Council alternative permitted uses of the Usher Gallery by the County Council alongside or in replacement for an art offer.
7. approves Lincolnshire County Council ceasing to operate the Usher Gallery as an art gallery on the expiry of the notice given under recommendation 3 above or a third party commencing operation of the Usher Gallery building or part of it as an art gallery whichever is the earlier.
8. Approves serving notice on English Heritage in October 2019 to terminate the lease Of Gainsborough Old Hall in October 2020 with Lincolnshire County Council ceasing to manage and operate the Old Hall in October 2020.
9. Approves the retention of the Museum of Lincolnshire Life, Battle of Britain Memorial Flight Visitors Centre and Heckington Windmill as part of the Lincolnshire County Council heritage offer.
10. Approves the County Council working with third party organisations with a view to a third party organisation taking on responsibility for Discover Stamford, Ellis Windmill, Burgh le Marsh Windmill and Alford Windmill .

11. Delegates to the Executive Director - Place, in consultation with the Executive Councillor for Culture and Emergency Services, authority to take all future steps and decisions relating to the implementation of the above decisions including any decision to give the Council's notice to terminate the Collections Agreement and to determine whether the conditions specified in recommendation 5 have been met.

Alternatives Considered:

1. Maintain the status quo.
2. Offer a different mix of sites as part of the Council's heritage offer.

These alternatives were considered in section 1.7 'Options considered' of the Report to the Executive dated 5 February 2019 attached at Appendix A to this Report. They are further assessed in the light of the responses to the consultation in this Report.

Reasons for Recommendation:

Reductions in government funding with increased demand on mandatory services leave discretionary services such as the Heritage Service at risk of cuts in service. The County Council must make savings of some £30m in the next three years in order to balance the budget in circumstances where £311m of savings have already been made since 2011.

At the same time heritage contributes significantly to the wider economy. An increase in engagement with culture and heritage increases economic performance and growth through increased employment and visitor numbers as well as improving health and wellbeing and reducing pressures on NHS services.

If these benefits are to continue to be realised the Heritage Service will have to become financially self-sustaining. This cannot be achieved without a move towards a cultural enterprise model which will involve the service becoming more commercially minded and shifting its focus from managing its own and the City Council's collections and displaying them in accordance with professional assessments of value towards curating and staging a range of exhibitions utilising Council owned and borrowed items to tell stories of relevance to the diverse communities within and outside of the county and responding to customers views of what they want from a heritage attraction.

The current Heritage offer in Lincolnshire is based on a model of multiple microsites which are limiting and fixed in the stories that they tell. Microsites lack the size and flexibility to enable a changing offer which enables differentiated narratives and experiences to be offered. As well as giving rise to a static, unchanging heritage experience microsites do not create the conditions for financial self-sustainability through attracting an increase in visitors through attracting new audiences or repeat visits.

This would be partly remedied by creating a new supersite at The Collection Museum and Art Gallery to add to the one at Lincoln Castle. This would represent a change to a more modern, responsive and relevant heritage service, telling a range of stories and offering a range of heritage experiences that aims to enrich the cultural experience the Council and Lincolnshire has to offer to residents and visitors alike. It would also enable the generation of greater income to support the financial sustainability of the service.

The strategic goals of moving to the supersite model would then be enhanced by the retention of three microsites, Museum of Lincolnshire Life (MLL), Battle of Britain Memorial (BBMF) and Heckington Windmill, given their uniqueness and inability to be recreated within the supersites.

The internal layout of the Usher Gallery and the constraints on its redevelopment imposed by the listed building status limits the ability to develop it as a supersite. It also lacks the security and environmental controls necessary to attract many loaned artworks. Given that the Council has limited capital to spend it would be better spent on the Collection building which has significant, open plan space in the lower ground floor that is more suitable to how gallery spaces are built for modern audiences. These spaces already have humidity and temperature management through a fully integrated building management system that allow for control of the environment in a greater degree of control to showcase collections and exhibitions.

The operation of Gainsborough Old Hall is best entrusted to English Heritage whose building it is and who are best placed to manage it as a site of special architectural rather than historical interest.

The remaining microsites at Discover Stamford, and Ellis Mill, Burgh le Marsh and Alford Windmills have little improvement or development potential as attractions and do not contribute significantly to the story of Lincolnshire and would be better operated as standalone sites by third parties.

1. Background

History

At its meeting on 5 February 2019 the Executive received a Report setting out the result of a review of the Council's heritage service in the form of a Detailed Business Case (DBC) for a future model of the heritage service.

That DBC and earlier Executive Report set out the drivers for the proposals, the details of the changes being proposed and the reasons for those changes.

Both documents should be read alongside this Report and are attached at Appendix A.

In short the proposals were a response to the need to ensure the financial sustainability of the County Council's Heritage Service in the face of the continuing financial challenge faced by the County Council as a result of the continuing need to make savings to balance the Council's budget.

The DBC and Executive Report set out a new vision for the County Council's Heritage Service based on a greater degree of income generation supported by a move to a new model of operation and a reassessment of the mix of sites that should be included in the heritage offer based on the degree to which those sites fitted with the new model.

It is important to note that the County Council's proposals related to the shape of its own Heritage Service driven by its assessment of what is sustainable for it in the light of its own financial resources and challenges. However, the County Council recognises that other organisations and communities have an interest in the wider heritage offer in Lincolnshire and their own roles in delivering it. The County Council will continue to play its part in facilitating wider involvement in the delivery of heritage in Lincolnshire and specific reference is made in this Report to ways in which that can happen.

At its meeting on 5 February 2019 the Executive approved the carrying out of a public consultation on the proposed changes. This Report sets out the result of that consultation and officer analysis of those results. The Report recommends proceeding with the original proposals.

The Consultation

The consultation ran from 13 February to 24 April 2019.

The consultation took the form of an online survey hosted on the council's website. The survey was also available in hard-copy, alternative language and accessible formats.

The existence of the consultation was widely publicised. Four news releases were issued between January and April 2019, and the story was covered 65 times by 17 TV, radio, online and print outlets. In addition, an article featured in County News which reaches 349,000 homes and businesses.

LCC webpages on the consultation had 10,500 views and messages were placed on Twitter and Facebook throughout the consultation period. A campaign group set up to lobby to "Save Lincolnshire's Usher Gallery" was active on social media and had its own a website providing information and direct links to the online survey.

The Community Engagement Team visited seven of the affected sites, at least twice, on various days of the week (including weekends) and at different times of day when particular events were on, as well as on 'normal' days. Lincoln library was also visited and the consultation was promoted at a number of community meetings and events that the Community Engagement Team attended.

The survey was completed online by 1,104 people and was available at sites or on request in paper format (submitted by 42 individuals and groups).

As well as 1,104 survey responses, 246 non survey items were received by Senior Management, Councillors and to a dedicated email address. 84 letters were received, 129 emails, five items from campaign groups, 21 items from heritage specialists and seven 'others groups' (including the voluntary and community sector, Town and Parish Councils and the business sector).

Whilst these non-survey items were received via other communication methods externally to the consultation, they were all taken into account and considered in the preparation of this Report. There were no new themes in the emails and letters that were not already captured substantially in the formal consultation responses. All individuals and groups who communicated outside of the scope of the consultation were responded to and encouraged to also fill in the survey.

137 non-survey comments were received by post to an address that was given for paper survey returns. 36 of the comments related to negative feedback about The Usher Gallery, eight were about mills, five about The Collection and two regarding the Museum of Lincolnshire Life. Four positive comments were received and all related to the county's mills.

An online petition addressed to the Leader of the City of Lincoln Council was established on change.org in opposition to closing the Usher Gallery. The petition was supported and promoted by The Save Lincolnshire's Usher Gallery campaign. This attracted 4,192 signatures as of 5th July 2019.

The organisers of the online petition were encouraged to refer signatories to the consultation questionnaire so their responses could be obtained in more detail and taken into account through the formal consultation process.

There was an overall response of 1,104 surveys together with additional feedback provided in separate correspondence from 148 groups and individuals. Lincolnshire's population, based on the office of national statistics 2017 survey, is 751,200. Of these 622,600 are aged 16 and above. Survey responses shown as a percentage of the population aged 16 and above are 0.18%. The separate petition of 4172, equates to 0.67% of 622,600 populations aged 16 and above. We have not combined the responses to the consultation with the numbers signing the petition as this would be likely to involve a degree of double counting.

Correspondence from the Usher Trust and in partnership with the Historic Lincoln Trust was received during the consultation period, with a follow up letter post consultation highlighting a high level scoping of potential third party involvement in the operation of the Usher Gallery.

Approach to the Consultation Responses

The detailed results of the consultation are set out in the consultation report at Appendix B.

The overall purpose of this Report is to analyse those results in the context of the original business case for the proposed changes and to provide to the Executive the professional advice and recommendations of the Heritage Service on the way forward in the light of the original business case and the results of the consultation and other feedback received.

The consultation took the form of an eight-section survey, featuring 36 questions or comments boxes, seeking feedback on six proposals and inviting other heritage-related comments, including alternative options.

People were asked to 'score' proposals on a scale of 1-10, and were provided with open text boxes to explain their score and propose alternative ideas if they wished.

The consultation elicited a large number of comments which have been analysed in detail. The results of that analysis are set out in the consultation report at Appendix B and members of the Executive are referred to that Appendix for the full analysis of the consultation. The Executive must conscientiously consider those responses in reaching their decision.

Although the consultation took the form of a number of discrete questions it should be borne in mind in the analysis that the original proposal was intended as a holistic approach to the future of the County Council's heritage service combining both a vision for a re-shaped service and specific proposals in relation to sites that supported that vision.

Accordingly, the questions posed were a mix of "strategic" questions seeking feedback on the Council's wider vision for the future shape of the heritage service and more specific questions relating to the future of specific sites within that overall vision.

In order to structure the analysis and to preserve the holistic nature of the original proposal this Report will not simply treat each question separately but group them according to the degree to which they are strategic or specific. The main body of this Report will therefore have three sections

- 1 The Strategy – this will deal with proposal 1 (cultural enterprise model) and proposal 2 (supersite model)
- 2 The Collection Supersite and the Usher Gallery – this deals with proposal 3 separately, reflecting the degree to which it played such a prominent part in the consultation and the importance of these particular sites to the realisation of the strategic vision. As such this proposal sits somewhere between the strategic and the specific.
- 3 The other sites – this will deal with proposals 4 to 6.

In each of these sections the proposals will be placed in their original context, the main themes of the consultation responses that impact on that proposal will be identified and the service response will be set out. For the purposes of this Report and of responding to the points raised in the consultation it has been necessary to

group comments together in a form in which they can be related to the original proposals and the responses addressed as challenges to the original arguments in favour of the proposals.

Finally, while there was not a question about it in the consultation it should also be borne in mind that alongside the cultural enterprise model and the supersite approach there was third strand to the strategy – i.e. the Lincolnshire DNA as a guiding principle governing the presentation of our heritage assets and the stories that they tell. This is important in particular to the issues of individual sites.

The Strategy

This section considers the proposal for moving to a cultural enterprise model and a supersite approach as elements of the same strategic vision. Although they are in theory separable, they constitute in the proposals set out in the DBC elements of a single vision for the future of the heritage service.

There are also some shared themes emerging from the consultation which lend themselves to being considered together as elements of the same overarching proposal.

This section proceeds by setting out the context and main consultation conclusions for each of the proposals before setting out a unified service response which addresses the two proposals together.

Proposal 1 - Moving to a more commercial approach (also referred to as a cultural enterprise model) to attract greater income and make the Heritage Service as financially self-sustaining as possible.

Context

The cultural enterprise model has two essential characteristics:-

- It creates products and services (exhibitions, events, programmes) based on art, culture and heritage to deliver a wide range of social outcomes; and
- It also seeks to generate a surplus from greater commercialisation of their activity.

Central to the ability to generate surplus from greater commercial activity is a change of mind-set from the delivery of a fixed offer based on the determination of heritage professionals to one that recognises that people are motivated to engage with culture and visit heritage sites for different reasons and seek different experiences and this is what the heritage service needs to respond to.

The recommendation of the cultural enterprise model was a response both to the changing appetite for culture and the fundamental challenge of how to make a heritage service financially sustainable in the face of the continuing financial challenges facing local government and Lincolnshire County Council.

As identified in the Report of 5 February 2019 Lincolnshire and Lincolnshire County Council have not been immune to these financial pressures. The County Council has had to make savings of £130 million since 2015 as a result of central government cuts and has experienced a 38% reduction in its funding between 2009/10 and 2016/17 with cost pressures expected to continue.

The County Council continues to face significant financial challenges. It must make savings of some £30m in the next three years in order to balance the budget in circumstances where £311m of savings have already been made since 2011.

The provision of heritage services is not a statutory duty. A significant risk therefore arises that the Council's discretionary spending will get squeezed between reduced funding and increasing cost pressures from mandatory services. The current model therefore, is likely to be unsustainable.

Work has already been done to make savings through a staffing re-organisation in July 2017. This has contributed to the reductions in the amount the County Council puts into the Heritage Service from £2.5m in 2016/17 to £1.5m in 2018/19. However the service continues to face the challenge of exploring possibilities for reducing the funding it needs from the Council.

The cultural enterprise model is seen as a model which gives the service the best chance to become as self-sustaining as possible and thereby be affordable to the public purse accepting that the County Council is required to make savings.

Consultation

The consultation survey results showed that 46.2% (510) of respondents were either neutral or more positive in the extent to which they scored their support of the proposal (19.5% (215) positive, 26.7% (295) neutral). 49.3% (544) who completed the survey, however, were more negative about the proposal. 4.5% (50) did not answer.

Analysis of the comments made in the survey showed that the key topics were:

- 1 Keeping and protecting heritage
- 2 Heritage is not for money-making
- 3 Comments on funding or commercialisation
- 4 Third party ownership

At one level there was a view that heritage was not a matter that should be commercialised, that it is a public good that should be funded publicly. The alternative suggestions that went with this type of response were suggestions that external funding should be sought or that savings should be found elsewhere.

Similar to this approach were those suggestions which would see the service acting more commercially but within the existing range of attractions. On this view there is more that could be done to raise money from the existing attractions as they are through such things as improving retail, chargeable events or entrance fees.

A number of the comments made in response to this proposal called for increased investment in the attractions and their marketing.

Reference was made to third party ownership or working with third parties.

Proposal 2 – Moving towards a supersite rather than microsite model

Context

The DBC recommends moving away from what is described in the DBC as a microsite approach, a museum, gallery or heritage site which offers access to a single narrative through a highly specialized collection, which is currently operated by LCC's Heritage Service, to what is called a supersite approach, a heritage site, gallery or museum that offers multiple experiences, including both permanent and temporary exhibitions and events, which enables the broadest range of audiences to engage with the widest range of experiences, and which maximizes the potential for income generation.

A supersite therefore is specifically designed to facilitate the kind of programming and activity that engages with visitors through both permanent exhibitions as well as rotating programmes of high quality temporary exhibitions and events encouraging repeat visits and increased revenue opportunities by meeting audience expectations.

With the exception of Lincoln Castle all of the Council's heritage attractions are microsites telling a single story through fixed exhibitions.

It is considered that the changes proposed in the DBC would provide a more modern, responsive and relevant heritage service, telling a range of stories and offering a range of heritage experiences that aims to enrich the cultural experience the Council and Lincolnshire has to offer.

The conclusion of the DBC is also that the Heritage Service cannot free itself of the grant-in-aid funding model, and therefore move towards self-sustainability, on the basis of a continued microsite approach. The DBC concludes that the Heritage Service therefore needs to move the focus of its model from a microsite approach to a more supersite approach accepting that it will have a mixed economy of microsites and supersites for the foreseeable (and perhaps in any) future.

Consultation

The consultation survey results showed that 43.8% (484) of respondents were either neutral or more positive in the extent to which they scored their support of the proposal (18.7% (207) positive, 25.1% (277) neutral). 51.1% (564) of respondents were more negative about the proposal. 5.1% (56) did not answer.

Analysis of the comments made in the survey showed that the key topics were:

1. Improving and developing the service (197 comments)
2. Disagreeing with the proposal (100 comments)

3. Approving the proposal (89 comments)
4. Retaining the Usher Gallery (86 comments)
5. Keeping and improving microsites (84 comments)
6. That the Usher Gallery and the Collection are already a supersite (82 comments)
7. Protecting and retaining heritage (81 comments)

Analysis of the full data in the Future of the Heritage Service Consultation 2019 report shows that disagreement with proposal was registered by 51.1% of respondents, though only 35% felt that there was another option.

The most common theme in the comments made regarding other options, was around expansion and improvement including better marketing, management, commercialisation and use of sites.

There was some opposition to the idea of supersites with some respondents supporting microsites as local and providing variety and diversity whilst the proposal was seen as a dilution. They were seen as providing a valuable experience that a supersite did not provide.

In addition to the key themes comments were made around third party/community ownership. It is also acknowledged that comments received in the response to the proposal highlighted the option of handing over microsites to third parties.

Service Response

Whilst there is clearly room for different views about how heritage services should ultimately be funded the Council must respond to the circumstances it finds itself in and in particular the extremely challenging financial circumstances identified in the original report to Executive and DBC.

The Council would have the power to provide additional funding to the Heritage Service. However, in the light of budget pressures in mandatory services such as social care and continuing reductions in funding it would be a significant challenge to find the savings required from those services. It is in principle right that discretionary services make an appropriate contribution to the financial challenge faced by the Council. As to improvement and investment in the current climate the Council does not have capacity to find additional monies itself to put into heritage on a grant in aid subsidised model on a scale necessary to deliver heritage in the way it is currently delivered and develop and improve the offer. As argued in the original Executive Report and the DBC, there are compelling reasons to believe that the existing service is not sustainable on the current model.

In terms of attracting additional external funding, the service needs to move to an audience focused cultural offer that appeals to a broad spectrum of potential visitors and increases the reasons to revisit. Key to this is the redevelopment of spaces within The Collection museum to be able to host the large touring exhibitions from national museums and galleries. Potential funders in terms of institutions and previously unexplored source of personal giving would seek key outputs and outcomes. These would include audience appeal, brand position,

brand association, and impacts which cannot be delivered in the current model of the Heritage Services.

One group of respondents did not raise objection to commercialisation as such but wished the Council to do more to exploit commercial opportunities from the existing offer not by changing the existing offer. The service has explored the degree to which greater income can be achieved from the existing sites and in line with intelligence shared throughout the cultural sector; it is felt that the service is close to maximising income within its current operating model.

This group of responses can be related to another strand which disagreed with the Council over the advantages of supersites over microsites. Characteristic of this group of responses was the valuing of the small and the local over the large and what was perceived as being centralised. These responses served as a reminder that for some visitors to heritage sites a more concentrated encounter with a specific collection in a single use site leads to a better experience than encounters with a changing collection or multiple collections on the same site.

Other responses, following this approach, called for the Council to invest the money that it would propose to invest in the development of a second supersite into the existing microsites.

Another element of this approach was the suggestion that collaboration with third parties or the involvement of third parties in the running of the existing sites could be an alternative approach.

The Council certainly recognises the value of microsites and under its proposals a number of microsites would be retained. The original Executive report recognised that a mixed economy of supersites and microsites is likely to be a feature of the County Council's heritage service for the foreseeable future and perhaps permanently.

In terms of investment and the capacity of such sites to be sustained into the future the ability to obtain a substantial return on any development of the microsites due to their size, capacity and lack of the broader offer which would be delivered from the supersite model is limited.

Collaboration with other services and the involvement of third parties in the operation of the service also have much value to add but are not capable either in isolation or in combination with the other suggestions made in the consultation of making savings or generating revenue from within the existing model sufficient to sustain the existing service.

There was a strong message emerging from the consultation that respondents wished to see the protection and improvement of the county's heritage assets and this is an aspiration that the service shares. The issue is how this can be achieved and the service be sustained.

In the view of the service, the heritage service does have the potential to be self-sustaining by changing its model. The new model has two elements – the

enterprise model and supersites. The new model is in itself an exciting new direction for heritage services opening up new opportunities for the service to engage with communities and for communities to see their interests more fully reflected in the heritage offer.

Therefore although the consultation elicited a real debate concerning the role of heritage services in society and provided ample evidence for the high value placed by people in Lincolnshire on the county's heritage no compelling reasons were given either for believing the service's original analysis to be incorrect or for the alternatives that have been suggested.

A number of respondents stressed the importance of heritage to the economy and people's wellbeing. The original DBC identified that by 2023/24 the impacts of the new model on the economy of the county would be £11,610,686.

Overall therefore it is recommended in principle that the Council proceed with the cultural enterprise model and the supersite approach. However it has to be accepted that progressing with that vision in reality requires the service to identify a workable model for the development of at least one additional supersite. The proposal made by the service was to develop that supersite at the existing Collection building in Lincoln and as a result for the Council to cease to operate the Usher Gallery as an art gallery.

That was the subject matter of Proposal 3.

Proposal 3 – Creating a supersite within The Collection building offering both museum and art displays, and no longer operating the Usher Gallery.

Context

It is proposed that the Collection Museum and Art Gallery (CMAG) would be created as a supersite from the current Collection Museum and Usher Art Gallery, displaying both art and archaeology within the Collection building. The permanent exhibition would be redeveloped to make best use of our collections and exhibition spaces would be expanded to display art and increased flexible space would form the basis for a programme of travelling exhibitions and events supported by the wider Heritage Service commercial plan. Any changes to the building layout would form part of negotiations with the landlord, City of Lincoln Council.

The Usher Gallery would no longer be operated by the County Council as an art gallery.

It was proposed that many of the Usher Gallery's key art collections would continue to be showcased at the CMAG supersite and around the county. However, it was recognised the future use of the Usher Gallery and collections, which are both owned by City of Lincoln Council (CoLC), would have to be part of on-going discussions between LCC, CoLC and other third parties having regard to existing covenants.

Although under this proposal the Usher Gallery would not be operated as a gallery by LCC, LCC would continue to lease the Usher site and considers that it could potentially be used by other LCC departments with a public-facing role. One such use that could be considered is the use of the site for the Registrars & Celebration service. Any change in use for the Usher site would require a renegotiation of the lease with City of Lincoln Council.

Consultation

The consultation survey results showed that 23.5% (259) of respondents were either neutral or more positive in the extent to which they scored their support of the proposal (13.1% (144) positive, 10.4% (115) neutral). 74.9% (827) of respondents were more negative about the proposal. 1.6% (18) did not answer.

Analysis of the comments made in the survey showed that the key topics were:

1. not closing the Usher Gallery (235 comments),
2. keeping both museum and art gallery separate (84 comments),
3. supporting the proposal (53 comments with an additional 82 comments agreeing but with provisos) and
4. improving exhibitions at the Usher Gallery (61 comments).

Amongst those who completed the survey, the quantitative data showed disagreement with the County Council ceasing to operate the Usher Gallery as an art gallery. The majority of the negative comments focussed on the proposal to cease to operate the Usher Gallery rather than commenting on the proposal to develop The Collection.

A strong element of these responses stressed the nature of the bequest that was made by James Ward Usher and what was seen as the obligations on the Council to adhere to the terms of that bequest. The Usher Gallery building was seen as uniquely valuable in its own right and worthy of preservation in its current role. These responses would tend to call for any investment to be put into the Usher Gallery to improve the facilities and increase the potential for the Usher Gallery to generate income in its own right. This strand of responses has strong affinities with and can be seen as a specific example of those responses to Proposal 2 that defended the importance of microsites and called for the Council to generate more income from its existing sites.

Another variation on this approach stressed the different natures of the Usher Gallery and the Collection (the former for art the latter for archaeology) or stressed the particular importance of the Usher Gallery building itself as the setting for art and the James Usher Collection in particular.

Other responses on the other hand did evidence a degree of interest in the concept of a supersite. One element of these responses suggested that the Usher and the Collection taken together were already a supersite while others proposed that if a supersite was to be created at the Collection then the Usher Gallery be seen as part of that supersite, perhaps with the addition of works to better join the two buildings so they were more obviously part of the same museum and gallery complex.

During the consultation there was some belief that the proposal was to turn the Usher Gallery into a dedicated commercial wedding venue and this idea elicited a strong degree of opposition.

Service response

As set out in the response to Proposal 2 there are strong reasons for believing that the creation of an additional supersite or supersites (in addition to Lincoln Castle) is an integral part of any viable strategy to secure a sustainable future for a Lincolnshire County Council heritage service.

It is of the essence of a supersite to have flexible modern spaces to accommodate the best touring exhibitions and to allow the display of a variety of exhibits together in ways that enhance the customer experience of those exhibits and which allow a variety of stories to be told.

For all of the merits of the Usher Gallery building as a building and as an important part of the environment of Lincoln as a city it is not capable either of being or becoming a part of a supersite conceived in this way.

The internal layout of the Usher Gallery and the constraints on redevelopment imposed by the listed building status limits the ability to develop it as a supersite.

The Collection building on the other hand has significant, open plan space in the lower ground floor that is more suitable to how gallery spaces are built for modern audiences. These spaces already have humidity and temperature management through a fully integrated building management system that allow for control of the environment in a greater degree of control to showcase collections and exhibitions.

In many ways therefore Proposal 3 is a test case for the concept of a supersite. If supersites are central to a sustainable strategy for the County Council's heritage service as we believe then the redevelopment of the Collection is the Council's best opportunity for bringing an additional supersite into existence in the foreseeable future and in the view of the service should be proceeded with. This would entail the County Council ceasing to operate the Usher Gallery building as an art gallery. However it is worth going into some detail about what is meant by that and its implications for both the Usher Gallery building and the Usher Collection.

The Usher Gallery has its origin in the will of a local Lincoln benefactor James Usher who bequeathed to the Mayor and Alderman of the City of Lincoln (now City of Lincoln Council) both his collection of objets d'art and a sum of money for the purposes of building a building to house the collection. In 1927 City of Lincoln Council constructed the existing Usher Gallery building which since that date has been used to house and display (amongst other things) parts of the Usher Collection.

In 1974 the County Council agreed with City of Lincoln Council to manage the City Council's collections and the Usher Gallery on behalf of City of Lincoln Council. As a result the Usher Gallery together with the Usher Collection and other collections

built up by City of Lincoln Council in the intervening period were taken on by the County Council and managed as part of an integrated County Council Heritage Service with the County Council supplementing the collections over time so that the overall collection now consists of City of Lincoln Council owned objects (including the Usher Collection) and County Council owned objects.

This position has been formalised more recently and is now documented in two Agreements between the County Council and the City of Lincoln Council. The first is a Collections Agreement under which the City of Lincoln Council makes its collections available to the County Council to display in such way as the County Council sees fit and under which the County Council undertakes to manage the City Council's collections including the James Usher collection alongside its own collections.

The second is a lease under which the County Council is entitled to occupy the Usher Gallery building and is permitted (but not obliged) to use it as an art gallery. That lease runs to 2060 and under the lease the County Council is responsible for the maintenance and repair of the building.

The County Council has taken legal advice on the current effect of the James Usher bequest and that advice is that City of Lincoln Council are bound by the bequests set out in the Will of James Usher and the County Council is not bound by those bequests. The bequests are still valid and binding and take the form of two charitable gifts by James Usher to the City of Lincoln Council. The advice is that those gifts in essence require the City Council to look after the Usher Collection and to display it in the Usher Gallery building.

Since 1974 the County Council has fulfilled the City Council's responsibilities under the bequests by managing the City Council's collections generally including the Usher Collection and operating the Usher Gallery building as an Art Gallery which displays amongst other things the Usher Collection.

However, for the reasons set out in the DBC, the County Council is obliged to review the shape and nature of its own heritage offer and as part of that to review the extent to which its continued management of the City Council's obligations in relation to the City Council collections and the Usher Gallery fits within the type of heritage service the Council wishes to operate.

For the reasons given above the Usher Gallery building is not suited to the development of a supersite. At the same time the County Council's continued responsibility for the whole of the City Council collections regardless of their merit or their contribution to the story of the Lincolnshire DNA places the County Council in the role of a collections manager. However the vision for the future of the Heritage Service is much more as a curator of heritage experiences drawn from a wide range of sources of loaned artefacts. This is the position the Heritage Service would wish to be in in relation to the City Council collections as much as any other collection.

The recommendation of the Heritage Service is that the Usher Gallery does not have a role to play in the future of the County Council's heritage offer and the

County Council's relationship to the City Council's collections should change from managing those collections to drawing on those parts of the collections that tell the stories that the service wishes to tell.

All this would mean that the County Council would cease to operate the Usher Gallery as an art gallery. The responsibilities under the bequest would revert back to the City of Lincoln Council and it would be for the City of Lincoln Council to fulfil its obligations under the bequest and to determine what that means for the future of the Usher Gallery building and its collections. In the meantime the County Council would remain responsible under the lease for the maintenance and repair of the building unless and until it was necessary for the City of Lincoln Council to take back responsibility for the building in order to fulfil the terms of the bequest.

In terms of the City Council collections the County Council would terminate the 2001 Collection Agreement at which point responsibility for all the activity necessary to look after the collections including the Usher Collection will revert to the City Council

Although this would mean the County Council no longer has direct control over elements of those collections that are currently exhibited there is a need to change the County Council's relationship to the City Council collections and the County would seek to reach agreement with the City Council over the loan of relevant items.

The existing archaeology collection that is displayed in the Collections museum must continue to be made available under Heritage Lottery Fund grant conditions which the County Council and City Council are jointly bound by.

The notice period under the Collections Agreement is two years. Recommendation 3 in this Report recommends that such notice is given.

Of course, as is clear from the consultation document, the County Council would welcome discussions on ways in which the use of the Usher Gallery could be varied to allow use of the building for different but complementary uses. Although there was a lot of opposition expressed against the use of the Usher Gallery building as a wedding venue any potential change of use of the Usher Gallery is envisaged as being for the use of public services such as Registration and Celebratory Services. This would include civil ceremonies but not purely on a commercial basis and not receptions. This would be only one of the improved public services delivered from this building. Any such proposals would be subject to a change of permitted use within the existing lease agreement.

Alternatively interest has been expressed by third parties in exploring how they might be able to run the Usher Gallery as a separate art gallery. This is also a discussion that the County Council would welcome. Although the County Council has to review what it can offer itself by way of a heritage offer and has to make some difficult decisions about that, it has a continuing interest in ensuring a strong heritage offer in Lincolnshire and will be happy to engage with any organisation with an interest in heritage to explore how the Council's own offer can be supplemented without undermining the Council's efforts to establish its own

Heritage Service on a sustainable basis. However, those discussions must be time limited and pursued diligently and in a business-like way as the Council's resources put into engaging with third parties could otherwise be used to pursue its own vision for its own heritage offer. The conditions and timetable set out in recommendation 5 are considered to be reasonable and realistic.

The involvement of City of Lincoln Council will be central to those discussions given their role as owners of the building, trustees of the James Usher bequest and as owners and eventually managers of their own collections.

The Other Sites

Proposals 4 to 6 dealt with the County Council's proposals for the mix of sites that would accompany the supersites at the Castle and Collection as part of the County Council's heritage offer.

As set out above, it was part of these proposals that while the County Council may not continue to provide these sites as part of its own heritage offer it would work with third parties to see whether they could continue to be operated in the interests of the wider heritage offer within the county generally.

The underlying principle governing the choice of sites was the degree to which they contributed to the telling of Lincolnshire stories as part of the Lincolnshire DNA approach

Proposal 4 – The operation of Gainsborough Old Hall

Context

Gainsborough Old Hall (GoH) is owned by English Heritage and leased to Lincolnshire County Council (LCC) to operate. That lease can be terminated by either English Heritage or LCC in October 2020 on the basis of a year's notice (in Oct 2019). The real importance of GoH lies in its architectural legacy, rather than the stories associated with the site and as the national body who have the remit to preserve and present it, English Heritage are best placed to interpret and showcase its history. Accordingly, discussions have been had with English Heritage over the future operation of the Hall who have embraced the opportunity to fully engage with this plan. It is therefore the proposal of the Council to surrender the lease and for English Heritage to take over its operation.

If the lease is terminated, the operation of the attraction at Gainsborough Old Hall Including the opening hours, event and exhibition programmes and facilitated learning programme would be determined by English Heritage.

Consultation

The consultation survey results showed that 75.8% (837) of respondents were either neutral or more positive in the extent to which they scored their support of the proposal (41.3% (456) positive, 34.5% (381) neutral). 14.2% (157) who

completed the survey were more negative about the proposal. 10% (110) did not answer.

Analysis of the comments made in the survey showed that the key topics were:

1. Support for English Heritage running the Old Hall (356 comments)
2. Unsure, having not visited or desiring more information (123 comments)
3. Not agreeing with the proposal (39 comments)
4. Working with third parties/community (35 comments)
5. Support if English Heritage can draw down more funding (33 comments)

Although there were some reservations and provisos expressed concerning issues such as educational provision and community involvement, analysis of the consultation survey results shows clear support within the survey responses for English Heritage, who own the Old Hall, to operate the attraction.

Service Response

For the reasons given in the original Executive Report and DBC the Gainsborough Old Hall, while clearly of historical significance, does not lend itself to being part of the vision for the future of the County Council Heritage Service.

The Council does not own the building and while it is architecturally significant it has a less significant contribution to make to telling the story of the history of Lincolnshire. It is the service's view that the site is best returned to English Heritage through the termination of the existing lease and given the clear support for this in the consultation that is what is recommended.

It is acknowledged that there were comments received during the consultation relating to the Council working with other organisations and third parties. It is not within Lincolnshire County Councils power to grant such an arrangement, however the comments together with the rest of the consultation, will be shared with English Heritage.

Proposal 5a – Retention of Museum of Lincolnshire Life

Context

The Museum of Lincolnshire Life (MLL) tells an important story about the social history of Lincolnshire through permanent exhibitions. This social history offer would be retained as a microsite and forms part of the Lincolnshire DNA. MLL does not currently have sufficient temporary exhibition space for an effective programme of temporary exhibitions and so cannot become an income generating site unless further exploration and development was completed.

Consultation

The consultation survey results showed that 84.7% (935) of respondents were either neutral or more positive in the extent to which they scored their support of the proposal (72.6% (801) positive, 12.1% (134) neutral). 5.2% (57) of respondents were more negative about the proposal. 10.1% (112) did not answer.

Analysis of the comments made in the survey showed that the key topics were:

1. The museum is a great site, a cultural treasure (51 comments)
2. Valuing the site, preserving the agricultural and industrial heritage (29 comments)
3. Rejuvenating /extending the museum (28 comments)
4. Investing in the museum/more marketing and events (24 comments)

Analysis of the consultation survey results shows clear support for retaining the Museum of Lincolnshire Life within those who completed the survey. Indeed there were very positive comments about the site. The opportunity and support for development of the museum is also acknowledged.

5. Proposal 5b – Retention of the Battle of Britain Memorial Flight Visitor Centre

Context

The Battle of Britain Memorial Flight Visitor Centre (BBMF) is a unique Lincolnshire visitor attraction showcasing Lincolnshire's rich aviation history and forms part of the Lincolnshire DNA. The BBMF attraction could not be replicated in the other supersites.

Consultation

The consultation survey results showed that 76.9% of respondents were either neutral or more positive in the extent to which they scored their support of the proposal (60.1% 9663) positive, 16.8% (185) neutral). 9.7% (107) of respondents were more negative about the proposal. 13.4% (149) did not answer.

Analysis of the comments made in the survey showed that the key topics were:

1. That the RAF should operate the visitor centre (33 comments)
2. War and aviation are key stories in the county (27 comments)
3. The attraction has broad appeal (18 comments)
4. Haven't visited (17 comments)
5. Site can be confused with International Bomber Command Centre (15 comments)
6. Retention of visitor centre (12 comments)
7. Shouldn't fund military history/glorify war (11 comments)

Although there may have been some confusion between this site and the Bomber Command Centre and although a number of respondents would prefer to see the RAF play a greater role in the management of the attraction the analysis of the consultation survey results shows clear support for retaining the Battle of Britain Memorial Flight Visitor Centre within those respondents to the survey.

In fact as explained in the consultation document the Battle of Britain Memorial Flight itself is managed by the RAF with the County Council's involvement limited to the operation of the visitor centre.

5. Proposal 5c – Retention of Heckington Windmill

Context

Heckington Windmill is a unique Lincolnshire visitor attraction showcasing Lincolnshire's rich agricultural history and forming part of the Lincolnshire DNA. The uniqueness of this windmill is its eight maintained sails. The Heckington Windmill attraction could not be replicated in the other supersites.

Consultation

The consultation survey results showed that 78.5% (866) of respondents were either neutral or more positive in the extent to which they scored their support of the proposal (57.2% (631) positive, 21.3% (235) neutral). 9.1% (99) of respondents were more negative about the proposal. 12.4% (139) did not answer.

Analysis of the comments made in the survey showed that the key topics were:

1. That the site could be run by others (25 comments)
2. Haven't visited or don't have any interest (24 comments)
3. Why retain this windmill, not others (23 comments)
4. Keep the windmill open (15 comments)

Although a number of respondents expressed a view for retaining other sites and there was a degree of support for the site being managed by third parties, the analysis of the consultation survey results shows clear support for retaining the Heckington Windmill within those who completed the survey.

The site is in fact managed by a third party Trust at present on behalf of the County Council.

Service Response

The proposals for the retention of these three sites were supported with a number of the comments stressing the importance of the sites to Lincolnshire and its history.

Given the level of support there is no compelling reason to reconsider the retention of these sites and it is therefore recommended that they are retained.

Proposal 6

Again there were a number of sub-proposals to this proposal relating to individual sites. The context for all of them was that the County Council would explore putting in place arrangements for the continued management of the sites with third parties. The sites did not in themselves add materially to telling the stories of Lincolnshire in accordance with the Lincolnshire DNA and did not lend themselves to a cultural enterprise approach.

Proposal 6a – Not to retain Discover Stamford

Consultation

The consultation survey results showed that 49.2% (543) of respondents were either neutral or more positive in the extent to which they scored their support of the proposal (19.4% (214) positive, 29.8% (329) neutral). 38% (419) of respondents were more negative about the proposal. 12.8% (142) did not answer.

Analysis of the comments made in the survey showed that the key topics were:

1. For the site to remain open (28 comments)
2. Ideas and alternative suggestions (24 comments)
3. Cultural and tourism benefits (18 comments)
4. Agreement with proposal/haven't visited (11 comments)

Proposal 6b – Not to retain Ellis Mill

Consultation

The consultation survey results showed that 44% (486) of respondents were either neutral or more positive in the extent to which they scored their support of the proposal (16.9% (187) positive, 27.1% (299) neutral). 41.5% (458) of respondents were more negative about the proposal. 14.5% (160) did not answer.

Analysis of the comments made in the survey showed that the key topics were:

1. Operational changes such as combining with the Museum of Lincolnshire Life (28 comments)
2. The mill adds to the character of uphill Lincoln (8 comments)
3. Retention of the mill (6 comments)

Proposal 6c – Not to retain Burgh le Marsh Mill

The consultation survey results showed that 47.2% (521) of respondents were either neutral or more positive in the extent to which they scored their support of the proposal (17.9% (198) positive, 29.3% (323) neutral). 38% (419) of respondents were more negative about the proposal. 14.8% (164) did not answer.

Analysis of the comments made in the survey showed that the key topics were:

1. Retention of the site (5 comments)
2. Operational changes e.g. use of volunteers/different groups (4 comments)
3. Tourism (3 comments)

Proposal 6d – Not to retain Alford Mill

The consultation survey results showed that 46.6% (515) of respondents were either neutral or more positive in the extent to which they scored their support of the proposal (18% (199) positive, 28.6% (316) neutral). 38.3% (423) of respondents were more negative about the proposal. 15.1% (166) did not answer.

Analysis of the comments made in the survey showed that the key topics were:

1. Operational changes, e.g. operation by volunteers (8 comments)
2. The mill's importance to local tourism (6 comments)

Analysis of the consultation survey results for all these proposals shows that although the numbers of respondents who were opposed to the proposal was greater than those in support these did not represent a majority of the respondents.

Comments received within the ideas and suggestions theme included reference to alternative organisation taking over these proposals. The recommendation is already to explore third party management. Given the arguments of the DBC relating to the limited extent to which these sites contribute to the new strategic vision for the service including the Lincolnshire DNA. In the view of the service there is no clear opposition to the proposal or compelling reasons given within the consultation responses not to pursue the proposal.

In order to provide reassurances concerning any transfer of the assets, and finding alternative management arrangements, any transfers would be covenanted to ensure the continuation of the site in question. There would be a requirement for any third party to have a resilient business plan to ensure the sustainability of the sites/offer and that it is retained for local and historical benefit.

Other Issues

Education and Skills

A number of respondents to the consultation identified the impact on education and skills as something that was important to them.

As a result of the proposals for a reduction in sites, the Education and skills provision currently operated at GoH would no longer be offered by the Heritage service if the operation of it is returned to English Heritage.

As a result of the proposals for the creation of supersites at Lincoln Castle and CMAG, the education and skills provisions, including in respect of children with special educational needs and disabilities, will continue although the space in which it is delivered on those sites may alter. Any offer currently available at any of the proposed retained microsites will remain unaffected.

Community Engagement

There was a concern expressed in the response to the consultation that the Council's offer may be concentrated too much on Lincoln to the detriment of Lincolnshire residents in other parts of the County.

In recognition of the fact that both supersites will be located in Lincoln, we are keen to ensure that the service is able to support wider cultural and heritage engagement and activity across Lincolnshire. As part of the Heritage Service's ongoing strategic leadership role within the County we will continue to explore opportunities to support and develop community heritage hubs in addition to the

delivery of the supersites. Acknowledging that this will form a different model to the County's library hubs, it will build on the success of these community hubs as well as existing relationships with town and district councils and local trusts.

Our plan, as described at section 1.10.1 of the DBC, is to explore, with the many excellent existing heritage organisations, how this support can best benefit the heritage offer in Lincolnshire, working with existing heritage hubs, parish, town and district councils, libraries, local history societies, trusts, civic societies, village halls and third sector organisations as well as supporting the establishment of new hubs.

Through artefact loans and advice on funding applications as well as the potential to apply for small grants and support on accreditation processes, the service will explore the development of a framework for broader engagement involving the communities, providing easier access to the county's rich heritage including helping those organisations set up their own temporary exhibitions and displays. This will help communities and visitors to engage with and celebrate the rich history of their local area.

Over time this may lead to new and innovative ways of providing culture and heritage which better respond to the needs of the communities as well as exploring wider objectives of co-curation, creativity, the opportunities for volunteering, learning and skills development, local participation and positive impacts on health and wellbeing.

Finances and Funding

The DBC identifies the financial challenge that has faced the Council since 2015 and the savings that have had to be made to achieve a balanced budget and set out projections for a number of indicators including reductions in LCC contribution to the service and economic benefits. As with any DBC it needs to be kept under review and this section updates the position set out in the Executive Report in February 2019 where new data is available. Overall, however the DBC is considered to be a robust basis for the Executive to base its decision-making.

The challenge facing the Council is that it will need to find a further £30m of savings in order to balance the budget in the next three years. This is at a time when the significant savings have already been made and the potential for further efficiencies is limited. Equally the Council must manage the revenue impacts of its capital expenditure and is reviewing the extent of a sustainable capital programme. Given the Council's existing commitments to the development of key infrastructure the amount of capital to put into the ongoing improvement and development of heritage assets is also limited and any capital has to be spent wisely to give the best possible return.

A series of papers have informed the Heritage Service's current operational position, responding to priorities within LCC to reduce costs, increase efficiency and create higher quality services, which were announced in Nov 2015 as part of an effort to cut spending across the Council by at least £130m. The ramifications of this for the Heritage Service were significant as the aspiration was to save £1.8m from the operations budget and become self-sustaining by April 2018.

The service has generally been met on a funded basis, principally funded by the Council but supported by some peripheral income generation. Reductions in required contributions have been made by the service through a staff re-organisation and efficiencies however they still currently operate on a funded basis.

Year	Heritage Service Budget	Heritage Service Income	LCC Contribution
2016/17	£5.5m	£3.0m	£2.5m
2017/18	£5.0m	£3.4m	£1.6m
2018/19	£4.3m	£3.2m	£1.5m

The future financial risk of the Heritage Service if it continues this model is that it will become squeezed between reduced funding and the increased cost of mandatory services and therefore heritage sites and services are reduced in response to reductions in the money available to subsidise the services.

The financial benefit

The proposal to move to a cultural enterprise model is forecast to reduce the contributions made by LCC and increase financial sustainability through an income generation programme. Over a 6 year period (2018/19 – 2023/24) LCC contributions were forecast in the DBC to decrease from just under £1.0m to less than £250k as income generating activity increases, microsites are reduced and any further efficiencies are made. With no change to a cultural enterprise model and no investment into supersites, the Service would still require funding of circa £1m pa.

Although the DBC and the Executive Report of 5 February 2019 predicted an LCC contribution of £1.1m in 2018/19 the actual figure was 1.5m. Although this does not necessarily mean that the projected contributions in later years need to be revised upwards it is an indication of the challenge faced by the Council to make the service self-sustaining within its existing model and in the view of the service reinforces the case for change.

The economic benefit

Impact on the local economy can be improved greatly by culture and heritage within an area and economic impact analysis on the proposal to move to a cultural enterprise model forecasts a reduction in LCC contribution per visitor from £2.34 (2018/19) to £0.60 (2023/24) whereas there would be no reduction for the status quo option.

Across the proposed programme timeline the Supersite model delivers a marginally higher return for both Tourism Impact (1%) and Wider Economic Impact (0.5%) than the status quo; however in 2023/24 under the first full year following the opening of CMAG under the Supersite Model Tourism Impact is 8.5% greater than the Status Quo, while the Wider Economic Impact is 7.3% greater.

Funding

We estimate the cost for this proposed scheme of work to be £5million, most of which would be to fund capital and exhibition installation at the new CMAG supersite.

We would expect to fundraise for around 70-80% of this figure, which we anticipate would be met from HLF, ACE and other public and private donors. Any expectation to meet 100% of the fundraising goal from external funding sources is unrealistic in today's economic climate, and it would be likely that LCC would have to contribute 20-30% of the total, including cash and in-kind donations. This makes LCC's likely contribution around £1-1.5m, depending on the final scheme of work, and would help to facilitate the following:

- Increased income generation at Lincoln Castle and CMAG
- New temporary exhibition space created at CMAG
- New permanent installation at CMAG
- Better utilisation of existing assets at Lincoln Castle

2. Legal Issues:

Equality Act 2010

Under section 149 of the Equality Act 2010, the Council must, in the exercise of its functions, have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act
- 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.

The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation

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 are 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 section 149 may involve treating some persons more favourably than others.

The duty cannot be delegated and must be discharged by the decision-maker. To discharge the statutory duty the decision-maker 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 Initial Equality Impact Assessment (EIA) has been undertaken and is included as Appendix C.

The initial EIA appended to the Executive Report of 5 February 2019 identified a positive impact in that development to an existing site provides an opportunity to enhance language/translation (including Audio Guides) that might make the site more appealing and accessible to visitors/tourists/students and migrant communities who are visiting or are new to Lincolnshire. Such enhancements will also positively impact access and experience for those with a disability. In addition any improvements to sites will be fully compliant with the Council's legal duties relating to the accessibility of its buildings.

Greater flexibility to change displays and mount temporary exhibitions increases the potential to tell different stories including those that help advance equality of opportunity and foster good relations in relation to people with protected characteristics.

The initial EIA also identified potential negative impacts mainly in terms of Age and Disability in terms of less heritage sites to access with potentially greater distances to travel.

There would potentially be some loss of educational provision available for children and young people (including those with special educational needs or a disability) at Gainsborough Old Hall depending on what offer is made by English Heritage. Educational provision will be maintained at the other sites forming part of the Council's heritage offer

The initial EIA has been revised following the consultation feedback and assumptions have been tested out with specific groups regarding these and any other identified impacts on those with protected characteristics. The results of this revision process are incorporated in the EIA at Appendix C.

In terms of age (older people and young people) and disability (particularly people on the autistic spectrum) it has been identified that the display of art in a busy supersite may lead to the loss of quite space allowing for reflection and contemplation which respondents find at the Usher Gallery. In mitigation the provision of an autism hour at the new supersite (as currently provided at Lincoln Castle) will be explored.

Some concern was expressed in relation to sexual orientation as a protected

characteristic that there may be nervousness about having exhibitions with a sexual content in a more commercially driven environment and this would be a missed opportunity for these groups to express and share their art which could marginalise them and reduce opportunities for social meetings and forming friendships through shared experiences. However the move to a supersite increases the scope for a broad range of art and exhibits to be displayed making it easier to reflect the needs of groups with a protected characteristic.

Joint Strategic Needs Analysis (JSNA) and the Joint Health and Wellbeing Strategy (JHWS)

The Council must have regard to the Joint Strategic Needs Assessment (JSNA) and the Joint Health & Well Being Strategy (JHWS) in coming to a decision.

Whilst the impact of these proposals on the JSNA and JHWS is difficult to quantify there is research to assess the cost savings on NHS services due to the reduced likelihood of GP visits and psychotherapy services as a result of visits to museums, galleries and heritage sites. The findings suggested that engagement with different forms of culture will deliver a different range of savings depending on the kind of visit that takes place. Further details of such considerations can be found at section 2.6 in the Economic case of the DBC.

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.

3. Conclusion

The Heritage service has developed a Detailed Business Case to support a case for change and a way forward for the future of the heritage service within an affordable financial envelope.

This report sets out the results of a public consultation on the Council's proposals and recommends a course of action.

4. Legal Comments:

The Council has a power but not a duty to provide museums and art galleries pursuant to the Public Libraries and Museums Act 1964. It is possible that other heritage attractions could be treated for the purposes of this Act as provision of a museum but if not then the power to provide such attractions would otherwise be covered by the general power of competence under the Localism Act 2011.

The changes to the Council's heritage service set out in the Report are within the powers of the Council.

If these changes are approved then the Council would use its powers under these Acts to make improvements at the existing supersite at Lincoln Castle and the proposed supersite at The Collection Museum and Art Gallery but would also cease to use its powers to provide an art gallery at the Usher Gallery and cease to use its powers to provide the other heritage attractions of Gainsborough Old Hall, certain windmills and Discover Stamford.

The Executive must conscientiously take into account the results of public consultation before reaching a final decision.

The decision is consistent with the Policy Framework and within the remit of the Executive.

5. Resource Comments:

Whilst no revenue budget decisions beyond the current year have been made by the Council, given the projected shortfall in the budget available for the council it is still imperative that the Heritage Service looks to reduce its net cost to ensure its future sustainability.

Accepting the recommendations in this report will support the service moving to a self-sustaining heritage offer.

Any budget changes arising from the change in the operational model of delivery of the service will be assessed and included in future revenue budget proposed to Council for approval.

The report identifies the need for capital investment to support the changes to the Heritage Service, these can be met from the currently approved capital programme via, a bid to the new developments capital contingency fund on the production of a suitable capital appraisal and secured external funding.

6. Consultation

a) Has Local Member Been Consulted?

Yes

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

This report will be considered by the Public Protection and Communities Scrutiny Committee at its meeting on 23 July 2019 and the comments of the Committee will be reported to the Executive, prior to it taking the decision on 3 September 2019.

d) Have Risks and Impact Analysis been carried out?

Yes

e) Risks and Impact Analysis

Section one of the Detailed Business Case details the risks and impacts analysis.

7. Appendices

These are listed below and attached at the back of the report	
Appendix A	Executive Report dated 5 February 2019 with Detailed Business Case
Appendix B	Consultation Report
Appendix C	EIA

8. Background Papers

Document title	Where the document can be viewed
Future of the Heritage Service (Executive Report 04/10/16)	http://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CIId=121&MIId=4811&Ver=4

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**Open Report on behalf of Andy Gutherson,
Interim Executive Director of Place**

Report to:	Executive
Date:	5 February 2019
Subject:	Future of the Heritage Service
Decision Reference:	I016025
Key decision?	No

Summary:

This report seeks approval to conduct public consultation on proposed changes to the Council's Heritage service based on a move to a Cultural Enterprise Model. A Cultural Enterprise is an entrepreneurial organisation that delivers culture-based products and services to generate a profit (or a surplus if a not-for-profit or public body) which are then used to ensure the enterprise's long-term sustainability and development. A Cultural Enterprise requires a culture of creativity, commercialisation and medium risk-taking.

This change would involve moving from a microsite to supersite approach. A microsite is a museum, gallery or heritage site which offers access to a single narrative through a highly specialized collection whereas a supersite is a heritage site, gallery or museum that offers multiple experiences, including both permanent and temporary exhibitions and events, which enables the broadest range of audiences to engage with the widest range of experiences, and which maximizes the potential for income generation.

The Report also proposes changes to the mix of sites that the Council should continue to deliver as part of its heritage offer.

Recommendation(s):

That the Executive:-

- 1) approves the carrying out of a public consultation on the proposed changes set out in the Report to the Council's Heritage Service; and
- 2) delegates to the Interim Executive Director of Place in consultation with the Executive Councillor for Culture and Emergency Services, authority to determine the detail of the consultation to include scope, timing, content and methodology.

Alternatives Considered:

1. Maintain the status quo.
2. Offer a different mix of sites as part of the Council's heritage offer.
3. Closer integration of the archives service with other heritage collections to create a combined archive and museum.

All of the above alternatives considered are set out below in section '1.7 Options considered'.

Reasons for Recommendation:

The reasons for the recommendation are:-

1. Reductions in government funding with increased demand on mandatory services leave discretionary services such as the large majority of the Heritage Service at risk of cuts in service.
2. At the same time Heritage contributes significantly to the wider economy. An increase in engagement with culture and heritage increases economic performance and growth through increased employment and visitor numbers as well as improving health and wellbeing and reducing pressures on NHS services.
3. If these benefits are to continue to be realised the Heritage Service will have to move to a cultural enterprise model. This will involve the service becoming more commercially minded and financially self-sustaining.
4. The current Heritage offer in Lincolnshire is based on a model of multiple microsites which are limiting and fixed in the stories that they tell. Microsites lack the size and flexibility to enable a changing offer which enables differentiated narratives and experiences to be offered. As well as giving rise to a static, unchanging heritage experience microsites do not create the conditions for financial self-sustainability through attracting an increase in visitors through attracting new audiences or repeat visits.
5. This would be partly remedied by creating a new supersite at The Collection Museum and Art Gallery to add to the one at Lincoln Castle. This would represent a change to a more modern, responsive and relevant heritage service, telling a range of stories and offering a range of heritage experiences that aims to enrich the cultural experience the Council and Lincolnshire has to offer to residents and visitors alike. It would also enable the generation of greater income to support the financial sustainability of the service.
6. The strategic goals of moving to the supersite model would then be enhanced by the retention of three microsites, Museum of Lincolnshire Life (MLL), Battle of Britain Memorial (BBMF) and Heckington Windmill, given their uniqueness and inability to be recreated within the supersites.

7. Under the proposed model, the Council would cease to operate the Usher Gallery as an art gallery but the art collection would remain within The Collection Museum and Art Gallery. The Council would return operation of Gainsborough Old Hall to English Heritage. The Council would seek to transfer ownership and/or operation of remaining microsites at Discover Stamford, and Ellis Mill, Burgh le Marsh and Alford Windmills but if that was not possible they would close as heritage attractions.
8. Prior to taking a decision whether this should be the future direction of the Heritage service the views of the public should be ascertained including on the principle of the cultural enterprise model and a change to supersites and the mix of sites included in the Council's Heritage Offer.

1. Background

1.1 Analysis of the current position

This Report sets out the result of a review of the Council's heritage service in the form of a Detailed Business Case (DBC) for a future model of the heritage service attached at Appendix A and the drivers for this review are set out in the Strategic Case at section one of the DBC.

The recommendations of the DBC respond both to the changing appetite for culture and the fundamental challenge of how to make a heritage service financially sustainable in the face of the continuing financial challenges facing local government and Lincolnshire County Council.

Traditionally heritage services (including in Lincolnshire) have operated on the basis of two fundamental principles:-

- That expert heritage professionals interpret collections and present those collections to the public for their education and enjoyment; and
- The presentations of those collections are carried out for the public good and publicly funded through a grant-in-aid model except for some peripheral income generation.

Both of these principles have come under pressure during the period of financial challenge affecting the public sector but also due to changes in the public appetite with how they engage with culture. In particular, financial pressures have led to heritage organisations, including Lincolnshire, having to find new ways of funding their services. This in turn has led to a consideration as to the best model for the heritage service.

Lincolnshire and Lincolnshire County Council are not immune to these financial pressures. The County Council has had to make savings of £130 million since 2015 as a result of central government cuts and has experienced a 38% reduction

in its funding between 2009/10 and 2016/17 with cost pressures expected to continue.

The provision of heritage services is not a statutory duty. A significant risk therefore arises that the Council's discretionary spending will get squeezed between reduced funding and increasing cost pressures from mandatory services. The current model therefore, is likely to be unsustainable.

As a result the Heritage Service has been given the challenge of exploring possibilities for reducing the funding it needs from the Council. Work has already been done to make savings through a staffing re-organisation in July 2017. This has contributed to the reductions in the amount the County Council puts into the Heritage Service from £1.6m in 2017/18 to £1.1m in 2018/19.

Further review of the Heritage Service has been to identify a model which is as self-sustaining as possible and that will be affordable to the public purse thereby balancing the need for the County Council to make savings. Any proposals, however, will require consideration of the offer and take into account the wider benefit of heritage to the economy and well-being. The full analysis of the changes proposed for consultation is set out in the DBC.

Although the proposals set out in this Report require a more commercially minded approach and are pursued with a view to increased income generation and the potential making of surplus the purpose of the proposals is to secure the continued public provision of access to heritage, art and culture through the continued exercise by the Council of its statutory powers to provide museums, galleries and attractions but in new ways.

1.2 Move to a cultural enterprise model and supersite approach

Cultural Enterprise Model

The DBC makes recommendations to move to a cultural enterprise model. This is a method of operating which can be differentiated from the traditional model currently operated by the County Council.

The cultural enterprise model has two essential characteristics:-

- It creates products and services (exhibitions, events, programmes) based on art, culture and heritage to deliver a wide range of social outcomes; and
- It also seeks to generate a surplus from greater commercialisation of their activity.

Central to the ability to generate surplus from greater commercial activity is a change of mind-set from the delivery of a fixed offer based on the determination of heritage professionals to one that recognises that people are motivated to engage with culture and visit heritage sites for different reasons and seek different experiences and this is what the heritage service needs to respond to through its cultural enterprise model.

Microsites and Supersites

The DBC recommends moving away from what is described in the DBC as a microsite approach, a museum, gallery or heritage site which offers access to a single narrative through a highly specialized collection, which is currently operated by LCC's Heritage Service, to what is called a supersite approach, a heritage site, gallery or museum that offers multiple experiences, including both permanent and temporary exhibitions and events, which enables the broadest range of audiences to engage with the widest range of experiences, and which maximizes the potential for income generation.

A supersite therefore is specifically designed to facilitate the kind of programming and activity that engages with visitors through both permanent exhibitions as well as rotating programmes of high quality temporary exhibitions and events encouraging repeat visits and increased revenue opportunities by meeting audience expectations.

With the exception of Lincoln Castle all of the Council's heritage attractions are microsites telling a single story through fixed exhibitions.

It is considered that the changes proposed in this Report would provide a more modern, responsive and relevant heritage service, telling a range of stories and offering a range of heritage experiences that aims to enrich the cultural experience the Council and Lincolnshire has to offer.

The conclusion of the DBC is also that the Heritage Service cannot free itself of the grant-in-aid funding model, and therefore move towards self-sustainability, on the basis of a continued microsite approach. The DBC concludes that the Heritage Service therefore needs to move the focus of its model from a microsite approach to a more supersite approach accepting that it will have a mixed economy of microsites and supersites for the foreseeable (and perhaps in any) future.

1.3 The Lincolnshire DNA

A clear narrative is important to support the stories that we tell at each site and collectively across the service and so the Heritage Service has developed the concept of the Lincolnshire DNA, a framework that offers Lincolnshire's heritage in audience-friendly, accessible, significant and relevant ways and in ways that resonate with audiences welcoming new visitors and encouraging re-visits.

The Lincolnshire DNA themes more fully described at section 1.9.2 of the DBC are;

- **Influence**, the stories of Lincolnshire institutions and residents that have shaped and influenced the UK and worldwide.
- **Innovation**, the stories of innovations from the stone age through to agricultural, industrial and digital revolutions.
- **Integration**: the stories of invasion, migration and integration that have brought significant change to Lincolnshire and the wider world.

1.4 Proposed supersites and microsites

The DBC proposes that the Heritage Service's offer should consist of a mixed economy of microsites and supersites as detailed below. More detail is contained within the DBC.

Lincoln Castle

Lincoln Castle can already be viewed as a successful pilot of the supersite model, being a '*history where it happened*' attraction and having a permanent offer whilst also capitalising on income generating activity through a variety of temporary exhibitions and events. However, there is still scope to increase the availability of temporary exhibition spaces through conversion and re-configuration of existing spaces that will enhance the offer of education and skills and create engagement from schools, adult learners and families.

Collection Museum and Art Gallery

It is proposed that the Collection Museum and Art Gallery (CMAG) will be created as a supersite from the current Collection Museum and Usher Art Gallery, displaying both art and archaeology within the Collection building. The permanent exhibition would be redeveloped to make best use of our collections and exhibition spaces will be expanded to display art and increased flexible space will form the basis for a programme of travelling exhibitions and events supported by the wider Heritage Service commercial plan. Any changes to the building layout will form part of negotiations with the landlord, City of Lincoln Council.

Further information about the future of Usher Gallery is provided under the heading Impacts below at 1.5.

Museum of Lincolnshire Life

The Museum of Lincolnshire Life (MLL) tells an important story about the social history of Lincolnshire through permanent exhibitions. This social history offer would be retained as a microsite and forms part of the Lincolnshire DNA. MLL does not currently have sufficient temporary exhibition space for an effective programme of temporary exhibitions and so cannot become an income generating site unless further exploration and development was completed.

Other Microsites

The Battle of Britain Memorial Flight (BBMF) is a unique Lincolnshire visitor attraction showcasing Lincolnshire's rich aviation history and forms part of the Lincolnshire DNA. The BBMF attraction could not be replicated in the other supersites.

Heckington Windmill is a unique Lincolnshire visitor attraction showcasing Lincolnshire's rich agricultural history and forming part of the Lincolnshire DNA. The uniqueness in this windmill is its eight maintained sails. The Heckington Windmill attraction could not be replicated in the other supersites.

1.5 Impacts

The impacts of the proposals set out in the DBC for a mixed economy of microsites and supersites is the reduction in other sites currently operated by LCC's Heritage Service.

The Usher Gallery

The Usher Gallery would no longer be operated by the County Council as an art gallery. Although a listed building with a strong local resonance, it has inherent drawbacks including;

- It is not flexible enough as a space. The way we engage with art has been transformed and the gallery is increasingly unable to house the kind of exhibitions that we would want to display and engage with wider audiences.
- It is not popular with visitors. Although the Usher has some passionate advocates the gallery enjoys a significantly smaller number of visitors compared to The Collection.
- It is expensive for LCC to maintain. As a separate site it incurs costs of around 100k per annum in staff, business rates and utilities.

It is proposed that many of the Usher Gallery's key art collections would continue to be showcased at the CMAG supersite and around the county. However, the future use of the Usher Gallery and collections, which are both owned by City of Lincoln Council (CoLC), would be part of on-going discussions between LCC, CoLC and other third parties having regard to existing covenants.

The Usher Gallery would be closed as a gallery but LCC would continue to lease the Usher site as it could potentially be used by other LCC departments with a public-facing role. One such use that could be considered is the use of the site for the Registrars & Celebration service. Any change in use for the Usher site would require a renegotiation of the lease with City of Lincoln Council.

Gainsborough Old Hall

Gainsborough Old Hall (GoH) is owned by English Heritage and leased to Lincolnshire County Council (LCC) to operate. That lease can be terminated by either English Heritage or LCC in October 2020 on the basis of a year's notice (in Oct 2019). The real importance of GoH lies in its architectural legacy, rather than the stories associated with the site and as the national body who have the remit to preserve and present it, English Heritage are best placed to interpret and showcase its history. Accordingly, discussions have been had with English Heritage over the future operation of the Hall who have embraced the opportunity to fully engage with this plan. It is therefore the proposal of the Council to surrender the lease and for English Heritage to take over its operation.

If the lease is terminated, the operation of the attraction at Gainsborough Old Hall including the opening hours, event and exhibition programmes and facilitated learning programme would be determined by English Heritage.

Other microsites

Full details can be found within the DBC but in summary the Council would not under the proposals provide the following sites as part of the Council's Heritage offer but the Council would seek to;

- preserve the availability of Ellis, Alford and Burgh Le Marsh windmills through working with community groups and volunteers for them to offer access to those sites;
- preserve the story of Discover Stamford and its collections through the involvement of local and/or a third party organisations and for them to offer access to this collection.

Educational Provision

As a result of the proposals for a reduction in sites, the Education and skills provision currently operated at GoH would no longer be offered by the Heritage service if the operation of it is returned to English Heritage.

As a result of the proposals for the creation of supersites at Lincoln Castle and CMAG, the education and skills provisions, including in respect of children with special educational needs and disabilities, will continue although the space in which it is delivered on those sites may alter. Any offer currently available at any of the proposed retained microsites will remain unaffected.

Community Engagement

In recognition of the fact that both supersites will be located in Lincoln, we are keen to ensure that the service is able to support wider cultural and heritage engagement and activity across Lincolnshire. As part of the Heritage Service's ongoing strategic leadership role within the County we will continue to explore opportunities to support and develop community heritage hubs in addition to the delivery of the supersites. Acknowledging that this will form a different model to the County's library hubs, it will build on the success of these community hubs as well as existing relationships with town and district councils and local trusts.

Our plan, as described at section 1.10.1 of the DBC, is to explore, with the many excellent existing heritage organisations, how this support can best benefit the heritage offer in Lincolnshire, working with existing heritage hubs, parish, town and district councils, libraries, local history societies, trusts, civic societies, village halls and third sector organisations as well as supporting the establishments of new hubs.

Through artefact loans and advice on funding applications as well as the potential to apply for small grants and support on accreditation processes, the service will explore the development of a framework for broader engagement involving the communities, providing easier access to the county's rich heritage including helping those organisations set up their own temporary exhibitions and displays. This will help communities and visitors to engage with and celebrate the rich history of their local area.

Over time this may lead to new and innovative ways of providing culture and heritage which better respond to the needs of the communities as well as exploring wider objectives of co-curation, creativity, the opportunities for volunteering, learning and skills development, local participation and positive impacts on health and wellbeing.

1.6 Consultation

Prior to taking a decision whether what is outlined in the DBC and summarised above should be the future direction for the Heritage Service, the views of the public should be ascertained. It is therefore proposed to conduct a 10 week public consultation between 13 February 2019 and 24 April 2019.

The full detail of the proposed consultation has not yet been determined and under Recommendation 2 of this Report the Interim Executive Director of Place in consultation with the Executive Councillor for Culture and Emergency Services would be granted delegated authority to determine the final detail of the consultation.

However in preparation for this proposed consultation, work has begun on preparing both the proposed methodology and the content of a consultation survey to ascertain the views of the various elements of change highlighted above.

It is envisaged that once the consultation begins the survey will be made available via LCCs online platform and in paper form, by request. The Cultural Management Team will be supported in public engagement activities by the Community Engagement Team during the 10 week consultation period by attending sites and events to publicise the consultation.

The design of the consultation survey is not complete but it will include questions and an opportunity to express views about the proposals including;

- the proposal to move to a cultural enterprise model
- the proposal to create a supersite at The Collection and closing the Usher Gallery
- the future operation of Gainsborough Old Hall, and;
- the proposed mix of supersites with the Council's Heritage Service offer proposals for the future of Discover Stamford, Ellis, Burgh Le Marsh and Alford Mills

Analysis of the consultation responses will also take place throughout the 10 weeks and the results will inform the recommendations put forward to the Executive on the Future of the Heritage Service. These will be publically available papers and will show stakeholders, the general public and all others involved in the consultation how their responses and feedback was captured and taken into account.

1.7 Options considered

Maintain the Status Quo

For the reasons outlined above, subject to consultation views, the existing model of operation and heritage offer is not considered to be financially sustainable. It is foreseen that if the existing model is retained the service will likely be subject to a series of cuts which impact on the scale and quality of the offer. It is currently believed that the proposal set out in this Report and the DBC would enable the service to achieve financial sustainability.

This is not the whole of the story, however, as the changes proposed are considered in any event to represent a change to a more modern, responsive and relevant heritage service, telling a range of stories and offering a range of heritage experiences that aims to enrich the cultural experience the Council and Lincolnshire has to offer.

Offer a different mix of sites

The mix of sites proposed in the DBC is considered to be the mix of sites which is most consistent with the move to a cultural enterprise model and a supersite approach. They are either sites with the potential to act as supersites or they have specific relevance to the Lincolnshire DNA story and their own unique characteristics. Consultees will be able to express views on the mix of sites which they believe the Council should retain during the public consultation.

Integration of the archive on an existing site or creation of a third supersite consisting of a combined archive and museum

One area that was considered was whether an opportunity existed to integrate the archives more fully with the other heritage attractions so as to give access to a combined archive/heritage experience.

The archives however require a range of specialist considerations including specific storage capacity with room for expansion, technical requirements about the fabric of the building itself and the way in which its contents can be stored. As a result it became clear it was technically difficult to incorporate such requirements into any existing site and associated costs would be significant.

The creation of a new archives/museum supersite was considered but with both the technical costs of creating a new archive (as set out above) together with the costs associated with a new capital build of this nature it was concluded that the cost was prohibitive and it was not prudent for the Council to pursue this option within its current financial constraints.

Accordingly, the Heritage service require further time to consider the Council's current and future requirements for the archive and this will now form part of a different work stream. However, if the Heritage service is to have the opportunity to modernise and become more financially self-sustaining, and thereby alleviating the

budget pressure on the Council, it must move forward now with a consultation on the proposed changes to the rest of the heritage service.

1.8 Finances and Funding

The DBC identifies the financial challenge that has faced the Council since 2015 and the savings that have had to be made to achieve a balanced budget. A series of papers have informed the Heritage Service's current operational position, responding to priorities within LCC to reduce costs, increase efficiency and create higher quality services, which were announced in Nov 2015 as part of an effort to cut spending across the Council by at least £130m. The ramifications of this for the Heritage Service were significant as the aspiration was to save £1.8m from the operations budget and become self-sustaining by April 2018.

The service has generally been met on a funded basis, principally funded by the Council but supported by some peripheral income generation. Reductions in required contributions have been made by the service through a staff re-organisation and efficiencies however they still currently operate on a funded basis.

Year	Heritage Service Budget	Heritage Service Income	LCC Contribution
2016/17	£5.5m	£3.0m	£2.5m
2017/18	£5.0m	£3.4m	£1.6m
2018/19	£4.3m	£3.2m	£1.1m*

*Forecast April 2018

The future financial risk of the Heritage Service if it continues this model is that it will become squeezed between reduced funding and the increased cost of mandatory services and therefore heritage sites and services are reduced in response to reductions in the money available to subsidise the services.

1.8.1 The financial benefit

The proposal to move to a cultural enterprise model is forecast to reduce the contributions made by LCC and increase financial sustainability through an income generation programme. Over a 6 year period (2018/19 – 2023/24) LCC contributions are forecast to decrease from just under £1.0m to less than £250k as income generating activity increases, microsites are reduced and any further efficiencies are made. With no change to a cultural enterprise model and no investment into supersites, the Service would still require funding of circa £1m pa.

Year	LCC Contribution (Status Quo)	LCC Contribution (Two Supersites)
2018/19	£959,510	£959,510*
2019/20	£921,844	£813,675
2020/21	£926,076	£648,524
2021/22	£891,584	£504,778

Year	LCC Contribution (Status Quo)	LCC Contribution (Two Supersites)
2022/23	£954,319	£520,421
2023/24	£970,646	£221,666

*Forecast November 2018

More detail is contained within the DBC.

1.8.2 The economic benefit

Impact on the local economy can be improved greatly by culture and heritage within an area and economic impact analysis on the proposal to move to a cultural enterprise model forecasts a reduction in LCC contribution per visitor from £2.34 (2018/19) to £0.60 (2023/24) whereas there would be no reduction for the status quo option.

Across the proposed programme timeline the Supersite model delivers a marginally higher return for both Tourism Impact (1%) and Wider Economic Impact (0.5%) than the status quo; however in 2023/24 under the first full year following the opening of CMAG under the Supersite Model Tourism Impact is 8.5% greater than the Status Quo, while the Wider Economic Impact is 7.3% greater.

More detail is contained within the DBC.

1.8.3 Funding

We estimate the cost for this proposed scheme of work to be £5million, most of which would be to fund capital and exhibition installation at the new CMAG supersite.

We would expect to fundraise for around 70-80% of this figure, which we anticipate would be met from HLF, ACE and other public and private donors. Any expectation to meet 100% of the fundraising goal from external funding sources is unrealistic in today's economic climate, and it would be likely that LCC would have to contribute 20-30% of the total, including cash and in-kind donations. This makes LCC's likely contribution around £1-1.5m, depending on the final scheme of work, and would help to facilitate the following:

- Increased income generation at Lincoln Castle and CMAG
- New temporary exhibition space created at CMAG
- New art gallery for the Usher collection
- New permanent installation at CMAG
- Better utilisation of existing assets at Lincoln Castle

2. Legal Issues:

Equality Act 2010

Under section 149 of the Equality Act 2010, the Council must, in the exercise of its functions, have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act
- 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.

The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation

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 are 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 section 149 may involve treating some persons more favourably than others.

The duty cannot be delegated and must be discharged by the decision-maker. To discharge the statutory duty the decision-maker 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 Initial Equality Impact Assessment (EIA) has been undertaken and is included as Appendix B.

The initial EIA has identified a positive impact in that development to an existing site provides an opportunity to enhance language/translation (including Audio Guides) that might make the site more appealing and accessible to

visitors/tourists/students and migrant communities who are visiting or are new to Lincolnshire. Such enhancements will also positively impact access and experience for those with a disability. In addition any improvements to sites will be fully compliant with the Council's legal duties relating to the accessibility of its buildings.

Greater flexibility to change displays and mount temporary exhibitions increases the potential to tell different stories including those that help advance equality of opportunity and foster good relations in relation to people with protected characteristics.

The initial EIA has also identified potential negative impacts mainly in terms of Age and Disability in terms of less heritage sites to access with potentially greater distances to travel. These will need to be explored further and any necessary mitigation measures will be considered.

There would potentially be some loss of educational provision available for children and young people (including those with special educational needs or a disability) at Gainsborough Old Hall depending on what offer is made by English Heritage. Educational provision will be maintained at the other sites forming part of the Council's heritage offer

The initial EIA will be revised following the consultation feedback (and possibly during the consultation period) and assumptions will be tested out with specific groups regarding these and any other identified impacts on those with protected characteristics.

Joint Strategic Needs Analysis (JSNA and the Joint Health and Wellbeing Strategy (JHWS)

The Council must have regard to the Joint Strategic Needs Assessment (JSNA) and the Joint Health & Well Being Strategy (JHWS) in coming to a decision.

Whilst the impact of these proposals on the JSNA and JHWS is difficult to quantify there is research to assess the cost savings on NHS services due to the reduced likelihood of GP visits and psychotherapy services as a result of visits to museums, galleries and heritage sites. The findings suggested that engagement with different forms of culture will deliver a different range of savings depending on the kind of visit that takes place. Further details of such considerations can be found at section 2.6 in the Economic case of the DBC.

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.

3. Conclusion

The Heritage service has developed a Detailed Business Case to support a case for change and a way forward for the future of the heritage service within an affordable financial envelope.

The Executive is asked to consider this report and attached appendices and to approve the carrying out of a public consultation on proposed changes to the Council's Heritage Service.

4. Legal Comments:

The Council has a power but not a duty to provide museums and art galleries pursuant to the Public Libraries and Museums Act 1964. It is possible that other heritage attractions could be treated for the purposes of this Act as provision of a museum but if not then the power to provide such attractions would otherwise be covered by the general power of competence under the Localism Act 2011.

The DBC outlines proposals to consult on changes to the Council's heritage service which would be within the power of the Council to deliver should such proposals be approved by the Executive in due course following consultation. It is now appropriate for them to be subject to public consultation.

If, after public consultation, these changes were approved then the Council would use its powers under these Acts to make improvements at the existing supersite at Lincoln Castle and the proposed supersite at The Collection Museum and Art Gallery but would also cease to use its powers to provide an art gallery at the Usher and cease to use its powers to provide the other heritage attractions of Gainsborough Old Hall, certain windmills and Discover Stamford.

The Executive must conscientiously take into account the results of public consultation before reaching a final decision.

The decision is consistent with the Policy Framework and within the remit of the Executive.

5. Resource Comments:

Accepting the recommendation within this report to undertake public consultation on proposed changes to the Heritage service, should have no material impact on the Council's budget.

Whilst the report sets out the proposals for the service in looking to achieve a self-sustaining heritage offer, the impacts on the revenue operational budget for the service will need to be assessed if a new model of delivery is approved following the consultation. The report identifies the need for capital investment to support the changes to the Heritage Service, these can be met from the currently approved capital programme via, a bid to the new developments capital contingency fund on the production of a suitable capital appraisal and secured external funding.

6. Consultation

a) Has Local Member Been Consulted?

Yes

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

This decision will be considered by the Public Protection and Community Scrutiny Committee at its meeting on 22 January 2019 and the comments of the Committee will be reported to the Executive.

d) Have Risks and Impact Analysis been carried out?

Yes

e) Risks and Impact Analysis

Section one of the Detailed Business Case details the risks and impacts analysis.

7. Appendices

These are listed below and attached at the back of the report	
Appendix A	Detailed Business Case Future of the Heritage Service + Appendices <i>(Please note that owing to its size this document is only available to view electronically at:</i> http://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CId=121&MId=5279&Ver=4 <i>or a hard copy upon request from Democratic Services)</i>
Appendix B	Equality Impact Analysis

8. Background Papers

Document title	Where the document can be viewed
Future of the Heritage Service (Executive Report 04/10/16)	http://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CIId=121&MIId=4811&Ver=4

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Lincolnshire County Council

Detailed Business Case

Future of the Heritage Service

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Project overview

Project	Future of the Heritage Service
Summary	<p>A detailed business case to create long-term sustainability of the Heritage Service through a transformation programme – called a FuturePlan - which will see its operating model shift from a traditional council-led service funded through grant-in-aid, to an audience-focused Cultural Enterprise which will be primarily funded through commercial operations.</p> <p>This will necessitate a number of changes, including the development of two supersites at Lincoln Castle and The Collection Museum & Art Gallery to maximise commercialise opportunities through more innovative and audience-focused programming, the rationalisation of the property portfolio, and cultural and operational change within the Heritage Service to ensure successful delivery.</p>
Investment Aim & Objectives	<p>The aim of this DBC is to establish the Heritage Service as a Cultural Enterprise that will allow it to leverage the full value of Lincolnshire's world-class culture and heritage to the full benefit of the county and its visitors. The four Investment Objectives (IO) are as follows:</p> <p>IO1: Establish a Cultural Enterprise model to support the long-term financial sustainability of the heritage service.</p> <p>IO2: Improve the visitor experience by sharing Lincolnshire's stories in relevant and distinctive ways, while also delivering a wide range of educational, health & wellbeing, and other social outcomes.</p> <p>IO3: Support economic growth by placing Lincolnshire's world-class culture and heritage at the heart of the visitor economy.</p> <p>IO4: Placemaking – leverage Lincolnshire's world-class culture and heritage to support the county's ambitions to compete at a higher level on the national and international stage.</p>
Key points to be aware of	<ul style="list-style-type: none"> • Requires capital investment and fundraising to enable the Supersite concept to be realised at both Lincoln Castle and The Collection to unlock commercial returns. • Substantial cultural and structural change in the way the Heritage Service operates is required, most notably in its audience focus and success criteria which now have to be more fully connected to the commercial performance of the service. • Some sites will cease to be in LCC's portfolio and will be operated by third parties or will experience a change of use.
Current status	We are seeking approval to start implementing this scheme of work as outlined in this DBC.
Funding profile	<ul style="list-style-type: none"> • Over the course of this scheme of work LCC's contribution to the operation of the Heritage Service will be reduced from around £960k in 2018/ 19 to about £222k in 2023/24. • We also propose to fundraise for approx. £5m to cover capital works at The Collection & Lincoln Castle to transform them into more commercially viable Supersites. LCC is likely to have to contribute between £1-£1.5m to support this investment.
Key dates	Key dates are outlined within the Management Case.
Key risks	<ul style="list-style-type: none"> • Failure to fundraise for capital works at Lincoln Castle and The Collection. • Failure to make cultural and operational changes within the Heritage Service to run as a Cultural Enterprise.

Executive Summary

Introduction

As a result of ongoing austerity, LCC has had to make £130m of funding cuts since November 2015. This continues to affect many council services, including the Heritage Service, which has introduced efficiency savings to reduce LCC's grant-in-aid, as outlined below.

Year	Heritage Service Budget	Heritage Service Income	LCC Contribution
2016/17	£5.5m	£3.0m	£2.5m
2017/18	£5.0m	£3.4m	£1.6m
2018/19 ¹	£4.3m	£3.2m	£1.1m

Although the Heritage Service's budget has been reduced and Lincoln Castle continues to perform, no new income streams have been developed which means that long-term financial sustainability is unachievable under the current business model. The purpose of this business case, then, is to propose a new business model which will lead to long-term financial sustainability for the Service. This is expressed through four objectives:

1. Establish a Cultural Enterprise model to support the long-term financial sustainability of the heritage service.
2. Improve the visitor experience by sharing Lincolnshire's stories in relevant and distinctive ways, while also delivering a wide range of educational, health & wellbeing, and other social outcomes.
3. Support economic growth by placing Lincolnshire's world-class culture and heritage at the heart of the visitor economy.
4. Placemaking – leverage Lincolnshire's world-class culture and heritage to support the county's ambitions to compete at a higher level on the national and international stage.

Moving from grant-in-aid to a cultural enterprise model

The Heritage Service currently looks after a diverse portfolio of ten sites, most of which are defined as microsites - museums, galleries or heritage sites which offer access to a single narrative through a highly specialised collection. However, microsites² offer little motivation for visitors to return and have limited commercial potential as a result. Their installations have reached the end of their lifespan and are increasingly irrelevant to younger generations. Visitor numbers are in decline.

This business case proposes that the Heritage Service should shift from its current grant-in-aid model which supports microsites and their traditional forms of heritage and cultural engagement, to a cultural enterprise model, in which the Heritage Service becomes more entrepreneurial in the way it delivers culture-based products and services with an explicit intent to generate a surplus, which is then used to ensure the enterprise's long-term sustainability and development. The intention is to transform the public's perception of the Heritage Service through its offer so that it is seen as the key driver for a more vibrant cultural life in Lincolnshire, rather than *just* being the service which looks after old buildings and artefact collections.

¹ Forecast as of April 2018/19

² Lincoln Castle is the exemption as it has created a compelling visitor offer through free to access, paid for entry and a rotating events programme which invites visitors to return often, however it requires investment to ensure it can perform.

Developing two new supersites

By their nature, successful cultural enterprises have to be more audience-focused, creative, relevant, and commercial in their approach, but they also require the right physical spaces to facilitate more diverse programming. We have called these spaces Supersites - heritage sites, galleries or museums that offer multiple experiences, including permanent and temporary exhibition as well as a rotating programme of events, to enable the broadest range of audiences to engage with the widest range of experiences, and which maximises the potential for commercial return.

We propose two Supersites, one at Lincoln Castle and the other at The Collection Museum & Art Gallery (CMAG) which would run under a Freemium business model, offering a small free-to-access offer and a wider commercial offer of temporary exhibitions and events.

To create the CMAG Supersite we propose a range of changes that would reinvent the museum experience completely. The basement would become a 'white cube' gallery to house the Usher art collection, the main gallery would be reconfigured to create a larger temporary and a smaller permanent gallery, and a smaller range of physical changes would help to re-energise the museum. We also propose to retain control of the café operation which is currently operated by Stokes.

Lincoln Castle requires a number of changes to ensure it can perform successfully as a supersite and drive the overall growth of the Heritage Service. These are business as usual, essentially musical chairs, which would see office and learning spaces in the prison block freed up to create more flexible exhibition and event space, while also making better use of the Heritage Skills Centre as a dedicated learning centre for all, rather than just for traditional craft skills for a very small niche.

We also propose to dispose of a number of microsities - Discover Stamford, Gainsborough Old Hall, Usher Gallery, and Ellis, Burgh le Marsh and Alford Mills, which would be administered by third parties. Remaining microsities (MLL, BBMFC and Heckington Mill) will be maintained within the Heritage Service. This will create operational savings and increase the capacity of the service to focus on developing the offer at the two proposed supersites.

Cost of capital works

The cost of this is estimated at approx. £5m with 70-80% expected to be fundraised through HLF, ACE and other funders. LCC's contribution would be £1-1.5m, depending on the final scheme of work agreed. This is very good value for money as it would contribute in large part to the successful delivery of the objectives noted earlier. The proposed changes to Lincoln Castle would be undertaken immediately, but given the process for fundraising and design we expect that CMAG would not reopen as a Supersite until 2023/24.

Development of a commercial programme

Development of an income-generating programme would begin immediately with income being generated through a formalised programme of audience-focused paid-for temporary exhibitions and events, as well as improved café and retail activity from the associated increase in visitor numbers. This would be supported by a wide range of other income-generating initiatives, including an annual pass for both Lincoln Castle and The Collection which would substantially drive up ticket yield by offering better value to holders, as well as the development of a range of fundraising, sponsorship and patronage schemes for individuals and businesses. These are now standard across the sector.

Expected financial performance

The business case proposes that the Heritage Service's income will increase year on year, thus also reducing LCC's contribution year on year, although this would be affected temporarily by the capital work to create the CMAG supersite in 2022/23. This is outlined in the table below and represents a substantial saving to LCC given that the status quo would require a similar commitment as that projected in 2018/19 going forward, probably leading to a situation where further cuts would be required which would impact on the performance of the Heritage Service.

Year	Heritage Service Budget	Heritage Service Income	LCC Contribution
2018/19 ³	£3,975,809	£3,016,299	£959,510
2019/20	£4,070,308	£3,256,633	£813,658
2020/21	£3,900,743	£3,252,219	£648,524
2021/22	£3,700,319	£3,195,541	£504,778
2022/23	£3,644,094	£3,123,672	£520,421
2023/24	£3,656,911	£3,435,245	£221,666

While the programme outlined in this business case ends in 2023/24, we anticipate that similar performance levels would be maintained from 2024/25 onwards given the investment in supersites.

Wider impact

Total visitor numbers across the six year programme are 2.75million under the Supersite model compared to 2.69million under a status quo model.

Across the proposed schedule the Supersite model delivers a marginally higher return for both Tourism Impact (1%) and Wider Economic Impact (0.5%) than the status quo; however in 2023/24 under the first full year following the opening of CMAG under the Supersite Model Tourism Impact is 8.5% greater than the Status Quo, while the Wider Economic Impact is 7.3%.

A DCMS model has been used to calculate Health & wellbeing savings on NHS services due to the reduced likelihood of GP visits and psychotherapy services following engagement with culture & heritage. As with the economic impact assessment, the Supersite model delivers marginally more (0.4%) combined Health & Wellbeing savings than the Status Quo model; however, in 2023/24 the savings are 7.5% more than the same year in the Status Quo model.

Management approach

All work would be undertaken using LCC's own project and programme management methodologies, and which already includes a dedicated programme board. However, we also propose a new advisory board for the Heritage Service comprising a range of sector-specific expertise to ensure that the service remains focused on its audiences and is supported in its development.

It is likely that an organisational restructure of the Heritage Service would take place in order to redistribute resources to reflect the needs of a cultural enterprise, but also to ensure that required areas of expertise are introduced into the service and support the cultural change journey that must take place. However, it should be noted staffing budgets would not exceed those outlined in this

³ Forecast as of November 2018/19

business case. As with all organisational change at LCC, any proposed change in the Heritage Service would be undertaken in partnership with HR using LCC's Organisation Design Toolkit.

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Introduction

Following engagement with the Commercial Team, it was agreed that a Detailed Business Case was required for the Future of the Heritage Service programme and it was agreed that this would follow the Treasury's Green Book approach.

The Treasury Green Book methodology⁴ is the UK Government's approved approach for appraising and evaluating policies, projects and programmes. It is considered best practice around the world in ensuring good value for public money invested in policies, projects or programmes.

This methodology proposes the creation of up to five different documents which take an idea from initial development through to a Full Business Case (or Business Justification for smaller investments). During the course of this process for development of a policy, project or programme, a number of options are assessed in an Outline Business Case (OBC), followed by a Detailed Business Case (DBC) which focuses on the single preferred option agreed during the OBC decision-making process.

Both the OBC and DBC use a five business case approach which offers a 360 degree assessment of the policy, project or programme. It is laid out as follows:

1. Strategic Case – This sets out the strategic context and the case for change, together with the supporting investment objectives for the scheme. It seeks to answer questions about the drivers for change for the proposed operation.
2. Economic Case – This sets out how value for money will be optimised given the required investment. It seeks to answer questions around value for money given the investment required to deliver the proposed operation.
3. Commercial Case – This sets out how the policy, project or programme will operate in delivery mode. It seeks to answer questions around the suggested method of delivery of the proposed operation.
4. Financial Case – This highlights likely funding and affordability issues and the potential balance sheet. It seeks to answer questions around the viability of the proposed financials to deliver the proposed operation.
5. Management Case – This demonstrates that the scheme is achievable and can be delivered successfully in accordance with accepted best practice. It seeks to answer questions around how the proposed operation will be managed.

⁴ See <https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-government>

Key Definitions

A number of terms are used in this business case in order to help describe the Heritage Service's transformation. These have been noted below for convenience.

Microsite

A museum, gallery or heritage site which offers access to a single narrative through a highly specialised collection.

Supersite

A heritage site, gallery or museum that offers multiple experiences, including both permanent and temporary exhibitions and events, which enables the broadest range of audiences to engage with the widest range of experiences, and which maximises the potential for commercial return.

Cultural Enterprise

A Cultural Enterprise is an entrepreneurial organisation that delivers culture-based products and services to generate a profit (or a surplus if a not-for-profit or public body) which are then used to ensure the enterprise's long-term sustainability and development. A Cultural Enterprise requires a culture of creativity, commercialisation and medium risk-taking.

Business Model

A business model describes the rationale of how an organisation creates, delivers, and captures value.

Building successful business models is an integral component of developing a successful strategy as it details the resources required to deliver a specific value proposition and the income that must be derived from such activity to ensure long-term sustainability.

Value Proposition

A value proposition describes the benefits customers can expect from your products and services. A value proposition can also apply to an entire organisation, either whole or in part, or particular audience segments.

Together with business model design, value proposition design is an integral part of successful strategic development because satisfying customers is the source of sustainable business models.

1 Strategic Case

1.1 Introduction

The purpose of the Strategic Case is to demonstrate the spending proposal provides business synergy and strategic fit. It is predicated on a robust and evidence-based case for change which outlines why intervention is required, the scope for change and the proposed outputs and outcomes. As such, it seeks to identify and answer questions about the drivers for change.

This business case looks at the UK's wider economic and political context within the UK, followed by changes within the visitor economy and cultural policy, before providing context for Lincolnshire. A full strategic analysis has then been undertaken on the Heritage Service before making a recommendation on future strategy.

1.2 UK economic and political context

Having experienced their highest ever levels of funding in 2009-10, councils in England have since borne the brunt of austerity policies designed to cut the national deficit. This has seen overall government grants to councils cut by 38% and collective council tax revenue fall by 8% between 2009-10 and 2016-17. In response, cuts have been instituted by all councils, and Culture (approx. 40% cut), Libraries (approx. 35% cut) and Planning & Development (approx. 58% cut) have all been particularly affected⁵.

From 2011, regional growth has been stimulated, in part, through the UK Government's city deals (later devolution and growth deals) and to date there are 45 such deals in place. Such deals tend to favour urban areas, however, and there is no growth deal operating in Lincolnshire at present. Work within LCC (and other rural areas) is ongoing to ensure fairer funding and growth policies for rural areas.

The period since 2016 has been dominated by the Brexit referendum and subsequent declaration to leave the EU. This was followed quickly by the development of the UK Government's Industrial Strategy⁶, designed to create a foundation for future growth outside of the EU and also address long-standing structural challenges to the UK economy, which also contributed to the dissatisfaction with the status quo and the EU referendum result. The strategy has five pillars; Ideas – *the world's most innovative economy*, People – *good jobs and greater earning power for all*, Infrastructure – *a major upgrade to the UK's infrastructure*, Business environment – *the best place to start and grow a business*, and Places – *prosperous communities across the UK*.

The national agenda is driven by twin priorities – ongoing financial prudence in local and national government and driving economic growth in the regions.

⁵ See *A time for revolution? British local government finance in the 2010s*, Institute for Fiscal Studies, <https://www.ifs.org.uk/uploads/publications/comms/R121.pdf#page=6>

⁶ See *Industrial Strategy: Building a Britain Fit for the Future*, HM Government, https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/664563/industrial-strategy-white-paper-web-ready-version.pdf

1.3 Current growth in the UK's visitor economy

Tourism is one of the UK's great ongoing success stories. It is an exciting, confident and dynamic sector, and one that welcomes visitors from home and abroad who come to experience the best of Great Britain and leave inspired by our unique cultural offer that is the envy of the world. The sector employs 3.1m people across every nation and region and across every local authority, and contributes almost £127bn, equivalent to 9% of GDP. At present, £6.1bn of this is based in the East Midlands, ranking 7th of 9 regions, with London, the South East and South West dominating the UK tourism sector.

However, in-line with the industrial strategy and its focus on Place, VisitBritain, the government's body responsible for supporting tourism, has now developed a strategic priority to support the growth of markets outside the traditional tourist powerhouses noted above as part of their sector deal development. As England's competitive advantage in tourism is based on its culture and heritage, this makes Lincoln well-placed to exploit a growing market, especially given that global tourism is set to grow by 3.9% year on year until 2027⁷, the UK's inbound tourism has grown at an average of 6% since 2010⁸ and that Lincolnshire's own tourism growth is currently 3% year on year.⁹

1.4 Culture and Heritage – UK Policy Context

While the industrial strategy has an economic focus, it's also acknowledged by the UK government that culture and heritage also has a role to play in creating and sustaining economic growth. The mission of the Department for Digital, Culture, Media and Sport (DCMS), for example, is to 'drive growth, enrich lives and promote Britain abroad'¹⁰ by supporting the growth of the creative industries, one of Britain's great economic success stories, and exemplified in such initiatives like the UK City of Culture.

Hull's tenure as UK City of Culture in 2017, for example, attracted almost six million visitors, up from 4.75 million when the award was announced in 2013, but also created 800 new jobs and attracted £220m of investment in the same period. Government investment in the initiative was £15m, representing a substantial return on investment. Evaluation from previous winners in Londonderry and Liverpool suggests that the transformation continues long after the year-long festival has come to an end¹¹, indicating that culture and heritage has a key role to play in making places attractive to live in, work, visit, and invest – and therefore in creating and sustaining economic growth.

It's also worth noting the 'heritage premium' as identified by the HLF, which states that those listed buildings occupied by businesses deliver £13,000 GVA¹² per annum than non-listed buildings.¹³ Rather than being isolated in the past, heritage has a key role to play in supporting future growth.

Collectively, this approach is referred to as placemaking, a process which capitalises on local assets, inspiration and potential in order to create places that promote a wide range of social and economic

⁷ See Travel & Tourism Global Economic Impact & Issues 2017, World Travel & Tourism Council, <https://www.wttc.org/-/media/files/reports/economic-impact-research/2017-documents/global-economic-impact-and-issues-2017.pdf>

⁸ See <https://www.visitbritain.org/visitor-economy-facts>

⁹ See <https://www.lincolnshirelive.co.uk/news/local-news/tourism-booming-new-figures-show-1919116>

¹⁰ See <https://www.gov.uk/government/organisations/department-for-digital-culture-media-sport>

¹¹ See Does being UK City of Culture create a lasting legacy?, BBC, <https://www.bbc.co.uk/news/uk-england-43485141>

¹² Gross value added (GVA) is a productivity metric that measures the contribution of a corporate subsidiary, company or municipality to an economy, producer, sector or region. Gross value added provides a dollar value for the amount of goods and services that have been produced, less the cost of all inputs and raw materials that are directly attributable to that production. It is important because it contributes to the calculation of Gross Domestic Product (GDP), which is a key indicator of economic wealth.

¹³ See New ideas need old buildings, HLF, see <https://www.hlf.org.uk/new-ideas-need-old-buildings>

benefits. As well as delivering a wide range of social impacts, culture's role is shifting toward one of placemaking.

1.4.1 Culture White Paper

The Culture White Paper (2016) sets out the government's ambition and strategy for the cultural sector. This highlights that the role of culture in the UK should be one that is audience-focused, rather than one that is to preserve access for the elite. Its recommendations were:

- Everyone should enjoy the opportunities culture offers, no matter where they start in life;
- The riches of our culture should benefit communities across the country;
- The power of culture can increase our international standing; and
- Cultural investment, resilience and reform.

1.4.2 Mendoza Review of Museums

A recommendation from the Culture White Paper, the Mendoza Review of Museums¹⁴ was the first government-sponsored report into the future of museum development for over a decade. This report recommended the following to help museums develop greater levels of resilience and sustainable business models¹⁵ in the future:

- Adapting to today's funding environment
- Growing and diversifying audiences
- Dynamic collections curation and management
- Contributing to placemaking and local priorities
- Delivering cultural education
- Developing leaders with appropriate skills and diversifying the workforce
- Digital capacity and innovation
- Working internationally

These recommendations have been taken forward by leading government funders including the HLF, ACE, DCMS and also national museums. This opens up the scope for culture and heritage to be more audience-focused, demand-driven and commercial in their approach of delivering wider social and educational objectives and outcomes.

1.4.3 Culture is Digital (2018)

This DCMS report¹⁶ highlighted how culture and technology, two of Britain's competitive advantages, could work together to drive audience engagement, boost the capability of cultural organisations and unleash the creative potential of technology to deliver wider innovation. Its themes were:

- Audiences: Digital experiences are transforming how audiences engage with culture and are driving new forms of cultural participation and practice.
- Skills and the digital capability of cultural organisations: Cultural organisations are increasingly using technology to help them deliver across many areas of their business. Research shows that organisations that benefit most from digital technology are those who are digitally mature.

¹⁴ See The Mendoza Review, published by DCMS, https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/673935/The_Mendoza_Review_an_independent_review_of_museums_in_England.pdf

¹⁵ A business model describes the rationale of how an organisation creates, delivers, and captures value.

¹⁶ See https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/687519/TT_v4.pdf

- Future Strategy: The UK cultural offer is the key to our soft power, as well as an important source of exports and inward investment. Soft power is most accessible to visitors through tourism.

1.4.4 Statutory duties related to museums

There are no statutory duties related to the provision or operation of museums for councils. Rather, the Council has a power but not a duty to provide museums and art galleries through the Public Libraries and Museums Act (1964). Other attractions will probably be treated as museum under the 1964 Act but would otherwise be covered by the general power of competence under the Localism Act (2011).

The Council has a wide degree of discretion as to the scope and nature of the services it provides in relation to museums and galleries. Lawfulness will therefore come down to the overall rationality of the proposals based on a combination of considerations including heritage reasons, sustainability and costs, and taking into account mandatory factors such as the Public Sector Equality Duty and consultation views.

However, it should be noted that Arts Council England (ACE) operates a voluntary accredited museum scheme which sets out national standards for museums in the UK. This includes baseline quality standards to support the efficient operation of museums and provide a high quality experience to visitors.

1.4.5 Key national drivers for future cultural provision

The key national drivers for the future development of culture are as follows:

- Culture and heritage can play a larger role in promoting economic growth through placemaking;
- Everyone, regardless of their age or personal circumstances, should be able to enjoy the benefits of culture and heritage;
- Cultural organisations must adapt to today's economic climate and become more enterprising in their approach;
- Becoming audience-focused is integral to future success;
- Digital helps to create new opportunities for engagement;

1.5 Lincolnshire Context

Situated in the region of the East Midlands, Lincolnshire is the second largest county in England by area and 18th largest by population (around 750,000 people). Quality of life in Lincolnshire is good overall; property is competitively priced and the cost of living is low, reflecting that average salaries are lower than many parts of the country (approx. 12% lower than the national average).

Key drivers for economic growth include agri-food and manufacturing, and both sectors perform well within the current economic climate, as well as the visitor economy, which while growing, is currently underdeveloped. Substantial growth in the local economy is hampered by the lack of investment in road and rail infrastructure, although ongoing investment continues to deliver progress in these areas. For example, from May 2019 Lincoln would get direct trains to and from London every two hours, an investment which would also see around 20 minutes cut from the average journey time.¹⁷ Such initiatives would directly support growth in the visitor economy and facilitate stronger business relationships.

The county also has two universities, the University of Lincoln and Bishop Grosseteste University, both of which enjoy world-class within their respective specialisms. The county enjoys a wide range of open spaces, including many parks and a designated Area of Outstanding Natural Beauty – the Lincolnshire Wolds, as well as world-class heritage.

1.5.1 Greater Lincolnshire LEP

This LEP has identified six sectors which have a competitive advantage and can offer real growth potential. One of these targeted areas is the visitor economy, in particular by strengthening the quality of the visitor experience and improving business performance.

This acknowledges the sizeable contribution of the visitor economy to Lincolnshire which now stands at around £1.9bn per annum across Greater Lincolnshire. The Heritage Service is increasingly recognised as a key driver for the visitor economy.

1.5.2 Lincolnshire's heritage

By any standard, Lincolnshire has a rich heritage and there are very few places in the UK that can compete with its range of histories and sense of continuity over time. This stretches from Iron Age settlements through to the Romans, Vikings and Normans, the rise and then slow decline of religious power, key stories from the Tudor era, significant Civil War battles, the Agricultural and Industrial revolutions, and major contributions to the First and Second World Wars. Many major historic figures have originated from Lincolnshire, including Isaac Newton, Margaret Thatcher, George Boole (creator of Boolean logic which is central to computer science), the naturalist Joseph Banks (who was instrumental in the founding of Kew Gardens and the colonisation of Australia), and one of the greatest Victorian poets Alfred, Lord Tennyson. All of this has helped to shape a distinct identity, what is often referred to as the Lincolnshire DNA.

Yet curiously, although heritage may be deeply embedded, perhaps even intrinsically woven into the fabric of Lincolnshire life, it's yet to be fully appreciated by both domestic and inbound tourists, as the county has an underdeveloped visitor economy. This is in part due to the transport challenges that arise out of the rural nature of the county, however there is still work that needs to be done in

¹⁷ <https://thelincolnite.co.uk/2018/03/11-new-direct-trains-lincoln-london-start-2019/>

telling the stories of Lincolnshire in a way that resonates with local residents but which is also a sufficient attractor to external visitors. Two key questions arise from this discussion; how do we use our heritage to tell a strong story of the distinctive identity of Lincolnshire? And, how can this heritage be leveraged for the county's wider benefit, including delivering against key LCC priorities?

1.6 LCC's strategic priorities

Since the onset of austerity, LCC has had to find savings of £245 million¹⁸ to balance its books, and the current financial environment continues to be challenging. Key priorities have reflected this and can broadly be defined as:

- Ongoing emphasis on a wide range of efficiency savings;
- Increasing productivity;
- Strategic investment in service areas that deliver the best value for the public, and
- Investment in those areas which contribute to the growth of the county's wider economy

1.6.1 Commercialisation and Commissioning Strategies

Commissioning is the cycle of assessing the needs of people in an area, designing, and then achieving appropriate outcomes based on those needs. The services required to deliver these outcomes may be delivered by the public, private or civil society (a.k.a. third sector) sectors.

This strategy sets out LCC's increasingly commercial approach to service provision, where increasingly the Council sees itself as a commissioner of services whether that be from in-house providers, external contractors, shared services or other similar arrangements. The view is that Commissioning Strategies would ensure;

- the better matching of need and improved services
- the better development of services in accordance with priorities
- better balance between tiers of services e.g. an increase in preventative services
- increased causal connectivity between services and desired outcomes
- better engagement with service users, the market and commissioning partners

In order to balance future budgets the Council needs to embrace commercialisation and the opportunities that presents for both income generation and improved service.

There is significant potential for the Heritage Service to exploit the potential of a commercial approach to service provision, not only to deliver better outcomes for users but also to ensure increased financial sustainability.

1.6.2 Community Resilience and Assets Commissioning Strategy

The Community Resilience and Assets Commissioning Strategy (2017-21) sets out how by working together, the Council, communities and partners can make a real difference and have a central role to play in continuing to make Lincolnshire a great place. Its vision – working for a better future – would be realised through:

- Building on our strengths;
- Protecting your lifestyle;
- Ambitious for the future

¹⁸ See [Our Plan For Lincolnshire: the Conservative Group Manifesto for the Lincolnshire County Council elections on Thursday, 4th May 2017](#), page 17

Purpose:

- Investing in infrastructure and the provision of services
- Commissioning on outcomes based on our communities' needs
- Promoting community wellbeing and resilience;
- Influence, coordinating and supporting other organisations that contribute to the life of Lincolnshire; and
- Making the best use of our resources

There are specific elements of this strategy that are directly relevant to Heritage Services. This refers to two aspects, first through feedback from stakeholders, and second through LCC priorities.

1. Feedback from stakeholders around what they want from their cultural services:
 - Share stories that inspire through engagement with our Heritage sites and collections.
 - Create experiences that put our visitors at the heart of all we do.
 - Value heritage so that it can be enjoyed now and by future generations.

2. LCC's five priority areas are noted, together with agreed heritage priorities below these headline priorities:
 - Our citizens are informed and engaged
 - Provide engaging spaces at all our sites, plus an online presence that engages with communities
 - Provide active interpretation of exhibits and other products attached to the history of their local area
 - Citizens who do it for themselves
 - Provide intergenerational opportunities and learning
 - Help individuals to build their confidence, skills and experience
 - Facilitation of the transfer of resource to enable community action
 - Our assets are protected and celebrated
 - Heritage sites and collections are valued and protected so that they can be enjoyed now and by future generations
 - Sites and collections are interpreted so that they are accessible for all audiences
 - Develop a strong sense of place
 - Connect people and places by sharing stories of Lincolnshire that inspire
 - Celebrate the county's history at Heritage Service sites
 - Build a service that has volunteering at its heart

1.7 LCC Heritage Service

The Heritage Service currently manages the visitor experience for a wide range of properties which are noted below:

- Lincoln Castle
- Heritage Skills Centre (inside Lincoln Castle but not part of the core visitor offer)
- The Collection, including Usher Gallery
- Museum of Lincolnshire Life
- Gainsborough Old Hall
- Battle of Britain Memorial Flight Visitor Centre
- Discover Stamford
- A range of windmills including Heckington Mill, Alford Mill, Ellis Mill and Burgh le Marsh

This is a diverse portfolio which, as a whole, tells an unfocused and incomplete story of Lincolnshire, largely as a result of legacy acquisitions and the microsite¹⁹ approach, even if individual experiences are high quality. Overall, the portfolio does not add up to more than the sum of its parts, does not match the rich heritage that Lincolnshire enjoys, or support the long-term financial sustainability of the Heritage Service.

1.7.1 Heritage Service – Current Operational Position

A series of papers have informed the Heritage Service's current operational position, responding to priorities within LCC to reduce costs, increase efficiency and create higher quality services, which were announced in Nov 2015 as part of an effort to cut spending by at least £130m.

Future of the Heritage Service (04/10/2016 - I010710) placed these proposed changes within LCC's wider strategic context and also highlighted a long list of governance options which could support greater levels of financial self-sustainability while increasing the quality and impact of the public offer. At the time the LCC Executive gave approval to explore ways to reduce the cost of its service while improving and enhancing its public offer and the results of the thinking and research associated with this are represented in this business case.

Since that time the Heritage Service's budget has been reduced over time, as outlined in the table below.

Year	Heritage Service Budget	Heritage Service Income	LCC Contribution
2016/17	£5.5m	£3.0m	£2.5m
2017/18	£5.0m	£3.4m	£1.6m
2018/19	£4.3m	£3.2m	£1.1m

This represents significant progress in meeting LCC's direction to make ongoing efficiency savings and to commercialise the heritage service, particularly with the ongoing success of Lincoln Castle. While this is positive, as it currently stands, the Heritage Service will not generate sufficient income to reduce LCC's contribution and so key questions need to be answered; how can we improve the quality of our offer to engage a wider range of audiences and then create greater levels of sustainability for the Heritage Service as a result?

1.7.2 Current Heritage Offer

An overview of the Heritage Service's offer is noted below.

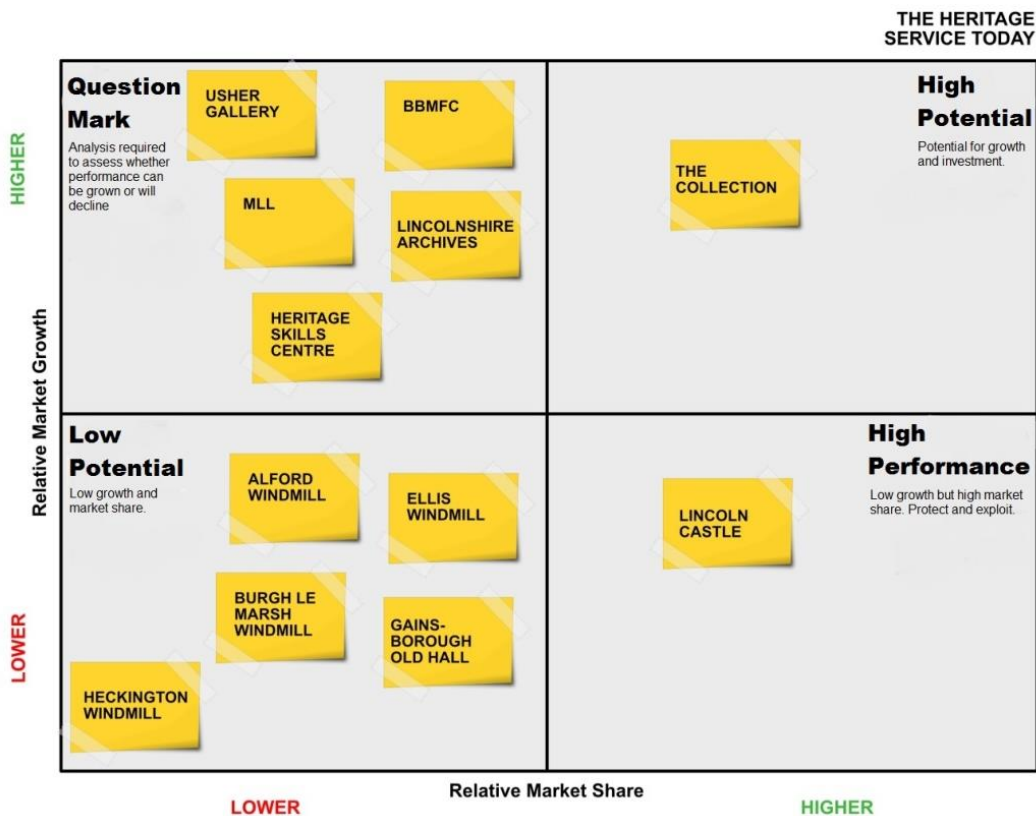
Site	Overview
Lincoln Castle including Heritage Skills Centre	The Castle's performance as a visitor attraction, both financially and as a visitor experience, has impressed since it reopened in 2015. Admissions remain strong and the commercial programme is growing. The Heritage Skills Centre, on site at Lincoln Castle, is tied into a number of funding streams, including from the EU and HLF which will come to an end in 2021/22.

¹⁹ A microsite is broadly defined as a heritage site, gallery or museum which offers a single story or experience.

The Collection	<p>The Collection, which opened in 2005, is a highly regarded space although its permanent installation is now 13 years old and requires updating. Temporary exhibitions are delivered at this site but space limitations reduce its overall capacity to leverage more revenue from this approach. Visitor numbers are now declining and the site is also subject to a punitive rates bill. Internal works would need to be undertaken to create the additional space needed to support a vibrant temporary and ticket-able programme.</p>
Usher Gallery	<p>The Usher Gallery, opened in 1927, and its collection of art and objet d'art were gifted by one of Lincoln's greatest benefactors, James Ward Usher. However, it attracts only 20,000 visitors a year, around 1/6th of the total for The Collection. Its visitor experience is also in need of a substantial refresh to reflect a general shift in the way we now engage with art. The building is leased by LCC from City of Lincoln Council and any significant change in the use of the building would require renegotiation with the leaseholder. Around 45% of the art in the collection is owned by City of Lincoln Council with the remainder being loaned to or owned by LCC.</p>
Museum of Lincolnshire Life	<p>Although MLL is situated in a highly distinctive building with listed status, its location and offer limits its ability to attract visitors. The visitor experience is in need of a substantial refresh as there hasn't been investment in the social history displays since the 1980s, although the displays about the Lincolnshire Regiment were installed around 15 years ago. The Butterworth store, which houses substantial number of large items, and Ellis Windmill are also located at MLL.</p>
Gainsborough Old Hall	<p>Although a stunning example of a surviving medieval manor house with some interesting Tudor history, GOH's real importance lies in its architectural legacy, rather than the stories associated with the site.</p> <p>Gainsborough Old Hall's location also means that it does not enjoy a significant number of visitors to make it a strong commercial proposition. The hall is owned by English Heritage and remains within its portfolio, but is leased to LCC. Break clauses exist within the contract which would allow us to reconsider our involvement with the site.</p>
Battle of Britain Memorial Flight Visitor Centre	<p>BBMFC tells a key story for Lincolnshire – that of the Battle of Britain and the role Lincolnshire played in it. The site comprises a hangar with historic aircraft, all of which are owned by the RAF. However, as a result of a lease between LCC and the RAF, a Visitor Centre has been provided (by LCC) which facilitates public access to the site. LCC also manages the provision of volunteer-led guided tours managed by the Heritage Service.</p> <p>Access to the sites is dependent on RAF permissions, and changing MOD priorities may mean that the site and/or access to the planes are moved</p>

	outside of LCC control.
Discover Stamford	<p>Discover Stamford is a small heritage offer in Stamford Library that was adapted from the Stamford Museum that was closed in 2011. There is also a museum objects store in the same site (but not in the same building).</p> <p>There are opportunities to engage with a third party who are interested in the transfer of the collections to their ownership so that they can engage the public. Should that happen it would also facilitate the closure of Discover Stamford which would then be released to the library for their use.</p>
A range of windmills including Heckington Mill, Alford Mill, Ellis Mill and Burgh le Marsh	<p>While the mills represent a substantial period of Lincolnshire's agricultural history, and represent some key innovations in the history of mills, given their respective locations they enjoy much smaller numbers of visitors. Their upkeep, particularly of the sails, can be substantial, which is met by LCC Property Services. Contractual agreements vary and there are opportunities to better engage third parties to operate these locations who are passionately engaged with the mills and their histories.</p>

The following Boston Consulting Group Growth-Share Matrix indicates the current performance of the entire portfolio. This is a planning tool to help organisations decide where investment should take place to support growth.



Key points of analysis:

- At present, only Lincoln Castle is generating surplus income. The others are generally locked into business models which are unsustainable as they currently deliver insufficient income, do not charge for admission, are hampered by substantial running costs, or lack the space needed for income generation.
- In all cases except Lincoln Castle, the visitor experience is outdated, and certainly doesn't work as a means of driving visitors to these sites.
 - The Collection's permanent exhibition has not been changed since 2003 when it opened and MLL's permanent exhibition was opened in the mid-1980s while the Regimental Museum was opened around 15 years ago.
 - Of these sites only The Collection, including the Usher, has the potential for temporary exhibitions that can drive income, but even these spaces are not sufficiently large or flexible enough to be used as a commercial proposition.
 - All in all, there exists little to drive visitors to these sites and even less to encourage them to return even if they have already visited. In other words, they are losing their relevance, and with it, their visitors.

Given this assessment, the status quo is unsustainable. Lincoln Castle is the only high performer and generates a surplus, and while this success is acknowledged, it is insufficient to drive the rest of the service. The foundation of financial sustainability, as with all enterprises, is to create value for its customers. New ideas and approaches are required in order to create relevance, galvanize investment, breathe new life into old sites and their stories, and facilitate greater opportunities to generate commercial income. It is this combination that will increase financial sustainability.

1.7.3 Stakeholders

With such a broad portfolio, the Heritage Service has a wide range of internal and external stakeholders, reflecting the wide range of users and the role of culture across multiple sectors of the Lincolnshire economy. Considerable work has been done in order to ascertain our stakeholders and the nature of our relationships with them.

These are summarised as follows. Please note that this is not an exhaustive list but an indication of the breadth of stakeholders with which we engage:

Type of Stakeholder	Examples
Key organisations	Friends of Lincoln Museums and Art Gallery (FLMAG), Lincolnshire Family History Society, Lincoln Cathedral, Survey of Lincoln, Alford Town Council, University of Lincoln, Bishop Grosseteste University, Stamford Town Council, Lincoln Crown Court, Friends of Lincoln Castle, Bailgate Guild, Friends of Old Hall, Usher Trust, English Heritage, Schools in Lincolnshire, Lincoln BIG, Heritage Lincolnshire, Historic Lincoln Trust, West Lindsey District Council, City of Lincoln Council (Usher Gallery & Collection), Society for Lincolnshire History & Archaeology, Lincolnshire Artists Society, Lincolnshire Co-operative, and many others.
Key funders	Heritage Lottery Fund, Arts Council England, David Ross Foundation, Art Fund, Heslam Trust, Lincolnshire Co-operative, Peter Hodgkinson Trust, Headley Trust, and others
Key individuals	Lord Cormack, District Councillors, David Ross, Lord Lieutenant, Liz Bates

Considerable resources are already invested in maintaining good relationships with many individuals and organisations alike and previous engagement with stakeholders took place Nov 2017 – Feb 2018 which has helped to shape the position reflected in this business case. Pre-engagement is already taking place to establish stronger relationships and establish a worthwhile dialogue to help shape the future of the service.

In order to formalise the contribution that key stakeholders can make to the future development of the Heritage Service, we would also be looking to establish an advisory group of senior officials. This is discussed further in the Management Case.

1.8 Future Business Strategy

In developing a future business strategy for the heritage service a full strategic analysis has been undertaken. The purpose of this analysis is to ensure that the strategic case fully supports key LCC and national priorities, while also looking at the commercial potential of the service in-line with opportunities to improve the visitor experience.

1.8.1 PESTLE – Analysis of the External Environment

The purpose of the PESTLE is to assess the external environment in which activity would take place to ascertain key factors that would contribute to the development of the business strategy. The full PESTLE is in appendix 1A, however headlines are noted below.

Political	The main political driver is placemaking and both culture and heritage have a key role to play in making Lincolnshire a great place to live in, work, visit, and invest, which in turn helps to create more highly paid jobs. Culture and heritage, therefore, has a key role to play in the placemaking and the Heritage Service is one of LCC's key drivers in this process.
Economic	The key LCC driver is to enhance the sustainability of the Heritage Service by reducing its financial investment over time, but also to ensure that the Heritage Service can adapt to delivering a more commercial service. This can be facilitated externally by the ongoing growth of the visitor economy which is forecast to grow by 3.9% until 2027 and is likely to be further enhanced in the UK by the relative weakness of the pound which would increase inbound visitors and persuade domestic visitors to staycation. Taking advantage of this would support a fundamental shift in the Heritage Service's business model. Capital funding is available from public bodies (ACE, HLF), however it is generally available in smaller amounts and joint-funding is increasingly expected.
Social	Changing engagement trends are increasingly shaping the cultural experience today, which are increasingly narrative-based, experiential and participatory in nature. This is being driven by demographic change and a need to be more audience-focused. Collectively, this reflects a substantial change to the static and passive experiences that have dominated cultural and heritage institutions in the recent past. These approaches would also

	<p>deliver wider social outcomes which are important to wider LCC strategic priorities.</p> <p>Taking advantage of these changes in cultural engagement would support the Heritage Service in substantially improving the visitor experience across its portfolio.</p>
Technological	<p>Increased prevalence of digital technology is creating a wide number of new opportunities for engagement, particularly in the creation of new experiences. Technology also facilitates better ticketing facilities and more focused marketing opportunities, which lend themselves more effectively to commercialisation.</p>
Legal	<p>As previously stated, no statutory duties related to the provision or operation of museums for councils currently exists. Rather, the Council has a power but not a duty to provide museums and art galleries through the Public Libraries and Museums Act (1964) and as such it enjoys a wide degree of discretion as to the scope and nature of the services it provides in relation to museums and galleries.</p> <p>There is also the potential for LCC to face legal challenges if the consultation process is not delivered effectively.</p>
Environmental	<p>A range of environmental and sustainability benefits can be realised through the redevelopment of sites, though these are not going to be drivers for change unless they become legal necessities.</p>

1.8.2 SWOT – Internal Analysis of the Heritage Service

The SWOT is designed to assess the competitive position of the Heritage Service in terms of its strengths, weaknesses, opportunities and threats. It sits alongside the PESTLE and highlights areas that would require a renewed focus. The full analysis is available in Appendix 1B; however the key factors from the SWOT analysis are as follows:

- The success of Lincoln Castle Revealed has proved that strategic investment in key cultural initiatives to improve the visitor experience can contribute to greater levels of self-sufficiency for the Heritage Service, wider economic growth for Lincolnshire, and help to make Lincolnshire a more attractive place to live in, work, visit, and invest.
- Setting ambitious goals which tell the under-developed story of Lincolnshire in innovative and exciting ways for our audiences would attract income from funders.
- Focusing on our audience needs, wants and preferences would lead to increased visitor numbers and a greater commercial return.
- Delivering this would require investment in and transformation of the heritage service in order to create an efficient, audience-focused and commercial Cultural Enterprise.²⁰
- The status quo is an unsustainable long-term solution. Maintaining a portfolio of disparate sites which offer a patchy experience and are not sufficiently well developed to diversify the

²⁰ A Cultural Enterprise is an entrepreneurial organisation that delivers culture-based products and services to generate a profit (or a surplus if a not-for-profit or public body) which are then used to ensure the enterprise's long-term sustainability and development.

offer and attract visitors would lead to further cutbacks and lead to death by a thousand cuts.

1.8.3 Porter's Five Forces – Assessing the Competitive Environment

This exercise identifies and assesses the five competitive forces²¹ that shape every industry, thus helping to determine its strengths and weaknesses, and ultimately, to inform whether investment in that industry would deliver an appropriate return on investment. Each investment is graded as LOW, MEDIUM or HIGH. The full analysis is in Appendix 1C, however a summary is provided below.

Given that the power of suppliers (funders) is HIGH; this project would require what is often called a BHAG (Big Hairy Audacious Goal) which is aligned to funder's wider priorities, as they would want to see impact for their investment. Also, given the power of customers is HIGH, it would be essential to provide a highly differentiated experience to attract and maintain a more diverse range of audiences. Incremental improvements to the current model that would not substantially improve the visitor experience are unlikely to strike a chord either with funders or audiences, and would not help to deliver a more financially sustainable or resilient Heritage Service.

An investment to deliver a BHAG that would significantly improve the visitor experience would also help to make Lincolnshire a great place to live, work, visit and invest, and would allow Lincoln to compete with York and other major tourist destinations. This BHAG would provide the golden thread that connects Lincoln's distinctive cultural heritage to its visitors through an improved visitor experience provided by the Heritage Service, which can then be used as soft power on a national and international stage.

How this can be achieved given the current portfolio and business model operated by the Heritage Service is discussed in further detail below.

1.8.4 Strategies for growth – Building a better business model

There are two main strategies for growth, **Cost leadership** (lowest price products sell more) and **Differentiation** (Products and services that create wider value sell more).

Museums generally mix these approaches, for a number of different reasons. As culture is part of our shared human experience – *it belongs to each of us equally* – it's generally considered that it should be accessible. This usually means delivery free at the point of delivery, paid for through grant-in-aid by the UK Government, either directly or indirectly through a range of public bodies, including DCMS, as well as city or county councils.

At the same time, because museums represent a niche interest, they also offer a highly differentiated experience. However, provision of museum services with such specificity is generally not economically sustainable unless collections are of such relevance that a large customer base is available who are prepared to pay for access, or grant-in-aid to cover costs can be justified.

Lincolnshire's current culture and heritage offer, which is largely based on cost leadership through grant-in-aid which makes culture free at the point of access, is not sustainable because LCC itself is moving toward a more commercial model. However, it needs to be acknowledged that the population of Lincolnshire (including tourists) is not yet large enough to generate commercial

²¹ These are the Threat of new entrants, Power of suppliers, Power of customers, Threat of substitutes, and Competition in the industry.

demand for a differentiated experience based on current displays of our collections. In other words, switching from one business model to another overnight is not sufficient to deliver the requisite increase in commercial value needed to sustain the Heritage Service as it currently exists.

The only way to overcome this is to develop an approach to the delivery of culture and heritage that is based on differentiation and aligned to our audiences and their preferences, and the value it creates for them, rather than a traditional view in which LCC dictates the kind of value that its visitors should generate from their heritage or cultural offer. This approach would ensure that the maximum number of audiences would engage with the widest range of experiences we provide, thus delivering the highest income levels by creating the greatest amount of value for our audiences.

This approach requires the development of a new operating model that:

- Supports the delivery of audience-focused cultural experiences which consistently delight audiences with their quality, diversity and innovation.
- Generates genuine value for a wider range of audiences so that they will want to return often.
- Generates economic value, either directly or indirectly, to financially sustain the service.
- Creates an agile Heritage Service that is efficient, innovative and resilient.

This is most often encapsulated in what is called a Cultural Enterprise - an entrepreneurial organisation that delivers culture-based products and services to generate a profit (or a surplus if a not-for-profit or public body) which are used to ensure the enterprise's long-term sustainability and development.

Facilitating this change to a Cultural Enterprise, then, is the purpose of this business case.

1.9 Aims and Objectives for the Future Heritage Service Programme

Reflecting on the analysis above creates the following investment aim and objective for this programme of work as follows:

Key investment aim

Transform the Heritage Service through the establishment of a Cultural Enterprise that can leverage the full social and economic value of Lincolnshire's world-class culture and heritage to the full benefit of the county and its visitors.

Investment Objectives

IO1: Establish a cultural enterprise model to support the long-term financial sustainability of the heritage service.

IO2: Improve the visitor experience by sharing Lincolnshire's stories in relevant and distinctive ways, while also delivering a wide range of educational, health & wellbeing, and other social outcomes.

IO3: Support economic growth by placing Lincolnshire's world-class culture and heritage at the heart of the visitor economy.

IO4: Placemaking – leverage Lincolnshire's world-class culture and heritage to support the county's ambitions to compete at a higher level on the national and international stage.

1.9.1 Creating a Heritage FuturePlan as a *Big Hairy Audacious Goal*

The objectives noted above are business-like and are appropriate for a business case but the language is unlikely to fully resonate with the public. To achieve this it is suggested that they be encapsulated within a FuturePlan which can capture the spirit of what we are trying to achieve with the transformation of the Heritage Service. A *Big Hairy Audacious Goal* represents a goal that everyone in LCC, as well as the audiences we serve within the Heritage Service, can get behind and on which resources can be focused.

And by focusing our entire change programme on what our visitors want to see (rather than pushing our collections onto people) we would open up a range of new opportunities about how we can use culture and heritage to engage more people and create wider commercial viability.

For example, a FuturePlan which encapsulates this could look like this:

LCC's Heritage FuturePlan

Purpose: An ambitious programme of development to transform LCC's Heritage Service so that it can continue to delight and inspire the public with Lincolnshire's world-class culture and heritage.

Vision: To place culture and heritage at the heart of Lincolnshire life.

Mission: We help *everyone* explore the story of Lincolnshire, its identity and significance, through its unique geography, history and culture.

Our FuturePlan has four stands:

Strand 1: Investing for the future

- Creating new spaces for public engagement at our sites
- Transforming the way we tell our stories

Strand 2: Focusing on our audiences

- Improving and diversifying the visitor experience
- Delivering experiences that are relevant to everyone

Strand 3: Transforming the way we work

- Increasing our resilience by developing our commercial acumen
- Becoming more agile and efficient as a service

Strand 4: Supporting LCC's ambitions for Lincolnshire

- Helping to make Lincolnshire a great place to live in, work, and invest
- Supporting growth in the visitor economy

This FuturePlan gives a clear indication of direction of travel:

Lincolnshire has strong cultural foundations and a rich heritage and many people have benefited (and continue to benefit) from the investment we have made in our Heritage Service. But we also recognise that over time preferences for cultural engagement change and that looking ahead we need to find new ways to remain relevant so that we can continue to delight and inspire our audiences.

We need to challenge ourselves to make sure that the way we deliver culture and heritage at LCC is both sustainable and resilient. This means investing in our spaces so that we can make culture and heritage accessible, engaging, and inspiring for everyone, from those who have visited museums many times before to those who have not yet been enthralled by the stories of our shared heritage, as well as everyone in between. But it also means changing the way we work, becoming more audience-focused to ensure that culture and heritage resonates with the young and old, working more efficiently to deliver better value for money, and becoming more commercial in our outlook to increase the sustainability of our service.

That's why our FuturePlan is important and with the right level of support and investment we can make that a reality.

1.9.2 Transforming the way we tell our stories: Introducing the Lincolnshire DNA

Recent work by the Cultural Management Team (CMT) and supported by wider members of the Heritage Service has developed a clear narrative that would inform the stories that we tell at each site and collectively across the service. We call this the Lincolnshire DNA and at its heart it is the story of the people that have lived in, visited or worked in Lincolnshire, the impact they have had, and how that has shaped Lincolnshire, the UK and the wider world, and how that resonates with our lives today.

The purpose of this framework is to narrow down the range of available stories, offering Lincolnshire's heritage in audience-friendly, accessible, significant, relevant and where appropriate, drama-filled, ways, but to do so in such a way that they resonate with our audiences. To make the Lincolnshire DNA accessible we have developed three²² themes:

Influence: the stories of how Lincolnshire's institutions and notable (and notorious) residents have shaped the county and influenced the UK and the wider world. Key stories are:

- Lincolnshire Explorers
- Sir Joseph Banks sailed with Captain Cook on The Endeavour to 'discover' Australia (1768 – 1771)
- Matthew Flinders was the first to circumnavigate the Australian mainland (1802-03)
- Sir John Franklin's efforts to uncover the North West Passage (1845)
- John Smith and the founding of Jamestown in the New World (1607)
- Alfred, Lord Tennyson – Poet Laureate and one of the greatest Victorian writers
- Baroness Margaret Thatcher – First female Prime Minister and the longest serving Prime Minister for over 150 years.
- Magna Carta – a great symbol of English law and the limitations of Royal power
- Sir William Cecil – Elizabeth I's Chief Councillor and the power behind the throne
- Religious dissenters – The Mayflower pilgrims and Lincolnshire Rising (1536)
- Great songwriters – Bernie Taupin and Rod Temperton who ruled the radio airwaves in the 1970s and 1980s
- Mint in Lincoln – the economic edge of royal power pre and post Norman invasion

²² There's a case to be made that this headings could be widened – for example, Leadership, Power & Influence; Ideas, Innovation & Impact; and Invasion, Migration & Change. Such an approach would widen out the range of stories that can be told and with greater nuance to reflect the strengths of the collection and audience segmentation.

Innovation: the stories of innovation that have originated in Lincolnshire, from the stone age through to the agricultural, industrial and digital revolutions.

Key stories are:

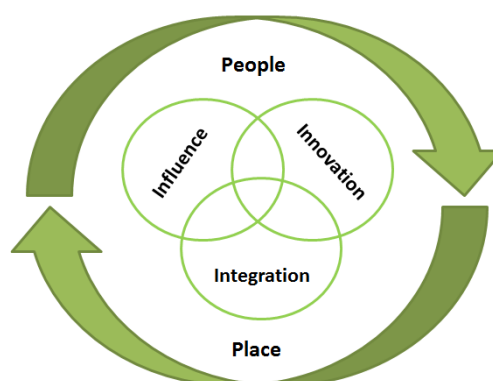
- George Boole – creator of Boolean logic which is key to the development of computer programming.
- Sir Isaac Newton – one of the founding fathers of Physics, the Master of the Mint at the Tower of London and the scourge of coin counterfeiters.
- Agricultural – long history of increase in productivity in agriculture to feed a growing nation, from the agricultural revolution, to the proliferation of windmills across the county, and from the industrialisation of food production in the 19th century through to GM crops in the late 20th century.
- Military – the development of the tank during WW1, and the crucial role of the RAF in the Battle of Britain and beyond.
- Industrial – the growth of the steam train industry and how it dominated Lincolnshire industry in the 19th century.
- Inward innovation from the Romans and Vikings, for whom both Lincoln was a key strategic town to support wider colonial ambitions.

Integration: the stories of invasion, migration and integration that have brought significant change to Lincolnshire and the wider world.

Key stories are:

- Stone age settlers and their early migration to what would become Lincolnshire some 250,000 years ago. This is the start of a key story, one of continuity amid radical change and why we are drawn to the idea of place.
- Roman Lincoln was a key city of the Roman Empire and connected London to York.
- The Anglo-Saxon kingdom of Lindsey, its transition into Mercia.
- The Viking invasion which began in AD865 and the later establishment of Danelaw.
- The Norman invasion and the building of Lincoln Castle.
- First and Second World Wars and the Lincolnshire experience.
- Long story of economic migration, including Jewish communities, Huguenot refugees, the Dutch in the 17th century through to the economic migration of the 21st centuries.

As a diagram, the Lincolnshire DNA can be represented as follows:



The Lincolnshire DNA

1.9.3 Redefining the Heritage Service as a Cultural Enterprise

A Cultural Enterprise is an entrepreneurial organisation that delivers culture-based products and services to generate a profit (or a surplus if a not-for-profit or public body) which are used to ensure the enterprise's long-term sustainability and development. It has two main characteristics:

1. A cultural enterprise creates products and services (such as exhibitions, festivals, events, programmes, etc.) based on arts, culture, heritage, etc., which are delivered either onsite at a museum, gallery or heritage site, offsite within a community setting, or online through digital engagement. These products or services deliver a wide range of social outcomes and other impact factors as detailed by the enterprise and its sponsors.
2. A cultural enterprise also seeks to generate a profit (or a surplus if it's a not-for-profit or public institution), from their activity, which is then used to sustain and further develop the enterprise.

If the first characteristic is common to all cultural organisations, the second is not. Indeed, like most cultural organisations, LCC's Heritage Service currently deviates from a cultural enterprise in the second characteristic, as LCC provides grant-in-aid to run the service and any income is largely seen as a bonus, rather than as a means of sustaining and developing the service so that it can expand its impact.

The success of a cultural enterprise is based on its ability to create a range of products and services that have such a compelling value proposition²³ that they can continually generate sufficient revenue through the associated business model that the enterprise can be sustained and developed.

This doesn't necessarily mean that a charge is attached to every public-facing initiative; income could be derived from any combination of sponsorship, grant-in-aid, fundraising, retail or café activity, admissions income, or any other appropriate source. However, it does mean that the service needs to reassess the kind of value it creates for its audiences and how income can be derived directly or indirectly from that value.

It follows that if the Heritage Service is to succeed as a cultural enterprise it must be able to continually deliver a sufficient range of differentiated experiences so that a wider range of audiences will be prepared to pay for its services. This places an explicit emphasis on developing an unrelenting focus on audiences, improving and diversifying the visitor experience, and investing in new experiences at our sites.

1.9.4 Creating two Supersites to support the Cultural Enterprise model

At present, almost all LCC's heritage portfolio can be defined as a microsite – a museum, gallery or heritage site which offers access to a single narrative through a highly specialised collection. While the individual experience may be of a good quality, over time there is no compelling reason to return, leading to a decline in visitor numbers. While sites with this model have merits, they are difficult to maintain in a Cultural Enterprise model because they are not typically operated on a self-financing model, and the only opportunities for commercialisation are then directly linked to visitor numbers, usually in the form of a café and/or retail activity.

²³ A value proposition describes the benefits customers can expect from your products and services.

Shifting toward a cultural enterprise model requires the Heritage Service to move away from a microsite model in order to improve and diversify the visitor experience in ways that will unlock the commercial potential of its portfolio. This is embodied in what we have called a Supersite approach.

A supersite is a heritage site, gallery or museum that offers multiple experiences, including both permanent and temporary exhibitions and events, which enables the broadest range of audiences to engage with the widest range of experiences, and which maximises the potential for commercial return.

The Supersite model is designed specifically to facilitate the kind of programme that enables visitors to return often through the provision of a hub and spoke model. In practice this means that a supersite would provide a permanent offer, effectively the hub, as well as a rotating programme of high quality temporary exhibitions and events, effectively the spokes, which diversify and improve the visitor experience and support the development of commercial revenue streams. A Supersite would also have an individual identity or collections focus, providing complementary approaches so that sites don't compete with each other.

The permanent offer at each Supersite would be based on the Lincolnshire DNA framework, providing an engaging and inspiring story of Lincolnshire and how it has evolved over time – helping Lincolnshire residents to understand how the county has developed its unique identity and offering a distinctive experience for visitors from outside the county to engage with its culture and heritage.

However, each supersite would also deliver a series of temporary exhibitions, events and experiences – effectively the spokes for each hub – across the year. These temporary exhibitions would empower the Heritage Service to deliver a wide range of new experiences that have a contemporary resonance, are designed to engage specific audiences, or which facilitate the display of the best of the UK's rich culture to be on display in Lincoln through the use of travelling exhibitions.

The market for temporary exhibition providers is growing in the UK and internationally, including from national portfolio museums. This is discussed in some detail in the Commercial Case (Section 3.5); however it should also be noted that the Heritage Service already has experience in developing its own temporary exhibitions and partnering with other institutions to hire temporary exhibitions, so this approach builds on existing experience.

Given the diversity of offers and larger audience base that can be delivered at Supersites, more commercial opportunities also exist. This creates greater potential for increased ticketing revenue, either through single tickets or a membership scheme, as well as higher levels of café and retail activity, and so on. Naturally, delivering this programme requires each supersite to have both permanent and temporary exhibition space, and also requires the Heritage Service to develop a range of other commercial activities (detailed in the Commercial Case), in order to ensure long-term sustainability.

This approach is audience-focused because the financial sustainability of the Heritage Service is linked to increasing the number of visitors. As a result, it will force us to diversify our offer, engage a wider range of audiences, deliver the widest range of health and wellbeing outcomes, and work more commercially.

We believe that the Supersite approach will also protect the integrity and authenticity of our sites and their collections because it requires us to ensure that our offer is constantly refined and made relevant for our audiences.

We are proposing to create two supersites at the following locations:

- Supersite 1: Lincoln Castle
- Supersite 2: The Collection Museum & Art Gallery

1.9.4.1 Supersite 1: Lincoln Castle

The identity of Lincoln Castle would be characterised as follows:

- Experiential – immersed in heritage
- History where it happened... and which still resonates today
- A world-leading visitor attraction that offers a great day out

Lincoln Castle²⁴ should be viewed as a successful pilot of the supersite model. It exemplifies the experience of 'history where it happened', offering a great day out that creates memories for all who visit, and has been a huge success since it reopened. However, given that it must now act as the high performer for the Heritage Service, additional targeted investment is required in order to ensure that it can deliver more to support a successful Cultural Enterprise model.

At present there is more space dedicated to the Learning programme (for schools) than there is to the general public. While Learning (for schools) should and always will remain a core part of our service, the use of such extensive premium space does not support the wider income-generating programme of exhibitions, events and commercial hire which is necessary to support the Cultural Enterprise, as at present temporary exhibitions must share the space with the main story in the prison. This limits the scope of our exhibitions and also dilutes the prison story.

In order to create a more commercially successful Lincoln Castle and support the learning programme we propose to make changes in the Heritage Skills Centre and Prison Block.

Heritage Skills Centre

This is an underutilised space and the level of custom for such niche activity cannot support the associated staffing and facilities costs. We propose to make minor changes to the existing workshop and gallery spaces in order to make them suitable for all learning audiences, creating a dedicated learning centre with 270m² of workshop space.

We propose that Learning then use these spaces in order to deliver an amended programme, while also supporting the heritage skills programme as appropriate. Such a space also expands the scope of what the Learning programme can achieve, creating greater opportunities for innovation to respond to support local schools.

Prison Block

We propose to create additional exhibition space on the first and second floors of the prison block by converting current Learning and office space to create up to 180 m² of premium space that can be used flexibly, either for exhibitions, events or commercial hire.

²⁴ A full description and images to reflect the Lincoln Castle Supersite can be found in Appendix 1D.

Crown Court

Lincoln Crown Court utilises a building with the environs of Lincoln Castle. Our long-term ambition is to be able to use this space which would create more opportunities for visitor engagement and increase the castle's commercial viability. However, we also understand that any plans for the change of use of this space are subject to the decisions of a wide number of stakeholders and so we do not anticipate that it would become available within this scheme of work.

We expect this range of changes to be able to support an incremental growth in visitor numbers that is outlined in the Commercial Case (Section 3.11) and represented within the Financial Case (Section 4.3.1).

1.9.4.2 Supersite 2: The Collection Museum & Art Gallery

The Collection is a well-regarded museum and striking architectural space but its current exhibitions and spaces do not offer the flexibility required to support the Cultural Enterprise model. As with Lincoln Castle, a number of changes are required, including updating the concept of the museum and a number of physical changes to the building that will convert it into a genuine Supersite.

The identity of The Collection Museum & Art Gallery would be characterised as:

- A first-class museum experience – a classic object-focused museum with a contemporary twist in a stunning piece of contemporary architecture.
- A new permanent exhibition that displays the best of our art and archaeology collections, telling a much more refined and engaging story about the history of Lincoln and/or Lincolnshire.
- A rotating programme of exhibitions that bring the best experiences to Lincoln from the UK's national museums and collections.

A full description of the proposed concept for The Collection Museum & Art Gallery (CMAG) can be found in Appendix 1E, however creating this supersite would necessitate the closure of the Usher Gallery and the installation of its collection within a new gallery at The Collection. Although a listed building with a strong local resonance, it has inherent drawbacks. These include:

- It is not flexible enough as a space. The way we engage with art has been transformed in the last 92 years since the Usher Gallery was opened and the gallery is increasingly unable to house the kind of exhibitions that we would want to display and which would resonate with wider audiences.
- It is not popular with visitors. Although the Usher has some passionate advocates the gallery enjoys a significantly smaller number of visitors compared to The Collection (20,000 compared to 120,000). Its displays do not, therefore, serve the wider public.
- It is expensive to maintain. As a separate site it incurs costs of around 100k per annum in staff, business rates and utilities.

To create a new Supersite at The Collection Museum & Art Gallery we propose a number of changes that would significantly alter how we use that space in order to improve and diversify the visitor experience and maximise commercial opportunities. These include:

- Creation of new space in the basement in order to accommodate the Usher Collection, including using the current staff offices. This would give the Usher collection a new contemporary home of approx. 500m² that befits its status.

- Reconfiguration of galleries on the ground floor to create space for a smaller permanent gallery (333m²) and a larger temporary gallery (500m²) to support a three season programme of exhibitions.²⁵
- A new permanent exhibition which offers a focused narrative of key themes and stories highlighted within the Lincolnshire DNA, rather than the current chronological approach.
- A redesign of the Orientation Hall to make it a more welcoming and purposeful space. This would also include the installation of 'wow!' objects and moving the ticket/reception into this space.
- Closing in the external courtyard to allow for more private events and for the safe install of large-scale objects.
- Retaining control of the café which is currently run by Stokes.
- A wider reassessment of all other spaces in the museum, including the Auditorium, Mezzanine, Courtyard Gallery and the current play area next to the entrance, to ensure that the permanent collection gets enough space, as well as the Learning programme and staff offices. Because of the use of glass in some of these spaces, significant and expensive intervention is required in order to bring them up to required standards for museums display.

We expect this range of changes to have a transformative impact on the museum's performance by driving as it will fundamentally change the nature of the space and improve its commercial potential. The impact of these changes is discussed in more detail in the Commercial Case (Section 3.11) and represented within the Financial Case (Section 4.3.1).

1.10 Proposed Heritage Service Portfolio

As well as the two stated Supersites at Lincoln Castle, Collection Museum & Art Gallery, we also propose to maintain three other unique microsites that will further support our strategy to improve the visitor experience and tell a more relevant range of stories through the Lincolnshire DNA framework. These are:

- Battle of Britain Memorial Flight Visitor Centre (BBMFC) would be retained because of the importance of aviation to the Lincolnshire DNA and the unique nature of the exhibits which cannot be exhibited in any of the supersites.
- Heckington Windmill would be retained because of its importance to the story of agriculture forming part of the Lincolnshire DNA and again its uniqueness as an 8-sailed windmill which could not be exhibited in any other way.
- The Museum of Lincolnshire Life (MLL) would be retained as it tells an important story about the social history of Lincolnshire. This site has the potential for future development in another phase of the FuturePlan.

This would create the following public facing offer:

Supersites	Microsites
Lincoln Castle	BBMFC
The Collection Museum & Gallery	Heckington Windmill
	MLL

²⁵ See section 3.5 for more detail about the market for temporary exhibitions.

The impact on our offer would be as follows:

Site	Proposed status	Comments
BBMFC	Maintain	As previously stated, this would remain within our portfolio as it is a key Lincolnshire DNA story.
Heckington Mill	Maintain	As previously stated, this would remain within our portfolio as it is a key Lincolnshire DNA story.
Alford Mill	Disposal	There is potential for this to be transferred to the control of a third party in order to manage it. The intention is that the site would still remain open to the public.
Gainsborough Old Hall	Disposal	Given that it represents a nationwide architectural story rather than a core Lincolnshire DNA story, we propose to dispose of the property in line with our current contract with English Heritage, who has expressed an interest in returning the site to their portfolio. It is expected that GOH would remain open to the public should a transfer of operational ownership take place.
Burgh le Marsh Mill	Disposal	Burgh le Marsh is currently run by a third party and we would work with them to ensure they can manage the site efficiently and effectively, while keeping it open to the public.
Ellis Mill	Maintain	A number of surveys are being undertaken to better understand alternate uses and/or its potential for disposal.
Discover Stamford	Disposal	A third party has expressed an interest in integrating displays into their own buildings to make them accessible to the public. This process would transfer collections to that group and return spaces to the Stamford Library for their own use.
MLL	Maintain	MLL would be retained as it is at present - a social history museum. Its development would be considered in another phase of the FuturePlan.
Usher Gallery	Repurpose	The Usher Gallery would be closed as a gallery but would remain within LCC as it could potentially be used by other departments with a public-facing role. This would require a renegotiation of the lease with City of Lincoln Council, but it's likely that some art would still be displayed to meet leasing conditions. The art collection itself would be displayed in The Collection Museum & Gallery Supersite.

Lincoln Castle	Maintain	Already developed as a supersite, we would seek to reconfigure use of space (see section 1.9.4.1) to improve the visitor offer to maximise engagement and income potential.
Heritage Skills Centre	Maintain	We are committed to a programme of delivery until the end of 2021/22 but as previously indicated we intend to make better use of the workshop spaces to support the growth potential of the castle.
The Collection Museum	Redevelop	As previously outlined (see Section 1.9.4.2), in order to leverage its potential as a supersite The Collection would need redevelopment in order to create additional display space to support a temporary exhibition programme and house the Usher collection. We propose to pilot certain approaches to learn more about its potential in the interim.

Assuming this scheme of work goes ahead, we would expect the Heritage Portfolio to perform in the following categories as detailed in a new Boston Consulting Group Growth-Share Matrix, building long-term capacity to improve the offer and increase income generation to support the investment aim and objectives as stated above.



Key points of analysis are as follows:

- Crucially, both Lincoln Castle and The Collection Museum & Gallery Supersites offer the opportunity to unlock greater levels of audience impact and commercialisation in the future.

- Lincoln Castle remains the high performer and protecting and growing this revenue stream is integral to achieving all four investment objectives.
- The Collection Museum & Art Gallery will require investment in order to unlock its full potential.
- MLL has potential for redevelopment, however further work would be needed in order to ascertain future direction of travel under another phase of the FuturePlan. In the interim, it can be maintained as is.
- While the growth potential at both Heckington Mill and BBMFC are limited, the stories they represent are integral to the Lincolnshire DNA concept and can be maintained with a small financial outlay.
- The Heritage Skills Centre is locked into funding agreements and is out of scope for this business case; however we have proposed to use it more widely as a learning space to ensure that we're getting more value from this space.
- Further work and discussion will be necessary to assist in the development of an interpretation strategy that helps identify those stories and core collections which are key to Lincolnshire's DNA. This will include collections that are currently on display or are stored from our art, archaeology, and social history collections.

1.10.1 Ensuring a service for the whole of Lincolnshire

Given that both supersites will be located in Lincoln, we are also putting measures in place to ensure that the service is able to support wider cultural and heritage engagement across Lincolnshire.

The Heritage Service already plays a strategic leadership role within the County and supports the delivery of three key themes across Lincolnshire directly aligned to the Lincolnshire Cultural Strategy:

1. Inspiring Children and Young People,
2. Growing Participation, Engagement and
3. Wellbeing, and Strengthening Communities and Places.

To further develop their delivery around these themes, the Heritage Service will work with stakeholders to deliver SMART outcomes. These can already be evidenced through the Community Resilience and Assets Commissioning Plan where, in partnership with LCC's Community Engagement Team, priorities have been given to *Our Citizens are informed and engaged*, *Our Citizens do it for themselves*, *Our assets are protected and celebrated*, and *Development of a strong sense of place*. The Heritage Service will continue to work in partnership with other heritage organisations across the County, including strengthening our strategic partnerships with Lincoln University. These partnerships will help to strengthen the impact of our outcomes and ensure we remain connected with the wider heritage community.

The Heritage Service, in support of and in partnership with, Destination Management Organisations (DMOs) will look at the development of a new web portal promoting the county's heritage, signposting visitors to the rich culture and heritage offer we will be providing.

The supersites will continue the development of a national profile permanent and temporary (events and exhibitions) offer, bringing visitors to the county through the highest quality profiling of sites and activity, increasing the critical mass of attraction to the county.

The opportunity to develop a Community Museum hub, building on the successful Library Hub model will be explored, delivering a framework for broader engagement involving communities in decision making and provision of the heritage offer.

To assist Community Hub Museums, as well as other community organisations such as libraries, local history societies, village halls and third sector organisations, the Heritage Service will invest in the procurement of temporary display cases. These will provide easier access to its significant collections to help those organisations set up their own temporary exhibitions and displays, as well as encourage the setting up of pop-up museums in other local organisations facilitated by a touring programme of collections. This will also allow collections pertinent to communities to be made publically available.

External funding opportunities would be identified to help facilitate the development of a wider learning & engagement programme. This would include a review of the current loans box offer, development of self-facilitated sessions or support through living history costumed interpreters, as well as a review of our schools programme in order to ensure that we can support. This could include support and/or assistance for schools to develop their own local community history projects that are then displayed at the school in its own temporary 'museum'. Schools could then link this project to other areas of the National curriculum including geography, art etc.

Lincs to the Past, delivered through Lincolnshire Archives, already makes our collections digitally available. As part of the service's future digital review, *Lincs to the Past* will also be redeveloped to make it more navigable, improve the search engine, and make more digital content available.

1.10.2 Other heritage-focused work provided by LCC

The Heritage Service is not the only department that engages the public with heritage. A detailed breakdown is provided in the Appendix 1F, and it should be noted that of all the projects listed only two have a Lincoln focus.

1.11 Benefits & risks, constraints & dependencies

1.11.1 Benefits

The following benefits are linked to the Investment Objectives:

- Support the long-term sustainability of the Heritage Service by increasing commercial opportunities and supporting the overall efficiency of the service.
- Tell a better story of Lincolnshire's history to residents and visitors alike.
- Improve the visitor experience and the public's engagement with culture.
- Deliver a wider range of social, education and wellbeing outcomes for a wider range of the population, including perceptions of Lincoln and Lincolnshire.
- Increased footfall in Lincoln city centre.
- Increased economic growth in Lincoln by supporting the visitor economy.
- Improve the status of Lincoln across the UK by using culture as a form of soft power on the political stage.

1.11.2 Risks

The following risks are linked to the Investment Objectives:

Key risks have been identified as follows. (Please note, a separate risk register for the management of the programme of work is also being monitored and is also addressed within the Management Case.)

Risk	Impact	Mitigation
LCC does not want to close Usher Gallery	Limited efficiency savings due to ongoing commitment for Rates, Utilities and Staff costs. Commercial opportunities will offset costs, assuming they can still be delivered.	Usher potentially becomes space for temporary exhibitions but would require additional investment to prepare space. Unlikely to deliver significant commercial return.
LCC does not want to invest in other physical changes at The Collection	Reduced ability to deliver Supersite concept at this site.	Explore potential to remove permanent collection and replace with temporary programme to drive commercial income.
LCC fails to support supersite model	Unable to deliver investment objectives. Likely to result in reduced service provision in other areas in order to make ongoing efficiency savings. Increased reputational risk for LCC as service is reduced.	Heritage Service maintained by cutting costs, leading to long-term decline of the service through ongoing removal of sites from the portfolio. Contractual commitments meant that ceiling of savings is reached within 2-3 years.
LCC supports supersite model but would not invest in concept.	Likely to have short-term impact in the closing of sites to make savings. Reputational risk for LCC.	Fundraising campaign to raise money which would extend the programme by a number of years. Funders unlikely to be persuaded unless LCC is also committing investment.
Loss of sites outside of Lincoln	Lack of LCC visibility in wider visitor economy outside of Lincoln.	Sites outside of Lincoln to be disposed would be kept open by third party. Additional proposals for wider work by Heritage Service in Lincolnshire are noted in section 1.10.2

1.11.3 Constraints and dependencies

This is an ambitious programme of work which carries with it a range of constraints and dependencies. Those which are of the greatest significance and would impact on this scheme of work are as follows:

- The successful delivery of this scheme of work is dependent on the development of a commercial programme to generate income (that is described in the Commercial Case and modeled in the Financial Case), as this is the fundamental purpose of the Supersite concept.

Without this, it is likely that the Heritage Service would continue to make cuts for a number of years, which would have a wider impact on Lincolnshire and its visitor economy. The status quo, therefore, is not a sustainable long-term option and another plan would require development if the Supersite concept is not agreed.

- Investment from a range of funders, including LCC, as well as range of potential external funders including HLF, ACE, and a range of other public or private funding streams, is required to support the development of The Collection Museum & Art Gallery Supersite.
- Structural change to the operation of the Heritage Service would be required to support the transition to a commercially-focused programme and to support the wider efficiency of the service. This would result in a reduction of offers and/or the closing of a number of microsites, as well as the development of new areas of staff expertise.
- Cultural change, both inside the council and within the Heritage Service itself is necessary to support the shift toward a commercial enterprise and away from a traditional service-based provision mentality. Without it, commercial opportunities are likely to underperform, which could have an impact on the future sustainability of the service.
- Growth in visitors to the Supersites is, in part, linked to growth in Lincolnshire's visitor economy. It is assumed that other LCC and stakeholder activity would be taking place to support this growth. This could be achieved through more effective Destination Management, or integration of Culture and Heritage activity within wider strategies, for example signage, pedestrian or road cycling strategies, to facilitate an increase in footfall, or strategic initiatives to support the development of a more vibrant evening economy in Lincoln City Centre.

1.12 Impact Assessments

The following impact assessments have been completed as part of this business case.

1.12.1 Equality Impact Analysis

An Equality Impact Analysis has been completed for this scheme of work and is available for consultation, having been produced by members of the Senior Management Team and the Community Engagement Team.

1.12.2 Privacy Notice and Data Protection Impact assessment

In undertaking this scheme of work both a Data Protection Impact Analysis and Privacy Notice Assessment have been assessed and been found to be not applicable to this programme of work.

1.13 Conclusions

Like many County Councils, LCC continues to face significant shortfalls in its budgets and is required to make substantial and ongoing cutbacks, which are challenging the underlying assumptions which have underpinned their particular business model for many years. The council is looking for new way to make efficiency savings, to leverage economies of scale and scope, but also to develop business models that would improve the visitor experience, generate revenue, and improve the long-term sustainability of its services. The Heritage Service is one such area that must respond to this challenge.

This Strategic Case recommends that the Heritage Service should transition to a Cultural Enterprise model. This which would create opportunities for greater long-term growth and sustainability by

developing two Supersites at Lincoln Castle and The Collection Museum & Art Gallery which would deliver a wide range of audience-focused programmes with an increased commercial focus, as well as rationalising the rest of the Heritage Service portfolio in order to create wider efficiency gains. This would mean that the only microsites that we maintain are Heckington Windmill, MLL, and BBMFC, and all others would be disposed.

Investment is required at The Collection in order to unlock its potential as a Supersite but we believe that there is significant potential to generate a significant proportion of the funding required from external sources. This would deliver a new permanent exhibition, bringing it up to date for younger generations, and the development of new, more contemporary spaces for the Usher art collection, as well as new and larger spaces for a commercial programme of temporary exhibitions. This combination would:

- Improve the visitor experience, making our sites more attractive for a wider range of audiences, especially younger generations who want to engage with culture & heritage in ways that are relevant and meaningful to them.
- Deliver increased investment in our culture & heritage assets to ensure that their future is as important as their past.
- Improve the financial sustainability and resilience of the Heritage Service by generating commercial income.

These changes would form part of a scheme of work called LCC's Heritage FuturePlan in order to make it more accessible and communicate its contents to the public.

2 Economic Case

The Economic case sets out how value for money would be assessed for the investment required to deliver this project. It seeks to answer questions around value for money given the economic investment required in the proposed operation.²⁶

Traditionally, economic investment is assessed through a standardised analysis such as Net Present Value (NPV) or Internal Rate of Return (IRR), measures which emphasize the direct economic return of investment in order to inform decision-making.

While this is an acceptable method for profit-making opportunities, it sits uneasily with investment in culture because such investment is made primarily for social benefit, which is difficult to quantify economically (as a result of market failure). It follows, then, that the use of IRR or NPV alone will present an incomplete picture of the wider market benefits of the provision of culture. As a result, it is important to acknowledge that a number of different approaches are needed in order to properly assess the wider economic return that is generated through investment in culture.

This case, then, is built around exploring the concept of market failure and understanding the other means of measuring economic impact related to investment in culture, namely visitor numbers, Health & Wellbeing impact, as well as Economic Impact which are used to assess the two supersite model when compared with the status quo.

2.1 Market failure

Market failure occurs when the allocation of goods and services by a free market is not efficient, which, in turn, leads to a net social welfare loss. In the case of cultural provision, the market undervalues the wider benefits of cultural engagement, leading to underinvestment in culture and an under supply of goods and services; and/or individuals undervaluing the benefits of engagement leading to a socially inefficient level of demand.

Where market failure exists, the market and individuals, acting alone, cannot be relied on to produce a socially optimum level of supply and demand. Public intervention is then required to overcome market failure, which then leads to an increase in overall societal welfare.

The rationale for cultural development is supported by a number of market failures that support the objectives and intended benefits of this programme of works:

- Financial market and information failures
- Equity
- Placemaking, tourism and inward investment

2.1.1 Financial market and information failures

Creative enterprises such as museums and other cultural institutions often find it difficult to raise finance. This is typically for three reasons:

- They do not operate to create a profit but to deliver a range of charitable or other objectives focused on the public good.

²⁶ Please note that under the Treasury Green Book methodology all operational financial data is detailed in the Financial Case.

- They are legally constituted in such a way that forbids them from raising capital on the financial markets, or which limits access to such capital.
- Information asymmetry or failure exists so that the wider value of their services is either underestimated or not recognised. This could include both the social benefits cultural institutions create as well as their work in conserving material culture of historic importance. As a result, cultural institutions are unable to commercialise the benefits they create.

This combination makes the economic impact of cultural institutions difficult to measure accurately, even though it is recognised that a lack of investment in culture is likely to lead to a decline in overall societal welfare. For example:

- A socially efficient level of consumption can improve the quality of life for all, and not just those that consume cultural content. Engagement with culture allows groups to improve communication within society by raising the quality of public discourse; it can change the way people think and act, support health, wellbeing and social cohesion, as well as being an important tool for reflecting regional or group identities.
- Information failure may exist. This occurs when individuals do not know that consumption of cultural goods would benefit them (or others), especially if those benefits are only realised in the long run.

Overall, not only does this mean that cultural institutions are unable to readily access finance that they need to innovate and grow, they are also unable to respond to sudden changes in the market that demand efficiency and commercial return. At the same time, they must operate within a business culture in which the wider social value they create is not recognised.

2.1.1.1 Supporting evidence - financial market and information failure

While registered charities are able to take on debt finance if their articles allow it, the realistic options for acquiring debt finance are limited to specialist financial institutions including BIGInvest, CAF Bank, Charity Bank and Co-operative & Community Finance and the Community Development Finances Association. They will require a track record of income generation and may require physical assets to secure the loan. However, it is likely that those cultural institutions which operate within a local or county council will not be able to access such funds because they have not previously operated under a business model which would generate the track record required.

A growing body of literature exists which has researched how a range of different cultural interventions deliver health and wellbeing outcomes for specific groups, most notably in the 'Creative Health' report²⁷, published by the UK Government's All Party Parliamentary Group on Arts, Health and Wellbeing in July 2017. The benefits of cultural engagement which have been evidenced include:

- The impact of the arts on healthcare. This has been evidenced to reduce stress, depression, need for medication and even blood pressure²⁸ and is estimated to have a cost savings due to reduced likelihood of GP visits and psychotherapy services.²⁹

²⁷ See http://www.artshealthandwellbeing.org.uk/appg-inquiry/Publications/Creative_Health_Inquiry_Report_2017.pdf

²⁸ ACE (2004) cited in Sport Industry Research Centre and Centre for Regional Economic and Social Research (Sheffield Hallam University) and Business of Culture (BOC) (2015), 'A Review of the Social Impacts of Culture and Sport', CASE, March 2015.

²⁹ Simetrica (2015), '[Further analysis to value the health and educational benefits of sport and culture](#)', DCMS, March 2015.

- Arts Council England’s evidence review ‘*The value of arts and culture to people and society*’, found strong research studies since 2010 about relationships between cultural engagement and educational attainment and later life outcomes.³⁰
- Taylor, et al (2015)³¹ found the volume of evidence pointed towards a positive relationship between cultural engagement and social capital. The evidence review suggests that arts participation may lead to greater social interaction, enhanced self-esteem and the development of social relationships and networks, which nurture social capital.
- Previous research has found evidence linking engagement in cultural activities to the promotion of pro-social and anti-criminal behaviours, which can contribute to a reduction in the likelihood of re-offending.

2.1.2 Equity (inclusive growth and participation)

Government intervention is justified in the provision of culture because if left to the free market, cultural services are unevenly distributed across the UK, which then leads to uneven rates of cultural participation across different demographics groups and geographical regions.

2.1.2.1 Supporting Evidence – Equity (inclusive growth and participation)

A regional imbalance of economic investment in culture exists and Arts Council England (ACE) have been criticised in recent years for underinvestment outside of London which resulted in a Commons Select Committee undertaken by DCMS. This resulted in calls for a better redistribution of cultural investment across England where ACE currently invests 40% of its grant-in-aid in London.³²

2.1.3 Placemaking, tourism and inward investment

Placemaking represents an active shift forward from traditional approaches to urban design. While these were focused on the provision of and access to services, placemaking represents a multi-faceted approach which capitalises on a local community’s assets, inspiration and potential, with the intention of creating public spaces that promote health, happiness and well-being. This, in turn, also supports economic growth and wider forms of prosperity by making places attractive to visit, work in and to invest.

Placemaking also helps to shape the visitor economy. This is because it is much easier to market the idea of a place, which has a coherent identity, than a single asset within a geographic area. For example, marketing Lincolnshire as a place to relax, enjoy quality food, engage with heritage, enjoy the countryside, etc. is likely to result in a much more significant economic return than marketing Lincoln Castle, or indeed any other destination, as a single asset.

The provision of arts and culture, therefore, plays a key role in placemaking, as it is the tangible evidence of a community that is prosperous, open, engaged and which is able to draw down on the benefits of ongoing cultural engagement to have a positive impact on the health & wellbeing of its residents. It is also a key driver for tourism³³ following the creation of key transport and accommodation infrastructure.

³⁰ http://www.artscouncil.org.uk/sites/default/files/download-file/Value_arts_culture_evidence_review.pdf

³¹ Varah, Iain and Mark Taylor, Chief Culture and Leisure Officers Association, *The role of culture and leisure in improving health and wellbeing*, 2014

³² <https://icon.org.uk/news/countries-culture-calls-better-regional-balance-in-arts-funding>

³³ It is worth noting that despite its ubiquity, tourism receives comparatively little direct investment from government, which typically supports tourism through wider investment in infrastructure investment and through the funding of arts and culture. The Tourism sector is

2.1.3.1 Supporting evidence – Placemaking, tourism and inward investment

The strongest evidence to support this can be found in Hull and its contrasting fortunes before and after its tenure as UK City of Culture. The successful delivery of this project, which included total direct and indirect UK Government investment of £21m,³⁴ has proved to be deeply transformative, and proved to be a tipping point in the city's history as post-war decline has started to give way to 21st century prosperity.

- Since 2013, the year of the announcement for Hull's City of Culture in 2017, investment in the region has amounted to £3.3 billion, of which £240m is linked to culture or cultural assets. In both the private and public sector almost 7000 jobs have been created in the city³⁵. A number of companies including Smith and Nephew, RB and Croda are investing in research and development facilities at their existing manufacturing plants³⁶.
- The city's employment rate is at its highest recorded rate (120,400 of the city's 260,240 population are currently in work) and the number of businesses is at a record high of 6,060, which is 245 more than last year³⁷. Additionally, there have been 93 new businesses (start-ups or change of use) in Hull City Centre since 2013 – 74% food and beverage, with over 550 new cultural jobs created.
- In the first three months of 2017 hotel occupancy was up almost 14% on the same period in 2016. Hotel booking are reported to have gone up by almost 80% between July and September 2017 and were 60% higher between April and June 2017 than in the same period the previous year³⁸.
- The joint tourism plan for Hull & East Yorkshire is showing positive signs that on the back of UK City of Culture, the value of the visitor economy would exceed £1bn per annum for the first time by 2018/19.
- Over half of the audiences were from Hull with nearly all residents (over 95%) attending at least one cultural activity during the year. The evaluation evidenced a new confidence in local people, with significant increases (+9%) in residents' willingness to take part in a range of cultural and non-cultural activities, including volunteering and sport.³⁹ This is also clear evidence that the success of such initiatives creates new audiences, rather than just displacing audiences from other attractions.

2.2 Economic rationale to support the Future Heritage Service programme

The aim of the section above (2.1) is not only to offer insight into the limitations of traditional forms of assessing the rationale for economic assessment (such as NPV), but also to provide insight into other forms of impact to supplement economic impact which are relevant to the investment aim and objectives for the programme noted below.

supported by VisitBritain which acts mostly as an information and marketing agency and actually provides little financial support for the growth of tourism product or service.

³⁴ Direct funding from GOV/Treasury includes: £5m for refurbishment of Hull New Theatre, £8m legacy projects, £1.5m Ferens Gallery refurbishment and Turner Prize staging, and £0.5m to support the cultural programme. Indirect funding includes £3m grant from ACE and £3m grant from HLF.

³⁵ Source - Hull City Council

³⁶ Source Hull City Council comments <http://www.hulldailymail.co.uk/news/jobs/14200-jobs-created-hull-city-657342>

³⁷ Comments by Hull City Councillor <http://www.hulldailymail.co.uk/news/jobs/14200-jobs-created-hull-city-657342>

³⁸ <http://www.yorkshirepost.co.uk/news/city-of-culture-sends-hotel-bookings-through-the-roof-1-8843655>

³⁹ <https://www.hull.ac.uk/work-with-us/more/media-centre/news/2018/city-of-culture-evaluation.aspx>

Key investment aim

Establish a sustainable heritage service that can leverage the full value of Lincolnshire's world-class culture and heritage to the full benefit of the county and its visitors.

Investment Objectives

IO1: Establish a cultural enterprise model to support the long-term financial sustainability of the heritage service.

IO2: Improve the visitor experience by sharing Lincolnshire's stories in relevant and distinctive ways, while also delivering a wide range of educational, health & wellbeing, and other social outcomes.

IO3: Support economic growth by placing Lincolnshire's world-class culture and heritage at the heart of the visitor economy.

IO4: Placemaking – leverage Lincolnshire's world-class culture and heritage to support the county's ambitions to compete at a higher level on the national and international stage.

We believe that a wider combination of assessments will help to overcome some of the inherent weaknesses of the NPV model which does not take into account market failure and the impact this has on ascertaining a 360 degree assessment of the value of cultural investment.

With that in mind, we propose the following criteria to assess the economic impact:

- LCC contribution to the FuturePlan.
- Visitor numbers – the number of people who will visit our sites.
- Economic Impact Assessment – the tourism and wider economic contribution made by our service.
- Health & Wellbeing Assessment – cost savings due to reduced likelihood of GP visits and psychotherapy service.

We also suggest a number of other criteria going forward in order to retrospectively assess the impact of the service to deliver the investment objectives.

2.3 LCC Contribution to the FuturePlan

We estimate the cost for this scheme of work at both CMAG and Lincoln Castle to be £5million, most of which is to fund capital and exhibition installation at CMAG.

We would expect to fundraise for around 70-80% of this figure, which we anticipate would be met from HLF, ACE and other public and private donors. Any expectation to meet 100% of the fundraising goal from external funding sources is unrealistic in today's economic climate, and it would be likely that LCC would have to contribute 20-30% of the total, including cash and in-kind donations. This makes LCC's likely contribution around £1-1.5m.

While it's not possible to provide a Net Present Value figure at the time as we lack a full range of costings and benefits at present, as a headline figure this represents a good return on investment as it will deliver:

- Increased commercial return at Lincoln Castle and CMAG
- New temporary exhibition space created at CMAG
- New art gallery for the Usher collection
- New permanent installation at CMAG
- Better utilisation of existing assets at Lincoln Castle

As such, this investment is crucial to the success of the Cultural Enterprise model and the long-term sustainability of the Heritage Service and the realisation of the other objectives of this scheme of work.

2.4 Visitors Numbers

The success of the Cultural Enterprise model is based on being able to increase the number of visitors to our supersites, which is itself conditional on improving and diversifying the visitor experience. Through this we are able to increase the commercial return and improve financial sustainability.

2.4.1 Visitor numbers at Lincoln Castle

Lincoln Castle has experienced substantial growth in visitors since it reopened in 2015/16. Prior to this visitor numbers were 132,000 in 2013/14 and 107,000 in 2014/15, but jumped to 287,000 in 2015/16. Since this time they have declined to 214,000 in 2016/17 and 195,000 in 2017/18.

This experience is not uncommon across the sector as visits tend to spike in the first year after such projects are finished and then trail off after 2-3 years, which is precisely why additional investment is needed to refresh and diversify the offer. The proposed visitor numbers for Lincoln Castle very much reflect an incremental increase based on the proposed changes as outlined in the Strategic Case (See section 1.9.4.1).

2.4.2 Visitor numbers at The Collection Museum & Art Gallery

Having opened to much fanfare in 2004, visitor numbers at The Collection are now in decline and have fallen from 142,000 (2013/14) to 120,000 (2017/18) and are likely to fall further in 2018/19. This is not surprising given the age of the permanent installation. Indeed, the programme outlined in the Commercial Case is designed to arrest this fall and increase visitor numbers through the provision of temporary exhibitions until the investment to transform it into a Supersite will take place in 2022/23 which is likely to cause a temporary decline in visitor numbers.

As a result, we are expecting that a significant growth in visitor numbers would not be experienced until 2023/24 when the site reopens as The Collection Museum & Art Gallery. The proposed visitor numbers of 175,000 in 2023/24 noted below should be considered a conservative estimate, and could actually be higher, taking into account the explosive growth at Lincoln Castle following its reopening in 2015 (see section 2.4.1 above).

2.4.3 Visitor numbers at other sites

For the purposes of this business case we are expecting little change in visitor numbers at other sites which is reflected in the data below.

2.4.4 Comparative Total Visitor Numbers 2018/19 – 2023/24 – Supersite vs. Status Quo

Proposed comparative visitor figures for the new proposed portfolio for the Cultural Enterprise model for the Heritage Service are provided below, together with a line graph on the following page which better details a site by site comparison. Full details for Visitor Numbers can be found in Appendix 2A.

Heritage Service - Comparative Visitor Figures of Key Sites - Supersite Model (2018/19 - 2023/24)

Financial Year	LCC Contribution to Heritage Service	Total Visitors	LCC Contribution per visitor	Lincoln Castle (Supersite)	The Collection (Supersite)	MLL (Microsite)	BBMFC (Microsite)	GOH (Microsite)
2018/19	£959,510	448,000	£2.14	195,000	120,000	70,000	33,000	30,000
2019/20	£813,675	463,000	£1.76	201,000	130,000	71,000	32,000	29,000
2020/21	£648,524	459,000	£1.41	207,000	135,000	68,000	33,000	16,000
2021/22	£514,778	455,000	£1.13	213,000	140,000	68,000	34,000	
2022/23	£520,421	421,000	£1.24	219,000	100,000	69,000	33,000	
2023/24	£221,666	503,000	£0.44	226,000	175,000	68,000	34,000	
Total	£3,678,574	2,749,000	£1.34	1,261,000	800,000	414,000	199,000	75,000

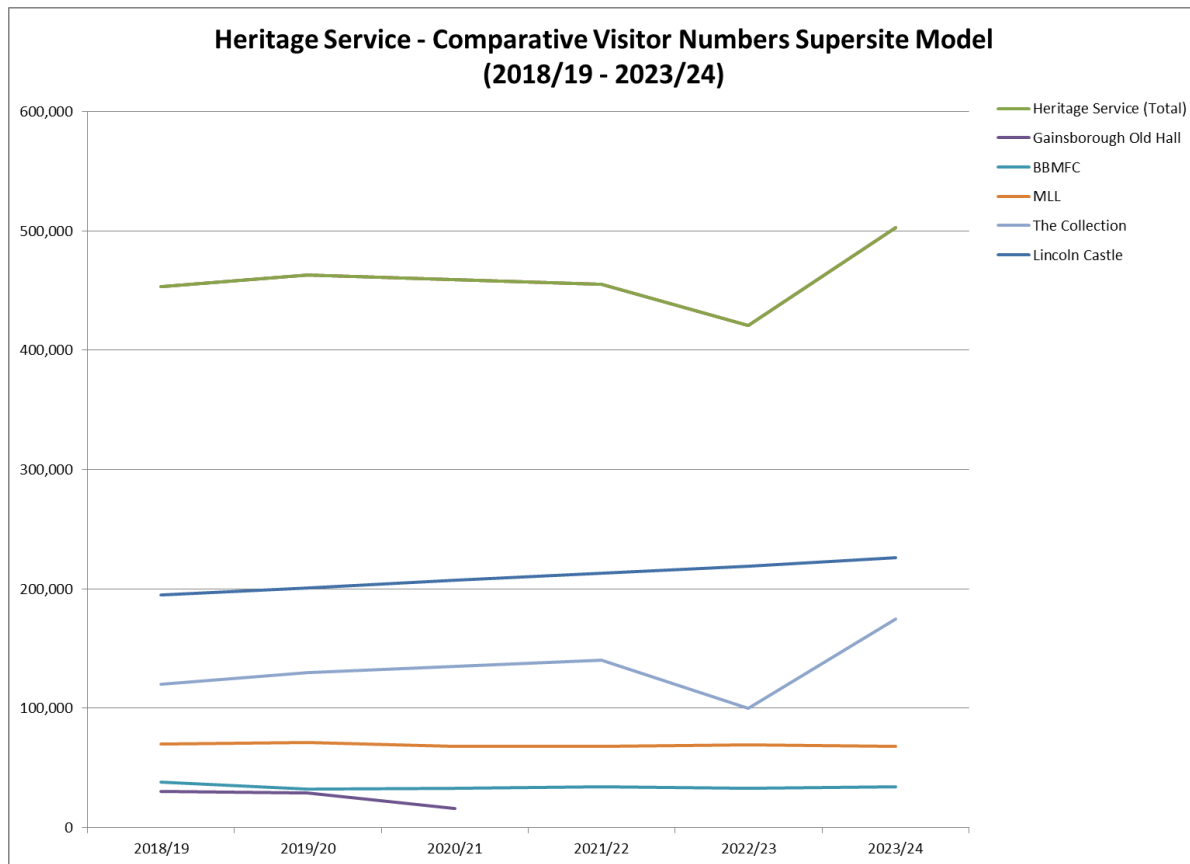
Heritage Service - Comparative Visitor Figures of Key Sites - Status Quo Model (2018/19 - 2023/24)

Financial Year	Total LCC Contribution to Heritage Service	Total Visitors	LCC Contribution per visitor	Lincoln Castle (Supersite)	The Collection (Supersite)	MLL (Microsite)	BBMFC (Microsite)	GOH (Microsite)
2018/19	£959,510	448,000	£2.14	195,000	120,000	70,000	33,000	30,000
2019/20	£921,844	448,000	£2.06	195,000	120,000	70,000	33,000	30,000
2020/21	£926,076	448,000	£2.07	195,000	120,000	70,000	33,000	30,000
2021/22	£891,584	448,000	£1.99	195,000	120,000	70,000	33,000	30,000
2022/23	£954,319	448,000	£2.13	195,000	120,000	70,000	33,000	30,000
2023/24	£970,646	448,000	£2.17	195,000	120,000	70,000	33,000	30,000
Total	£5,623,979	2,688,000	£2.09	1,170,000	720,000	420,000	198,000	180,000

Key points of analysis:

- The list of key sites includes Lincoln Castle, The Collection (including the Usher Gallery as appropriate), MLL, BBMFC & GOH. It does not include those microsites where it is not possible to ascertain visitor numbers.
- Under the supersite model the number of visitors per annum increases from 448,000 in 2018/19 to 503,000 in 2023/24. As the annual number of visitors in the Status Quo model is assumed to be 448,000 per annum, this represents a 12.2% increase in the first full year of the Supersite model.
- Under the Supersite model the number of visits to the two Supersites as a proportion of total visitors increases from 70.3% of all visitors in 2018/19 to 79.7% in 2023/24. (Lincoln Castle's visitor numbers increase from 195,000 in 2018/19 to 226,000 in 2023/24 while The Collection Museum & Art Gallery's visitor numbers increase from 120,000 in 2018/19 to 175,000 following its re-opening in 2023/24.)
- The Heritage Service's financial reliance on LCC is reduced substantially (76.9%) from £959,510 in 2018/19 (£2.14 per visitor) to £221,666 in 2023/24 (£.44 per visitor) under the Supersite model. Across the entire period this averages out at £1.34 per visitor, while under the Status Quo model the average contribution is £2.09 per visitor.
- Microsite performance remains consistent, however as GOH will no longer be managed by LCC from Q3 2020/21 under the Supersite model, the Status Quo model includes around 100,000 extra visitors over the entire period that are not included within the Supersite model.

The graph below indicates comparative visitor figures for each site across the entire period (Supersite model only as the Status Quo model would be the same each year).



2.4.4.1 Visitor numbers beyond 2023/24

It is extremely difficult to ascertain visitor performance for the Heritage Service beyond 2023/24 as this would be the seventh year of the model and any attempt to calculate this would be subject to a wide range of hypotheses so that it would no longer be sufficiently reliable. However, it's also acknowledged that this business case is proposing a case for the long-term sustainability of the Heritage Service and there will be an interest in performance beyond the 2023/24 period proposed.

In this case, it's important to acknowledge the shift to a Cultural Enterprise model and the investment in the Supersite concept. This is intended to increase the commercial returns of the Heritage Service by diversifying its programme and focusing on customer need. More flexible spaces will support this programme and the Commercial case outlines a number of strands of activity that will continue to deliver commercial returns.

It's also worth highlighting some elements already raised in the Strategic Case. Growth in inbound tourism is set to increase until 2027, as is growth in domestic tourism, while rail and road networks are improving in Lincolnshire. This will also contribute to ongoing growth for the Heritage Service.

As a result it can be assumed that the performance of the Heritage Service will remain at those similar levels as described in 2023/24, with potential for further growth in another phase of the FuturePlan, should one be developed. These impacts could be experienced more quickly if the entire transformation process were accelerated; however the nature of both the fundraising and museum design process means that the proposed timeline is realistic.

2.5 Economic Impact Analysis

The Association of Independent Museums has produced a straightforward approach to economic impact assessment⁴⁰ in order to help museums assess the impact they have on their local economy. The Toolkit was produced in 2010, and later revised in 2014 with updated tourism spend metrics, and more detailed geographic assumptions for day visits. This takes into account both the visitor number and operating costs in order to create a reliable and comparative set of metrics to create Tourism and Wider Economic Impact.

We have used the 2014 model in order to assess the economic impact of the proposed scheme of work. Data for non-staff costs and site expenditure on Goods/Services is taken from the projections noted in the Financial Case and are detailed here for illustrative purposes only.

Employment Impact, which indicates the direct impact of employees on the local economy, has not been calculated because we currently lack sufficient data on staff in order to model this and the results would not be reliable.

2.5.1 Economic Impact Assessment 2018/19 - 2023/24

These are detailed in the table below (full data can be found in Appendix 2B) for both the Supersite model and also for the Status Quo.

Please note that this is for Key Sites only, namely Lincoln Castle, The Collection, MLL, BBMFC, and Gainsborough Old Hall (where appropriate) and includes only their respective operational costs. It does not include operational costs for Discover Stamford, Windmills (Except Ellis Mill which is included with MLL), Heritage Skills Centre, Aviation Heritage, Development Activity, Central budgets and HLF Bursary projects, because these strands of work are not appropriate for this particular model. This explains the difference between non-staff costs in the table below and those noted in the Financial Case which, as an operational budget, includes all Heritage Service cost centres.

As previously stated in 2.5, it also does not include salary costs.

Tourism & Wider Economic Impact of Key Sites - Supersite Model - (2018/19 - 2023/24)

Financial Year	Total Visitors	Non-Staff Costs	Expenditure on Goods & Services	Tourism Impact (£)	Wider Economic Impact (£)
2018/19	448,000	£1,639,697	£716,016	£10,020,457	£10,736,473
2019/20	463,000	£1,693,808	£739,645	£10,300,419	£11,040,064
2020/21	459,000	£1,684,671	£731,782	£10,140,655	£10,872,437
2021/22	455,000	£1,673,341	£722,721	£9,960,748	£10,683,469
2022/23	421,000	£1,714,754	£740,713	£9,416,640	£10,157,353
2023/24	503,000	£1,707,911	£738,362	£10,872,324	£11,610,686
Total	2,749,000	£10,114,182	£4,389,238	£60,711,243	£65,100,482

⁴⁰ See <https://www.aim-museums.co.uk/wp-content/uploads/2017/02/AIM-Economic-Impact-Toolkit-2014.pdf>

Tourism & Wider Economic Impact of Key Sites - Status Quo Model - (2018/19 - 2023/24)

Financial Year	Total Visitors	Non-Staff Costs	Expenditure on Goods & Services	Tourism Impact (£)	Wider Economic Impact (£)
2018/19	448,000	£1,639,697	£716,016	£10,020,457	£10,736,473
2019/20	448,000	£1,693,808	£739,645	£10,020,457	£10,760,102
2020/21	448,000	£1,746,316	£762,573	£10,020,457	£10,783,031
2021/22	448,000	£1,800,451	£786,213	£10,020,457	£10,806,670
2022/23	448,000	£1,856,265	£810,586	£10,020,457	£10,831,043
2023/24	448,000	£1,913,809	£835,714	£10,020,457	£10,856,171
Total	2,688,000	£10,650,346	£4,650,746	£60,122,744	£64,773,490

Key points of analysis:

- Overall, the Supersite model delivers a marginally higher return for both Tourism Impact (1%) and Wider Economic Impact (0.5%) than the Status Quo 2018/19 – 2023/24.
- However, the most insightful data is revealed in 2023/24 under the first full year following the opening of The Collection Museum & Art Gallery under the Supersite Model. As a result of the increase in visitor numbers and a more efficient operational model, Tourism Impact is 8.5% greater than the Status Quo while the Wider Economic Impact increases to 7.3% compared to the Status Quo.

2.5.1.1 Visitor numbers beyond 2023/24

It is extremely difficult to ascertain both Tourism and Wider Economic Impact beyond 2023/24 as this would be the seventh year of the model and any attempt to calculate this would be subject to a wide range of hypotheses so that it would no longer be sufficiently reliable. However, it's also acknowledged that this business case is proposing a case for the long-term sustainability of the Heritage Service and there will be an interest in performance beyond the 2023/24 period proposed.

As stated in 2.4.4.1, it's important to acknowledge the shift to a Cultural Enterprise model and the investment in the Supersite concept. This is intended to increase the commercial returns of the Heritage Service by diversifying its programme and focusing on customer need. More flexible spaces will support this programme and the Commercial case outlines a number of strands of activity that will continue to deliver commercial returns.

It's also worth highlighting some elements already raised in the Strategic Case. Growth in inbound tourism is set to increase until 2027, as is growth in domestic tourism, while rail and road networks are improving in Lincolnshire. This will also contribute to ongoing growth for the Heritage Service.

As a result it can be assumed that the performance of the Heritage Service will remain at those similar levels as described in 2023/24, with potential for further growth in another phase of the FuturePlan, should one be developed. These impacts could be experienced more quickly if the entire transformation process were accelerated; however the nature of both the fundraising and museum design process means that the proposed timeline is realistic.

2.6 Health & Wellbeing Impact

DCMS commissioned research to assess the cost savings on NHS services due to the reduced likelihood of GP visits and psychotherapy services⁴¹ as a result of visits to museums, galleries and heritage sites. The findings suggested that engagement with different forms of culture will deliver a different range of savings depending on the kind of visit that takes place.

These have been calculated for the Supersite and Status Quo options in order to provide comparative data for health & wellbeing impacts of the proposed scheme of work. We have used the following amounts advised by DCMS:

- Health
 - £2.59 per adult visitor to a heritage site
 - £1.89 per adult visitor to a museum
- Wellbeing
 - £3.50 per adult visitor to a heritage site
 - £2.55 per adult visitor to a museum

There are several aspects that contextualise our understanding of a Health & Wellbeing assessment.

- Impact is explicitly related to the number of adult visitors only. Therefore, redefining the visitor profile to engage more families, for example, which is an aspiration of the Heritage Service, would lead to a downward trend in the Health & Wellbeing impact even if the overall number of visitors increases. At present there is no way to reliably estimate a similar economic impact for families.
- Simply visiting a site is not necessarily a measure of impact. Lower quality visitor experiences will deliver lower results, even if they are not explicitly measured. In this way, any investment in improving the quality of the experience is more likely to deliver transformative outcomes and also increased savings to NHS and mental health services as a result. At present, the model is not sophisticated enough to reflect this, however it can be assumed that any investment outside of the status quo is likely to deliver deeper impact and improved savings.
- Making a definitive link between cultural engagement and health & wellbeing outcomes does create the potential to develop new strategic commissioning partnerships and audience development opportunities that could deliver wider economic returns in the future.

As with previous analysis, this has been calculated across the full scheme of this work (2018/19 – 2023/24, however this data requires the use of adult visitor numbers only.

2.6.1 Health & Wellbeing impact 2018/19 – 2023/24

These are detailed in the tables below (full data can be found in Appendix 2C) for both the Supersite and Status Quo models.

⁴¹ Simetrica (2015), '[Further analysis to value the health and educational benefits of sport and culture](#)', DCMS, March 2015.

Heritage Service - Health & Wellbeing Impact Data - Supersite Model (2018/19 - 2023/24)

Financial Year	Total Visitor Volume	Total Adult Visitor Volume	Health Cost Savings (Adult visitors only)		Wellbeing Cost Savings (Adult visitors only)		Heritage Service Total per annum
			Heritage @ £2.59	Museum @ £1.89	Heritage @ £3.50	Museum @ £2.55	
2018/19	448,000	311,349	£473,605	£242,846	£640,007	£327,650	£1,684,107
2019/20	463,000	320,936	£479,904	£256,369	£648,519	£345,895	£1,730,686
2020/21	459,000	315,707	£463,758	£258,269	£626,700	£348,458	£1,697,183
2021/22	455,000	310,130	£440,999	£264,335	£595,945	£356,643	£1,657,923
2022/23	421,000	288,468	£449,502	£217,189	£607,436	£293,033	£1,567,160
2023/24	503,000	341,388	£463,760	£306,804	£626,703	£413,942	£1,811,208
Total	2,749,000	1,887,978	£2,771,528	£1,545,812	£3,745,308	£2,085,620	£10,148,268

Heritage Service - Health & Wellbeing Impact Data - Status Quo Model (2018/19 - 2023/24)

Financial Year	Total Visitor Volume	Total Adult Visitor Volume	Health Cost Savings (Adult visitors only)		Wellbeing Cost Savings (Adult visitors only)		Heritage Service Total per annum
			Heritage @ £2.59	Museum @ £1.89	Heritage @ £3.50	Museum @ £2.55	
2018/19	448,000	311,349	£473,605	£242,846	£640,007	£327,650	£1,684,107
2019/20	448,000	311,349	£473,605	£242,846	£640,007	£327,650	£1,684,107
2020/21	448,000	311,349	£473,605	£242,846	£640,007	£327,650	£1,684,107
2021/22	448,000	311,349	£473,605	£242,846	£640,007	£327,650	£1,684,107
2022/23	448,000	311,349	£473,605	£242,846	£640,007	£327,650	£1,684,107
2023/24	448,000	311,349	£473,605	£242,846	£640,007	£327,650	£1,684,107
Total	2,688,000	1,868,094	£2,841,629	£1,457,077	£3,840,039	£1,965,897	£10,104,641

Key points of analysis:

- Over the period of this scheme of work the Supersite model delivers marginally more (0.4%) combined Health & Wellbeing savings than the Status Quo model.
- However, in 2023/24, when The Collection Museum & Art Gallery opens as a Supersite, the savings are 7.5% more than the same year in the Status Quo model, reflecting the increase in visitors.
- The lower performance delivered in the preceding year under the Supersite model can be attributed to the lower number of visitors at The Collection prior to its reopening as a Supersite and the loss of visitors from the handover of GOH to a third party.

2.6.1.1 Health & Wellbeing impact beyond 2023/24

It is extremely difficult to ascertain Health & Wellbeing Impact beyond 2023/24 as this would be the seventh year of the model and any attempt to calculate this would be subject to a wide range of hypotheses so that it would no longer be sufficiently reliable. However, it's also acknowledged that this business case is proposing a case for the long-term sustainability of the Heritage Service and there will be an interest in performance beyond the 2023/24 period proposed.

As stated in 2.4.4.1 and 2.5.1.1, it's important to acknowledge the shift to a Cultural Enterprise model and the investment in the Supersite concept. This is intended to increase the commercial returns of the Heritage Service by diversifying its programme and focusing on customer need. More flexible spaces will support this programme and the Commercial case outlines a number of strands of activity that will continue to deliver commercial returns.

It's also worth highlighting some elements already raised in the Strategic Case. Growth in inbound tourism is set to increase until 2027, as is growth in domestic tourism, while rail and road networks are improving in Lincolnshire. This will also contribute to ongoing growth for the Heritage Service.

As a result it can be assumed that the performance of the Heritage Service will remain at those similar levels as described in 2023/24, with potential for further growth in another phase of the Future Plan, should one be developed. These impacts could be experienced more quickly if the entire transformation process were accelerated; however the nature of both the fundraising and museum design process means that the proposed timeline is realistic.

2.7 Future forms of assessment

Evidencing the impact of culture is often challenging, though not impossible, and the options provided below are intended to support wider discussion to decide those KPIs which can be used to ensure that the Heritage Service can report against the Investment Aim and Objectives.

All KPIs can be broken down into four key areas. These are:

- Reach – audience size and demographics, including age, ethnicity, gender, etc.
- Quality – Internal efficiency, audit trail, recommendations from and number of repeat visitors
- Impact – softer measures depending on the audience based on three key outcomes: discovery (knowledge-based), participation (active engagement), and transformation (attitude change and/or skill improvement)
- Value – costs, income or other forms of commercial return, etc.

How these are evidenced in relation to the Investment Objectives noted above varies and is dependent on clearly articulating the priorities for the scheme of work, taking into account the resources available to deliver these. The specific KPI would be agreed with LCC and the Heritage Service's Advisory Panel (see the Management Case)

Investment Objective	Proposed evidence format
IO1: Establish a cultural enterprise model to support the long-term financial sustainability of the heritage service.	<ul style="list-style-type: none"> • Financial self-sufficiency of Heritage Service, including income generated. • Ability to secure fundraising investment, including from private, public and corporate sources. • Success of commercial strategy to increase ticketing spend, etc.
IO2: Improve the visitor experience by sharing Lincolnshire's stories in relevant and distinctive ways, while also delivering a wide range of educational, health & wellbeing, and other social outcomes.	<ul style="list-style-type: none"> • Adoption of Lincolnshire DNA framework, rollout and evidence of impact – no of stories, people, etc. • Health & Wellbeing measures, including savings to NHS and mental health services. • No of schools visits.
IO3: Support economic growth by placing Lincolnshire's world-class culture and heritage at the heart of the visitor economy.	<ul style="list-style-type: none"> • Economic impact assessment. • Visitor numbers to our sites and to Lincolnshire. • Increase in employment using VisitBritain measures of x1 FTE is created with £54,000 increase in income.

<p>IO4: Placemaking – leverage Lincolnshire's world-class culture and heritage to support the county's ambitions to compete at a higher level on the national and international stage.</p>	<ul style="list-style-type: none"> • Visitor numbers. • Formal qualitative assessment. • Public perception. • Press articles, mentions, social media activity, etc. • No of temporary exhibitions, subject matter, museum of origin, relative status.
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While resource limitations may not allow the full range of these KPIs to fully assess impact, they can be carefully selected to present both the breadth and depth of impact related to the work that the Heritage Service delivers.

2.8 Conclusions

Four different methods have been used in order to assess the Economic Case related to this scheme of work. These are LCC's estimated contribution to the proposed changes to the development of two supersites, Visitor numbers, Economic impact (Including both Tourism Impact and Total Economic Impact), as well as Health & wellbeing Impacts.

In each case it is clear that a targeted investment through the Supersite model would deliver an increase in Visitor numbers, Tourism Impact and Wider Economic impact, as well as Health & wellbeing. As a direct comparison between the Supersite and Status Quo models there is only a modest improvement in performance with the Supersite model, however greater impact will be unlocked once The Collection Museum & Art Gallery opens as a Supersite in 2023/24. Although it is very difficult to estimate performance beyond this, based on the experience of Lincoln Castle Revealed we can assume an increased level of impact as to that experienced in 23/24. These impacts could be experienced more quickly if the entire transformation process were accelerated; however the nature of both the fundraising and museum design process means that the proposed timeline is realistic.

As a result, the FuturePlan should be seen as a long-term investment to ensure that the Heritage Service is able to maintain relevance for future generations, support its aspirations for greater levels of financial self-sufficiency, and support LCC's wider ambitions to make Lincolnshire an attractive place to live, grow, and invest.

A range of other options have also been provided in order to support ongoing reporting of the performance of the Heritage Service. While these do not support this specific investment, they do address the need for ongoing KPIs to ensure the Heritage Service continues to deliver against the investment objectives across the duration of this scheme of work.

3 Commercial Case

3.1 Introduction

The Commercial Case demonstrates that the proposed operating model represents a commercially viable operation.⁴²

With regards to this business case and the key investment aim - to establish a sustainable heritage service that can leverage the full value of Lincolnshire's world-class culture and heritage to the full benefit of the county and its visitors, the Commercial Case is explicitly concerned with IO1:

IO1: Establish a cultural enterprise model to support the long-term financial sustainability of the heritage service.

Delivering IO1 would then substantially drive delivery of the other three objectives:

IO2: Improve the visitor experience by sharing Lincolnshire's stories in relevant and distinctive ways, while also delivering a wide range of educational, health & wellbeing, and other social outcomes.

IO3: Support economic growth by placing Lincolnshire's world-class culture and heritage at the heart of the visitor economy.

IO4: Placemaking – leverage Lincolnshire's world-class culture and heritage to support the county's ambitions to compete at a higher level on the national and international stage.

It should be noted that this Commercial Case does not significantly challenge the underlying business model of the provision of a number of sites, which are free to access at the point of delivery, notably The Collection, MLL, and to a certain degree, Lincoln Castle. Instead it focuses on the creation of a more successful Freemium model which can derive income from a number of additional sources to create a more financially sustainable Heritage Service.

While it would be possible to make the case that introducing ticketed and chargeable entry for all our sites would make the sites more financially sustainable, the result would be a significant reduction in visitor numbers which would potentially undermine the other IOs in this DBC, as well as a number of LCC's other strategic goals to drive growth in the visitor economy and deliver health & wellbeing outcomes for the benefit of Lincolnshire residents.

3.2 Changing approaches to Commercial Strategy in the museum sector

Museums have tended to follow a commercialisation strategy which was an extension of the UK Government's cultural policy which operated 1997-2010. This model was largely developed for national museums that were well-funded through generous grant-in-aid which covered core costs but which also allowed them to experiment through temporary exhibitions programme without threatening core operating costs if they were not successful. This model also allowed museums to retain income from ticketing, thus rewarding them for their innovation, and also to supplement this income through wider fundraising activity, while also maintaining free access to permanent collections for all visitors.

⁴² Please note that under the Treasury Green Book methodology all operational financial data is detailed in the Financial Case.

Grant-in-aid funding has been reduced substantially over recent years, so much so that it has become essential for almost all cultural organisations to develop alternative forms of income in order to keep the doors open. Over time this has effectively redefined these national museums as Cultural Enterprises rather than as a traditional service subsidised by the public purse. This has been challenging for the entire sector, and while there are success stories, these are largely in national institutions that have the following characteristics:

- They are based in large cities with sizeable populations, thus ensuring that there is sufficient number of people that would be interested in their particular niche.⁴³
- They hold, or at least have access to, world-leading collections within their specific areas of interest, which has, given the scarcity of public access to these collections, allowed them to raise ticket prices substantially⁴⁴.
- They have reduced permanent display space and replaced them with multiple temporary spaces and offered a seasonal programme of exhibitions to increase consumer choice and drive up spend per visitor. This is also reflected in a push toward more annual memberships.
- They are able to leverage large-scale commercial retail and café opportunities to increase secondary spend or to become a destination in their own right.
- They have become more audience-focused through the use of segmentation tools which has necessitated a change in the kind of exhibitions they deliver.
- An explosion of professional fundraising has taken place. This is the key growth area in employment with the sector.
- They have repositioned themselves as key drivers (and beneficiaries) of a growing visitor economy.
- They have developed strong brands which have been used to leverage significant corporate partnerships.

The most successful nationally funded institutions are now able to sustain themselves with around 1/3 of operating income from grant-in-aid and 2/3 of operating income from wider commercial operations, including retail, café, ticketing, sponsorship, fundraising, etc.

However, it should be noted that driving up this commercial income is dependent on demand side factors, most notably the size of the available audience. Indeed, the further you move out of central London, the more challenging it becomes to sustain this particular commercial proposition. This is still the case in major urban metropolis like Birmingham, Manchester and Leeds, whose cultural attractions are still facing a range of financial challenges.

Unlike London, Lincolnshire does not have a population of 7 million and a visitor economy shaped by 42 million inbound tourists who visit annually, so delivering traditional exhibitions that focus only on a particular niche, whatever their inherent museological quality, is unlikely to deliver a successful commercial programme. In other words, even if you could import the V&A (or the NPG, etc.) wholesale in Lincolnshire, it still wouldn't be a commercially sustainable offer because the audience appetite for such a collection is not (yet) large enough.

⁴³ London, for example, has a population of over 7 million and hosts 42 million inbound visitors a year

⁴⁴ For example, TATE now charges approx. £20 for exhibitions, the National Gallery £18 and the British Museum £17, while a day out at the Tower of London is £22.70 and Hampton Court Palace is £19.20.

3.3 Developing a new business model – moving to Freemium

A business model details the way in which a business (including not-for-profit or public institutions) organises its resources to generate sufficient income (or other mission critical impacts) to sustain itself. At present, the Heritage Service's business model is not sustainable as LCC has implemented funding cuts, but the present levels of income are insufficient to sustain the service. The result is that there needs to be a fundamental change in the business model in order to focus on developing greater levels of income.

The success of a business model is dependent on the value that it creates for its customers, who will then exchange money (or time, effort, etc.) for this value. This is called a value proposition. All things being equal, if the Heritage Service is unable to generate sufficient income from its services, it is because the associated value proposition of those services does not sufficiently resonate with enough members of the public to warrant their investment in it through ticketing and other commercial activity.

The Commercial Strategy for this DBC is concerned with ensuring that both the value proposition and business model are aligned. In this way the Heritage Service will be able to deliver the right kind of value to our audiences who will be prepared to pay for the services we provide, thus allowing the Heritage Service to be sustained in line with LCC's expectations.

We are proposing that the Heritage Service's business model shifts to what is called a Freemium business model. The term freemium is coined from 'free' and 'premium'. A basic version of the service is provided free of charge and at minimum cost in the hope that audiences will be converted by the value proposition and be prepared to pay for additional value.

Such a model is already in use at Lincoln Castle and has been integral to the site's success and the contribution it makes to LCC. We are suggesting that this model needs to be implemented at The Collection, following the proposed development works, which would create a smaller 'free' offer and a larger 'premium' offer with larger commercial potential. At the same time, this needs to be scaled up across the entire service to take advantage of the opportunities this provides for fundraising, membership, events, sponsorship, etc.

Developing this approach requires a fundamental shift in the value the Heritage Service creates for its audiences and therefore for itself. It must be understood that commercial success will not come from the traditional approach of worthy but dull exhibitions because there is insufficient interest in Lincolnshire to justify the financial investment, let alone the commercial return. Instead, the value we create must be aligned to the ways in which we can make heritage and culture more accessible to a much wider range of people. In other words, it is the audiences' needs, wants and motivations for engagement, not access to the museum's rare collections, which must drive the content of exhibitions and events going forward in order to unlock the commercial potential of the Heritage Service.

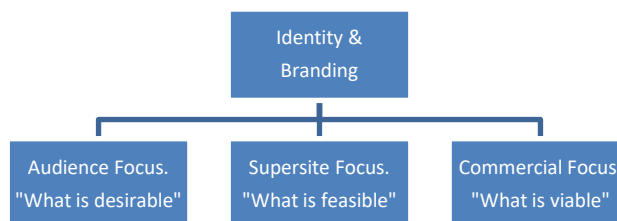
3.4 Our winning aspiration – to create a sustainable cultural enterprise model

Above all, our winning aspiration for the Commercial Strategy is to ensure the long-term economic sustainability of the Heritage Service. This is underpinned by the following:

- Widen the range of audiences which visit our sites.
- Improve the quality of the visitor experience, including engagement levels.

- Generate income to support the development of the service.
- Support wider initiatives to increase organisational efficiency.

This Commercial Strategy lays out the direction of travel toward the development of a successful cultural enterprise model. At its top level this is comprised of the following:



These four areas will now be assessed individually.

3.4.1 New purpose and identity of the Heritage Service

Key to unlocking increased commercial activity is a new purpose and identity for the Heritage Service. The current purpose represents a one-way traditional service-based approach in which the service is funded to deliver what they feel is best to the public. A new purpose must give all stakeholders a reason to care about engaging with the service. It answers the 'So what?' questions about why we choose to deliver culture and heritage in LCC.

In other words, in a busy world with considerable competition for audience time, money and attention, we need to give our audiences a reason to engage with us that creates value for them and would compel them to visit. This needs to go much further and resonate more deeply than highlighting supply side factors about the value of our collections on the assumption that audiences recognise that it's good for them to know about the culture on their doorstep.

Draft vision and mission statements have been suggested within the Strategic Case, noted below, which are intended as placeholders and indicate direction of travel.

Vision: To place culture and heritage at the heart of Lincolnshire life.

Mission: We help *everyone* explore the story of Lincolnshire, its identity and significance through its unique geography, history and culture.

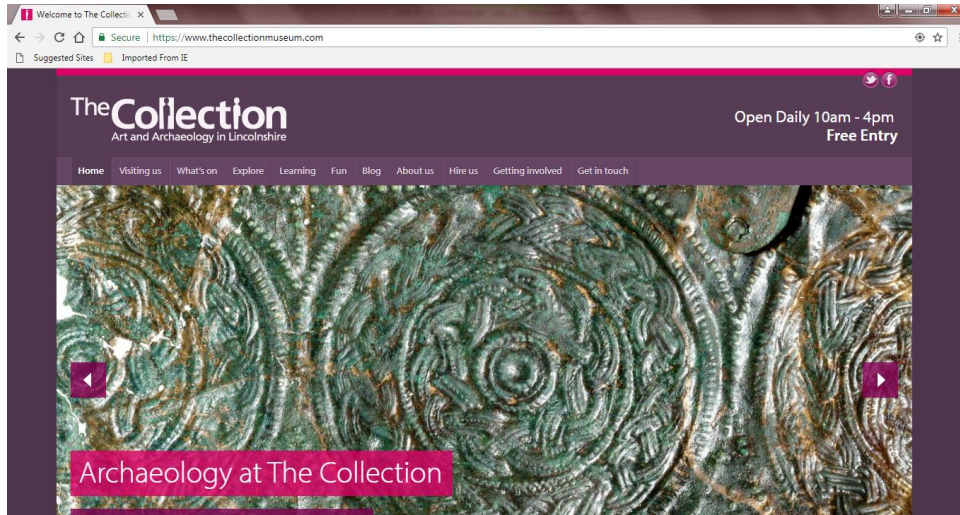
As previously stated, this opens up the interpretation of what culture and heritage mean and gives permission for the Heritage Service to create innovative experiences that are relevant to a wider range of audiences going forward. It also explicitly states that culture and heritage are for everyone whatever their age or background.

3.4.2 New branding for the Heritage Service

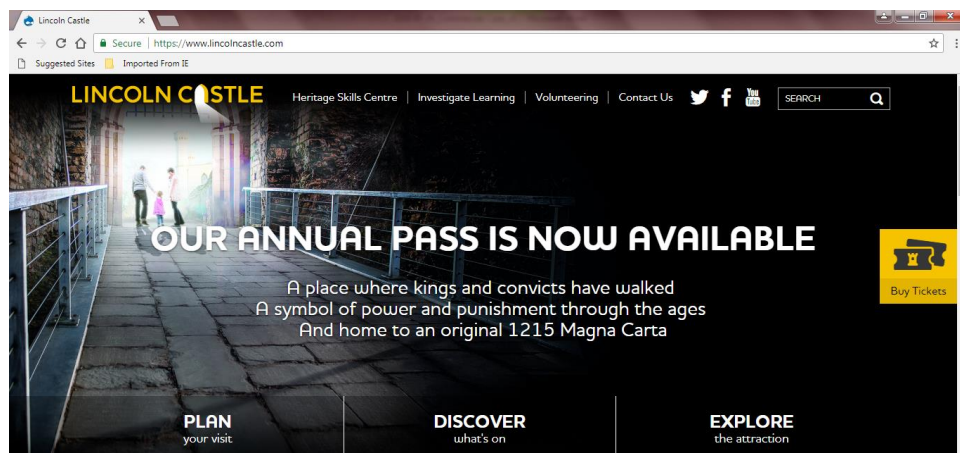
As well as there being no clear purpose to the service, there is also no brand that unifies the different offers or sites.

For example, while The Collection and Lincoln Castle have their own websites, MLL is hosted on the LCC site. Branding, where it exists for individual sites, is also not complimentary. As far as the public

is concerned, they are run by different organisations; there is little evidence of a relationship between them, meaning that not only are they largely in competition with one another for the public's time and money, but they are also unable to leverage the advantages of being within the same portfolio.



The Collection



Lincoln Castle

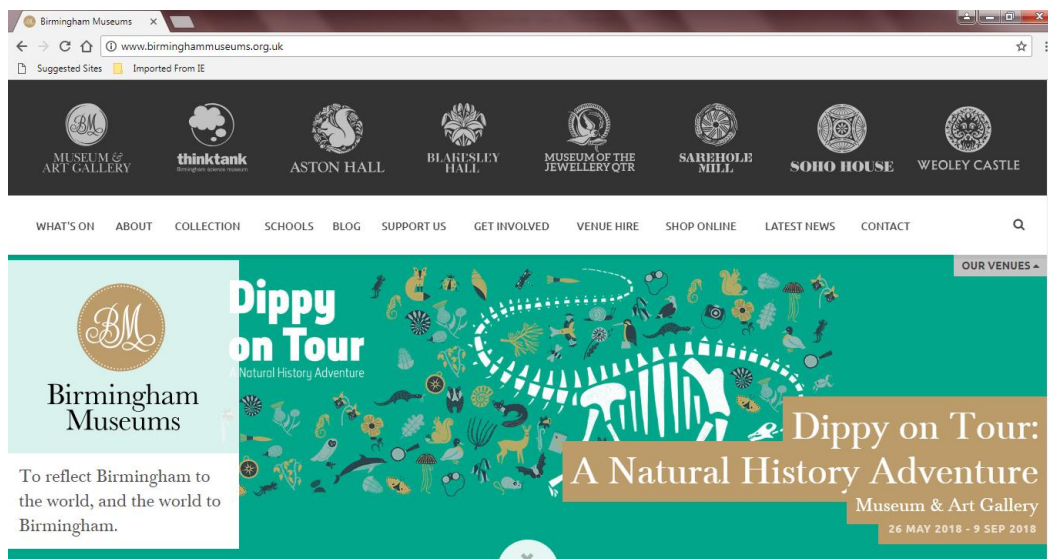


Museum of Lincolnshire Life

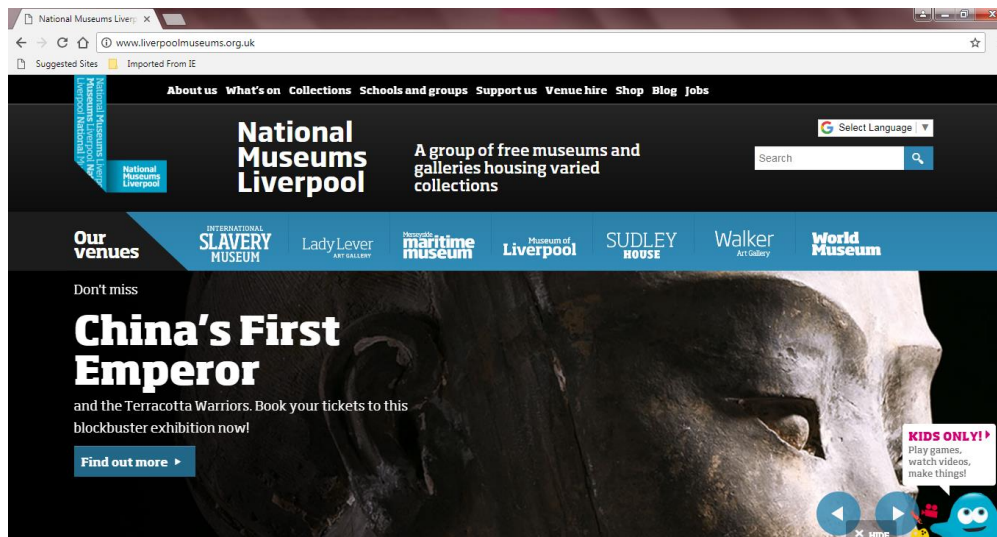
This approach must change in order to make the commercial proposition more sustainable. It is increasingly used by many other museum groups including:

- Historic Royal Palaces (six sites)
- TATE (four sites)
- National Museums Liverpool (seven sites)
- National Museums Northern Ireland (three sites)
- Birmingham Museums (eight sites).

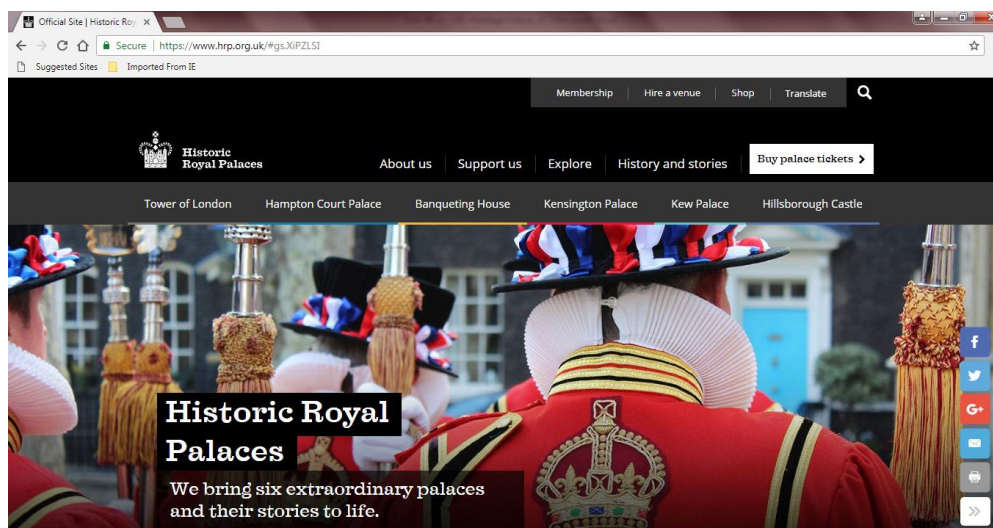
This is best represented on their websites, screenshots for some are noted below.



Birmingham Museums



National Museums Liverpool



Historic Royal Palaces

Unifying the supersites under a single identity with a clear purpose and branding would give the Heritage Service a clear outward facing purpose and reason to engage with the public. The advantages of this are numerous, it would:

- Enable a more customer-focused approach as it allows audiences to consider multiple options based on their needs and wants, rather than checking several websites.
- Inform our choices around the kind of exhibitions and events we put on display, can charge for, and what constitutes success.
- Increase potential for more ticketing options, including cross-selling, membership and sponsorship schemes that would raise the average ticket yield.
- Encourage wider collaboration and reduces competition between sites.
- Support fundraising efforts by increasing the potential range of sponsorship schemes for wealthy patrons as they would patronise the entire service, rather than a single project or site.
- Produce economies of scale and scope across the organisation.
- Help to foster stronger relationships across all sites and for staff toward the brand, rather than a single site.
- Support senior leaders to communicate the future direction and aspirations of the service at a corporate level with one single voice.
- Reinforce the supersites approach and the associated merits.
- Increase the potential for cross-site strategies to be implemented, including learning, interpretation, commercial events, etc.
- Increase the potential to recruit high quality volunteers to support services.
- Strengthen the service's voice within the museum sector and allow it to compete it at a higher level in obtaining temporary exhibitions.
- Support wider objectives to reposition the service as a key driver of the visitor economy, an approach that has delivered huge dividends in Liverpool over the last decade.

3.4.3 Three foundation pillars for commercial growth

Beneath the new identity and branding are three key commercial pillars which detail the areas where the Heritage Service would focus or 'play'. These are the key enablers toward commercial success.

1. Driving growth through a focus on audiences
2. Developing supersites to enable commercialisation
3. Developing a portfolio business models and value propositions to create commercial income

3.4.3.1 Driving growth through a focus on audiences

Traditionally, museum services work on the premise that as the experts in their field they are best-placed to communicate the meaning and value of their collections to visitors. The idea underpinning this is that it is generally considered good citizenship to 'know about' culture and that it has beneficial side effects on health, wellbeing and education. And while there are elements of truth to this, what typically happens in practice that left to their own devices museums attract the same narrow range of audiences at the expense of all others.

However, a range of audience segmentations tools have recently been developed which are increasingly challenging the status quo outlined above. These seek to align motivations to engage with culture – why they would engage with culture, with the way in which different audiences like to engage with culture – what kind of activities they like to do. By analysing the available data it's then possible to understand which segments live close to your sites and how they like to engage with culture, which can be used to inform development of the public programme. This is what it means to create what is desirable.

In order to utilise the power of this data, it's proposed that the Heritage Service would begin to use *Audience Finder* by The Audience Agency. This is a national audience data and development programme, which enables cultural organisations to share, compare and apply insight. It provides tools for collecting and analysing data in a standardised way which builds a clear picture of audiences locally and nationally. The results help organisations find new audience opportunities using a range of tools, features and support, including user-friendly reporting dashboards, online mapping and insight tools, and the opportunity to work in collaborative, data-sharing groups.

Although developed and managed by The Audience Agency, it is funded by Arts Council England, and is now used by over 10,000 culture professionals each year. In fact, the tipping point is fast-approaching where we would be at a competitive disadvantage by not moving toward an audience segmentation system.

A few examples of the power of this data would provide some insight as to its potential value. In the East Midlands, for example, the average yield across all cultural forms is as follows:

Art form	Average ticket yield
Children and family	£13.03
Christmas show	£21.09
Contemporary Visual Arts	£9.50
Dance	£28.21
Film	£7.20
General Entertainment	£20.10

Literature	£10.42
Museums & Heritage	£9.63
Music	£29.75
Musical Theatre	£30.81
Outdoor Arts	£27.20
Plays/Drama	£21.12
Workshops	£17.04

- Ticket yield for Museums & Heritage (£9.63) is comparatively low which reinforces why it's essential to deliver programming with a strong value proposition for audiences so that more would attend. Niche programming that would be successful with a larger audience base in London is not sustainable in Lincolnshire.
- Integrating an annual focus on a Christmas Show (£21.09) or a summer focus on Children and family (£13.03) would raise ticket yield substantially.

Proposed exhibitions and events can be aligned with key segmentation of audiences⁴⁵. In the East Midlands, for example, the segmentation is as follows:

Audience Spectrum segment	East Midlands		England		Index
	Count	%	Count	%	
Metroculturals	5,057	0%	2,342,194	5%	3
Commuterland Culturebuffs	323,682	8%	5,315,818	12%	71
Experience Seekers	220,995	6%	3,921,781	9%	65
Dormitory Dependables	617,782	16%	6,998,182	15%	102
Trips & Treats	883,929	22%	7,169,496	16%	143
Home & Heritage	470,029	12%	4,626,424	10%	118
Up Our Street	471,357	12%	3,959,433	9%	138
Facebook Families	556,640	14%	5,188,457	11%	124
Kaleidoscope Creativity	168,264	4%	4,090,824	9%	48
Heydays	212,800	5%	1,983,510	4%	124
Unclassified	34,007		410,732		
Adults 15+ estimate 2016	3,930,535		45,596,119		

Base totals and percentages do not include unclassified psotcodes.

Some immediate insights are:

- By focusing exhibition programming on *Trips & Treats*, *Dormitory Dependables* and *Facebook Families*, those groups with more conservative tastes, it is possible to appeal to almost 2,000,000 people within the East Midlands, around half of the population. This helps to explain the success of Lincoln Castle which delivers a strong value proposition as a great (but traditional) day out.
- Avoid programming for *Metroculturals* and *Kaleidoscope Creativity*, who prefer cutting edge and innovative programming. In Lincolnshire this would lead to a poor return on investment because of the comparative lack of population density - only 4% of the population (175,000 people) in East Midlands. To make an exhibition successful for this group would mean we'd have to attract around 1/3 of this figure to attend, an over-optimistic assumption.

⁴⁵ Descriptions of all segments are in Appendix 3A.

- Traditional museum exhibitions tend to appeal to *Commuterland Culturebuffs* who make up only 8% (323,000 people) of the East Midlands population. This helps to explain why previous exhibitions in the Heritage Service have not been commercially successful.

The reality is that it is only through an unrelenting focus on audiences the Heritage Service would attract with a wider audience base, but would also be more commercially sustainable as a result. A whole organisation approach is required to deliver this.

Leveraging audience data in order to inform exhibition development is absolutely essential to this process and the Heritage Service must invest in order to develop expertise. This would necessitate building relationships with external consultants such as the Audience Agency. An audience development strategy, which would sit alongside the Interpretation Strategy and Pricing and Ticketing Strategy, is required to develop this further.

3.4.3.2 Creating Supersites that support commercialisation

The concept of Supersites has already been explored in some detail within the Strategic Case, but is worth repeating here in highlighted form to support the Commercial Case.

Most of our current heritage portfolio is delivered through a microsite approach, where one story is told which is based on a particular heritage site or collection. Although there may be some income-generation through ticket sales, with secondary retail or café activity, they fundamentally offer little motivation for visitors to return and are limited in their commercial scope as a result.

Supersites, on the other hand, are specifically designed to facilitate the kind of programme that enables visitors to return often through the provision of a varied programme in the form of a hub and spoke model. In practice this means that each supersite would provide a permanent offer, effectively the hub, as well as a rotating programme of temporary exhibitions and events, effectively the spokes.

The permanent offer at each site would be based on the Lincolnshire DNA framework, providing an engaging and inspiring story of Lincolnshire and how it has evolved over time – helping Lincolnshire residents to understand how the county has developed its distinctive identity and offering a distinctive experience for visitors from outside the county to engage with the county in accessible ways.

These stories would be told in a complementary fashion across Supersites so that each supersite can excel in its own way. Lincoln Castle would develop its focus as an outstanding visitor attraction, providing a great day out for its visitors, and The Collection Museum & Gallery would develop as a museum by adding a contemporary twist, bringing the best museum experiences from around the country to Lincolnshire.

However, each Supersite would also have a series of other offers across the year through the provision of a series of temporary exhibitions, events and experiences - the spokes for each hub. Each of these temporary interventions would be designed with specific audiences in mind, thus ensuring that the widest range of audiences can enjoy the broadest range of cultural and heritage experiences from season to season and year to year, while also creating opportunities for commercial development of the service. Delivering this programme requires that each supersite has

both permanent and temporary exhibition space, as well as appropriate retail opportunities, as without it the supersite concept is unsustainable.

This approach is focused on audiences; it enables the widest range of segments to engage with culture and heritage in ways that resonate with and are relevant to them, it delivers the widest range of health and wellbeing outcomes because of the breadth of its offer, and it provides the Heritage Service with the greatest range of commercial opportunities to support its development as a sustainable cultural enterprise under a single brand and identity.

How these spaces break down site by site is described below.

Supersite	Permanent spaces	Temporary spaces
Lincoln Castle	Castle Grounds, Wall Walk, Magna Carta, Victorian Jail	Scope for temporary exhibitions exists within the Prison and Castle Grounds which can be installed around the permanent exhibitions; however we also propose to create additional space as outlined in the Strategic Case. Considerable potential also exists for increased commercial hire at Lincoln Castle, as well as growth in café and retail concessions.
The Collection Museum & Art Gallery	Permanent Archaeology Gallery in The Collection. Usher Art Gallery.	Some temporary spaces already exist but these are much smaller. Long-term development of The Collection would reconfigure current spaces to create a larger temporary exhibition space (496m ²) and a new art gallery of approx. 500m ² . In the short-term we are proposing a three season programme of temporary exhibitions with chargeable ticketing which can be piloted through better use of existing spaces.

Supersites represent a range of opportunities to improve the customer experience and to generate income from commercial opportunities, and as such they represent the gateway toward the long-term sustainability of the Heritage Service. Without this transition to the supersite approach, it will be much more difficult to ensure the same level of sustainability. This is what it means to deliver what is feasible.

3.4.3.3 Developing a portfolio of business models and value propositions to create commercial income

As the Heritage Service shifts to a cultural enterprise model we are proposing to develop a number of new offers with associated value propositions. Generating revenue from a portfolio of income streams, rather than just relying on traditional forms of income such as ticketing and grant-in-aid, are key. This would include:

- Commission-led programming with commercial outcomes
- Making commercial activity a priority

- Fundraising and sponsorship
- Ticketing strategy
- New learning and engagement strategy
- Rent income
- Ongoing efficiency savings – creating more lean ways of working

It's important to highlight that the key factor in making the most of commercial opportunities is to be able to successfully market the service to a wide range of audiences. While this is not explicit within each section, it is an idea which must underpin the entire commercial development of the service and should not be overlooked. This is what it means to deliver what is viable.

3.5 Temporary exhibition programming

Museums traditionally invest considerable time, money and organisational capacity to conduct research and then put on exhibitions. The time this takes limits the number of exhibitions that can reasonably be displayed so that such exhibitions soon become permanent; even when those permanent displays have moved far beyond their natural lifespan, are seen by few people and generate limited secondary spend. We are seeking to disrupt this model.

Permanent exhibitions would still exist; however, the purpose of permanent displays is to tell a clear and engaging story about the Lincolnshire DNA – the stories of the people and places that have shaped Lincolnshire over time, not simply to house collections that fall in convenient academic silos. While refreshes may take place over time, these would be focused on telling another part of the story of the Lincolnshire DNA, rather than simply swapping out objects (although this may still occur for conservation purposes).

The exhibitions that are housed in the temporary spaces at each supersite would be commission-led developments. These are exhibitions that are contracted for a time-limited appeal on a commercial basis with an expectation that they would meet income and visitor number targets, drive audience development, while also delivering secondary spend in retail and cafe and delivering wider social outcomes.

Touring exhibitions typically come in different types:

- Turnkey exhibitions which include all physical assets, cases and displays.
- Curated collections which include a number of objects and interpretation that can be integrated into displays.
- Exhibition blueprint packs which generally include digital assets that allow you to create your own exhibition.

Touring exhibitions also fall into different economic models:

- Partial cost recovery – exhibitions which drive engagement and increase visitor diversity but would not meet the full costs of the exhibit.
- Full cost recovery – exhibitions that would meet the costs of the exhibit but would not make a profit.
- For profit – exhibitions which turn a profit.

The economic benefit of touring exhibitions is actually very difficult to measure given the respective business models and funding structures of institutions, especially as each would have its own purpose for introducing touring exhibitions and which may or may not be linked to commercial outcomes. However, we would be making our selection based on the following qualifiers:

- Have a proven track-record of attracting audiences (or are clearly commercially viable if they are new experiences).
- Have subject matter that resonates strongly with Lincolnshire at either a local, national or international level.
- Provide opportunities to introduce ideas and experiences that would not normally be available to Lincolnshire residents (and/or its visitors).
- Preference would be based on the provision of active experiences which tell engaging stories rather than traditional exhibitions display collections passively.⁴⁶
- Would provide clear opportunities for a complementary retail offer and would drive other secondary spend.

For a number of years the Heritage Service has developed its own temporary exhibitions, but it now has begun to hire temporary exhibitions. For example;

- A Kingdom of LEGO at Lincoln Castle – this family friendly quest based on everyone’s favourite childhood toy has proved to be the major attractor in Lincoln this summer. This has generated a significant increase in visitor footfall and admissions income.
- Dinosaur Encounter – would be coming to The Collection in summer 2019 and promises an animatronic encounter that would engage visitors of all ages. It has been produced originally by the Natural History Museum.

Most of the UK’s national museums now make exhibitions available within a touring format and are increasingly obliged to do so by DCMS as part of the Industrial Strategy. A recent selection is provided below.

Museum	Touring offer
National Portrait Gallery	Both the <i>BP Portrait Award</i> and <i>Taylor Wessing Photographic Portrait Prize</i> tour annually. Various other exhibitions have also toured including <i>Picasso Portraits</i> , <i>Audrey Hepburn: Portrait of an Icon</i> , and <i>Marilyn Monroe: A British Love Affair</i>
National Gallery	The ongoing <i>Masterpiece Tour</i> is committed to promoting the understanding, knowledge and appreciation of Old Master paintings to as wide an audience as possible.
Science Museum	Exhibitions include <i>The Sun: Living with our Star</i> , <i>Superbugs: the Fight for our Lives</i> , <i>3D: Printing the Future</i> , <i>Our Lives in Data</i> , and <i>Robots: the 500</i>

⁴⁶ The Santa Cruz Museum of Art & History is an exemplar of a more participatory approach to museum engagement. Santacruzmah.org

Group	<i>Year Quest to Make Machines Human</i> . They also offer <i>Space Descent</i> , a 13-minute Virtual Reality spaceflight based on the astronaut Tim Peake's experience.
V&A	A range of offers including <i>Pop Art in Print</i> , <i>Woman's Hour Craft Prize</i> , <i>The Art of Selling Songs: Music Graphics from the V&A</i> , <i>Selling the Seaside: Holiday Posters from the V&A</i> , and <i>A Pirate's Life for Me...</i>
Natural History Museum	A wide range of exhibitions including <i>Treasures of the Natural World</i> , <i>Ancient Oceans</i> , <i>Wildlife Photographer of the Year</i> , <i>T. Rex The Killer</i> , <i>Question</i> , <i>Art of Nature</i> , and <i>A History of Life Through Fossils</i> .
Design Museum	Following its recent move to West London, the Design Museum is now beginning to offer a range of touring exhibitions including its recent blockbuster <i>Ferrari: Under the Skin</i> , as well as a range of other exhibitions including <i>Hello: My Name is Paul Smith</i> , and <i>New Old: Designing for our Future Selves</i> .
Touring Exhibition Group	Not a museum in itself, but a non-profit membership body which offers support and acts as a central database of touring exhibition opportunities. It typically lists around 300 exhibitions across the arts, history, science, design, costume, and natural history.

This table is by no means exhaustive but it is indicative of the range and quality of exhibitions available which can be used to construct a commercially focused strategic approach to temporary exhibition development.

In order to take this forward, the Heritage Service would require the development of an Interpretation Strategy in order to align audience priorities and create a balanced approach to our exhibitions which maximise ticketing admission.

3.6 Making commercial activity a priority

The long-term financial sustainability of the Heritage Service depends on its ability to maximise revenue from commercial activity. This cannot be stressed enough, commercial hire is not a nice to have, nor an added bonus, it is core business which must be targeted and grown, and is the difference between success and failure as it subsidises core audience-focused activity.

It is, then, essential that our supersites would also be used to leverage commercial opportunities. This means developing strategies to:

- Increase third party hire of our sites
- Maximise retail and café income

3.6.1 Increasing third party hire of our sites

Commercial hire has always been available at our sites, and since re-opening Lincoln Castle has substantially increased its volume of commercial hire, reflecting the overall success of the project

and the efforts of the Heritage Service to facilitate this. Commercial hire for 18/19 at Lincoln Castle is forecast for 193k.

There are many opportunities to consolidate and expand on this offer, creating a whole service approach that can deliver a greater economic return through the use of stretching targets. This can be achieved in two ways:

- An internal team facilitates commercial hire which has a wide-ranging remit to ensure sufficient economic return across the sites. This could be facilitated through a trading company which deeds its profits back to LCC/Heritage Service.
- It is also possible to outsource the management of commercial hire. Sodexo, for example, manage commercial contracts at over 50 venues, including a number of heritage sites and museums, most notably IWM London, Laing Art Gallery (Newcastle), Dundas Castle (West Lothian), and the National Gallery (London).

Further research is required to ascertain the full potential of commercial hire at our sites.

3.6.2 Maximising café and retail income

The aspiration of most museums appears to treat the shop as an extension of the gallery – a destination in and of itself, filled with unique and/or distinctive objects. There are few museums that can sustain such an approach and these tend to be very specific design-led offers, including MoMA (New York), V&A (London), and the Louisiana Museum (Denmark), which means that most museum retail offers would underperform.

Those museums with the more successful retail offers include The Science Museum, Natural History Museum, and Historic Royal Palaces. While these benefit from substantially greater levels of footfall, their success is based on a philosophy which aligns the available offer to their audience segmentation, rather than just their museum collection, and takes a supermarket approach, rather than that of a designer boutique.

Further strategic research is required to ascertain the potential for improvement at our sites, but we would expect to improve the turnover and margin year-on-year and above inflationary increases, especially at The Collection which would introduce a rotating programme of exhibitions which facilitate a more varied offer. Improvements could include.

- Introduction of a more tourist-friendly offer, rather than a 'boutique' approach.
- More pocket money friendly items for children and young people.
- Small ticket items with larger margins (drinks, confectionary, etc.) that would significantly increase the profit margin of each transaction.
- Wider use of promotions and offers to increase the transaction amount.
- The use of pop-up shops at seasonal periods.
- Exploring the potential of commissioning guide books and maps which can be sold with a significant margin.
- Explore potential to coordinate offers across supersites, where appropriate, to gain economies of scale.

The financial performance of our café at Lincoln Castle has improved significantly following the service's takeover of this offer, and we expect this improved performance to continue. The café at The Collection is currently run by Stokes and brings in some rent income, however the opportunity exists to reconsider this relationship when the lease comes up for renewal.

3.7 Fundraising and sponsorship

The Heritage Service has a strong track record for raising funds from key national agencies including the Heritage Lottery Fund (HLF) and Arts Council England (ACE), as well as a number of private donors and benefactors. We would continue to leverage these relationships; however, we would also develop a fundraising strategy which looks at how we can develop other income streams. This would include:

- Improve opportunities to increase donations.
- Maximise fundraising to support specific projects.
- Develop a number of schemes including for patrons, corporate giving and/or sponsorship, and legacy giving.

3.7.1 Improve opportunities for visitors to make cash and cashless donations within the supersites.

Increasingly, in the world of donations, cash is no longer king, and we must improve the potential for cashless giving. For example, the use of terminals provided by Thyngs, Square, PayPal Here, SumUp or Intuit, can facilitate cashless donations and are all simple and cost-effective means of facilitating donations.

However, it's also important to acknowledge that our donation boxes do bring in revenue, and we also intend to review the number, location and messaging which accompanies them in order to encourage wider giving.

3.7.2 Pursue fundraising opportunities with trusts and foundations

There are many trusts and foundations that can support specific project-based work which aligns with their charitable objectives. This could either be capital build, significant programmes of repair, or engagement projects with specific audiences, such as schools, young people, etc., as well as sponsorship for exhibitions, particularly in areas that cannot be funded through core budgets. This extends reach to audiences that do not currently engage with culture and heritage. It should be noted that we are unlikely to get specific fundraising to meet ongoing operational costs.

3.7.3 Develop a laddered patron scheme that delivers additional benefits beyond annual membership

There are many wealthy individuals who are seeking more than an annual membership. They want exclusivity and access, but they also want to know they are making a difference, and museums are increasingly tailoring their programmes to be able to support this through the development of patron schemes. For example, the Garden Museum in London offers a Patron scheme for £500 which offers:

- Invitations to exhibition Private View and other exclusive events
- An invitation to the Patron's lunch
- Free entry to the museum

- Discounts in the shop
- Free copies of the Museum Journal

Tate, on the other hand, offers patron schemes ranging from £1200 for 18-24 year olds and up to £12000 for a Platinum model that provides exclusive access to artists' studios, dinners with collectors, and museum directors. This indicates the flexibility and range which exists for such programming.

3.7.4 Explore the potential for a corporate scheme of giving and sponsorship to enable large local companies to support the service.

There are opportunities to formalise corporate giving which offers cash to the museum and tax and other benefits to corporate sponsors. For example, The Baltic in Gateshead utilises a number of approaches in their corporate sponsorship programme. They receive income and in-kind support from a tiered range of organisations and individuals:

- Founders: Core funders who founded the gallery.
- Benefactors: Core funders who continue to maintain the gallery. These are public funding organisations such as ACE, Gateshead Council and Northumbria University.
- B.Partners: Corporate sponsorship. This programme starts at 5.5k per annum and offers discounts for sponsor staff, free space for meetings, VIP events, etc.
- Programme Supporters: Funders who support individual programmes, events or exhibitions.
- Patrons: Wealthy individuals who support the Baltic.

On a slightly smaller scale, Tullie House Museum in Carlisle offers three levels, ranging from £500 to £2500, which offers:

- Discounted room hire
- Guest passes to exhibitions
- Behind the scenes tours

Further research is required to ascertain the demand and associated finance structure which this would provide within Lincolnshire.

3.7.5 Legacy giving

The service has already benefited from generous financial donations made through legacies or bequests made in wills, however this has not been formalised as a service. This does not need to be a complex development but does require support from legal services to ensure this can be managed effectively in-house.

This approach is now common across the sector, with both large and small organisations benefitting from this approach to support the charitable purposes of the organisation.

Legacies that would include the donation of objects or collections would be negotiated on a case-by-case basis in order to ensure that these do not incur significant financial expense to look after, and can be integrated into exhibitions and displays as appropriate.

3.7.6 Moving forward with fundraising

There is no one-size-fits-all approach to fundraising, but it is an area that is increasingly well-supported by the Museums Association and Association of Independent Museums. A range of training courses are available, it is a growing area of specialism, and there are many creative opportunities to leverage this.

However, this would require additional resource in the form of fundraising specialists to be able to ensure that it can be managed effectively. It also requires a coordinated effort across the Heritage Service to ensure alignment of fundraising efforts with organisational resources which ensures that priority areas are aligned.

3.8 Ticketing strategy

By necessity, our ticketing strategy must align with the freemium business model we intend to operate across both Supersites. This strategy must maximise returns but also provide sufficient increased value to our visitors to warrant their ongoing investment.

To implement this we are proposing to undertake a ticketing review which would assess current ticketing options and align them across the whole site. This would include the following:

- Assessing the benefit of the joint Castle ticket with the Cathedral which is now so popular that it is benefiting the Cathedral and potentially harming our own economic return.
- Test the price elasticity of demand of ticketing prices to ensure that we are getting the maximum return of our largest asset (Lincoln Castle).
- Review seasonal ticket pricing to test whether this would have an impact on demand in quieter seasons.
- As The Collection Museum & Art Gallery would move to a three season programme, ticketing options, including pricing, would need to be assessed.
- Develop a range of different ticketing options including annual membership and/or pay once/visit multiple times.

3.8.1 Annual membership

This allows audiences to engage with their favourite sites, for example, annual passes for individual or multiple sites. This is common for most museums with multiple sites. Birmingham Museums, for example, provides two tiers of membership, one that offers entry to all sites except Thinktank Science Museum, and one that includes it for an additional charge. Tickets are also available for individuals, two adults or families, as well as a range of other offers including free guided tours, family activities, e-newsletter and café/shop discount.

3.8.2 Pay once/visit multiple times

Alternatives to this approach allow visitors to buy a ticket and enjoy return visits free for a specific period of time, up to a year. Tullie House Museum in Carlisle offers adults the opportunity to buy two kinds of tickets, including a £10 ticket that allows return for free within a year, as well as a £6.50 single visit ticket. A similar system is used by the London Transport Museum.

The advantage of this approach is that it does not require the additional support required by an annual pass – discounts, free tours, etc., however there is no reason why a combination of these methods can be used together to offer a wide variety of promotions.

It’s important to highlight that Lincoln Castle already offers a wide range of ticketing options, including joint ticketing and annual membership, and so the proposals here are concerned with scaling up this approach across the rest of the service.

3.9 Other opportunities for commercial engagement

Other opportunities for commercialisation exist, noted below.

3.9.1 New learning and engagement strategy

Both primary and secondary schools across England are under increasing pressure to deliver improved performance and this, in turn, has created opportunities to develop commercial services that deliver high impact education outcomes. This would include:

- Teacher CPD to embed heritage in the classroom to leverage the wider benefits of working with the service. Such programmes have been proven to deliver transformative outcomes in students and substantially improve student performance.
- The potential to develop a LEGO Education Innovation Centre which would offer a range of STEAM opportunities (Science, Technology, Engineering, Arts, Maths) that are unique to the county.
- GCSE and A Level programming that uses archive documents in a study day format to improve critical thinking skills and better prepare students for exams.

All of these opportunities could be fundraised externally so could be operated on a project by project basis; however there are also opportunities to leverage the existing relationship with David Ross through the David Ross Education Trust. By co-developing with DRET (and other academy chains) it would be possible to create deep-level partnerships to co-create services together.

While it is difficult to run museum education services at a profit, cost-neutrality is a realistic goal, which then provides scope for a year on year increase in education visitors, which would deliver a wider range of social and educational outcomes. At the same time, it’s important to recognise that a great deal of community engagement work is fundable and not integrating this is a missed opportunity.

3.9.2 Ongoing efficiency savings – building a lean service

The Heritage Service has recently been through a restructure in order to create ongoing cost-savings that reflect LCC’s approach to financial prudence. The management team are committed to maintaining this approach to ensure that costs are maintained at budgeted levels, building the LEAN organisation that can deliver on our aspirations.

3.10 Core capabilities and management systems required

Developing a successful Commercial Strategy requires a change in organisational culture and a change in the skills of the team. These would be wide-ranging but would specifically include the following:

Audience segmentation	Understanding the underlying motivations why specific audience segments engage with culture and heritage and how that informs the development of successful programming.
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Interpretive master-planning	Understanding the key stories that can be told across the sites and how they would be represented across the sites in ways that enhance the offer for the public and which align with the wider temporary exhibition programme.
Financial management and commercial development	Although budget work has already been completed to support more effective management decision-making, a range of metrics are required to more effectively measure return on investment to ensure commercial programmes are delivering suitable returns.
Business model and value proposition design	Creating business models and value propositions that contribute to increased commercial income and improved visitor experience.
Participatory engagement and other new forms of museum engagement	Update skill base for engagement methodology in order to successfully widen the audience base.
Fundraising	A broad range of fundraising skills and expertise from Trusts & Foundations, national funding providers (ACE and HLF), corporate sponsorship, individual giving, etc.

3.11 Potential impact of Commercial programme

While there are many options for commercialisation of the service, those options presented in the tables below are characterised by the following:

- They complement and build on the freemium model proposed for our Supersites. Microsites would continue with their present entry arrangements.
- They maximise existing opportunities and infrastructure, for example by maximising retail and café income.
- They focus on those business development opportunities which are already common across the sector such as memberships, patronage and sponsorship schemes, for which there is already evidence of success.

Indicative targets related to this programme are noted in the table below, however all figures are included in the Heritage Service's operational budgets as noted in the Finance Case (Section 4.3.1). In most cases, the contributions made by the individual strands of the commercial programme are included in the respective site budgets, although the cross-site Development Activity strand has its own budget.

Commercial income - Supersite model

Lincoln Castle

Commercial strand	19/20	Comments	20/21	Comments	21/22	Comments	22/23	Comments	23/24	Comments
Admissions	£1,397,080	3% inflationary increase in ticketing. 3% increase in admissions based on growth in the visitor economy	£1,480,905	3% inflationary increase in ticketing 3% increase in admissions based on growth in the visitor economy	£1,569,759	3% inflationary increase in ticketing 3% increase in admissions based on growth in the visitor economy	£1,663,945	3% inflationary increase in ticketing 3% increase in admissions based on growth in the visitor economy	£1,763,781	3% inflationary increase in ticketing 3% increase in admissions based on growth in the visitor economy
Commercial income	£135,000	Third party hire of our sites	£155,000	Third party hire of our sites	£175,000	Third party hire of our sites	£195,000	Third party hire of our sites	£215,000	Third party hire of our sites
Café	£26,000	10% increase in income after inflation	£28,000	5% increase in income after inflation	£30,000	5% increase in income after inflation	£31,000	3% increase in income after inflation	£32,000	3% increase in income after inflation
Retail	£60,000	10% increase in income after inflation	£63,000	5% increase in income after inflation	£66,000	5% increase in income after inflation	£68,000	3% increase in income after inflation	£70,000	3% increase in income after inflation
Donations	£20,000	Voluntary scheme with ticket purchase	£22,000	Marginal increase	£24,000	Marginal increase	£26,000	Marginal increase	£28,000	Marginal increase
Total	£1,638,080		£1,748,905		£1,864,759		£1,983,945		£2,108,781	

The Collection

Commercial strand	19/20	Comments	20/21	Comments	21/22	Comments	22/23	Comments	23/24	Comments
Admissions	£26,000	Ticket admission from two season programme	£24,000	Ticket admission from three season programme	£44,000	Ticket admission from three season programme	£30,000	Reduced ticket admission due to proposed capital works	£66,000	Increase in admissions following reopening of site.
Commercial income	£8,000	Third party hire of our sites	£9,000	Third party hire of our sites	£10,000	Third party hire of our sites	£6,000	Third party hire of our sites - reduced to proposed capital works	£12,000	Third party hire of our sites
Café	£8,000	Rent income	£15,000	Renegotiated contract	£15,000		£15,000		£15,000	
Retail	£21,000	Improved retail offer	£23,000	Growth in retail offer	£23,690	Further growth in retail	£15,000	Lower to represent reduced programming during capital build	£35,000	Growth following reopening
Donations	£20,000	Increased donations	£22,000	Increased donations	£24,000	Increased donations	£26,000	Increased donation	£40,000	Increased donations following reopening
Total	£83,000		£93,000		£116,690		£92,000		£168,000	

Cross-site Development Activity

Development Activity	19/20	Comments	20/21	Comments	21/22	Comments	22/23	Comments	23/24	Comments
Fundraising				Assumed to be for capital build		Assumed to be for capital build		Assumed to be for capital build		Assumed to be for capital build
Sponsorship				Assumed to be for capital build		Assumed to be for capital build		Assumed to be for capital build		Assumed to be for capital build
Patron scheme			£10,000	20 people at £500 each	£11,000	22 people at £500 each	£12,000	24 people at £500 each	£13,000	26 people at £500 each
Corporate membership			£10,000	Two corporate sponsors	£15,000	Three corporate sponsors	£20,000	Four corporate sponsors	£25,000	Five corporate sponsors
Legacy giving			£10,000	Wills & bequests	£12,000	Wills & bequests	£13,000	Wills & bequests	£14,000	Wills & bequests
Annual membership scheme (cross-site)			£30,000	Introduction of annual membership scheme	£40,000	Annual memberships	£45,000	Annual memberships	£50,000	Annual memberships
Total	£0		£60,000		£78,000		£90,000		£102,000	

Key points of analysis:

Commercial activity for the Two Supersite model is characterised by a focus on the following:

- Creating higher performance at Lincoln Castle, increasing ticketing, as well as associated retail and café income. This will raise admissions income from around £1.4m in 2018/19 to £1.8m in 2023/24, as well as raise commercial hire from 115k in 2018/19 to 215k in 2023/24.
- Supporting delivery of initiatives at other sites to maximise income generating opportunities. This includes the generation of extra ticketing revenue at The Collection through the development of a three season temporary exhibitions programme, together with an uplift of associated retail activity.
- Renegotiation of the café contract to take the service in-house, allowing the service to exploit the expertise of running the café at Lincoln Castle and exploiting economies of scale.
- Introducing a Development Activity strand which facilitates a range of fundraising activity including annual passes, legacy giving, corporate giving, etc. This will not come online until 2020/21 but will generate a modest and achievable amount of over 350k over the course of this programme.
- Full data is evident in the operational budgets presented in the Financial Case.

3.12 Conclusions

The purpose of the commercial strategy is to indicate how this commercial approach can support all four investment objectives, but most specifically IO1:

- IO1: Establish a cultural enterprise model to support the long-term financial sustainability of the heritage service.

As indicated, this requires substantial work on Identity & Branding in order to bring purpose to the service and a clear outward-facing brand. Only then would it be possible to deliver more audience-focused exhibitions that would bring diversity and increase engagement, increased utility of our sites through the proposed supersite concept, and a portfolio of business models that are designed to increase commercial return. As previously stated,

The benefits of this are numerous:

- Eliminates over-reliance on one income stream and therefore dissipates financial risk as income streams change over time.
- Encourages a focus on the development of services that deliver on customer needs, wants and motivations, rather than those shaped by strong curatorial voices which are distant to the visitor.
- Fosters innovation as it requires us to change in-line with customer demand.
- Supports a 'one team' approach as many areas of the business are economically important, rather than seeing many areas as a drain on the resources of successful areas.
- Opens up the potential for new income streams to be generated from a number of different sources, and not just from a traditional exhibition-led approach.
- Develops new areas of expertise for the Heritage Service.
- Above all, it would support greater levels of financial sustainability.

While there are clear benefits to a commercial programme, there are also risks. Although there has been progress in recent years, there are few cultural enterprises that are entirely self-sustaining, and the journey toward full sustainability would be challenging, particularly in the short-term. Without a doubt, investment is required in the right people and in the tools that can better support fundraising and the development of commercial opportunities.

There are also cultural changes that are necessary within the Heritage Service. Few people choose culture as a career choice because they have a passion to generate commercial return, in fact the opposite is true, and there would be changes required in knowledge, skills and attitudes among staff within the Heritage Service.

Cultural change is also required within LCC itself. The Heritage Service is being asked to operate almost as a start-up, but one that also has significant legacies to engage with around its property portfolio and existing business model, and which must also operate within LCC's existing bureaucracy and democratic processes. This brings many benefits but it can also slow down the service's ability to respond to some opportunities.

Additionally, to what extent commercial or high profile donors would seek to donate to a council-branded service is open to question, and there is some research to be done to understand the potential impact of this and how potential risks can be mitigated through effective branding and communication.

Whatever these challenges, the same conclusion still stands. The future of the Heritage Service is entirely dependent on the successful commercialisation of the service and this should be the priority for the service going forward.

4 Financial Case

4.1 Introduction

The Financial Case demonstrates that the preferred option would result in a fundable and affordable scheme of work and which delivers return on investment given the data laid out in the Economic Case. It is split into two areas:

- The first relates to the estimated capital and revenue costs associated with the development of the two proposed Supersites (see section 4.2). This includes:
 - Indicative costs for building works required to create a supersite from the current site of The Collection Museum & Art Gallery
 - Highlighting the ongoing investment required at Lincoln Castle to increase revenue.
- The second relates to the ongoing operational costs related to the Heritage Service presented over six years (with 2018/19 being Year Zero and 2023/24 being Year Five. (see section 4.3)

4.2 Developing Two Supersites

4.2.1 Developing the CMAG Supersite

As previously stated in the Strategic Case, the transition of The Collection Museum and Usher Gallery into a Supersite would require the closure of the Usher Gallery and undertaking a range of internal works to The Collection building, creating The Collection Museum & Art Gallery. This would create the capacity to significantly diversify the wider visitor offer and realise greater commercial returns.

We have undertaken a study of The Collection building in order to ascertain how we can create more flexible space within the museum which would support its transition into a Supersite. Indicative costs for this are noted below. These are options and all do not have to be completed; however there are cost efficiencies when those works selected take place at the same time.

Location in The Collection	Cost (Exc. VAT)
1. Basement Level Exhibitions Gallery Create a total of 427m ² of exhibition space in the basement, including two galleries of 379m ² and 48m ² respectively.	£717,830
2. Temporary Exhibitions Gallery Expansion Reconfigure current permanent gallery into two spaces – a permanent gallery of 333m ² and temporary gallery of 497m ² , totalling 830m ² .	£420,149
3. Auditorium Flexibility Make the seating foldaway to enhance flexibility.	£225,205
4. Children's Play Area Flexibility Create 63m ² of display space in the area currently used as the children's play area.	£244,435
5. Courtyard Enclose the courtyard to enable display of large-scale pieces of archaeology and an external event space for ticketed events.	£62,780
6. Mezzanine Education Space Conversion of current learning spaces into a single display space of 115m ² .	£311,684
Total costs	£1,982,083

These costs do not include costs for a new permanent exhibition which, depending on their level of sophistication, would cost £1000 - £3000 per m², where the guiding assumption is that art is more cost effective to display, while objects that require specific cases, or sophisticated digital displays, are much more expensive to deliver.

To create the CMAG supersite areas 1 & 2 would have to be completed, however as stated in the Strategic Case, we would also anticipate making additional changes, so it's not possible to state at this time the extent of the proposed works. Estimating the full cost for this scheme of work is difficult without first undertaking a full master-planning exercise which is dependent on arriving at a final assessment of how spaces in the museum will be used. We envision this as the first stage in the fundraising process for this phase of the FuturePlan.

4.2.2 Developing Lincoln Castle Supersite

As highlighted in the Strategic Case, we also propose to make additional changes at Lincoln Castle to create more flexible space for exhibitions, events and commercial hire, as well as transforming the Heritage Skills Centre into a dedicated Learning Centre for the site. These proposed changes are not significant, however we would have to undertake a feasibility study and consultation with staff at Lincoln Castle to fully understand the direct and indirect costs associated with this option.

4.2.3 Estimated costs for Supersite development

We estimate the cost for this scheme of work at both CMAG and Lincoln Castle to be approx. £5million. We would expect to fundraise for around 70-80% of this figure which would be met from HLF, ACE and other public and private donors. Any expectation to meet 100% of the fundraising goal from external funding sources is unrealistic in today's economic climate, and it would be likely that LCC would have to contribute 20-30% of the total, including cash and in-kind donations. This makes LCC's likely contribution around £1-1.5m, depending on the final scheme of work, and would help to facilitate the following:

- Increased commercial return at Lincoln Castle and CMAG

- New temporary exhibition space created at CMAG
- New art gallery for the Usher collection
- New permanent installation at CMAG
- Better utilisation of existing assets at Lincoln Castle

As such, this investment is crucial to the success of the Cultural Enterprise model and the long-term sustainability of the Heritage Service and the realisation of the other objectives of this scheme of work.

4.3 Future Heritage Service Operating Costs

The financial data laid out below covers a total of six years, starting with 2018/19 as a baseline or Year Zero, followed by a five year programme, Years 1 – 5, which ends in 2023/24. Two options have been provided to cover the two Supersite model and Status Quo options. However, it also needs to be remembered that this is part of a wider transition in the Heritage Service that has taken place since 2015 and which has already delivered a substantial net saving in the operating costs of the service since that time.

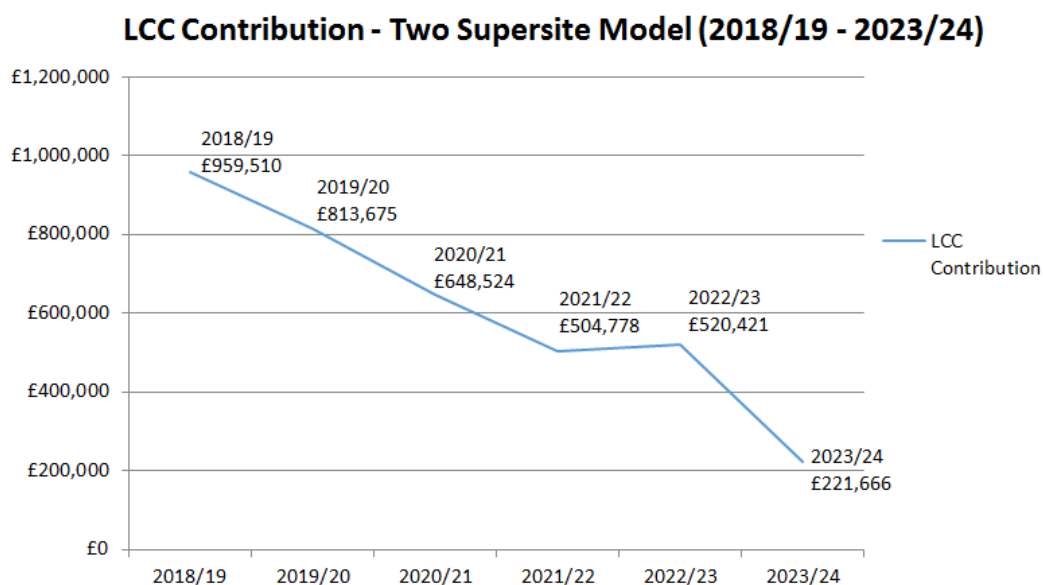
4.3.1 Proposed two supersite model operating budget

Full budgets for the six years of this programme of work can be found below and detail the financial performance of the Heritage Service under the two Supersite model. It is characterised by the following:

- Over the course of six years this model takes the Heritage Service from a deficit (the LCC contribution) of £959,510 (2018/19) to a deficit of £221,666 (2023/24). Year by year figures are noted in the table and graph below.
- Introduction of a commercially-focused programme which is intended to drive income generation at existing sites as well as through a range of new approaches in a Development Activity programme. This has been outlined in detail in the Commercial Case.
- Maintaining strong performance at Lincoln Castle as the financial powerhouse of the Heritage Service. This is reflected in increased admissions, but also includes performance improvements in associated areas such as café and retail.
- HLF/EU Funding for the Heritage Skills Centre ends Q4 21/22; however it is assumed that a similar programme will operate from 22/23 onwards so appropriate costs have been included.
- The Usher Gallery closes in 2022/23 with a saving of around 100k to the Heritage Service which is reflected in 2023/24 operating costs. This could occur earlier if all stakeholders were in agreement.
- A number of microsites pass into third party administration. Dates for these are noted in the site by site narrative.
- Capital works take place at The Collection during 2022/23 leading to lower overall performance as it's likely the site will be closed during works taking place.
- The Collection Museum & Art Gallery reopens in Q1 2023/24 with a new range of permanent and temporary exhibitions and will deliver a substantial uplift in visitors and income as a result. This is in line with the experience of Lincoln Castle Revealed as well as the wider sector's experience following substantial redevelopment projects.

- LCC's contribution for this option for the period 2018/19 – 2023/24 is noted below in both a table and graph formats.

Year	LCC Contribution – Two Supersite model
2018/19	£959,510
2019/20	£813,675
2020/21	£648,524
2021/22	£504,778
2022/23	£520,421
2023/24	£221,666



Heritage Service - Site by Site Narrative - Two Supersites Option							
Site	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	
	18/19	19/20	20/21	21/22	22/23	23/24	
Supersite 1 Lincoln Castle	Lincoln Castle	Supersite already in operation	[Green bar with arrow]				
	Heritage Skills Centre	Current service is maintained	[Green bar with arrow]	Funding ends Q4 (March) 2022.	Maintenance of current programme (subject to funding) or site to be repurposed		
Supersite 2 The Collection Museum & Art Gallery (CMAG)	The Collection Museum	Ongoing development of temporary programme of exhibitions and events	[Green bar with arrow]			Usher Gallery closes end of Q4 22/23	The Collection Museum & Gallery Supersite opens (Q1).
	Usher Gallery		[Green bar with arrow]		Available for disposal		
Microsites to be maintained that support Lincolnshire DNA framework	BBFMC	Current service is maintained	[Green bar with arrow]				
	MLL	Current service is maintained	[Green bar with arrow]				
	Heckington Mill	Current service is maintained	[Green bar with arrow]				
Programmes	Aviation Heritage programme	Current service is maintained	[Green bar with arrow]	Programme ends Q1 (June) 2020.	[Black bar]		
	HLF Bursary Programme	Current service is maintained	[Green bar with arrow]			[Black bar]	
Microsites for disposal	GOH	Current service is maintained	Notice given to break contract in Oct 2019.	English Heritage take over in Oct 2020 (start of Q2).	[Black bar]		
	Stamford	Current service is maintained	Passed on to third party by end of Q4	[Black bar]			
	Alford Mill	Passed on to third party by end of Q4	[Black bar]				
	Burgh-le-Marsh	Current service is maintained	Passed on to third party by end of Q4.	[Black bar]			

Key: Site to be maintained long-term Site available for disposal or repurposing
 Site to be disposed or programmes that have ended Not within scope

Future Heritage Service - Two supersite model: Lincoln Castle & The Collection Museum & Art Gallery

2018/19	Lincoln Castle	MLL	BBMFC	The Collection	Central	GOH	Aviation Heritage	Heritage Skills Centre	Windmills	Stamford	Development Activity	HLF Bursary	Heritage Service Total
INCOME	-1,849,601	-85,878	-198,078	-181,153	-154,450	-256,260	-142,012	-1,655	-7,243	30		-140,000	-3,016,299
STAFFING COSTS	686,018	115,882	89,822	336,166	454,432	158,073	101,694	51,895					1,993,983
NON PAY COSTS													
Premises-Related Expenditure	185,865	68,997	3,931	480,711		45,577		25,050	6,860	3,239			820,230
Transport-Related Expenditure	5,464	642	2,933	10,678	273	1,520	9,811			82			31,403
Supplies & Services	475,379	32,389	78,855	148,134	48,552	58,689	67,168	2,513	78	503			912,260
Other supplies/services	29,702		256			9,975						178,000	217,933
Total Non Pay Costs	696,410	102,028	85,975	639,523	48,825	115,761	76,979	27,563	6,938	3,824		178,000	1,981,826
Total Expenditure	1,382,428	217,910	175,797	975,689	503,257	273,834	178,673	79,458	6,938	3,824		178,000	3,975,809
(Surplus)/Deficit	-467,173	132,033	-22,281	794,536	348,807	17,574	36,661	77,803	-305	3,854		38,000	959,510

2019/20	Lincoln Castle	MLL	BBMFC	The Collection	Central	GOH	Aviation Heritage	Heritage Skills Centre	Windmills	Stamford	Development Activity	HLF Bursary	Heritage Service Total
INCOME	-1,991,114	-88,773	-204,614	-216,024	-118,210	-256,260	-142,012	-42,655		30		-197,000	-3,256,633
STAFFING COSTS	711,180	126,616	93,776	348,210	420,643	165,206	104,186	53,325					2,023,142
NON PAY COSTS													
Premises-Related Expenditure	191,999	71,274	4,061	496,574		47,081		25,877	4,925	3,346			845,136
Transport-Related Expenditure	5,644	663	3,030	11,030	303	1,570	6,125			85			28,450
Supplies & Services	491,067	33,458	81,457	153,022	50,118	60,626	69,385	2,596	81	520			942,329
Other supplies/services	30,682		264			10,304						190,000	231,251
Total Non Pay Costs	719,392	105,395	88,812	660,627	50,421	119,582	75,509	28,473	5,006	3,950		190,000	2,047,166
Total Expenditure	1,430,572	232,011	182,588	1,008,837	471,064	284,787	179,696	81,797	5,006	3,950		190,000	4,070,308
(Surplus)/Deficit	-560,542	143,237	-22,027	792,813	352,854	28,527	37,684	39,142	5,006	3,980		-7,000	813,675

2020/21	Lincoln Castle	MLL	BBMFC	The Collection	Central	GOH	Aviation Heritage	Heritage Skills Centre	Windmills	Stamford	Development Activity	HLF Bursary	Heritage Service Total
INCOME	-2,110,923	-91,525	-210,957	-224,024	-121,875	-153,756	-35,503	-42,655			-60,000	-201,000	-3,252,219
STAFFING COSTS	727,971	129,424	96,114	356,247	429,481	84,500	26,580	54,463					1,904,782
NON PAY COSTS													
Premises-Related Expenditure	197,950	73,483	4,187	511,968		24,270		26,679	991				839,529
Transport-Related Expenditure	5,819	684	3,124	11,372	312	809	1,531						23,652
Supplies & Services	506,290	34,495	83,982	157,766	51,672	31,253	17,346	2,676	83				885,563
Other supplies/services	31,633		273			5,312						210,000	247,218
Total Non Pay Costs	741,693	108,662	91,565	681,107	51,984	61,644	18,877	29,355	1,074			210,000	1,995,962
Total Expenditure	1,469,664	238,086	187,680	1,037,354	481,465	146,144	45,457	83,818	1,074			210,000	3,900,743
(Surplus)/Deficit	-641,260	146,561	-23,278	813,330	359,590	-7,612	9,954	41,163	1,074		-60,000	9,000	648,524

2021/22	Lincoln Castle	MLL	BBMFC	The Collection	Central	GOH	Aviation Heritage	Heritage Skills Centre	Windmills	Stamford	Development Activity	HLF Bursary	Heritage Service Total
INCOME	-2,236,359	-94,363	-217,497	-247,014	-125,653			-42,655			-78,000	-154,000	-3,195,541
STAFFING COSTS	745,164	125,751	98,511	364,489	438,501			55,625					1,828,041
NON PAY COSTS													
Premises-Related Expenditure	204,087	75,761	4,316	527,839				27,506	991				840,501
Transport-Related Expenditure	6,000	705	3,221	11,725	322								21,972
Supplies & Services	521,985	35,564	86,586	162,657	53,274			2,759	86				862,910
Other supplies/services	32,614		281									114,000	146,895
Total Non Pay Costs	764,685	112,031	94,404	702,221	53,595			30,265	1,077			114,000	1,872,278
Total Expenditure	1,509,849	237,781	192,915	1,066,710	492,097			85,891	1,077			114,000	3,700,319
(Surplus)/Deficit	-726,510	143,419	-24,582	819,696	366,444			43,236	1,077		-78,000	-40,000	504,778

2022/23	Lincoln Castle	MLL	BBMFC	The Collection	Central	GOH	Aviation Heritage	Heritage Skills Centre	Windmills	Stamford	Development Activity	HLF Bursary	Heritage Service Total
INCOME	-2,360,812	-97,288	-224,239	-179,130	-129,548			-42,655			-90,000		-3,123,672
STAFFING COSTS	762,768	135,004	100,968	338,541	447,707			56,811					1,841,800
NON PAY COSTS													
Premises-Related Expenditure	210,414	78,110	4,450	544,202				28,359	991				866,526
Transport-Related Expenditure	6,186	727	3,320	12,088	332								22,653
Supplies & Services	538,166	36,667	89,270	157,239	54,925			2,845	88				879,200
Other supplies/services	33,625		290										33,915
Total Non Pay Costs	788,390	115,504	97,330	713,530	55,257			31,203	1,079				1,802,294
Total Expenditure	1,551,158	250,507	198,299	1,052,071	502,964			88,015	1,079				3,644,094
(Surplus)/Deficit	-809,653	153,219	-25,941	872,941	373,416			45,360	1,079		-90,000		520,421

2023/24	Lincoln Castle	MLL	BBMFC	The Collection Museum & Art Gallery	Central	GOH	Aviation Heritage	Heritage Skills Centre	Windmills	Stamford	Development Activity	HLF Bursary	Heritage Service Total
INCOME	-2,491,101	-100,304	-231,191	-334,430	-133,564			-42,655			-102,000		-3,435,245
STAFFING COSTS	780,795	137,904	103,486	321,467	457,103			58,022					1,858,777
NON PAY COSTS													
Premises-Related Expenditure	216,936	80,531	4,588	501,073				29,238	991				833,357
Transport-Related Expenditure	6,377	749	3,423	12,463	342								23,355
Supplies & Services	554,849	37,804	92,037	162,114	56,628			2,933	91				906,456
Other supplies/services	34,667		299								0		34,966
Total Non Pay Costs	812,830	119,084	100,348	675,649	56,970			32,171	1,082		0		1,798,134
Total Expenditure	1,593,625	256,989	203,834	997,116	514,072			90,193	1,082		0		3,656,911
(Surplus)/Deficit	-897,476	156,685	-27,357	662,686	380,508			47,538	1,082		-102,000		221,666

Budget notes related to the two Supersites option:

1. 50% of the Cultural Services Manager and 50% of the Archives Manager salaries and associated on-costs have been removed from the Central budget and are now located in the Cultural Services and Archives budgets respectively, reflecting their individual remit.
2. Most activity laid out in the Commercial Case is represented within the improved admissions, café, retail, donations and commercial hire activity at each Supersite. All other cross-site activity, including corporate memberships, patronage schemes, annual (cross-site) passes, is represented within Development Activity. This wider development activity is not evident until 20/21 at the earliest.
3. Fundraising is focused on the project build and would be represented within capital build project budgets.
4. All sites which are closed have their budgets switched off. In the case of those sites in which a change occurs mid-year then pro-rata income/expenditure calculations have been applied.
5. The Heritage Service assumes an annual staffing budget across this entire programme of no more than that budgeted 2018/19 (subject to LCC salary increases).
6. Windmills budget includes Alford, Burgh le Marsh and Heckington. Ellis Mill's budget is included in MLL budgets.
7. The LGPS rate is assumed to be 16.4%; however this does not include the cash contribution.

4.3.2 Status Quo Operating Budgets

Full budgets for the six years of this programme of work can be found below and detail the financial performance of the Heritage Service if a status quo model was operated. It is characterised by the following:

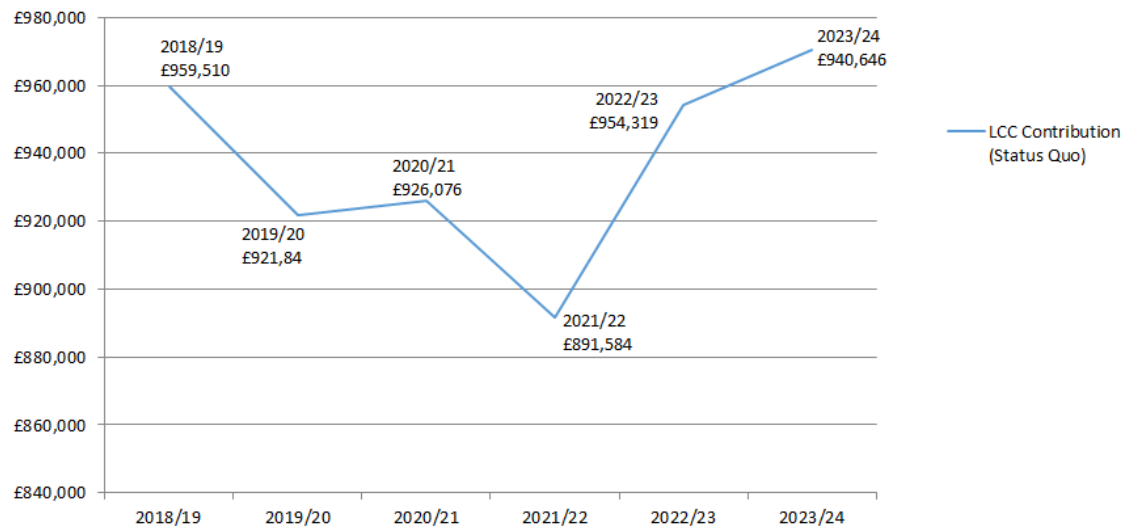
- Maintenance of the current offer as it is today.
- No commercial programme development, although incremental admissions income from inflationary increases is included.

Headline performance data:

- Over the course of six years this model takes the Heritage Service from a deficit (LCC's contribution) of £959,510 (2018/19) to a deficit of £970,646 (2023/24). Year by year and this is indicated in the graph below.
- For the duration of this business case the incremental growth at Lincoln Castle is marginally more than the inflationary increase in costs, however by 2023/24 this has almost been eradicated.

Year	LCC Contribution – Status Quo model
2018/19	£961,116
2019/20	£921,844
2020/21	£926,076
2021/22	£891,584
2022/23	£954,319
2023/24	£970,646

LCC Contribution - Status Quo Model (2018/19 - 2023/24)



Future Heritage Service - Status Quo Model

2018/19	Lincoln Castle	MLL	BBMFC	The Collection	Central	GOH	Aviation Heritage	Heritage Skills Centre	Windmills	Stamford	Development Activity	HLF Bursary	Heritage Service Total
INCOME	-1,849,601	-85,878	-198,078	-181,153	-154,450	-256,260	-142,012	-1,655	-7,243	30		-140,000	-3,016,299
STAFFING COSTS	686,018	115,882	89,822	336,166	454,432	158,073	101,694	51,895					1,993,983
NON PAY COSTS													
Premises-Related Expenditure	185,865	68,997	3,931	480,711		45,577		25,050	6,860	3,239			820,230
Transport-Related Expenditure	5,464	642	2,933	10,678	273	1,520	9,811			82			31,403
Supplies & Services	475,379	32,389	78,855	148,134	48,552	58,689	67,168	2,513	78	503			912,260
Other supplies/services	29,702		256			9,975						178,000	217,933
Total Non Pay Costs	696,410	102,028	85,975	639,523	48,825	115,761	76,979	27,563	6,938	3,824		178,000	1,981,826
Total Expenditure	1,382,428	217,910	175,797	975,689	503,257	273,834	178,673	79,458	6,938	3,824		178,000	3,975,809
(Surplus)/Deficit	-467,173	132,033	-22,281	794,536	348,807	17,574	36,661	77,803	-305	3,854		38,000	959,510

2019/20	Lincoln Castle	MLL	BBMFC	The Collection	Central	GOH	Aviation Heritage	Heritage Skills Centre	Windmills	Stamford	Development Activity	HLF Bursary	Heritage Service Total
INCOME	-1,903,923	-88,773	-204,614	-183,673	-118,210	-256,260	-142,012	-42,655	-7,243	30		-197,000	-3,144,335
STAFFING COSTS	711,180	120,326	93,776	348,210	420,643	165,206	104,186	53,325					2,016,852
NON PAY COSTS													
Premises-Related Expenditure	191,999	71,274	4,061	496,574		47,081		25,877	7,086	3,346			847,297
Transport-Related Expenditure	5,644	663	3,030	11,030	303	1,570	6,125			85			28,450
Supplies & Services	491,067	33,458	81,457	153,022	50,118	60,626	69,385	2,596	81	520			942,329
Other supplies/services	30,682		264			10,304						190,000	231,251
Total Non Pay Costs	719,392	105,395	88,812	660,627	50,421	119,582	75,509	28,473	7,167	3,950		190,000	2,049,327
Total Expenditure	1,430,572	225,721	182,588	1,008,837	471,064	284,787	179,696	81,797	7,167	3,950		190,000	4,066,179
(Surplus)/Deficit	-473,352	136,948	-22,027	825,164	352,854	28,527	37,684	39,142	-76	3,980		-7,000	921,844

2020/21	Lincoln Castle	MLL	BBMFC	The Collection	Central	GOH	Aviation Heritage	Heritage Skills Centre	Windmills	Stamford	Development Activity	HLF Bursary	Heritage Service Total
INCOME	-1,962,945	-91,525	-210,957	-186,906	-121,875	-264,204	-35,503	-42,655	-7,243	30		-201,000	-3,124,783
STAFFING COSTS	727,971	123,009	96,114	356,247	429,481	169,000	26,580	54,463					1,982,866
NON PAY COSTS													
Premises-Related Expenditure	197,950	73,483	4,187	511,968		48,540		26,679	7,306	3,450			873,564
Transport-Related Expenditure	5,819	684	3,124	11,372	312	1,619	1,531			87			24,548
Supplies & Services	506,290	34,495	83,982	157,766	51,672	62,506	17,346	2,676	83	536			917,352
Other supplies/services	31,633		273			10,624						210,000	252,530
Total Non Pay Costs	741,693	108,662	91,565	681,107	51,984	123,289	18,877	29,355	7,389	4,073		210,000	2,067,994
Total Expenditure	1,469,664	231,671	187,680	1,037,354	481,465	292,289	45,457	83,818	7,389	4,073		210,000	4,050,860
(Surplus)/Deficit	-493,281	140,145	-23,278	850,449	359,590	28,085	9,954	41,163	146	4,103		9,000	926,076

2021/22	Lincoln Castle	MLL	BBMFC	The Collection	Central	GOH	Aviation Heritage	Heritage Skills Centre	Windmills	Stamford	Development Activity	HLF Bursary	Heritage Service Total
INCOME	-2,023,796	-94,363	-217,497	-190,238	-125,653	-272,394		-42,655	-7,243	30		-154,000	-3,127,809
STAFFING COSTS	745,164	125,751	98,511	364,489	438,501	181,223		55,625					2,009,264
NON PAY COSTS													
Premises-Related Expenditure	204,087	75,761	4,316	527,839		50,045		27,506	7,533	3,557			900,644
Transport-Related Expenditure	6,000	705	3,221	11,725	322	1,669				90			23,731
Supplies & Services	521,985	35,564	86,586	162,657	53,274	64,443		2,759	86	552			927,906
Other supplies/services	32,614		281			10,953						114,000	157,848
Total Non Pay Costs	764,685	112,031	94,404	702,221	53,595	127,110		30,265	7,618	4,199		114,000	2,010,129
Total Expenditure	1,509,849	237,781	192,915	1,066,710	492,097	308,334		85,891	7,618	4,199		114,000	4,019,393
(Surplus)/Deficit	-513,947	143,419	-24,582	876,472	366,444	35,939		43,236	375	4,229		-40,000	891,584

2022/23	Lincoln Castle	MLL	BBMFC	The Collection	Central	GOH	Aviation Heritage	Heritage Skills Centre	Windmills	Stamford	Development Activity	HLF Bursary	Heritage Service Total
INCOME	-2,086,534	-97,288	-224,239	-193,674	-129,548	-280,839		-42,655	-7,243	30			-3,061,990
STAFFING COSTS	762,768	135,004	100,968	372,921	447,707	185,220		56,811					2,061,400
NON PAY COSTS													
Premises-Related Expenditure	210,414	78,110	4,450	544,202		51,597		28,359	7,766	3,667			928,564
Transport-Related Expenditure	6,186	727	3,320	12,088	332	1,721				93			24,466
Supplies & Services	538,166	36,667	89,270	167,699	54,925	66,441		2,845	88	569			956,671
Other supplies/services	33,625		290			11,292							45,207
Total Non Pay Costs	788,390	115,504	97,330	723,990	55,257	131,051		31,203	7,854	4,329			1,954,909
Total Expenditure	1,551,158	250,507	198,299	1,096,911	502,964	316,271		88,015	7,854	4,329			4,016,308
(Surplus)/Deficit	-535,375	153,219	-25,941	903,237	373,416	35,433		45,360	611	4,359			954,319

2023/24	Lincoln Castle	MLL	BBMFC	The Collection	Central	GOH	Aviation Heritage	Heritage Skills Centre	Windmills	Stamford	Development Activity	HLF Bursary	Heritage Service Total
INCOME	-2,151,216	-100,304	-231,191	-197,216	-133,564	-289,545		-42,655	-7,243	30			-3,152,904
STAFFING COSTS	780,795	137,904	103,486	381,420	457,103	189,309		58,022					2,108,039
NON PAY COSTS													
Premises-Related Expenditure	216,936	80,531	4,588	561,073		53,196		29,238	8,007	3,780			957,350
Transport-Related Expenditure	6,377	749	3,423	12,463	342	1,774				96			25,225
Supplies & Services	554,849	37,804	92,037	172,898	56,628	68,501		2,933	91	587			986,328
Other supplies/services	34,667		299			11,643					0		46,609
Total Non Pay Costs	812,830	119,084	100,348	746,434	56,970	135,113		32,171	8,098	4,463	0		2,015,511
Total Expenditure	1,593,625	256,989	203,834	1,127,854	514,072	324,422		90,193	8,098	4,463	0		4,123,550
(Surplus)/Deficit	-557,591	156,685	-27,357	930,638	380,508	34,878		47,538	855	4,493	0		970,646

Notes

1. 50% of the Cultural Services Manager and 50% of the Archives Manager salaries and associated on-costs have been removed from the Central budget and are now located in the Cultural Services and Archives budgets respectively, reflecting the nature of their roles.
2. No commercial activity is undertaken in the Status Quo model.
3. This assumes an LGPS of 16.4%, however this does not include the cash contribution.

4.4 Conclusions

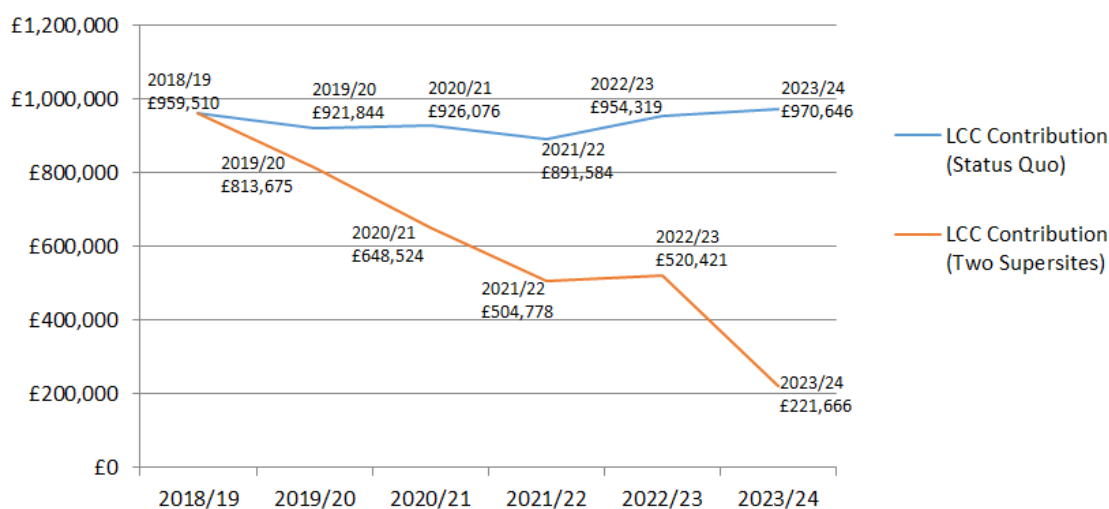
This Financial Case has presented two sets of financial data, one for the proposed two Supersite model and one for the Status Quo model.

- The Supersite model implemented a change programme based on the creation of two Supersites at Lincoln Castle and The Collection, the passing on of some Microsites to third parties, some efficiency savings, as well as the introduction of a Commercial programme which has been previously detailed in the Commercial Case.
- The Status Quo model maintained incremental growth and assumed that all sites within the present Heritage Service portfolio would be maintained as is.

The headline comparative data for both models is detailed in the table and graph below.

Year	LCC Contribution (Status Quo)	LCC Contribution (Two Supersites)
2018/19	£959,510	£959,510
2019/20	£921,844	£813,675
2020/21	£926,076	£648,524
2021/22	£891,584	£504,778
2022/23	£954,319	£520,421
2023/24	£970,646	£221,666

LCC Contribution to Heritage Service - Comparative Data (2018/19 - 2023/24)



The Status Quo model would deliver marginal savings initially. This is based on incremental performance improvements at Lincoln Castle, however these would be eaten away by rising costs at the other sites by the end of this scheme of work.

However, with the right investment at both The Collection and Lincoln Castle to create two Supersites, as well as efficiency savings and a commercial programme would deliver substantial income improvements over time. This would reduce LCC's contribution to the Heritage Service substantially over the course of this scheme of work.

5 Management Case

5.1 Introduction

The Management Case demonstrates that the preferred operation is capable of being delivered successfully, in accordance with LCC's recognised best practice.

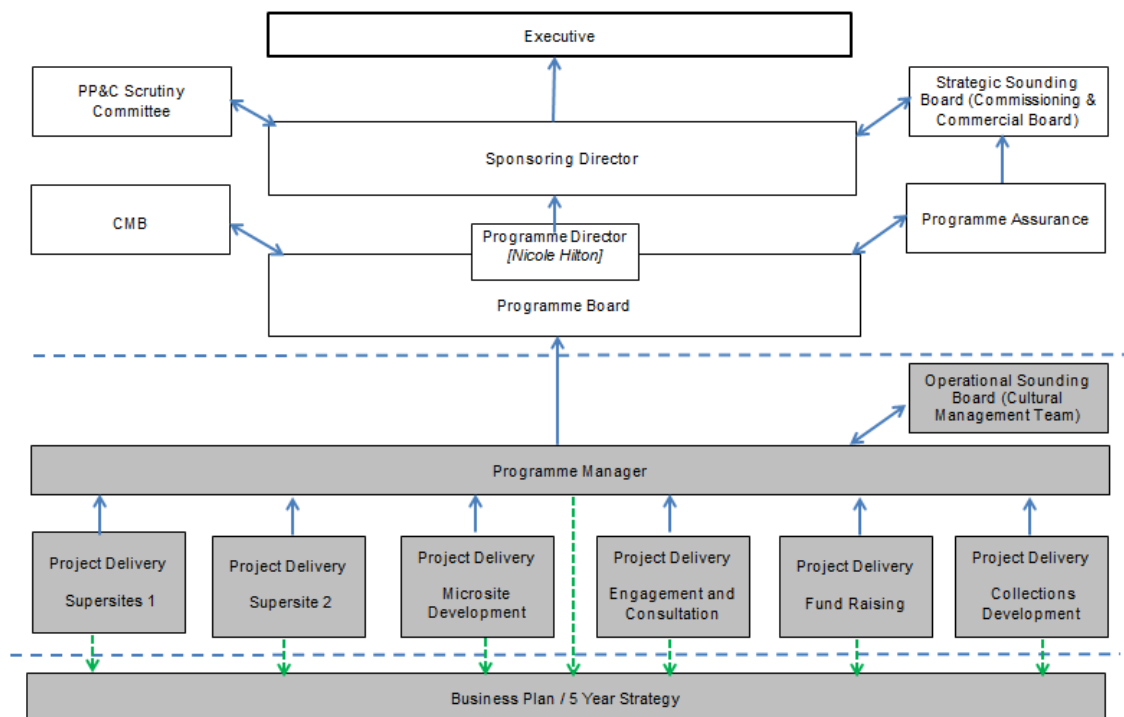
This section of the business case requires the spending authority to demonstrate that the spending proposal would be implemented in accordance with a recognised Programme and Project Management (PPM) methodology and that there are robust arrangements in place for change management and contract management, the delivery of benefits and the management and mitigation of risk.

It also requires the spending authority to specify the arrangements for monitoring (including key performance indicators) during implementation and for post implementation evaluation, as well as for Gateway reviews (if applicable), and the contingency plans for risk management of the scheme. The proposed approach is detailed below.

5.2 Programme and Project Management Methodology (PPM), Structure & Resources

This programme of work would be carried out in-line with LCC's own project management approach. This is a well-established methodology which is familiar to the organisation and draws on established practices from *Managing Successful Programmes* and *Prince 2.0* certifications.

The governance structure is outlined below.



The programme board is made up of the following:

- Programme Director
- Programme Manager
- Programme Administrator/Secretariat

- Audit
- Legal

And representation from the following LCC service area areas;

- Commercial
- Corporate Property
- Finance
- Corporate Communications
- Community Engagement
- Heritage Services
- People Management
- IMT

Additional representation from other officers within the Council may be required from time to time and attendance would be agreed by the Programme Director.

Terms of Reference have already been agreed and the board has been meeting since July 2018. The primary purpose of the Programme Board is to drive the Heritage Services Operating Model Change Programme forward; providing collaborative strategic leadership to ensure a successful conclusion to the programme. In order to achieve this, the Board would;

- Take decisions and make recommendations to appropriate committees to enable matters to be progressed.
- Ensure any issues and risks are raised so that potential consequences are mitigated.
- Demonstrate benefits realisation of individual projects, ensuring delivery of key commitments, objectives and milestones.
- Monitor and manage programme expenditure, highlighting cost pressures and potential efficiencies/savings.
- Coordinate the delivery of the programme, identifying the correlating impact of decisions made and interdependencies with other developments within the Council and other key stakeholders.
- Maintain a focus on staffing issues, including organisational culture.
- Give consideration to reputational issues that may impact on the standing of the Council, its staff and other stakeholders.
- Provide appropriate preparation for and attention to Board meetings.
- The programme would be managed by a Programme Manager with support from dedicated Project Officers and members of the Cultural Management Team to ensure that this programme of work can meet ongoing deadlines.

In addition, many of the aspects laid out in the Commercial Case would be delegated directly to the Cultural Management Team via the Programme Manager which is made up by a number of senior managers from across the service. This would typically include aspects such as development of ongoing interpretation across the sites, research around ticketing and pricing, etc.

There are currently a number of senior manager vacancies within the team and recruitment of these would be carried out in-line with the changes proposed in this business case in order to ensure that the strongest and most appropriate candidates are sourced.

It is expected that the structure noted above would remain in place until the next stage of this project is developed following feedback from this report and after the consultation period has been completed, dates of which are outlined below.

5.3 Programme Management Plans

Noted below are two timelines. The first is the initial timeline of the programme which takes us through the key gateways, including the consultation process, which allows the project to proceed as noted in this business case.

Date	Action
Ongoing	Stakeholder Analysis & Communications
18 th December 2018	Informal Executive
14 th January 2019	Publication of Proposals
22 nd January 2019	Public Protection and Scrutiny
5 th February 2019	Executive Decision
6 th February 2019	Consultation Begins (10 weeks)
March 2019	Mid Consultation Review
April 2019	End of Consultation
April 2019	Analysis of Consultation
TBC	Public Protection and Scrutiny
TBC	Executive Decision
TBC	Implementation Plan based on approval

5.4 Timeline for the proposed works

The timeline for the proposed works depends has been previously noted in the Financial Case (See 4.4.1).

As a whole, this is an ambitious scheme of work which builds on the achievement of previous projects such as original build at The Collection and, more recently, Lincoln Castle Revealed. As with these projects, it requires the support of many teams across LCC, including those listed within the Programme Board, as well as a wide range of stakeholders both internal and external to LCC.

5.5 Use of external contractors

The programme of work requires the development of a Cultural Enterprise model for the Heritage Service. As such, it requires the utilisation of expertise that currently sits outside of LCC and it would be necessary to bring in a number of external contractors, either to undertake specific schemes of work or to help build capacity of the existing team. This includes:

Contractor	Expertise
Interpretive master-planning	Refers to the planning and design of the museum or heritage experience in order to ensure that it delivers a coherent story, a wide range of appropriate outcomes and, in this case, is coordinated across sites and timelines to ensure a truly complementary programme across supersites to deliver the Lincolnshire DNA.
Fundraising	Now incorporates a wide-range of fundraising expertise to generate

	income from donations, wealthy individuals, corporates, etc.
Audience development	The process of understanding particular audience segment needs and integrating them into an ongoing public programme of exhibitions and events. This is concerned with attracting and retaining segments.
Business model & value proposition development	The quality of a product is no longer the only driver that will guarantee long-term sustainability of the Heritage Service. It is necessary to be able to understand how that product creates value for audiences (in order to attract them in the first place) and how income can be generated from those audiences. Business model & value proposition design are concerned with these processes.
Exhibition design	A traditional process of ensuring the look and feel of an exhibition delivers a high quality experience that also delivers a wide range of outcomes.

Each of these would be procured in-line with LCC's existing procurement processes to ensure quality and value for money given the available budget.

It is also worth highlighting that any building works commissioned as part of this programme will also require the use of a number of external contractors. LCC has considerable expertise in this area within Corporate Property and the Heritage Service welcomes the opportunity to work more closely with our colleagues to successful procurement and project delivery.

5.6 Impact on Heritage Service organisational structure

The proposed move to a supersite model would have an impact across the entire team, including that of the senior management team, in order to ensure that available resources are aligned to deliver against all investment objectives. It should be noted that for the duration of this programme, including after any potential organisational restructure that may take place, the overall staffing budget would not be increased from the 18/19 budget.

Design of a new team would take place using LCC's Organisation Design Toolkit which has been prepared to support managers to address key issues including career development, resourcing cross-functional departments, providing flexibility for changing demands, avoiding duplication of work, and ensuring effective integration of services.

We would also work with HR who would use the consultation task list which outlines the key events leading up to, during and after the consultation process, as well as HR-approved pre-engagement methods to prepare staff for this process.

5.7 Change and Contract Management Arrangements

Substantial work has been undertaken in the last 12 months to understand the legal and contractual commitments related to all our existing sites. This underpins the development of the Supersite concept and we are confident that we understand the legal position of these properties and that it would not delay implementation of this scheme of work.

Members of the Cultural Management Team have already undertaken a wide range of engagement with key stakeholders with whom we have developed strong relationships in order to ascertain their feedback and would continue to do so in advance of the formal consultation.

The formal consultation process which is due to begin in February 2019 and outlined in the schedule above has been designed by CMT with LCC's Community Engagement Team, together with input and expertise from LCC's Legal team. This would ensure that there is absolute clarity over the purpose of the consultation and support the implementation of a best-practice approach to consultation that would not delay this programme of work.

We intend to consult on the changes proposed to the heritage service, including the concept of Supersites. Key messages would include:

- We're extremely proud of our heritage sites, but we think there is the potential to do much more.
- We're developing a blueprint for the future of local heritage attractions, which would include investment in our sites to diversify our offer and improve the financial sustainability of our Heritage Service.
- The proposals would dramatically improve what the county has to offer Lincolnshire residents and inbound visitors, helping to deliver a wide range of social outcomes and boost the local tourism economy.

The purpose of this consultation is to:

- Generate enthusiasm for the proposals, and ascertain alternative suggestions, for the future of the Heritage Service.
- Minimise any criticism stemming from the proposed closure of/changes within our current property portfolio.
- Keep stakeholders well-informed throughout the process.

Consultation would take place with both internal and external stakeholders with 150+ types or groups having been identified. This includes, but is not limited to.

Internal	External
<ul style="list-style-type: none"> • Executive councillors • Local ward members • Other county councillors • Trade unions • Heritage staff • Heritage volunteers • Other LCC staff 	<ul style="list-style-type: none"> • Heritage stakeholders/partner organisations • Lincolnshire MPs • Relevant district, town, parish councils • Site visitors • Media • General public

5.7.1 Changes following consultation

Any changes to the programme of work after the Consultation process would be managed by the Programme Manager following discussion from the Programme Board. This would ensure that they are integrated within the scheme of work as it progresses.

5.8 Benefits Realisation

Benefits realisation typically spans the pre and post-delivery phases of a project to ensure that outcomes (and outputs) don't fall short of their original promise. It brings clarity to the articulation of the proposed benefits and also ensures accountability following the project's delivery. It's typically formed of three areas:

- Definition: clearly defined range of benefits and outcomes
- Planning: defines all changes needed to maximise benefits
- Realisation: ensures that plans are carried out and benefits maximised.

The Economic Case contains the four Investment Objectives and the evidence we would be collecting in order to ascertain success/failure. Resources will be used appropriately so that they are invested in collecting only that data which is necessary to underpin the development of the service.

We also propose to use the Heritage Lottery Fund's Outcomes Framework for the development of the proposed project which are noted in Appendix 5A. This currently has three outcomes (Outcomes for People, Outcomes for Heritage, and Outcomes for communities), but may be changed following HLF's current reassessment of their funding programmes which is due to be unveiled in January 2019. Both LCC and the Heritage Service are already familiar with this framework as it was used to support the highly successful transformation that was delivered in the Lincoln Castle Revealed project.

5.9 Creation of a Heritage Service Advisory Board

We propose that a new Heritage Service Advisory Board is established which is made up of those with core expertise within the wider cultural enterprise sphere. As with a traditional board of trustees, which is not possible with the current governance structure, this group would advise the Head of Cultural Services and wider LCC members to support the delivery of the investment objectives noted in the Strategic Case.

Their expertise would reflect those areas that are required to support this programme of work. This would include:

- People with a range of hard or technical skills. This would include, but is not limited to, financial, legal, management, commercial, fundraising, etc., who can ask and answer questions, and also offer an independent voice to support the development of the Heritage Service.
- Those people with a range of expertise from the wider culture and heritage sector. These are people who can advise on the future direction of the service with regards to the exhibitions and events that are planned, to share expertise, etc.
- People from the local community. Those people who are part of and understand local communities and can ensure that their voice is present in key discussions about the development of opportunities going forward.

The intention of this board is not to replace the expertise provided by LCC but to augment it to ensure that there is a balanced view that takes into account the commercial and wider audience considerations which now underpin the Heritage Service.

5.10 Risk Management

Risks and Issues for the delivery of this programme of work would be managed using the agreed methods as outlined in LCC's Project Management Toolkit with responsibilities outlined as follows:

- Risks are identified by the Programme Manager with support from the wider team and documented within the RAID log. These are reviewed regularly and resolved at a local level with support from the Cultural Management Team, if appropriate.
- The Project Sponsor and Programme Board will advise on the status of these risks and potential mitigations, if they can't be mitigated by the Programme Manager and/or the Cultural Management Team.
- If further escalation is required to mitigate any risk then it will be raised with the Programme Sponsor.
- The Heritage Service Advisory Board (once established) would also monitor long-term and strategic risks that would impact on the performance of the service.
- LCC's Audit team would ensure compliance with the programme's risk management through regular gateway reviews and would formally report with recommendations for further action.

5.11 Monitoring and implementation

Monitoring during implementation would be carried out at a number of levels and given the scope of works outlined, and would be proportionate to the significance of the work undertaken.

- The Programme Manager would monitor progress based on the associated action plans for each strand of work and the associated milestones. Each strand would have its own Project Officer who would be responsible for their scheme of work.
- The Programme Board would continue to monitor the project and would hold the Programme Manager to account. Changes to the implementation plan would be agreed and recorded in the project's documentation.
- As funding is likely to come from a number of sources, each funder would have their own monitoring criteria and milestones which would have to be reported at regular intervals.
- The Interpretation Steering Board would monitor progress of the commercial development of the service with support from the Cultural Management Team.

5.12 Post-implementation evaluation arrangements

A mixture of formal and informal evaluation would take place post-implementation.

- HLF, ACE and other funders would require a range of formal evaluation reporting at regular periods during the post-evaluation period. Reporting would be based on the HLF outcomes.
- We would commission an independent evaluation that formally assesses the project's delivery of the four investment objectives. This would be a combination of qualitative and quantitative aspects.

- While the Programme Board may no longer be running in the current format, formal reporting of the project would be made to the appropriate board at LCC. This would include feedback ascertained from the Advisory Board.
- A series of qualitative discussions based with key stakeholders would be undertaken to ascertain the impact of the project on them and the communities they represent.
- The project team would conduct its own informal evaluation within four broad sections in order to embed the learning from this project going forward.
 - What went well?
 - What didn't go well?
 - What improvements could be made?
 - How can feedback be implemented in projects going forward?
- Those business as usual aspects would be incorporated into the duties of the Cultural Management Team. This would include, for example, the planning and performance of the commercial programme within a robust reporting framework.
- A range of potential KPIs have also been identified and have been listed within the Economic Case.

5.13 Contingency arrangements

As outlined within the Strategic Case, the proposed option is to operate the Heritage Service under a Cultural Enterprise model with two Supersites based at Lincoln Castle and The Collection Museum & Art Gallery. If this option was not viable, the contingency options are as follows:

Contingency	Impact
Operate Heritage Service as Cultural Enterprise with only one Supersite – Lincoln Castle.	<ul style="list-style-type: none"> • Lincoln Castle still requires investment in order to maintain performance. • The Collection's financial performance is held back by a significant rates bill and without investment its financial contribution will always be held back. • Fewer visitors at The Collection over time. Its permanent exhibition is now 13 years old, three years older than what is considered permanent by the sector. • Likely to require closure of other Heritage Sites in order to control costs, potentially leading to long term decline of the Heritage Service and associated risk to the reputation of LCC. • Note that some sites cannot be closed due to contractual agreements already in place. Additionally, closing the • Usher Gallery would still require additional space to be created at The Collection
Extend timescale for development works over a longer period of time	<ul style="list-style-type: none"> • Additional costs incurred to maintain properties and service commitments over a longer period of time. • Impact on timing of exploiting commercial opportunities, depending on when physical changes to The Collection take place, leading to lower levels of financial sustainability for the Heritage Service. • LCC would need to financially support Heritage Service for longer or agree to further cutbacks to achieve cost neutrality.
Do nothing while researching other ways to deliver a more limited range of objectives with smaller scope.	<ul style="list-style-type: none"> • Heritage Service likely to be reduced year on year without capacity to develop commercially. Like to lead to slow decline of service, as highlighted above and negative impact on the visitor economy. • Reputational risk to LCC for failing to support a sustainable form of culture and heritage provision.

5.14 Exit strategy

This scheme of work is both ambitious and innovative and necessitates a number of projects across the Heritage Service.

In some cases, exit takes place when the specific schemes of work have been completed, for example once any intervention in either Lincoln Castle or The Collection have taken place, or when other sites no longer fall within the Heritage Service's remit or have been disposed of by LCC.

However, as the aim of this business case is to establish a Heritage Service that can leverage the full value of Lincolnshire's world-class culture and heritage to the full benefit of the county and its visitors, together with the associated investment objectives, a successful exit strategy is dependent on a more than a number of physical outputs.

This means that exit actually takes place when both sites and the specific actions noted in this business case are integrated into the Heritage Services' next 5 year strategy or second phase of the FuturePlan. In essence, then, the changes posited become business as usual, until a new scheme of work is proposed and undertaken.

5.15 Conclusions

This Management Case has presented a comprehensive approach to the management of this scheme of work. This utilises LCC's approved project management approach and also integrates with key democratic timelines, while also ensuring a comprehensive consultation with stakeholders. A clear process for identifying and managing risk has also been detailed. Contingencies have also been identified.

With regards to the development of the service, key areas for professional development for the service that are necessary to help deliver the increased commercial return necessary to support the long-term sustainability of the Heritage Service, have also been identified. This also includes the development of a formalised Advisory Panel that will bring a wide range of external expertise into the service.

A post-implementation evaluation approach has been identified, together with an Exit strategy which identifies the integration of this proposed scheme of work into the Heritage Service's as business as usual and/or the development of a second phase in the FuturePlan. This is an approach that will further support the delivery of the investment aim and objectives related stated within this business case.

Appendix

These have been created as a separate document, but contents are noted as follows:

Strategic Case

Appendix 1A: PESTLE (1.8.1)

Appendix 1B: SWOT (1.8.2)

Appendix 1C: Porter's Five Forces (1.8.3)

Appendix 1D: Lincoln Castle Supersite Concept (1.9.4.1)

Appendix 1E: CMAG Concept (1.9.4.2)

Appendix 1F: LCC's Heritage-related projects (1.10.2)

Economic Case

Appendix 2A: Comparative Visitor Number Data (2.4.4)

Appendix 2B: Comparative Data for Health & Wellbeing Impact (2.5.1)

Appendix 2C: Comparative Data for Economic Impact Assessment (2.6.1)

Commercial Case

Appendix 3A: Audience Finder Segmentation Definitions (3.4.3.1)

Financial Case

No Appendices

Management Case

Appendix 5A: HLF Outcomes (5.8)

Lincolnshire County Council

Detailed Business Case - Appendices

Future of the Heritage Service

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Strategic Case

Appendix 1A: PESTLE Analysis (1.8.1)

Political

- Brexit – is likely to result in a period of political instability until the UK has developed new relationships with Europe and the wider world.
- Industrial Strategy – government commitment to creating a more prosperous country post-Brexit. Of particular interest to this business case are People – *good jobs and greater earning power for all*, Infrastructure – *a major upgrade to the UK's infrastructure*, and Places – *prosperous communities across the UK*.
- Likely replacement for EU funds would be the *Shared Prosperity Fund* (tbc). While the precise make-up of this fund is not yet known, it is not intended to be a direct like-for-like replacement for ERDF, Creative Europe, etc., and would be more closely aligned to support the Industrial Strategy and other government priorities.
- While the Industrial Strategy has an economic focus, DCMS are currently in early stage development of a social (industrial) strategy which would highlight the crucial role that culture has to play in delivering economic growth and stronger communities.
- Culture and heritage play a key role in creating soft power, potentially even social control, and leveraging this is a priority for both national and regional governments.
- Political support for some additional investment within LCC, as well as a focus on commercialization of service and continued focus on efficiency savings.
- Culture and heritage increasingly seen as key factors in placemaking and key to economic growth. Placemaking refers to the development of a feeling of identity and pride for a particular place, for residents, workers, visitors and investors, and the role of government to shape this.

Economic

- Need to respond to LCC economic pressures and maintain efficiencies to support service to become cost-neutral.
- Heritage's role in increasing economic impact – the so-called heritage premium. Businesses that are based in heritage properties contribute greater GVA.
- Need to increase Heritage Service's commercial ability to promote greater levels of sustainability.
- Clear evidence from Hull (and other areas) that the right investment in culture can lead to further economic growth and attract inward investment.
- Culture and heritage contribute to skills development and increase employability.
- Success of Lincoln Castle project in increasing Lincoln's visitor economy.
- Visitor economy worldwide is expected to grow by 3.9% year on year until 2027, and the UK is going through a tourism boom on the back of the lower value of the pound.
- More UK visitors like to 'staycation' (remain in the UK for their holidays) given the relative decline of the strength of the pound since 2016.
- Developing the visitor economy is key priority for the LEP, although it's not clear to what extent this is represented within the development of the Lincolnshire local industrial strategy.
- Heritage service budgets do not reflect certain 'below the line' costs, including HR, IMT, Property, Legal, etc. This makes cost neutrality more complex to assess.
- Efficiencies in running multiple properties can be made through a more focused whole service development programme.

- Capital funding is available from public bodies (ACE, HLF), however it is generally available in smaller amounts and joint-funding is increasingly expected.

Social

- Changing cultural engagement trends tend toward storytelling and participatory approaches which are not reflected across the full LCC heritage portfolio.
- Demographic change indicates that younger generations want to experience culture in ways that are relevant to them and should reflect their needs, wants and interests.
- Improved audience segmentation methodologies now exist, including The Audience Agency's Audience Finder and MHM's Culture Segments, which support more targeted development exhibitions and events.
- Culture and heritage able to deliver wide range of health & wellbeing, as well as both formal and informal learning outcomes.
- Well-managed heritage increases community vibrancy, and creates a greater sense of identity and pride in place – it anchors us and creates a sense of shared memory.
- Heritage aligned with a key range of LCC social priorities through its Community Resilience and Assets Commissioning Plan.
- Erroneous assumptions from across the UK that Lincolnshire is a cultural wasteland so unable to attract greater levels of inward investment from large companies.

Technological

- Increased ubiquity of smart technology and social media is driving changes in marketing.
- Technology is better informing our understanding of audiences and their motivations to visit.
- Increased opportunities to integrate technology into interpretation to deliver a more innovative and engaging visitor experience.
- Technology can support more flexible offsite and multi-site working.

Legal

- There are no statutory duties related to museum provision. However, the Council has a power but not a duty to provide museums and art galleries through the Public Libraries and Museums Act (1964). Other attractions will probably be treated as museum under the 1964 Act but would otherwise be covered by the general power of competence under the Localism Act (2011).
- Potential for legal challenge from courts exists if LCC doesn't follow appropriate protocol related to stakeholder engagement and consultation.

Environment

- Environmental footprint and sustainability of sites, including reducing energy consumption and carbon footprint.
- Opportunities to improve conservation of assets.

Appendix 1B: SWOT (1.8.2)

	Helpful	Harmful
	Strengths	Weaknesses
Internal	<ul style="list-style-type: none"> • Lincoln Castle - world class attraction and commercially successful with clear evidence of economic impact and a growing reputation. • Lincolnshire's historic breadth covering the last 2000 years is strong and there are many stories to be told • Track record in obtaining large-scale funding • The Collection (as a physical space) • Good relationship with stakeholders and sector partners • Sandford Award-winning learning programme • Some strong collections across a range of historic periods • HMT committed to change programme and supportive of wider commercialization • ACE NPO status with 3 years of committed funding • Heritage Service recognized as a key driver for the delivery of Community Resilience and Assets Commissioning Plan. 	<ul style="list-style-type: none"> • Limited commercialization experience in the team and so limited audience development planning, interpretive masterplan, pricing strategy, etc. • Lack of audience-focused development for exhibitions and events • Constraints imposed by LCC reduce responsiveness of service to available opportunities for efficiency savings and value creation. • Below the line costs which limit governance options. • Current vision and mission don't position Heritage Service as driver of visitor economy. • Not sufficiently audience-focused or innovative in approach to programming. • Disparately placed sites – not always in the places you would choose to put a visitor site. This limits growth but also drives up operational costs. • Outstanding legal commitments make site rationalization more complex and could push back timeline for change. • 'Tired' exhibitions at MLL, The Collection and The Usher Gallery, as well as other microsites, are increasingly a turn-off for visitors, particularly younger generations. • Lack of clear unifying identity and stories across sites – no Lincolnshire narrative • The Collection and Lincoln Castle require further investment to unlock Commercial opportunities.

	Helpful Opportunities	Harmful Threats
External	<ul style="list-style-type: none"> • Leverage heritage assets to support wider LCC priorities, as well as placemaking , and economic growth through the visitor economy • Revisit mission and vision to align with placemaking and visitor economy priorities. • Retell story of Lincolnshire by creating a strategic interpretive masterplan which align stories and sites more effectively. • Fully develop commercial strategy by placing audiences (and not collections) at the heart of the development process. This needs to reflect segmentation, pricing, interpretation, fundraising, business model and value proposition, etc. • Potential to develop wider range of partnerships with national partners to support strategic growth opportunities through the display of temporary exhibitions. • Potential for fully-fledged programme to be introduced in order to increase commercial potential across the site. This would focus on more revenue generating initiatives. 	<ul style="list-style-type: none"> • LCC transition toward to commissioning and commercialisation may be interpreted by some funders as lack of support for culture and heritage. • Status Quo gives limited options for growth and would not contribute to placemaking or further growth of the visitor economy. Is likely to lead to long-term decline of the Heritage Service. • Cost neutrality less plausible without rationalization exercise. • Fundraising increasingly competitive. Less money available and more potential bidders. • HLF currently undergoing restructure of funding approach and new formats would not be clear until Jan 2019 (tbc). • Stakeholder interpretation of any proposed alterative of the service could be interpreted out of context.

Appendix 1C: Porter's Five Forces (1.8.3)

This exercise identifies and assesses the five competitive forces¹ that shape every industry, thus helping to determine its strengths and weaknesses, and whether investment in that industry should take place. Each investment is graded as LOW, MEDIUM or HIGH

Threat of new entrants (LOW)

A low threat of new entrants exists. The City of Lincoln Council, who would be the likely entrant, has leased many of its culture and heritage assets to LCC and so is unable to reposition itself as a direct competitor. A much higher threat of substitutes exists as a result.

Power of suppliers (HIGH)

In this case, suppliers relates to both funders, the supplies of capital, as well as those suppliers who provide commercial and other services related to exhibitions and events.

Funders hold most of the power. Without such investment the project would simply not happen, which also means that funders can substantially shape the direction of the project. Aligning with their desired outcomes is of key importance. Most providers of temporary exhibitions do so to extend the legacy of their existing exhibitions rather than to explicitly support other museums increase their commercial return.

Power of customers (MED-HIGH)

The more focused the value created then the less power customers hold. The success of Lincoln Castle, for example, is predicated on the development of a strong value proposition and this places greater power in the hands of the Heritage Service to charge more for ticketing and the associated retail and subsistence activity. This is not the case at our other sites, so ensuring that the future services deliver a strong value proposition is integral to its success.

Threat of substitute products/services (MED)

In terms of wider leisure or visitor attractions, there are many substitutes, notably traditional cinema and theatre; however, given Lincolnshire's rural nature there are a range of outdoor pursuits, including visiting the coast and notably the new North Sea Observatory at Chapel Point. Being able to offer a unique experience is the key to overcoming these threats.

Competition in the industry (MED)

A wide range of heritage sites exist in Lincolnshire. At the one end of the scale there is Lincoln Cathedral which is currently undergoing redevelopment through the Lincoln Castle Connected scheme, subsidized by a £12m grant by the HLF. When this opens it would be a significant competitor. A wider range of smaller heritage sites operates by both the National Trust (NT) and English Heritage (EH), as well as a number of sites operated by independent trusts also exists.

¹ These are the Threat of new entrants, Power of suppliers, Power of customers, Threat of substitutes, and Competition in the industry.

Appendix 1D: Lincoln Castle Concept (1.9.4.1)

The identity of the Lincoln Castle Supersite would be characterized as follows:

- Experiential – immersed in heritage
- History where it happened... and which still resonates today
- A world-leading visitor attraction that offers a great day out

Lincoln Castle should be viewed as a successful pilot of the supersite model which exemplifies the experience of 'history where it happened', offering a great day out that creates memories for all who visit. It also has a variety of flexible spaces in which blockbuster exhibitions which would drive income in the summer period and ensures that income levels are maintained.

The site, the themes and the interpretive principles for Lincoln Castle ensure not only a ground-breaking visitor experience but one that makes essential and relevant viewing. The themes of Power and Justice stand in connection with William the Conqueror, King John, Magna Carta, the Battle of Lincoln Fair, the operation of the law and the punishment that could follow; the overarching theme, however, is Accountability, for as then and now, we are all held to account for our actions.

The buildings and walls stand testament to Lincoln Castle's status and strategic importance over the last nearly 1,000 years. Today, it hosts two astonishing artefacts: Magna Carta and the Charter of the Forest. Though these documents answered the needs of a particular group of people at a specific time in history, their impact on our lives, even 800 years on, cannot be undervalued. Lincoln Castle is the only place in the world where they can be viewed together.

These documents are displayed in another of Lincoln Castle's assets, an original 18th-century prison building, and only moments away from a third, an original 19th-century Crown Court. These components, in their interconnectedness, underpin the interpretive power of the site. They tell a story of local, national and international significance – the story of justice, law, punishment, individual rights, equality and the freedoms we have as citizens. These themes are as relevant to us now as they were at the sealing of Magna Carta.

The intention of Lincoln Castle is to share this extraordinary history through the power of its assets – 1,000 years of history where it happened. And in so doing, drive to make Lincoln a destination of choice, revitalising the tourist industry and being a key contributor to the local visitor economy.

Also, given its stunning backdrop, the castle also offers great opportunities to leverage commercial events that bring in different audience segments and raise income, but also to expand the range of space available for temporary exhibitions to give our audiences more of a reason to return.



Lincoln Castle Revealed (from the air)



Lincoln Castle offers a stunning vantage point to appreciate Lincoln Cathedral and other local sites.



Digital engagement helps to communicate the crucial role that Magna Carta has played in shaping our lives today



Costumed interpretation adds an engaging layer to any school visit at Lincoln Castle

Appendix 1E: CMAG Concept (1.9.4.2)

The identity of The Collection Museum & Art Gallery would be characterized as:

- First-class museum experience – a classic object-focused museum with a contemporary twist in a stunning piece of contemporary architecture.
- Permanent exhibition that displays the best of our art and archaeology collections, telling a much more refined and engaging story about the history of Lincoln and/or Lincolnshire.
- Rotating programme of exhibitions that bring the best experiences to Lincoln from the UK's national museums and collections.

Above all, The Collection Museum & Art Gallery (CMAG) is a collection-centric museum, and as its name suggests, it would be located at The Collection building. It would tell the story of Lincoln and the county of Lincolnshire from prehistory and its early settlers up to modern times. The museum and gallery would connect audiences with the lived experience of Lincolnshire's past, by vividly telling the story of the city, the county and its people.

The story it would tell is one of place and people, evolving through interaction and exchange with artefacts. The county's complexities and contrasts would be revealed through the combined display and exploration of collections including archaeology, art, nature and social history, collectively displayed in this unique building.

CMAG would showcase the county's unique history. Exhibitions and displays would highlight and celebrate original material relating to the county's finest heritage stories, inspiring wide ranging interests and audiences. It would provide a snapshot into the past, and create a space in which visitors can learn, explore and develop a sense of place through the stories of who and what went before them.

Displays would be collections rich, providing a tapestry of artefacts in which the tangible evidence of the past is explored to reveal the story of historic Lincolnshire. Adaptable and layered interpretation would allow visitors to 'dip in' to the headlines, or 'dig deeper' into detailed stories and histories, as relevant to their individual interests. A variety of artefacts collectively displayed would create a blend of art, archaeology, nature, and social history, ranging from the ever extraordinary to the now unfamiliar but once every-day. Galleries would illustrate Lincolnshire's history-derived from the past- and re-interpreted for enjoyment and exploration by the county and community in which the museum and heritage collections now sit.

CMAG's wider temporary exhibition² and events programmes would build on The Heritage Service's existing experience in this area, enabling the very best of national and international touring exhibitions and prestigious loans to the County, complementing the county's rich showcase and providing the opportunity to explore and present Lincolnshire's position within, and to, the wider world.

² Temporary exhibitions are discussed in some detail in sections 1.9.4 And 3.5



Stunningly designed interiors



Improving public engagement through access to experts



Re-displaying the Usher Collection in ways that engage and inspire



Accessible to all, diversified in its provision



Classic museum experience with a twist – delivering the unexpected!

Appendix 1F – Full range of LCC's Heritage-related Projects (1.10.2)

LCC's Heritage focused projects	2013/14	2014/15	2015/16	2016/17	2017/18
Ruston and Hornsby Digitisation Project					
LCC Cost		£3,792.00	£20,408.31	£3,625.75	£0.00
Grant		-£28,642.00	-£10,313.62	-£17,615.00	-£4,565.00
Complete					Y
Lincoln Castle Revealed					
LCC Cost	£1,247,149.00	£2,134,335.00	£463,867.00	-£164,762	-£104,089
Grant	-£3,540,225.00	-£5,735,795.00	-£1,403,639.00	-£256,133	-£527,973
Complete					N
Bastion in the Air*					
LCC Cost				£5,394.22	£4,160.74
Grant*				£0.00	-£71,446.45
Complete					N
Aviation Heritage Partnership Grants					
LCC Cost	£944.00	£15.00	£2,167.05	£0.00	£0.00
Grant	-£139,757.00	-£106,424.00	-£96,605.95	-£64,847.37	-£79,017.50
Complete	Y	Y	Y	Y	Y

*This project is being delivered in partnership with West Lindsey District Council, who are the Grant holders, and reimburse the County Council for any tasks it completes as part of this project.

Lincolnshire Remembrance					
LCC Cost	£10,025	£10,025	£10,025		
Grant	£77,400	£29,920	£7,480		
Complete	Y	Y	Y		
Memories and Memorials					
LCC Cost			£7,933	£7,933	£7,933
Grant			£49,500	£23,600	£5,900
Complete			Y	Y	Y
Portable Antiquities Scheme					
LCC Cost					
Grant	£31,000	£31,000	£31,000	£31,000	£31,000
Complete	Y	Y	Y	Y	Y
Portable Antiquities Scheme Internship					
LCC Cost			N/A	N/A	N/A
Grant			£5,000.00	£5,000.00	£5,000.00
Complete			Y	Y	Y
Holbeach town assessment					
LCC Cost					£12,500
Grant					N/A
Complete					Y
Lincolnshire Extensive Urban Survey (PD)					
LCC Cost					N/A
Grant					£1,600
Complete					
Heritage Open Days					
LCC Cost					£20,000
Grant					£13,500
Complete					N
Boston Sessions House					
LCC Cost				£6,000	£7,730
Grant					£10,000
Complete				Y	Y
HLF Skills for the Future 2018-2022					
LCC Total Cost					£3,100
Total Grant					£30,600
Complete					N
HLF Skills for the Future 2010-2015**					
LCC Total Cost			£214,223		
Total Grant			£370,017		
Complete			Y		

**Unable to subdivide costs into each year

Places Team					
Prehistory Learning Resources				£10,000	£5,000
Bricks and Bones					£2,900
Lincolnshire Heritage Forum website					£1,100
Landowners Project					£11,944
Value of heritage					£20,000
Heritage Lincolnshire Layers of History			£4,000		£20,500
Community Engagement Team					
St. Oswald's Church Walcott PCC Walcott - Billinghay	£300.00				
Martin Dales First World War Memorial	£150.00				
Art Pop-Up	£500.00				
Art Pop-Up	£500.00				
Sleaford Museum Trust	£400.00				
The Royal British Legion	£400.00				
Art Pop-Up	£500.00				
Art Pop Up	£500.00				
Gatherums and Springside Regeneration Group	£1,000.00				
Utterby Parish Council	£500.00				
Bourne Civic Society	£200.00				
RAF Chapel Flower Guild	£250.00				
Westborough and Dry Doddington Parish Council	£400.00				
The Mallard Project	£100.00				
The Mallard Project	£100.00				
Gatherums of Aswell Hole and the Horsesteps	£23,804.40				
RAF Ingham Heritage Group	£25,000				
Utterby St Andrews District Church Council	£14,661.18				
Heritage Trust	£86,597				
Airborne Forces Memorial RAF Barkston Heath		£500.00			
North Thoresby Parochial Church Council		£1,000.00			
Barrowby Bell Ringers		£250.00			
Ingoldmells Parish Council		£500.00			
St James Deeping Signal Box Group		£1,000.00			
Church of St Mary Cowbit PCC Cowbit		£200.00			
St Lawrence Church Bardney		£1,000.00			
Bracebridge Neighbourhood Board		£500.00			
Sturton-by-Stow Parish Council		£1,000.00			
Tattershall with Thorpe Parish Council		£250.00			
St Martin's Church		£500.00			
Strubby Memorial Fund		£1,200.00			
Friends of Lea Road Station		£200.00			
Alford & District Civic Trust Limited		£300.00			
Bilsby & Farlethorpe Parish Council		£200.00			
Bracebridge Heath Parish Council		£250.00			
Stamford Town Council		£1,100.00			
St Wulfram's Spire Appeal		£250.00			
St Thomas's PCC Project Team			£700.00		
Stickford Parish Council			£300.00		
Fishtoft Parish Council			£1,500.00		
Glentham Parish Council			£200.00		
Long Bennington Pre-School			£200.00		
Installation of heating into Beonna at All Saints			£20,000		
Heckington Windmill Regeneration Project			£20,000		
Long Sutton Market House Trust Archdoor Replacement			£3,930		
My Grantham			£14,500		
Memories & Memorials - Ruskington Library hub				£1,000.00	
St Mary Le Wigford - Bricks & Bones				£2,400.00	

Economic Case

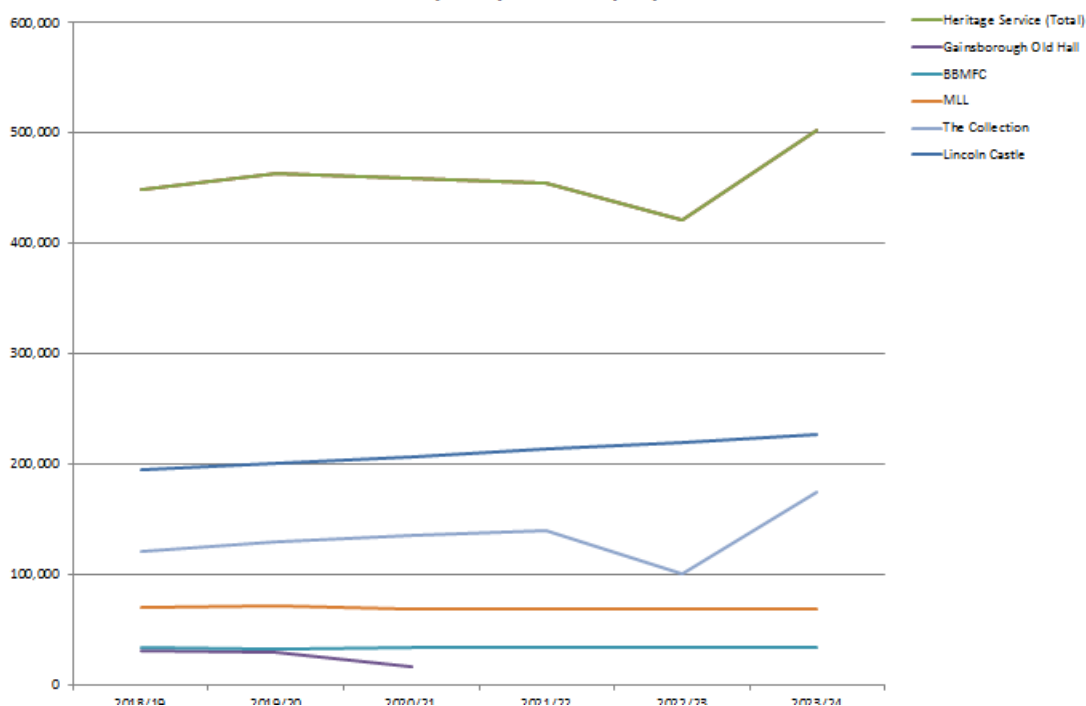
Appendix 2A: Comparative Visitor Number Data (2.4.4)

Heritage Service Visitor Numbers - Two Supersite Model					
Lincoln Castle					
Financial Year	Visitors	Adult Visitor Volume	Local Adult Visitors	Day Adult Visitors	Overnight Adult Visitors
2018/19	195,000	131,820	31,505	49,169	51,146
2019/20	201,000	135,876	32,474	50,682	52,720
2020/21	207,000	139,932	33,444	52,195	54,294
2021/22	213,000	143,988	34,413	53,708	55,867
2022/23	219,000	148,044	35,383	55,220	57,441
2023/24	226,000	152,776	36,513	56,985	59,277
Totals	1,261,000	852,436	203,732	317,959	330,745
	100%	67.6%	23.9%	37.3%	38.8%
The Collection					
Financial Year	Visitors	Adult Visitor Volume	Local Adult Visitors	Day Adult Visitors	Overnight Adult Visitors
2018/19	120,000	77,040	39,059	23,343	14,638
2019/20	130,000	83,460	42,314	25,288	15,857
2020/21	135,000	86,670	43,942	26,261	16,467
2021/22	140,000	89,880	45,569	27,234	17,077
2022/23	100,000	64,200	32,549	19,453	12,198
2023/24	175,000	112,350	56,961	34,042	21,347
Totals	800,000	513,600	260,395	155,621	97,584
	100%	64.2%	50.7%	30.3%	19.0%
MLL					
Financial Year	Visitors	Adult Visitor Volume	Local Adult Visitors	Day Adult Visitors	Overnight Adult Visitors
2018/19	70,000	51,450	30,664	15,847	10,084
2019/20	71,000	52,185	31,102	16,073	10,228
2020/21	68,000	49,980	29,788	15,394	9,796
2021/22	68,000	49,980	29,788	15,394	9,796
2022/23	69,000	50,715	30,226	15,620	9,940
2023/24	68,000	49,980	29,788	15,394	9,796
Totals	414,000	304,290	181,357	93,721	59,641
	100%	73.5%	59.6%	30.8%	19.6%
BBMFC					
Financial Year	Visitors	Adult Visitor Volume	Local Adult Visitors	Day Adult Visitors	Overnight Adult Visitors
2018/19	33,000	25,509	5,000	9,413	11,096
2019/20	32,000	24,736	4,848	9,128	10,760
2020/21	33,000	25,509	5,000	9,413	11,096
2021/22	34,000	26,282	5,151	9,698	11,433
2022/23	33,000	25,509	5,000	9,413	11,096
2023/24	34,000	26,282	5,151	9,698	11,433
Totals	199,000	153,827	30,150	56,762	66,915
	100%	77.3%	19.6%	36.9%	43.5%

Gainsborough Old Hall					
Financial Year	Visitors	Adult Visitor Volume	Local Adult Visitors	Day Adult Visitors	Overnight Adult Visitors
2018/19	30,000	25,530	4,366	15,395	5,770
2019/20	29,000	24,679	4,220	14,881	5,577
2020/21	16,000	13,616	2,328	8,210	3,077
2021/22					
2022/23					
2023/24					
Totals	75,000	63,825	10,914	38,486	14,424
	100%	85.1%	17.1%	60.3%	22.6%

Heritage Service (Total)					
Financial Year	Total Visitors	Adult Visitor Volume	Local Adult Visitors	Day Adult Visitors	Overnight Adult Visitors
2018/19	448,000	311,349	110,594	113,166	92,734
2019/20	463,000	320,936	114,959	116,052	95,143
2020/21	459,000	315,707	114,502	111,473	94,731
2021/22	455,000	310,130	114,922	106,033	94,173
2022/23	421,000	288,468	103,158	99,706	90,676
2023/24	503,000	341,388	128,414	116,119	101,852
Totals	2,749,000	1,887,978	686,548	662,549	569,309
	100%	68.7%	36.4%	35.1%	30.2%

Heritage Service - Comparative Visitor Numbers Supersite Model (2018/19 - 2023/24)



Heritage Service Visitor Numbers - Status Quo Model

Lincoln Castle					
Financial Year	Visitors	Adult Visitor Volume	Local Adult Visitors	Day Adult Visitors	Overnight Adult Visitors
2018/19	195,000	131,820	31,505	49,169	51,146
2019/20	195,000	131,820	31,505	49,169	51,146
2020/21	195,000	131,820	31,505	49,169	51,146
2021/22	195,000	131,820	31,505	49,169	51,146
2022/23	195,000	131,820	31,505	49,169	51,146
2023/24	195,000	131,820	31,505	49,169	51,146
Totals	1,170,000	790,920	189,030	295,013	306,877
	100%	67.6%	23.9%	37.3%	38.8%

The Collection					
Financial Year	Visitors	Adult Visitor Volume	Local Adult Visitors	Day Adult Visitors	Overnight Adult Visitors
2018/19	120,000	77,040	39,059	23,343	14,638
2019/20	120,000	77,040	39,059	23,343	14,638
2020/21	120,000	77,040	39,059	23,343	14,638
2021/22	120,000	77,040	39,059	23,343	14,638
2022/23	120,000	77,040	39,059	23,343	14,638
2023/24	120,000	77,040	39,059	23,343	14,638
Totals	720,000	462,240	234,356	140,059	87,826
	100%	64.2%	50.7%	30.3%	19.0%

MLL					
Financial Year	Visitors	Adult Visitor Volume	Local Adult Visitors	Day Adult Visitors	Overnight Adult Visitors
2018/19	70,000	51,450	30,664	15,847	10,084
2019/20	70,000	51,450	30,664	15,847	10,084
2020/21	70,000	51,450	30,664	15,847	10,084
2021/22	70,000	51,450	30,664	15,847	10,084
2022/23	70,000	51,450	30,664	15,847	10,084
2023/24	70,000	51,450	30,664	15,847	10,084
Totals	420,000	308,700	183,985	95,080	60,505
	100%	73.5%	59.6%	30.8%	19.6%

BBMFC					
Financial Year	Visitors	Adult Visitor Volume	Local Adult Visitors	Day Adult Visitors	Overnight Adult Visitors
2018/19	33,000	25,509	5,000	9,413	11,096
2019/20	33,000	25,509	5,000	9,413	11,096
2020/21	33,000	25,509	5,000	9,413	11,096
2021/22	33,000	25,509	5,000	9,413	11,096
2022/23	33,000	25,509	5,000	9,413	11,096
2023/24	33,000	25,509	5,000	9,413	11,096
Totals	198,000	153,054	29,999	56,477	66,578
	100%	77.3%	19.6%	36.9%	43.5%

Gainsborough Old Hall					
Financial Year	Visitors	Adult Visitor Volume	Local Adult Visitors	Day Adult Visitors	Overnight Adult Visitors
2018/19	30,000	25,530	4,366	15,395	5,770
2019/20	30,000	25,530	4,366	15,395	5,770
2020/21	30,000	25,530	4,366	15,395	5,770
2021/22	30,000	25,530	4,366	15,395	5,770
2022/23	30,000	25,530	4,366	15,395	5,770
2023/24	30,000	25,530	4,366	15,395	5,770
Totals	180,000	153,180	26,194	92,368	34,619
	100%	85.1%	17.1%	60.3%	22.6%

Heritage Service (Total)					
Financial Year	Total Visitors	Adult Visitor Volume	Local Adult Visitors	Day Adult Visitors	Overnight Adult Visitors
2018/19	448,000	311,349	110,594	113,166	92,734
2019/20	448,000	311,349	110,594	113,166	92,734
2020/21	448,000	311,349	110,594	113,166	92,734
2021/22	448,000	311,349	110,594	113,166	92,734
2022/23	448,000	311,349	110,594	113,166	92,734
2023/24	448,000	311,349	110,594	113,166	92,734
Totals	2,688,000	1,868,094	663,563	678,996	556,405
	100%	69.5%	35.5%	36.3%	29.8%

*Given the lack of deviation in visitor numbers under the Status Quo model, no graph has been produced.

Appendix 2B: Comparative Data for Economic Impact Assessment (2.5.1)

Heritage Service - Comparative Economic Impact Data - Supersite Model (2018/19 - 2023/24)

Lincoln Castle (Supersite 1)											
Financial Year	Visitors	Adult Visitor Volume	Size	Local Adult Visitors	Day Adult Visitors	Overnight Adult Visitors	Tourism Impact (£)	Non-Staff Costs	Significance	Expenditure on Goods/Service	Wider Economic Impact (£)
2018/19	195,000	131,820	Large	31,505	49,169	51,146	£4,732,226	£696,410	Major	£293,798	£5,026,024
2019/20	201,000	135,876	Large	32,474	50,682	52,720	£4,877,833	£719,392	Major	£303,494	£5,181,326
2020/21	207,000	139,932	Large	33,444	52,195	54,294	£5,023,440	£741,693	Major	£312,902	£5,336,342
2021/22	213,000	143,988	Large	34,413	53,708	55,867	£5,169,047	£764,685	Major	£322,601	£5,491,648
2022/23	219,000	148,044	Large	35,383	55,220	57,441	£5,314,654	£788,390	Major	£332,602	£5,647,256
2023/24	226,000	152,776	Large	36,513	56,985	59,277	£5,484,529	£812,830	Major	£342,913	£5,827,441
Totals	1,261,000	852,436		203,732	317,959	330,745	£30,601,728	£4,523,400	Major	£1,908,309	£32,510,037
	100%	67.6%		23.9%	37.3%	38.8%					

The Collection Museum & Art Gallery (Supersite 2)											
						Fall in visitors in 2022/23 due to closure of Usher Gallery. Increase in visitors in 2023/24 due to re-opening of museum as Supersite					
Financial Year	Visitors	Adult Visitor Volume	Size	Local Adult Visitors	Day Adult Visitors	Overnight Adult Visitors	Tourism Impact (£)	Non-Staff Costs	Significance	Expenditure on Goods/Service	Wider Economic Impact (£)
2018/19	120,000	77,040	Large	39,059	23,343	14,638	£2,043,753	£639,523	Major	£269,799	£2,313,552
2019/20	130,000	83,460	Large	42,314	25,288	15,857	£2,214,066	£660,627	Major	£278,702	£2,492,768
2020/21	135,000	86,670	Large	43,942	26,261	16,467	£2,299,222	£681,107	Major	£287,342	£2,586,565
2021/22	140,000	89,880	Large	45,569	27,234	17,077	£2,384,379	£702,221	Major	£296,249	£2,680,628
2022/23	100,000	64,200	Large	32,549	19,453	12,198	£1,703,128	£713,530	Major	£301,020	£2,004,148
2023/24	175,000	112,350	Large	56,961	34,042	21,347	£2,980,474	£675,649	Major	£285,039	£3,265,513
Totals	800,000	513,600		260,395	155,621	97,584	£13,625,022	£4,072,657	Major	£1,718,152	£15,343,174
	100%	64.2%		50.7%	30.3%	19.0%					

MLL											
Financial Year	Visitors	Adult Visitor Volume	Size	Local Adult Visitors	Day Adult Visitors	Overnight Adult Visitors	Tourism Impact (£)	Non-Staff Costs	Significance	Expenditure on Goods/Service	Wider Economic Impact (£)
2018/19	70,000	51,450	Large	30,664	15,847	10,084	£1,454,609	£102,028	Low/Moderate	£51,652	£1,506,260
2019/20	71,000	52,185	Large	31,102	16,073	10,228	£1,475,389	£105,395	Low/Moderate	£53,356	£1,528,745
2020/21	68,000	49,980	Large	29,788	15,394	9,796	£1,413,049	£108,662	Low/Moderate	£55,010	£1,468,059
2021/22	68,000	49,980	Large	29,788	15,394	9,796	£1,413,049	£112,031	Low/Moderate	£56,716	£1,469,764
2022/23	69,000	50,715	Large	30,226	15,620	9,940	£1,433,829	£115,504	Low/Moderate	£58,474	£1,492,303
2023/24	68,000	49,980	Large	29,788	15,394	9,796	£1,413,049	£119,084	Low/Moderate	£60,286	£1,473,335
Totals	414,000	304,290		181,357	93,721	59,641	£8,602,972	£662,704	Low/Moderate	£335,494	£8,938,466
	100%	73.5%		59.6%	30.8%	19.6%					

BBMFC											
Financial Year	Visitors	Adult Visitor Volume	Size	Local Adult Visitors	Day Adult Visitors	Overnight Adult Visitors	Tourism Impact (£)	Non-Staff Costs	Significance	Expenditure on Goods/Service	Wider Economic Impact (£)
2018/19	33,000	25,509	Medium	5,000	9,413	11,096	£965,030	£85,975	Low/Moderate	£42,945	£1,007,974
2019/20	32,000	24,736	Medium	4,848	9,128	10,760	£935,787	£88,812	Low/Moderate	£44,362	£980,148
2020/21	33,000	25,509	Medium	5,000	9,413	11,096	£965,030	£91,565	Low/Moderate	£45,737	£1,010,767
2021/22	34,000	26,282	Medium	5,151	9,698	11,433	£994,273	£94,404	Low/Moderate	£47,155	£1,041,428
2022/23	33,000	25,509	Medium	5,000	9,413	11,096	£965,030	£97,330	Low/Moderate	£48,616	£1,013,646
2023/24	34,000	26,282	Medium	5,151	9,698	11,433	£994,273	£100,348	Low/Moderate	£50,124	£1,044,397
Totals	199,000	153,827		30,150	56,762	66,915	£5,819,423	£558,434	Low/Moderate	£278,938	£6,098,361
	100%	77.3%		19.6%	36.9%	43.5%					

Gainsborough Old Hall						Notice given for English Heritage to retain operational ownership in Q3 2019/20, with handover taking place in Q3 2020/21. Thereafter, the					
Financial Year	Visitors	Adult Visitor Volume	Size	Local Adult Visitors	Day Adult Visitors	Overnight Adult Visitors	Tourism Impact (£)	Non-Staff Costs	Significance	Expenditure on Goods/Service	Wider Economic Impact (£)
2018/19	30,000	25,530	Medium	4,366	15,395	5,770	£824,839	£115,761	Low/Moderate	£57,823	£882,662
2019/20	29,000	24,679	Medium	4,220	14,881	5,577	£797,345	£119,582	Low/Moderate	£59,731	£857,076
2020/21	16,000	13,616	Medium	2,328	8,210	3,077	£439,914	£61,644	Low/Moderate	£30,791	£470,705
2021/22											
2022/23											
2023/24											
Totals	75,000	63,825		10,914	38,486	14,424	£2,062,098	£296,987	Low/Moderate	£148,345	£2,210,443
	100%	85.1%		17.1%	60.3%	22.6%					

Heritage Service Combined Totals											
Financial Year	Total Visitors	Adult Visitor Volume	Size	Local Adult Visitors	Day Adult Visitors	Overnight Adult Visitors	Tourism Impact (£)	Non-Staff Costs	Significance	Expenditure on Goods/Service	Wider Economic Impact (£)
2018/19	448,000	311,349	N/A	110,594	113,166	92,734	£10,020,457	£1,639,697	N/A	£716,016	£10,736,473
2019/20	463,000	320,936		114,959	116,052	95,143	£10,300,419	£1,693,808		£739,645	£11,040,064
2020/21	459,000	315,707		114,502	111,473	94,731	£10,140,655	£1,684,671		£731,782	£10,872,437
2021/22	455,000	310,130		114,922	106,033	94,173	£9,960,748	£1,673,341		£722,721	£10,683,469
2022/23	421,000	288,468		103,158	99,706	90,676	£9,416,640	£1,714,754		£740,713	£10,157,353
2023/24	503,000	341,388		128,414	116,119	101,852	£10,872,324	£1,707,911		£738,362	£11,610,686
Totals	2,749,000	1,887,978		N/A	686,548	662,549	569,309	£60,711,243		£10,114,182	N/A
	100%	68.7%		36.4%	35.1%	30.2%					

Heritage Service - Comparative Economic Impact Data - Status Quo Model (2018/19 - 2023/24)

Lincoln Castle											
Financial Year	Visitors	Adult Visitor Volume	Size	Local Adult Visitors	Day Adult Visitors	Overnight Adult Visitors	Tourism Impact (£)	Non-Staff Costs	Significance	Expenditure on Goods/Service	Wider Economic Impact (£)
2018/19	195,000	131,820	Large	31,505	49,169	51,146	£4,732,226	£696,410	Major	£293,798	£5,026,024
2019/20	195,000	131,820	Large	31,505	49,169	51,146	£4,732,226	£719,392	Major	£303,494	£5,035,719
2020/21	195,000	131,820	Large	31,505	49,169	51,146	£4,732,226	£741,693	Major	£312,902	£5,045,128
2021/22	195,000	131,820	Large	31,505	49,169	51,146	£4,732,226	£764,685	Major	£322,601	£5,054,827
2022/23	195,000	131,820	Large	31,505	49,169	51,146	£4,732,226	£788,390	Major	£332,602	£5,064,828
2023/24	195,000	131,820	Large	31,505	49,169	51,146	£4,732,226	£812,830	Major	£342,913	£5,075,139
Totals	1,170,000	790,920		189,030	295,013	306,877	£28,393,356	£4,523,400	Major	£1,908,309	£30,301,665
	100%	67.6%		23.9%	37.3%	38.8%					

The Collection Museum & Art Gallery											
Financial Year	Visitors	Adult Visitor Volume	Size	Local Adult Visitors	Day Adult Visitors	Overnight Adult Visitors	Tourism Impact (£)	Non-Staff Costs	Significance	Expenditure on Goods/Service	Wider Economic Impact (£)
2018/19	120,000	77,040	Large	39,059	23,343	14,638	£2,043,753	£639,523	Major	£269,799	£2,313,552
2019/20	120,000	77,040	Large	39,059	23,343	14,638	£2,043,753	£660,627	Major	£278,702	£2,322,455
2020/21	120,000	77,040	Large	39,059	23,343	14,638	£2,043,753	£681,107	Major	£287,342	£2,331,095
2021/22	120,000	77,040	Large	39,059	23,343	14,638	£2,043,753	£702,221	Major	£296,249	£2,340,003
2022/23	120,000	77,040	Large	39,059	23,343	14,638	£2,043,753	£723,990	Major	£305,433	£2,349,187
2023/24	120,000	77,040	Large	39,059	23,343	14,638	£2,043,753	£746,434	Major	£314,902	£2,358,655
Totals	720,000	462,240		234,356	140,059	87,826	£12,262,520	£4,153,902	Major	£1,752,427	£14,014,947
	100%	64.2%		50.7%	30.3%	19.0%					

MLL											
Financial Year	Visitors	Adult Visitor Volume	Size	Local Adult Visitors	Day Adult Visitors	Overnight Adult Visitors	Tourism Impact (£)	Non-Staff Costs	Significance	Expenditure on Goods/Service	Wider Economic Impact (£)
2018/19	70,000	51,450	Large	30,664	15,847	10,084	£1,454,609	£102,028	Low/Moderate	£51,652	£1,506,260
2019/20	70,000	51,450	Large	30,664	15,847	10,084	£1,454,609	£105,395	Low/Moderate	£53,356	£1,507,965
2020/21	70,000	51,450	Large	30,664	15,847	10,084	£1,454,609	£108,662	Low/Moderate	£55,010	£1,509,619
2021/22	70,000	51,450	Large	30,664	15,847	10,084	£1,454,609	£112,031	Low/Moderate	£56,716	£1,511,324
2022/23	70,000	51,450	Large	30,664	15,847	10,084	£1,454,609	£115,504	Low/Moderate	£58,474	£1,513,083
2023/24	70,000	51,450	Large	30,664	15,847	10,084	£1,454,609	£119,084	Low/Moderate	£60,286	£1,514,895
Totals	420,000	308,700		183,985	95,080	60,505	£8,727,653	£662,704	Low/Moderate	£335,494	£9,063,147
	100%	73.5%		59.6%	30.8%	19.6%					

BBMFC											
Financial Year	Visitors	Adult Visitor Volume	Size	Local Adult Visitors	Day Adult Visitors	Overnight Adult Visitors	Tourism Impact (£)	Non-Staff Costs	Significance	Expenditure on Goods/Service	Wider Economic Impact (£)
2018/19	33,000	25,509	Medium	5,000	9,413	11,096	£965,030	£85,975	Low/Moderate	£42,945	£1,007,974
2019/20	33,000	25,509	Medium	5,000	9,413	11,096	£965,030	£88,812	Low/Moderate	£44,362	£1,009,392
2020/21	33,000	25,509	Medium	5,000	9,413	11,096	£965,030	£91,565	Low/Moderate	£45,737	£1,010,767
2021/22	33,000	25,509	Medium	5,000	9,413	11,096	£965,030	£94,404	Low/Moderate	£47,155	£1,012,185
2022/23	33,000	25,509	Medium	5,000	9,413	11,096	£965,030	£97,330	Low/Moderate	£48,616	£1,013,646
2023/24	33,000	25,509	Medium	5,000	9,413	11,096	£965,030	£100,348	Low/Moderate	£50,124	£1,015,154
Totals	198,000	153,054		29,999	56,477	66,578	£5,790,180	£558,434	Low/Moderate	£278,938	£6,069,118
	100%	77.3%		19.6%	36.9%	43.5%					

Gainsborough Old Hall											
Financial Year	Visitors	Adult Visitor Volume	Size	Local Adult Visitors	Day Adult Visitors	Overnight Adult Visitors	Tourism Impact (£)	Non-Staff Costs	Significance	Expenditure on Goods/Service	Wider Economic Impact (£)
2018/19	30,000	25,530	Medium	4,366	15,395	5,770	£824,839	£115,761	Low/Moderate	£57,823	£882,662
2019/20	30,000	25,530	Medium	4,366	15,395	5,770	£824,839	£119,582	Low/Moderate	£59,731	£884,571
2020/21	30,000	25,530	Medium	4,366	15,395	5,770	£824,839	£123,289	Low/Moderate	£61,583	£886,422
2021/22	30,000	25,530	Medium	4,366	15,395	5,770	£824,839	£127,110	Low/Moderate	£63,491	£888,331
2022/23	30,000	25,530	Medium	4,366	15,395	5,770	£824,839	£131,051	Low/Moderate	£65,460	£890,299
2023/24	30,000	25,530	Medium	4,366	15,395	5,770	£824,839	£135,113	Low/Moderate	£67,489	£892,328
Totals	180,000	153,180		26,194	92,368	34,619	£4,949,036	£751,906	Low/Moderate	£375,577	£5,324,613
	100%	85.1%		17.1%	60.3%	22.6%					

Heritage Service Combined Totals											
Financial Year	Total Visitors	Adult Visitor Volume	Size	Local Adult Visitors	Day Adult Visitors	Overnight Adult Visitors	Tourism Impact (£)	Non-Staff Costs	Significance	Expenditure on Goods/Service	Wider Economic Impact (£)
2018/19	448,000	311,349	N/A	110,594	113,166	92,734	£10,020,457	£1,639,697	N/A	£716,016	£10,736,473
2019/20	448,000	311,349		110,594	113,166	92,734	£10,020,457	£1,693,808		£739,645	£10,760,102
2020/21	448,000	311,349		110,594	113,166	92,734	£10,020,457	£1,746,316		£762,573	£10,783,031
2021/22	448,000	311,349		110,594	113,166	92,734	£10,020,457	£1,800,451		£786,213	£10,806,670
2022/23	448,000	311,349		110,594	113,166	92,734	£10,020,457	£1,856,265		£810,586	£10,831,043
2023/24	448,000	311,349		110,594	113,166	92,734	£10,020,457	£1,913,809		£835,714	£10,856,171
Totals	2,688,000	1,868,094	N/A	663,563	678,996	556,405	£60,122,744	£10,650,346	N/A	£4,650,746	£64,773,490
	100%	69.5%			35.5%	36.3%					

Appendix 2C: Comparative Data for Health & Wellbeing Assessment (2.6.1)

Two Supersite Model - Health & Wellbeing Comparative Data (2018/19 - 2023/24)
 Based on DCMS' Further analysis to value the health and educational benefits of sport and culture
 Exercise completed using 13-18 visitor data (WM), assumption of adult visitors from 2016/17 complete analysis and costs savings from DCMS analysis

	Financial Year	Visitor Volume	Adult Visitor Volume 67.6%	Health Cost Savings (Adult visitors only)		Wellbeing Cost Savings (Adult visitors only)		Total per site/year	Saving per adult visitor
				Heritage @ £2.59	Museum @ £1.89	Heritage @ £3.50	Museum @ £2.55		
Lincoln Castle	2018/19	195,000	131,820	£341,414		£461,370		£802,784	£6.09
	2019/20	201,000	135,876	£351,919		£475,566		£827,485	£6.09
	2020/21	207,000	139,932	£362,424		£489,762		£852,186	£6.09
	2021/22	213,000	143,988	£372,929		£503,958		£876,887	£6.09
	2022/23	219,000	148,044	£383,434		£518,154		£901,588	£6.09
	2023/24	226,000	152,776	£395,690		£534,716		£930,406	£6.09
	Total	1,261,000	852,436	£2,207,809		£2,983,526		£5,191,335	£6.09

	Financial Year	Total Visitor Volume	Adult Visitor Volume 64.2%	Health Cost Savings (Adult visitors only)		Wellbeing Cost Savings (Adult visitors only)		Total per site/year	Saving per adult visitor
				Heritage @ £2.59	Museum @ £1.89	Heritage @ £3.50	Museum @ £2.55		
The Collection	2018/19	120,000	77,040		£145,606		£196,452	£342,058	£4.44
	2019/20	130,000	83,460		£157,739		£212,823	£370,562	£4.44
	2020/21	135,000	86,670		£163,806		£221,009	£384,815	£4.44
	2021/22	140,000	89,880		£169,873		£229,194	£399,067	£4.44
	2022/23	100,000	64,200		£121,338		£163,710	£285,048	£4.44
	2023/24	175,000	112,350		£212,342		£286,493	£498,834	£4.44
	Total	800,000	513,600		£970,704		£1,309,680	£2,280,384	£4.44

	Financial Year	Total Visitor Volume	Adult Visitor Volume 73.5%	Health Cost Savings (Adult visitors only)		Wellbeing Cost Savings (Adult visitors only)		Total per site/year	Saving per adult visitor
				Heritage @ £2.59	Museum @ £1.89	Heritage @ £3.50	Museum @ £2.55		
MLL	2018/19	70,000	51,450		£97,241		£131,198	£228,438	£4.44
	2019/20	71,000	52,185		£98,630		£133,072	£231,701	£4.44
	2020/21	68,000	49,980		£94,462		£127,449	£221,911	£4.44
	2021/22	68,000	49,980		£94,462		£127,449	£221,911	£4.44
	2022/23	69,000	50,715		£95,851		£129,323	£225,175	£4.44
	2023/24	68,000	49,980		£94,462		£127,449	£221,911	£4.44
	Total	414,000	304,290		£575,108		£775,940	£1,351,048	£4.44

	Financial Year	Total Visitor Volume	Adult Visitor Volume 77.3%	Health Cost Savings (Adult visitors only)		Wellbeing Cost Savings (Adult visitors only)		Total per site/year	Saving per adult visitor
				Heritage @ £2.59	Museum @ £1.89	Heritage @ £3.50	Museum @ £2.55		
BBMF	2018/19	33,000	25,509	£66,068		£89,282		£155,350	£6.09
	2019/20	32,000	24,736	£64,066		£86,576		£150,642	£6.09
	2020/21	33,000	25,509	£66,068		£89,282		£155,350	£6.09
	2021/22	34,000	26,282	£68,070		£91,987		£160,057	£6.09
	2022/23	33,000	25,509	£66,068		£89,282		£155,350	£6.09
	2023/24	34,000	26,282	£68,070		£91,987		£160,057	£6.09
	Total	199,000	153,827	£398,412		£538,395		£936,806	£6.09

	Financial Year	Total Visitor Volume	Adult Visitor Volume 85.1%	Health Cost Savings (Adult visitors only)		Wellbeing Cost Savings (Adult visitors only)		Total per site/year	Saving per adult visitor
				Heritage @ £2.59	Museum @ £1.89	Heritage @ £3.50	Museum @ £2.55		
GoH	2018/19	30,000	25,530	£66,123		£89,355		£155,478	£6.09
	2019/20	29,000	24,679	£63,919		£86,377		£150,295	£6.09
	2020/21	16,000	13,616	£35,265		£47,656		£82,921	£6.09
	2021/22								
	2022/23								
	2023/24								
	Total	75,000	63,825	£165,307		£223,388		£388,694	£6.09

Heritage Service - Health & Wellbeing Impact Data - Supersite Model (2018/19 - 2023/24)

	Financial Year	Total Visitor Volume	Total Adult Visitor Volume	Health Cost Savings (Adult visitors only)		Wellbeing Cost Savings (Adult visitors only)		Heritage Service Total per annum	Heritage Service Total per adult visitor
				Heritage @ £2.59	Museum @ £1.89	Heritage @ £3.50	Museum @ £2.55		
Heritage Service	2018/19	448,000	311,349	£473,605	£242,846	£640,007	£327,650	£1,684,107	£5.41
	2019/20	463,000	320,936	£479,904	£256,369	£648,519	£345,895	£1,730,686	£5.39
	2020/21	459,000	315,707	£463,758	£258,269	£626,700	£348,458	£1,697,183	£5.38
	2021/22	455,000	310,130	£440,999	£264,335	£595,945	£356,643	£1,657,923	£5.35
	2022/23	421,000	288,468	£449,502	£217,189	£607,436	£293,033	£1,567,160	£5.43
	2023/24	503,000	341,388	£463,760	£306,804	£626,703	£413,942	£1,811,208	£5.31
	Total	2,749,000	1,887,978	£2,771,528	£1,545,812	£3,745,308	£2,085,620	£10,148,268	£5.38

Status Quo Model - Health & Wellbeing Comparative Data (2018/19 - 2023/24)
 Based on DCMS' Further analysis to value the health and educational benefits of sport and culture
 Exercise completed using 13-18 visitor data (WM), assumption of adult visitors from 2016/17 complete analysis and costs savings from DCMS analysis

	Financial Year	Visitor Volume	Adult Visitor Volume 67.6%	Health Cost Savings (Adult visitors only)		Wellbeing Cost Savings (Adult visitors only)		Total per site/year	Saving per adult visitor
				Heritage @ £2.59	Museum @ £1.89	Heritage @ £3.50	Museum @ £2.55		
Lincoln Castle	2018/19	195,000	131,820	£341,414		£461,370		£802,784	£6.09
	2019/20	195,000	131,820	£341,414		£461,370		£802,784	£6.09
	2020/21	195,000	131,820	£341,414		£461,370		£802,784	£6.09
	2021/22	195,000	131,820	£341,414		£461,370		£802,784	£6.09
	2022/23	195,000	131,820	£341,414		£461,370		£802,784	£6.09
	2023/24	195,000	131,820	£341,414		£461,370		£802,784	£6.09
	Total	1,170,000	790,920	£2,048,483		£2,768,220		£4,816,703	£6.09

	Financial Year	Total Visitor Volume	Adult Visitor Volume 64.2%	Health Cost Savings (Adult visitors only)		Wellbeing Cost Savings (Adult visitors only)		Total per site/year	Saving per adult visitor
				Heritage @ £2.59	Museum @ £1.89	Heritage @ £3.50	Museum @ £2.55		
The Collection	2018/19	120,000	77,040		£145,606		£196,452	£342,058	£4.44
	2019/20	120,000	77,040		£145,606		£196,452	£342,058	£4.44
	2020/21	120,000	77,040		£145,606		£196,452	£342,058	£4.44
	2021/22	120,000	77,040		£145,606		£196,452	£342,058	£4.44
	2022/23	120,000	77,040		£145,606		£196,452	£342,058	£4.44
	2023/24	120,000	77,040		£145,606		£196,452	£342,058	£4.44
	Total	720,000	462,240		£873,634		£1,178,712	£2,052,346	£4.44

	Financial Year	Total Visitor Volume	Adult Visitor Volume 73.5%	Health Cost Savings (Adult visitors only)		Wellbeing Cost Savings (Adult visitors only)		Total per site/year	Saving per adult visitor
				Heritage @ £2.59	Museum @ £1.89	Heritage @ £3.50	Museum @ £2.55		
MLL	2018/19	70,000	51,450		£97,241		£131,198	£228,438	£4.44
	2019/20	70,000	51,450		£97,241		£131,198	£228,438	£4.44
	2020/21	70,000	51,450		£97,241		£131,198	£228,438	£4.44
	2021/22	70,000	51,450		£97,241		£131,198	£228,438	£4.44
	2022/23	70,000	51,450		£97,241		£131,198	£228,438	£4.44
	2023/24	70,000	51,450		£97,241		£131,198	£228,438	£4.44
	Total	420,000	308,700		£583,443		£787,185	£1,370,628	£4.44

	Financial Year	Total Visitor Volume	Adult Visitor Volume 77.3%	Health Cost Savings (Adult visitors only)		Wellbeing Cost Savings (Adult visitors only)		Total per site/year	Saving per adult visitor
				Heritage @ £2.59	Museum @ £1.89	Heritage @ £3.50	Museum @ £2.55		
BBMF	2018/19	33,000	25,509	£66,068		£89,282		£155,350	£6.09
	2019/20	33,000	25,509	£66,068		£89,282		£155,350	£6.09
	2020/21	33,000	25,509	£66,068		£89,282		£155,350	£6.09
	2021/22	33,000	25,509	£66,068		£89,282		£155,350	£6.09
	2022/23	33,000	25,509	£66,068		£89,282		£155,350	£6.09
	2023/24	33,000	25,509	£66,068		£89,282		£155,350	£6.09
	Total	198,000	153,054	£396,410		£535,689		£932,099	£6.09

	Financial Year	Total Visitor Volume	Adult Visitor Volume 85.1%	Health Cost Savings (Adult visitors only)		Wellbeing Cost Savings (Adult visitors only)		Total per site/year	Saving per adult visitor
				Heritage @ £2.59	Museum @ £1.89	Heritage @ £3.50	Museum @ £2.55		
GoH	2018/19	30,000	25,530	£66,123		£89,355		£155,478	£6.09
	2019/20	30,000	25,530	£66,123		£89,355		£155,478	£6.09
	2020/21	30,000	25,530	£66,123		£89,355		£155,478	£6.09
	2021/22	30,000	25,530	£66,123		£89,355		£155,478	£6.09
	2022/23	30,000	25,530	£66,123		£89,355		£155,478	£6.09
	2023/24	30,000	25,530	£66,123		£89,355		£155,478	£6.09
	Total	180,000	153,180	£396,736		£536,130		£932,866	£6.09

Heritage Service - Health & Wellbeing Impact Data - Status Quo Model (2018/19 - 2023/24)

	Financial Year	Total Visitor Volume	Total Adult Visitor Volume	Health Cost Savings (Adult visitors only)		Wellbeing Cost Savings (Adult visitors only)		Heritage Service Total per annum	Heritage Service Total per adult visitor
				Heritage @ £2.59	Museum @ £1.89	Heritage @ £3.50	Museum @ £2.55		
Heritage Service	2018/19	448,000	311,349	£473,605	£242,846	£640,007	£327,650	£1,684,107	£5.41
	2019/20	448,000	311,349	£473,605	£242,846	£640,007	£327,650	£1,684,107	£5.41
	2020/21	448,000	311,349	£473,605	£242,846	£640,007	£327,650	£1,684,107	£5.41
	2021/22	448,000	311,349	£473,605	£242,846	£640,007	£327,650	£1,684,107	£5.41
	2022/23	448,000	311,349	£473,605	£242,846	£640,007	£327,650	£1,684,107	£5.41
	2023/24	448,000	311,349	£473,605	£242,846	£640,007	£327,650	£1,684,107	£5.41
	Total	2,688,000	1,868,094	£2,841,629	£1,457,077	£3,840,039	£1,965,897	£10,104,641	£5.41

Commercial Case

Appendix 3A - Audience Finder Segmentation Definitions (3.4.3.1)

For full descriptions see audiencefinder.org

Segment	Average Ticket Yield
<p>Metroculturals</p> <ul style="list-style-type: none"> • Prosperous, liberal urbanite group • Often choose a city lifestyle for the broad cultural opportunity it affords • Interested in a very wide spectrum of activity, but many tend towards their own preferred artform or style • Apt to be active museum attenders, but tend to be more engaged with the arts and many on a weekly basis. Represent good prospects for new, innovative work. • Likely to be working in demanding but rewarding professions, including arts professionals, they are highly educated and have a wide variety of other interests. 	£28.50
<p>Commuterland Culturebuffs</p> <ul style="list-style-type: none"> • Affluent and settled group with many working in higher managerial and professional occupations • Keen consumers of culture, with broad tastes but a leaning towards heritage and more classical or traditional offerings • Often mature families or retirees, living largely in leafy provincial suburban or greenbelt comfort • A group wounding to travel and pay for premium experiences, their habits perhaps influenced by commuting • Motivations are multiple, ranging from social and self-improvement, to the pursuit of learning opportunities for older children • Tend to be frequent attenders and potential donors 	£26.25
<p>Experience Seekers</p> <ul style="list-style-type: none"> • Make up an important and significant part of urban arts audiences • This group are highly active, diverse, social and ambitious singles and couples and younger people engaging with the arts on a regular basis • Often students, recent graduates and in the early to mid-stages of their careers • Tend to live close to city centres, so have easy access to and attend a wide variety of arts, museums, galleries and heritage • Interests cover mainstream, contemporary and culturally diverse offers and attending is at the heart of their social lives • They are mostly in search of new things to do and have disposable income to spend on a variety of leisure activities like sports/arts memberships, visits to cafes, bars and restaurants • Typically digitally savvy, they would share experiences through social media on their smartphones 	£19.86

<p>Dormitory Dependables</p> <ul style="list-style-type: none"> • A significant proportion of arts audiences are made up of this dependably regular if not frequently engaging group • Most live in suburban or small towns and show a preference for heritage activities alongside popular and more traditional mainstream arts • Many are thriving, well off mature couples or busy older families • Lifestage coupled with more limited access to an extensive cultural offer mean that culture is more an occasional treat or family or social outing than an integral part of their lifestyle 	<p>£23.41</p>
<p>Trips & Treats</p> <ul style="list-style-type: none"> • While this group may not view arts and culture as a passion, they are reasonably culturally active, despite being particularly busy with a wide range of leisure interests • Tend to be comfortably off and living in the heart of suburbia • Children range in ages, and include young people still living at home • With a strong preference for mainstream arts and popular culture like musicals and familiar drama, mixed in with days out to museums and heritage sites • This group are led by their children’s interests and strongly influenced by friends and family 	<p>£22.14</p>
<p>Home & Heritage</p> <ul style="list-style-type: none"> • A more mature group that is generally conservative in their tastes • Large proportion are National Trust members • Classical music and amateur dramatics are comparatively popular • While this is not a highly engaged group – partly because they are largely to be found in rural areas and small towns – they do engage with local cultural activity • Likely to look for activities to match their needs and interests, such as accessible day-time activities or content exploring historical events 	<p>£23.34</p>
<p>Up Our Street</p> <ul style="list-style-type: none"> • Often living reasonably comfortable and stable lives • A group that engage with popular arts and entertainment and museums, and are also visitors of heritage sites • Many are older and have some health issues • Living on average or below average household incomes, so access in all its forms can be an issue • Characterised as modest in their habits and in their means, value for money and low-risk can be important factors in leisure decision making 	<p>£21.83</p>
<p>Facebook Families</p> <ul style="list-style-type: none"> • A younger, cash-strapped group living in suburban and semi-urban areas of high unemployment • Least likely to think themselves as arty, arts and culture generally play a very small role in the lives • Less than a third believe that the arts is important 	<p>£20.40</p>

<ul style="list-style-type: none"> • Often go out as a family: cinema, live music, eating out and pantomime being most popular 	
<p>Kaleidoscope Creativity</p> <ul style="list-style-type: none"> • A group characterised by low levels of cultural engagement • Often living in and around city areas where plenty of opportunities are within easy reach • Mix of ages, living circumstances, resources and cultural backgrounds • For many low incomes and unemployment can present barriers to accessing some cultural provision • Two thirds annually engage with more popular and accessible culture, some of this in the local community and outside the mainstream • Free, local events like outdoor arts, festivals and carnivals may appeal, and so might popular offerings like musicals and music events 	<p>£20.21</p>
<p>Heydays</p> <ul style="list-style-type: none"> • Group least likely to attend arts or cultural events • Tend to believe that the arts are no longer as important or relevant to them as perhaps they once were • Many live in sheltered or specially adapted accommodation for older people • Often excluded from many activities due to a raft of health, access and resource barriers • If they do engage this is likely to be participatory such as crafts, knitting, painting, reading and writing activities organised by their sheltered housing, church group or community library. 	<p>£20.37</p>

Financial Case

No Appendices exist for the Financial Case

Management Case

Appendix 5A: HLF Outcomes (5.8)

<p>Outcomes for heritage</p>	<ul style="list-style-type: none"> • Improved management of heritage assets, including financial performance. • Heritage assets are in a better condition, including improvements in the physical state of heritage. • Heritage assets would be better interpreted and explained, including clearer explanations and new ways to help people make sense of heritage. • Heritage would be identified/recorded, including heritage that was previously hidden be available to the public.
<p>Outcomes for people</p>	<ul style="list-style-type: none"> • People, including staff and volunteers, would have developed skills, including better skill development and capacity building to look after heritage. • People would have learned about heritage, including in ways that meet their needs and interests. • People would have changed their attitudes or behaviour, including thinking differently about their heritage, would have changed their daily behaviour, or been inspired to take some form of action. • People would have had an enjoyable experience, including finding that experience fun, interesting and rewarding. • People would have volunteered time, including a contribution of time or talent in a way that is personally rewarding for them.
<p>Outcomes for communities</p>	<ul style="list-style-type: none"> • Environmental impacts would have been reduced, including in key areas including water, energy, as well as visitor transport. • More people and a wider range of people would have engaged with heritage, including a more diverse audience than those that had visited before. • Communities would be better places to live, work or visit, including improving the quality of life for local residents and generating feelings of pride and sense of belonging to the local community.

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LINCOLNSHIRE COUNTY COUNCIL **FUTURE OF THE HERITAGE SERVICE CONSULTATION 2019**

Report on the Lincolnshire County Council Heritage Service consultation from the 13th
February to 24th April 2019.

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1. EXECUTIVE SUMMARY

1.1 Introduction

In February 2019 Lincolnshire County Council's Executive considered the Detailed Business Case and approved a plan to consult the public about the future of the heritage service. Six proposals were put forward and the public, and other stakeholders, were invited to respond between 13 February and 24 April 2019.

These changes included the move to a Cultural Enterprise Model that delivers culture-based products and services to generate a surplus which is then used to ensure the enterprise's long-term sustainability and development.

The changes outlined in the Detailed Business Case also involve moving to a supersite approach offering multiple experiences, including both permanent and temporary exhibitions and events, which enables the broadest range of audiences to engage with the widest range of experiences, and which maximizes the potential for income generation.

The consultation also proposed changes to the mix of sites that the County Council should continue to deliver as part of the portfolio of Visitor Attractions operated by its Heritage Service.

A total of 1,104 people responded to the consultation via the online survey hosted on the County Council's website, with additional feedback provided in separate correspondence from 148 groups and individuals. The survey was also available in hard-copy, alternative language and accessible formats – 42 hard copies were completed, but no requests for alternative language or other formats were received.

This report and its appendices provide a summary of the consultation results, a full list of survey comments and the equality impact analysis undertaken.

1.2 Methodology

1.2.1 Pre-consultation

Informal discussions took place between Heritage Service management team representatives and key stakeholders, such as heritage and arts groups, user groups and benefactors, before the consultation launched. This was to advise them, as part of the regular contact meetings, of the County Council's intentions, and, to reassure them that discussions would continue when a decision is reached about the future of the service and specific sites.

1.2.2 Communications and media, including social media

Four news releases were issued between January and April 2019, and the story was covered 65 times by 17 TV, radio, online and print outlets. Focus was primarily on The Usher Gallery. In addition, an article featured in County News with the intention that a follow up item will be in the next issue, keeping 349,000 homes and businesses informed.

Lincolnshire County Council webpages on the consultation had 10,500 views and messages were placed on Twitter and Facebook throughout the consultation period. Around 1,200 comments were posted on other social media platforms (although the majority of these were not directed at the County Council), with some of these directing people to the online consultation or promoting their own online petition.

A campaign group set up to lobby to "Save Lincolnshire's Usher Gallery" was active on social media and had its own website providing information and direct links to the online survey and its own online petition that attracted over 4,000 signatures.

The Community Engagement Team visited seven of the affected sites, at least twice, on various days of the week (including weekends) and at different times of day when particular events were on, as well as on 'normal' days. Lincoln library was also visited and the consultation was promoted at a number of community meetings and events that the Community Engagement Team attended. The purpose was to promote the consultation and encourage people to engage with it by providing their views. Slips of paper containing the web link for the survey and supporting information were given to more than 100 people. Eighty-nine people declined the opportunity to take part as they weren't interested or didn't have time. Seven online surveys were completed across four sites.

1.2.3 Survey

An eight-section survey, featuring 36 questions or comments boxes, sought feedback on six proposals and invited other heritage-related comments, including alternative options. Respondents were also asked to identify whether or not they were a Lincolnshire resident or a visitor, and whether or not they have visited any of the sites within the last 12 months, and finally to complete a question about the impact on groups with protected characteristics.

The survey was completed online by 1,104 people and was available at sites or on request in paper format (submitted by 42 individuals and groups). No requests were received for the survey or associated documentation to be printed in another language or format although it was made clear on the website and through the communications messages that these options were available.

People were asked to 'score' proposals on a scale of 1-10, and were provided with open text boxes to explain their score and propose alternative ideas if they wished. 418 heritage-related comments were received, ranging from marketing to admiration for staff and volunteers, with 46 (11%) repeating calls to keep the Usher Gallery.

A list of descriptions was provided (2.1 below) and 937 (87%) of those ticking a box to indicate how they describe themselves, stated they were Lincolnshire residents who had visited at least one of the Heritage Service sites in the last 12 months. 46 people selected 'other' with responses ranging from town councillors and arts professionals to ex-residents and overseas visitors.

76 people stated that one or more of the proposals would have a negative effect on all of the nine protected characteristics, 19 stated that one or more of the proposals would have a positive impact on all protected characteristics; the breakdown into each characteristic is detailed in figure 1 below. 144 comments were made regarding the impact on equalities; 125 comments were negative and 19 positive.

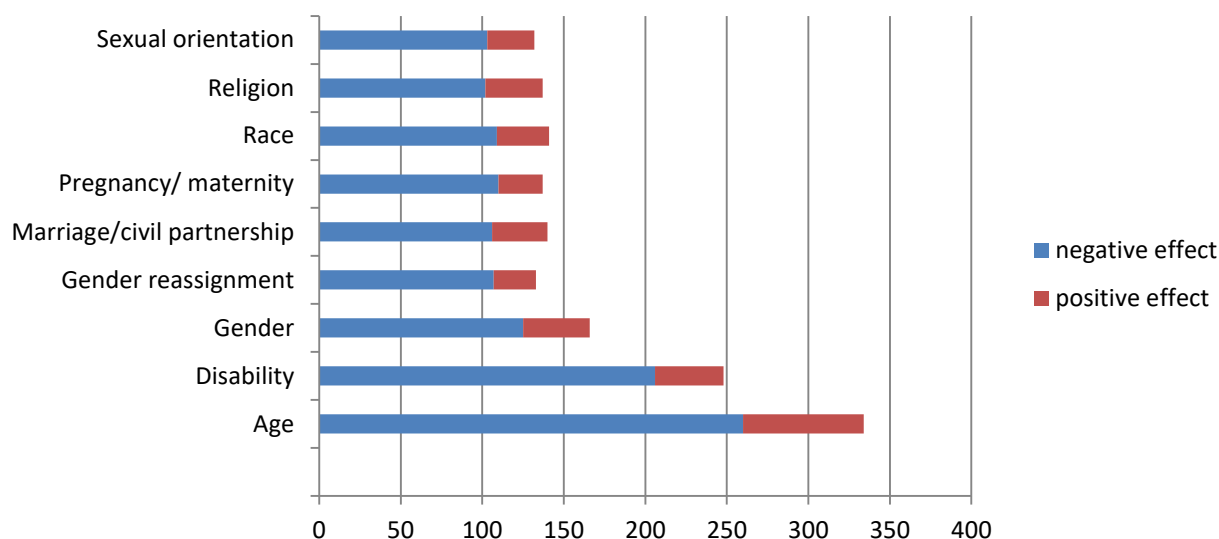


Figure 1. Positive and negative comments associated with the nine Protected Characteristics.

	Age	Disability	Gender	Gender reassignment	Marriage/civil partnership	Pregnancy / maternity	Race	Religion	Sexual orientation
+	260	206	125	107	106	110	109	102	103
-	74	42	41	26	34	27	32	35	29

1.2.4 Non Survey Correspondences

As well as 1,104 survey responses, 246 non survey items were received by Senior Management, Councillors and to a dedicated email address. 84 letters were received, 129 emails, 5 items from campaign groups, 21 items from heritage specialists and 7 'others groups' (including the voluntary and community sector, Town and Parish Councils and the business sector).

These non-survey items have been looked at but are not commented upon within this document, which is based on the formal consultation only.

137 non-survey comments were received by post to an address that was given for paper survey returns. 36 of the comments related to negative feedback about The Usher Gallery, 8 were about mills, 5 about The Collection and 2 regarding the Museum of Lincolnshire Life. Four positive comments were received and all related to the county's mills.

1.2.5 Equality Impact Analysis (EIA)

An Equality Impact Analysis was drafted prior to consultation being planned, updated in mid-April and again in mid-May. The pre-consultation draft identified potential positive impacts on all groups, and adverse impacts on four protected characteristic groups.

Feedback on the survey raised further concerns around gender and sexual orientation, while providing anecdotal evidence. Issues were discussed and mitigations identified by officers and groups targeted because of their interest and representation in particular protected characteristic groups.

1.2.6 Analysis

Coding was used to analyse qualitative responses in the preparation of this report. Every comment was given a topic code or sub-code so that subjects could be grouped to highlight themes and the most frequently raised remarks. Theming people's responses is difficult as it often requires some interpretation as to what those comments 'mean' in terms of a broader theme; whilst every effort was made to ensure themes were selected in an open and transparent manner (multiple officers from outside the Heritage Service cross-checked and contributed to theming), there could always be room for debate. It must be noted however that any difference in opinion in terms of theming comments would not change the overarching themes or trends discussed within the report. Six weeks was given to allow adequate time to correlate and theme all responses.

Quantitative results were tabulated to show the numbers of people who scored the proposals 1-10. This gives an indication of the strength of feeling, but the qualitative comments better reflect people's reasoning and opinions.

2. REPRESENTATION

In total there were 1,104 contributions to this consultation.

The County Council chose the questionnaire as the predominant form of feedback gathering due to the fact that this allows a broader reach of responses from participants across the entire county.

The consultation survey was designed in collaboration with the County Council's Legal, Information Governance and Community Engagement Teams as well as with the Heritage Team and it was agreed that it should be completed anonymously. Anonymity meant that participants would be able to give their true feelings and ideas irrespective of where they were based – it was not seen as relevant to the results as to where exactly participants lived or how old they were; viewpoints and ideas/alternative suggestions were key to this consultation.

2.1 Demographic Profile of Participants

Whilst the survey responses were anonymous, it was necessary to determine the relationship that participants had with heritage sites in Lincolnshire. Therefore participants could choose from one of the following options after the question: Which of the following best describes you (please tick one)? The results of which are illustrated in figure 2 below:

- Lincolnshire resident who has not visited any of the sites listed in this document in the last 12 months – 44 (4%)
- Lincolnshire resident who has visited at least one of the sites listed in this document in the last 12 months – 907 (87%)
- Visitor to Lincolnshire who has not visited any of the sites listed in this document in the last 12 months – 6 (1%)
- Visitor to Lincolnshire who has visited at least one of the sites listed in this document in the last 12 months – 61 (6%)
- Other – 44 (4%)



Figure 2. Answers to the question – which of the following best describes you?

3.0 SURVEY RESPONSES

Each question asked in the survey will be analysed within this report and each question will be reported on with a consistent approach – the scores associated with to what extent participants agreed or disagreed with the associated statement will be reported on; this will be followed by a discussion regarding the statements, viewpoints and suggestions that were born from those views.

It is important to note that this consultation report is a reflection on the general themes and trends extracted from views represented. The data gathered represents a multitude of different comments, many holding within them different overlapping themes and viewpoints. Whilst this report discusses the common themes within the responses, it cannot illustrate all themes that were recorded through the analysis stage. Once initial theming was complete, similar themes were clustered together to identify commonalities. 'Sub-themes' are used to demonstrate relationships between main themes and to give context. Senior management considered every response and developed recommendations from the consultation responses in their entirety rather than the themes discussed in this report.

3.0.1 The effect of participants' views regarding the Usher Gallery on the overall themes and trends

Whilst it is clear that many people have passionate views on the future of the Heritage Service within Lincolnshire County Council's portfolio, and many suggestions were put forward, this fact sits in juxtaposition to those participants who approached the survey with the primary objective of discussing the perceived closure of the Usher Gallery. Whilst proposal three within the survey discusses the Usher Gallery no longer being operated by the County Council as a gallery; the other questions could be and were intended to be considered separately from the issue of the Usher Gallery. However, the extent of feeling that many people have for the Usher Gallery may have resulted in the responses to these questions being considered only in the context of the Usher proposals and not on their merits as separate proposals.

The table below shows the proportion of comments received regarding the Usher Gallery (the results are obtained through searching for the words 'Gallery' and 'Usher', with the words 'Usher Gallery' subtracted to account for duplication). It should also be noted that a small proportion of participants discussed other galleries within their alternative suggestions. Section 1.1 discusses

mentions of 'closures' relating to the Usher Gallery (of which there were 241 comments throughout the survey); this section discusses the proportion of overall comments within the survey that discuss the Usher Gallery.

It is understandable that there were 1,090 references to the Usher Gallery within Proposal Three comments sections, as proposal Three related directly to it. With 298 (27%) of all responses mentioning the gallery it could indicate that this was for them very much an Usher Gallery consultation rather than a consultation on the future of the Heritage Service.

Analysing responses where a proportion of consultees are concentrating on one subject can be a challenge in terms of attempting to reflect a broad consensus on a topic that is not in this case just about the Usher Gallery; no assumptions have been made based on responses only. However, it is important to note the Usher Gallery, as a topic potentially distorts the results and comments received.

Proposal	Count	Mentioning Usher	% of comments mentioning Usher
1. Commercial	1673	443	26.5%
2. Supersite	1440	410	28.5%
3. Collection / Usher	1560	1090	69.9%
4. GOH	831	16	1.9%
5a. MLL / BBMF / HW	839	53	6.3%
5b. DS / EM / BMM / AM	974	9	0.9%
5c. Additional	418	100	23.9%
6. Other	46	12	26.1%
7a. Equality negative	125	40	32.0%
7b. Equality positive	19	6	31.6%
Overall	7925	2179	27.5%

Figure 3. Table showing the proportion of responses that discuss the Usher Art Gallery.

3.1 Proposal One – Moving to a more commercial approach (also referred to as a cultural enterprise model) to attract greater income and make the heritage service as financially self-sustaining as possible.

3.1.1 To what extent do you support or not support the proposal

The first question asked was 'on a scale of 1-10 (1 = do not support, 10 = fully support) to what extent do you support or not support the proposal for the Heritage Service to move to a more commercial approach to attract income and make the Heritage Service as financially self-sustaining as possible?' This question was answered by 1,048 (95%) of participants and the most commonly chosen score was '1, do not support', with 383 (35%). As we travel up the scoring chart from 2, there are no significant 'peaks' with each holding between 4% and 11%, 5% did not answer (50 participants). The scores are illustrated in figure 4.

When the scores are condensed to demonstrate a generally positive (scoring from 1-3), negative (scoring from 8-10) or neutral (scoring from 4-7) viewpoint, 544 (49%) participants gave a more

negative score and 215 (19%) gave a more positive opinion of the proposal, 295 (27%) gave a neutral score, and 50 (5%) providing no answer; this is illustrated in figure 5.

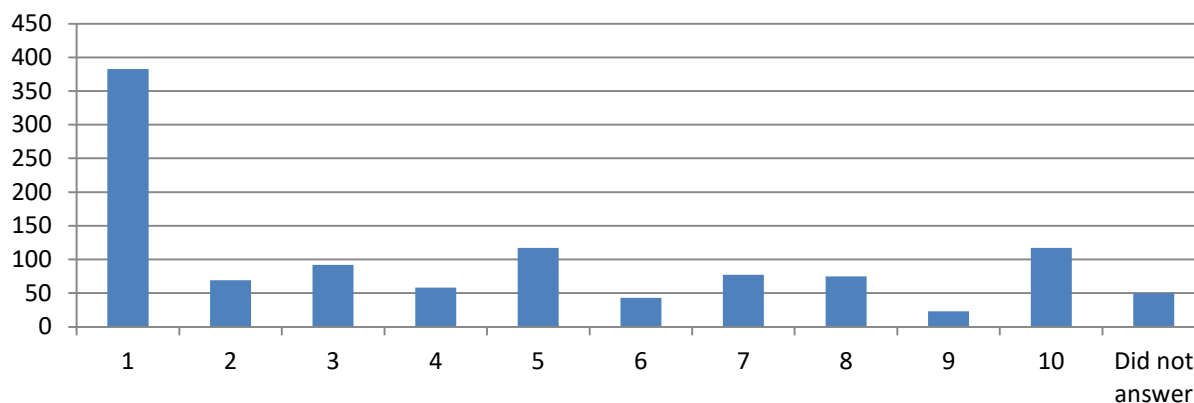


Figure 4. The extent to which participants support or not support proposal 1 (1 being do not support and 10 being fully support).

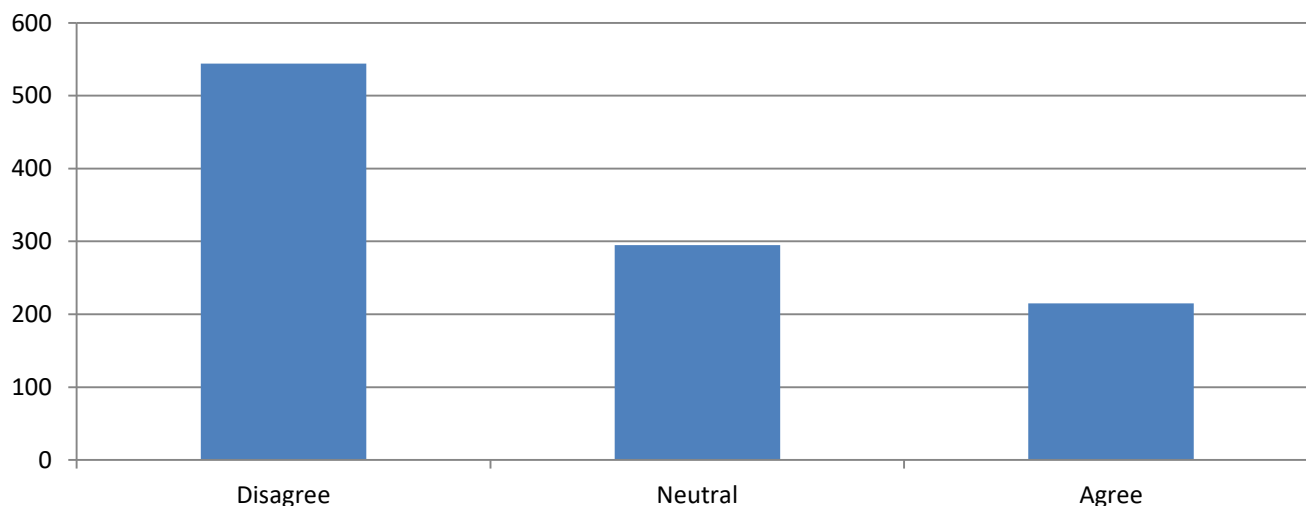


Figure 5. Proposal 1 scoring condensed to 'generally agree and generally disagree' – excluding those that did not answer.

3.1.2 Please tell us the reason you gave this score

When asked the question 'Please tell us the reason why you gave this', 827 (78%) participants chose to explain. The most common theme that came through the responses was in relation to **'keeping and protecting heritage'**. The overarching (or groupings of) themes and the most common sub-themes are listed below. All themes can be seen within the relevant appendices.

	Theme / sub-theme	Number of comments	Any mitigation
1	Keep and protect heritage	215	
	Keeping and protecting heritage and encouraging access	103	
	Improve the offer to attract more tourists	92	
	Investing in heritage (time, resources, funding, publicity)	15	
	Retaining access to art	38	
	Improving marketing	10	
	Ensuring the Magna Carta remains exhibited at all times	1	

2	Heritage is not for money-making	204	
	Commercial services should not be supported by tax payers' money	13	
	Some service cannot be commercialised	29	
3	Don't close the Usher Gallery	172	
	Don't close the Usher Gallery	79	
	The Usher Gallery belongs to the public/was bequeathed to the City	61	
	The Usher Gallery is not suited as a wedding venue	17	
	The Council should protect the Usher Gallery	8	The Council lease the Usher Gallery from the City of Lincoln Council and therefore the responsibility to protect the building lies with both.
	Do not agree	8	
4	In agreement	134	
	Supporting the idea of self-sustainability	105	
	Support but not at the expense of smaller sites	74	
	This is the only option	3	
	Lincolnshire County Council has other priorities	20	
5	Negative comments	119	
	Local people will miss out	23	To mitigate this, the County Council discussed 'Community Hub Museums' on page 36 of the Business Case ¹ . The aim is to develop access and educational opportunities for more people around Lincolnshire.
	Health and social benefits would be lost	20	
	Missed educational opportunities	20	
	Should have thought about more exciting and radical ideas	7	
6	Comments about funding or commercialisation	38	
	Blame central funding cuts	12	
	Tourism brings more money	11	
	Prices will be unaffordable	3	It is proposed in the Business Case that the basic version of the service is provided for free and at minimum cost with certain exhibitions chargeable ² .
7	Consider third party ownership	33	
	The art community should be involved more	9	
	We need people with business acumen to take over the Usher	9	
	Other organisations such as the Usher Gallery Trust and skilled people should take over/sponsorship and charities	7	
8	Other ideas	8	
	Working with others such as Wakefield, Doncaster, Stamford Town Council and York	5	
	Combining the Museum of Lincolnshire Life with Ellis Mill	1	
	Incorporating a new café and shop at the Usher Gallery	1	

Figure 6 below illustrates the proportion of comments associated with the most common overarching themes associated with the above table.

¹ Future of the Heritage Service Detailed Business Case 2019 page 36 1.10.1 *Ensuring a service for the whole of Lincolnshire*

² Future of the Heritage Service Detailed Business Case 2019 page 56 3.3 *Developing a new business model - Freemium*

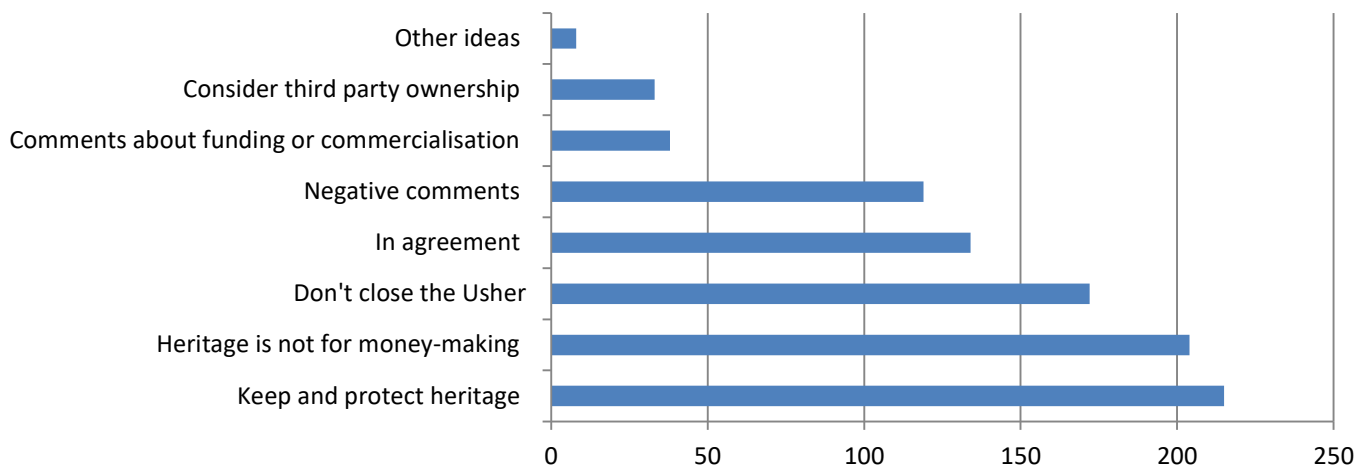


Figure 6. The proportion of comments associated with the overarching themes as seen in the above table.

In summary, the most popular overarching themes within the question 'please tell us why you gave [the score relating to agreement with proposal 1] this score', are around ensuring that heritage is accessible and available to people. Participants discussed opinions based on a view that heritage should be protected and not used to generate income and that people need to be encouraged to access for the benefit of their education as well as wellbeing. Ensuring that the Usher Gallery remains open was mentioned on many occasions and a lot of other comments gave reasons why sites should remain open, should grow and be invested in so that they can attract more custom.

Some other examples of museums and galleries were listed and other suggestions were given, such as creating a new supersite with the Museum of Lincolnshire Life, or generating income through improving cafes and shops within the Usher. The question of commercialisation was not discussed by the majority of consultees.

Some quotes from the survey include:

"That's life. It's a case of use it or lose it. I like the Usher Gallery but recognise it is not well used and needs a lot of money spending on it"

"I have been working in the arts for a number of years in this county and it is clear to me that people are more prepared to access arts and culture if it is subsidised. There are a lot of economically disadvantaged people in the county for whom paying the higher prices for commercially run venues would be prohibitive. UNESCO cites that all people have the right to access cultural heritage and such a move to close off open access is against those rights."

"Whilst recognising the constraints on funding suffered by local councils I feel that keeping the full range of cultural experiences is vital for several reasons. Lincolnshire is geographically remote from other cultural centres and we need to maintain our heritage. Lincoln is a tourist centre and it would be counterproductive to lose a well regarded art gallery in a beautiful building. Cultural centres enhance urban areas and encourage visitors - E.g. Hull, Wakefield, Newcastle."

"I do not believe the proposals meet the objectives to save money."

3.1.3 Are there any other options we should consider?

544 (49.3%) of participants generally disagreed with Proposal One (please see Figure 4), with 481 (45.6%) saying they thought that there was another option that should be considered; 320 (30.4%) said that there were no other options to be considered and 253 (24%) did not answer the question.

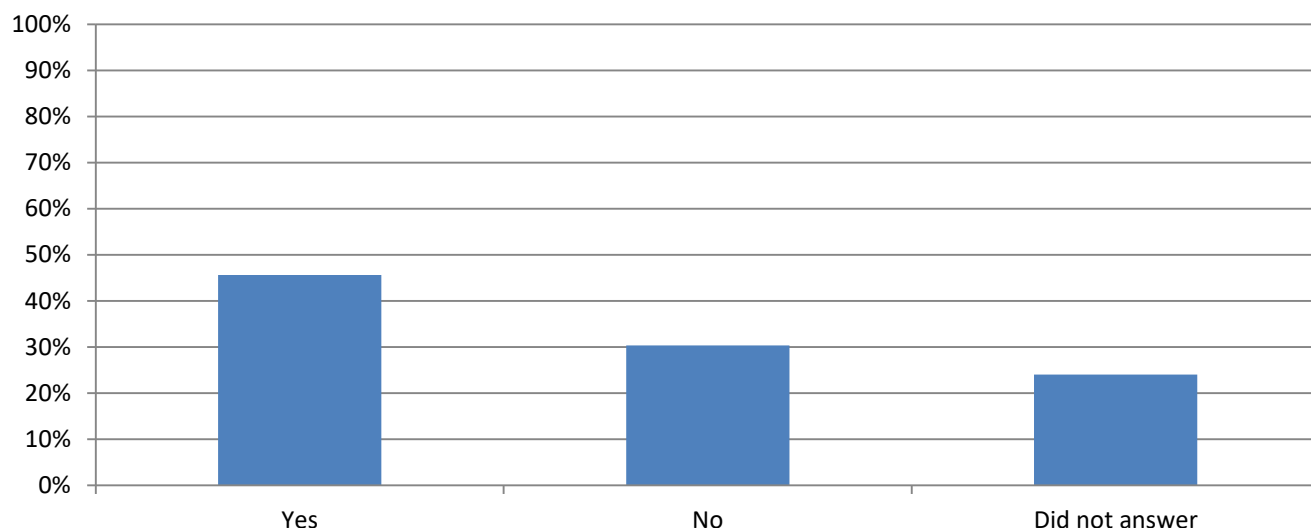


Figure 7. The options that participants chose when thinking about whether there were other options to consider apart from proposal 1 (in percentages).

3.1.4 Please briefly describe any other options

Of the 481 participants who stated that they thought there were other options the County Council should consider, 458 wrote what they thought the option/s were.

	Theme / sub-theme	Number of comments	Any mitigation
1	Improve the quality on offer to attract more tourists	126	
	Improving the quality of the service to attract more tourists	55	
	Investing time, money and resources in heritage	46	
	Tailor enhancements locally or to pop culture	7	
	Exploring educational opportunities	4	
	Attracting more renowned artists by improving the facilities	2	
2	Save elsewhere or bring in money	120	
	Obtaining grants and sponsorship (Arts Council, Big Lottery Heritage Fund or local wealth)	46	
	Increasing tax	16	
	Prolonged lobbying of central government	12	
	Cutting wages, Councillor expenses and on council buildings	8	
	Selling Council-owned farms	2	
	All Armed Forces heritage sites should be handed over to the forces	1	
	All mills should be handed over to the community	1	
3	Work with others	118	
	Third party ownership/independence	46	
	Working with other arts venues	22	
	Work with more volunteers and community groups	19	
	Creating your own Trust/TECKAL/CIC/Bencom/Community shares/Cooperative	16	

	Work with Manchester, Leicester, Hull, Wakefield, Kings Lynne, Yorkshire Sculpture Park and Tate Modern, Lincoln University, the Drill Hall, RSPB, NCCD, Genealogy Societies (to promote personal histories) and the voluntary sector	13	
	Hand over to someone else to run	9	
	Pop up galleries across the county in shops and heritage sites	5	
4	Generate income/commercialise	69	
	Improve retail, chargeable events, concerts and lectures	27	
	Entrance fees	23	
	Scheme for locals should be introduced, where tourists from outside the area would pay more	6	
	Residents' Card like in York	4	
5	Don't agree	41	
	Not for money making	5	
	Shouldn't be at the cost of public access	5	
	Meet the need not profit	3	
6	Don't close the Usher Gallery	39	
	Don't close the Usher Gallery	39	
	Bequeathed or belongs to the public	9	
	More information needed	7	
7	Alternative suggestions	14	
	Upstairs rooms within the Usher Gallery should remain for art whilst downstairs be developed.	1	
	Multi-purpose wedding, commercial and arts centre through the Usher Gallery and The Collection	2	
	Support a wedding venue at the Usher Gallery	2	
	Retaining and improving Discover Stamford	2	
8	Improve exhibitions	9	
	Steampunk	1	
	RAF	1	
	Participatory and socially engaged art strategy	1	
	Rotation of stock	1	

Figure 8 below shows, in chart form, the number of comments associated with the most common overarching themes as per the table above.

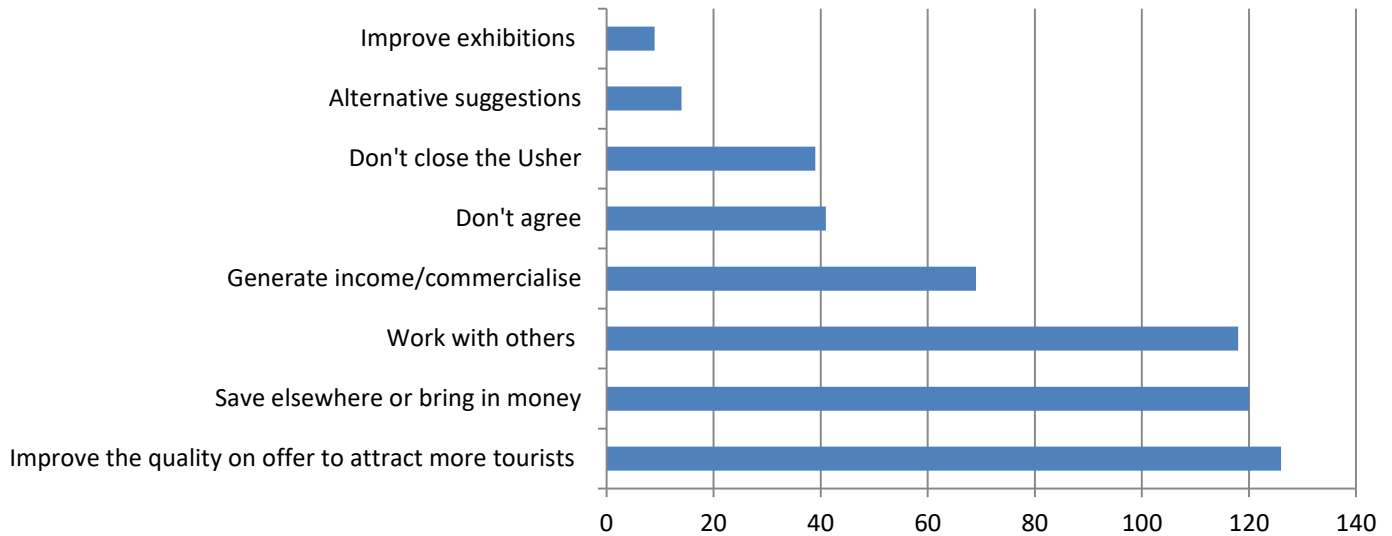


Figure 8. The proportion of comments associated with the overarching themes listed in the table above.

In summary, the most popular overarching themes within the answers given when participants were asked to record their own alternative options were in relation to improving the services that the County Council already manage in order to attract more tourists, more artists and more investment. Ideas around saving elsewhere or bringing more money in were popular, as was working with others. Some participants recognised the fact that third party ownership or management would help to sustain certain sites and other locations were put forward for research/case studies or as suggestions for collaboration.

As far as commercialisation is concerned, the majority of suggestions discussed retail, charging entrance fees or improving the cafes. Once again, some mentioned heritage as a service that should not be commercialised and others stated that the Usher Gallery should not be closed.

Some examples of options raised by consultees include:

"Leave it as it is"

"Perhaps local / 3rd party interest"

"Better publicity and marketing; tie ups with other bodies, galleries, providers of transport and hospitality services; increased involvement with local communities."

"Application for grants and funding from Lincs companies, and patrons but may be a wider net needs to be considered. I see on pg 4(?) this is your aim"

"Put more pressure on central government to channel funds to provincial facilities."

"To keep the Usher Gallery as part of the super site and make it truly super as a vibrant arts centre. It is unique in having a wealth of outdoor space which I have never seen used. It is a massively underused resource in general."

3.1.5 Please provide the reasoning for these other option

388 (35.1%) of participants responded to this question and gave a reason for their other option(s), 93 (8.4%) people did not respond. The most common theme when grouping sub-themes within this section was to protect and improve our heritage assets with 134 associated comments. The most common themes and sub-themes are listed in the table below.

	Theme / sub-theme	Number of comments	Any mitigation
1	Protect and improve our heritage assets	134	
	Heritage assets should be protected or improved	42	
	Improve what we have to increase interest in the arts and heritage, this will bring in more visitors	23	
	Heritage and the arts should be accessible to all	6	
	Maximise the resources of mixed and varied collections through investment	16	
	James Usher bequest	3	
2	Financial reasons	83	
	Develop a mix of free and charged events for facilities to improve sustainability	15	
	Manage or fund sites better	11	
	Finding alternative funding streams	11	
	Sponsorship	6	
	Handing over the Usher Gallery to community groups or local businesses	10	
	An object from the gallery should be sold to keep the Usher Gallery open	1	
	York resident card	2	
	Agree with the proposal as it works elsewhere	2	
3	Local Authority, management and decision making	65	
	Look at alternative options	14	
	Boost resources, tourism, marketing and innovation	14	
	Local Authority should protect Heritage Services	9	
	Lincolnshire County Council was not carrying out its duties	6	
	Lincolnshire County Council not being suited to commercialisation	5	
	Tourist and visitor offer would reduce if venues were closed	2	
	Health and wellbeing benefits associated with heritage	9	
	Said that the consultation had not been thought through	11	
4	Working with and learning from others	28	
	Involve other organisations	4	
	Local individuals / community groups / local businesses	6	
	Work with other heritage organisations to obtain technical and financial advice. Museum of Lincolnshire life would have many companies vying to sponsor them	4	
	Research how others have done it	4	
	Involve art and heritage community more	10	
5	Sustainability	14	
	Local Trust will run things better and cheaper	3	
	Don't sell to businesses/commercial model will end with closures	4	
	Keep free	3	
6	Don't know	10	

Figure 9 below shows, in chart form, the number of comments associated with the most common overarching themes as per the table above.

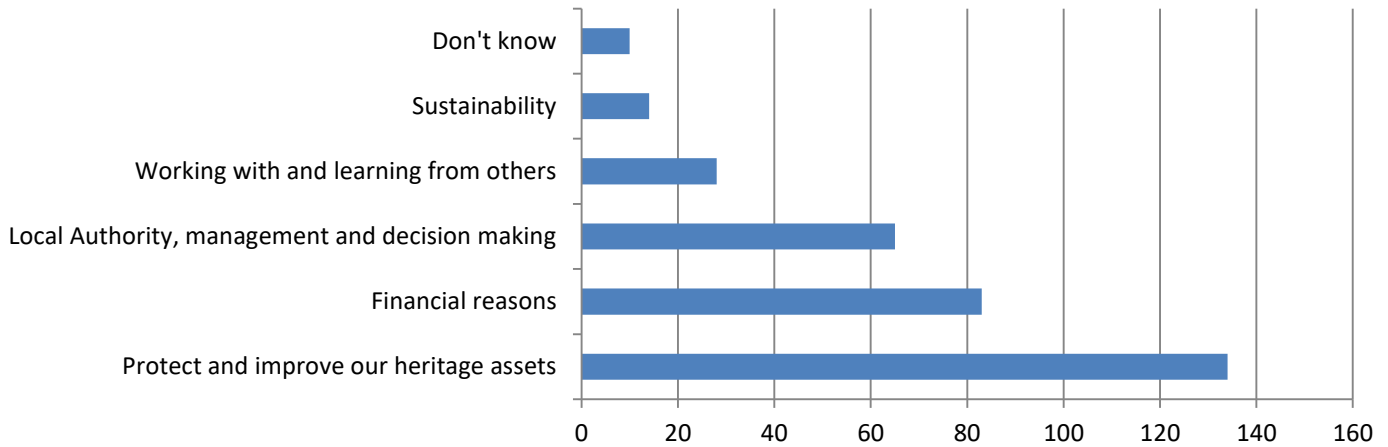


Figure 9. The proportion of comments associated with the overarching themes as listed in the table above.

In summary, we can see that there are a certain number of overarching themes coming through but these are all interlinked through the many sub-themes that are contained within. Income generation will help to improve sustainability, sustainability helps to protect the heritage assets and working with, and learning from others helps to improve the offer. Once again 'protecting heritage' came out on top.

Some of the reasoning behind further options includes:

"The gallery was donated to the city. Apart from the sweeping statement of needed to find the money to keep it going, there is no supportive evidence of the cost of changing the venue to a Wedding Venue - again, what are the costs, the amount of time it would take to make the changes and the anticipated length of time you envisage turning a profit. To change the profile of the gallery will be enormous. Again, the only information we have is that this is the proposal but we know very little of how this will be executed and the full extent that the space would be used. . Catering facilities, comfort facilities, PARKING. You are in effect, changing its use which has the potential to be irreversible. I reiterate, THE COSTING OF THIS PLANS NEEDS TO BE MADE TRANSPARENT together with the length of time anticipated before a profit is likely to be turned. There is a very real danger that the costs could be prohibitive and it could still result in costing the council large sums of money..."

"Keep art current and alive!"

"Increase funding options and shared serviced lower central costs."

"Stamford is one of the crowning jewels of Lincolnshire"

3.2 Proposal Two – Moving towards a supersite rather than a microsite model

3.2.1 To what extent do you support or not support the proposal?

The second question asked was 'On a scale of 1-10 (1 = do to not support, 10 = fully support) to what extent do you support or not support the proposal to move to a more supersite approach?' This question was answered by 1,048 (95%) of all participants and the most commonly chosen score was '1, do not support', with 420 (38%) 'hits'; to give context. Moving up the scoring chart from 2, the majority of the proportions of hits sit within 3-7% of the overall respondents. Two peaks exist at 5 and 10 (9.2% and 10.7% respectively) and 56 (5%) did not answer the question. The scores are illustrated in figure 10.

When the scores are condensed to demonstrate a generally positive, negative or neutral viewpoint, 564 (51%) participants gave a more negative score or disagreed with the proposal and 207 (19%) had a more positive opinion of the proposal; 277 (25%) gave a neutral score which is illustrated in figure 11.

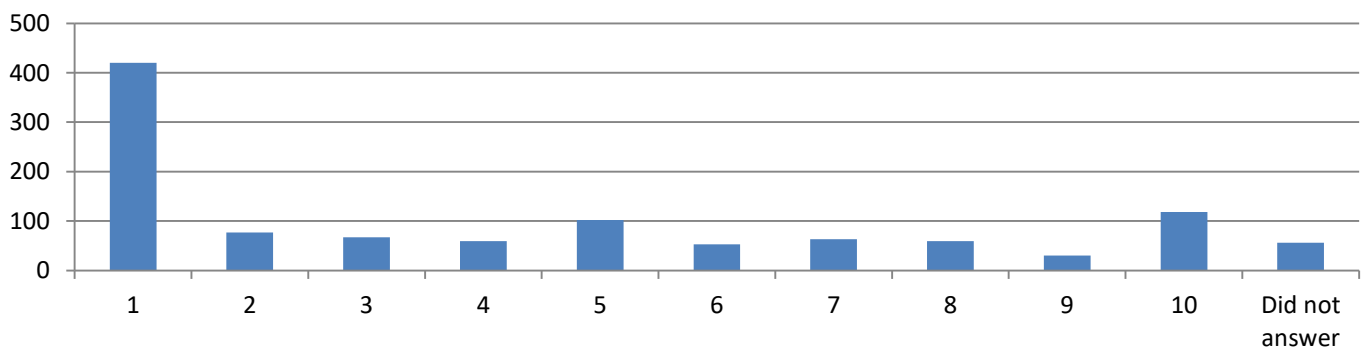


Figure 10. The extent to which participants support or not support proposal 2 (1 being do not support and 10 being fully support).

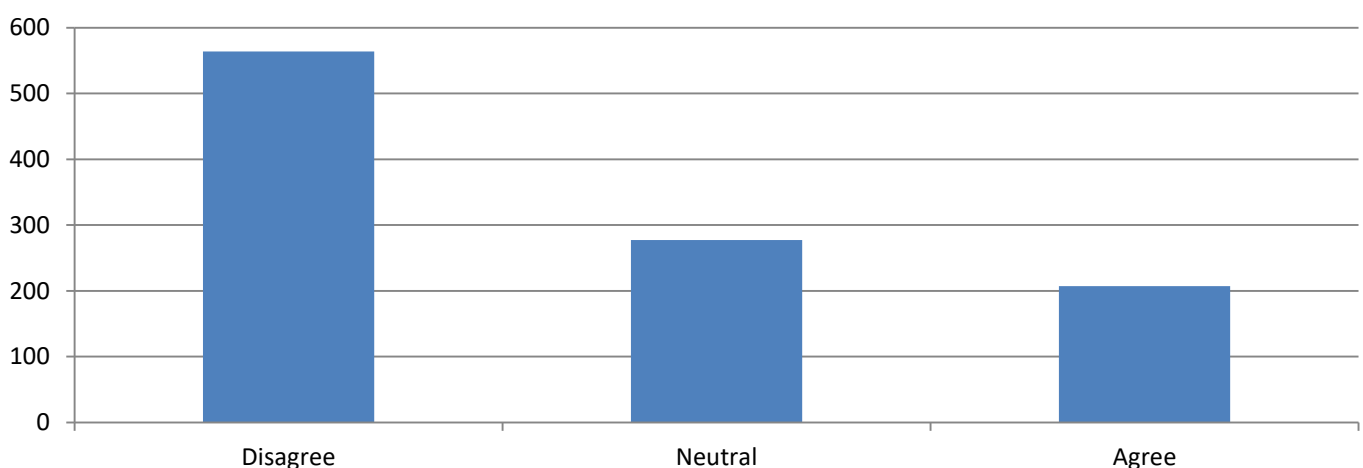


Figure 11. Proposal 2 scoring condensed to 'generally agree and generally disagree' excluding those that did not answer.

3.2.2 Please tell us the reason you gave this score

When grouping sub-themes within the responses to the above question, the most common theme was 'improve and develop', with other themes such as 'don't agree with the supersite model' and 'approving the proposal' scoring highly. The table below shows the top themes and a collection of the most popular sub-themes.

	Theme / sub-theme	Number of comments	Any mitigation
1	Improve and develop the service	197	
	Things being available to everyone in Lincolnshire and not just Lincoln/do not centralise, transport isn't good enough in Lincolnshire	58	
	Improved quality of offer to attract a greater audience	43	
	Improving marketing of venues and activities	28	
	Better curation or more temporary exhibitions	25	
	More local exhibitions	25	
	Collaboration could help to improve marketing and promotion	6	
	Stronger connections between the Usher Gallery and The Collection	14	
	Transfer to third party/community ownership	5	
2	Don't agree with supersite model	100	
	Better uses of tax payers' money	5	
	Don't want supersites/don't agree	71	
	Detrimental to the Usher Gallery	2	
	Lack of past investment and management	10	
	Make art and culture the foundation not commerciality	7	
3	Approve the proposal	89	
	Makes sense	66	
	Like the idea but not at the expense of smaller sites	17	
	Feasible but qualified staff and trained volunteers are vital	2	
	Commercialisation as a way to stop wasting tax payers' money	1	
	Money is wasted on not making the service commercial	1	
4	Retain the Usher	86	
	It was bequeathed to the people	17	
	Retain the Usher	54	
	Usher is an important building	12	
5	Keep and improve microsites	84	
	Microsites are about local heritage and should stay in the same area, keeping a connection to local history	20	
	Lincolnshire's heritage needs diversity not dilution	19	
	We need microsites to sustain variety and value	16	
	Microsites bring money into the local economy	4	
	Microsites offer what supersites cannot	7	
6	The Usher Gallery and The Collection are already a supersite	82	
	Usher Gallery and The Collection together are already a supersite	50	
	Museum of Lincolnshire Life should be added to that supersite model	6	
7	Protecting and retaining heritage	81	
	Protect assets in the county	23	
	Retain access to the arts	19	
	Retain specialist sites	17	
	What we have works well already	11	
	The council has a responsibility to retain heritage	7	

8	Comments about the consultation	59	
	Too much jargon or description was too vague	31	Terminology within the business case was agreed by the County Council's Legal and Communications teams and stakeholders prior to publishing.
	Business Case is restricted	18	The Business Case was written to highlight proposals and reasoning/evidence, the consultation was developed to help residents and groups to come up with alternative ideas.
	Definition of microsites was inaccurate	4	The definition of micro-sites as far as the County Council is concerned are "a museum, gallery or heritage site which offers access to a single narrative through a highly specialised collection" ³ , there is no nationally recognised definition of a microsite.
	Lincolnshire County Council is not committed to heritage	19	The council is committed to ensuring that the non-statutory sites remain open and accessible to the public.
	Look at mistakes elsewhere - the Chester Story and Nottingham	4	

Figure 12 below shows, in chart form, the number of comments associated with the most common overarching themes as per the table above.

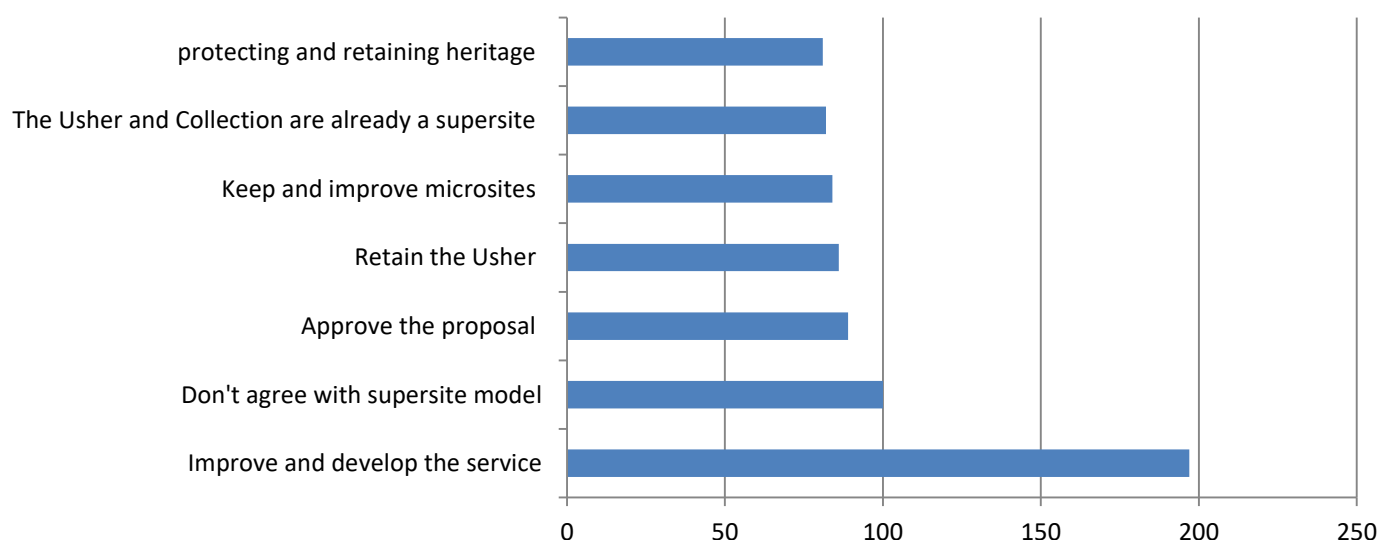


Figure 12. The proportion of comments associated with the overarching themes listed in the above table.

The Business Case was developed through thorough research and data analysis of all sites, including through engagement with relevant stakeholders mentioned therein⁴ and the purpose of the consultation was to explore any other options that the County Council had not considered. The

³ Future of the Heritage Service Detailed Business Case 2019 page 9 *Key Definitions*.

⁴ Future of the Heritage Service Detailed Business Case 2019 page 20 1.7.3 *Stakeholders*

Business Case was developed, in part, to help residents come up with alternative suggestions from an informed position.

In summary, we can see that there are a certain number of overarching themes. Improving and protecting are high on the agenda once more with some discussing heritage sites in general and others are concentrating on the Usher Gallery in isolation. There were similar proportions of positive and negative comments and many people discussed their desire for access to be improved, not through development of supersites but because the rurality of the county means that many find it difficult to get to existing sites, some feeling that the proposals were too Lincoln-centric. Increasing the number of local exhibitions, collaboration, wanting to keep smaller sites, local heritage, diversity of sites and retaining specialist sites were all sub-themes from multiple groupings totalling 230 comments. A high proportion of consultees also wrote about 'improvements' to the service, a theme that threads throughout the consultation responses – improving access, promotion, exhibitions and events.

Some examples of why consultees gave their particular score include:

"All of the sites across Lincolnshire tell the story in snippets but the story of our county from prehistoric to Victorian can be told through one super site responsible for large events, corporate hire, educational classes, large school visits and residential and more. Would be able to increase the admission income price, corporate hire to relate to the effort, staffing and reputation which will be quickly built. I would recommend looking at Visit Bath as a model or the York Museum"

"I do support the idea of providing multiple experiences however I do not feel that this need be at the expense of existing spaces."

"There is no reason to suppose that multiple experiences in the same building offer a better experience than smaller, dedicated displays in a single storey building. My experience is that 'small is beautiful' and people are confused by buildings which are cluttered with too many different types of display. The Art treasures in Lincoln deserve their own space."

3.2.3 Are there any other options we should consider?

51.1% of participants generally disagreed with proposal 2 (please see figure 11) but only 368 (35%) said that they thought there was another option that should be considered; 343 (33.3%) said there were no other options to be considered and 337 (30.5%) did not answer the question. There are only three percentage points, or 31 participants, between the three answers.

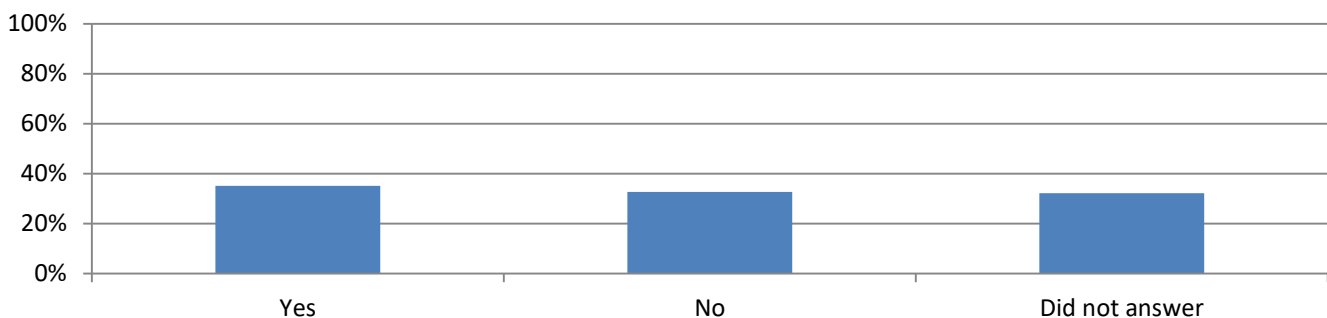


Figure 13. The options that participants chose when thinking about whether there were other options to consider apart from proposal 2 (in percentages).

3.2.3 Please briefly describe any other options

Of the 368 responses, 550 separate comments were made in this section. The most common theme (151 comments) was to expand and improve, including commercialisation. The most common sub-themes from this, together with the other themes and associated sub-themes are listed below.

	Theme / sub-theme	Number of comments	Any mitigation
1	Expand and improve including commercialisation	151	
	Better marketing and management	18	
	Commercialisation	18	
	Make better use of sites	18	
	Increase and improve exhibitions	11	
	Expand and improve commercial exhibitions	10	
	Sponsorship and fundraising campaign	6	
	General income through events, exhibitions, functions, concerts, talks	5	
	Include temporary and local exhibitions with community and national organisations	4	
	Pay and view online	1	
	More films at The Collection	1	
2	Integration of sites and services	65	
	Combine as a supersite or link the Usher Gallery and The Collection together	36	
	Said that all sites should be integrated (including old and new)	8	
	All microsites should be kept	10	
	'Hub and spoke' model	2	
3	no change/stay as it is	48	
4	Collaboration	47	
	Collaborating with local communities and microsites	22	
	Partnerships with stakeholders, the University and research institutes	11	
	Hand over all microsites to third parties	2	
	Develop a treasure trail through working with local empty shops and heritage sites and pop up exhibitions with small entrance fees	2	
5	Usher Gallery specific	43	
	Keep the Usher Gallery	27	
	Hold more chargeable classes at the Usher Gallery	2	
	Develop a shop and restaurant at the Usher Gallery	5	
	Consider the architectural importance of the Usher Gallery	2	
	There should be other options for buildings gifted to the people	2	
	Make the Usher Gallery a Trust	1	
6	Outreach	28	
	Outreach would keep permanent exhibitions in use	4	
	Fund artists to increase engagement and to add context to collections	3	
	Develop outreach to communities and schools	8	
	Touring exhibitions and materials	3	
7	Investment	21	
	Invest in sites rather than developing supersites	14	
	Build a new site on a brownfield site	1	
	Invest in dynamic curators	3	

8	More consultation and work needed	8	
	The Business Case is restricted	5	
	Feasibility study is needed	2	
	Consult in timely manner on all sites	1	

Figure 14 shows, in chart form, the number of comments associated with the most common overarching themes as per the table above.

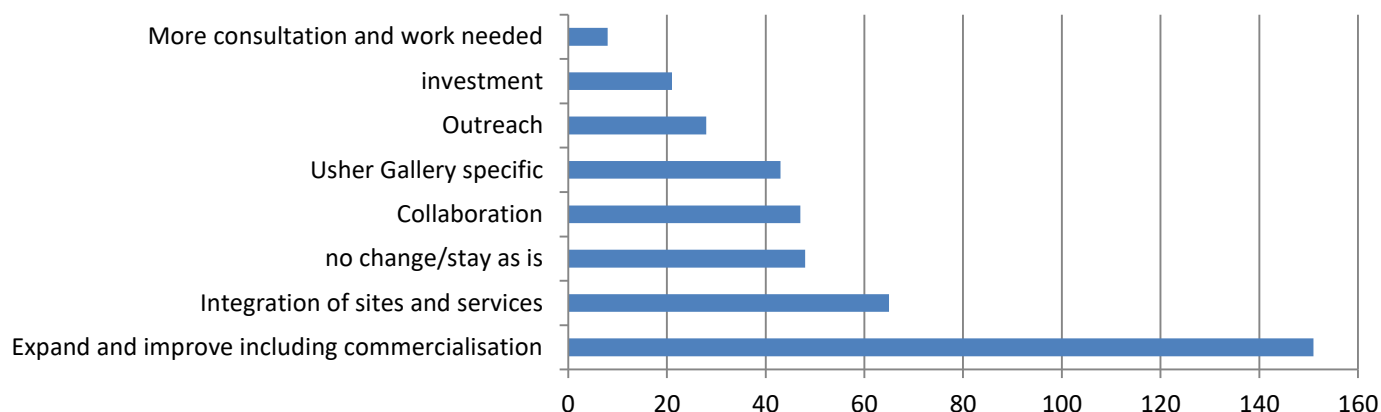


Figure 14. The proportion of comments associated with the overarching themes listed in the above table.

In summary, when participants were asked to think of alternative options other than a supersite model, the majority suggested improving or commercialising what we already have, with exhibitions, activities and classes involved for example. Participants discussed the things that visitors see within sites – the arts and objects – and it was the access to these that was mentioned a number of times, either through the improvement of exhibitions, rotation or outreach. Supporting communities to take ownership of sites, collaborating or learning from others were topics that were also repeated a number of times.

Some thought that the service should remain as it is, whilst a large proportion who discussed the Usher Gallery in isolation wrote that it should be kept either by improving the commercialisation potential (rather than at the expense of other sites) or that more funding should be sought in order to maintain and improve what already exists.

Some examples of options discussed by consultees include:

"Invest in your so called microsities and invite local groups to make the microsities more attractive"

"Work hard to establish partnerships with the big London galleries and museums"

"Make the Museum of Lincs Life more like the Street Life Museum in Hull or Castle Museum in York - bring it to life"

"Look at how smaller sites could be a community hub as often a tourist attraction is one of the most important features in a village or town"

"Maintenance of the current situation (with the exception of Gainsborough Old Hall if English Heritage are to take it over) with increased investment in order to create a better financial return than at present."

3.2.4 Please provide reasoning for this other option

289 (26.2%) responded to this question with 340 individual comments recorded. 11 groupings of themes came out, the most popular of which was increasing visitor numbers, with 46 associated comments. The most popular themes and sub-themes are listed below.

	Theme / sub-theme	Number of comments	Any mitigation
1	Increasing visitor numbers	46	
	Wider accessibility to residents and tourists	8	
	People need educating into wanting culture	2	
	People need variety	2	
	Encourage more visitors	2	
	More visitors will spend more money in shops and off site	6	
2	Improve the offer	32	
	Better management, marketing, publicity and rotating more exhibits	28	
	Make items accessible for viewing	1	
	Materials in storage should be made available to other areas of the county	1	
3	Economy	30	
	Financial reasons	16	
	Allowing artists to rent space would generate income	2	
	Because retail works in other galleries	2	
4	Do not close the Usher Gallery	28	
	Not closing the Usher Gallery	8	
	The Usher should be used as originally gifted	7	
	Usher is locally valued and unique	6	
	Spend the proposed grant funding on the Usher rather than Collection	1	
5	Protect heritage	24	
	Keep sites and protect heritage	13	
	Increase in income should be a goal but not the be all and end all – access to arts and culture should be the priority	4	
	Lincolnshire County Council ownership mitigates against other organisation failing	2	
	prevent the demise of local heritage	3	
6	Income generation and value for money	18	
	Low cost with higher charges for specialist events	7	
	Income should be generated through exhibitions, functions, concerts, talks and a café	3	
	Sell the Museum of Lincolnshire Life	1	
	City tax should be introduced	1	
	Appreciated the need to balance the budget	1	
	Smaller sites were cheaper to use	1	
7	Supersite specific	18	
	Link The Collection and Usher Gallery to make a supersite	13	
	Make better use of the sites by working together	4	
	Physical connection between the two sites	1	
8	Microsite specific	17	
	Collections should stay in the same area to improve connections to local history	4	
	One size doesn't fit all	4	
	Supersites will have a negative effect on microsites	3	
	Invest in microsites rather than supersites	4	
	Local communities are more likely to want to protect their assets	1	

Figure 15 below shows, in chart form, the number of comments associated with the eight most common overarching themes as per the table above.

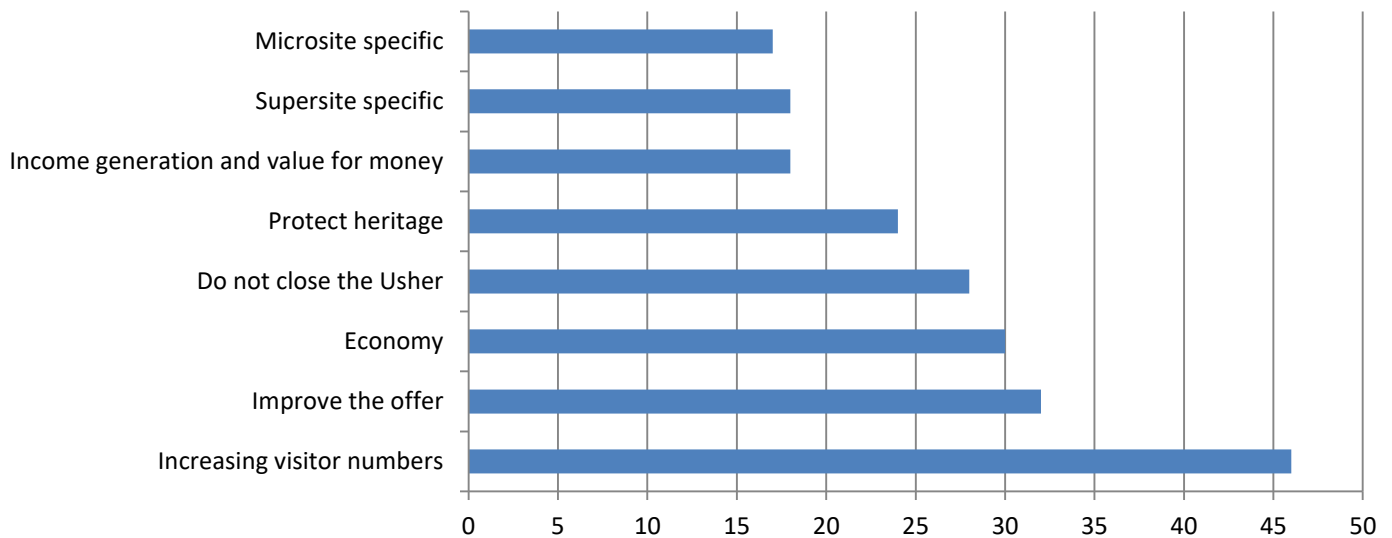


Figure 15. The proportion of comments associated with the overarching themes listed in the above table.

In summary, when participants were asked to give a reason for their alternative options regarding the supersite model proposal, some discussed their opinions of micro or supersites, both positive and negative; a lot of what participants discussed related to increasing numbers of visitors as a way to generate money, especially when you combined this with the commercial ideas that were put forward (mainly regarding exhibitions and other chargeable events). Commercialisation is tied into improving the offer and protecting heritage. To increase the number of visitors consultees discussed improving what already exists – rotating more exhibitions, putting more exhibitions around the county and developing better publicity and marketing. To fund these improvements people suggested charging for services, chargeable events and also more radically, selling sites or artwork. The ultimate aim, many people suggested, was to keep the Usher Gallery open and protect heritage.

Some of the reasoning behind further options include:

"It is vital that our heritage is preserved and the offer of the city and county is enhanced if we are to compete or survive in relation to other tourist cities, in terms of education, attracting professionals to the city (e.g. doctors / nurses) and for the overall benefit of people of the city. This is why the Usher Gallery was given to the city for example"

"I believe that with just a little marketing imagination a collection of venues (micro sites) would attract more interest across the whole county and provide more resilience than, for example, The Collection 'supersite' which is in an inaccessible area of Lincoln to attract significantly more visitors."

"Tourism is one of the counties major income earners. Heritage tourism is an essential part of this economy. The super site option as canvassed by the council fails to take into account the potential of the Museum of Lincolnshire life if properly curated, and The likely impact of the cathedral once it has completed its own Heritage lottery fund program"

3.3 Proposal Three – Creating a supersite within The Collection building offering both museum and art displays, and no longer operating The Usher Gallery

3.3.1 To what extent do you support or not support the proposal?

The third question within the survey asked was 'On a scale of 1-10 (1 = do not support, 10 = fully support) to what extent do you support or not support the proposal to re-design The Collection building to become a supersite consisting of a combined museum and art gallery and which would mean that the Usher Gallery would no longer be operated as an art gallery?' This question was answered by 1,086 (98.4%) of all participants making it the most popular of the questions and the most commonly chosen score was '1, do not support', 739 (66.9%) - the most commonly hit score from the whole survey. Moving up the scoring chart from 2, the majority of the proportions of hits sit within 1-5% of the overall respondents. The second most common score is 10, which was chosen by 100 people (9%), 18 (1.6%) people did not answer the question. The scores are illustrated in figure 16.

When the scores are condensed to demonstrate a generally positive, negative or neutral viewpoint, 827 (74.9%) participants gave a more negative score and 144 (13%) had a more positive opinion of the proposal; 115 (10.4%) gave a neutral score, this is illustrated in figure 17 (1.6%% did not answer).

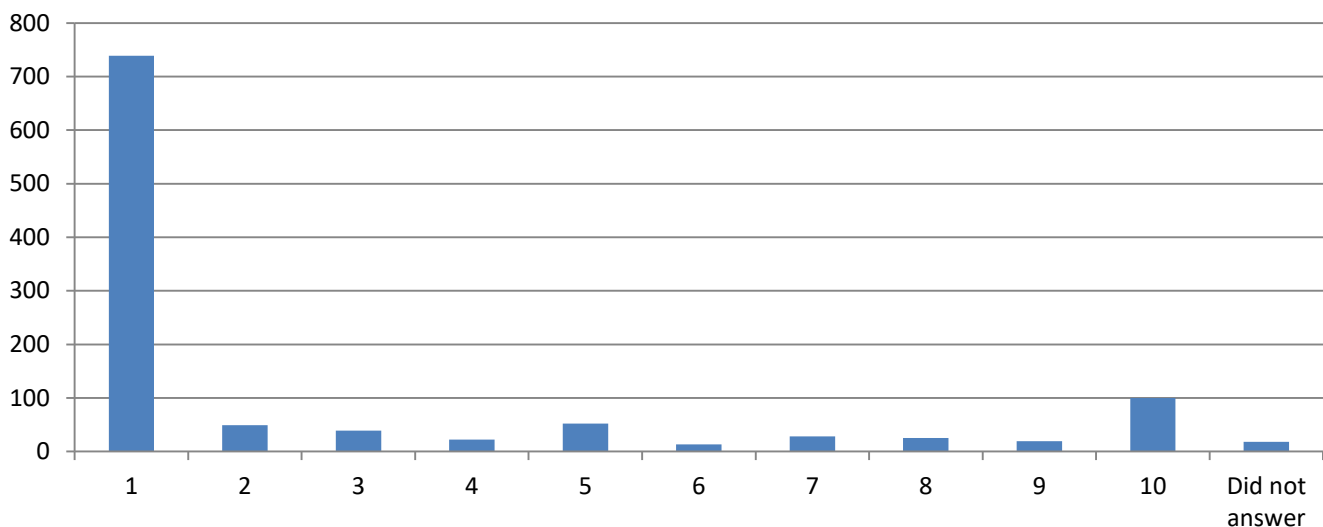


Figure 16. The extent to which participants support or not support proposal 3 (1 being do not support and 10 being fully support).

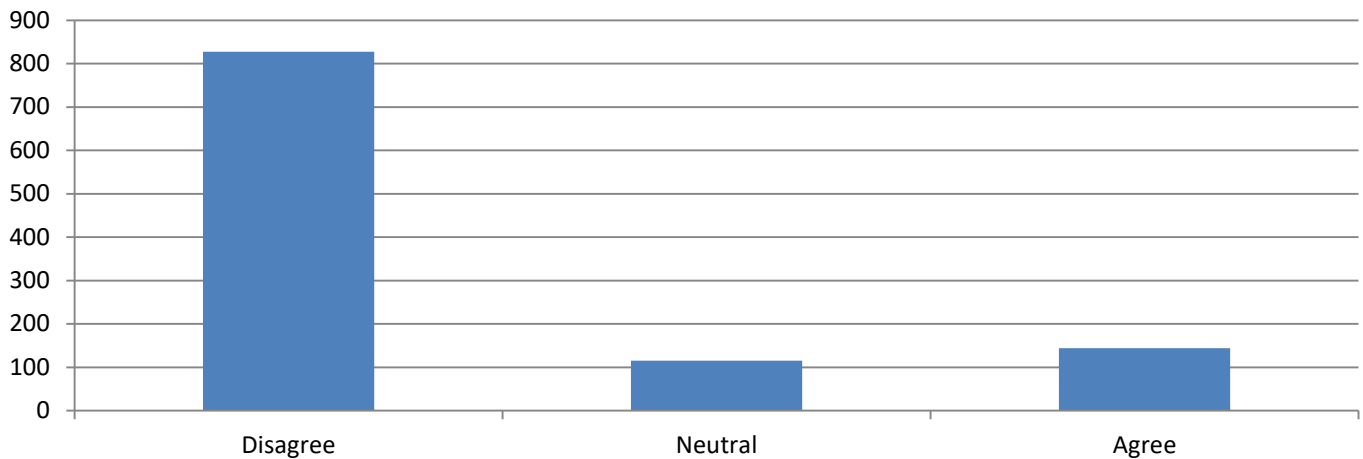


Figure 17. Proposal 3 scoring condensed to 'generally agree and generally disagree' excluding those that did not answer.

3.3.2 Please tell us the reason you gave this score

856 (79%) of those who answered the above question wrote a reason for their score, 230 (21%) chose not to comment. The main themes are listed in the table below.

	Theme / sub-theme	Number of comments	Any mitigation
1	Do not close the Usher – it was bequeathed/it is an important part of our heritage	235	
2	Keep separate	84	
	The Usher is for art and the Collection for archaeology	47	
	Combining the two sites would dilute the offer, spoiling the family environment in the Collection and the reflective space in the Usher Gallery	19	
	Combining would reduce the space for exhibitions and events	12	
3	Agree but with provisos	82	
	Agree with a supersite model but not at the expense of the Usher Gallery	63	
	Good idea but not for those in the south of the county	3	
	If you close the Usher you should return Stamford's collections to Stamford	1	
	Good as long as prices don't increase	2	
	Good idea but there should be more things for children and young people – children don't feel comfortable in the Usher and staff at the Collection are brilliant.	4	
4	Ideas to help keep the Usher open	63	
	Increasing or diversifying the usage of the Usher – reconfiguring the space to allow weddings or use a marquee and extend opening hours	40	
	Better promotion would help	5	
	More child-friendly	2	
	Participants learn from others	9	
5	Improve exhibitions at the Usher	61	
	The Usher needs a new vision and energy, investment to help develop the gallery, working with others nationally	35	
	Increase the well-attended exhibitions such as Grayson Perry, BP Portraits Awards and from the British Museum	15	
	Rotate items more frequently	4	

	Local artists would suffer with more national pieces being on display	2	
6	Approve the proposal	53	
	Good idea	25	
	The Usher Gallery is old and tired so should be sold	7	
	It will enhance the experience	11	
7	Reasons the keep the Usher open	34	
	The Collection does not offer the same visitor experience as the Usher Gallery, I don't agree with the expansion of the Collection	21	
	Closing the Usher Lincolnshire wouldn't be able to attract as many tourists, consultants, scientists or students	5	
8	Don't know/more information needed	16	
9	Third party ownership	11	
	Hand the Usher Gallery back to the City Council	4	
	Transfer to or work in partnership with other operators (such as English Heritage, Lincolnshire University, Lincolnshire Cooperative)	4	
	Lease the Usher to a third party	1	

Figure 18 below shows, in chart form, the number of comments associated with the most common overarching themes as per the table above.

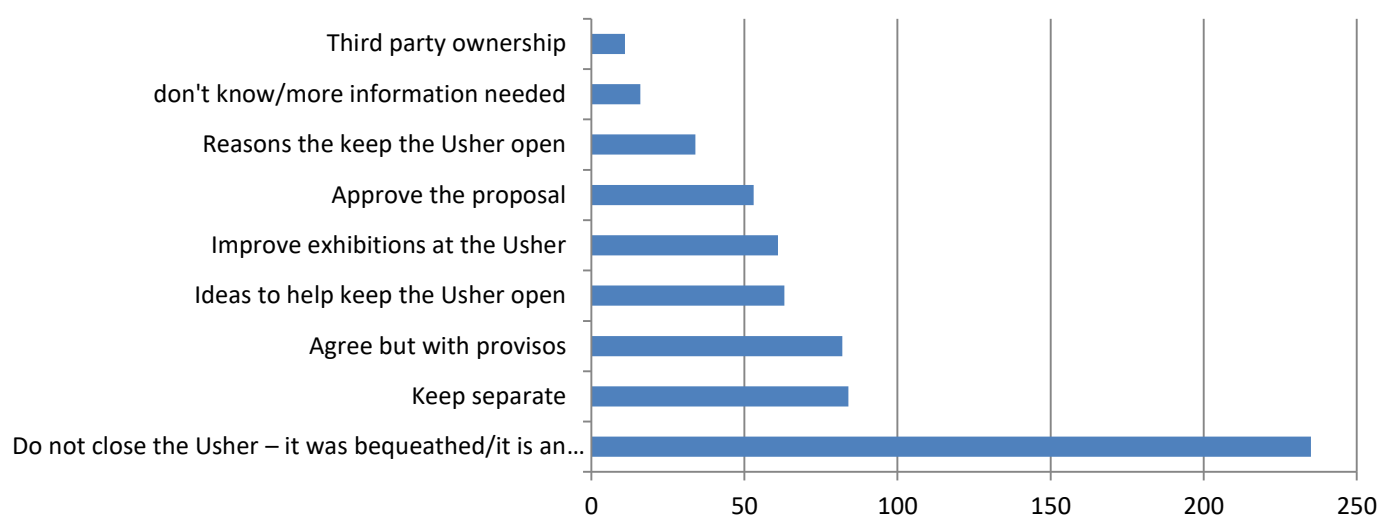


Figure 18. The proportion of comments associated with the overarching themes listed in the above table.

There were 60 (5.4%) references within the responses that discussed the 'closure' of the Usher Gallery or of facilities. This has been treated as references to Proposal Three, which discussed the County Council not running the Usher Gallery as an art gallery. The building is leased by the County Council from City of Lincoln Council and any significant change in the use of the building would require renegotiation with the leaseholder. Approximately 45% of the art in the collection is owned by City of Lincoln Council with the remainder being loaned to or owned by the County Council.⁵

Whilst not written in a significant amount of responses, eight people wrote about positive elements to The Collection, mainly in relation to education – as a museum people discussed the positive exhibitions for children and young people, such as Minecraft. Three individuals mentioned the

⁵ Future of the Heritage Service Detailed Business Case 2019 page 18 1.7.2 Current Heritage Offer

intimidation felt by staff at The Collection when members of the community challenged them on the consultation proposal.

In summary, when participants were asked to give a reason for their score regarding The Collection supersite and proposal to no longer operate the Usher Gallery there were 1,417 points raised within the 856 comments. Most comments related to the belief that the Usher Gallery should not be closed – either through stating this directly, discussing reasons why it should not close, by exploring other options to improve the Usher Gallery (exhibitions or general improvements) or by discussing third party ownership – these themes equate to 475 individual comments. In total, 148 (13.4%) consultees agreed with the proposal or elements of it, but many stated that they agreed with the principle of the proposal but not at the expense of the Usher Gallery.

Some examples of why consultees gave their particular score include:

"We already have this and there will be much loss in the proposed plan."

"You may miss a great chance to diversify and give the county a huge tourist boost rather than limited centre centric scheme."

"There is no need to close the Usher as an art gallery. The money for it was left to the city of Lincoln by James Ward Usher. Cramming the art within it, including James Usher's collection, into a basement gallery in The Collection is not going to attract art audiences as much as retaining the Usher building as an art gallery, investing in improving it and displaying the decorative and fine art much better would. The Usher and Collection buildings together could operate very well as a 'supersite'. There are a great many travelling exhibitions from the national collections that can be displayed at the Usher and The Collection in their present format. If there are some that cannot, perhaps you should consider some reconfiguration of one or both buildings, or for exhibitions that require a larger space why not run the exhibition over both sites? A great way of encouraging people to visit both sites. It is outrageous that the council is proposing to close the Usher Gallery..."

"I have been a regular visitor to the Usher for 45 years and would really miss it. However, if the new proposals really can provide what you say, then overall that would improve the provision of art facilities in the city, which are currently not up to a standard for a city like Lincoln."

3.3.3 Are there any other options we should consider?

As previously stated, 74.9% of participants generally disagreed with proposal 3 (please see figure 17) but only 410 (37.1%) said that they thought that there was another option that should be considered; 341 (30.1%) said that there were no other options to be considered and 335 (30.3%) did not answer the question. There are six percentage points, or 75 participants, between the three answers.

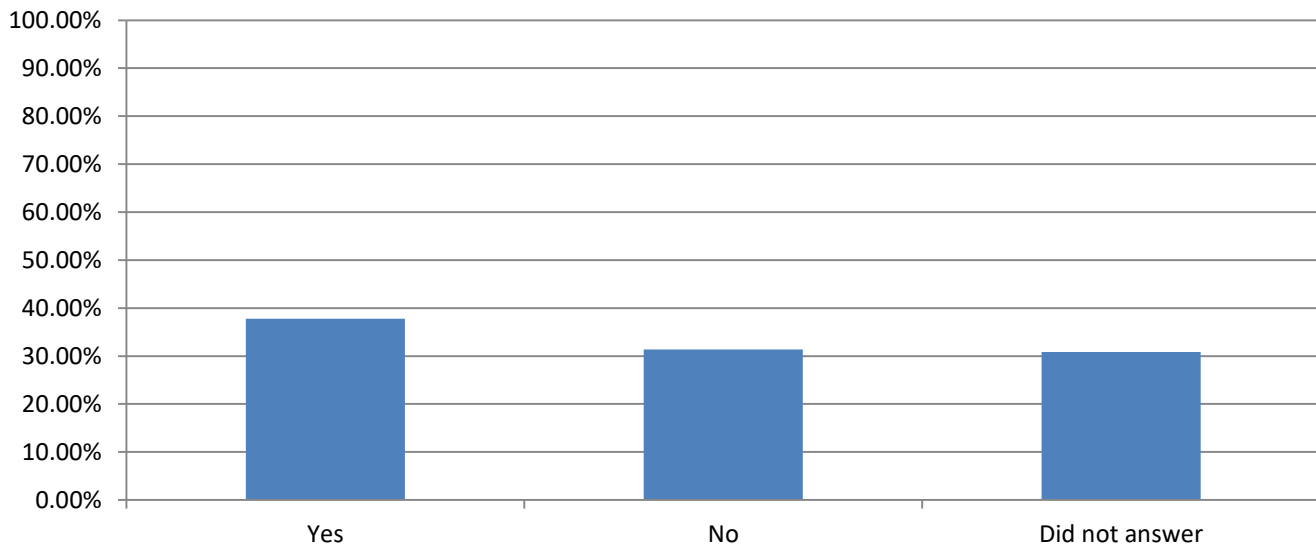


Figure 19. Answers that participants chose when thinking about whether there were other options to consider apart from proposal 3 (in percentages).

3.3.4 Please briefly describe any other options

Out of the 410 (37.1%) individuals who stated that another option was available, 390 (35.3%) recorded their views, with the most common theme being to find alternative uses and improvements, with 58 individual comments. The table below shows the most common themes and sub-themes from within this section of the survey.

	Theme / sub-theme	Number of comments	Any mitigation
1	Join the Usher Gallery and The Collection	58	
	Create an Usher/Collection supersite	24	
	Joint fund the Collection and Usher Gallery	15	
	Use money allocated to the Collection to maintain the Usher Gallery	9	
	Retain the Usher and redesign the Collection	5	
	Link between the Usher and Collection should be pedestrianised	1	
	Usher Gallery tying in with the National Curriculum like the Collection	1	
2	Alternative uses and improvements to the Usher Gallery	58	
	Innovate to improve footfall – more frequent exhibitions (like in the 80s and 90s) with a county-wide vision	16	
	Take on more functions at the Usher (events and activities with commonalities).	11	
	Increase publicity	7	
	Turn the Usher into a conference and wedding venue	1	
	Retain the Usher grounds and increase the sculptures and other outdoor activities	5	
3	Exhibitions	46	
	Remove old collections and reform the permanent ones at the Usher (there are lots of examples in Europe), with more commercial events	28	
	Host weddings but maintain exhibitions – use the main entrance hall for ceremonies	12	
	Invest in management of collections and change more frequently	2	

	Change the name of the Collection back to the City and County Museum	1	
4	Maintain existing model	42	
	Maintain the existing separation of super and microsite options	21	
	Keep the Usher as an art gallery and not a wedding venue	14	
	Don't lose the Usher	4	
	The Usher is lucky to have the current contemporary art specialist	1	
	Maintaining separation as the money that tourists bring in is more that will be saved	1	
5	Community model	32	
	Support the development of a charity for arts hubs – build a commercial focus	6	
	Have the City of Lincoln Council run the Usher, or Tate Modern/National Gallery and work with the community	5	
	Return Stamford items to Stamford	4	
	Use existing empty shop space to exhibit and make art more accessible	1	
	Tour the county with exhibitions	2	
	Open discussions with campaign groups	1	
6	Saving and generating income	22	
	Invite local artists to rent space at the Usher	2	
	Get more funding	2	
	Raise tax to fund £750,000 per year	2	
	Increase finding and save elsewhere	1	
	Develop a Lincoln Card that gives discounts to people who live in the city at shops and cafes	1	
	Merge Lincolnshire County Council and col buildings to free up space and reduce cost	1	
	Take the Registry Service to Beaumont Fee	1	
	House non-cultural services in Newland	1	
	Dispose of the Collection building and relocate at a new purpose built site with archives	1	
	And the castle and the Lawn should collaborate to host weddings together	1	
7	Consult in more detail	6	
	Allow the people of Lincoln the chance to decide	1	
	More engagement with the Usher	1	
	Consult with more authorities who have gone through similar processes (Bristol, Manchester, Hull, Tetley in Leeds and Margate)	3	

Figure 20 below shows, in chart form, the number of comments associated with the most common overarching themes as per the table above.

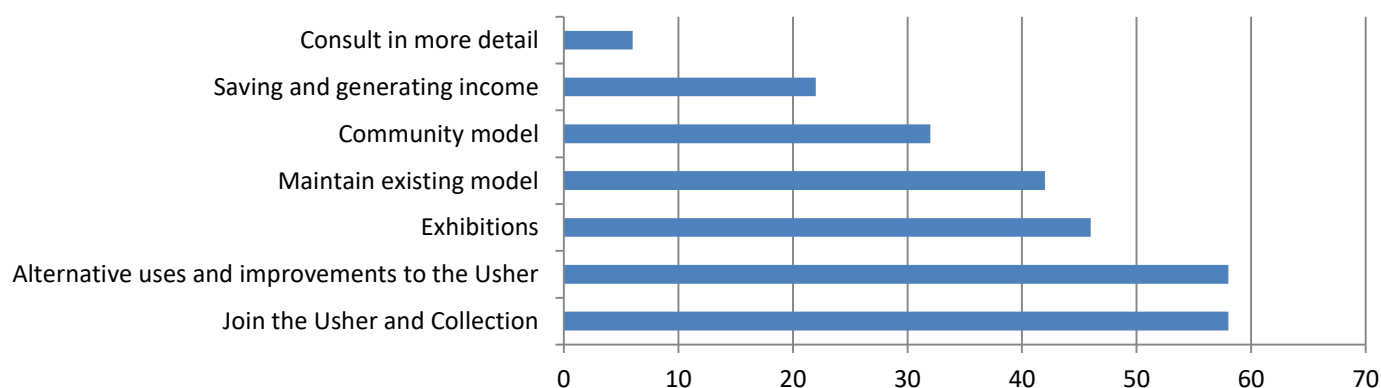


Figure 20. The proportion of comments associated with the overarching themes listed in the above table.

In summary, when participants were asked to describe alternative options regarding The Collection supersite and no longer operating the Usher Gallery model proposal, most comments related to finding alternative uses for the Usher Gallery to ensure that it stays operational – increasing innovation and a commercial model were common threads all geared towards increasing footfall and as a consequence, income.

Other ways participants thought that footfall could be increased was through the development of exhibitions – rotating and making pieces more accessible to the community were options that many thought should be considered, in fact links and relationships with the community was something that some participants thought would help to maintain the functions of the gallery – once again, community ownership was discussed as an option. Other ways of managing the sites were discussed and again innovation was mentioned numerous times; the business case discusses supersites and this was a topic that was common, with many believing that The Collection and Usher Gallery should be joined to strengthen the sustainability of the Usher Gallery.

Communities were brought into a few rationales as a way to help develop sites, it was also acknowledged how communities themselves would benefit from more involvement in site development and ownership. It must also be noted that five participants discussed Stamford's collection and retaining Discover Stamford.

Some examples of options discussed by consultees include:

"You could consider putting more money into the Usher temporary exhibitions!"

"1. Leave things alone and use SOME of the grant money to develop the gallery to provide more exhibition space. 2. Use the portion of money that was going to be used to develop the Collection on other sites i.e.: develop the MLL's Gatehouse Gallery into a better exhibition space and provide the staff with the tools to maintain it as so."

"Economy of scale, don't believe visitor numbers currently justify upkeep and staff costs of Usher Gallery"

"The devil lies in the detail. If you create good gallery space in the Collection, then ok - but if it's restricted and cramped, then no. The Usher isn't a good space, but it's a nice historic building with a certain grandure - it seems to me that the space could be used a lot better than now, with a good dose of imagination and some modern lighting (the current lighting is abysmal - Banks' portrait is almost impossible to view)."

3.3.5 Please provide reasoning for this other option

314 (28.4%) responded to this question and 96 (8.7%) did not answer. 11 groupings of themes came out, the most popular of which being respect the heritage of the city and exhibitions, both with 32 associated comments. The most common themes and sub-themes are listed below.

	Theme / sub-theme	Number of comments	Any mitigation
1	Exhibitions	32	
	There isn't enough space at the Collection for both groups of work, the Collection isn't suitable	7	
	A dedicated gallery tells a better story	4	
	Exhibition space at the Usher could be better used to save the	2	

	Theme / sub-theme	Number of comments	Any mitigation
	cost of the refurb at the Collection, the Usher is best suited to view art		
	More exhibitions will draw in more people	3	
2	Respect the heritage	32	
	Respect for the art, culture and heritage of the city	20	
	We need to build on the reputation and heritage of our city	6	
	Retain historic links to the city	2	
	The money should be spent on something with integrity and with respect of local heritage	1	
3	Duty	31	
	Retain as bequeathed	20	
	Lincoln own the site	3	
	The Usher is an important site in its own right	7	
4	Tourism	27	
	With a new approach the Usher could be a flagship gallery	7	
	We need people to come to the city	7	
	Combining our assets reduces our offer	6	
	More publicity would bring in more people	1	
	The grounds around the Usher should be developed to enhance the provision	5	
5	There is another way to keep the Usher open	25	
	Solutions should not be about money	5	
	The two sites should be considered together – there are pros and cons of both	7	
	The Usher needs improvements and solutions can be found to still hold weddings and not ruin the exhibition space	2	
	A pedestrianised link could act as an instalment	1	
6	Community and third party ownership	21	
	The public and art community will be able to get involved and improve the Usher through independence	6	
	Public opinion	5	
	It could attract more people into the county	2	
	Supporting a third party to run the Usher Gallery would allow it to maintain its functions	3	
7	Wellbeing	18	
	People need access to the arts for wellbeing, cultural identity and education	12	
	Art is good for education and wellbeing – including see Dr Daisy Farncourt	6	
8	Generate income	16	
	Improving the functions will help to generate income (like in York)	2	
	A multi-use Usher would increase the income to help keep it open	3	
	A small city tax on hotels and Airbnbs (£2) could fund the Usher	1	
	A reimagined Usher connected to the county is more fundable – based on 30 years of working in the arts development – there are new sources of funding to apply for	1	

Figure 21 below.

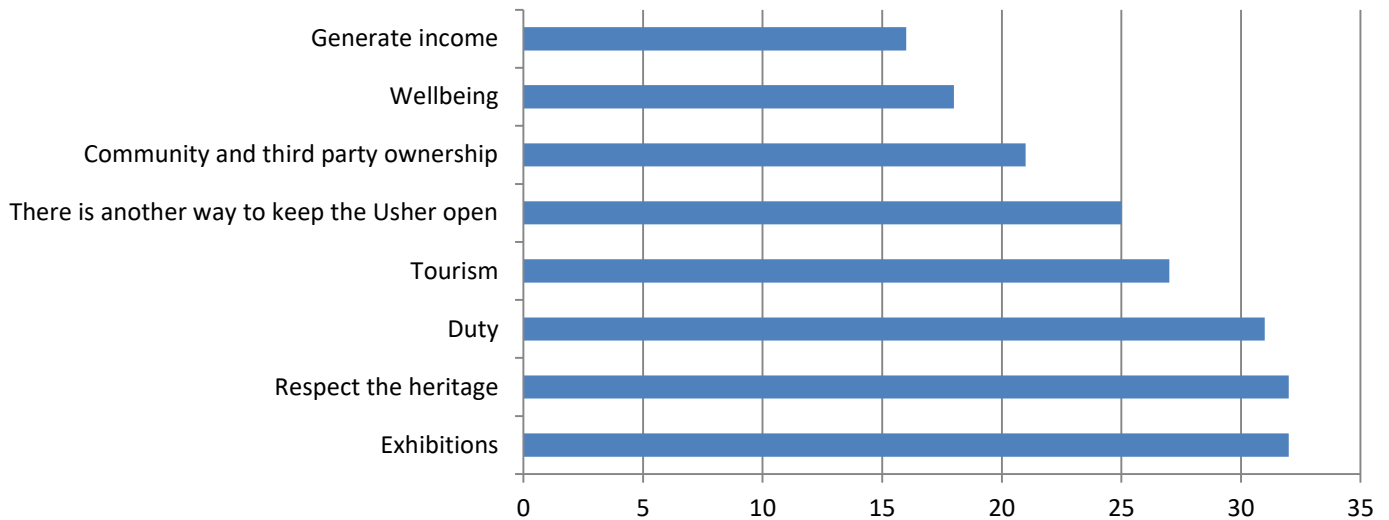


Figure 21. The proportion of comments associated with the overarching themes listed in the table above.

Bringing people in and increasing access to the arts was a common thread discussed throughout and bringing in more people was mentioned numerous times within the grouped themes.

In summary, when participants were asked to give reasoning to their alternative options regarding The Collection supersite and no longer operating the Usher Gallery proposal, a lot of comments related to ways in which footfall and income could be increased within the existing model – improving exhibitions, management, commercial ideas and linking the two sites. Respecting heritage was a reason discussed by many as a reason to keep the current model, as was duty. It is also noted that within this section, one comment stated Stamford Town Council very much want to take on the management of the Stamford Museum Collection and Discover Stamford; four others discussed Stamford's collection.

The context behind the reasoning given to the top five themes were mainly in relation to either keeping the Usher Gallery open or maintaining the collections within; respect and duty indicate that people think that the County Council should keep the Usher Gallery open no matter the cost. The other two top themes, 'exhibitions' and 'tourism' indicate that others had a different approach – looking at the perceived wider benefits of keeping and improving the site or the exhibitions within. The theme 'third party ownership' equates to participants thinking of alternative ways to keep the gallery open, as does 'generating income'; similarly to 'tourism' and 'exhibitions' as themes, 'wellbeing' related comments hold within them reasons for the importance of maintaining access to heritage and the arts, in this case, directly associated with the Usher Gallery.

Some of the reasoning behind further options include:

"To achieve more for the city and develop distinction."

"Pull on skills etc that are in the City already. If this consultation had been more public meetings could have been set up to ask for their input. Get into the eating places where students go to glean their ideas and open this up to innovative ideas. They are the future users."

"Art promotes good mental health"

"Involve Lincolnshire U3As"

"Everywhere else does it! Why don't you? This is nothing to do with cuts. You have run this gallery down! It's because you don't know its value, only its price!"

3.4 Proposal Four. The operation of Gainsborough Old Hall

3.4.1 To what extent do you support or not support the proposal?

The fourth question within the survey asked 'On a scale of 1-10 (1 = do to not support, 10 = fully support) to what extent do you support or not support the proposal to terminate the lease and return operation of Gainsborough Old Hall back to its owner, English Heritage?' This question was answered by 996 (90.2%) of all participants, and the most commonly chosen score was '10, fully support' by 320 (29%). As we travel down the scoring chart from 9, the majority of hits sit within 2-8% with peaks of 21% at 5 and 10% at 1. 110 (10%) people did not answer the question. The scores are illustrated in figure 22.

When the scores are condensed to demonstrate a generally positive, negative or neutral viewpoint, 157 (14.2%) gave a negative score and 456 (41.3%) had a more positive opinion of the proposal; 381 (34.5%) gave a neutral score which is illustrated in figure 23.

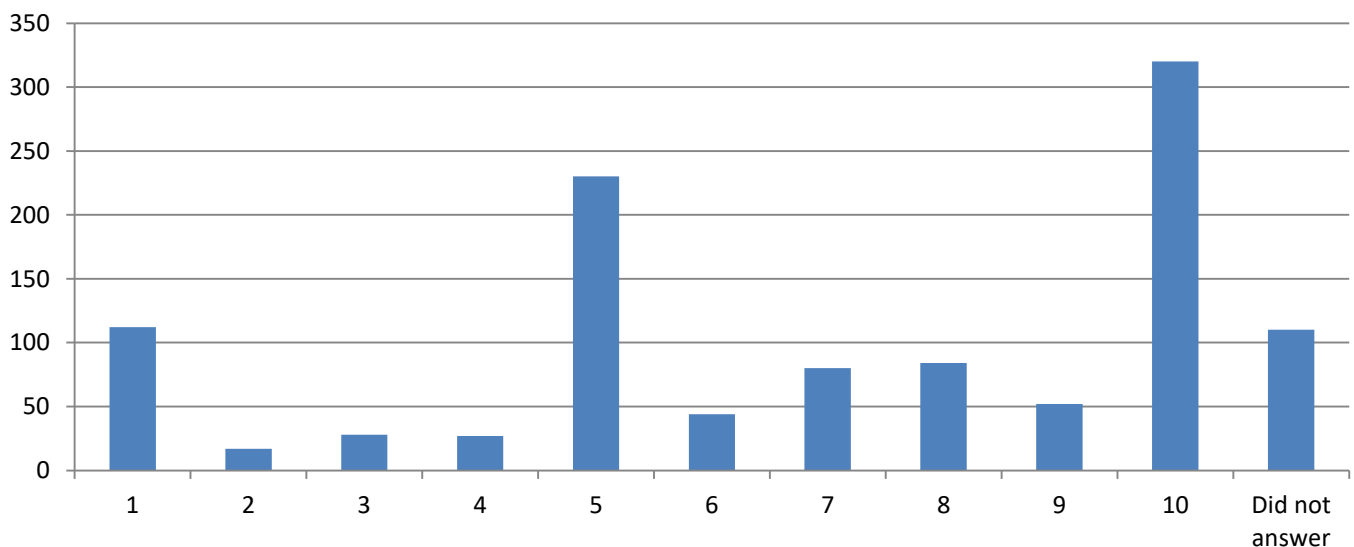


Figure 22. The extent to which participants support or not support proposal 4 (1 being do not support and 10 being fully support).

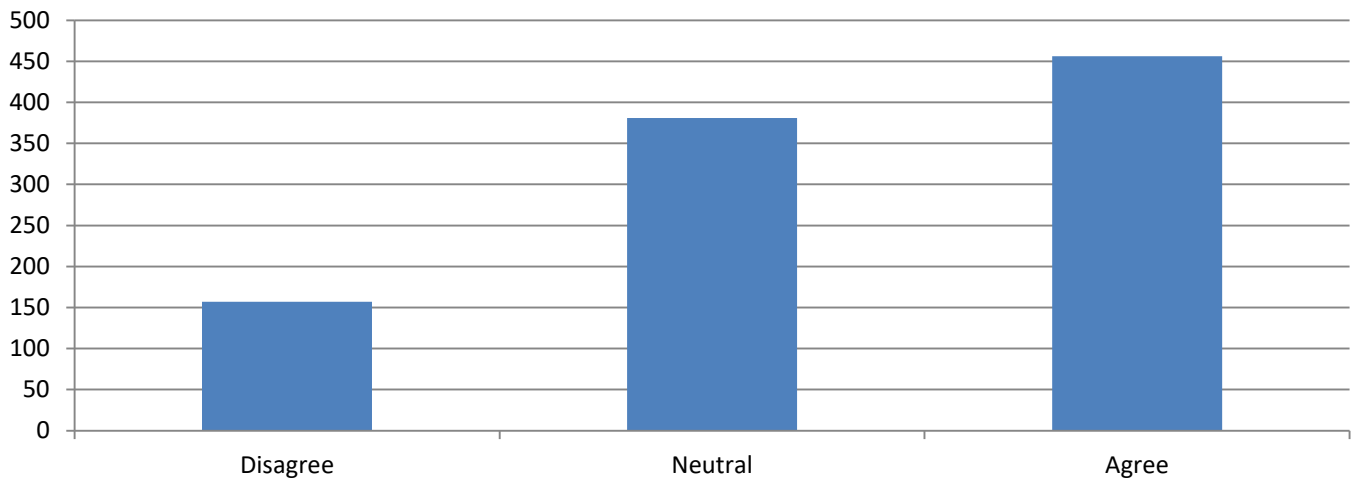


Figure 23. Proposal 4 scoring condensed to agree, disagree or neutral'.

3.4.2 Please tell us the reason you gave this score

673 (61%) of those who answered the above question gave a reason for their score, 321 (29%) chose not to comment. A significant drop in participation levels was seen at this point, perhaps reflecting the fact that a lot of the consultees' objectives of voicing their opinions on the Usher Gallery had been met. Now that the topic has moved away from the Usher Gallery, the scoring is reflective of less contentious proposal. The top themes are listed below.

	Theme / sub-theme	Number of comments	Any mitigation
1	In favour of English Heritage running Gainsborough Old Hall	356	
	English Heritage will have the appropriate expertise and will open on a regular basis	59	
	Good as long as we don't lose the excellent educational facilities and the quality service from the staff	40	
	Like the idea	122	
	English Heritage would do a better job or would be able to promote the site more than Lincolnshire County Council	72	
	It would help to save money	18	
2	Don't know, have not visited or need more information	123	
	Not enough information	31	
	Not familiar, not visited	78	
	Don't know	14	
3	Do not agree	39	
	May be worse off if English Heritage management/Lincolnshire County Council allow freedom i.e. Filming	5	
	The local feel of GOH may dissolve if managed by EH don't always work for the local community	3	
4	Work with third parties and/or the community	35	
	In favour but consider the community and staff (festivals, local volunteers, connecting with local people)	26	
	Work with other organisations/third party ownership	9	
5	Good if English Heritage can get more funding	33	
6	English Heritage are expensive/ensure the site remains affordable	10	
7	Tourism	10	

This will affect the offer to tourists	7	
More should be made of Gainsborough Vikings and Alfred the Great	3	

Figure 24 below shows, in chart form, the number of comments associated with the most common overarching themes as per the table above.

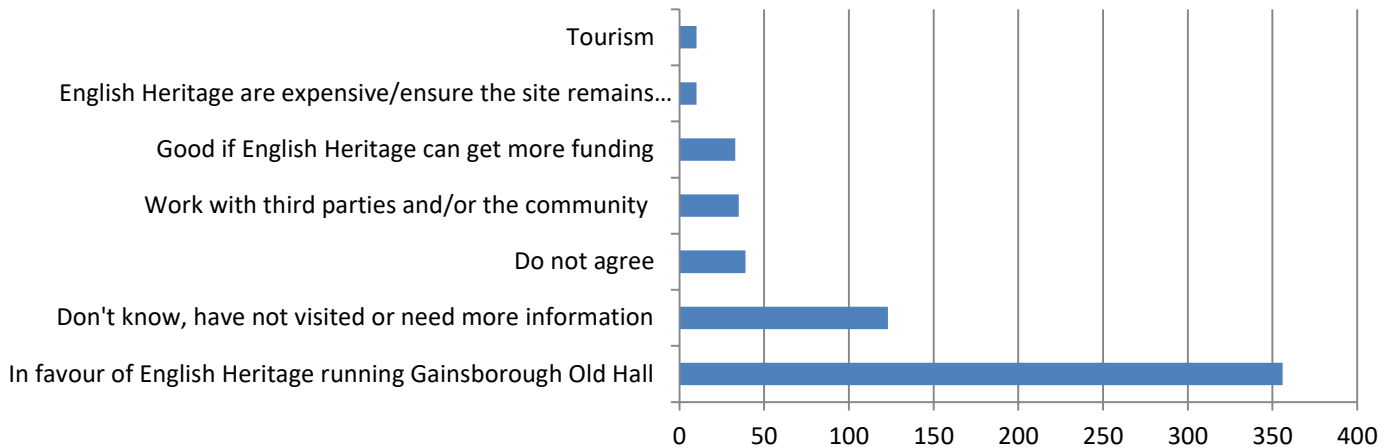


Figure 24. Shows, in chart form, the number of comments associated with the most common overarching themes as per the table above.

In summary, it is clear that the majority of participants are in favour of the proposal and there was a positivity regarding English Heritage, the number of people whose comments fitted into this theme account for 32.2% of the participants. And 123 (11.1%) people either didn't know, didn't have a view or wanted more information – accounting for 5.9%% of participants. 65 participants were positive but had provisos such as 'as long as the educational facilities are maintained' and once again, links with the community were high on the agenda, creating another thread that runs throughout this report.

Some examples of why consultees gave their particular score include:

"I agree."

"If English Heritage own the building then it makes sense for them to either manage the running of it completely, or to giving LCC more money to mange it on their behalf?"

"English Heritage successfully run similar buildings throughout the country."

"I don't know the site or English heritage's operating policies well enough to comment"

3.4.3 Are there any other options we should consider?

41.3% of participants generally agreed with proposal four (please see figure 23) and 14.2% generally disagreed, with 381 (34.5%) remaining neutral. Only 99 (9%) said that they thought that there was another option that should be considered; 481 (43.6%) said that there were no other options to be considered and 414 (37.5%) did not answer the question. There are 6 percentage points, or 67 participants, between the answers 'no other options' and 'don't know' which both dwarf the answer 'yes, there is another option', which is illustrated in figure 25.

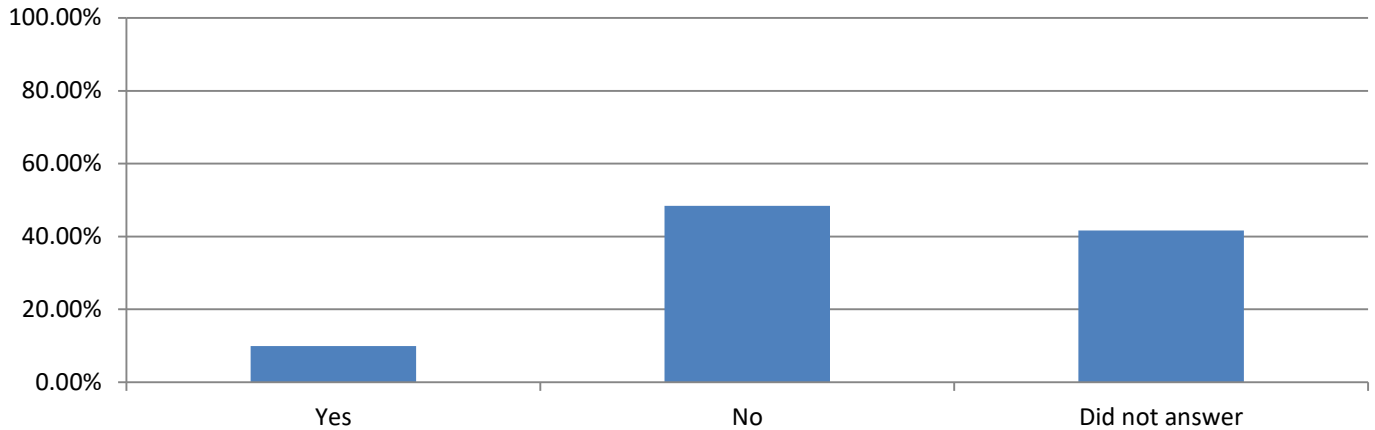


Figure 25. Answers that participants chose when thinking about whether there were other options to consider apart from proposal 4 (in percentages).

3.4.4 Please briefly describe any other options

Out of the 99 individuals who stated that another option was available, 88 recorded their views, with the most common theme being to raise profile/marketing/investment/volunteers and expand additional uses, with 15 individual comments.

	Theme / sub-theme	Number of comments	Any mitigation
1	Raise profile/marketing/investment/volunteers and expand additional uses	15	
	Improve marketing and advertising	3	
	Raise profile	1	
2	Stay within Lincoln Shire County Council's responsibility	15	
	Lincolnshire County Council maintain the learning programme	1	
3	Create a Trust or work with a third party to run the Hall	11	
	Work with the National Trust	3	
	Develop a new group	2	
4	Collaborate with others	9	
	Work with English Heritage	2	
5	Don't agree	8	
6	Make an exhibition and events venue	7	
	Use space for pop up displays	2	
	Better use of venue	5	
7	Attract more tourists and visitors	5	
	Needs to be accessible to the public	1	
	Make the site more of an attraction for tourists	4	
8	More funding needed	5	

Figure 26 below illustrates the shows, in chart form, the number of comments associated with the most common overarching themes as per the table above.

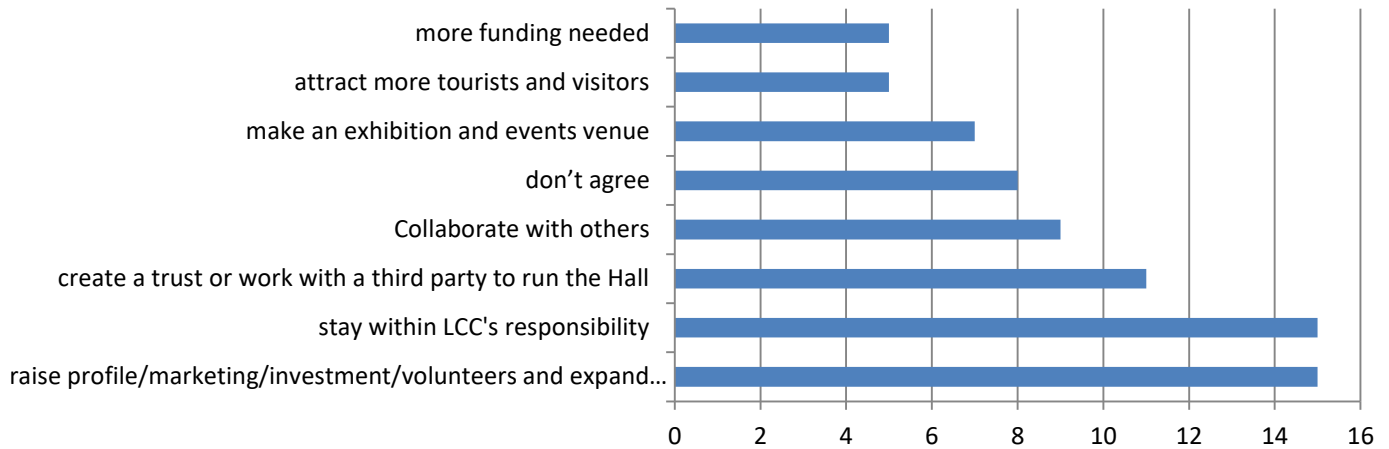


Figure 26. The proportion of comments associated with the overarching themes.

In summary, the fourth proposal about Gainsborough Old Hall attracted far fewer alternative suggestions or further comments about the proposal put forward. The majority of participants were generally in agreement with the proposal but linkages with the community were seen as a thing that should be continued – the educational facilities are popular and appreciated and there is a clear relationship between the local community and the Hall; fewer responses does not indicate that people don't care about the future of Gainsborough Old Hall, it merely demonstrates the weight of opinion in favour of the proposal.

Some examples of options discussed by consultees include:

"Not my job"

"I don't know. I don't know what English Heritage would plan to do with it, but it needs to be kept up and accessible to the public."

"We would be relinquishing responsibility for a fine example of heritage to outsiders, but it would still be here in Lincolnshire. I think that would be counter intuitive but we are trying to solve a big financial problem"

"If necessary reducing funding, but not removing it completely."

"Perhaps there is a way that, if negotiated with English Heritage, the Learning programme could continue operating at GOH."

3.4.5 Please provide reasoning for this other option

70 (6.3%) responded to this question. 13 themes came out, and the most popular was keep or maintain within Lincolnshire County Council, which had 13 associated comments. The top themes are listed in the table below.

	Theme / sub-theme	Number of comments	Any mitigation
1	Keeping or maintaining within Lincolnshire County Council	13	
2	Raising the profile/increased marketing, investment and volunteers	10	
3	Consider other uses and working with the community	7	
4	Agreement with the proposal, with the proviso that the education aspects and the relationship with communities is maintained	6	
5	More information is needed to make a decision	4	
6	Other options should be looked into	3	
7	Other organisations should be looked at other than English Heritage	2	

Figure 27 below shows, in chart form, the number of comments associated with the most common overarching themes as per the table above.

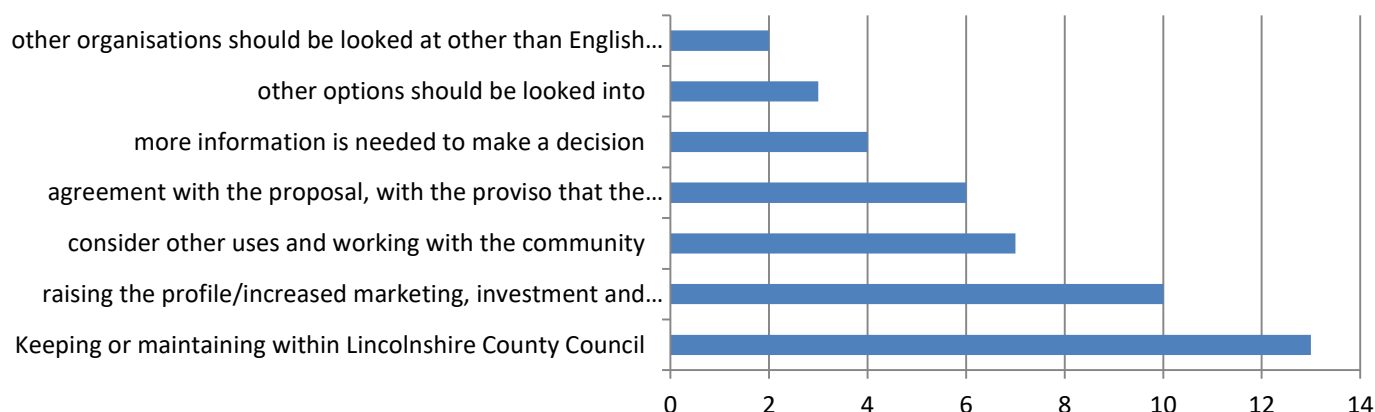


Figure 27. The proportion of comments associated with the overarching themes listed in the table above

Three people discussed the benefit of the site to the local community, some suggesting that English Heritage would have the needs of the community at the heart of their decision making and others discussing the community events that either have or could occur at the site. The importance and potential of the site were common themes along with the fact that English Heritage would do a good job of running the site as long as they maintained those relationships with the community, kept costs down and access open. Some of the reasoning behind further options include:

"Gainsborough, as far as I can see, requires as much economic assistance as it can get, and closing/handing over an asset that can be used as an benefit for regeneration"

"English Heritage would not have the needs of local people at heart and its funding would be further split, meaning that while cuts are inevitable, Gainsborough Old Hall as a site of much historic importance may be considerably worse off under other management, not to mention the question of what will happen to the staff already appointed there. It is up to the Heritage Service to encourage pride in local arts/culture/heritage for the benefit of the community and economy and sacrificing this site to English Heritage"

"When negotiating the return find out if you could work with English Heritage for Pop up displays of heritage that would benefit both parties"

"It would generate income for the Investigate Learning Programme."

3.5 Proposal Five. To what extent do you support or not support the proposal to retain the following 3 sites as part of the Lincolnshire County Council Heritage Service?

This question received 839 separate comments across its three parts. Consultees were asked to score the level of agreement associated with each site separately; however the open text boxes were shared across the three sites. Therefore the scores can be separated under each location but the volume of overall comments relate to proposal 5 in its entirety in section 3.5.4.

3.5.1 To what extent do you support or not support the proposal

3.5.1.1 Museum of Lincolnshire Life (MLL)

The first section relates to the Museum of Lincolnshire Life (MLL). The MLL received the highest percentage of people who fully support the idea of retaining the site 676 (61.2%), compared to the other 2 sites included in proposal five.

As the graphs shows there were very few people in the 'middle ground' and 801 (72.6%) gave a score of 7-10, compared to just 57 (5.2%) who scored it 1-3, indicating a propensity to oppose the idea; 134 (12.1%) gave a neutral score.

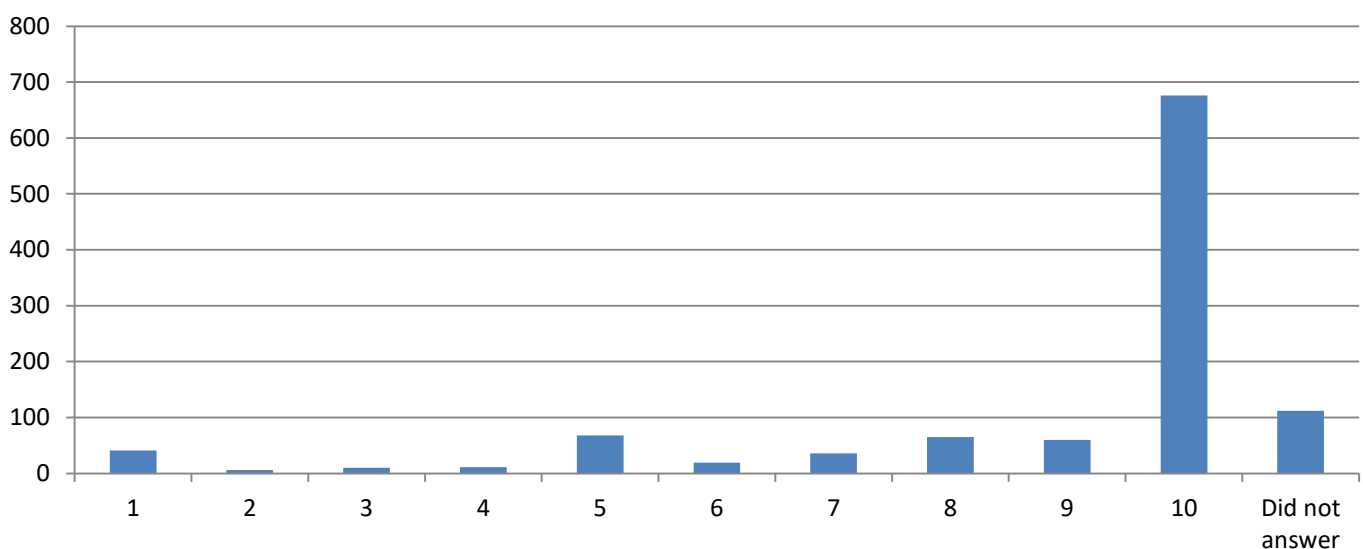


Figure 28. The extent to which participants support or not support proposal 5 regarding the MLL (1 being do not support and 10 being fully support).

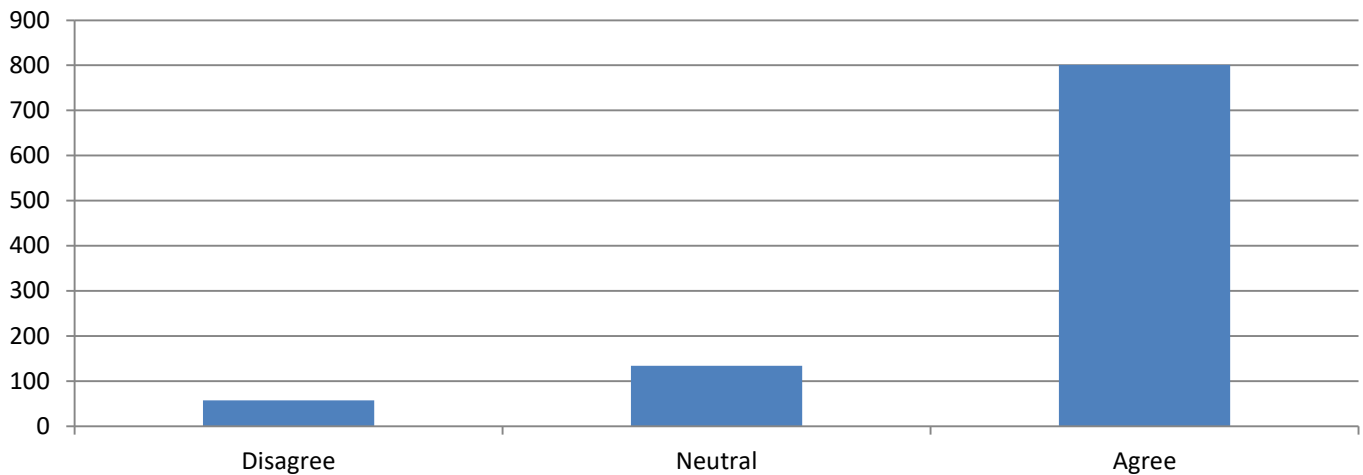


Figure 29. Proposal 5 (MLL) scoring condensed to agree, disagree and neutral excluding those that did not answer.

3.5.1.2 Battle of Britain Memorial Flight (BBMF)

562 (51%) of respondents fully support the idea of retaining the Battle of Britain Memorial Flight Visitor Centre (BBMF VC). The spread of scores is similar to MLL as relatively few people scored in the middle ground.

Twice the percentage of people who did not support the proposal to retain MLL (41 or 3.7%) opposed the same proposal for BBMF (78 or 7.1%). The numbers remain low and this difference could perhaps be explained in the comments as a number of people were not clear about the difference between BBMF Visitor Centre and the new Bomber Command Memorial and some felt other organisations should have responsibility for it, given the nature of what it offers. Fig 30 provides a visual in relation to the retention of BBMF Visitor Centre.

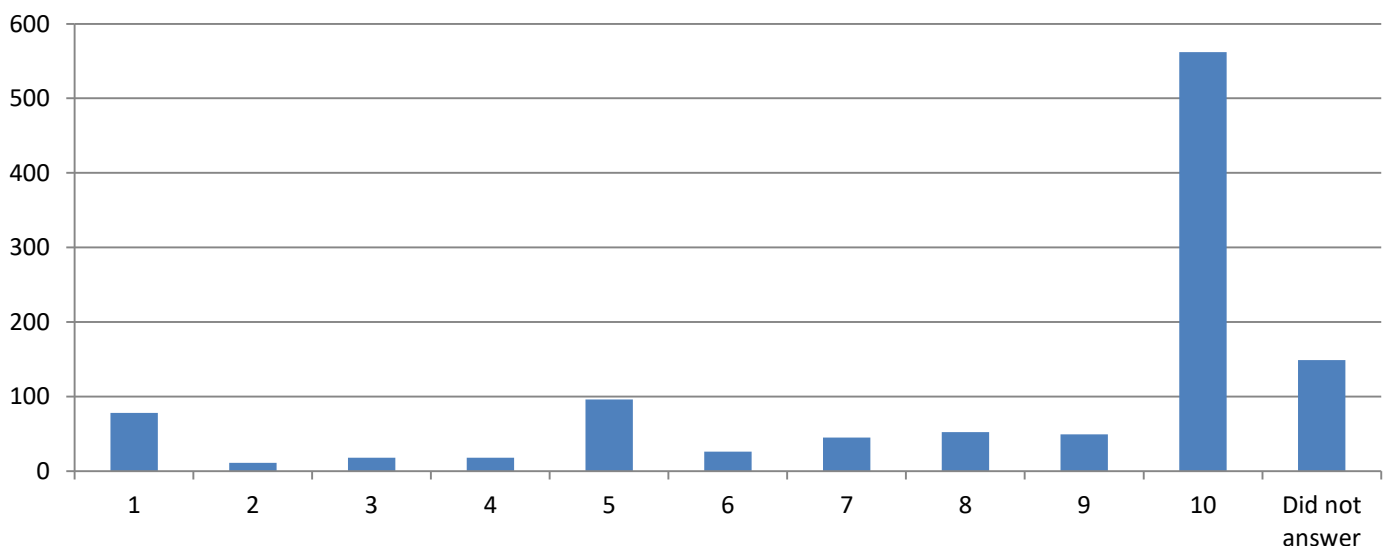


Figure 30. The extent to which participants support or not support proposal 5 regarding the BBMF Visitor Centre (1 being do not support and 10 being fully support).

When the scores are broken down in figure 31 to highlight a positive, negative or neutral viewpoint in relation to BBMF, 663 (60%) were in favour of the proposal, 107 (9.7%) were against and 185 (16.7%) were neutral in their stance.

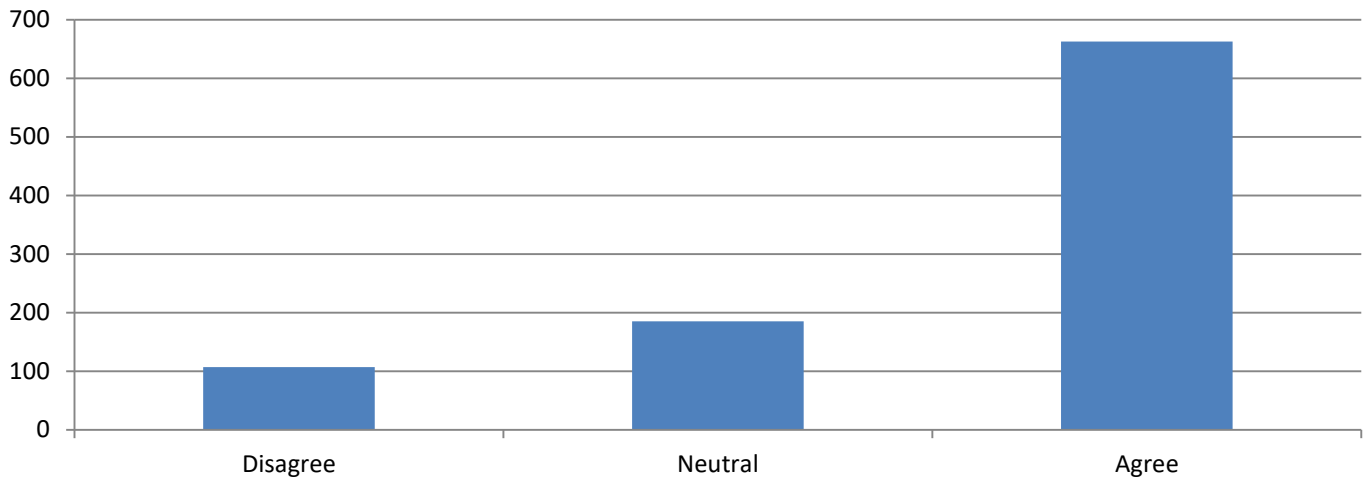


Figure 31. Proposal 5 (BBMF) scoring condensed to agree, disagree and neutral.

3.5.1.3 Heckington Windmill

Opinion was slightly more divided over Heckington Windmill, although over half of respondents fully supported the proposal to retain it. 631 (57.2%) agreed when compared with BBMF (663 or 60%) and there were more people who were neutral than compared with BBMF (235 (21.3%) with Heckington compared to 185 (16.8%) with BBMF).107 (9%) of consultees disagreed with the proposals regarding Heckington Mill. The numbers are illustrated in figures 32 and 33.

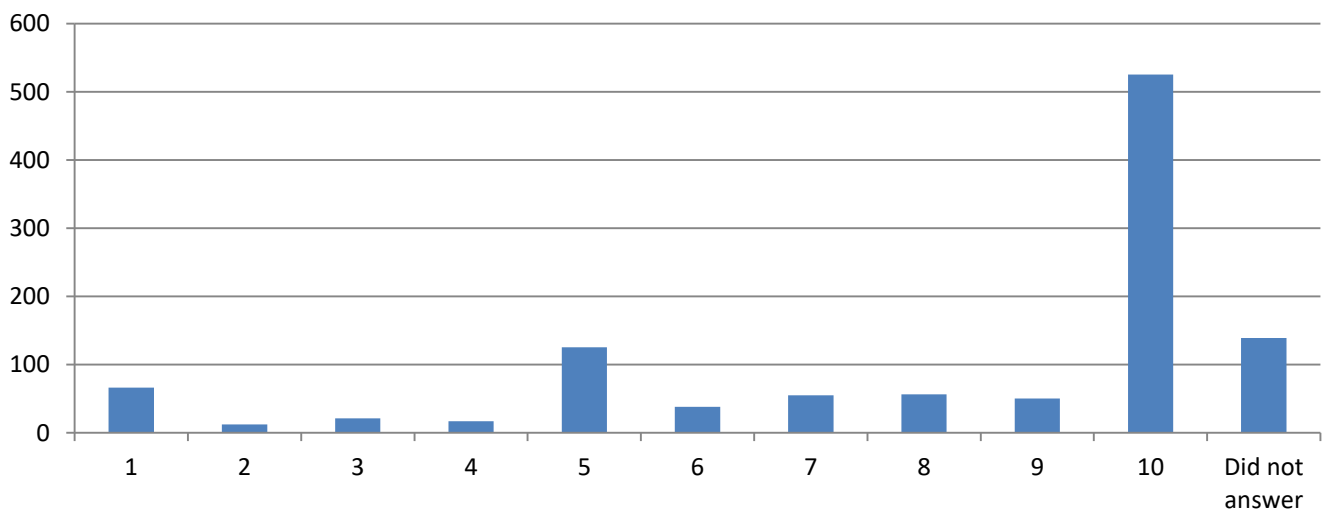


Figure 32. The extent to which participants support or not support proposal 5 regarding the Heckington Mill (1 being do not support and 10 being fully support).

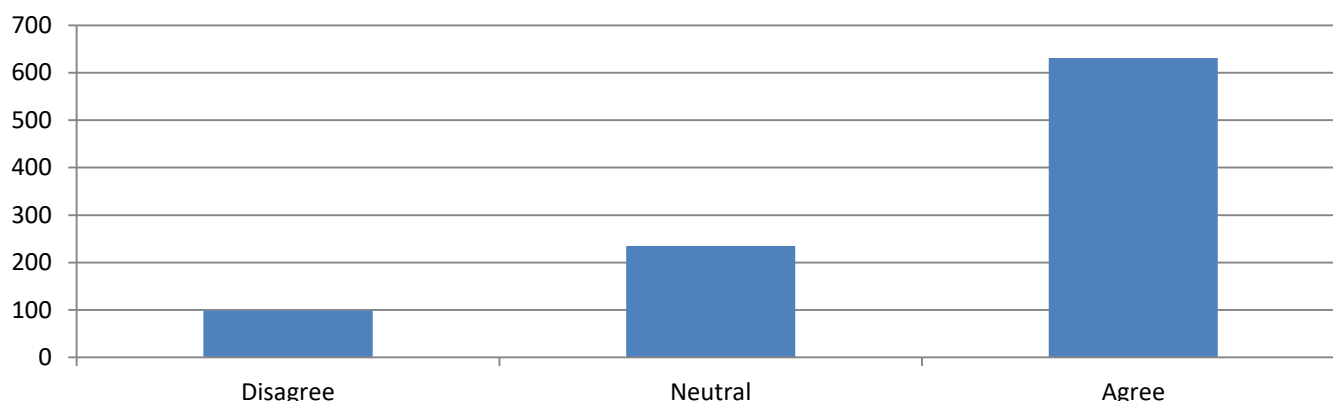


Figure 33. Proposal 5 (Heckington Mill) scoring condensed to agree, disagree and neutral excluding those that did not answer.

3.5.2 Please tell us why you gave this score

3.5.2.1 MLL

The highest number of comments were incredibly positive and potentially highlighting a local appreciation for the museum as 51 (4.6%) people identified it as a 'treasure'. The main themes are highlighted below.

	Theme / sub-theme	Number of comments	Any mitigation
1	Great – a cultural treasure	51	
	The MLL is a key cultural site	27	
	I/we/families love the museum	21	
	The staff and volunteers are great	3	
2	Value of the site – preserves agricultural and industrial heritage	29	
	The site preserves our heritage	8	
	Agriculture	7	
	Industrial heritage	6	
3	Rejuvenate/extend the space	28	
	Improvements should be made	8	
	Make more of what is there	20	
4	Needs investment/marketing/events	24	
	Operate commercially with events	13	
	The attraction needs more investment to attract people	8	
5	Keep	18	
6	Educational values/importance	15	

Figure 34 below illustrates the proportion of comments associated with the most common overarching themes from the above table.

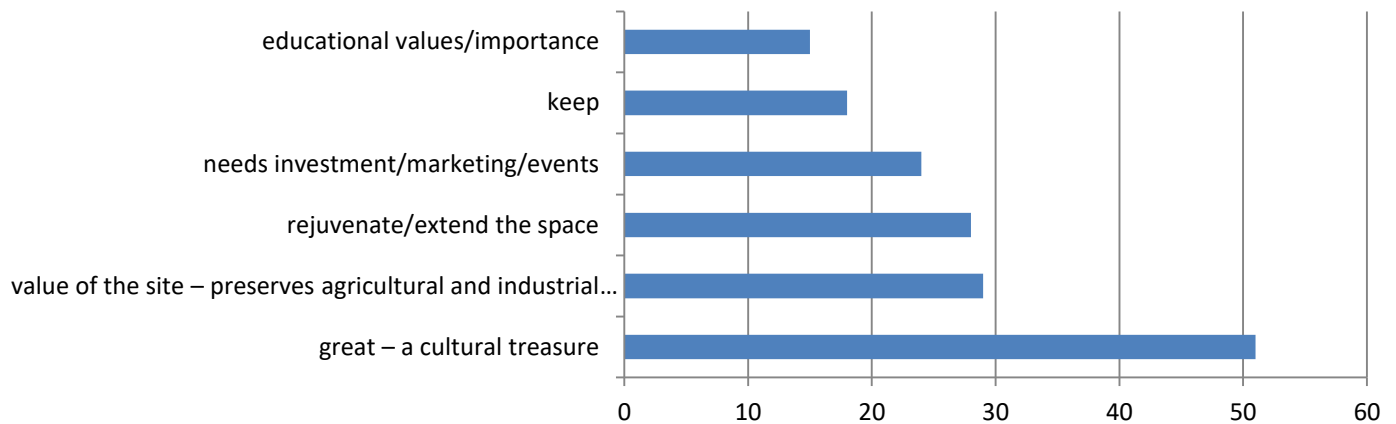


Figure 34. The proportion of comments associated with the overarching themes listed in the table above.

In summary, the majority of participants thought that the MLL was a cultural treasure with great value, preserving agricultural and industrial heritage. Lots agreed with this and had the opinion that the site needs rejuvenating, expanding or further investment – the commercial benefits of this were not lost on some, whilst others mentioned the educational aspect of the site. It must also be noted that the staff and volunteers were highly praised, working together to create a family-orientated atmosphere.

Some examples of why consultees gave their particular score include:

"The museum of Lincolnshire Life is a brilliant concept and has amazing staff. However, years of underfunding have resulted in tired, dirty displays that are increasingly dated. Similar museums, such as York Castle Museum or even Blists Hill, are run as a commercial enterprise. Could this work for Lincolnshire Life? Why not tie it in with Ellis Mill and have a living museum?"

"The Museum of Lincolnshire Life is, as it happens, probably the strongest offer you have in heritage terms."

"Of course these great exhibition areas should be retained - and I include the Usher Gallery in this - lets continue to put Lincoln and Lincolnshire on the map not whittle away at our fantastic assets."

"All of these sites have local importance but are "small" enough that they might be diminished by national level operation, or closed altogether. We need to maintain our stake in them."

"You cannot cherry pick the high drawing sites and leave others to pick at the scraps"

3.5.2.2 Battle of Britain Memorial Flight Visitor Centre (BBMF VC)

33 participants discussed their view that the RAF should run or fund the site; the main themes are listed in the table below.

	Theme / sub-theme	Number of comments	Any mitigation
1	The RAF should run or manage the site	33	
	RAF is a barrier to accessing funds or making improvements to the site	4	
	The RAF usually have a role in funding or running these sites	25	
	The RAF should contribute more	3	
	Commercially viable so can be run by others	4	
2	War and aviation heritage is key to the county	27	
	The subject has broad appeal	18	
	It is important for education	1	
	Brings in tourism	1	
3	The site has a broad appeal	18	
4	Haven't visited	17	
5	Confusion with Bomber Command Centre	15	
6	Lincolnshire County Council should keep the site	12	
	Not commercially viable	2	
7	The site glorifies war/don't want to fund military history	11	

Figure 35 illustrates the proportion of comments associated with the most common overarching themes from the table above.

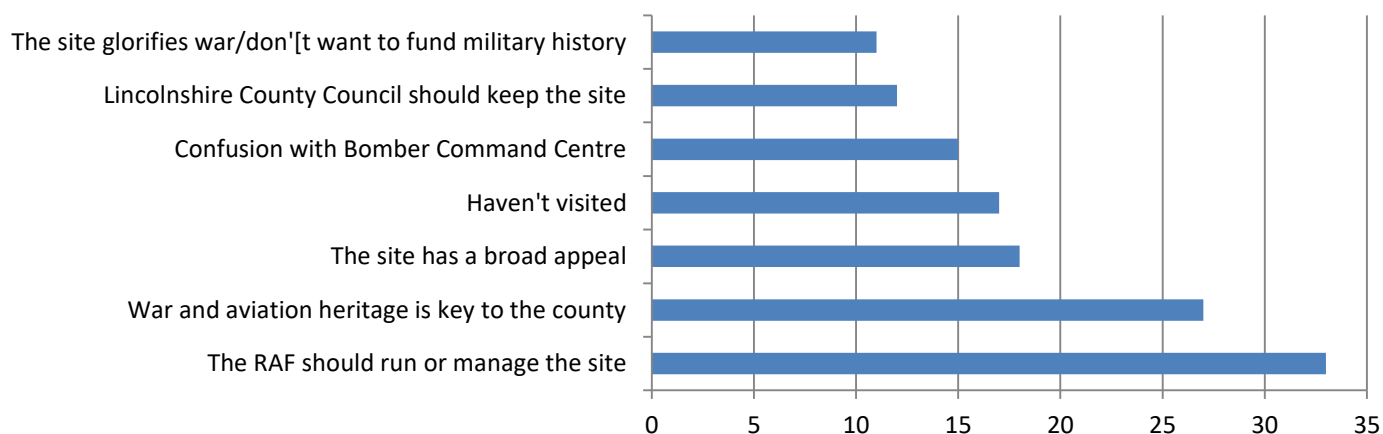


Figure 35. The proportion of comments associated with the overarching themes listed in the table above.

In summary, the Battle of Britain Memorial Flight Visitor Centre is seen as popular and the vast majority of participants want it to be maintained by Lincolnshire County Council. Many people thought that the RAF should take a greater role in ensuring the sustainability of the site and that either they or another organisation should put funding in to it.

Some examples of why consultees gave their particular score include:

"Why aren't the RAF responsible for opening the Battle of Britain Memorial site? I had assumed they were given that access is not always possible if the planes are being used"

for display. If the county council is running it then it should be open more regular hours with very limited opportunity for the RAF to use the planes...."

"I am indifferent to these services and wonder, particularly regarding BBMF and Heckington, whether these could be best served by other bodies".

"The Lincolnshire Life museum needs regenerating or scrapping. BBMF is great cus it has a Lancaster Bomber. It's unique in the country (perhaps even the world?). Heckington Windmill is a unique windmill, it's the only 8 sailed windmill which still works in the world. The events they're pursuing are interesting and it's a unique perspective on a important part of how we used to do things".

3.5.2.3 Heckington Windmill

Due to the proposal to retain Heckington Windmill and not the other mills, comments were much more likely to be mixed. The top 3 most frequently raised points were close in number with 25 (2.3%) people believing the site could be operated by others, as it currently is to some degree at the moment with oversight from the County Council. The most common themes are listed in the table below.

	Theme / sub-theme	Number of comments	Any mitigation
1	Could be operated by others	25	
	Someone else could run it	20	
	NKDC should run it	2	
	Hand over to the National Trust	1	
	Function as a Trust	2	
2	Not visited/not interested	24	
3	Why this windmill and not others?	23	
	Prefer to keep other sites than this	3	
4	Keep open	15	
	Keep all mills	1	
5	Could operate commercially	7	
	Should be self-sustaining	1	
6	Unique in the UK	6	

Figure 36 below illustrates the proportion of comments associated with the most common overarching themes listed in the table above.

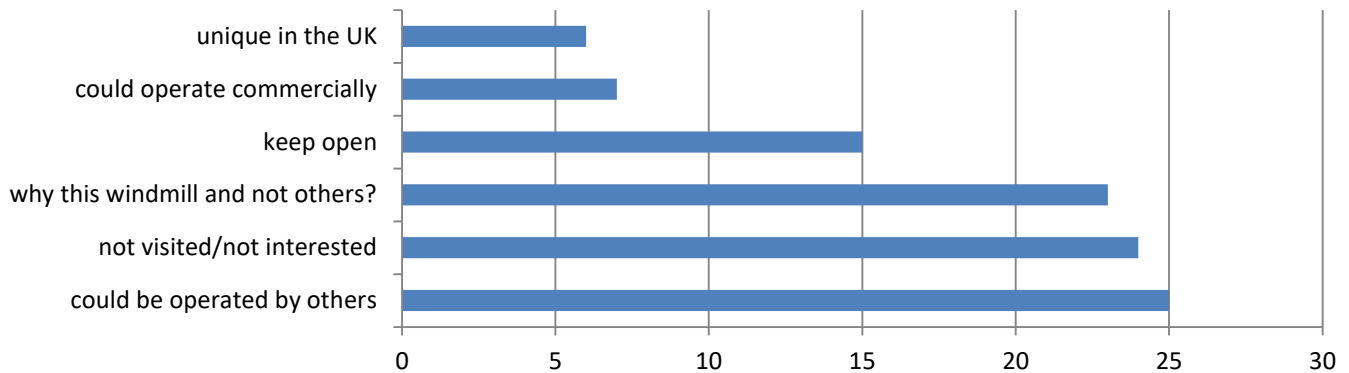


Figure 36. The proportion of comments associated with the overarching themes listed in the above table.

Some examples of why consultees gave their particular score include:

"All sites should be retained - including those that are currently under threat".

"We agree that this is a sensible decision. We are pleased to see that the Battle of Britain Memorial Flight will mean that there is at least one heritage site run in East Lindsey, however this too needs to be better promoted if it is to attract the number of visitors it could do if people were more aware of it. It would benefit from adopting some of what has been termed here as 'supersite' approach, as at present its displays are mostly static and there is little reason to visit again. There are surely opportunities to work with the RAF's heritage collections to make this a much more interesting attraction. Likewise the Museum of Lincolnshire Life needs to be promoted better, and used for more for events and activities, which currently seems only to be run at Lincoln Castle and in the temporary gallery at The Collection. The Museum of Lincolnshire Life would be ideally placed to be the central hub for the new network of community museum hubs, helping communities right across the county..."

"Museum of Lincolnshire Life could be run by a commercial company with retained say over it remaining in Lincolnshire. Battle of Britain site could be operated by a commercial company because of its national importance. Heckington windmill could be run commercially with retained say over what and how it is used".

"All the assets currently under the control of the Council should be retained including the Ussher gallery and these 3 sites must not be retained at the expense of losing the Usher gallery".

"...We already have the windmill attached to the Museum of Lincolnshire life. Does the county council really need to be running another Windmill? I would've thought this was something that Heckington Parish Council should take on".

3.5.2.4 All sites

There were 519 comments that related to all of the sites or to heritage in general. The overarching themes and a selection of the sub-themes are listed below.

	Theme / sub-theme	Number of comments	Any mitigation
1	No change	213	
	Support/maintain/retain in council control (no change)	202	
	Council's responsibility to maintain and run these sites	2	
	Do not change use of site	2	
	Disagree with proposal	2	
2	Importance of heritage	155	
	Important to county culture/heritage	114	
	If retained, invest to improve / or retained and invest	22	
3	Operational	32	
	Other orgs (charities) could run them	12	
	Should be run by local people / managed	8	
	Save management cost	4	
	Work together for mutual support	2	
	Focus on supersite model	2	
4	Tourism	23	
5	Keep the Usher	20	
	Retain but not at expense of Usher	6	
	Keep Usher	5	
	Don't agree with the supersite model	4	
	Keep Usher instead	4	
6	Generating/commercialisation	19	
	Make money (need outline of costs)	14	
	Pass to cover entry to all	2	
	Keep but these sites should be bringing in income	1	
7	Not visited	15	
8	Other priorities	12	
	Lincolnshire County Council has other priorities/needs freed up resource	6	
	Red arrows more important	4	
	Support essential services instead - e.g. social care	1	
9	Why these and not others?	12	
10	Marketing	11	

Figure 37 below illustrates the proportion of comments associated with the most common overarching themes as seen in the above table.

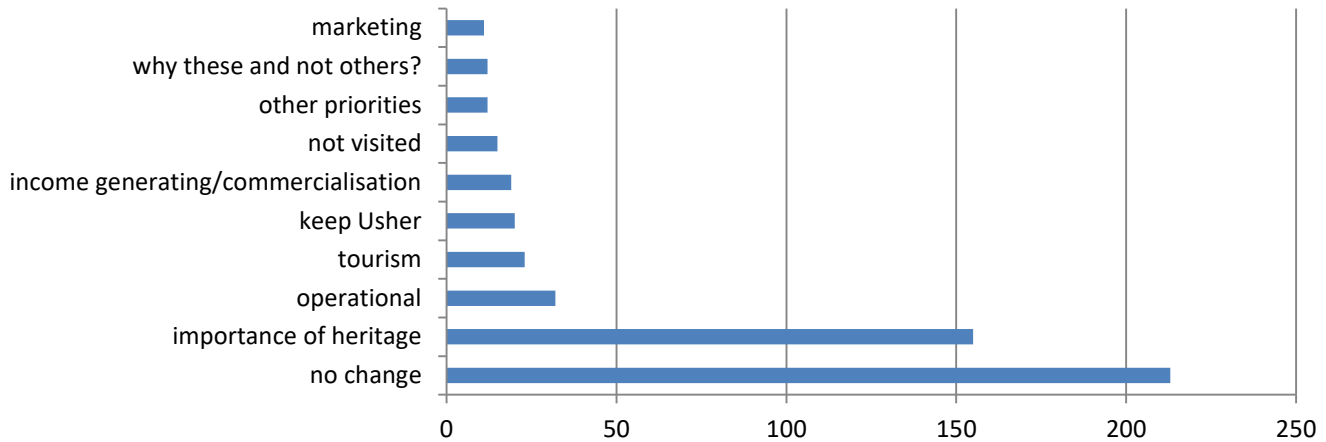


Figure 37. The proportion of comments associated with the overarching themes from the above table.

3.5.3 Are there any other options we should consider?

965 (87.4%) people answered the question regarding whether there were any other options available. This question relates to all three sites within proposal 5. Of those who responded, 407 (36.9%) did not respond. 374 (33.9%) said that there were no other options available and 184 (16.7%) said that there were alternative options available. The scores are illustrated in figure 38 below.

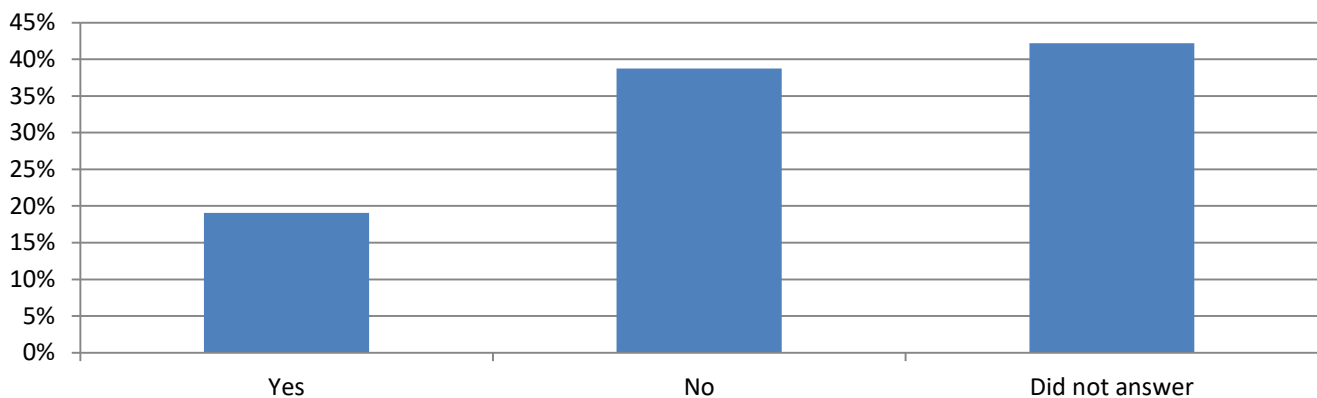


Figure 38. The selections that participants chose when thinking about whether there were other options to consider apart from proposal 4 (in percentages).

3.5.4 Please briefly describe any other options

Out of the 184 (16.7%) individuals who stated that another option was available, 120 recorded their views, with 64 people not answering. The free text boxes gave people the opportunity to write about any or all of the sites, the theming process allowed the separation of location-specific comments as well as those that were written about all sites.

3.5.4.1 Museum of Lincolnshire Life

There were 26 comments that related to the Museum of Lincolnshire Life. Due to the low number, all themes are listed below.

	Theme	Number of comments	Any mitigation
1	Investment needed and better management	13	
2	Living Museum with Ellis Mill to make commercial / supersite	4	
3	Keep	2	
4	Move MLL to RAF Scampton	1	
5	Merge the museum of Lincolnshire Life with The Collection	1	
6	Close the museum or give it a complete overhaul	1	
7	Better café / like Doddington hall Model to bring income	1	
8	Small (adult) visitor charge	1	
9	Hold special events	1	
10	Have volunteer "re-enactment" staff who can act as "living guides"	1	

Figure 39 below illustrates the proportion of comments associated with the most common overarching themes as seen in the above table.

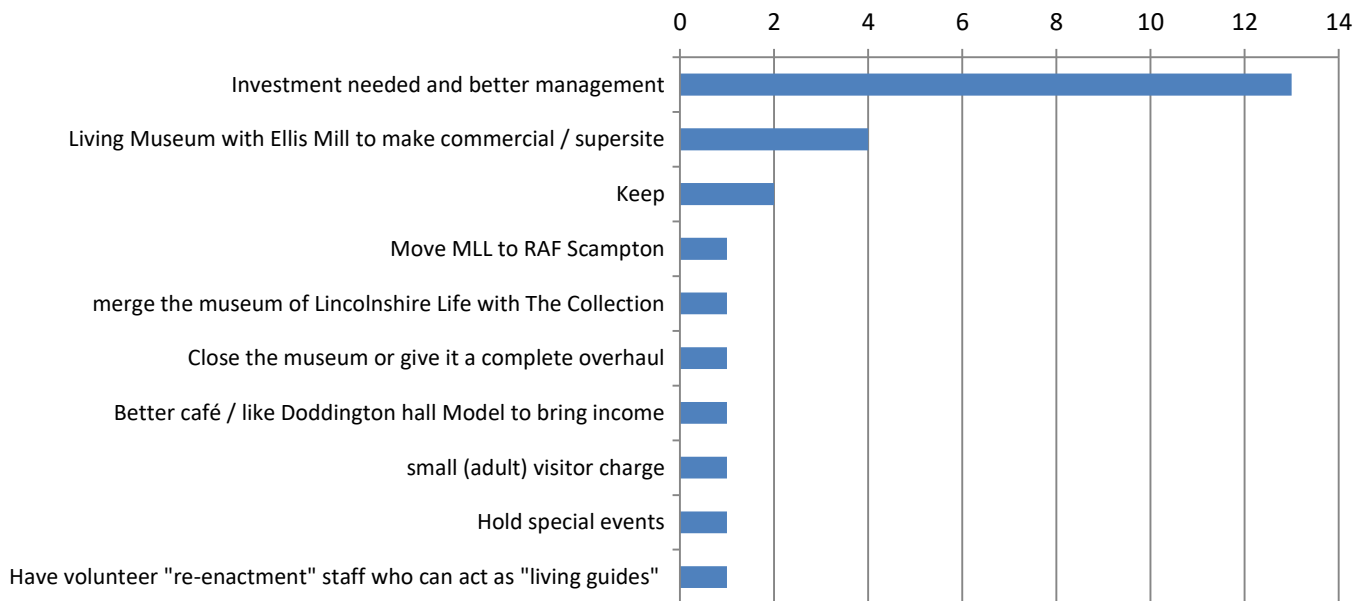


Figure 39. The proportion of comments associated with the overarching themes from the above table.

3.5.4.2 Battle of Britain Memorial Flight Visitor Centre (BBMF VC)

There were 19 comments that related to the Battle of Britain Memorial Flight Visitor Centre (BBMF VC). Due to the low number, all themes are listed below.

	Theme	Number of comments	Any mitigation
1	Other org (usually RAF) role in running	11	
2	Could BBMF be taken on by Bomber Command Centre?	2	
3	War/aviation heritage is key	1	
4	Could BBMF be taken on by Imperial War Museum	1	
5	Could this be taken over by relevant district council	1	
6	Use Volunteers	1	
7	Review the site for the best local solution	1	
8	Close	1	

Figure 40 below illustrates the proportion of comments associated with the most common overarching themes as seen in the above table.



Figure 40. The proportion of comments associated with the overarching themes from the above table.

3.5.4.3 Heckington Windmill

There were 15 comments that related to the Heckington Windmill I. Due to the low number, all themes are listed below.

	Theme	Number of comments	Any mitigation
1	Could be operated by others	2	
2	Could EH / NT take over	2	
3	Alternative funding	2	
4	Review the site for the best local solution eg do the Friends of Heckington Mill or Lincolnshire County Council or closer ties with NKDC	1	
5	Use volunteers	1	
6	Investing in the Heckington windmill to turn it into a specialised field to table experience for rich trendy city types to roll up their sleeves and become a miller/baker for the day	1	
7	Partial retention	1	
8	Become a Trust with funding support from Lincolnshire County Council	1	
9	Keep Burgh Le March windmill open instead	1	
10	Ellis Windmill should remain open for operating school vists and education programmes with hands on experiences	1	
11	Close	1	

Figure 41 below illustrates the proportion of comments associated with the most common overarching themes as seen in the above table.

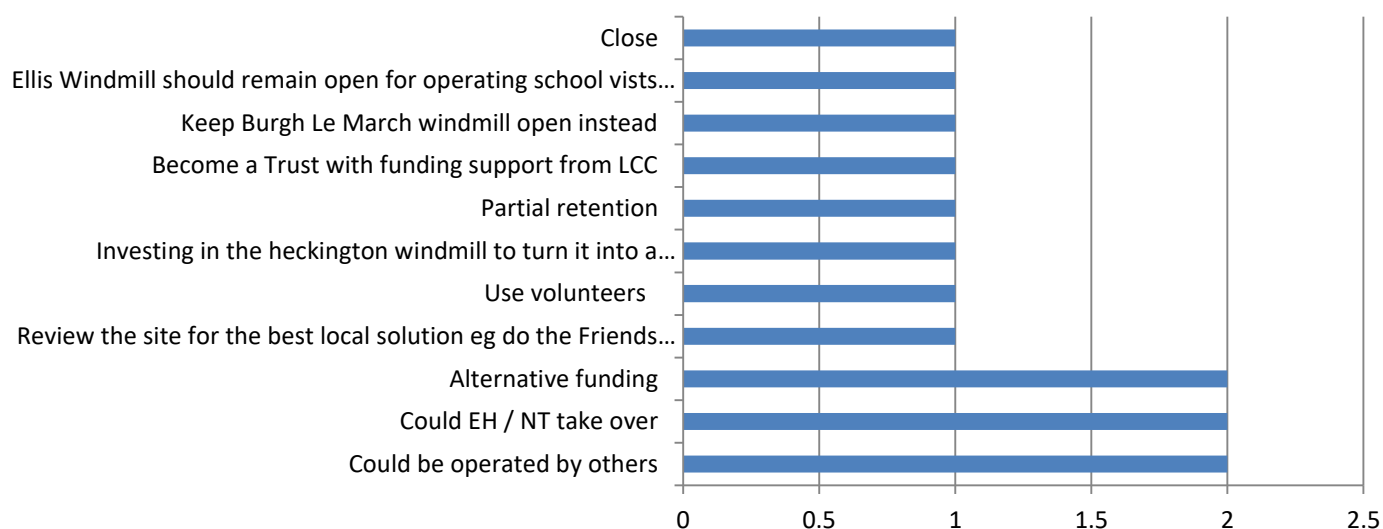


Figure 41. The proportion of comments associated with the overarching themes from the above table.

3.5.3.4 All sites

There were 60 comments that related to all of the sites or to heritage in general. The overarching themes and a selection of the sub-themes are listed below.

	Theme / sub-theme	Number of comments	Any mitigation
1	Operational	28	
	Use volunteers / charities	4	
	Keep all sites / maintain / good publicity / national publicity	4	
	Keep all sites open with good management / volunteers	3	
	Visit other areas, e.g. Liverpool, Southall workhouse	3	
	Other Orgs (inc charities/vols) could run them	2	
	Greater involvement or partnership with non-profit organizations and amateur enthusiasts.	2	
2	Income generating/commercialisation	11	
	Entry fee	2	
	Charge for extra activities at these venues, eg Easter egg hunts, flour milling days,	1	
	These should still be considered as 'supersites' and their potential to raise money/interest should be more fully explored.	1	
	Sites need Investing and marketing	1	
	Grants / alternative funding	1	
3	Keep Usher	9	
	Keep the Usher	7	
	Make more and better use of the Usher Gallery	1	
	Invest savings in Usher	1	
4	No change	4	
	Support/maintain/retain	1	
	Don't create the supersites	1	
5	Non specific	4	
	Sell off The Museum of Lincolnshire Life to upgrade and enhance The Collection as a much larger museum.	1	
	Keep GOH	1	
	Open up the cinema at the Collection and show films charging maybe £5 for entry	1	
	Hand castle back to EH	1	
6	Agree with proposal	2	

Figure 42 below illustrates the proportion of comments associated with the most common overarching themes as seen in the above table.

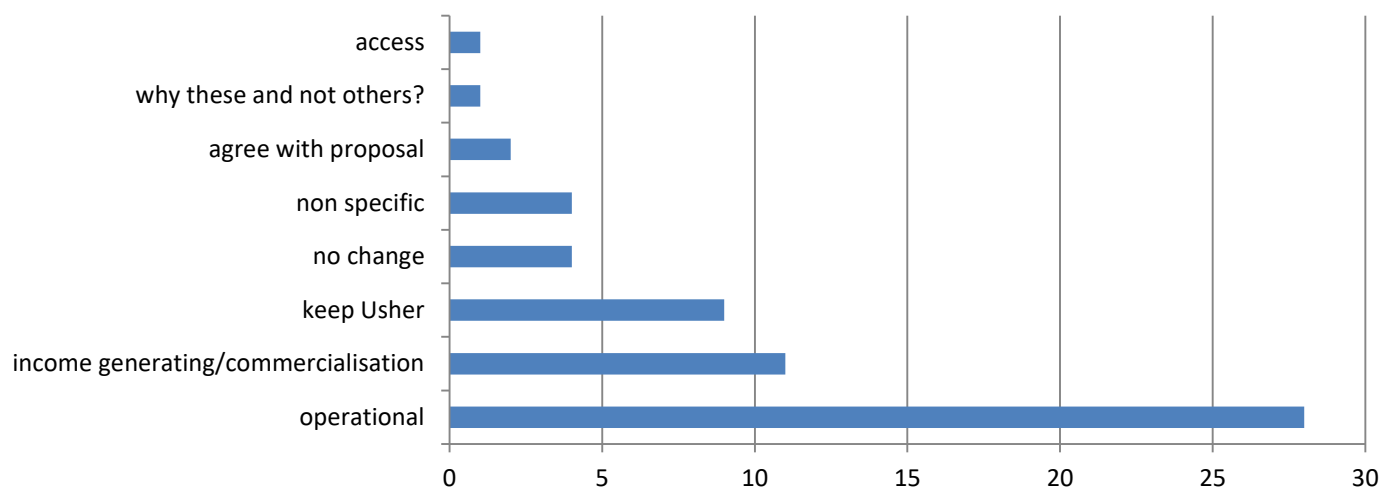


Figure 42. The proportion of comments associated with the overarching themes from the above table.

3.5.4 Please provide reasoning for this other option

Out of the 184 (16.7%) people who wrote about alternative options, 80 discussed reasoning behind those options. 104 people did not answer. The comments were split between the sites and are discussed below.

3.5.4.1 Museum of Lincolnshire Life

There were 16 comments that related to the Museum of Lincolnshire Life. Due to the low number, all themes are listed below.

	Theme	Number of comments	Any mitigation
1	Invest in site to improve visitor no and improve economy	7	
2	Tourism and local sustainability	3	
3	Living Museum with Ellis Mill to make commercial / supersite (This would allow the iconic tank to be displayed in the main tourist part of the city)	2	
4	Value agricultural heritage	1	
5	Sell - too old fashioned	1	
6	It's underperforming. It's in a good location being close to other attractions and it should be doing much better.	1	
7	free return ticket (valid for three months for example) after an one off payment.	1	

Figure 43 below illustrates the proportion of comments associated with the most common overarching themes as seen in the above table.

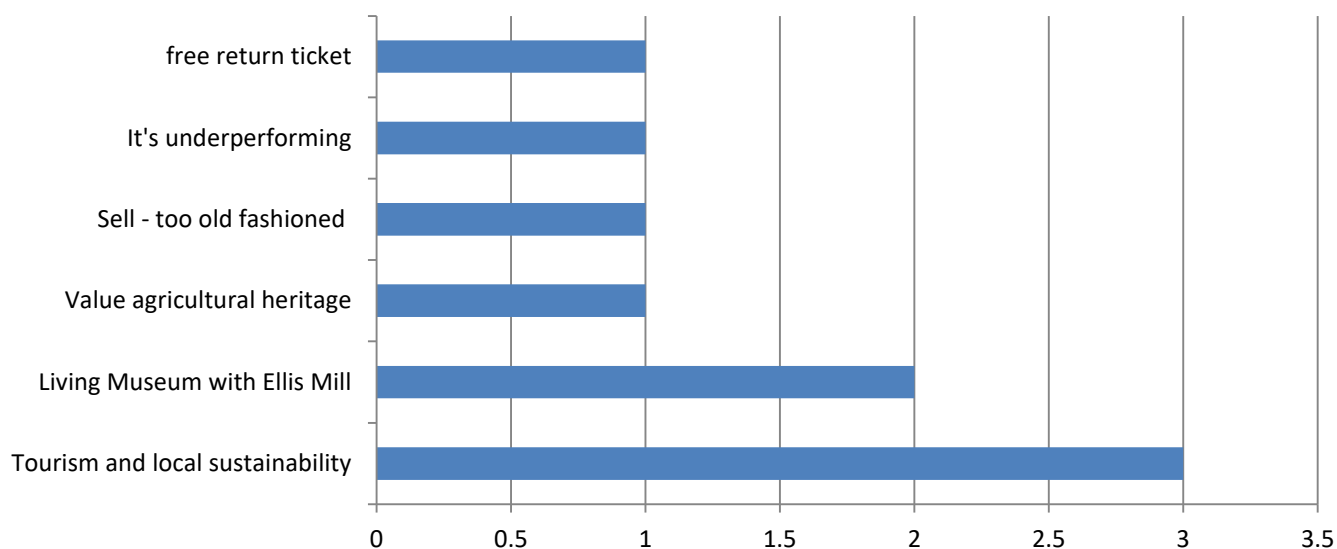


Figure 43. The proportion of comments associated with the overarching themes from the above table.

3.5.4.2 Battle of Britain Memorial Flight Visitor Centre (BBMF VC)

There were 9 comments that related to the BBMF VC. Due to the low number, all themes are listed below.

	Theme	Number of comments	Any mitigation
1	Other org (usually RAF) role in running	3	
2	Bring in more exhibits working with RAF museum or the IWM	2	
3	Look at volunteers (retrain?)	1	
4	Covert to Trust - to safeguard the future if RAF stops their funding	1	
5	Not a true heritage site	1	
6	Make the site bigger, converting the portakabins to permanent buildings, to increase the attraction to visitors.	1	

Figure 44 below illustrates the proportion of comments associated with the most common overarching themes as seen in the above table.

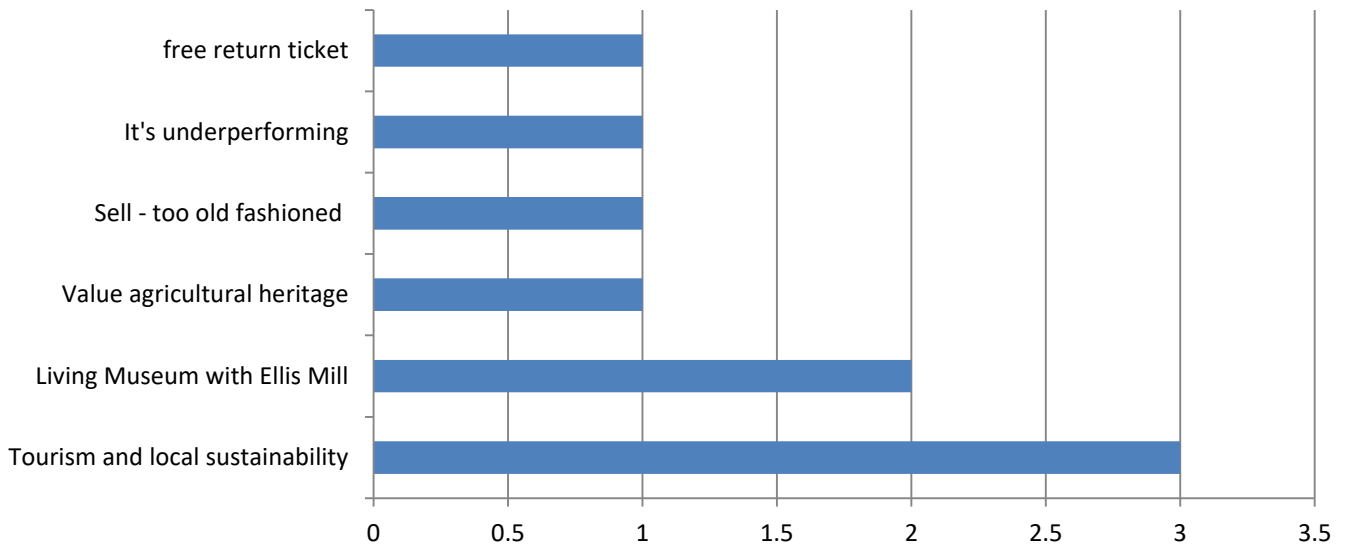


Figure 44. The proportion of comments associated with the overarching themes from the above table.

3.5.4.3 Heckington Windmill I

There were 3 comments that related to Heckington Windmill. Due to the low number, themes are listed below.

	Theme	Number of comments	Any mitigation
1	Why this mill and not others?	2	
2	Could operate commercially	1	

Figure 45 below illustrates the proportion of comments associated with the most common overarching themes as seen in the above table.

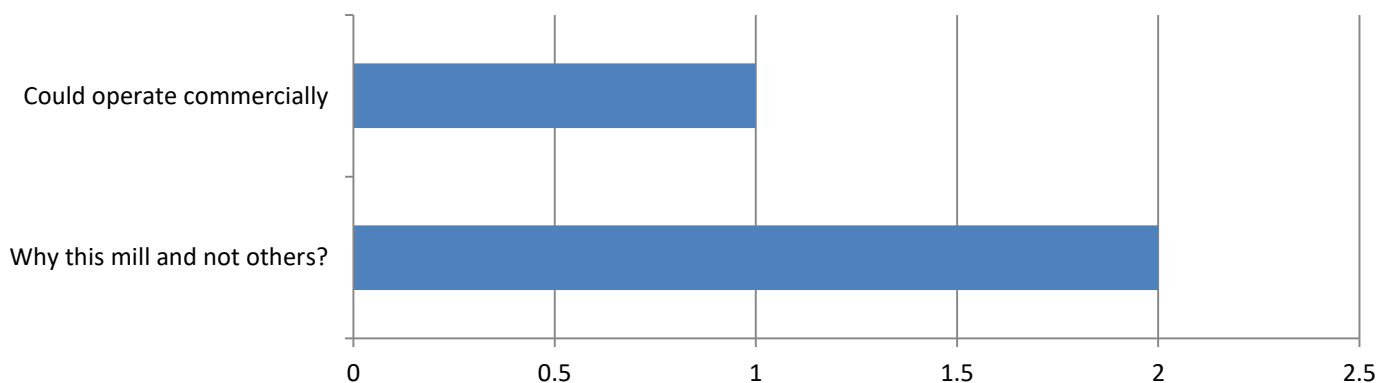


Figure 45. The proportion of comments associated with the overarching themes from the above table.

3.5.4.4 All sites

There were 67 comments that related to all of the sites or to heritage in general. The overarching themes and a selection of the sub-themes are listed below.

	Theme / sub-theme	Number of comments	Any mitigation
1	Operational	17	
	Others (charities/volunteers) could run them	5	
	Visit other areas, e.g. Liverpool, Margate	3	
	Retain other sites as well	2	
	Volunteers / i.e. Trolleybus museum at Sandtoft.	2	
2	Importance of heritage	8	
	Retain for future to understand (unique) heritage	5	
	Important to culture/heritage	2	
	All aspects of heritage in Lincolnshire are invaluable assets	1	
3	Keep Usher	7	
	Keep Usher open	5	
	Save at BBMF and Heckington and keep Usher open	1	
	Could Usher not be merged with other sites instead of the Collection?	1	
4	Income generating/commercialisation	4	
	Need for self-sustaining / bring in revenue	1	
	Charge for special events and re-invested to make further improvements, developments needed.	1	
	Introduce a small admittance charge	1	
	Artists workspaces	1	
5	Other priorities	4	
	Savings from selling sites to free up funding / be used towards social services	3	
	Support essential services instead - eg social care	1	
6	Marketing	2	

Figure 46 below illustrates the proportion of comments associated with the most common overarching themes as seen in the above table.

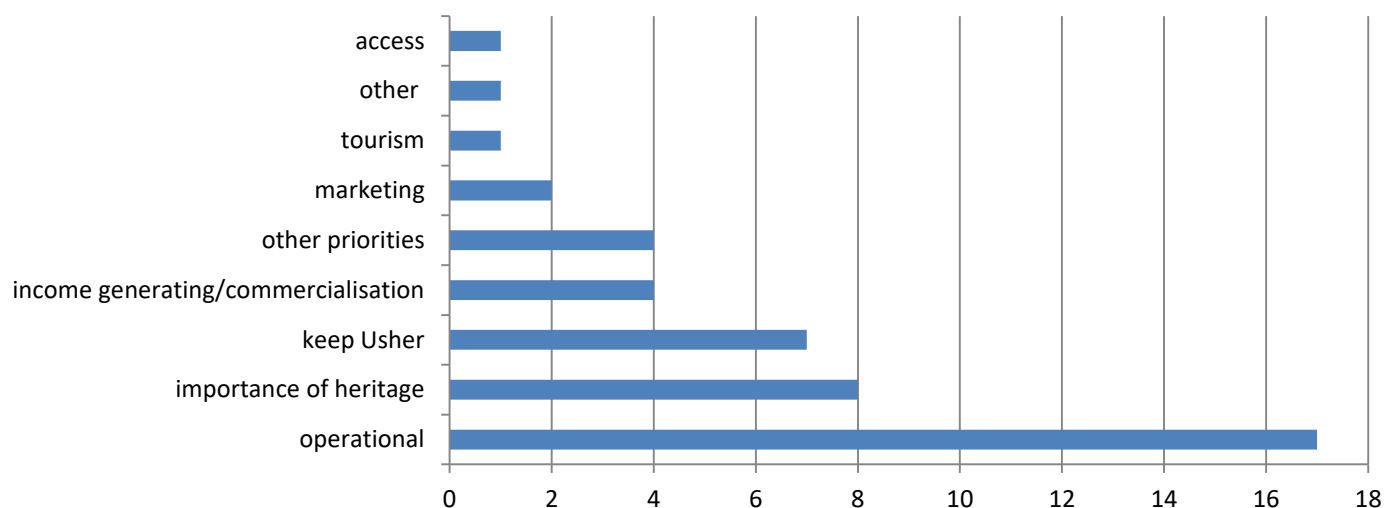


Figure 46. The proportion of comments associated with the overarching themes from the above table.

3.6 Proposal Six. Not to retain Discover Stamford, Ellis Mill, Burgh le Marsh and Alford Mill

This question received 974 separate comments across its 3 parts. Consultees were asked to score the level of agreement associated with each site separately; however the open text boxes were shared across the three sites. Therefore the scoring can be separated under each location but the volume of overall comments relate to Proposal Five in its entirety in section 3.6.4.

3.6.1 To what extent do you support or not support the proposal

3.6.1 Discover Stamford

Discover Stamford received a high percentage of people who were against the proposal of supporting a third party to operate the site with 364 (32.9%). Similar proportions of scores are seen throughout responses to proposal 6. Figure 47 illustrates the proportion of votes.

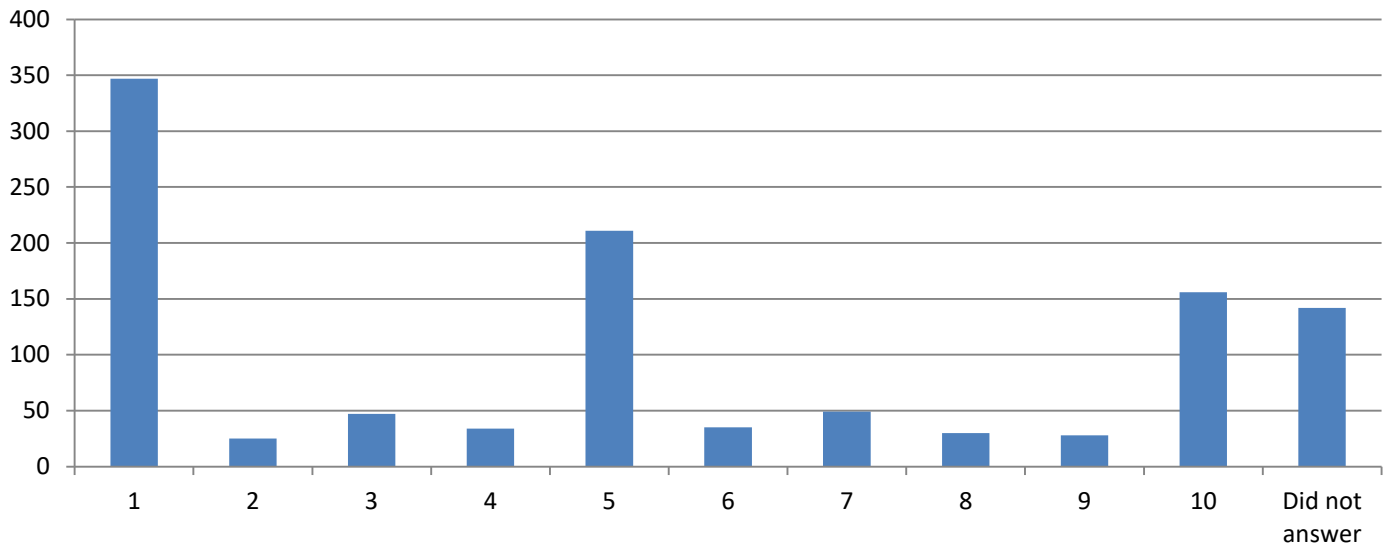


Figure 47. The extent to which participants support or not support proposal 6 regarding Discover Stamford (1 being do not support and 10 being fully support).

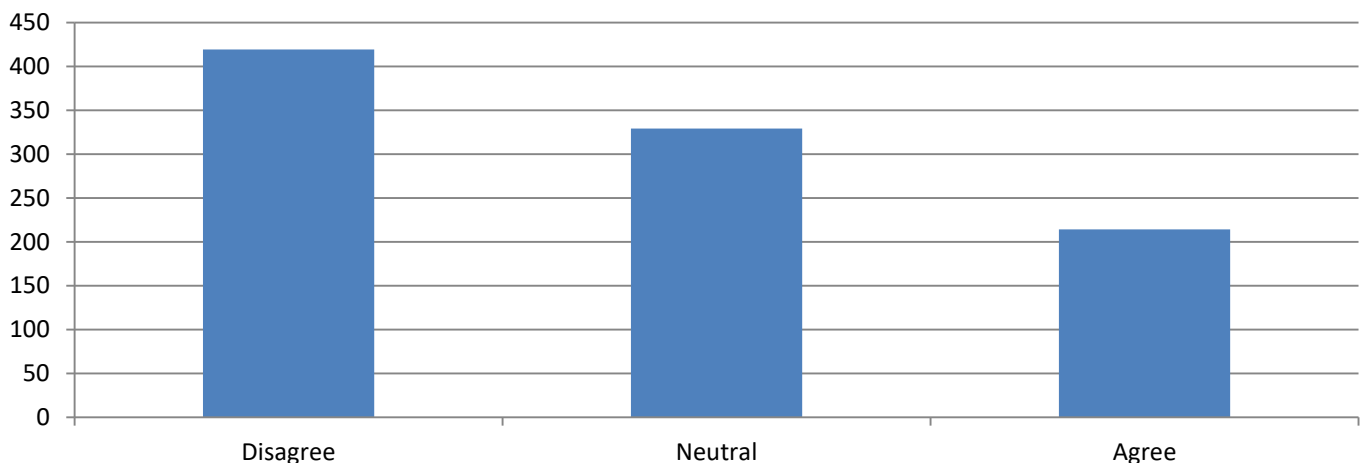


Figure 48. Proposal 6 (Discover Stamford) scoring condensed to 'generally agree and generally disagree'.

As figure 48 shows there was almost double the amount of people with 419(38%) disagreeing with the proposal compared with agreed (214 (19.4%). There was a peak within this proposal in the 'middle ground' with 211 (19.1%) people choosing '5' as their score, this is reflected with 329 (29.8%) of consultees positing themselves in the neutral zone within this section of the consultation. 142 (12.9%) people did not answer this question.

3.6.2 Ellis Mill

364 (33%) of respondents did not support the proposal for a third party to manage Ellis Mill. There is a similar spread to the responses regarding Discover Stamford in that there is a peak at 5 (187 (16.9%) participants) and again at 10 (134 (12.1%) participants). 160 (14.5%) people did not answer.

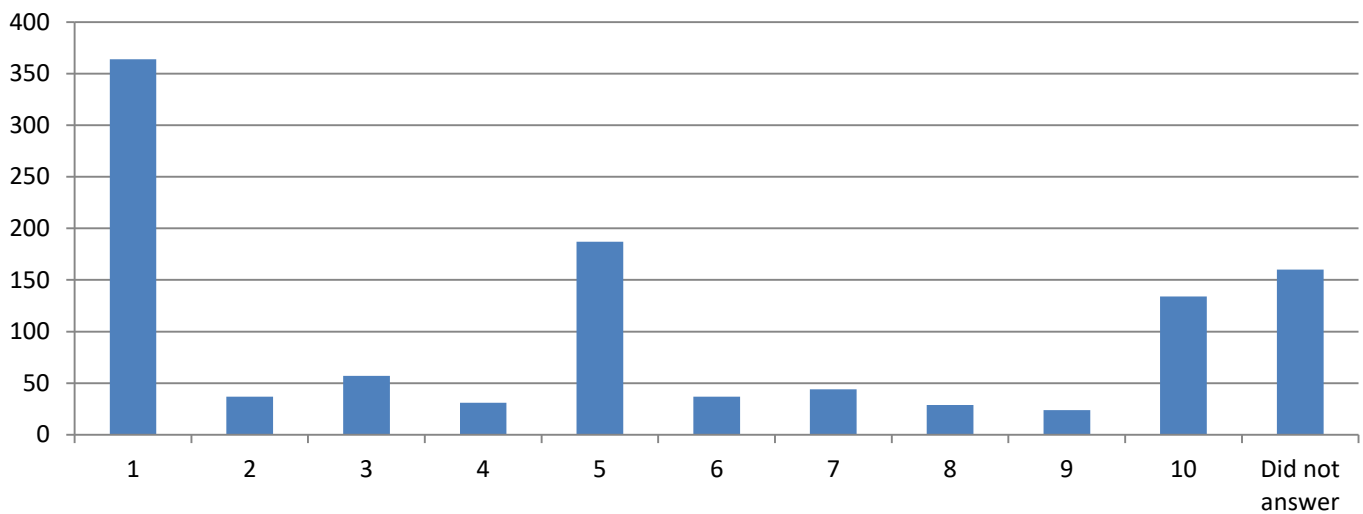


Figure 49. The extent to which participants support or not support proposal 5 regarding the BBMF (1 being do not support and 10 being fully support).

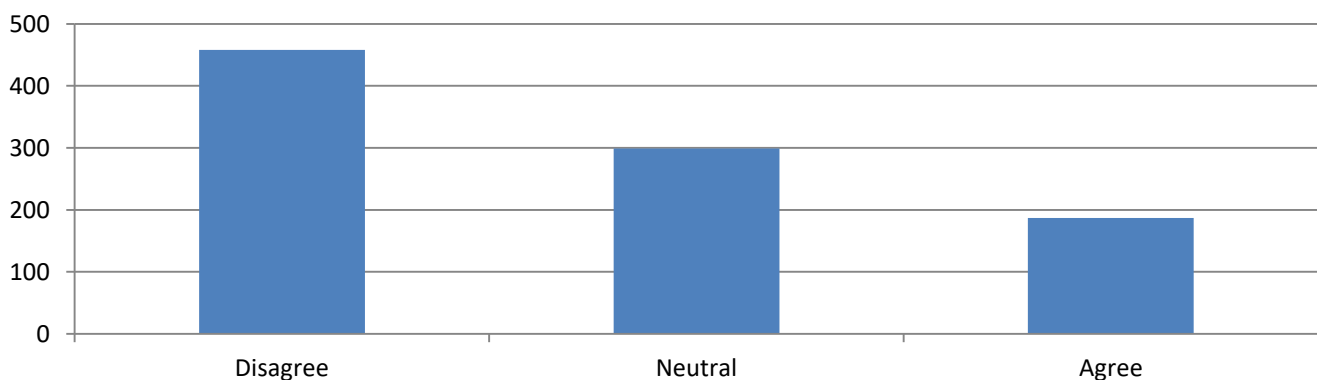


Figure 50. Proposal 5 (Ellis Mill) scoring condensed to agree, disagree or neutral.

Figure 49 shows there were 458 (41.5%) who disagreed with the proposal compared with 187 (16.9%) who agreed; 299 (27.1%) were neutral making this one of the most unpopular within Proposal 5. 685 (62%) of consultees chose either strongly agree, strongly disagree or 5.

3.6.3 Burgh le Marsh Mill

Slightly fewer, 335 (30.3%) of respondents did not support the proposal for a third party to manage Burgh le Marsh Mill. A similar spread can be seen in the responses regarding Discover Stamford and Ellis Mill in that there is a peak at 5 (206 (18.7%) participants) and again at 10 (140 (12.7%) participants). The peaks at 5 and 10 are more protruded than with Ellis Mill but less so than Discover Stamford.

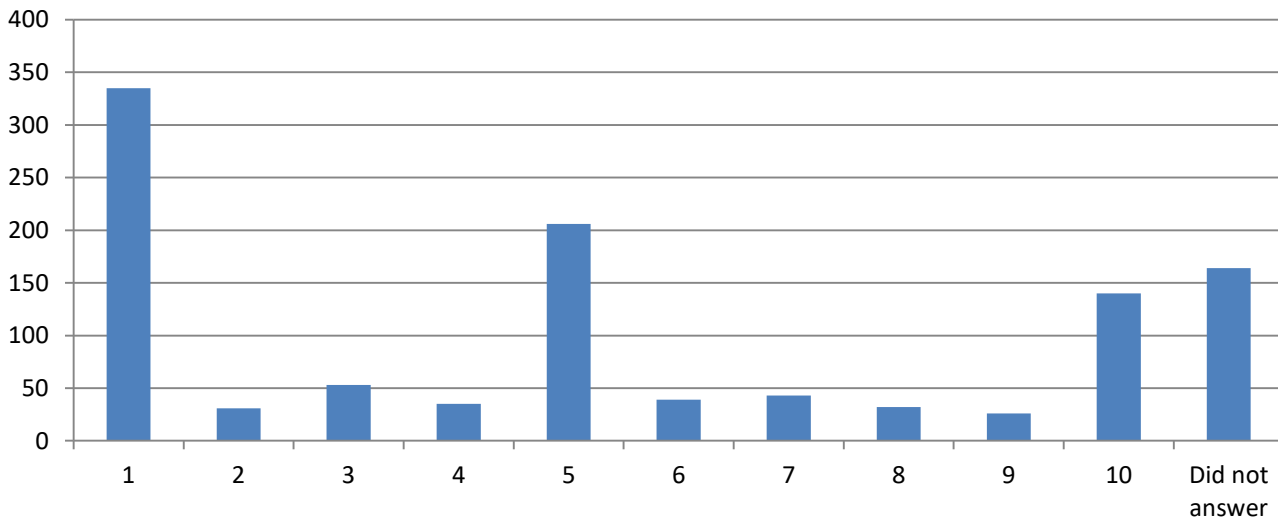


Figure 51. The extent to which participants support or not support proposal 5 regarding Burgh le Marsh (1 being do not support and 10 being fully support).

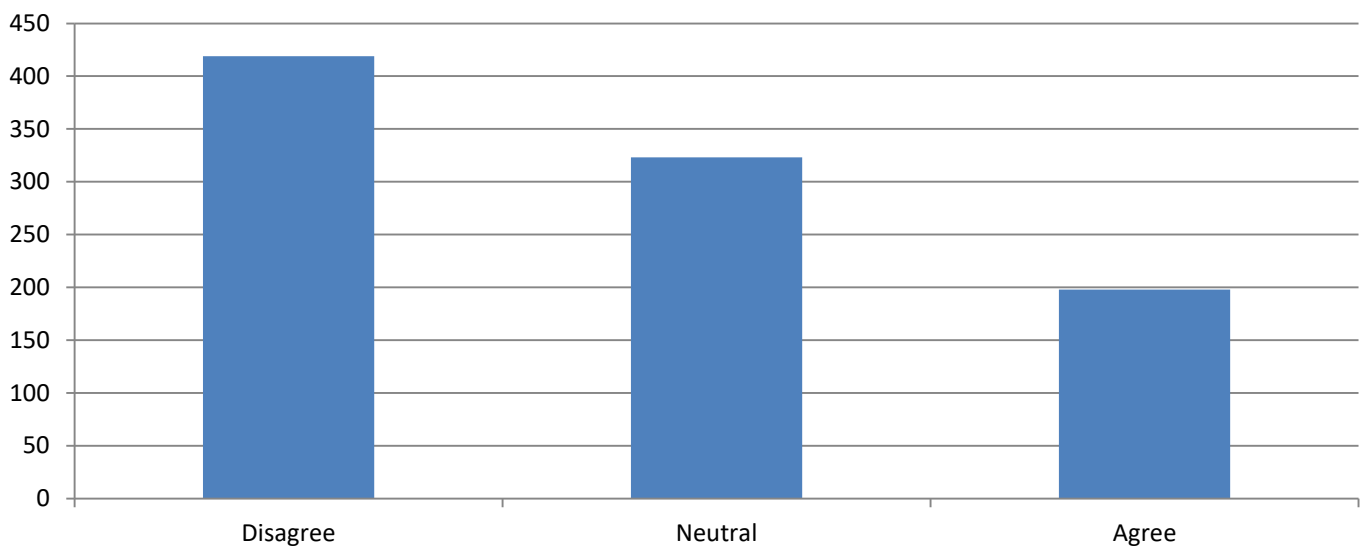


Figure 52. Proposal 5 (Burgh le Marsh) scoring condensed to agree, disagree and neutral.

As figure 52 shows there were 419 (38%) who disagreed with the proposal compared with 198 (17.9%) who agreed; 323 (29.3%) gave a neutral score. 681 (61.7%) participants chose either strongly agree, strongly disagree or 5, the same as with Ellis Mill. 164 (14.9%) people did not answer this question.

3.6.4 Alford Mill

334 (30.3%) of respondents did not support the proposal for a third party to manage Alford Mill. There is a similar spread to the responses regarding the other sites in that there is a peak at 5 (201 (18.2%) participants) and again at 10 (143 (13%) participants). The similarities between the 4 sites are remarkably similar.

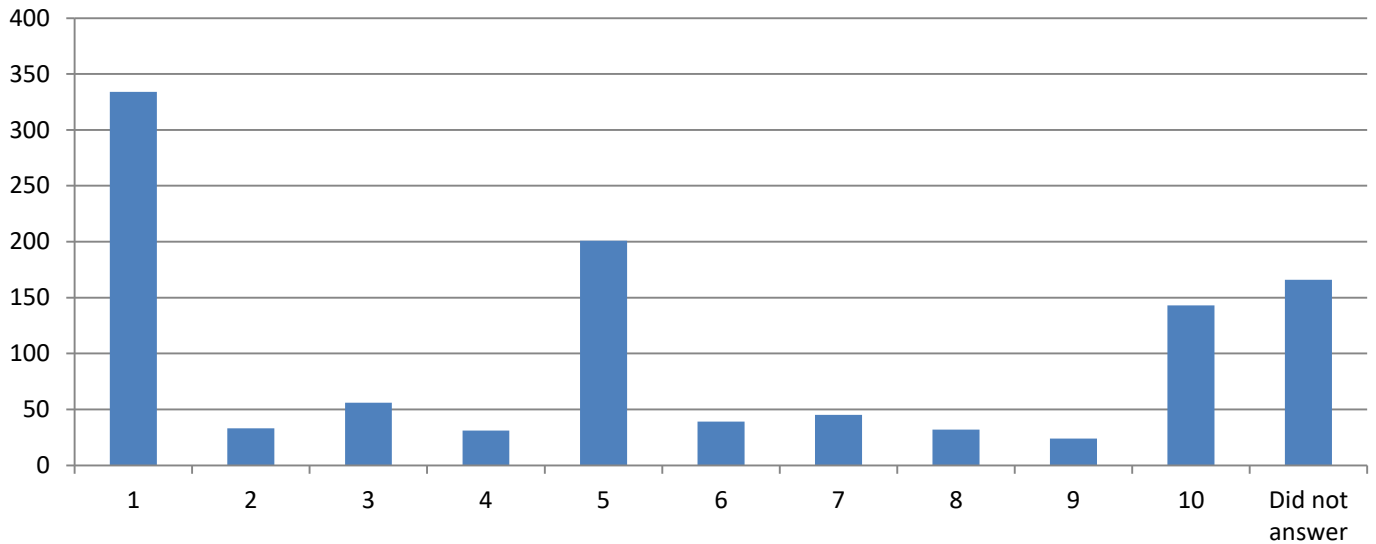


Figure 53. The extent to which participants support or not support proposal 5 regarding Alford Mill (1 being do not support and 10 being fully support).

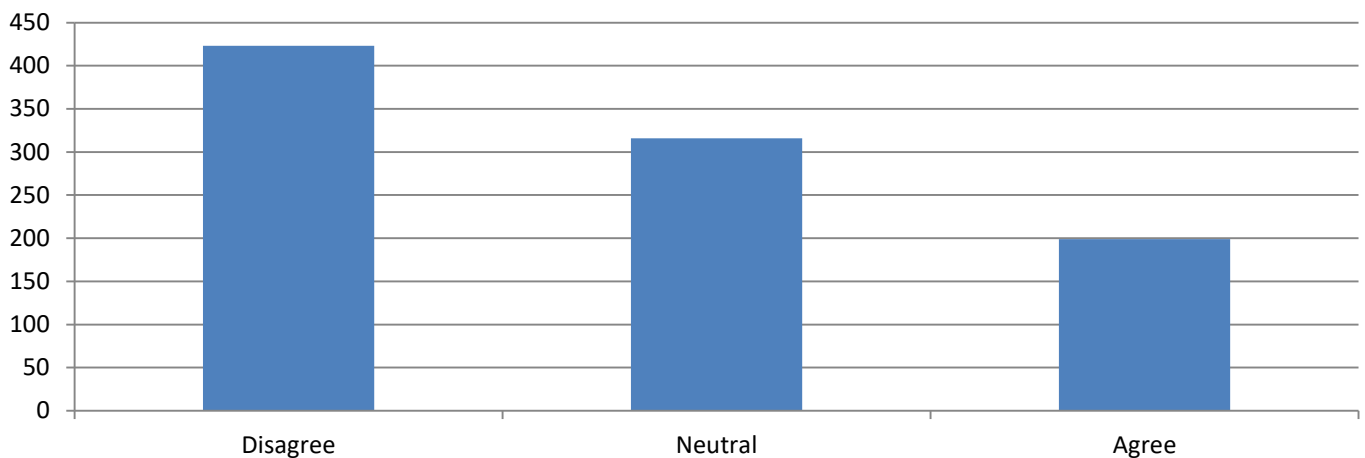


Figure 54. Proposal 5 (Alford Mill) scoring condensed to agree, disagree and neutral.

As figure 54 shows there were 423 (38.3%) who disagreed with the proposal compared with 199 (18%) who agreed; 316 (28.6%) gave a neutral score on the matter. 678 (61.4%) of consultees chose either strongly agree, strongly disagree or 5; once again, very similar to the other sites. 166 (15%) people did not answer this question.

3.6.2 Please tell us the reason you gave this score

3.6.2.1 Discover Stamford

When participants were asked to give a reason for their score the most common themes are listed in the table below.

	Theme / sub-theme	Number of comments	Any mitigation
1	Remain open	28	
	We've lost the museum can't lose this too	12	
	Retain	11	
2	Ideas and alternative suggestions	24	
	Someone should take this over (Town or District Council, Stamford Arts Centre, Trust) and captures local history	4	
	Needs refocus/marketing/investment	7	
	Work with local volunteers if can't sustain itself	5	
	Responsibility should be put on Stamford Town Council and cost to residents through precept	3	
3	Cultural and tourism benefits	18	
	Tourism and sustainability	12	
4	Not visited/agreement with proposal	11	
	Not visited	8	
	Already a vibrant town – attraction not needed	2	
	Collection incorporate into Museum of Lincolnshire Life		

The below graph illustrates the proportion of comments associated with the most common overarching themes associated with Discover Stamford.

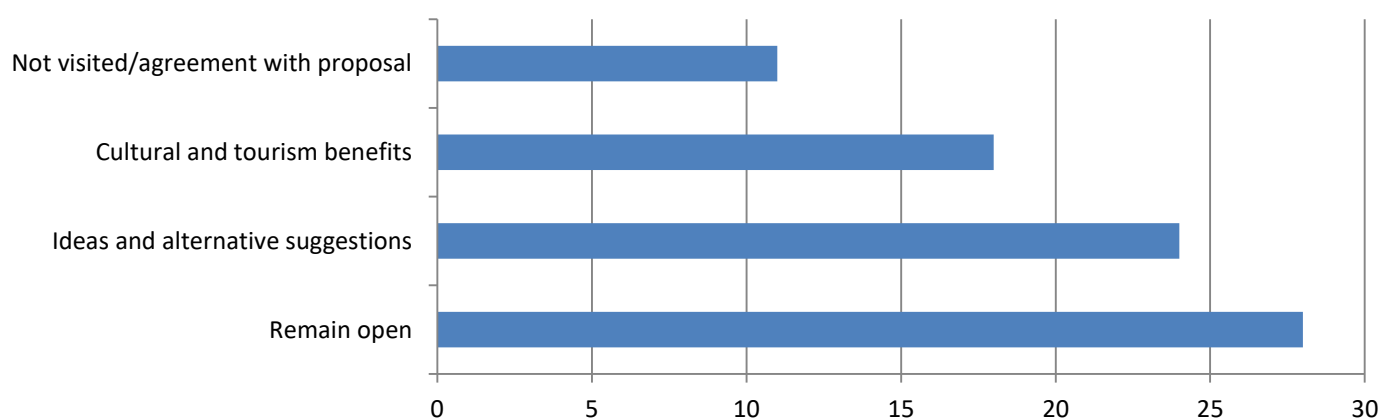


Figure 55. The proportion of comments associated with the overarching themes listed in the table above.

In summary, the majority of participants who voted against the proposal in relation to Discover Stamford discussed the need to ensure its survival or continued access. This was almost a microcosm of the Usher Gallery response – the priority is to make sure that Stamford's collections are accessible to the public, there were a few ideas given or reasons for the site to remain open but there was not a huge response against third party ownership.

Some examples of why consultees gave their particular score include:

"Discover Stamford could be a commercial business as is Visit Lincoln is. Burgh Le Marsh and Alford Mill are important assets. I don't believe that a 3rd party organisation would be able to effectively operate these sites successfully."

"Discover Stamford is the only heritage/museum in Stamford. Attached to the library an essential public resource. Any erosion of this site is likely to have broader knock on effects."

"We need this heritage in Stamford."

"I can only comment on Stamford which has missed having a proper museum. A museum is a focal point for visitors wether it's a paid for attraction or free. Where are all the artefacts that used to be in the old Broad Street museum, they need to be on display somewhere.."

"Stamford Town Council is willing to take on the management of the Discover Stamford element of the Heritage Service."

3.6.2.2 Ellis Mill

There were 43 comments associated with Ellis Mill; the main themes are listed in the table below.

	Theme / sub-theme	Number of comments	Any mitigation
1	Operational changes	28	
	Combine with MLL	22	
	Create an uphill supersite	1	
	Would be better managed by third party	2	
	Improve marketing and signage	2	
2	The mill adds to the character of uphill Lincoln	8	
	Part of the character of uphill	6	
	It's the last of the mills uphill	2	
3	Retain	6	
	One of the most important heritage sites in Lincoln	1	

Figure 56 below illustrates the proportion of comments associated with the most common overarching themes about Ellis Mill.

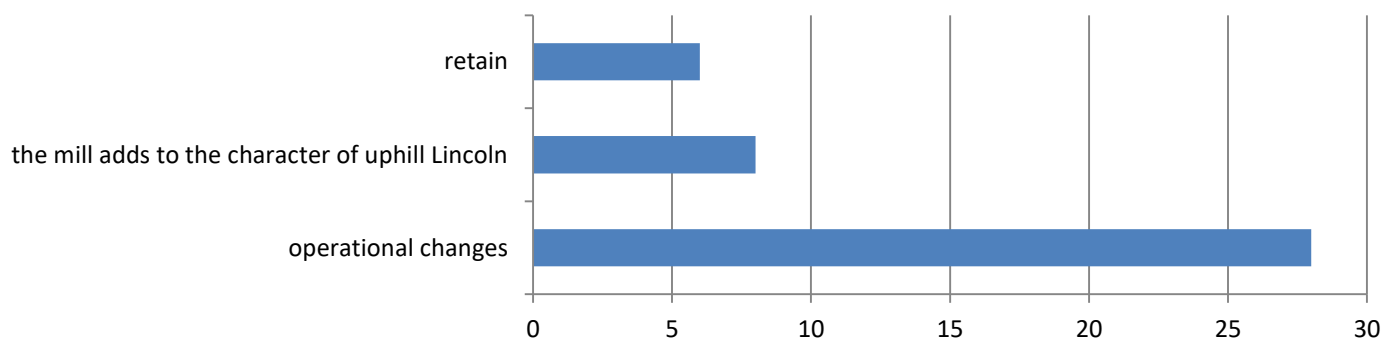


Figure 56. The proportion of comments associated with the overarching themes listed in the above table.

In summary, most participants thought that the site could be sustainable if combined with the Museum of Lincolnshire Life with fewer people stating that it should be run by a third party. The status as a heritage 'gem' was discussed a number of times but there fewer proportionate comments relating to keeping the site open when compared to Discover Stamford.

Some examples of why consultees gave their particular score include:

"Ellis Mill should be retained as part of Lincs Life Museum. Does Stamford really want to be discovered? That's not my impression when visiting. It likes to be attached to Burghley House and keeping others out unless they're filming."

"... Ellis Mill should be retained in conjunction with the MLL as part of the agriculture/industry story."

"Ellis Mill attracts visitors to Lincoln, providing an extra incentive to those who come to see the Museum of Lincolnshire Life..."

3.6.2.3 Burgh le Marsh Mill

Themes within the comments section are listed in the table below.

	Theme / sub-theme	Number of comments	Any mitigation
1	Retain the site	5	
	Could not operate commercially	1	
	This is also a local community centre	1	
	Retain	3	
2	Operational changes	4	
	Better managed by other groups	2	
	Could be run by volunteers but will need support	2	
3	Tourism	3	
	Needs support to attract tourism	1	
	It is an important site that brings people into the county	2	
4	Not visited/agree	2	
	Close this site and keep Heckington Mill	1	
	Not visited	1	

Figure 57 illustrates the proportion of comments associated with the most common overarching themes in relation to Burgh le Marsh Mill.

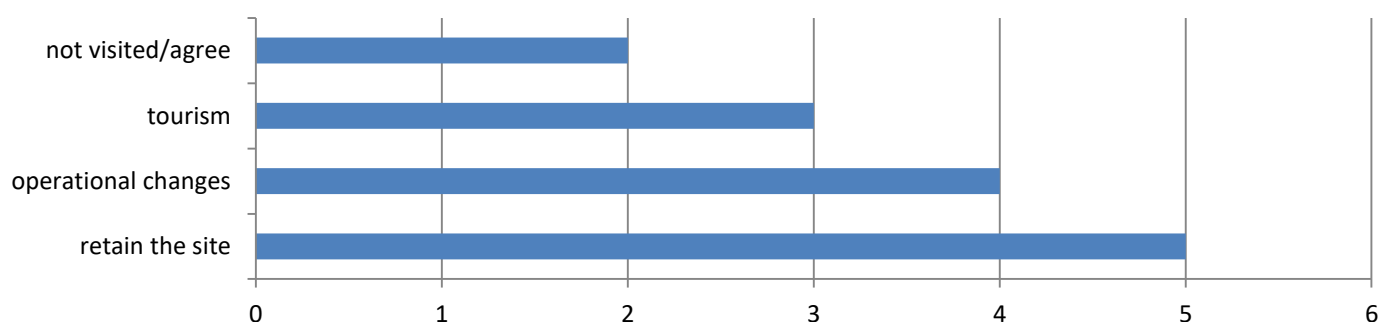


Figure 57. The proportion of comments associated with the overarching themes listed in the table above.

Some examples of why consultees gave their particular score include:

"As well as the proposals started on the previous page. May I add that Burgh-le-marsh windmill and heritage centre is a thriving enterprise, the hub of our small town, a great tourist attraction for the coastal area. and has diverse thriving groups meeting there throughout the year. Have you ever visited the Mill?? If not I would invite you to do so and see what a great place it is to spend an afternoon!!"

"I am not familiar with Stamford or Ellis Mill but live close to Alford and Burgh le Marsh. This in itself highlights the geographical spread of this county and the need to keep as many of these small venues in public administration so that they are available to local communities and to generate visitor attractions for these small towns."

"The mills at alford and burgh would stand on their own as commercial enterprises and relieve the council of their liabilities, the mill on burton road would be better run in conjunction with the other burton road site"

"Burgh le Marsh instead of Heckington"

3.6.2.4 Alford Mill

The most common themes that came from the comments are detailed below.

	Theme / sub-theme	Number of comments	Any mitigation
1	Operational changes	8	
	This is already run under private lease so being run by volunteers won't make a difference	3	
	Possibly a charity supported by Lincolnshire County Council, or even a commercial mill	1	
	Could be run commercially	1	
2	Tourism	6	
	The area needs tourism	4	
	Important to attract tourists to the area	1	
	It's a rare windmill	1	
3	Retain	1	

Figure 58 illustrates the proportion of comments associated with the most common overarching themes relating to Alford Mill.

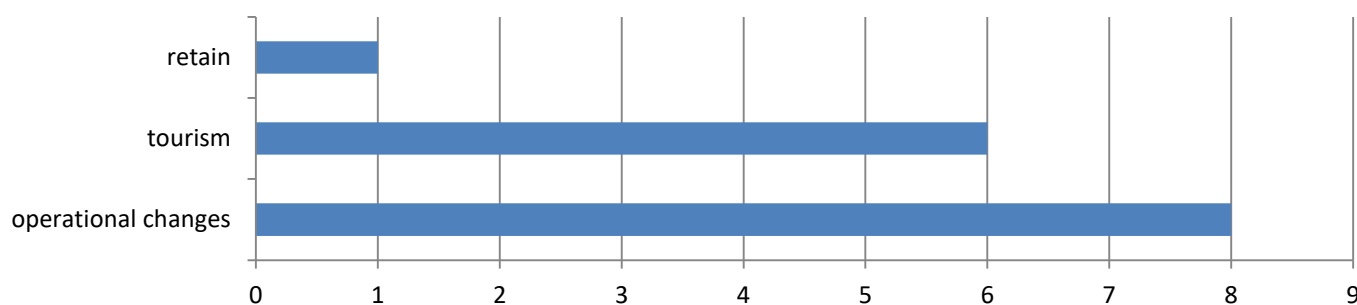


Figure 58. The proportion of comments associated with the overarching themes as listed in the above table.

Some examples of why consultees gave their particular score include:

"If these attraction are not supported they will be lost forever...the look on a childs face on a recent visit to Alford Mill tells all better there than in gangs of skateboarders in City Sq in Lincoln"

"Alford needs support. If the windmill brings in visitors to Alford it should be supported. Alford feels like a place that is a bit run down and on the decline. Supporting and enhancing the windmill might really help Alford. Stamford is an affluent town that has much to recommend it and so would probably not be negatively affected by the removal of Discover Stamford,"

"The mills at alford and burgh would stand on their own as commercial enterprises and relieve the council of their liabilities, the mill on burton road would be better run in conjunction with the other burton road site"

"...Alford Mill provides attraction nearby the Manor House and Museum. Near Coastal Park and also venue for events"

3.6.4 All sites

There were 483 comments that related to all sites or to heritage services in general. The most common theme was 'operational changes'; the main themes and a selection of sub-themes are listed in the table below.

	Theme / sub-theme	Number of comments	Any mitigation
1	Operational changes	167	
	Work with third parties and volunteers	42	
	Safeguard against closure	29	
	Support idea to redirect focus	16	
	Work with volunteers/third parties to operate	11	
	Can't support proposal without third party in place	7	
2	Retain	152	
	Retain for future to understand (unique) heritage / important to Lincs	107	
	Insight into history/heritage - protect / retain	35	
	Keep open, they generate visitors to the local community / income	4	
	Disgrace to abandon them	2	
3	Disagree	41	
	Loss of educational facilities	6	
	If not supported they will be lost forever / should be supported so they do not fall into disrepair and be lost	17	
4	Finances/income generation and commercialisation	29	
	Commercial viability - on tourist routes / experience days / trail / sell flour	7	
	Should present all financial options	6	
	Spend the funds saved on the Usher	2	
	Find funds from elsewhere	2	
	Shame but understand the financial constraints	2	
	The saving is too small	1	
	Change an entry fee	1	
	Use the education budget	1	

5	Tourism	19	
	Bring people into the area	16	
	Unsure if visitor numbers will make them sustainable	1	
	Sites need to be accessed by the public	2	

Figure 59 below illustrates the proportion of comments associated with the most common overarching themes that reach across all four sites.

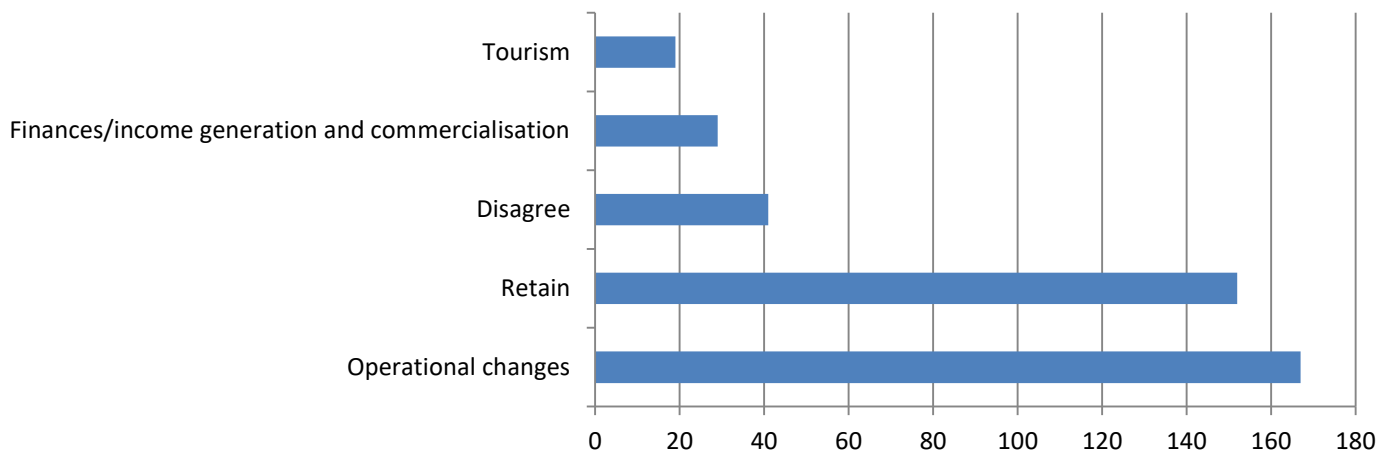


Figure 59. The proportion of comments associated with the overarching themes listed in the above table.

Some examples of cross-site comments include:

"I strongly oppose this change because these locations are, just like the previous 3 sites, are an integral part of the County. If they are transferred to third party organisations one can easily see, that not too many years into the future, these sites will become defunct and eventually will cease to exist. Stamford is a slightly different matter but I would oppose anything that would lead to a decline in that town's heritage."

"There will be a very real danger of these site closing because of lack of outside investment. That would be an extreme loss of Lincolnshire heritage that we cannot afford to loose. Once gone heritage site rarely come back for public use. However, if some of the sites have to be operated by third party organisation to enable the Usher Art Gallery to continue then I would support that."

"I believe that these sites are not as important as the Usher Gallery in Lincoln and may need to be transferred elsewhere if it means that the Usher Gallery is retained."

3.6.3 Are there any other options we should consider?

938 (85%) people answered the question regarding whether there were any other options available. This question relates to all three sites within proposal 6. Of the 938 who answered, 380 did not respond. 374 said that there were no other options available and 184 said that there were alternative options available. The numbers associated with 'yes' and 'no' are the same as with proposal 5, the difference lies with those who did not respond – 380 didn't respond to this question compared to 407 with the previous question. The scores are illustrated in figure 60 below.

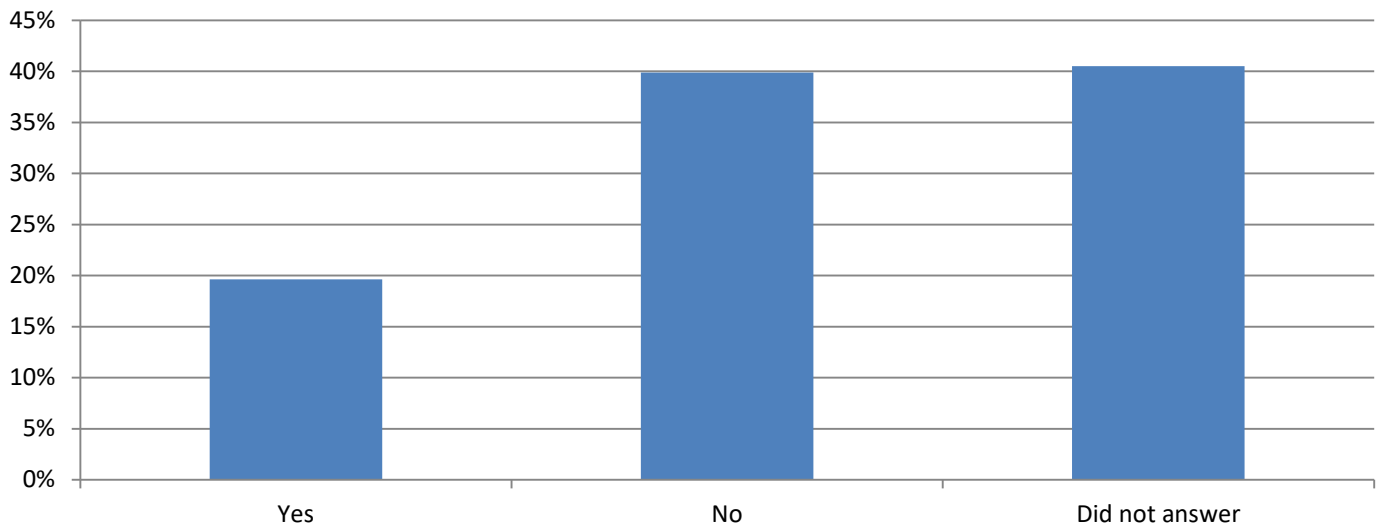


Figure 60. Proposal 5 scoring condensed to agree, disagree and neutral.

3.6.4 Please briefly describe any other options

3.6.4.1 Discover Stamford

There were 81 comments that related to the Discover Stamford with 19 different themes. The ten most common themes are listed below.

	Theme	Number of comments	Any mitigation
1	Tourism and local sustainability	12	
2	Lost museum, can't lose this	12	
3	Retain	11	
4	Not visited	8	
5	Needs refocus / marketing / investment	7	
6	Work with local volunteers if can't sustain itself	5	
7	Someone could take over this / Town or district council / stamford arts centre / trust	5	
8	Captures local history	4	
9	Apalling to close	3	
10	Responsibility should be put on Stamford TC and cost to residents through precept	3	

Figure 61 below illustrates the proportion of comments associated with the most common overarching themes as seen in the above table.

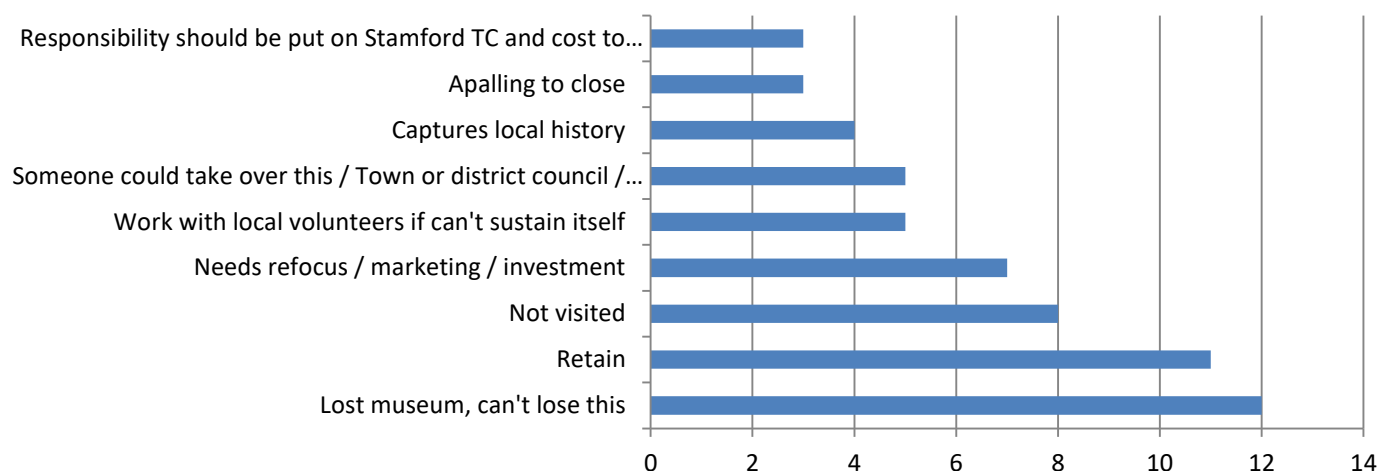


Figure 61. The proportion of comments associated with the overarching themes from the above table.

3.6.4.2 Ellis Mill

There were 43 comments that related to the Discover Stamford with 12 different themes. The ten most common themes are listed below.

	Theme	Number of comments	Any mitigation
1	Combine with MLL	22	
2	Part of Uphill character	6	
3	Last of Mill from uphill Lincoln	2	
4	Keep Ellis Mill - especially as investment has been made here	2	
5	better manage by other groups	2	
6	What will happen to Ellis Mill if not supported by Lincolnshire County Council	2	
7	Improve marketing and signage	2	
8	combine with supersite uphill Lincoln (along with Usher Gallery)	1	
9	Concerns re third parties being able to maintain	1	
10	Retain	1	

Figure 62 below illustrates the proportion of comments associated with the most common overarching themes as seen in the above table.

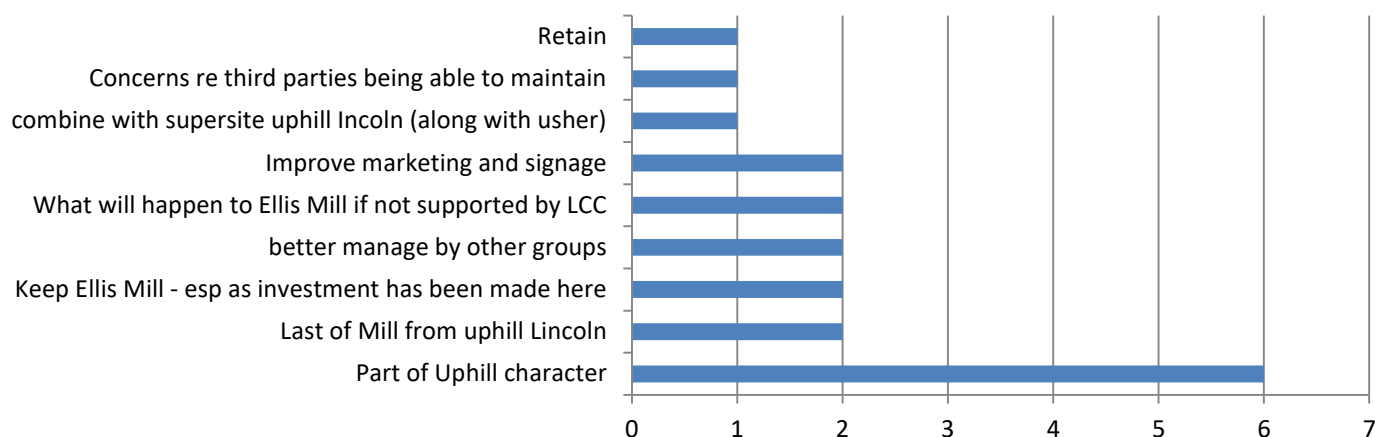


Figure 62. The proportion of comments associated with the overarching themes from the above table.

3.6.4.3 Burgh le Marsh Mill

There were 16 comments that related to the Burgh le Marsh with 10 different themes. The themes are listed below.

	Theme	Number of comments	Any mitigation
1	Retain	3	
2	better manage by other groups	2	
3	Burgh-le-Marsh windmill is important in bringing people into the country and a treasured site in the town. / thriving enterprize	2	
4	serves as a community centre for the locals	2	
5	could be run with volunteers but will need support	2	
6	Could operate commercially	1	
7	Needs support to attract tourism	1	
8	Close BLM and keep Heckington Mill	1	
9	this is also a local community centre	1	
10	Not visited	1	

Figure 63 below illustrates the proportion of comments associated with the most common overarching themes as seen in the above table.

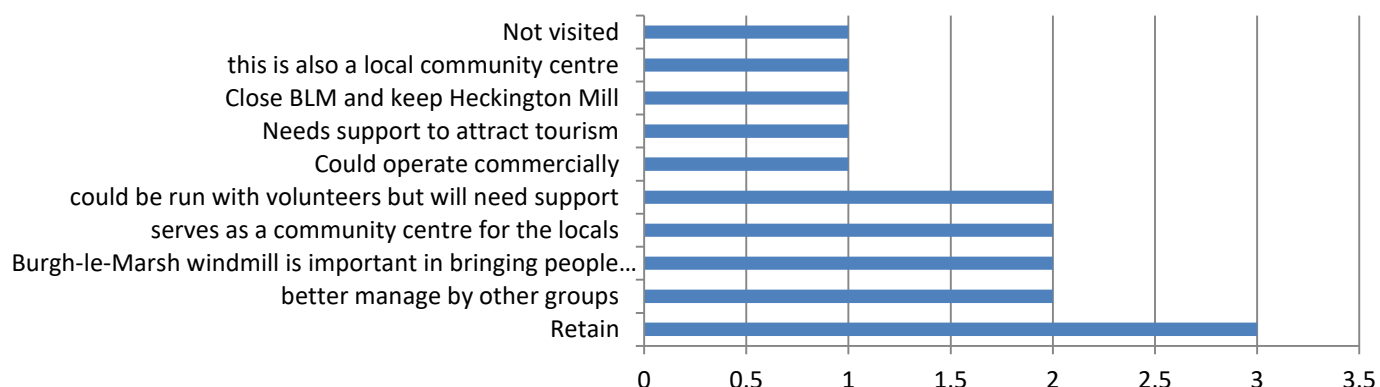


Figure 63. The proportion of comments associated with the overarching themes from the above table.

3.6.4.4 Alford Mill

There were 15 comments that related to the Alford Mill with 13 different themes. The themes are listed below.

	Theme	Number of comments	Any mitigation
1	Needs tourism	2	
2	Run by third party	2	
3	Declining - needs support	1	
4	As this is already under private lease, being run by vols won't make a difference if Lincolnshire County Council bares the cost of running	1	
5	Important to attract tourists to area	1	
6	Retain	1	
7	This is also a local community centre	1	
8	Possibly a charity supported by Lincolnshire County Council, or even a commercial mill - artisan food is all the rage, make use of the assets.	1	
9	Rare windmills with 5 sails	1	
10	Often closed missing tourists	1	

Figure 64 below illustrates the proportion of comments associated with the most common overarching themes as seen in the above table.

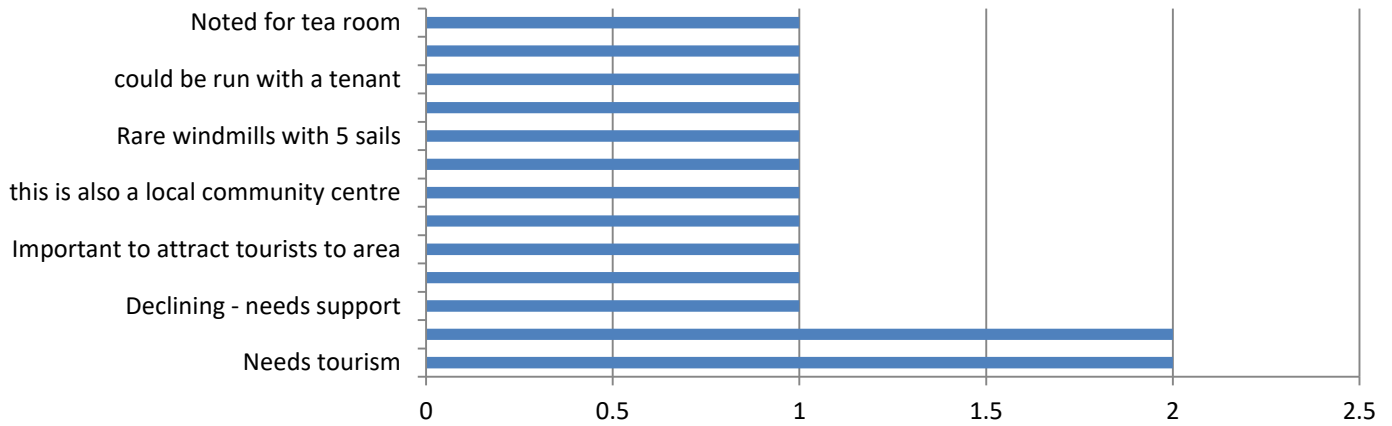


Figure 64. The proportion of comments associated with the overarching themes from the above table.

3.6.4.5 All sites

There were 188 comments that related to all of the sites or to heritage in general. The 20 most common suggestions are listed below

	Theme /	Number of comments	Any mitigation
1	Retain all/continue as is	27	
2	Trust - set up to run/support by volunteers	16	
3	Cross marketing (advertise each other, trails to link them, etc) / better publicity / improve links	14	
4	Combine Ellis Mill and MLL	10	
5	Increase commercialisation of sites / filming / heritage trails etc / cycle race / experience weekends/days	9	
6	all Mills to become a supersite / work together	9	
7	Local volunteers / orgs / community interest (e.g. Green's Windmill in Sneinton, Nottingham for best practice.)	7	
8	Commercialise with help from businesses/TV	6	
9	Keep discover Stamford	5	
10	Approach English Heritage/Historic England/ National Trust	5	
11	More local government and 3rd party involvement / volunteers	5	
12	Shop and café to increase revenue	4	
13	Seek other funding sources	4	
14	Make sites attractive/dynamic to increase visitor numbers/serve community	4	
15	Alternative funding source for DS museum- Stamford Council Tax	3	
16	Hand back other facilities to save money to retain	3	
17	Guarantee public access	3	

18	Share support across whole county and all services, inc commercial subsidies	3	
19	Always have/present impartial options	3	
20	Find alternative uses for all sites/use funds saved/made on other services	3	

Figure 65 below illustrates the proportion of comments associated with the most common overarching themes as seen in the above table.

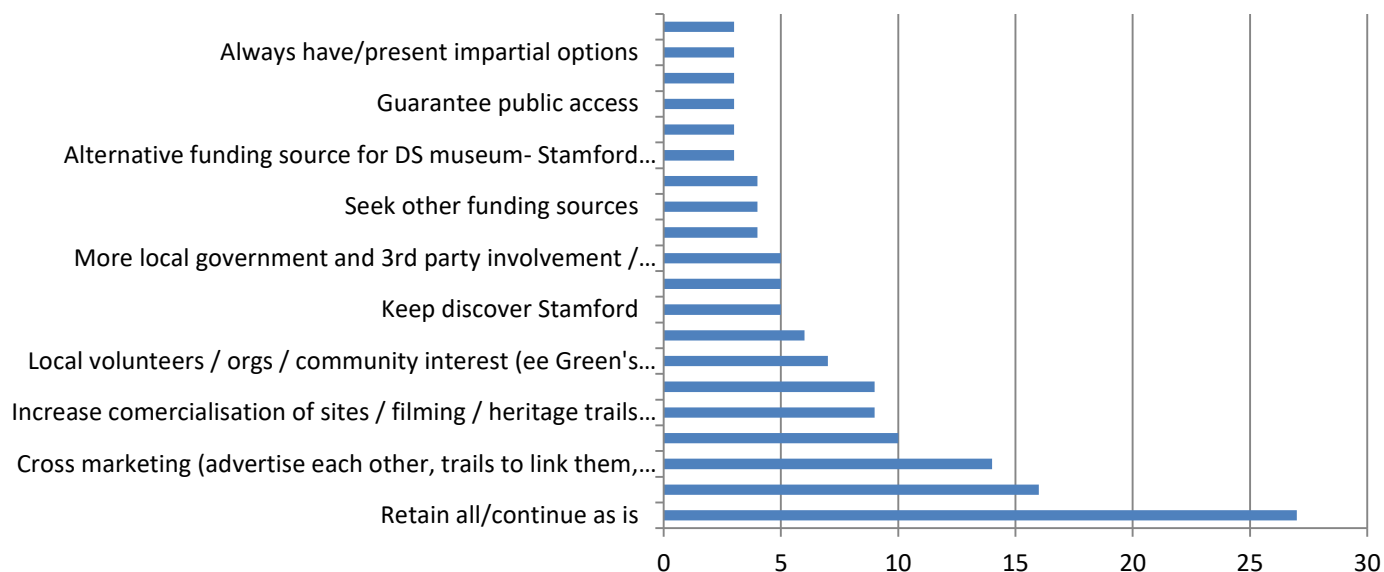


Figure 65. The proportion of comments associated with the themes from the above table.

3.6.5 Please provide reasoning for this other option

3.6.5.1 Discover Stamford

There were 12 comments that related to the Discover Stamford with nine different themes. Due to the low numbers all of the themes are listed below.

	Theme	Number of comments	Any mitigation
1	Lost museum, can't lose this	2	
2	Other large towns have a museum! - we need one	2	
3	Work with local volunteers if can't sustain itself	2	
4	Tourism and local sustainability / town disadvantaged	1	
5	Make Discover Stamford into the pilot for the community museum hubs	1	
6	Do not close	1	
7	could be able to generate income if developed	1	
8	entry fee	1	
9	Needs better signage	1	

Figure 66 below illustrates the proportion of comments associated with the most common overarching themes as seen in the above table.

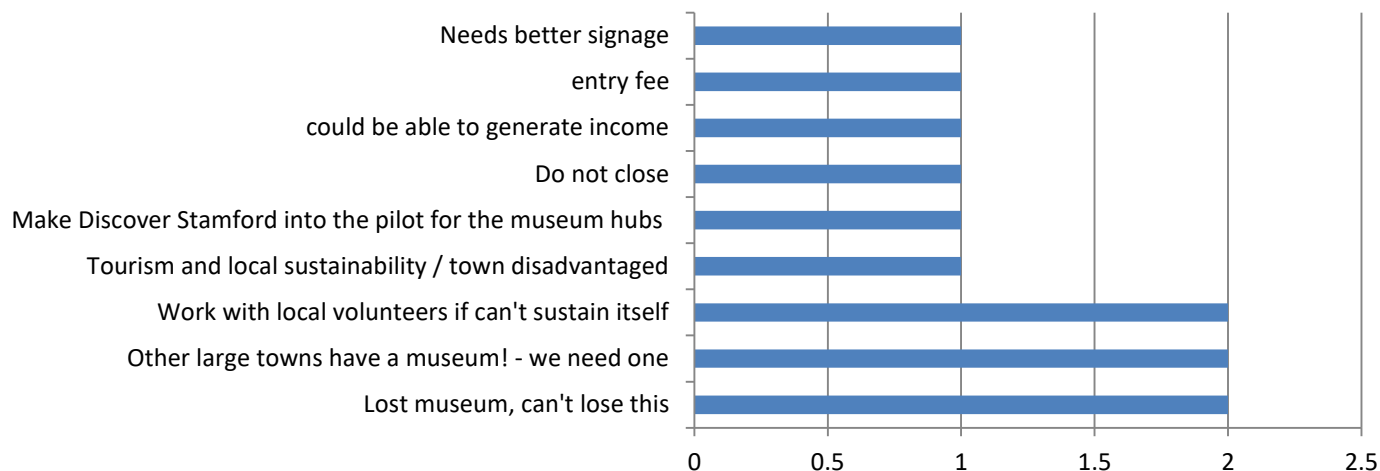


Figure 66. The proportion of comments associated with the overarching themes listed in the above table.

3.6.5.2 Ellis Mill

There were only two comments that related to the Ellis Mill. Due to the low numbers all of the themes are listed below.

	Theme	Number of comments	Any mitigation
1	Combine with MLL / links to MLL	1	
2	Part of Uphill character	1	

There is no need to illustrate the proportions of comments through a graph as there were only two comments associated with Ellis Mill as seen in the table above.

3.6.5.3 Burgh le Marsh Mill

There were no comments that related to Burgh le Marsh Mill as a singular topic.

3.6.5.4 Alford Mill

There were no comments that related to Alford Mill as a singular topic.

3.6.5.5 All sites

There were 48 comments that related to all of the sites or to heritage in general. The overarching themes and a selection of sub-themes are listed in the table below.

	Theme / sub-theme	Number of comments	Any mitigation
1	Importance of heritage	30	
	Retain for future to understand heritage	12	
	Important for education, health and well-being, social pride, and understanding the importance of the past.	7	
	Insight into history/heritage - protect / retain	4	

	Sites important to the local area / local community etc	1	
2	Operational	6	
	Work with volunteers/third parties to operate	1	
	I don't think you have the expertise or the will to save them and market them.	1	
	Work with volunteers/third parties to operate	1	
	Mills have been neglected	1	
3	Tourism	3	
	Make more attractive to tourists	1	
	Tourism	1	
	Increase visitor numbers, therefore sustainability	1	
4	No change	3	
	Lincolnshire County Council has a duty to retain and control these sites	3	
5	Marketing	1	

Figure 67 below illustrates the proportion of comments associated with the most common overarching themes as seen in the above table.

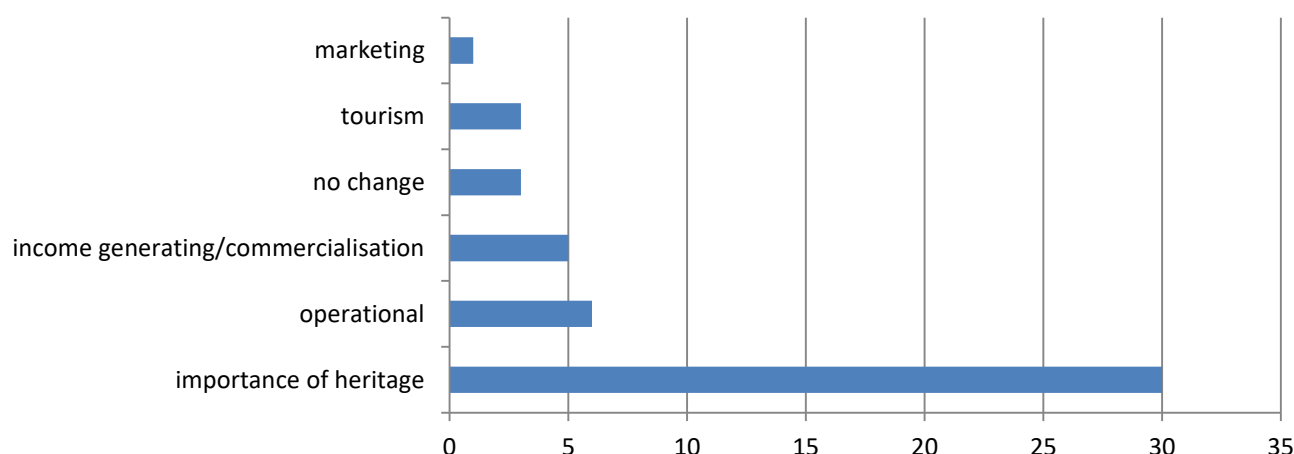


Figure 67. The proportion of comments associated with the themes from the above table.

3.7 Are there any other heritage matters you wish to raise?

Question 6 was an open text box which provided an opportunity for any other heritage service related comments by 418 (37.9%) people. 46 respondents reiterated what had already been said earlier in the survey by discussing their opposition to the Usher Gallery.

The main themes are listed in the table below.

	Theme / sub-theme	Number of comments	Any mitigation
1	Don't close the Usher Gallery	46	
	The Gallery should be used for concerts with a restaurant	2	
	Keep the Usher	18	
	Look at other places such as York, Hull, Manchester, Beamish	6	
	Invest in the Usher	2	
2	Maintaining and protecting heritage should be a priority	42	
	Maintain the variety of sites that the County Council has	9	

	Love the Collection and its staff	4	
	Attract funding to maintain and improve	9	
	There is a lack of tourism in Lincolnshire, which needs to be maintained	12	
3	The value heritage and culture has on tourism and the economic benefits they bring	38	
	Connections – heritage gives us our identity and links to each other and the past	7	
	Don't lose our heritage	4	
	It is vital to education	11	
	Don't lose heritage skills	4	
4	Marketing	34	
	Better marketing and promotion	16	
	Better advertising	12	
	Cross-marketing of all sites	1	
	Permanent heritage trail to promote all sites	1	
5	Maintain for tourism and the economy	29	
6	Praise for the heritage service and staff	13	
	Love Collection staff (staff, talks and changing exhibitions)	5	
	Collection is easy to move around	1	
	Love heritage open days	3	
	Love castle (grounds, café, staff, dog day)	3	
	Archive staff are 'outstanding'	1	
7	The service is too Lincoln-centric	12	
	Lincoln centric	2	
8	Comments about the consultation or the council	11	
	Short term/lack of foresight	6	
	Question commercial aims	2	
	Lincolnshire County Council lack of interest/appreciation	3	
9	Protect Lincoln's unique charm	9	
10	Keep Discover Stamford	5	

Figure 68 below illustrates the proportion of comments associated with the most common overarching themes associated with the above table.

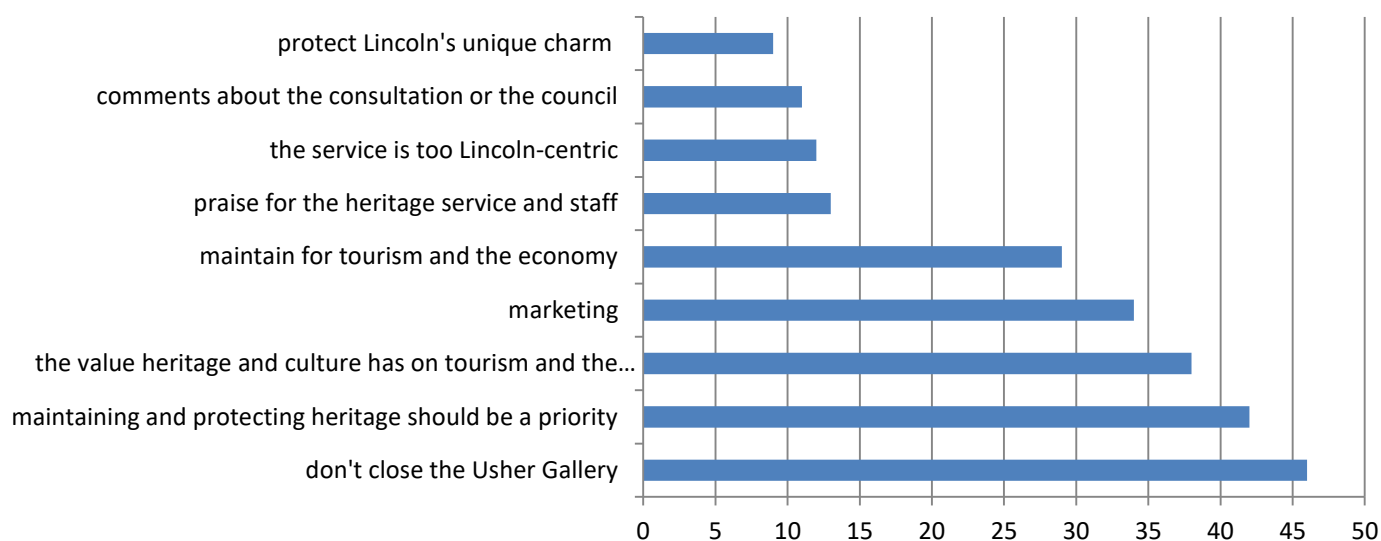


Figure 68. The most common themes when question 6: are there any other heritage matters you wish to raise? presented an open text box.

Improving marketing was raised in this section 34 times, but also in response to other questions throughout the survey. Concerns related primarily to the limited marketing (with acknowledgement in some cases of budget constraints) of some venues, described by one individual as 'woefully inadequate'. Suggestions included greater social media presence and a more cohesive approach to improve marketing at each site.

The value of heritage and the arts to young people, now and in the future was mentioned, in respect of enhancing quality of life and education.

Only two matters were raised in this section that had not been referenced earlier in their responses and they were about charging policy (which was also then raised as a concern in question eight) and 11 people asked about plans for the archives. A number of people (13) took the opportunity to praise Lincoln Castle and The Collection on matters such as the quality of staff, the café and exhibitions.

Third party ownership, District Councils taking on more responsibility and the creation of new Trusts or charities were discussed again but most themes that came from this section are reflected throughout the survey, indicating that consultees had multiple opportunities to express their views within the survey.

Some examples of comments include:

"Stamford is a historic town with a wealth of history, this is all being lost, with all the focus just being on Lincoln. Shameful."

"Pursue the variety of uses per site, enable exhibitions to evolve and change to ensure return of visitors!"

"Worried about the future of Gainsborough Old Hall, if the County withdraws support, leading to it being only open on rare occasions, like when I was child. The town is in desperate need of all the support it can get to encourage cultural activities, if the County regeneration efforts for the town are to be successful"

"Can you look at access at the Castle? I went to a paid event at Christmas where castle walls were available as part of the ticket price and I was astonished to see the lift "closed for maintenance" I subsequently learned from a friend with a disability that it had not been operating for some time. This is not acceptable as it is discriminatory."

"If RAF Scampton goes, there MUST be a substantial heritage site for the site's heritage and Gibson's Dog must be looked after too. Preferably, Scampton would be saved."

"I am opposed to closing the Usher Gallery as I think this forms a very valuable function for the civic, cultural and educational life of the city and county. It is a type of long-term investment that brings a real economic and social return for Lincolnshire. I do not think local authorities should be forced to cut back on public services for the sake of a central government forced programme of austerity. Austerity has been used as a tool by central government to shift the blame for the 2007/8 economic crash on public services when in fact it was caused by a deregulated and irresponsible financial services sector."

4. Would any of the changes proposed have an overall positive or negative impact on you, or someone you care for or support, due to any of the following protected characteristics?

The question about the impacts of the proposals on people with protected characteristics was included in response to matters identified in the development of the equality impact analysis, which was undertaken prior to the consultation commencing. The question asked people to state whether the impact on them or a person they care for was likely to be positive or negative. More respondents felt there would be a negative impact (an average of 78% across all protected characteristic groups) than a positive one (ratio of 6:2 on families; 23:2 on children specifically) and the greatest areas of concern related to age (334 identified themselves or someone they care for in total, 260 of which expect a negative effect from changes) and disability (248 or 83% of people stated they or someone they cared for would be negatively impacted because of their disability, only 42, or 17% of whom felt there could be positive or beneficial impacts as a result of the proposals).

Impact on protected characteristics

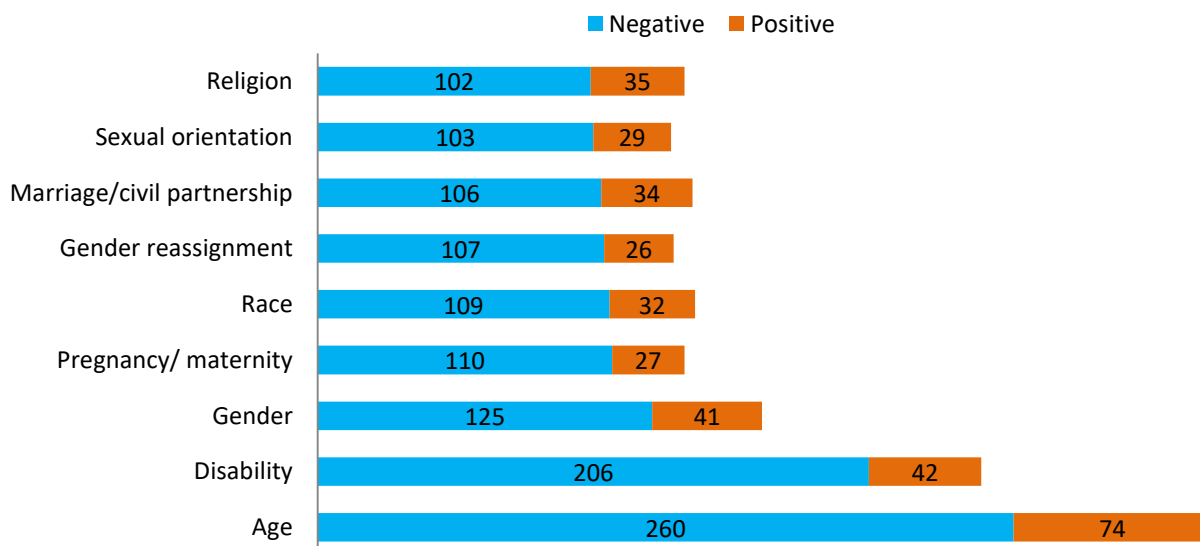


Figure 69. The number of consultation respondents who identified positive and negative impacts on their (or someone they care for) protected characteristics.

Issues relating to people's age focussed primarily on young and older people in terms of access and income (it should be noted that accessibility could be mitigated against when the proposed fully accessible Collection supersite is developed). Both groups find it difficult to travel around the county due to its size, limited public transport, and their lack of access to independent/private transport. With the loss of more rural sites, such as windmills, from the council's portfolio, access was felt to be an issue for this group in particular.

Access and a change in charging policy (not proposed) were identified as a concern as those reliant on a pension or in full time education have lower incomes and could therefore be excluded from cultural opportunities. Educational and emotional impacts were the primary concerns among adults for their children (mentioned 23 times), but young people involved in a focus group as part of the EIA process were positive about the opportunities the proposals presented as far as they

were concerned, with the exception of losing a space for quiet reflection if changes were implemented.

Quiet reflection and mental wellbeing were recognised as key matters in the disability category by 13 people. People with mental health issues were very clear that there was a direct link between conditions such as depression and the need for positive experiences and felt The Usher Gallery in particular offered the space and tranquillity they required. 3 people specifically mentioned autism and a mitigation suggested was quieter times at sites, like the ones which already take place at Lincoln Castle.

Physical access was frequently raised in relation to physical disability (34 mentions) for similar reasons to the age category, i.e. cost, a lack of transport (specifically local parking raised by 4 further individuals) and actually manoeuvring around the sites (with the opposite comment being made that The Collection for example is purpose built and large enough to navigate in a wheelchair).

Gender (including gender identity) was the next most frequently raised characteristic (166 selecting the impact question in total, which equates to 75% of the comments on this characteristic) and concern here related to a diverse range of issues from women in local arts being 'overlooked' to a loss of opportunity for self-expression and social networking.

The other 6 protected characteristics identified a very similar number of negative and positive impacts (between 132 and 141 each), but very few comments of explanation were given other than the possibility that minorities' art work might not be included if the art offer in the county was reduced because of a need to appeal to a mass market or not wanting to offend some groups if content was explicit or sexual in nature for example.

Examples of negative comments include:

"Difficulty in reaching distant locations"

"How the heck am I supposed to travel more than 20miles to see my towns heritage, an hours bus ride, a long walk,, that's at least a 2 hr round trip before you even look at the displays. All you will get is one off tourist, not local repeat business you crave"

"These would negatively impact the opportunities going forward for youths and women in the arts and culture sector."

"Increased travel times to super sites would have a financial impact, an environmental impact, and an impact on health and well-being."

Examples of positive comments include:

"The environment needs to be child friendly and welcoming - making improvements offers an opportunity for this to happen. Similarly, facilities for disabled people could be improved as part of enhancements. Offering registration services in an alternative location could also be an advantage to those who don't want to marry in church for example/need easy access to register a birth so soon after a child is born."

"The supersites will be great for all the extended family to visit together, with much more on offer for everyone. I'm really interested in the registry office being moved to the Usher

Gallery - I would be really keen to have a naming and/or marriage ceremony there with a party!"

5. CONCLUSION

1. There had been an expectation during pre-consultation work that some elements of the proposals would be more welcome than others and the results of this stakeholder consultation suggest that those assumptions were correct.
2. The themes across the majority of the survey merged together somewhat, something that was only discovered within the analysis stage of the consultation – when the multitude of sub-themes were grouped together to show overarching themes. It appears that the emotion that people felt about the Heritage Service was reflected in the manner in which questions were answered. The result of this was that when consultees were asked to explain a particular score, many responses reflected either the same or a new viewpoint; when given the opportunity to discuss and explain other options there were elements of repetition. The top themes from across proposal 1-3 are detailed below:

Proposal 1	1.1 reason for score (1-10)	1.2 other options	1.3 reason for other options
1	Keep and protect heritage 215	Improve the quality on offer to attract more tourists 126	Protect and improve our heritage assets 134
2	Heritage is not for money-making 204	Save elsewhere or bring in money 120	Financial reasons 83
3	Don't close the Usher 172	Work with others 118	Local Authority management and decision making 65
4	In agreement 134	Generate income/commercialise 69	Working with and learning from others 28
5	Negative comments 101	Don't agree 41	Sustainability 14
6	Comments about funding 38	Don't close the Usher 39	Don't know 10

Proposal 2	2.1	2.2	2.3
	Improve and develop the service 197	Expand and improve including commercialisation 151	Increasing visitor numbers 46
	Don't agree with supersite model 100	Integration of sites and services 65	Improve the offer 32
	Approve the proposal 89	No change/stay as it is 48	Economy 30
	Retain the Usher 86	Collaboration 47	Do not close the Usher 28
	Keep and improve microsites 84	Usher Gallery specific 43	Protect heritage 24
	The Usher and Collection are already a supersite	Outreach 28	Income generation and value for money 18

Proposal 3	3.1	3.2	3.3
	Do not close the Usher 235	Join the Usher and Collection 58	Exhibitions 32
	Keep separate 84	Alternative uses and improvements to the Usher 58	Respect the heritage 32
	Agree but with provisos 82	Exhibitions 46	Duty 31
	Ideas to help keep the	Maintain existing model 42	Tourism 27

	Usher open 63		
	Improve exhibitions at the Usher 61	Community model 32	There is another way to keep the Usher open 25
	Approve the proposal 53	Saving and generating income 22	Community and third party ownership 21

	Don't close the Usher – 1,038 Top 6 theme on 14 occasions
	Protect or retain heritage or sites – 489 Top 6 theme on 5 occasions
	Income, funding and tourism – 625 Top 6 theme on 10 occasions
	Improvements and development including exhibitions and new ideas – 772 Top 6 theme on 11 occasions
	Community ownership, collaboration and outreach – 274 Top 6 theme on 6 occasions
	Agreement – 358 Top 6 theme on 4 occasions
	Don't agree with proposal/don't know – 192 Top 6 theme on 3 occasions

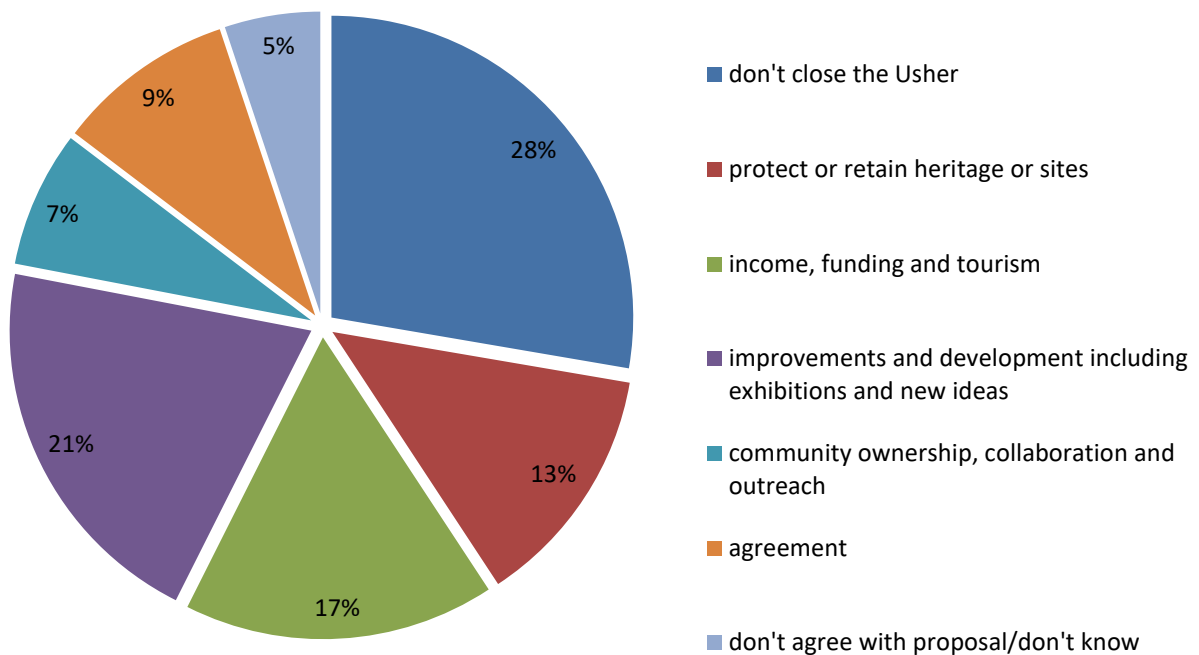


Figure 70. Pie chart to visualise the proportion of comments associated with the top 6 themes in the first 3 proposals, combined.

As can be seen, there are primarily 6 themes that run through the entire first 3 proposal responses, the most common being do not close the Usher Gallery (1114 individual comments associated with this theme) and improve and develop exhibitions (with new ideas included) (865 individual comments related to this theme), each represented within 14

different groupings of themes. The only theme that is not repeated within the first 3 proposal responses is don't know, which is seen once in proposal 1.3 (10 comments).

The top 2 most popular themes represent people's desire to ensure that they can access the arts and heritage primarily in Lincoln (with the vast majority focussing on the Usher Gallery), but across the whole county also. They suggest that people do not want to see their heritage and identity disappear; this is reflected throughout. Interestingly, the third most popular topic is in relation to income generation; people want their heritage to be accessible and remain open but they understand the need for the service to be sustainable and therefore have come up with various ideas that could help it become commercialised (to a greater or lesser extent).

The focus on the closure of the Usher Gallery decreased at the point of Proposal Four and as a consequence the themes were different.

Proposal 4	3.1	3.2	3.3
	In favour of English Heritage running Gainsborough old hall 365	Raise profile/marketing/ investment/volunteers and expand additional uses 15	Keeping or maintaining within Lincolnshire County Council 13
	Don't know, have not visited or need more information 123	Stay within Lincolnshire County Council's responsibility 15	Raising the profile/increased marketing, investment and volunteers 10
	Do not agree 39	Create a trust or work with a third party to run the hall 11	Consider other uses and working with the community 7
	Work with third parties and/or the community sector 35	Collaborating with others 9	Agreement with the proposal, with the proviso that the education aspects and the relationship with communities is maintained 6
	Good if english heritage can get more funding 33	Don't agree 8	More information is needed 4
	English heritage are expensive/ensure the site remains affordable 10	Make an exhibition and events venue 7	Other options should be looked into 3

- In agreement with the proposal - 429
- Do not agree – 75
- More information needed/don not know - 127
- Attracting tourists – 17
- Community ownership and collaboration – 62

When looking at proposal 4, 65% of participants were in favour. 67 comments discussed points that were in disagreement with the proposal and others discussed alternative models, provisos and creating a more sustainable model. The population who took part in the consultation were by and large positive about the idea put forward.

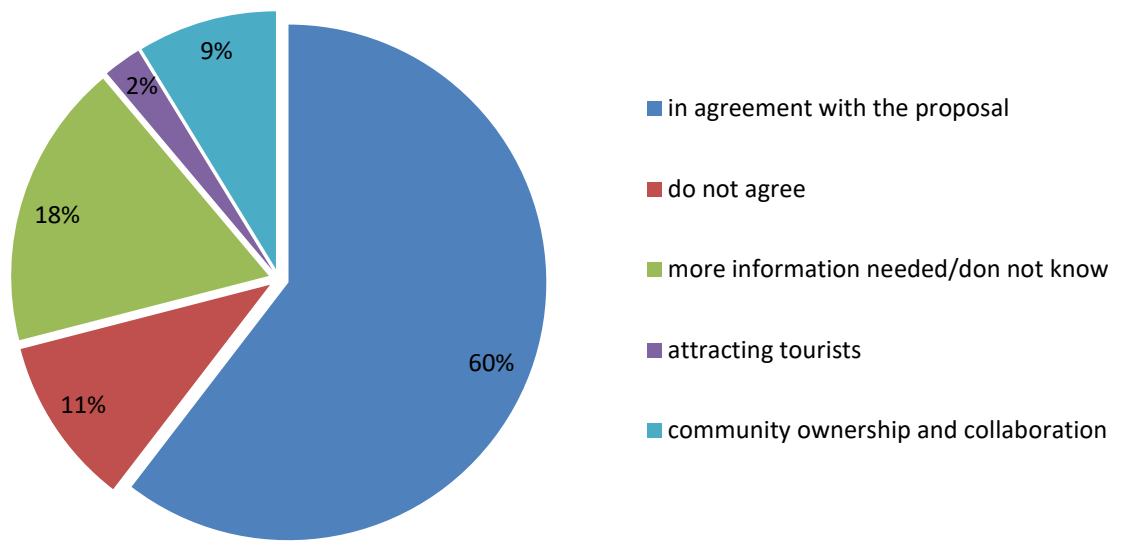


Figure 71. Pie chart to visualise the proportion of comments associated with the top six themes in Proposal 4.

6. RECOMENDATIONS

It is recommended that this report be viewed as a resource to understand the overarching themes and trends and to inform final decision-making. All of the comments are included in the Appendices.

NB any spelling or grammatical errors within quotations have not been changed. The use of quotations does in no way represent the heavier weighting of those comments in the overall consultation findings.

7. APPENDICES

- Proposal 1 report (inc summary comment figures and list of all comments made)
- Proposal 2 report (inc summary comment figures and list of all comments made)
- Proposal 3 report (inc summary comment figures and list of all comments made)
- Proposal 4 report (inc summary comment figures and list of all comments made)
- Proposal 5 report (inc summary comment figures and list of all comments made)
- Proposal 6 report (inc summary comment figures and list of all comments made)
- Heritage transformation survey 'other heritage matters' report
- Heritage transformation survey - 'describes you' report
- Heritage transformation survey - equality impact results
- Media coverage summary
- Correspondence coding
- Stakeholder engagement events
- Paper survey (copy)

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The Future of the Heritage Service

Consultation on the proposed changes

Proposal 1 - Moving to a more commercial approach (also referred to as a cultural enterprise model) to attract greater income and make the Heritage Service as financially self-sustaining as possible.

Date of Survey: 13 February – 24 April 2019

Total surveys: 1104 responses

1055 online surveys
42 paper surveys
7 tablet surveys

Comments:

21.1% of overall comments for proposal 1

Proposal 1 - Commercial - Comments				
	Please tell us the reason you gave this score	Are there any other options we should consider, if so please state	Please provide the reasoning for this other option/these other options	Total comments
No of Comments	827	458	388	1673
Response	49%	27%	23%	100%

Consultation on the proposed changes

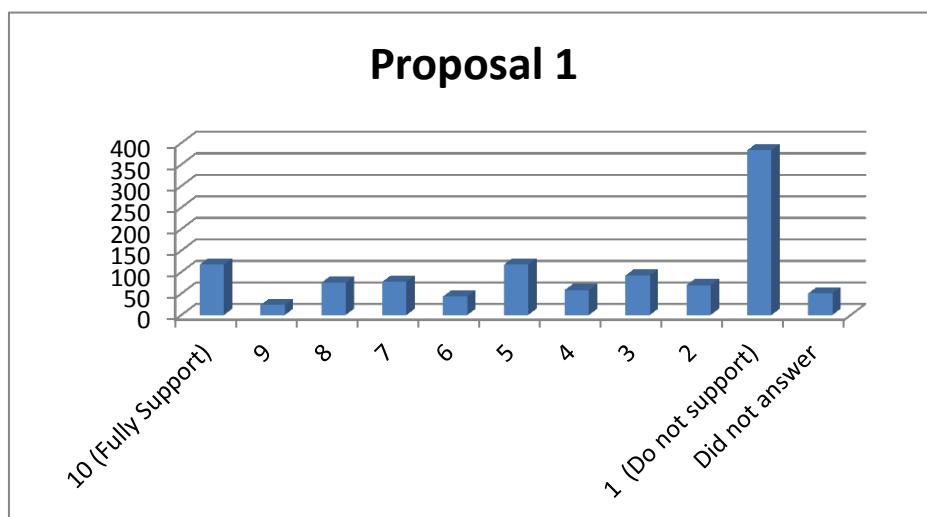
Proposal 1 - Moving to a more commercial approach (also referred to as a cultural enterprise model) to attract greater income and make the Heritage Service as financially self-sustaining as possible.

This means it would create heritage or cultural experiences which it could change on a regular basis to meet its customers' differing needs and interests. It would also look to act more commercially, seeking to make more income from the repeat visits it thinks it would get.

We believe that there is a risk that continuing to operate as we do now would not protect the Heritage Service from future reductions in funding. Financial pressures on the local authority continue to grow and Lincolnshire County Council may need to prioritise other services. Accordingly, we believe we should move to a more commercial approach to attract income and make the Heritage Service as financially self-sustaining as possible.

On a scale of 1-10 (1 = do not support, 10 = fully support) to what extent do you support or not support the proposal for the Heritage Service to move to a more commercial approach to attract income and make the Heritage Service as financially self-sustaining as possible?

Proposal 1	Count	% of response
10 (Fully Support)	117	10.6%
9	23	2.1%
8	75	6.8%
7	77	7.0%
6	43	3.9%
5	117	10.6%
4	58	5.3%
3	92	8.3%
2	69	6.3%
1 (Do not support)	383	34.7%
Did not answer	50	4.5%
Total	1104	100%



Please tell us the reason you gave this score

- n/a
- Heritage services that are commercially viable or self sustaining should not be supported by the taxpayer.
- That's life. It's a case of use it or lose it. I like the Usher gallery but recognise it is not well used and needs a lot of money spending on it
- Heritage services should be preserved at all cost, even if this means transferring sites to other charitable organisations.
- Increasing funding to help sustain heritage services is always a good thing
- Whilst I understand the funding restrictions you face, heritage, the arts and tourism are all very important to Lincolnshire. I believe you should not close or hand-over the sites you have proposed
- Stamford used to have a Museum. It was terrible this was closed and artefacts moved to Grantham. Now we are set to lose the library display, which is unstaffed and surely can't be costing much to run.
- It must be done to preserve funding and thus Heritage
- Heritage sites should be available to all but looking to make it more commercial is realistic.
- The Heritage service should be just that - a service. Preservation of our heritage should not be a business it is a cultural necessity for a unique county such as Lincolnshire and should be supported.
- I have been working in the arts for a number of years in this county and it is clear to me that people are more prepared to access arts and culture if it is subsidised. There are a lot of economically disadvantaged people in the county for whom paying the higher prices for commercially run venues would be prohibitive. UNESCO cites that all people have the right to access cultural heritage and such a move to close off open access is against those rights.
- As sentimental as people are about Heritage, it still needs to be a business.
- I support and understand why this model is being looked at but I am unsure of some of the proposals put forward
- I agree with the approach to make them more commercial, but that they should still receive funding. You cannot keep saying that Heritage Services are very important, and then threaten to close them. Especially if you want to continue to grow tourism in the County.
- While it might not be the case, in most instances the move towards a more commercial approach leads to a creation of 'disney world approach' and less to heritage protection and conservation. There is a high risk that the heritage element gets lost
- Breach of promises made at the time of previous changes
- Financial considerations may be important, but the loss of important heritage buildings to the public is an irreversible move and a catastrophic one for future tourism in Lincoln.
- I understand the need to make the heritage service more self-sustaining but I worry that the drive to increase numbers and charges will mean a drive to lower standards and trashy commercial type exhibits made up of gimmicks.
- To turn the heritage sector into a commercial service poses the risk of alienating the service users and losing the specialisms that have been built up
- Specialist high-end gallery specific shops i.e., books, images, reproductions of objects/paintings that are housed within the gallery are becoming a serious model in a number of galleries around the country. However, they need to be run as a 'quality outlet'.

The Baltic gallery in Gateshead is a good example and generates a serious amount of income which is immediately ploughed back into the gallery.

<https://shop.balticmill.com/collections/gifts>; <https://shop.balticmill.com/collections/north-east>

- Any service area must, if possible be able to pay for itself. However, there will always be a 'weakest link' and areas of high heritage value that are not commercial should be supported by those that are. The main question is where you draw the line.
- Although I agree that heritage sites need to become more self sustaining, I don't think the current proposal will actually improve financial prospects significantly enough to justify the changes.
- it is the responsibility of LCC to provide an effective service utilising public money in the most efficient way possible. This isn't a new concept and should have always been the case.
- LCC has large amounts of land to dispose of, yet doesn't. Sell off LCC farms, stop supporting the few. Invest in heritage sites, pay the staff better, promote more events. Hand back the castle.
- Heritage is far too important to become a commercial enterprise. The danger of that is that it will become profit driven rather than the importance of heritage per se.
- It is a responsibility of each area to retain and preserve its own heritage.
- The community currently contributes to the service through the community charge - commercial approach often leads to a loss of the positives gained from community funding, such as support for minority projects. I would also not support this fully if the Usher Gallery was taken away from the people of Lincoln as part of this commercial approach.
- Bringing in stranger to these sites to look exclusively at figures & finances is actively detrimental to the lived experience of arts & culture and local heritage.
- Charging first time visitors is fine, especially those that are visitors to the area themselves. But if you continually charge local people to get into heritage sites that are on their doorstep and are currently free, then this will put local people off from visiting them in the first place and will see a reduction in repeat visits.
- Should be kept on by the County Council
- Possibility that lack of accountability will follow with the part privatisation, leading to contracts being reneged on, and irreplaceable heritage sites not being correctly maintained and or protected
- Vital to hold on to our heritage assets for the enjoyment of all. Warwick castle is an example of what happens when it's profit driven
- Understand the need for self-sustaining sites but there is a risk of these same sites losing their primary interest and becoming a little 'Disneyesque'.
- It would depend how much the integrity of these sites would need to be compromised.
- Although it is vital to ensure the longevity and preservation of Lincolnshire's heritage service there won't be one, in its current form, without the unwavering support from both locals and tourists which are on a daily basis, becoming more frustrated and alienated from the attractions they have grown to love. Most who may feel the need to claim exclaim their interest in keeping its current form most probably haven't supported the venues (this behaviour was exhibited with the library's closure) but working closely and appealing to the locals interest is a must to move to a more financially stable model. Although the financial restraints are apparent, you must spend money and be ingenious, creative and smart to receive money and it seems the expression to receive more business outside of the comfort from what has normally been done is lacking. MLL runs the same, low cost events. The

Castle has lost several large events in 2019 which appeal to the mass markets outside of the heritage

- Unlikely to find commercial support for the windmills and the Usher gallery should be left according to Usher's bequest. For the people of Lincoln.
- Privatization is not the answer
- Losing these cultural assets is a mistake. It is a short term solution that will affect future generations access to Lincolnshire's heritage. The sites proposed will ultimately end up in commercial hands and be lost to the county.
- I am being realistic...it is a sad day that is all.
- As Heritage Services is not seen by National Government as a "must have" service for the population and for security of Service moving to a Teckal arrangement may not open all the doors for external funding but having charity status could
- I work for a conservation architects firm and have involvement with many heritage sites and there is strength in approaching heritage with an outlook to the future. Making the sites more commercial in aid of financial stability is wise, in the current uncertain economic climate and from what I observe as the lack of funding from charities currently I think it is a good decision.
- I feel Heritage and culture is extremely important and should receive public funding. If we can afford to build seemingly endless grim bypasses, junction upgrades etc, surely we can spare a few grand to support stuff that actually enriches life.
- I support the need for sites to become more commercial but feel they should be retained by the local authority to protect them for our people.
- The county council accepted cuts to its central funding so that they could relinquish their responsibilities for the arts and heritage. I believe that the arts and heritage of Lincolnshire attracts people to the City and county and should be financially supported by the County council in partnership WITH commercial partners - as happens elsewhere.
- I do not believe Gainsborough Old Hall is used to its full potential and I do not agree with closing the Usher gallery
- It's important to protect our heritage, regardless of whether it is commercially viable or not.
- There are ways to do this and maintain the historical element and the origins from Usher family.
- Because you are getting rid of Discover Stamford and we already have no museum, so what are visitors going to come and look at, you say you want to transfer it to a third party, what happens if one does not come forward. very short sighted decision, its the heritage that attracts visitors to the area and your getting rid of it all!
- I understand the need to make the service more economically viable due to central funding cutbacks.
- A city the size of Lincoln should have a healthy arts and culture environment. To close an art gallery and turn it in to a wedding venue would be a tragedy
- I believe a city as important as Lincoln should keep and protect its cultural heritage.
- Because it means it will be self-sustaining and not require as much tax payer money
- I am concerned that the Heritage Service will just become a money making venture and that will be the most important aspect of what it does rather than preserving heritage for the good of Lincolnshire residents

- Heritage isn't something commercial, that should be traded for the profitability of the council. This was bequeathed to the people of Lincoln, Lincoln council should look to other ways to make income.
- The gallery has value and these cuts are ideological and soon to be overturned anyway. The plans are short termism.
- cultural is not about profit but education and enjoyment and it is our duty to protect our art and culture
- Funding from traditional areas fading therefore a move towards self sustaining model would be more realistic.
- The Usher art gallery is a place I always went to as a child and children won't get to experience going into a great building like that filled with statues and art work. It is made for art to turn it into a wedding venue seems almost soulless, shouldn't we be encouraging culture especially in a small city like Lincoln.
- If you focus on commercial heritage you are excluding locals from the sites. For example the prices of special events at the collection/Lincs life are set too high for locals to attend all of them and put them off visiting. You will lose valuable visitors and supporters.
- Councils are strapped for cash right now because of the austerity policies of the present government but that is not an excuse to asset strip what belongs to the people. A city needs a strong cultural and artistic identity. Not just for visitors, but for the people of the city and county. The Usher Art Gallery was given to the people by James Usher, and their local elected representatives are merely the custodians. It is a jewel and an adornment to the hill that crowns the city, and to consider the gallery only in terms of profit and loss is to miss the whole point. The building and the artworks were given to the People. You have a duty not to betray the trust that was vested in you and your predecessors on their behalf.
- I do not support this if it means closing down a venue such as The Usher Art Gallery
- Art!
- heritage / art / culture should never be weighed in a balance where commercial concerns carry too much weight. As someone who doesn't like in the city the presence of art galleries that aren't commercial is one of the most important reasons I visit. It is very, very worrying that any city would consider closing or radically altering the status of its art gallery.
- James Usher left this building for the arts
- Makes sense to a degree but there are some heritage stories and sites which will never be attractive commercial propositions
- Whilst change is necessary local government support should always be available to ensure cultural heritage feeds tourism and local interest, as well as mental health
- I understand the need to generate an income but not to the extent of sacrificing valuable assets.
- This is needed due to ever decreasing Central Government funding on all but essential services
- Sustainability is vital in heritage given the current climate of cuts. I think this is a sensible approach for a local authority-run heritage service. Successful examples of where this has happened include Hull Museums (under council-owned company Hull Culture and Leisure Ltd). What needs to be considered is, in making the service more commercial, that the 'heritage' aspect is not lost in the desire to generate maximum income.
- Learning about your heritage is an important part of a child's education and services should be retained, even if you have to pay a reasonable entry fee.

- I would rather have 'slight' increases in council tax and/or admission charges to heritage and cultural experiences than see them move to a more commercial approach.
- The way it has been proposed, Lincolnshire's heritage is not at all being promoted, at all. What is promoted, is all centered around Lincoln Castle rather than the other historical sites & event - i.e. Mayflower which celebrates it's 400th anniversary and nothing has been promoted about this even though it is just over a year away... You've missed so many opportunities to showcase Lincolnshire history and have failed. More needs to have been done.
- Heritage services are/should be a public good. They aren't 'commercial/cultural enterprise' models.
- As a small city Lincoln cannot afford to lose its art gallery. Culture is not prioritised across the county as it is; indeed, Lincolnshire is in desperate need of more cultural events and locations. The benefits of such culture are enormous, not least in attracting and – crucially – people moving into the area who want such culture. It is easy to close something like this, but impossible to reopen it. If we lose it now, it will be gone for good.
- The Usher Gallery is part of the cultural soul of the region. To close it and to commercialise its use as a wedding venue beggars belief. This would be a criminal act of vandalism to the cultural standing not only of Lincoln but the region as a whole.
- To attract more tourism to area therefore injecting more income into the local community and producing more jobs.
- I agree that Lincolnshire cultural assets should be financially sustainable and protected but believe that our cultural assets should be retained and protected for the benefit and use of the community both now and in the future
- Revenue capture is important, but it should not be the only model
- The Heritage Service needs to be subsidised to retain the quality and diversity of its collections.
- Art should be freely accessible to all.
- This type of heritage should be open and free to all.
- I agree that it would be good if galleries etc can be self sustaining, but I believe that there are many (simple) ways that an income can be generated.
- While it is obviously sensible for the Heritage Service to maximise its income (for example, by charging admission to prestigious events or exhibitions), this should not be used as an excuse to downgrade the heritage offer enjoyed by Lincolnshire residents. Everything worthwhile comes at a cost, including heritage, and it is not in any way realistic to expect the Heritage Service to become entirely self-funding.
- Access to the arts and culture is important especially as there is less and less of this happening in schools. As a nation the arts provide a lot of work for people and generate a lot of income for this country via the film, media, art, theatre, music industry. Young people need to see it to be inspired.
- I feel that being fully commercial may be detrimental.
- When I go to visit a city, I head for the art gallery. I have been disappointed that the Usher has always been below expectation and feel Lincoln really does need an outstanding art museum as a major tourist attraction. Developing this at the Usher Gallery is a 'No Brainer'.
- Usher Gallery should continue to used as an Art Gallery and should not be turned into an 'events' venue. There is little culture in Lincoln as it is, certainly, for adults.

- Lincoln deserves to maintain the Usher. It is a growing city with an Art College and many other University students as well as many visitors. To reduce access to Art in such a city is demeaning.
- Your questioning is loaded. Shame on you! What is Wakefield doing differently to your closed down narrow approach? We travel TO Wakefield FROM Lincoln! Where is your vision for Lincoln?! The county strategic overview for art? Other cities have vision and innovation. If you can't do it get someone who can. Find solutions. It's not your building to dispense with.
- Don't strip the city of culture.
- I have read the business case for this proposal and I can see that this may be the only choice LCC feel they have to ensure the future of heritage services in Lincolnshire.
- Following a more commercial approach runs the risk of only catering for guaranteed populist events. In an area such as Lincolnshire, risks must be taken in the hope of opening up more cultural avenues, these may not be commercially viable but could be culturally, educationally and creatively vital
- These sites are our cultural heritage, and should be able to be enjoyed by the general public, not put out to tender for private gain and profit.
- Access to art should be free.
- Because I believe diversity of culture and art should be available to all - even those who cannot afford it. For example the idea of making money out of a building that was donated for the general public to appreciate art (The Usher Gallery - a building that stands as an aesthetic icon of Lincoln, enticing all into that world of culture and art) goes against all the principles of what art and culture at its best is and reduces an asset to yet another hollow shell. People don't come to Lincoln just to see the castle, cathedral and The Collection. LCC should be making more of the Usher Gallery as a place to enjoy art and should be looking at other ways of ensuring this continues to happen.
- Monetising of former public provisions never improves quality of said service. It simply becomes a money pit, continually needs propping up as the contractors struggle to turn a profit, invariably resulting in cuts to services and a worse deal for workers. I should know since my day job now is working on the railways!
- Historic venues should be accessible to all
- I understand impacts of cuts to funding. I appreciate that third parties may be found to take over some sites and I am happy with English Heritage fully taking over Gainsborough Old Hall. My core objection relates to proposals to close the Usher. Having visited galleries across UK and Europe, Lincoln is blessed with a superb collection which hugely benefits from a gallery which complements it. I love the Usher space and, despite economic arguments and promises of alternatives, I think closure would damage the cultural offer to Lincolnshire, something we have little enough of. I believe that the Usher/collection campus could be better marketed.
- The gallery is already a wonderful resource and does not need to become another business enterprise.
- The risk is that Americans might try to buy assets, aside from the fact that the citizens of Lincoln own our own heritage, and it isn't for sale.
- Commercialism means populism. This is not in and of itself a bad thing but it changes the focus of a heritage service. Blockbuster events take precedence over less popular but no less important aspects of curation research and display of local history and heritage. Certain types of display - the fine arts - are radically downplayed in this proposal b

- The main reason I do not support it is the closure of the Usher Gallery. This is a wonderful art gallery and every city needs a dedicated gallery where the public can view superb art in a lovely historic building.
- The Usher Gallery was given to the city as a gallery for everyone to enjoy the works within it. Lincoln, as far as I'm aware has no other gallery's like it anywhere. Lincoln needs new places to visit, to learn about our heritage, not to remove existing places & turning them into a Council cash cow.
- Public money has to be spread over many areas
- I agree but not fully due to the fact that the cost of using those services would go up and as a home educator these services are vital to my children's learning but I also understand that if this approach isn't taken then the heritage service would cease anyway
- Art, culture and history should not be treated as a commercial enterprise. I think they should be treated as an essential part of our education. When visiting an art gallery or museum I do not consider myself to be a "customer" but a citizen, who is happy to support these places through my taxes.
- I resent being thought of as a customer. I am a citizen of Lincoln wishing to enjoy the culture we have inherited.
- I firmly believe that the preservation and safekeeping of our heritage is the responsibility of Lincolnshire County Council, however I am very fearful of the wholesale disposal of all assets and services under the excuse of so called austerity. When the fashion for austerity ends, our heritage might be in lesser able organisations and I do not believe that charities and volunteers are the best and safest guardians of our heritage however well meaning.
- Through history it has been a classic mistake for administrations to believe monetizing art and culture is a good idea since they see it as a luxury instead of a vital and essential part of society that should be offered to everyone. Innumerable studies and research show that culture helps the deepest understanding of the world for children and adults of all ages, and stimulates fulfillment and wellbeing in ALL aspects of life.
- This approach would alienate members of the community with a low income who also suffer financial pressures. Free heritage and cultural experiences contribute to the communities health and wellbeing.
- Art needs to be free. Saying heritage services need to be financially self-sustaining is disingenuous and short sighted, as the benefits of free heritage services cannot be directly quantified in terms of the bottom line on a financial statement.
- These "services" belong to the people. It is thought that monies can be saved or found elsewhere. Often see unnecessary or questionable money being spent on "upgrading" services, putting up expensive fences around the Boultham allotments, could go on and on... How do you justify that?
- While I agree that sustainability is crucial, our heritage should not be left to the vagaries of commercial forces and it is appropriate and right that it receives state funding. This is multiple questions, not one.
- The usher art gallery is a Lincoln icon and is beautiful where it is.
- I passionately believe in arts, culture and heritage. I believe that some things are worth supporting culturally for reasons other than those that are purely financial, these also include children's education, healthcare, policing and ensuring the worst off have the basic provisions for life. Having arts, culture and heritage is, to me, a fundamental part of a healthy life for a society and is an essential part of my family and friends wellbeing, I believe as a society that we contribute towards this. To me it is important we do this through the

taxes we pay and through other means so that it is available to keep us in a good sense of wellbeing I understand we live in a time of austerity, but as Churchill said just prior to the war breaking out "The arts are essential to any complete national life. The State owes it to itself to sustain and encourage them." and then during the war when he was prime minister the Director of the National Gallery, Kenneth Clark, suggested that the paintin

- If self functioning, following a "poor" year there would be an ncreased Rick of closure. With partial council funding the sites would be safer.
- It's a public space, and should be kept as such.
- I understand the rationale for income generation to sustain the provision of heritage services, however it seems to me that marketing and presentation of the facilities is lacking for the Usher which has consequently suffered since the Collection opened. Therefore without better management of the site how can you guarantee moving the collections there would be any more successful. Without subsidies it is less likely that any arts venue such as the Usher would thrive in any circumstance. There ought to be greater exploration of the viability of places like the Usher without removing access to what was a purpose built gallery space. In that case why mess about with the Collection building which one assumes will need a financial outlay.
- I am concerned about the sustainability of public funding and the consequent risks to our heritage and its accessibility.
- it is practical to enhance commercial opportunities but it should not be to the detriment of the city - before being able to fully assess this open question i would like to see the costings for the plans, the amount of time it will take to turn a profit and how the council will fund the intervening loss.
- You have the money to support the arts. Do so. Corporate interests should have no place in the arts.
- I am sure there is no easy solution to funding heritage, but in my experience working at Lincoln Castle (and as a visitor to other heritage/cultural sites), people are greatly turned off by obvious commercialism. I think the more obvious it is that somewhere is really trying to make visitors spend money, the less likely they are to spend.
- I think that by being more commercially focused, the Heritage Service could bring a lot of new visitors and repeat visitors. I'd support this as long as the quality of visitor experience is not affected by the quantity of attendants. I believe investment in marketing will be essential. In the past, I have worked at events which would have been popular if the marketing/promotion was better. I think trying to make the Heritage Service as financially self-sustaining as possible is the correct path to choose because I understand the pressure falling on other LCC services. History, culture and art are very important because they enrich everybody's lives. However, people cannot enjoy them if their basic needs are not met first. Therefore, it is up to the Heritage Service to do what it can to preserve what we have and embrace changes so that the Heritage Service might have a decent future.
- Is it consistent with supporting tourism within the county, which has itself become more successful of late?
- Available funding needs to go to social services to protect the vulnerable.
- A possibility, but needs to be primarily Art focused, involve the local Art Community as well.
- Donated to the people to enjoy the collections , the beautiful building interior & stunning landscape. The opportunity for national/ international exhibitions for all in the county visitors outside & education purposes. Should the opportunity of example the BP exhibition arise again this has the ideal setting. You cannot take titis from the people

- I appreciate the need for more revenue, but there is a need to include every community, not just Lincoln
- Heritage and cultural services never can be self-sustaining and will always need subsidy they are as essential to a full life as the air we breathe.
- Depends on who it would be to bring more money in.
- My first thought is that I am frustrated that heritage and culture are not considered as worthwhile or priority by local councils. They have such a positive impact on the community, and I am worried that introducing commercial pay barriers to heritage and culture will diminish their impact. That said, if it's a choice between becoming more commercial or losing the service then I am of course in favour of doing anything possible to hold on to as much of it as we can.
- The Usher Gallery should be retained as a first class and only publicly run art gallery in the county. I do not believe you have the funds to set up a large enough art gallery at The Collection. The Usher has hosted some top class exhibitions, including the National Portrait Gallery's Annual exhibition, to shut this gallery would take Lincolnshire off its current national status. This is a "dumbing down" of art and should not be decided upon by councillors who have no experience in the art world.
- I don't know enough about it
- Completely oppose the closure of the Usher Gallery in its current format. This was given to the residents of Lincoln and it is incumbent on the County and City Councils to ensure principals of the original Usher bequest continue to be honoured.
- We should be looking at a way to bring in additional money rather than LCC having to fund it.
- Culture and the arts should not be reduced to a commodity or business venture or they will simply be destroyed
- Our cultural heritage is too important to be treated like this. Looking after our heritage responsibly requires a long term view rather than focusing on short term marketisation. "Cultural experiences" which "could change on a regular basis to meet its customers' differing needs and interests" sounds like a theme park.
- The clue is in your title - cultural heritage. Cultural heritage is part of the education of the region. Making the space a money making enterprise will impact on young people seeing and understanding our cultural heritage. If you want a commercial space for income generation then I suggest look at other municipal buildings within your estate. If you remove Usher, you will damage the tourism, culture and history of this great city.
- The creation of 'private' styled enterprise services is a non retrievable step towards the dissolution of communities. The interests of people who pay rates get subjugated in an extra tier of management that ultimately represents a raft of completely separate aims and objectives.
- The county consistently undersells itself. Our heritage is vast it is more than money
- The cultural heritage of the county is a public good the social value of which far outweighs any simplistic economic cost, and certainly should not be subjected to the destructive effects of marketisation.
- I think this sort of service should not be commercially driven - it is about education, cultural experiences and broader community well being.
- I somewhat support the initiative but do not support the plans as they are in place. It is short sighted and a false economy to - on the one hand be trying to promote more visitors and tourism to Lincoln and on the other cut the things that visitors would want to do.

- I support the offer and understand the importance of ensuring the survival of our heritage but I think Ellis Mill should be incorporated within the Museum of Lincolnshire Life which could in turn create another 'supersite'.
- Heritage and cultural experience are not by their nature capable of being either commercially sustainable or self supporting. It has to be recognized that they are a public service, vital for education, and therefore need support.
- The Usher Gallery was given to the people of Lincoln and its collection should remain intact in the building intended for it.
- There are certain activities that could be made more commercial but that should not be the driving force. Some things, such as museums and galleries should be supported from the public purse to ensure accessibility.
- It is important that the council maintains a stake in Lincolnshire's heritage, however the collection, Usher and to some extent the Lincolnshire Life museum have been run on a shoestring and with a lack of imagination and direction for too long. The Usher in particular has suggested. Lincoln should be a destination for arts, and yet there has been virtually no community engagement. Perhaps running on a commercial basis- carefully controlled, could achieve this. However, I would urge the council to look at the free entry models in Sheffield, Hull and Leicester. I feel the Usher should look at the Yorkshire Sculpture Park set up, with lots of classes and a fabulous shop
- I am opposed to the Usher gallery not being an art gallery anymore. James Usher left his art collection to the town of Lincoln for us to enjoy this in the Usher gallery.
- Because the Usher should be used as it always has been as a gallery!! It belongs to the people of Lincoln and they are very lucky to have it!! There are enough wedding venues etc!!!!
- I agree to a certain extent as long as it is realistic and achievable. All sites need to charge entry.
- Public funds should not be used to fully fund heritage assets, most people do not wish to see essential services being reduced
- I realise that this is a decision made for purely financial reasons but there will be no going back from it. Heritage, arts and culture are engines for growth and a reduction in these facilities will only lead to fewer people visiting the city.
- If a more commercial approach means closing the Usher Gallery as an art gallery, I am against this proposal. I appreciate the Usher Gallery needs invigorating but this can be done using some more enterprising skills, not necessarily more funding !
- I do not support anything that means The Usher Gallery will no longer be used as an art gallery, disgraceful to change its use and move everything to The Collection I am more than happy to pay to visit The Usher as an art gallery and if it was marketed better and had staff that were more informed it would attract more people for sure
- I think it would be beneficial to still receive funding but primarily to gain income through being more self sufficient.
- The service needs to remain viable for the enjoyment of future visitors and generations. In the basic principle of a cultural enterprise model, this would serve to keep the service viable. However, it is just that; a service. And there's only so much that can be made commercially viable/financially viable in a public service.
- I understand the need to be sustainable, however there is a risk through doing this that access to the general public could be reduced.

- I feel the council will let it fail if we keep it with them due to monetary pressures and I'm not sure a commercial approach will keep our heritage safe, would need reassurance by companies that they were accountable for that if it was to happen.
- The likely outcome of this approach is that the Heritage Sector in Lincoln will become diminished and deprive the local community and visitors of a much needed antidote to the remorseless advance of modernity. A very risky strategy.
- It is vital that the service protects itself from future funding cuts which are inevitable. Also, it will hopefully create a much more open mindset amongst senior managers to develop a much more modern and forward thinking service.
- the proposal is not thought through to the extent that a positive response cannot be justified and the question contains too many caveats to make a single response possible. In terms of what commercial value a commodity has can be counted outside immediate income and costing such that footfall and spend by visitors in the city centre should be considered.
- The authority has a duty to preserve the heritage of Lincolnshire for its present and future residents. A commercial model is not appropriate for this service, our heritage should be seen as assets that attract not only income but greatly enhance the quality of life of the population.
- Business's can easily fail, and commercial models can often stifle development in cultural projects and their ethos.
- I agree that the heritage service should be more able to support itself financially, but I do not agree that the way to do this is to close the existing sites, particularly the Usher Art gallery, in order to spend £5 million of public money on the very inferior offering at The Collection. Also it is very difficult to assess the attractiveness of the proposal when the whole thing is presented as a negative to the city, rather than as a positive. I have heard so many ideas of what the proposals are for the building, ranging from a wedding venue to being used by the Coroner's Court that it is difficult not to jump to the conclusion that the collection housed within the Usher is being regarded as a nuisance to be disposed of so that the building can be repurposed.
- The costs of maintaining any heritage site should ideally break even with the entrance money paying those costs - but it's also a privilege and duty given to us through council to ensure the safe keeping of all such sites for future generations.
- because council funding may need to go elsewhere
- Public money has been spent on these sites, now the LCC is going back on the deals due to very poor management by the councilors.
- The Usher Gallery should be transferred to a third party, or if not possible, should be retained.
- Although some changes are no doubt needed a "more commercial approach" looks like an excuse for giving up cultural responsibilities
- The cultural identity of our county does not have to be run as a business, it is an essential part of society.
- Reduced gov'n funding means need to prioritize.
- It is important to change some attractions on a regular basis to encourage customers to return and keep the exhibits fresh however I think some balance is needed to ensure Lincolnshire's history and the magna carta remain exhibited at all times.
- There seems to be no other option, though I am not too happy with the idea.
- if people can run them at a profit then let if not then should have public funding

- This is a move towards reducing access to cultural venues and pursuits which exist thanks to public funding. We have been told that austerity is over, LCC should be raising concerns about sustainability with national government.
- Heritage and the arts are about culture and history. Their benefit to society goes beyond mere commercialism. If they make money, great. But if they don't it should be possible to see the advantages in quality of life, education, tourism, etc.
- It has not been thought through very well. This is simply about funding, not our cultural heritage and our tourism offer. The Usher is a wonderful asset to Lincolnshire and should be saved.
- I totally understand the need to be income generating as the Government has inflicted stinging cuts to all LA's - any organisation/enterprise/charity needs to have mixed income streams to be sustainable, and to maximise its assets. I presume that you have looked at your costs and reduced your upper management/advisers and other large cost inducing bodies (think NHS, how it has an over burden of expensive senior managers with little experience of reality as they have not worked on the 'shop floor' and bring in unworkable and costly schemes)
- As a self-employed person myself, I just wonder to what extent the staff who have operated the existing model can make themselves more entrepreneurial. Its a big switch from the public sector ethos to a business ethos. Also, I do not feel that Lincoln's wonderful and iconic Usher Gallery building should be lost in this cultural change and support the proposals of the Usher Gallery Trust to try and give our City the Art Gallery it deserves. I feel very strongly that James User left his money for us to have a purpose-built Art Gallery - and that's what we should have!
- Whilst I agree that our heritage should be protected from future possible cuts in funding I don't agree that it should completely be run as "for profits" our heritage benefits us all.
- Charging excessive fees for entry to heritage sites will cause a reduction in visitor numbers. Heritage should be funded for the arts budget and general spending rather than trying to make everything return a profit.
- I am afraid it is perhaps down to your current management of and their approaches to these individual sites which is proving negative, not their innate potential to be self sustaining.
- Should explore all commercial opportunities BUT retain key heritage services. Not all education can be COMMERCIAL.
- I understand the need for the usher art gallery to make money, but please let's be more imaginative than turning it into a wedding venue. There are SO many more possibilities that would be in keeping with the purpose of the building. Why not ask the artists of Lincoln, those who use the building, for their suggestions on what it could be used for.
- this is really selling off the family silver and it will be non recoverable. the Usher has been allowed to languish - no café or restaurant, the usual high value money spinner, and no the one at the collection doesn't help the Usher. lack of imaginative exhibitions, very few national exhibitions - those that were there did get good viewing - very poor advertising so most of the time I found out about exhibitions by word of mouth - all have contributed to low visitor numbers and could be remedied with imagination and determination. most galleries rely on funds from the visitor shop and the café, the mark up on food is very high. by all means use the building as a wedding venue - this doesn't mean shutting the entire building. complete lack of imagination on the part of the council who just decide to cut things rather than find ways to make them work.

- I support the need for raising money but oppose the closure of the Usher as an important art Gallery
- I do not agree with the change of use of the Usher Art gallery. I thought it was given to the City for this specific purpose.
- I gave this score because shutting sites to create several so call supersites in order to maximise the commercial income of these sites completely misses the point of heritage services. People should be able to have the broadest range of cultural and historical experiences and this should cover as wide and diverse a range as possible. Shutting two of Lincoln's popular sites (Ellis' Mill and Usher Art Gallery), would forever deprive the population of the county and visitors of two very different but both fascinating and rewarding sites. It would be better to find a way of keeping these open as Lincolnshire needs more free visitor attractions and cultural experiences definitely not less. I see that attracting greater income would involve putting up prices and hiring our only full time art gallery out as a wedding venue! Also if the exhibitions move into the Collection supersite would this be to the detriment of existing educational space (which no doubt is difficult to maximize income fo
- I support the idea of making the heritage Service more financially self-sustaining but have little faith in it being achieved by the current service providers
- Have no confidence that the heritage assets would be protected
- Lincolnshire's heritage is one of its principal selling points for visitors and is fundamental to its identity. While some of the proposed changes could be supported if properly carried out, the loss of the Usher Gallery as an art gallery would be a civic disgrace.
- The notion of charging people to access heritage sites has become a necessary one, I get that. However, what your proposal will not do, by its very nature, is meet customers' differing needs or interests. Whilst there have occasionally been some great examples of national quality level 'offers', in general, the service lacks imagination and ambition and in particular does not reach out to those traditionally less likely to make use of culture and heritage services.
- This is a vital service that the County Council should keep inhouse in order to preserve it for generations to come and to give open and affordable access to everyone for the purpose of education and should not be selling off the family jewels to be turning it into a commercial venture that will be come expensive and unaffordable to the majority
- I do not believe that Heritage Services can run effectively as a commercial business
- James Usher provided it for art- keep it for its correct purpose. Growing up in Lincolnshire there was so little in the creative sector for us to be part of, to reduce it further would be a disservice for our children who get so little art in schools so we need to be able to engage our children through what the council can offer
- When funding is in such short supply I think its so important to do what we can to make sure our heritage is protected so that our children can enjoy this in the future. Whe money was not a worry it was great to have all these extras, but it's just not practical now.
- Looking for ways that the Heritage Service can bring in more funds to compensate for cuts is obviously a positive step (albeit one I would prefer wasn't necessary!) but moving to a commercial model risks prioritising popular over significant, which is not what publicly managed culture & heritage is about. It also opens the door to high entry prices which will reduce visitation further, while excluding those who cannot afford it.
- You can save money elsewhere. Keep the Usher Gallery open in accordance with the testators wishes.

- local firms could advertise at the gallery or small admission fee or sell off poor quality items
- Unfortunately the Council needs to save money and become more commercial if it is to survive
- With the current government I can't see how heritage (and other public services) will survive unless they become more self sufficient. If people value heritage they should be willing to support it more so long as it remains affordable to ALL
- Yes, we should look for fiscal efficiency. but would a third party be able to turn a profit from the discarded sites if the County Council is not able to do so? Is this a matter for public concern?
- Our art and heritage should be freely available for all to enjoy and profit should not come before this. Of course funding needs to be secured but Lincolnshire County Council should work with local artists and talk to the Museums Association and other similar organisations for advice and ideas.
- I believe that culture (the arts especially) is the most important asset we have but that in a city the size of Lincoln the prospect of local people paying for it individually (as opposed to through council or other funding) is unrealistic.
- Heritage sites should be cared for and kept within the city rather than farmed out for commercial purposes. The Usher Gallery is an important historical site and should be kept for its purpose.
- Aside from the obvious educational benefits, studies have shown that heritage services provide positive social interaction, decrease anxiety, reduce isolation, and create a sense of identity and belonging, all of which contribute to the mental health and well-being of society. Furthermore, if you wish to increase tourism and attract more people to live and work in Lincoln, feeding the local economy, cutting or restricting services in this way will mean that the area is not as desirable as others with a more vibrant arts and heritage offer. Heritage and the arts are a necessary 'service' and not a commercial enterprise. Stop expecting a profit and fund them properly because in turn, they'll lead to a healthier, calmer, more educated and caring society who have cause to stay and contribute to the local economy.
- Lincolnshire heritage sites should be seen as a profit making business. It should be an investment for the city to increase tourism and cultural flowering.
- To hand over the Usher Gallery to an outside party is totally against the ethos of this building which was given to the City by a prominent tradesman in perpetuity. The horror stories from other parts of the country where private management of important heritage sites should have told you this is not a good way to go.
- The Usher Art Gallery and the Collection are vital to Lincoln. Take them away and use them solely for weddings and this will deny future generations.
- It makes sense, when funds are short, to focus on essential services, such as care and supporting the vulnerable, so appreciate why this service needs to make sufficient funds to continue operating. I do think it's a shame that something more radical isn't planned and would have given a higher score of support if that were the case.
- Commercial sponsorship for example would be ok but increased charges for access to our heritage would make it inaccessible to many.
- The council are custodians not commercial
- I support Wakefield and Doncasters approach to culture and Heritage. They understand that generate a sense of place you need to be innovative and seek partnerships and alternative methods of achieving culture. Not simply closing things down. What's the point of a transport hub or a cultural quarter without the Usher? Will this be resigned the cultural fifth?

- Removing sites accessible by the public to experience art, history and local culture is a wrong move to better the city.
- It is in a perfect location now
- This is a very short term measure, it could lead to the reducing and in drastic circumstances the closure of the Museum and Gallery spaces. There needs to be sustained funding to promote both historical and contemporary art. It is vitally important that you do not see your visitors as 'customers' they are not, they are visitors. and the museums should present dynamic projects/exhibitions/presentations to invite them in.
- It is because these services are low cost or free that local people are able to visit regularly
- Whilst it is important to know our past, and retain our heritage, the cost of doing so should not necessarily be met by the taxpayer whilst there are other priorities that provides care for those that need it, or maintains our standard of living. However, I would not be against continued support for a limited period of time to allow the museum service to become sustainable - it cannot achieve this overnight.
- Heritage and culture should not be dependent on commercial interests.
- I appreciate the need to make the service self-sustaining, but I do not want this to happen at the expense of the smaller heritage sites. Also, if all sites are to become chargeable attractions it will reduce the ability of those from lower socioeconomic groups to participate in visiting heritage attractions
- While moving to more commercial approach seems like a sound enough idea, closing down important heritage sights like the Usher Art Gallery or moving on the Windmills to third parties is not the answer.
- The Usher gallery meets all environmental and security benchmarks to secure government indemnity insurance. LCC is selling mistruths in claiming otherwise. Given the local authority is lying I see no reason to support any of their claims. Adding extra space in the collection to house the art will still incur additional running costs as it needs invigilators and air handling. Visitor numbers at the collection are inflated by the play space and cafe.
- A commercial approach means increasing your revenue, and running efficiently, which you are doing. It does not have to mean offloading valuable heritage assets.
- the ambition is sensible but the impact of closing the Usher Gallery is contrary to this aim. it would be better to gift the building and art collection to the Usher Gallery Trust.
- The council are not competent to run a commercial enterprise nor trustworthy enough to secure fair tender
- I've worked in Heritage in Lincoln and the people making decisions are not suited for business decision making. Too many highly qualified, very intelligent Museum Professionals making business decisions. They lack gumption! You need business heads in there.
- Heritage should not be seen as a business. Our shared past is something we should all be proud of and if it is managed/promoted properly in an imaginative way, it will naturally attract huge investment from tourism. In Lincolnshire we have items and heritage sites that cannot be seen anywhere else in the world, promote them, let the world know about them and they will make money, if you have the imagination to keep them instead of closing them in knee jerk reactions to budget cuts
- It is absolutely vital to preserve, and educate on, the cultural, industrial and folk heritage of our local area. It is also vital to encourage tourism into our local area, which attracts much needed income and creates jobs in local businesses. In order to achieve this we must provide high quality heritage / cultural experiences, catering for as wide an audience as

possible, or the area will become an unattractive desert to locals and visitors alike. If, in order to achieve this, the heritage service needs to move to a more commercial approach, then so be it, PROVIDED we keep entry fees and other charges to a reasonably affordable level that visitors (particularly families) / would not begrudge paying.

- There is so much Heritage in Lincolnshire that it must not be lost because there is insufficient funding available. Experience should be gained by Heritage staff in the operations of fully commercial heritage sites, thereby providing Lincolnshire heritage Service with a baseline to go forward. Lincolnshire does not "sell" its Heritage well outside the County, so this should be a major element of any way forward.
- I agree moving to a more commercial approach is sensible but this should not be to the detriment of the public being able to access the same, ie by making entrance fees to events too expensive. Lincolnshire's heritage and history should be available to both locals and visitors at a price that is affordable to all
- It's simple you can't put a price tag on the rich history that this county has, adopting a more commercial approach is just the thin end of the wedge, when will it stop. When we sell off all of our heritage to a private company who subsequently shut all the sites down when they can no longer squeeze them for cash.
- Whilst recognising the constraints on funding suffered by local councils I feel that keeping the full range of cultural experiences is vital for several reasons. Lincolnshire is geographically remote from other cultural centres and we need to maintain our heritage. Lincoln is a tourist centre and it would be counterproductive to lose a well regarded art gallery in a beautiful building. Cultural centres enhance urban areas and encourage visitors - E.g. Hull Wakefield, Newcastle.
- The risk of being to effect this change successfully is too high thereby risking and depriving the local community and visitors the benefits of the heritage sector
- I understand the financial argument but you are here to preserve Lincolnshire's heritage
- Sadly changes have to be made to save the Heritage Service in some part, otherwise it would be lost for future generation(s)
- I do not agree with the closure of Usher Gallery. Money is not the main concern when it comes to heritage and museums etc. These things should be available for people to enjoy and to educate children.
- I think that there are other ways of saving the heritage that belongs to the people of Lincoln without closing the Usher or Drill Hall - other options are not being properly taken into account nor the need for non-commercial enterprise that supports the arts at a time when people are so in need of uplifting out of the mundane problems that we all face. Art has an ability to take us beyond ourselves.
- I do not support the proposal as it stands
- Tourism is of utmost importance to the economy of the county and culture and heritage. An important investment
- Heritage provides a service that is often not commercial without distorting the heritage site/service.
- Because commercial interests militate against the support & encouragement of culture.
- It is clear that the current arrangement isn't working. The full potential of some of the sites (in particular the Heritage Skills Centre and the Usher Gallery) are not being met, which is such a shame!

- The Heritage Service dept. should look at running a separate business outside of Heritage for the sole purpose of using the profit to invest in heritage. The business should be owned by LCC and NOT provided by a private company.
- I am most concerned about the loss of The Usher Gallery as an Art Gallery. Lincoln prides itself as being a city of culture, is trying to increase the numbers of students attending the universities by building more accommodation, so where would they go to see art exhibitions? Oh, yes, down in the basement!
- Making money in itself must not be the driver for future planning. An imaginative offering will generate income, but the Council should not see the success of the Service in narrow terms of the Service itself. The current diversity of the county's offering is an asset in itself and draws visitors, encourages young people to consider staying in the county for their career and attracts others to come to the area for recreation or indeed to live and work. Culturally, the city of Lincoln still has progressed vastly over recent years and the benefits this brings really should not be measured in the narrow terms of revenue for the individual elements of the Heritage Service.
- i do not believe the proposals meet the objectives to save money.
- I do not support the closing of the Usher Gallery to be run as a wedding venue or any other venue. LCC doesn't own the gallery, it was a gift to the City.
- It should not be funded by the tax payer
- I understanding that you are anticipating making the Usher Art Gallery into a Wedding Venue - Why? isn't the enough hotels doing this. Also I suspect without being disrespectful that you do not have anyone working in the Council that has the commercial ability to make that work. The Usher Art Gallery was not donated to the City of Lincoln to be turned into a Wedding Function place. Sorry definitely NOT my vote
- Heritage is too precious to be exposed to the whims and fancies of the 'market'..
- The need to change with the times to sustain the Heritage Service
- The move to a more commercial services usually entails high/er ticket prices which makes access less affordable. Local heritage should be available to all.
- I am wary that it would become dumbed down, and in a few years time crumble to nothing. Although the Usher Art Gallery needs a thorough re-assessment, why not employ talented people with experience in these fields? If the council were really honest with themselves, they would concede that lately staff who have few qualifications or aptitude for the arts have been employed in heritage services. This is unhelpful to both parties. The Arts are important!
- The Usher Gallery is part of our heritage and should remain an important part of Lincoln's cultural offering.
- Have some concerns about decisions that could be made when a commercial approach takes priority over other factors
- While I support seeking revenue sources from commercial activity events etc at the gallery. It would need to be in a way that would minimize the impact on residents of Lincoln. I.E keeping entrance fees free for residents. Perhaps hiring the gallery for private functions such as meetings or corporate events such as product launches in the evening when the gallery would otherwise be closed would be an option. Also hiring spaces for art classes etc
- Encourage more diverse cultural events to the city
- Commercial support is necessary given the current situation with respect to local funding, however Heritage is not solely about making money

- The website for the Collection & Usher gallery urgently needs redesigning. It is shocking bad, not fit for purpose or good for tourism business or the cultural industries in Lincoln. I don't think it can be justified selling off The Usher Gallery as an economic saving. The council needs to invest more in cultural assets to make Lincoln a more attractive tourist destination. The Usher Gallery does need to be modernised and engage the public much more with public with innovative, inspiring learning, educational and participatory events, exhibitions workshops, talks, music, lectures, art & performances. The Usher is a unique and truly beautiful architectural building. It was built for the arts and the people of Lincoln. The problem is not The Usher Gallery, but an insular uninspiring, boring management team. Lacking in ideas, badly curated exhibitions, with no desire to engage the public in more participatory cultural formats. They have an excellent onsite workshop area that could be open to
- A city of worth requires a cultural centre, in Lincolnshire the Usher Gallery provides a focal point for this purpose.
- This is our heritage and history. Too many places are closing down and there will be nothing left soon, to remind our children how life used to be. Not everything happened at the touch of a button and it's important children and adults remember this.
- This is two questions in one. Certainly, behave more commercially to attract more income but use it to develop the service rather than make it self-sustaining.
- The heritage sector across the country is in the process of transferring to a more commercial model in order to safeguard the national assets, so it is quite right that Lincolnshire does the same. Otherwise what was the point of investing all the resources to transform and protect the castle for instance to then not continue the conservation work and let it slip once more which in the long term would likely lead to increased costs. The only area of caution is not to put the prices up for events or products too much.
- Heritage Has an importance that is beyond commercial value, and to try to measure it in ordinary monetary terms is to completely misunderstand its value for underpinning and extending understanding and appreciation of history, the arts, music, and our industrial past and domestic ways of life. We lose this sense at our peril.
- however we like it we cannot afford to keep pouring money into dead end projects, many historical sites don't even cover their maintenance liability.
- In a historic city like Lincoln it is important to support the heritage services which are a major factor in attracting visitors to Lincoln. I am sure that this has not been taken into account in the council's financial case for selling off the Usher Gallery, Ellis Mill, Gainsborough Old Hall etc. The council should be promoting these heritage opportunities not closing them.
- It is vital for the county to maintain a strong heritage service. This attracts tourism and brings money to the county. Whilst the provision of a service by the council may not be mandatory it provides so much benefit that cannot be measured on a simple fiscal scale so that it is imperative to enable the service to continue. If that has to be by a more commercial model then so be it.
- In the current financial climate it is acknowledged that discretionary services are at risk - but it would be interesting to see other financial models such as charging an entrance fee for access to museums etc as well as for specific art exhibitions etc.
- council should have shown more leadership in promoting the service

- Commercialisation only leads to increased costs. What guarantee is there that the free entry will not go? They are only interested in profit, not being a service for all. This will have a detrimental affect on the culture and heritage of the county and people.
- I want the Heritage Service to be able to operate fully well into the future. If we don't make the proposed changes we are in danger of losing everything that has been built up over the years.
- Lincolnshire is not overburdened with much culture/history do not get rid of the little you have
- I do not support the proposals put forward to change the use of The Usher Gallery but I do feel that it could be run in a far more commercial way, hiring rooms to artists, having a shop selling local artists work as well as national artists work, books, paper etc, A full Open , welcoming work from three counties would raise a regular considerable sum of money and also increase footfall. Bringing Friends of the Gallery to the notice of the public, with friends pledging £10 or £20 per year.
- It needs to make money, but a wedding venue is not appropriate. This venue could benefit greatly from a modern approach to attracting art driven audiences. Live art, projection mapping and audio driven experiences. Combining art and technology and being a leader in art experience could put Lincoln on the map.
- Other county councils around the country have done this with their heritage services. It has freed up the museum staff and their leaders to act more effectively and not be restricted by the limitations placed upon it by being local authority controlled. The idea is not fully supported as any money received through school visits using this model do not provide new money to spend as it is limited by the money given from government which is not likely to increase but decrease. So relying on this 'circular money' limits the commercial model and should not be relied upon, but who will pay instead, that is the dilemma.
- Seems sensible
- Whilst I understand that future reductions of funding will make it more difficult to keep certain heritage concerns going, these form an integral part of the history of the county and help educate children and young people so they can become better suited for the challenges of the future.
- If the Heritage Service is able to capitalise on public awareness and funding (through admission costs of visits etc) without compromising ownership and maintenance of our heritage sites etc, then I will fully support this commercial activity.
- I think the proposals are short sighted and only look at commercial options. There needs to be a better and more imaginative approach, not just a Trumpian perspective.
- I agree that it is good to raise income, however, income can be raised from the Usher Gallery without moving the gallery to the Collection. The Usher could have a restaurant and better art library and art items for sale on the ground floor the current area is small and lacking in choice. The gallery is a fabulous and was left to the city by the Usher family. There could be a lot more voluntary work done within the gallery thus making it a more community based building. The Collection should carry on putting exhibitions that charge. I was happy to pay for a recent exhibition there. I am a Londoner and also have a B.A. degree, I feel I know something about running a gallery having lived around them all my life.
- I am concerned by rumours that artwork from the Usher Gallery is already being sold in a local Lincoln Saleroom. I understand that the coin collection being housed at the Usher has already been closed and is not accessible to the public. I am concerned that a more 'commercial' focus could lead to the loss of collections, a less professional (staff with the

right level of qualifications and experience) approach to caring for, cataloguing and maintaining the collections. I am also concerned that with less space, larger sections of the collections will be in storage, away from public access.

- We have important buildings, art work, history and culture that needs to be safeguarded and accessible to people to visit
- Changing the experience for returning customer is a good idea. For example i recently went back to the collection and the main hall has the same interations as it first opened.
- My choice is no.5. Clearly something has to be done to overcome shortfalls in grants etc but marketing the existing sites in a more robust manner should generate more footfall and thus generate more income. A proposal would be to make a flat fee charge. The Cathedral appears to generate income from their charges (specially where local residents have a chance of visiting for the next year. An inclusive ticket for all sites might appeal to Tourists.
- Free for all
- We need to look after our County's heritage and treasure and that means that we need to financially support. People value things if they feel they have contibuted to its care.
- The Management of the Usher Gallery , over recent years has not been , effective and has fallen substantially behind that of its contemporaries in other Counties , a thorough review is required to move the Gallery into a strong position as a profit centre and major visitor attraction .
- I appreciate the position of the County Council within austerity and the background to this proposal being made in terms of positioning of heritage as a non-priority. I do not agree with the cuts to the cultural sector, as feel culture contributes more widely to society than is often recognized, and funding cuts in themselves restrict and reduce this impact within a no win situation. However, in this position the opportunity to move towards a more self sustaining model, over the alternative "straightforward" closure of sites, as occurring in many other areas (and done without the opportunity to try something different) I feel should be embraced. I feel that some free offers for general access to heritage for those that cannot afford to pay must be retained in the interest of public benefit and taxpayer return.
- I think some commercial input would help support these services, but there is a danger that too much commercial input can be damaging, as it will focus on areas that are profitable and detract from other cultural areas that may have less public appeal
- as some of the areas will need very skilful people to run them like the windmills.
- I recognise the need to be commercial but fear for the spirit of Heritage under commercial pressures.
- Appreciate the need to generate more income but this should not over right other duties of the Council as custodians of the heritage entrusted to them.
- The council are only custodians of culture in the county, not owners.
- Being financially self-sustaining is desirable but not if it means losing landmark sites that are an integral part of our culture and heritage.
- Not against self-sustainability in principle, but balance this with ability to access for those less well off.
- I believe LCC needs to support these services to a degree to enable full audience participation across all the population.
- I understand that there are financial difficulties everywhere BUT it is not possible for the heritage sites targeted to self-maintain & sustainability. Good effective management would increase income and footfall & contribute more towards upkeep. To ask for full self-funding is to lead to mass closure.

- The change from an important place to study and quietly reflect on impressive, challenging and international artworks at The Usher Gallery is a disgrace.
- Things need to change.
- This falls outside the remit of The National Archives other than that we recognise the importance of services being adequately resourced, so long as the means to this end does not affect the expected arrangements for free access to public records, or other statutory responsibilities, and does not impact in any negative manner on the criteria for Archive Service Accreditation.
- I agree that the heritage service becomes more financially self sustaining in the future
- It would destroy what it seeks to protect
- I understand that to protect the service and safeguarding an offer heritage services need to adapt and change with the times. As a discretionary service it's too vulnerable to stagnate.
- heritage and the arts are not for commercial bartering .
- It makes sense to try to make the Heritage Service as self-sustaining as possible but not at the cost of sacrificing most of our cultural assets
- Heritage assets owned or run by the council have been unfairly subsidised for too long. There are many heritage and museum sites in Lincolnshire that have to make their own way in the commercial world. It is unfortunate that the council will be incapable of running the heritage sites on a commercial basis. I read with interest that you are taking the museum cafe from 'Stokes', I expect with council employees in charge we will see signs such as "closed for lunch" and "no tea". LCC should follow National Trust principles in catering, sublet and take a profit share.
- Less subsidy
- I think it's a good idea and promotes efficiency and quality.
- Culture and heritage should be free.
- Heritage facilities are of primary importance to local residents and visitors alike. Reducing the number to concentrate on few reduces the range of visitor interest and wipes out decades of work, support and bequests by the public. There is a moral issue in removing public heritage, the majority of it is based on historic donations by the public for the public, the council is caretaker not owner.
- I do not agree to the model as outlined in the Detailed Business case. It lacks clarity and coherence, it lacks ambition and vision.
- I am in favour of the idea of exploring new approaches to making the Heritage Service financially self-sustaining. This is essential in these times of damaging cuts from central govt. I believe sustainability can be achieved without resorting to a commercial approach. I feel very strongly that the Usher Gallery should remain the premier art gallery in Lincoln but I do think there's a lot of scope for increasing its attractiveness and attracting a greater income from its visitors.
- I think it is unreasonable to expect the Heritage Services ever to be 100% financially self-sustaining, and so have marked it down slightly accordingly.
- To mitigate against future spending cuts.
- Leave it as intended by Mr usher who gave us it
- do not get rid of the Usher Gallery
- Clearly a strategy intended to cut costs, but probably necessary in constrained times, especially if it protects essential services.
- Implies profit driven and not service user / tourist driven

- LCC's proposal assumes that these sites were not commercial enough before the Great Recession & Brexit. Why weren't they? I am most concerned about that the Usher Gallery, it's contents and the magnificent site it is on. Why could it not be jointly managed by LCC & the City Council? I am also concerned about Stamford as historically my family has links with the this historic town the only, or first one to have two volumes on it by the Royal Commission on Historic Buildings.
- It is naive to assume that these services do not need to be commercially minded but I am concerned that commercial trumps creative and we will be left with a service that is not culturally rich and diverse
- OK in principle but whether its supportable depends on detail of proposal
- Being self sustaining should not take preference over maintaining the Usher Art Gallery. Any city of any note, especially one that wants to encourage tourism, should have a dedicated art gallery.
- Local Authorities are social not commercial enterprises.
- I do not, the reason for the council having a heritage service is to protect these buildings for the future which by the nature of them are not commercial viable hence been with in heritage services
- If you charge you will need to increase the quality of the offer.
- A revised approach is better than just continually reducing the standard of service and increased commerciality does not necessarily result in a reduction of services to the community but I'm nervous that it could do.
- It sounds good on paper but I do not believe Lincolnshire CC has either the necessary skills or resources to make this happen. Realistically, the heritage portfolio held (even if severe,y downsized) is unlikely to ever be financially self sustaining. This is a short-term, cost-cutting exercise, nothing more. And your first question in this survey is a very leading one - I look forward to reading further...
- Reducing the importance of heritage will have a negative 'dumming down' impact of the tourism offer for Lincoln when we should be looking at increasing it.
- Whilst it makes sense to become financially sustainable, this should be carefully considered in how this happens, being sympathetic to the historic environment and ensuring that focus remains on the heritage.
- Making heritage cost makes it elitist and excludes those whocant afford it.
- although making Heritage a sustainable option is important, finance cannot be the only concern. Social enrichment and education are as important.
- The proposals if implemented would confirm Lincolnshire's reputation as a county of Philistines
- I believe you should support Heritage services
- It makes good business sense and its great to see a council taking spending public money seriously
- Very sensible and progressive for a council
- Paying for itself rather than tax payers is an excellent plan
- About time we went into the twenty first century. Always have to go to Nottingham which is a shame
- If this means bigger exhibitions and more for children - great
- Yes, absolutely

- I understand the need to make heritage sites more sustainable and self supporting but this should not be done at the expense of each site ceasing to be an inspiring and educational place to visit. In other words there should not be any "dumbing down" to make sites more commercial.
- Many of the current permanent exhibitions are outdated and there is no desire to revisit. There have been some excellent temporary exhibitions - Euan Uglow and Sargy Mann and the paintings from the David Ross collection but the frequency of these is too slow. There is also competition from the Ferens in Hull, the Hepworth in Wakefield, the Djanobly in Nottingham and the Sheffield Galleries which are all in easy commuting distance and appear more dynamic.
- Something does need to happen to encourage more people to visit the sites as they currently stand. The saying you have to speculate to accumulate applies here I think. You cannot be complacent and just hope that visitors will attend locations, we need to encourage visitors, but that comes at a price, we need a better road network, and better public transport services. We need people outside Lincoln to visit these places, not just Lincolnites.
- Providing that they make it work, otherwise its a big risk
- About time that the Council moved into the real world. Good luck to them
- I'll be clear, my motivation for completing this consultation is to create balance and challenge officious, fussy bourgeoisie of SLUG campaign and I will do so over and over again!
- You only have to look at York to see what success looks like
- Great idea, I wish you well and will continue to support this progress
- You will excluding people of lo income, I don;t want someone like Tussaud group running stuff. They will not give you your money back when I child is seriously ill and cannot go on a trip.
- Giving up the Usher is short sighted and counter to the proposals. It should be included as part of a plan to make Lincoln a bigger visitor attraction. There is no vision in this plan; only dressed up cuts. It is shameful. Go and look how York has transformed the York Art Gallery!
- I would like to see the heritage sites protected as much as possible but it is also important to support these sites to become as self supporting as possible
- This will make the service more resilient
- Very sensible allowing the 'best' assets to thrive and give the better opportunity for financial stability whilst allowing other organisations chance to enhance and develop the usp of the places using there own (and hopefully greater) resources.
- It will help protect some major historical collections and be an effective use if reduced resources available.
- The proposed commercial approach fails altogether to take into account the negative impact on tourism, which benefits the county hugely - despite the worst efforts of Councillors XXXXX, XXXX, XXXXX, XXXXXX and Co.
- I think you should have more special events and make a small charge eg the resent moon exhibition was very popular and I'm sure you could have made a charge. Or sold inexpensive gifts that would have attracted children. Which I would have had next to the exhibition. I thought the yoga was a good idea but I do think it's worth investing in more online presence Please be mindful when charging to be family friendly as these will be your returning guests and they love interactive stuff.

- As someone who has spent their life around education and the arts, a BA in Painting, an MA in Printmaking and a PhD in the Philosophy of Art, I have come to know that 'Placemaking', 'Stories' 'supersites', 'audience focused', commercial events' are all euphemisms for privatisation, and the absolving from responsibility of elected representatives to supply the community with a cultural identity. This will result in a dumbing down of any challenging aesthetic work, and the imposition of a simplistic commercially based concept of what culture actually means and exists for. There are so many examples of this to chose from I am surprised that privatisation is an idea still going the rounds.
- It is not a matter of cost but is part of who we are
- Gainsborough Old Hall has one of only two medieval kitchens in the UK. The "manager" at present has a business only approach, caring little for the community, the significance of the building or it' s recent history, i.e. being saved from demolition by a voluntary group [Friends of Gainsborough Old Hall Association] in 1949.
- More open facilities for musicians artists to use. Art and heritage services shouldn't be for fulfilling a commercial need, they should reflect and encourage culture, stop monetizing everything,
- Heritage is there for all the citizens of Lincolnshire, we are the current guardians, it is not ours to sell but to maintain and pass to future generations. Once its gone, its lost forever to the residents and future generations.
- The proposed change of purpose is unsuitable for the building, it does not provide a suitable alternate venue for the display of the Usher collection or the countless other collections that Lincoln has been fortunate enough to host due to the Usher gallery site.
- The service needs to contribute as much as it can.
- Stamford Town Council is very concerned that having lost the Stamford Museum it does not wish to loose further access to the Stamford Museum Collection. It can understand that financial pressures are a consideration and it is willing to support LCC in its endeavours to make the Heritage Services sustainable.
- Whilst the proposed model may well be designed to safeguard the sustainability of our heritage, it must take account of the fact that our heritage is for all to share and if there is a danger that the pricing structure is likely to exclude certain echelons of our local society then this must be taken into consideration in any decision making.
- It is too difficult to quantify the economic benefit of cultural assets. They often generate significant income indirectly. For example, my wife and I moved to Lincoln from New York City in the USA. I was a mathematician at one of the universities there. When the University of Lincoln announced they would be starting a mathematics department my wife and I were interested (we had previously visited the city when on holiday visiting family). Before deciding whether or not to apply for the job, we looked up the cultural facilities in Lincoln and saw there was a lovely art gallery (the Usher) and a *separate* museum. This was enough for us to decide to take the plunge and apply. I was offered the job and we moved over here. We absolutely love Lincoln and have no regrets about moving here. However, we would probably not have moved here if it were not for the presence of the Usher Gallery. The large number of separate cultural assets in Lincoln plays a role in peoples' decision to move here
- Must be able to support long term.
- Heritage services are essential for the community and for creating a society that is broad in its understand of cultures. A commercial approach will lead to a narrowing of attractions to

fit a popular audience rather than offering the chance to be challenged by innovative exhibitions.

- i dont believe that public services should be run on commercial lines this is why nhs bus services etc are in the state they are in
- As a council you received council tax which has always covered this item. You have wasted tens of thousands over the years, including £160,000 plus in Stamford, and now want local councils to take over the cost and responsibility with no financial help, so the ratepayers get a double whammy - you retain that element of the council tax which has historically paid for this part of the services you are obliged to offer whilst the ratepayer has to still pay that PLUS no doubt a further cost on their precept to cover that no longer paid for by yourselves - about time LCC put their house in order and sorted itself out.
- Reduction in funding needs to be balance with increase in income, but cultural enterprise is more attractive to me than commercialisation of heritage sites
- All these resources belong to the public, have been maintained by the public and should continue to be free for public access and use.
- Losing control of your heritage is a dangerous observation
- I am very wary of moving to a more commercial approach due to commercial interests usually taking precedent over any other situation. I have no problem with the Heritage Service making a profit, should it occur, but I believe the Service should not be automatically viewed as a profit-making service. This is a rich country, at the moment and money is not the reason for existing.
- A commercial approach is fine, but it must not be at any cost. The commercial operations but be viewed holistically with a management plan in place for all services working together and supporting each other, NOT ad hoc change. Some sites will be more commercially viable than others and a balance must be struck complete with APPROPRIATE use of each site.
- It would seem that Lincs is centralising their interests in the northern part of Lincs. Stamford is the first ever English Conservation area and contains a large amount of history. It has a large tourist trade and this should be encouraged.
- Access to the arts should be free and therefor open to all, even those of us of limited means.
- Culture and heritage venues are about more than purely commercial interests - those on limited incomes should not be barred from accessing sites due to lack of money to pay entrance fees.
- understand the motivation to become more commercial. however, I have concerns to the level of commercial activity there would be.
- I support move to become more commercial, but think you should take it steady. 'As financially self-sustaining as possible' is putting direct financial considerations ahead of the cultural and educational values of attractions, as well as the indirect tourism income to county. It would encourage excessive commercialisation, and I suspect to rather tacky approaches in some instances.
- The Heritage Service should be focused on education and providing a service to the public.
- Your reasons
- Continuous investment in heritage assets is important, and self sustaining is hugely important. However it cant be at the detriment of alienating local people from accessing heritage, particularly those on low incomes. I would support a Heritage Service more fully if certain provisions were made for either local people (As is done in other cities, ie. New York

City) or those on low income. My concern as to transferring these assets to 3rd parties is that there is no control of charging models, running the risk that heritage assets can only be assessed by wealthy individuals - as it was over 150 years ago.

- I appreciate that funding services is increasingly difficult in the current climate but im not sure that taking an entirely commercial approach will be successful.
- It would be good to create a greater income but I'm not sure what is the best way. I am aware that in times past one used to pay to go into museums / galleries & of course one still does do this when visiting some venues & of course for National Trust properties.
- This is so refereshing
- Concerns about the ambition and scope, but have to trust officers
- I do support the fact that in these times of so many demands on the county councils money that we would be wrong not to explore ways of making the heritage service as self sutaining as possible
- The. Usher Art Gallery was given to the city by Mr Usher as a gift and it is wrong that it would be used for anything other than that. Windmills and the like are national treasures, and not just county, and should be supported as such
- It will be the only way to secure extra funding especially in the short term.
- I think it short cited to think of closing the Usher Gallery,a beautiful building bequeathed to the city,by James Usher,I'm sure times were hard back in then,but still money was available ,it would be a drastic shame,feel this is the people's gallery with much of local interest,be it art, and porcelain that was produced locally at Torksey,clocks, collective books and memorabilia related relating to Alfred Lord Tennyson, this is our heritage,long may it continue!
- It makes financial sense
- Would not like to see charging put in place though
- No site has any automatic right to local funding. A greater focus on commercial activity provides the opportunity for the sites and their staff to provide what visitors really want to see and are personally willing to pay for. Focus on the customer, if you don't provide what they need, then they don't have a right to any public money.
- Whilst I appreciate there are commercial considerations, I do not think that considerations about the provision of the Arts and culture should put money first at the expense of cultural concerns, which have always been important for the enrichment of the city and will become increasingly so as the city expands.
- XXXXX XXXXXX XXX XX XXXXX XXXX XXXXXX In January this year I had the honour of being invited to officially open the Lincolnshire Artists' Society 2019 Exhibition at the Usher Gallery. I was delighted to see how creativity in Lincolnshire has continued to thrive since I left the city eight years ago. Having a home in the Usher Gallery in which to uphold a long and venerable tradition gives the hundreds of Lincolnshire artists the support, recognition and stability essential in an otherwise precarious and isolating occupation. To the people of Lincoln and beyond, this home signals the importance of the Arts and ensures it's visibility. There was no doubt in my mind of the life-enhancing nature of the exchange between the artists and their audiences on the occasion of the exhibition. I was therefore appalled and incredulous to hear of the plan to take away this home from Lincolnshire's arts community - the artists and their a
- The document refers to visitors not as 'clients' but as 'customers' implying that future visits to these sites will have to be paid for - hence the stress on 'generating income'. As a resident, now retired, I take offense that facilities that were 'free, at point of entry' will no

longer be so. One can only imagine that, as more constraints are placed on Council funding, then those entry fees will keep on rising - just like bus fares etc.

- We generally support the change as long as it does not affect the sustainability of all these wonderful sites. It would be a great shame if lack of funds meant they could not keep going as viable concerns.
- not everybody could afford to pay entrance fee so therefor there would be a downturn in visitors
- I do not believe the proposal saves enough money to be worth the loss of amenity.
- Because it's not a viable suggestion and, when it fails, it will result in the service being cut.
- I am astounded that you can propose to no longer support the Usher art gallery. It is the only art gallery in the county with a good collection. As a Lincolnshire person I was brought up near Sleaford went to Lincoln Art College, through to degree and then onto London to do an MA at The Royal College of Art. I have spent and still work in design again living in Lincolnshire. Places like the Usher were a haven for me and a landmark in Lincoln. As a county that is a cultural wasteland to close what you have is terrible. There are cheap and easy ways to make the Usher gallery 'work' for you and for society. Art and design and is about looking things in other ways, learning to solve problems creatively. Going to a good art exhibition lightens the step and broadens the mind. Something that the population of Lincolnshire could certainly do with.
- Although I understand the need of money everywhere, I believe that our culture and heritage should be preserved for all to see and enjoy. I love to visit heritage sites, and would love to keep the local ones open and available to all. I do occasionally travel to London to visit such locations which is lovely, but travelling is very expensive. I rather go to the local sites and like them to extended. For example add more exhibits to museums, visiting ones or permanent ones.
- In the current financial climate, I have doubts about the ability of the public to pay for repeat visits to venues. The entry price would have to be very carefully considered.
- a more commercial approach will mean dumbing down the cultural heritage that exists already. Culture should not be for 'attracting greater income' that misses the point of culture entirely.
- This will only add to the Disneyfication of our heritage
- Stamford is too far away from Lincoln and is totally ignored from the Heritage of point of view. If Lincoln is not prepared to handle the long and important heritage of Stamford, it should be passed over to Peterborough or Runlant to run.
- Whilst investment in heritage services and upgrading of exhibitions is to be supported this should not be at the expense of provision of heritage services to the communities outside Lincoln.
- Visitors to Stamford are extremely interested in it's amazing history. It is bad enough that we lost the museum and now have only a small amount of information attached to the library - to lose that would be a disgrace. It is unlikely that people wanting to know more about Stamford are going to travel to Lincoln to access this information. As a country which is going to rely more and more on our "heritage" to attract income in the future, it seems irresponsible at the very least to render this more difficult to find.
- I believe that a wide ranging heritage service is a prime responsibility of the County Council, and should be effectively supported as such. While some services could be partially self sustaining I do not believe that they should be required to be fully self sustaining

- I understand and support the proposal to move to a more commercial approach as part of a more sustainable business model for the Heritage Service. However, I disagree with the assumption that additional income can only be generated by the proposed actions.
- Clearly about time the council moved in to a commercial world. People can not expect to continue to have everything for free
- This is a great idea
- I will be honest that my entire motivation for completing this survey is as a direct result of the posh bullies called SLUG
- I am a student at Lincoln Uni and finally there are reasons fro my friends and I to be involved in the cultural scene in Lincoln
- This is a very positive move forward
- Of course they should. Gone are the days when the public should be expected to pay for eveything
- Let's be realistic, it's the only way the Heritage Service will survive. With the increasing pressure on adult social care and moving non-acute health care into the community, Heritage will be under increasing pressure to pay its own way or go under.
- We have seen a gradual but persistent downgrading of services across the County, changing to a commercial approach will not help this as profits will take precedence as has occurred throughout the country when this has been tried and it is frequently necessary to transfer back to an in house approach at a time when public support has already been lost.
- The more commercial approach is inevitable but concentrating the Heritage offer in Lincoln discriminates against the rest of the county.
- The site at Stamford Museum should remain open.
- It appears from the Business Case document that the intention is to charge for access to The Collection and Castle (it suggests offering an annual pass to both). The contents of the Collection have been donated for the benefit of the public or bought with Council Tax payers money, and should be free of charge. This option is more likely to decrease visitor numbers, especially if the café is no longer free to access. A charge for temporary exhibitions might be acceptable but would negate the argument that there are health and wellbeing benefits: poorer people, who tend to have more health problems, would be unlikely to spend money on entrance fees.
- I understand the constraints on local government but fear that on a commercial basis facilities and service will be lost.
- bad decision, heritage is history not commercial
- The councils heritage assets should be maintained as far as possible. By all means try to get more visitors and have a shop that can raise money and a cafe that can as well in the heritage sites but do not alter their primary purpose.
- Lack of funding for arts and culture is a political decision.
- Whilst I appreciate the dilemma facing Lincolnshire County Council regarding financial pressures emanating from reductions in grants from Central Government, I feel that it is short sighted and unimaginative for the County to be ceasing to have any role in how some of its major Tourist Attractions are to be improved and developed.
- Its exciting, innovative and well overdue
- Lincoln's heritage attracts tourism so if our sites do not attract these visitors there should be more effort to market them. The closure of the tourist information office in the high street has obviously been detrimental to this important aspect. Also we are eroding the city of

Lincoln's reputation as a city of historic interest which brings in visitors and makes our city special. If everything was based on financial success our country and county would soon rid itself of our important historical past.

- This is a very positive move. Members of the Council should be rightly commended for taking their fiscal management seriously
- I think it is clear from reading the business case that the council has worked hard to come up with a solution to an impossible situation. I therefore fully support these ideas
- I would endorse a Heritage service that is more cash generative but this has to be within an acceptable framework
- The heritage services need to be a viable proposition, but should not be calculated solely on financial gain, as this is difficult to quantify. There is benefit to health as well as mental health in offering an antidote to our stressful lives, which is found in observing objects of beauty and design, and the stillness that accompanies it.
- With regards to the Usher Art Gallery : Commercially, it is a tourist attraction. It brings me into Lincoln to see its various exhibitions. There is no other public art gallery in the county. The Collection is good, but it is not large enough to show all the wonderful things from the Usher
- Like the idea of getting more national exhibitions to Lincolnshire but am sure this will restrict the free access to people of Lincolnshire because of cost, travel availability & distance. What heritage will be available across the county if smaller sites close? Surely heritage should work with tourism to help areas to keep attractions to keep tourists in the county for longer. We are a poor county for culture; it should be a priority to improve it. Most libraries, the youth service, support for the Theatre Royal & now The Drill Hall have or are disappearing.
- Not at the risk of losing the Usher Art Gallery
- There is a moral obligation to keep open the only art gallery in the county
- This is privatisation by the back door, we need to ensure that our cultural and historical sites are accessible to all.
- With funding being stretched, it makes sense to move towards a commercial approach and raise income to offset costs
- Art and heritage are the very foundation of everything from education to retirement. This should be funded from resources with commercial activities being a separate issue.
- Lincolnshire under sells itself
- It seems to me that heritage sites are about education and access and while I understand the constraints on funding, I don't think heritage should not be subject to an entirely commercial approach
- This would allow the council to sell any museum or art to raise cash
- Whilst I understand worries about future funding for the Heritage Service a more commercial approach concentrating on Lincoln would be to the detriment of the rest of the county.
- Heritage is not a product - treating it as such is to know the cost of everything and the value of nothing
- Services like these are easy targets when local authorities say they need to save money. But the quality of life of Lincolnshire residents will be diminished. A commercial solution will inevitably mean a low quality offering and if no customers turn up then it will close and be lost for ever.

- Provincial cultural centres face increasing financial pressures. To encourage more public experience of art etc it is important to change with the times and vary the experience with different exhibitions.
- Security of artefacts. A danger that artefacts will 'go missing' Collections need experts to care for them.
- This is a council service not a private business
- Unimaginative, ideologically driven, i.e. putting economics before purpose and public benefit and unlikely to work successfully.
- I do not want Lincolnshire Heritage sites to be reassigned as function venues such as wedding venues
- "commercial approach" must not mean dumbing down or catering to children only. Just visited Norwich Castle museum/art gallery and the place was buzzing- despite charging £9 admission. Presumably you would be asking for local sponsorship
- It would appear that Lincoln will be considered the only visitor attraction in the county. Lincolnshire is a large and varied county with historic towns and rolling countryside much of which is situated a long distance from Lincoln. Visitors should be able to explore the county from any start point and find information as they travel.
- To an aspect it would be good as it allows for the council to free up money for other parts of "groups" and other interests. On the other hand, if you were to put a price on things it decreases the amount of people willing and wanting to go as people only have a certain budget or might not be able to afford it at all. So therefore putting a price would bring in income but would also decrease the population of people coming in.
- I support the principle to be more commercial, but, not the general tone of the business case and executive report that appears to be focussed on off-loading cultural responsibilities solely in favour of The Collection.
- The Arts needs to be accessible to all...ie not run as a commercial enterprise
- I don't agree with the approach planned for Usher. Loss of assets to County and tourism. Hasn't been promoted (deliberately?)
- Heritage is our heritage, obvious really. Money should not have to be a consideration: we either value our heritage- in which case it is priceless- or we don't and in which case we should get rid of history lessons, the royal family, the Magna Carta, Shakespeare productions etc etc.
- Art needs rescuing and it needs to keep up to date with other venues .
- Having access to a full range of cultural sites including The Usher Gallery is our heritage. Keep commercial and business approaches for other services. We have nothing like the facilities of other cities so it's time to increase not reduce them.
- Very cautious about "commercialism" turning into superficial gimmick type activities
- The Usher Gallery was given to the people of Lincoln to display art and artefacts and this purpose should not be changed.
- Centralising in Lincoln would be detrimental to heritage services in STAMFORD
- I would only support it if it led to a higher quality/ variety of art and exhibitions on offer. I strongly believe that art and heritage should be available to ALL, and (high) admission charges in a more commercial approach would stop a large number of people from accessing it.

- This is a dangerous route to travel, and could very well end up with no or inadequate support given to various Heritage attractions. Lincolnshire County Council has a duty of care to protect its heritage and history.
- 'as financially self-sustaining as possible' means that only finances are being considered, without consideration of the (non-monetary) value of heritage and culture.
- I believe museum and heritage services are a vital part of intelligent, outward facing, cultured cities, whose leaders and communities share and show pride in their services.
- Our cultural heritage is far too important to be governed by commerce. I believe in free access to museums and galleries. Voluntary contributions would be acceptable.
- A more pro-active approach is required but not bringing in commercial interests to run things
- The heritage service should be for everyone to enjoy, not just for the more affluent.
- Until we get a government that values the arts then I feel commercialising culture is the only way to carry on offering arts to Lincolnshire
- I agree a more commercial approach is required to increase attendance and income.
- Making heritage commercial ignores the human element of local culture and history. The term "cultural enterprise model" is corporate "speak" for putting the bottom line ahead of the county's heritage.
- LCC should be committed to provide a heritage service for the whole county and certainly should not confine support to one small distant section of the county with a visitor minority
- Yes, provided that local collections stay in their home town.
- The heritage of a city like Lincoln is a 'public', community owned good it should not only be available to those who can pay or be developed into a commercial 'theme' park type activity.
- The priority of the Heritage Service should be to protect heritage and provide access to it for current and future generation. It should not be led by the drive to turn a profit. This would create a situation where the very things the service is meant to protect are actually lost.
- Concentrating on a super-hub may present a good business option, but from a tourism point of view would be a disaster. Visitors to Lincolnshire expect to be able to see items relevant to the town they are visiting in THAT town. Not have to travel to Lincoln (not always easy these days) to visit a central point. Closing Discover Stamford would be a retrograde step for one of the country's foremost medieval towns.
- I fully understand the financial pressures on LCC and the likelihood of further cuts to come
- While making the Heritage Service self-financing is in theory a good idea if in actuality it actually means we lose the Usher Gallery it can only be a bad idea.
- I do not support the closure of the Usher art gallery. It is somewhere that I visit regularly and do not think that it would be a better venue to hire out for weddings!
- I think it would be short-sighted to give up assets which could be utilised in the future to bring money into the area. It would be more cost effective to retain assets and look at ways to exploit/use them to a better commercial effect but without closing the Usher Gallery, for example. Many councils around the country have taken a dynamic approach to encouraging the Arts without disposing of galleries and museums.
- I support the idea in principle that the heritage service needs to become more commercial. I support the idea that it needs to create cultural and heritage experiences which it could change on a regular basis to meet its customers' differing needs and interests. I support the Heritage service needs to be as financially self-sustaining as possible. However I do not support the ideas to do this as put forward in the heritage review business case. It is clear that continuing to operate as you are now will ensure that all of Lincolnshire's heritage and

cultural services will be underfunded, will not be updated regularly and will not employ people with the level of skill, knowledge and vision that is necessary to fulfill the criteria set by LCC to make the heritage service as financially self-sustaining as possible. There is no evidence from looking at the way the cultural and heritage services have been ran up until now by LCC that they have the level of competence necessary to fulfill the

- The gallery should be open to all, by placing a fee on viewing cultural assets it limits those who can see what Lincoln has to offer.
- I could wish that there was funding available to support a less commercial option, but in the present financial climate I see a more commercial approach as inevitable. However I do question whether the county council is equipped to deliver that commercial approach
- I recognise the need to respond to the austerity challenge faced by local authorities but the truth is the usher has to be part of the future life of the city and the county. We need to take time to review the options and find an alternative way for the usher to survive. This will include finding new sources of income, including being more enterprising.
- It is always a good idea to generate an income of some sort as long as it goes back into developing that resource and isn't used for other purposes.
- Moving to a more commercial approach is a dereliction of Lincolnshire County Council's duty to inform and educate people of their local and national heritage. Charging an entry fee, automatically precludes the number of people who are able to visit. Some commercial events merely use the heritage site as an attractive backdrop at the same time restricting access to genuinely interested visitors.
- In the current climate of indecision within the Government any changes for 'commercial reasons' would be disastrous. Asking people to pay to enter places of interest is no longer the way forward, other methods ie Admission by Donation would be a better way forward. Also the wage bill should be cut dramatically by recruiting more volunteers into senior roles.
- It makes sense to endeavour to make them more self-sustaining but I have not given a 10 because I do not agree with all the proposed changes.
- The service benefits all the county's residents and visitors and is a crucial part of the heritage of future generations. This generation does not have the right to destroy or dissipate that heritage to cover the financial mess made by incompetent and corrupt officials.
- Whilst self sustaining services are attractive, the main aims of Heritage Services should be education and wellbeing, neither of which can ever be commercial
- Moving to a commercial model risks compromising heritage for the purpose of profit and should be avoided. Not for profit heritage services would be more appropriate
- I understand that in a time of austerity, measures must be put in place to combat budget cuts. Whilst I agree that the Heritage Service should be self-sustaining, it should not be at a cost to public access. By moving towards a commercial approach, it threatens to out market people from poorer backgrounds in accessing local arts, culture and heritage.
- Like many things in the day & age, it needs to be at least partially capable of paying its own way.
- Some elements make sense, others do not. I don't support some aspects of it.
- The proposed commercial approach totally ignores the needs of Stamford
- I accept that we may need to make any schemes more financially self-sustaining but not to the extent proposed. If you follow the proposals we will not have a heritage worth sustaining.
- Would have given a higher score if I thought that a fully commercial approach would actually improve things. Not a fan of the heritage theme park approach, which undoubtedly makes

money but often reduces history/heritage to a series of unconnected 'exciting' events without sufficient context.

- Re the Old Hall in Gainsborough- which is of huge historical significance- this is a national monument and as such should be treated as one. Essentially what is being discussed is who is responsible for paying for its upkeep- it has a Heritage logo at the entrance so maybe that would be the right route to go, The proposal 1 is really confusing....and the Old Hall does have different attractions but it is not the type of attractions that you would expect people to go to on a regular basis.
- The Heritage Service has already been using a commercial model for many years.
- Protecting our culture and heritage is a fundamental of a civilised society. Whilst our capitalist system works calculate the value on our everyday life and in the main part works it is not a perfect system and this is why we elect politicians/custodians to redress the balance. It's the job of local politicians to insist central government does not dissolve our culture and if they are unable then to move over and let others try to succeed where they have failed
- The business model discussed by LCC is solely one model. I believe there is potential for The Usher Gallery to make a more profitable income, but the proposed model is not the only way this can be approached. I truly believe that the Usher Gallery and Collection should work in conjunction together, not as separate entities. They collectively enhance one another and both should be utilized as such.
- Almost fully support this approach, but part of me feels LCC need to recognise that there will always be a need for public sector support with museums and galleries in order to allow access to all.
- If a nominal charge were introduced I would support this but this should be no more than £2-3 per person. Families cannot afford in today's climate more than £10 per outing and it is vital that children get to see our heritage and learn to love it in order to protect it for the future. We are regular visitors to the Collection, Museum of Lincolnshire Life but would not do so if charges made this prohibitive
- I do not support the proposals you are putting forward.
- People will not travel to a supersite. Stamford was robbed of a museum, even though it has a great deal of tourist entering the town and the town is of great historical importance.
- I do not believe this is in the spirit of Mr Usher's bequest to Lincoln. I would like to see the Usher Gallery made into a viable place for Lincolnshire's art. It needs more funds and a better structure, currently it is not an exciting place to go.
- From my experience when many things have been run on a commercial basis a lot of the money goes to the private company running the enterprise rather than invested in the actual heritage site, and I think that our regions shared historical artefacts and sites are too precious to trust to some business - I appreciate some are good but some are awful and what happens if they get into financial difficulties and close?? it has happened before, buildings have been left to go derelict only to have to be rescued at greater cost by a council later on.
- Feel it's important to a service as financially self-sustaining
- Usher's legacy is for all, not the few. The 'commercial approach' is a further privatisation of the commons. Our civilisation and culture depend on art being freely available to all at the point of delivery, not just for the rich. When art is based in a commercial model it links to the lowest common denominator, curatorial decisions based on popularity rather than artistic merit.

- Heritage can attract visitors, however profit should not be a criteria
- I feel the heritage service needs to develop and become more self sustaining in order to move forward and do best for the city.
- Whilst I believe that the county has a responsibility to support residents cultural opportunities I recognise that the funding has been cut and other services need to be protected.
- At the height of WWII, When Churchill was asked to remove arts funding and close museums in favour of the war effort, he simply replied, 'Then what are we fighting for?'. I personally entirely agree. In the age of the free market, we are told that if something isn't running a profit it can't be worthwhile. However, what makes these organisations worthwhile is quite the opposite - their existence is not for commercial gain, but for education. James Usher's beautiful gallery, stripped of it's name and it's identity in an ill conceived plan to merge it with the Collection Museum, is an enviroment of far more educational potential than the ugly disaster of a building across the road from it has ever been. When I was a kid, was absolutely enthralled by it, and as a free entry museum I was able to explore and be entranced by every inch of the exhibit - as well as taking art classes there, which gave me some of the basic skills I need for the business I now run. Environments like this, a
- I believe that by closing attractions and key sites of historical, cultural and artistic importance is short-sighted. Closing sites in rural areas futher isolates those area and cuts them off from any future interest or investment. By closing the Usher Gallery you are losing one of the most significant provincial art galleries in the country. Surely this is a feature that could be built upon, invest in professional staff so that exhibitions that will attract visitors can be generated. A long term strategy is needed that invests in our County's heritage - your current "Plan" belittles it.
- Some heritage sites are key to community / social / cultural events like the castle, collection and museum of Lincolnshire life and have an educational value that should continue to be financially accessible to all. smaller sites or those with a smaller footfall ought to be sold or transferred (Ellis mill etc..) however the Usher Gallery is completely under utilised. the collection offers year round interest for families, parents and children as well as tourist however the Usher Gallery's collection is of little interest and its amenities unfortunately are not attractive - there are rarely any events worth paying for I believe it has been poorly managed and marketed. We should be able to keep such magnificent building in the Lincolnshire portfolio of heritage properties, ensuring the grounds are attractive to citizens (clear of vagrants settling on the grounds with their tents and sleeping bags or drinking and taking drugs which is a real canker of a situation)
- The Usher Gallery is a jewel in the county of lincs. We need to preserve it as it us the only gallery in the whole of the county.
- Seems to be relinquishing the challenging areas of responsibility by LCC by keeping the easy to manage and not providing creative solutions to meet all community needs.
- Investment in Heritage Services pays off through visitors to Lincoln and surrounding areas who spend within the area. Arguably revenue from this activity to local authorities funds the service. It should not be business it should be transferred to an independent trust to run on behalf of local government.
- This is mainly in relation to the usher gallery which I believe should maintain it's original purpose with further funding to support engagement and promotion.
- I treasure the Usher as our only art gallery and do not want its contents disappearing into the archives

- History and culture should remain financed as part of council services ie funded by council income. Not treated as a business opportunity. The Usher could be better used as a art gallery.
- Adding services is acceptable but not at the expense of what is already there
- Making it more commercial, just makes it into a money-making exercise.
- The Usher Art Gallery was gifted to the people of Lincoln so that they may have the chance to experience art in their own city for free....your legacy as our local government should be to preserve this...please don't change a thing...I know you are working hard and have to hit targets but what's left if we don't draw a line in the sand and say "No"...."this for everybody"
- The council's budget would be better used on essential services for the people of Lincolnshire rather than funding arts.
- Poorly thought out documentation with little accurate information to support the conclusions reached
- Commercial and subsidised. The Collection is too small to house the art and archeology. The Usher IS a purpose built gallery, NOT a function room. It could be more commercial and financially viable, Tate is a good example of how things can be done better
- The Heritage service on principle should not be a commercial organisation as a whole. There is a need to sell things like postcards and items to make money but not close buildings such as the Usher Gallery as a way of making money!!
- Art culture heritage are areas that more than ever should be supported and sustained
- The thin end of the wedge and another example of how heritage is under valued in this city.....FUND IT
- In my view, these sites are for the public good, for many reasons, and should be funded from the public purse. Given that the County Council holds such large budget reserves and the potential savings from a more commercial approach are, relative to these reserves, very small, I see no good reason for the council to not fulfil a good public role in relation to these precious sites.
- Many aspects of the arts and heritage are essential as public services.
- Whilst I can understand that it needs to make money I feel the use of the Usher Gallery should not change. It should stay for Art, maybe charge for special exhibitions.
- Agree with proposals in the main, but, I believe diminishing the role of the Usher Art Gallery to be step too far.
- This response is offered on behalf of the Horncastle History & Heritage Society, a charity with over 100 members that works to preserve and promote the town's heritage. The Society does not object to the County Council's decision to better manage its Heritage Service in a more commercial manner, with investments made in exhibitions and events with the intention of generating a surplus to be reinvested in the collections. At present the management approach seems to have been one of running sites as cheaply as possible whilst doing very little to promote them to visitors. The exception to this is of course Lincoln Castle that has seen massive investment, taking the council's attention away from the rest of the service and indeed the county's heritage outside the city. It is therefore hardly surprising to see in the business case that the only site to have been properly invested in, is the one that is performing the best.
- This commercialisation described is not "to attract income and make the Heritage Service as financially self-sustaining as possible". It is short-sighted cultural vandalism. If you are going to dispose of valuable cultural assets, you need to identify suitable organisations at

this stage and not after the consultation has been waved through. Running such assets is not cheap so finding the right people is vital.

- It's a service and should be properly funded for all to enjoy. Perhaps proper investment rather than running down service would make them viable in the long term, perhaps involve people who know about art and heritage to advise
- I and many people I talk to do NOT support your approach. I am very upset that you want to take this direction and close those things in Lincolnshire which make it unique and valuable. The Usher gallery was purpose made for art exhibitions and it should remain as it is. Closing the windmille is a terrible idea. do you people not appreciate our heritage. Very very bad idea. We are loosing the Red Arrows, which we se as our own. and now you want to take more of the identity that makes us unique in this country
- I do not believe it is necessary to sell off any publicly owned cultural sites such as the Usher Gallery.
- The Usher Gallery is meant for art, and should be dedicated to showcasing and preserving the culture of art, not for commercial uses like weddings.
- There are some things you cant, or shouldn't try to make money from, education, police, illness, the arts to name a few.
- There has to be some local authority financial support
- Commercial use of facilities often dumbs down the educational aspect of them, charging fees does not create repeat custom
- Only explores one business case. Moving towards a more commercial model will be the first step in a downward spiral for the heritage sector leading to dramatic changes and selling off of public assets in future
- I think it is important that the Heritage Service can become financially self-sustaining.
- Because, in this day and age, with costs as they are, a more commercial approach needs to be adopted to preserve our heritage.
- Have nothing to add to the points made above. Generating and re-generation of funds is KEY to any successful endeavour whether artistic or commercial in nature.
- Art and the understanding of our heritage is not a luxury but an essential element of civilisation and community
- Any organisation needs to develop and respond to change. To enable it to do so it needs to follow a more commercial approach but not to the extreme that finance led decisions undermine the organisation's purpose.
- While one appreciates funding is limited the whole point of Council services is to provide things that shouldn't be solely based on commercial considerations e.g. Care provision, the Arts
- The county council is ill equipped, and lacks the skills, to operate on a commercial basis. It is likely to fail in business terms and even if successful will be competing with rival businesses in the private sector
- I do not agree with the decision to no longer use the Usher art gallery as it was intended by James Usher when he bequest it to the city of Lincoln so that generations to come would be able to appreciate art as he did.
- You have a moral responsibility to provide this service.
- To make it commercially viable you will have to charge people to enter, instantly deterring people from using the facility

- Art is a key component of a city's ethos. Hull recognised this and has seen a significant increase in tourism and pride in the community as a result of its city of culture year and refurbishing its art gallery. Downgrading the Usher, this beautiful building, to an office is a cultural loss for Lincoln which will reduce the city's tourism offer and economic viability.
- More commercial approach risks 'dumbing down' what is offered in order to gain wider appeal, which should not come at the expense of works that are more challenging but just as worthy.
- Without specifying how much you intend charging how can one have a view on this?
- I understand that funding may be reduced, but heritage sites should be a place for learning for all and charging for them would alienate the poorest in society. It would be better to use a commercial approach using selling of advertising space.
- Cultural venues are very often not profitable but they bring lots of non financial benefits, these venues should not be regarded as business. Closing down institutions like the Usher Gallery is unacceptable, due to the scarcity of such institutions in the county. This proposal already had a negative press around the country and it creates a bad press for Lincolnshire.
- Broadly agree it needs to be financially self sustaining but concerned charging more may limit access for some
- It is the job of the council, budget restrictions or otherwise, to keep their heritage sites open for their public. With streetlights turned off regularly, it is evident the council are happy to cut costs elsewhere to fund 'something', just not their heritage sites. Of course, some commerciality is necessary for any venue, but this comes from within. The act of keeping them open so this commerciality can be implemented has to happen first.
- Needs for Councils to be more cost efficient - this would reduce overall cost for Council
- Not very happy about paying more to experience or view treasures which have been built up or owned by local people and loaned/given to museums for the future benefit of other local people.
- It should be the council's responsibility to support and protect our heritage and this is what I expect as someone who pays for council services. While I accept that heritage can perform a commercial function and that this can generate income, that should be a secondary aspect of any heritage policy. The danger of the proposal is to effectively sell out or sell off of heritage assets based on income rather than historical value. I would prefer to see an increase in council tax levy for heritage to protect it.
- It sounds a bit like denationalisation. It could work given the right people ,but we all know what happens in the wrong hands. Some are just in it for the glory and the money, although not everyone.
- The Usher was left to the people of Lincoln, to educate and enhance the lives of people - it was never intended to be sold or let as Wedding venue. There are several hotels and houses that can hold Weddings or conferences but only one main gallery in the whole of the county.
- It excludes those who haven't the funds
- I have given a mid-score - The Cultural Offers bring people into Lincoln and the County, the money they spend be it through the hotels, restaurants and other hospitality offers may never be able to be offset against the galleries etc... but they are spending money within the county and this is paramount. This money somehow needs to be redirected and therefore some money must be spent by the council on the cultural services, without these, there will be nothing in Lincoln for the visitors who want more than the Cathedral, castle and WW2 sites - we must offer more diversity. Needless to say these sites need to be leaner offer

better retail offers, at least be more sustainable with good offers and ways to tempt people in - longer opening hours or launches - all sites need to be more creative! - It will make life more interesting too!

- Adopting a 'commercial approach' entirely misses the point of what Culture & Heritage are - how this should be cultivated, preserved and nurtured. Other non-profit making options would be a more logical and sustainable approach.
- Because art should be free and available to all to see and visit. The usher gallery was given to the people and it should be kept for the people. People In Lincolnshire deserve a public art gallery at the very least. It would be terrible to be a county without an art gallery. Aspire to be culturally better, not worse.
- Reduced funding from LCC; potential closure of sites if third parties don't come forward.
- The Heritage Service exists to support and protect Lincolnshire's heritage, not to reduce and minimize it.
- Attracting income may be harder than the council thinks. There is a finite market locally and Lincolnshire has given itself an unwelcoming face internationally with its stance as the heart of Brexitland.
- No public transport to enable a great deal of people to visit 'super' sites. These people therefore will miss out.
- Given to the City for the City. Part of the heritage & identity of the City. There is nowhere I can think of that would adequately take its place & possibly would not make much financial saving. Once it is gone it is gone.
- I support this approach but the balance between conservation and commercial needs to be maintained to protect the heritage offer. 3rd party delivery of some of the existing services/support should be considered
- I presume this would mean higher costs for visitors, thereby making heritage assets less accessible which I don't agree with
- Whilst I acknowledge the financial pressures on the local authority and its need to prioritise statutory services, I don't agree that commercialising the Heritage Service in the way proposed is the best way forward for the service. I don't agree that the best way forward for the introduction of a cultural enterprise model is to close the Usher Gallery, expand The Collection building and move SOME of the art to that building. It is also concerning that the adoption of this model could result in the closure of other venues - the windmills and Discover Stamford – if no third party is found to keep them open to the public. It is of concern that only one model is being offered as part of this Heritage Review and that is only being compared to the status quo. I acknowledge that managing the service on a status quo level might put more of the service in jeopardy in the future if the council is unwilling or unable to fund it at the levels it does. But surely there are other options that could
- ideally I would like to see these as free to the public, but understand government cuts may prevent this
- This should not be privatised
- This is Lincoln, if the historic and cultural sites do not make enough money there must be something going wrong!
- Commercial decisions are often poor
- Reductions in local budgets imposed by national government make this move necessary, it seems to me. Whether one agrees with this policy of cuts or not, it does not seem likely to change in the near term, and so it is a sensible response by the Council. I also think opening the service to commercial funding gives an opportunity to involve more

organisations and people in the museums, galleries and displays. I feel that local cultural services should aim to tell a local story, and greater involvement could increase a feeling of ownership and enjoyment.

- there will need to be sufficient attractions that are free to the visitor to keep people coming in to see what is available. It is important not to exclude those with little money from being able to come into see history, archaeology and art - as well as reaching out to make sure exhibitions are advertised very widely. I like the idea of having audience focused exhibitions and this could draw in new visitors. This should be adult as well as children targeted. For example an exhibition about the history of local sports teams would be interesting.
- The arts have huge benefits to the community. I would imagine that there is a strong economic impact on other local business from having such valued art resources such as the Usher and Lincoln Drill Hall.
- Happy to see a commercial approach being taken but we need to preserve all our services, regardless of the lack of commercial angle
- If it means you will be closing sites such as the Usher Gallery which is an astoundingly attractive and wonderful gallery to visit, the perfect space for art to be shown, and you will no longer invest in this ideal space, then commercialising other areas seems a waste. Also, the Mills, which may have to close without your backing. I just think it is appalling. Commercialisation often seems quite blatant and unappealing to me when it comes to culture and arts. We don't want to be bombarded and tempted when wanting to freely experience art and heritage cultural sites. We don't want to be sold to. We want to experience the actual art and objects in place.
- I understand the financial pressures and would want to see the most being made of the sites and attracting more visitors however a 'commercial approach' sounds like it may focus too much on profit making only.
- Believe that English Heritage should take over most of the funding
- Heritage by definition is not attaching to commerce and should not be part of a move to account for profit and loss in the provision of democratic services on behalf of the citizens. There should not be any move to capitalise on a cultural asset or assets gifted by philanthropy for the benefit of society at large. Why should philanthropy in all forms be subjected to the mores of capitalist tendencies?
- Financial stability is imperative to safeguard services to the public.
- It's a shame that funding for the Heritage Service is no longer as secure and that there is pressure on sites to be profit driven. However, this seems like the way that most heritage offerings are going in many areas in the UK so it would make sense to encourage growth and self-sufficiency. It does need to be moderated and realistic though as creating a new supersite will take a large investment.
- I am specifically replying to the possibility of closing the Usher Gallery as an art gallery and using the space for a wedding venue/coroner's court/what have you. I personally feel (after spending most of the past 10 years in San Francisco, USA and Bristol, UK) that spaces dedicated to art and creativity are vital for people's/society's well being, and that such venues hugely enhance the quality of life, particularly in spaces you would expect to be more inspiring, diverse, and dynamic--like cities. Art galleries CAN and DO "change on a regular basis" and "meet [...] differing needs and interests." If the Usher Gallery is seen as unsustainable in its present form, maybe that is exactly what it is: unsustainable in its present form. It does NOT mean it should be closed, or shunted off under a one-stop-shop

experience at a 'super site.' Creative and local people are just bursting with ideas to save this gallery--please give us all a chance to make it work.

- Heritage is not a commercial matter. It belongs to us all.
- The Usher has been run down over the last few years from a vibrant and interesting gallery to a somewhat dull place to visit, so no doubt it lacks commercial appeal. What were the factors behind this underdevelopment? A more commercial model should embrace the uniqueness of the Usher and develop this to the benefit of all visitors both local and international.
- Business case seems very restricted, e.g. closing Usher Art Gallery saves a few thousand pounds yet opening up the basement of the Collection and revamping it there are grants available for this? How come?
- I feel that some sites within the Heritage Service, for want of a better phrase, 'get more of a bigger slice of the cake' ie the Castle and the Collection: Whilst I appreciate the importance which these sites offer, they are by no means the only Heritage site in Lincoln.
- sympathise with problem of lack of money from the government, but, the sites will be 'privatised, prices will go up and staff will be cut - again.
- Whilst I understand the requirement to operate within budget and how attractive self-sustaining sites must appear, I fear that such a model would not be socially inclusive, and may compromise ethics in the care of the collections.
- Funding needs to be provided to avoid the risk of heritage centres closing down
- These are important public facilities and should be retained by the local authority
- There are lots of ways of earning money without charging admission and all should be employed to help pay for itself
- There should be more time given for other bodies to come in and help sustain the future of for instance of the Usher Gallery and no more purposeful running down of the sites, they are the people's heritage and you are entrusted with them.
- The Usher Gallery fundamentally underpins art in the county and to change its use is detrimental to the health and wellbeing of the very people the council should care about.
- I have no problem with this in principle
- It is going to have to attract income to survive but this should be a balanced approach between a commercial and not for profit means of funding.
- it is essential that the heritage service becomes less reliant on grant funding or subsidies
- Heritage and Culture should be a core part of the work of any self-respecting local authority. Lincolnshire is already less impressive in these areas than many other authorities, so its priority should be to guarantee adequate funding to these services which, in turn, would bring more visitors to the county and increase its prosperity.
- These places are a valued part of Lincolnshire heritage and should not be disposed of.
- It is clear that the Heritage Service is under a great deal of financial pressure, and that something has to change. However my fear is that following a purely commercial approach could lead to missing a lot of really inspiring opportunities. The trouble I see with a fully commercial approach is that you are then chasing the activities and events which sell, such as the national exhibitions to the exclusion of inspiring people with more local stories. I really enjoy finding out about Lincolnshire stories from the past and how we have reached the point where we are now. When I go on holiday I like to find out about the history and character of the place I'm visiting so that I have a richer experience. I fear that it is these

stories that will no longer be told. They are not 'worthy but dull' when they are told in the right way.

- This is a guarded Yes. I appreciate the necessity of becoming more self-funding: I am wary of how this would be implemented without downgrading the importance of the sites and collections.
- Although heritage service provision is not a statutory obligation, it is expected that a local authority will protect and make available the heritage sites and other assets in its care. Whilst it is possible to dispose of those assets an exclusively commercial delivery model were to be adopted, it would create a tiered system of access, where only those who could afford it would actively engage with heritage. A predominantly free-to-access system, supplemented by a commercial programme of visiting exhibitions and event-style activities is perfectly sensible. But this will require the right level of staffing and expertise.
- I believe a well planned programme of chargeable activities as well as a commercial product strand could be considered to attract income. Free or very low cost access must be guaranteed for educational reasons and to allow everyone to enjoy their heritage on a regular basis.
- It is inappropriate to be spending tax payers money on propping up services that are not fully supported by the public.
- For these buildings to last forever this is a good idea that they should go individual to the county council.
- This is a leading question. It depends on how this outcome is delivered as to whether I support it. I fully support moves to make the Usher gallery more financially sustainable but not if this means closing it as a fully-functioning art gallery. I think that if there were a Custodian in charge of the gallery tasked with increasing footfall and creating new and dynamic, regularly-changing exhibitions.
- Tourism makes a massive contribution to the local economy, and the Council's heritage assets are key in attracting tourism. It is short-sighted to regard them primarily as a money-making enterprise.
- The Heritage Service is not a commercial enterprise its' purpose is to spread culture, heritage and the arts to those that may not experience it in their day to day activities - this needs to be something that is readily available to everyone regardless of income or social status.
- When visitors ,who enhance the local economy (cafes,shops etc) ,come to Stamford the history and heritage of the town is a vital part of its attraction to them.Stripping it of historical assets rather than leaving them in historically appropriate places to attract visitors to Stamford is not acceptable.As it is the first Conservation area its heritage should be respected and left where it belongs.
- Stamford and the South Kesteven towns are attractive to tourists because of the cultural offerings in the town, these add value to a shopping trip to the town and therefore increase retail turnover and the tickets sold by the Arts centre and Corn Exchange
- I agree the Heritage service could do more but I do not agree with the concept of CMAG if it means closing the Usher Art Gallery. The usher isn't a 'single story' venue, it has some activities as well as a fantastic collection of paintings which are inspirational and very relevant to contemporary artists who refer back to art history in their work. Just because the majority populace thinks that art history is fusty doesn't mean that it isn't relevant to artists. The Usher is also home to the respected Lincs Art Society, it hold workshops, national exhibitions, and could have more but it needs to be made visible again. The Collection

basks in the glory of its neighbouring Usher, but it will be more damaging if it has to bask in the light of a wedding venue or coroner's court. The Usher and the Collection need each other- they are great both together but not alone.

- This is a flawed argument, with Finance as the imperative not Heritage
- While I can see that some self help is desirable if this is carried too far it often means that the less affluent are discouraged from accessing them As a child I came from such a background but was able visit the Usher and the Greyfriars museum on a regular basis to the benefit of my interest in the arts.
- it is unrealistic to expect the service to meet all its out goings income generation is important but should not govern the service
- The need to generate revenue might become the main purpose with "public good" aspects lost or minimized. The ominous reference to a "... Freemium business model, offering a small free-to-access offer ...", could be translated as " ... if LCC can't make money out of something, we will do as little as possible." The proposals seem to class museum services as "infotainment" - an adjunct of the tourism industry - placing the emphasis on attracting paying visitors rather than serving the residents of the county. Museums are about much more than "infotainment"; they are about the acquisition, preservation and conservation of heritage artefacts, followed by research, interpretation, display and outreach by properly trained professional staff.
- You have the responsibility to conserve and administer these assets on behalf of the ratepayers. This should not be considered as an optional responsibility but part of the core responsibilities of the authority to curate these assets and provide education. These should be regarded as assets to be enhanced not as negative liabilities. If you have any pretence to regard the city and county as tourist attractions to generate income to the economy the attractions must be cherished and enhanced.
- From past experience, and also the present, the Usher Gallery has been very poorly treated by the Council. The Usher was let to the people of Lincolnshire and it should remain as it was. The friends of the Usher were very good at raising funds until they were alienated by the way they were treated.
- Please see comments section at the end
- How can anyone know what effect these changes will make. so how can we support or not support.
- Retain the Usher as an art gallery, working in harmony with the Collection. The Usher having a more classical style with the Collection being modernist. Improve attraction more inventive displays and drastically improved marketing/promotion.
- I feel that sites such as Lincoln Castle and The Collection should evolve to attract more income. Even Museum of Lincolnshire Life and BBMF have potential to be further developed to attract more income. Better use of the rooms at the Castle could attract more revenue, and the proposed remodelling of the Collection will potentially be profitable. A lot of money has already been spent at these sites over the past 10 years or more and they have become very attractive. And the opinion is very much that Lincolnshire Heritage Service is consolidating its efforts to the big L and forgetting that Lincolnshire is not just Lincoln and there is a lot of heritage worth exploring around the county. Not all sites have the potential for generating revenue but they should not be jettisoned because of this. I feel that the larger sites should support the smaller sites. After all the percentage of money required to look after these smaller sites is negligible to that needed to run Lincoln Castle
- It makes economic sense but could alienate local residents so reduce support.

- I would approach it differently. Some of the sites have lacked development and leadership for years. I would say that with more impetus the sites such as the Usher Art Gallery will be self-supporting.
- The county's internationally important heritage should not be reduced to a mere profit and loss equation. If professional heritage management was put in place with the freedom to initiate projects that would attract greater participation by visitors and residents alike more income would be generated.
- The need for extra funding is understandable following drastic cuts in government funding, and difficult decisions to be made on funding choices (so three plus points for that). But no points for the laughably crass suggestion of a wedding venue at the Usher. Is that what the consultants have come up with? I hope we haven't paid money for that kind of idea!
- Consider other options which would keep the Usher Gallery open and also create more money.
- I consider that many aspects of the heritage service have indirect benefits to visitors and residents and that these are too important to be reliant solely on a commercial model.
- Sounds sensible in theory, but who would look round the "Discover Stamford" exhibition, then drive more than 50 miles down the A1 to visit? This would DECREASE income, as well as decreasing the relevance of the exhibition to Stamford
- Commercialisation of arts and heritage services, drives down opportunity, and options for services to develop and be creative with their output. The need to stay commercially "viable" means, risk taking and growth are stymied in the faces of "safety"
- I appreciate the Heritage Service has to be viable financially but there are many more creative ways this can be done - needs a re-think, modernisation ,inclusion policy.
- There is a distinction between the Council's (1) inherent responsibility to preserve county (and therefore publicly) owned heritage collections for the future, whether or not visitors are constantly enjoying them and (2) the duty to offer informational, cultural, educational and health-giving benefits from these resources. (1) pertains to our democratic right to safeguard our heritage and (2) encompasses a plethora of purposes and benefits which link more comfortably with an increased commercial approach. I am concerned that a large proportion of income generated would be utilised to support (2), leaving expenditure on "collections care", underfunded.
- Grave risk that this will inflict damage on the already limited art facilities provided by the County Council.
- Not everything valuable in life has to make money – as a community we should support the arts as a life-enhancing, civilising force, and not see it as a cash cow.
- The Usher Gallery must be saved. It is our gallery Lincolnshire's only public art gallery and although I do agree (with a score of 3) that it must be sustainable, you simply cannot take this gem away.
- I am not sure what the commercial approach exactly means. My score depends entirely on knowing how dominating the commercial venture/s would be and how they might impact on the public's accessibility and to the educational and well being value, currently provided by the Usher Gallery to the communities within Lincolnshire.
- it is important to keep heritage sites open but not at the expense of essential services if funding is not sufficient
- I would like the Usher Gallery to be left as it is and not be available as a wedding venue
- Heritage is important in attracting visitors and should be subsidised by the council.

- The Usher was a gift to us and should remain so and an art gallery
- these places need to remain free to enter and a more commercial approach is likely to introduce admission charges, which is likely to have an adverse affect on visitor numbers
- The Usher is a unique collection and one of only a few galleries in the area. There are numerous wedding venues. This is a special, idiosyncratic collection of artworks and an excellent educational resource which would be lost at a time when access to the arts is becoming shamefully restricted.
- The term "a more commercial approach" is a euphemism, in my experience, for dumbing down the quality of a service; charging people to take advantage of it - thereby ensuring that the poorest people in an area cannot take advantage of it at all; and gradually making it easier for private concerns to take ownership of valuable and hard-won cultural assets which actually belong to the public. The current local authority has no moral right to be stealing such beneficial possessions from future generations of Lincolnshire..
- I understand the need for sustainability but not at the cost losing the focus on the appreciation and exposure of fine and contemporary arts.
- Such services are better run in the public sector rather than being privatised. Public services, such as libraries, have been decimated by Tory ideology-led austerity. These services should be just that, public services, NOT for-profit businesses, and should not be expected to make a profit.
- I believe that heritage services should be regarded as an educational resource and therefore not a commercial enterprise
- James Ushers wishes should be respected. Art is an important part of our culture and should remain accessible.
- there is a need to attract income
- The Usher gallery is essential to the future of Lincoln and Lincolnshire. It was bequeathed by James Usher and should remain as an art gallery. Promotion, shop and events can all be improved to increase it's usage and make it more viable. We need a gallery and it is a unique space.
- Because art is as important now as it was when it originated.
- Sustainability is important so funds can be directed elsewhere, however access to art, history and culture is more important. If commercialisation is done in the wrong way it could prevent everyone from being able to access their heritage. The county council leadership should first take pay cuts and cut number of staff members before cutting funding elsewhere. 3rd parties may use funding these heritage sites as advertising and have too much influence over them.
- Lincoln needs an top international art venue for education, local attraction and kudos.
- Although I strongly believe that Heritage Services should be provided through public funding, as they benefit and enrich communities and are a strong driver for tourism, I also understand the current financial situation and believe that Heritage can be made more resilient through being more self-supporting. However, I am concerned that financial drivers can override the core reasons for heritage sites existing in the first place
- Tell me what we pay large amounts of council tax for? Cut the wages for the top Councillors if you wish to save money
- Whilst we appreciate the precarious financial position that the council is in, we have concerns that if the cultural enterprise model does not bring in the required funds, this could negatively impact the heritage service. We believe that any move to a cultural enterprise model, and consequent reduction in the grant-in-aid from the council, should bring more

freedom to the heritage service to make the improvements or changes that they deem fit. Any model that brings more financial sustainability to museums or heritage services should be considered seriously, however these changes must not be to the detriment of collections, staff or audience engagement.

- Heritage is about looking after the past NOT making money.
- The Usher Gallery should be maintained by the Council, as a vital educational aid to the many schools that visit the Gallery. It is of great importance to both schools and the Lincolnshire community.
- Whilst there is an case for making the most of 'heritage items' (such as a castle or art gallery or museums) from which an income can be raised it is vital to maintain and improve access to the more 'difficult' areas of heritage such as libraries, museum stores and archives which should provide opportunities for study and research for future generations.
- In this financial climate LCC cannot spend on heritage at the same level. However it must retain oversight of how heritage services are run and show imagination in the selection of partners (not always those who offer the most financial input).
- Heritage is not all about making money. I support the heritage services attracting people to engage in attractions, installations and other activities and if this makes money then that is to the good. However financial and commercial health should not be the starting position.
- There should be more to Heritage than money. I understand this is a utopian view, but no less true for that.
- I don't agree with your idea to close the usher in order to do this.
- Stamford needs some record of its past in a easily accessible building ie the library
- Lincolnshire County Council have starved the Heritage Service locations for years and years and now they wonder why the footfall is decreasing. Look at the Museum of Lincolnshire Life no displays showing the tremendous efforts by the women of Lincoln and beyond in the First and Second World Wars frankly it's a disgrace.
- I am concerned about the possible future of The Usher Gallery. This building along with its collection was gifted by James Usher for the people of Lincoln and Lincolnshire. The notion that this fine building is to become a wedding venue is rather short sighted. There are thousands of wedding venues and the trend for extravagant weddings is going to decline.
- I feel like making the Heritage Service as financially self-sustaining as possible would be extremely positive, however not at the expense of the city's past and intended purposes
- Attracting greater income should be a part of a more interesting, creative art gallery. Better marketing, more Art.
- The Usher gallery is not yours to close, change or move out artefacts left to the City/County or move into the building other 'services'...
- Reality of funding of course determines this proposed route. But involvement by a council funded by the public should be used to maintain heritage sites.
- The usher gallery should retain its current use. To change it would reduce the heritage offering in Lincoln and effectively go against the terms under which it was donated to the people of Lincoln.
- Commercialisation of public amenities already owned by the public through direct and indirect taxation is unethical, undemocratic, and is contrary to social equality. It will mean entry prices will only rise more often and therefore will become restrictive to those on limited budgets.

- If commercial rates were reduced more shops would not have to close common sense says cut the rates to save the shops which attract visitors
- ? vision. Priority should be given to history not always money as shortsighted ie Stamford because of its history brings in 'money'
- The move appears to be all about saving money and nothing at all to do with protecting Lincoln and Lincolnshire's heritage and cultural visitor attractions.
- I understand the need for Heritage Services to be more financially sustainable, as the government continues to reduce Local Council funding. However, heritage venues and events can bring in considerable income to an area through tourism and are also incredibly useful for the education value and health and well being they can offer to the local population. These benefits are often not accounted for by those who seek to reduce operational budgets of specific services as they are often difficult to quantify.
- The usher gallery was a gift to the city to exhibit art. It should stay that way. The gallery could be more sustaining and more involved in the community. Unfortunately decades of the board (pale, male and stale) have run it into the ground. It needs new life and events to take place in the building and grounds. Commercialising the space will mean this great potential of an asset is lost and destroyed.
- Our heritage is IMPORTANT. it is not just about finance. Lobby the Government to provide money to protect the Arts which generate huge profits.
- Support the principle but not what is planned for the Usher Gallery
- Burgh-le-Marsh windmill. Supports local people, who would not have any other contact with people. It is a major facility in the town, bringing people into the town. It is the only reverse five sailed windmill in the county and is of very major importance, and should remain in it's present standing.
- Why should everything go to Lincoln, the windmill & heritage centre belongs to Burgh
- I gave this score because the heritage centre is so important to Burgh Community as it keeps people together and also is preserving English heritage, which lots of places are disappearing. Preserving it for future generations.
- Not sure about this
- Because it already generates income for the Council - most of the public would pay to see 'heritage' experiences. So may be Council could change in Stamford as part of the library services? Stamford is a good heritage focus.
- The Usher should remain as an art gallery
- It is not sensible the way people expect everything subsidised for them
- This should be a minor part of any changes.
- I believe there is need to create more income from this to help support it. But this can be done through more awareness and marketing and creative use of space for the Arts as what is intended for this property. The 'heritage' will be ruined if the current proposals are put in place!!
- Comments: • A commercial approach has some merit, by reducing liability on the public purse. However this inevitably means that only the most 'popular' sites will be sustainable. • Also, there is a serious risk of creating services targetting people with higher incomes, while alienating people with low incomes. • How are Supersites determined? E.g. by popularity (visitor numbers), by archaeological or artistic importance (e.g. grade-listing, national regional or local uniqueness, 'at-risk')? Suggest: • Concessions for people and families on low incomes. • Annual subscriptions for entry to specific number of sites/visits.

- I think this is a good way of trying to ensure that Lincolnshire's Heritage services are preserved for future generations, but I do feel that LCC needs to keep a very tight hold on what is, effectively, the 'family silver'. Safeguards need to be in place to ensure that nothing is lost and also that important artefacts are made available to the public, perhaps on a rotating basis.
- Good to make the service as self-sustaining as possible BUT there are aspects of our heritage which mustn't be left to this approach and need to be centrally funded.
- Where do I begin. I live in London XXX, I visit Lincoln regularly and always visit the gallery. Love it but have always thought it is not being managed very well. Please take a look at the William Morris gallery in Walthamstow. A few years ago it was a sad uninspiring place. The council wanted to sell it. They were persuaded otherwise and got funding. It is now a vibrant place which attracts visitors from all over the world to the Borough, bringing in revenue. Please don't lose something you can never get back. Lincoln has so few arts venues. Make the most of what you have..
- there are ways that money can be made that would not result in the shutting of this important public resource. The museum is being ineffectively ran at present but good leadership would make a difference.
- As long as there are special rates for less well-off visitors.
- I do not support the proposed change of function for The Usher Gallery from a heritage function to a mixture of non-heritage. I believe that the building should be utilised by The City of Lincoln Council specifically as an arts venue for the City of Lincoln and display artwork and treasures that were left to the City of Lincoln. I also wholeheartedly disagree with the transferal of Ellis Mill to a third party because of the potential threat of closure of the Mill as a visitor attraction.
- It should remain an art gallery for which it was built for not a wedding reception place, move the exhibitions from the collection in the art gallery
- I can see the potential for making the Heritage Service more commercially viable without closing the Usher.
- its beemin same place for yrs and its surrounded by nice thingd
- I have reviewed the accompanying materials supporting this consultation and I am left with the impression that Lincolnshire County Council is NOT capable of running any commercial ventures. There are numerous holes in the business case put forward to support the idea of greater commercialisation of Lincolnshire's cultural heritage. The use of the terms "microsite" and "supersite" seem confused and arbitrary. Especially when referring to the likes of the Usher Gallery. I compared the proposed plans with commercially well run cultural heritage based venues, like Warwick Castle, and feel that the proposed plans are too sketchy, too high level and lacking in essential details concerning the SOURCES of funding required.
- I think this will lead to our heritage services being pretty much privatised and only accessible to the few.
- Where there are means of creating income in a service they should be explored. This should not be to the detriment of the service, and income should not be for profit but fed straight back into the coffers of that service only.
- I want to see more proactive approaches to Community Arts which is not commercially led but I do recognise the costs of sustaining underused facilities. I fell you will not get active support for a commercial approach without developing new consumers of the arts offer
- no I do not support your current proposals

- It's worked for other museums.
- The Usher Museum (art, art objects and funds) was willed to Lincoln, to be managed by it's city council. The city council agreed and hired architect, Sir Reginald Theodore Blomfield, R.A. The will required that there be a building to house James Ward Usher's collection and that his name be on the building. The city council accepted the terms of the will and through the years, it appears, they have worked to manage the affairs of the museum. With a huge deficit, there is no argument that the council has let a bad financial situation snowball. This did not happen overnight. The council should have addressed this long ago. There are many things that could have been done decade after decade. This shows that the council has either or both...not the time and not the expertise to manage this entity, The Usher Museum. A full accounting should first be required to reveal the expenditures, the reasons for the deficit and to make sure there is no misappropriation of funds. The council should will
- Fine...if it really is this and not an opportunity for the council to cut cultural services at will.
- I do not support changes to the Usher Gallery as it was bequeathed to the city to house art.
- I support the proposal to make the Heritage Service as financially self-sustaining as possible. However, I do believe we should be looking at income generators which would ensure that the museums and galleries within the service remain open and free entry. Any steps to close or charge for entry will inproportionately affect young families and children and people - the people who stand to learn and gain most. I think there are further avenues which should be investigated more in relation to holding ticketed events, renting spaces (and I do not mean the entire Usher Gallery) and marketing of ALL of the venues would benefit from the same promotion which appears to go in to promotion of The Collection. I also think a lot more could be done in terms of legacy donations and membership to raise funds, examples of where this has been done successfully include the Cathedral.
- With the significant reduction in central government funding of local government it is clear that there is a need to adopt a cultural enterprise model. However, it needs to be recognised that public investment in culture can lead to significant tourism income within the local economy beyond the Heritage Service itself. This needs to be given consideration when financial sustainability is being calculated.
- I don't agree in principal, but I think your hand is being forced by national government, so you have no choice
- Art and heritage should not be commercial entities, or reliant on profit to exist. They are an integral part of what we are as human beings, and if we lose them, we lose a part of ourselves. I accept that money is tight, but art and heritage always seems to suffer. It is far more important to us as a County and as a people than is apparent on the surface. How we value art and heritage defines us as people, and I do not want to be defined by cutthroat profit and loss decisions
- I understand the financial restraints placed on many councils makes decisions difficult, but the closing of Lincolns Usher Art Gallery is particularly short sighted. It may help balance the books in the short term but in the long term it will be deeply regretted.
- I do believe that any cultural facility should as far as possible should earn some returns to help with funding but museums and art galleries will never be completely self funding let alone profitable. The privatised rail network is a telling model, tired underfunded infrastructure with seriously overpaid directors. Our heritage sites, museums and galleries need a more innovative approach to their management, and of course commercial viability is key to their survival, but it isn't just about profits, we need to ensure that the paying public

(tourists and locals alike) want to come and spend time and money, whether on souvenirs or in coffee shops.

- Commercial enterprise should not be the sole motivation for our cultural and art facilities.
- I partly support this plan because some assets can be self-financing, others can be cross subsidised, others will need to continue to be supported because they are highly valued.
- Heritage and culture have strong value on their own merit, separate from any commercial benefits.
- Proposals not sustainable. Long term and poorly thought out.
- Because "commercial" is ambiguous. Commercial activities unrelated to and incompatible with the arts sector, are not helpful, in that they will not contribute to growth within the sector. Funds from this source are little more than a sticking plaster. Attention should rather be given to ideas generated by those committed to, and with experience of, the arts. The arts have enormous potential for growth and consequent commercial benefit within this reading of a commercial approach.
- Commercial is not the right way
- In my opinion art and heritage cannot be treated as commercial propositions if they are to be maintained as available benefits for society. The remit of a commercial enterprise is based on finance and this overrides the provision of what should be a public service. The current proposals are an understandable reaction to the governments austerity policy but this is very likely to change in the future. Possibly sooner rather than later and it would be short term thinking to change the provision of these services because of current financial restrictions.
- Anything the private sector could bring is do-able by LIncs CC! Don't sell out! Haven't you learned from the Libraries debacle?!
- Art will always need public subsidy, the same as highways or social care. It is inappropriate to consider this to be a self-funding service, just as it would be for highways or social care. Are you considering making highways self-sustaining by charging Lincolnshire's motorists an extra fee to cover the highways budget? No. Do you expect vulnerable or needy people to pay for their social care? Of course not. The same should be true of Heritage Services. Going down the road of expecting services to cover their own costs is an ideological dead-end. The fundamental purpose of Lincolnshire County Council is to collect and REDISTRIBUTE money.
- Although at first sight this seems sensible, I cannot fully endorse a policy to change heritage or cultural; experiences unless there is some form of public input/checks and balances.
- Money isn't everything, and more commercial may not be for the better for the cultural future of our heritage
- Art and museums etc should be free for all to enter. It is so important for children to develop a love of art. The Usher art gallery should continue to be an art gallery not a wedding venue. It was for all people to use.
- Completely disagree!!! Yet again the County Council are destroying more historic buildings and I feel it is an absolute disgrace! You have no appreciation for art and have absolutely zero clue about the topic itself. All the county council care about is money!!!!!!!!!!!!
- Civic government should support the arts in all its forms
- Although I agree that opportunities for commercialisation should be explored, however I think that the proposals make the heritage offer in the county Lincoln centric, which for people living in the the distant districts and towns reduces their access to the amazing and interesting heritage which Lincolnshire has to offer.

- Heritage is too important to be required to be profitable. We are responsible for what we have inherited. We are not expected to change it into a business.
- Should maintain free entry
- Extensive submission previously written and lost through failure of the webpage ... is this a ploy! I appreciate the merits of commercialisation maintaining sustainable heritage services, but not the extent of the proposals
- This rationale does not include continued public access to the Usher building and supporting the change could result in an operational contract being given to a private company
- On behalf of the Board of the Lincoln Mystery Plays Trust I make this submission, on one hand valuing the potential to engage through enhanced commercialisation but equally anxious at the prospect of losing a valuable asset in the Usher Gallery as both potential performance space (indoors and out) but more importantly a degradation in the cultural richness of the city.
- It's not what the Usher family intended, the ramifications for future benefactors are immense
- The Usher gallery was bequeathed to the people of Lincoln and I consider it of the utmost importance that its original purpose should continue.
- Heritage by its very nature can never become a fully commercial activity if it is to keep its inclusive and diverse remit. Moving to a platform that is focused primarily on commercial income generation will cherry pick the 'populist' and destroy the range of locations and exhibits. Future generations will see a distorted image of heritage in the County. It is the same argument used by people wanting to remove the BBC's license fee in favour of pay-as-you-view programming. Popularity and income generation would only take us towards a more Disney, London-Dungeon style entertainment focused heritage service.
- The Usher gallery was gifted to the people of Lincoln
- Heritage should not only be available to people with expendable income
- The business case only explores one model. Disappointed that LCC has not provided a wider range of models for consideration. The only options appear to be keeping the status quo or adopting the council's chosen model as a whole and closing the Usher Gallery, which would be unacceptable.
- I do not think the gallery should have to be completely self-sustaining, however, I feel that it could promote itself more effectively, Steep Hill is regularly packed with visitors but I have never seen any signage promoting the gallery. Would it be possible for it to get more exclusive visiting themed exhibits that it could charge for to help out with funding?
- You can create a more commercial approach without wasting five million on this proposal and investing it in the Usher. You can create opportunities for commercial activities such as opening up the Usher for living artists (renting some space to them) and undertaking activities you can charge schools and families for.
- The provision of such amenities will self-evidently require a subsidy.
- Should be a combined effort
- Heritage should not be commercialised.
- Government should not be a private, profit-making, commercial enterprise.
- I agree that during a time in which public services are stretched to their limits and public funding is reducing, it is increasingly necessary for the arts and heritage services to look to alternative models of funding, supplementing any public funding received with private or commercial funding. But, I don't think that solely a commercial approach is the answer. A

commercial approach risks the cultural/artistic quality of heritage services in favour of their commercial attractiveness and profitability. I'm not sure I agree with this statement: 'This means it would create heritage or cultural experiences which it could change on a regular basis to meet its customers' differing needs and interests,' since would it favour commercial interests over heritage concerns?

- This is our heritage which the council should not turn into a money making exercise.
- Can the council truly have the capability to operate commercially? Where will this expertise come from?
- The Usher Gallery is a treasure for Lincoln and should remain as is
- Too much of a commercial approach would be detrimental to the heritage we wish to conserve
- With funding cuts there will always be a push towards making heritage sites as self-sustaining as possible. Whilst this can be a constructive process if done in moderation, there is the danger that all that will be seen will be the shiny dollar and one will lose sight of what is the fundamental issue ... open access to Lincolnshire's heritage.
- I think the Usher Gallery in particular should stay as it is
- In the hands of private companies we the residents will pay more in the long term. Many of our assets as such we need to protect them from greedy private enterprise
- Funding has to be considered carefully, but there needs to be a balance. Lincolnshire heritage needs to be protected for future generations.
- Whilst I appreciate that funding is very tight indeed I do not think it is possible for heritage sites to be completely self-funding without an unacceptable degree of compromise.
- People should not be charged to enjoy their heritage and culture
- Keep the Usher art gallery in its present format!
- If our Lincolnshire Cultural Heritage is lost what will be the future for our children,,,,,sitting in a room surrounded by electronic gadget not knowing how or why previous generations of Lincolnshire people lived and worked so hard under difficult conditions to provide a future for their children...DO NOT GIVE THIS AWAY...Pay for it not all money should go in one direction
- I am very worried about the end result. The wedding venue idea typifies what I worry about - surely we aren't yet degenerate enough as a society to give up on these sites?
- We live in a commercial world and LCC can not ignore the pressure of loss of government funding and has in fact risen to this challenge over the past few years as shown by the successful changes to the way the library service is run and by many other ways they have managed to cut costs and work differently to save the millions cut from our budgets.
- Heritage is something that spreads across the whole county and should not be restrictive to Lincoln and a few other sites.
- There needs to be a balance struck between being commercial and providing services that the public need and can benefit from, not just now, but for future generations. Not everything is about money!
- Financial viability does not inevitably imply 'commercial' .These places are essential elements of the daily life & experience of the people who reside in Lincolnshire, & those who visit this county. They belong to the people. They are buildings of beauty, grace, peace, intrinsic value - not 'venues' or 'super sites' (or should that be supermarkets?). They represent the spirit of the county. There are plenty of commercial businesses catering for weddings etc. Our lovely buildings are unique & irreplaceable.

- It's not a social service, shouldn't be supported by my tax, would prefer it to go to services for those who need it
- Enabling heritage services to take a commercial approach is a positive step as this encourages innovation in the sector and creates an environment to deliver more experiential offers for visitors to and residents of Lincolnshire.
- Lincoln needs to maintain or improve its cultural attractions as such surrounding towns like Nottingham Sheffield are far away people experience the county town of Lincolnshire, with its castle and cathedral to have other cultural and heritage attractions too.
- The Usher gallery already holds weddings occasionally but the money left to Lincoln by Mr Usher was specifically to protect and promote the Arts and this should continue. The gallery is for ALL to enjoy.
- The move will require greater investment over a longer period from LCC than is proposed to ensure its future.
- Document only refers to this one model and the current system so no others are evaluated, presented for it to be judged against despite references to 3 model options being discussed. Potentially over ambitious targets proposed - a more realistic model would be of higher value. Seems to be some discounting of the variety of untapped local stories and heritage that could be used rather than the populist imports being proposed.
- I do not support the proposal as I feel that for years very little has been invested in the heritage of Lincolnshire and volunteers in all forms have been relied on to keep certain attractions open. This reluctance to finance: mills museums etc led to less visitor numbers and a general run down of attractions. Now suddenly you assume that private finance will provide the answer. This is based on what evidence? The words in the document: "repeat visits that it thinks it will get" says it all. Not everything that rate payers pay for needs to make a profit. Rates continue to rise year on year..Better management of finances and less waste would achieve more and is less risk taking than relying on private enterprise which normally rises prices leading to less visitor numbers. Lincolnshire is a large county and transport costly and in the case of public transport very infrequent. A day out for a family is an expensive treat not repeated as often as you assume.
- Whilst I can see that you do not want to run these sites at a loss I fail to see why LCC are not able to put a little more into these sites to enable them to become self-sustaining. If LCC supported communities (eg in a similar fashion as support was offered to create a Parish Plan) could it not become a joint venture between communities and the expertise within them, and LCC? We all know the stories of claims that private enterprise make and then subsequently fail miserably at, still leaving the tax payer to eventually pick up the bill. Why should we forfeit such sites because our councils chose to buy a hotel instead of supporting their council tax payers? Many communities have pools of expertise within them. Involve them in this process by opening up this consultation to a fair, inclusive and accessible process. Sometimes things have to be done for the public 'good' and our history is one of those things. Keep the historic sites within those communities and support them in sha
- There aren't enough people willing to pay to make it successful.
- Keep the museum of Lincolnshire Life open!
- I visited 2 weeks ago with my friend who has advanced Parkinson's disease he enjoyed the visit very much and looking at the pictures appeared to make him relaxed and take his mind of his Parkinson's condition. I am sure lots of people with disabilities and incurable conditions get a lot of pleasure and feeling of calmness when visiting the Usher Art Gallery.

- I think there is room for making money, but that the arts should be funded in order to enrich the lives of residents and bring visitors in to this area
- Whilst finances are key, they cannot be the only factor. Public control and responsibility are required to prevent crass commercialisation.
- A question of balance, if you go too far towards commercialism you may deter visitors.
- Understandably the service needs to be as self sufficient as possible but the measures proposed will be to the detriment of all users - variety of locations & exhibitions offered
- Heritage services are in desperate need of investment. Financial self-sustainability is not realistic without destroying the function that they are there to fulfil.
- the usher gallery should remain as a place where art is displayed for the public to enjoy. That is why it was given in the first place.
- I understand the need to make these heritage buildings more viable and self sustaining, but it would be a great loss to the county if the 2 windmills fell into disuse. I understood that The Usher Gallery was given to the Lincoln people by James Usher for the purpose of displaying art and collections. Would this continue in his memory?
- I don't think you should make any cuts to funding, especially if that means closing the Usher Gallery, which should definitely stay open with all the funding it gets now.
- In the understanding that the LCC has less & less money to spend on the Heritage Service that it apparently is "not required" by law to provide. The reason why the sites offer a "fixed and unvaried experience" as described in Section 3 is due, I believe, to the decrease in budget spent on these sites & therefore it's a chicken & egg situation. The LCC along with any other new partnerships in managing these sites needs to recommit wholeheartedly to developing them.
- I agree that it should be as self-sustaining as possible, but, especially when it comes to the art sector, it shouldn't be commercialised.
- Councillors and those advising them have analysed the Heritage Service as a funding problem and have proposed a Cultural Enterprise solution. The focus on funding and income generation is limiting the imagination of those involved in making these important decisions on our behalf. We have unique and exciting cultural assets in Lincolnshire that can generate changing experiences to meet differing needs and interests far beyond what is currently permitted. We can see how the use of our assets has been suppressed by the current focus and how a creative approach can release energies embedded in the assets, the people of Lincolnshire and the people drawn in to visit.
- there are other ways
- OK I agree you could move to a more commercial approach, but it does not make sense to do it at the expense of the what you term 'micro sites' such as the usher gallery and the windmills being closed in favour of the macro sites
- Whilst we recognise the need for the Heritage Service to move to a more self-sustaining model given the current national funding context, we are concerned by some of the proposed changes and the prospect of closure for some sites. This would represent a significant loss to Lincolnshire's heritage base. We are concerned that it would have a detrimental impact on public access to, and consumption of, heritage in general and local heritage in particular and the associated informal and formal heritage learning opportunities available at these sites. The language of supersites and cultural enterprise does not sit well in this context since the proposed outcomes would seem to be a net loss in terms of the preservation of Lincolnshire-based heritage for future generations. *

- I support the notion of becoming more sustainable but believe the county council should still support the Heritage Service to some extent
- The closure of the Usher Gallery would greatly reduce the cultural heritage of the city as it was built and gifted by a locally significant historical figure, so in closing it would be diminishing the local heritage. The Usher Gallery was designed specifically to be a art/exhibition space for the city to use as well as the donated art collection given to the city by James Usher, it's closure would mean a reduced cultural impact and go against the buildings original purpose. The Usher Gallery contributes to the local tourism in a way that a historical site such as the Castle does not as it supplies a space for outside parties to put on exhibitions that draw more tourists that may visit specifically to view these exhibitions.
- Proposals to form a charitable trust that could identify funding from other sources would be more acceptable than creating products for which charges are made. Those that benefit most from culture can least afford to access it. Given current levels of investment, poor marketing and exhibitions I doubt that the service officers have the capacity or capability to create a service that could command a commercial fee of its audiences in sufficient quantity.
- This model means closing/re-purposing buildings such as the Usher Gallery, moving cultural and artistic centres into a 'commercial' means losing all integrity, potential tourism, educational opportunity and propelling Lincoln into a drab city that isn't attractive to both tourists and locals.
- The service could become more financially sustaining but not if our heritage is lost, fragmented or destroyed. the variety of experiences available would become even more narrow. Some sites may close, fall into disrepair and be lost forever.
- Proposal 1. The move toward a more commercial approach to attract income: 5 points out of 10. I am not ideologically opposed to making money at point of use. There are staff to pay, objects to conserve, security to pay for, and a never-ending list of real-estate works to accomplish. A contribution by visitors from those that can afford it is also reasonable, as with the Castle and Cathedral; and there are many ways to do this. The assumption that the Arts are financially capable of paying for themselves is a myth - gate costs can never pay the bills, which is why we have local taxation. If the proceeds of taxation in Lincolnshire are withdrawn from an art gallery there is no instant solution. The consequences are passed to a generation of young people who, unable to vote, acquire a permanent obstacle to their engaging with the Arts, while the institution loses a justification for its continued existence. The wastage of under-utilisation by schools on account of stakehol
- Because such an historical town as Stamford needs a museum or at least somewhere to visit so that people can learn about its heritage. Lincoln is too far away!
- In the hope 'that this would prevent the closure of smaller sites and the opening of one monster site for the whole county - a catastrophe.
- I would give it a 10 we all want to see what you call heritage services thrive but not at the expense of an Art Gallery we truly value
- I do not support moves to make Lincolnshire heritage sites more commercial - to me, this is the equivalent of 'selling out'
- In principle a more commercial approach is understandable but not at the expense of maintaining a high level of heritage services across the county. If public subsidy is required it should be provided
- Because of family facilities

- Does not require to be sustaining
- Visitors should contribute
- All venues should be free
- No option for the future
- Get more people involved
- It is essential to retain the Usher Gallery to display the magnificent request Mr Usher bequeathed to the city. The collection contains many rare and valuable works of art, paintings, drawings, ceramics, collections of watches etc, which belong to the city and should be seen and cherished by the public.
- These proposals are motivated by a desire to save money, on the basis that money is the only relevant factor. This is nonsense, but gives an insight into the councils reputation for ignorant philistinism. It exposes a contempt for the county's cultural heritage. The proposals are an insult to the Usher Galleries donor. It has been stated that the County Council manage the Usher Gallery under a leasehold agreement. If this is so, that lease should be terminated on the grounds of the council's mismanagement.
- The way this proposal has been framed indicates that a decision has already been made. I think more attempts should have been made and can still be made to use the buildings more efficiently.
- Business case only explorers 1 model. Need to explore other options
- Lincolnshire County Council has spent millions acquiring buildings down Orchard Street
- I don't believe that we should loose our art and history facilities because they are not financially self sustaining!!!
- Access to works of art should be available to all regardless of income level. It is the sign of a civilised society
- Local people support the local sites - want them respected - not turned into fun fairs!
- Because although I am aware of the cuts to funding and the desperate needs of eg education and social care I believe that we should also continue to support Heritage Services through our taxes.
- Everything nowadays is about money
- heritage belongs to us all forever. It belongs to everyone and not the privileged or those that can afford it. It is certainly not about commercialisation.
- The world is beginning to emerge from an exceptional severe recession, resulting in 'austerity' budgets and made worse in the UK, by the economic uncertainties of BREXIT. There are abnormal circumstances and it would be foolish to be panicked by the economic climate of the moment into drastic measures affecting the future of our Heritage which, if and when things improve, we may possibly come to regret.

Are there any other options we should consider?

Proposal	Count	% of comments
Yes	481	60.0%
No	320	40.0%
Total	801	257%

Please briefly describe any other options (if yes above)

- Increasing entrance fees, or asking for a minimum entrance fee with a request for an additional donation for those who can afford it. Providing local artists with a 'free pop up gallery' space or having pop-up craft fairs, which would draw in more fee paying visitors, this includes the windmills mentioned in addition to Gainsborough Old Hall and the Usher Gallery
- Give adequate funding, even if it means additional council tax.
- Culture should not be marginalised, it should not have to justify itself financially. But the existing heritage sites need to be promoted more effectively so that they are utilised to the full. If funding were made available for specialists in outreach work, the facilities could be promoted to harder to reach communities.
- A more integrated approach should be taken with regard to finance - simply cutting funding as you have done with street lights, and then demanding money to turn them on again from other sources is merely blackmail. People will lose faith, and given the situation in the Country, with Brexit looming, there will be limited other funding available.
- Work much closer with volunteer organisations to bring create exceptional heritage experiences to the various sites. This does unfortunately no longer work at sites where commercial interest get in the way of celebrating heritage
- Retain existing Discover Stamford facility
- The Usher Gallery could become more multi-purpose. One of the main rooms could be used for weddings, whilst the others house all the Art works clocks, sculptures and other treasures. If the building cannot be dual purpose in this way, there are other uses which could make it more viable. The Council should value the Usher Building as a gem of architecture in Lincoln, and they should value a dedicated home for the Arts, which was the original vision for the building.
- I think the Usher should be retained, upgraded and used for more commercial fine arts type exhibits. For example the Town and Country collection could have gone there instead of the Collection. The Collection should retain its archaeology non arts direction and host more commercial type exhibits.
- Further exploring the extension of educational opportunities into wider areas, thereby highlighting what the service offers
- Hiring out the Usher as a desirable TV film/documentary interview location. Renting a space in this manner for a day or two can be very lucrative.
- Increasing advertising of sites such as MLL, that often are not known about even by local residents in comparison to the Collection or the Castle.
- Sell off LCC farms. This is never discussed or forms part of any consultation on funding. Hand back the castle.
- See if another e.g. English Heritage can take them over.
- Respond to public, local and user needs without the major priority being profit.
- Arts Council?? Heritage Lottery Funding?? Small entry fee rather than a huge paywall between people & local art & culture.
- Charge full fee to visitors from outside of the County but introduce a reduced / free pass approach for lincolnshire residents / lincolnshire council tax payers
- local lottery funding for cultural and heritage projects
- Combining office space with Heritage sites and ceasing to rent other office space to save money.

- I believe in the wedding package which has been confronted to the Usher. The Castle needs more large scale events which relate to the children without convoluting and relying deeply on the history. A lot of this is down to the poor/lack of marketing which concentrated on history not entertainment. Options should be consolidating the care of collections into one building, moving the archives into the Collection and widening the public offer to Butterworths at MLL. There should be an overarching vision for all of the sites to work alongside, promote and coherently operate alongside. Some of the small scale events which rely heavily on actors and third party events can be sourced elsewhere in the service.
- Investing into the assets, strategic consultation with other cultural players in the region, public fundraising, weathering the current financial crisis, valuing art and heritage with the understanding that when it's gone it's lost.
- SPONSORSHIP....a wealthy county, so this should be explored
- Teckal Charity
- Maintain some public funding for the Usher Art Gallery, subsidising it through more commercial events at the Castle, Collection etc.
- Consider broadening the income of sites through co-location with small businesses and startups to increase footfall and awareness of the sites.
- Commercial art shows to be shown alongside art in Usher gallery and other venues. Family and group tickets for seeing art shows across the county - funded as it is in other cities making sure that they are affordable. Recognise and Value the arts and heritage as a resource with which to meet the expanding needs in the arts which benefit the county
- Alfred the Great married at the site and the Last Kingdom, telling his story, and that of his Gainsborough wife, is one of the most popular series on Netflix. The hall should be kept but developed to showcase Gainsborough's Viking history. And perhaps adapted to include more on Alfred, Sweyn Forkbeard, etc - The Usher gallery is not well publicised and should do more to attract new artists.
- Look to Manchester City Art Gallery model.
- Create a Museum for Stamford rather a room.... and maybe look to make saving elsewhere other wise what are we attracting visitors to the area with?
- Why not have a posh shed in the grounds? Add a conservatory.
- Chuck this corrupt greedy tory government out and disobey the psychotic leeching cuts and higher taxes
- Joining a trust or developing own trust.
- More workshops maybe with school too, I know you have the collection when schools go there but there is always room for more. Maybe you could have craft stalls now and again and encourage people to also share their art, you could charge for a stall now and again. It will bring people in maybe more to see the art there too.
- It should be sustainable perhaps there could be events or services that can be paid for, perhaps an entrance fee of max £2 for the Usher gallery?
- Support from local businesses - culture adds hugely to the economy, which benefits business
- Part of the Collection could be considered as a commercial space...ie. Wedding Venue! There are already facilities there that are not in the gallery.
- - i.e. Mayflower which celebrates it's 400th anniversary and nothing has been promoted about this even though it is just over a year away... You've missed so many opportunities to showcase Lincolnshire history and have failed. With good advertising, this

- Increasing some commercial parts of the venue – for example, opening it for concerts (which would both add culture and give an income stream). Make better links with the thriving arts subjects being research and taught at the University of Lincoln. The University is currently building its civic engagement, so someone needs to reach out to the University – the College of Arts in particular.
- York does not charge local people for entry to some sites, but does charge visitors. This is a good idea. A heritage card was available in the 1990s which covered castle and art gallery. Something similar - maybe including entry to the cathedral could be considered.
- Advertise it better, run courses and charge , generate income from the hire of the grounds
- Funding specifically aimed at the arts. Partially commercial-allocate some space within the buildings for cafes.
- Develop relationships with other national galleries to borrow artwork and have rolling featured displays. Also, allow a room for the University to display regularly and rolling. Please get rid of that AWFUL white noise room. It is a great waste of space.
- For several years the Usher has been under developed and displays have become mundane and dull. There are many works of Art stored which could be displayed in an inviting and interesting way. An entrance price may be considered. A cafe/ restaurant of the type the Ferens Art Gallery in Hull might excite interest and make the Usher a focal meeting point again. It's use as an evening venue with lectures and social gatherings might be considered as a fund raising option.
- Partnerships. National trust? David Ross? University Arts links - conservation modules?- curator modules? Marketing modules? Placements apprenticeships residencies... Quality creative leadership and can do attitude to generate funding and income streams. Fresh energy and clear vision please. High quality day courses with national experts. Links to other galleries and museums. Sell one of the hundreds of stored items that wil never be shown.
- Maintain significant reason to visits
- Rather than accepting further cuts there should be greater debate and protest against such cuts in funding.
- I'm sure that most people would support the sites by giving donations, or being charged a small fee to visit them. More people would visit if there was more information advertised and energy put into them.
- Not expecting it to be self sustaining.
- Divergent thinking on fundraising in all possible ways to maintain existing assets.
- Proceed whilst retaining the Usher as a gallery.
- Increase taxes for the rich, and fund things properly under a Labour government, instead of allowing this greedy Tory government to sell our soul.
- Work better with national institutions - British Museum, V&A, National gallery - and regional institutions to provide programming and support.
- Keep the Usher Gallery open for the people of Lincolnshire and visiting tourists.
- Consider more active investment in the heritage sites already available in the city - charge admission fees to view more varied exhibitions.
- Keep the gallery as a gallery. Be more creative with the space and involve the university and art college to put on exhibitions etc
- Using money from local taxation and the Council's financial reserves.
- Make a case for more funding to be spent on our cultural life.

- Heritage must remain the responsibility of a statutory organ of government.
- Since the county council seems to believe that parts of its cultural programming are unsustainable via its own coffers, it should consider all avenues that would allow it to maintain the maximum cultural offering for local people and visitors. I wonder to what extent it has considered corporate and foundation sponsorship, non-profit partnerships, and other fundraising possibilities.
- Honouring the request of James ward usher.
- A full public consultation, involving local health service providers, artists and current sponsors of the Usher gallery.
- Leave it as it is. I am specifically referring to the Usher Gallery. Things do not always need to be financially profitable. The gain/profit is having/owning a such a site. it was entrusted to the city. The city must look after it. Maintain it. Be proud of it. It's an absolute disgrace that it should even be considered as a money making venue. If things are that desperate consider some wage cuts amongst the council? There are plenty of other ways to recoup monies without taking away what belongs to us.
- It seems unreasonable to expect the general public to come up with a solution, and that this questioned is therefore designed to prompt a 'no'. Why not speak to local heritage organisations who have successfully established sustainable funding for civic sites without selling off their city's heritage?
- I believe you should consider other options to the governance of sites scheduled for closure, given plans to turn over venues such as Gainsborough Great Hall back to English Heritage, i am especially talking about The Usher Gallery. I believe you give in your documents that you give till 2222/23 for the re-use of the Usher Gallery, i would suggest that 2 years are given to the people of Lincoln who i believe were given the gallery and the collection of James Usher to establish a workable plan for running the gallery
- Self run but with a safety net provided by the council/ current funding.
- Keeping the Usher as a free to access site.
- i refer specifically to the Usher Gallery. The current retail is very poor. The gallery is poorly curated. There could be a food and drink outlet. Courses, paid exhibitions. I would like to see, over the last five years the amount of paid exhibitions there have been , the cost of this comparative to the income. Othe small galleries in other cities should be investigated to see what events they hold and how they support themselves.
- Please read my comments above. You have the money, use it.
- Make it accessible to everyone in the County, including visitors and residents
- Use an independent arts & cultural services trust to manage the Usher Gallery.
- Donations, fundraising,
- Can you find ways to entwine heritage and culture with other key funding priorities? For example, a few years ago a Norwegian researcher, Koenraad Cuypers, performed statistic analysis on the health data of 50,797 Norwegians collected as part of something called the Nord-Trøndelag Health Study. Participation in cultural activities was significantly associated with good health, good satisfaction with life, low anxiety and depression scores in both genders. (See <https://www.ntnu.edu/hunt>)
- To retain the Usher Gallery and host more top class national exhibitions. To improve the publicity (perhaps employing a media firm)to ensure it is enhanced as a top quality exhibition space and art gallery To completely refurbish and bring up to date the Museum of Lincolnshire Life, and perhaps use the space for hosting other exhibitions or workshops. More parking is required too.

- There is currently a temporary exhibition in two large galleries at the Usher. Why can these not be used on an ongoing basis to generate revenue e.g. Sales of art and craft work with commission to the gallery, Regular theme evenings with speaker and meals along the lines of Lincoln Sportsmens Club, Use of the galleries as and when as wedding or other function venue with charges raising revenue for the gallery.
- Proper funding for culture and the arts
- You have a large estate of buildings which are poorly designed for administration and not fit for purpose. Use one of those!
- Keep the link between people and communities by fighting to financially stave off austerity. This is a political battle to shift the democratic will of the people into cul de sacs that change the link between government and voters.
- If the funding is not forthcoming from government, could the council consider seeking sponsorship from local businesses as a way of them giving back to the community.
- Combining Ellis Mill with the Museum of Lincolnshire Life, perhaps creating a supersite that could also be operated as a cooperative in partnership between LCC and other community groups, charities and individuals.
- Support them by funding, advertising, educational use and expansion of tourist facilities.
- A blend of educational and trust funding, better direct links to the Universities and colleges
- See above. The Usher in particular could be a real jewel in the crown, offering engagement etc as well.
- Use reserves to keep the usher gallery open to the general public. Allow locals to pay for an annual pass that includes the castle and the gallery entrance
- Make more of the gallery!! Use it as a venue for other functions!! Look at what galleries are doing all over the country! Use it as a location for film and TV - promote it a bit more!! Talk to people who have been at the Art College here and ask their opinions! Young people have so many good ideas - have you asked their opinions!! Get a group of them together! Many of those who went to art college in Lincoln have stayed in the city.....
- Sell off or hand over to local heritage trusts all assets including many of the ones that are in Lincoln
- Get some life back into the Usher Gallery - it has been winding down for too long - it seems there has been a self-fulfilling prophecy.
- As above
- Have any other options been put forward? How much research has been done into options available?
- continue to explore partial commercial options, but mainly continue to be supported by LCC
- Local Authorities have been starved of cash for far too long by the government's austerity programme. Consistent, prolonged lobbying of the government to balance this should be a priority.
- Individual stakeholder and a ground up approach to structuring and developing capacity. The practicality of housing the Usher collection without substantial housing in place looks flaky as well as the legality. A possible alternative would be to rehouse the archaeological materials from the collection to the Usher and establishing capacity in the Collection for larger attractive exhibitions.
- If the authority is determined to relinquish its responsibilities then the heritage assets need to be protected by the creation of Community Interest Organisations or Community Interest Companies were the assets are locked and therefore cannot be sold.

- Develop Heritage Services in two stages: Firstly by appointing a Commercial Manager to Heritage Services. Deal with the return to English Heritage of Gainsborough Old Hall, the issue of the Windmills, BBMF and the rejuvenation of the "micro sites", the Museum of Lincolnshire Life and the Usher Gallery. Secondly, improvements at the Castle and The Collection.
- I think that there should be a concerted effort to publicise the Usher, to attract new and more vibrant exhibitions to encourage repeat visits. This is a beautiful building in a lovely setting and has been sadly neglected by Lincolnshire County Council of late, with missing lightbulbs, and the clocks unwound and a general air of neglect. There would be no shortage of volunteers to help spruce the place up. Many art galleries around the country remain vibrant, and host exciting exhibitions. The Collection is an inferior setting for an Art Gallery, and it must be remembered that the Usher is the only purpose-built public art gallery in the county. In order to monetise it, I would have thought that a small entrance fee could even be considered - just £1 would not be off-putting to most visitors (obviously exemptions could apply) perhaps with a repeat visit included in the next 6 months, or something similar. My husband was on the board of the biggest advertising agency in the country, a
- Put in place better management.
- Seek new funding sources. Grants are available for capital projects, and there may be opportunities for philanthropic contributions to new endowment. Also, there could be advantages in collaboration between the County Council, Lincoln City Council and Lincoln University.
- Fund properly. Don't see arts, culture and heritage as potential cash cows.
- Explore sponsorship, explore Arts Council funding, come up with statistics and look at the county cultural offer more responsibly.
- I would invite the community to be involved in coming up with strategic plans, and I would urge strongly the use of Community Benefit Societies (bencom) where you can raise capital thorough the issue of 'Community Shares' - there is then a sense of 'ownership' and involvement, as share holders can be actively involved (these shares are withdrawable not transferable as opposed to the more widely known share issue on the stock market). it can even be set up as a charitable bencom to benefit from charitable tax breaks etc. this social enterprise can be set up by the LA, who can be a key partner along with the community. Successful businesses often connect with their end users to get feedback/input - you should see your community as a valuable asset and tool to help, not just a possible customer who is increasingly feeling alienated by raging capitalism! There is help to set up Bencoms <https://www.uk.coop/the-hive/>
- See above. You need the right people with the right visions and the right support holding posts in these sites.
- find ways to use these buildings, galleries, windmills so that they are visited. much too easy to say no one goes and shut them when the alternative means doing some work and thinking - there are precious few amenities in this county. just look in the Nat Trust book and see how many more there are in other counties - to impoverish us more is not a sensible option. make the places work instead of taking the easy and wrong way out -
- Keep the upstairs rooms and develop the downstairs for other purposes
- Making the Usher a dual purpose site which combines it offering a wedding service as well as retaining its role as an art gallery - thus providing its USP. Taking its status as an art

gallery away will put a pall on future donations to the city and will make it less attractive as a unique wedding venue. Can the Collection really take in the full Usher collection?

- promote the assets you have to attract more visitors; introduce admission charge; income generation should result from better engagement
- The Usher Gallery must be retained and the current staffing arrangements must be revitalised.
- Hand over any armed forces related heritage sites to the armed forces to manage. Develop more imaginative and ambitious outreach services from sites into schools and other settings. Hand over all Mills to heritage groups. Retain a stake in Gainsborough Old Hall. Become more ambitious with the Collection, bring in an increasing number of cultural offers of significant quality and build the Collection as a go-to site for the region. Make stronger connections with other cultural and heritage sites and activities within the county - better signposting, collaborations - one example, are you aware that RSPB in the south of the county is developing its arts and cultural offer alongside its traditional wildlife one? Are you connecting? There is so much more going on that you could look outwards to, and be signposted from yourselves. Connect strongly with NCCD
- Surely there are other buildings that are council owned that can offer extra facilities for example county hall??? Or the guildhall? Sheffield has weddings at their townhall- why can't Lincoln?
- Patronage from national arts & heritage organisations, local philanthropists & those who have succeeded in their field and want to see others do the same. Support from higher educational establishments (Lincoln Uni, BGU etc.) and links with local schools and colleges. Funding through mental health support, for example for art, drama & music therapy classes in premises such as the Usher Gallery. Connections to genealogical societies & websites to promote personal history connections - Lincolnshire has a long recorded heritage and many people will have ancestral links to the information we can provide.
- Secure funding for a security and systems upgrade for the Usher to increase the usefulness of this historic building.
- Seeking advice from professional organisations who successfully run museums and galleries and keep them free/low cost entry for residents and visitors to enjoy.
- To keep the Usher gallery as part of the super site and make it truly super as a vibrant arts centre. It is unique in having a wealth of outdoor space which I have never seen used. It is a massively underused resource in general.
- Explore partnerships with other art galleries and heritage centres, perhaps with a historical link to Lincoln, or simply those who are willing to exchange exhibits in order to generate new interest. Bring the gallery to life with partnerships with Lincoln Drill Hall for example, who could arrange ticketed talks, recitals and pieces of theatre to be held/performed at the gallery, generating new income streams for both venues. Approach the University to discuss the possibility of running art restoration, fine art and/or archeology courses through the gallery and the museum. Consider moving registration services into the County Hall building in order to save space and possibly money.
- I believe that instead of offering some services for free, a small charge (maximum £5) should be considered as this would generate and make Lincolnshire heritage more sustainable.
- Allow entrance at £1 or something similar to boost funding for Heritage Services.

- In the short term I understand funds are being sought to improve what is currently on offer, but more interesting things could be done if more funding were available/obtained. Unlikely as we are to get the scale of investment that Hull has seen in recent years, there are things we could learn from their excellent free offering. As someone who uses local sites, such as the castle grounds and Museum of Lincolnshire Life, I would be willing to pay a fee that provided free access for the rest of the year if it covered all council heritage sites. Something like the York resident card or an annual membership/subscription.
- Put more pressure on central government to channel funds to provincial facilities.
- Oh god yes. What have you explored? There is need for transparency with your councillors too. Their interests seem to run parallel to this closure of the Usher.
- Event hosting, fundraisers
- First, I think East Midlands as a catchment is incorrect; I wouldn't go to Derby for an exhibition so I don't expect they would come here (even if they knew about it),. The focus must be on Lincolnshire people and tourists. A temporary exhibition that may work in London may not work in Lincoln. (working in partnership with a local railway society on a railway heritage exhibition may be a safer bet). Second, the strategy fails to recognise the existing heritage service support for the visitor economy and the symbiotic relationship. The service needs to encourage existing tourists to visit - for example, Steampunk brings visitors - a temporary or even permanent exhibition of that would attract a new audience. A greater focus on the RAF story could include temporary exhibitions on each of the current and former RAF bases (changed annually, there would be a lot of repeat visitors). Third, the service is poor at persuading visitors to one thing to go to another (give everyone entering the C
- Continuing as the current arrangement Making better use of the Usher Gallery by incorporating another attraction/exhibition into the building rather than closing it and relocating the art collection to a much smaller space in The Collection, which will also limit the scope for temporary exhibitions in The Collection
- Try to think more about how to develop the cultural quarter and use it as a hub for creatives in Lincoln. We have two beautiful buildings at the heart in the Collection and Usher Gallery. These should be preserved and treated as the starting point for art and culture in the city.
- Keep the Usher gallery open. It is a cheaper option in the long run. Return the learning* space to a cafe and shop to increase secondary spend. Sell one object to invest funds to create a legacy trust for the gallery to keep it open. This is an option being considered by several local authorities and has been done by at least two recently. Consider a modest entry charge of £1 this would raise £120000, why not add the entry to the collection into the heritage ticket for the castle and cathedral?
- Accept that safeguarding our heritage and increasing public engagement is part of the County Council responsibility, passed down to it through generations. make all as commercially viable as possible, and accept there is a residual cost that includes keeping these magnificent heritage assets.
- to gift the Usher Art Gallery and collection to the Usher Gallery Trust and allow them to enhance the offer of the building as a visitor attraction. It is in a premium position for a visitor attraction.
- Sponsorship of Events and Exhibitions. I know its already there but not to the level where it could be.
- Entry to sites / attractions by "suggested voluntary donation" or "friends of" schemes inviting supporters to reduce operating costs by volunteering time & skills.

- co-operation with other organisations and private companies without selling or downsizing.
- Seek a commercial partner
- Try to introduce more volunteer staff, (keeping the paid staff if possible for their knowledge and experience) and in some cases where a facility has been "free to the public" a minimal / practical charge should be made for public (adult) entrance / to support the operational costs
- Keep things as they are and cut the wages and expenses of the councillors, and cut the free dinners and trips etc. if the council needs to save money.
- Proposals being put together from other parties that are bringing together arts. This should not just be about saving money - its about uplifting people's spirits and bringing visitors to the area that come for our art heritage as well as our fantastic city and landscape
- You should consult with experts and people who have a vested interest in the arts and heritage not just Council employees and hired business service companies.
- Selling and publicity of the events. getting the young involved. University and media studies students. Sponsorship by successful businesses. James Dyson (???) agricultural empire in Lincolnshire
- Make small charges for entrance and increase the council tax.
- Keep things as they are
- The council as a whole should bring back in-house I.T., property, patrol, etc. Companies such as Servo, Mouchel, Vinci, Capita, etc are making huge profits out of LCC.
- Attract more renowned artists by improving the facilities in the Usher Gallery, make a small charge to cover costs, put more seating, introduce more fee paying workshops. Improve links with schools and universities.
- Keep the Heritage Service as a 'Jewel in the Crown'. Maintain and increase the diversity and vibrancy of what is currently offered. Involve local people, build partnerships with voluntary organisations, generate sponsorship from local businesses, emphasising the benefits to them. Money from charities, Arts Council, Heritage Lottery Fund can be available if the projects are conceived and managed appropriately.
- To keep the collection and usher separate as it is. But to dramatically alter the exhibition within both areas. To have a rolling programme of exhibitions like the Hub in Sleaford attracting national & international exhibitors. The Collection has a very static exhibition where some has not changed since it was first opened. This needs to change to attract both local and other tourists to the Collection. According to artuk.org The Usher Gallery is the only purpose built public art gallery in Lincolnshire and holds a diverse collection of fine and decorative arts and horology. The oils and acrylics range from the 16th century to the present day, and include works by Benjamin West, Joshua Reynolds, George Stubbs, Terry Frost, Craigie Aitchison and Susan Wilson. The Gallery was opened in 1927 following a generous bequest to the City Corporation by James Ward Usher, a Lincoln businessman. His will stipulated that a gallery should be built to house and display the collection he brought toge
- Put some effort into running the places rather than jusy paying them lip service and looking the other way
- funding from council tax - the extra cost per person would be tiny..
- Provide some access free of charge and only charge reasonable amounts for visitors, including tourists.

- Why not ask for galleries such as the Tate, or Yorkshire Sculpture Park to act as mentors to us. They would be flattered. We would have to humble ourselves to do this but it could be fantastic for us.
- See above
- managers of public cultural services must adapt, by putting participatory and socially engaged art strategy first. Postmodernism and conceptual art ideology is losing its stronghold. The Quality of the art experience matters, politics does not have to come into this, the public are important, art can be therapy, educational, significant, central to peoples lives. Take bad management, politics and extremism out of art and it is worth investing in.
- Retain and develop the Usher Gallery as a focal point for all art forms, make it a place attractive and accessible for visitors and local people alike. .
- Expand the service, not shrink it.It's a vital part of the county's economy and it's been under-invested in for years.
- High levels of art are appreciated by people at every level of life. Please consider those people in Lincolnshire who would otherwise have to travel out of the county to appreciate these artworks. Lincolnshire deserves to have gone art in a fine setting.
- Promote some of the outstanding heritage venues and world class collections in Lincoln. The Peter de Wint paintings, James Usher Watch collection, Gainsborough Old Hall At present there is little or no attempt to publicise these to visitors or residents
- Please consider volunteer and charitable groups to take on the projects and sites that the council no longer wants to operate.
- General charging policy for access to heritage sites as well as for specific art exhibitions.
- Keep it as is, it works
- I'm sorry I don't have the answers.
- As above.
- Have an annual fee for members along the lines of the National Trust or English Heritage which means you can access all sites throughout the year as part of your membership.
- The use of shared space within the Usher Gallery for proposed events such as weddings whilst still keeping the majority of the gallery open to the public. Utilising the proposed 'supersites' for commercial sources, e.g. holding weddings at Lincoln Castle or holding a business conference at Gainsborough Old Hall. Providing classes within venues such as Ellis Mill and Usher Gallery relating to the venue, e.g. flour and bread making in the Mill or painting in the gallery.
- We have MPs throughout Lincolnshire who MUST be contacted and asked to support central government lobbying for more local authority funding.
- I know that recent exhibitions at the Collection have been successful and this can be worked on. The Usher is a special place, yes do the weddings there, but please think about making a proper art bookshop and restaurant there, it is obvious the collection restaurant is far too small, security is an issue when weddings are taking place, recruit some security, more people will come to the weddings and see what a wonderful building we have in the Usher, please do not downgrade this lovely gallery.
- I do not agree with the loss of the Usher Art Gallery as a building housing it's collections of art, coins and china etc. I ask that the council consider a partnership with another art gallery or not for profit organization to retain the Building and Collection in tact, as it was originally given to the people of Lincoln. At present Lincolnshire is very under represented in terms of buildings in the care of the National Trust and English Heritage, perhaps they

could be considered, for the Usher and also the other 'micro' sites. I question the legality of the Council's decision to remove the art from the Usher, it belongs to the people of Lincoln/Lincolnshire. The option of partnering with a London Gallery, who could bring major collections to Lincoln, might be an option too.

- Rather than charging to visit a museum etc... is there a way to publicise the space to be used for weddings, conventions, meetings to create income in a different way. Also the promotion of cafes to generate income may be a good way to keep admission costs low.
- As above
- Other options can only be instigated through the replacement of the current management ethos, a complete change of attitude and direction is an immediate imperative, with fresh ideas and proposals for the immediate and long term.
- keeping them but running them as a business to make money.
- Usher left the gallery to the city to display his collection
- Using volunteers is a good idea but this model could be developed to ensure volunteers are trained and given skills and experience as part of a Training programme/work experience for future employment.
- Redirect money from other areas such as social services to fund heritage.
- Upgrade and use part of the Usher for collection display purposes and allow the remainder to be used for the proposed new uses. The new use does not really need to be exclusive.
- All stakeholders should pull together to increase income and the overall offer to the public. Investment in moving forward shall be positive in trying to boost the heritage offer not reduce it.
- To fully understand the value of the educational aspect for great art hanging in buildings which are of cultural significance. Subjective reasoning and placing commercial over the above is damaging to the city of Lincoln and Lincolnshire County.
- Parking, if we are to have a venue in the Usher then there needs to be more parking around. You have abolished a car park to build more housing. It won't be used without proper infrastructure
- move funding into heritage and arts from other budgets
- I believe the business case does refer to the wider economic benefit. Wouldn't it be prudent to redirect monies from elsewhere to support a service that has such a huge impact on businesses and tourism for Lincoln and Lincolnshire. Whilst I accept that statutory services are in need of more funding (adult care) millions of pounds are allocated to support economic regeneration. Surely it would make sense to continue to support heritage service allowing it to grow with allocated budgets from other services?
- upgrading the current offer, especially the Usher
- Improve the management of Usher Art gallery by letting the Trustees run it.
- Cut funding from elsewhere, add a voluntary contribution to the council tax, or fund raise publicly to meet the shortfall
- Open discussion with groups campaigning for an alternative vision.
- Explore ideas for raising the profile of the Usher Gallery and raising money from strictly cultural events there.
- As long a term of financial subsidy as is politically possible.
- Giving it back to the city council
- run them more efficiently yourself rather than getting rid of them
- Keeping the service as it is

- Please see above. An old rhyme includes 'Stamford for poor' but now according to one survey the best town to live in England partly because a lot of rich people live there.
- lobby Central Govt. to increase national taxes on commercial enterprises so that they can properly & fairly fund local authorities.
- Have a look and see what other councils do, North Lincolnshire been very active with advertising their buildings/places to visit. Yorkshire - have property's on the coast visitors centre and holidays cottages
- We should be looking at increasing the sites and facilities we offer and keeping the county wide approach in order to keep our residents and visitors engaged with the unique aspects of the county.
- Maintain, if not increase current provision.
- Don't know
- Invest in Lincolnshire facilities and drive a programme to attract visitors and their spending power into the County.
- Running events such as 1940s charging for stall space, Bushcraft events that are ticketed or any annual events.
- Run it as a service, and allow it to make losses if those losses are covered, as they will be, from income elsewhere such as tourism.
- Think about partnering up with business to have sponsored events, market stalls selling local artists, food, jewellery etc which could be done on a regular basis. This again I feel needs digital marketing
- It is the job of a Town and County Council to supply cultural opportunities. That is what they are there for - among other things. The Conservative government has shrunk the grants to Councils by 49%. This is a disgrace, but no reason for running up the white flag. Yes, bring in commercial sponsorship, but keep control of the family silver.
- The Old Hall and similar buildings can be run by a voluntary group. They will reinvest any profit into the building and events. For example, by inviting craftspeople to demonstrate and then sell their work, the building is brought alive, more visitors will come, they will be happy to have helped the Old Hall survive and the experience is improved immensely. Other large houses are decorated for Christmas and other seasonal events so that visitors come just to see that. Selling themed souvenirs is a natural extension of this, many of which are used and enjoyed e.g. drinks, seasonal food, house and garden plants etc.
- Ensure all opportunities for funding are explored and applied for. LCC should employ a specialist grant funding officer who can access the funding pots available, not only from the Government but also other interested and beneficial pots available from around the world.
- Identifying an alternate site for the registry office by selecting a site that would benefit from council intervention and preserve other buildings in Lincoln that may otherwise be destroyed.
- Offering Stamford Town Council the opportunity to manage the Stamford element of the Collections and Discover Stamford exhibit attached to the Library.
- Invest more money in the separate cultural assets, rather than merging them.
- Pay whatever amount allowed presently, to the authority taking over the responsibility
- Have a commercial approach in other areas such as providing more social housing, higher banded council tax for houses of multiple occupancy, and replacing the companies that profit from school academies with local council Quangos so that funds profiteered from this

can be used to support public assets such as the Usher Gallery, rather than go to private companies.

- Careful assessment of what has been given to the City, should stay with the City and controlled by you.
- Having more sites than just centred on Lincoln and the area there.
- Should be clear from the above - go for evolution, not revolution, and do not decide on policy before you know what options are for each site. For instance, the windmills are already largely in the hands of volunteer groups, and this seems a good compromise to keep them going while minimising cost to council. I would be totally against closure.
- Better public funding via Council tax.
- Keep these assets owned by Council. Particularly those which were gifted to the Council, or purchased by the Council as this was only achieved using public money. If they need to be transferred to 3rd party create a scheme which would allow continuing free or discounted access for Lincolnshire/local people. This could be by confirming a persons home address or through a Heritage Card obtained from the Council and connected to the electoral roll enabling local people to apply for a card giving them access to these local attractions. You would still have income generated via special events which are charged seperately, corporate sponsorship and via tourists paying full rate. This example is utilised in New York with all public buildings and art galleries.
- Targeted marketing especially on a local basis, its amazing how many local people arent aware of their own area's cultural heritage. Even though many people have access to the internet there are just as many who don't. Tourist information centres are on the decline but are still the first port of call for many individuals visiting an area (eg Lincolnshire) for the first time.
- Maybe there could be decreased opening hours at some of the venues
- Match funding or Heritage grants.
- Keeping Ellis mill,open and working with its new sails working, it can be seen for miles around ,very proud to have this ancient windmill that would and should be working again,exciting for children to see and feel a working windmill
- I am concerned about the closure of artistic venues, in particular the Usher Gallery. Rather than closing a potentially rich resource, I'd suggest investing further in it to investigate how to make it thrive as an art venue, then putting the recommendations into practice, thus finding a way of generating income that doesn't involve closure.
- More involvement of National Trust and English Heritage.
- sponsorship
- With minimal investment you could make it a thriving art hub. You have a huge student population and a supportive local community.Recent Art project the Luminarium sold out, and could have sold more tickets if staged for longer and by the Usher so there is an audience. What about some art cinema, some modern dance performances, outdoor cinema, kite festivals, modern circus work, knitted Lincolnshire landmarks? etc., Bring some exciting exhibitions to the area? this can make money instead of weddings!!! or as well as weddings
- If you don't want to keep sites, consider handing them over to other heritage organisations who preserve their future rather than changing them to commercial sites.
- Keep the Stamford Heritage Hub open.
- Hand the Heritage or even the running of Stamford to Peterborough or Rutland.

- I personally would be prepared to pay more on council tax to preserve the wider heritage services. Has any consideration been given to a heritage levy?
- Stamford is a town full of volunteers who are extremely proud of what it has to offer. Surely, with all the buildings which are being closed at present, it would be a simple matter to find a venue for artefacts and information to be displayed, manned by volunteers.
- view current entry charges for current venues and institute for currently free services
- Lincoln has developed a strong national profile as an historic and cultural centre, augmented by the growth of the University and hosting of the Manga Carta and significant exhibitions. The proposed reductions in the service undermine the reputation of the City and the County's heritage offer and this could have a disastrous impact on public perception and visitor attendance. I would advocate for positive investment in modernisation of displays, digital interpretation, audience engagement programmes and a marketing campaign to attract more local residents and visitors
- Try keeping local support; residents are sick and tired of being dis-enfranchised from local services. If necessary look for volunteer workers from the community who have a genuine desire to keep services local rather than lose.
- Town museums other than Lincoln will draw in Tourists
- Improve and extend catering and retail to generate income.
- Prioritise heritage, arts and culture which are vital to Lincoln's appeal as a city as well as vital to residents
- Instead of relinquishing all responsibility in how the various cultural sites should be managed or funded, the Council explore ways of working in Partnership with other agencies to promote and develop these facilities. Sites such as The Usher Gallery are part of the County's Heritage and as such County Councillors have a duty to protect and sustain them. Whilst it is unlikely that this Cultural Inheritance could ever become completely financially self sustaining they could be a number of ways in which, given more investment, they could become more commercially viable. For example: The current exhibition at The Collection on 'The Moon' could be reflected in an exhibition of paintings, poetry readings, music performances on the same topic at The Usher Gallery. Similarly talks about various artists given at the Usher could be supported by the films they have inspired or directed being shown in The Collection. We have two universities in Lincoln which create many opportunities for co-o
- Would it be possible to create a co-operative that would control the Heritage service through its membership of concerned and supportive individuals.(Further details and support can be accessed via www.thehive.coop).This is a support organisation for cooperatives and community businesses.
- If energy and creativity were used to promote these attractions, they would help to pay for themselves. I find very little information in current magazines about the various cultural sites that we are fortunate to have available, so if visitors are unaware, there will be little footfall.
- Do more to promote the attractions. Bring in more temporary exhibitions which people are charged to visit.
- Look at other areas of funding, build a national profile to get big exhibitions, invest rather than continually reducing the budget.
- Think of the Usher Gallery as an asset rather than a liability. Make much better use of the building to provide a more dynamic visitor experience.
- Make savings elsewhere
- Start charging non-resident entrance fees.

- An imaginative range of activities at cultural sites in order to attract the public and foster a long term commitment to cultural life.
- A very small charge of £1.00 per adult and 50p per child would probably be acceptable to most people .
- Seek sponsorship in return for advertising.
- Places like the Collection are educational and should be provided free of entry charge, like libraries should be!
- Go back to central government and demand additional funding. They said austerity was over so they should respond to your request.
- Application for grants and funding from Lincs companies, and patrons but may be a wider net needs to be considered. I see on pg 4(?) this is your aim
- It could work if the county rented premises which could be used to exhibit items but it would need someone to oversee this with knowledge of curating. Premises could be used to stage exhibitions to attract our visitors to return. We do have many coaches which visit the market , have lunch and go. we need them to return.
- Resigning on mass
- Raise more money, work in partnership, have a more national / international outlook.
- Retaining local visitor information centres such as "Discover Stamford" which provide help for visitors wishing to explore specific aspects of the county.
- Instead of putting a fee on the entrance you could have fundraisers and donation buckets as it would allow for money to go in to the places without giving people a reason not to go. You could also change the pricing for example lowering prices for primary school, secondary schools and some colleges as well.
- Rather than remodelling the Collection make better use of the Usher Gallery next door, an iconic building with real local heritage that works very well for the purpose it was designed for.
- Consider inventive ways to make the existing venues for heritage and culture more attractive. For example use the Usher Gallery for Art workshops, children's workshops to compliment the Collection. liaise with other galleries to swap/borrow art pieces that people are keen to view. The BP Portrait award was housed at the Usher attracting a large number of visitors. Consider adding another venue to eat within the Usher Gallery- evening meals, specialist menu. Contact Grayson Perry or other high profile artists to promote the usher Gallery. Create a room dedicated to Grayson Perry and his connections with Lincolnshire.
- Intro eve fine dining at Usher, occasional weddings. Improve parking at Usher, include roof garden, living walls, play space, cafe, landscaping
- yes, trusts
- Encouraging more exhibitions and publicising them in newsletters and on BBC
- A sort of national trust for Lincolnshire heritage
- Keeping the Library 'discover Stamford' facility. Ideally re-opening a Museum in Stamford
- The current 'pay-what-you-decide' seems to be working very well for the 'Museum of the Moon' exhibition. A season ticket/ annual pass at a much reduced rate for local residents.
- It is perfectly possible to retain these valuable cultural assets, invest in them and explore ways in which they can continue to be enjoyed by both local people and visitors which will also bring in income to keep them running into the future.
- Make Lincoln a true Heritage site by improving (actually creating, in many cases) signage so that residents and visitors know where related assets (see next box) are, how they relate

to each others, etc. Once sites can be found without needing a GPS, events, workshops, presentations and other activities can be devised and bring related income through modest fees.

- I wish I was an expert but I'm not. Somebody must have a clue, surely.
- Using trained volunteers as the Cathedral does so successfully
- Using good management and marketing to promote the Usher Art Gallery , The Collection, The Museum of Lincolnshire Life etc.
- Financially supporting local exhibitions and archival stores not disbanding them.
- partnerships with historic trusts and organisations
- Other business models should be explored. Also, mechanisms should be put in place the protect the role and function of current cultural and heritage sites from naked commercialism.
- Discover Stamford is housed in the Library building. Therefore, it cannot be costing the county as much as some other attractions. This being the case, it should remain as it is. Having Discover Stamford over to a third party is unlikely to be a viable option.
- look at options to keep the Usher Gallery open while generating more income
- Keep the gallery open and stop being so money hungry.
- Retaining resources and promoting them rather than selling them off.
- There needs to be investment. Lincolnshire County Council needs to invest in the Usher Gallery, it needs to market it properly, it needs to employ people who know about the collections, it needs to employ people who know how to hang paintings and display. There needs to be a budget to improve the displays, light bulbs need to be changed, the front door needs to be opened, the shutters need to be opened, more artwork needs to be put on display. There needs to be a bigger sign on Lindum hill that people can read, there needs to be a bigger sign on danesgate, the noticeboards with posters about the exhibitions need to be kept up to date. The 'whats on' noticeboard at the Collection needs to mention the Usher Gallery. 'Art' needs to go into the title of the Usher Gallery - ie 'Usher Art Gallery'. The shop needs more merchandise, better merchandise, it needs to well stocked, it needs to be presented well, it needs to stock items that are specialised and exclusive to the shop in Lincoln, it
- Fees for special exhibitions, better gift shop that brings in revenue, paid workshops with local artists or course at the cultural sites.
- A trust option whereby a self funding charitable trust would run the sites
- If the ASA changes what it offers there will be new options for new funding. if it decides to adopt and reflect the arts councils new strategic aims to engage new people especially those that don't engage with the arts it will make itself suitable for alternative Grant funds. if it offers a more dynamic work programme relevant to the education of young people it would open itself up to funding from schools. if it looks again at its relationship with the students of college of arts it will open itself up to a supportive possible funding relationship with the university of Lincoln.if it looks again at its relationship with the residents particularly new ones of the county it will make itself more viable and therefore an important part of the county's real cultural infrastructure.
- Have some loss leaders as many businesses do to high light your main attraction.
- Explore the possibility of financial support for our heritage from other organisations or individuals. Reduce the level of Lincolnshire County Council reserves. Expand the volunteer programme. I worked as a volunteer at The Collection and thoroughly enjoyed it. Think about your customers - who actually are they at this present moment in time?

Through targeted marketing could the customer base be expanded? I sense that you are not looking outward; Lincolnshire (and in particular Lincoln) is a destination of national and not merely regional or local importance.

- See above
- Better publicity and marketing; tie ups with other bodies, galleries, providers of transport and hospitality services; increased involvement with local communities.
- An increase of taxation
- No for profit heritage services supported by the council through fixed and agreed grants but under appropriate charity control.
- Consult on individual heritage sites, not all at the same time.
- Stamford needs at least to retain the 'visit Stamford' section in the library
- Fewer 'people at the top' - more on the ground. Most areas have people willing to volunteer - and they often have huge knowledge and experience
- Investment. Better promotion. Events.
- Joint ventures with third parties
- Bring together the Collection and Usher Hallery to draw in more interactive use of the spaces provided in combination. Incorporating a pro active Open exhibition, assisted by local artists within the county this broadening awareness of the arts and culture within Lincolnshire so much more than at present. Artworks bring in much revenue and this also works in bringing people into the space as a Gallery. With better promotion and more reason for people to come visit people would do so, in the past we have had some fairly major exhibits displayed with major success and this seems to have been run down over the last 6-10 years. Making better use of the spaces provided and building upon the historical context of Lincoln. Incorporating a wider integrated educational approach, broadening and strengthening partnerships with both primary/secondary and higher education establishments all of whom can gain so much from what the Usher has to offer. Providing both Educational and interactive o
- Instead of supersites (which of course you will need more money for) I think you need to investigate how you can do more with the sites you already have. There are endless possibilities to increase the income.
- I would like to see the space/some of the space put aside for Social Prescribing purposes. The Arts/Visual Arts are vital for this and can increase the footfall in the Usher. It needs a more commercial approach and broadening this out to use the space in this way would not impact the Usher legacy but increase it in many ways. I am happy to put forward a proposal along these lines.
- I would rather pay more council tax or perhaps introduce some sort of scheme where members of the public can be supporters via a membership of some sort (although not to exclude anyone who was not a supporter - something similar to our Arts Scene membership at the Arts Centre) it is then voluntary but could also provide some benefits such as open days etc for members.
- Greater spending by the Heritage Service should be funded from progressive taxation, a combination of Council Tax and central government funding.
- Use what you have, advertise widely and make better use of the artefacts, services etc.
- I work in the tourism industry, and I've travelled to over forty different countries, experiencing first hand how attractions are marketed to tourists. Lincoln is terrible at this! assets like the Usher Gallery and Gainsborough Old Hall - having lived in Lincoln for 19 years now - I have never even seen advertisements for. The Usher Gallery is a stunning

museum, in an amazing green space (unlike its counterpart the collection) and if tourists to the town were aware it was a worthy attraction, its footfall, and donations would greatly increase. There should be multiple opportunities all around the museum to donate to its upkeep, along with regularly promoted touring exhibitions. Anyone with a basic knowledge of business knows that to sell two opposite products under the same brand will result in customer confusion. Selling the Usher as second fiddle to the collection has confused what is essentially an experience for families with young children with a fine art museum - two very di

- Keep the Usher Gallery open! The monies used on turning the Usher into a Wedding venue and in expanding The Collection could instead be used in investing in this magnificent Art Gallery, both in its professional Curatorial staff and infrastructure
- The Usher Gallery could host open air concerts, festivals. art competitions, one room refurbished as a café/ restaurant like the collection, develop the shopping area, offer art courses / workshop, turn it in an educational centre or art therapy centre, link in with local businesses and university / colleges to encourage artistic youth to be represented, use it as a art auction centre etc... there should also be opportunities to use the space as conference centre / training centre and market services in this way.
- Move historic paintings / artefacts from Usher Gallery to The Collection(downstairs exhibition space on left)Instigate a rotating display to periodically show all works then invite county arts / creatives stakeholders to curate displays. The archeological Gallery would remain. This move would centralise historic profile of County.
- The Heritage Service should be transferred to an independent dedicated trust.
- Further funding to support engagement and promotion.
- Getting an experienced leader to promote what we have. The money brought in should more than cover the salary.
- Charging an entrance fee to cover the cost of running the buildings and seeking sponsors.
- Either create an autonomous Committee with other interested parties or trusts or create a trust which either manages the Usher Gallery or for all of the Lincolnshire County Council's museum services.
- Improve the displays at Usher Gallery to attract more visitors there connecting it more with the Collection by hi by closing it!
- In relation to the Usher Gallery, more ways could be found, given the will, to increase the number of visitors. While this in itself would not increase income, ways within this (larger gift shop, refreshment facilities, charges for some temporary exhibitions, a 'Friends' scheme, individual sponsorship scheme, etc) Some of these ideas could probably relate to the other sites mentioned.
- More imaginative, innovative use of the sites you propose to get rid of or 'merge'.
- Like the British Museum have donation containers in the entrance. Have special exhibitions that have paid entry but keep the rest of the Usher as free.
- Seek new partners and invest in the Usher
- We respectfully suggest that this consultations form only the first stage of a bigger more open discussion between the public, council officers, councilors, charities like Heritage Lincolnshire, the National Trust, English Heritage, and independent museums and societies like ours through the Lincolnshire Heritage Forum. We need to get together and think about what we are trying to achieve by caring for the county's heritage, and how we can all work together to achieve this. Heritage Services is just one part of this, but it is a large part, and

this consultation has tried to present a solution without the input or discussion with the rest of the stakeholders involved.

- Providing support and oversight to any organisations that may take over the running.
- Consult with the people on what they want. Ask them for ideas before you implement these actions. Take some time to explore the options. Don't just list it in this consultation and then say "well you had your chance" Work with the people to get A BEST RESULT. Ask people if they would like to contribute to these venues, become a patron, adopt a windmill etc. God it's not hard to get ideas, pu them forward and see what we can do.
- Lincolnshire County Council is spending roughly £250,000 per year on hexafluorosilicic acid to add to the public drinking water. This should be stopped, and the funds should be redirected to where it is needed.
- Maintain the Usher Gallery for its intended use.
- Consider running heritage sites running more closely in partnership with each other to streamline resources
- Taking on a partner, say the University, particularly with regard to the Usher Gallery which could be of mutual benefit to both sides.
- Keep and enhance Usher Gallery as an art outlet - run more course and more interactive events
- A more imaginative approach. At one time the Usher Gallery was being run with a more dynamic management - there were evening life classes held, which were very popular as well as sumner classes - I did the printing workshop which was excellent. Good exhibitions attract good numbers - if well advertised. The Usher Gallery has a different vibe to the Collection and the arts education room on the ground floor could be converted to a tea room - perhaps a quieter option than the collection which is well used by parents with small children. The grounds could also be used more - perhaps more sculpture with an outside detached tea room - which could make the most of the views and location.
- Why not offer the gallery to English heritage or allow it to operated by volunteers
- Fundraising events, private funding which still enables people to use the facility for free.
- Improve marketing of the Usher Gallery.
- More commercial approach risks 'dumbing down' what is offered in order to gain wider appeal, which should not come at the expense of works that are more challenging but just as worthy.
- Funding opportunities are scattered liberally across the country. But more important, but curating exhibitions (I specifically reference Usher here) which are inclusive, experimental, and more in-line with how museums across the world are operating, this would increase footfall, and keep it open (vis a vis, your commercial approach). I'd be happy to come in and discuss how to do this with you (XXXXXXXXXX)
- Assuming prices will increase under this new "commercial approach", I would like to try a scheme where possibly local residents (LCC council ta payers) received free, or reduced price entry, at least on some days of the week. This is particularly relevant with the need to travel following the centralisation of everything in Lincoln.
- All other options
- A less swingeing commercial approach and rather more consideration for properties/bequests which were set up for the local public rather than for the Council to sell off.

- Focus more, celebrate more, commit more funds, energy and belief in Arts Culture and Heritage - it is what public services are for. With this commitment, the various elements could collaborate more effectively and be strengthened
- Status Quo Model.
- Existing sites, especially the Usher Gallery in Lincoln, can and should be helped to be self-sustaining. Efforts can be put towards applying for Arts Council and other funding and securing sponsorship from commercial sponsors, through imaginative ideas for events and exhibitions and full inclusion of the local community and Lincolnshire schools.
- Increase local taxes and press central government for more financial support to fund the service. Alternatively, just abandon any pretence at offering a heritage service
- Community funding
- The review proposes raising £5m to make significant changes to The Collection building. Instead, why not spend some money on making improvements to the Usher Gallery - fix the lighting, bring in environmentally controlled display units for some of the exhibits, upgrade the stories around the exhibits making them more dynamic and engaging which could include the use of technology, bring in interesting travelling art and craft exhibitions to the Usher. Then spend some of the money on making some improvements to The Collection building to release more exhibition/events space if required. I.e. share that £5m across the 2 sites. Improve the marketing and branding for all the sites. For example, the branding and marketing for the Usher is terrible. The way it has been absorbed into the Collection has resulted in the Usher being almost invisible, particularly to residents and visitors who are not already aware of what it has to offer. Better marketing and promotion is a reasonably cheap way o
- Demand the government fund heritage and culture
- Establishing not-for-profit organisations with some commercial income streams to act as owners of the facilities. The Canals & Rivers Trusts could be a model for this, whereby there are clear locks on asset ownership to ensure against future sales of large assets to fill revenue gaps; and where management structures ensure wide involvement of everyone with an interest (= what you would no doubt call 'stakeholders', but I prefer to think of as 'people')
- Keep the gallery open. Hire proper staff to bring in the kind of work people are willing to pay for. Work alongside other arts venues, such as the Drill Hall to promote the cultural offering, especially ones funded by the county council.
- Why not redesign spaces and make spaces more interactive. Put on events and conferences to attract people to places like the Usher and charge small fee to organisations/visiting companies/groups. Bring in local artists, cultural experts, and lecturers and charge a small fee to eventbrite which goes back into the council, why not then put towards investing in cafe culture at the Usher gallery too, where at present there isn't one, to create funding. Invest in all local cultural service provisions rather than fuel all commercialisation into "supersites".
- Believe that English Heritage should take over most of the funding
- More collaborative exhibitions Combining art with cultural events (think exploring alternative cultures/religions/sexualities/economic experiences) More events to draw children in (storytimes, gallery walk through, art groups in the education room, sketching classes around the gallery) More events to draw adults in (evening openings, live music, gala events, wine + sketch nights, adult sketching classes, guest lectures, photography classes) One day a week, or one week a month, reserved for weddings So many other ideas...

- Usher Art Gallery and Collection should work together more and be promoted more to help each other. It feels like the Usher Art Gallery has been deliberately run down, especially since the Great Exhibition of Lincolnshire when both places, although different in ambience, felt alive and interesting. You only have to take a look at that awful plastic chandelier hanging in the main Usher hall way, no work of art in my book and could be dumped, but the dusty state of it reflects an insidious abandonment of the place by the Council for what purpose? Real estate development?
- To make the 'micro sites' more financially self-sustainable give them the tools and finance to do this. Support the hidden gems that LCC has to offer and they will in turn become self-sustaining.
- spend more money on the heritage sites we have get the monied land owners to sponsor sites
- The council could consider other areas to cut budgets to enable them to sustain the current cultural heritage offer, which should be held for future generations.
- Yes, have the courage to rebel against central government cuts and obtain more money
- Charging exhibitors, workshops, educational projects, working with the community
- Working together with SLUG and other partners to retain the Gallery as it was in its best form, developing the partnership and retain within the City's Heritage.
- Partner up with other organisations. Both the voluntary and private sectors. Sponsorship?
- Work with the private sector and look for sponsorship deals. Explore ideas with the GLLEP as to how the Heritage Service could work alongside business and the visitor economy - e.g. pubs, hotels, restaurants, other types of tourist attraction. Work with Visit Lincoln. Work with other organisations across the county, in particular heritage sites, to create new products and jointly promote the Lincolnshire offer, and work in partnership with communities more.
- Free-to-acquire or low-cost Lincoln residents' card scheme that allows free or heavily discounted access to heritage sites and permanent exhibitions. All Lincoln postcodes eligible.
- A special heritage access card for local residents could allow free or reduced entrance. See Explore York card.
- As stated above I believe that if a Custodian were to be appointed again, as used to be the case, for the Usher Art Gallery, they could be tasked with increasing footfall, which would not be difficult, given the current lack of care shown to the gallery.
- Revert to running them the way they were run twenty years ago.
- The Heritage service should be looking to tap into the many sources out in the world for charitable financial support. Sponsorship and grant applications should be sought out.
- Increase the exhibition, with more exhibits from the town Hall incorporated, spend money on interactive exhibits, research what Kings Lynn did a few years ago!
- Look at alternatives which would include making the Usher visible again. Don't throw the baby out with the bathwater. Put a small cafe in the Usher (more people eat and drink than go to art galleries), more national exhibitions. And signage which is pitifully lacking, both on the street and online- give the usher a web page, so you can find out what's on there.
- A Countywide appraisal that includes detailed consultation with interested parties
- Campaign and lobby central government for increased and ring-fenced funding for heritage. Raise council tax if necessary.

- Free parking and more parking spaces for the disabled. Use the Usher as a work space for adult activities/classes preferably to do with the arts and charge for same. Remove the horrible dark and unwelcoming side entrance and open up the front door again. Remove the cafeteria from the Collection and bring it back to the Usher. Bring back the shop and sell cards and books that sold so well and use local artists' work
- Don't change the important heritage buildings. The Usher gallery was given to the city by James Usher personally. Can not be compared to the other sites.
- Offer a variety of short term, non vocational training schools covering a wide range of artistic activity.
- Sites such as the Usher Art Gallery and Gainsborough Old Hall should work with their local councils, English Heritage and their Trusts. More effective Trusts can attract funding. This is how many art projects and sites are operating now. I do not think they should be the responsibility of the local authority
- In other parts of the heritage industry volunteers make a large contribution to its effectiveness and of course reduces costs. The opposite has applied in Lincolnshire with volunteers be actively discouraged, particularly at the Museum of Lincolnshire Life which was originally set up by a voluntary organisation.
- Ways to raise the profile of the Usher Gallery & fully potentialise it rather than leave it to gather dust as has been the case in the last few years.
- Invite users of existing services to demonstrate their appreciation for LCC supporting those and other services by donations and sponsorship
- KEEP IT IN STAMFORD, where viewers would move from the introduction to the physical place they have just read about, and can return to check up on questions the experience has raised.
- Lincolnshire County Council should continue to nurture and support these essential services.
- The whole system needs re modernising with creative thinkers and doers ! Maybe out-source some of the elements and re-vitalise others.
- Innovation should be introduced which enhances rather than impairs the range of art facilities: engage with the art community, and mobilise its energy and enthusiasm.
- Subsidy.
- Maintain the building for the purpose it has always been, offer greater funding or seek for financial sponsorship from local and national businesses
- 1) Demand that national government increase taxes on banks to compensate for the "austerity" which is a direct result of the Financial Crisis of 2007-2008. 2) Tastefully improve signage and publicity for Lincoln's cultural experiences.
- As saving money is behind this scheme, councillors and senior management should take a long hard look in the mirror, and ask themselves, "Are we paying ourselves too much?" Local and National Government has become a gravy train, and I know for a fact that there is more than one County Council employee paid far more than the Prime Minister. How is this fair and just?
- I believe that all proposed sites should be retained by Lincs CC and treated as part of the education dept.
- Use the space for art competitions and master classes
- I would like to see continued arguments made for centralised funding for heritage both within Lincolnshire County Council, but also for LCC to champion better public service

provision at a national level. Accepting the need for greater financial resilience should not mean accepting long term privatisation of heritage

- Scheme like English Heritage or National Trust.
- They are outlined above. The 'profit motive must not be the only driver.
- Consider what can be done to help people fully engage in community activity. Have a bit of vision and creativity. This is what heritage and the arts are all about. This all feels much more like bureaucracy.
- Get a better plan before acting!
- You should give more options not force our hand to the one you want.
- Perhaps local / 3rd party interest
- Keep the Heritage Services going and SAVE money on other projects. Once the HERITAGE has gone, its gone, and will never to be recovered .
- Offer opportunities for exhibitions for local artists, children's artwork etc. in order to engage the community with the gallery. Arrange a series of 'talks' by artists, start an art appreciation society for which could help to develop an income stream. Some commercial activities could be slotted in that compliment the aims of the gallery eg. display of prints for sale, c. ceramics, small sculptures. Arrange events to promote the gallery
- The Collection and Usher Gallery could work as more of a unit. The Collection museum for local history, the Usher Gallery for ART
- Basic art marketing - on my last visit to the Usher Gallery in November 2018, I was unable to buy a postcard of any of my favourite artworks. Online shop?
- Leave the Usher alone - hand the keys back to the City Council and make it their problem - funding wise - when does the 50 year lease run out - privatise the building and contents and let people with a passion for providing a professional art gallery and events do the ground work and marketing.
- Retaining the gallery as it is currently used and step up the promotion of it to attract both locals and tourists.
- This particularly applies to Stamford
- To maximise visitors to attractions, they should be advertised and promoted in a better way. The Usher Gallery is a prime case in point; I rarely see anything promoting this excellent collection of art. People have the impression that the art never changes so there is no need to make a return visit when it actually does change and hosts exhibitions on a regular basis. Also, there is much more there than just paintings. Perhaps even a sign on the building making it clear that it's an art gallery and that there is lots to see inside would be a good idea, so visitors to the Collection might head across?
- Perhaps Heritage Services should be funded as a trust financed by county and district councils, this model has been tried by other authorities with varying levels of success, mainly because of the continuing squeeze on resources from councils. If the service had a guaranteed level of income from the county and district councils and was also enabled to access funding not available to local authorities then this could be to the service's advantage.
- Continue as a gallery but bring it in to the 21st century. Exhibition space for local artists, artist students can show of their work - engage with the university and college. The grounds can host classic cars and heritage events. Interactive exhibitions for kids. Pop up art sales can take place. A small cinema room to show art films, local documentaries, host talks, debate space. Run workshops from the space. Local authors to do readings. Kids book readings. Yoga evenings in amongst the art. Evening events/exhibits 9-4 just doesn't work.

Concert space, including the grounds. An amphitheatre in the grounds would be fantastic. Business networking events. Bring light into this building and just use your imagination!!!!

- Not all centred in Lincoln - keep Stamford as well as the other 3 are charge for it.
- An art school - Better curated exhibitions in place to maximise the space available - Historical and contemporary galleries. More interaction with the University and the students, creating a learning project to run and curate new innovative ideas into the gallery. Follow current exhibitions that are in London and offer space for exhibits to move on to. Follow themes that are happening around the country, how can we not keep up with the likes of Leeds and York?
- 'Hub and spoke' model, with Supersites linked to and promoting all other local sites and activities of interest related to heritage and art, not just those currently managed by LCC
- Lobby for national funding from government and from other national organisations to ensure that nationally-significant sites & services are not lost.
- See above. Add a cafe, hold temporary art exhibitions. Hold local arts events. Make the gallery the community can participate in. The William Morris gallery is always busy now and holds many events. Also improve the green space around it. You have such a gem there.
- leave it where it is
- Some engagement with all of the stakeholders involved would be a good start. Accept that the County Council is NOT fit to run a commercial enterprise. Accept that trying to turn Lincolnshire's cultural heritage sites into self funding sites is almost certainly not going to succeed unless you're able to properly fund a vast amount of development, marketing and a new commercial entity that has the near impossible job of turning heritage sites into some form of Alton Towers experience.
- I would suggest selling the Museum of Lincolnshire Life property and amalgamating the contents of the museum into the Collection.
- I think the county council needs to better market the assets that it has like the Usher Gallery in Lincoln and then it would be more self sustainable. I also think the Collection and the Usher Gallery could work closer together for their mutual benefit.
- Stronger connections with creative practitioners and groups across the County to make connections with super sites and encourage national exhibitions to visit Lincolnshire
- Look at other regions' successes. They have generated self-sustaining services without resorting to closures.
- 1. TRUSTEES Form a committee of volunteers/trustees (one or two dozen) with varied expertise and a passion for maintaining and elevating The Usher Museum. The Usher Museum Trustees would report to the city council. Suggest at least a team of six for fund raising and managing the volunteers, all background checks and their training, a team of six with expertise in gallery shows, a team of three with marketing expertise (including print media experience), a team of three with expertise in audio/visual media, a team of three with website and social media experience, and a team of three with financial and management skills. A couple of writers/proofreaders would be helpful and someone to research more of James Ward Usher III to enhance the museum experience. Each team would have a leader. Teams would work together. An overall Trustee leader would report to the council, with the team leaders present for questions. 2. FINANCIALS To provide a full range of options, the city council's fu
- Above - if it is to serve culture and not profit them sure, but I doubt that is the intention
- As described above
- Keep the status quo

- I don't particularly have any options to suggest, but I don't believe that what you propose is the only option. Why is it that Birmingham has built a fabulous multi-million pound library in the city centre while in Lincolnshire we are busy closing ours?
- How about behind the scenes exhibitions and tours in the Collection and Usher galleries, How about forging stronger links with schools and colleges, How about putting on display and curatorship courses for art and history students at Lincoln University.
- Opportunities for commercial enterprise that isn't detrimental to our art venues.
- Strategic investment to develop imaginative concepts
- Put some money into modernisation, updating and redisplay at all sites, rather than just the Collection. Need more curatorial staff who can interpret the collections and provide in house exhibitions using the rich treasury of material kept in store and not currently available to view. In house technical support for display work. Involve volunteers and improve the interface with the public.
- Take on board lessons from parallel models which more successfully generate growth generation in terms of attracting viewers/audiences and income, without compromising their reason for existing. Aberdeen Arts Centre comes to mind - within a population not much larger than Lincoln's.
- Improve in-house operations and work more collaboratively with other local public sector bodies (or even create a hybrid organisation)
- The opposite i.e. continuing to subsidise heritage services. Look for financial savings elsewhere. Do LCC need to run various Twitter accounts? Do LCC need to provide free transport to grammar schools? How much money has been wasted on big IT projects? How much did it cost to employ and then unemploy a new Chief Executive for a short period of time? There will be efficiencies elsewhere.
- Set up a public consultative committee to meet regularly and advise the LCC Management Committee on specific issues and proposals. This would greatly increase public trust and confidence in your management. For many years I have sat on advisory consultative committees to advise City of London Corporation on the management of Hampstead Heath and Keats House, and on a similar committee to advise English Heritage on the management of their iconic Kenwood House. This co-operation between officers/councillors and the informed public vastly improved the management of all these places.
- Better connections between sites, more clear signage and advertising of events and collections
- Small fees for entering sites rather than by donation, just a small amount not to price visitors out of coming, but enough to maintain a steady cash flow.
- Continue to fund heritage sites as an important part of the education and cultural responsibility of a city to its citizens.
- To retain the Usher Gallery but to open it to commercial opportunities. To retain the galleries and display of art but to offer up to functions and room hire out of hours, in a complementary manner... as works extremely well at Manchester City Gallery. To partner with local centres of professional excellence to develop stronger linkages for the promotion of art, heritage and cultural services .. University of Lincoln, BGU, NCCD in Sleaford etc
- Give a guarantee that future public access would not be reduced
- To retain the Usher for public exhibition and open access, to maintain and enhance its capacity to display art within its current location and to function fully as a gallery - equally so with the Collection - to do more of the same there - but also to open up the facility to still

enable aspects of the commercialisation aims. To combine the best of the gallery space its hangings and displays etc, with the capacity to host dinners, functions, lectures, recitals, performances etc amongst and within the galleries.

- What other options have been considered? The consultation document does not make it clear enough that other options were looked at. What other approaches have other counties taken? Major redevelopments in art galleries in York and currently in Nottingham Castle have managed to be completed, and both are in public ownership. How does investment work there whilst we are taking a reductive approach? One possible option may be to consider a joint heritage service across both County and District Councils. Although the number of District-owned sites is not huge, there are some, yet we have currently a very disjointed approach where each authority is having to justify the same difficult spending decisions. What is the view of City of Lincoln Council to the reduction of key tourist/heritage sites in the City? This lack of joined up thinking is doing a disservice both to the residents of the County and the potential economic viability of the tourist potential of an often forgotten county.
- The Usher Gallery and the Collection could work more closely together to provide an enhanced service beneficial to both. Models that offer some commercial enterprise but keep the Usher open must be investigated.
- As above
- Market the Usher better! The Usher would have been financially more sustainable had you done some basic marketing work.
- If the council needs to save money then it should look to cut salaries and pensions of staff instead.
- Enable it to be heritage/art led/community led.
- Better support and publicity
- Consideration of many possibilities for income.
- Lincoln's heritage sites need to be funded from the public purse as much as is possible.
- Sponsorship
- More micro sites rather than less ones.
- Asking for local businesses, entrepreneurs etc to invest, donate etc put on events that attract more people to those venues where footfall is low. Or start charging small entry fees.
- Think creatively about extending use of buildings. For example, during over 30 years of residence in this county, I've valued the Usher Gallery as a beautiful centre in which I've attended concerts & recitals, print-making weekends, art shows & celebrations. The little cafe was a haven, as are the beautiful gardens now. For some years, XXX ran a successful series of Literature Study Days - these took place on Saturdays & attracted groups of people who would not otherwise have been entering the Usher - & our topics often linked with paintings. These events brought not only footfall but also income to the Usher Gallery. Further events of this kind could be explored. Essential aspects of these events were the combination of arts - music, art, literature, architecture - in a beautiful, peaceful, relaxed setting - where people could meet informally, gain stimulus & develop interests & skills.
- Modelling Portfolio organisations by making use of existing charitable and non profit organisations. Investing in existing private infrastructure to deliver against the new vision of Heritage Services for Lincolnshire.
- Social enterprise
- Charitable trust, CIC, 3rd party organisation run etc

- You need to rethink this proposal that relies far too much on the magical notion that private enterprise will solve all your problems. If the private sector cannot make a profit the heritage of Lincolnshire will be run down even further and you will be handed it back in a worst state than when you sold it off. Just look at the track record of successive governments to show how much tax payers money has been wasted. You need to have open public consultations around the county rather than using the back door approach by just using the internet. This gives the impression that you have already decided that this is the course of action you will take. Whereby this consultation is just paying lip service to the public at large.
- Open this up to the population of Lincolnshire in a fair process. This consultation has not been that eg it relies on internet use, immediately ruling out particularly the elderly and very rural communities. You may be surprised at the pool of expertise out there that many will offer for free eg volunteers, retired professionals etc
- Consider it a mental health service, and fund accordingly
- Your seeking a grant, could this money not be spread over several sites rather than one
- Invest more money into the service.
- better promotion of heritage that is available
- I never understood the need to finance an alternative venue (The Collection) I much prefer the Usher and feel it's position and the building are far superior to The Collection.
- You should be considering other business models, not just the one you want to adopt.
- Use the spaces "unused" in the Collection - ie. the basement storage areas for workshops & art / craft club activities - also showcase local artists and craftspeople> This would contribute to making these venues a stronger focus stimulating and ongoing arts and crafts.
- In regards to the Usher, create more opportunity for money to be made back. For example, ticketed events with independent artists.
- No doubt you will receive plenty of ideas for significant assets like the Usher Gallery so I will offer an example relating to the three windmills. In the not-so-distant past these machines were an important part of the great industry that underpins Lincolnshire's life - food. Now they are important landmarks in telling the stories about our changing relationships with our landscape, society, engineering and the food we eat. They can point the way to future potentials as well as past glories. They could be linked into the networks of people searching for experiences, good food, family history and technological innovation. We have been very poor at recognising potential connections and exploiting them. An example to illustrate the point would be Select Lincolnshire's Yellowbelly Trails app. which connects people to food-related places and experiences through their mobile phones.
- Why not get a more commercial approach going with the Usher Gallery? Not closing it completely but doing a hybrid approach, getting in there a more up market bistro cafe to bring people in. Having it as a concert venue in the evening as it used to be years back. Look at applying for funding for a further repurpose of it to get it up to standard. Give it was a legacy however it does need to be kept open to the public for art.
- * Have you considered how you use and promote the existing Usher Gallery? Rather than creating a supersite - which may i) create challenges in terms of how the space is used Collection and which aspects are given priority, and ii) have a negative impact on the Collection's distinctiveness and identity undermining the existing excellent formal and informal learning provision at the site - could you instead work in a way that connects the visitor experience of the two sites so that the individuality and heritage offer of both is not lost and create a visitor through flow from the Collection to the Usher Gallery and vice

versa? Further developing the Usher Gallery and its learning experience would be more in keeping with its origins. Visitors to one site should be natural visitors to the other, the experience could be more joined up, without losing the site. * Have you considered the potential to connect the windmill microsites to create a more networked experience?

Children in parti

- Renting out for individual commercial events
- The Lincolnshire County Council has only provided one model in its proposal rather than a selection. More should be presented to provide broader options.
- Charitable Trust which could access more funds from Arts Council England, other charitable sources with a board of experienced professionals acting in support to raise funds from these sources and high net worth individuals.
- Other business models other than this. Perhaps investing in the making and creation of arts and culture. Investing in the people that live and work here. Encouraging vibrancy, diversity and inclusion. Injecting life into our cultural centres.
- Public groups with local knowledge should be approached for ideas and these should be fully explored before any decision is taken on the future of a site. Explore the following seriously:- better advertising, harness press and social media, charitable funding and increased events at venues to raise funds
- It should not be too difficult to piggyback more arts engagement by visitors, to give Heritage facilities like the Usher Gallery reason for more commercial momentum, but the big proviso is Investment. Without updating everything required to display artworks, including the climatic conditions and a good cafe, it would be unrealistic to expect a commercial return. No lender of valuable artworks for a time -limited exhibition [drawing in receipts] would take the risk. And this will not happen overnight - there being no magic wand - like a business, this is an investment of time and effort, of human contacts and word of mouth and commitment, as well as raw expenditure. Neither is our Heritage to be proffered to visitors like some Disneyworld, or Premiership club whose value is gauged by the amount of overpriced merchandise it can flog. But without the tat, and with strong investment, a more commercial approach could point the direction of travel in a partnership of County and City Coun
- Keeping the lovely room in the library or reinstating the museum
- Dont just look on the Castle and Cathedral as the only attractions the City of Lincoln can offer. (Retain improve (NP) - do not know where this should site – (do they mean also retain improve Castle and Cathedral??)). Consider partnerships with business and other organisations ie English Heritage
- Ask Lincolnshire County Council to introduce and entry on countywide tax bills, namely 'preservation of our heritage'.
- Should look at the commercialising those aspects of ther service that have the greatest opportunity over a longer period of time to ensure that the approach is achievable before proceeding with the services as a whole.
- Previous years I have attended many public and enjoyable meetings at the Usher, talks on art, music etc. Revive these activities, advertise them well and enjoy the income they would bring by an appreciative audience.
- Invest in the Usher Gallery and the Collection to promote innovative events to attract greater public interest, events to which a charge could be made.
- In the case of the Usher, there are plenty of wedding venues. In the past that have been successful one off events such as the BP Portrait Awards

- Usher and Collection work together
- people should pay an entrance fee to cover Museum of Lincolnshire Life, Usher Art Gallery and the Collection. The fee should cover a year's membership. This strategy works at other museums / establishments.
- The exhibitions in the other rooms should be changed more frequently. We have I believe other art work tucked away!
- Funding out of central; government budget by increasing tax on those with incomes of over £50,000 and actively cutting down on tax avoidance by companies and individuals with offshore accounts.
- If any sites are buildings and settings of ? interest - and should not be abandoned
- Consider a larger share of money for Heritage and less for other services (including County Councillors allowances. Perhaps they might be means-tested?)
- Release some of the huge amount of money the county have which could be used instead of sitting in the bank! After all - it came from us!
- Leave it as it is
- One off events that are relevant to the site and enhance true heritage integrity of that site

Please provide the reasoning for this / these other option/s (if yes above)

- Increasing entrance fees, or asking for a minimum entrance fee with a request for an additional donation for those who can afford it. Providing local artists with a 'free pop up gallery' space or having pop-up craft fairs, which would draw in more fee paying visitors, this includes the windmills mentioned in addition to Gainsborough Old Hall and the Usher Gallery
- Give adequate funding, even if it means additional council tax.
- Culture should not be marginalised, it should not have to justify itself financially. But the existing heritage sites need to be promoted more effectively so that they are utilised to the full. If funding were made available for specialists in outreach work, the facilities could be promoted to harder to reach communities.
- A more integrated approach should be taken with regard to finance - simply cutting funding as you have done with street lights, and then demanding money to turn them on again from other sources is merely blackmail. People will lose faith, and given the situation in the Country, with Brexit looming, there will be limited other funding available.
- Work much closer with volunteer organisations to bring create exceptional heritage experiences to the various sites. This does unfortunately no longer work at sites where commercial interest get in the way of celebrating heritage
- Retain existing Discover Stamford facility
- The Usher Gallery could become more multi-purpose. One of the main rooms could be used for weddings, whilst the others house all the Art works clocks, sculptures and other treasures. If the building cannot be dual purpose in this way, there are other uses which could make it more viable. The Council should value the Usher Building as a gem of architecture in Lincoln, and they should value a dedicated home for the Arts, which was the original vision for the building.
- I think the Usher should be retained, upgraded and used for more commercial fine arts type exhibits. For example the Town and Country collection could have gone there instead of the Collection. The Collection should retain its archaeology non arts direction and host more commercial type exhibits.

- Hiring out the Usher as a desirable TV film/documentary interview location. Renting a space in this manner for a day or two can be very lucrative.
- Increasing advertising of sites such as MLL, that often are not known about even by local residents in comparison to the Collection or the Castle.
- Sell off LCC farms. This is never discussed or forms part of any consultation on funding. Hand back the castle.
- Respond to public, local and user needs without the major priority being profit.
- Arts Council?? Heritage Lottery Funding?? Small entry fee rather than a huge paywall between people & local art & culture.
- Charge full fee to visitors from outside of the County but introduce a reduced / free pass approach for Lincolnshire residents / Lincolnshire council tax payers
- local lottery funding for cultural and heritage projects
- Combining office space with Heritage sites and ceasing to rent other office space to save money.
- I believe in the wedding package which has been confronted to the Usher. The Castle needs more large scale events which relate to the children without convoluting and relying deeply on the history. A lot of this is down to the poor/lack of marketing which concentrated on history not entertainment. Options should be consolidating the care of collections into one building, moving the archives into the Collection and widening the public offer to Butterworths at MLL. There should be an overarching vision for all of the sites to work alongside, promote and coherently operate alongside. Some of the small scale events which rely heavily on actors and third party events can be sourced elsewhere in the service.
- Investing into the assets, strategic consultation with other cultural players in the region, public fundraising, weathering the current financial crisis, valuing art and heritage with the understanding that when it's gone it's lost.
- Teckal Charity
- Maintain some public funding for the Usher Art Gallery, subsidising it through more commercial events at the Castle, Collection etc.
- Consider broadening the income of sites through co-location with small businesses and startups to increase footfall and awareness of the sites.
- Commercial art shows to be shown alongside art in Usher gallery and other venues. Family and group tickets for seeing art shows across the county - funded as it is in other cities making sure that they are affordable. Recognise and Value the arts and heritage as a resource with which to meet the expanding needs in the arts which benefit the county
- Look to Manchester City Art Gallery model.
- Create a Museum for Stamford rather a room.... and maybe look to make saving elsewhere other wise what are we attracting visitors to the area with?
- Why not have a posh shed in the grounds? Add a conservatory.
- Chuck this corrupt greedy Tory government out and disobey the psychotic leeching cuts and higher taxes
- Joining a trust or developing own trust.
- More workshops maybe with school too, I know you have the collection when schools go there but there is always room for more. Maybe you could have craft stalls now and again and encourage people to also share their art, you could charge for a stall now and again. It will bring people in maybe more to see the art there too.

- It should be sustainable perhaps there could be events or services that can be paid for, perhaps an entrance fee of max £2 for the Usher gallery?
- Part of the Collection could be considered as a commercial space...ie. Wedding Venue! There are already facilities there that are not in the gallery.
- - i.e. Mayflower which celebrates it's 400th anniversary and nothing has been promoted about this even though it is just over a year away... You've missed so many opportunities to showcase Lincolnshire history and have failed. With good advertising, this
- Increasing some commercial parts of the venue – for example, opening it for concerts (which would both add culture and give an income stream). Make better links with the thriving arts subjects being research and taught at the University of Lincoln. The University is currently building its civic engagement, so someone needs to reach out to the University – the College of Arts in particular.
- York does not charge local people for entry to some sites, but does charge visitors. This is a good idea. A heritage card was available in the 1990s which covered castle and art gallery. Something similar - maybe including entry to the cathedral could be considered.
- Funding specifically aimed at the arts. Partially commercial-allocate some space within the buildings for cafes.
- Develop relationships with other national galleries to borrow artwork and have rolling featured displays. Also, allow a room for the University to display regularly and rolling. Please get rid of that AWFUL white noise room. It is a great waste of space.
- For several years the Usher has been under developed and displays have become mundane and dull. There are many works of Art stored which could be displayed in an inviting and interesting way. An entrance price may be considered. A cafe/ restaurant of the type the Ferens Art Gallery in Hull might excite interest and make the Usher a focal meeting point again. It's use as an evening venue with lectures and social gatherings might be considered as a fund raising option.
- Partnerships. National trust? David Ross? University Arts links - conservation modules?- curator modules? Marketing modules? Placements apprenticeships residencies... Quality creative leadership and can do attitude to generate funding and income streams. Fresh energy and clear vision please. High quality day courses with national experts. Links to other galleries and museums. Sell one of the hundreds of stored items that wil never be shown.
- Maintain significant reason to visits
- Rather than accepting further cuts there should be greater debate and protest against such cuts in funding.
- I'm sure that most people would support the sites by giving donations, or being charged a small fee to visit them. More people would visit if there was more information advertised and energy put into them.
- Not expecting it to be self sustaining.
- Divergent thinking on fundraising in all possible ways to maintain existing assets.
- Increase taxes for the rich, and fund things properly under a Labour government, instead of allowing this greedy Tory government to sell our soul.
- Work better with national institutions - British Museum, V&A, National gallery - and regional institutions to provide programming and support.
- Keep the Usher Gallery open for the people of Lincolnshire and visiting tourists.

- Keep the gallery as a gallery. Be more creative with the space and involve the university and art college to put on exhibitions etc
- Using money from local taxation and the Council's financial reserves.
- Make a case for more funding to be spent on our cultural life.
- Heritage must remain the responsibility of a statutory organ of government.
- Since the county council seems to believe that parts of its cultural programming are unsustainable via its own coffers, it should consider all avenues that would allow it to maintain the maximum cultural offering for local people and visitors. I wonder to what extent it has considered corporate and foundation sponsorship, non-profit partnerships, and other fundraising possibilities.
- Honouring the request of James ward usher.
- A full public consultation, involving local health service providers, artists and current sponsors of the Usher gallery.
- Leave it as it is. I am specifically referring to the Usher Gallery. Things do not always need to be financially profitable. The gain/profit is having/owning a such a site. it was entrusted to the city. The city must look after it. Maintain it. Be proud of it. It's an absolute disgrace that it should even be considered as a money making venue. If things are that desperate consider some wage cuts amongst the council? There are plenty of other ways to recoup monies without taking away what belongs to us.
- It seems unreasonable to expect the general public to come up with a solution, and that this questioned is therefore designed to prompt a 'no'. Why not speak to local heritage organisations who have successfully established sustainable funding for civic sites without selling off their city's heritage?
- I believe you should consider other options to the governance of sites scheduled for closure, given plans to turn over venues such as Gainsborough Great Hall back to English Heritage, i am especially talking about The Usher Gallery. I believe you give in your documents that you give till 2222/23 for the re-use of the Usher Gallery, i would suggest that 2 years are given to the people of Lincoln who i believe were given the gallery and the collection of James Usher to establish a workable plan for running the gallery
- Self run but with a safety net provided by the council/ current funding.
- Keeping the Usher as a free to access site.
- i refer specifically to the Usher Gallery. The current retail is very poor. The gallery is poorly curated. There could be a food and drink outlet. Courses, paid exhibitions. I would like to see, over the last five years the amount of paid exhibitions there have been , the cost of this comparative to the income. Othe small galleries in other cities should be investigated to see what events they hold and how they support themselves.
- Make it accessible to everyone in the County, including visitors and residents
- Use an independent arts & cultural services trust to manage the Usher Gallery.
- Donations, fundraising,
- Can you find ways to entwine heritage and culture with other key funding priorities? For example, a few years ago a Norwegian researcher, Koenraad Cuypers, performed statistic analysis on the health data of 50,797 Norwegians collected as part of something called the Nord-Trøndelag Health Study. Participation in cultural activities was significantly associated with good health, good satisfaction with life, low anxiety and depression scores in both genders. (See <https://www.ntnu.edu/hunt>)

- To retain the Usher Gallery and host more top class national exhibitions. To improve the publicity (perhaps employing a media firm) to ensure it is enhanced as a top quality exhibition space and art gallery To completely refurbish and bring up to date the Museum of Lincolnshire Life, and perhaps use the space for hosting other exhibitions or workshops. More parking is required too.
- There is currently a temporary exhibition in two large galleries at the Usher. Why can these not be used on an ongoing basis to generate revenue e.g. Sales of art and craft work with commission to the gallery, Regular theme evenings with speaker and meals along the lines of Lincoln Sportsmens Club, Use of the galleries as and when as wedding or other function venue with charges raising revenue for the gallery.
- Proper funding for culture and the arts
- Keep the link between people and communities by fighting to financially stave off austerity. This is a political battle to shift the democratic will of the people into cul de sacs that change the link between government and voters.
- If the funding is not forthcoming from government, could the council consider seeking sponsorship from local businesses as a way of them giving back to the community.
- Combining Ellis Mill with the Museum of Lincolnshire Life, perhaps creating a supersite that could also be operated as a cooperative in partnership between LCC and other community groups, charities and individuals.
- Support them by funding, advertising, educational use and expansion of tourist facilities.
- A blend of educational and trust funding, better direct links to the Universities and colleges
- Use reserves to keep the usher gallery open to the general public. Allow locals to pay for an annual pass that includes the castle and the gallery entrance
- Make more of the gallery!! Use it as a venue for other functions!! Look at what galleries are doing all over the country! Use it as a location for film and TV - promote it a bit more!! Talk to people who have been at the Art College here and ask their opinions! Young people have so many good ideas - have you asked their opinions!! Get a group of them together! Many of those who went to art college in Lincoln have stayed in the city.....
- Sell off or hand over to local heritage trusts all assets including many of the ones that are in Lincoln
- As above
- Local Authorities have been starved of cash for far too long by the government's austerity programme. Consistent, prolonged lobbying of the government to balance this should be a priority.
- Individual stakeholder and a ground up approach to structuring and developing capacity. The practicality of housing the Usher collection without substantial housing in place looks flaky as well as the legality. A possible alternative would be to rehouse the archaeological materials from the collection to the Usher and establishing capacity in the Collection for larger attractive exhibitions.
- If the authority is determined to relinquish its responsibilities then the heritage assets need to be protected by the creation of Community Interest Organisations or Community Interest Companies were the assets are locked and therefore cannot be sold.
- Develop Heritage Services in two stages: Firstly by appointing a Commercial Manager to Heritage Services. Deal with the return to English Heritage of Gainsborough Old Hall, the issue of the Windmills, BBMF and the rejuvenation of the "micro sites", the Museum of Lincolnshire Life and the Usher Gallery. Secondly, improvements at the Castle and The Collection.

- I think that there should be a concerted effort to publicise the Usher, to attract new and more vibrant exhibitions to encourage repeat visits. This is a beautiful building in a lovely setting and has been sadly neglected by Lincolnshire County Council of late, with missing lightbulbs, and the clocks unwound and a general air of neglect. There would be no shortage of volunteers to help spruce the place up. Many art galleries around the country remain vibrant, and host exciting exhibitions. The Collection is an inferior setting for an Art Gallery, and it must be remembered that the Usher is the only purpose-built public art gallery in the county. In order to monetise it, I would have thought that a small entrance fee could even be considered - just £1 would not be off-putting to most visitors (obviously exemptions could apply) perhaps with a repeat visit included in the next 6 months, or something similar. My husband was on the board of the biggest advertising agency in the country, a
- Put in place better management.
- Seek new funding sources. Grants are available for capital projects, and there may be opportunities for philanthropic contributions to new endowment. Also, there could be advantages in collaboration between the County Council, Lincoln City Council and Lincoln University.
- Fund properly. Don't see arts, culture and heritage as potential cash cows.
- Explore sponsorship, explore Arts Council funding, come up with statistics and look at the county cultural offer more responsibly.
- I would invite the community to be involved in coming up with strategic plans, and i would urge strongly the use of Community Benefit Societies (bencom) where you can raise capital thorough the issue of 'Community Shares' - there is then a sense of 'ownership' and involvement, as share holders can be actively involved (these shares are withdrawable not transferable as opposed to the more widely known share issue on the stock market). it can even be set up as a charitable bencom to benefit from charitable tax breaks etc. this social enterprise can be set up by the LA, who can be a key partner along with the community. Successful businesses often connect with their end users to get feedback/input - you should see your community as a valuable asset and tool to help, not just a possible customer who is increasingly feeling alienated by raging capitalism! There is help to set up Bencoms <https://www.uk.coop/the-hive/>
- See above. You need the right people with the right visions and the right support holding posts in these sites.
- find ways to use these buildings, galleries, windmills so that they are visited. much too easy to say no one goes and shut them when the alternative means doing some work and thinking - there are precious few amenities in this county. just look in the Nat Trust book and see how many more there are in other counties - to impoverish us more is not a sensible option. make the places work instead of taking the easy and wrong way out -
- Keep the upstairs rooms and develop the downstairs for other purposes
- Making the Usher a dual purpose site which combines it offering a wedding service as well as retaining its role as an art gallery - thus providing its USP. Taking its status as an art gallery away will put a pall on future donations to the city and will make it less attractive as a unique wedding venue. Can the Collection really take in the full Usher collection?
- The Usher Gallery must be retained and the current staffing arrangements must be revitalised.
- Hand over any armed forces related heritage sites to the armed forces to manage. Develop more imaginative and ambitious outreach services from sites into schools and other

settings. Hand over all Mills to heritage groups. Retain a stake in Gainsborough Old Hall. Become more ambitious with the Collection, bring in an increasing number of cultural offers of significant quality and build the Collection as a go-to site for the region. Make stronger connections with other cultural and heritage sites and activities within the county - better signposting, collaborations - one example, are you aware that RSPB in the south of the county is developing its arts and cultural offer alongside its traditional wildlife one? Are you connecting? There is so much more going on that you could look outwards to, and be signposted from yourselves. Connect strongly with NCCD

- Patronage from national arts & heritage organisations, local philanthropists & those who have succeeded in their field and want to see others do the same. Support from higher educational establishments (Lincoln Uni, BGU etc.) and links with local schools and colleges. Funding through mental health support, for example for art, drama & music therapy classes in premises such as the Usher Gallery. Connections to genealogical societies & websites to promote personal history connections - Lincolnshire has a long recorded heritage and many people will have ancestral links to the information we can provide.
- Secure funding for a security and systems upgrade for the Usher to increase the usefulness of this historic building.
- Seeking advice from professional organisations who successfully run museums and galleries and keep them free/low cost entry for residents and visitors to enjoy.
- To keep the Usher gallery as part of the super site and make it truly super as a vibrant arts centre. It is unique in having a wealth of outdoor space which I have never seen used. It is a massively underused resource in general.
- I believe that instead of offering some services for free, a small charge (maximum £5) should be considered as this would generate and make Lincolnshire heritage more sustainable.
- Allow entrance at £1 or something similar to boost funding for Heritage Services.
- In the short term I understand funds are being sought to improve what is currently on offer, but more interesting things could be done if more funding were available/obtained. Unlikely as we are to get the scale of investment that Hull has seen in recent years, there are things we could learn from their excellent free offering. As someone who uses local sites, such as the castle grounds and Museum of Lincolnshire Life, I would be willing to pay a fee that provided free access for the rest of the year if it covered all council heritage sites. Something like the York resident card or an annual membership/subscription.
- Put more pressure on central government to channel funds to provincial facilities.
- Oh god yes. What have you explored? There is need for transparency with your councillors too. Their interests seem to run parallel to this closure of the Usher.
- Event hosting, fundraisers
- Continuing as the current arrangement Making better use of the Usher Gallery by incorporating another attraction/exhibition into the building rather than closing it and relocating the art collection to a much smaller space in The Collection, which will also limit the scope for temporary exhibitions in The Collection
- Keep the Usher gallery open. It is a cheaper option in the long run. Return the learning* space to a cafe and shop to increase secondary spend. Sell one object to invest funds to create a legacy trust for the gallery to keep it open. This is an option being considered by several local authorities and has been done by at least two recently. Consider a modest

entry charge of £1 this would raise £120000 , why not add the entry to the collection into the heritage ticket for the castle and cathedral?

- to gift the Usher Art Gallery and collection to the Usher Gallery Trust and allow them to enhance the offer of the building as a visitor attraction. It is in a premium position for a visitor attraction.
- Sponsorship of Events and Exhibitions. I know its already there but not to the level where it could be.
- Entry to sites / attractions by "suggested voluntary donation" or "friends of" schemes inviting supporters to reduce operating costs by volunteering time & skills.
- co-operation with other organisations and private companies without selling or downsizing.
- Seek a commercial partner
- Try to introduce more volunteer staff, (keeping the paid staff if possible for their knowledge and experience) and in some cases where a facility has been "free to the public" a minimal / practical charge should be made for public (adult) entrance / to support the operational costs
- Keep things as they are and cut the wages and expenses of the councillors, and cut the free dinners and trips etc. if the council needs to save money.
- Proposals being put together from other parties that are bringing together arts. This should not just be about saving money - its about uplifting people's spirits and bringing visitors to the area that come for our art heritage as well as our fantastic city and landscape
- You should consult with experts and people who have a vested interest in the arts and heritage not just Council employees and hired business service companies.
- Keep things as they are
- The council as a whole should bring back in-house I.T., property, patrol, etc. Companies such as Servo, Mouchel, Vinci, Capita, etc are making huge profits out of LCC.
- Attract more renowned artists by improving the facilities in the Usher Gallery, make a small charge to cover costs, put more seating, introduce more fee paying workshops. Improve links with schools and universities.
- Keep the Heritage Service as a 'Jewel in the Crown'. Maintain and increase the diversity and vibrancy of what is currently offered. Involve local people, build partnerships with voluntary organisations, generate sponsorship from local businesses, emphasising the benefits to them. Money from charities, Arts Council, Heritage Lottery Fund can be available if the projects are conceived and managed appropriately.
- To keep the collection and usher separate as it is. But to dramatically alter the exhibition within both areas. To have a rolling programme of exhibitions like the Hub in Sleaford attracting national & international exhibitors. The Collection has a very static exhibition where some has not changed since it was first opened. This needs to change to attract both local and other tourists to the Collection. According to artuk.org The Usher Gallery is the only purpose built public art gallery in Lincolnshire and holds a diverse collection of fine and decorative arts and horology. The oils and acrylics range from the 16th century to the present day, and include works by Benjamin West, Joshua Reynolds, George Stubbs, Terry Frost, Craigie Aitchison and Susan Wilson. The Gallery was opened in 1927 following a generous bequest to the City Corporation by James Ward Usher, a Lincoln businessman. His will stipulated that a gallery should be built to house and display the collection he brought toge

- Why not ask for galleries such as the Tate, or Yorkshire Sculpture Park to act as mentors to us. They would be flattered. We would have to humble ourselves to do this but it could be fantastic for us.
- See above
- managers of public cultural services must adapt, by putting participatory and socially engaged art strategy first. Postmodernism and conceptual art ideology is losing its stronghold. The Quality of the art experience matters, politics does not have to come into this, the public are important, art can be therapy, educational, significant, central to peoples lives. Take bad management, politics and extremism out of art and it is worth investing in.
- Retain and develop the Usher Gallery as a focal point for all art forms, make it a place attractive and accessible for visitors and local people alike. .
- Expand the service, not shrink it.It's a vital part of the county's economy and it's been under-invested in for years.
- High levels of art are appreciated by people at every level of life. Please consider those people in Lincolnshire who would otherwise have to travel out of the county to appreciate these artworks. Lincolnshire deserves to have gone art in a fine setting.
- Promote some of the outstanding heritage venues and world class collections in Lincoln. The Peter de Wint paintings, James Usher Watch collection, Gainsborough Old Hall At present there is little or no attempt to publicise these to visitors or residents
- Please consider volunteer and charitable groups to take on the projects and sites that the council no longer wants to operate.
- General charging policy for access to heritage sites as well as for specific art exhibitions.
- Keep it as is, it works
- I'm sorry I don't have the answers.
- As above.
- Have an annual fee for members along the lines of the National Trust or English Heritage which means you can access all sites throughout the year as part of your membership.
- The use of shared space within the Usher Gallery for proposed events such as weddings whilst still keeping the majority of the gallery open to the public. Utilising the proposed 'supersites' for commercial sources, e.g. holding weddings at Lincoln Castle or holding a business conference at Gainsborough Old Hall. Providing classes within venues such as Ellis Mill and Usher Gallery relating to the venue, e.g. flour and bread making in the Mill or painting in the gallery.
- We have MPs throughout Lincolnshire who MUST be contacted and asked to support central government lobbying for more local authority funding.
- I know that recent exhibitions at the Collection have been successful and this can be worked on. The Usher is a special place, yes do the weddings there, but please think about making a proper art bookshop and restaurant there, it is obvious the collection restaurant is far too small, security is an issue when weddings are taking place, recruit some security, more people will come to the weddings and see what a wonderful building we have in the Usher, please do not downgrade this lovely gallery.
- I do not agree with the loss of the Usher Art Gallery as a building housing it's collections of art, coins and china etc. I ask that the council consider a partnership with another art gallery or not for profit organization to retain the Building and Collection in tact, as it was originally given to the people of Lincoln. At present Lincolnshire is very under represented in terms of buildings in the care of the National Trust and English Heritage, perhaps they

could be considered, for the Usher and also the other 'micro' sites. I question the legality of the Council's decision to remove the art from the Usher, it belongs to the people of Lincoln/Lincolnshire. The option of partnering with a London Gallery, who could bring major collections to Lincoln, might be an option too.

- Rather than charging to visit a museum etc... is there a way to publicise the space to be used for weddings, conventions, meetings to create income in a different way. Also the promotion of cafes to generate income may be a good way to keep admission costs low.
- As above
- Other options can only be instigated through the replacement of the current management ethos, a complete change of attitude and direction is an immediate imperative, with fresh ideas and proposals for the immediate and long term.
- keeping them but running them as a business to make money.
- Redirect money from other areas such as social services to fund heritage.
- Upgrade and use part of the Usher for collection display purposes and allow the remainder to be used for the proposed new uses. The new use does not really need to be exclusive.
- All stakeholders should pull together to increase income and the overall offer to the public. Investment in moving forward shall be positive in trying to boost the heritage offer not reduce it.
- To fully understand the value of the educational aspect for great art hanging in buildings which are of cultural significance. Subjective reasoning and placing commercial over the above is damaging to the city of Lincoln and Lincolnshire County.
- Parking, if we are to have a venue in the Usher then there needs to be more parking around. You have abolished a car park to build more housing. It won't be used without proper infrastructure
- move funding into heritage and arts from other budgets
- upgrading the current offer, especially the Usher
- Cut funding from elsewhere, add a voluntary contribution to the council tax, or fund raise publicly to meet the shortfall
- Open discussion with groups campaigning for an alternative vision.
- Explore ideas for raising the profile of the Usher Gallery and raising money from strictly cultural events there.
- As long a term of financial subsidy as is politically possible.
- Giving it back to the city council
- Keeping the service as it is
- Please see above. An old rhyme includes 'Stamford for poor' but now according to one survey the best town to live in England partly because a lot of rich people live there.
- lobby Central Govt. to increase national taxes on commercial enterprises so that they can properly & fairly fund local authorities.
- Have a look and see what other councils do, North Lincolnshire been very active with advertising their buildings/places to visit. Yorkshire - have property's on the coast visitors centre and holidays cottages
- Maintain, if not increase current provision.
- Invest in Lincolnshire facilities and drive a programme to attract visitors and their spending power into the County.
- Running events such as 1940s charging for stall space, Bushcraft events that are ticketed or any annual events.

- It is the job of a Town and County Council to supply cultural opportunities. That is what they are there for - among other things. The Conservative government has shrunk the grants to Councils by 49%. This is a disgrace, but no reason for running up the white flag. Yes, bring in commercial sponsorship, but keep control of the family silver.
- The Old Hall and similar buildings can be run by a voluntary group. They will reinvest any profit into the building and events. For example, by inviting craftspeople to demonstrate and then sell their work, the building is brought alive, more visitors will come, they will be happy to have helped the Old Hall survive and the experience is improved immensely. Other large houses are decorated for Christmas and other seasonal events so that visitors come just to see that. Selling themed souvenirs is a natural extension of this, many of which are used and enjoyed e.g. drinks, seasonal food, house and garden plants etc.
- Ensure all opportunities for funding are explored and applied for. LCC should employ a specialist grant funding officer who can access the funding pots available, not only from the Government but also other interested and beneficial pots available from around the world.
- Identifying an alternate site for the registry office by selecting a site that would benefit from council intervention and preserve other buildings in Lincoln that may otherwise be destroyed.
- Offering Stamford Town Council the opportunity to manage the Stamford element of the Collections and Discover Stamford exhibit attached to the Library.
- Invest more money in the separate cultural assets, rather than merging them.
- Pay whatever amount allowed presently, to the authority taking over the responsibility
- Have a commercial approach in other areas such as providing more social housing, higher banded council tax for houses of multiple occupancy, and replacing the companies that profit from school academies with local council Quangos so that funds profiteered from this can be used to support public assets such as the Usher Gallery, rather than go to private companies.
- Having more sites than just centred on Lincoln and the area there.
- Should be clear from the above - go for evolution, not revolution, and do not decide on policy before you know what options are for each site. For instance, the windmills are already largely in the hands of volunteer groups, and this seems a good compromise to keep them going while minimising cost to council. I would be totally against closure.
- Better public funding via Council tax.
- Keep these assets owned by Council. Particularly those which were gifted to the Council, or purchased by the Council as this was only achieved using public money. If they need to be transferred to 3rd party create a scheme which would allow continuing free or discounted access for Lincolnshire/local people. This could be by confirming a persons home address or through a Heritage Card obtained from the Council and connected to the electoral roll enabling local people to apply for a card giving them access to these local attractions. You would still have income generated via special events which are charged seperately, corporate sponsorship and via tourists paying full rate. This example is utilised in New York with all public buildings and art galleries.
- Targeted marketing especially on a local basis, its amazing how many local people arent aware of their own area's cultural heritage. Even though many people have access to the internet there are just as many who don't. Tourist information centres are on the decline but are still the first port of call for many individuals visiting an area (eg Lincolnshire) for the first time.
- Match funding or Heritage grants.

- Keeping Ellis mill, open and working with its new sails working, it can be seen for miles around, very proud to have this ancient windmill that would and should be working again, exciting for children to see and feel a working windmill
- I am concerned about the closure of artistic venues, in particular the Usher Gallery. Rather than closing a potentially rich resource, I'd suggest investing further in it to investigate how to make it thrive as an art venue, then putting the recommendations into practice, thus finding a way of generating income that doesn't involve closure.
- More involvement of National Trust and English Heritage.
- sponsorship
- With minimal investment you could make it a thriving art hub. You have a huge student population and a supportive local community. Recent Art project the Luminarium sold out, and could have sold more tickets if staged for longer and by the Usher so there is an audience. What about some art cinema, some modern dance performances, outdoor cinema, kite festivals, modern circus work, knitted Lincolnshire landmarks? etc., Bring some exciting exhibitions to the area? this can make money instead of weddings!!! or as well as weddings
- If you don't want to keep sites, consider handing them over to other heritage organisations who preserve their future rather than changing them to commercial sites.
- Keep the Stamford Heritage Hub open.
- Hand the Heritage or even the running of Stamford to Peterborough or Rutland.
- I personally would be prepared to pay more on council tax to preserve the wider heritage services. Has any consideration been given to a heritage levy?
- view current entry charges for current venues and institute for currently free services
- Lincoln has developed a strong national profile as an historic and cultural centre, augmented by the growth of the University and hosting of the Manga Carta and significant exhibitions. The proposed reductions in the service undermine the reputation of the City and the County's heritage offer and this could have a disastrous impact on public perception and visitor attendance. I would advocate for positive investment in modernisation of displays, digital interpretation, audience engagement programmes and a marketing campaign to attract more local residents and visitors
- Try keeping local support; residents are sick and tired of being dis-enfranchised from local services. If necessary look for volunteer workers from the community who have a genuine desire to keep services local rather than lose.
- Town museums other than Lincoln will draw in Tourists
- Improve and extend catering and retail to generate income.
- Instead of relinquishing all responsibility in how the various cultural sites should be managed or funded, the Council explore ways of working in Partnership with other agencies to promote and develop these facilities. Sites such as The Usher Gallery are part of the County's Heritage and as such County Councillors have a duty to protect and sustain them. Whilst it is unlikely that this Cultural Inheritance could ever become completely financially self sustaining they could be a number of ways in which, given more investment, they could become more commercially viable. For example: The current exhibition at The Collection on 'The Moon' could be reflected in an exhibition of paintings, poetry readings, music performances on the same topic at The Usher Gallery. Similarly talks about various artists given at the Usher could be supported by the films they have inspired or directed being shown in The Collection. We have two universities in Lincoln which create many opportunities for co-o

- Would it be possible to create a co-operative that would control the Heritage service through its membership of concerned and supportive individuals.(Further details and support can be accessed via [www.thehive .coop](http://www.thehive.coop)).This is a support organisation for cooperatives and community businesses.
- If energy and creativity were used to promote these attractions, they would help to pay for themselves. I find very little information in current magazines about the various cultural sites that we are fortunate to have available, so if visitors are unaware, there will be little footfall.
- Do more to promote the attractions. Bring in more temporary exhibitions which people are charged to visit.
- Look at other areas of funding, build a national profile to get big exhibitions, invest rather than continually reducing the budget.
- Think of the Usher Gallery as an asset rather than a liability. Make much better use of the building to provide a more dynamic visitor experience.
- Make savings elsewhere
- Start charging non-resident entrance fees.
- An imaginative range of activities at cultural sites in order to attract the public and foster a long term commitment to cultural life.
- A very small charge of £1.00 per adult and 50p per child would probably be acceptable to most people .
- Places like the Collection are educational and should be provided free of entry charge, like libraries should be!
- Go back to central government and demand additional funding. They said austerity was over so they should respond to your request.
- Application for grants and funding from Lincs companies, and patrons but may be a wider net needs to be considered. I see on pg 4(?) this is your aim
- It could work if the county rented premises which could be used to exhibit items but it would need someone to oversee this with knowledge of curating. Premises could be used to stage exhibitions to attract our visitors to return. We do have many coaches which visit the market , have lunch and go. we need them to return.
- Resigning on mass
- Raise more money, work in partnership, have a more national / international outlook.
- Retaining local visitor information centres such as "Discover Stamford" which provide help for visitors wishing to explore specific aspects of the county.
- Instead of putting a fee on the entrance you could have fundraisers and donation buckets as it would allow for money to go in to the places without giving people a reason not to go. You could also change the pricing for example lowering prices for primary school, secondary schools and some colleges as well.
- Rather than remodelling the Collection make better use of the Usher Gallery next door, an iconic building with real local heritage that works very well for the purpose it was designed for.
- Consider inventive ways to make the existing venues for heritage and culture more attractive. For example use the Usher Gallery for Art workshops, children's workshops to compliment the Collection. liaise with other galleries to swap/borrow art pieces that people are keen to view. The BP Portrait award was housed at the Usher attracting a large number of visitors. Consider adding another venue to eat within the Usher Gallery- evening meals,

specialist menu. Contact Grayson Perry or other high profile artists to promote the Usher Gallery. Create a room dedicated to Grayson Perry and his connections with Lincolnshire.

- Intro eve fine dining at Usher, occasional weddings. Improve parking at Usher, include roof garden, living walls, play space, cafe, landscaping
- yes, trusts
- Encouraging more exhibitions and publicising them in newsletters and on BBC
- A sort of national trust for Lincolnshire heritage
- Keeping the Library 'discover Stamford' facility. Ideally re-opening a Museum in Stamford
- The current 'pay-what-you-decide' seems to be working very well for the 'Museum of the Moon' exhibition. A season ticket/ annual pass at a much reduced rate for local residents.
- It is perfectly possible to retain these valuable cultural assets, invest in them and explore ways in which they can continue to be enjoyed by both local people and visitors which will also bring in income to keep them running into the future.
- Make Lincoln a true Heritage site by improving (actually creating, in many cases) signage so that residents and visitors know where related assets (see next box) are, how they relate to each others, etc. Once sites can be found without needing a GPS, events, workshops, presentations and other activities can be devised and bring related income through modest fees.
- Financially supporting local exhibitions and archival stores not disbanding them.
- partnerships with historic trusts and organisations
- Other business models should be explored. Also, mechanisms should be put in place to protect the role and function of current cultural and heritage sites from naked commercialism.
- Discover Stamford is housed in the Library building. Therefore, it cannot be costing the county as much as some other attractions. This being the case, it should remain as it is. Having Discover Stamford over to a third party is unlikely to be a viable option.
- look at options to keep the Usher Gallery open while generating more income
- Retaining resources and promoting them rather than selling them off.
- There needs to be investment. Lincolnshire County Council needs to invest in the Usher Gallery, it needs to market it properly, it needs to employ people who know about the collections, it needs to employ people who know how to hang paintings and display. There needs to be a budget to improve the displays, light bulbs need to be changed, the front door needs to be opened, the shutters need to be opened, more artwork needs to be put on display. There needs to be a bigger sign on Lindum hill that people can read, there needs to be a bigger sign on Danesgate, the noticeboards with posters about the exhibitions need to be kept up to date. The 'whats on' noticeboard at the Collection needs to mention the Usher Gallery. 'Art' needs to go into the title of the Usher Gallery - ie 'Usher Art Gallery'. The shop needs more merchandise, better merchandise, it needs to be well stocked, it needs to be presented well, it needs to stock items that are specialised and exclusive to the shop in Lincoln, it
- Fees for special exhibitions, better gift shop that brings in revenue, paid workshops with local artists or courses at the cultural sites.
- A trust option whereby a self-funding charitable trust would run the sites
- If the ASA changes what it offers there will be new options for new funding. If it decides to adopt and reflect the arts council's new strategic aims to engage new people especially those that don't engage with the arts it will make itself suitable for alternative Grant funds. If

it offers a more dynamic work programme relevant to the education of young people it would open itself up to funding from schools. if it looks again at its relationship with the students of college of arts it will open itself up to a supportive possible funding relationship with the university of Lincoln. if it looks again at its relationship with the residents particularly new ones of the county it will make itself more viable and therefore an important part of the county's real cultural infrastructure.

- Have some loss leaders as many businesses do to high light your main attraction.
- Explore the possibility of financial support for our heritage from other organisations or individuals. Reduce the level of Lincolnshire County Council reserves. Expand the volunteer programme. I worked as a volunteer at The Collection and thoroughly enjoyed it. Think about your customers - who actually are they at this present moment in time? Through targeted marketing could the customer base be expanded? I sense that you are not looking outward; Lincolnshire (and in particular Lincoln) is a destination of national and not merely regional or local importance.
- See above
- Better publicity and marketing; tie ups with other bodies, galleries, providers of transport and hospitality services; increased involvement with local communities.
- An increase of taxation
- No for profit heritage services supported by the council through fixed and agreed grants but under appropriate charity control.
- Consult on individual heritage sites, not all at the same time.
- Stamford needs at least to retain the 'visit Stamford' section in the library
- Joint ventures with third parties
- Bring together the Collection and Usher Hallery to draw in more interactive use of the spaces provided in combination. Incorporating a pro active Open exhibition, assisted by local artists within the county this broadening awareness of the arts and culture within Lincolnshire so much more than at present. Artworks bring in much revenue and this also works in bringing people into the space as a Gallery. With better promotion and more reason for people to come visit people would do so, in the past we have had some fairly major exhibits displayed with major success and this seems to have been run down over the last 6-10 years. Making better use of the spaces provided and building upon the historical context of Lincoln. Incorporating a wider integrated educational approach, broadening and strengthening partnerships with both primary/secondary and higher education establishments all of whom can gain so much from what the Usher has to offer. Providing both Educational and interactive o
- Instead of supersites (which of course you will need more money for) I think you need to investigate how you can do more with the sites you already have. There are endless possibilities to increase the income.
- I would like to see the space/some of the space put aside for Social Prescribing purposes. The Arts/Visual Arts are vital for this and can increase the footfall in the Usher. It needs a more commercial approach and broadening this out to use the space in this way would not impact the Usher legacy but increase it in many ways. I am happy to put forward a proposal along these lines.
- I would rather pay more council tax or perhaps introduce some sort of scheme where members of the public can be supporters via a membership of some sort (although not to exclude anyone who was not a supporter - something similar to our Arts Scene membership

at the Arts Centre) it is then voluntary but could also provide some benefits such as open days etc for members.

- Greater spending by the Heritage Service should be funded from progressive taxation, a combination of Council Tax and central government funding.
- I work in the tourism industry, and I've travelled to over forty different countries, experiencing first hand how attractions are marketed to tourists. Lincoln is terrible at this! assets like the Usher Gallery and Gainsborough Old Hall - having lived in Lincoln for 19 years now - I have never even seen advertisements for. The Usher Gallery is a stunning museum, in an amazing green space (unlike it's counterpart the collection) and if tourists to the town were aware it was a worthy attraction, it's footfall, and donations would greatly increase. There should be multiple opportunities all around the museum to donate to it's upkeep, along with regularly promoted touring exhibitions. Anyone with a basic knowledge of business knows that to sell two opposite products under the same brand will result in customer confusion. Selling the Usher as second fiddle to the collection has confused what is essentially an experience for families with young children with a fine art museum - two very di
- Keep the Usher Gallery open! The monies used on turning the Usher into a Wedding venue and in expanding The Collection could instead be used in investing in this magnificent Art Gallery, both in it's professional Curatorial staff and infrastructure
- The Usher Gallery could host open air concerts, festivals. art competitions, one room refurbished as a café/ restaurant like the collection, develop the shopping area, offer art courses / workshop, turn it in an educational centre or art therapy centre, link in with local businesses and university / colleges to encourage artistic youth to be represented, use it as a art auction centre etc... there should also be opportunities to use the space as conference centre / training centre and market services in this way.
- Move historic paintings / artefacts from Usher Gallery to The Collection(downstairs exhibition space on left)Instigate a rotating display to periodically show all works then invite county arts / creatives stakeholders to curate displays. The archeological Gallery would remain. This move would centralise historic profile of County.
- The Heritage Service should be transferred to an independent dedicated trust.
- Getting an experienced leader to promote what we have. The money brought in should more than cover the salary.
- Charging an entrance fee to cover the cost of running the buildings and seeking sponsors.
- Either create an autonomous Committee with other interested parties or trusts or create a trust which either manages the Usher Gallery or for all of the Lincolnshire County Council's museum services.
- Improve the displays at Usher Gallery to attract more visitors there connecting it more with the Collection by hi by closing it!
- In relation to the Usher Gallery, more ways could be found, given the will, to increase the number of visitors. While this in itself would not increase income, ways within this (larger gift shop, refreshment facilities, charges for some temporary exhibitions, a 'Friends' scheme, individual sponsorship scheme, etc) Some of these ideas could probably relate to the other sites mentioned.
- More imaginative, innovative use of the sites you propose to get rid of or 'merge'.
- Like the British Museum have donation containers in the entrance. Have special exhibitions that have paid entry but keep the rest of the Usher as free.
- Seek new partners and invest in the Usher

- We respectfully suggest that this consultations form only the first stage of a bigger more open discussion between the public, council officers, councilors, charities like Heritage Lincolnshire, the National Trust, English Heritage, and independent museums and societies like ours through the Lincolnshire Heritage Forum. We need to get together and think about what we are trying to achieve by caring for the county's heritage, and how we can all work together to achieve this. Heritage Services is just one part of this, but it is a large part, and this consultation has tried to present a solution without the input or discussion with the rest of the stakeholders involved.
- Providing support and oversight to any organisations that may take over the running.
- Consult with the people on what they want. Ask them for ideas before you implement these actions. Take some time to explore the options. Don't just list it in this consultation and then say "well you had your chance" Work with the people to get A BEST RESULT. Ask people if they would like to contribute to these venues, become a patron, adopt a windmill etc. God it's not hard to get ideas, pu them forward and see what we can do.
- Lincolnshire County Council is spending roughly £250,000 per year on hexafluorosilicic acid to add to the public drinking water. This should be stopped, and the funds should be redirected to where it is needed.
- Maintain the Usher Gallery for its intended use.
- Consider running heritage sites running more closely in partnership with each other to streamline resources
- Taking on a partner, say the University, particularly with regard to the Usher Gallery which could be of mutual benefit to both sides.
- Keep and enhance Usher Gallery as an art outlet - run more course and more interactive events
- A more imaginative approach. At one time the Usher Gallery was being run with a more dynamic management - there were evening life classes held, which were very popular as well as sumner classes - I did the printing workshop which was excellent. Good exhibitions attract good numbers - if well advertised. The Usher Gallery has a different vibe to the Collection and the arts education room on the ground floor could be converted to a tea room - perhaps a quieter option than the collection which is well used by parents with small children. The grounds could also be used more - perhaps more sculpture with an outside detached tea room - which could make the most of the views and location.
- Why not offer the gallery to English heritage or allow it to operated by volunteers
- Fundraising events, private funding which still enables people to use the facility for free.
- Improve marketing of the Usher Gallery.
- More commercial approach risks 'dumbing down' what is offered in order to gain wider appeal, which should not come at the expense of works that are more challenging but just as worthy.
- Funding opportunities are scattered liberally across the country. But more important, but curating exhibitions (I specifically reference Usher here) which are inclusive, experimental, and more in-line with how museums across the world are operating, this would increase footfall, and keep it open (vis a vis, your commercial approach). I'd be happy to come in and discuss how to do this with you (XXXXXX)
- Assuming prices will increase under this new "commercial approach", I would like to try a scheme where possibly local residents (LCC council ta payers) received free, or reduced price entry, at least on some days of the week. This is particularly relevant with the need to travel following the centralisation of everything in Lincoln.

- Existing sites, especially the Usher Gallery in Lincoln, can and should be helped to be self-sustaining. Efforts can be put towards applying for Arts Council and other funding and securing sponsorship from commercial sponsors, through imaginative ideas for events and exhibitions and full inclusion of the local community and Lincolnshire schools.
- Increase local taxes and press central government for more financial support to fund the service. Alternatively, just abandon any pretence at offering a heritage service
- Community funding
- The review proposes raising £5m to make significant changes to The Collection building. Instead, why not spend some money on making improvements to the Usher Gallery - fix the lighting, bring in environmentally controlled display units for some of the exhibits, upgrade the stories around the exhibits making them more dynamic and engaging which could include the use of technology, bring in interesting travelling art and craft exhibitions to the Usher. Then spend some of the money on making some improvements to The Collection building to release more exhibition/events space if required. I.e. share that £5m across the 2 sites. Improve the marketing and branding for all the sites. For example, the branding and marketing for the Usher is terrible. The way it has been absorbed into the Collection has resulted in the Usher being almost invisible, particularly to residents and visitors who are not already aware of what it has to offer. Better marketing and promotion is a reasonably cheap way o
- Demand the government fund heritage and culture
- Establishing not-for-profit organisations with some commercial income streams to act as owners of the facilities. The Canals & Rivers Trusts could be a model for this, whereby there are clear locks on asset ownership to ensure against future sales of large assets to fill revenue gaps; and where management structures ensure wide involvement of everyone with an interest (= what you would no doubt call 'stakeholders', but I prefer to think of as 'people')
- Keep the gallery open. Hire proper staff to bring in the kind of work people are willing to pay for. Work alongside other arts venues, such as the Drill Hall to promote the cultural offering, especially ones funded by the country council.
- Why not redesign spaces and make spaces more interactive. Put on events and conferences to attract people to places like the Usher and charge small fee to organisations/visiting companies/groups. Bring in local artists, cultural experts, and lecturers and charge a small fee to eventbrite which goes back into the council, why not then put towards investing in cafe culture at the Usher gallery too, where at present there isn't one, to create funding. Invest in all local cultural service provisions rather than fuel all commercialisation into "supersites".
- Believe that English Heritage should take over most of the funding
- More collaborative exhibitions Combining art with cultural events (think exploring alternative cultures/religions/sexualities/economic experiences) More events to draw children in (storytimes, gallery walk through, art groups in the education room, sketching classes around the gallery) More events to draw adults in (evening openings, live music, gala events, wine + sketch nights, adult sketching classes, guest lectures, photography classes) One day a week, or one week a month, reserved for weddings So many other ideas...
- Usher Art Gallery and Collection should work together more and be promoted more to help each other. It feels like the Usher Art Gallery has been deliberately run down, especially since the Great Exhibition of Lincolnshire when both places, although different in ambience, felt alive and interesting. You only have to take a look at that awful plastic chandelier

hanging in the main Usher hall way, no work of art in my book and could be dumped, but the dusty state of it reflects an insidious abandonment of the place by the Council for what purpose? Real estate development?

- To make the 'micro sites' more financially self-sustainable give them the tools and finance to do this. Support the hidden gems that LCC has to offer and they will in turn become self-sustaining.
- spend more money on the heritage sites we have get the monied land owners to sponsor sites
- The council could consider other areas to cut budgets to enable them to sustain the current cultural heritage offer, which should be held for future generations.
- Yes, have the courage to rebel against central government cuts and obtain more money
- Charging exhibitors, workshops, educational projects, working with the community
- Working together with SLUG and other partners to retain the Gallery as it was in its best form, developing the partnership and retain within the City's Heritage.
- Partner up with other organisations. Both the voluntary and private sectors. Sponsorship?
- Work with the private sector and look for sponsorship deals. Explore ideas with the GLLEP as to how the Heritage Service could work alongside business and the visitor economy - e.g. pubs, hotels, restaurants, other types of tourist attraction. Work with Visit Lincoln. Work with other organisations across the county, in particular heritage sites, to create new products and jointly promote the Lincolnshire offer, and work in partnership with communities more.
- Free-to-acquire or low-cost Lincoln residents' card scheme that allows free or heavily discounted access to heritage sites and permanent exhibitions. All Lincoln postcodes eligible.
- A special heritage access card for local residents could allow free or reduced entrance. See Explore York card.
- As stated above I believe that if a Custodian were to be appointed again, as used to be the case, for the Usher Art Gallery, they could be tasked with increasing footfall, which would not be difficult, given the current lack of care shown to the gallery.
- Revert to running them the way they were run twenty years ago.
- Te Heritage service should be looking to tap into the many sources out in the world for charitable financial support. Sponsorship and grant applications should be sought out.
- Increase the exhibition, with more exhibits from the town Hall incorporated, spend money on interactive exhibits, research what Kings Lynn did a few years ago!
- Look at alternatives which would include making the Usher visible again. Don't throw the baby out with the bathwater. Put a small cafe in the Usher (more people eat and drink than go to art galleries), more national exhibitions. And signage which is pitifully lacking, both on the street and online- give the usher a web page, so you can find out what's on there.
- A Countywide appraisal that includes detailed consultation with interested parties
- Campaign and lobby central government for increased and ring-fenced funding for heritage. Raise council tax if necessary.
- Free parking and more parking spaces for the disabled. Use the Usher as a work space for adult activities/classes preferably to do with the arts and charge for same. Remove the horrible dark and unwelcoming side entrance and open up the front door again. Remove the cafeteria from the Collection and bring it back to the Usher. Bring back the shop and sell cards and books that sold so well and use local artists' work

- Don't change the important heritage buildings. The usher gallery was given to the city by James Usher personally. Can not be compared to the other sites.
- Offer a variety of short term, non vocational training schools covering a wide range of artistic activity.
- Sites such as the Usher Art Gallery and Gainsborough Old Hall should work with their local councils, English Heritage and their Trusts. More effective Trusts can attract funding. This is how many art projects and sites are operating now. I do not think they should be the responsibility of the local authority
- In other parts of the heritage industry volunteers make a large contribution to its effectiveness and of course reduces costs. The opposite has applied in Lincolnshire with volunteers be actively discouraged, particularly at the Museum of Lincolnshire Life which was originally set up by a voluntary organisation.
- Invite users of existing services to demonstrate their appreciation for LCC supporting those and other services by donations and sponsorship
- KEEP IT IN STAMFORD, where viewers would move from the introduction to the physical place they have just read about, and can return to check up on questions the experience has raised.
- Lincolnshire County Council should continue to nurture and support these essential services.
- The whole system needs re modernising with creative thinkers and doers ! Maybe out-source some of the elements and re-vitalise others.
- Innovation should be introduced which enhances rather than impairs the range of art facilities: engage with the art community, and mobilise its energy and enthusiasm.
- Subsidy.
- 1) Demand that national government increase taxes on banks to compensate for the "austerity" which is a direct result of the Financial Crisis of 2007-2008. 2) Tastefully improve signage and publicity for Lincoln's cultural experiences.
- As saving money is behind this scheme, councillors and senior management should take a long hard look in the mirror, and ask themselves, "Are we paying ourselves too much?" Local and National Government has become a gravy train, and I know for a fact that there is more than one County Council employee paid far more than the Prime Minister. How is this fair and just?
- I believe that all proposed sites should be retained by Lincs CC and treated as part of the education dept.
- Use the space for art competitions and master classes
- Scheme like English Heritage or National Trust.
- Consider what can be done to help people fully engage in community activity. Have a bit of vision and creativity. This is what heritage and the arts are all about. This all feels much more like bureaucracy.
- Get a better plan before acting!
- You should give more options not force our hand to the one you want.
- Keep the Heritage Services going and SAVE money on other projects. Once the HERITAGE has gone, its gone, and will never to be recovered .
- Offer opportunities for exhibitions for local artists, children's artwork etc. in order to engage the community with the gallery. Arrange a series of 'talks' by artists, start an art appreciation society for which could help to develop an income stream. Some commercial activities could

be slotted in that compliment the aims of the gallery eg. display of prints for sale, c. ceramics, small sculptures. Arrange events to promote the gallery

- The Collection and Usher Gallery could work as more of a unit. The Collection museum for local history, the Usher Gallery for ART
- Basic art marketing - on my last visit to the Usher Gallery in November 2018, I was unable to buy a postcard of any of my favourite artworks. Online shop?
- Leave the Usher alone - hand the keys back to the City Council and make it their problem - funding wise - when does the 50 year lease run out - privatise the building and contents and let people with a passion for providing a professional art gallery and events do the ground work and marketing.
- Retaining the gallery as it is currently used and step up the promotion of it to attract both locals and tourists.
- To maximise visitors to attractions, they should be advertised and promoted in a better way. The Usher Gallery is a prime case in point; I rarely see anything promoting this excellent collection of art. People have the impression that the art never changes so there is no need to make a return visit when it actually does change and hosts exhibitions on a regular basis. Also, there is much more there than just paintings. Perhaps even a sign on the building making it clear that it's an art gallery and that there is lots to see inside would be a good idea, so visitors to the Collection might head across?
- Perhaps Heritage Services should be funded as a trust financed by county and district councils, this model has been tried by other authorities with varying levels of success, mainly because of the continuing squeeze on resources from councils. If the service had a guaranteed level of income from the county and district councils and was also enabled to access funding not available to local authorities then this could be to the service's advantage.
- Continue as a gallery but bring it in to the 21st century. Exhibition space for local artists, artist students can show of their work - engage with the university and college. The grounds can host classic cars and heritage events. Interactive exhibitions for kids. Pop up art sales can take place. A small cinema room to show art films, local documentaries, host talks, debate space. Run workshops from the space. Local authors to do readings. Kids book readings. Yoga evenings in amongst the art. Evening events/exhibits 9-4 just doesn't work. Concert space, including the grounds. An amphitheatre in the grounds would be fantastic. Business networking events. Bring light into this building and just use your imagination!!!!
- Not all centred in Lincoln - keep Stamford as well as the other 3 are charge for it.
- An art school - Better curated exhibitions in place to maximise the space available - Historical and contemporary galleries. More interaction with the University and the students, creating a learning project to run and curate new innovative ideas into the gallery. Follow current exhibitions that are in London and offer space for exhibits to move on to. Follow themes that are happening around the country, how can we not keep up with the likes of Leeds and York?
- 'Hub and spoke' model, with Supersites linked to and promoting all other local sites and activities of interest related to heritage and art, not just those currently managed by LCC
- Lobby for national funding from government and from other national organisations to ensure that nationally-significant sites & services are not lost.
- See above. Add a cafe, hold temporary art exhibitions. Hold local arts events. Make the gallery the community can participate in. The William Morris gallery is always busy now and holds many events. Also improve the green space around it. You have such a gem there.

- Some engagement with all of the stakeholders involved would be a good start. Accept that the County Council is NOT fit to run a commercial enterprise. Accept that trying to turn Lincolnshire's cultural heritage sites into self funding sites is almost certainly not going to succeed unless you're able to properly fund a vast amount of development, marketing and a new commercial entity that has the near impossible job of turning heritage sites into some form of Alton Towers experience.
- I would suggest selling the Museum of Lincolnshire Life property and amalgamating the contents of the museum into the Collection.
- I think the county council needs to better market the assets that it has like the Usher Gallery in Lincoln and then it would be more self sustainable. I also think the Collection and the Usher Gallery could work closer together for their mutual benefit.
- Look at other regions' successes. They have generated self-sustaining services without resorting to closures.
- 1. TRUSTEES Form a committee of volunteers/trustees (one or two dozen) with varied expertise and a passion for maintaining and elevating The Usher Museum. The Usher Museum Trustees would report to the city council. Suggest at least a team of six for fund raising and managing the volunteers, all background checks and their training, a team of six with expertise in gallery shows, a team of three with marketing expertise (including print media experience), a team of three with expertise in audio/visual media, a team of three with website and social media experience, and a team of three with financial and management skills. A couple of writers/proofreaders would be helpful and someone to research more of James Ward Usher III to enhance the museum experience. Each team would have a leader. Teams would work together. An overall Trustee leader would report to the council, with the team leaders present for questions. 2. FINANCIALS To provide a full range of options, the city council's fu
- Above - if it is to serve culture and not profit them sure, but I doubt that is the intention
- As described above
- Keep the status quo
- I don't particularly have any options to suggest, but I don't believe that what you propose is the only option. Why is it that Birmingham has built a fabulous multi-million pound library in the city centre while in Lincolnshire we are busy closing ours?
- How about behind the scenes exhibitions and tours in the Collection and Usher galleries, How about forging stronger links with schools and colleges, How about putting on display and curatorship courses for art and history students at Lincoln University.
- Strategic investment to develop imaginative concepts
- Put some money into modernisation, updating and redisplay at all sites, rather than just the Collection. Need more curatorial staff who can interpret the collections and provide in house exhibitions using the rich treasury of material kept in store and not currently available to view. In house technical support for display work. Involve volunteers and improve the interface with the public.
- Take on board lessons from parallel models which more successfully generate growth generation in terms of attracting viewers/audiences and income, without compromising their reason for existing. Aberdeen Arts Centre comes to mind - within a population not much larger than Lincoln's.
- Improve in-house operations and work more collaboratively with other local public sector bodies (or even create a hybrid organisation)

- Set up a public consultative committee to meet regularly and advise the LCC Management Committee on specific issues and proposals. This would greatly increase public trust and confidence in your management. For many years I have sat on advisory consultative committees to advise City of London Corporation on the management of Hampstead Heath and Keats House, and on a similar committee to advise English Heritage on the management of their iconic Kenwood House. This co-operation between officers/councillors and the informed public vastly improved the management of all these places.
- Better connections between sites, more clear signage and advertising of events and collections
- Small fees for entering sites rather than by donation, just a small amount not to price visitors out of coming, but enough to maintain a steady cash flow.
- Continue to fund heritage sites as an important part of the education and cultural responsibility of a city to its citizens.
- To retain the Usher Gallery but to open it to commercial opportunities. To retain the galleries and display of art but to offer up to functions and room hire out of hours, in a complementary manner... as works extremely well at Manchester City Gallery. To partner with local centres of professional excellence to develop stronger linkages for the promotion of art, heritage and cultural services .. University of Lincoln, BGU, NCCD in Sleaford etc
- Give a guarantee that future public access would not be reduced
- To retain the Usher for public exhibition and open access, to maintain and enhance its capacity to display art within its current location and to function fully as a gallery - equally so with the Collection - to do more of the same there - but also to open up the facility to still enable aspects of the commercialisation aims. To combine the best of the gallery space its hangings and displays etc, with the capacity to host dinners, functions, lectures, recitals, performances etc amongst and within the galleries.
- What other options have been considered? The consultation document does not make it clear enough that other options were looked at. What other approaches have other counties taken? Major redevelopments in art galleries in York and currently in Nottingham Castle have managed to be completed, and both are in public ownership. How does investment work there whilst we are taking a reductive approach? One possible option may be to consider a joint heritage service across both County and District Councils. Although the number of District-owned sites is not huge, there are some, yet we have currently a very disjointed approach where each authority is having to justify the same difficult spending decisions. What is the view of City of Lincoln Council to the reduction of key tourist/heritage sites in the City? This lack of joined up thinking is doing a disservice both to the residents of the County and the potential economic viability of the tourist potential of an often forgotten county.
- The Usher Gallery and the Collection could work more closely together to provide an enhanced service beneficial to both. Models that offer some commercial enterprise but keep the Usher open must be investigated.
- As above
- If the council needs to save money then it should look to cut salaries and pensions of staff instead.
- Enable it to be heritage/art led/community led.
- Better support and publicity
- Consideration of many possibilities for income.

- Lincoln's heritage sites need to be funded from the public purse as much as is possible.
- Sponsorship
- More micro sites rather than less ones.
- Asking for local businesses, entrepreneurs etc to invest, donate etc put on events that attract more people to those venues where footfall is low. Or start charging small entry fees.
- Think creatively about extending use of buildings. For example, during over 30 years of residence in this county, I've valued the Usher Gallery as a beautiful centre in which I've attended concerts & recitals, print-making weekends, art shows & celebrations. The little cafe was a haven, as are the beautiful gardens now. For some years, XXX ran a successful series of Literature Study Days - these took place on Saturdays & attracted groups of people who would not otherwise have been entering the Usher - & our topics often linked with paintings. These events brought not only footfall but also income to the Usher Gallery. Further events of this kind could be explored. Essential aspects of these events were the combination of arts - music, art, literature, architecture - in a beautiful, peaceful, relaxed setting - where people could meet informally, gain stimulus & develop interests & skills.
- Modelling Portfolio organisations by making use of existing charitable and non profit organisations. Investing in existing private infrastructure to deliver against the new vision of Heritage Services for Lincolnshire.
- Social enterprise
- Charitable trust, CIC, 3rd party organisation run etc
- You need to rethink this proposal that relies far too much on the magical notion that private enterprise will solve all your problems. If the private sector cannot make a profit the heritage of Lincolnshire will be run down even further and you will be handed it back in a worst state than when you sold it off. Just look at the track record of successive governments to show how much tax payers money has been wasted. You need to have open public consultations around the county rather than using the back door approach by just using the internet. This gives the impression that you have already decided that this is the course of action you will take. Whereby this consultation is just paying lip service to the public at large.
- Open this up to the population of Lincolnshire in a fair process. This consultation has not been that eg it relies on internet use, immediately ruling out particularly the elderly and very rural communities. You may be surprised at the pool of expertise out there that many will offer for free eg volunteers, retired professionals etc
- better promotion of heritage that is available
- I never understood the need to finance an alternative venue (The Collection) I much prefer the Usher and feel it's position and the building are far superior to The Collection.
- You should be considering other business models, not just the one you want to adopt.
- Use the spaces "unused" in the Collection - ie. the basement storage areas for workshops & art / craft club activities - also showcase local artists and craftspeople> This would contribute to making these venues a stronger focus stimulating and ongoing arts and crafts.
- In regards to the Usher, create more opportunity for money to be made back. For example, ticketed events with independent artists.
- No doubt you will receive plenty of ideas for significant assets like the Usher Gallery so I will offer an example relating to the three windmills. In the not-so-distant past these machines were an important part of the great industry that underpins Lincolnshire's life - food. Now they are important landmarks in telling the stories about our changing relationships with our landscape, society, engineering and the food we eat. They can point the way to future

potentials as well as past glories. They could be linked into the networks of people searching for experiences, good food, family history and technological innovation. We have been very poor at recognising potential connections and exploiting them. An example to illustrate the point would be Select Lincolnshire's Yellowbelly Trails app. which connects people to food-related places and experiences through their mobile phones.

- Why not get a more commercial approach going with the Usher Gallery? Not closing it completely but doing a hybrid approach, getting in there a more up market bistro cafe to bring people in. Having it as a concert venue in the evening as it used to be years back. Look at applying for funding for a further repurpose of it to get it up to standard. Give it was a legacy however it does need to be kept open to the public for art.
- Renting out for individual commercial events
- The Lincolnshire County Council has only provided one model in its proposal rather than a selection. More should be presented to provide broader options.
- Charitable Trust which could access more funds from Arts Council England, other charitable sources with a board of experienced professionals acting in support to raise funds from these sources and high net worth individuals.
- Other business models other than this. Perhaps investing in the making and creation of arts and culture. Investing in the people that live and work here. Encouraging vibrancy, diversity and inclusion. Injecting life into our cultural centres.
- Public groups with local knowledge should be approached for ideas and these should be fully explored before any decision is taken on the future of a site. Explore the following seriously:- better advertising, harness press and social media, charitable funding and increased events at venues to raise funds
- Keeping the lovely room in the library or reinstating the museum
- Don't just look on the Castle and Cathedral as the only attractions the City of Lincoln can offer. (Retain improve NP - do not know where this should site - do they mean also retain improve Castle and Cathedral??). Consider partnerships with business and other organisations ie English Heritage
- Ask Lincolnshire County Council to introduce an entry on countywide tax bills, namely 'preservation of our heritage'.
- Should look at the commercialising those aspects of their service that have the greatest opportunity over a longer period of time to ensure that the approach is achievable before proceeding with the services as a whole.
- Previous years I have attended many public and enjoyable meetings at the Usher, talks on art, music etc. Revive these activities, advertise them well and enjoy the income they would bring by an appreciative audience.
- Usher and Collection work together
- people should pay an entrance fee to cover Museum of Lincolnshire Life, Usher Art Gallery and the Collection. The fee should cover a year's membership. This strategy works at other museums /establishments.
- The exhibitions in the other rooms should be changed more frequently. We have I believe other art work tucked away!
- If any sites are buildings and settings of ? interest - and should not be abandoned
- Leave it as it is
- One off events that are relevant to the site and enhance true heritage integrity of that site
-

The Future of the Heritage Service

Consultation on the proposed changes

Proposal 2 – Moving towards a supersite rather than a microsite model.

Date of Survey: 13 February – 24 April 2019

Total surveys: 1104 responses

1055 online surveys

42 paper surveys

7 tablet surveys

Comments:

18.2% of overall comments for proposal 2

Proposal 2 - Supersite - Comments				
	Please tell us the reason you gave this score	Are there any other options we should consider, if so please state	Please provide the reasoning for this other option/these other options	Total comments
No of Comments	801	350	289	1440
Response	56%	24%	20%	100%

Proposal 2 – Moving towards a supersite rather than a microsite model.

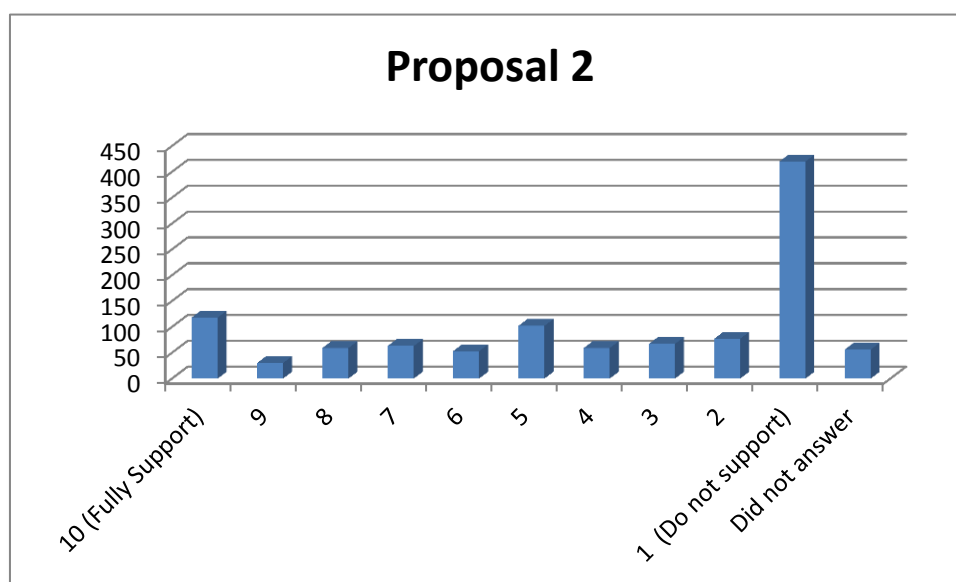
Supersites are defined as a heritage site, gallery or museum that offers multiple experiences, including both permanent and temporary exhibitions and events, which enable the broadest range of audiences to engage with the widest range of experiences.

Microsites are defined as a museum, gallery or heritage site which offers access to a single story through a highly specialised and fixed collection. This single story often doesn't provide enough appeal or variety for return visits and so leads to restricted development of the experience the site can offer and any prospect for increasing income is limited.

We believe that in order to operate more commercially and become more self-sustaining we need to offer a wider range of experiences through creating temporary events and exhibitions rather than presenting permanent collections. We believe that requires more flexible, multi-purpose spaces that we are calling supersites.

On a scale of 1-10 (1 = do not support, 10 = fully support) to what extent do you support or not support the proposal to move to a more supersite approach?

Proposal 2	Count	% of response
10 (Fully Support)	118	10.7%
9	30	2.7%
8	59	5.3%
7	63	5.7%
6	53	4.8%
5	102	9.2%
4	59	5.3%
3	67	6.1%
2	77	7.0%
1 (Do not support)	420	38.0%
Did not answer	56	5.1%
Total	1104	100%



Please tell us the reason you gave this score

- n/a
- This has some merit, however temporary events should run alongside more permanent collections.
- The Collection is better used than the Usher. I think it is well laid out and welcoming. I agree that there are spaces that could be used to display a good proportion of the Usher collection and possibly more of what The Collection holds in reserve
- Each site should be considered separately.
- I do support the idea of providing multiple experiences however I do not feel that this need be at the expense of existing spaces.
- Lincolnshire is a large county. I am more likely to visit Leicester or Peterborough. Why should all the Heritage funds go to Lincoln, with small sites like Stamford being farmed out to third party or closed down
- The Council needs to concentrate on Lincoln Castle and get rid of all other sites to private ownership
- I think fewer people would visit if it's just one site and it would discriminate against those who don't live in Lincoln. Lincolnshire is a big county and needs several sites.
- Moving towards the proposed model means the loss of the Usher Gallery as an exhibition space.
- There is a need for both types of site. The micro site experience should not be abandoned in favour of the other.
- Efficiencies.
- I do not support the Usher Gallery no longer being an art gallery, it goes against why this building was donated to the City and other models should be proposed in this case.
- Of all the Counties in this country, given the size and rural nature of the County, the Council in Lincolnshire should be one of the first to realise that centralization is not the be all and end all. What are you going to do to attract people to areas outside Lincoln, if you close the small attractions therein?
- Your approach seems to lack any creativity and lacks any ambition to make all sites attractive. It's like throwing your hands up in the air.
- Not sure why you are retaining microsites? Possibly consider closing MLL and BBMF
- Excessive concentration of limited resources far away from significant numbers of residents, in a rural county
- There is no reason to suppose that multiple experiences in the same building offer a better experience than smaller, dedicated displays in a single storey building. My experience is that 'small is beautiful' and people are confused by buildings which are cluttered with too many different types of display. The Art treasures in Lincoln deserve their own space.
- Lincoln castle has the potential to be a supersite. The microsites are difficult to grow. I have reservations about the collection being a super site.
- This is a good idea with regards to saving money as long as it doesn't result in the loss of collections/ services offered.
- The need to offer a wider range of experiences through creating temporary exhibitions rather than presenting permanent collections", is precisely what the Usher has done over many years/decades. Many collections worldwide have a policy of 'rotation', like the Usher most institutions find it impossible to exhibit their entire collection at any one time. Consequently works are often 'rested for a time' while others take their place and see the

light of day. Similarly, the whole of the of the Usher is ideal for such an approach. A team of specialist handlers would be required to facilitate this but it is not beyond the wit of men/women. The Usher now has a serious lift, many problems of the past have been eradicated. Installing large, temporary contemporary shows could be the perfect 'counter' to the permanent collection offering real variety.

- Super-sites should raise standards overall within the local heritage offer, and increase tourism overall, thereby supporting independent micro-sites indirectly. It is no longer necessary for heritage assets to be within council ownership of management, so it is the public interest for councils to only retain those that are not a drain on resources.
- The Collection rarely changes its primary exhibit, leading to limited repeat visits, despite it being classed as a supersite. The temporary exhibits are often too niche to attract visitors.
- Any organization that isn't flexible and prepared to cater for the changing needs of the population will wither and die.
- Concentrate on owned LCC sites and not associated ones, like the castle and Gainsborough Old Hall.
- What happens to the smaller towns heritage sites, there would be nothing for the tourist there to visit and learn more about the town they are visiting
- The smaller sites may suffer if this model is adopted. Supersites can also result in "experience fatigue" where there is too much going on.
- A wider range of changing events and exhibitions would attract visitors, including local people, to return as long as there is still room to display items particularly relating to Lincolnshire on a permanent basis and to have a good permanent art collection
- The point of heritage is to provide access to buildings and sites of interest and see these things in situ rather than a standardised approach.
- I would support a supersite approach as long as the Usher Gallery was retained as part of the supersite.
- Diversifying exhibitions and options would increase the popularity of these sites & frequency of revisits helping them to be more sustainable. Changeable exhibits could be funded by independent creative groups, arts council, or heritage lottery funding.
- The Usher Gallery already exists as a superstore with The Collection in theory. It has probably been poorly promoted in this way but the Collection Building is limited and purpose built as an archaeological artefact collection and was never intended to be an art gallery. The Usher on the other hand is a purpose built gallery by specific bequest. It has been downgraded to a certain extent by promoting the Collection. I oppose any plan to close it for the purpose of a commercial enterprise. I believe you underestimate the affection the building and grounds gave for Lincolnshire
- You are blurring the issues involved with jargon, you need to be more transparent in your communications, to encourage a broader response and involvement of the wider community, not just those that are already aware of the value of the heritage sites under consideration; especially after your double talk over the county library service
- If LCC got their act together and operated these sites effectively with the proper level of staffing and investment there would be no need to sell them off
- Again, understand the need for people to return to the sites in question and this more often than not will apply if there are temporary and new exhibitions to view.
- I would rather have one large site with many exhibits including temporary ones than many little ones. However I would like certain displays to tour the county. Use major libraries?

- The current premises individually and their individuality and history are also important. Rather than creating a history theme park !
- All of the sites across Lincolnshire tell the story in snippets but the story of our county from prehistoric to Victorian can be told through one super site responsible for large events, corporate hire, educational classes, large school visits and residential and more. Would be able to increase the admission income price, corporate hire to relate to the effort, staffing and reputation which will be quickly built. I would recommend looking at Visit Bath as a model or the York Museum
- See above!
- I would be interested in seeing more detailed proposals before making a judgement
- HOWEVER you are seriously misguided in losing the Usher Gallery...look at how pivotal the Ferens has been in Hull. It breathes in and out...the old and the new...the space is magnificent and from my pov just not optimised by the incumbent curator. Imagination, a bit of risk...it is ALL there for the taking and making. The Collection Space just does not have that 'jiz'. Grimsby does not have a Gallery and in my opinion the town is bereft and impoverished. Please PLEASE reconsider this decision
- There is nothing stopping you to create flexible spaces within current locations with limited time exhibitions or pop up exhibitions timed for school holidays and linked to an overarching theme. You need to decide if you wish to bring in visitors from outside the region or have a core band of visitors that travel no more than 15 miles
- The microsites are part of Lincolnshire's history and heritage. It would be a shame to lose them.
- It is very logical, return visits are key to sustainability.
- I believe the Collection and Usher combined are already a "supersite". Perhaps more could be done to encourage visitors to one to visit both.
- Public transport infrastructure cannot support the levels of visitor numbers required to have a meaningful effect on super sites.
- Permanent collections need to be retained. Because this is the heritage of the City/County. Charge people for entry but keep it to a minimum seeking funding from sponsored exhibitions to be seen alongside permanent collections. Condensing art and artefacts into one larger space will lead to fewer funding options in the future.
- Benefits include making it easier to promote and attract visitors to one place - Against: Fewer visitors to other areas.
- There is heritage everywhere, from hamlet, to city. We should protect it all equally because it's part of who we are.
- Multiple experiences must be deeply considered and have a cultural and art foundation, rather than purely commercial. Lincoln needs its own art gallery!
A super site wouldn't work, Lincolnshire is too big
- As ever, the focus is on the Castle and the Collection. The Usher Art Gallery is part of the City of Lincoln's cultural heritage and the proposal of 'disposing' of this 'microsite' in favour of a 'basement cube' is deeply troubling. Please consider the role of visual art and a place's 'art gallery' - look at the Ferens in Hull - yes they have a fantastic collection and the Usher does not compare BUT surely we can do more than relegate our art to a basement?
- There should be a range of arts on offer within the city
- The museums in Lincoln are not big enough time provide multiple experiences
- It offers more variety and encourages repeat visitors

- Not keen on the idea of supersites and the reference to offering multiple experiences - Lincoln already seems good at having permanent and temporary exhibitions so why change something that I think works.
- Yes, I agree with this, but not at the cost of other places, the Collection has a movable area, by combining the Usher and the Collection you are reducing this space. Your thinking is incoherent.
- Same as before
- Strikes me as an excuse to restrict access to art etc
- Not sure this would really make a difference and could detract from key focus.
- Will there even be enough room at the collection for all the extra art work. Isn't it good to have more space to exhibit bigger pieces etc. Maybe encourage the university to do more exhibits too there
- The building itself had been given to the people of Lincoln and should be open to view as intended.
- I think more could be made of the collection. The displays could be changed more often keeping it fresh and new. Visiting is always more interested when there are new items to view. The rehangings of the Usher should be more frequent too
- Don't use jargon to justify your proposed acts of desecration.
- I agree a museum should have both permanent and temporary exhibitions, but the permanent collection such as at the Usher should not be removed entirely, perhaps more education collaborations with school and performance events such as ticketed concerts could raise more income
- This grouping together of cultural resources hints at a model that has failed everywhere it has been tried because it creates a uniformity that is at odds with culture. Culture is not a shopping mall !
- Sounds fine but why remove the Usher from your super site? The collection is not a large enough site to do everything you want to in the space.
- Local sites and stories will suffer
- Budget restraints necessitate contraction
- I have some concern here in that the preservation and conservation of the smaller sites (e.g. windmills) is just as important to our heritage.
- While I appreciate the accessibility and income potential of 'supersites', I am concerned that there is neglect in the idea that microsites hold significant values for research and education based on their specific collections. It would be a tragedy to lose these through development based solely on 'income' potential.
- Temporary exhibitions are good but in addition to permanent ones as from experience children like revisiting familiar things.
- Small heritage sites are beautiful! 'Supersites' are monstrosities which should never be considered, especially on a commercial level.
- Lincoln is small. There is little places to put it?! Likewise, each section of heritage has just had renovation works to it (or is a new build) - such as The Collection and the Heritage Skills Centre at the castle.
- Heritage services are/should be a public good. They aren't 'commercial/cultural enterprise' models. 'Supersites/microsites' is marketised jargon and meaningless to ordinary people and - yes - to the deliberately specialised collection of, say, the Usher. The collection there was/is intended to be 'fixed' (even though it isn't fixed - if you funded the service properly,

you would have curators who could make it dynamic, changing, exciting - but you have instead run that down to nothing, so it is no wonder that it has become 'fixed' and 'restricted' in its development.

- The Usher Gallery and The Collection should work together as a "super site" in a complementary manner. To close the Usher and to pillage its assets is criminal.
- I have often visited heritage 'microsites' across the country and around the world which I will probably never visit again - these sites should be protected for our future generations and supported financially to protect them as jewels of our cultural heritage. Not everyone wants to visit a 'supersite' - microsites can be a place of reflection, learning, culture and beauty for visitors of all ages and if people visit them only once in their lifetime this is not a reason for those in charge - who we trust to protect our cultural and historic assets - to close or destroy them for us and future generations.
- It is important that each site retains its own identity
- Many people in Lincolnshire live some distance from Lincoln and are not able to easily access a supersite. The offer is likely to be dumbed down if one site offers a range of services.
- I want the Usher Art Gallery to remain freely accessible with its art collections intact and on display.
- This super site will mean artefacts and local history are not kept in the area they were found in i.e. Stamford for instance.
- If interesting and stimulating events/exhibitions are held even in very small galleries/sites, members of the public will visit. If a super site is not interesting or not managed/publicised correctly, then what then? The micro sites are only deemed unsustainable as they are neglected.
- The supersite proposal is simply a smokescreen for rationalisation (ie cuts). There is enormous value in having a range of smaller attractions, all of which contribute to the whole. This is particularly true if they are themselves historic buildings, such as the three windmills you would like to offload onto third parties. By all means make better use of the smaller sites to encourage return visits, but do not shut them.
- This could work but as long as commercial ventures do not overwhelm
- I believe that each area of the arts/heritage will become diluted and will not be able to attract people who have a serious interest or who wish to engage in more depth.
- I agree with rotating or rolling exhibitions, but am sceptical about multipurpose sites. Look at how other cities have fared with this - eg, Chester's Story house.
- County Council is incapable of running commercial businesses
- To deny access to the ever relevant Art History of Lincoln in favour of transient and temporary displays is to marginalise and selectivise Art. In the past the Usher managed to both display both. Why has this become a problem?
- I'm not confident in your thinking or planning or costings. Again. I'm reminded of the central library new build and the greyfriars mothballed building. What a silly waste of everything.
- The Usher used to have temporary shows and have permanent collection available at same time
- This proposal makes sense to enrich the cultural offer.
- Surely this county has little enough venues as it is - centralising even further would restrict access even further.

- Big is generally not beautiful- it becomes more difficult to control, and the public suffer from services which put profit before people.
- This just seems to be an excuse to take art spaces away. Different spaces offer different experiences. There is no "one size fits all". With less space it wouldn't be possible to have as many concurrent exhibitions. Keeping all of Lincoln's treasures in fewer locations is imprudent as if a site is inaccessible then more is unavailable, or if there's an accident such as a fire, more will be lost.
- I do not believe money should be wasted on purpose built superstructures for supersites if aesthetically appealing buildings already exist. Often a small space can have more impact than a supersite where one becomes overwhelmed. Less is always more. Make the most of the assets we already have by imaginative use of existing space and store permanent exhibitions when temporary exhibitions are staged.
- Sounds dangerously like dumbing down. Those of us that visit museums do so because that's what we want not light entertainment. By trying to be all things to all men you risk loss of quality.
- Makes sense to get more return customers.
- The Supersite in Lincoln already exists via collocation of the Usher and the Collection, I see no benefit in closure of the Usher, indeed loss of such a perfect gallery space is huge negative to cultural offer to County.
- The Usher is a Lincoln landmark. We do not need any more wedding venues. The arts have massive social benefit and should be fostered not eroded.
- The Usher Gallery is right next to The Collection and Usher Gallery, so it should be possible to keep both, and expand The Collection if required.
- The reasoning is false. The Usher Gallery is literally adjacent to the Collection. These are not two micro sites. And both offer permanent and temporary displays. Other sites like Old Hall and the Mill are interesting precisely because they tell a story based in and around a single space. Under this logic we should flog off the Tower of London and invest in a conference centre with an armoury display next to the gift shop. Short term commercialism and long term cultural vandalism.
- The Collection could not display all the art that is presently on view in the Usher Gallery and the building just has not got the appeal that the Usher offers.
- Investing in the gallery & inviting guest speakers would be helpful to help raise any revenue the council feels they are lacking.
- We must not lose permanent collections. Special exhibitions are a real draw but permanent collections are important for showing Lincolnshire's history and heritage
- Because you keep the gallery a place to visit to view art
- If some places attract more income that could be used to support some of the smaller places that may still make a valuable contribution to diand culture.verse local history
- I favour micro sites. There is too little in depth knowledge available. I fear that commercialisation leads to populism, and thus, to the lowest common denominator. There is no reason why museums and galleries cannot have a solid core collection as well as temporary exhibitions in the same building. The Usher and the Collection do this already.
- commerce and money have no place in Heritage. this should be totally funded and protected.
- The commercialized supersite approach panders to the desire for sensational experiences. Permanent collections and high-quality specialization marry both venues for research and

exciting experience. It is a huge mistake to equate micro sites with boring and or repetitive offerings. Attention should be given to making such sites more appealing, educational and dynamic rather than taking the easy option of aiming at a "one-size fits all" supersite.

- The existing site is already functioning this way; it is a multipurpose space that is undervalued and under advertised. Instead of treating them as separate sites consider them as one experience of past and present.
- Based on your definitions, the Usher Gallery is already a Supersite. If you visit the LCC Collection museum website (<https://www.thecollectionmuseum.com/>), the Usher and Collection are already a supersite.
- I am referring to The Usher Art Gallery. Very much proud it is a "Microsite". Be more inventive with the space, don't close it down as an art gallery!
- I would support this more strongly if it didn't seem like an attempt to argue for selling off the Usher Gallery, which is criminally underused but also belongs to the people of Lincoln, not the council.
- I believe the supersite model works, BUT so does a microsite model, the point is that different sites have different needs and focuses. I do NOT support a move to a supersite only approach for the arts provision and believe it is not a good move to close the only Public Art Gallery in the county I do not believe that commercial and large numbers of visitors overtake all other considerations when it comes to heritage and arts provision
- A micro site can still have flexible areas of display, the collection is permanent and an excellent site for maintenance of our local heritage but also has a couple of display areas which change.
- I believe a lot of money is wasted by not taking a professional business approach to our heritage but as all will still be registered as charities, with transparent operations . Volunteers will be needed even more as there won't be provision to have loads of paid staff.
- Permanent collections are important particularly in the free to access format. The whole point of permanent collections are that you revisit and get to know the objects. However the permanent collection at the Collection ought to be re-presented because it has become too static which does not encourage repeat visits. Why can't the Usher be used to co-host exhibitions as it has done in the past, that worked plus the main exhibition space there is better to view works of arts more effectively. The Collection has hosted some excellent exhibitions which punch above its weight but the small space made some of the art difficult to contemplate, particularly when viewing from further than arms length!
- It make sense, but I would be concerned about accessibility to the collection. I hope that a complete online digital archive would be created to replace physical public access, such as at the Usher Gallery, and that the public will have ready access by appointment to see specific items in person,
- I support the concept of offering the gallery as multiple purpose - most galleries are in fact used this way. A good rotation of existing art (which at the Usher is not used to its best advantage due to poor curation) together with paid exhibitions, course , lectures. All of which need to be better promoted and advertised.
- Some of our "micro sites" have unique and special qualities. We need them.
- Firstly, the wording in the description of the sites is very leading. Not everything should be homogenised into a general, unfocused site. An art gallery experience can be very different to an archaeological museum, with different atmospheres.
- I think this approach could be interesting and would provide ample opportunity for repeat visits and lots of . My one concern would be the amount of space required to have multiple

experiences and exhibitions. Would the exhibitions encroach on space that already exists or will new spaces have to be built? Both options may have an affect on current income generating activities, especially from school visits who rely on having space for workshop activities.

- Does it not need a wider context, as that is surely the county's role
- The heritage service is important but needs to be self sustaining and not sustained to the detriment of essential social care services.
- Again needs to be Art focused as the building was originally intended for.
- An appalling consideration
- Because it is not going to be accessible to everyone on a regular basis, because of distance and costs involved. It will therefore limit its appeal and not raise as much money as it could. Putting everything in Lincoln is NOT serving the rest of the county.
- To go all the way with this flawed logic is to throw the baby out with the bath water. Permanent collections are of inestimable value if they are used properly.
- I would support this
- Whilst this is portrayed as a good idea, I would appreciate some evidence that 'This single story often doesn't provide enough appeal or variety for return visits and so leads to restricted development of the experience the site can offer and any prospect for increasing income is limited.' I am a keen user of Lincolnshire's heritage 'microsites', and I believe that a lack of funding as opposed to general appeal is the core issue. That said, I am aware that the whole country is in the midst of a local funding crisis, so if this doesn't improve then I agree that operating one supersite would be better than losing heritage all together. My only other concern is the accessibility of such a site. The benefit of 'microsites' is that they are often spaced out and work within their own communities. If you close them down and move all of the resources to one place, can you guarantee that these communities won't suffer for it?
- The Usher Gallery and The Collection are already part of the same site. National Art Gallery's are not compacted into the same space as heritage centres. This proposal downgrades Lincoln and Lincolnshire's national status. Councillors should understand that Lincoln is a premiere site in the UK. Do not compromise our status by merging the art gallery with the museum. What is needed is to upgrade the media and advertising buying in a top media agency. Improved media will pay for itself in increased visitor numbers.
- Supersites sound like they are trying to appeal to too many people & will end up appealing to nobody
- Loss of character and atmosphere, the artworks need to be valued in suitable surroundings to give the aesthetic value they are there for.
- Some sites are too small to be self financing and are therefore suitable for inclusion into a supersite context. The Usher Gallery is definitely NOT in this category. With a proper commercial manager it should be feasible for it to be self funding
- Everything will be in one location rather than spread out over lots of little sites. For those of us with disabilities and problems walking this would be amazing.
- This is simply an excuse to cut funding and provision
- "Supersites" is a terrible, trivialising term! Small specialised collections, curated by knowledgeable people are a valuable asset. Again "appeal" and "variety" sounds as though you are describing an amusement park. Should the second largest county in England dispose of it's heritage because it isn't deemed entertaining enough?

- Lincoln does not attract enough tourism to support the supersite approach. Look at Nottingham for instance, it is a much larger city and can afford to take the risk of a supersite.
- It's not a broken system yet, supersites have failed in many other areas such as shopping complexes. Eggs in one basket approach is too risky.
- This will simply pave the way to the closure of smaller sites and the destruction of their collections. While enhanced sites with more temporary exhibitions are a good thing this must be balanced against issues of access, especially in a county as geographically large as Lincolnshire.
- I think there is value in permanent exhibitions as well as temporary ones.
- The Collection and Usher gallery already fulfill's this remit of 'supersite' - it they are heritage site, gallery and museum that offers multiple experiences including both permanent and temporary exhibitions. The proposed plans would give less space and therefore less 'supersite'-ness - i would like to see the clear research into effective and high quality 'supersites' that are comparable to the Collection and Usher gallery - ie museums and contemporary art galleries that have achieved this, in communities such as Lincolnshire.
- I think both are important in their own right (sustainability allowing). Communities should take a greater role in ensuring 'microsites' survival but you shouldn't always look to volunteering as a solution, at least not until AI have taken everyone's jobs and we all have lots of time on our hands. I recently oversaw an element of a project at Cogglesford Mill in Sleaford and it was amazing - artists helping people to bring the history to life - those individual stories of people who lived/worked at some of these microsites are so important to us all and help us to realise our standing in today's world - can supersites capture this essence of history?
- This sort of jargon conceals an intention to reduce access and availability. It is entirely artificial and shoehorning existing sites into this model reduces the access to important examples of art and culture.
- Each site is important on its own merit.
- A combination of these acknowledging that the micro sites will need to be supported with public funding
- Specialist curators are required to get the most out of these very different sites. An archaeological curator may struggle to curate powerful, exciting art exhibitions. Better using the proposed £4-5 million on putting a proper curatorial service with a commercial and social plan in place.
- This explanation is very vague!! This tells me nothing!! Is this still telling me you want to close The Usher??
- The Museum of Lincolnshire Life, although now labelled a 'microsite' is a very valued site and an important part of our history that we should treasure and ensure its future. It is one of a kind and should be helped with funding to maintain its existence.
- Heritage should be presented as a living history and woven into the fabric of our history no viewed in isolation
- I have nothing against the idea of the supersite approach as there will obviously be savings to be made but this is just the rationale of cut backs.
- The Usher Gallery IS a supersite - it just needs running properly.
- The Usher Gallery does house permanent and temporary exhibitions

- I believe that we should put more funding into the smaller sites to overall strengthen the heritage service.
- I agree that a supersite approach, supplemented with so-called 'microsites' is a good move forward to enhance heritage experience. However your proposed sites for supersites are narrow minded, and reflect the same direction the heritage service has been going in over the last decade. And yet little has changed in terms of financial viability. Additionally, the definition you give for microsites and their inability for flexibility and restricted development is based upon the use of them at present. Whereas you are already going to develop 2 sites from microsites into supersites, why not the currently so-called 'microsites'.
- Permanent exhibitions still have a place, I believe that we already have a mix of temporary and permanent exhibitions.
- I believe you need both but maybe the usher gallery as it is is not used effectively the usher gallery is quite isolated and needs to be preserved but used effectively!
- This I believe is simply a justification to contract the Heritage Sector and will diminish the cultural life of Lincoln and the surrounding area.
- Totally support the so-called supersite model, but I believe ALL sites should be included within this. For example, Museum of Lincolnshire Life has scope to be far more dynamic at little cost, and has enormous fundraising potential which it is not allowed to tap. Each site should have an overall manager who can drive the site forwards, including taking charge of their own PR, lettings, education offering, etc to generate both income and interest.
- The present plans are not workable but the idea behind the thinking is justified. Unfortunately this cannot be achieved without addressing the whole financial picture. Some close synergy with both councils needs to happen.
- Each site tells a unique story of our past, they can of course work collaboratively together to promote each other and take advantage of any cost reductions that may be possible from working together.
- The Museum of Lincolnshire Life, the Usher Gallery and The Collection should all be treated as "supersites" by investment instead of having been neglected for between 15 and 20 years. Also, the "microsites" as described, should not be seen as "permanent - fixed collections". These collections need to change two to three times a year to motivate repeat visits, tell new stories and make use of the collections.
- 'microsites' and 'supersites' are just jargon with no meaning in the real world, and are being used to justify closing the Usher Art Gallery and other sites. When I visit other cities, which I do a lot, it is interesting to have a 'trail' to follow, and smaller venues to explore.
- I'm an older person and like to look and read about the history of sites so I don't need the same interactive, razzamatazz supersite now favoured to entice in the young, but that's a purely personal preference.
- so that the exhibits will change and more people are likely to go back
- You are asking the same questions again.
- The Usher Gallery should be transferred to a third party, or if not possible, should be retained.
- Because it looks like an excuse for giving up important cultural assets
- Better for public and staff costs, however it depends on the sites. What will happen to closed sites? Will they be sold off, demolished?
- As mentioned previously, some permanent collections are important such as the magna carta but it is a great idea to keep things new to encourage repeat visits.

- Because supersites would eliminate the Usher Art gallery. without proving an equivalent cultural experience.
- most stuff is lincoln based should be available to all of lincolnshire not just main city
- This has to have a logic to it. Sometimes an individual microsite makes sense, sometime a supersite makes sense. This should be the decision of those involved in heritage and culture and not accountants and money-grabbing councillors.
- Small is beautiful and quite honestly permanent collections and travelling exhibitions is what we want for our communities
- i havent read all the back ground material, just some of it... but i think that all the sites could become super. - you just need the right approach and what is being proposed is NOT the right approach.
- Someone is running with this "supersite v microsite" definition and I'm not sure it fits the realities of heritage. I have just been on a thoroughly enjoyable visit to Leicester Cathedral to see the grave of Richard the Third. Under the LCC definition its a "microsite" - a single story but one that I should know and understand as a citizen. A lot of the joy and learning can come from microsites. I'm not convinced that heritage can be or should be turned profit-making businesses, although would agree on attempts to mitigate the expenditure with café and shop profits. My fear is that the former public sector employees will fail to turn them into profit centres and the private sector will end up running Lincoln Castle and the Collection with a drift towards "disneyfication."
- See previous answer. You NEED your so called Micro sites to sustain variety, interest, specialism, human geographical satisfaction for visitors plays an important part of positive experience and return visits. You also need to reconsider your language within your definitions as they show clear bias towards the supersites - you are using the definitions' purpose to subconsciously promote your own obvious agenda.
- It would be great to attract a more diverse number of experiences.
- there are enough pieces in the Usher to continually change, a lot of favourites have been removed and replace in recent renovations. hold more exhibitions from local artists, there are a huge number, find more national exhibitions, like the Portrait Gallery one, the prints of Picasso and Matisse, be more innovative, get help, find another like minded helper like Grayson Perry. travelling to York, Nottingham, Sheffield are not options for everyone and they shouldn't have to - the permanent collection can be changed as it has much more than is shown, that provides variety and a basis of excellence is required to promote more contempary and local work.
- Yes, I see the benefits of attracting more visitors.
- I do not agree with the change of use of the Usher Gallery. I thought it was gifted to the City for this purpose, which should be honoured!
- I disagree with commercialization of these sites on principal and feel that by having less overall sites you are prioritizing money over education, enrichment and personal growth of the visitors to these sites. That is not what the purpose of these sites is. Fail to understand that and you appear to have missed the point completely in what heritage is about.
- I do not believe that the potential of the MLL has been fully appreciated as the focus has been on the Collection to the exclusion of other sites. This is a very Lincolncentric proposal to the exclusion of the country which is served by the MLL but not necessarily by the Collection/Castle as the proposed supersites.
- Currently the collections are not used in a dynamic way as there is no money or staff time to change exhibitions. It could easily happen in the existing spaces with the right resources.

There are many items that are not shown because of lack of staff time/resources to change things and develop engaging programmes for visitors. A change of name will make no difference

- Lack of information (examples, at the very least, would be welcome) of what is actually meant by "supersite". Also, your definition of "microsite" is prejudiced because within the definition you say that is a site that "doesn't provide enough appeal". There will be plenty of examples of small or specialised museums that do.
- Access for people in further flung parts of the county, with hopeless transport infrastructure.
- I believe this is a backward step and is not in the interests of preserving the county's heritage but more of a cost cutting exercise
- We love to go out to events and places with our extended family and so by having a range of options/exhibits/events/activities in the same place there is something for all age groups without having to go to different places where one or more of the group becomes disinterested.
- The idea of flexibility and multiple experiences is definitely a positive one, but this should not result in the complete loss of microsites which serve smaller local areas. Not everyone is able to travel into Lincoln, and bigger sites may not be possible in smaller towns or villages, especially where the buildings or land themselves may have cultural or historical significance e.g. churches, monuments etc.
- Go back to the traditional methods of displaying art and artefacts, rather than the so-called "experiences", which only temporarily engage visitors and do not provide a proper learning environment.
- I think the could be paid for itself with advertising and council money
- To be able to survive if needs to be able to make a profit
- There needs to be different layers to a site to encourage repeat visits. Also the more varied experiences available the broader the range and higher quantity of visitors. I would hope these supersites would continue to be developed and improved and not left to stagnate once the initial funding and interest is over
- Very cautious about the 'experience' aspect of curation as expressed in projects such as the 'Titanic Experience' in Belfast and the Imperial War Museum in London. These two facilities seem to illustrate form as a priority over education and a drastic reduction in exhibits respectively.
- I do not want to see current sites closed in order to amalgamate them into one new bigger site. We do need dynamic, exciting visitor experience, AS WELL AS what we already have in order to avoid losing the very character of our cities and our county.
- The micro sites offer a visitor destination in areas that may not attract visitors otherwise. Whilst I relish the prospect of a large and exciting venue in Lincoln befitting the city's ambitions, I am fortunate to live close to the city. The county is large and smaller attractions give people a reason to visit other parts of it.
- Why not make both The Collection and The Usher 'supersites'? By reducing the operational capacity of one you're automatically restricting its potential to bring you the very return you seek. If you're looking to invest £2-4m anyway then invest it in The Usher to improve the standards you say are inadequate and consult with other art galleries/museums in the region to share ideas/innovations/best practice.
- Changing heritage sites into "multi-purpose spaces" means that we would lose the heritage of our city. Bigger is not always better. I do not want to see Burroughs heritage sites that

hold such important history to our city being used as office spaces. We should rote this them.

- Art needs to be contemplated in quiet, this does not happen when the exhibition space is shared with other 'experiences', galleries are not playareas!
- As before, I appreciate that the cost of running multiple buildings is high (especially older/less efficient and accessible ones) so why not do something more radical and combine other things too or enhance what is on offer?
- I disagree with your definition of highly specialised and fixed collection, particularly in relation to the Usher Gallery. I know, for example, that there is a very large collection in the basement, most of which is never seen. Therefore you would be able to fulfil some of the objectives of the supersite simply by having a rehang on a regular basis, perhaps on differing themes to keep it fresh and encourage more return visits.
- MoLL is not just one story, it is many and should not be down graded
- Ridiculous term. Means nothing. Thinking this will make any difference? Your planning is not fit for purpose for the art and objects in the Usher or for the space in the Collection. What the hell are you thinking?
- Supersites for days out are not inclusive to all. Those with conditions that prevent them from being in busy, noisy areas will no longer get be able to access cultural sites. (I have an autistic child and frequently spend days out for free in Lincoln because the sites are smaller, not packed and usually quiet. Losing these would mean we don't get to go on cultural trips).
- It is perfect where it is
- All the sites in the city should be considered a single super site with complementary offerings (interested learning about poachers in prison - go to the MLL to see what life was like in those days and why they went poaching)
- Can understand the need to centralise resources
- It is important that the needs of the community are met, and it makes sense to focus on those sites that can demonstrate their sustainability. Maintaining the microsities, and allocating a budget to them does not sit well with the overall aim of becoming financially self sustainable. After all, they are unable to generate sufficient income to match their expenditure. My recommendation would be to close the microsities in order to focus on the supersites
- Microsites retain the variety of in-depth experiences that supersites do not, and retain individual character and specialisms e.g. the Usher Gallery and The Collection can easily be linked by a 'sculptural art' bridge - the two buildings are a few yards from each other - plus the temptation of a café inside and outside on the beautiful lawns. Plus a painted path across the road creating a visual link or trail between the two buildings, which could even extend to the arboretum. The Usher Gallery would then become effectively a 'wing' of the overall Collection experience.
- I do not believe this is in the best interests of staff, visitors or the heritage service overall. I would welcome changing exhibitions rather than mainly static ones, but within the current set-up rather than by reducing the offer
- I think it is very important that the Usher Gallery is preserved as an art gallery for future generations. The Collection is not a purpose built art gallery and will not meet the needs of the entire county. Lincolnshire needs a dedicated art gallery.
- A supersite approach is sound.

- Audiences self select what they want to see, confusing a museum with a gallery does not work. The Usher gallery already has the space to show and rotate its collections and have temporary exhibition space, which can focus on fine art.
- Centralising services means more people have to travel to engage with our assets and the more rural areas struggle. At the same time, congestion is massively increasing, rural traffic has already increased by 42% over 15 years, because of centralising services. This certainly makes it worse and makes tourism harder to support in our more rural areas.
- the supersite experience is a good ambition but it does not suit the collection of Art in the Usher, with its identity to past Lincoln philanthropists. If the supersite fails it puts the collections at severe risk.
- This is a misnomer: supersite means microsite. It is grubby reductionism thinly disguised as positive action
- Haven't you already done that? The City & County Museum was moved to The Collection. Greyfriars building has been dormant ever since. In hindsight, do you think you are better off for having built the Collection building? The City also lost a multi-storey carpark for it.
- None of Lincoln's museums/heritage sites can be described as 'offering access to a single story'. They all tell multiple stories and offer more than one experience to the visitor. For instance, the Usher Art Gallery, which is destined for closure, tells the story of James Ward Usher's life in the City, ceramics, time pieces, fine art, local culture and modern art to name just a few. The Museum of Lincs Life, destined to become a 'microsite' tells the story of the Lincolnshire Regt, engineering, farming, social development, retail, Policing, military development and so on, HOW CAN THIS BE DESCRIBED AS A MICROSITE?! I am convinced that you have no idea what a precious, unique, valuable and irreplaceable resource Lincoln has in its museums.
- Museum's / visitor centre's with permanent displays often do not merit or encourage repeat visits. Once seen etc. Supersites with space for varied temporary exhibits, or multiple experiences, encourage the repeat visits that are required to keep a venue viable.
- For this to succeed, efforts must be made to ensure that if microsities are to be removed from Council control new operators are suitable for the long term good of the sites.
- Existing exhibits need to be updated (and cared for) on a regular basis. I am sure there are huge resources in the backrooms of museums that never see the light of day. This should be done in conjunction with themed events to continue to attract visitors.
- the supersite approach seems tempting but it has its pitfalls. there can be a thing as being too much diversity in a heritage site, most visitors don't want to trapse through a site that covers a broad range of subjects but on each subject offers at best a sketchy and quite frankly dull. microsities offer a lot of information on the subject they cover that visitors such as researchers and people doing genealogy find really usefull. in particular Lincoln has a large student population, they would find the microsite approach beneficial to any research they're doing and in turn that leads to more footfall from students for sites in the lincoln area.
- I agree with your reasons but I feel that The Collection and The Usher together would make an ideal supersite.
- As for proposal 1
- We do not need the usual move towards political correctness
- To balance out the argument between a "supersite" and a "microsite" both operations have their place in displaying permanent / temporary displays

- The usher gallery is a perfect place for housing temporary exhibitions , indeed it has been said by exhibitions in the past that have toured the country that the usher is one of the best galleries in England for travelling exhibitions. The collection is a sterile environment in comparison
- This is a ridiculous idea that would destroy any notion of a living culture in the City of Lincoln. The Usher Gallery, Linc's Life, windmills and the like are cornerstones of culture and heritage in Lincolnshire. Local feeling on these issues should not be ignored.
- Do not agree with destroying the Usher Gallery. Why can't the city and the county work together on this.
- The definition of "supersite" is not clear
- The public transport in Lincolnshire is so abysmal that sticking everything in Lincoln will exclude all those without cars from enjoying art & history. Anyway, The Collection stores many of its artefacts already.
- I think The Collection should merge with The Usher to make a combined supersite. They are potentially very interlinked. The conversation between the two buildings, in terms of age and style, is already very interesting and could be played on further.
- Some sites have more commercial potential than others.
- To make Lincoln Castle and the Collection supersites makes sense, but it seems a waste of a facility to not include the Usher Gallery as part of the site.
- 'Supersites' as a concept are fine, though as currently envisaged mean closing down and loss, which is short-sighted. The narrow definition of Microsites reads as a failure to see how these smaller venues could become more attractive and be used more imaginatively to increase appeal and return visits.
- A microsite can provide a variety, what is needed is professional curators who can bring this together.
- Stupid idea based on nonsensical ideas.
- Because it is cheaper
- You can still do a wider range of experiences at the Usher Art Gallery - my previous answer says it all - do you have anyone in the Council that has the skill to carry this out??
- Nothing wrong in principle, but it should not be at the cost of closing smaller sites
- Supersites would attract larger audiences and therefore generate more revenue
- This makes sites more attractive for repeat visits particularly from local residents.
- Dilution can lead to muddled exhibitions lacking in focus. Areas of speciality should remain that.
- This seems purely a way of cutting costs, and not just providing 'wider experiences
- Sometimes visitors do not want to be forced to pay/view a multiple experiences and only want to go to a specialist area.
- The usher is an important cultural building. The grounds it is set in and the fabric of the building itself are part of that culture not just the art within it.
- Could the collection site and art gallery site not be developed as one site, therefore keeping the old and new together
- Having a variety of places to visit encourages people to spend more time in the area. With only 2 sites to visit in Lincoln many people would consider that they had "done" Lincoln in one visit and so would not return.
- THE USHER CONTEMPORARY? Art, Craft, Design & Technology Gallery. A multi purpose gallery supersite in Lincoln city centre, which can host local, national, international

exhibitions events etc permanent collection can be displayed in The Collection museum . Better use needs to be made of the Usher grounds through redevelopment for more commercial opportunities.

- Any city of worth requires facilities to exhibit both local history and culture but these need to be specific to the purpose allowing appreciation of each, if combined into a ' supersite' the sheer fact of a lack of space will inhibit the ability to appreciate ongoing exhibitions as well as encouraging local art development. By considering this option the Lincolnshire County Council is demonstrating it is not fit for purpose in acting as a custodian of art and culture.
- More events means more interest. Not much happens in these little villages that give hands on experiences. These themed events would be beneficial.
- It involves focusing everything on Lincoln. It's a big county and the residents deserve more than this. In any case, you don't seem to have factored-in what is happening at Lincoln Cathedral.
- Sites need to be multi-faceted and used as efficiently as practically possible, so it would make sense to move towards this model.
- Lincolnshire is a huge county. It would be wrong to concentrate arts and heritage in one super site rather than spreading it out throughout the county - spreading the value of tourism as well as the heritage treasure that belongs to local people.
- it all depends on the site, some of the smaller sites like windmills would be unsuitable to use as a gallery, being poor access, tall small and full of machinery, removal of such would be a travesty but each site should be judged on its merits.
- The existing facilities support a wide range of interests. I do not agree that they are focussed on limited and specialised collections
- Again, it seems to make practical sense to combine sites but this must only be done if the supersite can fulfill all functions just as well as the existing micro site model. If there is some compromise to the service that needs to be honestly explained now. By putting forward a persuasive argument yet glossing over the limitations of combining into a super site this deceives the public.
- Concerns that these super-sites are centralised in Lincoln - a hub and spoke approach would overcome this centralised approach.
- heritage should be across the county not just in a couple of places
- The current infrastructure is fine and we have a balance mix of sites. All offering different aspects of heritage, art and experiences.
- I don't see an alternative that would take us into a sustainable future.
- Present supporters are ageing and time is needed to encourage a younger age group to step up to the mark.
- Different sites offer different experiences, ie: The Usher Gallery is suited to fine art be it traditional or contemporary, sculpture, music etc. The Collection is more of a fun day experience, noisy, slightly messy, exhibitions do not sit well in this building, it is suited to installation work only!
- Museum, gallery and experience based option would make more value from the space.
- The Collection is already a supersite of a type with a permanent and temporary exhibition space. But if you have to pay for more temporary exhibitions are people who visit or live in Lincolnshire going to pay? If not then it is not sustainable.
- Worry about losing some of the important smaller sites

- Temporary exhibitions and events can be spread across existing sites in the spaces they are more closely related to, e.g. art exhibits in the Usher gallery. These can still be chargeable events providing commercial revenue.
- By ignoring or substantially reducing the funding and use of microsites, there is a risk that said sites will become defunct, derelict and eventually, permanently lost. Permanent sites (Lincoln Castle for example as fixed, specialised and singular story) play just as important a role in our understanding, learning and heritage as supersites (e.g. Lincoln Museum temporary exhibits, RAF 100 signs, Lincoln Knights) offering a temporary insight.
- I believe smaller is more flexible, and open to a wider degree of operation
- The Collections gallery should be the super site
- I am concerned that the proposed super-site at the Collection has accessibility issues. The building has lots of steps and levels. It is also gloomy in the basement, the toilets do not have easy to identify door handles, poor labeling and odd fittings. In my experience of supporting elderly relatives it is also not dementia friendly. Access (traffic/road) and Parking at the Collection/Usher is already limited. If the Usher is to be a commercial/wedding venue, visits to the Collection 'super site' will become more of a challenge if we are competing with wedding/commercial visitors to the area.
- I understand that for places to remain open they need the footfall and smaller specialised places don't necessarily receive this. However, some smaller sites do offer significant value like Gainsborough Old Hall with its long history do need the support and promotion - this would be a good place to focus on maybe renting out space to meetings/proms/weddings to generate extra income
- I fully support making the Gallery into a supersite but not by moving it to the Collection.
- Away from gifted concept
- What a brilliant day out, with all the treasures and finds in one place.
- The Usher is a Stand a lone Gallery , of tremendous significance , and a substantial historical artifact belonging to the people of Lincoln, on a National and International scale the building and collections therein have tremendous importance and we are responsible for preserving this institution for future generations , there would be nothing proud for us to behold should future generations reflect
- I work within the cultural sector. On the whole I agree with the supersites approach in terms of commerciality, however feel that this description refers to the scale of a museum or building and is too exhibitions centric.
- Microsites are valuable as they may be self contained within a specific site and also allow a number of sites across an area which can be visited
- we need temporary events as well permanent ones so the subject matter can alter instead of being boring the same old thing
- I am concerned about the fate of the permanent collection - I fear that it could be sold off to support more transient events and be lost to public viewing.
- Proposals do not contain the foresight required to show how the incredible collections within the County Council's care will be safeguarded and accessed in the future. What has happened, or is to happen to the material in the basement of The Collection currently? How do the archive collections fit in? A supersite does not necessarily equate to a historically important site.
- You don't use the spaces you have now to their best effect so what guarantee is there that your new scheme will work

- The supersite idea is an excellent one and offers tantalising glimpses of a fantastic experiences....
- I feel our microsities are appealing and offer an alternative experience
- No real opinion - ? ? ? ?
- You need to convince us that organisations can be set up that will ensure the posterity of the other facilities such as the Mills,
- Experience has shown that monies & energies are concentrated on the supersites to the detriment of all other sites. This can already be seen elsewhere. The plans proposed involving selling / privatisation of windmills, for example, and once heritage / arts / cultural resources are lost we will never get them back.
- Preference for multiple varieties of venues. This encourages walking and a healthy respect for multiple aspects of art. A permanent collection is something to be proud of and is respected by all age groups.
- It is better to have one large attraction for efficiency and to draw people in to the city
- This falls outside the remit of The National Archives.
- A balanced approach is needed with both supersites & microsities. Microsities can be linked through marketing & events ie Heckington Windmill & Cogglesford Watermill
- Bland and generic like The Collection. It is the specialisation of 'microsities' that makes them interesting.
- Whilst I accept that some small sites have a unique offer they just aren't sustainable in the economic climate. By creating supersites surely it would benefit from a critical mass allowing more stories to be told. Consolidated resources would enable more activity and focus.
- A supersite to display enough works would be very expensive to the point of impossible . "Official estimates " are invariably wrong by large factors .
- I can see the appeal but often a specialised collection in a relevant building will give the opportunity for fuller rounded and better explained exhibitions avoiding the superficial overviews in some larger 'supersites'
- Both of the super sites are in Lincoln City centre. Austerity has resulted in limited funds for heritage and now LCC want to concentrate the funds in the wealthiest place in Lincolnshire.
- Better use of sites
- Supersites are a good idea however permanent collection have their place too, if good enough
- The Usher gallery requires to remain as an Art gallery in its own right.
- This is a ridiculous idea, Lincoln is one of the worst towns on the planet for traffic congestion, the recent work has done little if anything to improve matters. Many decades of poor council planning has resulted in road mayhem and much money wastage.
- I do not agree to the model as outlined in the Detailed Business case. It lacks clarity and coherence, it lacks ambition and vision.
- If a supersite involves moving the collections out and changing the current use of the building I do not support it. I'm not against the Gallery hosting temporary exhibitions but I thought they did this already. I would support increasing the number of temporary exhibitions and diverse cultural events like concerts, talks etc to widen the appeal of the Usher and encourage return visits. There are many ways the Gallery can increase its footfall and become more sustainable. But this must not mean removing the permanent collections altogether.

- Your definition does not fully explain what and where a supersite is and whether supersites are favoured to the detriment and closure of microsites. Surely the very term and ethos of "Heritage" ensures that there should be room to accommodate for both.
- It would be a detrimental step, also Mr Usher left the building and collection to Lincoln
- Understand the thinking. Pity that several sites that are effectively micro-sites in their own right (eg windmills) will cease to be supported.
- Seems a logical move to ensure facilities are kept open and well attended/visited
- I can see the case for this in Lincoln to an extent but the rest of the county is seen almost as an afterthought.
- I can see the value in creating large scale attractions that increase audience visits and have a wide variety of offers. I worry that there isn't enough value being placed on the 'highly specialised' feature that micro sites offer.
- Multi purpose site likely to be bland and characterless
- There should be a place for permanent collections complimented by traveling temporary exhibitions
- I believe that with just a little marketing imagination a collection of venues (micro sites) would attract more interest across the whole county and provide more resilience than The Collection supersite which is in an inaccessible area of Lincoln to attract significantly more visitors.
- I believe that you will lose the uniqueness and heritage of some of the smaller site.
- Definitely need to improve the quality of the offer
- given the geographical spread of Lincolnshire this will mean that fewer people are able to access their heritage service and that is catering more for tourists
- Have you properly considered the different audiences you wish to attract to these 'supersites'? What evidence do you have that you will be able to attract them? What will happen if your projected audience numbers fall short of your estimations?
- see previous answer
- They cater for different experiences/audiences
- There is no reason you couldn't put new exhibitions in the smaller sites and have a central storage for artefacts.
- I would certainly support such an approach for the Usher Gallery which seems to have lost its way somewhat over recent years. A collection such as the de Wints need a room assigning to them and to be a permanent fixture, the Collection now gets much better contemporary exhibitions than the Usher so maybe some more of the Usher's collection needs to be on show in the space available.
- Limits what can be displayed and for how long. Real reason is penny pinching isn't it?
- I believe for Lincoln microsites are needed.
- Similar to the London Museum experience where you can see numerous exhibitions, activities, eat, drink and relax all under one roof. Makes great sense for weekend visits
- The Castle has been a great example of what can be done with some, attention and imagination
- Not sure that I really understand what this would look like
- Makes sense. V&A, Nottingham Scene, Manchester all have multiple offers. Would be even better with a cinema
- Staff seem to know what they are doing and business case is very thorough and thoughtful

- The superstar principle seems logical to encourage more visits but I feel that alongside the temporary exhibits, there still needs to be a small permanent exhibition at each site explaining its story in order to retain a sense of place for local visitors.
- This is exactly the way forward and the super site needs to become much more dynamic. I am envious of my friends in Chichester who have access to the brilliantly dynamic Pallant House Gallery which has a constant flow of brilliant exhibitions. Currently they have Harold Gilman, followed by Ivon Hitchens. I do think there is a need to advertise strongly outside of Lincoln because people will travel to view good exhibitions and they spend money in the location
- I can see the sense in trying to do this, so services aren't duplicated, ie reception, help-desks, costs of telephony, insurances, etc. This though needs to respect the fact that we do have some very unique sites in Lincolnshire, and supersizing some at the cost of others might not be beneficial.
- Lincoln castle has been brilliant since investment. providing they did the same at Collection, would also be brilliant
- As before
- Council must remain firm and not be swayed by 3 old people who don't even live in Lincoln
- I wouldn't want to lose all the museums, whilst I like the convenience of the Collection, I do also like the freedom to go to other places. Shame everything always has to be in Lincoln, but I do see that a community approach is also on offer
- Great idea and I will continue to support this progress
- Because either Heritage or the the arts will suffer and you can't move a windmill!!!!
- Exploit the facilities don't reduce them
- A super site would offer more to visitors and likely to appeal to a larger audience
- In principle this proposal sounds interesting but the "fall out" is too much of a loss to Lincoln and the county
- The Collection is good but it has suffered from a fixed display and exhibition spaces that is seldom used to their fullest potential. Allowing the Collection to house and display the art collection will add a new dimension to the experience, a wide variety of programming opportunities and focus footfall. The Usher is wasted due to its size and lack of investment on storage/display provision.
- Support this so long as the sites being removed are protected for the future and available for the public and educational purposes.
- If you want a returning guest they want change. We live in a society which is always changing and people get easily bored.
- 'Supersites', 'Microsites'. This is management gobbledegook. The Collection [I must state my interest here - I had an exhibition there a few years ago] and the Usher are obviously connected. In London terms, they are a microsite, in Lincoln's terms, a 'Supersite' . What a silly name. If you are insinuating that the Usher and the Collection are under performing, that is another matter one which I hope I will be asked to comment on later
- Items of local interest should remain in the local area
- More is less
- As I explained earlier, Gainsborough Old Hall has an amazing story and history for visitors to experience. Likewise, for other buildings. Currently the "manager" is narrow minded and treats the building like a shop, opening the doors in the morning and closing when it's tea time. She makes no effort at all to make the experience different for visitors who return. I

visited the place in the mid 1970's and the only change has been to ruin the lower great chamber with a permanent modern cafe and gift shop.

- A supersite approach is negative and pushes art away from its communities
- there are jewels in Lincolnshire heritage that need protection and publicity. A super site will offer this opportunity, we've witnessed the success of the Castle, which can only improve as the Cathedral funding and opportunities blossom. Its a good business model, but shouldn't be the only model in use to promote Lincolnshire's unique heritage.
- This argument cannot be applied to the Usher which regularly stages one of exhibitions and by this definition is already a supersite.
- Stamford Town Council does not support moving towards a supersite model as it result in artefacts / exhibits being even more difficult for local visitors to see.
- It makes sense!
- As mentioned previously, when viewing Lincoln from afar (as my wife and I did) and deciding whether or not to move here, it is the number of cultural assets that is important. It creates the impression of a large thriving city. I would not have moved here if there were only a few supersites - the city would have appeared too small. Please remember that when the hospital is trying to recruit a leading consultant, or the university is trying to recruit a leading scientist, these people can look up what is in a city before applying for positions.
- Lincs is a large county and diverse. Lincoln and Stamford are worlds apart and not seen by all as a Whole. Very different areas. Stamford is often regarded as not part of the rest of Lincs.
- Supersites will mean a reduction in what can be displayed, resulting in major works being stored for long periods rather than giving people the opportunity to see them.
- permanent collections are valuable to show the bequests given in good faith for the public
- Much more detail is required - museums are places to have a look at our history and any special anniversaries which come up - Cost is a major factor and the more permanent museums are the less cost there is - They are getting far to gimmicky and hence far too expensive to run, which is exactly the position you are in now
- Flexible approach could be adopted without polarisation as super or micro
- I can't afford to take my kids to the Castle or around the Cathedral... You are closing down all the free stuff and will no doubt be charging a super fee for visiting the supersite...
- I do not believe that a supersite would enhance a persons experience
- Our heritage in Lincoln was not made overnight, nor with a visitor-centre ideal in mind. Our city evolved over many, many years and its history cannot, nor should not be parcelled up into one giant site just because its cheaper to run. People will visit numerous sites to learn a location's history and culture if they are interested. Please do not dumb down our heritage into a 'Disney'-style theme park mentality.
- Microsites can work together as a group of sites to provide what you refer to as a 'supersite' model, especially where you have a number of sites close by as we do in Lincoln. 'Super' is not necessarily better. Again, a holisitc approach to all of the venues should lead the decisions, taking into account all of the different types of venues and their appropriate uses. The majority of the sites are also known heritage assets and the assessed significance of each of these properties should be fundamental to the decisions to be made on their future use. The impacts of any proposed uses on any heritage asset should be assessed for their heritage impact BEFORE any decisions can be sensibly made.
- The whole of Lincolnshire does not revolve around Lincoln

- We already have a purpose designed art gallery which is fit for purpose.
- Expertise is needed to run these sites - diluted through being part of a "Supersite". The Ferens Art Gallery in Hull is purely an Art Gallery - well supported and attracting repeat visitors. Do not "dumb down" our heritage and culture.
- Supersites suffer (at least) 3 significant problems. Firstly, they draw more traffic to a single location, increasing (probably already existing) congestion issues (including parking access, blocked roads, air quality, and risk of RTA). Secondly, centralised responses tend to be less diverse and flexible than is available through a variety of smaller local sites. Thirdly, microsites can draw income into a local economy, most especially in hospitality, when people visiting a site also shop in the surrounding area. Microsites are certainly less financially efficient, but reducing culture to something which Taylor or Ford could have invented is a step downwards on the scale of quality.
- Needs to be sustainable
- agree with your reasons.
- Again the basic idea is reasonable, but don't insist on a uniform approach, and wait to see how it goes. I can see the sense in Lincoln Castle operating as a 'supersite'. Case for Collection seems much weaker. Transfer of Old Hall to English Heritage eminently sensible.
- Each site needs to allow its director and staff to develop their exhibitions and events to engage with the community, schools, local organisations, the public: to provide public services.
- Like any heritage asset you have to utilise it to its greatest ability. All galleries and museums have a core exhibition surrounded by temporary events and exhibitions. This is the only way of getting repeat business. Having visiting exhibitions i.e. the moon creates great opportunities for locals and visitors alike to revisit venues which may not necessarily get repeat footfall.
- I think that the idea of supersites is good as long as there are sufficient transport links and complementary services (food, disabled access and gifts) are included in proposals. Many heritage and art services are housed in buildings of architectural interest and I wouldn't want new supersites to be without interest.
- small is beautiful in my eyes.
- Genius idea
- Interesting idea, again cautious about ability to pull it off. But Business case is sound
- I feel that the Usher Gallery was given as a gift to the city and as such should not be just offloaded.....I would like to see alternative use made of a beautiful building especially on the art side. Schools are being asked to stop offering creative courses which does not provide a rounded education and will eventually lead to the demise of creative arts in many areas. Before any firm decision is made on the building I would like to hear more of the council's ideas made public.....come on some very brave people namely the city fathers have taken a leap of faith in the development of the city hub, Sincil Street revamp and the eventual changes at St Marks. This is a major county town we should be keeping the focus on the city taking the lead not just ditching the building but thinking of alternative ideas....get your thinking caps on!! I have lived in Lincoln for almost 72 years.....I really care about my city having spent all my working life in the city centre.....the choice of the uni
- Microsites bring monies into the local community economy, whereas Supersites would take that away.

- I realise Local Councils are strapped for cash, and more pressure is placed on them, to find ways to manage the money from government, the Usher gallery was purpose built and is iconic and is much more suitable as a gallery than the collection, which seem always so dark when I have seen art collections there recently
- I believe a mixture of both types is better
- But no good unless we can have something like this in Stamford
- This proposal works as we have revisited Lincoln castle a number of times but only visited micro sites once.
- Creating supersites sounds rather like putting all eggs in one basket. Much less interesting than having a variety of provisions.
- Will these 'supersites' offer any more actual room, or floorspace? If not, how exactly do you intend to offer multiple experiences on site? Will these experiences be virtual, eg. using virtual reality headsets for everyone, thus requiring even less floorspace than previous? Alternatively, especially in respect to The Collection housing the Art Collection, will the facility be greatly expanded by new extension/s on site?
- Think the Usher Gallery being moved to The Collection is a good idea.
- you could run these events side by side without affecting the day to day running of the single story development
- I do not believe the proposals save enough money to be worth the loss of amenity. In this country we generally over-centralise services and introduction of a supersite is a clearly retrogressive step.
- Because you will end up with less facilities giving similar experiences all catering to the lowest common denominator and making cultural decisions based on what will bring in the most income rather than what will challenge and stimulate thought and understanding.
- This sounds interesting but it should be incorporated into the Usher Art Gallery.
- Super sites are great, but not closing down existing ones. Some smaller ones can also have more visiting exhibitions. For instance, the Usher gallery has the space on the walls to hang up more paintings. It is also very near to the collection that it is almost one site and I tend to visit both. I wouldn't move the items from the Usher gallery to the collection though as the Usher gallery building itself holds a special charm that the collection lacks in its modern building which is soulless. I like the more historical buildings and wish we had more we could visit in Lincoln. The modern sites do not look attractive to locals and tourists alike. Some sites like the Usher gallery have started to look a bit neglected, rooms that are out of order, no new displays visiting, and only a small portion of the art on display.
- I agree that people want variety and change.
- micro sites are expert at delivering the specialist culture that they were constructed for. A one size fits all, go for the lowest intelligence to attract more money has no place in the culture provision of Lincoln.
- We had a perfectly good Supersite in Stamford. We called it our museum!
- Lincoln is too far away from Stamford.
- • The proposals appear to present the position that supersites are good and microsites are boring and bad, I don't think the position is so clear cut and there should be a mixed economy. • The proposals' main audience appear to be tourists and ignore the needs of residents which are a separate and important group, often with different interests. • Focussing the majority of heritage investment in 'supersites' in Lincoln will risk skewing the development of heritage services to what will make money and risk not telling the story now

and in the future of the wider communities in the county. The proposals reflect the desire to deliver cultural entertainment to those prepared to pay.

- My reasons have been listed above.
- I am not convinced that LCC is committed to its local heritage, and its great variety. The capacity for temporary events should be explored, but the permanent collections also have great value. Repeat visits may or may not happen, and the 'widest range of experiences' is not relevant in all cases and can lead to 'dumbing down'
- I would argue that all heritage sites are capable of offering visitors multiple experiences and that scale is not the main point in question here. Investing in refreshing the permanent displays and providing a programme of rotating displays and events would keep local people interested and encourage repeat visits. I agree that Lincoln Castle should be developed into a supersite as it is an exceptional example of an heritage site, being in the Cathedral quarter and is already well visited. Maintaining a programme of national projects such as the Poppies, will keep the Castle in the limelight and attract attention. I understand the rationale of streamlining the finances but I am concerned that some of the smaller sites, particularly the windmills, may not remain accessible to the public if third party operators cannot be found. I have a deep concern about the proposal to close the Usher Gallery building and the merger of its function with The Collection. This is a massive reduction o
- The business case is impressive and makes complete sense. the castle is being used as a pilot and looking forward to seeing what can be done with The Collection. We should fully support such a progressive and innovative council
- This is a great idea
- I will be entirely honest in that my motivation for completing this survey is to challenge those posh bullies from SLUG
- Get rid of the dull old stuff and invest in the new stuff. Think about your future audience. Don't be another Brexit
- This is similar approach to how London museums do it and would be beneficial to attracting more visitors
- One place to visit. Given how unreliable our summers are, this is a good idea and will provide a full day out
- It's the way forward. People might go to a museum once to see an exhibit in a glass box, but they won't return if the same exhibit is still there in the same glass box. This is the 21st century and people expect flexible, multi-media presentation.
- See above. It would also be detrimental to tourism in Stamford which is a major draw for tourists from both the UK and abroad.
- Lincoln has a poor rail service and the station is at the bottom of the hill. The parking in Lincoln is not adequate and there is no Park and Ride
- The site at Stamford Museum should remain open
- The idea is good in principle, but the site has access problems. There are many people like myself who are not sufficiently disabled to warrant a blue badge but struggle to get up the hill, and it is rare to find parking at the top.
- If a supersite means moving everything to one centre i.e. Lincoln this would leave small towns, especially historic ones like Stamford with any local information and artefacts. Lincolnshire is a huge county and many people especially families with no car would find it difficult to get there.
- KEEP GALLERY AND MUSEUM IT IS BRILLIANT ASSET

- Some valuable assets should be on show all the time, but temporary exhibitions also keep things fresh and help to draw in repeat visitors who come back to see new shows. You could use the Usher Gallery for shows by the art college or fashion students in addition to showing the permanent collection.
- A 'supersite' is a weasel word for commercialisation.
- The division between Supersites and Microsites is spurious. The two can be interlinked, (see my comment concerning hoe The Collection and The Usher Gallery could work together to the benefit of both). Likewise Windmills are important historical evidence of their role in draining the Lincolnshire Fens. There could be many opportunities for Education involving links with schools and colleges. The subsequent visits could be jointly funded.
- If the variety and creative exhibitions that have been delivered so far, continue. Then I'm all for it
- I refer to the answer above. In my opinion there is nothing "super" about a one size fits all model. Again more marketing is needed to fill our wonderful individual sites such as the Usher Gallery. Art students could become involved in supporting the use of this too. It just needs some forward thinking.
- I really likely this idea, it makes such sense
- Having taken the time to read and understand the proposal, I think that building upon the success of the castle is a great one
- Changing the original idea and purpose of the gallery and museum sites into a polymath suitable for only small and non specific activities.
- Big is not beautiful. When confronted with multiple attractions, it can be daunting and distracting, as the urge to cover all that is on offer can become the main aim.
- Big is often not better
- See previous general comments. I think you are trying to attract more tourists than to give Lincolnshire people a better service. In such a widespread county, we should celebrate & try to refresh & add attractions to existing sites, keeping LCC control as otherwise too much responsibility falls onto volunteers. Many will not survive under the proposed plan.
- The Usher Gallery could be a supersite to complement what is on offer at The Collection rather than them seemingly being in competition with each other. For example while the Moon was at the Collection there could have been an exhibition in The Usher Gallery of paintings and photographs of the Moon and the night sky. Schools could have been asked to submit paintings which would have brought in family members and friends.
- The Collection was meant to be complementary to The Usher Gallery
- I feel this may be an excuse to sell off sites to make the super site more economical.
- The sites need returning visitors both for permanent and temporary exhibitions and there will be opportunity to introduce charging for the visiting collections
- Providing the previously planned walk over/bridge is built between the two buildings. Otherwise - do not support.
- Small is preferable to large when veiwing art and culture. Having worked in London the experience of visiting major museums was exhausting.
- Lincoln benefits from having nationally important collections - the DeWints in the Usher Gallery.
- Both should be offered
- This is a reasonable proposal.

- Try walking round the Collection and similar and see if you can take it in in one go. There is too much emphasis on quick fixes and instant gratification - people should be encouraged to make an effort when visiting what you call heritage sites - if they want a quick fix they should visit a fun fair
- Supersites are not the answer. Local History in the county is best served by intelligently presented and explained stories. Not a jumble of the history of everything.
- The Collection building and architecture is welcoming and interesting for a 21st century audience. If the LCC can make money from the Usher gallery to enable Lincoln to succeed as a tourist destination, I welcome this. The castle and the Cathedral being quite close to the Collection is enabling for visitors.
- Lincoln is not easily accessible to many people . Scarce resources should not be used to provide for the few. The plan for a super site is reminiscent of London. Access for the few disregarding the many. Obviously Lincoln residents and people nearby would support this option. It would be unwise to close the other sites.
- The question makes little sense unless the sub-text is that 'supersite' is a building that can be used for anything as well as or in the longer term, instead of its core purpose
- I would like to see Usher Gallery remain as a museum/gallery site
- I thought the original idea was to physically join the art gallery to the new museum -hence the name Collection. This never materialised. I have never heard a member of staff encouraging visitors to move on to the Usher as being the next part of the Collection visit/experience. The existing museum does not have enough space for temporary exhibitions whereas the Usher does
- Reasons given in previous section
- It allows for more people to be interested in going again as its a different experience.
- Although I see the merit in widening appeal and communicating the offer better, in the case of the Usher it is the poor relation with regard to e-newsletters compared to the Collection or Castle, I fear that art works in the Usher Collections will disappear from public view.
- Bigger does not mean better. It depends on the quality and the programming.
- Destruction of prestigious Usher gallery. Not valuing the art owned by Lincs. Be more creative with the Collection site.
- microsities need to be retained to ensure that specialisms eg ceramics, art galleries are kept in their own specific environments. Temporary exhibitions and rotating items in the permanent collections can help increase tourism visits.
- It's a stupid word. Whoever thought of it should be glued to a piece of soiled nappy.
- 'The Collection and Usher Gallery' is already (based on your above definition) a supersite. It currently does offers multiple experiences, including both permanent and temporary exhibitions and events, which enable the broadest range of audiences to engage with the widest range of experiences.
- Variety
- Not a bad idea but concern about losing the "micro sites altogether
- The museum has been mismanaged for years and deprived of funding.It needs updating Not a change of function.
- This marginalises heritage services in Stamford
- If done properly it could lead to a much superior level of events, facilities and exhibitions. I don't fully support it if it means not showing and developing permanent collections as well.

- Whilst this model may work for some heritage sites, it will inevitably lead to the closure of some so-called micro-sites to the detriment of the County
- In principal, supersites are worth considering but there can be more of them. The proposal is restricted to too few. The Usher Gallery, for example, would be a perfect part of the Collection site and there is no good reason to take away a perfect art gallery, it needs to be better publicised and used instead of it being 'run down' as seems to have happened with lack of staffing and funding.
- A museum permanent collection could be downsized or cut if underused. Collections could be shown as temporary rotating shows mixed in with temporary touring shows.
- I believe that the Collection and the Usher Gallery already operate together as a supersite by your own definition.
- The argument behind the jargon is feasible but properly qualified staff and trained volunteers are vital
- Supersites and Microsites are just jargon. The Usher gallery has in the past had many excellent exhibitions, I have been to quite a few. The Usher also doesn't have everything on display so could rotate the available collection. More travelling exhibitions could be put on there and special events such as talks by a specialist to compliment the art in the exhibition or the art on general display would generate interest and could be charged for.
- If the events and exhibitions were always available to the public (at a small price if necessary - with appropriate concessions available) and the 'events' were never for private individuals/companies I could support this proposal. However, if the 'events' became purely a money making scheme and not to enrich the arts offer for the people of Lincolnshire I would oppose.
- Usher is not a microsite, it is a magnificent, purpose built art gallery. Operate Usher and Collection museums together. Their themes/collections are not the same, and therefore not competition for one another. Co-operation is essential, living side-by-side they could compliment one another. Imaginative management, good marketing and vision are needed.
- Supersizes remove archival material and objects from their origins.
- this is a small country with many historic sites and attractions there is still room for more historic sites and attractions in the county of Lincolnshire
- Local archives and artefacts should stay in their specific area.
- Apart from the fact that this is cultural management 'speak' which is unnecessarily being used to dress a cut in services up as something 'necessary' and clever, because ordinary people would rather deal with clearer language like 'small, specialist museums' and large, core museums/venues that can be used to attract more people with changing exhibitions and events it is not clear how you have reached your museum/site differentiation and I'm not sure you should be making decisions on the basis of your 'beliefs'.
- I do not agree with the binary definitions provided. Moreover, as an active patron of the arts both in Lincoln and across the UK I don't think i've come across any heritage site that actually matches the definition of 'Microsite' provided. Indeed, all the heritage sites in Lincoln could be said to offer multiple experiences, even Ellis Mill.
- I firmly believe that the County Council has a responsibility to maintain heritage attractions in the area in which they are situated.
- The Usher Gallery should be retained and operated as and integral part of the Collection Supersite
- with the Usher and the Collection working together it is already a Supersite Usher is not a microsite - it is not necessary to close the Usher

- The Collection and The Usher Gallery are already close enough to each other to already be a Supersite and to make the best use of both spaces. The Usher Gallery already offers both changing and permanent exhibitions so is not a microsite.
- I believe that a 'Supersite' is a good idea - for example turner contemporary at Margate, The Hepworth at Wakefield, The Yorkshire Sculpture Park, the Victoria and Albert Museum, Tate Liverpool, The V&A that will soon be opening in Dundee. This ambition for the Usher Gallery and Collection to be turned into a supersite is good in principle. However I do not agree with the proposals put forward in the heritage review business plan. I see the proposals as being retrograde in their ambition, it is not building on the assets available to Lincoln in terms of the Usher Gallery. There is not the vision and there is no evidence that LCC and the people managing these sites will have the ability and knowhow to fulfill the plans or that they will achieve the outcomes that they hope.
- Although having a mixture of uses is great for temporary exhibitions and allowing for changes to what's on show. But we also think the permanent collection, if shown properly has a lot to offer Lincolnshire residents and those who visit.
- The supersite option fails to take into account the fact that the whole of Lincoln city could become a very effective super site. The cathedral, castle, Museum of Lincolnshire Life and the collection plus the extra gallery could form a huge Heritage hub for the county.
- The most important consideration for a visitor offer is joining the experience. Making sure opportunities and activities are publicized. If people don't know it's there if people don't know it's on they can't attend. The most important thing for the Usher is for it to be connected to the rest of the heritage and cultural offer visibly and dynamically. The Usher has the potential to enhance the concept of the visitor offer even if it's as a super site to the castle or to the collection. Without it the remaining super sites are weakened and lessened.
- Isolation of a single supersite may not bring the repeat visits that are required.
- You are ignoring other elements of local heritage. For example Stamford, the first town to be given conservation area status many years ago, has lost its museum and now will lose what little is left if it loses its microsite status.
- I do not accept your definition of microsites. A microsite may have a single story but it may be of national or international importance and needs to be sold as such reducing the need for repeat visits. Also, a so-called microsite can be visited time and time again by the same people - seasonal events, talks, guided tours and so forth.
- Sometimes bigger is not the same as better. Small can be beautiful if presented properly
- The Usher has a vast collection of paintings which are not moved around and often when a new painting is displayed there is little information provided and I have to Google the artist.
- See previous answer.
- While this may make economic sense it can water down the experience.
- The term "supersites" is nothing more than modern management-speak gobbledegook and should be dismissed with contempt for those who devised it as a cover for destroying our heritage.
- The heritage of a country the size and diversity of Lincolnshire cannot be distilled into a few locations. Lincolnshire's heritage exists all over the County and visitors want to spend their time exploring more than one or two sites.
- Lincoln is not large enough for a superset and the dispersal of existing facilities adds character to what is on offer.
- You already have flexible spaces in both the collection and Usher gallery. A super site would sacrifice James Usher's legacy to the city and is frankly, insulting.

- As previously stated.
- You are offering nothing to Stamford
- Totally disagree with the suggestion - have you ever heard the saying 'small is beautiful'? Small sites must not be stripped of their assets - which will disappear into storage in Lincoln - never to be seen again.
- The whole of the Usher Gallery building and its contents are part of Lincoln's heritage. If the best that can be done is convert part of it into a yet another venue for weddings etc. then this paucity of imagination beggars belief. We had the Curtois Gallery as the, now apparently much needed, temporary/travelling exhibition space. So it was demolished as part of that period's good idea. Try to think long-term. 'Supersites' - what a ghastly buzzword.
- Who is going to organise all these Supersites/Microsites and who would arrange the temporary exhibitions. If money or the lack of it is actually the problem how much would these supersites cost to run!
- I have visited both the Usher and Collection sites within the last few weeks. I was disappointed by my visit to the Collection as it was basically hosting drawing activities for children. While I support the inclusion of children in Museums and Art galleries, what has become 'child-friendly' is also 'adult-unfriendly'. The Collection has become a glorified playground. Considering the amount of money and publicity spent on the Collection it is a disappointment for adults. I attended the first Wedding that took place at the Usher Gallery and it was a moving occasion. A few weeks ago I visited the Usher with a friend and we really enjoyed our visit. If the Art Collections were moved to The Collection there would not be the opportunity to have the time and leisure to enjoy artwork as it would be competing for the space with children. Eventually the space would be decreased and artworks removed because of 'lack of use.'
- If this means adding to sites like the Usher then great if it means closing the usher then no
- I already consider the Usher Gallery and collection to be a supersite. The Usher Gallery cannot possibly be classed as a micro site as it already offer multiple experiences incorporating more interactive audience participation through many differing exhibitions and educational promotion etc. it offers many temporary wxhinirions and events throughout the year. With more imaginative marketing and management it could do even more!! The Usher and the Collection should operate so much more hand in hand to engage the wider audience and offer even more Of the widest experiences. I strongly feel it is NOT necessary to close the Usher.
- Great idea, super sites can always redirect visitors to the smaller sites once they have experienced the main attraction.
- Microsites still have a valid experience and need protection. By selling these off as commercial enterprises they will be lost to many. Even if they only would have visited once they would have shared their experience and encouraged visits by others.
- I do not agree that you need supersites.
- I dont feel this is the answer. The Collection has a lot going for it but being a supersite is not one of those!
- Lincolnshire is a big county and a lot of people don't live near the supersite - public transport is hardly brilliant so how are a lot of people ever going to access the supersites? in addition i think having local sites in more people's neighbourhoods can be a way of making more people aware of the history of our area and perhaps interest them in exploring more - that doesn't prevent a microsite from having temporary displays about different

topics from time to time - perhaps do more to involve local people by all means - to encourage more and better use of the sites

- more inclusive
- The question has been falsely framed. Many very small sites around the country manage to offer both "a highly specialised and fixed collection" and "enough appeal or variety for return visits". Is the Usher a 'Microsite' or is it part of a 'Supersite'? The distinction is arbitrary and unhelpful, with false conclusions embedded within the concept designed to lead to preconceived conclusions.
- Larger is not better.
- I think the Castle is a fantastic venue and the opportunity to develop other sites to a supersite approach would give more for visitors and create a more attractive offer overall.
- Installing the originally planned walk over between the two buildings would enable the site to have The Usher as the designated art gallery whilst The Collection would then have room for other Heritage activities.
- Linking the buildings would be a supersite.
- This may be a realistic approach for the majority of sites but I feel that it is disingenuous in the case of the Stamford site which has already been compromised by LCC when it closed the Stamford Museum and created a library display (nice though that is) to replace it. Thus the museum building is no longer a capital asset and the collection is no longer readily accessible.
- I'm sure with investment and encouragement all sites can expand the range of experiences they offer, but this sounds like management speak to justify interference with ecosystems that run that way for a reason. Ellis Mill, for example, cannot be run as a supersite. Interference with its layout would be heritage desecration, and at the end of the day, it's a Windmill. It's not a concert venue, or an art gallery. To try to be otherwise, kind of insults and undermines the mass of volunteers who've worked tirelessly to keep it going for all these years. The Usher Gallery already revolves its collection, and has hosted many hugely popular outside exhibitions, including the brilliant local artists exhibition currently showing. If the attendance is down on these events (it seems unlikely, I never find the gallery empty) might I suggest a small promotional budget, branded outside of the collection brand? This is the kind of talk we encounter when overpaid consultants are sent in to fix pr
- This approach belittles and undermines the importance of these "single stories". How can an Art collection be a single story? Painting, watercolours, horology, numismatics, ceramics, costume & textiles, sculpture, furniture, glassware they all have their own place in our artistic heritage. By creating a so-called supersite you are "dumbing down" our culture and our heritage
- Why can this not be done at the Usher? If its about money there is no reason this cannot be done. The gallery needs creative management and marketing.
- An economic model to support the community based on the observed environment is good. Centralisation involving office based spread sheet evaluation is bad.
- Loose focus and dilute specialisms by piling everything into one venue and you damage standards.
- The Usher is part of Lincoln's art Heritage and would be diluted
- History is local and unique to each area. Culture should be accessible to all and moving to supersites would make it more difficult for those with limited income and transport. Moving to a supersite would destroy integrity of diversity.

- As long as the Usher Art Gallery stays as an art gallery and exhibits its permanent collection and visiting exhibits.
- Microsites offer more diversity.
- The Usher Art Gallery is a stand alone unique feature of Lincoln...gifted at a time when we weren't all obsessed with money.
- It may make more sense to spin these sites off altogether to a group financially independent from the county council.
- The concept is a very poor one. Lincoln and also Stamford and Boston are supersites in Heritage terms.
- Both have their place. Alford Mill has no less relevance than The Collection/Usher,MLL. The entire Uphill area is already a supersite which should be exploited as a whole and not broken up piece meal for short term gain. Market the whole package.
- Improve the displays please without closing the gallery. As an artist I am very very disappointed that the idea of closing the Usher as an art gallery is even considered.
- The Usher has the potential and capacity to be a supersite.
- Temporary exhibitions and events are good, but they are by no means the whole story. The permanent collection at the Usher Gallery is of the utmost importance, and given enough publicity could and would attract more visitors. The gallery was founded because of the legacy of James Usher, which of course included his own collection., and this surely should be treated with some respect. Far more could be done to explain the various aspects of the collection, more could be done in conjunction with educational establishments, and certainly far more could be done to 'flag them up' to a public who may not be aware of them.. When I visit The Collection I see no prominent (or any?) notices inviting people to continue their visit at the Usher. I feel the move to Commercially based 'supersites' is 'dumbing-down'. In this age of dumbing-down, we need to continue to offer a higher vision of our heritage, and focus on ways of reaching out to do that. The permanent collection is not 'highly spe
- Lincs is a large county, you need centres across the county. If you live south of the county it's a long hike to e.g. Lincoln. You'll probably go to Peterborough.
- This will help keep the Usher as a gallery but leave space to expand, grow and attract new audiences.
- Disagree that "microsites" do not deliver. For example Hull has several microsites by your definition, all of them are flourishing.
- This proposal is confused and troubling as it is deeply patronising in its perceptions of the people of Lincolnshire and on the many small museums across the county that successfully share a particular story. If past Heritage Services exhibitions have been "worthy but dull" as described in the business case, it can only be down to a failure to invest in the skills required to interpret and display the collections, which are of national importance and tell stories relevant to people from around the world. Such statements say more about the narrow minded assumptions of the author of the business case than it does the real interests of the people of Lincolnshire, or what attracts people to visit museums. The supersite and microsite terminology is not one that we recognise, and is presumably the invention of LCC's managers or consultants. Even the smallest museums focused on specific collections, such as Woodhall Spa Cottage Museum, telling what on face value could be considered only 'a
- You are unbelievably Lincoln biased. There are many other places that have cultural centres, museums, historic buildings that have no external assistance. NB We are in the

early stages of considering a museum in Spilsby. We will be sure to tell everyone that it has been set up in spite of you, not because of you.

- Services/artifacts will be lost as there isn't anywhere to install or show everything the current micro sites offer. Also a large site in one location might not be accessible to all
- See my earlier comments, not going to repeat them here.. But just to say you are not going to have the support of many people, you need to learn to manage better, be creative and don't be fooled by those who lobby for commercial endeavours, they always want the profit, and it does not go back to the people.
- The Usher Gallery does not need to be closed. The Usher Gallery is not a microsite, according to the definition above. I love this art gallery and feel very sad that the council is considering closing it to the public.
- Looking at art on the computer is all well and good, but we need a venue for artists to be able to go and see in person. Maybe just use that as a means to promote the gallery more but don't rely on it completely.
- The Usher is perfectly suited for its purpose as an Arts Gallery.
- It is far to "Lincolncentric"
- Improved small sites encourage visitors to go to areas which they might otherwise not visit, in turn this increases tourist revenue in those towns and villages
- Moving to this model will inevitably see the closure of unique gems within our heritage sector. Many sites that could indeed be run using the super-site model with some innovative and imaginative programming will be incorrectly as micro sites and closed and lost to the public forever
- I support the proposal of supersites that would offer both permanent and temporary exhibitions and events as I feel this would add greater value and appreciation to the sites, and would cater for a wider range of people.
- Combining the Usher gallery with the Collection is not a good idea. Talking to XXXXX, the architect for the Collection - he envisaged a cultural quarter with residents, small shops and private galleries - NOT all culture lumped together in a building that was never designed for that purpose and however much you spend on it will never be adequate.
- Providing multiple experiences raises the bar for frequent visits which in turn will increase income spent in café/shop and also widen the opportunity to 'spread the word'. We live in a fast moving media world and have to keep up.
- Outlying heritage sites can be transferred to local bodies with the right support; the Usher Gallery is a figurehead site and collection for Lincoln and Lincolnshire - make MORE of it not less
- If the move to supersite operation is implemented it would be important for the income generated to be used right across the whole LCC heritage operation - some sites have the potential to generate more income and this should be used to support some of the smaller sites that are to be retained
- I thought the Usher was a super site already with visiting temporary exhibitions. I have no objection to other uses of the building for the promotion of the arts - I do have a problem with the venue being used for non-Art uses e.g. A wedding venue. I do not see why permanent and temporary exhibitions cannot co-exist. I think the problem with this site has been poor promotion and rigid thinking.
- The change would be expensive and there is no convincing case made that it would be more cost effective.
- In a city such as Lincoln i think microsites are more suitable

- The Zusher is not a microsite when efficiently managed (as it used to be in the 1980's and 90's.
- The Usher Gallery allows for a quick visit, when combined into another facility, it would require a longer amount of time to get around the museum to see the art
- The proposal does not turn the Collection into a 'supersite'. It is already full. An enormous sum would need to be spent to enlarge it. This would be better spent enlarging the Usher.
- This would have the benefit of keeping people onsite for longer, so they may feel more able/interested in engaging with other experiences on site. However the unique, memorable charm and character of some microsites will be lost if the supersite feels like a big warehouse.
- Do not have a preference
- Lincoln is a fairly small city, any visiting tourist can easily visit multiple locations.
- Again understand rational but concerned about the loss of other sites
- The buildings are fine, designed for purpose; they only need the correct curatorial care, and a council willing to support the infrastructure already in place, as they have done repeatedly until this point.
- As a large rural county, the distances, time and cost to travel to Lincoln can be excessive, particularly on public transport (e.g. Bus travel from Stamford can only be made on Tuesdays and only gives approx. 3 hours in Lincoln and involves approx. 5 hours travelling !)
- There is value in the temporary events in wider sites, but there should also be care and funding for key collections which draw these together in context.
- Supersites sound terribly impressive but mean far less accessibility for many, particularly those with limited transport options and will limit display space in many cases.
- The Usher could hold more visiting exhibitions - The BP photo exhibit was a wonderful example - but the venue must be more welcoming to visitors - the car park opposite the Collection should be for visitors - and far better facilities for the young - schools - and disabled - no advertising should be far far better.
- What supersite. The collection isn't big enough to hold all the ushers collection.
- Supersites confuse customers and visitors, there needs to be a clear offer - Are we here to see Art, Historical exhibitions or Archaeology? You don't go to Cadwell Park and see people looking for the horse racing? Be sensible!! Too many mixed messages will ultimately turn people off - If you cannot deliver clarity - then find people who can - The Tate Gallery doesn't have Ancient Mosaics - You are just 'copping out' and staff will always be more focused on certain areas.
- Focusing on being 'commercially viable' is entirely wrong or at least misleading for our Arts Culture & Heritage - therefore defining this sector as supersites or microsites in order to make more money is flawed. All components of this sector already share aspects of both 'supersites' or 'microsites' with what they do and offer.
- Highly specialised is a good thing, surely. Permanent collections can be the ones that children go back to time after time, and remember for the rest of their lives.
- A supersite will be hugely expensive to create. There is no guarantee that it will be financially self-sustaining. it may even lead to a huge, unnecessary financial loss. Lincoln is too small for a supersite. The value of Lincoln's heritage sites is micro, not macro. They are cultural gems. Visitors do not want a supersite, they want to have an authentic experience of an historical city with cultural spaces that are part of its history.

- Supersites may be sustainable by those in the local population who are interested in heritage and the arts.
- Unable to travel to supersites - no public transport
- See previous entry
- The uniqueness of microsities will be lost; their stories, connection to the locality and community. Supersites can lack character and connection to 'real stories' and heritage
- Changing exhibitions encourages local people to also visit sites as well as visitors
- This approach suggests that Heritage Services will concentrate solely on putting effort and investment into developing the two supersites and just let the microsities carry on as they are at the moment, with no added investment, imaginative programming or improved marketing. Will they be the next sites to be liquidated in a future review because they have haven't had the attention they need and deserve? The business case suggests that the Usher and Collection are separate entities. However, as the Usher has been subsumed into the Collection for a number of years, surely they have been operating as a supersite already, just not very well managed, maintained or marketed. There is scope to provide multiple experiences in both the Usher and The Collection and across both sites. The Usher already offers temporary and permanent exhibitions and events, and there is scope to run more at that site. There is also scope to engage with a broader range of audiences and offer a wider range of exper
- The Usher Gallery houses one mans collection, left to the City.
- Variety can be good, but not at the expense of permanent collections
- Coordinating what happens across all sites creates the opportunity to tell bigger and richer stories. It also allows a lower-cost management structure with fewer people, which is probably part of your thinking. If so, I hope you will be honest about this, and detail the anticipated impacts on employees and staffing. Again, I can understand it if this is so; but you need to be transparent.
- I feel the Usher could actually be part of the Collection supersite site - it has never been emphasised that the two are connected and this is a weakness. The Usher could actually show a lot more art on its purpose built walls. The very old fashioned galleries showing ceramics and so on are too niche for the size of Lincoln. I have always liked the annual painting shows and the gallery is a very good space for such events.
- I understand the benefit of a supersite, but surely there is cause and demand for a site that sits in the middle. A micro site with investments to draw people back.
- Makes sense providing we secure the arts and heritage services
- You lose the brilliant sites of the Usher which is an amazing part of Lincoln which when living there I used to visit almost daily? The peace and freedom to just experience the art and collections in there with the space and air to breathe is much more attractive to me than the crowdedness of the Collection.
- I agree that a multiple experience does appeal, as a parent of young children I found they need a variety of things to keep them engaged. However a site that offers multiple experiences is likely to be more expensive and may deter some visitors because of that.
- Believe that English Heritage should take over most of the funding
- The Usher Gallery is a City jewel in its own right. As is the castle and other features of the City of Lincoln
- The character and appeal of important collections need to be celebrated in imaginative sites ,not hidden away. Perhaps business sponsorship would

- I would like to see a combined offering in Lincoln Castle and The Collection of both temporary events and permanent collections.
- In general, I could agree with the 'supersite' idea, but not as far as it entails closing the Usher Gallery. Dedicated spaces for art are crucial for well-being and engagement. Seeing the same darn works of art over and over does NOT get old, if you are taught how to appreciate them and engage with art at a young age (or any age)--and this is where education, courses, skills development can come in. Well thought out and cared for art galleries DO have rotating exhibits, they DO attract visitors to come back again and again. My family has lived in Lincoln over 3 years now, and the advertising of the Usher Gallery has been dismal/practically nonexistent, given what an amazing gem it is. It's a free art museum with beautiful pieces, and wonderful visiting exhibits, yet many visitors never even venture over from the Collection. It's crazy to me (who comes from the U.S. where you'd have to pay at least £15 to go inside an art gallery like the Usher). Art is cool, art is sexy, art is engag
- Why put capital into developing a supersite when you can develop the existing sites, both have characteristics and uses of a different nature. Why would developing the Usher mean having a fixed exhibition when for many years it facilitated visiting exhibitions and changes to the Usher Collection. The mood of both the buildings, The Collection and the Usher are quite different, attract different people for different reasons, are not mutually exclusive but effect a diverse range.
- Operating the Usher and Collection together would be a 'natural' supersite. Need some imaginative management, vision and better promotion than is currently experienced for the Usher at present.
- I believe that the terms 'micro' and 'super' are quite insulting to apply them to the sites in Lincoln. Each of the sites are totally different in what they have to offer to the public and although they are different in their physical layout, they should be treated equally in the matter of how important they are.
- Fine - just don't do it at the expense of the Usher Gallery.
- The outlying heritage sites tell the story of Lincolnshire and its people, and are an important part of our heritage. There is no guarantee that groups will come forward to take over these sites. In addition, with the size of the county and the transport network within Lincolnshire being so poor, once again, the idea of supersite based in Lincoln would exclude a great proportion of the population.
- Micro sites are more local and easily accessible places for people to visit on a regular basis
- Each establishment is an important heritage site in its own right, please don't destroy it like you have tried to destroy the library service
- It will bring people back regularly. We came to see the moon exhibition and would definitely come back again to see others
- We want the Usher to be the super thing that it once was, it just needs good staffing and support that it once had.
- Not whilst art is being moved from The Usher. Link the building and leave the art where it belongs.
- Linking both buildings and keeping The Usher as the art gallery would gain my support
- Again I have no problem with this idea
- What about all the other things that Lincolnshire has to offer?
- I do not feel that a supersite approach is the complete answer, it would be possible to programme more effectively across all of the LCC sites and with the close proximity of the

Collection to the Usher Gallery it would seem that this combination of buildings would theoretically provide a super site without reducing access or closing the Usher facility.

- This is nothing more than jargon. The aim should be to interpret the county's history and display its art in the most appropriate and helpful way. The size of the site does not matter but the authenticity of the experience does.
- You do not need everything in just a few sites. Preferable to keep the present model.
- I firmly believe that none of the heritage sites in the care of LCC are microsites. All historic buildings within communities have a multitude of stories to tell about social and political history and all have a unique place in the national context too. This is particularly true of Gainsborough Old Hall. LCC are missing some fantastic opportunities to make the most of this place which includes bringing in more income.
- This could work, and work well. But does it mean artefacts or artworks are removed from public view in favour of some transient and less relevant event. Again, I am wary.
- There is a risk that a supersite will lack identity and/or move away from its core business of conserving and sharing heritage. Offering a wide range of activities that attract different audiences is positive, but these must be site-appropriate and not alienate existing visitors. There should be a carefully managed transition from micro to supersite.
- I am not opposed to supersites but they have to be extremely well programmed to allow space and time for everyone to learn about and enjoy every unique site. They need to be carefully planned and must not undermine the appreciation, conservation and preservation of great art works.
- I think permanent collections become very tired..it would be great to see more diverse temporary exhibitions that encourage people to return many times.....it would be great to see materials on loan from London galleries to keep Lincoln up to date and exciting!
- More money for those buildings
- Jargon. The Usher Gallery and the Collection were intended to work together, and should be kept as they are.
- The distinction is fundamentally misconceived. Treating visitors as empty vessels who are to be provided with 'a story' or 'an experience' is demeaning. They come with a variety of interests - and with different interests at different times - and will learn different things, as long as a sufficient richness and variety is provided for them.
- The permanent collections were given to the community for their enjoyment and education. these collections must be available to all, regardless of income or social status.
- In this digital age it is possible to duplicate and create a comprehensive experience for visitors. Like the London effect why should there be a multicentre in Lincoln when many of the Lincolnshire tax payers never go there. Conservation areas should show the variety within our county, not have one conglomeration which if needed can be created.
- Not at the expense of the already small permanent display in the Library. Library staff include a cultural advisor able to assist visitors to get a better experience in the town
- can do that without closing the Usher. The Usher and Collection together are already a supersite and both of them offer temporary and permanent exhibitions. they need each other. the collection basks in the light of the Usher Art Gallery and may not do so well with a coroner's office next door. It's great to have two good art spaces close together.
- I question the validity of Council employees being involved in commercialisation when all other departments are out-sourced
- A super site tends to overdo the glamorous history of a place (very good for tourists I realise) at the cost of a more complete, deeper picture of a place and time

- in Lincoln you already have this, the Collection and the Usher should be working as one each offering a distinctive experience rather than a diluted offer by trying to make one building do everything for everyone, new investment has been made up and down the country in very effective sites focused on an art offer
- For the county of Lincolnshire - the second largest in England, but with lamentable transport connections - the supersite model is entirely inappropriate; it places (almost) all Lincolnshire heritage offers in Lincoln itself. Residents for whom Lincoln is not easily accessible will, in effect, not be served at all. This could reinforce the view that LCC is too remote and should be abolished, with responsibilities passed to unitary authorities based on district councils.
- A mix of the two terminologies is surely appropriate. The site must obviously not become fossilised, which is the danger through underfunding, but needs a dynamic element to promote revisits. It does however need to retain its core specialism and not be a hostage to inappropriate elements. An art gallery must retain that expertise including all mediums but should be adequately curated.
- The Usher was a super site until the Collection took away its parking facilities. Now there are too few parking places for this to become a reality. The publicity, particularly where the Usher is concerned, has been dire.
- The supersite model has potential for large numbers and bigger scale exhibitions but will no doubt be based in the city and there would need to be a supporting strategy to ensure microsites (and communities) with their individual and unique offers are not lost in the generation of one general site. The stories of the smaller sites are the strength of the combined Lincolnshire offer, not bought in exhibitions from other places that draw numbers but don't offer connection to the heritage of the area.
- To me, visiting several sites will mean tourists see more of this once beautiful city.
- Combine both galleries in a complementary manner in order to maximise and promote the arts in Lincoln over a wide range. Closing the Usher would create a considerable disadvantage in order to achieve this.
- I don't understand what the big difference will be for the large sites. The money has always gone to them. Further this question is ambiguous; you talk about offering a wider range of experiences but that only applies to the supersites. You assume that the microsites do not offer any changes. Museum of Lincolnshire Life used to offer changing exhibitions. They have a lot of school visits and many visits from tourists to Lincoln. Discover Stamford changes the screen displays every couple of months. The screenshows use in-house material as well as material from schools, Photographic society, Local History Society, Local Geological Society and at present the Rutland Natural History Society. I get the impression that the people that wrote the report (of which I have read every word) have never visited Discover Stamford. Repeat visits come from families that love the displays there. The site couldn't be in a better position, right in the middle of the High Street, for tourists to the town
- Again, makes economic sense but could alienate local residents and reduce the impact some of the microsites have by virtue of their position/origin.
- If you want to develop some supersites it should not be to the detriment of those sites not designated as super sites. As a local person who is a West Lindsey District Councillor I know that there is undeveloped potential in the Usher and Gainsborough Old Hall. The Hall already has a licence for weddings, but I am told that it is rarely used. They no longer attract many school visitors. The Usher is the proper site for an Art Gallery, but it needs better promotion. It has been used as a site for gifted school children but it could be developed to

be open to all children and adults. If you go to any art gallery in London there are always schoolchildren there. Give them a reason to be at the Usher and they will go there. It could also be used for weddings as well as being an art gallery. Galleries and museums in London are also wedding venues.

- I cannot understand the thinking behind this proposal. It means that a site as important as the Museum of Lincolnshire Life would be reduced in status even more that it has been over the past twenty years. It would make more sense to integrate the Lincoln museum service so that a visitor would be lead through the county's history starting at the Collection with the earlier periods and moving onto the MoLL for the later periods and social history. There seems to be no understanding of the importance of the county's industrial; history in the proposal documents. Eliis Mill should remain as part of the MoLL offering and not treated as an independent site. The visditort attendance quoted fare misleading. There is no formal way of counting visitors to the Usher Gallery and the Collection. There is nothing at the Collection to encourage visitors to visit the Usher.
- It's a false choice. Imaginitive interpretation can connect almost anything. This is as crude as one of those TV ads for soap powder.
- Arguably the Usher & Collection are already a super site. They are all under the same website & advertise each other. Moving the art into the Collection will not make it a super site.
- The appreciation of heritage within the county needs to include all levels and types of heritage asset and a supersites approach will imply that only the largest/costliest/best-funded locations are worthy of interest.
- Far too centralised, in such a widely spread out county.
- This Supersite - Microsite classification is simply a way of dresisng up / justifying closures,
- We do not need 'supersites' whatever this word means - we need sites that are super - the Usher Gallery is one.
- By operating more commercially and self-sustaining, the service runs the risk of operating only to make money, so losing sight of the Council's fundamental connection to these sites. Leave such commercial enterprises to commercial or charitable/trust organisations. Separate the fundamental responsibilities for the collections away from the "fun" and "educational" activities.
- More specific and detailed information is needed from other areas which have moved to this model. It is impossible to assess this proposal on the basis of six lines of writing. The public needs to know where this proposal has worked successfully.
- Turning the Collection into a 'Disney' experience to get people through the doors does a disservice to the people of Lincolnshire
- Supersite is one of the most ludicrous terms I've ever come across. Who came up with that one? All the sites must be protected and saved. A rethink needs to be sought.
- If the proposal is for the Usher Gallery to provide a wider variety of arts and cultural experiences- to include creative workshops for all age groups and
- For local people, temporary exhibitions give more variety and likelihood of repeat visits
- I'm not against temporary exhibitions and events but I'm totally against the usher Gallery being used as a wedding venue
- I do not want to lose the micro sites
- The Usher Galery was intended to house the city's art, and should continue to do this. It is an exquisite gallery experience.

- See my answer to the last question
- If it meant the continued existence of the Usher, this could be considered as long as the principals of the Usher are maintained.
- The terms "supersite" and "microsite" are examples of the kind of terminology invented by a tabloid newspaper that is determined to control what its readers are allowed to think on a given issue. I am outraged that you think it is in any way appropriate to label cultural treasures in this way. You are controlling the options for your residents on this matter - yet you have been elected to SAFEGUARD the treasures of a thousand years and more, so that future generations will benefit from them - AS YOU HAVE.
- The Usher gallery was gifted to the people of Lincoln and it should remain an art gallery, with investment given to ensure its use and sustainability into the future
- Centralisation is not the answer. Again, councils should be run as a public service, NOT a business. I worked for Lincolnshire Library Service for almost thirty years, and we started on the slippery slope when income generation was introduced. Council services should not have to make a profit; they are services, not companies. This whole privatisation by stealth of local councils, the NHS, etc., etc., etc. Is very sinister and very worrying in my view. It has led to poorer services, service reductions, and in the NHS, many unnecessary deaths. Public services should be fully public, not commercial companies.
- I believe that, particularly in Lincoln, which is a very important city historically, there should be multiple sites rather than 2 large sites.
- As long as the Usher Gallery is retained as a space for display of art.
- I think the Usher and Collection are a supersite already. The Usher can offer multisite experiences.
- Decreases accessibility and the variety of experience.
- The Usher Gallery, for the richness of its collections, should be defined as a supersite
- Calling a space a 'supersite' is an excuse for not making an effort on the important smaller sites. Neglecting a site makes it unviable. You can be self-sustaining by developing the Usher itself - the shop is terrible. Look to other examples and make the most of the space.
- Yes carry on doing the boring non interactive stuff. It will fulfill the above criteria
- A mixture of temporary and permanent exhibitions will attract more people.
- The Usher has a heritage of showing diversity, local and local young artists Why change this into an unknown
- I think that the definitions of these given in the consultation document is flawed and inconsistent. For example, The Collection could already be defined as a 'supersite' on the criteria listed and the 'microsites' such as MLL do not tell a 'single story'. This whole language seems designed to offer a neat and tidy categorisation to please elected members but does not reflect the reality and diversity of the collections at each site and what they do offer (and crucially have offered in the past prior to massive cuts). I am concerned that the definition of 'supersites' means that they are a synonym for turning museums into exhibition centres with populist money raising exhibitions rather than centres for local heritage. The document as a whole belies a worrying lack of understanding and care for the actual heritage contained within the museum collections and a clear vision for how it can be used to deliver better services
- Tell me what we pay large amounts of council tax for? Cut the wages for the top Councillors if you wish to save money You can also save money by stopping putting the Poison Fluoride in the water.

- We are supportive of moves to create heritage services that work for audiences as well as their collections, and a 'supersite' model as outlined by the council could achieve this. However, it may be that with proper investment and planning, the current model of multiple sites could achieve the same aims, and we expect that all options, including those that do not require closures, will be explored before a decision is made. We are supportive of proposals to create spaces which can accommodate national exhibition tours and loans from national collections, as these can be used to transform understanding of collections as well as to increase audience engagements, however again we feel these changes could be accommodated within the current model.
- Heritage needs to be local so people can access it.
- Permanent collections allow visitors to revisit artworks/objects for greater understanding of those works.
- In the discussion papers the only 'supersite' appears to be Lincoln City which is very poorly served for access and fails to take into account the needs of the county as a whole.
- The notion of "supersites" should not fight the microsite model. My particular concern is the Usher Gallery and I would fully support temporary events and exhibitions there (eg. recent portraits exhibition from London). These are most suitable for the spaces at the Usher and parts of the permanent collections could be stored or re-arranged to accommodate these. I would not support the Usher losing essential parts of its art gallery function through an over-zealous definition of it as a "microsite"
- The plan is poorly thought through. I am sure officials are hard working and struggling with all the demands placed upon them, but this proposal begins from a false premise.
- Culture and heritage is better if spread around a bit, rather than the focus on a 'Cultural Quarter'. Let's have a 'Cultural City' with a range of different and dispersed attractions, large and small. We don't want Disney World, we want a city of surprises!
- Surely if you were to have the two sites working more closely together it is already a supersite!
- The Discover Stamford site in the library does not attract visitors to the town, who often ask where is the museum in Stamford. I very often go into the library and look at Discover Stamford.
- Why can't ELLIS MILL remain annexed to the Museum of Lincolnshire Life, this arrangement has worked well for year and years, at almost no cost.
- It worries me that too much commercial activity will bring a change that will not be beneficial.
- Because I feel like together, the Collection and the Usher, as a unit, is already a supersite.
- Temporary, presumably travelling, exhibitions are good. The permanent collections are vital, there is space for both if the gallery isn't stolen for office space.
- Your thinking is by Philistines and bean counters who have no appreciation of what the Usher Gallery contains or represents '...looking at four walls..' is a paraphrased quote from one of your 'arty' Executive Members. That about sums up the County Council view of The Usher obviously. It does not need to be a 'supersite' and was not architecturally designed as such, nor were the contents ever designed to be subsumed in a 'Disneyworld' fantasia conjured up by those seeking PC 'multiple experiences' and engagement - poor, poor, management consultancy type speak. Your senior officers responsible for writing this drivel need to visit the real world more. Don't get me started on microsites... your last phrase shows your distinct lack of imagination and heresy: '...any prospect for increasing income is limited.' Why? what a juvenile phrase and so inconstant with what the Usher is and was

bequeathed to be. You should be ashamed of yourselves. How much has been spent to silence whistleb

- This would result in a loss of a heritage site in one of England's finest towns. be proud, support local heritage. It will pay off with increased tourism.
- See first answer. I also believe that micro sites are more effective in a city location, where people can use the facility for an hour or so alongside the other things Lincoln has to offer e.g. shopping, food, other heritage sites.
- Creating sites offering multiple experiences will only create a site that is average or mediocre at any one event. It will dumb-down what could be a really good event, disappointing members of the public who had high expectations of an event because they're being distracted by something else that might be going on in the next room. Some exhibitions need quietness and serenity to allow the viewer to study, learn, appreciate, and think about what they're seeing - all this could easily be lost by being placed in a one-stop, multiple-event venue.
- Due to severe lack of parking spaces exhibitions out of town might be more popular ie Welland Academy - Morrison's car park This applies to Stamford only
- South Kesteven is a large land area, spread the information around! not just Lincoln (and the money)
- While both have their place, 'microsite models' give a much more detailed and personal visitor experience. The main museum display in The Collection hasn't changed in all the time it's been there and yet it is claimed that it gets many repeat visitors so this move seems nonsensical.
- LCC heritage services is a county wide heritage service. The more that the service moves to a super site model, the less opportunities the service has to celebrate Lincolnshire's heritage which does not just happen in Lincoln! HS also seems to have used this review of services to cherry pick sites which can make money and basically throw the fate of other vulnerable heritage sites on to the backs of a few volunteers, who will find it very difficult to manage the complex needs of old and unique buildings (mills).
- The building is attractive and large and in grounds. It could facilitate so many exhibits and events. It needs some young and diverse individuals to breath new life into the site.
- Why not include the Usher Gallery in the 'Supersite'?
- 'One size fits all approach not suitable here'
- You already have a supersite but it is not linked well and you do nothing to encourage visitors inside the Collection to also visit the Usher. I was in the Collection on Sunday and people were walking in, visiting the Moon and walking straight through the shop and out again. There was no interaction by staff to explain what else there was to see or how interesting and beautiful the Usher is and what there is to see. The Collection focuses on young people and interaction which is great and needed but is not where I want to visit art.
- Already have this. The link between the two buildings is more important than ever.
- I think it is wrong to centralise your resources into 'supersites'. as it deprives those you cannot get to Lincoln. The opportunity to enjoy a visit their more accessible local venue - and taking part in the events that take place there throughout the year.
- Lincolnshire is a large county (no 2) Most sites will finish up in Lincoln, which is one hour away from here in Skegness
- Its important to keep sites locally. perhaps more publicity is needed
- As mentioned, Stamford is a kind of 'supersite' as has so much 'heritage' to attract visitors, altho' not a " of the Council

- centralising means local centres are deprived of attractions which promotes death of small towns / villages. These attractions are also important for education and promoting local pride
- "Access to a single story" is an odd phrase, What exactly does it mean? It would have helped if you had stated which sites are Supersites and which are Microsites.
- I only support this if the means is for use of space for arts and culture - not commercial weddings.
- Comment: • Lincoln Castle has already received huge amounts of investment, whereas smaller local sites have been relatively ignored. • If the model is to be based on a commercial approach, then the recent investment should have taken this into account. Less affluent volunteer-led sites and facilities will be ignored to their detriment, and lag behind the Castle because of this prior investment.
- Although a supersite such as the Collection would allow Lincolnshire to attract internationally important exhibitions, the loss of the Usher has the potential to limit variety. At the moment, the Usher houses exhibitions for local artists and it would be good to know that this could continue under the new proposals. I feel that the two sites have been treated very differently over the years, with The Collection being given very exciting exhibitions while the poor old Usher has been allowed to wither and die a little. The Usher is, frankly, boring, but that's only because it's been allowed to get that way. It used to host some spectacular exhibitions and could still do so.
- This simply will not work. It assumes that our heritage can be entirely reflected through exhibitions displayed in generic facilities. Some stories can only be properly preserved, told, and experienced by being presented in the place where they actually happened.
- Tricky question as it can be interpreted in many ways. Yes you should invest in the gallery for the arts only.
- The museum could offer an education and outreach programme as well as having a permanent site
- I agree partly in principle with this proposal but believe that existing heritage must be maintained directly by municipal authorities in order to prevent their closure which means maintenance of microsites as well as supersites; for example The City of Lincoln Council should receive an annual grant from Lincolnshire County Council to run the Usher Gallery as a microsite and the Ellis Mill should be maintained by Lincolnshire County Council as a microsite.
- I feel you can create a commercially supersite with both more frequently changing exhibitions and keeping/presenting permanent exhibitions.
- it belongs in place it has always been
- Perhaps if Lincolnshire County Council had actually invested time and money into the way it ran its cultural heritage sites, marketed them properly and ensured they were developed to meet the needs of a 21st Century audience then there wouldn't be a need to assign arbitrary labels to sites that could easily be termed both Super and Micro.
- I would like to see the Usher Gallery retained for its original use which is art. The Collection should be amalgamated with the Museum of Lincolnshire Life (history)
- I would consider the Usher Gallery and the collection combined as a super site so why does the Usher have to close? I would also not consider the Usher to be a 'micro site' as it has and does offer multiple experiences.

- But in cases such as the windmills where would that leave them. While I understand exhibitions are expensive, it seems a shame to give up on the lesser sites,
- I can see the sense of this but feel it will demand dynamic engagement by the service with citizens across the County
- I do not support your proposal
- Very one sided definitions of the two terms :(
- The City of Lincoln was willed art, art objects and funds with stipulations. Those were ALL accepted as evidenced in articles, newspapers of the time and personal accounts. Anything else is certainly subject to litigation due to breach of contract and terms of the will and additionally subject to litigation due to the financial deficit caused by the mismanagement of the museum. The idea that small museums cannot survive is just not valid. Museums large and small have a collection they own, and use that to enhance special exhibits for their benefit. Creating the appeal would likely come from a team who could create more exciting exhibits for the future and a crack marketing and web/social media team to promote it.
- Permanent collections attract visitors. You need a mix so those visitors can experience other works they might not see otherwise
- We need our heritage intact, tourists expect this too.
- I agree with the rationale of this approach and it is likely to encourage the most repeat visits. It will not work however if the marketing is not there to support it.
- Broadly speaking, given the financial constraints under which the Council is operating, the adoption of a supersite model seems reasonably appropriate. However, there will need to be substantial investment not only in the development and presentation of a suitable permanent collection but also in the skilful development of a programme of temporary events which, if undertaken successfully, will have substantial costs associated with them, relating to, for instance, curating, procurement, loans and marketing. Attention also needs to be given to environmental considerations when adopting a 'temporary event/exhibition' approach.
- more appropriate for some sites than for others
- Some places are naturally one way or another, I don't think this is an either or situation. Some sites might benefit from a change of role or emphasis, but I don't believe they should all be forced into a box just because of policy
- Your recommendations always start from the premise of 'operate more commercially' or 'self sustaining' or 'financially viable'; fancy ways of saving money. All this can be done by using the Usher Gallery as a focal point, without affecting its permanent collection.
- I cannot see how you can describe every type of facility as a supersite unless by this definition you mean to continue funding the supersites such as the castle and cut funding for the less super sites, the Usher is a permanent collection this is true, but what about regularly rotating the exhibits and showing the artworks that are in storage more often and arranging loan exchanges with other art galleries elsewhere. How about categorising Alford, Burg Le Marsh and Ellis mills as a supersite then we could pool the knowledge of milling history between all sites. Similarly rather than closing the Usher can better links be formed between the Usher and the National Centre for Arts and Crafts in Sleaford?
- These terms are made up. They are not industry standard models, and they are poorly explained in the consultation document. Are there examples/case studies from across the country where this type of structure has been implemented? By the above definition, the Cathedral would be considered a microsite, which greatly diminishes the story and

experience of the Cathedral. Every heritage site has multiple stories to tell, as there are always different perspectives to the same story.

- Super sites can often be neither one thing or another. The identity of any cultural/heritage/art site is hugely significant.
- It is not the whole answer. Creating a supersite is possible by linking assets together either physically or by some mechanism. For instance the Collection and the Usher need to be connected physically by an enclosed bridge because together they can be stronger with the Usher as the flagship purpose built gallery with space freed up for bigger exhibitions. The De Wint permanent exhibition needs however to be housed separately nearby and connected with another bridge from the first floor further up the hill. The permanent historical exhibition in the Collection needs a new and imaginative site that majors on Lincoln's history in the Castle grounds. Usher's own legacy exhibition needs to be rotated to free up more space downstairs - perhaps a cafe in the middle of it so people can have more opportunities to see selected items. It may be possible to create a new top floor on the Usher for a quality restaurant, very modern, glowing lights, surrounded by beautiful objects. The whole heritag
- I believe this could be done at both The Collection and the Usher Gallery without collapsing them into one site.
- Lincoln as a whole is a super site and all three museums should be treated equally as each has a different role. The supersite concept is irrelevant and a digression which does not solve the underlying problems.
- The whole concept of the Supersite/Microsite dichotomy as outlined above is utterly fallacious, at least in so far as combining fundamentally different cultural dimensions is concerned. Presenting diversity and evolving interest within a single site works where there is a unity of purpose and an overall philosophy at work; like for example, at the V&A, and I'm referring here to its exhibitions as well as its collections. The diversity is enormous, not just because of its massive resources, but its integrity, relatedness of purpose and quality of ideas, which I would suggest is achievable on a small scale too.
- This will water down the Experian e
- In principle this seems the right approach as far as the Collection and Usher Gallery are concerned but it would appear to me that these two buildings practically exist as a supersite and with imagination and good management they could easily fulfil this role. The proposal to decommission the Usher as an art gallery and spend £5million on the collection makes no sense. Other Cities are proud of their heritage buildings and have maintained and developed them as successful galleries with fixed collections remaining alongside new and exciting visitor experiences. The Ferens Art Gallery in Hull is a very good example of this.
- Where The Usher Gallery is concerned, you almost have a "supersite" with the Collection being so close.
- I do not think the reasons you have given for proposing the supersite model are convincing enough.
- I cannot endorse a blanket policy to be applied to very different sites with different opportunities and requirements. Your statement " We believe that requires more flexible, multi-purpose spaces that we are calling supersites " may apply to some but not all sites.
- I actively seek out smaller museums and galleries in other cities ,and enjoy the unique experiences ,often enhanced by original and unusual buildings
- All depends on what art will be kept for the future

- UTTERLY RIDICULOUS. COMPLETELY DO NOT SUPPORT. LEARN TO APPRECIATE ART. UTTERLY DISGRACEFUL EVEN PROPOSING THE IDEA TO MOVE ART WORK TO THE BASEMENT OF A DIRE BUILDING SUCH AS THE COLLECTION.
- Big does not mean better. Small can be much more accessible
- Microsites are defined as a museum, gallery or heritage site which offers access to a single story through a highly specialised and fixed collection.' I do not agree that this statement refers to all of the sites which have been designated for closure or handing over to a third party. I think this statement just appears as if the alternative stories have not been considered and really shows a distinct lack of imagination, i am sorry. I also think that by having two supersites in Lincoln and no where else is woefully Lincoln centric, something that Heritage Services and LCC should be moving away from, so not to exclude the thousands of people living around the county who are interested in heritage and would engage with sites more local to them, not up to 1.5 hours away.
- This is a good concept but appears to be a cover for cultural vandalism as it is packaged with damaging proposals regarding the future of the Usher as an art gallery.
- Should maintain a permanent collection
- Together the Usher and the Collection do create a supersite - and with minimal investment would be stronger through stronger linkages but I do not believe that closing the Usher to invest in the Collection achieves anything more impressive than investing to improve two distinct, adjacent, facilities.
- Micro site needed in Stamford for local people and visitors. Stamford heritage not relevant in Lincoln which is also too far away
- There is no mention here of the actual building that is being referred to. Is the Usher gallery or the Collection
- it's a degradation in the offer; removing a valuable asset, architecturally and spatially, its galleries and surrounding parkland, prestige etc. Instead of two we would only have one. Instead of distinct we would have merged. There is so much more within both art and archaeological collections, kept in store, which could be brought out into an enhanced Collection - making use of the space that was otherwise proposed as the new gallery function - as well as an enhanced Usher so that collectively the cultural richness of the city is greater and that the history of city and county can be better told across both locations in their distinct ways.
- Maintaining an art gallery in a beautiful building bequeathed for its purpose is a public service - not a business proposition !
- The supersites you propose massively reduce the geographical coverage of the heritage services to a small number of sites - how does that provide value for money to council tax payers in West Lindsey, or East Lindsey or South Kesteven, who will lose any local access to sites. Situating both supersites in Lincoln, which arguably already has other major pulls for heritage and tourists, is effectively reducing the county to a single site of interest for visitors. As Lincolnshire County Council and not just Lincoln County Council this would seem to be to fail in your remit to provide a service for all.
- The Usher and Collection operated together could already be considered to be a supersite. By the Council's own definition the Usher is not a microsite. It already offers temporary and permanent exhibitions and multiple experiences.
- A supersite would be a far more commercial enterprise, offering new and different events and be more flexible to meet the interests of a diverse set of visitors

- It narrows the opportunities for people in the county: other cities have plenty of Microsoft's and it appears that you want to simply throw everything that might be deemed cultural into one space in Lincoln, thus reducing the city as a cultural centre. It's a crass and financially illiterate approach.
- I do not agree that it would work in practice. So called microsites would, in my opinion, provide more attractive experiences and do generate repeated visits. People's interests are niche and not wide ranging, therefore are more suited to microsites.
- Again should be a joint effort from LCC and private funds
- Local Government should no "operate more commercially".
- I agree that the programme needs to be versatile and offer both temporary and permanent exhibitions and events to enable multiple ways for people of different ages and backgrounds to engage. This also allows for programming to be reactive according to people's interests. I simply don't think there is enough space to show a mix of art and archaeology via both permanent and temporary exhibitions solely in The Collection. The Collection is a beautiful building with fantastic architecture and the exhibition room layouts should be left as they are. In recent years there has been a fantastic programme of contemporary art exhibitions across both Usher Gallery and The Collection, including Oliver Laric Lincoln 3D scans which I remember being front cover of Frieze magazine and had critical acclaim within the contemporary art world, but was under-promoted by the gallery and council at the time. I think in recent years the council has not valued the quality of shows and projects that have been
- Abandoning the mills and most crucially the iconic Usher Gallery is an irreversible mistake.
- I agree from time to time there could be other alternative arts related events.
- I think that an appropriate balance should be maintained, I would personally prefer to visit the 'microsites', and am sure that many others would be deprived if not available.
- The problem here is two-fold: i) the infrastructure (design) of the sites concerned. Some micro-sites were designed in the last century when multiple experiences and events were not part of the culture, and ii) the motivation and staff at the sites concerned. Cultural experiences (entertainment) demanded by the present day generation are influenced by the instant access and gratification of the internet.
- Sites need to be ambitious and work with trends, but many are also important custodians
- People often want to pop in for a short visit to a smaller site (eg to see a particular painting or see a working windmill). Microsites maintain a diversity of experiences.
- I don't believe big is better
- Keep the usher art gallery!
- All will blend into one
- Permanent collections are likely to end up "stored" away from view. Add in temporary exhibitions, yes, but not replace with them.
- Lincoln is such a massive draw nationally and internationally for its heritage attractions that we need to ensure it offers the very best and most attractive offer to the thousands of Heritage visitors who flock to our County every year.
- Heritage is something that spreads across the whole county and should not be restrictive to Lincoln and a few other sites.
- People need options and the more sites we have the less likely they are to be overcrowded and less enjoyable for the public.

- It is a great shame that smaller sites - such as Ellis or Alfordmills - are no longer considered financially viable and would no longer be retained by the Heritage Service and consequently could close as public attractions.
- agree with overall premise but not that temporary exhibitions etc should evict permanent collections, which are themselves of value.
- Need to consider the future and how the sector is changing staying in the past and not looking forward isn't pragmatic
- Makes sense to move to less locations with more investment. The only proviso I would add is to ensure a long term investment plan is maintained so the supersites can have the confidence to invest in experiences that become attractions and improve the commercial viability of the sites.
- As above
- The supersite should include the Usher Gallery. There is a great risk that the other sites will be downgraded but they all tell their part of the of the same Lincolnshire history.
- Potential sounds fab - would worry about the losses of some of our currently well used spaces for other things such as learning/workshops to hit/miss temporary exhibitions. The constant need to be redecorating/ applying for funding/ making changes could require more staff capacity than there is currently and what has been taken into account.
- The word supersites reminded me of the fiasco of the Millennium Dome. Much hype, far to expensive to visit and to travel to. This lead to low visitor numbers,free entry and closure. a large amount of tax payers money wasted on a badly thought out idea.Very much like the garden bridge idea in London which cost the tax payer 50 million pounds but no bridge!
- Not everyone wants/is able to travel to Lincoln and why should they? Unsupported local groups would need guidance and some funding from somewhere. It is shameful that you even consider spending our council tax money on hotels etc but not supporting local history that is meaningful to local communities and visitors. Not all families can afford the long journey that supersites would necessitate and they pay an entrance fee, even if it offers a 'free'return visit within 6 months.
- Think it is best to keep the Usher Gallery as a separate building, with separate distinct purpose for showing art Usher Gallery has potential to attract tourism to the city if it was better promoted and exhibitions considered more
- Single story is the easiest but the wrong approach for microsites. Open up and let more (and a greater variety of) decision-makers create experiences more often, become more ambitious for microsites.
- The Usher Gallery is a great asset to Lincoln and should remain as it is.
- I hate the terms you are using but agree with the overall principle
- Super sites work well. Look, for example at the Centre Ciencia Viva de Estremoz, Portugal which has a county wide, true scale solar system. The museum has the sun, villages the planets.
- A good idea in principle, again though you need to be certain you would not deter visitors if prices overall were to increase.
- Why was not this not considered when the design and funding was originally put in place for the Collection. Seems like a case of short sightedness
- The supersites approach is just an excuse to cut the heritage offer. If the council wishes to encourage and extend tourism there needs to be a range of different sites to attract visitors, and convince them there is enough for them to do.

- The principle sounds good but we, the public, need to know what sort of supersites are intended. By the way who on earth thinks up such terms as supersites or microsites. My computer does not recognise the terms.
- Not everyone wants arty farty experiences. Most are expensive and require much organisation. However, something special on certain dates specific to Lincoln or National events(Royal celebrations etc) would be advantageous
- The Usher Gallery and Collection can already be considering a super site, considering their close proximity (I actually already thought it was), and the Usher is definitely not a micro site
- The Usher and the Collection already seem to be operating as supersites - they both have temporary & permanent exhibitions. They have been undermined by lack of funding & attracting able and steady staff/ managers.
- More experiences should draw a wider range of people in.
- centralising tourists often reduces their spending
- Supersites and microsites are conceived as part of the Cultural Enterprise model that is suppressing discussion of imaginative alternatives.
- because it will dilute the purpose of the Usher
- Usher gallery is a gem for the city. Lincoln as a historic centre needs to retain an art gallery it is the capital of a county. The usher was bestowed on the city by the jeweller. I am not convinced that the figures of those using the gallery given in the consultation are entirely accurate as you are not currently counting every visitor to the usher gallery. My kids actually get bored of going to just the two big 'super sites' we love discovering the smaller different spaces that Lincoln still has to offer. Making the Usher into a wedding venue might also endanger the usher park as space would need to be made for car parking and grass/trees may end up being cut down. Once the windmill is sold (Ellis Mill) my children will not have easy access to visit a real historical still functioning gem which we can walk to.
- The definitions you have provided of supersites and microsites are value laden, with the microsite description automatically painted in a negative light which somewhat undermines the consultative nature of this piece. The microsites have value in heritage terms which is overlooked and potentially endangered by the primacy given to the commercial imperative.
- For new material yes. But not if it means closing long established well designed venues.
- The Collection and Usher Gallery already operate as a supersite from the opening of The Collection in October 2005, when operationally and with regards to programming the two buildings have been managed as one organisation, therefore the Usher Gallery should not be classed as a microsite. With investment the Museum of Lincolnshire Life is also capable of offering much more - it does not have a single story, therefore does not meet the LCC definition of a microsite.
- Based on the definition given the Usher Gallery is not a microsite and it provides a space for permanent as well as temporary exhibitions and events.
- Exhibitions can be developed to respond to existing collections as evidenced by past exhibitions including Grayson Perry's past exhibition at The Collection and British Museum.
- This feels like an exciting movement, however there needs to be consideration and inclusion for what already exists. You wouldn't knock down the cathedral because people don't tend to bother visiting twice! Celebrate what we have, include it into new ventures, evolve our assets into producing something that has a rotary of options for permanent and temporary features.

- The Collection and Usher gallery are a supersite already and LCC proposals would diminish the space and amount of artwork the public could access plus the loss of an iconic building. By the CC's own definition the Usher is not a microsite! The unique individuality and atmosphere of the Usher Gallery would be lost - the very thing that makes a site attractive and different to visit.
- Centralisation and de-centralisation come and go in fashions. Thinking of Lincolnshire's poor communications, one would be entitled to think a higher, not lower, degree of de-centralising desirable. It might be logical for all three windmills to band together to share costs, such as employing a specialist full-time on sails which are predictable losses, rather than expensive ad-hoc tendering in a de-centralised manner. But generally, and in an ideal world, we would like to have Usher and Museum of Lincolnshire Life out-stations in 5 different towns, rotating exhibits so the public might enjoy a part of Lincolnshire's culture in the District within which they reside, because their needs are no different to those who are fortunate to live in Lincoln. Those would be 'microsites', a glimpse of the treasures of Lincolnshire without taking a full day trip to headquarters.
- See above - Keeping the lovely room in the library or reinstating the museum
- It is important that the local people - not just temporary visitors are not able to access their history. Big is not necessary beautiful!
- The Usher and Temple Gardens are iconic as much as I love the Collection it is being turned into Disneyland.
- Keep things as they are, especially the Usher Gallery
- The Usher is the only art gallery that we have in Lincolnshire. It has designated space to house and display works of Art from De Wint to Lowry. The Collection is a space for housing artefacts, for school trips and education. A cafe and a play area.
- Everything has a value and it is nice to visit
- Small is better
- Encouraging people to come along
- I don't know
- Wouldn't want to exclude the possibility of maintaining some of the smaller sites
- Previous years have already shown the success and popularity of various exhibitions and collections displayed.
- The Usher Gallery and the Collection should continue to serve in their present roles.
- It seems an excessive use of public funds to spend £4M to move the artefacts from the Usher to the Collection. Other ways to use the sites should be explored.
- Usher is not a microsite and adequate marketing would make it a major tourist attraction and support local artists too.
- If moving to a larger site - if run the same way - would costs be even higher
- Exhibitions should change more frequently
- It is a penny pinching exercise, short sighted to balance books because the county is failing to stand up to the present government which is using the mantra of austerity to remove the social fabric of a society which once believed in caring for its citizens.
- Look after what we have properly. Textiles disregard! Coins in store. people have donated artefacts which are now neglected.
- For similar reasons to those already given. I can think of small museums which I have visited only once and from which I have derived knowledge and interest. the single story should have its place.

- Online shopping basically destroyed our high streets. People interested in art would be put off with a supersized gallery.
- A supersite sounds like a theme park. A way of developing a cash cow regardless of content. All specialised museums and galleries tell a story - if only that was brought out by the professionals running them. But of course you haven't got any now.
- See reply to Proposal 1. (The world is beginning to emerge from an exceptional severe recession, resulting in 'austerity' budgets and made worse in the UK, by the economic uncertainties of BREXIT. There are abnormal circumstances and it would be foolish to be panicked by the economic climate of the moment into drastic measures affecting the future of our Heritage which, if and when things improve, we may possibly come to regret.)

Are there any other options we should consider?

Proposal	Count	% of comments
Yes	368	51.8%
No	343	42.2%
Total	711	100%

Please briefly describe any other options (if yes above)

- As previously mentioned, effective and continual outreach work would keep the permanent exhibitions in use. Schools are important in this approach as every year there are new potential customers.
- A more integrated approach; rather than one consultation for all Heritage Services, do it on an attraction by attraction basis.
- Invest in your so-called microsites and invite local groups to make the microsites more attractive
- Touring materials and exhibits, greater focus on distributed exhibits
- You should consider the architectural importance of the Usher Gallery and the lovely surroundings it offers to view its art and other treasures. The original intention was that this building should be for public display of art works.
- Go ahead with the plans for Lincoln castle. Keep Usher and work with the collection to make the 2 into one super site.
- If a wedding/celebration venue is needed then I would suggest The Collection annexe on Danesgate would be more appropriate.
- More films at the Collection, hire out for more events, comedy/beer festival?
- Keep the smaller sites open, they give an accurate description of that particular towns history
- Retain the existing model.
- I am sure there must be other options worth considering. I am unhappy about the possible loss of the Usher Gallery, much more of a jewel in Lincoln's crown than the Collection which imaginatively revitalised could be much more of a local attraction than it is
- The Usher Gallery should be retained as a microsite retained if not part of the supersite.
- Expanding the offers of the separate sites without overlapping the offerings.
- KEEP USHER
- run these sites on a skeleton staff and charge a nominal fee for visits. Possibility to pre book visits to maximise staff efficiency.

- Consider micro-events too.
- Retain Usher Gallery as a permanent collection but expand space available for commercial exhibitions. Make a comprehensive entry fee for heritage venues and events.
- Look at how smaller site could be commercially viable - how relevant is the offering? Could it be changed?
- Not close existing spaces and squeeze existing exhibitions into already small areas.
- Keep things the way they are. If you want to remain in power in the future stop being weak, inconsiderate and short sighted.
- continue as we are or improve
- See above
- Keeping the usher as it's intended as a gallery for James ushers collection. Asking the public what art or items they'd like to see displayed. We were always asked about logsdail, DeWint, Lowry and Turner - so having these on a rotation would keep people coming back.
- Sponsorship and funding
- There are ways to develop the scope for microsites beyond the physical footprint of the space they are housed within which may provide opportunities for income generation, alongside the development of 'supersites' where appropriate. This could include 'pay to view' online content, popular with researchers and schools, partnerships with universities/high level research institutes on the collection topic (something increasing numbers of universities want to engage with) and reviews of displays to make them more flexible and relatable to broader audiences.
- Keeping the sites, but utilising them better?????
- Make the Usher and the Collection work together. I am sure The Usher Trust and the staff (what's left of them) could come up with a few ideas.
- More use of the current museum in the local library.
- Close the gallery space in the Collection building and allow the Usher to thrive as THE CITY ART GALLERY.
- Provide a good, reliable, well supplied art museum with featured exhibitions people really want to see, and return to in order to see deeper and observe more. Speak to national museums. Borrow interesting exhibitions.
- Utilise the space and stored Art more effectively and inspirationally in the Usher. Reconsider a small entrance fee. Promote the Usher more effectively.
- Partnerships with others with interest in and full understanding of the need and benefits of the Arts to a vibrant cultural city. As above. Other creative solutions exist in so many other cities. Have you visited any? What model are you thinking about?
- Support local groups and allow greater identity through greater access across the county.
- I'm a graduate artist living in Lincoln, and if artists were actually funded, we could probably find ways to redefine and add new contexts to existing collections, to increase visitor engagement.
- Don't do it.
- Keep the Usher Gallery open.
- Heritage to remain the responsibility of LCC
- Any current shortcomings of micro sites should be carefully studied, and researchers should be sent to study comparable sites with effective success records in other cities and countries.

- A better connection between the two spaces old and new, heritage and contemporary. Look at Manchester.... The Whitworth Gallery.
- Considered enhancing what you already have instead of decimating it.
- I am sure that there are many things that you can consider. I have not got the time giving you ideas for other options. May be employ people who have have feasible ideas that do not involve destroying our heritage.
- Why can only one approach be adopted? Surely microsites and superaites can co-exist serving different purposes
- I would urge the council to consider a model that allows for supersite and microsite options when it comes to the arts provision.
- A combination of the two.
- Consider as a public service
- Better retail facilities and improved food and drink outlets.
- Publicise these sites better. They could encourage more visitors to Lincoln.
- Using smaller sites within the local areas, to provide a Treasure trail effect that is relative to that town/village. Making use of empty shops for pop up exhibits, entrance fees to be kept small so they are affordable.
- Establish a sector professional advisory body.
- Can 'microsites' be made multi-purpose? Tying in with my last suggestion, can these sites be community orientated and made fit to present an offer to local groups beyond that of a heritage site. For instance, can they host meetings/training/workshops/outreach as well as their main heritage function?
- What is needed is to upgrade the media and advertising buying in a top media agency. Improved media will pay for itself in imcreasef visitor numbers.
- Mix of both
- See above re Usher Gallery
- See previous page
- See previous.
- how about supporting what we currently offer by giving more money for marketing.
- Please examine the facilities you have and their attraction to the public, and expand the possibilities of further exhibitions and events using the full range of existing sites, several of which are underused.
- See above- instead of spending money on supersites, invest in dynamic curators, advertising and exhibitions to draw tourists to the city and engage citizens of the city. Also engage with university students to encourage emerging artists. Engage in talks and workshops.
- Please look at my last reply!!
- Charge for entry to The Usher exhibitions, classes and facilitate more of these
- Keeping supersites but reassessing which site/s you believe can offer this.
- Maintain a broad, localised sector.
- Heritage sites can be a driver for economic development and not seen as a drain on resources.
- Treat all of the sites because they all have very different and important stories to tell.
- Temporary events and exhibitions can perfectly easily be created using the existing spaces in the Usher Art Gallery. It has been proved from the many comments that have been made on social media that people value the permanent collection, and enjoy returning to

look at favourite pictures/ items many times. There must be plenty of paintings/items in storage that could provide a reasonable flow of exhibits. Some of the money could be spent on providing the Usher with a small cafe, and a better shop offering. It seems that these options have not even been considered.

- Replace the councilors with people who will work for the good of the county.
- Invest in the Castle and Collection by all means but not at the expense of the Usher Gallery
- Retaining the Usher Art Gallery and giving it more care and attention, including variation of what is displayed from its vast art collection. Consider making a modest charge for visiting and run it on a more lively and businesslike basis.
- Having a mix of sites.
- Work hard to establish partnerships with the big London galleries and museums
- see my previous answer. tackle all your sites in the same way. Bring in people from successful community led enterprises to advise and support the changes needed (they could be from out the county, there is a wealth of experience out there!) - set up focus groups with these, local interest groups and members of the community - set up bespoke task and finish groups - then ongoing groups to oversee the development and continuous change needed to ensure success
- Its widely agreed that these attractions benefit the wider economy - people come to Lincoln to see the Castle, and spend in shops, pubs, hotels and restaurants. Some sort of local sales tax, siphoning off revenue and recycling it to support heritage attractions, would be another way forward. Or trying to get donations from the existing Lincoln Business Improvement Group and Bailgate Traders Guild. Another route is to stand up to Central Government and stop them harming Lincolnshire's visitor offer with these cuts.
- Reevaluate how your current sites are run, through scholarly, expert, consumer and other interested parties' advice. Also consider and visit other, very successful micro-sited cities sustain a positive outlook and are positioned well in terms of commercial value.
- Move towards super sites BUT keep other smaller sites especially in towns where there is no facility and they cannot be passed back to English Heritage
- Developing a restaurant facility at the Usher
- Invest in Museum of Lincolnshire Life to modernise and upgrade displays - less cost than reconfiguring Collection
- Review of the current working of the Usher Gallery and critical consideration of approaches adopted by other cities in the UK and elsewhere in Europe.
- If going down the supersite route, then for goodness sake, develop some outreach work and make transport links part of your thinking - why wouldn't you, through what needs to be a gold standard website, enable people to connect with transport information as well as the traditional 'calendar of events.'
- firms advertising or small admission fee
- A widening of the appeal is called for, but not by following the 'Disneyland' route.
- Commit to helping local groups to take on the management of these sites in order to keep them open.
- Keeping heritage sites poignant and important. Essentially, the same as they are now.
- Make the Museum of Lincs Life more like the Street Life Museum in Hull or Castle Museum in York - bring it to life
- Can Lincolnshire please borrow items from the national collection to exhibit?

- Use the money to refurbish. This will create a nearly SUPER site! Something for people to travel to Lincoln for. Explore partnerships with real strategic vision and leadership which might help. NATIONAL TRUST, DAVID ROSS, UNIVERSITY. Other MAJOR galleries and museums. Isn't it clever how YSP and Wakefield Hepworth and Leeds have worked together.
- Maintenance of original sites
- Use some of the vast range of stored items to refresh the current offer and rotate exhibitions annually at the current sites
- Makes sense to create a supersite in and around the existing Usher Gallery and Collection as to preserve the existing cultural heritage of the city.
- Keep the Usher gallery open it already works as a super site as you call it alongside the collection.
- I would suggest that you move the St Rumbold Street Records Office in to the Usher Gallery and then repurpose the St Rumbold's Building.
- don't do supersites
- Considering that some of the building(s) have been donated to the local government to be open for the public to enjoy - another practical use should be found - ask the public for suggestions!!!
- As above
- Form a consultation based around the principle of better funding for existing institutions.
- A lottery or a save our heritage campaign
- Yes, as above. It would require a lot of expense to make the Usher Gallery a, for example, wedding venue. There's not enough parking for a start, so the garden would have to be used as a car park- very green! There's not enough green space in the centre anyway.
- The investment planned for the 'Supersites' should be used to bring the other venues up to a more attractive status. The Usher Gallery must remain part of the Collection but on an equal footing, properly sign-posted, with a distinct identity as the City's art gallery, hosting national significant exhibitions. The educational space should be upgraded and greater variety of projects offered.
- Learning from other successful galleries & museums.
- See previous answer about running the places properly.
- see previous answer
- Charging for some sites which are currently free, so enabling them to support themselves at least partially
- Education, Public engagement and participation should be a priority.
- Maintain and develop the Usher Gallery to allow for access and inclusion for all, development of the arts as well as exhibiting.
- Develop the offer outside Lincoln.
- Don't polarise the county into 'history in Lincoln, seaside tat on the coast'. That would be a grave error.
- The Usher Gallery is said to be expensive to maintain on an annual basis. Is it not possible to explore the cost of building a new purpose-built gallery space that is separate from the museum at The Collection? Explore all options. There seems to be no suggestion that there could be other options within the consultation document. It is close or merge and nothing else. How about using a brownfield site to regenerate an area? Can Lincolnshire Council

find out how other councils run their heritage services? Find out what works and if there are any mistakes to avoid?

- A hub and spoke approach - with a central super-site in Lincoln and links with smaller sites in the County either provided by LCC or other organisations.
- Keep it as is, it works
- Leave the sites as they are and employ more curatorial staff to make the stored collections more accessible by using the current temporary space more.
- Retaining existing sites as above
- Please see my previous answers about partnerships with other heritage / art gallery organizations. Also please consider disposal of the Collection Building, and relocating the Heritage / Archeology Artifacts to a new accessible purpose built site, perhaps sharing a new site and storage with the archives building, which I understand is now too small for its collections. Then retaining the Usher Art Gallery as the dedicated art space, perhaps identifying dedicated parking spaces for that building.
- Look at how smaller sites could be a community hub as often a tourist attraction is one of the most important features in a village or town
- See previous page
- Totally new Management and direction for the Usher , focusing on its strengths , not spiralling in its weakness's , there is much help available to create the necessary initiatives if the Council is struggling in the World of Fine Art and Commercialism , two sectors which the Council fails to have specialist capacity and knowledge
- Venues of any size have capability of offering a "supersite" style approach through having varied and dynamic events, and activities. This could be applied to some degree across all sites moving forward rather than isolating only to Lincoln Castle and The Collection.
- get places to loan certain artists work etc.
- Keep a permanent collection venue in your plans.
- Maintenance of the current situation (with the exception of Gainsborough Old Hall if English Heritage are to take it over) with increased investment in order to create a better financial return than at present.
- Links between venues such as the Drill Hall to encourage music events linked to permanent works of art to widen the educational experience. The University should also be encouraged to be more engaged with these two venues.
- Spend a lot less money on upgrading the existing rather than thinking of an impossible supersite .
- Perhaps LCC should consider divesting itself of all heritage assets passing the Castle and Museum of Lincolnshire Life to Lincoln City as a third party to manage and maintain.
- I suggest the budget for developing "supersites" be put to better use in preserving the fine examples of our historical and cultural interest we have already. A number of smaller places to visit is a much more enjoyable experience than something large, crowded and traffic congested. Large venues create queuing one of the most off putting things for visitors.
- Open discussion with groups campaigning for an alternative vision.
- Promoting concerts, talks, and other cultural events in keeping with the Gallery's special atmosphere and beautiful setting. NOT weddings!
- keep the Usher gallery and make it more commercially viable
- Please see above.

- I believe that with just a little marketing imagination a collection of venues (micro sites) would attract more interest across the whole county and provide more resilience than The Collection supersite which is in an inaccessible area of Lincoln to attract significantly more visitors.
- Proper feasibility studies should be carried out before any costly changes are made.
- Maintain current sites and develop supersite in addition to expand services.
- It is necessary sometimes to maintain smaller sites that do not have the draw of the larger ones, but the existence of these smaller sites is paramount to there being a diverse selection of heritage to view.
- Pay a visit to York, Newcastle, Middlesbrough, Manchester, Leeds - all have looked to exploit and develop their facilities.
- Increase the offer across multiple sites
- The Usher and the Collection need energising. The Collection has some good 'bought in' shows, but for an excellent building it seems a bit boring. It seems function more as a creche and café than a cultural centre. The Usher is funeral at times. The first dark, uninspiring gallery is a huge turn off. Upstairs are two galleries for temporary shows and another two showing items from the permanent collection which rarely seems to change
- Immediately remove the modern lighting and cafe. It is better suited to an office than a 400 year old house. Also, they would not have had brown patterned carpet tiles!
- Using vacant High street shops, enabling their use for community art projects, give Lincoln some life!
- Consider retaining the local collections at local sites.
- Keep the microsities.
- Multi centred.
- Possible use of volunteers but with more autocracy for them to make it worthwhile
- As above
- Maintain what is there already. Its a good mix.
- 'Microsites' working together as a cohesive group and supporting each the, not working in isolation.
- More than one area of a very large county.
- The Usher for instance is a rather old-fashioned set-up at present. But that is no excuse for just closing it. Its essence can be maintained, while seeking some more modern presentational techniques and varying the displays more, while also improving commercial returns from better product offers.
- More community links
- Within the move to super sites promote a commercial offer opportunity, in particular to local Lincolnshire residents - a paid for annual membership card that would allow multiple entry to the heritage sites. There is a danger that locals do not visit their within county sites, unlike when they go on holiday to another county.
- Invest in existing sites such that they can have the flexibility of the proposed supersite
- Select facilities that give their localities a sense of place, history and culture that reflect past and present populations and offer high quality historical and current arts practice.
- Invest and advertise in the smaller sites as well. Or find heritage Organization who are willing to take over or work with you. Could maybe big London museums sponsor or being attached to our smaller sites. I know when visiting the Tower of London you many advertisements for "their other sites" outside London. Maybe by being attached to other

bigger museums you can have an exchange of exhibitions. Make it part of our children's education with regular visits and doing projects on site. (Education budget)

- Keep the current system.
- A mixed rather than blanket approach to reviewing heritage services, based on current income and events, projected forwards without prejudice.
- Create a supersite of The Collection and the Usher Gallery, capitalising on the purpose built gallery spaces in the Usher Gallery that will enable the city to host major touring shows. This could be a reinvigoration of the current offer, similar to the one we are undertaking in Plymouth, bringing diverse collections together into one public programme and celebrating the rich diversity of the expanded offer. This seems to offer far greater value for money than the proposal to close the Usher Gallery. This attractive civic building could be hired to host private functions and also generate income through a lively arts and cultural events programme. Temple Gardens also offers great potential as a social space for events and activity, serving both resident communities and visitors to the City.
- As above.
- See answer to Proposal 1
- The use of more volunteers.
- You should encourage school visits as they might encourage their parents to visit as well. Advertise through the Tourist office and local / interna You should encourage school visits as they might then encourage their parents to come . You could advertise in an eye catching way in the Tourist Office and the local/ national / international press. Try to borrow famous works from other museums to bring in visitors.
- Focus on the institution's central offer.
- The Usher Gallery held an important Exhibition entitled 'Food we Eat' a few years ago. This explored the way food was produced in Lincolnshire, the people who worked on the land and those who had done so in the past, plus the journey that vegetables made from the field through to the factory and finally the supermarket. This exhibition offered a great opportunity for schools to visit and various educational projects which were never capitalised on.
- Please evaluate the cooperative ideas
- To appreciate any attraction, one needs time to reflect and enjoy the uplifting of the spirit which can be found when observing objects or places of beauty.
- Explained above & previously.
- Working in partnership with other organisations that could bring a more commercial approach to the other smaller heritage sites
- Theatre and stage art gallery in The Collection buildings. There are plenty of educational plays and dramatic talks plus poetry and roman extravaganzas which would comply with the Supersite status. This would leave The Usher as the stand-alone county art gallery.
- Encouraging the young to visit such places as the Collection
- Retain the status quo.
- Renting one of our empty High Street shops in Stamford and other places where appropriate.
- See my earlier comments.
- Retain existing Local sites
- Make better use of the Usher.

- Consider variable payments, with concession for those in education, on benefits, and provide possibility for donating payments for others to access.
- sponsorships and holding archaeology and local history lectures. Also, archaeology day schools can be held within the main museum similar to what Bristol University does.
- See previous comment
- Employ suitable staff to promote and raise awareness of the attractions we have in Lincolnshire. There are plenty of ways in which the sites could generate income with the right kind of creative thinking. It seems the Council are not very imaginative and don't see the value in their cultural sites like the people of the county do.
- Manage the almost co-located assets on the hill, neither of them a microsite, as a supra-supersite. Such a strategy mostly requires proper grasp of what each of these assets bring to the table (by design, they certainly cannot be considered as duplicate of mutually fit for the others' mission), and also proper signage and marketing, both of which have been dire up to now by most metrics. Once taken together, the options become plenty because of the finally reached critical (cultural/historical/artistic) mass and broadened scope of possible activities across the multiple assets.
- Separate the two and have two supersites....one a gallery and the other a museum.
- Careful monitoring
- Do not close the Usher as an art gallery. Use funds to improve both the Usher and the Collection. Increase/improve exhibitions. Local sources including the university arts department and schools could hold annual exhibitions of their work thereby supporting and taking pride in art education in Lincoln and county, parents of those exhibiting would be likely to attend, local camera club used to hold an annual exhibition. Make more of what is already in the Usher, set up display boards at those locations where artists have pictured Lincoln or create a booklet guide showing the picture and where those locations are.
- Maintain the microsites
- MORE attractions and diversity across the county relevant to site
- Innovative marketing and curation. Collaborative projects that bring all the Lincoln heritage sites together.
- Yes, leave things as they are.
- Retain Usher Gallery as an integral part of the Collection supersite
- Pro-active linking of exhibitions and good signage between the Usher and the Collection would increase footfall. Space and storage must surely be at a premium between the Collection and the Usher so it makes no sense to deprive either of their existing resources. Inventive and imaginative use of the venues in joint experiences can open up financial gains.
- Regarding the windmills - I see huge scope for these to become commercial enterprises largely down to their niche nature. Lincolnshire is known for being rural, growing a large amount of the countries food. Lincolnshire businesses and the council do not seem to capitalise on this and see the trends that are occurring around the rest of the country for locally sourced produce, good organic food, the journey from field to table, peoples desires to spend their money on experiences rather than 'stuff'. Foodies from around the country would pay good money to come to lincolnshire, grind the wheat and make food. People would love the chance to purchase food of such provinance, why LCC is not taking advantage of this obvious trend is baffling to me - just look at how well places like the school of artisan cookery is doing in Welbeck in Nottinghamshire. Regarding the proposals

to close the Usher Gallery and effectively end the story of the bequest from James Ward Usher to the city of Lincoln in

- A mixture of both permanency and temporary shows, keeping a focus on the Ushers permanent collection but also allowing for fresh ideas to keep relevant and changes to be allowed to maintain a contemporary cultural scene
- Keep the individual sites in Lincoln city, but make them self funding and charge admission.
- The usher has to be at the very centre of any planning of a supersight experience for the city of Lincoln. It offers unique experiences and the potential to engage more and more of the city's residents and visitors to a more dynamic and connected program. By putting the usher at the centre of the city's cultural offer it reflects what is special and distinct about the county and its story.
- The proposal of two centres in the same location means that most visitors will visit perhaps just one but not both.
- Investigating how small heritage sites in other parts of the UK - and even further afield - operate.
- There are always other options to consider. Keep working at it.
- Rotate the assets you have so there is a changing experience.
- Modernise marketing, organise joint events, ticketing -- an umbrella for all the components which make up the whole.
- Diversification supporting more smaller sites.
- Invest in both the usher gallery and collection.
- As previously stated.
- Retain at least the 'Visit Stamford' section of the library.
- Invest. promote properly.
- Joint ventures with third parties
- Build upon strengthening the opportunities The Usher already provides - With much more imaginative use of marketing and management of this.
- Sadly not sure how it could raise income but there may be funding available. Lincolnshire is such a large county I worry that many don't make the trip to Lincoln to see the super sites. It would be great if there could be travelling collections/exhibitions that could be loaned to community groups. Perhaps there could be a fee for these?
- Is there any way that a clause be inserted into any disposal to limit the entrance fees?
- All the things you have mentioned above - permanent and temporary exhibitions and events for the broadest range of audiences - these can be done with what you already have you do not need supersites.
- as above you can make better use of small local sites / hire them out for events / have temporary exhibitions eg on anniversaries of certain events etc. / involve local people more in their own local history and arts
- Abandon the false dichotomy of super and micro sites. Make the best of each unique site without the encumbrance of prejudice based on size.
- Better planning to use the micro sites for visits, exhibitions etc.
- Installing the originally planned walk over between the two buildings would enable the site to have The Usher as the designated art gallery whilst The Collection would then have room for other Heritage activities.
- Link the buildings and keep the art in the Usher building.

- Let the public have the opportunity to be involved with the running of the galleries and museums - allow them to use the space as an event space where possible, without meddling in the curation of the museums by those qualified to do it.
- Keep the Usher Gallery open!
- Retain diverse specialist focusses.
- Provide more travelling exhibits. Work with other successful galleries around the county. Compton Verney is a good example.
- Handing sites over to other groups
- To co-ordinate all the Heritage attractions in Lincoln which is undergoing a tremendous tourist boom at present.. This is also true for the County and next year with the anniversary of the Pilgrims Fathers we will also be seeing this at Boston And to a lesser extent at Gainsborough . The Collection and the Usher Gallery are not signposted from the main tourist routes and are not even advertised at the Castle. The Roman Posterngate in Saltergate by the LCC is not mentioned in the report, which is managed
- Just update some areas. More seating and imaginative display. More input into the Usher with activities to attract more people. This should not cost more with imagination.
- The Usher and Collection should work more closely to offer more
- See above.
- Working together with other authorities to support those outlying areas?
- Have donation boxes like the British Museum. Charge entry for special exhibitions but keep the rest of the collection accessible.
- Your proposals for the Usher have shown that there exists a large body of people who believe more could be made of the existing facilities, consider engaging with these enthusiastic people.
- Leave your Lincoln base a bit more often and look around. I know it's a big county, but that's the point being made here.
- Consult in a timely manner with the people of Lincolnshire, actually get into communication with us, not just a consultation on a web site. Many people do not have access to these methods of communication. It does not make their opinion any less valid or useful. It is up to you people to reach your citizens and communicate with them, not abdicate your responsibility by offering consultations that do not reach those who may be affected. Show how you are making efforts to involve your community
- Could keep the Usher open and use it for more varied activity at the same time to enable a wider range of audiences and experiences. Possibly as a venue for concerts?
- Support local centres
- If not the University another partner whose interests lie in this City.
- Let outlying heritage sites go; enhance and expand the use of the Usher Gallery
- Pedestrianise the area in front of the collection museum and Usher Gallery, traffic / cars disconnect the two buildings, pedestrianise the area and create a usable outdoor space for pavillions/installations in front of the gallery and museum
- It should be possible to arrange mobile (or "pop-up") from the main collections in more micro sites around Lincolnshire.
- As above
- Multiple-site tickets to encourage visitors to visit all Lincoln's heritage spaces. An innovative programme of events that links sites such as the Collection, the Usher Gallery and the Castle and/or Cathedral with a common theme. Sharing of space by the Collection and the

Usher Gallery when needed. More travelling/ambitious exhibitions at the Usher with links to big cities such as London, like the recent BP Portrait exhibition from London's National Gallery. Arts Council funding and sponsorship for particular events, visits by famous contemporary artists, links across the world with art made in Lincolnshire, better publicity and sign-posting for the Collection and the Usher, including a trail through the city leading to these sites (like the Knights' trail). Cheaper buses and parking to encourage visitors from local areas to visit the city regularly.

- See answer to 1. Press for more funding.
- Using commercial income appropriately to support the wider heritage offer beyond the boundaries of the City or at least provide this to 3rd parties to maintain a true regional offer - ie The Lincolnshire Heritage Forum
- Mixture of both?
- Keep the Usher and The Collection (both buildings) as a 'supersite', if you must categorise your sites in that way. They can and should cooperate and collaborate better together. But the Usher should have its own branding as an art gallery, rather than being subsumed within The Collection. The Usher has a lot to offer as an art gallery but seems to have been neglected in favour of promoting The Collection. With some imagination and innovative management it should be possible for the sites to maintain some individuality, but still work together as a supersite. I am not aware of the management structure of The Collection with Usher at the moment, so it is not possible to give any specifics about what organisational development and redesign would be best to achieve this. The mills that are not to be retained are dismissed as microsites with little to offer visitors or to get repeat visits. So why not develop a range of activities, events, outreach and educational programmes that will res
- Cast your net wider, and see how existing institutions such as schools and colleges could be made part of a county-wide story-telling organisation. You should also look at how virtual and digital technology can be employed to help bring stories to people - Lincolnshire is much too big to cover the ground by physically going to places, and these days there are other ways of doing it. Think of using cinemas for live streaming, pop-up shows in town halls, facilitating displays for older people where the work of going online is done for them, and all they have to do is watch. Every care home has a large screen and an internet feed - get thinking!
- Be much more direct that the Usher is part of the Collection and link them at both points of entry. This would reduce the need to have conversion works in the Collection.
- See above.
- Why not bring in Collection art, artifacts and objects and use Usher to display them? Build a stronger link between the buildings. Retain the Ushers luxurious advantage of space. Make Usher more contemporary, change up the art with more injections of Collection art too. Link the buildings architecturally or through trail? I just really think it would be unwise and frankly stupid to sacrifice the best purposeful art gallery in Lincoln, for a stuffy and busy Collection building, when the Usher is by far a better space. I would merge the two and make them interchangeable, use your available space wisely. Still call the Usher spaces the Usher, but merge with Collection style and investment. Also with the potential closure of the Mills in question, why not make a mill trail for schools, get heritage specialists to design this. This would be a great way to give schools a package trip to cool Mill spaces, rather than just pump all the money into a few key buildings which aren't that exciting
- Believe that English Heritage should take over most of the funding

- The collections should be held with higher regard so perhaps councillors need to be made more aware of the value. A visit to Compton Verney Art Gallery will show how to combine the scale of historic buildings with outstanding management of collections and temporary exhibitions.
- Keep the Collection, it's wonderful. Retain the Usher Gallery, as it was given as a gift to the people of Lincoln as a dedicated space for art. See my previous suggestions to engage people and bring them in again and again. Look at all the suggestions from local people. Look for inspiration to successfully revived museums and galleries across the UK cities. We NEED art in our lives.
- Develop both sites to offer an opportunity to expand the range of art displayed.
- It is not necessary to close the Usher, operating both the Usher and Collection together proactively would provide wider appeal.
- Re-evaluate your rationale of 'super' and 'micro' sites by actually looking carefully at what each site has to offer.
- Retain sites as they are.
- See previous comments regarding Central Government
- The monetary provision should go back to decently developing the offer at the Usher not splitting up and putting in the Collection against what it was given for.
- Why cut Gainsborough Old Hall (for example) out?
- combine the usher and collection spaces to create a supersite.
- Be brave and invest more in developing the 'microsites' to make them the success they could be, and make the most of what you've got. When the sites are presented to a really high standard, they could be promoted together with the plethora of tourist sites across the county. Work with the local travel companies to promote trails and tours of the county for the 'Lincolnshire experience'.
- As before.
- As previously suggested, the council should be looking to bring more creative and cultural activities to the community and promoting them to all.
- As above, expand in South Kesteven, 50 miles to Lincoln to view S K exhibits will never work, public transport is poor
- Part of the appeal of art galleries to the general, non-artist public is the Cafe experience. Put one in the usher - small but very special, and properly staffed. Could the grounds be used? improve the marketing and management of both galleries
- encourage discussion with third parties for the realisation of a financially sustainable future
- Turn the proposal on its head; give greater priority to sites outside Lincoln.
- Visiting the concrete Collection can not be compared to the 1930s architecture. Some people may not agree so let them be given the choice.
- You should continue to support Discover Stamford within Stamford Library, and continue to care for the items in the Stamford Store.
- See above
- Manage the Lincoln sites as a single operation with professional staff putting on events and exhibitions to attract visitors using volunteers to assist. Bring the Usher back to life as it was twenty years ago when it was a popular location for evening events.
- Sponsorship, merchandising, appropriate retail outlets, functions (other than weddings), linkups with local/regional businesses.
- Operate the Usher & Collections effectively with emphasis on BOTH art & archeology.

- Leave it as it is.
- Re-engage and re-vitalise these separate sites - they are all worthy and need a creative thinker - not council employees.
- Engage with the art community for a three month period, and see what proposals and ideas this process generates.
- There are some sites that are not appropriate to the super site proposal. However, sites such as the Usher could be included but within their own context due to close physical proximity.
- Usher Gallery and Collection sites remain co-located.
- Look at the buildings you have in your care and remember that they do not belong to you - they belong to each new child and resident of Lincolnshire, today and on into the future.
- Vote Labour, everyone!
- To retain micro sites which would provide more choice.
- it is not necessary to close the Usher Gallery.
- Community involvement
- Status quo
- I would suggest that beginning from a perspective of understanding the heritage collections and how they can be better utilised would be more beneficial and sustainable than the current false dichotomy of supersite/microsite which has no meaning outside of the consultation document
- Much more thought needs to be given to using smaller (microsites) most of which do have ancillary stories/experiences to offer.
- See same answer to same question above
- You are telling us by your own definition that the Usher is not a micro site as there is more than enough space to provide that variety and more than enough opportunities and space to provide exhibits alongside our permanent collection!
- More local government interest and involvement - get Town Council involved
- AS ABOVE
- Again, better marketing and more imaginative management for the two sites TOGETHER.
- Are visitors able to access particular works of art, perhaps by appointment?
- Leave it alone. Privatise it perhaps and let people who care and have the skills and vision to see the Usher Gallery rise like a phoenix to become once again an attraction to tourists, visitors and local Lincolnshire people alike. Reinstating the homely cafe and modernising the exhibitions/displays (rather than not changing bulbs, winding up clocks and/or not even bothering to attach explanation cards/labels to exhibits) show the sorry state of affairs that LCC has mismanaged to date.
- Increased promotion of micro sites as a stop gap to build into a multi site visit/trip
- Keep both 'microsites' where applicable and possible and one or two 'supersites', i.e. the castle.
- Perhaps a trust model with defined partners and committed funding from all the authorities would offer better protection to these vulnerable and unique heritage assets
- Open up a better link between the two buildings and use the space in both as one Supersite. Invest in the Usher so the security is upgraded to attract more visiting exhibitions. The BP Portrait exhibition was outstanding - I still think about some of the paintings today and I would love to see more in the setting.
- Split sites North & South

- Continue as now in Stamford: A) use volunteers as well as council staff b) charge a price if considered necessary
- Art classes and art retreat week/ends - create a deal with one of the hotels for participants
- Suggest: • Invest in several smaller sites to ensure their viability rather than focussing on the same old favourites; the latter ought to have become self-sufficient given the levels of investment already received. • Ensure that the 'supersites' have some contractual responsibility towards actively notifying the public of local 'non-supersites' and all other groups and locations of arts and heritage.
- Don't be too quick to get rid of the Usher. Have all options really been considered?
- Ensure that a wide variety of historic sites are preserved and kept open to the public.
- Paid for outdoor events in the summer time that tie in with the museums various collections or specific exhibitions. There is a large area outside that can be utilised. Arts and crafts events for families, outdoor screenings for example.
- Provide an annual grant to The City of Lincoln Council to run The Usher Gallery as an arts venue for the city.
- The Usher Gallery and the Collections together would make a Supersite without the need to close the Usher.
- 1. Ditch the Super and Micro site idea. 2. Bring the various cultural heritage sites up to date in terms of content and presentation. 3. Market the sites properly to both the people of Lincolnshire and those who visit Lincolnshire. That includes better road signage.
- I would like to see the Usher Gallery retained for its original use which is art. The Collection should be amalgamated with the Museum of Lincolnshire Life
- There could be better and more imaginative marketing as regards the Usher to make the most of the building either in isolation or together with the Collection.
- Could smaller sites be used by local groups (arts/historical)
- I think there should be a clear commitment to the facilitation of creative education. Schools are not well placed to offer this in light of the national policies and at a local level it is poorly served
- Your proposal does not generate a self-sustaining service. It just reduces it and dismantles the collection.
- See previous page.
- More bespoke marketing of a number of microsites might be able to attract significant visitor numbers. It might be possible for instance for these sites to become focal points for specific festivals/calendar customs.
- By all means explore how some sites can be combined, and I would welcome more varied event types such as those in the Castle over the last couple of years. But please don't throw all the small ones out because they cannot sustain themselves in a cutthroat commercial model
- Yes, be more positive in promoting the Usher Art Gallery as a place to visit in Lincoln like art galleries in other major tourist cities.
- There are lots of other options. there must be somewhere else to site a wedding venue than the Usher, there is already a registry office in Lincoln.
- Re-imagining smaller sites, refreshing the stories that are being told, taking full advantage of the massive collection of artefacts, documents, etc that are held in the Collection museum stores/the archive and bring the stories of those things to light.

- Thinking imaginatively and adventurously - study the YSP and it is an amazing distributed site. Look at other successful galleries turned around - in the UK The Baltic, in Australia Perth city Art Gallery, in Singapore the new Art Gallery multiply connected by an Atrium.
- Rebuild an exhibition gallery on the Usher to replace the demolished Curtois wing and Sir Francis Hill Coin Gallery.
- The permanent collections need not be preserved in aspic, as at The Usher, but creatively explored, their stories investigated and linked to imaginative other stories. The contents of The Usher need to come alive, be part of a themed incoming exhibition for example. There is no "single story" that imaginative thinking can't overcome. With vitality and imagination any venue can combine the upsides of the above scenario and maintain its dedication to the arts. I can see no reason why a broader spectrum of the visual arts can't be presented there, or fusions with music and/or literature explored.
- Reconsider the physical layout at the Collection/Usher to mak it feel more joined up
- Continuing with the model of sites now, or indeed look to expand it.
- Redirecting funding to existing sites
- By all means invest in The Collection, but don't use that as an excuse to devalue the Usher Gallery.
- invest in making the Usher better and more capable of showcasing all that it has - to draw the 100s of items out of storage that we never get to see and which would enliven the gallery space in a themed / rotational basis. develop a centre of excellence and renown for the exquisite and under represented De Wints which are dinstict to the city. Likewise use the space allocated as a 'new Usher', down at the Collection to inves in the better, mre comprehensive display of those 1000s of artefacts not presently shown, in order to do what you do there so much better - making more ogf Lincoln's unique Bronze Age or Roman heritage etc. In thisas you would revitalise and better celebrate what is distict, creating national clections, rather than diminish what you have by attenpting to squeeze two excellent assets into a single, compromised, location.
- The Council should make its intentions clear and not speak ambiguously
- to retain both gallery and museum and to rethink, in the light of the new oportunities thrown up through this process, what would be truly great for the city from a primarily cultural (income generating) perspective, rather than a costs stance.
- Rather than pulling away from the smaller, less popular sites, why not look to pull additional people into those locations. A modest investment in outdoor event equipment may turn the under-utilised mills into outdoor venues for music, Shakespeare, and art
- More imaginative management alongside MUCH more effective marketing.
- Supersite across both Usher and The Collection.
- The mills should be considered as a collection. A heritage trail between them should be encouraged.
- A balance. The Usher for example has told many stories over the years, the archive underpins this.
- Retain the Usher Gallery. Ensure the windmills continue as working sites.
- More micro sites.
- Retain the Gallery as part of the Collection site and make more links between them.
- You should support local communities by upgrading existing heritage sites so that visitors and locals do not have to travel into Lincoln every time. Around trip to Lincoln from say Skegness is around 100 miles add to this the cost of the day out etc entry , meals, parking

an expensive day out. If you are on holiday at the coast you have most likely past Lincoln on the way. You would not contemplate driving back for a day out, especially if money is tight. That applies to the majority of visitors that arrive by train or bus. These services are infrequent, costly and time consuming.

- Invest more time to support more localised volunteer groups to improve and re-energise these sites. Again, private enterprise is notorious for having big ideas but failing to deliver. Just think of the Agresso fiasco.
- Making the Usher Gallery a Trust
- Single story is the easiest but the wrong approach for microsites.
- put more money into improving and developing each individual site.
- Making money should not always be your top priority
- You need better marketing and more creative management at both sites
- readily available multi site parking pass and entrance pass, for 7 days
- There are plenty of models based on nodal points and satellites. Our solar system, atoms and many of Lincolnshire County Council services could be offered as examples. You don't need to look at concentrating mass in a few supersites and cutting loose the microsites. You don't need to look at visitors to sites as consumers of broad experiences. An imaginative approach would start by recognising that individual people are highly specialised and excited by the most individual and peculiar things. They are actively engaged in developing their own stories and will visit exhibitions, events, performances, archives and cultural artefacts to do this. There has never been an age so blessed with the means to encourage this, through the use of the internet and mobile devices to connect people to places and things and each other.
- It is possible to still be creative and keep that building going using say a joint partnership approach with e.g. Tate Britain/local artists collectives etc/repurposing one of the rooms as an up market bistro to bring more people in.
- Renting small, place, for weddings/functions/special events
- Continue to operate both The Collection and Usher Gallery as one site; with more focused marketing, and a wider range of programming both could operate together and be more successful.
- The joint operation of the Collection and the Usher Gallery could already be considered a supersite if done more efficiently.
- See previous answers.
- Adapt individual sites to house both temporary and permanent exhibitions/activities.
- Maintaining current situation and running the sites properly.
- A proposal for strategically located microsites such as above, or in the County Council's sense, will still require fully qualified staffing. E.g. Curator, Educator and Technician/Conservator.
- Room in the library to stay, or better still, reinstating the museum
- Engage in music recitals at, for example, the Usher Gallery plus poetry recitals, to attract a larger attendance
- A much improved / better signage, strategy and overall marketing of the microsite to drive additional numbers. advertising at the new transport hub and within the city centre
- Increase investment
- Could do some more special exhibitions such as BP Portrait Awards again.

- Use what you have got. sell artefacts which do not have links to Lincoln. The Lawrie painting, for example. Lawrie was a Lancashire painter.
- Go back and rethink ?? the values of a sustainable civilised community
- Continue to support microsities
- Speak and listen to the trustees and friends and supporters of sites. These are people who not only understands what they are entrusted with but want to share it with others. They know what happens elsewhere.

Please provide the reasoning for this / these other option/s (if yes above)

- People do not automatically seek out culture. They need to be educated into wanting it. This is effected one through school and community liaison.
- As noted by the way this question is worded, your plans are vague, and the question itself is written to elicit the response that you want. Increasing income should be a goal, but not the be all and end all.
- Wider accessibility to residents and to tourists not visiting Lincoln Castle
- The founder's wishes should be weighed carefully, and the opinion of the people of Lincoln, I am sure, will be very solidly against the closure of Usher Building as an Art Gallery.
- Events seem to take too long to plan, the collection has a good group of sci-fi cosplay/volunteers willing to take part in events but are always delayed for some reasons.
- It's more accessible for people.
- The Usher Gallery it was gifted to the people of Lincoln, not the council, and it has played a major part in the cultiural heritage of Lincoln over the years.
- Logistics of having all the public in one place, people accessing other things city has one offer! Shopping, eating and historic fabric of city and county too.
- KEEP USHER
- Keep them within LCC to ensure they do not fail when they are ran by other organisations
- Rather than relinquished responsibility the Council should see this opportunity to fund arts and heritage activity.
- I appreciate the need to balance the books but equally there is a real need for accessible arts and culture.
- As before you are prioritising the wrong thing, you need to have a better overview of the long term of the use of space rather than just selling it to the highest bidder.
- Common sense. Listening to combined political polling. Social values that still exist, i.e valuing art for social good and toursim
- To work directly with the visitors to show what they want to see would increase footfall.
- To prevent death of local heritage
- It would be a shame to lose these microsities completely without first an attempt to address the critique that they cannot/do not generate income/attract wide audiences.
- They don't get used as well as they should.
- The Usher Gallery is iconic within the region and known nationally for its past exhibitions. This status should be supported, it is a part of what I am proud to call Lincoln. Lincoln will be poorer without it.
- It's local to the area, it's history thats is related to Stamford - not Grantham or Lincoln.
- The Usher could have more than one temporary exhibition at a time. Perhaps start to allow artists to rent wall space in one of its rooms.

- It will bring the people in. Also, run RT appreciation tours for featured pieces of artwork, and sketching classes for families and young adults. A creative art room for kids where they can help themselves to a variety of crafty bits and pieces - parent/carer supervised, would be great! Workshops can be a feature of Saturday/Sunday afternoons.
- At a time of City expansion, not only domestic but also intellectually through the growth of the Universities, a reduction in the type and form of cultural infra structure is a retrogressive step.
- Listed above. Your decision making us not well advised. Please stop and consult further!!
- Because culture and creativity is very important.
- Artists are currently being exploited by low pay /no pay and forced out of work. There are many graduates from the University of Lincoln that require sustained employment in the cultural sector, and not investing in this expertise is clearly not safeguarding culture in Lincoln. The creation of a supersite is no substitute for paying artists properly instead of relying on unpaid volunteers.
- What we have are locally valued and significant.
- To provide an experience like no other in Lincoln.
- Commerce and money have no place in Heritage which is priceless
- It is extremely important to carry out comparative studies elsewhere before making rash decisions that will reduce or uniformise cultural offerings.
- .
- Physical connection of the Usher gallery and Collection.
- Another leading question
- the arts are so varied when it comes to 'telling a story' that there is much flexibility within the provision of a designated art gallery There is also much worth in return visits to see the same things, i have visited the Usher Gallery over twenty times in the last year, i realise that this is rare for this site, but i truly value the opportunity to spend repeated time with the same familiar paintings, sculptures and craft, When i visit the gallery there are also often changes through the temporary exhibitions and over the last five years or so the spaces of the permanent collections have been energised and changed in hugely positive ways, finding new ways of telling stories about the (same objects) in the collection
- Some items should stay in our permanent exhibitions due to their importance to our community, and the expertise of the staff who care for the items.
- In order to better reason the suggestion, it is essential to have full cost analysis. However my initial suggestions are based on experiences in other galleries.
- How many other towns have the equivalent of our Museum of Lincolnshire Life for example.
- Smaller sites are cheaper to use, and a treasure trail will keep it interesting to visitors and locals. Pop ups could be easily changed and make the area more exciting and less neglected in appearance. This option would keep things fresh.
- LCC lacks the expertise to deliver appropriate beneficial change.
- If you do this and the community see the sites as 'their' heritage microsite, then they are more likely to fight to protect it, and continue using it into the future. Income can also be clawed back from events, hire and donations.
- In order to bring in extra revenue money needs to be spent on quality media advertising.
- See above
- See previous.

- It is obvious the intention behind all this is to reduce both the number of heritage sites and the access to the art and heritage they contain.
- Long term plan to engage students and bring tourism in to the city- this is about more than simply art. Engaging local community is good for social cohesion and mental health. As is art.
- Please look at my last reply!!
- As above
- The collection has received funding in the past few years (and actually only tells one story) and therefore investing more money seems pointless. Additionally the usher gallery provides more space that could be utilised/commercialised if done so effectively and with future proofing in mind. Moreover, the Museum of Lincolnshire Life is under developed and has huge potential as a supersite if given the opportunity, and its space being fully explored.
- To safeguard the sector for the both the local community and visitors.
- These decisions are driven by short term financial decisions driven in themselves by central government cuts.
- Visitors to museums and galleries, visit them to look and learn about different subjects. Some just visit and view generally. Others visit because they have specialist choices. They may like some things but not have feelings for others. Good story telling can often change visitors perceptions.
- To spend £5 million of public money on an inferior offering is not acceptable.
- The Usher is a cultural icon, and was gifted to the City. Breaking up its collection would be a mighty blow to the arts in Lincolnshire.
- The Usher Art Gallery is a unique and invaluable part of our heritage (including for schoolchildren). Currently, no-one seems to be managing it, including promoting it.
- Because one sure doesn't always fit everybody.
- You have failed to show any imagination so far, so this is the reason!
- these assets are merely maintained by you for the community, to which they belong! you are custodians.... you seem to be forgetting this
- I notice that both of these supersites are in Lincoln. It will be very easy for the people of East Lincolnshire to enjoy the "wider range of experiences."
- The reason for this is that as an informed participant, I believe the proposal you offer is unnecessarily dramatic, and potentially disastrous for the city, its heritage, culture, attraction and future success.
- Food attracts people. People would look at the art
- MLL is a cost-effective and popular museum that has had next-to-no investment for 30 years
- Capitalise properly on the assets that Lincolnshire already has. Investigate other staffing models.
- Common sense, access for all residents of the county.
- to help advertise the gallery and people could feel apart of owning the art gallery
- Rows of glass cabinets seem boring, noisy interactive displays are distracting for more serious adults.
- If history and heritage is brought to life, people understand it more and relate to it so are more likely to want to protect and engage with it in the future

- Transport from Lincolnshire to London, or other centres of world-class arts and culture, is prohibitively expensive and time consuming particularly for those not based near Grantham or Lincoln itself; it would be marvellous if sometimes the wealth of material in storage was made accessible in the provinces.
- Culture is essential for visitors and residents alike. This could be and should be vibrant. Talked about. Reviewed in the nationals. There is plenty of ideas. We need strategic vision and leadership please.
- As stated above.
- Variety can be offered without having to reduce the number of sites.
- The idea of a super site is idiotic and will dilute what makes sites such as the Usher gallery so special
- This would save you the costs of running that building. St Rumbold's Street building may appeal to Lincoln College. They could use it as part of their Campus or of course, yet more Student Accommodation
- they simply don't work!
- What happens to the artifacts from a closed site? Auction off?? What happens to the staff? Dismissed with minimum / no compensation for loss of employment / earnings?? Where is the knowledge of history going to be sourced from if the people are no longer available to share?
- The usher has been run down quite deliberately over some years - there is a lack of understanding of the arts and cultural values at the heart of these council proposals
- Progress is not always good it is most often destructive. Microsites are better for local people and tourists. Tourists won't come to Lincoln when only the castle is left.
- The network of different venues should be viewed as a whole and marketed as such. They have been part of Lincolnshire's identity and money is better spent maintaining and developing than narrowing the county's cultural offering.
- Maintaining a variety of experiences encourages visitors to return, or spend longer in the area. Many current attractions are free, however charging a small fee, which need only be £1 or £2 would not put many visitors off but would bring in funding to offset their costs.
- Exploration of partnership opportunities with local and national business, education facilities etc - the list is endless.
- The greater county will become a cultural desert for residents and tourists alike.
- Raise the quality of tourist attractions throughout the county to appeal to higher-income people who have more to spend. Do not let Lincolnshire become a place that joins the 'race to the bottom' for cheap holidays and bargain-hunting visitors .
- I think the consultation document has been very cleverly put together to appear very reasonable and persuasive but it sounds throughout as though the decision has already been made and a full spectrum of options is not included in the proposal. Sounds like a foregone conclusion to me.
- Provides a county-wide approach to the re-development of heritage services
- Keep it as is, it works
- More of the collections can be made available for all to see rather than being left in stores. More local conservators can be used, they are being trained at Lincoln University, so why not link with the sites and the university to encourage students to stay on in the area and to make Lincoln a place of excellence for these skills.
- as above

- The Archives and Heritage artifacts reflect the Lincolnshire story together. Historical study and displays could be developed and enhanced by all these items being together on one site. These can be developed to create a richer visitor experience, as well as supporting academic study.
- A community focal point would provide an additional use and potential income for a museum or gallery such as combining a cafe, shop or meeting place
- To preserve this significant institution for future generations
- I believe the approach to so called supersites should be focused more so on wider cultural programming and a fluid/ varied means of engaging with displays even if running long-term than sole consideration of temporary exhibitions alone to maximize commerciality.
- it makes them more interesting
- It is vital that our heritage is preserved and the offer of the city and county is enhanced if we are to compete or survive in relation to other tourist cities, in terms of education, attracting professionals to the city (e.g. doctors / nurses) and for the overall benefit of people of the city. This is why the Usher Gallery was given to the city for example.
- More members of families will discover just how much each venue has, thereby encouraging a wider audience. The Drill Hall has a wide range of stage shows covering multiple art experiences and this could be shared with our main gallery with a little vision. This would also encourage better support and visitors for both venues.
- Just the same as before .
- The county council should be looking after the whole of the county instead of just promoting the City of Lincoln. Having created the super sites tourist information will become heavily biased towards Lincoln City centre and an ever greater push for tourist numbers at the super sites. This will be to the detriment of all other heritage sites across Lincolnshire regardless of ownership. If you want an example of a super site consider the EDEN project in Cornwall, an unimaginable crush of zombies on one site with smaller private enterprises devoid of their livelihood.
- I think I have already covered my opinions above
- I do not believe the proposed model is the only route open to the LCC
- The Usher Gallery has many rooms which could be used for a variety of purposes without the need to remove the exhibits. Structural changes would not be needed so the costs could be kept low. The council is talking about spending a large sum on expanding The Collection which already attracts a bigger footfall It should spend this money on promoting the Usher instead.
- Please see above.
- I believe that with just a little marketing imagination a collection of venues (micro sites) would attract more interest across the whole county and provide more resilience than, for example, The Collection 'supersite' which is in an inaccessible area of Lincoln to attract significantly more visitors.
- You could end up with an expensive white elephant otherwise that will not enjoy public support and will lead to cuts in other services. If you will be in a worse situation than you are now.
- The need is to increase arts provision not reduce it.
- Although I understand it from a costs point of view, shoving things in all together is not I feel a good solution in the long run, maybe cut costs, the real price might be felt elsewhere.
- To appeal to a cross section of audiences and users, as one size does not fit all

- You need to be more challenging, more radical. Ask the University art department to put on a show. Have things change more often. Take over Ruddocks building for a month and show some stuff there. get some people with creative ideas to do things there. Don't be so precious !!
- If you visit Beamish, the rooms are inhabited, plants are growing, there are items to buy that you can watch being made, the bakery literally sells hot cakes like hot cakes. The success of a business is not selling food, it's selling an experience. Selling food at the Old Hall is given relevance and value by it being matched to the building or at least cooked there, in front of the customer - a bag of crisps and a bottled drink are neither of these.
- Stamford Town Council is willing to support LCC to achieve this endeavour.
- As mentioned elsewhere, often the number of cultural sites is what matters in people's decision to move to Lincoln or visit Lincoln. A small (say £2) city tax on hotels and airbnb's could be used to fund our cultural assets if they need it.
- Not direct, easy to navigate roads between areas. Very different histories.
- To keep running and maintenance costs to a minimum for this often underused facility
- As above
- The Castle is already too expensive.
- Working together as a group model, there would be no need for any supersite.
- History as previously stated.
- Never a good idea to throw out the baby with the bathwater. Take it steady, explore the options further before threatening closures. Try some experiments and see what works best.
- The Heritage Service should aim to enrich the community and serve it.
- By providing an in county paid for membership offer, this would encourage locals to make repeat visits to the super sites in particular and hopefully add to the commercial profitable income by expenditure each time, in the shop/ cafe. Similar but simplified on how National Trust operates.
- This would create more variety and generate not only more interest, but more income than placing everything under one roof.
- Cultural facilities are the bedrock of a sense of place for inhabitants and visitors. High quality facilities attract businesses and visitors, thereby supporting the wider economy and civic pride.
- Preservation of our local heritage which is open to all. With an increasing multi cultural population in the uk it is important to keep our English and local ones alive to teach the population not only about other cultures, but also about English culture and history. This especially important so to join native and new inhabitants in the history and culture of the country we live in together and integrate together as inhabitants of our country and Lincolnshire. Increase the visiting exhibitions so we don't need to travel all to London to experience art and culture. Keep these sites available to schools to learn about our heritage. When in London you see lots of schools visiting the sites. Why isn't this happening more in Lincolnshire. Help schools to come and visit more of our heritage. Years ago my daughters primary school arranged to learn more about art at the Usher gallery. They did an art session there printing/ painting banners for their school. This could be done for more schools a
- The current system works, if it is not broke, don't fix it.

- I do not have confidence in the LCCs capacity to protect the cultural heritage of Lincolnshire, given its past record on pushing through changes despite local consultation (as in the library services)
- By reducing the combined footprint of The Collection and the Usher Gallery, the service is reducing the potential to expand the programme and presentation of the permanent collections across 2 existing buildings. It also dilutes the arts offer of the City drastically. The key to making a successful supersite, in addition to upgrading the permanent displays and exhibition spaces, is the imaginative curation of an integrated public programme, effective marketing and the provision of accessible and relevant community engagement and learning activity.
- There are many people very interested in Heritage who don't live in Lincoln
- To encourage more visitors who would spend more money in the shops and cafes.
- Widening the appeal of e.g. The Usher Gallery to the community is not the same as making it multiple use
- See above
- see previously
- I am reminded of Americans who cram sightseeing into a couple of days, but remember nothing of their experiences, because of the rush to get it all done.
- See above
- The Usher should remain as the county art gallery and not be downgraded.
- People nowadays are often fixated on quick fixes and LCC should not pander to that
- Your proposals risk destroying accessible local history in favour of entertainment style centres.
- If it was a big enough space it could have a static exhibition and a changing one. A small cafe would be an attraction.
- As stated in previous section
- As previously stated: Exhibition space currently exists, better management not building remodelling is a better option. The Castle is quoted as a supersite, it is comprised of several buildings, so I feel more can be achieved with the Usher and Collection which as close or closer to each other than than the key attractions at The Castle.
- Helps with funding
- increasing the amount the buildings are being used and generating income.
- See previous
- Other institutions do this well. There are many stately homes and galleries that have been creative in their thinking and generate income from their buildings and art collections by hosting events and promoting them successfully. This doesn't seem to happen in Lincolnshire with publicly-owned assets. It's as if the Council just can't be bothered because they lack interest.
- Lincoln is a small city and the hill's neighbourhood is compact and easily walked about. Together, and only so, the Usher and Collection are a de-facto supersite, with neither of them a microsite as they both encompass both semi-permanent exhibitions and flexible space to accommodate other types of activities. Using them and others nearby assets synergistically would bring a sum much greater than its parts, and closing down any one of them would end up making the whole utterly dysfunctional.
- The functions of the two buildings is confused at present by trying to link them.

- Use the forthcoming anniversary of James Usher's death to celebrate his bequest and the Usher Gallery today.
- Creating supersites will lead to heritage deserts in the rest of the county. Also try getting to Lincoln from the South of the county by bus, train or even car.
- population increase in this part of the country leading to better economic resources
- The result would be to bring more visitor to Lincoln, who would support local businesses and promote the city.
- The Usher Gallery's permanent collection of Lincolnshire artists has long been recognised nationally for its value to Britain's art history and deserves to be a continuing responsibility of the County
- The Collection and The Usher already constitute a supersite and should be promoted with pride.
- by going into partnership with a well known arts establishment such as the V&A we would get the high quality exhibitions from London that will draw people in far and wide and that we would be able to charge for whilst still retaining the world class collections available freely to members of the public - the same model as the V&A. The local economy would have considerable improvements by attracting a different variety of visitors to Lincoln - cultural, middle class people. The businesses will benefit and LCC will benefit due to the increase in revenue created by the business rates. We would not need to redevelop the brand of the 'Usher Gallery' as we would be trading off the well known brand of the V&A this will make marketing so much easier. Time will be freed up for members of staff who will effectively be getting 'exhibitions in a box' The extra money that will be needed to in effect 'purchase' a franchise from the V&A will be made back in ticket sales and the revenue from the shop
- Varied but also offers reasons for people to come back for more than one visit.
- Tourism is one of the counties major income earners. Heritage tourism is an essential part of this economy. The super site option as canvassed by the council fails to take into account the potential of the Museum of Lincolnshire life if properly curated, and The likely impact of the cathedral once it has completed its own Heritage lottery fund program
- beyond the actual structure and a description of a service consideration has to be given to the actual offer it's authenticity and integrity. By seeing assets as super sites the danger is the county will undermine its distinctiveness and in time lose the potential to bring people to Lincoln rather than other places that have invested in their distinct story and offer. The city is not big enough and rich enough in cultural assets to reduce it in anyway especially to the closure order reduction in the potential for the usher. indeed now is the time to create space to work with others to identify a new and positive dynamic future.
- The chance of giving cultral over load to one place becomes greater, leading to apathy among visitors.
- To explore more completely the possibilities available.
- The Usher has space which exceeds anything in the Collection
- It's a more positive, proactive option which will attract more people to enjoy the facilities of the sites and to explore their heritage and how they relate to life now and in the future. Closure, destruction and "supersites" is a scandalous destruction of what we should hold dear and treasure.
- As stated above.

- There is plenty of space to add an extension onto both sites. One specialising in the arts and the other heritage. They are two very different environments and they should be kept separate
- As previously stated.
- Stamford is a small but historically important market town. It was a disgrace that the museum was closed, especially when funds were spent on Grantham Museum.
- A venture may not be profitable on it's own but would still save the public purse money
- The opportunities that exist are not being fully utilized and this the potential to make a successful business out of what The Usher already has to offer in its wonderful archive it'll artworks etc.....Tennyson Collection etc is under utilized and under resourced to make the best of it and what it has to offer.
- Wider community connections
- You require money for supersites - invest money in what you already own.
- when i am a tourist in a region i always seek out a local museum or site of historic interest to get a feel for the area - if I wasn't in an area with a supersite where would i be able to go in this county if you close all the local smaller sites or hand them over to others? who as I have said do not necessarily guarantee their remaining viable. You have already closed Stamford's lovely museum - we now only have a small room and that is very important
- When you say "We believe that in order to operate more commercially..." it appears you have prejudged this issue, with a prejudice against small sites that you think may be less financially profitable.
- Fit for one purpose. A building cannot effectively be used for many differing purposes
- This would have council agreement and keep the Usher legacy intact as it should be. Expenditure on this would make the whole A SUPERSITE, without annoying thousands of voters/ratepayers.
- This could raise money while keeping the spaces free, and those who's life's work is to care for these irreplaceable collections could continue to do so. The buildings could remain free, instead of creating a class divide paywall, leaving these spaces only accessible to those who need them least.
- As previously stated , this is a Gallery of interational renown We should be celebrating our artistic heritage and investing in it's future instead of undermining it
- This allows truly professional internationally significant cultural services. Local authorities should not be responsible for such services, they should be handled by specialist independent trusts or charities.
- Other cities can use their art galleries to bring in tourism. So can Lincoln.
- To protect council tax payers from funding non essential services, anything that is not economically viable should be disposed of.
- A co-ordinated approach will bring the visitors and local people in. It is not suprising that only a few people find the Usher or Collection at present.
- I have regularly visited the Usher Gallery for over 40 years as an artist myself and it inspired my son to be an artist and is successful in London. There were visiting artists doing activities with school children. Lincoln should be proud to have such a beautiful grand building to house the valuable art collection.
- It's common sense!
- See above.
- Lincs being are large county!

- This will help keep the Usher more accessible.
- On commercial grounds, surely it would be cheaper to enable better use of the floorspace at the Usher than the proposal for revamping the Collection.
- The consultation is a committee based paper shuffling exercise. You need to go into the communities that will be blighted by this decision and see the benefit that the assets bring to each community. Many of these communities do not have access to the funds necessary to support such assets. As you are aware, they bring a lot of money into the county. Loss of this money will feed through to you and you will have gained nothing over time.
- Self evident above
- This could attract more people to the gallery and make it more self sustainable because it would get more donations.
- Obvious.
- As before
- It would be a safer more attractive space for families to spend their time. Design the city for the people and pedestrians and not the car and pedestrians will be more likely to visit it and find it easier to access it
- Different/rotating exhibitions should encourage more visitors and extend the attraction for repeat visits to micro-sites.
- What is needed is not a supersite but a super vision, with ongoing imaginative projects for attracting the widest audiences possible. Engagement with the local community and schools is key to gaining a regular audience.
- See answer to 1.
- The loss of connection to local communities and unique heritage
- Visitors may want to find out about local history
- Our art and heritage are more important to us and future generations than to be divided into this microsite and supersite model, with all or most of the attention being given to the supersites while the microsites remain largely ignored and gathering dust. There is scope to increase visitors to and interest in the sites identified as microsites but they need care, attention, some investment and better marketing to achieve that.
- It doesn't make sense to restrict your offering to what you can see in a building, these days - if your job is to tell as many local stories as possible, think about all the media open to you. A small number of buildings isn't all you can use, is it?
- The Usher gallery was given as an act of great philanthropy and there is a case for continuing its purpose - and it was built as an art gallery. It could be reconfigured and be a terrific space to use the smaller travelling exhibitions that are available from the national museums.
- A super site does not guarantee success and is cutting back on the current offering.
- Usher is much more preferable in size, space kudos, and art appeal. It just needs an injection of the contemporary and better thought on how permanent collections can be stored, changed regularly, and redispersed through merging more contemporary collections in the main ground floor rooms, not in the upstairs rooms where people are less likely to traverse.
- I live in Devon and have visited the excellent exhibition and gallery locations in Lincoln. They are all convenient in the city and are appropriate to the scale of the location.
- Very repetitive...Usher Gallery was a space dedicated for art. Adapt and change, given the countless suggestions people have given, to make it a community space people return to

again and again, for the feeling of community, creative inspiration, and enjoyment, as well as just appreciating the gorgeous building and wonderful collection of art.

- Art is best displayed in settings which suit that art. For example, interactive art can be disruptive and noisy. Reflective art requires quiet and contemplative space. Trying to condense all displayed art in Lincoln in one location will suit neither.
- 'which offers access to a single story' which you apply to a microsite does not apply in the case of the Museum of Lincolnshire Life. The Gatehouse Gallery is a second floor space big enough for events/exhibitions etc.
- As above
- See previous comments regarding Central Government
- Since the Collection came there has been no decent promotion of the Usher and the money should be put in to enable it to be Lincolnshire's premier Gallery again .
- There is money to be made from tourism related to the Mayflower 400 events. Gainsborough Old Hall was an important part of the story and yet you are proposing to cut it adrift. English Heritage do not have the capacity to take on the Old Hall and do it justice. Lincolnshire County Council are under-investing in a superb asset that can reap rewards.
- The sites that Heritage Services are responsible for, alongside all the other heritage sites, have so much to offer, for local communities, attracting more visits, and also attracting businesses and potential residents to live here. The under-investment in heritage generally is chronic and damaging and is incredibly short-sighted and unimaginative.
- As before.
- The name of the Heritage SERVICE is a clue - it is a service to the community and the obligation is that everyone should have these activities open to them.
- As above
- We do need to keep the Usher, it's wonderful collection of paintings and we need to make it visible again. It's disheartening to see all the the things we're proud of destroyed due to lack of proper management.
- The selective 'hands -on' approach currently prevalent has led to a sidelining of the venues where probably more effort should have been applied. a role definition of officers is required
- See above
- Human being to not think a like so give us choice
- Access to the Stamford Store would continue to be accessible by pre-arranged appointment. It would send a powerful message to the south of the county that LCC does not abandon its responsibilities to the heritage of the whole county. That, after all, LCC does actually care about us down here.
- It will bring in more people and therefore income. The Usher is a fantastic site. Further, it was a gift to the City of Lincoln. To close it as an Art Gallery would be a betrayal of the trust of a citizen of Lincoln by one generation. We have to honour a gift of our ancestors.
- The apparent lack of visitors is due to poor management and lack of investment in the displays on both sites.
- Have some vision, ask the public what they want and improve the marketing to make both sites something for the county to be proud of.
- Moving Discover Stamford makes it irrelevant.
- To make the sites work as they should
- Regard the art community as an ally and a resource, not an impediment.

- See next section.
- To seek to reduce the accessibility of Lincoln's cultural assets for all future members of the public to enjoy is to fail abysmally in your duty as trusted members of Lincolnshire Council.
- A Labour government would reverse much of Tory austerity, the fat cats would have to pay their fair share, and privatised services would be renationalised. Local councils would be given the financial support from government which the Tories have all but removed.
- If you move to two super sites, visitors will be expected to pay for entry and may not wish to view all that's on offer within the sites. Those on low incomes may find it too expensive to visit the heritage sites and therefore miss out on an important cultural experience
- better marketing is required
- More people
- Move away from the Lincolncentric position which fails to take into account the importance of the County and its history as a whole.
- See same answer to same question above
- It needs better management, a more imaginative approach, and better marketing/advertising. This would also be more manageable if the collection and usher are operated together. You do not need to close the Usher Art Gallery!
- As said before we need to have a visual record of Stamford's historic past
- Running these as a solitary unit would be mutually beneficial
- Researchers may need to look at original pieces (a particular painting method, or type of sculpture).
- LCC (and by implication City of Lincoln Council) have proved themselves inept at running a prestigious venue and art gallery such as the Usher Gallery is. Let someone with the passion, experience and energy to engage and succeed take over - they could do no worse than you all - and so what have you got to lose - with suitable checks and balance - the right people would use their contacts, direction and professional outlook to deliver a remarkable turnaround for the people of Lincoln and the county - and would prove you wrong... perhaps that isn't the type of option and reasoning that you want to hear? Tough. Your plans are not sympathetic nor conservative at all - they are mindless and socialist at the worst extremes and are widely discredited amongst the various levels of Lincolnshire's society and art lovers.
- People often have a spare hour in their day trip, microsites are perfect to take advantage of this. Whereas people are often reluctant to make a short visit to a super site as it is a struggle to fit everything in.
- People want smaller and more personal visitor experiences, not big, bland 'corporate' ones.
- My understanding when you developed the Collection Museum was that this was a super site together with the Usher Gallery, so it seems bizarre that you are now not calling that a super site or developing the heritage offer at this super site any longer. There was a real opportunity to develop this area as a cultural area which you are now throwing away. The super site model you are proposing seems to limit the stories you can tell and the opportunity to tell diverse stories which reflect the different experiences of Lincolnshire's people old and new.
- We need to keep the historic building as it was intended and see the Usher Collections in a fitting environment. The Collection serves a purpose but is not a relaxing or comfortable place to view fine art. The exhibitions I have been to there have been so poorly lit that I find

it impossible to read the labelling and I come out with the overall feeling that whatever I've seen is dark and dingy..

- So much other local heritage in Stamford: alot of local interest and Lincoln is too fare (50 miles) for visitors and to follow through all the relevant items of Stamford held there
- Increase in visitors and revenue
- Supersites will have become bigger supersites because of the funding and attention given to them. Therefore promotion should be biased towards smaller sites, as they have attracted relatively little promotion, leading to lack of awareness and proportionately lower attendances.
- I think the Usher and The Collection could be considered as a single Supersite, with a strong flow between the two buildings. We don't have a children's museum or art gallery and it might be possible to create a cohesive link between exhibitions at the two buildings, but aiming at different audiences.
- Seek national funding for nationally-significant sites.
- There is s large educational space within the museum that could offer adult workshops
- The Usher Gallery was gifted to the residents of Lincoln solely for use as an arts venue and must be maintained for this purpose. To use it for any other purpose is to go against this.
- With promoting and marketing of both equally and as mentioned proper displays of all the permanent collection, with more dynamic staffing willing to interact with the public and frequently changing new exhibitions, plus faster service in the café you have a Supersite.
- Strangely enough, avoiding a strategy that appears to me to be little more than managed decline might well increase visitor numbers!
- This would save LCC money as the sale of the Museum of Lincolnshire Life would bring in valuable income as it is in a prime area for property development.
- I just don't think it's necessary to close the Usher.
- A dreadful shame to lose sites to potentially become nothing more than stories or offices
- Other regions have achieved genuinely successful and self-sustaining super sites which include distances far greater than that between the Usher and the Collection.
- See previous page.
- A number of microsites might generate visits to a specific locality by visitors who might not otherwise have selected the district for a visit. Whilst the money spent by such visitors within a locality might not be directed substantially to the microsite itself nevertheless the tourism income generated in the location (accommodation, refreshments, souvenirs etc.) might arise principally because of the visit to the microsite.
- I am concerned that there is a lot of management speak going on, and talk of being "self-sustaining" and "supersites" is nothing more than smoke and mirrors for closing small art and heritage sites because they cannot stand alone in a commercial model. The financial bottom line should not decide the fate of art and heritage
- What will define Lincoln in the future along with its magnificent cathedral and fine castle? I'm sure it won't be a new coroners court and wedding venue. Get real; to close the Usher is cultural vandalism.
- The Usher Gallery was given to the people of Lincoln as an art gallery and if you went to other galleries in other towns you could see how they survive, all sorts of ideas are thought up to involve the people, cafes, children's activity areas, discovery trails, life drawing and art lessons (which the Usher does).

- We need a strategic plan, think outside the box. Lincoln's heritage and arts are a major asset to be grown imaginatively. The Castle is a good example. It can be down. New partners? For instance the University? Lincoln college so close by? A tunnel under Lindum Hill to create a new site close to the College in partnership? The Usher needs moving light illuminations to stand out as a beacon as a place of EXCITEMENT and EXCELLENCE.
- Would give more display space on an iconic building.
- Diffusing the labels of what's on offer doesn't guarantee success. The Drill Hall is a classic example of this. Instead of being dedicated to the arts with its inexhaustible depths of discovery, it completely lacks identity and direction, thereby satisfying no particular core following. Art has to be related to creative outcomes, which is why it's so important to us, and broadening its appeal has to be undertaken by those who have insight both into how the arts function, and how relevant they are to our society.
- I5 gives you the opportunity to exploit the "supersite" principle without taking away the micro site nature of either building
- See above.
- because through better linkages and a curatorial re-think, the two would complement and celebrate and offer more scope for rotational/ themed/ visting exhibitions rather than static curation.
- There seems to be a lack of acceptance in these proposals that heritage is not a replaceable item, but rather an irreplaceable part of our history. We've already lost 6 of the 7 windmills that operated along the Burton Road edge, and to lose Ellis Mill would remove that last remaining element of a history from people's memories and understanding.
- To prevent the people of Lincoln losing such a valuable asset that could contribute both culturally and commercially through increased visitors to the city.
- There isn't enough room at The Collection for it just to be there. It is a beautifully laid out building with amazing architecture; don't ruin it!
- Keeping one mill doesn't reflect our heritage. Ellis Mill is an iconic landmark and its future should be assured.
- We don't want the baby out with the bathwater.
- The Usher has its own unique character and a wealth of exhibits. The windmills should only be given over to third parties to continue as working windmills.
- As above
- See above.
- See above.
- Open up and let more (and a greater variety of) decision-makers create experiences more often, become more ambitious for microsites.
- Sometimes ,in order to protect our heritage ,people will pay or contribute more. Weddings and functions could be part of the Usher scenario
- It is NOT necessary to close the Usher. Lincoln, and Lincolnshire as a whole, need more cultural institutions, not less.
- visits to heritage sites are often done by tourists as part of an overall "plan", by centralising their visits you are limiting their exposure to the area and also to the local retail and catering outlets, further removing footfall that traders rely on
- see above
- Lincolns heritage is KEY!!!

- Options to preserve and safeguard the heritage offer without the loss of the permanent stories (which may have greater place-based significance than temporary visiting exhibitions) should be further explored.
- It's still available!
- With imaginative management, vision and good marketing it could, with the Collection next door, it could provide audiences with the broadest range of experiences. The closure of the Usher Gallery is not necessary.
- You use the word commercial to mask your desire to charge for exhibitions. Charging is acceptable if the service can create or secure exhibitions of unique appeal. Your current exhibition programme is poor and has primarily only secured temporary exhibitions which have been in display multiple times in other locations.
- Supersites sound big! Why not work with what we have?
- It is by far the best solution for the city, county and tourists.
- Stamford is an historical town, and visitors expect a venue to discover about it.
- This would give those interested in music and poetry, besides those interested in visual art, experience of their 'fields' in a wonderful setting.
- Self explanatory (see above). People cannot visit what they don't know exists.
- Their potential to serve the public cultural interest is constrained by financial under-investment
- To reduce the arts is to offer diversity to our university and historic city
- We have so many social problems - the elderly, education, youth crime, overfull jails. Selling off the family silver is a short term response to today's financial problems.
- Reason already stated
- They know what works elsewhere

The Future of the Heritage Service

Consultation on the proposed changes

Proposal 3 - Creating a supersite within The Collection building offering both museum and art displays, and no longer operating The Usher Gallery.

We are proposing a new supersite at The Collection museum which would showcase the county's unique history through constantly changing displays of art and archaeology, that will enable us to show you a wider range of art and archaeology including items from our stores that cannot currently be displayed. Our proposal is to apply for grant funding to invest up to £5m in creating more flexible space, which would be designed so that The Collection's wider temporary exhibition and events programmes could include exhibitions from national museums and collections such as British Museum, that cannot currently be hosted in the existing spaces. It is also proposed that the Usher Gallery would no longer be operated by the Lincolnshire County Council Heritage Service as an art gallery.

Date of Survey: 13 February – 24 April 2019

Total surveys: 1104 responses

1055 online surveys

42 paper surveys

7 tablet surveys

Comments:

19.7% of overall comments for proposal 3

Proposal 3 – Collection / Usher - Comments				
	Please tell us the reason you gave this score	Are there any other options we should consider, if so please state	Please provide the reasoning for this other option/these other options	Total comments
No of Comments	856	390	314	1560
Response	55%	25%	20%	100%

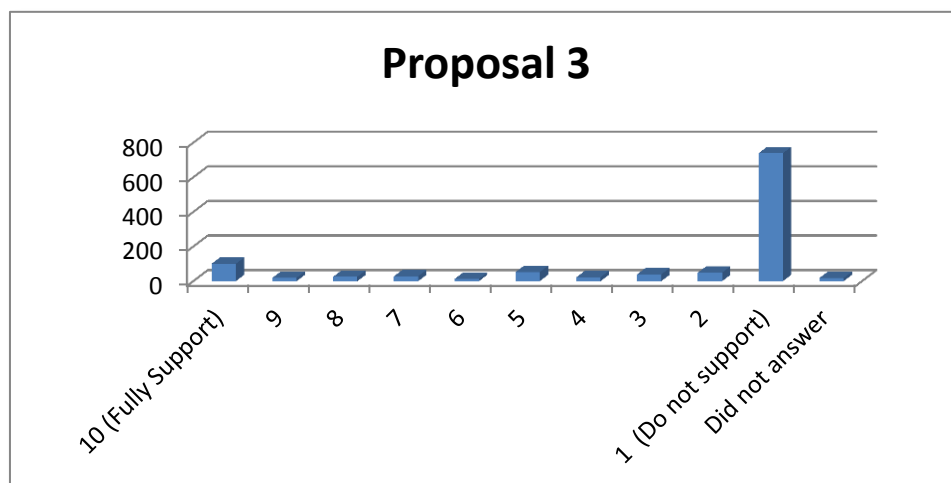
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On a scale of 1-10 (1 = do not support, 10 = fully support) to what extent do you support or not support the proposal to re-design The Collection building to become a supersite consisting of a combined museum and art gallery and which would mean that the Usher Gallery would no longer be operated as an art gallery?

Proposal 3	Count	% of response
10 (Fully Support)	100	9.1%
9	19	1.7%
8	25	2.3%
7	28	2.5%
6	13	1.2%
5	52	4.7%
4	22	2.0%
3	39	3.5%
2	49	4.4%
1 (Do not support)	739	66.9%
Did not answer	18	1.6%
Total	1104	100%



Please tell us the reason you gave this score

- The Usher should be used for more than just an events venue, its a beautiful building anyone should access
- Fully supportive of the proposal to increase capacity at The Collection however the proposal regarding the Usher Gallery is wrong, shows a disregard for the history of Lincoln, art and culture. Current proposals amount to cultural vandalism. The permanent exhibition at the Collection is very stale - too much flint.
- I fully support it because I don't think in this age there is an alternative. If there was a lot more money around I would prefer to see the Usher Gallery retained as an art gallery and modernised but it is important to be realistic so I think the proposal from the county council is the right one
- Both the Collection and the Usher Gallery have important functions as heritage sites.
- The Usher Gallery is an important part of Lincoln's heritage, closing it in the aim of improving heritage services is counter-intuitive
- Whilst I support the desire for providing more experiences as within a supersite, I believe that it is important for the Usher Gallery to be retained as an art gallery. The Ferens Gallery in Hull manages to maintain a traditional art space alongside experiential and varied exhibits and I believe you should rethink other ways in which you could use grant funding
- To avoid contention the Usher should be disposed to the City Council to run. It was, after all, given to the City not the County!
- The Usher art gallery needs to be maintained as an art gallery. If it fell into private hands it would close down.
- The James Usher bequest was to create a dedicated art gallery for the people of Lincoln. The Usher gallery needs to be used to its full potential for the display of art as originally intending. It used to be a beacon for the arts, hosting significant exhibitions for most of the C20th. Sadly LCC seems to have got rid of the staff who are knowledgeable and passionate about art and there is no one with the vision to take this forward.
- The Usher Gallery was bequeathed to the city by someone who cared about future generations. To close that facility is a betrayal of that sentiment. It is a moral issue. Authorities should have moral scruples.
- I sometimes visit the Usher Gallery and am often the only person in there. It must cost a fortune to heat and run! It is nice for a quick five minute walkthrough, but I dread to think how much it costs.
- As per my previous answer
- Are you allowed to re-use the Usher Gallery for anything else? You run the risk of future potential benefactors donating art/collections elsewhere if you make it clear that you wish to close facilities rather than maintain them. You say you wish to create "more flexible space, which would be designed so that The Collection's wider temporary exhibition and events programmes could include exhibitions from national museums and collections such as British Museum, that cannot currently be hosted in the existing spaces". Here's a great idea, why don't you use the Usher Gallery to "include exhibitions from national museums and collections such as British Museum, that cannot currently be hosted in the existing spaces". What happens to the collection in the Usher Gallery at present. You need to make more of the Gallery, not less. If people want to get married in it, reconfigure the current space.
- you are just trying to cut costs and any cost This does reduce the appeal of Lincoln as a centre for art and history

- Excessive concentration of assets in a rural area, accessibility
- This kind of reasoning is specious, but quite false. It does not offer the same peaceful grace for the observation of works of art and other treasures. It will be crowded and confused.
- I do not agree with the plans for the collection
- The loss of artefacts is worrying
- James Ward Usher Bequest of 1921 and his desire to leave his collection to the people of Lincoln within a building bearing his name.
- The Usher collection is better viewed as a separate collection,, and is well-suited to its current site. The art exhibits held in the Collection are often skipped by visitors, who are visiting primarily for archeological exhibits.
- utilising resources to the optimal capacity is common sense. This should always be the case. The proposal does not diminish the current service and hopefully it will enhance it.
- This would possibly reduce the area for other flexible exhibits or events.
- This is so typically, provincially, parochially, small-town Lincoln it is almost comical. You're seriously thinking of transforming Lincoln's only half-decent art gallery into a wedding venue. Unbelievable. Why don't you turn the Castle Prison into a night-club while you're at it.
- The Usher Art Gallery is important for the citizens of Lincoln as it is part of our cultural heritage. It needs to remain accessible for all not a limited number of people if e.g. it became a venue.
- As above
- It may work with changing exhibitions and responses to what is happening nationwide.
- The Usher Gallery was gifted to the people of Lincoln and it is not within the gift of the County Council to take this away. It is an important part of the cultural heritage of Lincoln and should be retained as an art gallery for the people of Lincoln as well as visitors.
- To alter the Usher Gallery in such a way would be a huge insult to its founder, who was so passionate about Lincoln and beautiful art & craft; in losing the Usher we risk losing the remembrance of a vital figure in Lincolnshire's cultural history. This would also take away the context that makes the Usher Gallery such an endearing and engaging site. Its current partial use as a wedding venue could surely be further developed without sacrificing arts exhibitions & public access to the site as a whole. Surely to take away the beautiful artwork and spirit of the site would irreparably detract from its appeal as a wedding venue? There are already many architecturally & historically comparative heritage sites within not only the county but also the immediate area of the Usher Gallery that are wedding venues (some of which offer their own programme of arts & culture events alongside weddings) so it would perhaps not be sustainable to exclusively use it as a wedding venue - note also the I
- Why not make better use of the space in the Usher Gallery and rotate the items held in our stores on a more frequent basis so that they are visible to the public? If you create a new Collection Museum and Gallery then you are effectively closing the Usher building forever (regardless of who owns it), as there will be no need to have 2 art galleries on what is effectively the same site.
- Art and archaeology are not the same thing. The building was a bequest to the people of Lincoln and Lincolnshire. It is part of the cultural life of the City and should be promoted as such. You have been derelict in your duty to promote this attraction to visitors and residents alike. Where do you propose to house the Usher bequest?

- The Usher art gallery should still be kept as what it is yet again Lincoln will lose something that has been there for years and years just because of cuts again
- James Usher had a clear vision for his bequest and this should be honoured and the soulless Collection building is a poor substitute
- Fully understand the supersite idea of The Collection but don't agree with the Usher Gallery no longer being operated as an art gallery. The Usher is part of Lincoln city and should be retained as such.
- Good in principle but what will happen to the Usher Gallery.
- The Usher Gallery was donated to Lincoln City for the purpose of displaying the best collections the city and country and occasionally the the country has on offer including the collections donated and bequeathed to the city. Another way needs to be found.
- I fully agree with this concept in its entirety with the current staffing and operational spend thrown into the Collection
- Leave the Usher alone!
- Closing the Usher and splitting the collection is a terrible and short term solution, which will ultimately lead only to the future stripping of assets
- There is a natural segue between the two spaces...it is like leading someone by the hand. The two buildings just need to be rationalised and rethought....the legacy of the Usher is huge...to disregard this is rude if nothing else. It has been a jewel for many many years..and offered a modest temporal balance to the towering cathedral. I am from Lewes, a schoolfriend married into the Bell family(Charleston). I was surrounded as a child with creativity and free imaginative thinking. That is not necessarily the prevailing attitude here.The Usher is a living dynamic space that needs fresh energy....an opportunity I would have thought, than a slough-off gesture to remove £\$£ from the limited budget.If I was younger I would have leapt at the opportunity to run the gallery. I am doing my Fine Art degree at HSAD and am 64...so maybe a bit late in the day! PLEASE please reconsider this...windmills are just that, grinders...the sustenance provided nutritional rather than feeding the soul.
- By not having a location within Lincoln to showcase the spread of occupation would devalue the experience. You could look at leasing the Ushers with conditions to enable non ring fenced income to the Heritage Services and still have the ability to use the space creatively with pop up events, as a wedding venue to benefit from heritage displays would enhance the brides day with a small risk of damage due to location having a liquor licence
- The Usher Gallery is a staple of Lincoln culture & purpose built as a gallery, this should remain the case. I see the benefit of using this as a wedding venue to generate income and I strongly support this.
- Concerned about what will be lost in combining the buildings.
- The Usher gallery was gifted to the City and should be retained as a public space for people to enjoy.
- Heritage Arts don't fit into White Cubes easily. Putting all eggs into one basket approach is risky and creates more financial difficulties in the future. Getting more stored artefacts on display will prevent there being available space for commercial exhibits.
- The Usher gallery was gifted to the people and should be preserved but developed to attract more artists of note - should also be promoted more
- They're really close to each other so as long as one exists I'd be happy for the Usher to close

- The Usher is of great importance. It has to remain its status as championing art for the City. Or else the city is at risk of becoming on big history tour. There needs balance and an element of culture to this city. It could be so much better, if it was looked after
- For all the reasons given in previous question: the proposal is short-term in its vision - losing the County's Art Gallery is in my opinion indefensible. the Collection building is a shockingly badly-designed space - it is gloomy, the basement toilets are hopeless in terms of visual access, the lighting verges on dangerous for anyone with vision impairment, the open spaces echo and are problematic for anyone with a hearing impairment.
- Please see answers given above
- Why can't exhibitions be provided at the Collection without closing the Usher gallery, where would all the paintings and other artifacts go? Another basement somewhere and never be seen.
- This would make The Collection more viable and, again, increase repeat visitors. It would be good to turn Usher Gallery into a function space for weddings, etc.
- I think the Usher Gallery is lovely and enjoy visiting it. If more space is needed to show a wider range of items from storage why cease using the Usher Gallery? The Usher Gallery should be kept open to the public and NOT become a wedding venue!
- Without seeing the floor plan this question is impossible to answer. It sounds like a good idea, but the people of Lincoln need to see actual evidence of how this will work.
- The Usher Gallery is one of Lincoln's historic buildings in a prominent position so viewed by visitors to the City and those passing through. To let this go to a potential commercial use would be a great risk. Links are already in place with the collection which promotes a use of the whole area with regard to outdoor picnics and heritage collections.
- The Usher Gallery is a graceful building on a prime location site. It houses a wonderful historic collection of paintings and artifacts, displayed in a calm and quiet environment conducive to enjoyable and educational visits by local people and visitors to Lincoln. It is also a wonderful space for local and national travelling exhibitions which widen the educational horizons of its visitors. The Usher Gallery was a gift to the city and should not be sold to fund other buildings and art collections.
- the Usher Art gallery was left to the people of Lincoln and is an important part of our culture and is a tourist attraction it would be very wrong to close the Gallery
- Again i feel would lose impact of each venue. Muddled approach.
- I have given my answers in previous questions
- The usher gallery is there because James Usher left "the city" a substantial amount of money to build a gallery to house his collection (also left to the city) to turn the gallery in to a wedding venue negates his final wishes in his will. The collection is not an attractive venue to a lot of people, especially older generations and they will simply stop visiting if they can no longer go to the usher. The art that would remain at the usher gallery belongs to the people of Lincoln (such as the marble statues) and we would no longer be able to access them unless attending a function.
- My reasons are contained in my first answer.
- I do support expanding the Collection's temporary space so that visiting exhibitions can be larger and with more frequent turn-over, but I not at the expense of the Usher Art Gallery no longer being a gallery.
- Both buildings would be the best option, providing both history and art is the blessing of these buildings

- I can see no valid reason to do this & clearly the idea has been thought up people who have no understanding of the changing experience of art for audiences
- Usher Gallery should be kept separate
- The Collection, whilst a great building really appear lacking in atmosphere, is always virtually empty and lacks soul!
- Keep both usher gallery and museum
- The Usher gallery was donated to the city. This must be acknowledged. Why does this merger help wider exhibition space!
- Whilst I support the concept, this proposal seems to swap the intended closed space in the Usher for increased space in the Collection. The outcome seems to achieve very little in terms of exhibition space.
- This sounds like an appropriate and feasible option, providing Lincoln(shire) with an exciting opportunity to host national and international exhibitions.
- The Usher gallery is a unique building and should be refurbished and made child friendly, art is an important part of education and a place for families to visit outside school time is essential to a city like Lincoln.
- James Ward Usher left a considerable amount of money for the gallery to be built for the benefit of the people of Lincolnshire. His quote: "It has long been my desire and ambition to bequeath a considerable proportion of my life's work in art to Lincoln, and I hope that it might form the nucleus of an art gallery and museum worthy of the city". As a local artist/teacher, born and bred in Lincolnshire, the Usher Gallery has always, for me, been a place of learning and contemplation. It is a real 'gem' in the heart of our city and I would sincerely hate to see it turned into some other form of commercial venture. As, I am certain, would James Ward Usher. This would, in my opinion, be a 'sacrilege' and should not even be considered.
- Isn't the Collection a bespoke building? Where will the room be for this 'wider range'? The Usher is part of the city's heritage (not that the County Council give a damn about that) and should be kept for what it was intended to be.
- This would diminish the cultural offering of the city. Calling it a 'supersite' does not hide the fact the space and offering will be less.
- The Usher Gallery is part of the cultural soul of the region. To close it and to commercialise it's use as a wedding venue beggars belief. This would be a criminal act of vandalism to the cultural standing not only of Lincoln but the region as a whole.
- I visit both the Collection and the Usher Art gallery as a Lincoln resident. The two venues are completely different, they have a different feel about them and both should be retained as such. I have always considered that the Collection should expand on its 'Lincoln History' exhibits and that the Usher should expand and retain anything culturally artistic. The Usher is one of the most iconic buildings in Lincoln and loved dearly by those passionate about the arts in Lincoln. If anything the Arts and the Usher Gallery should be expanded - more exhibitions - more classes connected with the arts, more money spent on the surrounding grounds - the Usher has never been quite the same since the entrance was moved to the side of the building! We need to instil and build on the affection and passion that local people feel about the Usher Art Gallery. Work on how to improve visitor numbers, promote the exhibitions more - this is too much of an important part of Lincoln culture - lets not loose
- The Usher Gallery is jewel in the crown of LCC. It would reduce the visitor offer in Lincoln
- Your letter to XXXXXXXXXXXXXXXXXXXXXXXXXXXX I was appalled to hear about the proposed closure of the Usher Art Gallery and its possible future use as a wedding venue. I

feel that this is a very short sighted, small minded, proposal and one that if followed through would be strongly regretted in the future. I was born and brought up in the county and have lived most of my life here. I both value and am proud of the historic and cultural landmarks in Lincolnshire and would view the loss of the art gallery as an act of cultural vandalism on behalf of the County Council . The Usher Art Gallery is part of the County's heritage. There are any number of wedding venues in Lincoln and the surrounding area, but there is only one dedicated art gallery.

- The Usher Art Gallery is itself a work of art and belongs to the people of Lincoln. James Ward Usher bequeathed his money to build it for us.
- Local history need to be local.
- The Usher Gallery and it's art works were bequeathed to the people of Lincoln and Lincolnshire. It's outrageous and insulting to suggest that more works can be displayed if it is moved to The Collection. By having exhibitions like 'BP Portrait Awards' (which was very well attended) having works and talks by established artists (like Grayson Perry - again, very well attended), people would visit/pay. Having these events more regularly and publicised would increase numbers and revenue. Manchester Art Gallery or Hull's Ferens Gallery have great exhibitions that are well attended. I'm not opposed to having private events like weddings at the Usher, but Lincoln should have a dedicated art gallery. Having access to art or applied arts is so important to so many people for very different reasons. Super sites are not the way forward.
- Cramming the contents of the Usher Gallery into The Collection is not the creation of a supersite, but simply the effective closure of the Usher as a viable site. I am far from convinced that this is legal. Have you sought and obtained the consent of the Charity Commission to this proposal? This will surely be necessary if you want to vary the terms of Mr Usher's original bequest, which was presumably for the artworks to be available to the public in a purpose-built and permanent home. That home is the Usher Gallery.
- The collection is not big enough, the Usher needs to be kept as an art gallery just relaunched.
- As before, I think that the Collection should concentrate on architecture, archeology and geology. The Usher should concentrate on the Fine Arts and Crafts.
- Please don't mix the two. They are each full of huge potential on their own, and side-by-side.
- Invest the £5 million in the Usher and make it a place fit to house alternate gallery collections.
- The facilities at the Collection can not begin to match the facilities already available at the Usher. To reduce or reform the facilities at the Collection would reduce and penalise an innovatory museum which has become an asset to the City. The Usher is a delightful building, fit for displaying Art.
- What will the Usher be? Is that legally allowed given that you are leasing the building? 5 million only available to change the collection. Why not the Usher.? I thought the collection and usher WERE a supersite!
- I am against the dissolving of the County's flagship gallery, it was left to the City of Lincoln to house the James Ward Usher Collection and that is what it should do! You need to rethink this!
- Have already answered
- I have serious concerns about what this could mean for the Usher Gallery building, if there are covenants that prevent COLC from using this building for any other purpose other than

an art gallery it could fall into disrepair and be lost to the city altogether. If the covenants allow for alternative use then I could consider support for this proposal

- It seems very silly to abandon one excellent facility in order to pay for another (less appealing structure) to be expanded. Simply make the Usher Gallery a more flexible space by repurposing some of the galleries within the building. The Usher gallery has hosted many national exhibitions and has the capacity to show work to considerable advantage.
- This is a monstrous plan. Lincoln's beautiful Usher Gallery needs to remain as part of our heritage, as James Usher intended, when he had it built and bequeathed it to Lincoln and its citizens. In our stressful lives today, art helps to restore us and value beauty and stillness.
- I find it unbelievable that you could possibly imagine making room to display more than the collection and the Usher combined within the collection alone, without building another Usher atop the collection. £5m is not going to build another Usher, and the building itself is of significance and should remain accessible to the public.
- I do not believe money should be wasted on purpose built superstructures for supersites if aesthetically appealing buildings already exist. Often a small space can have more impact than a supersite where one becomes overwhelmed. Less is always more. Make the most of the asset we already have, the Usher Gallery, by imaginative use of existing space and store permanent exhibitions when temporary exhibitions are staged.
- Don't see why the existing sites could not accommodate visiting shows. The Collection of more broadly historic and Usher the more specifically cultural.
- The collection doesn't have the heritage and therefore doesn't have the same effect
- I believe the Usher to be central identity for art in Lincolnshire and that it should be included in any supersite campus.
- Absolutely not. The Usher is a unique resource and part of Lincoln's rich history. It should not be dissolved to make more money for already wealthy individuals. Is this what the Usher family would want for their legacy?!
- Because this is a lie. Funding could be applied for to expand The Collection and Usher Gallery and keep the Usher Gallery. The Usher Gallery should not need to be closed for this reason.
- They already are a supersite. Expanding the flexibility of the collection building shouldn't mean depriving us of our city's historic art gallery. We can have a better Museum AND a gallery to be proud of. And they can function together as one site as they do now.
- The collection is a horrible building and could not support the art available in the Usher Gallery.
- I studied art in Lincoln city, the Usher gallery played a HUGE PART in my art history education - I am horrified at the thought that this space could be considered as anything other than an asset to the city which MUST BE PROTECTED for future generations and visitors to our city.
- I absolutely do not support this action, for the same reasons in the first answer. While enhancing the whole area maybe something to consider to a 'supersite' under no terms should the Gallery cease being a gallery.
- In theory this looks brilliant. Are we going to lose the name of 'Usher? Or be able to have the opportunity to host bigger exhibitions (which you did in the Great Lincolnshire and the Battles & Dynasties Exhibitions)
- Absolutely not. The building lends itself as a gallery. I do not want to see this building used for some private business venture or student accommodation

- The Usher Art Gallery is extremely old and vital to the Lincolnshire Arts industry. The building is as much a piece of art as are the works of art inside. This would not benefit Lincolnshire
- I really value the Usher Gallery which has itself hosted a number of excellent visiting exhibitions. It also has some interesting items in the permanent collection. As a local resident I particularly appreciate this as I can visit the Gallery whenever I like to see one or two of my favourite works of art.
- By all means expand the Collection so that items currently in store can be shown. It should not necessarily follow that the Usher needs to close.
- We love the Collection but also believe that the Usher, a jewel of culture and heritage, should remain as a public gallery.
- The quality of offerings at the Usher Gallery has been excellent, and it would be a great loss to Lincoln, and both its local community and visitors if it were to close. I am very sceptical that art exhibition programming within a supersite would in any way compensate.
- The Usher Gallery is a perfectly usable historical building created for the purpose of exhibiting art. I see no reason to extend a contemporary building to house historical artefacts when the perfect space exists already. use the funding application to connect and upgrade the existing spaces.
- The Usher gallery offers a space of quiet contemplation. There are very few, if any similar places within the bounds of the City of Lincoln.
- As previously stated....
- The Usher Gallery should be a highlight of Lincoln's heritage but it has been entirely sidelined and underused.
- This sounds like the worst idea yet, the collection is tiny and gives no credit to the art gallery.
- I think it is a very bad move to close the only Public Art Gallery in the county I am not against the renovation of the Collection and move to create this as a supersite I am totally opposed to the vision of James Usher for Lincoln to have an Art Gallery to be taken away, i believe in good faith that he gave the money for a gallery to be built for the people of this great city and i believe that we should find ways to honour and grow this vision
- I have only visited the usher a couple of times in recent months, both times I was disappointed by the small amount of art on display as well as the dark uninspiring rooms.
- Major concern- if the Usher is not an art gallery, will the site still be used as part of the overall "super site" or does it risk falling into disrepair?
- The usher is a terrific resource, you can pop in for short times and don't have to commit yourself to a whole day. It is downhill, just, which lacks cultural investment and anyone can go, it's properly inclusive.dont block the poor our of cultural experiences.
- You could change the rather static archaeological display in the Collection regularly now, why haven't you contemplated this before. The Usher is a beautiful purpose built gallery and it seems disingenuous to promise exhibits from national sources when you have actually already mounted such exhibitions with loaned artifacts.
- I am concerned about access to the art collection. The Collection does not have space for an art gallery.
- This is all very pie-in-the sky - you'll end up closing sites without a commitment to replacing the provision if you don't get the gran (this happened in Staffordshire). You should explore

other options for the USher - could this be transferred or work in partnership to/with a third party (artist led, or university?)

- Further details are needed as to how you are going to create this 'flexible space' - since this is the nature of galleries, why was this not considered when the museum was being built. Why is not possible to use the Usher Gallery to this same extent. Again, you propose to offload the Usher then to a private enterprise - is this correct? we require to see costings and what attempts are being made to enhance what is already in existence rather than the costs of creating something new.
- The Usher Gallery was bequeathed to us all. It is a treasure for us.
- This proposal shows an utter lack of understanding of the importance of space in viewing and experiencing art. The art collection is inherently linked to the Usher Gallery site. The space was intended to hold the collection, and is itself a valuable work of architecture. As an Art History student who grew up in Lincoln, the region already has a desperately limited amount of art, but the Usher Gallery was really formative to my education and appreciation of art. Presumably the new space at the collection will not be able to fit as much as the separate gallery, and the 'rotating displays' will leave the vast majority of the collection in storage at any one time. Also, is it possible for the Usher Gallery to remain an art gallery as well as a wedding venue. I for one have always been drawn to the idea of getting married in a gallery, being surrounded by art in a beautiful space is part of the appeal. If one gets married in a stately home, the artwork and decoration isn't removed. I appreciate
- It would be a shame to see the Usher Gallery closed as it is so beautiful and works so well as a gallery. The building itself is an historic artefact and a piece of the City of Lincoln's history. Yet, I understand about the cost implications for running two separate buildings. However, the opportunity for a new space within the Collection Museum could be fantastic. The site may do better if more of the art and the archaeology are closer together, it would broaden the spectrum of visitor interests catered for. It would also be fabulous to have touring exhibitions from places like the British Museum. It would make art more accessible and less London-centric, this can only be a good thing. One thing that concerns me is that the building work and relocating of displays/collections, staff and equipment may cause disruption and affect income. For instance educational visits would take a knock if spaces are to be changed around.
- The Usher gallery seems like a wonderful facility that doesn't have enough exhibitions organised for visitors to see. It could become more attractive with that input
- Best sustainable model to maintain a heritage service. Usher Gallery could be continued as a private enterprise if there is demand.
- No, you already have the space, the Usher Art Gallery.
- The Collection is a modern building more suited to different exhibitions.
- This is lovely for the people nearer to Lincoln, but not for those of us in the south of the county.
- The Usher is the only designated art gallery in Lincolnshire
- It would be a good proposal as long as prices didn't go up.
- I'm afraid that I think this will be of detriment to the community. Whilst it makes sense financially, I cannot see how this will be of benefit to service-users. The Usher Gallery is the definition of Lincoln's art scene. I feel that the importance of the collection will be diluted if it was to be combined with the archaeology collection. Both are cultural, but I feel that the impact would be reduced in forcing it to fit into another type of collection. In addition to this, a dedicated art space would be closed, putting additional pressure on the Collection

Museum. With so many strands tied up in one place, it would need a multitude of inputs to make it coherent. Even with a £5m investment, the space is fairly small, and I cannot see it being able to offer engagement to the same standard as the two separate sites currently do.

- The Usher Gallery and The Collection are already part of the same site. National Art Gallery's are not compacted into the same space as heritage centres. This proposal downgrades Lincoln and Lincolnshire's national status. Councillors should understand that Lincoln is a premiere site in the UK. Do not compromise our status by merging the art gallery with the museum. What is needed is to upgrade the media and advertising buying in a top media agency. Improved media will pay for itself in increased visitor numbers.
- I love the Usher. It is a beautiful building with lovely contents. It's much nicer than the Collection and the Battle of Britain place.
- As before
- Very pleased that the Collection may be extended to include periodic additional exhibits. However as mentioned above the Usher should remain as a standalone asset of the community.
- I've never been to the usher, but would probably be interested in the art if it was at the collection.
- See previous answers
- The Usher Gallery houses an important collection, including some significant neo-classical sculptures of considerable interest. Expansion of the Collection is to be welcomed, but not at the expense of the Usher Gallery. I doubt that the total exhibition space lost will be recreated in any new extended area of the Collection. And what about current storage space? Will items be disposed of to make room for the move to the superset? It seems very ill thought out. Do the council realise the importance of the Arts to the UK economy. Do some proper research. Art education in the UK is still globally significant (check out where Apple's chief designer was trained). In the city of Lincoln, the university offers a number of successful art and design courses. Please do not do this.
- These are conflicting ideals. The Collection is a space for children and is brilliant. It's not a large site. Adding in a gallery will spoil everything it has created. Stop trying to shoehorn everything in one place like culture is an afterthought. Lincoln's cultural spaces are few, don't damage what we have through commercialisation.
- The Usher Gallery, and other sites, operate and develop as unique entities. Combining would sacrifice individual potential.
- The usher belongs to the people. The fact it is underused relates to underfunding and a lack of vision
- I'm not sure this would even be legal given the basis on which the Usher was gifted to the PEOPLE of Lincoln. Why waste public money on what is likely to be an expensive legal challenge. But otherwise this is simply either a very stupid idea or a corrupt scheme to make some people (councillors?) rich.
- I think that the idea of having more temporary exhibition space in the Collection isn't necessary, There is already a good space there and this has hosted some really interesting and diverse exhibitions. I think rather the grant funding should be applied for to update the Usher Gallery. This was founded and gifted to the city for use as an Art Gallery. I think the inside could be revitalized and surely there is no reason that it could not also be used to host events/temporary exhibitions and even weddings (as proposed it will just become a wedding venue under the existing plans). I think more creative use of this striking and iconic Lincoln landmark is the way forward, while keeping its core purpose as an art gallery.

Lincoln is a major county town and we need to have both a museum and art gallery, not a hybrid of both.

- while this sounds good - this is what you have already. The footprint of extending the use of the basement into gallery spaces would not give more footprint than is already there - plus it would not allow for the heritage of the Usher gallery to be freely accessible. There already is a constant change of display between the Collection and Usher - up to what is manageable within the space - the current limitation is not due to lack of space but lack of funding for other projects to happen.
- If you can use this site to obtain more pieces then it is a good idea, if this also helps people to walk away from the high street then it's a positive move. The Usher is a great space with lovely grounds but it needs something else to reinvigorate it and attract people - walking through only really leads you to a busy road (not sure how many people go to Greestone Stairs from there) and people don't like walking through parks where they see homeless people (homelessness is a greater issue than most at the moment unfortunately).
- The Usher Gallery was given to the people of Lincoln so should not be sold off. The artwork also belongs to the people of Lincoln so should not be sold off or put into storage.
- The Collection is limited in space and format. It is not capable of expansion on the existing site to the standard you are aiming for. It is too small, badly designed as a space for the proposal and the Usher has much bigger possibilities. It is one of the great treasures of Lincoln, given to the city to display a fine collection, well designed on a good site. It can be brought up to the standards of modern museum and heritage display techniques and can more easily be used - as it has been in the past - to display visiting and rotating collections.
- How can a city such as Lincoln which attracts tourists not have a dedicated gallery. The Usher gallery is dear to many local people and once lost would never be returned as a gallery that Usher left for the people of Lincoln
- The Usher Gallery is a wonderful contemplative space with some excellent pieces.
- I would support the redesign if it did not lead to the loss of the Usher art gallery. The building was designed to hold Usher's collection; change of use may ultimately lead to loss of significance of the site.
- See answer before
- Why not do that within a beautiful and dedicated space - The Usher!! Have both - and use the Usher for actual art and the collection as a historical museum?? Use the Usher for actual exhibitions alongside the permanent collection of art??
- Keep the Usher Gallery, a purpose built Art Gallery.
- Why should this dipper site be based in Lincoln other than that is where the building is at or sent. Why is everything Lincoln based?
- Why can't the Usher Gallery be included in the Collection supersite? And spend the proposed £1.5m capital investment on the revenue costs of the Usher. To make the venue self-sustaining you should look at other successful venues to compare the offers provided. Hull Minster have quadrupled their visitor figures in the past 5 years by providing a healthy mix of activities and events that people want to see.
- The Collection is a museum (and play group) the Usher Gallery is the city's gallery and should remain so.
- How can you possibly justify spending £5 million, grant funding or not, to develop The Collection as a supersite when The Usher Gallery can be used 'to show a wider range of art and archaeology' including items from your stores in a wonderful historic setting/building.

Criminal. Charge an entrance fee to The Usher for exhibitions/events but DO NOT change its use!

- The different sites should remain unique as to their purpose to keep a higher quality of exhibits and funding should be distributed to strengthen them individually.
- The Usher Gallery is THE art gallery of Lincolnshire. By moving it into the collection/closing the existing site, you lose not only a functional art gallery, but also an interesting physical site. The Collection was not built as an art gallery and no adapting of its current spaces will make it such. Adapting and updating/upgrading the existing Usher Gallery would better showcase Lincolnshire's collection - what wrong with rotating collections/exhibitions in the existing building? The Usher could also house national exhibits and exhibitions, via an events programme. Moreover the Collection is a recent addition to the city - why invest more money in a site already fit for purpose?
- Stop merging the two. The Usher Gallery is an amazing space for the display of art and art is worthy of having a building of its own. Additionally Lincoln college has art students, a highly regarded foundation art course and the University has a fine art course as well as a relatively new history of art course. This gallery space is beneficial to these groups not to mention a tourist attraction if anyone were to give the place the time of day.
- The usher art gallery is an important of our heritage, it needs to be retained so that art has its own space.
- The Usher Gallery is crucial to a historic city like Lincoln. We need an appropriate site to host art work. The Usher Gallery is under used - come on LCC be more creative.
- I support it but not if we loose the usher gallery complete as aa arts building!
- Again this I believe is leading to the contraction of the Heritage Sector
- The consultation document does not demonstrate proper feasibility studies into this. Is there sufficient unused space in The Collection to house both the Usher artwork and the new 'supersite' collections? Is there demand for another high-end wedding venue in Lincoln? Is there parking for 300 or so cars next to the Usher for weddings?
- see previous answers
- The Usher Gallery is the only purpose built gallery in the county and should remain a gallery, respecting the legacy left to the people of Lincolnshire by James Usher.
- the collection was built as a purpose museum, which in my view was always a let down. Instead of making it a multi puprose building , make it what it should of been in the first place , which if a showcase museum, with more of Lincolns history and artifacts.
- Applying for extra funding and creating more flexible space are good ideas in themselves but does not require the selling off assets
- This should not be a combined site and could prove to be very costly when new displays of the collections are eventually factored in.
- Firstly the proposals are not detailed enough for proper consideration. Secondly we are very lucky in Lincoln in having a dedicated Art Gallery. It was a big part of my wanting to return to live in Lincoln after 30 years in Hertfordshire. Whilst paintings and other items such as those displayed in the Usher Gallery are part of Lincoln's 'story' an art gallery is about art appreciation, and enjoyment. The Usher is a civilised, calm and peaceful space for contemplation. The Collection is a museum which tells a story. They are not necessarily the same thing.
- As previously although such a site would probably put me off visiting or reduce my enjoyment I accept the future is for the young and the best way to encourage them to engage with the county's heritage is to provide their preferred experience.

- The Usher Gallery was built by money donated by the late James Usher for the people of Lincoln. Not only does it have the space to accommodate both large and smaller exhibitions, it offers an alternative to show work that compliments The Collection's exhibitions or provide a different experience for visitors. Closing The Usher means another nail in the "cultural coffin"!!
- The Usher Gallery is a beautiful old historic building. I really hope that it will stay as an Art Gallery. It has such a lovely feel about it and has historical importance for Lincoln
- waste of money. The Usher Gallery was left to LINCOLN not to county councillors that live miles away.
- The Usher Gallery should be transferred to a third party, or if not possible, should be retained.
- Some further investment is no doubt desirable, but limitations of the site mean that the Usher art collection could not be properly housed there.
- I find his ridiculous. The city needs a gallery, not a made up one size fits non thing. If Lincoln have aspirations to attract tourists and visitors it should not give up on its gallery!
- The Usher Gallery is an essential part of our heritage and should never be closed.
- Ease of access for visitors. Cheaper to run, staff and running costs.
- I think the idea of changing the Usher Art Gallery to the proposed wedding venue is highly disappointing and offensive to the reason the building was first created to display artwork for the people of Lincoln to enjoy. Although the Collection could be extended to still include and maintain this art, the Usher is a place for families to visit and enjoy and the grounds around the gallery are a nice place for young people to go during the summer, which I doubt would be possible if it became a wedding venue.
- See answers above re. the Usher Gallery.
- most stuff is lincoln based should be available to all of lincolnshire not just main city
- The Usher gallery has received public monies, it is not for the Country Council to use this cultural asset as bargaining chip, it belongs to the people.
- It goes against the reason the building was given to the city. It would dramatically lose space. The contrast of the two venues works well as a two building supersite. Ditching the Usher is one of the most ridiculous ideas - it's cultural vandalism.
- Dreadful idea. The Usher is just what Lincoln should have.
- Dreadful idea..... you could well spoil the Collection and getting rid of the Usher (to a private owner!?!?!?) would be a disgraceful scandal to the Usher legacy and the the City and its people
- We have an iconic art gallery bequeathed to the city by one of the city fathers. I have never heard before of a city or county that closed its art gallery. It's a purpose-built building to display art! It is next-door to the Collection. Why can't it be part of the Supersite? The public are spending £100,000 out of one pocket but would spend £5 million out of another. I believe that The £100,000 could be cut if there was imaginative management of the Gallery but this required enthusiasm for the Gallery among the LCC leadership The art gallery is the proper place to include exhibitions from national museums and collections and galleries
- Why are you are looking for £5m to make the collection a more flexible space when it is already full of exhibits and over capacity. When you have a purpose built art gallery which if managed effectively could be a great pull for tourism and cultural importance.

- I suggest you read some of the academic research into the value of the arts and cultural experiences. From mental health and well being to income based discourses the value of spaces such as these is being foolishly undervalued in your proposals.
- The Usher's original intention was for it to be enjoyed as an art gallery. I'm all for it being used for different purposes as long as they have an arts/culture theme. We should be working to increase the cultural offering of the city, not taking it away. A wedding venue would be such a shame to see.
- the collection will not accommodate the work in the Usher, part of the experience is being in the building as well as the large number of pieces of work to see, the Collection uses a great deal of its space in the most wasteful manner, the two together could be the draw, rather than restricting it to just the one. by all means have work from the British museum - a good idea but that doesn't mean get rid of the art gallery. this is trying to make a silk purse out of a very bad idea . the people of Lincolnshire deserve better than this attempt to close a valuable resource
- It would be criminal to close the Usher for Art. I am an artist and love to visit the Usher. My work is currently displayed there with the Lincolnshire Artists' Society
- Against the loss if the Usher Gallery as an art gallery.
- I have already stated that creating supersites damages our ability to provide a full and vital range of exhibitions and experiences and if anything we should diversify and add further to our sites. For the sake of future generations it is vital that the Usher Gallery remains in operation. It would be sad to read in the future that the Usher Gallery after being used by art lovers and visitors for nearly a century was shut because the County Council decided they wanted to run a wedding venue instead and probably some other ghastly commercial use they would inflict upon it.
- I do not believe that the Collection is realistically able to offer a home to the Usher collection. Are there any legal problems with a transfer from the Usher to the Collection? Does the Collection have the necessary space to host the works currently housed at the Usher? Where will the finance come from for a transfer of material?
- The Usher Gallery is an iconic building purpose built as an art gallery. It should be properly promoted as such. The existing collections are not used to advantage because of lack of resources to develop new exhibitions.
- The Usher Gallery, with its magnificent setting and clear architectural statement that it is an Art Gallery, must be kept as such.
- The Usher is a 'dead' building, it feels dead and a tad confused in it offer, it feels old, always has. I'd retain some use for special events, acoustically is it fit for music to be performed? There are some great national standard paintings held there, which do attract people. Hopefully there is enough space at the Collection for these, or the best of these, to be seen (rotated?) It's 'known' though -so I'd anticipate a bit of a battle around this one.
- This suggestion disgusts me as I'm sure that when James Usher gave the building and his collection of artworks to the community he never envisaged that his bequest would be treated so casually and callously and not preserved as a valuable historical collection and site. I would even question whether you are acting legally by proposing to do this. There is not enough space in The Collection to create a credible and exhibition space to house a collection which showcases and represents accurately the unique history of our County.
- The Usher is a focal point to the uphill/ cultural quartet. It provides a traditional selection of art which can't be found anywhere Else in Lincoln. We need our children to experience traditional gallery experiences for them to see the differences between different styles of art

- I have been to the Collection fairly regularly, I love the children's space and it's great to go with different family and friends, but I must admit I've never been over the road to the Usher Gallery. In contrast the registration office is small and out of the way, we were considering a big party for our daughters naming ceremony but the registration office didn't fit the bill for us - I think if this was an option in the Usher Gallery it would be of much greater interest.
- I believe there is still a lot of use that could be got from the Usher as a dedicated art gallery.
- You ought to do this anyway - but not at the expense of closing the Usher Gallery
- art gallery should be a part from the collection people deserve a legacy and a art gallery for Lincoln would advertise as a place with lots to see and spent in Lincoln
- In one site it can offer a range of collections and themed temporary exhibitions that can be a chargeable commodity
- Whilst I like the idea of more changing exhibitions at the collection and an opportunity to display the Usher collection artworks in a brighter better space I am concerned that it will impact on the archaeological displays. I also hope that the intention is to display lots of history and traditional art, not just contemporary art as I don't feel that this would attract visitors. I would be sad to see the Usher gallery not being used as a gallery but I also think that there needs to be a change because it has looked uncared for for a while now and simply doesn't attract enough visitors
- I doubt the viability of the building for use as office space.
- This is an insult to the people of Lincoln, the Usher Gallery was gifted to us not the local authority. We do not want it to be closed, we want it to thrive and to house exciting new displays and touring works to bring in even more visitors and to get everyone to use the building regularly for its original intended purpose. We have a thriving art scene and art courses which are taught in Lincoln, there is no reason that the Usher Gallery, if managed properly and championed should not thrive and be a hub for this large creative community. It must not be closed or used for any other purpose as it belongs to the people not the local authority. With all due respect, the local authority actually has no right to make this decision on behalf of the people of Lincoln.
- I think this proposal could be established over two separate sites rather than bringing them under one roof. The Usher Gallery is not marketing or engaging the public enough but could under a different strategy
- The Usher Gallery MUST be part of the redesign due to its reputation and prestige in the city.
- The Usher Gallery is an important historical site. It is what you see as you drive up the hill and it would be a real pity for it to be taken away from the county and used for commercial gain. It goes against the purpose of the gallery and would be deeply saddening to see it commercialised in this way.
- Whilst I support the idea of bringing national pieces/exhibitions to The Collection, I don't support your intention to cease operating the Usher gallery as an art gallery. In fact, I believe you'd be in contravention of your duty as custodians of the collection and your obligation to exhibit these pieces to the local population, as intended in James Usher's bequest.
- You mention that you would like to create a changing space to show the items in The Collection, why not do this with the space we already have. There is no harm in changing exhibitions to display these items. Additionally, the Usher is a significant place of culture for Lincoln. It is nearly 100 years old and is a special place for many in the city. It draws tourists

and displays unique artifacts from Lincoln's rich history. This space is the space you need to display and change exhibitions.

- The loss of the Usher Gallery would be a grievous mistake, it is art in its own right. The collection building is, however, badly designed and wastes space.
- The Usher Gallery should continue as a place of art, separate from the collection.
- I don't like the Collection much (although I do visit when we have people to stay/there are special events on) - it doesn't have a very welcoming feel to it. I have never visited the Usher, but do visit galleries in other places as a tourist.
- The Usher Gallery was bequeathed to Lincoln as a purpose-built exhibition space to house the Usher collection. It does this function perfectly, as well as having space for other exhibits. It would be a disgrace to re-purpose this beautiful building: there are plenty of attractive wedding venues elsewhere. Also, all the positive things mentioned in proposal 3 (grant funding, borrowing from national collections) do not rely on the loss of the Usher Gallery. As I have suggested in previous answers, these are things that should be striven for in any case.
- You are putting art in the basement which says it all about how you consider such things
- Not fit for purpose in size or costs necessary for the change. It not be super it will be compromised.
- Stated previously.
- The Usher gallery is a special site in its own right
- The Usher should be retained,
- the collection and Usher galleries should be linked and should show different eras contemporary at the collection and historical at the Usher. Both are important buildings in the history of Lincoln and should be kept.
- Economic reasons
- with sufficient funding, this building has the space to provide an improved and enhanced offer. However, there needs to be a demonstrable commitment to match fund at the very least any external funding that is applied for.
- As already mentioned in previous section, Microsites retain the variety of in-depth experiences that supersites do not, and retain individual character and specialisms e.g. the Usher Gallery and The Collection can easily be linked by a 'sculptural art' bridge - the two buildings are a few yards from each other - plus the temptation of a café inside and outside on the beautiful lawns. Plus a painted path across the road creating a visual link or trail between the two buildings, which could even extend to the arboretum. The Usher Gallery would then become effectively a 'wing' of the overall Collection experience.
- The Usher Gallery was left to the City of Lincoln specifically as an art gallery. It is the only art gallery in the city and the surrounding area. By closing this down and assimilating it into The Collection, we will be losing a valuable cultural asset.
- I don't feel the Collection is large enough or suitable to house and display Lincolnshire's art collection. Closing the Usher Gallery would be a huge loss for the whole of Lincolnshire.
- Usher gallery should be considered part of the supersite. They are practically next door to each other and a better solution would be a consideration of how to connect the dots to encourage visitors to engage with both at the same time.
- You do not have the funding. You do not have the planning* permission or the landlords consent. You do not have the will of the people.

- By all means enhance what we have, but no point in doing it at the expense of the Usher Gallery.
- the Usher Gallery Building is an iconic part of the cultural collection of Lincoln. A trust which is allowed to own the building and collection, and so given its head, could realise the ambitions of the current Trust and be a vibrant visitor centre. A supersite, take Beamish for example, needs to have its own character and a compelling vision as a destination. I do not see that vision in the proposals
- Utter madness when we are trying to bring in tourism. Also cheats Lincolnshire children out of their heritage. Shocking short term chiselling.
- Read my previous comments In hindsight, do you think you would be better off without having built the new Collection Building?
- Why put all your eggs in one basket? This proposal seems ridiculous, why not invest in all your sites? Other big cities have art galleries, museums and heritage sites. Lincoln is supposed to be a 'big player' with it's Cathedral and University, it's a City which is supposed to be growing and improving, we are supposed to be encouraging people to come here and at the same time cutting back on what they can do when they visit? Will people be impressed when they visit Lincoln and say 'I suppose it was OK, they have one museum'. That doesn't sound like a growing, improving City to me, it sounds more like a struggling City that can't afford to look after the wonderful heritage it has and is pretending to be something it's not.
- I would support this PROVIDED there were guarantees as to the future use and preservation of the Usher Gallery. This is a magnificent building which must not be allowed to fall into disuse, decay. A viable, sustainable future for it must be found before change is made.
- Good idea, but what happens to the exhibits from the Usher Gallery. Are they to be displayed elsewhere or just disappear into storage.
- Whilst I agree to the proposal for a supersite, I would not wish to see the The Usher Gallery being lost. Is it not possible to combine the collections of both and then use one building ie the Gallery to have more flexible spaces to achieve your aim?
- James Usher gave the gallery to the city as a gift. to shut it down is short-sighted, idiotic and disrespectful. the building was purpose-built to be an art gallery and has no other use apart from that for which it was intended. Usher gave everything he owned in his will to have it built and we should keep it running at least in legacy of one of Lincoln's greatest citizens.
- Whilst vital that a wide ranging series of exhibitions should display our unique history and The Collection is ideal for this , The Usher is a very special art gallery and it would be a backward step to lose the specialist art displays in a unique building. Art and sculpture should not be sidelined. I have brought children from Grimsby to see the exhibitions at the Usher over many years and they have gained much from the experience.
- As for proposal 1
- Once you lose a venue it is unlikely to ever return
- Lack of investment and continued maintenance has caused the Usher Gallery to become run-down and less attractive to the public.
- I can see the sense in extending the collection to include larger exhibitions etc but do not agree with the Usher gallery being closed.
- The usher is quite capable of housing these exhibitions - do not close it!!!
- The Usher "ART" Gallery is iconic. It is a part of Lincoln's history as much as the Cathedral and the Castle. To dismantle it would be akin to a terrorist act.

- The Usher Art Gallery was given to the people and also it's contents or some of them. It or it's gardens are a landmark in Lincoln, and a basement in the Collection is no substitute and where are the parking facilities going to be. the Usher has lost out to the Collection for several years, no major exhibition have been held in it.
- The move would not be what was intended for the Usher and would limit the different displays in the Collection
- Works of art need peace and space to be fully appreciated and enjoyed, not be stuck in among historical artefacts. The Collection is an excellent museum - don't ruin it.
- A city like Lincoln needs a dedicated art Gallery. The Collection does not have the ambience or atmosphere as an alternative.
- I think it would be a terrible shame to lose The Collections connection with the Usher Gallery. The Usher Gallery has so much to offer with better management and more investment.
- Already stated in question 1.
- The distinct offering of the 2 venues should continue. If funding is sought, it should be for developing the Usher Gallery and the Collection with their current identities. The gallery can already host nationally significant exhibitions - the BP portrait exhibition was a huge success, for example. The Collection is a relatively new building and should be used imaginatively to host exhibitions as it does already and into the future. If modifications are necessary for some kinds of exhibition, this is surely due to a failure of previous planning, so any further investment should be thoroughly scrutinised to ensure what is built is fit for purpose.
- I have already explained my reasoning. The Usher does not belong to the County Council. According to artuk.org The Usher Gallery is the only purpose built public art gallery in Lincolnshire and holds a diverse collection of fine and decorative arts and horology. The oils and acrylics range from the 16th century to the present day, and include works by Benjamin West, Joshua Reynolds, George Stubbs, Terry Frost, Craigie Aitchison and Susan Wilson. The Gallery was opened in 1927 following a generous bequest to the City Corporation by James Ward Usher, a Lincoln businessman. His will stipulated that a gallery should be built to house and display the collection he brought together comprising silver, watches, miniatures and porcelain. It therefore contains a great deal of items that need to be displayed with a rolling programme of temporary exhibitions like the Hepworth in Wakefield which also does not have a huge amount of space but manages to bring together a wide range of exhibitors. The
- Stupid idea
- Surely the Collection could apply for temporary exhibitions now. I DO NOT AGREE with the Usher Art Gallery changing to a 'function room' - how disgraceful of the council to even consider such a proposal
- Usher should be retained - it is unique and special
- It is necessary to update to attract more visitors
- It is not what the public know as an art gallery, we should promote the usher art gallery in a more commercial way, we do not do sufficient to market LINCOLNSHIRE as a whole, the Usher is a visitor centre which is a visitor centre.
- This would depend on what you intend doing to the Usher Gallery - it would be a shame if it is not used for its original purpose.
- I fully support the proposition of a super site at the Collection. it could be brilliant.
- Please see previous comments

- The Usher Art gallery is a treasured site within Lincolnshire which should remain as such. What will go next?
- The Usher gallery is a building of significant cultural heritage to the city of Lincoln. It is not just the art within it that is of importance.
- The art gallery is a beautiful building and should be kept that way
- The Usher is a 2 minute walk from The Collection, it is already a "supersite". Why spend money to create a space which already exists.
- The easy way out, but not the best for Lincoln. Nottingham have Nottingham Contemporary. Lincoln needs a contemporary art gallery. The Collection is a museum and an architectural mess not an Art gallery.
- Are you seriously considering that Lincolnshire should not have dedicated art and history facilities? And if so what message does that give to your local residents and visitors alike? In my view it says the local authority does not place any value on art and local history, the local authority is not proud of our heritage and does not wish to promote the culture of the county to visitors, in fact the message is we don't give a toss.
- Why not combine the two art comes in many forms.
- You have effectively hidden the Usher Gallery by closing its imposing entrance and providing just a side door. You have not been promoting it enough in its own right.
- In practice it seems logical, though I would question why you need to close the Usher in order to gain the grant in effect to gain the exhibition space. By not moving the Usher collection within The Collection while still creating the exhibition space would enable more flexible exhibition space rather than using some of this up with the Usher collection. Though on the same score if the Usher Gallery is truly not suitable for the current collection then moving it to where it can be displayed makes sense.
- It should not be in the remit of Lincolnshire County Council to change the fate of the Usher Gallery. That was not the understanding when it was bequeathed.
- I'd have no major issue with the proposal provided that replacement gallery or display sites/space was found elsewhere
- Constantly changing collections may be of interest to people with limited attention spans and will create no lasting impression. Well curated permanent collections have a lasting and more powerful impact.
- As I have already said, if a supersite can fulfill the brief and function as both a museum and gallery space then yes that is fine but I wonder if it can? I appreciate that a reference has been made to obtaining grant funding to expand the site but is that practical? Where can such expansion take place? The site is so small anyway.
- More efficient use of resources
- the authority sat on their hands over the collection and Usher
- The collection is already a superstore and offers a wide variety of permanent and temporary exhibitions. It offers a good space for families and participates in different festivals in the city, e.g. Frequency festival. The Usher Art gallery is just that, a fantastic art gallery LEFT to the PEOPLE of the city for the enjoyment of art. It is not a glorified wedding venue as part of a vanity project. You must remember the Usher Gallery is owned by Lincoln City Council for the people. The county council are merely renting the space. Why not invest this supposed £5M in the Usher?
- Good idea trying to interest Lincolnshire on what it has but you are fighting an uphill battle. Only if there are buttons to push are the youngsters interested

- Please see above, I would also add that The Usher Gallery is a beautiful building in its own right and was built for the purpose of showing art, why should the public be refused use of it, Having noisy untidy wedding receptions in the building that artists are not allowed to have a coffee in at this present moment beggars belief !!!!
- The last sentence is a killer...
- The Usher Gallery should not be closed as a gallery, It was given specifically for this purpose and if you want a space to display art you don't need to find somewhere else. The British Museum and National museums can use the current Usher gallery and Collection spaces.
- Not enough information available about what will become of the Usher Gallery and art collection to support this proposal. You need a plan for what would happen before the public will support the closure of such an iconic gallery and possible restricted access to the art collection.
- The grant funding could be used to retain the operation of the Usher gallery
- Once the £5m is utilised on redevelopment, what then? How long will this cover funding for temporary exhibits, purchases, staffing costs, utilities? If the Usher Gallery (amongst other similar sites) is no longer operated, what happens to it? If sold, how will it be so controlled as to ensure it remains as a public heritage asset? How can Lincolnshire County Council ensure that any financial gain from its sale can be utilised for the betterment of the communities? Lastly, how can creating one space in the central museum and removing another space enable displays that cannot be hosted in the spaces we currently have?
- Dear Councillor XXXX My husband and I are very upset after hearing the proposals for the Usher Art Gallery in Lincoln. Please understand that this gallery was a bequest by a prominent Lincoln citizen for the benefit of our city, money was bequeathed for the specific purpose of building and providing a venue for visual arts and crafts and it was left for all to enjoy in perpetuity. This proposal goes against the purpose of the bequest, and we do not want the "family silver to be sold because of hard times. If the county council wishes to betray that trust, then at least allow the citizens of Lincoln who care to come up with better ideas of management of a sacred trust. XXXXXXXXXXXX I am very upset after hearing the proposals for the Usher Art Gallery in Lincoln. Please understand that this gallery was a bequest by a prominent Lincoln citizen for the benefit of our city, money was bequeathed for the specific purpose of building and providing a venue for visual arts and crafts
- What would happen to the User Gallery building if closed - stand empty, sell, etc? If sold where would the money go to? What happens if we don't get grant funding?
- It will be a crime to close the Usher Gallery as an art gallery. There is scope to operate both for art.
- I am concerned that the proposed super-site at the Collection has accessibility issues. The building has lots of steps and levels. Some of the steps are difficult to see, being in the middle of large room areas. It is also gloomy in the main floor and in the basement, the toilets do not have easy to identify door handles, poor labeling and odd fittings. In my experience of supporting elderly relatives it is also not dementia friendly. The Usher building is much more welcoming, it is all on two floors of one flat level each, with one easy to access staircase. The building is light and airy. This all makes it more dementia friendly too. Access (traffic/road) and parking at the Collection/Usher is already limited. If the Usher is to be a commercial/wedding venue, visits to the Collection 'super site' will become more of a challenge if we are competing with wedding/commercial visitors to the area. The Usher Gallery itself is a very important building in Lincoln's history and landsca

- I like visiting the collection and have enjoyed the touring exhibits as well as the permanent ones. The cafe is also good and we had a lovely lunch last time we visited. I have been in the Usher Gallery and I have donated but never paid to see an exhibit. So long as there elements of local and national art present within the city I don't feel there will be a significant impact from closing the gallery.
- The usher gallery bequest to the City by Lincoln jeweller James Ward Usher. Therefore i think it should stay as a gallery but with more interaction. Like a quiz or something to do for the kids while going round.
- I do not support this proposal as the Collection, even with additional space, would be cramped and too wide-ranging, thus confusing as to what it actually contains/offers
- See previous
- The Collection is a purpose build site that can securely house all sorts of art and archaeology. If more can be displayed in The Collection then it should be done.
- The Collection Museum is not large enough too house the Usher's collections in entirety. Collections have been for over almost a century donated and bequeathed to the Usher and legally and every certainly morally the Usher has. a responsibility to uphold these bequests for the people of the city of Lincoln . The Collection is a young museum for young people and serves a certain sector of the heritage community not the entirety
- I support investment in the development of The Collection. However I believe other options could be explored to retain The Usher as an Art Gallery in another way- run with partners or through other organisations.
- The Usher was donated to the city as an art gallery, and to close it shows that the County Council hold no value towards the history and heritage of this building, and also it is an insult to the benefactor and the people of Lincoln who value and treasure this building and its grounds. In fact it beggars belief that they would even contemplate doing this and that the people in charge of decision making in the County Council cultural services are not fit for purpose!
- don't like this place has no soul
- I would be truly sorry to see the Usher Gallery go. Members of my family (XXXXXXXXXXXX) have works in the collection there, and my uncle, XXXXX XXXXXXX, left items to the collection there. It was and remains a splendid and appropriate building for exhibitions and is an asset to the City and county.
- The Usher Gallery was built to display the collections entrusted now to LCC's care. LCC are custodians of this heritage on behalf of the people of Lincolnshire. Separating the collections in this way from the Usher does not demonstrate the foresight I would expect from the Council. The Usher has not been turned down for any collections to be displayed under the GIS therefore the current arguments used in the business case are difficult to understand. The proposals rely on grant funding and there is no indication of how receptive funders are to the proposals. How does the Council propose to care for the new displays post-grant funding. The original HLF bid for The Collection included a timeframe for re-display. Has the Council fulfilled this duty?
- The Usher is an art gallery and is not suitable as a wedding venue or office space. There is very little parking there. The Collection will not be easy to change unless it is demolished and reconfigured
- The Usher Gallery is an excellent venue in which to display works of Art comparing as it does with the London galleries. The front entrance should be re-opened to allow visitors to

experience the full grandeur that the building affords - THE WOW factor required to attract visitors.

- The Usher is a massive part of Lincoln's history. To see it abandoned would be a great shame. My daughter loves the art in there. Where else in Lincoln can we see abstract art?
- Usher donated money for the benefit of society and Lincolnshire to do away with that would be an insult to his memory and his life.
- Fine, as long as you rally do ensure that another art gallery is added before you shut down the Usher!
- Both sites have different aspects to offer. The need is for increased use of the Usher gallery not closure. There is insufficient space in the Collection at present, I have visited the basement more than once, so I am aware of the inappropriateness of this proposal. The initial partnership between the Collection and the Usher has already been detrimental to the state of the gallery. A city such as Lincoln needs an Art Gallery.
- The Usher Gallery is one of the foundation stones for art in Lincoln and Lincolnshire. To offload this and change its use is a disgrace. The Collection's past history shows exactly why this should not be the hub. Make it totally museum standard and have the Usher flexible spaces work better for the display of art. There are 4 rooms which could be used better than at present.
- The Usher gallery is largely unused and outdated
- This mostly falls outside the remit of The National Archives. Our one concern is that adequate alternative arrangements must be made for the storage and preservation of those archives currently stored in the basement at The Collection.
- The Usher Gallery needs to be retained
- The Usher Gallery should remain as an Art Gallery, it is excellently designed for that purpose and The collection could not provide an adequate replacement. The Usher should be left essentially as it is but should have temporary exhibitions from its stores to allow more of its collection to be seen. The Collection is a poorly designed building and could not compensate for the loss of the Usher
- I would like to see both sites open to the public but accept the context of why the proposals have been put forwards.
- It would be a travesty to close the Usher and the thought that one of the people making the decision thinks that going to a gallery means looking at the walls fills me with horror . I don't like to use the word philistine but . . .
- As I understand it, Usher gallery was bequeathed to the people of Lincoln as a gallery and art collection. The building is well suited to this role. As a gift with a designated purpose which is still valid there should be no grounds for taking that gift away from the general public
- It is not surprising that visitor numbers at the Usher Gallery have fallen to none viable numbers. Is there any need at all for an art gallery in Lincoln?
- Commercially sensible
- The Usher Gallery is a space perfect for displaying art. Visually it's superior to the collection building, which is one of the better modern buildings but still doesn't compare. There could be new events and exhibitions within the Usher Gallery building. The Usher Gallery was opened for the people of Lincoln and should remain open for us. The building itself is part of the appeal as well as the grounds. It should be kept open and advertised more, making it obvious from the front what it is. Please don't take a part of Lincoln cultural heritage away from the people to save money, make it work.

- The £5m would be better spent on the Usher gallery.
- I would support temporary archaeological exhibitions, but not the closure of the much loved Usher Gallery, I suggest a £5million investment could enable moveable exhibitions at the Historic Usher Gallery which is in fact along side the Collection.
- I do not agree to the model as outlined in the Detailed Business case. It lacks clarity and coherence, it lacks ambition and vision.
- Definitely DO NOT support closing the Gallery.
- It is my understanding that the Usher Gallery has already been earmarked for closure, which renders this question and consultation point somewhat redundant.
- The usher is a jewel in the crown of Lincoln, gifted by Mr usher..leave it alone
- the Usher should be retained as well
- Sounds sensible, provided the Usher Gallery is put to good use. Repurposing it as a hatches, matches and dispatched venue will likely see more footfall at the site. Maybe ensure that artwork is regularly cycled between the Collection and the Usher to keep the venue 'fresh'.
- Don't know
- Pleae see above.
- The loss of the Usher Gallery is incredibly short sighted and a great loss. The Collection is not a comparable host for the work and the investment is as yet unsecured
- Usher gallery is iconic feature of Lincoln cityscape and key facility to preserve. It was gifted to Lincoln as an art gallery and local people want it to remain an art gallery.
- There is no guarantee that you would get a grant and if you could get this grant why not improve the purpose built Usher Gallery which already has space for exhibitions from National museums
- I don't think The Collection is aesthetically appealing enough to attract national exhibits, However the Usher gallery may be.
- I would need to see more details of this proposal, does a £5 million development include an extension to the museum site?
- Usher Gallery was bequeathed to the people of Lincoln by James Ward Usher and as Lincolnshire only purpose built gallery it should say in the public domain.
- Usher should be used for the purpose it was given. The quality is far greater than the collection
- hard to answer this without any details about the gallery offering at the proposed supersite
- The Usher Gallery and its permanent collection have a lot of public support. If you close it you will risk antagonizing the public which will make your other plans even harder to achieve.
- The Usher gallery was given in trust for the purpose of display. To stop this would be a breach of that trust.
- You are reducing the offering in Lincoln to visitors.
- I've lived on the outskirts of Lincoln for over ten years, I finally visited the Usher gallery last year with my 5 year old. I was shocked, vast amounts of space with little on display we spent about ten minutes and left and popped into the collection. No one will visit from further afield for what's on display and I would not visit again. it makes more finical sense to accommodate both at the collection and change displays regularly or have attractions to encourage re-visits.

- Because The Collection was purpose built for the purpose and collection it now serves. The contents of the Usher would be inappropriate added to the museum collection which was never part of the Ushers collection in the first place.
- Doing anything other than keeping it open is cultural vandalism
- The Usher Gallery is important, and with your proposed changes would mean a visit to this site would be a loss to heritage services.
- Awful building, but the inside is better than expected and exhibitions are first class and staff are brilliant
- Council should hand over the Usher gallery to City of Lincoln who clearly will show it greater love and attention
- Investment in the Collection - yes please. Its looked the same for the past 10 years and its embarrassing
- Usher is just sad. Minecraft was excellent, should do more of this for young people
- The Usher Gallery is and has been for a long time an important part of Lincoln. There are minimal art spaces in Lincoln as it is and I feel closing this would have a negative impact
- When I visited the Usher with my children, they were told to be quiet by an elderly couple whilst on the stairs. My daughter was really upset and we've never been back. The Collection is much better. My children are positively encouraged to run around and explore and the staff are so patient and kind
- My daughter works for the service and has been subject to aggressive tactics from these campaigners who are ill-informed bullies
- This also seems to be a logical move. It would be good if the Usher gallery could used as some sort of community based art venue, possibly operated by a local trust that could work in conjunction with The Collection to increase rather than decrease the arts offer to the local community.
- The Usher is nice to visit but why go back? There are so many opportunities for good quality temporary exhibitions which can capture the public's imagination.. My advice is that £5m does not go far in today's market so become as ambitious as you can and if there is an opportunity to invest more please invest it. Just one other thing, the Collection suffers from lack of signage so be proud of what you have and advertise it throughout the city
- Relinquishing the Usher Art Gallery would be suicidal for the city, maybe strongly phrased, but the Collection and the Usher are two distinct spaces. They each need their own identity. They should complement one another by their existence.
- Recent events at Collection have been brilliant. To be honest, didn't really know what goes on in the other building so never visit. Looks like its closed
- Why do we need two? Invest in the new big building or waste money on old house. Keeping on piling money into Usher is reckless and typical poor management of Council
- My motivation for completing this consultation is to create balance and challenge the ignorance and stupidity of SLUG
- Usher is not very inviting and there's never anyone in there. Always feel like I cant make any noise or I'm intruding. Collection always busy and buzzing. My friends happy to meet there but would never go to art gallery
- It would be a shame to lose the building, but clearly no one uses it. Would be much worse to lose the Collection and I'm excited to know what investment could do
- The Usher was a Gift to all you CANNOT take it away. There is also no room in the Collection, You CANNOT remove the history for art

- Usher is and should remain an art gallery
- Unfair question and badly worded. I support the super site but do not support Usher being closed
- The Usher Gallery and contents were given to the people of Lincoln by a forward thinking man and continue to provide a peaceful space to appreciate a wide range of art. The building is important in its own right and I am totally against it's closure. It's existence is as relevant in our modern world as it was when built and bequeathed to us.
- I would not like to see the collection lose valuable space to exhibit art
- I definitely do not support the move towards supersites if it means shedding "microsites" in order to do so. Lincoln needs more activity and more sites, not bigger sites to deliver the same amount as is currently offered across multiple sites
- The Usher can be a much better entertainment space and the Collection can be a cultural hub making best use of the buildings. This allows a focused footfall, increases creativity in programming and ultimately will boost revenue.
- I haven't visited Usher Gallery but I know many people feel it should remain as a venue for art collections.
- The Usher Gallery should be preserved as an art galley and given increased funding. The present policy of starving it of cash achieves nothing - leading County Councillors have already vandalised the library service and should not be allowed to inflict yet further damage.
- I think people will be very upset about the closure but when I visited the collection I felt there was a lot of wasted space which could be better utilised The Usher is an old building with I'm sure high utilities and repair bills. Hard choices need to be made in these hard Financial times
- The Collection idea is OK. Throwing the towel in as regards to the Usher is pathetic.
- One of the main things missing in the Usher Gallery is the live experience such as at Tate Modern. Art is not just a rectangle of canvas hung on a wall.
- I believe the Usher is a jewel in the crown of Lincoln's recent history. The Usher can still be used as a Registrar's office, and officiate weddings and other ceremonies. Its a beautiful 20th century building built as a legacy to a local jeweller with the specific bequest to house the Art collections of Lincoln. I believe the Registration of a birth or death could be done at other sites and the Usher used to promote and celebrate. It could showcase the amazing Lincoln art collection, with other artefacts on display in the Collection.
- The collection and the Usher work well together. The collection by itself does not have the space or facilities to offer the kind of exhibitions that the Usher has offered
- The UG is just an old building. Get rid.
- Stamford Town Council is very concerned that by closing the Usher Gallery the elements of the Stamford Collection displayed at the Usher Gallery will be even more challenging for visitors to see. Stamford exhibits should be returned to a Stamford for local display.
- The Usher is past its prime and unsuitable for `supersite' proposals.
- Not having a dedicated gallery will make the city appear to be (from afar) culturally poor. As mentioned previously, this will for example make it harder for the university and the hospital to attract leading scientists and consultants. As also mentioned previously, encouraging people to move to Lincoln brings in tourists (their friends and family, and their friends and family, and so on) resulting in more money for the city.
- Areas included too diverse.

- The usher gallery houses some very important works of art as well as providing specialist space for touring exhibitions. Any reduction in the art space available in the city will reduce our ability to display interesting and challenging works as space will, inevitably, be reduced.
- the usher gallery is a beautiful building with a fantastic collection please keep it open with full access to the works of art
- Seems a logical way to reduce ongoing costs, but I disagree with ""constantly changing displays....."" as this is probably where the cost of manpower, materials and running costs has crept up to a cost which neither the Council or ratepayers can or are willing to pay
- Since the Usher Gallery is owned by CoLC and LCC is funding operation of the gallery, suggest that LCC ceases involvement with the Usher Gallery and no longer leases site returning operation and maintenance of site to CoLC
- The combined effects of deprivation, limited access to local amenities, unemployment and a lack of resources and opportunities have led to negative effects across the population of Margate. Recently, however, the arts have become a key driver in the transformation of the town's flagging image, notably with the opening of the internationally acclaimed Turner Contemporary art gallery in 2011. More than five years on, the Turner Contemporary is a well-known landmark on Margate's seafront and, with its Art Inspiring Change vision, has provided a focus for the town's regeneration. Recognised as one of the most successful galleries in the UK, it has featured several ambitious exhibition programmes, together with an ongoing schedule of educational workshops, activities and projects, attracting more than two million visitors in its lifetime. Read more at <https://www.canterbury.ac.uk/inspire/articles/spring2017/reinventing-margate.aspx#54cpJlv1pzoP2BrO.99> How come the Council at Lincoln have
- What happens to the pictures, there is no mention of this in your proposal. A great loss to the city was was donated to the City.
- Our Usher Gallery is an important part of what Lincoln is. The Gallery was given to Lincoln by the Usher family and such an act of generosity should not be abandoned in the 21st century, simply because monetary values have changed. I have known and enjoyed the Gallery for many years and I think it is something that Lincoln is very fortunate to have. I think that, far from abandoning the Gallery to other uses, more should be made of it for what it was intended. I am strongly opposed to it's closure, it is not the County Council's right to change this building's useage.
- Investing more money in the collection would be a wonderful opportunity to expand on an existing and quality resource. However, it must not be at the expense of the only dedicated public gallery that is one of the most prominent buildings within the centre of Lincoln. The Usher Gallery is a purposed built gallery constructed out of a very specific bequest and it is designed by prominent architect Sir Reginald Blomfield, who not only designed the central library building, but also the Menin Gate memorial in Ypres! Changing its use from its original intended use would go against the inherent significance of the place and therefore, I believe, cause harm to this significance, which goes against the National Planning Policy Framework in terms of harm to heritage assets. Has a full heritage impact assessment been carried out as part of the proposals for change to not only the Usher Gallery, but for the other heritage assets potentially affected? I would be appalled if this hasn't already
- More of the same.
- The Usher is a perfectly serviceable facility.
- I am totally against the closure of The Usher Gallery. This Gallery was given to the city on the understanding that it would remain a museum and art gallery bearing the Usher name.

The Tate Modern has just been named the most popular visitor attraction in the UK - there is definitely demand from the public for dedicated Art Galleries. If a gallery is well set out and imaginatively curated it will attract visitors of all ages, and there are many examples around the UK where this has been done successfully eg The Ferens Gallery, The Whitworth Gallery. Creativity should be encouraged within our city, not sidelined due to a lack of investment.

- "The Collection" (unlike the Usher) is a brutalist eyesore created by some wazzock who'd evidently had their taste surgically removed. The only thing that it needs adding to it is a bulldozer and a bucket of dynamite.
- Agree totally with the thinking regarding The Collection Building. I have only given a 2 because of your proposal for the Usher Gallery. I feel the art housed there will just be locked away, never to be available to view again.
- This seems a half-baked proposal, with management-speak a lot more prominent than proper planning. If you can get a grant to improve and extend Collection, that's fine. I think Lincoln should have a art gallery, and it seems daft to do away with what we've got. The Usher could of course be more vibrant and up-to-date, try to make it so.
- As a regular visitor of the Usher Gallery and attendee at its visiting exhibitions, I would support more imaginative use of the gallery, not its closure. Keep it open, keep it free, bring more people of all ages in.
- Financial
- I agree that the Collection museum can be developed to be a supersite, but not that the Usher Gallery should not come under the new Heritage Services group. The Usher Gallery is right not to the Collection and as well as housing current works, could easily be adapted to be part of the new supersite. It is an older building, which I appreciate is more costly to run, however not all assets have to be individually self financing, and heritage assets must be viewed as a collective. Sometimes you need other assets like The Collection to be used to finance other important heritage sites in the City. The Collection is not a huge space, and in order to truly deliver on what the Heritage Service supersite can achieve it needs to have more available space, which is why the Usher Gallery is a perfectly located asset.
- The Art Gallery is a very beautiful building and should retain some of the Art Collection
- I think the ambience at The Usher is better than The Collection for viewing the rather special paintings, jewellery, snuff boxes etc which were bequeathed by James Usher. I have been to painting exhibitions at The Collection & think they would have been better if displayed at The Usher.
- Who can argue with £4m investment in The Collection
- Most exciting part of the proposal for me
- The large exb space to the left of the main museum should be used much more.....some of the recent exb in that large room have been wonderful...I personally made sure that all 5 of my grandchildren had the opportunity to see the wonderful things that came from all over the country but I cannot see that the space is big enough to bring those sorts of exb as well as keeping our art heritage alive.
- It is disgusting that this is even being considered. The Usher Gallery should be left as an Art Gallery, as it was originally intended by the Benefactor.
- I agree with the first part but think the Usher Gallery should be retained
- Too far from Stamford to be of much interest
- I support the idea of the collection building becoming a super site, but do not support the idea of the Usher Gallery no longer being operated as as an art gallery. It should be

incorporated within the collection to be part of the Supersite. The council should work with the city of Lincoln to fully recognise that the building and the Usher collection was gifted to the City together. The Usher gallery should not be separated from its own collection, as it would then not recognise the Usher gift. I fear that if the Usher gallery was diminished in anyway then any future potential benefactors to Lincoln May consider carefully what they might do and move elsewhere with any generous legacy. Also rather than spending £5 million on expanding the collection space work with the city of Lincoln to utilise space within the Usher Gallery to ensure the wonderful architecture of the Usher is part of that Supersite..

- I have already expressed my concerns in previous questions regarding this closure. I do not believe that Lincoln will gain anything by closing this provision.
- As before
- See previous - not enough floorspace for both unless displayed material drastically reduced leaving a poorer experience with less 'story'.
- The use of the Usher Gallery as a functions venue makes sense. We have lived in Lincoln for 37 years and have only visited the art ball once whereas we regularly go to The Collection, especially with grandchildren who say it is their favourite place. We would probably look at the art if it was relocated.
- the usher gallery is a gift to Lincoln and should remain as a gallery
- Lincolnshire a long county and centralising services in Lincoln makes access difficult for large areas
- The collection is too small to accommodate the wealth of artefacts that the usher has and will also not be able to house the quality touring shows that should be seen in a city such as Lincoln.
- Yes the Usher needs more temporary exhibitions and not to be so held back by its collection but it should be built around this
- Although proposals for making the collection a super site is fantastic, I am very much against changing the Usher gallery from an art gallery. Why can't it be added as an whole, building and art, as a gallery to the collection, and add more art to it and include at the Usher gallery the proposed exhibitions from national museums. Adding the Usher gallery gives you more space and you would not have to build so much new space at the collection. They are a stones throw away from each other and lots of people already visit them both together.
- The plans for the Collection sound good but I have concerns for the future of the Usher Gallery as a building and for the collections housed in the Usher Gallery
- the usher art gallery was gifted to the city as an art gallery for Lincoln people and should remain so. It should not be run down through lack of investment by politically and money motivated local governments. Culture is beyond that!
- The £5m could be far better spent
- The current system works. The county is too large for one location.
- • Whilst upgrading the exhibition premises is to be welcomed the main driver for this should not be to host travelling exhibitions from national museums. Those living in the south of the county may find it easier and quicker to travel to London than to get to Lincoln. • Travelling exhibitions may well bring in more visitors (and therefore more income) but may not be relevant to Lincolnshire's heritage, which should be the raison d'être of Lincolnshire's Heritage Services. • The proposals appear to want to focus on greater provision of

temporary (charged) exhibitions at the expense of the permanent – and free to access – collections.

- My reasons have been detailed above.
- I believe that the two cannot be accommodated on the same site without immense dilution of quality of service. I do not believe that the Usher could function economically effectively as an events centre
- I strongly oppose this proposal and am not convinced that the City's art collections and the reputation of the Heritage Service would not put at risk. J.W.Usher bequeathed his collection to the City of Lincoln and funding to build an elegant gallery to house it for the long term benefit of the citizens of the City. The Usher Gallery opened in 1927 and has a long standing reputation as a significant public art gallery with nationally important collections and a programme that has a track record of delivering high quality exhibitions and commissions. It is held in high esteem by the arts and cultural sector in the UK and there is a strong reputational risk to the City and Service of taking this course of action. Following the decision to build a new museum, The Collection in Danesgate, the Usher Gallery was refurbished and reopened in 2005 as part of the regeneration of the cultural quarter of the City. As a regular visitor to the City, I have admired this development and see it as a be
- 4 million investment in a modern building or pouring money into something that looks like a stately home. Who puts valuable fine art on display in a building with floor to ceiling windows! Madness
- Usher is an awful building, who cares?
- I will be entirely honest in that my motivation for completing this survey is to challenge those posh bullies from SLUG
- The Collection had Minecraft! Enough said
- I have never visited Usher, didn't know it was still open. Collection is an unusual building, but the displays are great, as is the hospitality
- Is the Usher still open? Coroners Court and Wedding ceremonies - what a beautiful and thoughtful venue
- Provided that the art collection currently displayed at the Usher is displayed in at least as good an environment at the Collection, I see no problem. The Usher would make a great place for civil ceremonies and people already go there to have their wedding photos taken. The proposal sounds attractive and will be a better offer than the current arrangements. Not given a 10 because I know that many people are opposed to "losing" the Usher which was gifted to the city.
- Lack of access to those from the bottom end of the county.
- See previous answers. The Usher Gallery is a 'Jewel'
- Not appropriate
- The Collection's current permanent exhibition is excellent. I would not wish it to be reduced by the need to accommodate the Usher collection and more temporary exhibitions. The Collection is an exciting modern building and the integrity of its design might be compromised by alterations aimed solely at generating income.
- A smaller selection of the best art could probably be fitted into the Collection. The Usher Gallery is not frequently visited as a stand alone gallery.
- AS BEFORE

- I do not support stopping the use of the Usher Gallery as an art gallery. It was donated to the city for use as such, it would not be an attractive wedding venue of which there are many more attractive sites. It was left by James Usher to be used as an art gallery. If you can attract grants of 5 million why not use it but do not stop the Usher gallery being an Art Gallery.
- The Usher Gallery was a gift to the people of Lincoln. It is ours, not yours. A prestigious and well-promoted art gallery is an asset of many major European cities as it should be for Lincoln.
- The Usher Gallery was created for the city in perpetuity. Once graceful, beautiful buildings are no longer cherished it will be a far poorer world. Please use some imagination to raise money alongside existing heritage sites, not instead of them!
- I do not agree with the proposal that the Usher Gallery should be no longer operated by Lincolnshire County Council. Instead I would prefer the proper investment to be used to expand ways in which the Collection and the Usher Gallery could work together for the enrichment of both. The Collection has only limited space for expansion, whilst the nearby gallery has several, already existent, purpose built rooms. What the Council appears to be proposing is not an expansion of space for exhibitions, events but a diminution of what is currently available to the public.
- The Collection as a main center makes so much sense. Making better use of the Usher still fulfils the intentions of James Usher, and there would still be art on display in this lovely building
- I refer to my previous answer. Art and archeology should be kept separate. We have so much archeological heritage in Lincoln if marketed properly around the country and abroad there is no reason why it should not be successful. Marketing and promotion is key to getting the visitor numbers. Eroding our sites is not the way to attract the visitors.
- It saddens me to see such hostility and arrogance displayed around the closure of the Usher. The Usher is no longer representative or relevant for younger generations and I fear that our voices will not be heard, having been drowned out by older generations who think they know better.
- How can we possibly expect the council to continue to pour money into a 100 year old building, it makes no sense and is reckless and stupid. Does anyone ever go in there? Galleries should be light, airy, funky, interactive and ever changing. The problem with those that oppose its change of use is that they never want anything to change, regardless of how positive. These people do not represent me and are an embarrassment to this City
- I do not believe the original gift of the Usher Gallery was intended to assist with the establishment of a wedding service nor should the Council be able to destroy and desecrate this asset.
- Extending The Collection is not appealing. it is a purpose built, not very beautiful building, which does a good job as it is, but does not have the gravitas that the Usher Gallery has to house works of art.
- The Usher is near enough to the Collection to become part of it. Why not invest your money in making it easier to walk between the two,
- The Collection has a modern design with peculiarly-shaped spaces & many different levels to cope with. Using a basement for art display will not have an attractive, airy approach or attractive outside, garden space made worse if the courtyard next to the restaurant is enclosed.

- While it would be beneficial for there to be temporary exhibitions from other museums/collections this must not be at the case of the Usher gallery being closed as an art gallery. The gallery means a lot to me and I believe it is important for the artwork to be seen in the building that was given to the City for this purpose. It would be outrageous if Mr Usher's bequest was ruined, Lincoln is lucky to have such a beautiful gallery to house some fantastic art as a result of his generosity and it would be a very sad day if that ended.
- There is no need to spend all that money when a purpose built gallery already exists which is perfectly capable of performing the roles you have outlined. The proposals lack creativity and imagination.
- Any changes to The Collection would detract from or completely ruin the attractiveness of the building
- What are LCC proposing to do with Usher gallery,
- Why would we want to lose this venue from the heritage offering? If the lease is retained, the building should be used for heritage purposes.
- The Usher Gallery is the county gallery and should remain so.
- Individual Lincolnshire artists would, I feel, be sidelined with preference given to mega cultural projects.
- This is a terrible idea, this Gallery and Collection was left to the city by James Usher, it is a cultural asset, it is a resource for students and school children, without it there would be no permanent visual art collection in the City.
- The Usher was given to the people and should remain so. Run it in a similar way to the collection .
- You have not given enough detail as to what is proposed - if the proposal involves massacring the Collection in order to provide a series of temporary displays designed to attract people with no permanent basis I would consider the idea appalling. Temporary exhibitions alongside the permanent installation is fine. Look at the British Museum and similar.
- See previous responses
- I am a keen visitor to Art Galleries and museums whenever I visit a city. I subscribe to the Art Fund and the Arts Society to enable more exhibitions to be available (?) wide.
- The Art Gallery should remain open. It is better to have different venues for visitors rather than concentrating on one. A county town should have an art gallery.
- The art gallery belongs to the people and not to the council you have no right to change its use without the full agreement of the people.
- The Usher gallery was given to the city as an art gallery, you have no right to close it. The collection being able to show larger exhibitions however, is exciting, although it is already good.
- Lincoln needs an art gallery for touring and curated exhibitions and to display its own collection. Municipal galleries form a national network and form part of a cultural eco-system. Serving the city, the region and artists nationally. Art is a major contributor to our GDP and is of major benefit to people and in particular for education and mental health.
- The Usher Gallery is an artistic highlight of Lincoln. 4 generations of my family have visited. It should remain an art gallery.
- Usher gallery to remain as a museum/gallery
- The Usher was left to the City as an Art Gallery. I agree, a small section of the upper floor would make an admirable venue for weddings, registrars office etc, leaving the remaining

spaces for artwork. We have had special exhibitions in the Collection e.g. The Great Exhibition, so it can't be said that travelling exhibitions are impossible to stage. If the original layout of the Collection had been better designed there would have been more space available for the archaeology displays.

- Art gallery should be a separate entity
- I don't think that we should combine both of the Usher gallery and collection. The Usher gallery gives the painting a different story and a different feel for different people, artists are able to get their own feel within their own work. And without this then maybe you wouldn't have had the paintings that are in the Usher gallery in the first place. For historians it gives a big aspect of heritage and allows for them to connect with what's happening and gives a better understanding of things. Also with creating a registry at the Usher gallery it may limit the use of the public grass in which has a lot of memories for people with it being a good place to be while it's sunny.
- There is already scope to deliver a wider range of art and archaeology within the two existing buildings. I do not believe that there have been any problems displaying exhibitions from external collections.
- I do not understand why you are investing £5 million when the Usher Gallery already exists. The £5 million could be invested in acquiring amazing art to be viewed at The Usher. Charges could be applied for people visiting the Usher to see significant works of art. This would be a similar system to the National Gallery in London who allow visitors in for free to see some exhibitions but then charge for special exhibitions. Shows and music could be performed alongside to bring in revenue.
- With the Collection and Usher should work closely together but maintain their unique offers. The £5M proposed to enhance gallery space in the Collection should be invested in upgrading the Usher Gallery to host the national exhibitions. This building has been woefully underfunded and this has led to the lack of regular big exhibitions that attract visitors
- As above
- The Usher Gallery is a good example of the thematic approach to heritage because anyone wanting to visit the facility would expect to find a quiet relaxing ambience to examine the exhibits in any great detail. A general museum with art space included just becomes a theme park for children using interactive exhibits which do not fit with art very well. Bristol M Shed tries to do everything and fails miserably. Archaeology is important in its own right and should have specific permanent space. Bristol City Museums service does hold chargeable national temporary exhibitions in its main museum and might be an example to follow but does not charge general admission as social inclusion is seen as being very important in Bristol.
- Lincoln deserves a public art gallery.
- There isn't enough art in Lincoln anyway! It's an embarrassment! I go to other places and their art reflects their culture - both community and industrial. Also for modern art we have to go to Sam Scorer's Gallery which is tiny!
- The Usher Gallery is a valuable part of the cultural heritage of Lincoln. The Usher Family bequest did not allow for its change of use from an Art Gallery.
- Lincoln has a wonderful cathedral and castle and other heritage sites but if it wants to sustain longer visitor stays and importantly give the residents of Lincoln and indeed Lincolnshire and an increasing student population a more rounded view of culture and the arts of the past present and future - it needs to have a good local arts gallery and museum

service to sustain this. The Usher Gallery was I believe donated to the people of Lincoln ,I realise that money is tight - but I think it is very short sighted to change the use of this building without fully realising the implications for the future of the city of Lincoln

- we already have this and there will be much loss in the proposed plan.
- If the Usher were to advertise more, offer coffee etc it could be sustainable. Schools should be more involved with Hands -on artist well so it comes alive.
- Surely The Collection building -even with extension - is too small to showcase a wide range of the county's heritage and major temporary exhibitions as well. Granted the Usher is a fairly old building why not use it for "art" and keep the Collection for heritage and exhibitions.?
- Keep the Usher open but update it
- The Collection is inadequate, even with changes to the layout, cannot display all the paintings and artefacts, which are available to be seen by the public at the moment within the Usher, for example the Peter de Wint Collection, Usher's own collections, works by various Lincolnshire artist including William Warriner, Hilton, Storey, Brannan, there are very few other venues in the County which could hold the famous Joseph Banks Portrait, nor the Stubbs painting which were both purchased with assistance of National funding, requiring security and environmental conditions which are available at the Usher. The Building and collections were bequeathed by James Usher to the City of Lincoln and many further private donations have been given since, appreciating the wonderful and suitable environment in which they were to be displayed for the benefit of the citizens of Lincoln. This proposal is an insult to all the donors who gave freely to the City. A further objection to using the Usher
- The Collection doesn't have the space for display.
- The Usher is a fantastic gallery, with a fantastic collection of paintings. The Collection isn't big enough to house the Usher collection of Art and still have a decent amount on show. Closing it shows lack of ambition.
- Usher gallery needs to remain as an Art gallery
- I have been a regular visitor to the Usher for 45 years and would really miss it. However, if the new proposals really can provide what you say, then overall that would improve the provision of art facilities in the city, which are currently not up to a standard for a city like Lincoln.
- It would be a tragedy to lose the Usher Gallery.
- This is a a ridiculous idea. The Collection is not designed as an art gallery to house the collection belonging to the Usher, so much of the collection could not be seen. It is, in any case, immoral to take away the Usher and its collection from the people who were meant to benefit from the generosity of the original benefactor.
- The Usher Gallery is one of the best art galleries in the Midlands if not the best. One of Lincoln's local and tourist assets
- The Usher Gallery was purpose built as a beacon of cultural pride in Lincoln. To close and abandon it is cultural vandalism.
- The Usher is a cultural and historical asset for a city and an area that are in dire needs of those. It is the only public gallery in the region and anyone who knows it exists sees it as a key asset to both the city and the region. There is no logical explanation for closing the Usher and dismantling its purpose built exhibitions, simply to create yet another wedding venue when so many already exist in the county, and when such an activity certainly would certainly not require the whole of the building. If anyone truly wants to use the Usher for a

wedding, a popup marquis in the back of the building would likely suffice with minimal impact on the actual remit of the building and grounds. Using the Usher and the Collection in synergy instead of distinct entities would certainly provide more opportunities for properly exhibiting the whole of the dormant collections, and especially for setting up activities that the public would engage with. Ensuring that the dismal marketing and lack o

- The Collection is already used as a combined museum and art gallery.
- The Usher Gallery has an excellent collection and is an iconic building which has been shamefully neglected in recent years. It would take comparatively little to update and promote it-perhaps a small reduction in council members allowances (non executive committee members of course....
- the Usher Art Gallery is a vital part of Lincoln and has been since it was donated to the City. One lost it will never be regained and it is totally wrong to concentrate all investment in single sites. notwithstanding the need for budget considerations, art should not be a short term sacrifice. In addition tourism is vital for the county and this facility should be developed, not reduced.
- I do not support creating a "supersite" at the collection to combine both a museum and art gallery as I don't think there is enough room to to expand to do justice to both the museum and the art gallery. However if grant funding is available to extend the collection building then that would be beneficial to be able to display more in the archaeological collection.
- It isn't clear to me why, in creating this supersite, the Usher can't be a part of that. By retaining the two buildings you already have flexible space with which to offer this 'wider range art'. The Usher Gallery was also bequeathed to the people of Lincolnshire for the sole purpose of providing a space for art in the City. This legacy must be honoured although I do feel that the space can be looked at to incorporate more community events to encourage engagement with the building.
- The Usher Gallery was purpose built and should remain for the art collection. The improvements it needs would require less funds than is required to turn it into offices. The Collection remain the archaeology and historical aspect of Lincoln/Lincolnshire but does require improvements. Lincoln/Lincolnshire needs to be recognised for its arts as well as its history and military aspects.
- The Usher Gallery is a valuable cultural aspect of the City of Lincoln and I believe it would be a waste for the community. As an art venue it is a valuable creative space which should be considered before going through with these plans - Lincoln only has this one art gallery and so we should preserve this. I would personally miss the space if it is repurposed, since I visit frequently.
- The Usher gallery is an integral part of Lincoln's culture and a great attraction for both local people and tourists alike. To close it as an art gallery would be an act of cultural vandalism on the city of Lincoln
- Closing the Usher Gallery is just a cost cutting exercise.
- the grant funding would be better used across the county and the range and collection of Art and Archaeology should be exhibited and displayed in new purpose built premises throughout the county, definitely NOT in one supersite
- The number of 'ifs and buts' in this proposal are truly alarming - what if you don't get the funding? What if the British Museum doesn't want to partner with you - we'd be left with The Collection as it is now - which is basically a specialist museum (of the kind which you say is not as useful in your 'model') dedicated primarily to Lincoln's history and archaeology - it is also very family orientated and not at all a good venue for visual arts.

- This would reduce cultural provision in the city.
- The Usher Gallery is an important part of Lincoln's history and should remain as an art gallery
- the Usher is of vital importance to the cultural and tourist offering of Lincolnshire.
- The Usher is an asset to Lincoln and the city's tourism offer and should be retained...people do still want to look at pictures on walls...or at least they do (in increasing numbers) in the rest of the UK!
- For reasons already given Lincoln's standing within the Arts would be diminished by closing The Usher.
- The Usher Gallery is much more beautiful as a building inside an out. The art collections sit much better within the surroundings of the Usher Gallery than they would do within a white cube style exhibition hall. The Usher Gallery is much more efficient to run in terms of the energy needed - the bills will go up with an extension to the collection. There is the moral obligation to such a bequest - the money for the Usher Gallery was given to house the art collection not to be a wedding venue/coroners court/offices. The plan for a Supersite would work much better with an iconic building - look at all the supersites around the country and internationally - The Collection does not and will never have that status. I have not seen any evidence that LCC and the staff that it employs have the ability to realise the potential that is on their doorsteps nor have the vision and drive to make a success of this venture. Storage space will be taken from the collection - there will still need to
- The is against the legacy of Usher's founding principles.
- The Usher Gallery was left to the people of Lincoln/Lincolnshire and should remain, as was intended, as a centre for the display of Ushers collection. It is one of the top five tourist attraction after the cathedral and the castle. To lose it would be another major blow to the local tourist industry.
- The Usher Gallery is an iconic part of Lincolns heritage. It is the only purpose-built art gallery in the county. However it has been woefully managed by the county council (when did an art gallery last have its main door closed off?!). Trying to shoehorn two sides into one will mean that neither will do anything particularly well. It is a program doomed to fail.
- The collection has been successful in creating itself as a visitor offer with a focus on heritage. It makes no sense to create an arts offer at the expense of the usher rather than invest in making the usher work more effectively. The proposals to increase gallery space in the usher create other problems such as storage of the usher collection, moving one problem and replacing it with another. The usher gallery is a unique asset to the city and needs to be protected and developed as such. Reimagined the usher gallery has the potential to contribute significantly to The visitor offer and the cultural experience of the city and the county
- You may miss a great chance to divesify and give the county a huge tourist boost rather than limited centre centric scheme.
- The Collection is a beautiful building in its own right. Altering it in any way will detract from the experience of visiting it. The views from the windows and passage from one part of the building to another were so carefully thought out. Any alterations could just be thought of as deliberate vandalism. The Collection is also not a particularly large building which is why I am surprised that there is a proposal to show both archaeology and art in the same space. The current set up, with The Usher Galley just a few seconds away, is ideal. In your own words, a supersite. At the moment, many schools visit the The Collection using the upstairs rooms for their activities. The visits are popular and schools return year after year. If by

creating a 'more flexible space' the educational visits have to stop, then this would be a tragedy. I do not accept that either The Collection or The Usher Gallery cannot, at present, host exhibitions from national museums and collections. Recent tem

- My personal feelings is that Art Galleries are a rather small minority pleasure. A bit like Opera, and fine dining
- The Heritage is the Usher gallery
- I would not like the works of art from the Usher gallery to be distributed around various venues.
- The Usher Gallery is a beautiful building in which to display and exhibit. It has long been used as such and it would be a great shame to lose it. It is important for a city to have a venue where the public can access art on a permanent basis. Maybe greater use should be made of this space rather than centralising everything at the collection.
- The closure of the Usher Gallery is a disgrace and a retrograde step. Keeping it open should not detract from the potential to develop other aspects of what is held (in store) or to apply for grants. No guarantee that the application will be successful, of course.
- The Collection is an excellent museum as it is. Its basements are not suitable as exhibition spaces and, without extra spaces, the excellent temporary exhibitions put on over the last few years would become impossible.
- Art and heritage are dissimilar attractions that do not blend together well and ideally should be kept separate.
- A regular rotation of the work displayed is a good idea but not by sacrificing the usher gallery. If you are investing in flexible spaces then many of the permanent works in storage and the usher gallery are threatened by "spectacle" exhibitions that draw in the masses.
- I think the Usher should remain.
- All these proposals ignore Stamford
- The Collection simply isn't big enough! Look to Hull, who do so much more than Lincoln
- Please see previous comment. £5m is a lot to pay for a bigger ball pool!
- The collection is not big enough to fully satisfy what you are proposing without substantially reducing what you already have in place. The 5 Million should be invested to make both sites connected. The british museum and other national bodies have indicated they would be less likely to support such a move with exhibitions
- Funding would be better utilised to improve both spaces, develop and improve upon interactive displays for future audiences, this broadening opportunities throughout both. Enhancing both permanent and temporary exhibitions which will draw more people into The Usher.
- Morally wrong on so many levels
- A very difficult topic as I understand the usher is not well visited. But could this be due to the lack of promotion and engagement? Lincolnshire is already extremely lacking in the arts so to take away this space is a real concern. I also feel the Usher legacy and history is an important one for the city. Is there any possible links to be had with the university arts departments?
- The city needs arts' gallery.
- Not enough of interest in the Usher Gallery
- I do not really care about The Collection building, I dislike the architectural design and have never visited nor will I if it is a supersite. I strongly oppose getting rid of the Usher Art Gallery - which was donated to Lincoln as an Art Gallery.

- I do not support this proposal as the Usher should stay as an art Gallery and community art space for all.
- for a start the Usher Gallery was built as a gift to the city of Lincoln so I cannot possibly imagine how you can even think of passing this on to some commercial enterprise - i am sure James Usher did not have that in mind and I am appalled at the proposal - is it even legal??
- Usher Gallery is a very pleasing building to house art
- By inventing a positive sounding label, 'Supersite', you attempt to hide the fact that there will be less exhibition space than exists today. To say that this "will enable us to show you a wider range of art and archaeology including items from our stores that cannot currently be displayed" is, at best, disingenuous. It is not credible to suggest that less space allow more exhibition.
- Usher was built for a purpose and given to the city for that purpose. Not as a flexible space. The idea is awful
- I think the Usher gallery is not used to its full potential and it would be more beneficial to create a supersite at the Collection and move some of the artwork.
- The Usher is the county art gallery in a superb building which allows the quiet reflection of the art.
- Obvious
- WHY WHY WHY would you do this? This is so . The Collection is a place where kids bash big plastic buttons and look at Dinosaurs, the Usher is a fine art gallery. Kids can appreciate both, but one is candy, the other is nutrition. The Usher's collection is beautiful, and irreplaceable. It's of far higher quality than the collection and accessible to all ages. I know, because throughout my childhood I was enthralled with it. We treat kids like they're stupid, but I've seen primary age kids watch and process Shakespeare - and the art in the Usher reflects just about every style and mood a kid could want to understand. I remember being enchanted by the collection of fine watches. Let's get real - everybody know the proposal is to move of flog most of the art and spend the 5 million making office space for the coroner and pushing the place as a wedding venue. This is sick, and a short sighted, narrow minded piece of cultural vandalism. This gallery lasted 100 years, through one world
- The Usher Gallery should remain as the flagship Art Collection for the City of Lincoln and the County of Lincolnshire
- The Usher gallery's art collection can move to the Collection building - however the usher gallery's site itself and building should still be utilised for art activities whether educational / academic or for events / conferences and training
- Put the money into the Usher Gallery.
- Refer to previous comments.
- By closing the Usher a major asset will be lost. There is no guarantee of funding for this proposal and the local authorities currently responsible have insufficient respect to some extent as a result of this proposed process and approach to gain support from funding bodies.
- I believe it should be a more diverse site (e.g more touring and varied exhibitions by established and up and coming but don't think the gallery should no longer operate as this.)
- Would not be able to accommodate everything and would not have the same impact as he classic gallery

- The Usher Gallery could be better supported and used as an art gallery. It is vital that future generations have the opportunity to see art displayed in a beautiful building. Lincoln would be poorer if it no longer operated as an art gallery.
- James Usher wanted Lincoln to have an art gallery and gave us one. It is a beautiful building. Other cities would love to have such a site. Make the Usher a supersite as well as the Collection. Get funding to promote the Usher.
- I think the two buildings offer unique experiences and should be kept that way. The Usher gallery should be revamped with more contemporary and interesting exhibitions alongside the permanent exhibitions, this would then pull in more visitors. It needs better marketing and just a bit of modernising, but getting rid of it would be a real shame.
- The Usher Art gallery is unique and something to be proud of....it was set up to be as it is right now....shame on you if you seek to change this for money.
- A good idea in principle but will the investment ever be returned?
- This is going to put great strain on the existing available display space in the Collection. we need more space for the Archaeology collections- where are the recent discoveries from the Eastern bypass going to be displayed? When is Sir Francis Hill's Dion collection going to be put back on display. What guarantee is there that the Heritage Lottery Fund is going to give another major grant allocation to a scheme that appears to be failing and is creating much local opposition.
- More flexible exhibition spaces are a great idea, but moving the Usher collection into the collection building will surely reduce the available space. Lincoln needs a the Usher, its part of the whole tourist package. By all means apply to extend the Collection building for touring exhibitions but not at the expense of The Usher. Doing that would also prevent Lincolnians from enjoying the Usher and its grounds. James Usher bequeathed a Gallery and grounds to the city for the citizens, not just those with deep enough pockets to hire the place for a function.
- Please do not close Usher Gallery
- Absolutely appalled at this suggestion.
- Outraged at this. The Usher Gallery is owned by us and is an essential part of Lincoln's arts culture. I suspect there are people who are part of this proposal who know the cost of everything and the value of nothing.
- Please see my previous answers. In addition, if more space is needed for museum based exhibitions, make fuller use of the Usher for art exhibitions and use some of the space freed up in The Collection for more temporary exhibitions.
- The Collection is great but it is more a museum. The Usher Art Gallery is part of the city and county's heritage therefore to get rid of it makes the motion of heritage in Lincoln a bit of a nonsense! It was a gift to the people of Lincoln and is the county capital's art gallery. **BUT IT IS UNDER-USED!**
- The Usher building should be kept as intended by Usher. It was bequeathed to Lincoln to hold his collection. It would be disrespectful to change the use.
- I believe retention of the Usher Gallery is the better option.
- Given the tremendous success of Hull City of Culture, where the local council applied revamped and expanded its art museum the Ferens (given by another wealthy industrialist to his home town in the 1920s), it is difficult to see how Lincolnshire County Council can seriously expect people to agree to these proposals. What we are essentially being asked is to agree to the closure of our large county's only purpose built art gallery and risk its collection being split up (as it belongs to city and county council), and if we are lucky there

might one day be a replacement with some of the collection put back on display in the basement of The Collection, if the National Lottery Heritage Fund will pay to convert it, after having already spent millions to build the museum, refurbish the castle and restore that Cathedral in the past few years alone. For people in Horncastle and across rural Lincolnshire, the Usher Gallery is the only opportunity accessible to them where they can experience art

- The Usher was specifically created as an art gallery. It is still a viable building; if it was in disrepair it would be different. This is the definition of the short-sightedness described earlier.
- There isn't room to display all that the usher has to offer, I understand there are also extensive collections in storage at the usher as it is so how can reducing the space available promote art. Also all education spaces would be lost at the collection which would reduce the use by schools.
- You could use a combination of your plans above and the existing Usher space to do this
- I want to keep the Usher Gallery as an art gallery. It is vital to keep it for the culture of the city. No other option would ever justify closing this gallery.
- The Usher Gallery should be maintained as an art gallery.
- The Usher and the Collection serve different markets and it would be a mistake to combine them
- I am happy with the Usher Gallery contents being merged with collection providing the space is provided
- Places like the Usher Gallery are heritage and shouldn't be destroyed, let the community use them for more events or advertise more widely.
- Space could be utilised more effectively at Usher and Collection buildings to exhibit more of the public's collections and run a variety of exiting and innovative events. The money proposed to be spent on the Collection should be used to develop both buildings -opening up some of the Collection basement space and updating Usher.
- I support the proposal of a supersite at Lincoln Castle, as this is currently working well. While I also support the Collection becoming a supersite, I have reservations that this would mean that the only supersites would be concentrated in the city of Lincoln as Lincolnshire is a large county and The Collection especially is not always easy to physically get to, with parking limitations and as it is up a hill.
- Reasons given previously. Lincoln had a dream for that area and by doing the above you take away any possibility of it ever happening. Plus, the Usher MUST be preserved.
- This is an understandable pragmatic approach which seeks to please both involved parties but is devious.. as emotions run high.
- The Usher Gallery houses a unique collection and the building is an under-used resource for the city and county - make more of it not less
- I am happy with the decision to develop the Collection but would like the County Council and Lincoln City Council to consider the best use of the Usher as it might be better for the City to take the building back and run it as an art gallery
- Disgusting. The collection - while a beautiful building architecturally does not lend itself easily to an exhibition space. It is well used by school parties and parents with young children - I have noticed that the dressing-up room at the front often seems to work as an informal crèche. While it is great that young people are in a museum the drawback is the noise. I have visited a few exhibitions at The Collection and have often cut short my visit through the inability to enjoy viewing the work in peace and quiet. It seems such a

retrograde and ignorant step to close the Usher as an art gallery. The site was not left to the city as a wedding venue and the proposed closure must have James Usher spinning in his grave. Lincoln has grown as a city and continues to do so with the recent retail redevelopment in Sincil Street. The train service to London is set to increase in frequency later this year and it seems to me the likely increase in visitors and residents is not reflected in thi

- The Usher gallery is purpose built as an art gallery, and the museum as a museum. The loss of the Usher in particular would be a great waste of a single purpose building. The display space at the museum is small by the standards of such a historically important city and the museum displays inadequate for both adding the tourism attraction of the city and serving the important role of educating and informing local people about their city's history
- Art gallery should stay as an Art gallery not be moved across to the collection as they are in close proximity if you visit one, you visit the other one and it would spoil both buildings
- A betrayal of the generous bequest by James Usher.
- There is less exhibition space in the city
- The Collection and Usher are totally separate and need their own space. The Collection is for running around interacting, yet the Usher is a quiet space for enjoyment, contemplation and appreciation of the art work. James Usher left the gift of the gallery, it would crush his memorial to lose it.
- You are combining 2 unrelated proposals into one. I support the expansion of the Collection - but it could just as easily and more appropriately be the expansion of the Usher, - but that should not mean the closure of the Usher.
- The Usher Gallery is right next door to the Collection so there is no need to bring it into the same building. I'm all for the Collection expanding its size on the current site to enable it to house bigger displays/wider range of exhibitions, but there seems to be no merit in losing the Usher Gallery whatsoever.
- There is not enough detail to make a decision here. What will happen to the Usher Gallery? Will it be run as a gallery by a private entity? will it be sold off? will it be used to sell hot dogs?
- Closing the Usher Gallery would be a huge loss to the people of the county, it also sends the wrong message that the council and the inhabitants of Lincolnshire do not appreciate art.
- The collection is underused as a museum. I am aware there's many exhibits in storage - the museum side should be developed further - this has more commercial value anyway. Space is at a premium, making it a split museum/art gallery devalues both sides. We end up with half a museum and half a gallery. I think long term this will lead to declining visitor numbers. The Museum should be redeveloped and more exhibits that are in storage used.
- See previous answer. The Usher is built for purpose. It cannot be shifted and changed. It merely needs a more discerning eye as to how to use the space.
- It would be in keeping with the Usher Art Gallery to give it more of a Museum visitor experience. If it was possible to make use of artefacts from the Archives and having an entry fee, I think this would make sense.
- It makes some sense to hand responsibility for the USHER Gallery back to the City Council (if they want it!). As I am based some distance from Lincoln it would not make much difference to me who in Lincoln was actually running it.

- There is value in the proposal, but there would need to be a clear rationale why this is a better solution than keeping both sites. If there is no erosion of heritage access with an advantage of gaining access to exhibitions currently out of remit then there is merit in this.
- James Usher left the money for an 'Art Gallery'
- There is a definite dichotomy between the material displayed at the two sites and amalgamating them will short change them both.
- The Usher is unique for being a gallery - it doesn't even begin to show off all its works based in the archives - and the Collection is a totally different exhibition area. The two serve different ends.
- IT ISNT BIG ENOUGH
- The Usher was a gift to the city of Lincoln - this sends out a really bad message to the rest of the UK that Lincolnshire County Council cannot run a purpose built art gallery for Art! This needs to be kept as a gallery - It needs to open later and its needs to be more contemporary and flexible. What happens if the £5M is turned down? Or how long will it be before the Collection runs out of funds? YOU HAVE TO MAKE THIS WORK - regardless.
- The Usher Gallery should be supported and invested in - not abandoned. It is already a good companion to the Collection museum and both could be enhanced with the proposed investment. It is not a one or the other situation.
- The usher gallery should be kept as a free art gallery for the people. It needs a good cafe and a cool shop and people will come.
- Closure of the Usher Gallery.
- I support expansion within The Collection but not the loss of the Usher Gallery building as an art space. The building is integral to the history of art in Lincolnshire. It has a 100-year history as an art gallery. It is purpose-built for showing art works and is a beautiful and impressive showcase for art in Lincolnshire. Why get rid of a space if The Collection is already so short of space? Keep the museum as a museum, and the art gallery as an art gallery, interesting links can be set up between the two. The Usher already has links with other leading art galleries, such as the National Gallery.
- This may be a least worse option. However, you need to have a good use for the Usher. I certainly wouldn't want to hold a wedding party surrounded by groups of homeless people. I passed the area today and the greens approaching Lindum hill looked like a camp site.
- See previous answer
- See previous entry
- I think the resource needs to move beyond the Collection. Can the area cope with the influx of increased audiences? Parking is bad around the area. What about wider Lincolnshire?
- There is no need to close the Usher as an art gallery. The money for it was left to the city of Lincoln by James Ward Usher. Cramming the art within it, including James Usher's collection, into a basement gallery in The Collection is not going to attract art audiences as much as retaining the Usher building as an art gallery, investing in improving it and displaying the decorative and fine art much better would. The Usher and Collection buildings together could operate very well as a 'supersite'. There are a great many travelling exhibitions from the national collections that can be displayed at the Usher and The Collection in their present format. If there are some that cannot, perhaps you should consider some reconfiguration of one or both buildings, or for exhibitions that require a larger space why not run the exhibition over both sites? A great way of encouraging people to visit both sites. It is outrageous that the council is proposing to close the Usher Gallery. It is part of

- Keep them separate.
- The Usher Art gallery needs to be protected from these malicious plans. It belongs to the city of Lincoln and has excellent temporary exhibitions. It needs to remain open to the public, along with its beautiful gardens.
- The devil lies in the detail. If you create good gallery space in the Collection, then ok - but if it's restricted and cramped, then no. The Usher isn't a good space, but it's a nice historic building with a certain grandure - it seems to me that the space could be used a lot better than now, with a good dose of imagination and some modern lighting (the current lighting is abysmal - Banks' portrait is almost impossible to view).
- It has a logic and the use of the courtyard space - by enclosing it - could be very beneficial especially for showing more sculpture. The proposals for the lecture area are good and I have enjoyed going to the literature festival. But the reconfiguration costs are substantial and the re-imagination of the purpose built art space in the Usher is preferable.
- There is neither the space, marketing nor the management to guarantee the success of such a move to solely being at the Usher Gallery.
- I was hoping that the usher could retain some of its art display areas etc . I really don't think that the Collection building is big enough. Shoehorning it all into the collection is not something that I would support
- As said in previous part, the Usher building is the best in Lincoln in terms of public art space. Why not use it? Collection is so stuffy and busy!
- With proper investment and planning the usher can be the space that you talk about. The space has not been used effectively and has left to erode. The usher fulfills what you highlight it just needs proper management.
- Lincolnshire County Council should not be supporting unsustainable projects
- The Usher Gallery should not be superceded by another building which has appeared nearby and is, as a museum, something be appreciated in its own right for the purpose for which it was intended, not to consolidate or metamorphose into something else using the materials contained within the Usher Gallery.
- The Usher Gallery has character but the Collection building does not.
- The main thing I disagree with is the loss of the Usher Gallery as an art gallery as I believe this should be continued, even if the space has to be adapted in a different way. It would be a cultural loss if the building was repurposed when it was gifted to the people of Lincoln for a specific purpose. However, I do agree with the investment for creating a new space at The Collection. I personally love the permanent exhibition and the activities such as the lunchtime lectures and the life drawing that happen across both sites. More of this would be welcome and visiting exhibitions (and perhaps musical and theatrical performances within the space) would be fantastic.
- Please see all my previous answers, which dealt specifically with closing the Usher Gallery. NO NO NO please do not do it. My family and I do not support this at all. We live on a street with primarily old residents, none of whom support the closing of the Usher--yet few of them have been able to take the time/energy to fill out this consultation form, which is long-winded and gets this question bogged-down with many others, using convoluted terms. Please bear in mind that for everyone who is able to take the time, energy, and even has the internet access or requisite computer skills to fill it out, there are countless others who oppose it too!
- It's an art gallery. Full stop.

- The proposed project would not be the best use of £5 million pounds. The Usher Gallery has been run down to the point that the art and artefacts are displayed poorly. More investment in the Usher to restore its vibrancy should be made. Both sites lack sufficient parking facilities, without which any visits are compromised especially for the less mobile both old and young. This needs to be resolved if a commercial plan is to be followed for either of the sites.
- Both The Usher and Collection could exhibit more stock than they do now. In particular The Usher has vast white space in their display cabinets, there surely used to be more than is on current display! The longcase clocks look as if they have been stood against a firing squad wall, hardly imaginative! Gallery 3 is so dark from the main hallway that it is easily overlooked unless you know it is there. Tall about a black hole!
- The Usher Art Gallery is what the title says an 'art Gallery'. It has been an incredible gallery for a long time and it should remain so. It is part of Lincolns history and I believe that this decision has not taken the people of Lincolns emotive feelings into account.
- The Usher Gallery is a wonderful space to enjoy art - the only grade A one in Lincolnshire as far as I know. The Usher Gallery was given to the City as an art gallery, restore it to the beautiful gallery it used to be - and bring back the grand piano!! The Collection is also excellent, a lovely building - but is primarily a museum which occasionally has art exhibitions - keep it that way.
- Art galleries are important features for local people to access. They are educational, raise awareness and interest in art in all its forms
- See previous comment
- The usher gallery is a major landmark in Lincoln and so should b protected and developed alongside the Collection.
- The combination of wedding venue and Coroner's Court is dreadful and I don't believe it would be successful having knowledge of people who have tried to having weddings there in the past. You are not up to the offer.
- The museum could be filled with antiquities from the archive and by creating a national ceramic room which stands alone. Links to Universities would gain a more multiuse effect and could create something similar to Yorvik.
- The Usher Gallery has not been funded properly for years and all promotion is for The Collection (inc Cafe), so no wonder the numbers are lower for The Usher.
- I am strongly against the closure of the Usher Gallery. The gallery was donated to the people of Lincoln specifically to house the Usher collection so the collection must be displayed there.
- The Usher Gallery was bequeathed to Lincoln to do what the Usher Gallery was built to do.
- there are more brave and creative paths to pursue
- The Usher Gallery is a priceless masterpiece, given to the people of Lincolnshire by a benefactor and capable of continuing to provide an excellent space for the display and interpretation of artworks of all sorts. It needs far better marketing and more enthusiastic promotion that it receives at the moment. It is capable of being a major tourist draw and thereby contributing to improving the economy of Lincolnshire.
- The Usher Gallery is not yours to sell off. It was a gift to the people of Lincolnshire from a generous benefactor.
- The Usher should not close as an art gallery, given the circumstances around its origins. It would be a tragic loss. I understand that it is expensive to run, but this is not a reason to close it. It doesn't really matter who runs it as long as it stays open as an art gallery. Have

you approached any of the main potential funders, like NLHF or Arts Council? I think it will be a hard sell to them, given that it could be seen as a reduction of the service which has had a lot of public opposition, and that they have already invested heavily in the Collection.

- The first half of the proposal sounds excellent, and I am all for it. The second half: How do you square this with the terms of the original endowment? I understand that The Collection has potentially better conditions for storing the Usher's art works. I trust that the public will still have access to the Usher, apart from as wedding parties?
- The Usher Gallery has a national reputation as Lincolnshire's premier art gallery. The Collection has no such reputation. To throw away a brand that has been developed over decades lacks awareness of the achievement and its benefits. The majority of museums store the majority of their collections. To imply that this proposal will create a different model is both unhelpful and/or demonstrates a lack of awareness as to how museums work. Object rotation, using as a vehicle a programme of temporary, themed exhibitions is the most efficient way of making more of the collection available to visitors. But this does not require the closure of the Usher, it requires proper levels of staffing and curatorial expertise. Both the Usher and The Collection have borrowed and shown items from national collections such as the National Gallery and British Museum. What is the evidence this is no longer the case? Assumption is not evidence. The proposal talks of the creation of 'flexible space'. This
- The loss of the Usher Gallery, a dedicated space to as a well known art gallery with national reputation would be detrimental to the city of Lincoln.
- It may be nice to retain a dedicated Art Gallery but i found it boring and tierd.....
- It makes more sense for the collection to be redesigned to add what the usher art gallery has to offer! This is because the usher art gallery building is old and a lot of art and exhibitions cannot be displayed because if the conditions. It makes more sense that the collection should use what it has for the people of Lincolnshire
- Spending £5m in order to do away with the only purpose-built public art gallery in the county is nothing short of cultural vandalism and a waste of money.
- Attempting to display the Usher Gallery's collection in a storage basement is frankly impossible. Mr James Usher would be turning in his grave at the thought.
- The Collection was not built to house the collection from the Usher Gallery its structure is such that could not meet the needs of the artwork. It seems very silly to apply for funding to rebuild something that function perfectly well, and was specifically built as an Art gallery.
- A larger art gallery to host temporary exhibitions from other museums is a possible enhancement, but could this be housed in any of the current civil buildings as involving private finance and / or is often very expensive in the long run. The historical assets should be left in their rightful appropriate places such as those on display in Stamford.
- Economy of scale, don't believe visitor numbers currently justify upkeep and staff costs of Usher Gallery
- Not at the expense of the The Usher Art Gallery. Risky venture depends on good management.
- This cannot be part of a commercial approach until the reasons for decline in footfall have not been fully investigated (e.g. the location and its changing environs). Hewriage England has rece3nt documentary evidence that this is not the case nationally.
- Mr Usher gave that building to the people of Lincoln not just the few members of a council however and whenever they were elected-he also donated many of the treasures -the two go together -the building ,with its own architectural value giving support to a collection of art

and treasures of great value-he didn't intend for them to be parted.I greatly admire the building the collection is housed in and eagerly went to see the early exhibitions.I was surprised not to see many of the exhibits from the Greyfriars- I was told they were in store and that the exhibits would be regularly rotated and that was the last we heard of them- Then there is the question of what is to be the future use for the Usher -we hear various things-latest -it is going to be a Registry Office what all of it ?-unlikely -so what are the plans for it ? Are all it's treasures going to end up in store like the museums or on municipal walls where they are not readily accessible to the public

- The usher is a treasure house both in terms of the building and the collection and exhibitions,it has enriched generations of vistors and residents.You have something in your hands with the opportunity that both buildings offer that is very special invest in them working together and for residents and visitors
- LCC should focus on the story of Lincolnshire and its peoples, not on travelling exhibitions from the British Museum etc. It is worth noting that, using public transport, I can travel from Stamford to the British Museum more quickly than I can get to Lincoln Castle.
- The Usher Gallery is one of Lincolnshire major assets and is a facility which does not need to be created but had fallen, ready to use, into the County Councils care. If there is any intention, or ambition, to develope the county as a tourist attraction then it must be preserved and developed to be incorporated into the cultural element of the county and attract both tourists and specialists to its core elements and collections. Any failure to carry out this obligation is an abject failure to carry out your duties and responsibilities. For an example simply look at the success of the Ferens gallery in nearby Hull!
- The Usher was given to the people of Lincolnshire and it has been used for the purposes intended. It shows the work of local artists past and present from Peter de Wint to Peter Brannan who left a considerable legacy to the Usher. He most assuredly would not have done so had he known about it's possible demise
- As I have said Mr usher gave his collection and money for this site. Immoral to close it unless art can be guaranteed to still be in the building. Where have all his watches gone to.
- Closing the Usher gallery would considerably minimise the potential of the proposed aim. We have, with the Usher and Collection a complementary diverse range of buildings. Having both units would considerably enhance the opportunities for an extensive and diverse range of art. Improve marketing and promotion.
- I do not know enough about the logistics of this. The questions I have are: If the current permanent gallery space is to be reduced to accommodate temporary exhibitions and events - where are the objects currently on display in the Collection going to be housed? I know there is a basement under the Collection but is there room in there? Am I wrong that the Grantham Collection is down there? (I did not see any reference to the Grantham Collection in any of the accompanying documents) So the basement would house; some objects from the Collection, some from the Usher Gallery and the Grantham Collection.
- Usher Gallery is an attractive building in a good location that historically belongs to the City.
- The Usher Art Gallery is a gift to the City of Lincoln. It should return to Lincoln City Council. There are enough people in Lincoln with energy to get it developed as an Art Gallery with wide appeal. I know of several artists who were educated in the Lincoln area who would support this by exhibiting here. Not only that but Lincoln Art College produced many teachers and project workers who would also support it. I can't see the point of spending millions on the Collection site . It has never been an art gallery. One room is used to exhibit art. Writers come to speak about their books; you have objects of historic interest ; there is

a café with an open terrace and a bookshop/playroom for children. It is what the French would call 'polyvalente'.

- See previous answer. We need more space for displaying the county's archaeological collections not less. The proposed space for the art gallery is already in use storing archival material. There is nothing in the report to say where this material will go. The Usher was donated to Lincoln as an art gallery and should remain so
- What's wrong with both venues as supersites? The Usher is Lincolnshire's premier art venue, until it was slowly starved of funds. The Collection can resemble a nursery school at times. The Usher has gravitas.
- It's shameful to suggest moving a collection of art and changing the use of a building which was bequeathed to a city close to 100 years ago. Unlikely that James Usher would have envisaged this. Lincolnshire is the 2nd biggest county in the UK and the Usher gallery is the only visual arts centre. Lincoln needs to raise its profile to attract tourists and provide the residents with relevant and current art exhibitions. When I moved back to Lincoln 3 years ago with my family after living in London for 18 years, one of my concerns was the lack of arts on offer in Lincoln. Changing the use of the Usher would be devastating for the city and its residents.
- I support the retention of The Usher Gallery building as the exhibition space for its collection and for other art exhibitions.
- Lincoln is way off the beaten track, and the proposed Supersite would not increase its visitor appeal.
- Let the Collection develop and expand as what it IS, an archaeological and historical collection. be brave and push arts into the Usher more fully. have TWO sites next to each other that support and engage but let both tell their own stories, and not try to cram EVERYTHING into the limited space of the Collection. The Collection is the ONLY free Art Gallery in Lincolnshire, I am amazed LCC are even considering this?
- The Usher Gallery is the only art gallery in Lincolnshire and should be left as such.
- There would need to be a new identity for such a site - it has to be something more than a combination of 2 separate collection types. Perhaps the art/human creations in archaeological artefacts needs exploring.
- In order to make a judgement examples need to be given of areas in the country where such a proposal has been a success.
- More exhibitions at the Collection is a good idea – but why not include the Usher in this?
- The Collection and Usher Gallery are two separate entities. More could be made of using the collection to signpost people to The Usher.
- The Usher Gallery is an essential to Lincoln's cultural heritage. It sounds like you want to sell the Usher Gallery for commercial reasons- surely you have other building which could be considered. The Usher and the Collection should be seen as complementing each other.
- The Usher gallery is an attractive building in itself, unlike the Collection building - cannot it be developed in conjunction to make the whole area a heritage supersite?
- It is sad that you have art and archaeology items that cannot be displayed but any change to the building needs to be in keeping with the Usher gallery as it is now
- I feel that it would be short sighted to close the Usher Gallery. The council needs to consider tourist expectation when visiting our great cathedral city. The Usher building meets that expectation. It could be incorporated into the proposed super site ... particularly with a £5 million budget.

- The Collection should be developed to attract larger touring exhibitions rather than house the contents of the Usher.
- The Usher is an art gallery and should remain so, The Collection is a museum and should remain so. Both venues already have spaces for small scale events,
- The Usher Gallery must remain. It was bequeathed by James Usher for the city and should remain so. Why not make this part of the supersite, not close it!
- the collection building is far too small and you just can't squeeze everything in. what is the problem with keeping some stuff in the usher gallery? these 2 buildings are next to each other, it takes about 40 steps from one building to another!
- See previous reasoning
- Excuse me, is this paragraph correct? Were you hoping to deprive this great city of the Usher Art Gallery by squeezing that suggestion into the last sentence? This entire proposal does sound rather as if you intend to build on the green space around The Collection and the Usher Gallery. The effect of visiting a beautiful, spacious public building is inspiring - especially if you live in a city. And especially if you lack the opportunity to explore beyond your immediate horizons. When philanthropist James Ward Usher provided the money to pay for this gallery on his death in 1921, he did not agree to its becoming a wedding venue for the great and good. He and his generosity would be betrayed if this gallery were ever to be taken - ironically, by public "servants" - from the very people for whom it was always intended.
- This would inevitably mean the vast majority of the art collection was hidden away in storage, to make way for a more 'fun' museum experience with a tacky wedding venue next door. The collection already has a dedicated contemporary art space which has programmed some really good exhibitions in its lifetime.
- The Usher Gallery was created to house James Ward Usher's collection in perpetuity. It is a hidden gem in the heart of Lincoln. To turn it into a wedding venue and coroner's court, and split up the collections it houses would be a travesty.
- The Usher Gallery has been an important cultural centre in Lincoln for years, and it would be a great loss to the city if it were handed over to the private sector. It is a prestigious site in the city and should be retained in the public sector to provide an educational and recreational centre.
- The Usher must be kept as an art gallery as it was bequeathed to the city of Lincoln for that purpose and that alone.
- the Usher Gallery is a purpose built space to display art, it is not necessary to close it.
- The usher gallery was given to the people of Lincoln as an art gallery. Not to operate it as such is a betrayal of the benefactor and reduces the cultural heritage of the city
- There is not enough space in the collection to house the rich collection of artworks from the usher
- The Usher is part of the existing set up but has been neglected. It's strength is in the actual building itself and the architecture and feel of the space. The redesign of the Collection will not be able to achieve what we already have.
- The collection is not art.
- The Usher gallery is a beautiful space that should remain open to the public, as it was gifted to the people of Lincoln rather than a private company. The Usher contains many beautiful pieces of art including Lowry and statues. The green space at the front is also important, as a popular picnic spot.

- There is no legal reasons in place to insure that the Usher will remain an art centre, therefore, the functioning art gallery could never show artists again
- The building was bequeathed to the city of Lincoln and should remain as part of it's heritage as a collection of art etc.
- The closing of the Usher Gallery would be a travesty for Lincoln's heritage. Investment in The Collection is welcome (though the fact that it is erroneously referred to as 'CMAG' in the document is worrying as it has never been referred to be that acronym internally or externally. This seems to suggest that the authors of the document either know so little about the museum as to get its name wrong, or that the decision has already been taken ahead of this consultation and a revised branding is being trialled) However, the basement storage at The Collection is already at a premium and the vague and unspecified plans to turn it into art gallery space do not seem feasible either practically or in terms of providing effective displays. The basement storage is a columned space with restricted sight lines not suited to the display of art. Turning it into a 'white cube' space is not appropriate for historic art (and is virtually anachronistic in the contemporary art world). It is disingenuous
- The Usher Gallery was given to the people, it is not yours to give away. Cut the ridiculously high wages for the top Councillors first if you wish to save money You can also save money by stopping putting the Poison Fluoride in the water.
- Whilst ideally we believe the council should continue to run The Usher Gallery as a separate art gallery, looking to improve the model there, we understand that the financial situation facing the council may well make this difficult. If changes must be made, we would seek reassurance that access to the Usher collection is maintained for the public, both in The Usher Gallery as a combined events venue and gallery space and in the purpose-built space in the redeveloped The Collection building. We expect that moving the artworks in The Usher Gallery into The Collection building would enable more of the works to be on display and accessible to the public for longer, and allow greater audience engagement with the collection and its history.
- The Usher was gifted as an Art Gallery. Surely the bequest means LCC cannot sell it off now. Need to reinvest in it. Look at what other cities do. Personally I'd say of the 2 The Collection is the one that should go. It's hideous and VERY boring. The main exhibition is tired and nothing's been updated since it opened. Also why is there no online catalogue of your items?
- I have seen some excellent exhibitions at the Usher Gallery. It has been my primary reason for visiting The Collection every time I have been.
- It is waffle, it is all too easy to make grandiose statements and then not follow through because of 'lack of funding'. To close a perfectly sound and well popular gallery (the Usher) is vandalism.
- I fully support the changing displays and exhibiting currently stored items. National and regional galleries have similar undisplayed collections, which could imaginatively be selected and displayed at the Usher. The Usher should be included in the grant application. Attention should be given to the physical connection between the Collection and the Usher and its signing.
- It creates a city where buses will come in to one site alone, visit and go. York went through this process in the 1970s, and determined the goal was to keep people in the city so they'd spend money on accommodation and food, as well as attractions. This plan does the opposite.
- It would be such a loss to our city!

- This PROPOSAL to change the use of the Usher Gallery is utter rubbish and is a non-starter! The Collection is not a fit place or big enough place to house all the collections from the Usher Art Gallery, plus having temporary exhibitions displayed. The Usher Family left their inheritance to people of the City of Lincoln to house their collections and build an Art Gallery, which bit don't you understand. And, allegedly the spaces at The Collection cannot be expanded because of its present building foundations are not strong enough.
- The Usher Gallery belongs to the people of Lincolnshire and though I accept some change will have to come The Gallery should still be there for us all to enjoy.
- The Usher gallery was always intended to run as an Art Gallery in Lincoln, as a gift by James Usher. The Collection should be kept as a Museum. Why not spend the money on both buildings to work more efficiently in unison? With more exciting permanent and temporary exhibitions in both, very different styles of building.
- The Usher Gallery is a building intended to exhibit art. Art is a lively concept, not a dusty museum idea. I know you all understand this.
- For all the reasons given previously. The Usher Gallery was designed by a very famous architect as an art gallery, and still fulfils this function admirable, was opened by the then Prince of Wales and should remain in the service it was designed for, and without any 're-design', to the people of the city and County as the original benefactor James Usher intended. Whoever initially enunciated this plan, and all those who went along with it and never questioned its validity and reasoning, they are all culpable and should be rightfully ashamed of themselves.
- Central is not better. heritage occurs in the living community whence it has stemmed
- See previous answers
- Proposal 3 actually contains 2 separate proposals, 1) Apply for a £5m grant to create a more flexible, and 2) LCC to no-longer operate the Usher Gallery. The assumption is that the 2 proposals are linked so that art exhibits will move from the Usher to the re-vamped Collection. So, what happens if the £5m is not awarded, will art exhibits be crammed into the cuurent function rooms at the Collection. Also, previous art exhibtins at the Collection have been very poorly displayed, such as the collection of Royal artefacts from Buckingham Place (in 2018), and Bristish modern art (2018). The room is too small, and the lighting so dim it was hard to really appreciate the items on display. To properly view paintings, drawings, and sculpture you need good day light, a commonly known fact that is completely missed by LCC.
- The derelict land adjacent to Morrisons should be developed with retail outlets and an exhibition centre for Stamford
- Would be sad to loose the Gallery
- The Usher Gallery was built on funds, left by James Usher £60,000 a great deal of money in the 1920's it was given to LINCOLN CITY. It is a beautiful building and enhances Lincoln: to put the beautiful objects in the cellars of the Collection is an insult to the family and name of Usher.
- While I would love to see exhibitions from national museums and collections on display at The Collection, I would not like to do so at the expense of the Usher Gallery.
- The Usher Gallery was a purpose built gallery, given to Lincolnshire by a significant Victorian benefactor together with a collection that was meant to be displayed in the gallery. Heritage Services seem to lack understanding of the word heritage in their proposal to ditch this heritage asset and disregard for the council' s role in caring for the heritage assets specifically given for the benefit of local people. Additionally a lot of public money was used

- to develop the Collection, as a specifically designed museum which you now want to change the purpose of. A storage basement cannot seriously be redeveloped as a beautiful and aesthetically pleasing art gallery with the same heritage value as the Usher Gallery
- The collection does not offer constantly changing displays, it's pretty static and also needs a shake up. Events like 'the moon' were fantastic but rare. Cramming everything into one site is confusing and unrealistic. We have a perfect site for art but it's been decimated by years of neglect. Lincoln wants to express and and grow as a city, this is retrogressive.
- I am appalled that the Heritage Service should even consider not operating the Usher Gallery. It houses some world class collections ad internationally important ??? It is a most suitable venue for painting (and art generally) exhibitions.
- The art gallery is fabulous,time to look and peaceful too,museum usually a very different atmosphere
- See previous comments. I wish to visit a Gallery for art, not a multi functional centre with lots of children's activities going on.
- The Usher is the county gallery. Shortsighted analysis and I oppose it utterly.
- Art is important especially to trail young people in appreciation of art.
- Lincolnshire not just Lincoln needs the Usher
- Not sure
- As you have fully considered options
- Usher Gallery must remain as an art gallery
- As before - centralising means local centres are deprived of attractions which promotes death of small towns / villages. These attractions are also important for education and promoting local pride
- The Collection already has enough archaeology. It would help, if it was more obviously Lincolnshire-specific; it is too general. The Usher Gallery is an excellent Museum and Art Gallery, in an appropriate setting. It is much the best of its kind in the whole of Lincolnshire. Coming from Grimsby, I am well aware of the paucity of such sites in the county. At present much of its art is not able to be on view due to shortage of space. It would be a disaster to close it down. The Collection is not suitable for 95% of the kind of art in the Usher.
- The Usher Art Gallery was left to Lincoln to be a place to showcase the Arts. This is part of our pride and Heritage. It is not for the Council to decide that they can make more of a profit from Weddings and completely ruin another landmark in our cities cultural history.
- Both the Usher and Collection have vast 'hidden' resources and artefacts that could be used to offer many different interactions with the public. However, the additional use of the museum to absorb the Usher art collection will add a further burden onto the capacity and staffing at one site. This will require a significant additional increase of staff time to curate a greater number of displays, plus the accompanying resources needed for exhibitions and displays.resources. Comments: ALSO The Usher Gallery is managed, but not owned by, the county council. LCC cannot 'un-retain' something it doesn't already own.
- I'm a little concerned about this because it seems ridiculous for a county like Lincoln to be without a permanent art gallery of some standing. The Usher has a feeling of neglect about it and it must be possible to attract more exciting artworks to be displayed there. For example, those Grayson Perry vases have just sat there for years without any real attempt to build an exhibit around them.

- This seems reasonable provided The Collection maintains the spirit of the legacy of The Usher as a gift to the people of Lincoln. Maybe name part of The Collection in tribute to Usher, ensuring that his legacy is not forgotten and subsequently cut as part of a future review.
- It should be for art only. You already have a museum.
- The Usher gallery is a beautiful purpose built building the collection is a great place but not suitable for the great works of art that are housed within the gallery
- The Usher Gallery was gifted to the residents of Lincoln to be operated as an arts venue and must be maintained as such.
- Slight alterations to the Usher would allow more exhibition space for changing exhibitions plus more suitable display area for Permanent collection. Marketing should be much more positive.
- 1. The Usher Gallery would make a terrible coroner's court or wedding venue because of its poor location for such heavy traffic, lack of available parking and the fact that the building was designed and built as an ART GALLERY. 2. The £5 million mentioned would appear to be little more than vapour like funding which has NOT yet been secured nor are its sources clearly defined in the proposal documents. 3. The Usher Gallery is the only dedicated public gallery space that is free to access by the people of Lincolnshire and beyond. The Collection is not a fit replacement except, possibly, after vast sums of money are expended upon it. Money that would be, in my opinion, an utter waste.
- The Usher Gallery was gifted to the city to display art and should be retained for that purpose. I do not feel that art and particularly fine art painting is appreciated in Lincolnshire.
- Better use could be made of the space in the Usher Gallery including more exhibits and perhaps a rotation of its existing exhibits so the same things are not on show all of the time, making it dated. The Usher is also crucial to the tourism and cultural offering of the city- all major cities have at least one art gallery and to not have any in Lincoln would be a travesty and is quite frankly shortsighted
- Was the Usher Gallery not in gift to the people of Lincolnshire for that purpose? Maybe the question is more how can we make this building and its artifacts work better for us. Currently it feels empty, staff are not welcoming, there is little dialogue. Needs work not abandoning
- I can see the issue of costs and recognise the poor offer to date. The Usher is barely visible to the visitor to Lincoln. It has not even had a clear sign despite a highly visible site. The Usher has conveyed the worst of elitist gallery space and shows no capacity to reach out to locals.
- I do not support this proposal.
- This would break the terms of the Usher will. The City of Lincoln was willed art, art objects and funds with stipulations. Those were ALL accepted as evidenced in articles, newspapers of the time and personal accounts. Anything else is certainly subject to litigation due to breach of contract and terms of the will and additionally subject to litigation due to the financial deficit caused by the mismanagement of the museum. The council's inability to manage an art museum is understandable but is NOT grounds to breach the agreement. This idea to clear everything out and start over with a mish-mash of disconnected entities in the building that James Usher paid for is madness. It is as if people from outside the city who have no commitment to historical conservation and have sketchy legal and moral compass issues are running this mad tea party. This blazing rush to make a change makes me very suspicious of the financials and the decisions in the recent years...or more.

- The Usher is Lincoln's cultural stamp
- No, no, no
- The two buildings uniquely placed in close proximity already allows for much of the benefits of a "supersite". The Collection is a brilliant space, it is dynamic and undoubtedly you will be able to offer a lot there with a more flexible approach - as a mother with a young family, I am very excited about the opportunities! But as well as showing my children the benefits of workshops, exhibits, learning through play and activities, I also want them to appreciate contemplation, the art of standing still and studying something, the sanctity of an art gallery. Not only is the Usher Gallery a beautiful building in its own right, it allows you to focus on the art in a calm space. For all of its amazing qualities, one couldn't call The Collection 'calm'. They both offer very different experiences and that is why I think they work together as a wonderful "supersite"
- Whilst the woeful financial position caused by central government austerity measures has undoubtedly prompted such radical thinking, alternative options need to be considered. The Usher Gallery is a jewel in Lincoln's cultural crown and must not be sacrificed in this way.
- Very disappointed that you are considering no longer funding the Usher , a purpose built gallery, built with money specifically bequeathed for a public art gallery
- I do not want to lose the Usher, simple as that. This policy goes against everything the gallery was ever created to represent. It would be a huge betrayal to sell it off to be used as a commercial concern
- You are totally wrong to abandon the Usher Art Gallery as part of Lincolnshire's heritage, it should be central to it, Instead of accountants looking at the bottom line, get people in who can breathe new life into the Usher.
- The Usher and the Collection are a supersite already, I often visit and look around both every time.
- The Usher Gallery is a purpose built art gallery, given to the people/city of Lincoln. Closing it is a terrible idea, and takes away something that belongs to the community. Even by changing the Collection museum space, you are losing important display space. Even by changing the arrangement of the Collection museum, how will there be enough room to showcase more of the archaeology/heritage collection, and the art, and massive touring exhibitions? Will you even be able to get the necessary funding to make these changes, considering the large amount of grant funding that went into building the Collection museum in the first place? Are those same organisations going to want to fund the redesign of the museum that now seems to be inadequate to the needs to a museum?
- We should retain the Usher Gallery
- The Collection - Usher is already a supersite. It just needs to be grown, and reshaped and interconnected imaginatively.
- The Usher Gallery should be maintained as an art gallery.
- The proposals serve no useful purpose. If the Usher Gallery collections were displayed the Collection, even with modifications to the basement, there would be even less room for the archaeological displays or expanding into a good post medieval display, which is currently lack King and visitors, particularly locals, would like to see.
- Art and archaeology tell different stories about our evolution, not without cross-reference of course, but to fuse them into one building is to diminish the value we give to each. Surely Lincoln of all places should retain a dedicated space to represent its amazing history, and the visual arts should have more space not less. Each building has enormous potential for

development and could form a unique partnership in contributing to the growing awareness of Lincoln's reputation.

- The gallery belongs as an art gallery this is what it was built for
- The Collection is a fine building but to consider developing it without incorporating all the Usher has to offer as a heritage building in itself is at the least an unimaginative solution. To then suggest turning the Usher into a wedding venue and effectively discarding it as an asset and gift to be used by the people of Lincoln really is hard to understand. You could not build the Usher now for £5million but this would go a long way towards a scheme to incorporate the Usher and Collection into a viable and exciting "supersite."
- The Usher gallery is historic in itself and synonymous with art. The city simply MUST retain an art specific gallery. The Collection does not lend itself to the history of the art and collections housed at Usher. Equally, there has to be a space for local and emerging artists to aspire to be displayed at here in our own fair city, that retains links to the past.
- I think the proposal to shut the Usher Gallery is dreadful. First, it is an art gallery. The Collection is a museum. They are fundamentally different things and should not be merged. Second, the interpretation boards in the Usher Gallery grounds explicitly state that the Usher Gallery was built for the purpose of housing James Ward Usher's collection, which he donated to the public. I repeat, this collection and the building were a gift to the public. They should be maintained as such. Third, I would imagine there is a covenant on the Usher Gallery building that states it should be used for the purpose of housing the art collection. Turning it into offices etc would be totally against the purpose for which it was built. Fourth, combining the sites sends exactly the wrong signal about the importance of art and the importance of history. It gives the impression that these can be shrunk, that they can be minimised. I think the opposite is true.
- The Usher Gallery could provide a much needed and improved Register Office and Coroners Court. There could still be an art offer to the public but also opportunities to use the grounds to showcase alternative forms of artwork. The needs of families at moments in their key life events and support to bereaved families should also be a consideration.
- The reasons are many:- 1.- The UG was gifted to The City as an art gallery, and this would break that trust. There is a moral if not legal responsibility to keep it open as a vibrant gallery for all the arts [not just the visual arts] 2. - The UG is the only public art gallery in the county. Most cathedral cities have an art gallery. 3.- UG is an iconic and amazing building, and is a vastly under-utilised resource 4 - The low footfall in the UG is due to a lack of imagination and lack of a small amount of priming funding. 5 - I believe that UG has far more wall space than the additional wall space within a revamped Collection 6 - UG closure would lead to a loss of art education in the City
- Because the Usher and it's collected art was bequeathed to the people of Lincoln, and as a beautiful and historic setting for the art it was intended to show it should be improved and continue to be used for art displays
- Utterly disgraceful for the art world. If the county council actually cared about anything other than lining their own pockets and actually put some money into the wonderful Usher Art Gallery then we could have some fantastic exhibitions! Lincoln County Council should be ashamed of themselves for proposing this idea!
- It was left to the people of Lincoln as an art gallery and should remain so
- Displays from the British Museum would be great, the moon exhibition was also really good. However, they are not as likely to tell the story of Lincoln as the collections that we have, we have thousands of objects around the county which could be displayed and create pride for

the people of the county. Also we have hundreds of stories which could be brought to life through temporary exhibitions. Also the Usher Gallery was gifted to the people of Lincoln for an art gallery, I feel it is a bit of an insult not just to James Ward Usher and to the people of Lincoln to take it away for commercial benefit, it could be used in a more dynamic way, however, I believe it should remain as an art gallery.

- Anti-cultural, mindless vandalism of our civic heritage
- We need to keep the Usher Gallery - the collection is too small for this proposal
- as explored previously
- Do not think all the money should be spent in Lincoln. No proper public transport in Lincoln. Please remember Stamford council tax payers deserve some facilities.
- This would be an act of asset stripping for a very short term profit and a very long term loss to the community
- we've not read anything that convinces and inspires us that by filling in space at the Collection it can truly replicate and expand current provision for the Usher's art and create additional capacity for stored works. Enhance the Collection to take more national works yes, that's great. But does that HAVE to be at the expense of the Usher and the offer in there?
- It is an absolute travesty to consider no longer operating the Usher gallery as an art gallery. A beautiful city such as Lincoln deserves a beautiful art gallery. The building is appropriate and spectacular and should continue to be home to the very significant collection Lincoln is fortunate to protect.
- This idea is fundamentally unacceptable on so many levels. Any tourist that goes around the UK will see great art galleries in any major town. It is almost the definition of a town or city that has any concept of culture and heritage. Many museums have been redeveloped over the years, as has the Collection, and art galleries too are often redeveloped and get a new identity and new lease of life. To merge one with such an individual identity and location as the Usher into the Collection would harm and diminish Lincoln's reputation for the tourist economy. I cannot see how the multiple rooms currently within the Usher can be replaced by additional flexible space in the Collection, which already seems cramped in the one main room and with other rooms usually occupied. How can the Museum of the Moon exhibition also share the same space as the artwork from the Usher, without so many of the artworks never seeing the light of day? Walking around the Usher on Saturday you get a clear appreciation
- The legacy of the Usher Gallery should be upheld
- The Usher is a key site for attracting visitors and providing cultural benefit for future generations. The Collection by itself would fall far short of what the two together could offer. Losing the Usher would be a travesty.
- It would be sad to lose the Gallery in its current format but this proposal offers a lot more which I think will meet the needs of an expanding population in the city.
- As for my reasons on the previous page: it will reduce Lincoln's offer to tourists and suggests that you just want to tick a box without investing in culture. You have millions of council tax money in reserves: far more than you need for 'rainy days'.
- I regularly visit the Usher Gallery and a good part of the appeal is the building itself. It is an attractive art gallery as it is and Lincoln would be much the poorer without the Usher Gallery in its current form.
- Usher must be an Art Gallery

- The Usher belongs to the people of Lincoln. It should remain as a gallery as was intended at its creation.
- "Re-design the Collection" --Yes. Close the only public art gallery in the County -- NO
- Museum and gallery work great separately. They are close by anyway. The museum is wonderful but the Usher Gallery is a special place for Lincoln. We need both. Merging them will result in a loss rather than a gain.
- As I said in the previous answer, don't ruin the architecture of The Collection, which is currently a beautiful building. How viable is it really to be able to offer 'constantly changing displays of art and archaeology?' There are huge cost implications and the need for more staff than you already have. I used to work for Lincolnshire One Venues Young People's Programme, working in the office at The Collection and saw the stores which are fantastic. Why not offer people visits to the stores below The Collection? I think it would be a popular attraction for visitors. You have had national exhibitions such as the BP Portrait Award at the Usher Gallery which were very well received, and the National Portrait Gallery. Smaller exhibitions are less overwhelming for visitors than larger exhibitions, especially in an area such as Lincoln where generally there is a high percentage of non-art specialist audiences.
- The flexibility of the Collection is a good idea; but not at the expense of losing the Usher.
- The Collection is a very good museum, the Usher Gallery is a very good arts collection. The two are not related.
- I am not a big fan of The Collection building, though I visit to see the exhibits. I visited The Usher Gallery last year, and was disappointed that it now appeared to be neglected in favour of The Collection.
- The Usher Art Gallery was gifted to the City James Usher. Whilst the Collect is promoted THE USHER IS NOT. NOR HAS IT BEEN DEVELOPED TO ATTRACT YOUNG PEOPLE AND FAMILIES. Poor insight and negligence in my view. An opportunity has been wasted by not linking the history of THE IMP to the success of THE IMPS. The Collection is not our Art gallery and nor does it have the history associated with it. Both could be successful and bring money lto the city. Shame on you LCc
- The fundamental point that is missing is that the User Gallery and its contents were gifted to the people of Lincoln (and beyond). By removing the facility the LCC is effectively saying to the people of Lincoln " We the LCC are deciding what you can or can not see in terms of art". With a bit of thought, there is no reason why the Usher Gallery can not be re-imagined to provide a showcase for the county's art history. It does, after all, have a very substantial collection of art work in the basement (which I have visited) and presumably have connections to art galley's, British Museum etc. in the UK and beyond. With the right leadership and motivation, the Usher Gallery can be rebooted into the new and vibrant heart of Lincoln to showcase world leading art collections.
- The gallery was bequeathed to people of the city
- I'm worried about what will be lost in terms of what has been achieved over the years and also in terms of Usher's legacy to the city in his will
- There is already temporary exhibition space at the Usher for rotating exhibitions of works currently in storage and visiting exhibitions. The Usher is a wonderful gallery, both in setting and exhibits, and integral to Lincoln's cultural identity.
- The Usher gallery was given to the people of Lincoln
- Keep the usher art gallery as it was originally intended!
- Should be kept separate...If The Collection has enough artefacts to display
- The Usher gallery was left for that reason - to be an art gallery. No, never!

- I recently visited the Usher Gallery and thought it was a wonderful building but as an art gallery it fails in what modern visitors want to experience on their visit. I think the statues could remain in their settings in their because they enhance the age and style of the building and add to its attractiveness.
- Your proposals are too Lincoln Centric. LCC stands for Lincolnshire County Council - NOT Lincoln City Council
- The Usher Galley has been at the heart of the City of Lincoln for generations and could be used a lot more in partnership with The Collection than it currently is!! Its appalling the way it has been ran down. It just needs a lift and more enthusiasm putting into it.
- It would be such a shame to close the Usher Gallery and lose this dedicated art gallery and to use Lincolnshire's premier art gallery as a wedding venue! As the gallery's construction was because of Usher's legacy, surely it must be kept as a dedicated art gallery rather than a wedding venue to respect this.
- No no no no no - see previous answers about the Usher Gallery which is a living building - not a 'site'. The Collection can never 'replace' the Usher, which is a resource for the people - not a commercial commodity. Please do not take the Usher Gallery away .
- The usher buildiineis lovely put the space is badly used, and has very little turn over in exhibits, in 10 years I've been in less than a handful of times and nothiyhas ever changed. The space has so much potential that isn't being realised
- Although the loss of an art gallery is a disappointment, the proposed use of this site outweighs the costs of losing the art gallery facility.
- Temporary exhibitions ate great but people also love permanent pieces which they connect with long term and know they can experience indefinitely Also this could be just to reduce the available space front 2 buildings (Usher and collection) into one
- The usher already hosts exhibits from the British Museum and should continue. This is a beautiful building which should be preserved for the public.
- Because I believe that the Gallery should be retained.
- Love the idea of reinvesting in the collection - but couldn't some of the other sites use this more/first eg MLL? Usher is a lovely space -potential to use it for other things doesn't concern me but there would need to be real investment into a free art gallery to offset the loss of the only free art gallery in Lincolnshire that was gifted to the people of Lincoln. Perhaps City Council should take back ownership and continue to run it as a gallery.
- You need both sites to show what you are planning to exhibit.Both building are small in the grand scheme of things and if you plan to change exhibits frequently visitors could be faced with work in progress and various parts closed off while you make the changes.If people who have made the effort to visit find this upheaval they are less likely to visit again.
- Quite simply for a two-university city to have no dedicated art museum is shameful. Lincolnshire cannot attract sufficient professionals as it is to fill medical, education and other posts that remain vacant. We need to be seen as a county that has culture, art and music across the county to make it more appealing. This idea fails on that and other fronts. This building is not large enough to do both adequately. I would support changing exhibitions but why can that not be done at the Usher?
- Local decision-making provides more diversity, is more inclusive, less centralised and provides more work locally.
- This would be better than closing it and making it into a wedding venue.

- There is room in both for touring exhibitions and it would be better to use that money to build a more grown up cafe/bar with terrace at the usher & keep it as a gallery, that holds weddings and events
- I have run a small geological museum and focus is essential. The Collection does what it does well. It is too small to multipurpose. I appreciate the Usher Gallery is tired, but it is a fabulous space that must be used to promote culture and cultural education relevant to Lincoln and all its visitors.
- This seems to be paving the way to the possibility of disposing of the Usher Gallery building. I recognise there is a suggestion that the building could be used by the Registrars and Celebrations Service but that suggestion seems half-hearted. More consideration of this matter seems to be required, in a frank and honest way.
- Lincolnshire's only purpose built art gallery, a grade 2 listed building. The Collection could not display all of the Ushers current exhibits, so assume that most would be put into storage or worse sold off
- This would be at the cost of losing the county's only dedicated art gallery, which with proper investment could be a valuable tourist attraction in its own right.
- the usher gallery, as I said earlier, should remain.
- I do not find the Collection building fit for that purpose. It's expansion cost would not be worth the small amount of interest it would attract.
- Absolutely do not support the closure of the Usher Gallery. You can make way more use of the space at both galleries, both are currently not effectively used or managed as best they can be. You can use the 5m towards upgrading both buildings and making more interesting, modern, technological and interactive displays.
- I totally do not agree that the Usher Gallery be demoted from its proper & natural function as art gallery, as bequeathed by James Usher. The Usher and Collection together comprise a supersite - they just need to be developed, funded adequately, managed & invested in properly. It would be a catastrophe to lose the Usher as an arts venue for the city. Lincoln primarily gets its revenue from tourism and will be weakened without this asset.
- I agree that the collection space should become a supersite, but there needs to be more of a focus on art, rather than history, if the usher gallery is to be closed. If you're removing art from one space it needs to be maintained somewhere else.
- apply for grant funding and create another venue
- The Usher Art Gallery was left to the people of Lincoln City and should stay as so and the money spent on it. I don't think people go to it because it's not marketed enough. We lost one Museum (next to St Swithin's Church) and where have all the artefacts gone from there? Stuffed in storage probably. More should of been made of The Usher Gallery instead of the Collection.
- This approach buries the artefacts rather than revealing them.
- The Collection should have been built at St Johns in the first place
- For the reasons given the usher gallery was given to the city by the jeweller. The Usher gallery is a unique space which is for the city to use and does bring in tourists to view the art work. It just needs to be more managed to ensure the art is rotated more often.
- Whilst there is merit in the idea of attracting visiting exhibitions from national collections, the loss of the Usher Gallery would be significant and not in the spirit of the gift that was made to Lincolnshire by the Usher family. The two sites have two distinctive identities, the creation of a supersite through a merger creates significant risk to the identity of both, the supersite could potentially lose its core identity as it tries to become all things to all people. If it

doesn't offer a coherent story, visitors will no longer find it attractive. The Collection is a Sandford Award holder demonstrating its excellence in heritage education and the current heritage learning offer at that Collection's site is valued by schools, families and the local population more generally. The creation of a supersite would potentially threaten this valued offer. We recognise that the Usher Gallery as a site is currently under utilised, but there are significant opportunities to grow its public ap

- It already is a supersite! You can build a connection of the two buildings!
- The Collection and Usher Gallery already exist as a 'supersite', to use the LCC definition, as both have been managed together since October 2005. Investment could still open up new spaces in The Collection, or redevelop existing spaces, whilst continuing to provide the offer which is unique to the Usher Gallery space.
- More exhibitions and a greater range of events could be held at the Usher Gallery and the Collection than they do now.
- The Usher Gallery is the only art gallery in the County. As the County Town LINCOLN should have access to and invest in its cultural assets. It needs to have an Art Gallery. The Usher offers the opportunity to create and utilise both buildings in a supersite way,
- I love the idea to invest into the Collection, but I feel there is far more scope to work with both in tandem and create a 'supersite' across sites. There is also nothing to say Usher cannot be used as a wedding venue as well as an art gallery if that's what you want.
- The Usher is a unique building, gifted to the city to house the James Usher collection. It belongs to the people of Lincoln. Losing the Usher to another use would discourage any gifts from future benefactors. The Collection and Usher Gallery are a supersite already and both buildings should be developed as such. the improvement and conversion of a modern museum building will cost a great deal of money and result in the loss of a dedicated art gallery, which is an artwork in itself and complements the exhibitions. Which city closes it's only art gallery?
- The Usher is far the better space for the art gallery. The Collection is just a jumble of boxes in a depressing building.
- There is no innovation in combining them because functionally, the Usher Art Gallery and Collection are already a single institution; after familiarisation, the two sites are perceived as one. To illustrate, short-duration art and history-themed exhibitions are appreciated at the Collection. Likewise the Usher holds short-duration art exhibitions - the sites are interchangeable - so the distinction between the two is synthetic, apart from one thing - their state of readiness to hold exhibitions. Sadly the much-loved Usher has not had the investment needed to achieve current museum standards, whilst the Collection has all or most of the mandatory security, display equipment and crucially, the environmental control systems needed to conserve and display artefacts in the Council's care. It seems obvious that if £5m is available then it should be spent on upgrading the Usher to make a more vibrant and versatile visual arts attraction. An attraction that reaches out to our younger people
- see above - Stamford is an historical town, and visitors expect a venue to discover about it.
- How many inhabitants of the county are able to make the trip to visit all these proposed displays and how often - once in a lifetime!!
- Your information is incorrect the Usher Gallery does have the capacity to hold major exhibitions ie BP Portrait
- The Usher Gallery was gifted to Lincoln in 1927 and as a mark of respect and thanks we should honour James Ward Usher in perpetuity

- The reason I don't support this is because the Usher Gallery is a Heritage visitor and tourist attraction in it;s own right with a unique and different offer to the Collection which cannot be replicated
- Very good idea
- It is the whole experience of the setting
- More art is better
- It is common knowledge that a great deal of our county's art and archaeology items are never on display due to a lack of space. Create enough space to display them with others which we can host from other museums etc.
- The clisure of the Usher gallery would be an art of cultural vandalism
- See above - cost not commensurate with supposedly saving public money
- Market Usher more
- the Usher Gallery has a lot of character as a building. the Collection museum is a modern and characterless building
- Although I enjoy visiting the Collection it is too small avenue!
- The Collection has never been funded properly with sufficient staff to use the faculties. A large scale building review merely puts pressure on one space. The Usher provides quality whereas the Collection is a cheap option.
- the Usher setting is unique and should continue to be open to public ? better use of it. It is a long time since I saw the collection of watches donated by James Usher out on display
- Because the Usher gallery has value as a stand alone building, as a Gallery and as a space devoted to Art where it is possible to look at the objects in peace and comfort, without navigating the very busy and essentially noisy museum.
- The Usher was a gift to the City by a man who believed in free access to art and education to all the citizens of Lincoln and provided this lovely building which forms a tourist attraction.
- I am a traditionalist
- Big schemes based on hypothetical money don't deliver. When the Collection was built we were promised it would be joined to the Usher - it wasn't. The technology would mean we would have walking with dinosaurs here the following year after it opened. It didn't. We now have the ? only art gallery in the land that has to have a large notice on the window (like a slap) saying 'we are open' because the front door is closed and there has never been any signage, directing visitors to it.
- Proposal not necessary

Are there any other options we should consider?

Proposal	Count	% of comments
Yes	410	54.6%
No	341	45.4%
Total	801	100%

Please briefly describe any other options (if yes above)

- The Usher Gallery should be part of this supersite. Some of the old collections should be removed (clocks etc) to make room for more art work and exhibitions. The site is hugely underused at this moment in time.

- Why not joint fund the gallery and the Collection in order to make both more viable? Expand/change the way the Usher Gallery works in order to make it more popular? I fully support improving The Collection, but closing the Gallery as a consequence of such improvement seems, again, counter-intuitive.
- Keep the Usher as an art gallery, not a wedding venue.
- Keep the Usher open. Save the money that would be spent needlessly developing the Collection to fund the Usher.
- Don't close the Usher Gallery, make better use of the space; more frequent temporary exhibitions, etc.
- Keep the Usher Gallery open
- As above
- You should consider better use of the Usher Gallery. It can take on other functions as well as displaying the Art Treasures.
- Already given them
- Maintaining existing separation of the sites.
- Have Lincoln City run the Usher as it's their property. It was donated for the people to enjoy, LCC willing to piss all over the heritage of that when it hasn't been in public hands for even 100 years.
- Retain it as it is and if LCC aren't capable see if another operator can be found e.g. English Heritage.
- Expand the Usher Gallery's use, such as crafts, performance etc and run these on a commercial basis. Hire out rooms for commercial events whilst retaining core exhibitions alongside.
- Using but a portion of the proposed £5m funding on reformatting the Usher Gallery's permanent collection into a display that would work for both hosting weddings and still displaying the works bequeathed by James Usher in their rightful, original, context. Or/and making alterations to the space at the Usher and investments into the management of the collections so that the exhibitions can be changed more regularly to increase revisits and to show more of the work currently in the site's collections.
- Make more use of the Usher Gallery building - it is on a prominent site which cannot be missed as visitors travel up Lindum Hill.
- Continue to operate as an art gallery.
- The usher art gallery should be kept it was given to the city for that purpose
- Use The Usher for relevant temporary exhibitions.
- Displaying more and changing it more regularly to engage public interest.
- Have other options been considered? Has any consulting occurred with council and heritage sectors who've weathered similar times? If not then this kind of consultation should occur. Bristol, and Manchester would be good starting points for valuing heritage.
- Make it a national competition...to find a new curator...the brief...make it a living entity, relevant and a must-go-to-space to invigorate and comfort, awaken, educate and stimulate....all within the cradle of our history and geography within the world
- I see no reason that it could not be used for both at the same time, simply close the museum when the wedding takes place or work to find another solution, but under no circumstances should this be closed to the general public,

- Retain the Usher site but combine and rotate the exhibitions to include a wider range of artifacts and activities to broaden appeal- move away from art only. Consider more workshops and activities.
- Retain Usher Gallery but increase arts activity's in the building. Identify sponsorship for those new activities. Consider using successful models of funding in use in other cities/counties before the current proposal.
- Turn the Collection into a conference and wedding facility
- Look at Manchester Art Gallery - it holds weddings AND is a gallery. It doesn't need to be so shortsighted. Please can the council take this seriously; in a society where Arts are being prescribed by Doctors, you will cut the cultural artery to the city by closing the Usher. It is not acceptable.
- The Usher should be retained - this is the jewel in the crown for arts and heritage in Lincoln - not the Collection.
- Wider consultation, including plans so the people of Lincoln can see what you mean by this. All in all it's a load of twat-waffle - diagrams and a proposed programme of events will give people a better idea of what you mean.
- Maintain links with the modern Collection displays and Classic displays in the Usher
- More and varied exhibitions and events there with good advising which would drive visitors to the Usher and increase its revenue and income. Better staff training so that staff are enthusiastic about working there, welcoming and well informed about the collection and visiting exhibitions, thus promoting the Usher Gallery and setting a positive scene for visitors, encouraging them to return frequently.
- Better marketing and programme of events.
- See previous answers
- Look to invest in museum of Lincolnshire Life
- Retain the Usher and re-design the Collection (which currently has an enormous amount of wasted space) and apply for grant funding to achieve this
- Keep the modern "Collection" building on Danesgate solely as a museum for historical artifacts, and maintain the Usher Gallery as a thriving Art gallery, housing not only works by Lincolnshire artists such as Peter De Wint and William Logsdail but also contemporary art exhibitions charging entry fees.
- Use this mooted grant funding to keep things as they are.
- The Usher Gallery and The Collection should work together as a "super site" in a complementary manner. To close the Usher and to pillage its assets is criminal. I am sure the Usher Trust and the Collection staff will have good ideas as to how this can be achieved. USE THE £5M to support the Usher. Create an exhibition programme that will draw visitors to Lincoln. In the 80s and 90s they used to do this on a regular basis, attracting attention from international artists and Galleries as big as the TATE.
- I understand that the Usher is being considered as a wedding venue - Why do we have to lose an amazing art gallery in order to facilitate people getting married? By all means allow people to get married in the galleries - I understand that other galleries and arts venues throughout the country allow this. Perhaps one of the galleries could be expanded for this? Surely facilitating weddings would bring income to the gallery - what about creating links with the University Arts Faculties or Lincoln College Arts Departments - Arts exchange programmes with other galleries ie. The Ferens in Hull..... Instead of alienating local artists get them on board to drive the passion for the arts at the Usher Art Gallery.

- The £750,000 you are aiming to save every year is a tiny fraction of the council's overall budget. It must surely be possible to find this saving elsewhere through improved efficiencies. If not, and it has to be paid for by Lincolnshire residents through council tax, the cost is only £1 each per person. Surely this is not too much to ask to preserve one of the county's treasures.
- Put at least half of the £5,000,000 into the Usher and half into The Collection
- Keep each site focused on what they do best - the Collection on History, the Usher on art.
- Consult more for alternatives.
- Look at the option of keeping both Usher and The Collection buildings and developing the offer of a supersite which would be bigger and more commercially viable perhaps by linking the 2 sites together with a cultural trail using art installations and sculptures. This would give ample space without having to develop the basement at the Collection and would allow for more and bigger exhibits, including temporary ones, a larger cafe/restaurant and gift shop
- The Usher Gallery is a building of great character and a major asset for the county. DO NOT CONSIDER SELLING THIS TO THE PRIVATE SECTOR. Use the gallery more creatively and make it more accessible to the community with the work that is shown there and with more educational events facilitated there.
- Continue the plans for The Collection whilst keeping The Usher Gallery as it is.
- Keep the Usher Gallery open.
- Keep the gallery as a gallery. Keep the building a public building
- If it is a matter of saving money, spend less on new roads and cut back further on street lighting.
- Leave it alone
- Having a venue offering high quality exhibitions of contemporary art is essential especially in smaller cities that have fewer options in this domain. I am convinced that the Usher Gallery should remain open, and if necessary that its funding and activity should be increased possibly through seeking additional independent funding as mentioned earlier, as well as extending invitations to international curators and artists.
- health and wellbeing. Usher gallery is the perfect space for quiet contemplation not just staring at walls.
- Enhance the already existing supersite (Collection/Usher), and retain the Usher gallery as a place of learning and reflection.
- Make greater use of the space in the Usher and use the collection for more commercial elements of the operation. The Usher could easily house the kinds of temporary exhibitions regularly installed at the collection.
- I would urge the council to consider a model that allows for supersite and microsite options when it comes to the arts provision.
- Not doing it.
- So one of Lincoln's two university's could work more closely with you (see Hertfordshire/St Albans). You might look too at working with artist's groups to develop a sustainable, independent, public future for the Usher - see the Tetley in Leeds for example of how this can massively contribute to your tourism offer.
- Publicise it better. I was in the Usher the other day and spoke to a couple there who were visiting from Manchester for just two days. They heard of the Usher because of the Lincolnshire Artists exhibition.

- Use existing spaces such as Town/Village Halls, Library, Arts and Sports Centres, local historical sites such as Burghley House, Grimsthorpe Castle for short term displays
- Keep the Usher open with a new plan and structure.
- Again I acknowledge that funding (or lack thereof) is a key factor, and sadly one which holds a lot of importance. All I can suggest is to look at better-utilising the spaces to improve or assist other social services.
- Retain both Usher Gallery and Collection as separate but side by side. I would recommend selling The Museum of Lincolnshire Life and merge this into The Collection building.
- Keep the Usher. Make people pay to enter the Usher, the Collection and any other free places if you have to
- See above
- See previous answers
- See previous.
- Please see above. Surely there is a way to attract funding to the Usher to create a cutting edge art gallery within the space. The Collection has only been built comparatively recently and it seems a waste of the building to start changing this so soon. There is unlikely to be the space to fulfill both functions satisfactorily within the Collection.
- See above.
- The Usher does need 'perking up' perhaps more links with modern local work and make better use of potential workshop space to hold more events and course for arts and crafts. Learn some lessons from the NCCD/Hub in Sleaford. An improved shop selling arts and crafts produced locally etc. The presentation of exhibits could also be improved. It needs investment not closure.
- The usher could be used to showcase exhibitions from national museums.
- See answer before
- How about some photography exhibitions?? Run some art competitions or photography competitions that could result in an exhibition? This could self fund itself?
- Put some money into re-vitalising our only city gallery.
- As above
- Keeping the Usher open as an art gallery, not creating a supersite at the Collection. Utilise the Usher/modernise it.
- If we are to harness the 21st century and many potential exhibits are either high value, bulky or fragile there should be an ability to harness technology to create a 24/7 online library of items in high definition to get people close up to items which wouldn't otherwise be seen!
- Maintain a broad sector.
- Options for developing the currently unused space in The Collection and Usher into alternative uses - maybe conference/meeting rooms, restaurant, arts cinema, craft facilities, and so on. This could bring in a much wider audience than currently.
- see previous answer
- Making it more interactive with people who really know their history. A museum we can be proud of , not a 15min wet weather visit, as its boring . Keep the art in the Usher art gallery, and use the gallery to its full potential. Use the beautiful grounds for outside art.
- a) Increase the temporary exhibition space for larger exhibitions. b) Retain the Usher Gallery for changing permanent collections and smaller art/craft exhibitions.

- Why on earth cannot the Usher be used to host exhibitions from national collections? It isn't a museum, it's an art gallery, dedicated to the display of works of art in many media.
- Keep both
- Sponsorship for a start
- Embrace the proposals of the Usher Gallery Trust - people who really care for the gallery.
- I suggest you keep the two sites and continue to develop the exciting programme of events within them both.
- as previously stated, put some initiative into making both buildings work. things have been allowed to trog along without any real idea of marketing and increasing footfall.
- Invest modest resources to revive the charm of the Usher building. Give proper promotion to the building and its collections
- Retain and improve the Usher Gallery, probably with a review of staffing arrangements.
- As mentioned in my earlier answer, links to mental health services to provide art, drama & music therapy, with areas within the Usher for display for those who wish to share their work. Displays of local school, college & university art. More classes and groups to have use of the space. These do not have to be permanent and fixed but a should have a focus on artistic and creative collections as opposed to specifically historical.
- Improving the usher gallery exhibitions, upgrading the environmental conditions if possible, looking after the exhibitions better and improving marketing to get more visitors
- Let the artist community of Lincolnshire run the gallery and use thier creativity to come up with innovative new ideas to make it thrive once again. Let the people of Lincoln decide what should happen to our only art gallery.
- Combine the two buildings to show ambitious exhibitions with much more audience involvement, classes, workshops, events etc.
- Keep the Usher Gallery as it is, and if necessary use some of the proposed funding towards it.
- Spending the £5m on the upkeep and the development of current heritage sites and not sell off sites for a short term financial fix.
- Redesign the collection building to make better use of this and make this the kiddie experience place, and rename it.....is was and is a ridiculous name and tells nobody what it is there for. People may visit if they knew what it did!
- Consider all locations/buildings. If this is the only affordable/accessible/efficient option, then that is an understandable choice, but I am sure there are other sites that could work better as a large attraction
- Use the money to refurbish both. Get partnerships and funding to regenerate a sense of participation, a vibrant culture. Other cities are doing this. Seek help. Stop this
- The Usher suffers from a lack of visibility - from Lindum Hill it looks closed - promote it. For example, how is the Usher promoted to students? Operate the Usher and Collection as a single site (they are only yards apart so make it clear to visitors they can visit both). The Usher is an ideal place for a summer time outside picnic area and ice cream concession to serve both sites Why not have annual twinings with other galleries so so that there are new things to see each year? It is in the shadow of a wonderful cathedral - why not signpost the Usher to those visitors) possibly by running exhibitions of joint interest to the cathedral). Also, work in partnership with the bomber county centre (IBCC)- e.g. borrowing aviation art works from other galleries and getting that advertised on the IBCC website and the BBMF location.

- Repurpose the Usher Gallery
- As above
- Keep the Usher gallery open and do not lie about environment or security as reasons for the move.
- a range of independently owned Charitable Trusts which can build partnerships within Lincolnshire and elsewhere. for example The Usher Gallery might link into another city's Gallery Trust. (York?, Nottingham?)
- Close the Collection Building. Move the Museum artifacts back in to Greyfriars and move the Lincon Records Office in to the Usher Building.
- Invest less in ALL the heritage sites. Five million pounds in one museum is ridiculous, a fraction of that would transform the Usher Art Gallery or Museum of Lincolnshire Life.
- don't close the Usher Gallery!
- Keep the contents and add more from other items that are in long time storage.
- Keep the Usher gallery open, improve the gardens surrounding it and join it up to a larger Collection building.
- Keeping the usher gallery and updating it to be much less stale - do not take what belongs to the people of lincoln and was donated to the people of lincoln - it is not the councils!!
- The Usher could be virtually self funding given time and effort to establish new revenue streams. Night classes (The old School of Art and Design used to run very successful night classes) , a shop that sells the works of local arts and crafts people - this could be mirrored in the High Street also helping regeneration.
- Charge for entry
- To work on the relationship between the spaces and have exhibitions going on alongside each other that relate. Exhibitions at The Usher could relate to the history of a subject whilst exhibitions at the Collection could be more hands on and interactive.
- Consider partnerships with commercial galleries - might have to have a temporary name change - 'the Saatchi Usher' or whatever, but there could be money from somewhere.
- Again, see previous answer you may have already ignored or forgotten about.
- Keep the Usher open, expand the range of it's displays and use it for other more commercial purposes, e.g. weddings
- Don't mess it up.
- Maintain and develop facilities for both local history and the arts, you already have a fantastic venue in the Usher Gallery, it can be made accessible and inclusive for all, utilise the buidling as a visitor attraction by making it a hub of art and culture,if you need a template for success look at the resources elsewhere in the country.
- Spend a small amount of money on the Usher and keep its flexible spaces for temporary exhibitions like you used to. Yes, the Collection needs more flexible space and the displays need rotating. You should also change its name to something which visitors will recognise as a museum. ("Museum" is always a good word to include in the name of the building!)
- Lincolnshire deserves a permanent display for its treasures. The Usher Gallery is that place.
- Please consider whether a purpose built gallery space could be found elsewhere by brownfield regeneration or disadvantaged areas being transformed.
- Keep it as is, it works
- Start at school level.The way history is taught does not make it relate to what is on our doorstep.At the Castle I could find no mention of William the Marshall a super hero and politician of his day.

- Use more of the Usher Gallery space to display more of the county's collection and keep the majority of it as a gallery.
- Apply for the grant money to retain the Usher gallery
- Allow the people of Lincoln a chance to decide the future and uses of our Usher Gallery
- Not sure The Collection is well sited, its tucked out of the way and has very limited parking for visitors.
- use both buildings
- Please see my previous answers about partnerships with other heritage / art gallery organizations. Also please consider disposal of the Collection Building, and relocating the Heritage / Archeology Artifacts to a new accessible purpose built site, perhaps sharing a new site and storage with the archives building, which I understand is now too small for its collections. Then please consider retaining the Usher Art Gallery as the dedicated art space, perhaps identifying dedicated parking spaces for that building. Also exploring options for partnerships with other Galleries, to help develop the exhibitions, and display of collections. If I had to choose between the two buildings, I would prefer to see the Collection building disposed of and the Usher retained.
- Maybe invite artists to rent space within the Usher gallery to sell their paintings
- Leave the gallery as a gallery but let it be open to more interactions and allow community projects to happen.
- Investing in the Usher to make it the significant asset it should be to the City
- The business case does not provide information as to whether third party options for the handing over of the Usher to run in an alternative way e.g. as an arts hub have been explored. Some comments alongside the consultation refer to costly rates upon this building (e.g. which would not apply to a charity). If the existing partners City of Lincoln Council and Lincolnshire County Council pursued a separate option for The Usher Gallery working with a third party I feel the above development plans for display of historic artworks in The Collection could be pursued, but with The Usher retained with a community art focus (at no additional cost or liability to either organisation). I would favour this in place of a registration offer that would restrict public access to a building built for the purpose of a gallery. This is reliant on the support of a third party, however the campaign around the Usher closure could provide an appetite for this to take place from.
- Retain the gallery for what it was intended!
- keep them on one of the floors of the usher and use the rest for the functions mentioned.
- Keep the Usher largely as it is.
- Retain the Usher as a site and find alternative homes for 'alternative uses'. Work with grant funding bodies to develop uses of Lincs collections to enable access to them and add value to the economy of the county.
- The Collection has a huge amount of unused space and should certainly be re-designed ---- 5 million pounds seems like an extortionate amount of money to be used on this project when the Usher Gallery offers such an amazing space.
- Keep the Usher
- Merge Lincoln City & Lincolnshire County Council into one building - that would free up space and reduce costs.
- As described above, partial occupation of the Usher with a new gallery displaying the best of the collection.

- Support the Gallery to make it more effective & financially successful and as a place people want to visit. A very small charge (£1 or 50p) would make a big difference as would a better gift shop or refreshments on offer.
- Take your more mundane everyday functions (marriage/deaths/etc.) to Beaumont Fee.
- A microsite linked to other similar attractions
- Introduce scheme to pay for borrowing art from Usher. Remove children's play area and shop from The Collection - these are a waste of the facility and would be better used as exhibition space. Make better use of the hall way.
- Could a third party run the usher Could the hours be changed to open weekends only thus reducing costs? Could the service share space and have a room for public/community art?
- By all means improve the Collection as a museum - it is very good - but spend money on the retention of the Usher .
- Don't bother with Art in Lincoln. With the new train service to London you could simple offer subsidised train travel, how about an "Art Lovers" special once per month. Instead of bringing the "British Museum" to Lincoln we could take the folk of Lincolnshire to the "British Museum".
- As previously stated, use the Usher Gallery for archaeology and a wide range of other moveable exhibitions. The exhibits at the British Museum are not their complete collection or even a fraction of it, that is normal, why does the council use stored collections as an excuse to close other venues? The British Museum, the epitomy of its type has smallish galleries with small cabinets which actually, even on a busy day, make walking round and pausing to study easier than a large modern space crowded with people. Have yo7 asked their advice?
- Open discussion with groups campaigning for an alternative vision.
- Retain the Usher Gallery as a microsite
- There has been no reasoning so far on the 'commercialisation' or privatisation of the Library service in Lincolnshire so that we can make a judgement.
- Display more of Usher's permanent collection. Stop using Usher gallery for conceptual installations - these can go to The Collection.
- upgrade the usher gallery / castle to allow an area for other exhibits
- Keep the Usher Gallery open
- The Collection needs to stay as it with an emphasis on the archaeological and temporary exhibitions. The Usher should become a proper fine art museum, as it was intended to be and should house and display as much of it's collection as possible.
- Keep it open
- Hand it back to its rightful owner, City Of Lincoln
- Currently I do not witness any signposting that goes on from The Collection to the Usher. It feels as if the Usher is treated as the embarrassing relative that no one wants to acknowledge. There are a lot of visitors to the Collection, why not signpost them in a creative way to the Usher. A higher footfall in the Usher could only be beneficial. I found the Usher by accident when I moved to Lincolnshire. It is a jewel in the crown of the City of Lincoln and should be celebrated as such. Maybe the Usher being in part management with the University of Lincoln and their School of Art could be a suggestion. Or, to offer the opportunity to hire out the main entrance hall of the Usher as a historical place to be married but only for holding the ceremony, so that photographs could be taken in the gardens. This might provide a regular income for the Gallery Space and might mean that a

room is off limits while wedding services are being carried out. The Registration Services are in the

- Return the art gallery to City - they seem to want it
- Create a super site with both facilities. Exploit their joint capabilities. Seek a grant to connect them better.
- Do not lose the Usher Gallery
- Do the same with the usher as you propose with the Collection. The Tate has masses of stuff it could send you - that's just one place. It needs to be kept as a place for new things, ideas, music, theatre, dance.
- Main as currentlt
- Why not have Art Classes? Performance art. Use imagination to bring the building alive.
- leave it as it is. encourage more engagement with the usher
- To combine the Usher and the Collection to provide more interlinked exhibitions across the two sites.
- Consider strongly returning the Stamford items displayed a the Usher Gallery to Stamford Town Council.
- Keep the Usher Gallery and the collection separate. The money they bring in by encouraging people (who may only visit these sites once a year) to move to Lincoln, and the tourism this brings, are worth far more than the money they will save.
- <https://www.canterbury.ac.uk/inspire/articles/spring2017/reinventing-margate.aspx>
- Upgrade the collection to provide greater flexibility for more increased use. Retain as existing and better use the Usher Gallery in conjunction with the collection as a group.
- The Usher Gallery could surely be operated with smaller displays of it's art housed there, on a rotational basis. This would perhaps allow space to become available for commercial activities away from art, like weddings/banquets/seminars etc. Surely, having such a prestigious building on such a prominent site with commercial activities as I have mentioned going on, would bring extra revenue in.
- Retain Usher, while improving its display techniques and introducing more frequent and innovative temporary displays. This could be done perfectly well in existing fine building.
- Appoint an innovative director and provide more funds to support the gallery.
- As outlined in my reason above.
- Rather than disrupt The Collection with new building work, improve the Usher.
- Something more local to Stamford
- See previous responses
- maybe dual purpose
- Look to house the non cultural services in the newland building, using the frontage for wedding photos, rather than the usher building which was gifted to the people for cultural education.
- Build this into the existing gallery. Many small cities across Europe have done this- Eindhoven, Rotterdam, Utrecht-sorry using Dutch examples as I recently visited these places.
- Yes keep the Usher Gallery and maybe make it part of the Collection. A bit like the Victoria and Albert museum has several museums on different sites. Adding the Usher gallery gives you more space you wanted at the collection and you would not have to build so much new space at the collection. They are a stones throw away from each other and lots of people

already visit them both together. Visiting art exhibition can be displayed at the Usher Gallery.

- Local is the new global. Now the world comes to Stamford.
- As other answers.
- Increase the funding available for heritage services and look for savings elsewhere
- The value of arts, culture and heritage in both economic and social terms is well documented and there is a powerful argument for continued public investment. I would like you to consider the option of continuing to operate the Usher Gallery as a public art gallery as part of The Collection supersite. If there is evidence that the permanent displays are no longer relevant or reaching a wide audience, this can be changed by a fresh approach to programming and engagement. The Usher Gallery is an arts organisation as well as a heritage site and keeping connected to the University and the vibrant arts scene in the City will ensure it is more vital and relevant to arts audiences. You mention that The Collection has a learning offer linked to the National Curriculum. The Usher Gallery should offer this too and a range of informal learning opportunities for all. Masterclasses and after school clubs are a good source revenue generation. The closure of the main entrance of the building has
- Retain the Stamford collection and, if necessary ask for volunteers from the community.
- Increase publicity for the Usher
- Making better use of the exhibition space at the Usher.
- Widen the appeal of the Usher gallery by focusing on it's central function.
- The proposed sum to increase the capacity at the Collection would be better spent on updating the Usher.
- Keep The Usher Gallery & invest in more temporary exhibitions to draw people in.
- The Usher Gallery should be an integral part of any plan and not be lost to the city and county.
- Keep Usher gallery within LCC
- Retain the Usher and actively advertise a d support it to attract more Lincolnshire art.
- Temporary exhibitions alongside (not in place of) the permanent offering.
- Keep it.
- Resign on mass
- Fund it properly and enable staff to have some autonomy so they can raise funds for projects etc. A city museum could be built (or an existing building purchased / converted) and developed with the £5m.
- keep it as it is
- Retain and promote The Usher.
- See last comment
- See above
- As above
- see above
- Charge for entry in all the museums as well as the castle, but with a Lincoln card that would be discounted for people who live in Lincoln and full price for visitors but gets them into all the Lincoln historical attractions. Also give cardholders 10% off in the shop and tea rooms. You could do even cheaper cards for uni students, unemployed etc.
- Retain the grounds of the Usher for sculpture and outdoor activities.

- Retain the Usher Gallery. By all means look to innovation to improve footfall or make some commercial use of the Gallery.
- The Usher Gallery needs to be retained and better utilised and promoted to be a central part of Lincoln's cultural quarter. It can form a part of the 'supersite' and still be an attraction that could generate income. The National Portrait Gallery and other galleries and stately homes manage to generate income by hosting commercial events, this could happen in Lincoln so there is no reason why a business reception/wedding reception could not take place in the Usher Gallery if the mechanisms were in place to allow this to happen. It requires imagination and enthusiasm for the arts which Lincolnshire County Council seems to lack.
- (see 1st box) By the nature of the £5m planned to be spent on heritage and cultural resources, it is hard to understand why the Usher would not get any to become even better at what its actual role is for the community, in line with its original purpose and formal raison d'etre. This would naturally come certainly not by closing it, but by further reinforcing the natural link with the complementary Collection, with a huge combined potential to be tapped for a relatively small investment.
- I would favour improvements to both buildings and let The Collection concentrate on being a museum which would house a permanent display as well as showing exhibitions from national museums. The Usher should concentrate on being an Art Gallery with more of the works on display plus visiting exhibitions which are currently shown in the Collection. In other words improve both but separate their functions.
- UG belongs to the City Council and ius
- Support the gallery don't close it.
- High Street sites where retail business no longer functions
- Encourage more volunteers to help you keep the Usher open whilst you explore a much more long-term and visionary strategy such as the approach taken at Dundee. If you are going to try and attract more public money to help you secure arts services in Lincoln think big and use the Usher to really 'up' your offer in Lincoln.
- Increasing the collections on display at both sites and having them work more closely together.
- Use the £5million to make better use of the space at both venues.
- See the answer to my previous question - extending the Usher Art Gallery. The Collection building will never be iconic. All the arts supersites around the country and around the world have incredible iconic architecture. To extend the Usher Gallery at the back, utilising the landscape of the grounds, juxtapositioning modern architecture against the beauty of the past would be something that would truly create a splash in the art world giving the building the space that it needs and the publicity and status it deserves.
- Keep the usher open, allowed for better communication between the two sites, develop a program of workshops, exhibitions and other events that straddles both sites but Yes them retain their own individual identities.
- For the same cost as his proposed to bring the Usher gallery and the collection together it would be possible to provide capital funding for the Museum of Lincolnshire life and develop a proper program for both the Usher and the Collection
- A reimagined usher that is connected with the county and its residents has far more to offer than an altered collection. With the New vision and purpose the usher becomes fundable from other sources and can make money from other services, other art creative and cultural services.

- Leave an art gallery run independently in Lincoln and put the new exhibiton space elsewhere in the county therefore creating a double centre for the county.
- Using the £5 million to improve both The Collection and The Usher Gallery. Explore other funding options. This will require time.
- Advertise the Usher. I have noticed there has been no cross advertising between Gainsborough and the Collection and the Castle. Now that Gainsborough is going back to English Heritage it seems to have been part of the plan to starve it of info.
- More temporary exhibitions to attract visitors. Or use parts of the building for different types of public use-classical musical events or for private hire.
- Maintain the two sites, one specialising in history and archaeology, and the other specialising in art in order to give visitors choice and a more specialised experience.
- Yes, development of what we have linked to the ambitions outlined above -- but disposing of significant parts of our heritage and their sites is not an option.
- Redecorate and slightly redesign the Usher Gallery to make it even more attractive than it is now.
- Retain at least the 'Visit Stamford' section of the library. (see previous comments)
- Apply for funding - great - but not just to be spent in Lincoln's Usher Gallery!
- Change the name of The Collection back to 'The City and County Museum', so people would know what it was from the title. Like the Usher Gallery - not much room for doubt with that is there?
- This all sounds good on paper but trying to put in practice is another matter.
- Develop both ether archive space in Collection and Usher Gallery. Develop better more pro active marketing for both Usher and Collection.
- Retain the Usher Gallery as an art gallery
- Would the Tate or National Galleries be willing to take it on? Would the City Council be willing to waver any rates attached to the building? Could some of the building be turned into studio spaces for artists to rent?
- Diversify with the Usher Art Gallery. Use the money from the supersite and put it into getting the Usher Art Gallery up to standard.
- by all means apply for grants and develop options for hosting other exhibitions from national museums - brilliant idea
- Apply and invest the £5m of which you write, but do it in both the existing buildings of the Colection and the Usher so that we get an improved rather than reduced experience.
- Link the buildings, then it is a supersite.
- Promote the gallery properly. They use a system of suggested donations to get the public to donate when they enter or leave. 'How much would you like to donate with your ticket sir/ma'am?'. It will pay for itself. The Usher is worth a hundred of the collection, and it's art can't be displayed in the Collection building. Just don't do it. Don't screw up something beautiful.
- Keep the Usher Gallery open. Invest in it's collections and staff
- as above and previous question
- As above
- Appoint a respected curator/director, currently and for some time staffing has been on a shoe string and the authority has been incredibly lucky to have had the very cheap and very professional services of individuals such as xxx and xxx as contemporary art specialists for example.

- Bring more art to the gallery, make it more appealing and more part of the community.
- Instead of the two buildings being run by different authorities make them the responsibility of one and promote both facilities. Marketing has been biased towards the Collection and the Usher has been largely ignored. With promotion the Usher can thrive.
- Handing sites to independent groups who can raise funds to support the sites by charging for admission and seek sponsorship from local businesses who may see benefit from the footfall.
- The present display cases in the collection are inflexible, the lights are often fused so that it is difficult to see the objects on display. Introduce new cases for changing displays. This can be done gradually so there is no need for wholesale closure which is implicit in the current proposals. Much of the labelling is poor, lacking in information and often difficult to read.
- If yet another wedding facility is needed in the city, a collaboration between the Castle and lawn would seem a better option
- Please update. Should not go commercial.
- Keep the Usher Art Gallery and have a more creative forward thinking * management
- Just don't.....simple as
- You could consider putting more money into the Usher temporary exhibitions!
- Retain the gallery but find some leadership that can recognise, plan and develop the potential. You could incorporate volunteers. It is a great building with enormous potential to contribute to the economy and wellbeing of Lincoln and the rest of the county.
- Keep the Usher to hold the collection as intended. Host special exhibitions as it has the licence to do so and charge entry for those. Have donation boxes like the British Museum has to raise funds.
- As stated earlier; manage the Usher with more enthusiasm.
- Other options would include not closing the Usher Gallery and applying for charity status for the gallery, and extending either the Usher or The Collection to create additional temporary exhibition capacity.
- Retain the Usher and expand The Collection building.
- Keep the Usher open to continue as an art gallery which is what it was bequeathed to the city to be.
- Use both spaces for those events, permanent events etc which suit them. You could do both, it's not an either or situation
- Involve innovative thinkers / curators / creatives in your decisions and planning
- What about the Usher gardens. Could you not construct a sympathetic extension at the back to house something else. Either to do with education or another cultural activity.
- See reasons given above and previously
- Apply for a grant to manage both sites, not just the collection.
- Start to manage the Usher properly with a professional and qualified curator. Not the deliberately watered down management structure of amateurs who neither have the expertise nor the incentive to run the place properly.
- Pedestrianise the area between the collection and the usher gallery
- Why not offer the space at Usher for weddings without closing it down as a gallery. The artworks and atmosphere would make a fabulous wedding backdrop - the statues, the oils in the stairs..... they would be amazing for atmosphere.
- Keep the Usher Gallery, whilst expanding the Collection as desired.

- Sell advertising space, use a greater social media presence, stop showing "concept art" such as unmade beds (it just puts people off), use the Usher for the art collections and events displaying local art by college and university students, local artists and maybe include other types of arts such as music and drama, fire eating, circus skills, technology etc...
- Give lease to Usher back to City of Lincoln Council - Take Usher out of the equation. Collection can still have visiting art installations for ticket entry
- It would be in keeping with the Usher Art Gallery to give it more of a Museum visitor experience. If it was possible to make use of artefacts from the Archives and having an entry fee, I think this would make sense.
- Make the Usher Gallery more secure and open up the main door as it used to be.
- Making it clear the Usher Gallery is actually open for business, cleaning and maintaining the displays rather than neglecting them, raising it's profile as an educational resource for schools and colleges...
- The Usher Gallery can provide additional space for larger exhibitions originating at The Collection. There can be more and better collaborations to link the two buildings. There could be a more welcoming outdoor space outside the Usher Gallery that is visually linked with The Collection. The grant could add more flexible space in The Collection to enhance both sites, as they are so close to one another. It would not make sense to have an alternative use for The Usher Gallery building if visitor numbers are to be maximised.
- Build a connection between the Usher and the Collection and have an even bigger gallery space.
- Spreading money across the region. Investment is already planned for the Castle and so this all seems city centric
- Keep the Usher as a fully fledged art gallery. Bring in or develop a range of interesting, interactive and attractive temporary art and craft exhibitions. Celebrate art and craft more. Better marketing and promotion for both the Usher and The Collection. That includes some decent market research into what today's audiences to art galleries and museums are looking for. Councillor xxx suggests that people no longer want to 'stare at walls'. The experiences offered by an art gallery are not just about staring at walls. For a start, the audience is studying the artwork, not the wall (unless the wall is in itself a piece of contemporary art with a message for the audience). They might be studying it for its technical accomplishment, for finding a meaning within it for themselves, to understand what the artist is aiming to portray, to understand the story and social history around it, or just to sit or stand in quiet contemplation, etc. There are a great many things the Usher could
- Leave the Usher Art gallery alone
- I don't think you mention what proportion of the works held are on display at any time. I think it is the case that most museums hold unseen stocks - perhaps these could be released to displays in a larger number of local spaces? I'm sure the Council either owns or could access spaces across the county. Yes, there would be security and insurance issues, and no doubt health and safety issues: but so what? If it's ours, we have a right to have a look at it.
- Merge the two, either architecturally or through trail. Expand the Collection into Usher and visa versa. Use the wonderful space advantage of Usher, redesign and create more appealing art exhibition spaces in the airy free space of Usher, rather than in tiny rooms in

Collection. Look at Ty Pawb in Wrexham for inspiration on gorgeous local/contemporary art in airy spaces, a sustainable and attractive community/contemporary model.

- Keep the Usher Gallery and apply for a more modest figure for funding to provide space for touring exhibitions, and some of the hidden art of Lincolnshire.
- I will repost this from my previous response, but please review my other answers in response to this particular question: I am specifically replying to the possibility of closing the Usher Gallery as an art gallery and using the space for a wedding venue/coroner's court/what have you. I personally feel (after spending most of the past 10 years in San Francisco, USA and Bristol, UK) that spaces dedicated to art and creativity are vital for people's/society's well being, and that such venues hugely enhance the quality of life, particularly in spaces you would expect to be more inspiring, diverse, and dynamic--like cities. Art galleries CAN and DO "change on a regular basis" and "meet [...] differing needs and interests." If the Usher Gallery is seen as unsustainable in its present form, maybe that is exactly what it is: unsustainable in its present form. It does NOT mean it should be closed, or shunted off under a one-stop-shop experience at a 'super site.' Creative and local people ar
- Develop the use of the Usher by enhancing the display of art. In addition, consider reintroducing lunch time piano/ musical performances, lectures and possibly renting out space for company entertainment.
- Raising the money for The Collection to convert a basement does not seem an appropriate area for the display of the Usher Collection. Would it in fact be legal for a third party such as Lincolnshire County Council to divorce the Usher Collection from the Usher Gallery?
- 1. Leave things alone and use SOME of the grant money to develop the gallery to provide more exhibition space. 2. Use the portion of money that was going to be used to develop the Collection on other sites ie: develop the MLL's Gatehouse Gallery into a better exhibition space and provide the staff with the tools to maintain it as so.
- See previous comment
- The usher gallery can b used for travelling exhibitions, workshops, interactive learning experiences.
- To enable the Gallery to within the East Midlands to be the premier ARTS offer with temporary and permanent display, a handling collection for young people etc.
- combine the usher and collection to create a multi-discipline space which can take the touring exhibitions.
- Make serious efforts to work with private/third sector to set up/find a Trust to run the gallery. Give the Trust the support they need to get it up and running, and then step away once it is sustainable.
- Use the proposed £5m, or more if necessary, to create a physical link between the Usher and The Collection. If you want a supersite, make one.
- Invest the money to commission a state of the art walkway/Bridge to connect both sites permantly and include the Usher in the vision of a supersite. Expand the sculpture garden, create another cafe/restaurant, include artist studios for artists in residence.
- Keeping both sites as they were intended - The Collection as a museum, and the Usher as an Art Gallery.
- Display the collection properly. Galleries which attempt to be 'relevant' by showing a very few items from the collection alongside pieces of modern folk-art are a consequence of the ridiculous idea that the gallery is there to 'tell a story' and do not encourage the visitor to return.

- Apply for funding to bring bigger and better exhibitions to the Usher instead.
- Fund the Usher- it belongs to Lincoln. It's not true that it's incapable of hosting national exhibitions. Needs to host more of these, and local artists exhibit too, need to improve signage and visibility on the street and online. Add a high qual small cafe to encourage visitors as well as more cultural art events for both young and old artists and public.
- make proper investment in the Usher ,look for new partners to work with and follow the example of other places whon have seen how realistic investment in the arts drives the vistor economy
- Abandon supersite model, retain the Usher Gallery as an art gallery, and concentrate on Lincolnshire heritage
- Combine both galleries in order to increase, and maximise the diverse range of art available which is currently unavailable due to lack of display space.
- Revitalise the layout to give room to local/visiting exhibitions and interact with local artists/schools etc. +/- give over some rooms for other purposes (e.g.coroner's court) whilst maintaining a viable gallery enterprise - opening hours could be altered to allow use for e.g. weddings.
- Give the Usher Art Galley back to Lincoln City Council and the Usher Art Gallery Trust. Decide Give the Usher Art Gallery back to Lincoln City Council and the Usher Art Gallery Trust. Don't spend £5 million on making the Collection into an Art Gallery.
- see previous answers
- As the previous proposal
- Operate the Usher & collection buildings together more effectively.
- Leave well alone. Don't destroy someone else's economy to try top boost Lincoln's
- Leave it as an art gallery and bring in some outside funding and creative ideas.
- Engage in a wholehearted way with the art community and interested members of the general public.
- Use the Usher as a more dynamic space, with some more interesting exhibitions.
- sell another building - perhaps one of the council buildings
- The Usher Gallery could be physically linked to the collection. It could become part of a more dynamic approach to public engagement.
- Bring the Lincolnshire Life to the Collection instead.
- Leave the Usher Gallery exactly as it is, promote it widely. I would not be opposed to charging a small admission fee, say £3.00, with OAPs, children and those on welfare benefits either exempt from payment, or paying a nominal amount of say, £1.00. You have promoted the castle big time, and spent millions there. Obviously, the Usher Gallery is much smaller in scale, but could you not do something broadly similar here?
- There could be more exhibitions at both the Usher and Collection sites, the spaces could be better used. With the money raised the Usher and Collection could be upgraded.
- Retain the Usher as an art gallery and invest some of the money proposed for The Collection into re-energising and properly marketing it The City Council should be brought on board as a more proactive operating partner, as they own both the building and a percentage of the collections
- As above - close The Collection
- I'm happy to join a team to discuss this - there must be a better way.
- The space you have available there could be used so much better with a little imagination, way more exhibits could be displayed at both the usher and the collection than are now!

- You tell me - you (LCC) own all the buildings associated with the Heritage Services in Lincolnshire
- I can't stress enough the need for more effective marketing for both the Collection and the Usher
- As previously described - leave it alone.
- Retaining and promoting current use. More touring temporary exhibitions (e.g. those at NCCD in Sleaford)
- This would be costly and take some years so a decision is needed quickly
- Keep the Usher Gallery open, but still apply for funding to hold exhibitions from national museums and collections at both The Collection and the Usher Gallery. Use these temporary exhibitions to promote not only The Collection but the city's art collection housed in the Usher Gallery.
- Keep the Usher Gallery as part of the Collection super site
- If all else fails - a small entry charge could be considered.
- Not closing the art gallery
- 1..Change the name of The Collection to something more appropriate. Lincolnshire Archaeology Museum, perhaps. 2. There may be some of the minor parts of the Usher's collection, such as the grandfather clocks, which could be transferred to the Collection as long as they are on permanent show. This would enable a greater part of the art to be shown.
- YES - Invest in appropriate marketing and better curators for the Usher.
- • LCC must take responsibility for seeking suitable alternative provider of services. If no organisation accepts this, LCC must continue to provide the Usher Gallery as at present. Access to the hidden store of art and artefacts not on display (by groups and individuals, especially researchers) to be made easier, with 'affordable' fee. • More regular rotation of resources on display, although this would require more staff time to organise and display. • Seek assistance of volunteers from local groups at the new supersites.
- Develop the existing gallery to better support itself without impacting on the artworks
- Provide an annual grant to The City of Lincoln Council to maintain The Usher Gallery as an arts venue.
- I would suggest selling off the Museum of Lincolnshire Life and amalgamating it's contents with the Collection.
- The county council say the changes to heritage services will save them £5million well why not spend this money on upgrading both the Collection and the Usher Gallery? The money could also be spent on much better marketing for both of the venues.
- different forms of governance for the Usher and Collection should be considered taking advice from experts in the field of art and heritage who have taken their own heritage services to a successful position without closing or dismantling them.
- The two buildings are next door to each other. They could operate as a supersite without needing to close the iconic Usher building
- See page one.
- Keep the usher
- A collaborative approach with Lincoln City Council should be explored fully. Partnerships with key local firms, some of which have direct links to some of the artefacts within the Usher Gallery should also be considered.
- Keep this lovely gallery open

- Keep the Usher, use it for more high profile events, attract bigger and more famous art. Don't run it down for sale, do the exact opposite
- Like I say, don't look inwards where the main focus is saving money.
- Inject more imagination into the Usher
- Keep the art gallery open to the public, as was intended when it was built as an art gallery for the community. Refresh the existing galleries with new displays, bringing in items from the museum stores and the archive to tell new stories Focus on the fascinating history of Lincolnshire, rather than bringing in exhibits that have nothing to do with the county
- Closing the Usher would lose valuable space. The Collection by itself is too small. Reshape the Usher as already suggested and there would be more space immediately available.
- Extend the Usher. Convert the unused part of the basement of the Collection to further archaeological displays (see Carlisle Museum for an excellent Roman Gallery in a basement), and a strong room. Ideally build on at the rear of the Collection to provide additional display space and storage. HLF funding might be available for such a scheme.
- Each building has a uniquely separate role and appeal, and not just to visitors. Options on how to involve the people of Lincoln in some meaningful and dynamic way could be much more actively explored, not to do so is to waste a resource.
- Reconfigure the physical area to bring the two buildings more “together” with a shared space between them
- Keeping things as they are now.
- 1 - It would be possible to develop a vibrant multi use programme in the UG, for all the arts, including music, poetry, etc, and publicising this in a more imaginative way. 2 - For example, the de Wint collection is a gem. There could be a de Wint Trail, much like the RAF 100 Trail. 3 - There should be studies of the management of other similar galleries and venues. For example, the Hull Art Galleries were packed during the Year of Culture, and had special events which attracted visitors. Kenwood House on Hampstead Heath, the flagship of English Heritage in London, has combined uses, and achieves a very high footfall. Keats House in Hampstead, London, is much smaller, but has a varied programme of free and charged events 4 - It is quite feasible to have weddings and other functions within the UG, with the art collection kept in place, as demonstrated at Kenwood House. These bring in good revenue. It is not necessary to decant the art to The Collection in order to introduce these.
- Be proud of the city's heritage and promote it well.
- While i naturally see the merit in telling Lincolnshire's story better and how mixing art and archeology could do this; this doesn't necessarily allow for display of te broader 'non Lincolnshire' materias. Where would the broader display of the extensive De Wints, or the James Usher clocks and ceramics fit into such a omdel. Instead through mre focussed attention on digging out, periodically re-hanging and curating the De Wints there would be more regular through-put and footfall as the exhibitions could evolve more frequently and with greater effect on two linked - maybe co-joined - sites. There would still be a place for the Usher to fuction, more successfully in celebrating something distinct, and still allow for part comecialisation and use for functions.
- Don't do it
- Retain the Usher for public exhibiton and open access, maintain and enhance its capacity to display art within its current location and to function fully as a gallery - equally so with the Collection - to do more of the same there - whilst still enabling aspects of the commercialisation aims. Seek partnerships with, for example, the conservation and fine art

departments of the universities. Be more visionary in working through solutions to achieve more, combining the best of the gallery space with the capacity to host dinners, functions, lectures, recitals, performances etc amongst and within the galleries. And to think of the outside space as an extension of the cultural offer too.

- A merger of all heritage services with City of Lincoln Council and other local authorities, plus Lincoln BIG, English Heritage, even the universities, to provide a joined-up, economic and tourist-focused suite of attractions and events to put Lincoln on the map, yet maintaining the heritage and not reducing unique cultural locations.
- Invest in the Usher. Introduce interactive exhibits etc. Market both the Usher and the Collection better than they currently are.
- Keep the Usher as a gallery.
- Supersite across Usher Gallery and The Collection.
- Updating the Usher to make it a family friendly attraction and promote it along side the Collection to make it attractive to visit. Promote it. It will then be money well spent. Make it part of the Lincoln tourist trail.
- Balance - what can be done in an innovative fashion with what we have already.
- Retain the Usher as a gallery. Make more use of temporary exhibitions there and signpost visitors to it more than at present.
- Micro Sites
- Bring The Collection and The Usher together more and provide paid entry to both for a fee with exciting events and exhibitions i.e. much more could have been made of The Moon exhibit and incorporated both The Collection and the Usher Gallery bringing them together but also enticing people to visit both.
- If the Gallery is retained primarily for art the developed Collection can house larger travelling exhibitions and use extra space to exhibit more of the archives and the new artefacts which will come from the Eastern Bypass excavation.
- if you upgrade exciting sites with the 5 million and move the exhibits around more people will visit their local area and be more inclined to travel to other sites showing items they are interested in.
- Talk to the University students, school pupils etc. They are creative, inventive and interesting. Look at what their curriculum requirements are and tie in with that to get parents, schools to take the students. You do it as my Council, don't leave it to private enterprise. Give students the full on experience of imagining, creating and running these spaces. What a fantastic work experience for them and potentially great for the county as they may enjoy it so much they chose to live i the county!!!
- Make the Usher Gallery a Trust
- Captain came down while I was getting dressed, went into Toms room & I got the hint & came and read him a story (Captain's Purr). Then he came down for breakfast, had treats after & then played. He's my best friend now
- spend money on the usher gallery and appoint a proper curator with a remit to host frequent touring exhibitions that will bring more visitors through the doors.
- what happened to the link that was to join the two places together via a bridge?
- Keep the Usher Gallery for occasional exhibitions as mentioned . Do not build any more expensive additions to the Collection.
- Keep the Usher open, open up the basement in the Collection, be better at marketing and managing the spaces you already have

- To make the arts link between the 2 Buildings stronger - one, the Usher, holds historical resonance for the county and the Collection is the new modern building that could offer a great variety of contemporary arts as well as to be opened up as a hub for workshops, courses and local groups - to review and replan the use of all the current floors more efficiently and effectively.
- Combine the spaces into a multi-building supersite.
- I do believe that odd fellows hall is currently vacant and located next to a hotel and car park, this site would make an ideal transitory exhibition space
- People are discovering their own stories. Curators are facilitators for this. Artefacts provide a focus to bring them together. Promote this rather than choke it.
- Keep Usher open for all, repurpose the usher instead with the 5 million to make it up to scratch, get partnerships going with Tate Britain, to put Lincoln more on the map, with bistro bar to bring in more people, Make it a wedding venue whilst ALSO KEEPING THE USHER GALLERY OPEN STILL
- As above, you should put more effort into increasing the opportunities associated with the Usher gallery for families and schools as this appears to be a missed market and could potentially tap into promoting and supporting arts-based learning in schools and as such support the wider creative arts sector and the valuable contribution this makes to the national economy.
- An upgrade of the Usher Gallery could allow the freeing of space within the Collection.
- See above
- Improving advertising for the Usher which is more expensive and aggressive including online. Displaying more exhibits across both buildings. Themed presentations of artwork and archaeology can be displayed just as successfully in the Usher as in the Collection building.
- Austerity is a wonderful cover for the shrinkers - who might be jealous of others' developed sensibilities - and no cutting will ever be enough for them, even in the best of times.
- see above - Stamford is an historical town, and visitors expect a venue to discover about it.
- Yes instead of spending 4.5 million on the Collection spend a fraction on the Usher making what in comparison would be minor improvements.
- Keep the Usher open with better marketing, with voluntary donation facilities and better training for staff.
- Retain present function
- I expect the artists's organisation and the Trustees of the Friends of the Gallery will have made proposals. These should be considered.
- Spend less on Bomber Centre
- Better resourcing of staff
- Make use of Usher for concerts / recitals / Adult and children /charity events
- Continue the minimal funding required by the Usher. Consider the appointment / secondment of a designated curator. Turn the currently unused 'classroom' into a specific space for the Friends of the Museum and Art Gallery - with comfy chairs, a kettle etc
- More advertising and make visits part of schools curriculum. Much more history of Lincoln should be included at the Collection - and perhaps less of old bones etc.
- Stop pretending there isn't room for this that and the other at the Usher. Use some initiative. Where are the display cabinets for unframed paintings. All galleries have these

and immediately you can display 30 paintings - no wall space needed. Where is the marketing? Splendid grounds - no flags at all. Looks closed from Lindum Rd.

Please provide the reasoning for this / these other option/s (if yes above)

- Respect for art, culture and history.
- See above
- Saying that there is insufficient funding for the Usher, yet proposing development of another site, does not make sense. It suggests that money is available.
- You need to encourage more people to come to the attractions; if you close the Usher, less people will visit the Collection; footfall will decrease, then 10 years down the line, when tourism has fallen because the UK is no longer worth visiting then you will want to close the Collection - or is this the ultimate aim of the closure of Heritage Services. We need people to come to Lincoln; I don't know whether you have noticed, but the High Streets around the country are declining; people need reasons to visit.
- As above
- A multiple use of the Usher Gallery would provide the income to maintain the building fully for public use.
- Lincoln City own the site.
- It retains the gallery as it was originally intended for the people of Lincoln.
- It would bring in income and retain the gallery for the people of Lincoln.
- Perhaps if the Usher is struggling to be best used it is due to how infrequently its own displays are changed, maintained or otherwise invested in to its best effect? It may not be the collections themselves but the lack of regard with which they are presented that is an issue. The suggestion of investing into The Collection (a much newer site that was altered to be a fit for purpose creative / cultural venue barely a decade ago) as a cultural site and to completely ignore the Usher is ridiculous and shows a real lack of regard for Lincoln's artistic heritage, which seems ironic at best. The decision to close the Usher art Gallery less than a decade from its 100th birthday would be a show of lost interest in the city & its heritage which it thrives on. It is up to the Heritage Service to encourage pride in local arts/culture/heritage for the benefit of the community and economy.
- If the Usher site is not used and looked after then it will simply decay and will become a blot on the landscape. This won't do anything to make Lincoln a more attractive place to visit, and if it was boarded up then it would put people off from visiting the area completely which means the 'new' Collection would not get the increase in visitor numbers that you are expecting
- To integrate The Usher into the new strategies but still retaining its historic links with the city.
- No value in not having items on display. Why were they ever kept at all.
- I FEEL VERY STRONGLY ABOUT THIS
- it is a public asset and should remain this way.
- They work.
- Please see studies published by Dr Daisy Farncourt, ULCH, where Art is seen as medicine and has wonderful benefits on well being. In a city with large social problems, why not create a space where art and culture can benefit all walks of society and be seen to championing change.

- I think the Heritage Service proposals are depressingly uncreative and focus solely on the bottom line - yes - money needs to be saved - but is it really defensible to term the Usher a 'microsite' to be 'disposed' of? I really don't think that the report writers and decision-makers at LCC understand the strength of feeling that people (many from Lincoln / Lincolnshire) have for the Usher Art Gallery.
- As above, I can't see how you could squeeze the current collection in the Usher into the limited space in the Collection, proper floor plans and explanations are required.
- Usher is an historic Lincoln building with links to the heritage of Lincoln city. It gives an alternative environment for displaying art collection of historic value.
- I visited The Usher today and felt it has been run down considerably over the last few years. Permanent exhibits seem to have disappeared, the music at lunchtimes have gone, the new entrance seems back to front, the welcome desk behind the visitors, the shop area for books and postcards squashed in. Other options should include a return to a better service for visitors, knowledgeable staff who welcome visitors with genuine enthusiasm and interest.
- Great site, full of history brings things to life. Needs more display space for exhibitions
- See above
- If you can get 5m for this 'supersite' (it already is one isn't it?!), then it could be partly spent to keep the Usher open and to revive its collection - ie. reinstate proper curators with the creative expertise to maintain the Usher as a viable, vibrant public/City art gallery. This proposal is just neo-liberal, managerial propaganda.
- The Usher Gallery is iconic within the region and known nationally for its past exhibitions. This status should be supported, it is a part of what I am proud to call Lincoln. Lincoln will be poorer without it.
- I just believe that we should be protecting our glorious Lincoln assets not considering getting rid of them especially the iconic Usher Gallery - James Usher would be turning in his grave. It is such an amazing building and facility for Lincoln and those visiting Lincoln - Get the Lincoln community - especially the Lincolnshire artists community - on board allow the gallery to shine and continue to be the flagship for the arts in Lincoln
- To secure the future of both. The county city of Lincolnshire deserves to have a dedicated Art Gallery and a dedicated Museum.
- Visitors want to be clear on what they are there for and appreciating.
- Your decision making is short sighted. Not well informed. Probably illegal. Stop rushing it through. Take another look at the best of what is happening outside. Beyond your current vision please.
- If the Usher Gallery cannot be used for any other purpose other than an art gallery then I think LCC should look at how they can make the Collection and Usher work as a 'supersite' combined
- We need this and the Collection for the people of the county and particularly for the educational establishments to use as a resource.
- The Usher Gallery was bequeathed to the city of Lincoln by James Ward Usher, and should continue to remain as it was originally intended. If I wish to see items in the British Museum, I go there, although funding artists would help with that.
- This is what the people of Lincolnshire want, to have a dedicated Art Gallery at the Usher Gallery.
- Keep our heritage accessible to all. There is enough capitalism in Lincoln
- Art and culture are important to us all and should not be seen as an easy target.

- Commerce and money have no place in culture and heritage, both of which bring a lot more economic benefits to Lincoln and the region than they cost.
- The potential of increased visibility including internationally should not be underestimated, and indeed along with it the potential of attracting funding and revenue. I believe that the Usher Gallery has the potential to put Lincoln on the map in a much more potent way than has been the case thus far.
- The two sites offer entirely different experiences and the Usher is a more mature venue. As the biggest city in one of the largest counties, it is absurd for us not to have a dedicated art gallery.
- the arts are so varied when it comes to 'telling a story' that there is much flexibility within the provision of a designated art gallery There is also much worth in return visits to see the same things, i have visited the Usher Gallery over twenty times in the last year, i realise that this is rare for this site, but i truly value the opportunity to spend repeated time with the same familiar paintings, sculptures and craft, When i visit the gallery there are also often changes through the temporary exhibitions and over the last five years or so the spaces of the permanent collections have been energised and changed in hugely positive ways, finding new ways of telling stories about the (same objects) in the collection
- It will not serve the whole community.
- You are seeing all this as a zer-sum game, when there are opportunities. At the same time, these are for the public good, and should be part of what a County offers. Raise your council tax.
- More publicity would bring in more people.
- This venues are available already and in each area of the county. To keep costs down then the same display can do a tour or a different display could be exclusive to that town/village.
- The proposal is wrong.
- I think it makes more sense to develop a sympathetic and multi-faceted response to financial challenges, that works with the benefits of a site instead of dismissing it due to its flaws and areas of development.
- To sell the Museum of Lincolnshire Life to increase revenue for upgrading The Collection. To ensure the Usher Gallery remains as the Art Gallery.
- The Usher should be saved
- See above
- See previous.
- See above.
- The space is wonderful but has never been properly cared for. I am a regular visitor.
- Please read my last statement!
- It is a purpose built gallery space left to the city by Frank Ward Usher.
- As above
- The Usher Gallery is the only art gallery in Lincolnshire. It showcases/can showcase all types of art - fine, graphic, modern, interpretative etc. Why get rid of a purpose built gallery in place of adapted space in a Museum building.
- it would protect items for the long term while giving greater public access to items the public didn't know existed
- To safeguard the Heritage Sector for the local community and visitors.
- It would be irresponsible to make such a huge decision without a proper feasibility study including realistic costings/income projections.

- see previous answers
- Art and history both need their own venue to show what Lincoln has to offer, instead of only showing small amounts of both. Show Lincoln's true history. It has a fantastic Roman history that is never pushed to its full potential
- To rejuvenate the Usher Gallery, to show its key collections - fine art collections relating to Lincolnshire - Lincolnshire associated artist's - topographical work showing the County and introduce digital imaging to support the collections.
- Just because the Usher Art Gallery is not being properly run at the moment is not a reason for shutting it down. It obviously could once again host national exhibitions as it used to do if it were properly run.
- As detailed above.
- Self-evident
- I am a native of Lincoln. I do not want to lose the iconic Usher Gallery. It is an appalling proposal and is causing widespread indignation. Just in case the council don't know, the arts underpin the creative industries - hugely important industries across digital, film, fashion and design sectors (to name but a few) that are vital to Britain's well-being in the post-Brexit environment.
- There is obviously, according to your description many more items available for display and space to do this in - so show them and ensure the remaining space is used profitably for other exciting events and exhibitions. Greater variety is key to increasing consumer footfall and visitor experience.
- This county has very little to offer in terms of culture - closing any of them should not even be considered. Lincolnshire relies heavily on tourism so closing tourist venues is a very short-sighted solution to a problem that didn't need to have occurred if some imagination had been used in previous years.
- Much less costly than a 'supersite'.
- As indicated above - civic pride etc. General squalor of money-grubbing approach as applied to this endowed asset.
- While I appreciate that the Collection is an appropriate site for both history and art, there is a difference in perspective between historical art (which is ideally suited to a museum location) and more modern, unusual, diverse work that deserves to be seen in its own space and context.
- To keep the Usher gallery in its intended use. Future generations will miss out on a superb building if it is changed
- To stop Lincolnshire County Council from closing down our only art gallery in the city, one that was gifted to us not the local authority.
- The Usher is a unique site offering a vastly underused resource
- The Usher Gallery should be kept as a public gallery and not be allowed to become just another wedding/events shell of a building.
- Sites such as the Usher being sold off / used as offices is not a long-term solution. As previously mentioned, a small fee could contribute to the upkeep of the Usher and other sites. Furthermore, the £5m could go towards creating this space into the "super site" that can display British Museum items that would increase tourism and therefore tourist revenue for the city. In addition, you already use these spaces for special events such as weddings. Using some of the £5m investment to promote this to the public would see its use as a

venue (whilst staying a heritage site) increase. Again, this would bring in more revenue for the council and the city's heritage sites. To summarise, reinvest rather than sell off.

- So above
- Your questions are repeating themselves senselessly. Is this designed to put people off filling it in? A city and the county need a public gallery and have one that needs refurbishing. Your plans are not fit for purpose and will ruin the cultural landscape of the city and county.
- To sustain the Usher.
- Use the space better within the Gallery; there are several vast rooms with little in them - by using partition walls, screens, cases etc, better use could be made of these spaces and therefore visiting and changing exhibitions could be displayed without resorting to closing this site. The Collection has limited free space due to its bizarre design; by trying to combine it with the art gallery it will reduce this space even further and thus limit the potential for visiting or changing exhibitions still further
- The people who you represent do not want this change.
- there is plenty of scope for increasing the vibrancy of the Usher and art collection, and increasing financial support for it. Once lost it can never be regained.
- You would then be able to dispose of The Collection Building (stupid name BTW) and you could also dispose of the St Rumbolds Record office Building. The Museum Stores could be relocated to a suitable building such as a redundant RAF Scampton Hangar and the Conservator's Department could possibly move to a University building
- Is there really room at the Collection for such a huge investment? The Usher Art Gallery has been intentionally 'run down' until it is a shadow of its former self. Invest in it instead of closing it, make it the museum it used to be, the museum James Usher intended it to be when he gave it to the people of the City!
- it was given as a gift, we shouldn't discard it.
- This building was left to the public to be used
- Usher gallery was bequeathed to the people of Lincolnshire and should be kept.
- There are lots of ways to fund the Usher as it stands - why has no research been done into this? "Supersites" are a patently stupid idea that will just create more amorphous rubbish for tourists and ignore the people of Lincoln.
- Both buildings are excellent examples of architecture of their respective eras. With some imagination and creativity these two buildings could work together to provide a really special experience.
- The gallery must stay as a gallery, as a venue to come and see new art, to participate in artistic activities and show the art owned by the city.
- The Collection is a limited site, changing it's size would be more costly than using existing premises, and provide long term heritage for the city rather than short term gains.
- Lincoln deserves better.
- partnerships - they are available through business and education. Support the creation of a local artists co-operative
- The Collection is unattractive due to its not changing displays.
- It's purpose built and the most attractive of any gallery space in the whole county - and has been for generations. It cannot be bettered. Any alternative arrangement would be a sign of downgrading of the arts in Lincolnshire, and therefore an ignorant move.

- I think it would show a true commitment to exploring all options. It is not clear why there are scant alternative options for the public to consider in this proposal.
- Keep it as is, it works
- Visitors come for the history. Get hold of some of the people who brought culture to Hull
- Keeps the Usher Gallery for the purpose it was meant.
- This keeps a public space within the public purview
- I do not consider “ the Collection “ a suitable alternative and should not even be being considered when we have a purpose built beautiful Art Gallery
- I think Lincoln has huge potential for bringing more arts into the area, it is amazing to have a new University with its own theatre, we have cinemas and other art outlets, The city is developing an excellent reputation and it is building on it.
- The Art and Cultural Collection at the Usher Gallery is an important site in its own right and should not be diluted by moving it and merging it with other collections. The building and collection were donated together. It would be a poor decision in the long term to separate them. I am already hearing stories about sales of paintings taking place at auctions in Lincoln this month. If these stories are true, it is very alarming.
- This would provide income and also promote current local artists
- Simple common sense and the feeling of public responsibility
- I cannot find evidence that this has been explored to date and feel this may have potential as a compromise option, that would enable the County Council to proceed with plans, but retaining The Usher in line with its historic function.
- Because it was donated and built for that specific purpose!
- they look nice in the usher
- -
- As per my comments above
- as above
- 1.. A university city should have an art gallery. 2. This is a great asset which should be supported not closed 3. The gallery inspired me when I was training to teach here in 1973-6 & went on to involve & inspire my children and now grandchildren 4. I have seen the impact upon a large number of school pupils over the years. This leads to higher educational attainment. Compared to many tourist cities, the options are limited for more than a weekend. More options are required, not a reduction. That same principle applies to the rest of the county.
- Leave the Usher Gallery for Art - what it has always been intended for.
- The heritage of the Usher Gallery should not be lost
- Too much space in The Collection is wasted on selling cheap junk and providing a play area more suited to a children's nursery. It should be used to display art and archaeology.
- Just as before .
- On a commercial basis you will never recoup the £5m spend and if you let council employees run the catering establishments it will be a rather sorry affair. (Remember the Haven Art Gallery in Boston?)
- The council's argument doesn't hold water, it sounds more about an opportunity to spend a £5million grant on something swishy and newsworthy rather than something of integrity and respecting our local heritage, which is in fact much more newsworthy just not as pretty in print.
- I do not believe the proposed model is the only route open to the LCC

- there is no reason whatsoever to opt for one type of site or another. Here is a clear case for diversity
- Presumably if, or rather when this plan is accepted by LCC councillors the allowances paid to councillors will be reduced because they will have fewer responsibilities?
- Usher is best suited to traditional arts. Usher has superb collections of local interest that are not displayed eg Lowenthal medallions. Usher could be site of excellence.
- I don't think The Collection is aesthetically appealing enough to attract significant national exhibits, However the Usher gallery may be.
- Because Lincoln is a city that is in danger of looking like it's run by Philistines. Museums add value to a city and it's visitor experience.
- Doing anything other than keeping it open is cultural vandalism
- Clearly they are more interested in the Gallery than the Council
- Simply that losing the Usher and all it represents would be a terrible decision for the city of Lincoln.
- Explained earlier
- Audiences and artists need options that a multiplicity of sites offers
- This what this City, a University town , now needs. Look at Nottingham, for example. Actually, look at Scunthorpe's 20/21 Gallery. If they can do it. why can't Lincoln?
- It improves the visitor experience. So visitors will return many times.
- Increasing revenue from the sites and providing a cultural centrepiece to Lincoln
- Stamford Town Council very much wishes to take on the management of the Stamford Museum Collection and the Discover Stamford display adjacent to the Library.
- A small (say £2) city tax on hotels and airbnb's could be used to fund it instead.
- A whole load of research from Canterbury University amongst others - do your research...!!!
- Retaining the building as primarily a gallery, but with additional functions (such as private events outside of opening hours) would be wholly suitable and there are many, many examples of this around the country - you only need to visit the York Art Gallery, for example, to see this in action. Capitalise on the beautiful setting of the gardens - expand on the successful cafe at the collection. The gallery must remain accessible to the public as a space for art and other collections - this was the intention of the original benefactor and going against this would be an utterly appalling breach of that bequest and permanently affect the significance of the building. It should not be closed off for offices or unnecessarily moving of the register offices facilities 'up the road' - change of use brings internal changes and changes to original spaces and fabric that would have an even greater impact on the importance of the building and its layout than upgrading it to meet museum requirements
- Evolution better than revolution. Need to remember the benefits heritage sites bring to public and tourism income. not let LCC finances dominate.
- I would like to see my council tax supporting a Heritage Service that truly engages the whole community and is properly funded, not acting as an events management business.
- As outlined in my reason above.
- Easier access for those of us south of the county. We always lose out
- See previous responses
- 1.Build on what you have-the Usher has a great history. 2. Old is not always bad-old and new is much more interesting.Keep some soul of the original instead of a new shiny thing with no roots in the community. 3.Would bring tourists to boost the local economy. I

- The Usher Gallery is a beautiful building in itself worth preserving in its own right with the art legacy bequeathed by Mr Usher to the City. As a commercial building I would not be able to visit this as such any more, besides the collection is an ugly building not fitting for the Usher art collection.
- Visitors are never going to make the journey to Lincoln to investigate Stamford
- Current systems meets the needs for visitors to Stamford.
- I believe that LCC is not committed to the maintenance and development of its cultural heritage, only in saving money. Some things nourish the spirit, and cannot be costed
- With a rethink of approach to audiences, responding to their diverse interests and needs, The Usher Gallery could once again be a key visitor attraction and regular destination for local residents and visitors alike. It certainly has the potential to contribute to the positive perception of Lincoln as a leading cultural and historic City.
- Extremely poor decision to move the Stamford collection so far away.
- Increase visits to the Usher
- It is underused. Perhaps this could provide the space for more temporary exhibitions and save the cost of altering The Collection
- See above
- The Usher Gallery was built specifically to house works of art in a beautiful peaceful setting, where one can contemplate and value the skill of the craftsman.
- See above
- The Usher Gallery is part of the city's heritage. We are always being told how we should treasure our heritage so it seems very odd that the County Council seems prepared to sideline somewhere as important as The Usher Gallery .
- If sold off we lose a valuable asset to the people of Lincolnshire and visitors to our city.
- Self explanatory.
- Heritage is not a product to be sold - providing an excellent offering such as the Collection is to be applauded not commercialised.
- You are all unfit for office
- To enhance the provision rather than diminishing it.
- Cheaper, deliverable, and, immediately possible.
- As above
- You'd get much more repeat custom, once people had the card they'd make sure they use it, and you'd get the cash through the shops and cafes. Also people. Also what they have to pay for. Works really well in York.
- It would add to the flexibility of a super-site.
- It is a beautiful building and perfect as an art gallery. It would be a terrible shame to lose this jewel in the crown of Lincoln's Heritage, and make the County poorer for it.
- Insufficient analysis of the ramifications of carrying out the proposed plans seems to have taken place. Once an art gallery has gone, it will probably never be replaced and a valuable cultural resource will be gone for ever. What happens to local groups deprived of their 'home' exhibition space, the Lincolnshire Artists' Society, for example? There are hundreds of art & design students in the city – with no art gallery locally from which to derive inspiration? What of the disappointed visitors to the city? of school parties studying art as part of the curriculum? what will happen to the valuable archives and works of art, some of which are very valuable and important? – consigned to storage, no doubt.
- (see 1st and 2nd boxes)

- My impression is that the Collection is a muddle at present. Is it a museum of archaeology or an occasional art gallery? Don't mix the functions of both buildings. There are times when one wishes to look at art and other times when one wishes to visit a museum. They are quite different impulses.
- Bigger is not better.
- bringing new life to empty shop sites
- This would attract more people to the city and being to consolidate its credentials as a cultural capital.
- Lincoln, as a University city, should be doing all it can to build on its history and to nurture its beautiful gallery.
- We need to be looking forward. We need ambition, we need to use the assets our city has to bring people in, we need to be forward thinking but we need to do it better than the suggestions you have put forward
- Both offer something unique to the city in their own way, to combine them the city would loose out culturally. There is also a need for both to exist for the residence and visitors to our city & county.
- I would emphasise that for this plan to succeed the collections must be properly curated by appropriately skilled persons. There is an excellent example in the museum of London's operation.
- These views are based on 30 years of working in arts development in the county and specifically a recognition that arts council criteria are changing and that there is now an opportunity for the usher to reinvent itself and to look for funding from New sources. in addition the public response to the intended closure demonstrates that there is a dynamic and supportive public that would be willing to contribute to finding the solution and implementing it increasing the input of volunteers and in artists programming.
- This would give heritage two bites at the tourist cherry rather than just the one.
- The Collection and The Usher Gallery are iconic buildings. The artefacts they contain are extremely important and their role as places of education is undoubted. Any changes must be made with care and after all possibilities have been discussed.
- Poor communication .
- I would not like the works of art from the Usher gallery to be distributed around various venues.
- My own preferences when choosing to visit.
- Nothing to stop short-termist councillors and officials from closing and/or disposing of the revised collection -- destruction of Blrmingham Science Museum in favour of some ill thought out glorified video-games arcade was an example.
- The Usher is an unique early 20th Century art gallery and should be preserved in such a way as to show itself off to its best.
- Stamford is a small but historically important market town. It was a disgrace that the museum was closed, especially when funds were spent on Grantham Museum. (see previous comments)
- 'Cool and groovy' names do not attract visitors as much as you may think.
- All of the previous things mentioned can only enhance what is a rich archive of artistic, cultural treasures, that is currently under utilized and under promoted. It needs to be dragged into the 21st century and for the council to allow the local community be a part of

he solution. Exploring all of the previous and involving a greater breadth to what The Usher already has to offer and properly promote both temp and long term exhibitions.

- There is a lot of space in the Usher Art Gallery which can be used for various displays and rooms which could be rented out to make income instead of wasting money on a supersite.
- As above the Usher Gallery was a gift to Lincoln in perpetuity - it is not for the temporary members of the county council to dispose of this
- The Usher is a fine building, perfectly fit for its purpose, but which can be further improved by some investment.
- The Usher is worth more untouched than the collection can ever be worth.
- As already stated, the Usher could be used to generate the visitors you claim the Collection will attract. Apply for Grant Funding to invest in the Usher Gallery so that it can house major touring exhibitions as it has done in the past. The Usher Collection can be used to create exhibitions with private and public loaned material to attract visitors.
- As above
- An internationally recognised and trusted figure would bring funding. Again, independent trust status would facilitate this.
- At the moment it feels as if it is being run down and not used to its full potential.
- It's like Brexit. Leaders are thinking of their own agenda, not that of the city and the county.
- To protect council taxpayers money being used to subsidise non essential services.
- The public does not want to come back to museum displays which are looking tired and are not being changed.
- The Usher Art Gallery is part of Lincoln's cultural history. To close it would be a travesty.
- See my previous comments.
- There are scores of people in Lincoln and elsewhere with ideas, imagination, energy and enthusiasm who could help to make the Usher Gallery a centre for excellence in the arts with a focus on the visual arts as a vehicle for stimulating interest, learning and cross-arts forms activities and entertainment.
- The Usher should be kept as intended. It is the cultural and Arts centre of the city.
- Less cost, delivers more.
- The business case does not show that a full range of options have been considered to create the temporary exhibition space desired at The Collection, such as an extension to the museum itself or to The Usher Gallery, without loss of space to display the permanent collection that is bulging at the seams within its current confines. The public has paid to purchase, conserve, and curate these treasures, we cannot allow even more to be put into storage where no one can enjoy them. If Heritage Services really want a bigger temporary exhibitions space there are plenty of disused buildings in the city that can be converted and lots of space around both the Usher and The Collection for extensions, without closing our only purpose built art gallery and gutting our beautiful modern archaeology museum in the process.
- By doing this, both spaces would be able to support a wide range of arts and other related activities. It would be possible to use the gallery for activities such as weddings without having to curtail its use as an art gallery, thus satisfying everyone.
- The Usher gallery and its art belongs to the people of Lincoln
- You could get funding to cover both sites if you were a little creative and used each site existing attributes

- Curators / creatives and innovative thinkers are the best people to offer imaginative and successful ideas for our heritage institutions.
- The Usher needs to look open and actually so does the Collection. The whole area needs some vision, not closing down and replacing with offices. Anyway, the Usher is far too grand for the proposals you are considering - why does the Council need offices like that?? Plus a wedding venue, what a come down for Mr Usher's legacy!
- The collection of art at the Usher is one of the finest outside London. Start showing it in a professional manner.
- Pedestrians will be more likely to cross from one to the other. It could become a temporary installation / pavillion space for international artists & designers
- The Usher was a gift to the city - we simply can't go against the late James Usher's wishes. It's a beautiful peaceful space and when we were there looking at the latest collection it was really busy - everyone discussing their thoughts and interpretation of the pieces - children spend too long on digital media but our gallery allows for real thought provoking conversations and enjoyment and appreciation of the art.
- There seems to be no benefit in losing the Usher Gallery or changing it from what it is. It would be a terrible shame and utterly pointless.
- Because by promoting the Usher it would make more money from advertising, being a venue for ticketed events, selling people's art and so on... It needs to be run as a business but whilst having a core function as a free museum to display art.
- Usher is historical in its own right. Only few purposeful art galleries built - it was left to Lincoln as an art gallery and should stay that way. Using it for other purposes limits people's access - not in the spirit of the initial gift to the city/lease etc
- as above
- It would be more visibly attractive. The sweep of the steps and then the staircase in front as you go in. Just having someone positioned inside the main doors would immediately make it more secure.
- That way it would be more obvious to both local people and visitors to the town that it's actually open. Those big, closed doors are very off-putting- was this a deliberate policy??
- The Usher Gallery is an important part of Lincolnshire's artistic and historic heritage and should be retained as a leading heritage site. It is also Lincolnshire's only leading art gallery, with significant links outside the county. Retaining both buildings make for a more interesting, varied cultural experience for visitors.
- It can be done. The Usher can be successful. But it needs the county council to want to do it and be prepared to communicate and collaborate with others to do so.
- The Usher is part of our heritage
- Think big - there's a lot of real estate out there, and a lot of people who could be brought into the fold to help bring cultural assets to more people.
- I just think it is unwise to lose the Usher as a key art space. Illogical! It is a far better space to view art! It has room to breathe! It can just have the right thinking behind it to contemporise and design the space better to give freshness as you go round the gallery. Always keep permanent collections upstairs for example, and change around frequently, then have the new/visiting art as spectacles in the ground floor rooms. Use the space better and bring in Collection feel to the Usher space.
- The character of the Usher gallery is a valuable tourist attraction.

- I will repost this from my previous response, but please review my other answers in response to this particular question: In general, I could agree with the 'supersite' idea, but not as far as it entails closing the Usher Gallery. Dedicated spaces for art are crucial for well-being and engagement. Seeing the same darn works of art over and over does NOT get old, if you are taught how to appreciate them and engage with art at a young age (or any age)--and this is where education, courses, skills development can come in. Well thought out and cared for art galleries DO have rotating exhibits, they DO attract visitors to come back again and again. My family has lived in Lincoln over 3 years now, and the advertising of the Usher Gallery has been dismal/practically nonexistent, given what an amazing gem it is. It's a free art museum with beautiful pieces, and wonderful visiting exhibits, yet many visitors never even venture over from the Collection. It's crazy to me (who comes from the U.S.
- The costs of enhancing the Usher and expanding its use would cost less than the development of a supersite and be beneficial in that it would develop diversity rather than trying to accommodate everything on one site.
- It is widely felt that the Castle and the Collection have enough time/money/advertising/maintenance spent on them without supporting the other sites.
- See previous comment
- It needs to be used and developed alongside the collection site
- I do not like the LCC vision for the Usher.
- LCC has a serious responsibility on behalf of the people of Lincoln to ensure that the art gallery remains open. That is either by retaining it, or handing it over in a responsible way to an organisation that can.
- The Usher belongs to the local heritage and the location is a perfect setting for a variety of art intervention that is currently underused. If planned and programmed with a more holistic view this should be a thriving area of artistic activity cherished by every visitor to the city multiplying footfall and spending.
- This is what was left to us, the people of Lincolnshire by James Usher, and the County Council, having taken a lease for the gallery should look after it properly. It could return to the exciting arts and heritage space it once was with a little TLC. It also needs a Curator in charge, to keep things operating as they should.
- Included in the above.
- Because this is what the people of Lincolnshire are crying out for. Example - When the BP portrait Award exhibition came the number of visitors to the Usher soared.
- The Usher is Lincolnshire's nationally respected art gallery! we need to bring it back to life- also for tourism. The paintings in the perm exhibit need to be retained and shown in the Usher where the building lends itself to the peaceful inspiring atmosphere nec for contemplation of works of art.
- See above
- The two buildings already exist, therefore any alterations required can be made within each building without having to incur additional, excessive building costs.
- Compromise
- It should not be the responsibility of the local authority to support these venues. Heritage sites should be run by professionals and local people who believe in them. Part of the problem with the Usher has been the staffing. I know from local knowledge that you have lost valuable people to other venues because of the current way of thinking which is years behind venues in other areas.

- It is not necessary or reasonable to close the Usher.
- It is not constructive.
- To keep it going as it should be.
- The energies of the art community and interested members of the public should be seen as a valuable resource rather than a block on the road to enlightenment.
- At the moment it's as if the Usher is intentionally being made to look unappealing and boring.
- In order to save the Usher Gallery and the erosion of a creative hub / centre which time and time again has been proved to be essential for the well being of society. For Lincoln council to demonstrate their understanding and support for the arts- which provides one of biggest incomes for the UK.
- The Usher Gallery is part of the story of the City of Lincoln & provides an authentic context for its collection. Research shows that authenticity is important to visitors. Many of our cathedral cities have grand art galleries ... the Usher is small in comparison but provides a grand atmosphere & fulfils tourist expectation.
- Lincolnshire life is isolated.
- The reasoning is that I feel that the Usher Gallery is part of Lincoln's history and heritage, and has been so for over 90 years, so should remain so in perpetuity, as James Ward Usher intended.
- neither site has been well marketed
- As above
- See above.
- The Usher is so important to the culture and tourism of our city, why not use some of the proposed 5million to regenerate both the Collection and the Usher. Also use some of that money on better marketing for both sites
- The Usher Gallery is a beautiful gallery space, which feels unused to its full potential for ART in the city
- You and Lincoln City Council have demonstrated you cannot be trusted on issues such as this and other aspects of our local heritage.
- If the effort was put in to do this then the site would be utilised more often.
- This was proposed many years ago with no action taken
- We wish to register our (no more text here) As a very long term Lincoln family - now parents in our 80s we are horrified to hear that you will 'spoil' our beautiful gallery. Lincoln is already being spoiled, in some parts, by on-going alterations, road works which are taking a very long time. Do we need any more wedding facilities? There are many really attractive ones already. What about parking in the region of the collection? There are no facilities to cars or people. Lindum Hill is really busy without extra events there. In this age, when the country is so short of finances, then there are many things ie health, education, which are much in need to extra money and help. Lincoln needs all the lovely buildings it has.
- Seems a much more sensible approach to retain the Usher Gallery as the city's wonderful art gallery, and also bring temporary exhibitions into the city as well.
- It is not your to dispose of and it is a much loved gallery
- Pretty self explanatory
- But not at expense of our little outlying Stamford site
- See above

- It is the history of the building and its surroundings that entice people to come and this will only add more value to the experience for future visitors.
- The archived resources far exceed those on display. Much of the material in the archives has not been catalogued or reviewed to modern standards, therefore much work and expertise will be required in order to ensure that this vast important collection is fit for purpose and display with accurate information. This costs money, some of which can be offset by involvement of 'expert amateurs'.
- The Usher Gallery was gifted to the residents of Lincoln to be operated as an arts venue and must be maintained as such.
- If the County Council are unwilling, or unable, to run the Usher Gallery then they should hand it over to a trust like organisation that can do the job properly.
- Funds from the sale of the museum would allow for expansion of the Collection and also allow for the Usher Gallery to remain as an art gallery as was originally intended.
- This investment could turn Lincoln into even more of a destination city. People travel from all over to the likes of London, Edinburgh and Liverpool to see art exhibitions so why can't Lincoln be the same?
- A cultural city like Lincoln cannot rely on its history alone. A cultural city needs to build, develop and encourage all aspects of its cultural heritage and future and to be determined and innovative in its approach to create more. Not less. Not closure and dismantling its cultural assets.
- See page one.
- Foolish not too- people visit the Usher and find the Collection because of it
- Collaborative approaches to the operation of such a facility might allow more funding bids to be submitted given the priority often allocated by funders to collaborative applications. Funding eligibility might be extended through such collaborative initiatives.
- see above
- Selling off the Usher would be a betrayal of the principles on which it was formed
- I cannot believe that a city that tries to attract visitors proposes to close one of its main assets (although unrecognized).
- I read that there would be considerable cost involved with the closing of the Usher, spend money on the Usher, open the big front doors and enhance the gardens outside, there are already two or three impressive sculptures in the grounds.
- The problems of the Collection/ Usher are inherent in the original concept. They always needed a bridge to make the concept work, to make them work as one. This was a crisis waiting to happen. Poor decisions were made in the past, but the Castle/ Cathedral expansion & development shows it can be done!!
- Better and cheaper use of space.
- The reasoning is twofold. Firstly, the people of Lincoln shouldn't be strangers to their own amenities, and rather than spending money on a process of diversification by creating attractions that may be deemed to be more commercially viable, concentrate on making what we've already got more interesting and engaging. This should lead to a greater degree of personal and commercial benefit.
- Each building can retain its own identity whilst complimenting each other
- As above
- There are numerous ways to increase the profile of the Usher Gallery at a national level.

- As above. It also maintains the intentional use of the Usher Gallery for the people of the city and county, maintains it as a publically accessible asset and has potential to reinvigorate its appeal. Equally it enhances both facilities: maintaining the currently available space across both sites, plus the enhancement in the 'new' space at the Collection - win, win I'd say.
- To achieve more for the city and develop distinction.
- Every agency is faced with funding cuts, yet all get the benefits from increased tourism and economic generation that brings. A single shared service may bring both cost savings in reduced head-count and an economic multiplier in a single approach to promotion of the City.
- The Usher must not be allowed to close.
- Potential to develop and expand arts in Lincoln. Without a physical, dedicated site the art will get lost. There is a room for improvement. If there's no room, we can't improve.
- The two sites should be retained and are needed.
- It's a major historical building that is linked to Lincoln's identity- James Usher, the Lincoln Imp and Edward V11
- Cultural loss for present and future generations
- See notes above.
- As above
- Both venues are an asset to the city and if we use them more wisely, they can provide a valuable learning space for everyone.
- The Usher is a nationally recognized institution in a striking Classical building bequeathed for that purpose. Future prospective donors will not give if the building is used for functions not in the bequest.
- see above.
- Pull on skills etc that are in the City already. If this consultation had been more public meetings could have been set up to ask for their input. Get into the eating places where students go to glean their ideas and open this up to innovative ideas. They are the future users.
- It would be easier for people getting to the two venues
- Large sums of money spent on The Collection would be a white elephant and cancel out all the supposed savings
- We need the Usher Gallery.
- To revive both spaces as focus for the arts, to offer something for everyone - mums & toddlers / school groups/ family groups / disabled & older people/ teenagers - they all need arts and crafts spaces to go to in order to educate, practise & meet others socially and to develop skills. Another café could be developed at the Usher gallery & gardens could be established behind it as a safe area for young families especially, and moving the soft play room from the front of the Collection to the Usher. The front glassed space at the Collection could then be better used to promote local artists in situ giving demonstrations & showcasing their work on a daily or weekly basis. The Teenage Market initiative nurtured by BGU could also benefit from regular showcases at the Collection which would promote new talent as well as inspiration to young budding local entrepreneurs.
- see above
- We need the building for future generations. I don't feel it is the right of the LCC just because of austerity not to be more creative with options to ensure it stays open for more

generations. art brings in good income to the city. Lincoln would be the poorer for it being closed (the U Gallery)

- There should be further options available which allow Lincolnshire County Council to retain both sites, thus preserving the Usher legacy as it was intended.
- It was James Ward Usher's wish that a gallery was built to house his collections and become an art gallery for the people of the City of Lincoln - this cannot and should not be ignored. The Usher Gallery is a unique place within the city and the county, being the only public art gallery. New spaces within The Collection will offer great opportunities for development of displays and temporary exhibitions but will not provide the same atmosphere for displaying the historic collections, some of which are of national importance, and this proposal to close it as an art gallery is short-sighted. Opinions expressed by xxx in the press as facts are not correct and this has shown LCC in a bad light. I do not believe the suggestions for what the gallery will be used for in the future are suitable for what is after all a purpose built art gallery. Investment could be brought in for both buildings, and if a more focused, imaginative approach to marketing and programming was put in place
- This could allow the collections and exhibitions in storage to be put on display and be seen more often which in turn would draw a larger audience when put on in collaboration with events.
- We would like to believe the majority of Councillors are aware of [and proud to acknowledge], the moral duty handed to them of responsibility for the County's cultural heritage.
- See above - Stamford is an historical town, and visitors expect a venue to discover about it.
- The Usher gallery is purpose built. It is not just a static site as you claim. Exhibitions, strong changing collections, grounds etc
- Learn from Hull Sheffield, York, Cambridge etc
- The County Councils proposals are irrelevant to the issues
- Art promotes good mental health
- It is useless having grand schemes if there are not professional / qualified staff to use and develop the facilities provided. Lincoln needs quality exhibitions not big scale quantity block busters!!
- Involve Lincolnshire U3As
- To enable Art lovers to enjoy the Gallery. To continue to enhance the cultural reputation of Lincolnshire.
- Let the council find somewhere else for the activities proposed to take over the Usher Gallery
- Everywhere else does it! Why don't you? This is nothing to do with cuts. You have run this gallery down! Its because you don't know its value, only its price!

The Future of the Heritage Service

Consultation on the proposed changes

Proposal 4 – The operation of Gainsborough Old Hall.

Date of Survey: 13 February – 24 April 2019

Total surveys: 1104 responses

1055 online surveys

42 paper surveys

7 tablet surveys

Comments:

10.5% of overall comments for proposal 4

Proposal 4 – Gainsborough Old Hall - Comments				
	Please tell us the reason you gave this score	Are there any other options we should consider, if so please state	Please provide the reasoning for this other option/these other options	Total comments
No of Comments	673	88	70	831
Response	81%	11%	8%	100%

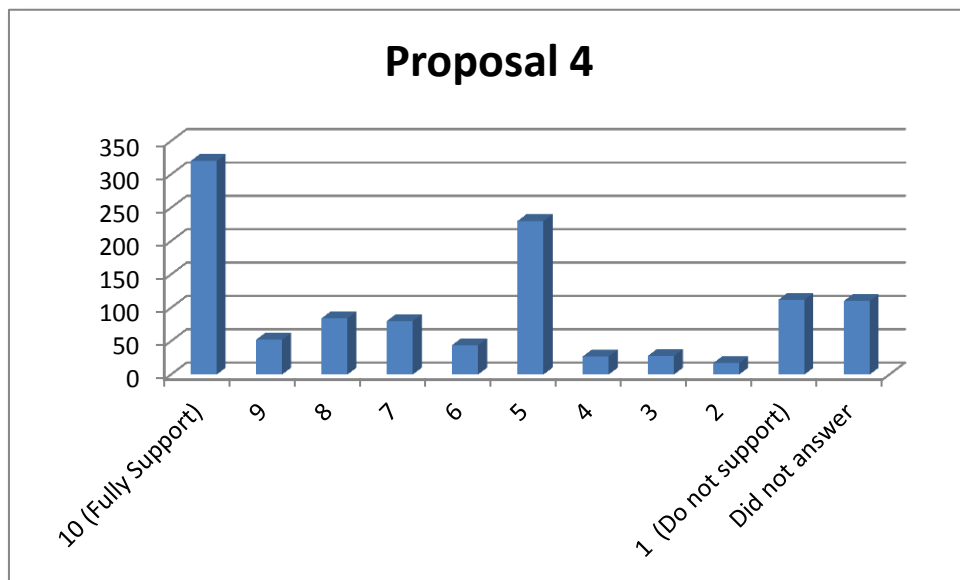
Consultation on the proposed changes

Proposal 4 – The operation of Gainsborough Old Hall.

It is proposed that the Heritage Service terminates the lease and returns the operation of Gainsborough Old Hall to its owner, English Heritage. The operation of this attraction at Gainsborough Old Hall, including the opening hours, event and exhibition programmes and facilitated learning programme would then be determined by English Heritage.

On a scale of 1-10 (1 = do not support, 10 = fully supports) to what extent do you support or not support the proposal to terminate the lease and Heritage Service to move to a more commercial approach to attract income and make the Heritage Service as financially self-sustaining as possible?

Proposal 4	Count	% of response
10 (Fully Support)	320	29.0%
9	52	4.7%
8	84	7.6%
7	80	7.2%
6	44	4.0%
5	230	20.8%
4	27	2.4%
3	28	2.5%
2	17	1.5%
1 (Do not support)	112	10.1%
Did not answer	110	10.0%
Total	1104	100%



Please tell us the reason you gave this score

- Yes good, a reasonable suggestion.
- It is a sensible approach. I am confident English Heritage will open the site on a regular basis. I recognise this may not be as frequent as the county council currently opens it
- English Heritage have the expertise and infrastructure to run this as part of their organisation.
- It's an important part of Lincolnshire's heritage. Abandoning it would stand against what the Heritage Service is.
- English Heritage will probably do a better job
- Remove the drain on LCC funding and allow EH to operate it for the Nation.
- Fine, as it would continue to run.
- If the Old Hall belongs to English Heritage then perhaps they could have it back, if that would save money, but it would be a shame to lose the excellent education activities that have enthralled generations of Lincolnshire children, until the last couple of years. It would be helpful to know if English Heritage could do as good a job.
- If the site were to be operated by English Heritage, it would remain accessible. The organisation is effective in other sites and hopefully it would be maintained efficiently.
- It belongs to English Heritage.
- To make a decision on this, we would need to know if it is profitable or not. At least, I guess, English Heritage would look after it properly, but the question is, why did we lease it from them in the first place, if you can't look after it?
- another case of cost cutting. At least with English Heritage there is a partner that will look after the site
- Not familiar with it
- I believe that English Heritage will look after this building and maintain its access for the public.
- English heritage are better placed to operate the property.
- English Heritage will protect the site
- Since EH re-structured, it makes sense for them to operate this property.
- Allowing GOH to be operated by English Heritage will allow visitors to best experience the venue and release management capacity to more effectively deliver on its plan.
- I agree.
- They know what they are doing and have greater expertise than LCC.
- English Heritage can surely be trusted to treat the Old Hall with the respect it deserves and perhaps offer more in the way of events and exhibitions
- Financial. But I would be sad to see it lose its individuality.
- I'm sure English Heritage will do a very good job and if this preserves the hall for future generations I would fully support it. I would worry about it being kept by the the Heritage Service as it may be taken out of public use and used for other commercial ventures.
- A country-wide organisation like English Heritage would not feel the same personal investment in a site such as Gainsborough Old Hall as the local heritage service. English Heritage would not have the needs of local people at heart and its funding would be further split, meaning that while cuts are inevitable, Gainsborough Old Hall may be considerably worse off under other management. The change of operator would undoubtedly cause grief

for those who already work at such a site so at the very least clarity is needed on how this changeover would be handled before any proper response can be made in this survey.

- If English Heritage own the building then it makes sense for them to either manage the running of it completely, or to giving LCC more money to manage it on their behalf?
- English Heritage would do a better job
- Gainsborough is a dying town, and needs the full support of the County Council. This is where you should be concentrating a 'supersite' location, especially with the upcoming Mayflower anniversary celebrations
- EH can be trusted to do a better job
- If LCC are have problems maintaining this property at the level it deserves, English Heritage have the ability and expertise to already manage hundreds of historic properties in England so as long as they are committed to taking this wonderful property back under their wing and have resources to maintain and enhance then all to the better.
- Have no connection to Gainsborough so no opinion
- A more cohesive approach with other English Heritage sites.
- Although the Mayflower story can be linked and weddings are successfully hosted there it would be an ideal third party hire package when launching the Usher prospect.
- Let them have it.
- For the reasons detailed around the usher in previous question
- It is in Gainsborough's interests to make this successful...so let them.
- As I have never been it would not be a loss to me if that venue was not available to me by Heritage Services.
- Agree fully with this point. Work in partnership with English heritage to ensure the site remains accessible to the public
- The site will flourish under the guidance of EH.
- I believe the national and international heritage value is significant and should be the responsibility of English Heritage.
- Depends on whether English Heritage will do more with the building and the history of the site - As a Gainsborough resident, it seems all the effort goes to Lincoln and little is done to celebrate Gainsborough's Viking heritage, Alfred the Great marrying local girl, etc. The Last Kingdom is huge of TV at the moment and more could be done at the Old Hall to mark Gainsborough's important role at the time. There is also an issue that people will not come and stay over as there isn't enough to do. I think the Old Hall could also be used as a featured part of ghost walks - which use new technology to make them interactive.
- If English Heritage can do a better Job than the council then by all means do it
- Gainsborough could do with a cultural injection and if the council can't support it then at least English Heritage would do a Stirling job.
- english heritage are the right people to run the site
- It's not particularly well presented as it is now - the shop is drab, the products mundane, the feel of the place is 'mediocre'. This important site needs to be part of the national portfolio of EH - the County heritage service is not doing justice to it.
- If this means that Gainsborough Old Hall would still continue to operate
- It will save the council money and admin, plus English Heritage will likely do a similar, if not better, job running it.
- I don't live in Gainsborough and have not visited the Old Hall so can't really comment. At least if it is returned to English Heritage it will remain open to the public which is important.

- I have never been to Gainsborough Old Hall, so do not feel qualified to answer this question.
- English heritage would operate this building with greater effect.
- dont mind providing it remains accessible and affordable for people
- Not sure either way. But could be run by volunteers.
- They are better prepared to run a successful heritage site than the council that are running all the sites in to the ground whilst increasing their own allowances and lining their own pockets.
- I cannot speak on this matter with any knowlege
- I am less familiar with Gainsborough Old Hall than the services in Lincoln (v familiar) as long as people can still access the Hall and ticket prices are not raised
- again, I cannot see the reason for this.
- Depends on how profitable Old Hall is. If not profitable, pass back to English Heritage
- If English Heritage take it on, then that means it continues to thrive
- This is to me a more sensible arrangement.
- English Heritage have considered experience in running these type of sites
- I think this would provide a boost of service for the Old Hall, its programmes and its attraction to visitors from the region as those offered by the current heritage team there are limited. The Old Hall has suffered from a lack of investment and innovation from staff in charge of programming. Hopefully English Heritage would provide it with an exciting new lease of life. I think guarantees would need to be put in place to ensure EH would retain the cafe and existing open hours.
- Gainsborough old hall is a wonderful place to visit and English heritage would be the ideal choice for restoration and visitor experience.
- If English Heritage is prepared to maintain Gainsborough Old Hall as it is I am all in favour.
- Maybe English Heritage would actually promote Gainsborough Old Hall's history, rather than having a focal point soley on the castle and magna carta.
- I am sure EH will look after it well.
- English heritage have vast experience operating and running similar sites and i believe they could do a better job promoting the site across the region for tourists and this will also take the costs away from the council which could be reinvested into the local community
- What an amazing building Gainsborough Old Hall is. it should be retained so that the building 'works for the Gainsborough community'. I have always found that English Heritage does not always work for the local community and take into consideration the needs of the local community - what will happen to the Gainsborough Beer Festival for instance. This is one of the best beer festivals in the UK and in one of the most stunning of settings.
- Gainsborough is a deprived area and the Hall serves many more functions than just a house. Returning to English Heritage could deprive the town of this social space
- I support this proposal if English Heritage have a commitment to retain and continue to support this wonderful survival and resource for the Countcny
- English Heritage would look after the hall well. Hopefully they will still be able to afford the running costs.
- Makes sense as English Heritage are a preservation group for older buildings.
- English Heritage will be able to run Gainsborough Old Hall better than the County Council. This will ensure it is kept open and maintained well.
- I am happy to support this sensible proposal.

- English Heritage can manage this well.
- English Heritage successfully run similar buildings throughout the country.
- I don't know if this would allow the site to be improved or not, but as a teacher, I have greatly valued the facility for children's learning experience.
- Should never had been run by the CC. It's the right think to hand it back to English Heritage.
- Not withstanding the amazing and successful work of the earlier Friends of Gainsborough Hall to save this unique building for posterity, perhaps English Heritage, as a National Charity, are an appropriate charity to continue the good work. They have access to national funding and a wealth of experience both to fund and maintain historic gems.
- This makes sense to preserve the site but it would be really good if English Heritage could be persuaded to offer Lincolnshire residents an incentive to visit
- English Heritage could maintain this as one of their properties.
- I am unsure of the difference it would make.
- You're kidding, right? Privatise Gainsborough old hall? Let's just auction off the magna carta while we're at it.
- It may be passing the buck but clearly English Heritage is a fitting organisation to be responsible for this particular site
- English Heritage are in the business of such and presumably it would be in good hands with them. They could releive you of the burden of operating this without its becoming a loss to the community I hope.
- English heritage would do a good job of running it, if it made more financial sense for the council to give up the lease we wouldn't be losing the site altogether.
- Member of English Heritage and believe in their abilities and integrity
- I do not know enough about Gainsborough Old Hall to comment.
- Your thinking is apparent from the way this is worded. This is HISTORY. Not an "attraction". It has intrinsic value worthy of protection and preservation. Without knowing English Heritage's plans for the site how can we express an opinion on this?
- Gainsborough Old Hall is an asset to Lincolnshire and I'm sure English Heritage would care for it.
- This isn't the worse idea, since the building would be looked after; however, there should be certain conditions that would need to be met. The staff working there would need to know that their jobs are safe. And the building should be accessible to everyone, on a financial level.
- English Heritage should be able to operate Gainsborough Old Hall in the way they operate similar properties
- English heritage would probably do a better job to promote the site
- I believe Lincolnshire County Council shouldn't have taken over Gainsborough Old Hall, the prices went up and people stopped going
- I am sure that English Heritage could make a good job of this, as long as they are willing to take it on.
- English Heritage are probably better able to look after this site.
- If English Heritage is prepared to maintain public programming, so that this cultural gem can remain of relevance for visitors, this option may be worthwhile especially since English Heritage have great experience and record of running such sites for the benefit of the public.

- English Heritage are perfectly capable of providing/coordination facilitated learning programs and special event.
- I don't know the site or English heritage's operating policies well enough to comment
- It should stay in Lincoln, where it is.
- I believe that finding a good solution for this important site to keep operating and not be a burden to LCC is a useful and productive one that feels thought through and considered
- English heritage are a long established organisation who know how to run a site like this.
- Seems sensible, its unlikely the offer at the Old Hall would be diminished by not renewing the lease.
- I have always been impressed by the way Gainsborough Old Hall is able to operate, particularly in enabling filming to go on in the building. This is a huge asset to the growing Lincvlnshire film industry. I fear that in the hands of EH such access would become too expensive and too restrictive. The freedom of operation and excellent management has always been Gainsborough Old Hall's greatest asset.
- You need guarantees from EH that operations continue - it's not enough to wash your hands of this. There will be implications
- Is English Heritage prepared to fully support Gainsborough Old Hall?
- This seems logical if little is changed for visitors.
- Gainsborough Old Hall doesn't get the footfall to compete with sites like Lincoln Castle and The Collection/Usher Gallery. It seems like a dead-weight being propped up by the success of other sites/teams. However, the GOH learning programme is very popular and many schools would be disappointed if it was to be terminated.
- It's all Gainsborough really has and perhaps its less interesting than others the county looks after
- Funds are better directed to essential social services.
- Probably a good idea! As you seem incapable of running anything.
- This is a sensible option and still keeps it available to the public
- English Heritage would be an excellent option. With a good professional service.
- I think Gainsborough Old Hall is a beautiful building with a rich history, and one which Lincolnshire should be proud to have. I'd like to know if other options have been looked into with regards to a partnership with English Heritage which is mutually beneficial. Is there a way they could support you in caring for the building rather than a straight hand back? If it all goes back to English Heritage (who are also restricted on funding) I can only assume that the building will be less accessible with restricted opening.
- English Heritage will make a better job of running this.
- Sounds like a good idea
- Not sure at this stage whether English Heritage would maintain Gainsborough Old Hall at its current level of access
- There is no reason why this should remain with lcc. It's not bringing in a profit and there is another organisation that can look after it.
- I don't know enough about this topic to express an informed opinion.
- They own it, they can develop it.
- Possibly this makes sense as EH may revitalise the hall and refresh its offer
- A loss for LCC in terms of its cultural offer, but at least EH are a more transparent and knowledgeable organisation than LCC. I doubt however that thus would be cost neutral and the true cost of any transfer payment required by EH should be made public.

- I don't feel I know enough about what English Heritage would do with the site to fully support this option, however I think as long as they would continue to operate it as a Heritage site then this may be a reasonable thing to do.
- I do not know the Hall and its current usage so cannot comment.
- English Heritage is a good custodian of this type of building. Providing they will keep it open and continue to use it as a venue for events and exhibitions they are probably a more suitable custodian.
- As long as it is run in an accessible way by English Heritage and the cost of going in not increased
- Makes sense
- Why not work "WITH" English Heritage to make it a really amazing art gallery?? If it's funding you need - try doing some really exciting self funding? Look back at my idea of really good competitions for photography and art!!
- It would be supported financially from central government
- So long as the building remains accessible as a visitor attraction, I have no opinion on whether LCC or EH operate the site.
- If English Heritage have the desire to take this on then that is good but I can't see it being profitable under their care either
- At least it won't have a change of use as proposed for The Usher
- I fully support this as Gainsborough Old Hall will benefit from returning to English Heritage.
- Gainsborough Old Hall is primarily a heritage building of significance rather than a collection of significance - for LCC that is: it is of huge significance to the nation. It is an easy way to release equity and money without actually losing the heritage of Gainsborough, the surrounding areas, and Lincolnshire. English heritage would potentially continue to run the site anyway if it was viable.
- We already pay to enter the space and see any exhibitions that take place there.
- EH won't do anything with it - the local authority can. Use your creative skills LCC - the Old Hall could be so much more
- As long as the locals have a say in this or are happy if it goes this way back to English heritage!
- This will hopefully result in the full operation of the site.
- You don't explain why English Heritage passed it down to the council in the first place. Will they keep it running now, or close it down?
- I do not have enough knowledge to make a commitment
- English Heritage will hopefully will spend money on it unlike the council
- This may be appropriate if English Heritage is willing to take this asset back as they are more sympathetic to our heritage and are experts in the field
- Because Gainsborough Hall will at least be back with English Heritage, in safe hands for its future.
- I do not know the likelihood of English heritage accepting the responsibility of running it. If it will definitely be accepted by them then it seems like a reasonable idea. If it results in the venue closing down, then it is not acceptable.
- As an EH member I'm sure the Old Hall's future will be safe within it's care.
- I did not even know about Gainsborough old Hall. I have no idea if it is cost effective. I suspect not.
- They would run the site with more care.

- If English Heritage would welcome this move it may be worthy of consideration
- If it's their property then they should care and run it. They've the expertise.
- I have never visited Gainsborough Old Hall so cannot comment but I would imagine English Heritage would still ensure regular events and exhibitions take place so it would be in safe hands with such a large and brilliant organisation.
- I know little about it and do not have strong feelings either way.
- if it can't be run at profit then owner should foot bill
- I hope English Heritage will have a more dedicated approach to being the guardian of this building and value this historical asset.
- It's much more sensible.
- It is an option
- Is this not a profitable venue? how can it not be? It is a gem, and would seem foolish to give it up. Crickey, what else did you think to do, knock it down and build a car park???? (ahhhh, yes, that one didn't work before did it...)
- I go to the old Hall quite often with a grandson and there is a feeling of "same old same old" and "run on a shoestring". If English Heritage are standing by to take over then they should be encouraged to do so.
- I have never visited this site, but I have experienced English Heritage's properties without complaint. Their intention would be to create a unique experience on their unique micro site so perhaps they are better off going alone as opposed to remaining with a council who obviously have little regard for improving their unfortunate 'microsites'.
- I am presuming that English Heritage would make a better job of running the place. our council doesn't seem to want to provide access to culture and history
- I worry the Hall would close
- If English Heritage is happy to take control and run this venue as the way is currently being run then I have few objections. They have a small membership fee that gives access to many hundreds of sites nationally for free. This would benefit everyone. They would also be able to bring the visitor facilities up to a better level.
- English Heritage have understanding and experience of managing properties of this importance. They should make a better job of it than the less than enthusiastic management LCC has provided.
- Depends if a proper business case has been made and it's not just a question of a lack of management dynamism. If HS does terminate the lease and a local organisation is interested in taking it on then HS should offer to help or advise if this is desired.
- Only do this if you can get assurance that educational provision will continue to be a key element. It does make sense to return this to EH.
- Once again this is just the Council seeking to cut costs at the expense of the many hundreds of people who currently enjoy visiting the Old Hall and some consideration needs to be given to maintaining this reasonably priced admission fee for the people who don't have vast amounts of disposable income of which there are very many in Lincolnshire
- It would be a shame, but I totally understand that this is probably a really good suggestion based on funding restraints.
- English Heritage are, I suspect, a better operator for a site like this. They will also have access to potential funding sources which are dedicated to this sort of site, rather than having to make hard decisions between one type of cultural presentation and another. I

would hope that local input would still be possible regarding educational links to local schools.

- What advantage do you see to the residents of Lincolnshire in doing this?
- its their place and they look after places well
- Unfortunately it is a drain on Council resources to keep and maintain a building that does not belong to them
- English heritage will take good care of the site so I don't see any detrimental effect
- Support so long as funding for essential repairs is guaranteed.
- English Heritage would do a good job and not sell our heritage sites for profit unlike local authorities.
- A great idea
- If English Heritage already own it, they might as well run it, they have a proven track record of doing a good job. My concern would be entrance cost implications?
- I think this is a fairly good idea. Although the council would be losing a heritage site it would still be preserved as a heritage site by English heritage. Unlike the Usher that you are proposing to commercialise and lose all the charm, heritage and cultural value. In this example, everything should stay as it is but under different management. Furthermore, this would save more money to reinvest in our sites.
- English Heritage are the right people for this building
- As long as hanging control back will not have a detrimental impact on what's on offer, it seems to make sense - the county can retain its facility without incurring the cost
- I have no opinion on this either way. I have visited the Hall in the past and found it very interesting but I do not know enough about it to comment.
- You just wAnt rid
- At least the plan for this is not going to ruin the Hall.
- I don't mind either way
- It is an excellent space, historical attraction and would benefit from English Heritage's financial backing
- If this still makes the hall accessible at low cost this still protects its future
- English Heritage are best placed to manage this site, which although unique sits off the tourist trail, and as such will not be sustainable.
- I don't mind either way.
- The education workshop at the Hall is a popular and well-subscribed one. It would be a great loss for the council's informal education offer to lose this property from its portfolio. It would not be possible to recreate the 'wow factor' for children visiting to undertake hands-on, immersive learning about the Tudor period at any other venue.
- Not familiar with this site.
- Its probably the best option. English Heritage will likely close it down each year between October and Easter but needs must. It already markets itself as a wedding venue but doesnt get many weddings.
- It is so sad that this unique building is being let go. It really does not reflect well on us that we can't manage it and are begging English Heritage to take it off us. Bad management and short sightedness which makes Lincolnshire look weak and pathetic
- English Heritage should be responsible for this site.
- Good idea, If it is owned by English Heritage, let them take the strain.

- I accept that the Heritage Service will have to reduce its commitment to certain sites. By letting this site go, Heritage Services can concentrate on Lincoln as the main focus for its services.
- the way it runs now works for the visitor brilliantly, why risk it by taking an approach that could lead to a loss in visitor numbers.
- IGainsborough Old Hall would still I hope be operating as a centre for visits by all.
- As for proposal 1
- If EH can keep this facility open, all should be well
- To save this site / building and give the English Heritage full freedom in what it does best - with a larger financial backing from the public through general subscriptions
- Why loose something that attracts visitors
- Not fully sure what would be best for this building. If English heritage plan to keep it open then I would agree.
- English heritage will take care of the building
- This might be a good option provided that EH look after it. I'm sure they will do it better than LCC have done.
- Will English Heritage continue to encourage the use of Gainsborough Old Hall and sell it to the tourist industry better than or as well as the LCC?
- I expect that English Heritage would make a better job of looking after it than a philistine council only interested in making money.
- English Heritage has a good experience and would bring expertise to the building
- Perhaps if English Heritage are not particularly interested, the National Trust might consider taking it on?
- This will make a saving for LCC and Gainsborough Old Hall will be safe in the hands of English Heritage.
- English Heritage is a worthwhile concern.
- The Hall is a real asset and can be a continuing draw for visitors, young and old, from throughout the county and beyond. The value of this to the county is not just in the balance sheet of money it brings in.
- This is another venue to the North of the County which attracts a wide variety of people & provides an education programme. The move to English Heritage would probably mean a loss of the education programme.
- They could run it much better.
- It should not be operated by the public purse.
- English Heritage would probably do a better job at protecting the Old Hall, because they are not subject the the Government cuts which is what this is all about
- no issue, provided EH keep it open
- I have always considered GOH as part of English Heritage so this would not be a surprise and still be available to the public to visit
- I have never been to the Gainsborough Old Hall so have no real opinion.
- I have never been to the The Old Hall
- I have no knowledge of Gainsborough old Hall
- Presumably English Heritage will continue to allow public access, ?
- I believe English Heritage would be able to make use of this site in the public interest.assuming LCC are not able to make changes to the way it's run to make it more profitable to LCC.

- I can see little difference between being charged by English Heritage to visit or being charged by the council. English Heritage would probably do a better job, as the council displays little interest in looking after its heritage.
- I suppose as long as some heritage organisation has it there is a chance it can stay open for visitors.
- English Heritage might do a better job. Your report says that GOH doesn't tell stories. It could do, given the motivation.
- To some extent I agree to this proposal having worked for English Heritage in the past and knowing what benefits there would be to the Lincoln Medieval Bishops Palace with having another site within Lincolnshire including staff, events and general visitor attractiveness for both sites. However, I am a little concerned that the Hall would be swallowed up within English Heritage who look after over 400 sites. It wouldn't be prioritised the same as what the Council probably has been able to do while being able to run unique events. Though in practice this wouldn't be known for certain until the transfer had taken place which I think in the long term makes sense. Though it would be good to know what the saving and benefits in effect there would be from not renewing the lease. I.e. will the Council no longer have to maintain the Old Hall or was this something done by English Heritage? What income will the Council lose in contrast to the expenditure for the lease and staff etc. You need thi
- English Heritage can be trusted to run the site as it deserves. I don't think that Lincolnshire County Council can.
- would save money and transfer the liability back to historic england/ english heritage.
- No indication as to the impact on long term support for the Old Hall
- This makes complete sense. English Heritage are far better placed to run this facility. I do not contend that the only significance of the site is the building. I think the story it tells locally of events that took place on the site is equally important.
- again lets find the easy way
- English Heritage should see this as an opportunity to improve some aspects of the customer experience at Gainsborough Old Hall, while raising revenue for the charity.
- Only thing that got people there was the connection with TV series Wolf Hall it is not given enough prominence.
- I support this idea, yes English Heritage I am certain would care for it.
- English Heritage can be in full control and probably put more money into its staff and maintenance.
- This is one of the sole heritage venues in this part of the county for visitation by the public and education for children.
- This will help LCC to reduce some of its costs. At the same time, I see no immediate threat to the Old Hall in terminating the lease as English Heritage will capitalise on teh building in the same way that LCC has done (admission fees, events) and additionally, English Heritage has its own sources of funding that LCC does not.
- No considered opinion and not enough local knowledge to argue on this item
- I don't think that LCC currently gets the best from this site as it could.
- English Heritage can look after it, we need to concentrate on the city of Lincoln
- Sites run by English Heritage and the National Trust are underrepresented in Lincolnshire. It would be excellent to see them having more direct involvement again, if the County Council can no longer carry out this work. I have always been impressed by the work that

the County Council has been doing at Gainsborough Old Hall. I am very sad that financial constraints mean they need to withdraw from this site.

- This is my local attraction and is of great historical significance, if withdrawing from the Hall puts its future at risk then a compromise is needed. Alternative options should be explored first.
- English Heritage do a fab job with engaging to customer and looking after the building.
- I FULLY SUPPORT THIS ACTION.
- No knowledge
- I love Gainsborough Old Hall, I wish it had gardens, parklands and more outside space to turn it into an 'all day' visitor attraction but it is empty most of the time (in terms of exhibitions). I will still visit Gainsborough Old Hall, no matter who is running it so maybe it should return to English Heritage. It would get more National coverage, for example in English Heritage brochures and literature. Maybe people from outside the county will make the effort to drive over and visit the site.
- English Heritage may be good for this site
- Continued delivery, and greater potential for growth of the site by English Heritage. I feel this is better placed in this arrangement.
- Not sure of the pros and cons of this
- they are a good institution and will administer it well
- Happy that English Heritage will do a good job.
- Support subject to proposals as to how this enable the Old Hall to continue to be a heritage attraction.
- EH have the expertise to look after a building of this age and significance
- English Heritage would be able to support the rich history of the Hall and maintain the fabric and fittings to their due standard.
- English Heritage will take care of the Hall
- not been, so cannot comment
- EH will have the obligation to manage the site.
- I feel that the hall will be in better hands.
- English Heritage does a wonderful job and is totally committed to looking after older buildings and gardens.
- Focus on Lincoln.
- This falls outside the remit of The National Archives.
- The Hall is a prime example of English Heritage's work
- Since Lincolnshire County Council seem to have no interest in heritage it is possible English Heritage will be able to make better use of it. A shameful failure on the part of LCC that they have not made a success of this superb building
- Makes sense - Please consider what happens to the staff as they are lovely.
- English Heritage have the knowledge and experience to run such a place to the best .
- If "English Heritage" own the building they should be bearing all of the financial costs of running it. "English Heritage" is a national organisation paid for out of national taxes, why should Lincolnshire residents have to pay twice for maintaining national assets.
- more national advertising
- Little use therefore not justifiable
- I'm not from Gainsborough hand don't know much about it. I assume English Heritage would keep it open and do a good job though

- I am already a member of English Heritage, and they are the right people to run this site.
- Gainsborough Old Hall is one of the best places to visit in the county, both beautiful in appearance and amazingly interesting. The regular events held there are a major asset to the county, as well as a visit for its own sake.
- I do not agree to the model as outlined in the Detailed Business case. It lacks clarity and coherence, it lacks ambition and vision.
- I don't understand what the impact of this change would be,
- Can't answer this question without hearing English Heritage's viewpoint.
- They will look after it properly and have the experience
- Yes, remains in good hands and accessible to the public.
- Guaranteed to be handed over to a trusted provider/trustee/owner in English Heritage which can be trusted
- There are not, I think, many EH sites in the county and I have a high regard elsewhere for their probity and professionalism. Could they not take over the facilities in Stamford too?
- I am not well connected to this building and cannot offer an informed opinion
- LCC do not seem to have any vision for this building
- Because at the moment it is poorly run and English Heritage would make a much better job of it
- never been,
- If English Heritage own the building it seems right to return it to them when the heritage section need the money for elsewhere
- Unable to comment
- Is EH willing to take it back? What financial penalties will they levy for the termination of the lease?
- We are a county - we should be offering more county-wide services in the heritage sector, not less.
- Because English Heritage will provide the right sort of management for this location.
- I believe it would do better under English Heritage
- Give it back to the organization that has responsibility for it!
- I have no opinion
- Where's Gainsborough
- Thus seems a shame, but as long as it stays open
- Never been, never will
- This would only be a positive move if English Heritage were prepared to operate at least a similar set of opening hours. Further reductions in opening hours could mean further reductions in visitor numbers and eventually a decision to close this wonderful building
- I have lived in Lincoln for nearly 20 years and have never visited the Old Hall. Why? because the intention is there but as an experience my perception is that it is too much of a localized interest.
- I have visited Gainsborough Old Hall and did find it interesting, but there was this feel of the space being a bit forgotten. The site going back to English Heritage might not be so bad if they would invest in it as a building and encourage more visitors to the site, which presumably would happen because of the membership arrangements.
- Give it back
- Makes good sense for once
- The council must stay firm and not be swayed by ignorance

- I've never been, but so long as its open
- Seems sensible
- Because it's better than going to a private company
- English heritage should do a good job of managing this site
- English Heritage will do a better job.
- English Heritage would run a reasonably equivalent programme to the one the LCC runs
- Gainsborough Old Hall is tired and needs new ideas and investment. Allowing EH to market it using their own brand and develop it in line with their own policies and ethos will make it a better attraction, breathe a new lease of life into the building and inspire new audiences to visit it. Best solution all round.
- English Heritage will continue to manage and protect the building. It's a valuable educational resource which EH could expand upon.
- I do support this but I wonder if a partnership lease could be arranged
- This is a different concept to the Collection and the Usher. It is essentially 'historical'
- xxx.
- The building is landlocked by residential and parking is difficult. It needs a new eye to fully explore the possibilities. i'm sure EH can use their vast resources and promotional staff to renew the beautiful building. It needs more investment than LCC can afford at present, but as its not owned by LCC hand it back to those who can and should be polishing this amazing jewel for the whole of England.
- This would separate the Usher completely from the Collection reducing the impact of both sites.
- EH are better placed
- It would save money, especially with administrative/upkeep/staffing costs - and we would still retain access.
- This could be a sensible option to save money. English Heritage run sites well.
- Insufficient knowledge on this subject
- GOH needs to attract more visitors and use the heritage open days to demonstrate to local people the high quality and historically important site that it is.
- i think eh will be more able to provide the funds needed to keep it in good repair
- Well, English Heritage do seem to make a better job at less cost than LCC
- Since EH owns GOH seems reasonable for LCC to withdraw at end of current lease
- If LCC can't do a proper job, then probably best to hand if off to someone who can. Before its handed off, make sure that nothing will be lost...
- I have no problem with this change - this should not affect what Gainsborough Old Hall is and stands for.
- English Heritage have a proven track record of being able to support and run sites appropriately and effectively, so I don't expect this would change the status quo significantly.
- I'd rather the CC were not involved, given their obvious dislike of arts, culture, and history.
- I am not sure regarding The Old Hall - it is a hidden gem and certainly needs to be properly managed to encourage more visitors. The Friends of The Hall should certainly have input on this for the excellent work they have done over the years in ensuring the Hall is still in existence for us to enjoy.
- I have no particular problem with EH taking back GOH, although given that GOH is not a ruin perhaps the National Trust would also be interested.

- do not know Gainsborough Hall, but by giving it back to English Heritage, you would save money, and it would still be available to the public
- national coverage
- Sensible transfer to a trusted organisation which specialises in managing this sort of site.
- Perhaps English Heritage could do a better job, if they agree to work with the local community.
- I believe buildings like this should be managed by English Heritage, or the National Trust.
- The last time I visited Gainsborough Old Hall it was run by English Heritage who seemed to make a good job of it.
- Great idea
- Seems sensible
- I have not personally visited gainsborough old Hall but I'm sure under the wing of English heritage it will still be able to offer a valuable visitor experience.
- I believe this would be a risk to a very popular venue.
- It would be in responsible hands
- English Heritage charges are expensive
- Let English Heritage incorporate it back into their own collection of cultural sites.
- Providing access remains available. May mean having to get membership of English Heritage.
- Our last visit here during half term this year was amazing. We assume EH were responsible for the audio/visual aids and general organisation of the hall. We hope it would be open for more hours as it would not be open for weddings.
- they have and will have the means to cope with its upkeep
- No strong feelings
- English Heritage will look after and maintain it well.
- As long as it stays part of a heritage organisation open to the public, I think this is ok. It is important that our history and culture stays available for people to learn about this.
- I believe that English Heritage will provide an excellent experience there.
- this is a good idea which would save resources without compromising the service GOH provides. Resources saved should be invested in to the Usher Art Gallery for Lincoln people to enjoy.
- It seems a sensible solution but I don't know enough about it.
- It does not effect me or Stamford.
- It is unclear from what level of service would be provided by English Heritage to keep the Old Hall operating.
- This sounds like an excellent facility and would be complementary to keeping the small amount of heritage space Stamford has at present, rather than replacing it.
- I do not know if this would be acceptable to English Heritage
- This makes strategic sense. Will the Old Hall be apart of the national Mayflower 400 commemorations in 2020?
- Fully support it going back to the organisation that can best showcase this little gem
- This is a great idea
- I will be entirely honest in that my motivation for completing this survey is to challenge those posh bullies from SLUG
- Gainsborough?
- I don't really have an opinion, but it seems to be sensible

- I am embarrassed to say that this is the first time I have heard of this Hall
- I don't know much about Gainsborough Old Hall - never been there. English Heritage attractions are expensive and if they ran it fewer people may go. But then, that would be their problem to deal with. No particular reason why the Heritage Service should run it especially as it belongs to English Heritage anyway.
- Do not know enough about this to comment.
- Sounds OK
- Should remain
- English Heritage would preserve it in a similar way.
- English Heritage would look after it as a heritage site.
- I trust English Heritage for this operation.
- Gainsborough Old Hall is an important cultural and historical site which county councillors have a responsibility to retain and maintain for the citizens of Lincolnshire. This could be achieved in conjunction with other fundholders such as English Heritage.
- Good idea, English heritage will likely welcome the opportunity to have this building back
- If English Heritage is able to maintain and promote this site it is worth considering.
- By focusing resources and time and energy on fewer buildings means that the quality will be better. I want to "do" things, not simply "look" at things
- Hand it back!
- I do not have sufficient knowledge of this location to be able to comment in detail.
- I feel sure that English Heritage would be able to operate the running of the Old Hall efficiently.
- Know less about this
- English Heritage do an excellent job round the country & will look after the Hall well.
- I would hope that English Heritage would realise the importance of the Hall and maximise its potential.
- Good idea.
- Makes commercial sense
- English Heritage has an amazing track record.
- Living in Gainsborough am not sure that English Heritage has ever connected with the town. It is not local.
- I fail to see how shedding cultural assets is a positive development for the county
- If not financially viable let it go and keep the usher and collection.
- I cannot comment as I have little knowledge of the Hall
- See previous responses.
- I think the English Heritage with their resources will be able to bring money and a fresh perspective to this wonderful Hall. Councils are under such a lot of pressure - roads, education etc at present.
- If Lincoln cannot operate the site well it would be better to return it to English Heritage.
- English Heritage are more than capable of running a building such as the Old Hall
- English heritage can manage the Hall successfully
- It would be a good asset
- English Heritage are expert at managing this type of building.
- there is a social inclusion issue here. If the National Trust take over the running of the site they will obviously charge admission to families etc and it then becomes less accessible to those on low incomes.

- This seems reasonable especially as English Heritage is likely to have more expertise than could reasonably be expected from the county
- English Heritage would be ideal to run it.
- If funding is an issue, and English Heritage can take the Old Hall on, then why not
- I don't know enough about Gainsborough Old Hall but I gather it is a useful site for local schoolchildren studying history, and as such could be retained and used to generate income for private events (I once went to a wedding there myself)
- Saving the Usher is more important.
- This is a logical move, with English Heritage a suitable entity to manage and preserve the Old Hall.
- English Heritage do this so well. If they are prepared to take it on they should have Gainsborough Old Hall.
- Good site, bad location
- I would support English Heritage running the site.
- As long as returning the lease to English Heritage didn't mean restricted access for the people of Lincolnshire I would be happy to support this
- I am not familiar with Gainsborough Old Hall.
- Support, do not close
- I do not know enough about this site to give informed comment
- This is possibly a reasonable answer to the question of Gainsborough Old Hall.
- I have no knowledge of how English Heritage operate their sites. Nothing should be done to jeopardise the future of this venue for Lincolnshire.
- yes, I think it will be in safe hands with English Heritage
- can not make an informed opinion on this.
- Provided that English Heritage are indeed willing to take on the old hall then I would consider that they are better placed to make the attraction work. They have skilled staff and nationwide advertising "reach"
- Any reduction of the county's heritage offer and its connectivity weakens our potential offer to visitors and our ability to tell our story.
- How sure is the council that English Heritage would want to run it in a similar way.
- English Heritage is a responsible and national organisation. I am confident that it will care for Gainsborough Old Hall and will promote the venue to its membership.
- Its called passing the buck.
- English Heritage will do well there
- If English Heritage own it, then they should run and maintain it.
- English Heritage have expertise and manage many similar sites.
- Control should be retained in Lincolnshire, though English Heritage do a good job with what they have.
- What matters is the continuation of the Old Hall as an attraction. It is immaterial who runs it, whether the funds come from central or local government.
- English Heritage would do a good job of managing the Old Hall.
- English Heritage would actually market the site better to a wider audience.
- If English Heritage run it the same way, I don't see any detrimental impact to the public.
- English Heritage could manage this property efficiently
- I'm sure that E.H. can operate this building etc. better than the Heritage Service.

- English Heritage is a professional, well funded organisation. The management does not change with local elections, when those given the 'heritage remit' usually have no experience in such a specialist field.
- If English Heritage owns the Old Hall then it should be run by English Heritage.
- I would want to hear what English Heritage has to say on the subject
- Better to invest time and energy into other areas of Lincolnshire's cultural offerings
- My concern is to what standard English Heritage would deliver this service. If opening hours would be reduced and the offer to be compromised I would not wish to see this go ahead. Especially as there is already a lack of LCC support with arts and heritage outside of the city centre. Would a wider programme of events make the site more sustainable?
- I have never been so cannot comment
- This seems sensible.
- I think if English Heritage will take this back then i have no problem as I would trust them to care for it
- We are members of English Heritage
- English heritage is skilled in visitor attractions and their maintenance
- Gainsborough is a very unique venue and I believe English Heritage would be best suited to take ownership.
- I'm not as familiar with the old hall as with the Lincoln assets, but come on, let's be straight. Just fund the upkeep of this incredible ancient building, and let people enjoy it. Gainsborough, as I remember is an area of quite high income inequality, so maybe not potentially force the closure of, or put behind a paywall what little they do have. We all know LCC have reserves of 190 odd million. Maybe don't disrupt the running of one of the country's most historically significant sites?
- I think it would be a shame to lose this remarkable property from Lincolnshire's heriatge portfolio. I think it is important that the local connection of GOH is valued by it's community
- Cannot comment.
- Good
- An asset that is essential to the heritage of the area would have an uncertain future. What do EH think of this?
- As long as they look after it. English Heritage have long neglected the Bishops Palace only now restoring the walls because they are at risk of collapse
- Keep Lincolnshire heritage in Lincolnshire hands
- I have never been, so can't comment on this one. It would be in safe hands with English Heritage though.
- This places the site in the hands of a suitable organisation independent of the county council.
- Are you sure that English Heritage which is currently experiencing its own financial problems can effectively take this on?
- Seems a logical decision
- Again, I feel this is a public good to be paid for and owned by the public.
- I suspect English Heritage will make more imaginative use of the Old Hall which deserves more 'exposure' and use.
- It will help reduce costs to city of Lincoln/councils.
- I imagine English Heritage would manage the site as they do others, that would meet the needs of most people.

- It is disappointing to see that the County Council cannot appreciate the enormous opportunity that its management of the Old Hall provides in terms of creating a visitor attraction of regional importance, but most crucially in terms of regenerating one of Lincolnshire's most deprived communities. As noted above, Heritage Services have starved the Old Hall of investment and publicity, when it could easily be an attraction on the scale of Lincoln Castle were it to have benefited from anywhere like the same support. To read that the County Council feels that "Gainsborough Old Hall's location means that it does not enjoy a significant number of visitors to make it a strong commercial proposition" appears indicate that it has entirely given up on the town and maybe the entire district, rather than realising that this unique asset could be the catalyst to regenerate the town and bring its communities together. At a time when West Lindsey is working with Historic England to leverage in invest
- I do not know enough about Gainsborough Old Hall to comment. I am presuming English Heritage have been contacted about this.
- It would be better in English Heritage hands to look after
- I don't know enough about it
- If English Heritage maintain or enhance the facilities and program I am not against this
- LCC should retain operation of GOH and only return it to EH at the end of the lease rather than a costly termination
- Allowing the site to be run by Heritage specialists should lead to more successful presentation of the history and stories within the building
- I do support this as returning Gainsborough Old Hall to English Heritage would mean the site would remain open, however I believe this would mean there would no longer be events held at the Hall which would be a loss.
- Undecided - let the people of Gainsborough decide.
- I do not know enough about activities at Gainsborough Old Hall but in principal it makes sense as English Heritage has a national reach and therefore more tools/marketing experience to employ.
- It belongs to English Heritage
- This option is acceptable provided that English Heritage is prepared to take on the task and continues to develop the potential of the Old Hall
- I really do not know what difference this would make to Gainsborough Old Hall. Perhaps English Heritage being a national organisation has more clout and funding?
- English heritage are probably capable of operating the Old Hall competently.
- English Heritage will make sure the hall is maintained
- Not a great deal of difference. English Heritage will charge too much for entrance that will preclude a majority of potential visitors from attending.
- It would ensure the protection of the Hall but would also create extra funding issues for another heritage operation
- Seems reasonable
- English Heritage are great custodians so I feel assured it will be in suitable hands for the future.
- English heritage have a good track record of running locations such as these
- As long as the building continues to be used as is best suited for its public - ask the people of Gainsborough what they require - where it is funded and maintained should not matter.

The issue comes that changing hands also leads to closure, or a change in the purpose of the site for something not required by the population.

- Again, if the building is owned by English Heritage (who are very much in the Heritage business! it makes some sense to let them run it.). However I know of some properties run by English Heritage which are not opened very often by them and assurances should be sort about the future opening schedules.
- It is hard to judge this when there is no background. As long as EH will continue to keep the hall open and care for its fabric then this potentially acceptable. However, I see EH is itself the subject of a consultation review over its remit so this would cast potential doubt on this.
- There are good and not so good things about English Heritage.
- This sounds an amazingly simple solution. Too simple? Why was it not being run by English Heritage in the first place. There must have been a reason.
- English Heritage do a fabulous job - This will and should not affect people's livelihoods and the day to day running of the Old Hall -
- Only if English Heritage is willing and able to maintain, and/or increase support for the Old Hall
- I don't know the answer to this but it would be sad to make this unaffordable for local people to visit. My family were unable to afford to visit English Heritage properties as they were always so expensive. I did take my children to Gainsborough old hall quite regularly as we could afford the entrance fees. It's an amazing building and I would like to see it run by the council still.
- LCC is essentially 'wiping its hands' of this site.
- Why did you lease it in the first place? I do not understand the advantages or disadvantages of either option.
- English Heritage will look after the building.
- At least (hopefully) it would be retained by a body who would oversee & maintain it's heritage if passé back to English Heritage
- They will probably run this better and invest more in it!
- As it is to be handed back to English Heritage it should be safe.
- English Heritage have a better reputation than Lincolnshire County Council
- English Heritage are I think in the best position to look after this place; and can probably do so at a lower cost overall. Makes sense.
- I am ambivalent.
- The Old Hall is something that needs securing for all time. Unless the abandonment of the lease was twinned with a cast iron expectation that hall would continue on the same lines as now I would not support
- I don't know enough about this place but perhaps that's because there isn't enough funding for you yo actually advertise it as a good place to visit. But based on your other decisions from the survey options so far, I imagine this to in fact be a good place to visit, and if it has a learning program, great! So I do not support this.
- There aren't may English Heritage sites in the local area so that would be an attraction and maybe English Heritage could promote the site more and provide more to attract visitors.
- Believe that English Heritage should take over most of the funding
- English Heritage would presumably take good care of the Old Hall. There is no indication at present that it would be sold or otherwise precluded from being a public heritage item
- English Heritage have some outstanding sites and their track record is solid.

- Many people believe Gainsborough Old Hall is run by English Heritage and I would hope there would be little disruption by losing the involvement of Lincolnshire County Council.
- We are members of English Heritage and I do admire and trust their work. However I feel the people of Gainsborough would be the ones to decide this--I don't feel qualified to reply.
- English Heritage a competent organisation, though it would be sad to relinquish The Hall after such a commitment made to it by the local people who fought such a hard won battle to secure its future for us all.
- English Heritage is a more trusted and visionary organisation to preserve and promote our local heritage!
- It would be nice to keep the Old Hall within LCC's portfolio and I feel it should remain so. This building is a big part of Lincolnshires Heritage and history. English Heritage is a very large organisation and I feel our Old Hall may be lost amongst their other more important sites. Also I feel you are 'giving away one of the jewels in our Crown'.
- why couldn't Lincolnshire County Council turn the Old Hall into a 'supersite'
- Provided English Heritage are funded to do this
- See previous comment
- It seems sensible and EH do good provision
- I have no problem with English Heritage taking over the running of Gainsborough Old Hall
- For reasons already stated. You can not decide that there is little interest in Gainsborough Old Hall, that is for us to decide. Your job is to promote Gainsborough Old Hall and make a success of it rather than run it down.
- EH would deliver a better operation
- It is not possible to answer this question honestly, because no information is given about whether English Heritage wishes, or is able, to resume operation of the facility.
- No strong views on this. I always assumed GOH was EH anyway.
- Gainsborough Old Hall is not just a fascinating medieval manor house. It has an important place in Britain's social and political landscape and so has many interesting national and local stories to tell. For example, it could be an integral part of the Mayflower 400 story - other places and sites that are part of this project are taking full advantage of the opportunities it offers, and will likely see a large rise in visitor numbers and income, particularly from US tourists who have money. It being in Gainsborough should in no way be a disadvantage. It's education offer is hugely popular with schools - this will be an enormous loss.
- I see no negatives in this. EH does a good job of interpretation of its sites.
- English Heritage is better-placed to care for and operate the Old Hall.
- In my mind its not the job of the council to be running old buildings....hand it over to those who know how to do it and have the resources to do it!
- If it is back with English Heritage more funding and advertising can be present for Gainsborough Old Hall.
- I don't know enough about this to comment. Will English Heritage accept operation of it? if so, then it seems an ok idea. If not, then what happens?
- I cannot support unilateral termination without knowing the views and intentions of English Heritage.
- For all the reasons previously given.
- Not knowledgeable re this Hall

- this makes sense as English Heritage are much better placed to improve the venue's revenue both in financial terms and in expertise
- No existing LCC heritage sites should be closed.
- You do not appear to have the cultural integrity for this!
- It is not in Lincoln so I do not know much about it.
- Can not comment to any degree. English Heritage are a successful body but the hall needs to be shown to the public.
- Management of the site under direct ownership should prove more cost effective and meaningful.
- I don't have enough knowledge about this. I have visited Gainsborough Old Hall and found it be truly interesting but I don't know what the effects would be if it was returned to English Heritage.
- Provided the building remains open to the public and can be used for functions - and there is no charge for terminating the lease - it makes economic sense to hand it back.
- Because it needs a fresh impetus and staff with new ideas. I also hope that West Lindsey District Council will be involved so that the Old Hall is part of the revival of Gainsborough and will become both a revitalised tourist attraction and a centre for local children and adults.
- It may be better in the hands of English Heritage who understand the management of visitor attractions which the county does not.
- English Heritage are good custodians
- They will be best able to manage, maintain & market this.
- GOH can be readily managed and marketed by English Heritage.
- English Heritage do a good job with their properties (I'm a member), and the operations there will still be relevant to Gainsborough
- Handing over of assets, that with creative thinking could be made to work for the local area (Gainsborough) and the wider county. All of this smacks of cowardice or a refusal to think creatively.
- Sounds like a good idea
- The Council does not need to manage a site which is not in public ownership.
- Gainsborough Old Hall is a fine historic building; this proposal could put its future at risk.
- English Heritage will no doubt run it as well as Lincolnshire County Council
- I don't know enough about this to put forward a particular opinion
- I do not have a view on this
- I am happy to trust Gainsborough Old Hall to the keep of English Heritage
- Gainsborough Old Hall is a stand alone site in an area that is undergoing regeneration. Perhaps English Heritage could increase visitor numbers? A Dynamic approach between EH & Gainsborough regeneration could increase tourism.
- Seems odd that LCC operate an English Heritage location.
- I do not know enough about the present arrangement
- don't agree with this
- English Heritage would look after the building but may be pricier.
- I would prefer the council to continue to manage this building.
- I don't know enough details about this to answer with confidence
- I feel that English Heritage would do a good job of preserving Gainsborough Old Hall, and hopefully keeping it open to the public. My own experience of English Heritage, when the

new Lincoln Central Library was under construction, and we moved into Greyfriars for 3.5 years, was a good one.

- I believe that English Heritage is a suitable organisation to maintain Gainsborough Old Hall
- I don't know enough about this. It should be kept operational.
- There is a need for investment to refurbish displays
- I am confident that English Heritage will maintain the site to it's best advantage, if not better.
- They might have good news ideas
- This sounds like a good idea, if the council feels it can no longer run Gainsborough Old Hall.
- Please keep this in the hands of people who have the local community at the centre
- Bigger organisation, geared to heritage.
- As English Heritage are already involved in its management, this seems a sensible suggestion that will not impact the preservation of the building, its interpretation, or staff jobs
- I never go to Gainsborough despite paying for their facilities through my council tax
- As long as similar access to the art works on display in Gainsborough Old Hall is maintained, we see no problem with English Heritage running the site.
- HE is a fabulous organisation interested in the national picture. I wish them every success with improving the sorry state in which LCC has left GOH.
- This is feasible but only if English Heritage agree to operate Gainsborough Old Hall to an acceptable standard. It is once again the easy option.
- Or National Trust?
- I have never been to GH and so am not really in a position to comment
- I think it's a mishguided approach, but English Heritage will do a good job...
- Neither for or against. Let us see what English Heritage says about this proposal No. 4.
- I can see how this important building is a drain on the C .Council's resources.
- I think it's fine to return operation to the owner, English Heritage, this doesn't affect me greatly
- I'm assuming English Heritage see the bigger picture.
- Ambivalence - it is a good local attraction. One assumes EH would be no worse than LCC.
- At least they will keep it operational!
- No strong views but English Heritage seem to be reasonably competent, more so that than a private venture.
- Good idea if possible as an existing property
- Do not know enough about it
- English Heritage is already involved with Gainsborough Old Hall, so this would seem to make sense if money has to be saved somewhere.
- I support the return of Gainsborough Old Hall to English Heritage as I do not feel that Heritage Services have fully explored the many important stories this site has to tell. However I also realise that this makes Heritage Services more Lincoln centric and in my view A county council heritage services should have representation across the county. This seems to indicate a failure on The part of Heritage Services
- The original owners will likely continue to operate this site pretty similarly and are experts in this area.
- Gainsborough Old Hall is an important educational facility that the Council should want to retain.
- They will preserve the dignity

- As it would go back to a Heritage organisation I would expect the offering and support of the building would remain the same, if not better. Unlike the Usher which will have the feel of a council office building similar to what happened to the Lawn.
- Will English Heritage keep it open and in good repair
- English Heritage can take responsibility for it
- very appropriate and fits EH very well (we are EH members)
- Depends whether English heritage will operate Gainsborough Old Hall.
- Do not know of this - presume EnglishHeritage will have more to offer GOH
- • This assumes that English Heritage has the resources to take it back and agrees to do so.
- • If so then this seems a reasonable idea.
- The Old Hall needs a lot of investment to make it a viable attraction and I think English Heritage is best placed to do this.
- Sounds reasonable provided it can be guaranteed that this key site remains open to the public.
- Keep hold of what you have.
- English Heritage may be best placed to ensure Gainsborough Old Hall remains open to the public.
- More cost effective.
- Happy for English Heritage to Tyler over the running of the Hall.
- When cash is short within government funded organisations they should not be expected to pick up the pieces from charitable trusts
- I am sure they will do a good job.
- There are equal pros and cons to both arguments
- No comment on this.
- Hmm, it will become a tad jaded
- Gainsborough needs it's heritage respected
- Historic England should be well placed to care for the building and has the means to advertise its charms and significance to a wide audience since it is a well-subscribed membership organisation with some one million members. This assumes of course that the organisation does not merely 'mothball' the building. If it does so, this will be a significant loss to the tourism offer in the north of the county.
- I still have my suspicions as to the motives for doing this, but English Heritage are a fine organisation that does a great job preserving our heritage. If sold to them I'm sure the Old Hall would be in safe hands
- If it saves money then this is what can be expected.
- English Heritage are experts at managing and running great houses and heritage sites, so I cannot imagine it would be any less accessible to the public
- English Heritage does not have the capacity to run Gainsborough Old Hall, and it is likely that it will become another heritage site that is only open for a few weekends a year (such as Heritage Open Days). This would be a massive loss for the county, but particularly for Gainsborough.
- English heritage should maintain and keep the building as a building of significance
- This is a practical solution.
- I don't have a strong opinion either way.
- Appears to be a good idea, but there is no certainty that Heritage England would be able to continue to maintain and open it with their current financial difficulties and cutbacks.

- Because as a former member of English Heritage I feel it would be more committed to actively promoting the Old Hall.
- Maybe this would be good
- I would be happy with this providing English Heritage are willing to maintain or improve the existing visitor experience.
- They're best placed to operate their property and have access to their own specialised resources and funding.
- English Heritage will do a good job of preserving this site
- Would be under funded
- Gainsborough Hall is really the main draw to Gainsborough apart from shopping at Marshalls Yard, which has taken a lot of footfall out of the centre. Granted it is a wonderful heritage led regeneration case study, but it has taken a lot of visitors away from the rest of the town, which really needs a bit of TLC. I urge Heritage Services to invest in Gainsborough Old Hall, not just cut it out because it isn't in Lincoln and it isn't an easy win.
- This organisation is specialist in this area.
- English Heritage sites are too expensive
- Makes sense to me - English Heritage do these things so well
- English Heritage have a reputation for over-charging which would have the effect of denying access to the less well off
- Potential for greater use for performance, cultural exploration and historical integrity
- Of all the proposals, this is one I can accept, as it would clearly to an identified and responsible owner. Again however if I was a resident of Gainsborough I would not feel that the heritage services of Lincolnshire County Council are considering me within their remit. With the supersites both in the City there seems a clear risk of alienation and withdrawal from communities which arguably could benefit from the provision of heritage services - What are West Lindsey District Council's views on this?
- Only positive experiences with GOH staff who are employed by the council. As an educator, I took 60 children on a sleepover to GOH last year (some of whom had never been out of their home town) this wouldn't be financially viable with EH and why should those children who come from poor families miss out.
- English Heritage would be a suitable choice to operate the Old Hall.
- I don't feel qualified to comment as I have never visited it
- Surely the success of this depends on English Heritage.
- Good idea
- I like visiting this place. It's great. Needs more advertising though. English Heritage is fine but can feel a bit more exclusive. Council run stuff belongs to all of us.
- I have been to Gainsborough Hall a few times, it is a wonderful building but not used or promoted to its full potential so perhaps English Heritage can make a renewed go of this.
- Yes. English Heritage will continue to preserve and promote the hall.
- English Heritage will maintain the building as it should be, taking some of the financial burden from Gainsborough.
- I am a member of English Heritage and visit the Old Hall regularly. I also visited before it became involved with English Heritage. This building was only saved through the efforts of The Friends of Gainsborough Old Hall, and I consider this group to be the authorities on the future of the building.

- This might be a good move providing that English Heritage support the upkeep and running of Gainsborough Old Hall
- At least English heritage does maintain buildings
- This makes sense
- If English heritage own it they should run it
- Keep it as it is
- Keep it It is a Gem
- It would need a lot of guarantees so that the Old Hall wasn't put at risk
- English Heritage are experts in their field and have the funding and national support to run such a site, they own the property and are the right people to run this marvellous old property.
- More facilities needed outside of Lincoln, not less.
- English Heritage will be able to invest the time and money into the building to get it back up to standard.
- English heritage has a tried and trusted model to support locations such as this, why when budgets are tight would the council continue to lease something that can be better managed elsewhere
- In the context of the objectives of the consultation, this move makes sense and allows English Heritage to make the appropriate long term decision over the site.
- English Heritage have national expertise to operate this
- English Heritage respect and look after our buildings, unlike LCC.
- This should only go ahead if English Heritage will ensure that at least the present levels of access and activity are maintained and that they will continue to cooperate with the Friends of GOH
- Think this is a great idea, don't think LCC is really supportive of Gainsborough Old Hall (despite its magnificence) and it is a bit of an outlier to the heritage service which is otherwise Lincoln focused.
- If the Hall stays open and is funded through English Heritage I cannot see a problem.
- English Heritage run their sites well generally. So long as fees are kept minimal I would not object to this proposal. It would still remain an attraction not being run purely for profit.
- I think would be better run by English heritage.
- I believe English Heritage are an appropriate organisation to look after this type of building
- English Heritage have the expertise.
- Would English Heritage have the funding to maintain the educational programmes or would the site become an occasional venue only open on weekends and bank holidays?
- As a national organisation English Heritage may be a better choice to run the hall, than this disgraceful county council which has shown its utter disregard for the county's heritage.
- I think they would manage it very well as they do all their other properties.
- English Heritage would run the Hall as now. They are well known and reliable
- Sounds great, English Heritage will do a great job of running the place
- It will get more support for preservation of the building from English Heritage.
- You need to recruit the imaginative people to make this work rather than give up.
- unsure of benefits or negatives
- The Sandford Award, administered by Bishop Grosseteste University in Lincoln on behalf of the Heritage Education Trust, recognises excellence in heritage education. Gainsborough Old Hall has a significant formal heritage learning programme; the Hall is a Sandford Award

holder and has been a Supporter site for the Sandford Cascade, a National Lottery Heritage Fund project based at Bishop Grosseteste University, supporting other sites in the development of their heritage learning offer. We would hope that any change in the arrangements for Gainsborough Old Hall safeguard the existing heritage learning offer which is held up as an example of good practice to other sites. The proposed changes have already had a negative impact on their planned future learning offer since they have been unable to apply to maintain their Sandford Award due to the uncertainty surrounding their future position, they first achieved this award in 1988 and have been Award holders for 15 of the 20 years since that

- With the need to streamline expenditure it is a sensible suggestion to pass the management of Gainsborough Old Hall to its owner, English Heritage. The site will still be available to the public so this will not be of detriment to the Old Hall.
- It will allow me to see them for myself.
- Because it will be operated by a nationally recognised, exemplary organisation.
- I do not know enough information to adequately explain my answer.
- If English heritage are prepared to take over the Old Hall and keep it open and accessible to the public then this is a possibility. It would be a great loss to Gainsborough and the county if the building were to close. Interested local organisations and trusts should be supported to work with English heritage.
- English heritage usually operate a good service
- If it puts Gainsborough Old Hall back in safe hands all well and good.
- My reservations are that it would be 'downgraded' but, as long as it is operated by English heritage, then there is every reason to believe Gainsborough Old Hall would flourish.
- If English heritage want it back, the financially I can understand why the County Council would want to peruse this option. However my concern would be the accessibility of the venue eg charging.
- Sensible way of saving money
- Good idea
- Not sure as it depends on what English Heritage would do
- Have much enjoyed visits to Gainsborough Old Hall and found it a great source of social history for visiting schools.
- It should be returned not passed to another organisation.
- I don't have enough information
- English Heritage can be trusted to safeguard and manage this building. Gainsborough Old Hall is of national importance.
- I am not sure why the county council has run the facility for English Heritage? How is funding allocated??
- I am not against it
- Not interested in the above proposal
- At least it will be in better hands than Lincs County Council
- Proposal would do no harm

Are there any other options we should consider?

Proposal	Count	% of comments
Yes	99	17.1%
No	481	82.9%
Total	580	100%

Please briefly describe any other options (if yes above)

- Change the way the Old Hall operates in order to make it more viable, modern.
- How profitable is it, can it be marketed better, what would happen if it was returned to English Heritage.
- Keep it and make better use of it as a exhibition, event venue
- Heritage Service continuing to run Gainsborough Old Hall
- See previous
- Use space for pop up displays in line with English Heritage
- Continue to support the site financially to ensure it can be sustained.
- We would be relinquishing responsibility for a fine example of heritage to outsiders, but it would still be here in Lincolnshire. I think that would be counter intuitive but we are trying to solve a big financial problem
- Separating out the questions between the Usher and the Old Hall.
- Trust shared services
- If necessary reducing funding, but not removing it completely.
- I don't know. I don't know what English Heritage would plan to do with it, but it needs to be kept up and accessible to the public.
- Keep it as is.
- Not my job
- Perhaps there is a way that, if negotiated with English Heritage, the Learning programme could continue operating at GOH.
- Please see my earlier responses.
- See above!
- You don't explain why you don't consider it possible for this site to become self-sustaining.
- see my first comments
- Question first if the site is being run as well as it could be before making hasty decisions
- see if the Nat trust wants to run it they do have a better track record of making money from venues.
- Confirm that a proper business case has been made.
- Is there anything else that Gainsborough Old Hall could be used for?
- Promote the attraction better, specifically to visitors attending the Lincoln sites. In The Collection, there is a small section about medieval and Tudor life in Lincolnshire; this would be an ideal location to cross-promote the Hall with images of its incredible interior and signpost visitors to visit it.
- Consider moving Gainsborough Lending Library Services in to that huge waste of space that is the Old Hall Reception. they do not need all that space to display all that merchandise. Most of it would have a very low turnover. A perfect example of a Heritage Site being ran by chinless wonders with an array of Museums qualifications but little or none business gumption.
- keep it running as it currently is.

- More events, more stories in the free spaces. The important role of Gainsborough as a port needs telling. It was incredibly important as an entre-port.
- Maintain council support
- Retain as part of the hb and spoke approach
- Make a trail and a story out of what you have got. Reference to other historical figures who were there. History is not boring if made to live
- Retaining the venue and using it as a wedding venue
- Consider a different partnership format with English Heritage, i.e. shared maintenance and commercial running of the building.
- National Trust, if English Heritage cannot take the site back.
- Using the hall as local venue would generate extra income, it already offers wedding but promoting the venue for alternative purposes and running more exhibitions/open days would attract interest
- Could Gainsborough Old Hall work as a Supersite?
- Focus on Lincoln .
- Could the National Trust be approached to take on the Hall. Again, this is within their remit.
- Better use of this venue for exhibitions
- If the building is no longer viable as a heritage site it should be sold off. Within Lincolnshire there are privately owned sites that are commercially viable, for example Doddington Hall and Belvoir Castle as well as superbly run National Trust properties such as Gunby Hall and Belton House.
- Advertise the local historic assets more, use volunteers where ever possible to maintain and run the building, and fund raise publicly for the on going benefit of the building and the public.
- Open discussion with groups campaigning for an alternative vision.
- Raise the profile of the building. Improve marketing of the building as an events/wedding/filming venue. It is an amazing and unique building and it should be used for architectural studies in order to further make it possible to pay for itself.
- xxx.
- Multi sites
- See above point about the NT.
- Definitely consult the local community and work with English Heritage to achieve the best solution to ensure continuing support.
- Retain the lease and consider further events that utilise the Old Hall and the grounds.
- • Reconsider when a clear statement of operational intent is made by English Heritage.
- See previous answers
- WLDC should be given priority to retain and develop a plan for it
- Keep it.
- see above
- Support, do not close.
- I'm not aware of how inclusive the review process has been, it will be healthier looking at a range of options and choosing the best rather than this binary offer.
- Yes, retain it
- I would want to hear what English Heritage has to say on the subject
- LCC should just do their job and fund it.
- continuing with the lease

- Independent trust status whether as an individual asset or as part of a consortium.
- Consider a trust supported by local people, EH and LCC.
- Gainsborough Old Hall should be retained by the County Council and its potential unlocked to become a catalyst for the regeneration of one of the county's most deprived communities, and its struggling town centre. On no condition should the Hall be disposed of to English Heritage unless reassurances can be given and measures put in place to ensure that the present services are protected and opening hours, events and education programme are not impacted.
- If English Heritage have not been contacted, why not? This should be done as soon as possible if it hasn't already.
- Consideration should be given to reduced entrance fees (English Heritage/Historic England are not usually cheap) for local (i.e. Lincolnshire) residents.
- Please consider any options that people feel strongly about. I myself don't know enough about the situation to comment.
- Keep the Old Hall as it was and use some of the £5 million grant to make the site more sustainable.
- See previous comment
- Invest in the building and it's exhibitions. Tell all the stories in new and exciting ways. Create more products that will appeal to tourists. For example, immersive day experiences for visitors - e.g. Medieval banquets, Tudor entertaining and the life in the Old Hall, separatist experiences, the theatre in the Victorian Old Hall, Dickens era Old Hall. This could help to fund the upkeep of the building and allow regular refreshment of exhibitions and fund other activities. Link it up with other local attractions. Work with WLDC on their THI project which is focusing on the conservation area in Gainsborough.
- Continue to operate it.
- As above.
- Retain Gainsborough Old Hall
- There must be some but I do not know what they are.
- You have a responsibility to make sure the public can still visit and see these places. It seems a case of passing it over to another body whatever the outcome
- No strong feelings either way.
- Continue to operate the attraction and use rather more imagination.
- See above
- Retention only if you had a credible joined up plan.
- as above - Do not know enough about it
- Not terminating the lease.
- Keep Gainsborough Old Hall open. Have better signposting across heritage services sites to direct people to the incredible medieval manor. The Old Hall plays a pretty big role in the Separatist movement and the story of the Mayflower - jump onto the tourists who are returning to the UK/Lincolnshire to explore that story and get involved with the Mayflower 2020 events/heritage trails.
- Could form a trust to run the Old Hall
- Don't get rid of it!
- Keep hold of it, get involved in heritage led regeneration which is coming to Gainsborough, get on that bandwagon and make it a second heritage case study victory for the town.
- Keep it.

- Retain the site if EH will not undertake the above
- National Trust?
- Only if there was an alternative similar ie National Trust
- Head-hunt people of vision - poached from English Heritage, perhaps.
- Publicise any costs involved as you are fond of highlighting costs.

Please provide the reasoning for this / these other option/s (if yes above)

- Gainsborough, as far as I can see, requires as much economic assistance as it can get, and closing/handing over an asset that can be used as an benefit for regeneration
- English Heritage would not have the needs of local people at heart and its funding would be further split, meaning that while cuts are inevitable, Gainsborough Old Hall as a site of much historic importance may be considerably worse off under other management, not to mention the question of what will happen to the staff already appointed there. It is up to the Heritage Service to encourage pride in local arts/culture/heritage for the benefit of the community and economy and sacrificing this site to English Heritage
- When negotiating the return find out if you could work with English Heritage for Pop up displays of heritage that would benefit both parties
- It solves current funding but loses control over the resource
- Central costs lower.
- A piece of Lincolnshire history offered as part of our county's narrative of the past.
- Propose alternative solutions to the public based on the expertise of heritage specialists. Asking for suggestions without offering alternatives is not a real consultation.
- It would generate income for the Investigate Learning Programme.
- Please see my earlier responses.
- See above!!
- This would protect it for the future.
- The reasons are obvious.
- see above
- The Usher Gallery proposal seems so misconceived that I would like to be sure the G Old Hall question has been properly gone into.
- As above
- You could be charging Library services for the use of the space to bring in income and they could lease out the Library building to private business
- co-operation between different bodies both on a county and national (and sometimes international) level, in the heritage sector provides new opportunities and areas that would be otherwise inaccessible if there was no co-operation. Gainsborough Old Hall provides a gateway that so far hasn't be properly utilised. by carrying on the co-operation but with a more active approach towards working with English Heritage, the County Council has the chance to access new resources and sites to further bolster the tourism in the County.
- It's the jewel in Gainsborough's crown. It's accessible by the substantial population on the other side of the river but it needs to be made attractive.
- Publicise the attractions of this outstanding building to increase visitor and tourist numbers
- Provides locally accessible heritage services - with access to art exhibitions etc
- Do some thinking and consider what you may have seen work elsewhere. London does linking of sites and a reduced entry for three
- It retains the item in the public purview but allows some commercial funding

- There could be a different way of funding the lease and/or running of the Old Hall which would bring in a greater financial return for both parties.
- National Trust under represented in Lincolnshire and are an excellent heritage organization.
- The hall is a magnificent space that should be promoted and its potential maximised, locals are proud of it. It should be attracting history buffs and more should be made of this further afield which may be something English Heritage would provide.
- I cannot see that this has been explored
- Gainsborough is always getting additional funding for a relatively rural place.
- Both English Heritage & the National Trust are surely more suited to maintaining the Hall within their remits
- Great shortage of exhibition and gallery space in Lincolnshire
- Do we really need an additional crumbling wreck that "English Heritage" will be too poor to maintain because of austerity?
- Covered above
- I do not believe the proposed model is the only route open to the LCC
- A building of this age and quality should attract people to use it for events and for filming with the right marketing strategy. Its structure means that it could also be marketed to colleges to be used for academic purposes in terms of an architectural case study.
- xxx
- Stamford is a LONG way from Lincoln, not to mention the poor connecting roads.
- See above about GOH not being a ruin (yet)
- The Heritage Service needs to serve the community and ensure optimal access and preservation of our heritage.
- See 'reason for the score'.
- See previous answers
- Keeping local interest and pride in the town's heritage.
- Closing the microsites deprives local areas of their cultural heritage.
- The feeling that the review process has been undertaken with an outcome in mind, that of saving money rather than finding new ways of making money or running services.
- Democratic accountability to the people of Lincolnshire.
- I would want to hear what English Heritage has to say on the subject
- It's their job. We've paid for it already.
- to maintain the local significance and connectivity of GOH with it's community
- See my earlier comments.
- This would mean far greater local involvement in a heritage asset which is greatly valued by the people of Gainsborough .
- Returning to the so called 'supersite' model of the consultation, Gainsborough Old Hall has enormous potential to be run on this basis without any need to extend, as it already has excellent spaces for temporary displays in the west range (ground and first floor) and of course within the Great Hall itself, whilst its surrounding open space and location right in the heart of the town make it ideal for outdoor events that can help this struggling town centre to thrive. Likewise its unique and evocative historic spaces cry out for interactive events and immersive experiences, lottery funding for which could be easily achieved given the building's national significance and the level of deprivation in its environs, and the imminent Mayflower anniversary. With the upcoming 400th anniversary of the sailing of the

Mayflower in 2020 it is deeply disappointing that Lincolnshire County Council has shown no interest whilst other local authorities in Bassetlaw, Tendring and Plymouth etc. have cap

- It is poor practice to make important decisions such as this without making contact with the people concerned. English Heritage may have their own funding problems.
- English heritage members have been getting free admission to date but local residents have to pay for all the infrastructure around the site.
- The Old Hall belongs to Lincolnshire. not to some large organisation, although a renowned and established one. Don't give it away!
- See previous comment
- I don't believe that English Heritage will be in a position to make GOH a success as a heritage attraction, particularly if the Old Bishop's Palace is anything to go by. It's hardly open and no-one really knows it's there. I firmly believe that terminating the lease will be a massive missed opportunity and will mean that GOH will effectively be closed.
- The income from tourism needs to spread around the County. Gainsborough desperately needs its share of it. Of course, if EH will bring in as much tourism as Lincs CC, all well and good, but your report did not investigate that.
- See above
- Common sense
- There's no N/A option
- See above
- EH probably a lot better at doing what they do - re core values and actions
- as above - Do not know enough about it
- Closing heritage sites in order to improve a service is counter intuitive
- Safeguarding the future.
- You're better than that!
- As above
- The Hall is a major attraction in the town and an important part of local and Lincolnshire history which should be available for all to learn from and enjoy.
- Old buildings should remain for the people to enjoy and learn about
- see above
- If the site is returned to English Heritage we would encourage you to try to safeguard the existing heritage learning offer at this site since it is well established and highly valued.
- See above comment - (Not interested in the above proposal)

The Future of the Heritage Service

Consultation on the proposed changes

Proposal 5 – To retain the Museum of Lincolnshire Life, the Battle of Britain Memorial Flight Visitor Centre and Heckington Windmill.

Date of Survey: 13 February – 24 April 2019

Total surveys: 1104 responses

1055 online surveys
42 paper surveys
7 tablet surveys

Comments:

10.6% of overall comments for proposal 5

Proposal 5 - MLL / BBMF / HW - Comments				
	Please tell us the reason you gave this score	Are there any other options we should consider, if so please state	Please provide the reasoning for this other option/these other options	Total comments
No of Comments	639	120	80	839
Response	76%	14%	10%	100%

Consultation on the proposed changes

Proposal 5 – To retain the Museum of Lincolnshire Life, the Battle of Britain Memorial Flight Visitor Centre and Heckington Windmill.

Our proposal is that in addition to the existing supersite at Lincoln Castle and the proposed supersite at the Collection Museum and Art Gallery, we would continue to own or operate the Museum of Lincolnshire Life, the Battle of Britain Memorial Flight Visitor Centre and Heckington Windmill and these would remain part of the Lincolnshire County Council Heritage Service.

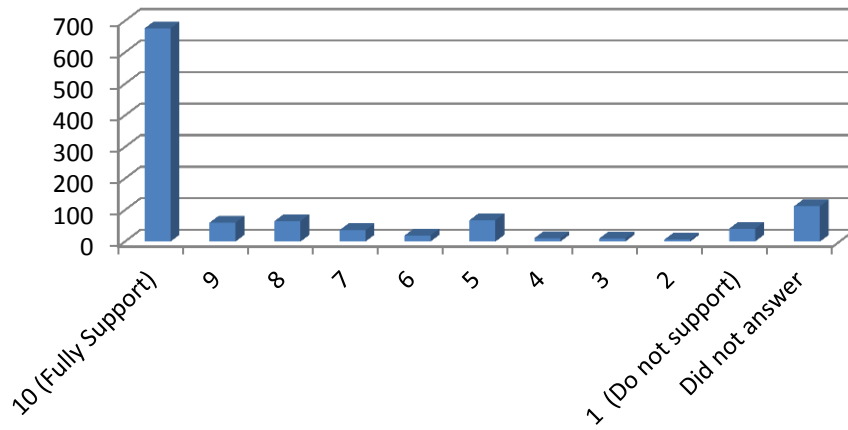
On a scale of 1-10 (1 = do not support, 10 = fully support) to what extent do you support or not support the proposal to retain the following three sites as part of the Lincolnshire County Council Heritage Service

Proposal 5 - Museum Of Lincs Life	Count	% of response
10 (Fully Support)	676	61.2%
9	60	5.4%
8	65	5.9%
7	36	3.3%
6	19	1.7%
5	68	6.2%
4	11	1.0%
3	10	0.9%
2	6	0.5%
1 (Do not support)	41	3.7%
Did not answer	112	10.1%
Total	1104	100%

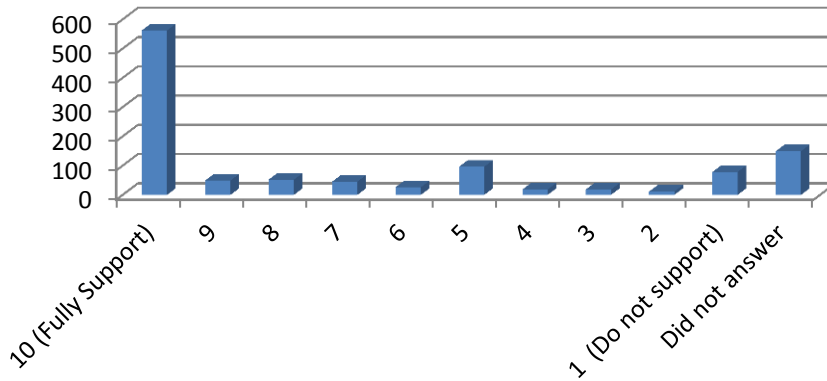
Proposal 5 - BBMF	Count	% of response
10 (Fully Support)	562	50.9%
9	49	4.4%
8	52	4.7%
7	45	4.1%
6	26	2.4%
5	96	8.7%
4	18	1.6%
3	18	1.6%
2	11	1.0%
1 (Do not support)	78	7.1%
Did not answer	149	13.5%
Total	1104	100%

Proposal 5 - Heckington Windmill	Count	% of response
10 (Fully Support)	525	47.6%
9	50	4.5%
8	56	5.1%
7	55	5.0%
6	38	3.4%
5	125	11.3%
4	17	1.5%
3	21	1.9%
2	12	1.1%
1 (Do not support)	66	6.0%
Did not answer	139	12.6%
Total	1104	100%

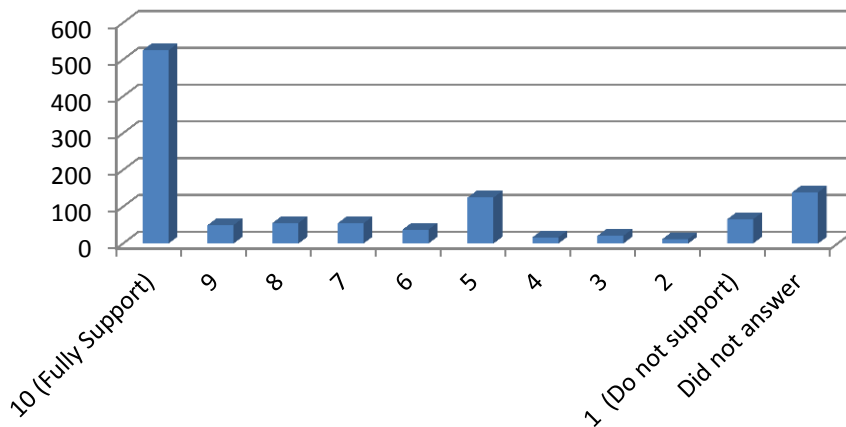
Proposal 5 - Museum of Lincs Life



Proposal 5 - Battle of Britain Memorial Flight Visitor Centre



Proposal 5 - Heckington Windmill



Please tell us the reason you gave this score

- Great attractions that are loved by varying demographics.
- Why aren't the RAF responsible for opening the Battle of Britain Memorial site? I had assumed they were given that access is not always possible if the planes are being used for display. If the county council is running it then it should be open more regular hours with very limited opportunity for the RAF to use the planes. We already have the windmill attached to the Museum of Lincolnshire life. Does the county council really need to be running another Windmill? I would've thought this was something that Heckington Parish Council should take on
- First two are good investments but the Mill should go to HL or some other body - it is harder to fund.
- The Battle of Britain memorial is commercially viable so does not need to be run by Heritage.
- These sites tell unique stories of our county.
- These are all important to local cultural heritage and should be made available to the whole community.
- LCC has other more important priorities.
- Encouraging people to visit other places than just the castle.
- Not familiar with them
- These are all vital tourist attractions, and make Lincoln a place worth living in and visiting. It makes it a world class city, together with the Cathedral.
- very important venues
- B of B memorial flight is wonderful but should not the RAF dig a little deeper?
- These sites are rare and/or high quality examples of the heritage of the area, but may lack capacity to be or remain self-sustainable over the long term. They should therefore benefit from the safety net of common ownership with the super-sites.
- I am indifferent to these services and wonder, particularly regarding BBMF and Heckington, whether these could be best served by other bodies.
- Unless the castle is handed back I can see it being a financial weight around LCC 's neck.
- The Museum of Lincolnshire Life is, as it happens, probably the strongest offer you have in heritage terms.
- It seems to be working ok so I see no need for change.
- Lincolnshire Life Museum needs some revitalising
- They all contain the essence of Lincolnshire. That is very special.
- They seem to be managed perfectly well at the moment so I see no reason for change.
- These sites are incredibly specific to Lincolnshire (perhaps with the exception of Heckington Windmill? which while unique, is connected to Lincolnshire primarily by being here- but of course its uniqueness makes it a fantastic asset to the county.) and as such they would be a huge loss to the county's character and history. With the proposed demolition of some of Lincoln's foundries, museums like the MoLL are of vital importance to ensure that the city's proud manufacturing history that brought so much growth and culture to Lincoln is not lost.
- We need to keep our local visitor centres otherwise 'history' becomes lost
- Only support this proposal if investment is made to improve the sites.
- The Museum of Lincolnshire Life is past its sell by date and off the main visitor route.i

- Glorification of war Heckington Windmill more suitable for losing county support than the Old Hall in Gainsborough
- Hugely important sites to the county.
- Particular or Peru liar to Lincolnshire.
- Museum of Lincolnshire Life can absorb some of the collection to display in butterworths however with the opening of the IBCC, BBMF will become a dying site with little or no chance to sustain itself.
- Good attractions with lots of local interest
- Museum of Lincolnshire life looks dated
- These should be valued and preserved. They are our heritage.
- Concentrate your operations in as few sites as possible for prudent budgeting. Let the windmill go completely...there will be a support group...as at Waltham windmill in Grimsby. The museum of life is a tableau? The past?...to be honest I am guessing, I do not know...but I believe it to be educational...worth rethinking just what it does and for whom maybe
- You cannot cherry pick the high drawing sites and leave others to pick at the scraps
- No need to keep this as windmill as part of LCC, give to a local charity or group of enthusiasts to maintain with certain contractual obligations to keep the mill operational. Assist where possible in the future.
- Battle of Britain Memorial Flight Visitor Centre is the sort of thing that could be self-financing - it could attract contributions/donations nationally and is perhaps an "easier sell" than a local art gallery like the Usher.
- Museum of Lincolnshire Life could be run by a commercial company with retained say over it remaining in Lincolnshire. Battle of Britain site could be operated by a commercial company because of its national importance. Heckington windmill could be run commercially with retained say over what and how it is used.
- While important, I'm not sure the Museum of Lincolnshire Life is sustainable going forward. I think its offering is a bit dated and that the level of interest outside school visits will be low. The BBMF, yes, that is something you can't find elsewhere. Again, Heckington windmill has limited appeal. That would be better used as a wedding venue
- The Lincolnshire Life museum needs regenerating or scrapping. BBMF is great cus it has a Lancaster Bomber. It's unique in the country (perhaps even the world?). Heckington Windmill is a unique windmill, it's the only 8 sailed windmill which still works in the world. The events they're pursuing are interesting and it's a unique perspective on an important part of how we used to do things.
- I'm not sure why these three get special treatment - yes they offer a 'theme' 'experience' - ie we only need 'one windmill' not three but I'm not sure that we will be any better served by keeping these in LCC control. In particular, I am disappointed to see the special support given yet again to the county's aviation heritage - please can we look beyond this aspect of our history? There seems to be no bottom to the well of funding and support for 'bomber county' but this is just one part of Lincolnshire rich heritage.
- These are all valuable as part of our heritage and are tourist attractions.
- I support retaining MoLL and BBMFVC because I assume they attract a lot of visitors. Not sure how many visitors go to the windmill, though.
- I think it is important to maintain these three sites and I'm pleased to see no changes are proposed.

- The heritage of Lincoln needs to remain in the ownership and custodian of the people of Lincolnshire and their elected representatives.
- BBMMF could be operated by RAF linking closely with the aircraft side of the operation
- they should remain in our care and ownership and control
- Trust again shared service. Like magna vitae.
- They belong to the people of Lincolnshire.
- I do not agree with your proposals for a "Super site".
- All valuable places for UK/Lincolnshire History
- war memorials are, sadly, part of heritage but when funds are limited the focus must be more on wider aspects of the heritage of a region
- If you concluded the BBMF centre, I would leave Lincolnshire. Save RAF Scampton
- They should be publicly supported
- I do not quite understand the intention for the retention of Heckington Mill whilst disposing of the others
- These are all significant places in the interpretation of and engagement with the heritage of Lincolnshire.
- All these sites tell a story of lincolnshire heritage and are of significant importance to the county and great for local residents and visitors.
- It depends if you're going to promote these sights... I've not heard of Heckington Windmill and I used to work for a tourism site by LCC...
- Lincolnshire Life is always full of children - it is a great attraction for them and families. It should be retained. And it contains some unique industrial heritage. I don't know where the Memorial Flight Centre is - we have a Bomber Command centre. There is too much reactionary WW2 nostalgia in this country as it is. Windmills?
- Of course these great exhibition areas should be retained - and I include the Usher Gallery in this - lets continue to put Lincoln and Lincolnshire on the map not whittle away at our fantastic assets.
- Battle of Britain site should be funded by the state
- Lincolnshire Life museum is important especially for local children to get a sense of how people used to live. The same holds for Heckington windmill.
- I presume that all 3 of these sites make money for LCC, unlike the sites in the smaller towns and villages in Lincolnshire.
- All three venues are important parts of our cultural offer and it is right to retain them.
- Other charities could financially support this
- They are all important attractions within the county.
- These are important representatives of Lincolnshire heritage.
- All the above are sensitive and relevant to the unique history of Lincolnshire.
- These are all vital parts of Lincolnshire's history and should be preserved for the county
- These tell a part of Lincolnshire's history, and need support.
- Battle of Britain Flight has very broad appeal would probably be capable of attracting own funding more than the two others if such a choice had to be made I suspect.
- Local attractions should be run by local people.
- Understand need for County to have a specific museum and the identity of memorial flight with County. Happy to see representative windmill retained.

- I do not understand why the decision is to close the Usher Gallery but not a venue dedicated to one aspect of one war other than for cultural propaganda. I've read Foucault and Baudrillard during my fine art degree.
- These are all amazing sites in Lincolnshire.
- These are all really important parts of our history & should be available resources to everyone.
- These are unique to Lincolnshire and should encourage tourism
- These sites bring revenue to Lincolnshire and are historical sites
- If there are financial pressure on heritage services, why was a new Battle of Britain Memorial Centre set up??
- The Museum of Lincolnshire Life is a treasure. The Battle of Britain visitor centre has limited appeal and has already had lots of money spent on setting it up. The Heckington windmill could possibly be a commercial venture with some support.
- The protection of our Heritage is paramount and needs to remain the remit of LCC. The Battle of Britain centre is not.
- These venues are also important parts of local heritage and should absolutely be maintained. However there never be a choice or priorities made between historical cultural venues and contemporary ones.
- Free attractions such as the Museum of Lincolnshire Life attract visitors to the City, and boost commerce. BBMF VC is part of Lincolnshire's heritage, and serves as a focal point for families of the members of Bomber Command. It is testament to those members, who sacrificed so much to ensure that Cities such as Lincoln didn't get reduced to rubble during WW11, that this facility exists. Lincolnshire owes them its collective respect. Heckington Mill could conceivably be transferred to English Heritage or National Trust ownership.
- I am pleased that the valuable heritage contained at MoLL is to be retained and hope that in time ways could be found to rejuvenate this space i have never visited the Battle of Britain Memorial Flight Visitor Centre, hence my score, but it seems to be an important part of the history of this county I am pleased that at least one windmill be retained and Heckington does seem to make the most sense
- Recently visited the museum of lincs life. It is a great museum
- Love the Museum of Lincs Life, all counties should have a similar facility to tell it's story. Regarding BBMF visitor centre, if you are trying to save funds why not hand this to the RAF or a heritage interest group, seems as a local tax payer there is little benefit to continuing this facility, I assume it makes money or you would be doing something to pass on the responsibility for the site. Heckington Windmill, seems perverse to off load all the other windmills and not this one. If you off load this mill and the BBMF visitor site then you could save management costs too!
- All of these sights are important. The Museum of Lincolnshire Life houses an important costume collection.
- You'll have nothing left if you dont
- These sites should continue to part of the LCC Heritage Service
- MLL is a very popular site which loads of families really love, it would be sorely miss. There is also option for cross-site promotions and events with Lincoln Castle. BBMF, the RAF seem to put a lot of obstacles in the way of successful income generation. Heckington Windmill, I honestly don't know much about, nor do I harbour the urge to learn about it.
- Tourism, Lincolnshire, fly with the wind, not against it

- Funds are better directed to essential social services
- I agree that these sites should be managed locally, but the only concern is the inability of the county council to manage anything to a satisfactory standard.
- This is another way of funding what is essential
- If these are being run well then carry on.
- All are excellent attractions and heritage resources for the county with distinct Lincolnshire connections.
- The museum of Lincolnshire Life is extremely old fashioned and an embarrassment to our tourism industry. It should be sold off rather than The Usher Gallery.
- The Museum of Lincolnshire Life is lovely and should be protected.
- These are social history which can be easily accessed elsewhere
- BBMF are significant places of interest to Lincolnshire and are places where people visiting Lincolnshire are likely to go. Especially BBMF.
- LCC should have a stake in these important sites.
- At least something is being protected
- I fully support the Museum of Lincolnshire life being retained as I think it is important that we value our agricultural and industrial heritage. I am unable to comment really on the other two sites.
- These are all fine venues for locals and tourists and the Lincolnshire Life museum in particular deserves much more attention and resources being devoted to it.
- They are the county's heritage and should be open for all. The county council has a duty to maintain the culture of the county
- These all relate to the county's heritage albeit I am less of a fan of glorifying war, plus that is a national memorial not local.
- The museum of Lincolnshire Life is a brilliant concept and has amazing staff. However, years of underfunding have resulted in tired, dirty displays that are increasingly dated. Similar museums, such as York Castle Museum or even Blists Hill, are run as a commercial enterprise. Could this work for Lincolnshire Life? Why not tie it in with Ellis Mill and have a living museum?
- Of course you should keep these sights - they are a bonus to Lincoln!!
- The Museum of Lincolnshire Life is an important part of our history. It is a unique site and should be maintained to a high standard. It is very popular with locals and visitors from all over the country and further abroad.
- Museum of Lincolnshire Life and the Battle of Britain memorial flight have great national importance, there are several windmills round Lincolnshire why should Heckington be singled out
- I support the retention of these facilities. Of course to close the BBMF Visitor Centre would be political suicide
- I only fully support the above if they too do not have a change of use as proposed for The Usher
- The Museum of Lincolnshire Life is a valuable and unique site as it showcasing Lincolnshire's heritage. The site attracts all ages and holds well attended events throughout each year. Schools benefit massively from visiting the site as it is a powerful means of education on Victorian life.
- The Museum of Lincolnshire Life is a unique museum, which cannot be replicated or experienced elsewhere. It is well loved by the local community and provides a lifeline for

many. As well as incorporating another LCC service in adult social care. While BBMF is important to the heritage of Lincolnshire, and thus beneficial to keep as operated by LCC, the restrictions of it being on a working RAF base, and the key showcase prices being elsewhere throughout the summer, could mean it would be better being operated by the RAF and the former serving personnel. Heckington Windmill is a site that could be axed to create more funds. While the cafe is popular and may bring in income, are little sites that tell purely the history of milling really worth retaining - especially as the rural history (including milling) could be integrated into other sites. Does the mill still work? Is this an attraction?

- We need to retain as much of our heritage as possible.
- There needs to be several sites to encourage visitors to move between them and create spend within the local economy and tourism
- All super historical sites
- This is at least maintaining some of the existing sites.
- It is vital to protect a range of cultural provision within the public sector.
- There is no outline of how these are self sustaining and/or costs.
- These are wonderful sites that need to be kept and encouraged people to visit. A pass for sites could be encouraged for visitors to visit all.
- The Museum of Lincolnshire Life - this collection is so important for the history of this important agricultural county. BBMF - with possible future defence cuts, consideration should be given to it being linked with the new Bomber Command Centre. Heckington windmill - why "cherry pick"? It could be the lead site for a community led Lincolnshire Windmills Trust.
- I fully support the continuing operation of Heckington Windmill and the Museum of Lincolnshire Life. I am not sure that the Battle of Britain Centre has been part of the offering for long enough, or offers enough to the visitor to be given preference over some other sites.
- The Museum of Lincs Life is about this county giving potential tourists and their money reason to visit. The Battle of Britain M Flight is iconic bearing in mind the county has so many airfields and played such an important role in WWII. Heckington Windmill is also important being almost unique but could probably be successfully operated as a business without support from the council.
- It would be nice to retain them
- They are part of Lincolnshire Heritage
- These are all important cultural sites for which the County Council has a moral responsibility
- If not retain these sites will go even further below the radar.
- First 2 are very important sites. Windmill not easily accessible and little near.
- The more the merrier!
- They are very much part of our heritage.
- mill maybe able to run at profit that should be pursued
- There is no sensible reason to get rid of them. Better promotion of all sites would make sense.
- Why Heckington but not our assets in east Lincolnshire
- each has huge public appeal and are absolute assets to the community
- Vital elements of Lincolnshire's visitor offer. Visit Lincoln have to have something to write about!

- These should remain as much as the usher/other sites should.....all micro sites...all important....all potentially very unique, attractive, and profitable.
- the museum is like the usher and needs a rethink as much of it is not well displayed, the café from my visit was poor and could have made money. as usual in this county everything needs upgrading or rethinking, the memorial centre could be passed to a military group who would no doubt do a better job of maintaining and using initiative to enhance and grow the venue
- Good for visitors
- These sites should be continued to be supported and improved. This however does not mean I agree with the supersite proposals for the Collection.
- All 3 are vital and offer a museum experience beyond Lincoln
- Do not agree with the 'supersite' proposal but these 3 sites should continue to be run by LCC. Museum of Lincolnshire Life should be upgraded and classed as major site in its own right. It reflects the lives of the ordinary people in the county, through their domestic and working lives as well as the very important story of the county's agricultural and engineering heritage.
- These are all characteristic features of Lincolnshire and it is the HS's duty (and it should be its pleasure, too) to continue to support them.
- Mills can be given to local heritage groups to manage and still provide an offer. BBMF can go back to the RAF to manage, they manage other sites across the country, Cosford etc. There' s no doubt a jingoistic element in Council who love this sort of thing, but it a waste of public money.
- Leave the LCC Heritage Service within the auspices of the County Council. Prices will be hiked up if the do not remain with the County Council Heritage Service preventing most of the local people enjoying the facilities and the educational support they offer
- Growing up there was little to be proud of in Lincolnshire- the bbmf was one of them! It's Lincolnshire's heritage and allowed a fascination in planes for me and my family. Lincolnshire has lost lots of its history and identity with the loss of agricultural history but the bbmf makes up for it and the Museum of Lincs life manages to retain the history of the county that the rest of the county has lost. Other cities retain a historical identity due to the buildings in the areas but Lincolnshire's agricultural and aviation past has been destroyed due to the nature of the lack of fixed buildings whereas bbmf and museum allows it to continue
- I've never been to Heckington Windmill so really don't know about that one. I'd love to see more under 5's activities at Lincolnshire Life - it's a special place and important to help us to focus on where we've come from to give us direction in where we're going as a county. Battle of Britain Visitor Centre has only just gone up - you can't be getting rid of that already?!?
- All of these sites have local importance but are "small" enough that they might be diminished by national level operation, or closed altogether. We need to maintain our stake in them.
- Why change?
- more to see more visitors
- Museum of Lincolnshire County Council tells the story of the Lincolnshire people and is important for educational reasons. BBMF if sustainable is important to keep the aviation heritage alive. Heckington Windmill could be ran by volunteers and become a community project so if it can maintain a small loss or has to make a profit.

- Perhaps bbmf would be better run by a more relevant body
- Would provide the most stable level of finance for these sites
- The Battle of Britain Memorial Flight Visitor Centre should be independently run and funded.
- All valuable sites to explore the history of the county
- They are all important venues for our county
- I have no strong views on the visitor centre or windmill as they are not places I visit often, but I agree with the plan to retain, but feel more should and could be done to make the M of Lincs Life even better
- Fully support the Lincolnshire Life and the BBMF as these are uniquely part of Lincolnshire's heritage. Heckington Mill I do not know about so cannot have an opinion.
- MoLL especially tells so many stories regarding the social heritage of the county, it should be developed not downgraded to a microsite
- These are amazing local attractions and should stay as they are
- Do not sell off heritage sites / close them down we are custodians for future generations.
- They are key elements for tourism and education
- These sites cost money to operate, and without significant investment will not be able to break even. Focus on the supersite model, otherwise these sites will drain whatever income is generated for the service.
- I support this because the three sites show diverse aspects of the history of Lincolnshire.
- All sites should be retained
- The Bbmf could run with support from the RAF. Heckington windmill is a potential structural liability, better hand over to a local volunteer group. Mol. Has popular support amongst the community.
- There is no case made to retain these sites and not others.
- The RAF should bankroll the aviation centre. The others need support for schools.
- Lincs Life is a core part of Heritage Services. BBMF could possibly be ran by private enterprise and Heckington Windmill could maybe come under English Heritage
- These three sites are unique and irreplaceable. With imagination and investment instead of short sighted proposals, they could bring millions into the county. They should not be seen as poor relations to site like Lincoln Castle, they should be seen for what they are, wonderful, unique, money making, heritage sites.
- These three sites are vital to the cultural heritage of not only Lincolnshire, but also the UK as a whole. They tell important stories about our past, and its impact on our present and future. I recently took part in a week-end temporary exhibition about WW1 at the Museum of Lincolnshire Life. It attracted additional paying visitors to the site, and should be a pointer to the future. Heckington Windmill is a unique attraction as the only 8 sailed working mill in the country. The BBMF is famous the world over and an important part of the cultural / historical / tourism offer for our county.
- All very well, if any and all income is kept within Heritage Services and not "hived" off into other Council coffers.
- I believe the retention of the Museum of Lincolnshire Life and the Battle of Britain Memorial Centres essential as both tell a most important story as to Lincolnshire's history and already draw good visitor numbers. I also believe the Museum of Lincolnshire Life should be looked at with a view to further investment.

- these three sites cover areas of the county's history that are vitally important to the collective identity of Lincolnshire, to lose these sites would mean that the County Council would lose its reason for calling itself Lincolnshire County Council.
- These centres are unique to Lincolnshire and their history should be celebrated.
- Need to safeguard as much as the heritage sector as possible.
- Too important to lose
- These three sites are too valuable to be downgraded or closed to the public. These three sites are so well known and a popular place(s) for the public to visit from around the world!!
- The Museum and BBMF are hugely important to the county, especially BBMF. Heckington is not the only windmill and personally I prefer Alford.
- I think these should be kept open.
- Important tourist attractions and part of Lincs cultural heritage.
- Museum of Lincolnshire Life could also become commercial
- The Museum of Lincolnshire Life and Heckington windmill are both interesting and attract tourists.
- Please make sure that Ellis windmill I'd given the best chance to continue running. It really is a gem of a place!
- All three sites are extremely unique and loved by visitors. 1st WW Tank, Lancaster Bomber and 8sailed Wind Mill. - such a rich heritage of Lincolnshire.
- All valuable sites.
- All part of the variety of attractions which make Lincolnshire unique
- I would like the Museum of Lincolnshire Life to close. The museum does not have a rolling programme of temporary exhibitions and is very old fashioned in nature. The cafe is poor and the shop is very old fashioned. We need more dynamic displays that are interactive
- They should only be maintained if it does not cost the council. It should be run to bring money into the council only. If not they should be removed from public administration.
- Well you have to keep some heritage in the county - you appear to wish to get rid of some of it
- These are important major sites that represent Lincolnshire and should take prime listing
- All part of Lincolnshire's heritage market them!,
- I have not visited these sites. I do think sites important to local people should be supported.
- I have never been to Heckington
- I am not familiar with Heckington Windmill
- These sites carry great importance to retaining the history of Lincolnshire for the generations to come and should remain owned and operated by LCC
- These are great sites which need to be available to visitors
- you have not provided sufficient evidence of benefits or not of retaining, you need to do more work and re consult
- These need the heritage support. Reasons given in my answer to question 1
- They illustrate key parts of Lincolnshire's heritage. MLL has been neglected for years yet in encapsulates the social history of the county.
- You need to retain a diverse collection of Heritage assets, so if these can be kept, it would make sense to keep them. Though again the commercials will no doubt need to be looked at to make sure they remain viable and maintained effectively.

- heckington has been a disaster from the start cost a fortune and still has major issues, the other two are successful services and invaluable, heckington could be but appears to be run incompetently.
- I can see no reason for supporting these facilities but not supporting the previous ones
- These three sites are unique and should be retained.
- Supports the idea of a hub and spoke approach
- the county should promote all heritage
- They are all fine examples of heritage sites that work well.
- These three sites represent Lincolnshire and should be fully protected for future generations.
- Mess with that at your peril
- Battle of Britain has only just been finished, what are you talking about, how can anyone take any of this seriously!!!!
- If the county council puts more money into these sites because they don't have to pay for the Castle and The Collection then this is a good idea.
- Not sure why Heckington Windmill is more important than Ellis Mill? Your consultation document doesn't make the case.
- The BBMF Visitor centre should be funded/operated by the MOD as a military museum. The MoLL is an important centre for heritage and education. Heckington Windmill should only be kept if other mills are.
- These sites are all part of Lincolnshire heritage, therefore why should Lincolnshire County Council not continue to be responsible for these sites? In my personal opinion, I do not feel that privatisation of these sites would be a viable option because of the increased revenue sought from visitors due to shareholder expectations.
- The Lincolnshire life museum houses collections and gifts from local people I fully support it. Battle of Britain Flight glorifies war and death. I do not support. Heckington windmill I support as a local treasure.
- Don't know much about Heckington Windmill to give a fair answer. What does MLL provide, most of the time it looks like a free play park for children after school.
- All important sites for drawing visitors to Lincolnshire
- I support the County Council maintaining what sites and attractions that it can.
- These sites are important for the history of the county and should be maintained, with the museum of Lincolnshire life also in close proximity to the castle it does make sense to advertise this as part of the same supersite.
- All these sites should be maintained as part of the Lincolnshire history but I fear that with a so-called supersite these would not be attended so well
- Last should self fund
- They are three different sites offering 3 different visitor experiences. They should appeal to wide array of people, ages, backgrounds and interests.
- I have no option on this
- I support retention of Museum of Lincolnshire Life and Battle of Britain memorial centre, however would like to understand more about their future as microsites. How will they be sustained and not subject to a second round of development- to be lost then. I would like to understand more about why Heckington Windmill is being retained when other windmills are not.
- need to keep all of them not lose them

- Because they're worth keeping.
- Could BBMF successfully continue without LCC support?
- It is important to realise that not all culture is Lincoln-centric
- The potential for great experiences is hinted at at The Museum of Lincolnshire Life which I have always found this Museum very dull. Keep Ellis Mill as part of the local experience rather than Heckington which I would think could be self-sustaining. The Battle of Britain centre perhaps could be linked with other aviation sites under a different canopy.
- Very important part of heritage & ? areas to Lincolnshire.
- All unique wonderful sites.
- I fully support the Heritage Service owning and operating all the sites it currently maintains but if any one site is likely to be well run by other agencies or supporters then the Battle of Britain Centre would be the most likely to survive. I would also question why it was opened if the County Council cannot finance the existing sites.
- Hand these over to groups/charities which have more commitment to these smaller heritage venues.
- Excellent facilities
- This falls outside the remit of The National Archives.
- These are of National importance & the county council needs to keep these within its heritage remit
- BBMF could probably be run by an aviation charity or commercial enterprise. The Museum of Lincolnshire Life has one superb exhibit - the tank - but makes little of it. It would be superb in the atrium of The Collection if it could be got in there. If LCC wishes to merge microsites with The Collection this is a better one to choose than the Usher as the collection at the Museum of Lincs Life is eclectic and better suited to the casual/superficial approach of The Collection. Also Lincs Life Museum is not a very suitable building and poorly located.
- Investment needs to be had in the museum. The Battle of Britain museum should be ran by the RAF. I don't understand why LCC are doing it? Could you please explain why? I thought English heritage ran windmills. Surely they are better places to run them. Upon hearing of the death at Heckington last year I think they should be decommissioned before any further accidents happen. Again - no idea why LCC have responsibility for this.
- Heckington Wind mill is a stand alone project . Keeping this and not Ellis' Mill is nonsensical . Ellis' Mill is part of the Lincoln parcel of heritage .
- Well at least your not planning to close everything.
- Former could be based in castle
- They should all be retained all important sites of Lincolnshire's Heritage.
- There should never be an occasion where the sacrifice of one of our heritage sites is considered by the council to preserve the others. They are all of equal value, they belong to the public, it is the council's duty to ensure their continuing preservation and accessibility to the public. Shameful!
- I agree to LCC continuing to own or operate the three sites, but not in addition to LCC proposals for the supersite at the Collection which I have already objected to.
- I think its important to keep a wide range of cultural and heritage sites in the control of the Council.
- Does the level of interest, as evidenced by visitor numbers and commercial sales, shown in Heckington Windmill really make it worthwhile retaining the financial burden of this?
- Do not give away or sell our heritage

- All fine, providing the costs don't escalate too much. For instance, the cost of hiring out school resources from the Lincs Life Museum has more than doubled since management changed hands - not great for tight school budgets.
- Heckington has a unique windmill and the Museum of Lincolnshire Life covers the second biggest historic county of England. The Battle of Britain Memorial Flight, part of the Battle of Britain and the Battle of the Atlantic were arguably the most important battles that the U.K. fought with its Allies, the Commonwealth & Empire, the Soviet Union, the United States and the European Free Forces & the Resistance who all ought to be given their due.
- It is a sound decision to continue to support these locations
- BBMF has niche appeal
- It seems that all the heritage places run by the County Council become more and more run down. No wonder they don't make any money. Both the Museum of Lincolnshire Life and Heckington Windmill have deteriorated over the last few years.
- The museum of Lincolnshire life is playing important part in preserving life in Lincolnshire so should be retained. Battle of Britain Memorial should be looked after by the M.O.D. Heckington Windmill is one of many windmill and possibly not one of the best specimens but there has been loads of money spent on it.
- Great attractions accords the county
- I have no strong views for or against this proposal.
- see previous
- These are all important additional cultural locations and provide a much needed sense of the history of the county which is not available through the collection or Usher gallery.
- WE've enough stuff commemorating the war.
- Museum of Lincolnshire Life is a jewel amongst your Heritage services.
- Have no interest in any of these really
- I have no interest
- I've never been to the windmill but used to take my children to Lincoln Museum often
- Never been but Red Arrows are great for Lincolnshire
- I take my children to the museum regularly. The cafe is lovely and we spend many hours looking around and exploring. It's a bit tired, but my children love it. Please don't change it
- Visit Heckington windmill regularly as have friends who are volunteers. Council could learn a lot from this operation
- These are important and iconic sites. They are vital in telling the story of Lincolnshire and its place in national history.
- I fully support the Battle of Britain Memorial Flight Visitor Centre - this is part of the very fabric of the county. But again, if there is opportunity for temporary exhibitions which support the main objective then please consider them. Similarly the Museum of Lincolnshire life. However, I had no idea that the Heckington Windmill existed
- This is a good decision I feel.
- Museum is brilliant. Never been to Memorial Flight (Lancaster?) but we shouldn't lose that as well as Red Arrows
- Why would you still keep these if you want to invest in one big museum. Makes no sense
- The council must remain firm and not be swayed by stupid people
- I've never been to any of the others, but love the museum
- I've never been
- You cannot move the machinery elsewhere

- These are integral to Lincolnshire heritage and the council has a responsibility to maintain, develop and exploit these for the benefit of the county
- These are important parts of Lincolnshire's heritage and are an important way of communicating this
- Lincs Life needs lots of investment which ultimately it won't receive as part of the county council but alas I don't think any other organisation will touch it without an endowment or some initial work to develop the site. It's storage facilities are also useful for the county so it does make some sense to keep it. The Windmill and BBMF are doing fine at the mo but I can't help feeling that a county wide windmills trust could be a good step to manage the operations and similarly an aviation trust to better tie the counties rich history together and improve visitor numbers. If they are to stay at the council I fear they will get ignored with focus being pulled on the development of the supersites.
- Museum of LL needs development as it is a rather dull experience at present.
- The museum of Lincolnshire life is great, they do lots of special events and kids love it.
- I would support this as long as long as this didn't put financial pressure on the Collection and the Usher.
- They are excellent local resources much used and loved by local schools and uniform groups. They also bring in much needed tourism.
- This is the first I have heard of the Battle of Britain Memorial Flight Visitor Centre. I have no idea where to start looking for it, or how much it will cost for entry, nor do I know if I will get to fly in a replica aircraft.
- Heckington, has little else besides the Windmill. Ellis Mill is a landmark in Lincoln and should be retained and supported as part of the Cultural Quarter.
- These are micro sites in your terminology and I see no relevance in relation to the upkeep of the Usher gallery. These should be dealt with in a different proposal
- Get rid confuses the service being offered
- All are essential for visitor attraction and unique to this county and all three should be maintained and utilised to the full.
- These are important cultural assets for the city.
- Varied sites. B if B vital to retain
- In addition to this, these areas should be developed to make them more attractive to visitors. It would also be good to develop the guildhall site on the high street.
- I think this would end up as costing LCC the same as now, but with those involved will still need an empire to run them, and could lead to the same costs as now for half the work
- Sites are unique, attractive and accessible
- All sites should be retained - including those that are currently under threat...
- These three sites are an integral part of Lincolnshire and I have no problem with the Heritage Service continuing to administer them.
- You should be looking after all of your assets - but get them to work TOGETHER as a group and SUPPORT each other to ensure that Lincs County Council doesn't feel the need to offload them in the future as well.
- This area is of great importance in the history of the military. the rest is too far away from many visitors. Are you going to provide transport between these sites?
- Hello? Man cannot live by bread alone, and all that.
- Whilst continuing to operate these sites the Council should ensure they are properly promoted - The Museum of Lincolnshire Life is excellent, yet seems to be another "hidden

gem" - proper promotion and signposting is needed to attract more visitors to this fantastic museum, alongside proper investment in the displays.

- Unless there is some trustworthy alternative private group who could take this on, this is why we pay our taxes.
- Prime attractions. Silly to let go.
- regret lack of finance
- I believe that heritage is important to the whole community and needs to open and accessible.
- You are proposing to give up a number of Windmills across the region. I would want to understand what makes Heckington Windmill so important in comparison to the others, and what benefits are derived from keeping only this one? The Museum I fully support as it represents regional life and as such is important to locals and visitors alike. The Battle Of Britain Memorial Flight Centre again I would want to know more about the rationale for keeping this asset. Surely this asset can be managed by a 3rd party? It is dependent on what the vision and responsibilities are of the Heritage Service. Personally my view is that the flight centre is a lesser importance to the heritage environment and the sustainability of our historical assets.
- The Museum of Lincolnshire Life is often overlooked in my view & merits support.
- Love Lincolnshire Life, but it could benefit from some love and investment
- I have no opinion as I've never visited any of these sites
- This should not even be under discussion...all 3 venues are what Lincolnshire is about...just absolutely keep them open
- They should be maintained
- Not relevant to me
- Each of these attractions are all part of and are iconic parts of Lincolnshire culture and heritage. The cafe offer at BBMF is in desperate need of improvement, the individuals are very friendly indeed, but the food offer is a bit like going back to the 60's.
- Such provisions are vital to the cultural heritage.
- OK to me. Not losing anything here.
- As these are very important heritage sites, we think they should stay as they are.
- this is a major part of our heritage
- All these centres are in the right place for their purpose
- This feels like being asked to comment on saving younger children from a fire after suggesting that the older ones be thrown in the flames.
- You should retain these important landmarks.
- I think the museum of Lincolnshire life and the windmill are important sites to teach about our history and culture. Although I personally don't care so much about war museums I know it is still an important part of our heritage and should be shared with the population. I don't understand why they build a separate site in Bracebridge Heath. It would have been better to have added to the existing site and put it more together.
- These are all essential parts of Lincoln's history
- the Museum of Lincolnshire Life should be owned and operated by LCC because it is a Lincoln building exhibiting Lincolnshire life.
- Because our heritage should be part of our environment not in a cabinet in Lincoln
- Please preserve as much heritage as possible.

- • These are all provide valuable services bringing alive some unique aspects of Lincolnshire's heritage.
- All of these should continue to be operated by LCC Heritage service.
- Why support Heckington Windmill and not other windmills?
- I confess I have never visited the windmill. But museum and Lancaster are the soul of Lincolnshire
- This is a great idea
- I will be entirely honest in that my motivation for completing this survey is to challenge those posh bullies from SLUG
- Museum is pretty good, but really tired
- I only really have an opinion about MLL as I am a Lincoln resident. My grandchildren love this museum
- We must do everything in our power to ensure the Lancaster remains in Lincolnshire
- As you say, none of these can easily be replicated elsewhere especially BBMF. The Museum and Windmill could be owned and/or run by other organisations but no strong views on whether that should happen.
- Don't know enough about these sites. I would ask why there is no option for Stamford.
- Should be kept open as Heritage Asset to County
- All are useful.
- Not sure about Heckington Windmill. When I visited there was no sign that it was being operated by anyone. Perhaps another group could do a better job.
- These are all separate local attractions and should remain part of Lincolnshire's heritage remit.
- These are all things that represent local life and history and they should be preserved.
- Whilst I agree with this proposal I would like to see more investment made in the Museum of Rural Life. Some of the exhibits have been there for a long time and could do with being refreshed.
- I am very pleased to hear that museum is still part of the proposals. Whilst it is tired and shabby, it is still lovely
- I refer to my previous answers. All our Heritage should be kept. Not everything can be based on a business model. Once our history has been relegated to the bottom of a financial list it will be lost. Are we really going to be the generation responsible for not protecting our culture and history which should continue to outlive all of us in order for future generations to come to learn from. Are we really the generation that no longer understands the importance of our social history shown through arts and culture. If so I despair of this attitude and of the power of a few individuals to start the decline of our historical city's irreplaceable and invaluable history.
- I don't really have an opinion on these, but surely keeping these undermines the supersite idea?
- I do recognize that I live in Lincolnshire, but all visitors go to the City and that is where we should focus efforts.
- Essential elements of Lincolnshire
- These sites need to be protected, and if the County Council can manage their upkeep, it seems to be a good solution.
- This score does not mean I support the idea of a supersite.

- If your plan goes through Heckington would be the only windmill existing in times to come. Other sites above are needed for education purposes & any aircraft museum brings enthusiasts to the county. We should fight to retain the Red Arrows for this reason too.
- Providing the attractions can be properly resourced I would like them to be retained by the County Council. Why not use the Usher Gallery to display occasional exhibitions connected to these venues to link City and County and maximise visitor numbers.
- The museum and the Usher are important for future generations and should be kept part of the Heritage Service
- Not sure about the bomber command monument.
- Agree that these sites are important enough to retain
- There are better organisations for these entertainment/educational venues.
- Heritage!
- I know the first but not the other two
- This is the only sensible section of this set of proposals.
- All these sites should be retained but it must be noted that they are not easily accessible to the rest of the county.
- They have to remain with the LCC Heritage service -probably assisted by volunteers, many of whom have more knowledge of the subjects than councillors . The sites are too complex to be farmed out to commercial enterprises who have no expertise
- Battle of Britain visitor centre is of special importance to Lincolnshire and to the whole of UK. Heckington Windmill could perhaps be managed by English Heritage or National Trust
- I agree with the reasoning outlined in the Future of the Heritage Service documentation.
- The museum is a great place for younger people to visit and goes some way to recognise Lincolnshire as a diverse place.
- All excellent venues especially for educational value
- Museum of Lincolnshire Life unlikely to survive as independent organisation (and badly in need of upgrade/investment -it looks tired) but is really important for heritage history. BBMFVC should be more able to stand alone -national attraction Heckington. As a unique mill it is important - and reasonable to keep one
- The Museum of Lincs Life has a distinct character. The other sites could probably be run equally well by volunteers/ other organisations.
- I am all for keeping these in 'our' ownership
- I think all sites should be retained.
- Would tend to support retention of Bob Memorial venue.
- Again, key cultural/historical assets that provide a genuine sense of place to the public and visitors. For clarity as the proposal is ambiguous, I do NOT support at all the closing of the Usher to create what is designated in Proposal 5 as the "Collection Museum and Art Gallery". This would be a cultural aberration and a major disservice to the city and Lincolnshire's community.
- I love the Museum of Lincolnshire Life. It is quirky and full of charm. It fires my imagination and fascinates me. I could go again and again. It could do with a good dusting! (conservation). I have no interest in the Memorial flight centre or Heckington windmill but have not completely rejected support because I recognise they are significant to other people.
- MoLL must be improved

- Museum of Lincolnshire Life is in need of investment and updating, displays are tired and need refreshing, improving. The Battle of Britain Memorial Centre is so new I don't know if it is in need of further support.
- All worthwhile heritage sites deserving support.
- All these sites could be handed over to other organisations with related experience
- These are all important site and attractions, as such they should be maintained by the Heritage Service. However, the Museum needs funding to develop its collection.
- All three of these are important and should remain part of the Heritage Service
- These venues are fundamental to Lincolnshire tourism and should be retained.
- I support this but there needs to be investment. I had someone come to visit me and they were going to call in at the museum of lincolnshire life. I had to warn them. I am embarassed by the neglect that is so obviously apparent in that museum
- Only if the county council keep the usher funded and not merge into the collection.
- The Museum of Lincolnshire life must be given proper capital funding and curating staff. If it continues as it is it will simply fail, the collections are visible today in much the same form as they were seen 30 years ago
- I have only visited the Museum of Lincolnshire Life and it was incredibly dull. I'd lose that other the Usher any day.
- Why just these three sites.
- My concern is that LCC will do very little to improve and promote these venues. That ultimately they will find themselves in the same position as The Usher Gallery and Ellis Mill. I have seen how, over a period of time, The Usher Gallery has been sidelined. Small, seemingly unimportant acts - for example, not replacing the banners outside The Usher Gallery, temporary exhibitions held at The Collection rather than The Usher Gallery, and describing The Collection as 'the Collection Museum and Art Gallery' - contributing to a lower profile, fewer visitors and a call for closure.
- I feel that Heckington Windmill could become a partnership with a commercial enterprise.
- Varied sites that reflect Lincolnshire
- I personally would rather keep the Usher gallery than these sites.
- They are priceless parts of this county's story, heritage and ability to comprehend the future.
- All are important sites
- The BBMF Visitor Centre should be operated by an RAF related charity.
- Fully support
- Its good that they will definitely remain in use.
- The Battle of Britain Memorial Flight Visitor Centre should be retained. It is visited by people all over the world. It is also important that schoolchildren are taught about the Battle of Britain.
- Because they are our heritage!
- If MLL were given a decent budget it would help it enormously. BBMF is utterly unique. Heckington Windmill undoubtedly brings money into pretty remote rural area.
- You obviously have cherry picked what you want to work with -I cannot pass and opinion on why because I have only lived in Lincolnshire and the UK for 3 years and obviously do not know what is deemed worthy of keeping and what is not.
- 1/ culture 2/ glorifies war 3/ Heritage
- I feel these are important areas to continue to support as they are very much part of Lincolnshire's heritage and need to be developed as such.

- All extremely valuable sites and attractions, each telling a different section of Lincolnshires history. It's a shame LCC is unable to support other sites in the county.
- Offer historical insight and plenty for everyone
- The MoL needs some work and more thought to make use of its heritage. It is an important part of Lincolns history but I am concerned about the lack of diversity in the offering. This is serious oversight.
- I think the Council has an obligation to ensure these sites are maintained
- Don't know much about the windmill
- I fully support the idea however are they safe in council hands when profit motive is being considered?
- Three unique and interesting sites that are important to Lincolnshire.
- Because they're important historic sites. It's your job to run them. Please continue to do so, it's why we pay you with our taxes and no middle management corporate speak in endless PDF files can shirk that responsibility.
- MLL is a key collection pertaining to the rich social, rural and military history of Lincolnshire. BBMF plays an important role in telling the story of a crucial time in our history& Heckington Mill is a clear illustration and link with Lincolnshire's agricultural past
- It is valuable to keep our heritage alive and kicking.
- They could be better run and better developed as part of an independent cultural not-for-profit specialised service.
- I see no reason to change.
- Please look after these services. They are so precious to the county.
- These should be handed to organisations independent of the county council, unless they make an operational profit which can be used to fund other council services.
- Lincolnshire Life Museum needs all the support it can get. The County Council has put very little into it since it came into its custodianship in 1974. The memorial flight centre is very dependent on the RAF. Heckington Mill appears to be perfectly able to function as a trust
- It must be a Lincolnshire service and not 100% focused on Lincoln.
- Retains public ownership.
- Yes retain these but it is fascinating that you have little interest in the arts, especially the visual arts, despite the fact they contribute to the existence of the sites.
- Keep these places accessible
- All three sites deserve support to continue
- We agree that this is a sensible decision. We are pleased to see that the Battle of Britain Memorial Flight will mean that there is at least one heritage site run in East Lindsey, however this too needs to be better promoted if it is to attract the number of visitors it could do if people were more aware of it. It would benefit from adopting some of what has been termed here as 'supersite' approach, as at present its displays are mostly static and there is little reason to visit again. There are surely opportunities to work with the RAF's heritage collections to make this a much more interesting attraction. Likewise the Museum of Lincolnshire Life needs to be promoted better, and used for more for events and activities, which currently seems only to be run at Lincoln Castle and in the temporary gallery at The Collection. The Museum of Lincolnshire Life would be ideally placed to be the central hub for the new network of community museum hubs, helping communities right across the county b

- I was under the impression that Heckington Windmill was privately owned, if not run by another organisation. I have passed it many times on the train and there is no indication of its ownership.
- I do not know why you have grouped these three into one. Why not other bits of our heritage into groups like this. I would like to know your thinking on this
- Keep the sites as part of the service, people love these places. Not in addition to the proposed supersite at the Collection Museum and Art Gallery though! The Usher Gallery has to stay!
- There is scope for The BBMF visitor centre to become more profitable by merging it with other military heritage centres that proliferate all over Lincs
- These are important sites and must be retained
- These sites should be kept and cared for and kept open for the public to visit through investment of funding and resources to refresh their displays
- I fully support the retaining of these sites; they are popular and important to the county of Lincolnshire.
- I believe all these sights are an asset to our county
- These represent important historical times in the history of Lincolnshire and would benefit from the additional funding saved by creating supersites.
- Retain them, but not at the expense of the Usher Gallery
- These sites should also look at ways in which they can generate income and develop events that complement the purpose of these centres
- Museum of Lincolnshire Life is a great site, which is easily accessible. I visited earlier this year (I have been before) and found it an interesting place with very helpful staff. I liked that the tea room employed staff with special needs. I have not yet visited the Battle of Britain Memorial Flight Heckington Windmill is very interesting
- The battle of Britain memorial visitor centre is nationally important but probably capable of succeeding under independent management.
- Agree these should be part of Lincolnshire county council heritage along with the Usher Art Gallery
- Keep all existing sites and start taking Heritage seriously.
- These historic cultural centres provide an education for local people and provide a unique selling point to each place - allowing them advertise the town/city from its own individual and independent characteristics.
- Museum of Lincolnshire Life is a valuable repository of our heritage. BBMF is or should be self-sustaining, and so should Heckington Mill
- All are a fair distance apart and their locations are important to the purpose of their displays, therefore it would be inappropriate to make them part of a supersite. However should the Council wish to hand them over to English Heritage/National Trust, I would see no issue about securing their long term futures.
- It is essential to preserve the messages we learn from our past. Especially our history as a county.
- MoLL is integral to share Lincolnshire's story/ Lincolnshire's an RAF county - again integral to history Heckington Windmill - don't understand why this mill ? Surely Burgh le marsh a better proposition with the high number of people flooding to the coast in the summer
- They represent Lincoln(shire). To remove them would be to lose the heritage of Lincoln(shire). In all instances, it is not necessarily the building itself that requires

maintenance, but merely a reevaluation of the events and exhibitions that these venues support. A more discerning, hands-on, curatorial structure would be beneficial, and increase footfall, justifying their retaining.

- MOLL & Heckington Windmill are classic heritage sites with very local connections. See below for BMMF.
- All strong components of our county's heritage interpretation.
- Lincolnshire's heritage days are wonderful and attract many visitors, especially families. When people can visit several places in one day.
- Museum of Lincolnshire Life is a great venue for school children to visit. The BMMFVC is a wonderful place to take anyone visiting the County? Lincolnshire is proud to have been a major County for the RAF and people visit from around the World?
- Museum of Lincolnshire life needs to go
- All sites are valuable for schools, so there should be some concession for these educational sites - we need to know more about the costs of running these sites before a firm decision can be made - do these sites offer other creative alternatives for commercialisation too? How well are they utilised by the local community? Look at what happened in Paris earlier in the week! If these sites disappear, then we risk losing so much well loved and well respected sites if they are not properly maintained...
- If this ensures these sites are maintained and invested in and developed
- There's plenty of war related stuff. Don't think we should be glorifying war. Would rather support rural and industrial and farming related social history.
- My score reflects surprise that any of these sites would be considered more important than the Usher Gallery to Lincolnshire's heritage and the Heritage Service.
- Agree on two, why not give BMMF centre to RAF.
- Again part of Lincs heritage. We need to promote this & encourage visitors to the area to bring much needed revenue to the county.
- Important regional assets
- I support the retention of these sites within Heritage Services but think that some, or all, of them might need some investment to upgrade and refresh their displays. I am not familiar with Battle of Britain Memorial Flight Visitor Centre and haven't been to Heckington Windmill for many years, so cannot comment on those. But I know that the Museum of Lincolnshire Life is in need of investment to upgrade its displays.
- They need supporting but more finance from the government would help
- Not sure what's so special about Heckington Windmill? Might not another ownership structure such as Community Trust be a better model?
- The first two in particular give a depth and quality of heritage offering that is needed and wanted in a city the size of Lincoln.
- We need to retain and guarantee these key heritage sites
- I don't believe in closure of sites, but I would say that why these sites over the Usher? Pure craziness. Would be way more likely to visit the Usher as a space. I don't believe any should be closed, why not try and retain all sites as your model, much more admirable. And get some good brains on how it can become a community, local, interactive attraction to go to all sites. School and art trips and trails to visit all these places and tick them off on list for example, which schools pay for. Local produce and local buildings to be celebrated etc.
- Believe that English Heritage should take over most of the funding

- The three sites are disparate and may or may not be visited in due course of what may be viewed as a tourist point of view. The Lincolnshire Life museum is a cultural asset within definition of a “Quarter” as much vaunted in the City
- These are valuable tourist attractions as well as important historically.
- We live near the Museum of Lincolnshire Life and love it, as a place to take the kids for a play, and any visitors from the UK or the U.S. love to visit it also. Older visitors experience wonderful nostalgia, and younger visitors get an important insight into history and perspective. We've never visited the other two sites, but definitely plan to, and value retaining the heritage.
- All three sites are worthy of full support.
- Museum of Lincolnshire Life exhibition needs some capital input to refresh its displays.
- These sites are of National and local importance. Why should they be treated as of less importance? The BBMFVC is a new site and does not really need the input that the other two sites do, although it still needs some involvement in development.
- The Museum of Lincolnshire Life is a little gem and has entertained and educated children for generations
- These sites are all important to our cultural heritage.
- Sound proposal
- See previous comment
- All vital in our heritage
- To keep all the mills.
- I am happy for the heritage service to continue looking after these sites
- They are important historical assets that need to be kept open, enjoyed and appreciated by the public. I am amazed that you are asking this question.
- I think a 3rd party would run a more effective operation at MLL and programme this site better.
- The Museum of Lincolnshire Life is a unique and excellent facility. It is right that LCC should continue to own and operate it. It should also market and promote the museum more effectively than it does at present.
- All of these sites are highly valued locally, and given the right investment and promotion could be top quality tourist destinations. It represents the richness and uniqueness of Lincolnshire's heritage. If we don't invest in and promote these sites, we will lose part of the county's identity.
- Why these? Why Heckington and not other mills?
- Im not sure why you would want to retain....can they be leased out to a third party to manage - maybe a franchise approach so that the county council receives some income.....fearful that you would retain same number of staff unless you change the whole model and not just bits!
- Lincolnshire life can sort of see why county council would maybe keep it as it is a history on the Lincolnshire life - the others could be moved to a different group of people like heckington windmill could this not be maintained by parish or town councils instead.
- this seems ok, but not at the expense of the jewel in the County's crown, the Usher Art Gallery.
- All three are important attractors of tourism, bringing in people with corresponding interests.
- As, on the whole, this seems very fitting to keep as part of the county's heritage package.
- Very different attractions needing correct settings and specialist staff, especially BBMF

- They are all valuable heritage and tourist sites but the museum of lincs life is drab and needs investment.
- The reason for including Heckington windmill does not tell the whole story and therefore is unacceptable as an argument
- All existing LCC heritage sites should be retained
- Again these should be retained and developed as part of the cultural and historic attractions of the county.
- All are of historical interest to the people of Britain.
- They are all interesting and varied places to visit. Farming and so windmills are Lincolnshire, and our aircraft heritage is as important.
- Consolidation allows for a coordinated management structure, more cost effect and efficient.
- I feel we should retain all the heritage sites currently run LCC Heritage Service
- MLL and BBMC are very close to local history, in good sites and easily accessible. Have never yet visited Heckington Windmill but feel it is important to maintain one Lincolnshire Mill and understand this is currently the one most developed as a tourist attraction.
- I think you should have limited involvement in all of these. The RAF has funding which should be used to support the Battle of Britain Memorial Site - not sure how much it supports it at present. The Museum of Lincolnshire Life could benefit from a rethink on presentation. I don't know much about Heckington Windmill, but it should also attract grant funding. You need to employ someone skilled in making bids for the funding which is available; there are millions available for those prepared to go through the processes required.
- The county should provide a comprehensive heritage service to attract visitors to the county. Tourism is a major industry and we should do all we can to attract visitors.
- Three fabulous attractions. Lincolnshire has to own something to be proud of.
- These attractions should be operated by the county council, however The Lincolnshire Life museum desperately needs investment and upgrading, to bring it up to date and appealing to visitors.
- Significant sites which ought to be receiving high levels of support from the county council.
- Lincolnshire (And to some extent Cambridgeshire / Norfolk are the home of the RAF, and they belong here.
- These at least are good ideas.
- They are valuable heritage venues - maybe the windmill should be looked after by more local people ?
- The Council should only manage collections which are publicly owned or in trust to the county/public. BBMF should be run by RAF and/or a charitable trust. The Council should not finance services just because of a pride in Lincolnshire's history. This is an area the Council could support by providing small grants voted on by members.
- The Museum of Lincolnshire Life continues to delight its visitors.
- Keeping those sites adds to the stature and breadth of history in the county.
- Educational
- Not familiar with the windmill or why it has preference to Ellis Mill
- I believe they should remain with Lincolnshire County Council Heritage Service
- All these sites stand alone and offer unique stories that are important to our county.

- Lincolnshire needs MORE cultural sites NOT fewer! The greater the choice then the great reason to visit this beautiful county.
- Local heritage should be cherished locally
- don't agree with the supersite but i do think you need to keep as much places as possible
- Overseeing all buildings Like this makes sense for consistency and because of their significance for Lincolnshire
- The more places of cultural and historical interest you preserve, the happier the residents of Lincolnshire - and its visitors - will be and the more businesses will seek to invest locally.
- These sites need to be protected and invested in into the future by the council
- At last, some sense of the importance of Heritage has appeared in this survey! If you can do this for these sites, why not for others?
- They are best maintained and operated by Lincs CC
- Heritage sites are essential to our culture and they should remain available to the community
- All the sites are important - not just supersites.
- BBMF should be supported by veteran/ national remembrance organisations. The others are our Lincolnshire history and should be supported by the council
- These are all important places for people to learn about their heritage, so keeping them open is good.
- The windmill should be open all year with training.
- First two, no problem. The latter I can't understand why it's the responsibility of LCC.
- A agree with the keeping of these sites as they have important stories to tell. However, MLL is under resourced and in need of modernisation. The consultation document belies a lack of understanding of the collections there and their potential, as it does for all sites
- Save money elsewhere
- We support the retention of these sites by Lincolnshire County Council, due to their important relationship to life in Lincolnshire. We hope that the wider redevelopment of the heritage service will enable the redevelopment of these sites as well, in order to engage wider and more diverse audiences.
- Not in favour of my council tax being used to fund military history.
- The BBMF is only viable as long as the RAF continues to operate from RAF Coningsby.
- Heckington windmill could be run in the same way as the other windmills - also may be role for NKDC. RAF could contribute more to Memorial Flight.
- I am fundamentally opposed to the 'supersite' approach, so welcome diversity - though am baffled as to why Heckington Mill is good, while Ellis Mill is not...
- They are all important site to our heritage and should be retained for the enjoyment of our community!
- All integral site concerning the history and development of Lincolnshire especially with the upcoming 75th anniversary of the end of World War II
- As I previously mentioned, why can't ELLIS MILL on which Lincolnshire County Council has recently paid out close to 75,00.00 GBPs, a very significant sum of money to provide 2 new sails, 2 refurbished sails, a new fantail and its supports plus other work, be retained annexed to the Museum of Lincolnshire Life. And ELLIS MILL is a GRADE 2* Listed Building, and both BURGH-le-MARSH and ALFORD Windmills are GRADE 1 Listed Buildings, which for some reason these facts are omitted from your Consultation Literature. Why is that?

- I like how these are already being run, though the Museum of Lincolnshire Life could use an update and refresh.
- These places show visitors the variety of life that has been happening in Lincolnshire.
- Don't want to see any changes.
- They are all valuable interesting sites
- The visitor centres contained in this proposal should continue to be run by public services.
- Flight visitor centre must be retained for future generations
- Visitors interested in WWII sites must be a reliable source of income at their locality
- The Museum of Lincolnshire Life should be retained. However, I see no reason why Heckington Windmill should be retained over the Usher Gallery, for instance. Would it not be possible for the BBMF visitor centre to be run by the RAF, as indeed I thought it was (had no idea it was managed by the county council).
- These heritage assets, and in particular Museum of Lincs Life need significant support and possibly further development and are not suitable to stand alone
- I do not support any site which promises death and warfare so Memorial Flight is anathema to me. Perhaps Heckington Windmill should be supported locally.
- I think they are quite well run
- Why Heckington Mill?? It may have 8 sails but it is not in good repair - in fact it isn't working at all with the sails down. The inside has been patched and 'modernised' and no longer in it's original state. also it was moved to the site from Boston!!! Do without it's sails it is of no real significance and shouldn't be given preference over other mills that ARE working and in more original condition.
- These places encourages visitors to Lincolnshire and should remain
- We need all these
- Its good to keep them on their present sites for visitors
- Attracts specialist interests
- These are very important places
- All of these are part of our heritage and we should maintain that and be proud. Or we run the risk of not knowing anything about our history other than what Google tells us!
- Retention of these three sites is extremely important and supported.
- These are fundamental to an understanding of Lincolnshire's past, both military and farming. The educational value of these sites is huge.
- BBMF seems to me to be a national asset rather than specific to Lincolnshire. Surely it should be run by a national organisation and funded nationally.
- The first museum is fabulous the second I would not visit. The third I know nothing about
- I have never been the the latter 2 sites soferl unable to give a strong score either way
- All of the above venues are very much loved by Lincolnshire residents and visitors alike and offer opportunities for young people to find out about the past.
- All seem worth while retaining.
- it there home places the moves may destroy some art
- I think the museum should be sold off to property developers to provide funding for other projects.
- In particular I think it's important the county council should retain the Museum of Lincolnshire Life as it documents the county's history and plays an important part in the lives of young children growing up. However I do feel that more investment is needed to

refresh and upgrade the displays on show- in particular there needs to be more interactive exhibits on offer.

- Important sites that should be bringing in income. Museum of Lincolnshire Life popular with schools and Battle of Britain memorial flight important to the history of Lincolnshire. If only one windmill will be kept it should be this which is a working model and generate it's own income
- I don't like the overemphasis on militarist past but I recognise that there will be different views. I feel there should be a greater understanding of Lincs. Life. The mix of agriculture and engineering is a challenge to convey but looking ahead to economic and environmental challenges is very important.
- I do not support this proposal
- Museum of LL and BoB Memorial Centre showcase the county's important history and historical contributions. Heckington Windmill less so.
- No comment on these properties.
- These are, as has been identified, all significant and distinctive heritage assets that should be retained. Several of these - particularly the Museum of Lincolnshire Life - would benefit from considerable investment since museologically it is well behind many comparable institutions.
- I fully support this policy
- I fully support your intentions at these three sites, but totally disagree to your proposal regarding the Usher Art Gallery.
- They are important and popular attractions.
- Personally I am more ambivalent about these sites. I am happy that they will be kept and I would like to see the Usher Gallery also kept.
- I would only support this if they were developed imaginatively and that might be better achieved by setting up a new Lincolnshire Heritage company.
- Because a lot of people visit these places and get enjoyment from them
- MLL is an integral part of the Museum Service in Lincoln and could become a major attraction. Also run Ellis Mill from MLL.
- My support for this proposal is conditional on the Flight Centre and Windmill being maintained at a comparable standard.
- Excellent attractions and this is what the County Council should be providing.
- These historic and unique sites belong to the county and are of such special significance that to hand them over would be selling out our county's prized and beloved "assets"
- I think the Museum of Lincolnshire Life is excellent and should be retained. I don't know Heckington Windmill at all. I have not been to the Battle of Britain Memorial Visitor Centre.
- The Museum of Lincolnshire Life is a valued educational site, and worthy of retention, and would be well suited to linking with Ellis Mill behind. I have not visited either of the other sites.
- All special to Lincs
- The Museum of Lincolnshire Life is a cultural gem
- Should keep all including the Usher Gallery
- Apart from the need to invest at MOLL, it sits well as part of the Lincolnshire Story, distinct from what is offered at the Collection BBMF - again part of the bigger county narrative, although could it be told just as well by the RAF/ volunteers; equally so for Heckington where the local Friends have achieved so much.

- All a long way from Stamford - maybe that is why you propose spending money on these places. All places more than 30 miles away.
- All the assets currently under the control of the Council should be retained including the Ussher gallery and these three sites must not be retained at the expense of losing the Usher gallery
- seems logical, but no strong views
- I fully support the maintaining of the Lincolnshire Life Museum within LCC, but to include Ellis Mill as a key element of that 'Lincolnshire Life Story'. Heckington as with the other mills are key and irreplaceable parts of the county's heritage, but also key indicators that the Heritage Service is not purely Lincoln-focused. BBMF I wasn't aware was part of LCC but thought of it as a ELDC/RAF, which again goes to show just how disconnected and disjointed the wider heritage services across the county are.
- All three sites are extremely valuable. By choosing this score however I do NOT accept the concept of a supersite at the Collection replacing the Usher! This is a poorly worded question.
- People use them and enjoy them, the BBMF regularly gets featured on national TV which can only boost tourism.
- They are all successful sites and should continue as they are.
- Essential lincs heritage
- Perhaps the Battle of Britain Memorial Flight Visitor Centre should be operated by a client with more specialist knowledge.
- MOLL is fundamental to our heritage. Presumably BBMF is a net contributor. I would preserve all the mills as previously said.
- Do not sell all the county silverware.
- Fully support the retention of the three sites, though the council's operation of the Battle of Britain Memorial Flight Visitor Centre seems to be less than perfect.
- If you attempted to axe support for the LLM and/or BBMF you would be soon out of a job! These are fundamental to our county's history and meddle with them at your peril. I have not been to Heckington Windmill hence only giving it a 5
- This makes sense
- These should be supported by the Council.
- Essential to retain these
- All part of Lincolnshire and should NOT be meddled with All Fully supported by the public and and visitors to Lincolnshire from all over the world
- We need these heritage sites - they are part of our culture and should be protected
- The Museum sits within the City and as such it is right that it remains under our management along with the other sites close by.the. The memorial flight visitor Centre is part of our rich Heritage as Bomber County and is a great draw for many visitors but may need more funding and consideration in the future with other RAF sites being closed by the Ministry of Defence. Heckington is a particularly fine example of its type and is an iconic site and must be protected as a proud reminder of the past.
- Great attractions.
- All are vital to Lincolnshire and should continue to be operated and improved.
- The Lincolnshire life museum offers a unique view of life in Lincolnshire and the BBMF reflects the Aviation heritage of the county. The Mill is just a mill, nothing to special about it, Mills can be found in other places

- These attract people of all ages. They are Lincolnshire. It is unlikely these would be taken on by 3rd sector but are very important to keep open. takes away people's heritage and sense of place.
- LCC should protect these vital historical assets for the people of Lincolnshire and for Lincolnshire's tourism.
- MLL though recently rather neglected tells a very important part of Lincolnshire's more recent history. It may be possible to persuade the RAF to contribute more to BBMF as it must help their recruitment. The Mill is a very unique example in good order.
- MLL is in dire need of investment - only worth keeping if you are committed to this. BBMF Visitor Centre - not really associated with LCC by anyone but it nice to be able to tell some of the story of Lincolnshire wonderful aviation heritage. Heckington - not fussed.
- You are proposing to keep these!
- LCC should support it's county history and inhabitants/visitors enjoyment of such. Geographically, this gives many more the opportunity to learn of their heritage as these sites are spread around the county. I would suggest ensuring local groups are involved to maintain interest and reduce costs to LCC. Again, pull on local expertise to help but perhaps LCC oversee the bigger picture.
- It's about identity. Visitors to the Musuem of Lincolnshire Life are primarily local and appreciate understanding of local social history, because it informs their lives. The Battle of Britain is really a county identity for Kent, not Lincolnshire - so just abandon that visitor centre. Heckington Windmill should be handed over to English Heritage or the National Trust.
- All great places to visit
- The Museum of Lincolnshire Life tells multiple narratives and is of local, national and international significance.
- While you should support the museum of Lincs life, maybe just by paying wages or upkeep, these places are a bit second rate as attractions & could be run by volunteers
- It is part of Lincoln's heritage
- Yes quite agree, seems sensible that you would seek to retain the more popular ones whilst letting others go
- The County Council should seek alternative providers to run these attractions, having proven itself utterly incapable of doing a decent job itself.
- i think they would find it harder to go it alone
- Wonderful heritage for Lincoln appreciated by locals and visitors. They can be fully self supporting if the Council worked out the figures
- You should keep these places, but Museum of Lincolnshire Life needs more investment to refresh it's displays and modernise if it's to continue to attract visitors
- These are wonderful places to visit and the County should be proud to support them.
- You are confident you can make these sites work, so keep them, use them and develop them as nodal points in a network of many other satellites.
- THEY ARE KEY SITES!!! My children love all three of them. They show the history of Lincoln as a unique county capital. Key resoruces for schools to use inthe area all through the year. Great playground recently put into the Lincolnshire Life museum .
- The Museum of Lincolnshire Life has collections that can tell amazing stories of the agricultural, industrial and social life of Lincolnshire, and is important that it should remain available. Investment should be made to make more of these collections, bring it up to date

in terms of its displays and the facilities it offers. BBMF - support decision to retain or to pass to other provider Heckington windmill is an important historic building and should be retained by LCC

- Historical sites should remain with the local heritage organisations so that they can be more properly managed by the locals who may already have a greater knowledge of them.
- The Museum of Lincolnshire Life requires fundamental investment to make it relevant to today's children and society. If you are to retain it, please invest. For the Bomber Command Memorial there is evidence of a capacity to secure funds from other sources why not establish it as a separate trust and allow it to continue to fundraise.
- Yes but only if there is more investment for these sites.
- All are important Lincolnshire sites although this is not to the exclusion of also keeping the sites open that are proposed for closure. The museum needs investment to attract visitors and better marketing which will increase revenue.
- Because they are local heritage sites
- Lincolnshire is very big and access if not possible for everyone, smaller units in a variety of areas are accessible for local people - not just for tourists.
- I am pleased that they have been saved for now
- These sites must be maintained and operated by the heritage service
- The Museum of Lincolnshire Life being a very unique 'stand alone' heritage site that tells the important role of Lincolnshire in history. the staff are a great example that staff at other sites could learn from.
- Particular to the area
- We need these sites to remain open. To enable visitors to see what Lincolnshire can offer population
- They are a valuable part of our history
- As a matter of principle I think they should stay in local ownership.
- I think to glorify war, loss of life is unhelpful. Positive historical sites are important and give diversity of experiences.
- All of these museums / establishments represent Lincolnshire and should be supported by Lincolnshire County Council.
- Lincolnshire would diminish its attraction should they close
- M. of Lincs Life has items that should be more highly valued - textiles from ? should not be used as covers for machinery!!
- The MLL is of inestimable importance to the history and future of technology in our county. The Mill is very important also. I have no views on the B of BMC
- Lincolnshire has been late in attracting visitors. I came here in 1971 from Westminster. Where someone asked me where I was moving to he said 'where that - is it somewhere near Blackpool?'
- 1 and 2 are important to me 3 is just a windmill
- The museums epitomise the county's history. MLL is so neglected by you, presumably because its located in Lincoln. Its potential is enormous if only you marketed it. Have (?) of the tank etc. Ellis Mill is so close and should be included in the regeneration of the site.
- The sites have a wide appeal for people of all walks of life and all parts of the county.

Are there any other options we should consider?

Proposal	Count	% of comments
Yes	481	60.0%
No	320	40.0%
Total	801	257%

Please briefly describe any other options (if yes above)

- As above
- Hand back the castle to English Heritage too.
- The Museum of Lincolnshire Life has a wonderfully atmospheric series of rooms that are used as a temporary café during the Lincolns Christmas Market, bringing its capacity up to about 50 covers (excluding outside covers). Given the Museum's proximity to the Bailgate and its architectural offer, I really feel a better café - incorporating this extra space - would generate revenue and more customers for the museum itself. This is, in fact, the Doddington Hall model. Why not put it out to local tender as an opportunity and give the place 1-2 years to see if it can pay its way more adequately?
- The mill and the airfield centre could be operated by volunteers as the libraries are.
- Ellis Windmill should remain open for operating school visits and education programmes with hands on experiences regardless of Castle or MLL visits
- THANK BIG and first class rather than mediocre and third rate...which I am surrounded by! A University City should reflect critical yet inspirational attitudes...Renaissance Man and all that.
- Whole of Heritage Services to become self funding
- Artists workplaces there is a need for suitable workspaces
- All three should be 'disposed' of along with the other 'microsites' and the savings put into retaining the Usher Art Gallery as that - an Art Gallery - not a cube in a basement. 3rd party options should be considered for the running of these - if our libraries can be run by volunteers then why not these three sites as well as the others?
- See above
- Outsourcing to volunteers or other providers such as happened with the Library.
- See above. Hand over the running of Heckington to third party providers
- Keeping open smaller sites, if necessary run by volunteers.
- Could English Heritage be approached to take on Heckington Windmill?
- Liven up the museum of Lincolnshire life - it is important, but quite tedious to wander around.
- Go to the Museum of Liverpool and check out Double Fantasy, then remember peace.
- It might be worthwhile to explore a greater involvement or partnership with nonprofit organizations and amateur enthusiasts.
- Retaining more sites
- Transfer to 3rd party private operators
- I'd like to see you maintaining the Usher Gallery in particular, and Gainsborough Old Hall in that order of importance.

- Sell off The Museum of Lincolnshire Life to upgrade and enhance The Collection as a much larger museum. To retain The Usher Gallery as a quality art gallery.
- Could you charge for entrance the M of LL?
- Hand the Battle of Britain memorial to the RAF
- See above
- Transferring BBMF to the RAF, looking at partial retention of the Heckington Windmill if visitors deem it to be viable, retaining and investing in the Museum of Lincolnshire Life.
- These should still be considered as 'supersites' and their potential to raise money/interest should be more fully explored.
- Put Ellis's Mill under the care of the MLL due to its location. The MLL needs to have a high priority because of the importance of agriculture to Lincolnshire.
- Be fair, windmills are important for East Lindsey tourism
- Keep them all!
- Upgrade Museum of Lincolnshire Life
- see above, ditch BBMF and Heckington Mill
- Seek funding/support from other sources for aviation heritage - the new centre near Lincoln seems well supported. Look at what's on offer in comparable places to see what could be done with the museum to bring it to life
- See above
- see above. linked trusts of facilities
- Lincs Life site on Burton Road is restricted by its size and location. You need to start looking for a larger site possibly in a rural location. Maybe RAF Scampton could be a long-term solution.
- Invest properly, promote them properly, do not look at them as 'lower' than other sites, they should be level to the other sites and part of a overall visitor experience
- A small (adult) visitor charge for the Museum of Lincolnshire Life, consider investment in the site - better toilet facilities!! Encourage more special events (such as the recent Great War exhibition) Have volunteer "re-enactment" staff who can act as "living guides" to help in giving schools / children educational information / displays
- All 3 of these sites could also become commercial and create revenue with the right amount of focus and development and advertising to new market. If after attempts analysis shows it's not possible then I would also dispose of these sites and focus on the core sites.
- Close the museum or give it a complete overhaul
- Where is your evidence of a cost benefit analysis of different options ? A question to the consultation organiser- why are you consulting when you havent provided sufficient evidence of fact?
- Expand the offer at MLL. The displays need refreshing and rotating. There should be more temporary displays and they should tour the county (I don't think outreach is considered in your report).
- maintain support for all
- If the proposal is to move the Usher art collection to the Collection is there actually any scope for combining a joint Museum of Lincolnshire Life and art gallery in one site in a different location from present? Could the site be out of the city?
- As above, move BBMF centre over to MoD or close the venue.
- Heckington Windmill lies outside Lincoln but the remaining sites are focussed in the city, care should be followed to ensure tourism is spread around the county

- Working hard with good management to keep all sites open.
- Keep the Usher and merge the museum of Lincolnshire Life with The Collection
- Close the windmills and keep usher open?!?
- There are always other options, surely the councillors themselves should be coming up with options to retain valuable historical services, a public consultation is fine, but if you apply to be a councillor and are elected you have responsibility to protect the County's assets not strip them, you are not an investment company.
- Open discussion with groups campaigning for an alternative vision.
- Get rid of these
- Could these be run by volunteers or charities? City of Lincoln could take on Museum on Burton Road
- There are many people who are passionate about Lancaster Bombers etc. just as there are for commercial vehicles.
- Supporting all cultural - heritage sites in the county...
- Mus of Lincs Life does however need a bit of a shake-up to bring it up-to-date and improve display techniques and educational benefit. This probably needs more expenditure, and possibly better management than Council can provide.
- More innovative management and links with community groups, schools, colleges, university, and local industry.
- Why is the Windmill and Battle Of Britain retained, when other assets are disposed of? What makes these any more important to ensure free/commercial free public access? If 3rd party run assets are going to implement a charging model (And they will as they need to make it financially viable) why not include a charging model for these other assets too?
- You propose that Ellis windmill should be sold to a 3rd party. As the windmill is an iconic part of Lincoln skyline- as important as the castle and cathedral, serious consideration needs to be given to incorporating this as part of the museum of Lincolnshire Life and further developing the site and windmill as a Supersite in its own right.
- The Stamford Heritage Hub
- Your job to identify, not mine
- Treat Heckington like the other windmills. Protect the building but allow some other group to operate it, subject to keeping it open.
- Sell these or find new owners
- Retain the other sites to give a fairer approach.
- In order to bring out their true potential, these need to be either refreshed or updated, and proper marketing needs to be put together.
- Don't change the displays drastically in the Museum of Lincolnshire Life but freshen them up a bit. The exhibition space upstairs is not always well used.
- Don't create the supersite.
- local volunteer interested parties
- investing in the displays at the museum of Lincolnshire life, investing in the heckington windmill to turn it into a specialised field to table experience for rich trendy city types to roll up their sleeves and become a miller/baker for the day
- Fully fund all them.
- A proposal as to how LCC is to improve what is on offer at these venues with full costings.
- As above
- National trust for the windmill??

- Put the BBMF Visitor Centre under the control of an RAF Charity i.e. not for profit other than to support the charity.
- Incorporate more interactive opportunities for people to become involved. Worth onservng the Southall workhouse interactive educational approach (something similar could be developed at Museum of Lincolnshire Life/windmill??) Create a trail in manner of Barons/Knights/100 yrs RAF
- Aviation heritage must be a big selling point for the county - could BBMF be taken on by Bomber Command Centre? Could the relevant district councils be approached to run the other sites out of the city?
- passing sights to appropriate heritage organisations
- see my earlier comments
- Hand to financially independent groups. If these attractions are viable they will survive without further investment from the county council.
- BBMF could be a joint venture with the BCC at Canwick, and,or with the RAF
- Increase funding for the Lincolnshire Life Museum
- If you are owning or operating a site, you need to make people aware by signage or other publicity.
- explain why you have grouped these together, I don't see the fit
- Make more and better use of the Usher Gallery - it is an under-used resource for the city and county
- Would not be a bad idea to let English Heritage/National Trust handle them.
- Consideration should be given to reassigning this site as an outstation of someone like the RAF Museum or the IWM.
- Greater collaboration between the sites, the Council and residents
- Give BBMF to RAF
- Investment is needed to upgrade the Museum of Lincolnshire Life. It also needs better branding and marketing.
- It seems to me this could be better managed as a single asset under a different structure
- Use more of the £5 million grant at the MLL and Heckington Mill to bring them up to the status of the Cast;e and Collection.
- To decently maintain such Heritage as is wanted by their supportening partners and developed
- Some sites do need a little care so I propose a volunteering campaign.
- As above
- Always options
- The Museum of Lincolnshire life could really do with some money to refresh its displays.
- As above; explore the option of the RAF being responsible for the BBMF visitor centre and look at alternate funding for Heckington Windmill.
- Burgh-le-marsh windmill & heritage centre which is working and in the original condition as it was built in circa 1844. it is also unique with its sails turning clockwise contrary to all other mills in the country and beyond.
- Add Stamford!
- Transfer BBMF to a national organisation - e.g. the RAF. I think it would be a much better use of the RAF's money (and Lincolnshire/s airspace!) than the Red Arrows!
- visit other regions who have maintained their cultural heritage without closing and dismantling their assets.

- The RAF could take over the running of the BMMF visitor centre
- Don't close the Usher, Lincoln must have dozens of sites for a coroners office and wedding venues.
- Who can do this better?
- Is there any guarantee that RAF will continue to support Coningsby. Heckington could become a Trust with monetary input from LCC
- Share operation if needs truly have to be, but retain control.
- To continue to hold BMMF and Heckington under review in order to seek by consent the best local solutions .. eg do the Friends of Heckington Mill want it or is it in theirs and the county's interests for LCC to maintain an overview; or could closer partnership with NKDC enhance it further?
- Of the above, the BMMF would seem to have the most available options, but suffers from a lack of joined-up thinking and forward-planning. In an ideal world, prior to the closure of RAF Scampton and the historical significance of that location both for the County and the wider RAF heritage, it would have made a fabulous single site to host the Red Arrows, the BMMF, and the International Bomber Command Centre - instead we have diverse and individual sites all trying to develop across the county, all potentially fighting for the same visitors. If the BMMF needed another owners, I would look to the Imperial War Museum
- As above
- If not already happening, can these sites be hired for other events?
- The Museum of Lincolnshire Life has been neglected for many years but is a firm favourite with both locals and tourists. The only negative feedback the site receives is that it "never changes" or is "looking tired" and is "in need of a revamp."
- Charge for extra activities at these venues, eg Easter egg hunts, flour milling days,
- Keep the above, but also keep the Usher Gallery
- There are always other options. Keep them open.
- Apply for funding to get more grants to up keep them consider partnerships with other galleries to get more support
- The Museum of Lincolnshire Life should not be a microsite as it has lots of stories to tell, and great potential for development.
- The Museum of Lincolnshire Life to work in conjunction with Ellis Mill to help support the mill and increase visitor numbers. Heckington Mill joining with the other mills mentioned for mutual support, funding ideas, promotion and raising awareness. An organised Mill Trail?
- National publicity
- parts of upper floors are absolute bare of exhibits - do not hold anyone attention. revive them. Segment interest - areas?
- Open up the cinema at the Collection and show ? films charging maybe £5 for entry? There are more people here now than when it used to be used.
- Limited sponsorship - NFU - Fosters

Please provide the reasoning for this / these other option/s (if yes above)

- If Gainsborough old Hall is handed back, why can't the Castle be?
- Not sufficiently important.
- The decision makers are only guardians for the next generation...so wisdom and foresight is important in this increasingly technological world....human interaction is at the core of who we are and always have been. There is a shift now to A.I. and the gizmo/digital 'other

world'....a steady hand is required to preserve what is fundamental to our society and culture...yet instruct and challenge for the future

- to future proof their existence and enable generations of visitors the same opportunity to view the history of England/Lincolnshire
- these venues could offer opportunities for this provision
- The Usher Art Gallery is unique - these three sites can be run alternatively - CIC's volunteers etc - the art gallery is a different scenario.
- Lower central cost and attract income.
- To free up some funding.
- It needs modernising.
- The Usher Gallery should be included in this list, as it is of equal relevance.
- Since the main issue of the proposed changes is one of the commercialization of cultural venues, it is vital to avoid making money the driving force behind all decisions. Collaboration with specialized amateur and nonprofit groups could maintain high standards while removing certain financial pressures and constraints.
- The opportunity to visit and benefit from these attractions should be retained but the focus now should be on essential social services.
- Please see my earlier responses.
- The Museum of Lincolnshire Life is old fashioned and is an embarrassment as part of our heritage Trail.
- It is a national memorial not quite so local
- BBMF showcases an important part of national history, as well as local. It could be retained by volunteers/the RAF, and kept open to the public if needed - Does the recent opening of the IBCC affiliate the keeping open of BBMF? (The local RAF heritage is being served by an external organisation to LCC, so do we actually need to retain BBMF). Heckington Windmill is seemingly very limited in the story/scope of story it tells. Money made mainly from catering? The Museum of Lincolnshire Life is crucial in providing a social history of the region, beyond medieval periods.
- It would be a shame to continue to ignore the potential of Museum of Lincolnshire Life (and possibly the other two). There is so much scope to generate far more income and footfall with relatively small investment.
- Self evident
- Obvious.
- Could attract more visitors and generate more income
- By saving* money at bbmf and heckington windmill you can keep the Usher open.
- the proposal is really one of reduction of facilities instead of a vibrant future vision for independent Trusts
- Its out grown the site and there is very little parking facility in the immediate area. Give it more elbow room and I expect it will prosper
- Brings "life and activity" to a rather dead site - more interaction is needed to encourage visitors / children to return. Bring in a "free return" ticket (valid for three months for example) after an one off payment.
- It's underperforming. It's in a good location being close to other attractions and it should be doing much better.
- They are all important

- It expands all options and ideas. The only fit that this proposal comes up with is for the Usher art to merge with the Collection but there could feasibly be other merges considered. Why are they not even mentioned here?
- It's military history only, nothing more.
- I believe that all aspects of heritage in Lincolnshire are invaluable assets. It should not be our generation that lose the richness we have. This is why it is called 'Heritage'.
- This would allow the iconic tank to be displayed in the main tourist part of the city and also allow the Usher to be retained
- Not sure why LCC have these sites?
- I do not believe the proposed model is the only route open to the LCC
- Such a centre can be run successfully by volunteers as is the Trolleybus museum at Sandtoft.
- <https://www.local.gov.uk/role-heritage-regeneration-margate> Historic environment and character can play an integral role in the success of a place, and this has been the focus of work by Historic England and its partners in Margate. This case study forms part of the Value of culture - visitor economy section of our online Culture Hub. This is from the UK Governments own website - you shouldn't have to look far for justification for NOT ditching public assets and trashing Lincolnshire's cultural heritage. And why focus on WWII? Lincolnshire has so much more to offer...
- These resources need to be creatively managed so that they are accessible to the public.
- There has to be more consistency to the approach of the Council as to the rationale for retaining only certain assets in the Heritage Services. It would seem that this disposal of assets is that the Council wants to rid themselves of the risk of managing them. Commercial businesses managing public sector assets has not proved to be successful i.e. Bouttham Park Community Centre. These businesses are there to make money, their focus is not on the correct management of assets which are so important to Lincoln. There is nothing the Council can do if one of these operators goes bust and has failed to maintain these public assets. This would create a significant issue for the Council from English Heritage and local tax payers.
- Ellis windmill is iconic in Lincoln city and should be retained within the museum of Lincolnshire life as a Supersite.
- See previous answers
- See previous answers
- As above.
- funding could be directed elsewhere in county
- because it's embarrassing the level of neglect at the museum of Lincolnshire life and we deserve better. windmill - because it's a no brainer in order to make some money
- We don't want to lose any, and all should be properly funded. They each bring their own unique quality to the city and county, bringing in visitors and culture.
- This isn't a true heritage facility.
- Rings in extra revenue which can be re-invested to make further improvements, developments needed.
- see my earlier comments
- To prevent council tax payers money being used for non essential services.
- It's a great place and needs support.

- People will think better of the council if they can see what they are supporting and where their money is being spent. They will let you know if it is a good or bad idea without being prompted.
- You could have grouped all windmills together and explained why one was more important than another to enable a proper understanding. The memorial flight stands alone
- English Heritage/National Trust are great custodians that would secure the long term future of these sites, should the Council wish to save money.
- With the involvement of the RAF museum or the IWM, it should be possible to bring more exhibits to Coningsby and even make the site bigger, converting the portakabins to permanent buildings, to increase the attraction to visitors.
- To achieve some of the 'self-sustaining' situation the Council suggests
- The RAF operate the planes.
- This would result in refreshed offering at MLL and so help to attract new and revisiting visitors.
- You haven't explained to my satisfaction why Heckington Windmill belongs in the county-wide fold.
- For a long time the MLL has been treated like the 'hidden relative' in terms of poor advertising/extremely poor information as to its whereabouts in the cultural quarter/there has been a severe lack of input financially compared to that of the supersites.
- The friends there will know best.
- Obvious
- As above- there is not enough expertise in Lincolnshire County Council. You should look again at the volunteers who show people around the Memorial Flight. Unless it has changed the visits could be looked at using modern technology. I remember a rather boring volunteer who did not engage with children. Look at what they have done at the Bomber Command Centre
- As above
- See above
- If saving money is a priority, then feel that options for these attractions should be explored rather than somewhere like the Usher Gallery be closed.
- Already listed
- BBMF seems to me to be a national asset rather than specific to Lincolnshire. Surely it should be run by a national organisation and funded nationally.
- it can be done. there is evidence of others using alternative ways of leading governing and managing this,
- It's obvious that closing the Usher is at the very least short sighted.
- There may be grass roots support to do this.
- Safeguarding the future.
- local consensus and determination allows for longer term sustainability through partnership.
- The Imperial War Museum already have locations in the North and, whilst Duxford provides the home for their flying aircraft, a location that also shows modern fast jets at RAF Coningsby would be an appeal for them perhaps? Similar to the co-location of the National Rail Museum at York with York Station - modern and old co-located.
- As above
- See above

- Money invested into the site would enhance visitor experience, encourage repeat visits and boost the visitor economy.
- Obviously running costs require funds. Visitors would pay a minimal charge
- Because we need all the cultural institutions you already have
- see above
- Lincoln I feel often isnt creative when it comes to ideas on how to get funding to keep things going - there are options but you need to get the links to other institutions that have done it and learn /collaborate with them.
- These are all important Lincolnshire sites. Although Heckington Mill is a superb example it is not local to Alford, Skegness area or Lincoln especially for those with no car. I do not want to see our unique heritage lost if smaller sites have to close.
- Obviously to publicise their heritage

The Future of the Heritage Service

Consultation on the proposed changes

Proposal 6 – Not to retain Discover Stamford, Ellis Mill, Burgh le Marsh Mill and Alford Mill

Date of Survey: 13 February – 24 April 2019

Total surveys: 1104 responses

1055 online surveys

42 paper surveys

7 tablet surveys

Comments:

12.3% of overall comments for proposal 6

Proposal 1 - Commercial - Comments				
	Please tell us the reason you gave this score	Are there any other options we should consider, if so please state	Please provide the reasoning for this other option/these other options	Total comments
No of Comments	665	177	132	974
Response	68%	18%	14%	100%

Consultation on the proposed changes

Proposal 6 – Not to retain Discover Stamford, Ellis Mill, Burgh le Marsh Mill and Alford Mill

Discover Stamford, Ellis Mill, Burgh le Marsh Mill and Alford Mill would no longer be part of the Lincolnshire County Council Heritage Service. The Heritage Service would work with and support third party organisations in exploring future options to ensure continued operation of these sites. If this cannot be achieved the continuation of the sites as public attractions cannot be guaranteed.

On a scale of 1-10 (1 = do not support, 10 = fully support) to what extent do you support or not support the proposal to not retaining the following four sites as part of the Lincolnshire County Council Heritage Service.

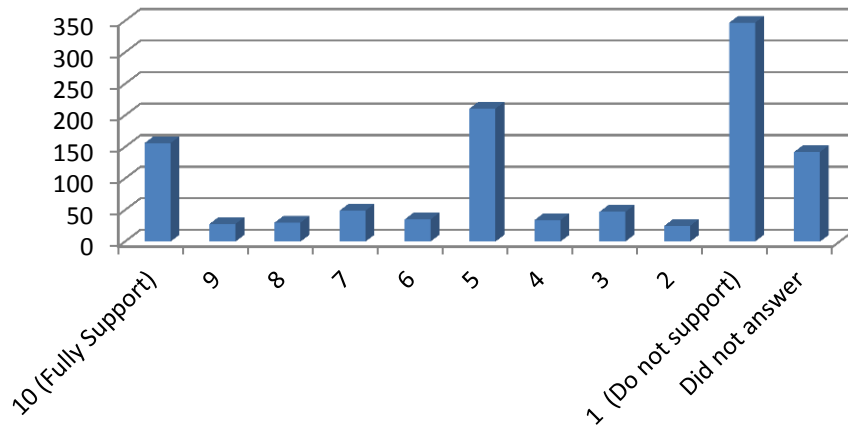
Proposal 6 - Discover Stamford	Count	% of response
10 (Fully Support)	156	14.1%
9	28	2.5%
8	30	2.7%
7	49	4.4%
6	35	3.2%
5	211	19.1%
4	34	3.1%
3	47	4.3%
2	25	2.3%
1 (Do not support)	347	31.4%
Did not answer	142	12.9%
Total	1104	100%

Proposal 6 - Ellis Mill	Count	% of response
10 (Fully Support)	134	12.1%
9	24	2.2%
8	29	2.6%
7	44	4.0%
6	37	3.4%
5	187	16.9%
4	31	2.8%
3	57	5.2%
2	37	3.4%
1 (Do not support)	364	33.0%
Did not answer	160	14.5%
Total	1104	100%

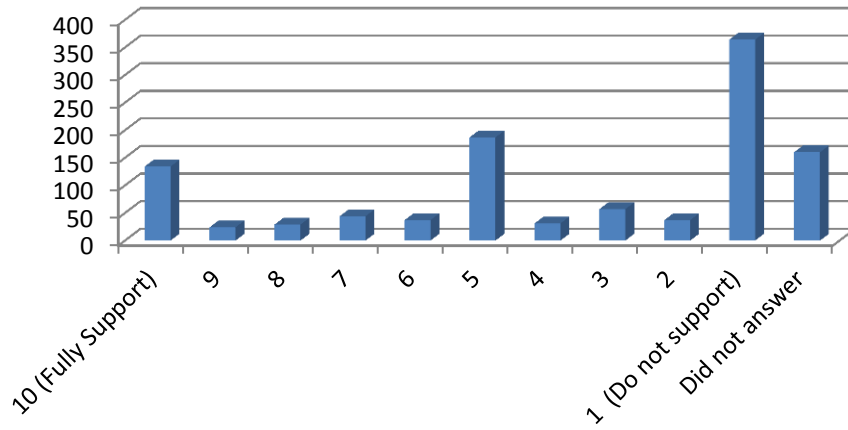
Proposal 6 - Burgh le Marsh Mill	Count	% of response
10 (Fully Support)	140	12.7%
9	26	2.4%
8	32	2.9%
7	43	3.9%
6	39	3.5%
5	206	18.7%
4	35	3.2%
3	53	4.8%
2	31	2.8%
1 (Do not support)	335	30.3%
Did not answer	164	14.9%
Total	1104	100%

Proposal 6 - Alford Mill	Count	% of response
10 (Fully Support)	143	13.0%
9	24	2.2%
8	32	2.9%
7	45	4.1%
6	39	3.5%
5	201	18.2%
4	31	2.8%
3	56	5.1%
2	33	3.0%
1 (Do not support)	334	30.3%
Did not answer	166	15.0%
Total	1104	100%

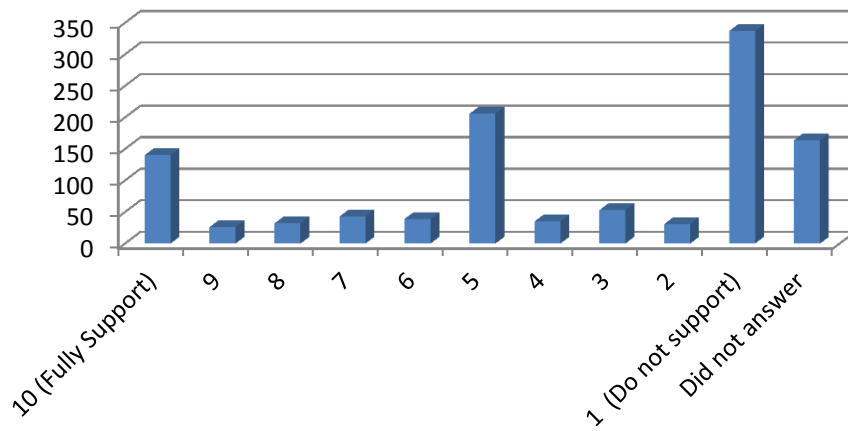
Proposal 6 - Discover Stamford

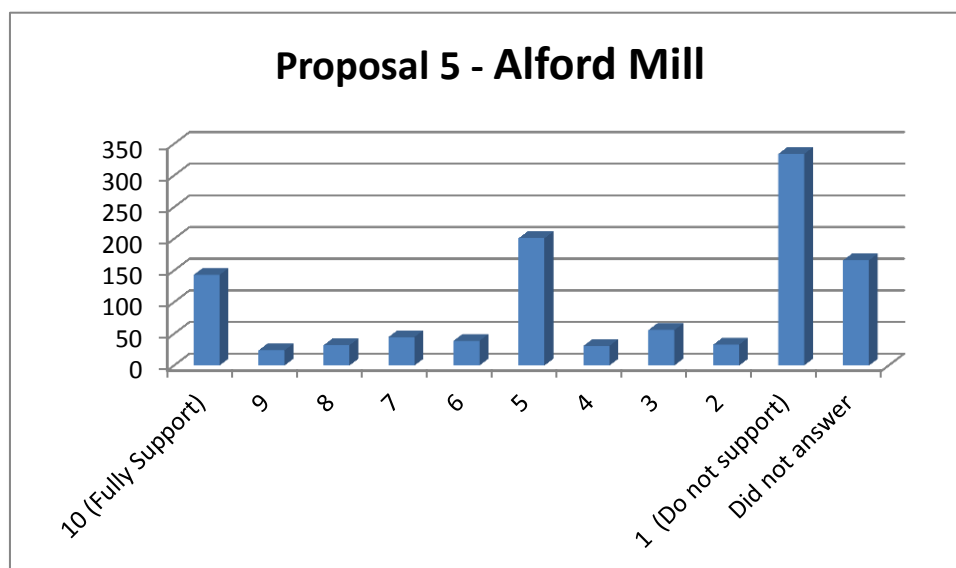


Proposal 6 - Ellis Mill



Proposal 5 - Burgh le Marsh Mill





Please tell us the reason you gave this score

- If the Mills could be kept it would be nice, however more events and learning should be run from them
- Especially discover Stamford should be kept. Stamford used to have a thriving museum which has been scaled down to it's current form. Stamford is such a historic town which thrives with tourists. This must be kept! I'm sure this is the case for the other attractions aswell.
- If locals want these facilities that they should run them
- Discover Stamford is an important focus for local history and the only easily accessible display of Stamford local history. The three mills could probably be run by other charitable organisations.
- Provided the Heritage Association does ensure that third-party operators succeed in looking after the sites I have few qualms, it's just whether it will succeed in doing so or not
- Lincolnshire is a big county and milling used to be a vital part of this. I believe that the Heritage Service should remain the mills which are valuable examples of our history, ie heritage. Extending the supersite mentality to these places could enhance visitor experience and increase visitor numbers thereby increasing revenues
- There should be collections in locations all around the county, not just Lincoln. I live miles away from Lincoln and never go there. Stamford used to have a Museum and this was closed. Now all we have is a tiny display in the library. This will no doubt also be closed, leaving nothing to tell visitors about Stamford's Heritage. We were the first conservation town in the country, and attract many visitors each year. I think you just don't care because we are so far from Lincoln we don't count. Or perhaps we offer too much competition. I have also visited Alford mill, which is an excellent attraction and should be kept open too.
- LCC must make savings. Even private ownership should be considered but, if at all possible, with Public access.
- They are important sites. Lincolnshire is not just Lincoln.

- Discover Stamford is the only heritage/museum in Stamford. Attached to the library an essential public resource. Any erosion of this site is likely to have broader knock on effects.
- These would be sad losses as they are examples of our county's heritage in diverse locations.
- Other options of third party input could be explored as additional options, but they should remain a part of the Heritage Service
- Since when was it in the remit of a local authority to run an old windmill!
- Would need to know that whichever third party approach is taken in respect to the Mills that it is ensured that there heritage is maintained for the public benefit.
- Are these going to be closed because most of them are not in Lincoln? I agree with the second sentence, but not the third. Certainly, if you close the Mill's local communities will suffer.
- cost cutting without any concept how these sites can remain open to the public and how they can be preserved for future generations. Its shameful to just pull out without a long term plan to secure the future of these sites
- As above
- This seems far too drastic. Surely one or two Mills should be maintained as heritage sites.
- Better run by dedicated volunteers
- Volunteers could potentially run these services
- PROCEED WITH CAUTION! Whilst I support the concept, the devil is in the detail ie who takes over. The weakness with community asset transfer to local trusts is that it attracts people who are dedicated to the subject area, but often lack interest or ability in management. With passengers but no drivers, the project then fails, the heritage asset deteriorates, and the council gets the blame. There must be some form of guarantee that the sites will remain open to the public, such that asset transfer is a positive benefit or neutral, but not a loss.
- This will allow LCC to focus on the supersites and enable 3rd party organization to best deliver these services.
- Hand back the Castle and keep these open?
- They give a local prospective of that towns particular history
- I would only support if a third party who is competent can be found otherwise these sites will be lost to the public if LCC don't operate them.
- The mills are a feature of Lincolnshire's heritage. It would be a pity to lose them.
- Promote Lincolnshire windmills as a specifp entity.
- It assumes that care woould be taken to ensure their continued operation
- It is up to the Heritage Service to encourage pride in local arts/culture/heritage for the benefit of the community and economy, and to ensure it is accessible and interpreted appropriately. There should be assurances made that these sites can continue to serve their respective community's needs before a decision is reached to abandon them.
- Cant comment on the other sites as i have never visited them. But if you are retaining the Museum of Lincolnshire Life then woudnt it make sense to keep Ellis Mill too because of their close proximity to each other?
- Stamford really should be part of the Greater Peterborough region
- It would only be a matter of time before these sites would close

- These sites will more than likely close and fall into disrepair because outside bodies either cannot maintain their initial work plans or no-one will want to take them on. This should not be allowed to happen.
- Perhaps would be better managed and funded on a local basis.
- They will not survive.
- These will fall into commercial and/or residential use and will be lost for future generations. We should be preserving heritage not selling it out
- There will be local interest I am sure to manage these assets
- Cherry picking of locations, sites not visited as often to be cast out to local volunteers
- Enthusiasts or local organisations would be better placed to maintain these sites. Again, contractual obligations should be put in place to ensure they are not lost to the public.
- Ellis Mill is unique as being the last Mill in Lincoln, and is much more accessible to a greater number of people than the more rural mills.
- All of these sites make up the broad and diverse heritage offer for Lincolnshire. The new proposals are urban-centric and leave those already at risk of isolation in rural communities with even fewer assets and opportunities.
- I do not believe that you should give up on heritage. You should have the vision and determination secure our future heritage provision.
- Outdated offering - of limited appeal to younger generations
- Never heard of Discover Stamford. I'd be disappointed if any of the mills had to close because of the changes, but sometimes it can be better operated as an independent business. A commercial element could involve hiring parts of the grounds out. People love taking pictures with windmills in the background.
- Because you should keep Discover Stamford we have no alternative
- It would deprnd what alternative arrangrments can be made.
- Will save money for more important things
- I live in Stamford and given the number of visitors we have it is disappointing that we have lost our museum and now have Discover Stamford based in the library which has reduced space to show items of interest concerning Stamford. I feel the decision to close the museum was short-sighted and one I did not agree with. The thought of losing Discover Stamford altogether is unbelievable and one I do not support.
- More relevant to be operated by volunteers
- should remain in our control and be accessible
- Again central trust.
- As long as they would still be accessible to the public it doesn't matter who runs them.
- Cannot speak with knowlege of these matters
- Ellis Mill is the last working mill in Lincoln and should be supported by the council. The are not many Mills and the one in Alford is a 5 sailed one, it could be supported if possible
- mills offer a lot of educational / social history
- Not my area of interest
- How will they have the skills and knowledge to source funding support as well as the 'offer' or be attractive enough for funders?
- I am very concerned with the final sentence above - these are not 'public attractions', but an integral part of our County's heritage.

- The closure of any heritage site should be strongly fought against. However, if these prove inviable or detrimental to the other sites in the service, closure/3rd party running is understandable.
- I wouldn't want to see these sites close, but if third party funding was available, with support from the council, I would support this
- Again, I used to work for tourism / heritage in LCC for 3 years - I've only heard of Ellis Mill.. If staff haven't heard of these sites, how do you expect others to?!
- Ellis Mill is the only mill in the city, and should be retained/revived as a visitor attraction.
- These can all run semi-commercially by local volunteers.
- Please retain these assets for the enjoyment and education of visitors of all ages - please no more turning these wonderful buildings into private houses :(
- It is important to retain the mills, as they give valuable insights into the history of the area.
- I live in Stamford and feel its good to have local history for visitors. If you close Discover Stamford, which I believe is behind the library, then surely at some point LCC will close the library!
- Unless and until you have found third parties with the resources and experience to run these important sites, I cannot support these proposals.
- There could be other organisations that could financially fund these.
- Could the County Council not work in partnership with English Heritage or The National Trust to run these buildings?
- It would be disappointing not to support smaller establishments of historic interest throughout the county. If alternative organisations can be found to administer these then that might be satisfactory, perhaps under some protective umbrella of the local authority.
- I am in agreement for third party organisations to ensure continued operation of all of the above sites but not that that they could be discontinued if they are not adopted by third parties
- I am not familiar with Stamford or Ellis Mill but live close to Alford and Burgh le Marsh. This in itself highlights the geographical spread of this county and the need to keep as many of these small venues in public administration so that they are available to local communities and to generate visitor attractions for these small towns.
- No score as this doesn't make sense. The question is poorly worded and designed to confuse.
- Heritage assets outside the city of Lincoln should be fully supported by LCC. The rural and more small towns would lose their individuality and important contribution to the holistic heritage scene of the county if these assets are not supported.
- Aside from maintenance, promotion and other costs is the issue of staffing. Yes these places could be staffed by volunteers but in the current climate far less people can afford to do many hours unpaid work than previously. Charities could raise funds for other costs but again with many people and business experiencing a squeeze in finances this also could prove unreliable.
- I've never visited these so not sure how worthy they are of keeping.
- I accept economic arguments. The Conservative party (inc. as leaders of Lincolnshire) have repeatedly devalued art and heritage. The current consultation is logical end point. This is negative for future generations and current residents. Leaders should be ashamed. Loss of EU status and funding will worsen further. We are generation that have damaged well being of nation - cultural impacts are shown in these proposals.

- Again, because you seem to prioritise a venue that is dedicated to one aspect of one recent war, over and above the cultural history of the Lincolnshire agricultural landscape.
- These are all important sites for Lincolnshire to encourage tourism.
- This should come with the same insurances for staff retaining their jobs & door prices to the public as in the question about Gainsborough Old Hall.
- More difficult as money is spread thinly but it would be tragic to see the windmills fall into disrepair through lack of funds. Maybe English Heritage could take the mills on - they already have SibseyTrader
- Keep to protect the future of the buildings
- I would hope that the mills can all survive, but accept they may not be a priority. The Council should assist other organisations that may be able to maintain them.
- I know nothing of these places.
- We need to understand that we cannot save everything and only the major Heritage sites should be finance centrally.
- These venues and the Discover Stamford museum and collection are important parts of local heritage and should not be abandoned by LCC.
- Given the outward lack of investment in these facilities (poor advertising/websites), then it is probably better for all that these facilities are transferred to EH/NT so that they can utilised more efficiently for the education of current and future generations.
- Stop giving away our public attractions! This is a sneaky way to put this in too, you should let people know outright and not hide it in a survey about the usher art gallery.
- it is hard to support a move that would lead to the closure of any heritage service for this county, which does hold as many as other counties already, however i believe that if there was genuine work done to find other operators for these resources then this move would be understandable given austerity and cut backs i would suggest the views of the National Trust be sought as there is a general paucity of NT sites inth e county compared to others so there might be genuine interest from them in taking over one or more of these sites
- Alford needs support. If the windmill brings in visitors to Alford it should be supported. Alford feels like a place that is a bit run down and on the decline. Supporting and enhancing the windmill might really help Alford. Stamford is an affluent town that has much to recommend it and so would probably not be negatively affected by the removal of Discover Stamford,
- We can not risk loosing these sites for future generations just to save money, there must be a safety net from the council for all these sites to stay in existence.
- I see the reason why the change but I fear we will lose them as County heritage sites. They were so important to the past Lincolnshire history
- Stamford should have a museum, particularly in view of the Town's historical significance, however the offer at Stamford library is inadequate and a third party organisation might actually do the town justice. Maybe this is the moment to not only have a Stamford historical museum/discovery centre but combine this with a local studies library/centre. If the council doesn't get any financial benefit from the Mills then why not off load all of them including Heckington?
- These are important to your heritage.
- Are you deliberately intending to confuse people? The previous question asked us to support or not support supporting these sites. This question asks us to support or not support NOT supporting these sites. Seems like a degree in English language is needed here.

- Never heard of any of them. They must be dead-weight.
- Funds are better directed to essential social services
- Heritage, culture and history as got us to where we are today, you have clearly learned nothing.
- It is appalling that you now want to get rid of the only part of Stamford History that we have left. After dismantling our wonderful Museum and shipping it to Lincoln. Forcing anyone which wants to know about our lovely town to journey to Lincoln. The display in the Library is minimal and does not give locals or visitors a very comprehensive view of its heritage. It seems that closing the museum was very short sighted and not cost effective as you would not be now in this position.
- Save money that can be used elsewhere e.g. for the Usher
- These are important sites which need the service already received.
- I think this could be possible and a successful venture however you need to give them a fair chance at operating and can't simply 'hand them over'. I would like to see provisions made for funding and training of the third party organisations in the beginning, with a staged handover. If you don't do this then I unfortunately believe you would be setting them up to fail, and ultimately setting the sites up to be closed.
- I only support this proposal if a third party can be found. If not we should retain these as part of our Lincolnshire heritage.
- These sites not too important
- Understand the logic behind this decision as these are relatively minor assets. However assistance should be given to ensure continuing operation, possibly by setting a registered charity to raise funds and maintain
- I have no view on most of these sites as I lack relevant insight or current information about them.
- I know little of these. My main concern is the hub of Lincoln.
- All worthwhile but discover Stamford desperately needs re focussing
- i do know now this location enough to make an evaluation.
- All these are valuable resources for local heritage. It is far better that they are retained by the county - pass them on and there is always the risk of loss, damage or closure. Only if there are guarantees that these sites will continue to be open and available for visits should they be transferred and funding should go with them.
- The mills are part of the county's unique history and should not have to rely on third party organisations and volunteers to stop them deteriorating
- These could be more self financing as they are more individual attractions on holiday routes
- Just use them better and do some really good marketing!! These are bonuses to their areas!!
- If strong third parties can be found then that is good but they will have to rely on the goodwill of volunteers rather than outside funding
- These sites should be retained as public attractions
- They generate little income, take up a large amount of time/people for the sites that have to oversee/looking after them. The maintenance costs are high. Mainly volunteer run anyway, with support from the council/people at other heritage sites.
- If we continue to decimate our heritage, we start to lose our identity.
- Talk about dumping sites away from Lincoln/centre Lincolnshire. Give us all a fair piece of culture

- I can't see why these are deemed not important, again locals should be asked
- Reducing the heritage experience to the detriment of the local community and visitors.
- It is in danger of becoming totally Lincoln-centric. It is important to retain some provision which is county-wide. Ellis Mill can surely be run quite cheaply as part of the MLL even if we can't staff it as a working mill? MLL volunteers could easily be trained to help cover both sites.
- These are an unknown so neutral score
- They are a big part of our heritage and history, once they go into third party hands we will lose them and be unable to afford to visit them and see them working.
- If the council is determined to relinquish its responsibilities then individual Trusts need to be established with asset locks
- The mills should be run as a community trust based on Heckington Windmill with Ellis Mill under the care of the MLL.
- These are all sites that have had much public money spent on them. I do not know Discover Stamford, but the mills are much-loved visitor attractions, and offer a nice variety to visitors to the city.
- I have not personally visited any of these sites but of all named previously these are probably sites which in an ideal world should be supported by public money but if cuts have to be made then these sites which presumably are not particularly exceptional are the ones to let 'sink or swim' alone.
- I would hope these would continue as public attractions in some capacity.
- It is hard to comment on these questions; I do not know the sites
- We should not decrease our visitor sites!
- Interesting places but little unique values. Location and absence of nearby attractions.
- If there is a risk that the continuation of these sites as public attractions cannot be guaranteed then it is a great shame to not help keep the sites open and visited.
- I know little about them and do not have strong feelings either way.
- Mills should be able to run at a profit
- It's just idiotic to get rid of these places.
- Culture and heritage is not just about Lincoln
- If you go ahead with disposing of the Usher Gallery, then can you be trusted to do what is right with these? As long as they go to community led consortia then I would support the asset transfer
- If continued operation can be achieved through third parties, then I would be in favour. But I wouldn't be in favour of closure. Depriving small and distant communities within the county of their heritage would be shameful. The cost involved in keeping these places going is relative peanuts. Could they be maintained from within the county education budget?
- Only if third party organisations agree to continue to run these sites as local visitor attractions and not to turn them in to private dwellings etc.
- Come on council people -If history and culture are not your forte seek out specialists who can support you in a better, secure future for these places.
- Alford Mill is a rare example of a working mill with five blades. again lack of imagination and a lack of imagination and determination to make these pay is at fault. how often have I passed these and found they are closed even at the height of the tourist season.
- Our county will become a poor relation in tourism

- The mills of Lincolnshire are an important part of the history and heritage of the county. They tell not only the story of how we used to farm pre the industrial revolution. They also show us how the county could exist in many places as they were used for draining the swamplands of the fens and made the county what it is today. Also for future generations it shows we can harness nature using simple and dependable methods.
- I am not aware of these sites and so cannot give an informed opinion
- The county's windmills are/should be one of the area's prime visitor attractions. Ellis Mill is next to Museum of Lincolnshire Life and could be run together; Alford Mill has run with a tenant ; Burgh-le-Marsh is run by small volunteer group that needs support.
- It seems extraordinary that an attraction in Stamford cannot continue to be viable - as implied by this proposal. But if a proper management and staffing review indicates non-viability then handing over to 3rd parties could be justified. But only if it is guaranteed that the sites would not be lost to public ownership should hand-over not be possible.
- if you can get local people/groups/councils, who may have more of a stake in these sites than you have centrally, to manage them (provide some support to transition), then all well and good.
- Vitally important that Ellis Mill is retained as part of the rich tapestry of resources and history of uphill Lincoln.
- If we give these sites over to volunteers without adequate regulation you will increase the chances of fatalities and accidents such as already has happened at Heckington.
- I've never been to any of these, so unable to comment.
- Discover Stamford is well placed to combine with commercial efforts to promote the town (maybe with these folks? <https://discoverstamford.com/>). The mills, while of local interest, are in such rural locations that they are unlikely to attract much attention outside the county and could be opened to development of leisure activities to support the buildings themselves.
- Find the money/ resources elsewhere
- more to see more visitors
- Whilst I would prefer all these to be protected and be kept in the Council unfortunately savings have to be paid and all could run as community projects although the only issue will be when a major repair is needed and how this would be funded
- I've never visited them and wouldn't see any difference
- We should be very careful in writing off the importance of these sites as public accessible heritage.
- I do not have enough information to know if these attractions can be run independently or not.
- Stamford has a vibrant arts centre and many visitor attractions and events so may not feel the loss of discover Stamford as keenly as the other places will feel the loss of their mills. Ellis Mill is an important landmark which needs to remain in good order.
- Unfortunately I do not know enough about these sites to pass comment. This is why I have put a neutral answer.
- These are as important as the previous options to our county
- Not a regular visitor to these places so can't comment
- I do not know anything about Discover Stamford. Of the windmills, I have only been to Alford and did not realise that LCC was running it. They are all interesting and I cannot

understand why Heckington has been singled out for support over these three. The Ellis Mill is particularly special because of its city location.

- You closed stamford museum your u need to honour the promise you made to keep the towns heritag alive, not fob it off to a third party with n professional heritage experienc
- We may lose these sites
- Our local culture and heritage need protecting and retaining for future generations to enjoy
- If the freehold is currently held by LCC, that should be retained so that in the vent of closure, the asset reverts to LCC.
- Concerned that voluntary groups or other organisations will not be able to maintain Ellis mill which is often associated with a visit to the museum of Lincolnshire life by tourists
- Not worth keeping.
- Keep all of these in the Heritage Service and concentrate efforts on attracting people to visit Lincolnshire, as the windmills and Stamford provide a unique aspect of Lincolnshire's history.
- All sites should be retained
- Ellis Mill is part of the Lincoln skyline and forms part of the beautiful approach to the city from the west. The proximity of it to the museum makes it an easy add on stop for visitors to the city. Lincoln has very interesting historical sites and this is a key one to be cherished.
- see above
- I don't know enough about these sites to give an opinion but don't ask XXX She's bias.
- Keep them and promote them as an overall visitor experience. Surely Lincolnshire can manage to keep these sites, it looks pathetic that we are thinking about letting them go
- I would only support this PROVIDED the council applies its FULL WEIGHT to exploring, encouraging and helping to set up third party groups to maintain and run these historic sites, ensuring they are not abandoned / closed until such provision is in place. They are important to the local culture and history of Lincolnshire, important to the local community of Stamford, Burgh le Marsh & Alford, important to tourism, and all and every avenue should be explored to place them in the hands of local groups who - with suppprt from the council - can operate them in a sustainable way.
- Good idea. Many similar sites around the country are successfully run a charitable concerns. So why not these
- I believe all these sites offer limited appeal to the wider public and could easily function in 3rd paryt hands
- there are sites that cover part of Lincolnshire's identity, we are known as the county of windmills. if you get rid of these sites then you should stop calling yourself Lincolnshire County council.
- Strong efforts should be made to continue the operation of these sites
- As for proposal 5
- If LCC cannot run these sites, volunteer organisations are unlikely to be viable
- To bring in a sympathetic contractor / volunteers to operated the site.
- It depends on what would happen to them if Lincolnshire county heritage did not retain them.
- The future options should have been explored before this question is put to the public. Then the options should be presented. This is cart before the house stuff!
- The future ownership of the sites is unclear

- Lincolnshire County Council are supposed to support tourism which is a significant contributor to the income of the county.
- I can see why these must be difficult to maintain for the council, I only how they will continue to run privately...
- Under trust status there is scope and opportunity for funding applications.
- All part of the variety of attractions which make Lincolnshire unique
- All these facilities provide a tourist attraction to other areas of Lincolnshire rather than Lincoln. The windmills are special to the county & there is not guarantee they would not be lost.
- I don't personally know these sites
- Once they've gone, they've gone - heritage is precious and should be preserved, this cannot be guaranteed in the private sector
- Smaller attractions such as these are important but expensive to sustain, and better managed by third parties to still attract visitors
- It is a shame that the only sites you are willing to give up are around the county - does this mean that LCC is only really focussed on Lincoln?
- I do not have enough info on discover Stamford to have an opinion on that. If LCC cannot secure the mills future as public attractions through other parties like trusts, volunteer groups or heritage organisations then they should remain under LCC control. These mills are of historical importance to England and should not fall into private ownership
- Losing sites and access to heritage will ultimately reduce income to the council from tourism and from people wanting to live in the area. Sites should only be removed from the Heritage service if third party organisations can be found to continue their operation.
- Where is your cost benefit analysis of different options? A message to the consultation organiser - this is a poor example of consultation, insufficient information, poorly framed proposals and inadequate opportunity for local residents to have their say.
- These places need to be supported by heritage. It would be a sad loss if these places could no longer continue to open.
- If I understand your figures correctly the cost saving is trivial. Windmills have a very important part to play in Lincolnshire and your ownership of some provides a presence outside Lincoln which acts as a stage for other heritage activities.
- Without knowing the full detail of the proposal it is difficult to make an informed decision. Though a balance needs to be struck between maintaining these and attractive to the public while returning an income. The main question I have is how certain is the Council that there are third party organisations that are ready to pick these sites up and would look after them effectively. Could the Council not instead lease them out like how the Council currently leases the Usher Gallery and Gainsborough Old Hall?
- LCC Has completely overlooked the part that windmills play in the history of the county if they consider that divesting such monuments fits with a county-wide appropriate and bespoke strategy for arts and heritage.
- the mills at Alford and Burgh would stand on their own as commercial enterprises and relieve the council of their liabilities, the mill on Burton Road would be better run in conjunction with the other Burton Road site
- I would not want to see the windmills sold off for development profits. I fear that this could very likely be the outcome if the County Council weakly explore working with volunteer

groups. This is what happened with library sites that were sold off for development as residential plots.

- Does not support the idea of a hub and spoke approach to the development and delivery of heritage services for the whole of the County
- does the authority wish to draw people into the county
- The mills are part of our rich heritage of the county and should be retained.
- Lincolnshire County Council can't protect every site with the funding available. (As much as you would want to) Difficult decisions have been made in the past and will continue to have to be made in the near future.
- Your own conservation plan
- Until the 'future options' are clear they should remain supported by the LCC Heritage Service.
- These are heritage sites in parts of the county that do not have separate tourism. These sites are integral to boosting tourism in these parts of the county, especially as Lincolnshire remains an important agricultural centre for the UK
- Similarly to proposal 5, privatisation of these sites would not be a viable option because of the increased revenue sought from visitors due to shareholder expectations. I feel that this would reduce funding from maintenance of the mills, leading to physical degradation of these buildings.
- I believe local, or 3rd party organisations should be allowed to keep these heritage sites
- This does make Lincolnshire Heritage Service very Lincoln centric - is this a good thing for Lincolnshire? Without seeing footfall, costings, etc it makes it very difficult to provide a reasoned answer.
- I am not sure on how many visitors support these attractions
- If other appropriate heritage organizations can be identified to run these sites, with public access I support that decision. I am concerned by loss of public access.
- I have not visited these sites as I live on the northern edge of Lincolnshire and they are quite far away, however, I know that if local sites to me were under threat I would hope that all options available would be explored to keep them running. Again opportunities should be explored to diversify or increase publicity to increase the profitability of these sites before anything drastic is done.
- It can be seen that adjustments to outgoings have to be made provided that there is sufficient description of the sites available to visitors, should volunteers fail.
- Unknown
- Stamford gets lots of visitors, and invites a lot of money into the town. Maybe Discover Stamford could be part of the whole Visitor experience. The other three mills are visitor attractions that take less than an hour to visit and I would imagine not many visitors throughout the year so it may be best to see if they can be opened on a voluntary basis to cut costs.
- no opinion
- Although I would support transfer to third party organisations, where potential to be run independently, I do not feel able to comment without understanding what support will be available to third parties in taking on these sites, or whether interest exists.
- as it needs specialised people to run these places
- Unable to respond fairly here because I am unfamiliar with these venues.

- Require further details on how the Discover Stamford resource would continue to be accessible and cared for under the proposals. Ellis Mill - this is part of the Lincoln landscape. How will it be preserved in the future?
- Not aware of these sites
- To lose these sites and risk loss to the public would be a travesty & those responsible philistines
- Need to be convinced that another organisation is set up to manage each site prior to LCC opting out.
- These sites should be kept within the central Heritage Service. It has already been shown through the reduction of the Library Service what happens when the County Council abdicates responsibility.
- The most sensible option.
- It is wrong to abolish our heritage while paying chief executives over 100k a year
- This falls outside the remit of The National Archives.
- Each is unique in its own way. Third party ownership would not guarantee their survival in the long term
- Mills are such a big part of Lincolnshire's heritage they should not be put at risk
- Very confused. Following the last question why keep heckington and not the others? My statement still stands. Why are LCC running windmills
- I think it unfair to close heritage sites in other areas in order to fund a 'supersite' in just one place
- Discover Stamford is a small "town" museum and should be supported by Stamford, Boston rate payers have to pay for the Guildhall so why shouldn't Stamford rate payers pay for their museum! Ellis Mill, this cannot be run by Museum Services because they are too scared to run a working machine, heaven knows how they allow anybody into the Museum of Lincolnshire Life with all those blunt edges on the exhibits. Alford Mill has been let on a commercial lease for the last 35 years to private companies to manage the site. If LCC is still responsible for maintenance of the building how will passing it on to a 3rd party make any difference?
- enable local communities to become involved
- Not commercially supportable in light of current Council finances
- Ellis Mill isn't well advertised and there's no signs etc showing visitors to Lincoln the way. If effort is made these places would do better or was that the plan
- Again Heritage sites important to Lincolnshire./
- I am disgusted that the council is even considering this, I hope they are duly punished in The May elections!
- I do not agree to the model as outlined in the Detailed Business case. It lacks clarity and coherence, it lacks ambition and vision.
- I would prefer these attractions to stay in Council control. Tourism is vital for the county and must be encouraged and supported.
- Seems to make financial sense.
- Don't know the sites and have no firm views on this
- You are proposing to sell off our heritage
- OK understand - good luck in finding new support organisations. Don't release any of these assets before assured replacement support is found - to do so would be negligent.

- The high chance any of these services or sites would close because of lack of other investment / protection long term
- Discover Stamford have an arrangement with EH? The other mills unlikely to survive unless rich patrons take them over, or support local enthusiasts?
- I am not connected to these venues enough to give an informed opinion
- Mills are iconic Lincolnshire buildings
- It would be very sad to lose these sites as public attractions but they would benefit from being run by someone who could do a better job
- More micro sites are required not less.
- Stamford is a popular visitor spot and should remain. The other windmill should be retained and should be looked into how they are run as they are all as important as Heckington.
- Need more opportunities not less
- I can see how the mills might prosper under a volunteer run model
- Your suggestion sounds very vague.
- see previous
- If they are passed on to other groups, there needs to be funding and a transition period in which training can be given to ensure their continued success.
- We should be preserving our heritage.
- The three mills are important to the history of the county, the public need access to them. Stamford as an historic market town merits its own small museum, but as surely one of the more wealthy towns in the area stands a better chance of getting other sources of finance. Alford and Burgh le Marsh are in considerably less affluent areas and I would have thought are worth supporting in order to encourage visitors to the towns.
- They need to be part of a coordinated county wide strategy
- ?
- As before, have no interest in these, but expect there are passionate people who do and we should give them the opportunity
- I have no interest
- Let someone else have fun with windmills
- I am sure there are lots of lovely volunteers who would adore the opportunity to run their own windmill. These must not be sold to big property developers who will convert them into apartments
- Heckington is a sound example
- I would support this as long as long as groups are able to continue to operate them. We cannot afford to lose anymore of our heritage.
- I had no idea these sites existed.
- I have not had the opportunity to visit any of these sites so do not feel in a position to comment either way. From a Lincolnshire centric view I would assume the more sites that were kept in house the better. If they were to move into private hands and be lost as 'historic sites with public access' then that I feel would not be a good move. If it is to move them to private management, which could then free them up to make the sites more cost effective and allow better facilities whilst keeping the sites open to the public as they stand then that would make complete sense.
- Council need to make sure that they will be looked after and that people can still visit.
- Pity you cant sell them
- The Council must remain firm and not be swayed by ignorance of others

- I've never been to any of these, I live in Lincoln
- Seems sensible
- Because you are closing our heritage
- Short sighted and unimaginative. One wonders how heritage in Heritage Services has lost its meaning.
- The county needs to retain its marketable and engagement assets
- It may be harsh but if they aren't sustainable and with the aim to focus monies and energy on the sustainable supersites letting these assets go is sensible and inevitable.
- Seems like a reasonable response
- I have not visited any of these sites so therefore I cannot comment
- Again, they are historical sites and come under Heritage
- They should be run by lac
- These can be better managed by voluntary groups.
- We should retain all of the sites as part of our cultural heritage, however I understand the funding challenges.
- As the previous answer
- Stamford Town Council is willing to take on the management of the Discover Stamford element of the Heritage Service.
- Important, but not essential to the `spirit of Lincolnshire' which the County Council need to promote - and the new proposals save to County Council some money!
- I have no strong feelings about these sites.
- Ambivalent.
- the council should support local heritage sites
- Discover Stamford cost £160,000 plus around £20,000 as a reserve. When LCC asked Stamford Town Council to support the project by basing some artifacts at the Town Hall, the then person in charge at Lincoln was asked if the council would help financially to to this - the reply was not a penny - so STC went ahead with volunteers only and set up some items in the Town Hall. It would seem that LCC now want to extend this to the remainder of their interests in the town, but will of course offer no financial help, and as stated earlier this WILL result in the taxpayer not only continuing to pay into the LCC coffers but WILL be expected to see an increase in the precept to cover the extra costs if the STC took over responsibility for these heritage items.
- Not aware re Stamford. Ellis Mill links with MLL and is important in this context. Alford Mill provides attraction nearby the Manor House and Museum. Near Coastal Park and also venue for events
- The future of these sites as public attractions should be absolutely guaranteed.
- No guarantee that you will find volunteers to take this on board. It would be a shame to lose them especially when work has done on them and they are left to go to rack and ruin, considering there are very few working windmills left.
- I strongly oppose this change because these locations are, just like the previous three sites, are an integral part of the County. If they are transferred to third party organisations one can easily see, that not too many years into the future, these sites will become defunct and eventually will cease to exist. Stamford is a slightly different matter but I would oppose anything that would lead to a decline in that town's heritage.
- Third party groups - what you mean is, offloading to charitable groups run by volunteers (who no doubt support the Council already). They would need support with insurance alone

and I don't expect you would have consistency in the long term to keep them viable without support from the Council or another large organisation. I don't expect that any third party would guarantee them sites remaining open either.

- Oh, come on, the neanderthals are not only at the gates, they are in the front door and halfway up the stairs
- Agricultural and Industrial Heritage is vital to our heritage. Third party organisations may not have the resources to run these attractions properly and safely - volunteers should not be expected to subsidise the Council by operating these attractions.
- Are these somehow no longer significant parts of Lincolnshire's Heritage? Are you not the Lincolnshire Heritage Service?
- I have never visited any of these, therefore only given a 5, as any heritage site is important to continue as such, sadly here there is no guarantee they will
- regret have to chose which sites to keep
- These sites are all provide valuable experiences. By all means explore future options, but do not threaten closure until those options are known and can be consulted on. However, I see little reason other than penny-pinching to interfere with how these sites are currently run, which seems to me pretty satisfactory.
- Why can't the Heritage Service take a more imaginative approach to developing these assets?
- Discover Stamford could be a commercial business as is Visit Lincoln is. Burgh Le Marsh and Alford Mill are important assets. I dont believe that a 3rd party organisation would be able to effectively operate these sites successfully.
- I am dependent on public transport & have not visited these places for a long time - so feel I can't comment.
- No opinion
- No opinion as I've never visited any of these
- Theses can still be retained under reduced working hours and volunteers helping
- I would only support this if there is a way they can continue as public attractions
- We need this heritage in Stamford.
- Apart from Ellis mill(see above) all of these sites are too small and too niche market to become commercially viable. If there is an opportunity for local Stamford volunteers to take over the Discover Stamford facility , without cost to the council, then it should be considered in this case.
- I am not familiar with these venues but feel that such historical sites must be preserved as public attractions - so there should be a commitment to retaining them if new organisations cannot be found to manage them.
- Using volunteers means no wage bill, fair enough - IF you can get/maintain volunteer numbers and commitment. Would question third party funding to keep these sites maintained to high standard. What grants are available ? Will the Council be effectively giving them up ?
- I can only comment on Stamford which has missed having a proper museum.A museum is a focal point for visitors wether it's a paid for attraction or free.Where are all the artefacts that used to be in the old Broad Street museum,they need to be on display somewhere.
- We are concerned that, if third parties were not willing to take them on, they would have to close.

- the council should retain full control and ownership of these sites but encourage third party help
- As I said for proposal 1, centralising is regressive.
- Yet more children in the fire
- If you have good alternative supporters then this is fine but it seems shortsighted to give away landmarks that will fall into problems. Stamford are talking about digging up their cobbles and putting tarmac down. A very worrying vision for our heritage sights? Clauses must be written in and careful monitoring of the sights so you can take back control if problems arise.
- As long as it stays open to the public I agree that it be fine being operated by other heritage organisations. But do keep it open to the public.
- I am concerned for the future of these old windmills. Without the support of the County Council there is a serious risk of them falling into disuse and decay. As for Stamford, I imagine that can be rehoused but I have no personal knowledge of that collection.
- there will be a very real danger of these site closing because of lack of outside investment. That would be an extreme loss of Lincolnshire heritage that we can not afford to loose. Once gone heritage site rarely come back for public use. However, if some of the sites have to be operated by third party organisation to enable the Usher Art Gallery to continue then i would support that.
- Because our heritage should be part of or environment not in a cabinet in Lincoln
- Third party organisations could not raise the money to operate these. Leave things as they are.
- • All are illustrate fascinating and different aspects of Lincolnshire life. • Stamford is an historically important market town and has a documented history dating back at least 1000 years. It promotes itself as a heritage destination for tourists/visitors. It also has a large (currently difficult to access) museum collection that reflects the town's development and a small, static, display of key aspects of its heritage in Stamford Library. The casual way that Lincolnshire wants to offload its cultural and heritage responsibilities to 'third parties' is deeply disturbing. • Visit Britain has a strategic priority to support the growth of heritage attractions outside traditional tourist powerhouses. Surely LCC should be looking to help exploit and develop Stamford's collections for the future education and entertainment of visitors and residents alike? • It is appalling that LCC threatens to close Discover Stamford (and by implication access to the Museum store) if the collection cannot
- It would be detrimental to lose any of these sites and by no means certain that third parties cannot be accessed.
- If Heckington mill s to be supported then so should the other windmills of Lincolnshire
- It saddens me to think that these historic sites may not be maintained or remain open to the public as there is a risk that alternative operators may not be found. In this case, I would argue that they should remain in the Heritage Service with volunteers being supported to operate the sites on the ground.
- Makes complete sense to encourage those passionate volunteers to make the most of these buildings with the Council's support
- This is a great idea
- I will be entirely honest in that my motivation for completing this survey is to challenge those posh bullies from SLUG
- No comment, no opinion

- No objection at all to other organisations owning and/or running these but it would be a shame to lose them so strongly encourage finding other partners rather than letting them lapse (hence the lower score).
- See previous responses.
- Stamford is very important as a Heritage site and attracts large number of Visitors who are appalled and surprised that there is no Museum. Discover Stamford was something, but needed more signage and publicity.
- Should remain.
- Not familiar with the first 3.
- I think commercial concerns could limit the access and scope of these facilities.
- These places are all heritage and community And visitor Hubs And do lincolnshire proud Note Not just Lincoln. They are not just public attractions !
- Stick with local village support
- Why have you picked on these ones? they are all part of Lincolnshire's heritage. If they are taken over by English heritage and continue to be open to the public that would be acceptable.
- All aspects of local heritage should be a priority
- No long term vision with a risk of losing these altogether.
- Ellis Mill is the only remaining survivor of thirteen windmills built along the Lincoln Edge, I would like Lincolnshire County Council to work together with The Heritage Service and other prospective Funding partners to explore ways of guaranteeing the future of all three mills rather than relinquishing any responsibility for their future. Also, Lincolnshire is a large county and it is important that its attractions are not all concentrated in one town but available in various locations.
- Giving community groups and volunteers such an exciting opportunity is wonderful
- I refer to my previous answers.
- I think that these should be sold and the money invested in the supersites
- Because I don't really mind
- The continuation of these facilities should be given a high priority and not be allowed to fall into disrepair.
- It would be a pity if these sites fell into disrepair, as they are part of Lincolnshire's heritage and are important landmarks.
- They are important parts of Lincolnshire Heritage
- We need some heritage across the county! It's a shame we seem to have retained only windmills in some places. Perhaps adding info on other notable buildings & sites in conjunction with the churches trust & national heritage services to publicise an area for visiting would help to keep attractions open
- I do not know enough about the other venues but Ellis Mill should be retained and be linked much more closely to the Museum of Lincolnshire Life.
- Less important than other facilities and more able to be supported by enthusiasts and volunteers
- Lincolnshire could be losing valuable educational assets for our younger generations, with no guarantees that they would remain open to the public.
- Work with partners and make sure there is continued operation at these sites. It's not enough to walk away when it gets difficult. Set up a CIC to run them.
- Makes sense. Plenty of organisations who would make a better job of it.

- Visitor numbers fluctuate with Seasons
- These mills are part of Lincolnshires heritage and so should be supported and cherished.
- I know none of these.
- Stamford lost an excellent museum several years ago thanks to the short sightedness of the council. Now its remnants are being targeted. A historic town like Stamford deserves better than this shoddy treatment.
- I dont really know enough about these sites. And as previously indicated if 3rd parties can assist an already stretched LCC then I am in favour.
- Heritage sites must be spread over the whole county. Discover Stamford should be expanded not abandoned. Mills are an essential part of the history of Lincolnshire. There has been a great increase in building and these newcomers need places to visit. It seems retrograde to abandon these sites when we have a larger increase in population.
- I support the Heritage Services assisting 3rd party organisations, such as "Friends" groups who have a proper understanding and interest in the property and who would not let them deteriorate into a gimmicky 3rd rate attraction. I cannot believe the council would let these properties become mothballed - they are an important part of this county's heritage.
- Stamford has been called the "Finest Stone Town in England". and as such should have an information point for the many visitors it attracts.
- I agree with the proposal.
- if these sites are run by volunteers then it would lead to reduced opening hours and less accessibility.
- I do not know Discover Stamford-so neutral Accepting that mills are rather specialist and you plan to keep Heckington, it would be a pity to lose all 3- Ellis Mill is logically an outpost of Lincolnshire Life
- Without heritage support they would be in danger of closing. Mills are a landmark attraction for Lincolnshire and too many have closed already.
- With no Museum in the town Discover Stamford is the only facility for visitors to find out more on the history and development of this key town in the county
- Ellis Mill is a natural link for visitors to the Museum of Lincs Life, but the others could probably be run by more local organisations.
- We must make every effort to ensure that these attractions are not allowed to crumble away.
- I think all sites should be retained for the future.
- No strong view either way.
- This can only be agreed prudently if there is a genuine effort to ensure these sites are not simply closed or worse, when they can be managed suitably.
- I have no knowledge of these sites so do not feel qualified to comment further.
- As I don't live in Stamford I don't feel able to make a decision about the viability of Discover Stamford.
- Create a site to manage all of the mills under one umbrella. Market the history of mills in Lincs. Lincolnshire Life could manage Ellis Mill
- Local heritage is vital our local identity.
- Historic Stamford deserves support from LCC..... the other Mill sites I do not know but they are small enough to be taken over by local interested parties and charitable trusts
- Continuing public access should be first priority, though they could be supported by Friends groups or local charitable trusts.

- It is important to protect and maintain these heritage sites. I have scored Ellis Mill most highly as it is one of the most important heritage sites in uphill Lincoln. Like the cathedral it has become a unique icon of Lincoln that can be seen when approaching the city. In my opinion it is the jewel in the crown of Lincoln's heritage sites and should not be sold off to a third party organisation if that endangered its continuation as a public attraction..
- The possibility of finding third parties to take over these sites is remote.
- Stamford lacks any other focus for its historic archive since closure of the Museum
- If no third party organisations can be found then they should be kept within the LCC Heritage Service
- The loss of these historic sites would be a great loss to Lincolnshire tourism.
- I do not know what discover stamford is so I would not like to comment. The mills could easily be run to make them profit making offering people experience days in order to keep them open and retain our heritage
- They should be supported like all our heritage & cultural sites. Variety is the key to life!
- The windmills are a part of Lincolnshire heritage and part of the tourist offer. Although individually the sites may not generate a profit they should be seen as part of the tourist economy
- I have just moved to Stamford from Northamptonshire where their museums service has disappeared leaving very little for people to visit the main town having a real affect on the place. I have found since moving to Stamford, one of the best Georgian towns in England, that there is little to engage the tourist in the town, with the Discover Stamford section in the library as a very poor effort.
- Stamford is a major tourist attraction and benefits from the Discover Stamford micro-site. Concentrating everything in Lincoln is of no benefit to tourists visiting England's first conservation town.
- Once again a partnership between LCC heritage and the Mills should be encouraged.
- There are not many mills being built these days so why not preserve these.
- I think it would be a shame to close the windmills but understand that they are not financially sustainable.
- They should be fully under the Heritage Service, maintained and run by them.
- All are important sites.
- I suspect that these facilities will not survive without an injection of local support and new ideas.
- More information required on who these third party organisations will be and their ethos.
- Without understanding the fact as to why this would be required, I can't support it. Some of these are big attractions in those areas.
- Retain at least the 'Visit Stamford' section of the library. (see previous comments). I know nothing about the other three sites.
- Have never visited the mills so cannot comment. But to 'close down' Stamford is a disgraceful proposition! How can you not support Britain's First Conversation Town - not only is the town a huge tourist attraction - but if you include visitors to Burghley House then we probably welcome more people than anywhere else in the county! Shame on you for even thinking of doing this.
- I have never heard of 'Discover Stamford'. Is it a museum? If so, rename it 'Stamford Museum', then visitors would know what they were going to see. I'm sure the mills would

benefit from improved management. Relying on volunteers alone has seen Ellis Mill closed for months.

- To make this decisions obviously Mills are not of any historical significance in Linsa-and can be left to a 3rd party to keep them going, I personally think that this is unwise because i come from a line of Cumbrian millers and milling has and will form a part of agricultural life forever.
- You've already done this with Grantham Museum and The Church Farm Museum at Skegness.
- Must work with third parties once these are lost they are lost for future generations
- They need to continue to be maintained and if involving a third party in order to allow this to happen it can only be a positive if managed effectively.
- Fully in support of 3rd parties being contracted to run these. Though there seems to be a big link with Ellis Mill and the museum of Lincs life? Could these not be tied together?
- As stated above, mills were of huge importance to Lincolnshire and it is important that everyone can have opportunity to visit and learn. Pricing needs to be reasonable and there is a risk that commercialization will take it out of reach of many
- I dont feel these places are best served by being part of the County Councils funding.
- as I have said before I think the council has an obligation to ensure some of our history is preserved and maintained and that people have access to information about them - if they can be handed over to a commercial enterprise to make money why can't the council do the same and cut out the middle man -
- Don't know much about them
- These are public assets. Having the county council owning them on behalf of Lincolnshire's resident engenders positive feelings of citizenship.
- These are important historical sites belonging to the people and show how hard life was. T
- As outlined in the proposal it seems a third party would be better suited to operate these sites and Lincolnshire County Council could concentrate on others.
- Stamford is geographically distant from the new proposals and so they will not meet this communities needs.
- I have visited all these sites, and they are beautiful and well kept, often the centre-pieces of their communities, relying on the love and care of volunteers and specialists often to maintain them. They are of huge cultural importance and significance to our country, let alone the communities that live around them, and will quickly fall into dis-repair if they are not properly conserved. This is the council's responsibility, we pay taxes for this reason. You have the reserves to keep these sites maintained, so please do it.
- Discover Stamford should remain open, it is important for Stamford that it's heritage is valued and maintained. Likewise the windmills should remain open -Ellis Mill is the last windmill in the city of Lincoln - how rare is that? This should be celebrated rather than undermined. Lincolnshire is an agricultural county that was filled with windmills, only a few still exist in working order -celebrate that fact and keep them!
- Cannot comment.
- Hand them to an independent trust BUT commit to ensure that this WILL happen as they are too valuable as cultural assets to allow out of public or not-for-profit control
- These sites must be preserved at all costs and should be kept by the council unless someone will guarantee their future
- Lincolnshire sites should be run by the county council.

- Please look after them. As said before, they are so precious and integral to the country's heritage and history.
- Independent organisations would be best suited to maintaining these sites if they are viable, if not they should close.
- Discover Stamford should be reestablished as a proper Museum again. Ellis Mill should be operated as part of The Lincolnshire Life Museum. Burgh and Alford Mill are local community centres and should be maintained
- Stamford, a Jewel in Lincolnshire's crown. This must be retained and exploited to its full potential. Ellis Mill, surely part of a Super site in Lincoln. LCC wants a multi experience supersite and yet then wants to ditch the Mill and the Usher. These are assets, exploit and use them! Alford Mill, possibly a charity supported by LCC, or even a commercial mill - artisan food is all the rage, make use of the assets. Think creatively
- It is important heritage is supported
- Again, all sites worthy of council support. Good for residents, good for tourists. A relatively small outlay, yet you are willing to see them possibly discontinued. Shortsighted and foolish.
- Am starting to wonder what exactly the heritage of Lincolnshire will be!
- Keep it accessible to the public.
- Confident that third party organisations will come forward to maintain the continuity of these sites.
- The people of Stamford must feel particularly deprived by the County Council as their beautiful and ancient town ('the finest stone town in England') has not only been robbed of its museum they but are now told that they cannot even have the small display in the library that was set up as a compromise when it closed, whilst the future of the museum's actual collection that is in storage is far from clear in these proposals. Stamford might be a long way from Lincoln but it is a historic town of national renown, whose rate payers deserve the same attention and level of service from what is supposed to be a County not a Lincoln Heritage Service. The proposals to hand the three windmills (why not Heckington?) to the volunteers that run them is something that we support provided that the volunteers are in a position to take on this considerable responsibility. These assets currently belong to all of us and have been acquired and held in trust by the County Council, and they should not be
- I do not know enough about Discover Stamford to pass comment. However, it is one of the wealthier areas of the county and therefore will not be a problem to pass over to someone else. The mills are a different proposition. I have been to Burgh a number of times in recent years and there is no indication of the council's support or ownership. It took a lot of work to get Burgh and Alford to their current state and it would be a tragedy to let them go.
- Although I don't personally visit these sites I am sure they are of great educational and are important to their local areas. They should be run by the county council rather than run down by private companies
- The Lincolnshire County Council Heritage service had responsibilities for our heritage, that is to support them, not sell them off. this is a threat to that heritage. There are very few working windmills in the country and we are blessed with many fine examples. you seem to want to remove this heritage, don't
- I think you should keep them as public attractions.
- Sneaking bloody phrasing. "support or not support the proposal to not retaining the following four sites, I do not support not retaining any of the four, retain them all

- Stamford is a major tourist attraction for Lincs and should have support from the Heritage Service
- Make more commercial use of them now rather than turning them over to profit making companies.
- If management cannot be found elsewhere these sites are in danger of being closed - therefore they should be retained unless suitable management can be found to keep them open and thriving
- Unlike Gainsborough Hall, these sights would have no protection from falling into disrepair.
- Financial pragmatism.
- Hand to local support groups, WITH THE PROPER SUPPORT!
- This proposed course of action is acceptable if the County Council is able to ensure a workable transition for each site - differing needs may require the County Council to transfer each operation at different times, when each is ready, rather than a fixed date for all to be handed over.
- Ellis Mill is a focal part of the city as you come into Lincoln along the A57
- I have insufficient knowledge of these sites to comment
- These attractions should be available to the general public and every avenue must be explored to ensure that they continue to be visiting attraction in the area.
- Probably better being run by a trust or privately.
- This would open up the option of privatisation, the role of the heritage service would diminish and it's voice would fail to be heard
- The mills and the farming communities they serviced were why Lincolnshire is the way it is. It is important they be kept open to the public. Not aware of Discover Stamford.
- I think the Council should retain input into Discover Stamford, but the right 3rd party organisations could work well for the mills.
- There is not enough information here to make an informed decision. What interest has there been in running these venues by third parties? Will funding be provided on a smaller scale to these locations. Will they just be left to rot if third parties are not interested?
- Burgh le Marsh instead of Heckington
- As I said before, funding opportunities are very much available outside of the council. That, combined with a) the council being able to redistribute funds for reasons outside of culture and b) a more discerning curatorial approach to what these venues accomplish for the people of Lincoln(shire), would justify their existence.
- The location of Ellis Mill would work still if managed by Museum of Lincs Life
- Stamford is generally acknowledged as an important historical town in Lincolnshire. Yet its museum was closed by LCC and under these proposals Stamford will lose an important display centre of its historic origins. This seems perverse if you want to display and attract people to Lincolnshire's heritage. As the Ellis Mill is already run by volunteers I would think that the site could be transferred to a trust or other party if LCC are desperate to get it off their books. I expect local residents in both Alford and Burgh le Marsh will have more to say about their windmills.
- This policy places heritage at risk as there can be no guarantee who will run the site for how long and how well. Indeed it could result in loss of access and even sale. It is a clear erosion of heritage services to save money. Again I would rather pay more to ensure services.
- The mills would probably do just as well run by volunteers if they advertised them enough.

- I don't know enough about these particular sites, but they could be run by English Heritage
- Unlikely to find appropriate third party organisations - but might be possible to explore this option
- Again, LCC are simply wiping their hands off these sites.
- I've no strong opinion either way on these mills.
- A great loss if these sites close. Stamford lost its museum and now stands to lose Discover Stamford. Not good!
- See previous entry
- Windmills are a huge part of Lincolnshire heritage and lose them if no alternative solution found would be catastrophic -once these places are lost they are lost forever
- Would be a shame to lose these just because no one else wants to take them on
- How can anyone make any comments without knowing the full facts? Who is the third party who is interested in taking over Discover Stamford? Thousands of pounds have been spent on developing the site within the Library after closing The Stamford Museum. To say, as first mentioned in the Stamford Mercury that the display is "tired" is laughable and is just an excuse, it looks good and is well set out.. A beautiful town with so much heritage as Stamford needs a museum. What will become of the items in storage, as well as the tapestry? ARTIFACTS SHOULD STAY IN STAMFORD FOR VISITORS AND LOCALS TO SEE WHAT EVER THE OUTCOME .
- I could support this proposal if it was guaranteed that these sites can be transferred to third party organisations. However, if this is not achievable there is a danger that the sites would be neglected and that the public could no longer benefit from visiting them. The mills, in particular, are an important part of the Lincolnshire's heritage and must not be allowed to be neglected or converted into private homes.
- I think people local to these sites should be given some choice over what happens
- The level of guarantee to ensure continued existence and maintenance is not sufficient. Go back and think again.
- they should be kept as LCC services
- I don't believe that it is good to get rid of funding and support to LOCAL sites. Give more thought to these community based places, get good brains in to give local people and visitors an idea that they are exciting and celebrated!
- No opinion as I have never visited these sites
- Believe that English Heritage should take over most of the funding
- Proposal 6 appears to be a sensible summary as to retention or not. There is more justification for further debate here on the terms outlined
- In general I'm against not supporting heritage sites, but if there is the potential that local people or volunteers could do it BETTER, especially given all the funding cuts to councils, then I would be open to that.
- Lincolnshire is a big county and Heritage Services should extend to include facilities across the county.
- Would it be more feasible to market the three mills in conjunction with Heckington Mill to provide more of a tourist attraction to those outside of the county? After all there are other mills at Sibsey and Moulton which are going concerns, why not promote this forgotten element of the County's 'industrial' heritage as a package.

- These sites are important to Lincolnshire's heritage and are part of this County's rich history. Why have LCC decided that they have the right to dispose of them? Hopefully they will be here long after this current Council have left office.
 - The windmills are so iconic of Lincolnshire - I find it hard to believe that we can't afford to retain these windmills - they're mostly run by volunteers as it is
 - It is too risky to just hand these over to third parties as the venues may disappear altogether
 - See previous comment
 - They all need supporting but maybe make them more self funding with council backup
 - Our Heritage should be maintained.
 - I think it is a good idea to try and get third parties who love these sites to take them over as I bet they are not high on your list of priorities
 - These are important historical assets and need to be protected. If they are badly managed by voluntary groups or closed to the public then the County Council will still be paying for their upkeep as they are Grade 1+2* listed buildings. Surely it's better to keep them under your wing!
 - the market towns need to retain some of their heritage and the county council should assist them to do this. it will have a significant impact on these towns if this facility is lost or just overseen by volunteer run charities
-
- These mills are an essential part of the history of Lincolnshire. Only the most irresponsible of councils would consider divesting itself of buildings so integral to the county, and so much a part of making it what it is.
 - Again I do feel that giving up these sites is a big missed opportunity for LCC. I feel very strongly that they should remain in the care of LCC, but this is less important than the buildings remaining open in a sustainable way. I worry greatly that the groups they will be handed over to will not have the skills or confidence to make the sites successful. If they are to be handed over to groups they must be supported over a period of time to ensure they are in a strong enough position to go it alone. This needs to be done using the same model that is being used to hand Bourne Town Hall from LCC to the local community. Furthermore LCC, as owners have a duty to maintain the windmills as they are designated as nationally important - Grade II*, Grade I and Grade I respectively. If they are disposed of this needs to be done in a responsible way, in line with the Historic England guidance. This is LCC policy - stated in the Corporate Environment Policy.
 - I have no particular views on these sites.
 - I'm in agreement to pass on...again maybe franchise
 - N/A
 - The County Council should work hard to try and find an alternative to this. If it means closure, then I do not support it at all.
 - Ellis Mill attracts visitors to Lincoln, providing an extra incentive to those who come to see the Museum of Lincolnshire Life. I do not know enough about visitors to the other attractions listed to express a firm opinion.
 - Third party organisations cannot be relied upon to operate these properties to the benefit of everyone.
 - Stamford was the first conservation area and surely the ethos there is to maintain its heritage and not strip it of historical assets. I am therefore strongly against taking

Stamford's historical assets away as they should remain in Stamford for its many visitors to see in the correct place.

- Discover Stamford is attractive to visitors, needs better marketing
- If at all possible we should retain and revitalise these special sites.
- These venues have not received the full support of the Heritage department in the past, especially recently, and, as part of the County's Heritage, windmilling is as significant as Lincoln Castle and would not be fully realised in Heritage terms by the retention of the fake mill at Heckington
- All existing LCC heritage sites should be retained.
- Yet again these facilities should be retained and enhanced as part of the cultural, historic and visitor attractions of the county. If this is not done it will simply confirm the view of this county as a regressive and uncultured backwater to be dismissed by the visitors. I will not bother to quote Henry VIII at this stage!
- I do not know these places but history is very important to us all
- A shame to lose such an important part of the wider Lincolnshire offer if these sites are not carefully guided into being self-sufficient by looking at governance and future planning. Non-accredited sites have real potential to be lost forever as there is really no way to support them unless other 3rd parties are considered, such as Lincolnshire Heritage Forum and the support of local community/Friends groups.
- Can not comment as don't know what support will be given. Sad that the Ellis Mill suffers as the sight of the 9 original mills on the cliff must have been wonderful. We don't want it to be neglected.
- Allows the consolidation of management, thereby making overall control more effective, efficient and cost-effective.
- Lincolnshire County Council have professional, trained staff who know how to look after our heritage. 'Third parties' will not be sufficiently able to care for our heritage. I don't have sufficient knowledge about the windmills but Discover Stamford is inside Stamford Library. How will a 'third party' be able to run it? How will a 'third party' have access to Stamford Library? Some of the £5 million should be spent in employing more staff to better care and interpret our heritage. It is very disheartening to read the question above. It is clearly a threat - get a group to run the site or lose it completely! PS - some people have interpreted the document as meaning that the Stamford collection would be ON DISPLAY in Lincoln if it closed here.
- This makes sense ONLY if others can be found to run these locally very popular sites.
- I agree that these should be developed by local people but Lincolnshire County Council should act in an advisory capacity in at least the first two years.
- See previous answers. Heritage is for the whole county and should not just be focused on Lincoln. The mills are some of the few accessible elements of our agricultural history
- Could be devastating for people in the localities if they go, but I can see that it may be possible to find other means of keeping them open.
- No strong feeling either way.
- These locations and heritage assets are well-distributed around the county and represent an urban heritage promotion site and other mill sites easily linked to urban and rural heritage and agricultural land use
- This really does give the impression that Lincoln has no interest in anything outside the immediate Lincoln area. SO parochial. I really do wonder why Stamford is actually in

Lincolnshire. We have an excellent District Council, SKDC, and I wonder if we wouldn't be far better off if the whole of SKDC were to combine with Rutland. They are far closer than Lincoln, we have much more in common, there are social and cultural ties, and we would be clear of the disembodied council more than 50 miles away who have no interest in us.

- To even suggest an option that would put these assets at risk of closure is reprehensible. Milling is part and fabric of the history and agriculture culture of Lincolnshire, If community group cannot be found, then it is obvious they these attractions would then be locked up and mothballed, leading to eventual deterioration and risk of their loss to future generations. AUSTERITY WILL NOT LAST FOREVER. But once closed the longer they remain so, the less likely it would be that these will reopen. This short termist thinking is petty and mean spirited, and robs Lincolnshire of it's collective heritage. Closing Discover Stamford, will mean that there will no longer be ANY kind of museum or heritage attraction in one of the most impressive Georgian towns in England.
- The Council should retain and manage buildings it owns. The Discover Stamford collections could be incorporated into MLL?
- These are valuable assets to tourism in the County.
- It seems a shame that LCC has to cut these historic buildings adrift.
- Historic / heritage/ educational
- Ellis is so close to Lincolnshire Life Museum it provides 2 reasons to visit that area
- Shame to lose these
- In an ideal world I would be in favour of all these sites being retained & supported by LCC. Stamford town could probably find a third party organisation to support Discover Stamford due to its size. Alford might be able to as well, however it will be much more difficult for sites such as Ellis Mill to continue to stay open. Although it is within the city & might be able to find third party support it is having to compete with so many other heritage sites.
- Fund them all! Lincolnshire is a big county - come on Lincolnshire County Council fund these projects!
- See my previous answer
- I dont know enough about these to make an informed decision
- who is the third party? it's a very general description and i don't trust in this
- Should be supporting smaller attractions such as the second or they are likely to fall into misuse or disrepair
- All of these sites add to the richness and enjoyment of life in Lincolnshire for both residents and tourists.
- I don't feel that windmills are as important in terms of Heritage as sites like the Usher Gallery.
- I believe that these sites are not as important as the Usher Gallery in Lincoln and may need to be transferred elsewhere if it means that the Usher Gallery is retained
- Don't know any details, but I think these sites should be retained as part of our cultural heritage
- The 3 mills along, with Heckington Mill, could become a supersite. Ellis Mill could be operated by Museum Of Lincolnshire Life nearby.
- It depends what will happen to them. If they are like what is happening to libraries then no.
- If these stay open to visitors then yes, but not if these unique lincolnshire iconic buildings are not.

- As the 3rd party groups have not been specified I do not support this. A 3rd party group such as English Heritage or National Trust would ensure these sites remained open to the public, without altering them or having ulterior motives. However 3rd party groups could include for-profit companies, which may have their own agenda, such as getting advertising. You should be wary of this
- The language on this question is obtuse. RETAIN
- We do not want precious lands sold off to unknown land grabbers
- It's a pity but assume financial commitments must prevail.
- I hope that all avenues will be pursued to ensure that the sites continue to be maintained
- Cut the wages for the top Councillors if you wish to save money You can also save a lot of money by stopping putting the Fluoride in the water it is a known poison and does nothing for anyone's teeth.
- Whilst the collection at Discover Stamford is small, we are concerned that the consultation leaves open the possibility of the closure of this service if an agreement is not reached with a third party. We urge the council to consider retaining the service, or at the very least guaranteeing access to the remaining collection somewhere else, if an agreement is not reached with a third party.
- All important heritage sites. Needs to be fully funded by LCC.
- Lincolncentric.
- You do not increase the chance of life of any body by cutting off limbs. The problem is not too many attractions, it's too little money - so address that
- This would be ok if we could guarantee someone would be willing to take them on but if not they would be lost to us!
- All easily accessible sites for local people rather than visitors which of course involves local people more!
- Lincolnshire County Council did not provide an Index of these Proposals, therefore I was not aware what Proposal No. 6 asked before I answered Proposal No. 5. So I repeat my comments from Proposal No. 5 : As I previously mentioned, why can't ELLIS MILL on which Lincolnshire County Council has recently paid out close to 75,00.00 GBPs, a very significant sum of money to provide 2 new sails, 2 refurbished sails, a new fantail and its supports plus other work, be retained annexed to the Museum of Lincolnshire Life. And ELLIS MILL is a GRADE 2* Listed Building, and both BURGH-le-MARSH and ALFORD Windmills are GRADE 1 Listed Buildings, which for some reason these facts are omitted from your Consultation Literature. Why is that?
- What will happen to Ellis Mill if it is no longer funded by the CC? I think less support for Discover Stamford might be in order if there is enough support from the townsfolk.
- I enjoy these attractions from the outside, it's less important to me if they're open for the public
- Are the mills part of a heritage trail? (Walking, cycling tours). Can visitors mill flour etc at any/all of the sites?
- Ambivalence as never visited any of these and unsure of their 'worth' or architectural value - EH option
- I repeat. Local heritage springs from local history, what context is there for people to learn about the 1st conservation town in the country at a museum in Lincoln.
- See previous answer
- The visitor centres contained in this proposal should continue to be run by public services.

- This must be retained as tourist attractions by whatever means
- Do not understand why this is even being considered! Stamford must bring in lots of revenue! Beautiful exhibition. Must be left more signposting needed!
- See no reason why third parties cannot run these.
- The disposal of these assets makes Heritage Services very Lincoln centric and exposes some vulnerable heritage buildings to being run by volunteer groups with no guaranteed income . I partly agree with the handing over of Stamford's collection to another trust, because Heritage Services have offered such a poor deal to the people of Stamford for a number of years and they have had very limited access to their heritage assets.
- Stamford is an important and beautiful town and deserves Council support. Ellis Mill should be part of a heritage trail linking to MLL.
- I think a lot of money is allocated to these sites already, but perhaps you are cherry picking the easier options for making money
- as well as the proposals started on the previous page. May I add that Burgh-le-marsh windmill and heritage centre is a thriving enterprise, the hub of our small town, a great tourist attraction for the coastal area. and has diverse thriving groups meeting there throughout the year. Have you ever visited the Mill?? If not I would invite you to do so and see what a great place it is to spend an afternoon!!
- Burgh-le-Marsh windmill is important in bringing people into the country and a treasured site in the town.
- All these are needed. who will keep them going Mills are large. repair costs are large. Local's are unable to pay these amounts, when the time comes.
- Would definitely like these sites kept supported in their local support areas. We do not want to lose them to visitors. Involving third party organisations could cause problems in the future, with ownership.
- As already stated, Stamford is of itself a specialist site and unique (like memorial flight, Heckington Windmill) and needs all its artefacts etc in the town NOT 50 miles away in Lincoln. Stamford generates income for LCC with attracting visitors, both repeat and 'one off' and contributes to the wider economy.
- Deprives visitors of attractions. It is scandalous enough that the Stamford museum is closed
- Loss of our heritage - bad idea
- What is the likelihood of 'other parties' willing to take them on? If they do not, then all four sites will be closed. It is important to recognise that Grade listed buildings are part of national as well as local heritage, and to allow them to close and decay is irresponsible.
- Ellis Mill is quite central so it may be a mistake to get rid of something which is relatively easy to access.
- By all means EXPLORE other options but, if unsuccessful and at risk of closure, then funding needs to be found from somewhere. Also, closing these sites would cause our Heritage Service to become extremely Lincoln-centric.
- I know little about them to give an opinion
- I am not familiar with these sites
- There are so few of these mills left, there are precious little attractions in Burgh le Marsh and Alford as it is. You will be creating a dead area.
- Our existing heritage infrastructure should be maintained by The Heritage Service.
- Ellis Mill is near the Museum of Lincolnshire Life and maybe could be incorporated.

- Seeing as the county council cannot guarantee the future of the three windmills and a third party to run them there's nothing to stop someone from buying them and turning them into houses and therefore being lost forever.
- These are not advertised as being public, I had been under the impression they were privately funded in any case
- Can see the need but worry about the presence of alternative providers to run these. If the choice is this route or nothing I should prefer to sustain the venues.
- I can not support this without seeing the financial benefits you envisage.
- It's important to preserve and learn about our history.
- No comment on these properties.
- It is deeply regrettable that the County Council has determined that these important Lincolnshire assets can no longer be accommodated within the heritage portfolio. It is to be hoped that the County could continue to keep these sites open until third party organisations have been identified to oversee their future operation.
- It all depends who buys these sites, can they be trusted to preserve them fully, that is all that matters
- Is Lincolnshire's cultural heritage in meltdown?
- It is unlikely that old mills could be successfully run commercially because the mechanisms are largely unguarded belts and gears and probably contravene health and safety laws. there is a difference between having running days and making enough flour to be successful. They are largely run by enthusiastic volunteers. I think stone milled flour and milled products would sell well to tourists in a mill souvenir shop. Link all the mills as a supersite, it would be helpful in their running and upkeep.
- Are there other organisations that have the capability to run, operate, and/or maintain these important heritage sites properly? If they are closed and handed off to other groups or to the communities, it is likely that these sites will fall into disrepair.
- All this could be part of the portfolio for a new Lincolnshire Heritage Company.
- The mills are iconic sites and a major part of Lincolnshire heritage and good tourist attractions. Burch le Marsh also serves a vital function as a community centre for the village.
- Same as for proposal 5.
- We can't afford to loose our heritage
- Third party future options sound very risky and the County Council should be protecting these assets.
- Ellis Mill is an important part of the local history and with the Museum of Lincolnshire Life, would be well suited to linking together
- Should be part of Lincs CC.
- Less knowledge of these sites
- as per previous, if the transition of the mills for local determination is supported locally, bring it on. i have no view on Discover Stamford other than question why not; its a local connection which should be regarded on a similar basis to other supra-local heritage collections, Louth, Sleaford etc which don't appear to receive 'centralised' County support.
- If third party organisations are able to run these sites profitably then so should the Council.
- no strong views
- It's important all of the county is represented

- You make it clear above, that the continuation of these sites as public attractions could not be guaranteed. I'd argue that these may very quickly be lost and become private residences as have so many other mills across the County, or fall in to disrepair. I appreciate that these are difficult places to generate an economic income and repeat visitors, but I'd also suggest that there are more opportunities to maximise their use that could be made (outdoor events, Mill weekends, bike sportifs between these landmarks) and they are a key symbol of your willingness to represent all residents of Lincolnshire and not just the City.
- The Mills could be operated as a supersite and managed along with Heckington Windmill.
- I haven't visited any of these so don't feel qualified to comment.
- Despite your best efforts to promote these initiatives, this is clearly just an exercise in cost cutting. Volunteers do a good job but can not replace the oversight and guifsbdr of a local authority.
- I have never been to any of the sites and therefore am struggling to have a considered opinion.
- Lincolnshite heritage
- Could Discover Stamford be supported to run by Stamford Arts Centre? Could the others be community run?
- The mills are a major element of Lincolnshire's story.
- It's a shame, but we must be practical.
- There should have been more consultation with these sites before a threat of closure. It may be possible to come to a different arrangement, without abandoning an important part of the county's history to sink or swim.
- Poor insight. Rural attractions need to be supported. They are part of Lincolnshire's heritage.
- These are important structures but it is difficult to gauge county-wide interest. I have visited Burgh le Marsh and Alford Mills and have enjoyed the experience. However, I feel the 'catchment' for these attractions is quite limited in scope. I fell that perhaps 3rd party involvement would be more appropriate for these structures.
- Why lose these and not the others?
- It is very important that the mills are maintained as working mills. Lincolnshire is rightly proud of having so many mills still in operation.
- These are part of the Lincolnshire heritage
- Retain all these
- If these attraction are not supported they will be lost forever...the look on a childs face on a recent visit to Alford Mill tells all better there than in gangs of skateboarders in City Sq in Lincoln
- If you abandon the heritage mills, volunteers will face a huge repair bill if anything in the structure needs repair. They can sort the day to day running but would need a safety net.
- I support the move not to retain Discover Stamford as it is only one of our many fine small towns (although probably the finest) but other areas of Lincolnshire to not receive this support and Stamford is a very wealthy town and attracts thousands of visitors and I think the District ot Town Council should take on this role. The other 3 mills are all important but difficult decisions have to be made and other groups will have to take on a bigger role and look for funding streams elsewhere.
- More facilities needed outside of Lincoln, not less.

- Lincolnshire is unique in that it has a lot of windmills still working and milling just as they used to. This shouldn't be demised or discontinued as we're losing part of our history.
- This would mean possible closures and the handing over of control of the last working windmill in Lincoln - surely these smaller sites are important to keep for their cultural heritage and significance even if they may not be as financially viable as the larger sites?
- Need to concentrate sites that have the ability to be self sustaining so they aren't a drain on limited funding are they viable?
- It is unlikely 3rd sector could maintain all these without support from the council
- See above.
- There is a distinct danger that those outside Lincoln will feel that they do not get a fair share of the heritage 'cake' The support to sites such as Stamford, Burgh and Alford should be maintained at least until future organizations with viable business plans are able to bid for them. Ellis Mill should be retained in conjunction with the MLL as part of the agriculture/industry story.
- Wasnt aware Discover Stamford was a part of the Heritage Service - sounds like a TIC. Ellis Mill with its proximity to MLL would make sense to keep, but could be part of a windmill package with Heckington Windmill included for a third party to run.
- The mills and discover Stanford are a unique part of the heritage of Lincolnshire. We are lucky to have the few mills we have that are still working giving a living historical connection of the past. These sites have been underfunded for years relying on local volunteers to keep things going. Living history is one of the main activities that young children find most fascinating rather than museums. Heritage cannot be confined to one or two places and not dependent on what makes a profit!
- These sites should be retained for local communities and visitors alike. Why do you assume visitors will travel to Lincoln for culture? I do not have time to relay why our heritage/culture is important to humans but I suspect you already know that. This all smacks of a foregone conclusion. Why have we not had public meetings, at least in these affected places? Our local site is used by history groups, visitors and local schools. If it ends up up as a commercial enterprise or is put to other use, as suggested in your consultation, we could lose it altogether for the public enjoyment and education. LCC would be responsible for that. I fail to see the loss of these sites is managing finance well, enhancing communities or making the county appealing for visitors and potential inhabitants. This is our history, not LCC's to do as they please with. Consult these communities in an honest and open fashion.
- Third party organisations can look after these in a more consistent way than LCC
- Should continue as it is
- I think these places could be run by volunteers
- I have no strong feelings, however, it would be good if some of these sites were accessible to the public
- Reduced number of attractions for all users, not everyone can travel from all over the County to Heckington for example. The likelihood of these being run is very slim and will only survive if volunteers can be found. This will be 3 buildings that will be allowed to slide into disrepair and the heritage lost for visitors and future generations alike
- The council should look for alternative providers to run these attractions, but if this cannot be achieved, it should commit to keeping these sites open as public attractions. As custodian of the county's heritage, the county council has an obligation to save these attractions for future generations.

- they would find it hard to go it alone
- Windmills are a fantastic advert for Lincolnshire. They should not be privatised .They need to be retained for posterity. They need good maintenance.Would this be possible if LCC were not in control?
- I think it's dangerous to suggest if you can't find a buyer, that you won't support these buildings any longer
- If it guarantees their future then so be it.
- You are not confident about these sites. The failure lies in your lack of confidence, not in the potential of the sites and the people associated with them to develop as parts of a properly connected network.
- should be reserved for future generations
- Key historic sites that need to be kept for heritage
- We believe it is important to retain these sites as they are significant in capturing interest in heritage in the young. Families and schools welcome the formal and informal learning opportunities represented by these sites and it would be a mistake to lose this aspect of our heritage.
- Ellis Mill is connected to the Museum of Lincolnshire Life in the stories it can tell and should be retained within the Heritage Service portfolio. Discover Stamford should be considered in whatever discussions are being had in connection to the whole Stamford museum collection, and it might be that someone else can take this site over. Burgh le Marsh and Alford windmills may be better managed by other groups.
- Management of the sites could be done as a Supersite with Heckington Mill.
- I do not know enough information to adequately explain my answers. However if there is enough money to properly maintain these sites, or if they can be managed by existing sites then yes I believe they should be retained.
- Risk of closure and loss of local access to sites and heritage. Educational resource reduced or potentially lost. Disenfranchising local schools and other local groups. Loss of heritage skills in relation to the mills. lost revenue for tourism. regarding all site above - not enough information is given here to know which interested parties could run the facilities for us to give an informed judgement.
- We need local heritage sites and visitors expect this.
- Closing everything saves money but it is a scandalous way to treat local people.
- Any loss of heritage sites with no hand over plan to other organisation in place is a disaster,
- To deny funding to those sites, in effect abandon them, would be a disgrace and a betrayal.
- They offer yet another unique insight into Lincolnshire's heritage which is vital for future generations to enjoy and understand.
- Traffic through Stamford
- Don't know
- Difficult to answer to grade without knowing what the options really are. Don't think they should just be abandoned.
- Do we sell the milled flour? If not do we sell bread loaves in any of the mills?
- Part of our history which cannot be replaced.
- I disagree with the way, in particular, Ellis Mill has not been kept open. After an expensive repair, it is not used now, as the necessary changes to meet H&S have not been met
- These are regional sites which attract visitors to other parts of Lincolnshire and this will boost their economy.

- I have not visited these sites and therefore not comment
- We should retain all attractions
- These are important visitor attractions, which help to explain the economic history of the county. they may be loss leaders but attract people to areas and therefore out money and life into the local economy. Tourism will play an even more important past on the future in bringing income into the county.
- Discover Stamford could do better! Ellis Mill needs help. Alford is noted for Tea Room! B le M I've never visited
- I have no strong views about these sites
- Not interested
- See previous - Ellis Mill should be retained as part of Lincs Life Museum. Does Stamford really want to be discovered? That's not my impression when visiting. It likes to be attached to Burghley House and keeping others out unless they're filming.
- Discover Stamford is (or was) very much a local museum and should not be moved on, or from elsewhere. Possible sites for its reopening in Stamford should be considered, including the Town Hall and options to ensure it continued operation discussed with Stamford Town Council, Stamford Civic Society and other interested bodies.

Are there any other options we should consider?

Proposal	Count	% of comments
Yes	374	67.0%
No	184	33.0%
Total	801	257%

Please briefly describe any other options (if yes above)

- Yes, reinstate the large museum that used to be in Broad Street
- Keep running all of them
- Retaining discover Stamford as a free to access resource for the community, paid for by the council tax collected in Stamford
- See above
- As above
- The Ellis Mill, for instance, can be largely run by volunteers and should not cost much in maintenance, compared to the importance of keeping such a great heritage site.
- The council need to invest in management of a sustainable alternative. This could be through direct employment of support officers, or via Heritage Lincolnshire or other suitable organisation. There are several options: 1. Provide support (eg clerking services and skilled trustees) to existing mill volunteer groups 2. Create a new county-wide management trust for all the windmills, supported as above. This could potentially extend to East Yorkshire, where ERYC are seeking alternative management for Skidby Mill, and to mills currently in private ownership. This creates opportunities for management of a set of mills as a complementary resources. One possibility is for links to apprenticeships and sponsorship by wind turbine manufacturers in the 'Energy Estuary', reflecting the Lincolnshire/Humber area as the peak of technology for traditional windmills. 3. Support creation of a national management trust, via SPAB Mills Section. XXXX, XXXX Heckington Mill is currently on the
- Hand back the Castle and keep these open?

- Continue as now.
- Continue to support volunteer groups / trusts to keep these sites open
- Make them more commercially viable with the help of local businesses.
- Heritage Services to become self funding and each location to be created their own charity status
- Keep the sites and work in collaboration with communities to sustain.
- What's needed is money to secure the heritage for the future. So you should be seeking financial partners and stakeholders to protect and preserve the County heritage for future generations. The impact of decades of under funding has prevented evolving these heritage beacons into primary destinations for tourists local, national and international.
- How can these mills be commercially viable - used as wedding venues, use on TV
- Give stamford a museum
- As above ad as before
- Public funding
- Whilst I support the need to seek third party support, this must come with a guarantee that these sites will remain accessible to the general public.
- Financial support for third parties to run the services if they are not in a position to take these on completely
- Get the lying Tories out ASAP, and vote for a Labour government to invest in all cultural heritage.
- LCC could potentially partner with nonprofit organizations to share operations.
- See above
- Return Stamford's history to its rightful place.
- See above
- Ellis Mill should be attached to the Museum of Lincolnshire Life
- A more commercial approach
- Much better marketing and look at some of these sights as film/tv locations!!
- Running by locals
- Maintain them as sites of historical importance
- Ellis Mill can surely be run quite cheaply as part of the MLL even if we can't staff it as a working mill? MLL volunteers could easily be trained to help cover both sites.
- Perhaps asking for public sponsorship? Entrance fees to cover costs? Or use for paid public events.
- Look at Lincolnshire as a whole NOT just concentrate on Lincoln
- See above
- making them work - as above
- Commitment to retaining the freehold of the properties and ensure their guardianship should hand-over not proceed.
- Helping and ensuring that others can take over the sites.
- Promote all heritage sites at other heritage sites so when we visit one we're made aware of the others
- Keeping them in the service
- see above
- There should always be other options but don;t be taking counsel from anyone who has an emotional attachment to these sites.
- don't get rid of them.

- Make the sites "attractive" to bring in the public
- The future options should have been explored before this question is put to the public. Then the options should be presented.
- Sell the above sites and invest the money in the Heritage Service.
- Provide a more dynamic tourist vision with changing exhibitions. Provide cafe & shop to increase profits.
- Ask the local people
- Share the support for heritage sites around the county even if this means less focus on Lincoln - Lincoln attract more visitors in general and if you do commercialise the attractions can be more used to subsidise less commercially viable sites.
- Find third party organisations willing to operate the sites, and then remove them from the Heritage Service.
- All options need to be considered, partnerships, local co-operatives etc.
- Consider increasing the offer at all of these sites, especially the three outside Lincoln.
- Appoint a qualified miller and give him or her access to funding to keep all three mills in good working order, and consider the mills' contribution to modern engineering apprenticeships and youth training, the same way that historic sailing ships are used.
- Approach charitable organisations and volunteer groups now and find out what could work for them in order to maintain the sites. The paramount importance should be to handing over so that the sites can continue in their present guise.
- retain the sites and use them for lessons/classes in flour making
- Check the running of the sites, can they be combined with anything local or used as meeting space to generate income
- keep them as they are
- Keep them and fund them. Find money from other areas of waste in taxpayers money
- The heritage sites should be within the County Council remit and supported to increase revenue & visitors.
- A wider partnership of attractions set up with support from the council & third party groups & organisations
- Discover Stamford - close it. Ellis Mill - pull it down, Alford Mill - Sell to a private individual for house conversion.
- As before....
- Open discussion with groups campaigning for an alternative vision.
- If third party organisations cannot be found the Council should retain control.
- See them off to any business interested and willing to take them on as a commercial business.
- Please see above
- see comments to previous questions
- Improve marketing
- Please see above
- Sell them and put the money into roads
- invite third party organisations to operate these sites
- These can be better managed by voluntary groups.
- Paying for any additional costs which STC would have to pay for the change
- Keep them open
- Have you approached English Heritage?

- Invest more, get the sites to work together as a GROUP and support each other, advertise for one another, link between them - talk to the Historic Environment Record about help to put together 'trails' (i.e. their recent 'Tank Trail' leaflet) - this needs active management, not wishful thinking to get people through the doors.
- Carry on more or less as at present.
- Appoint a new director of the Heritage Service with a remit to focus this service on serving the community.
- Consider redevelopment of the sites for more commercial opportunities. This takes investment would could create opportunities for additional revenue, jobs and tourism. Ensuring public access is vital, whether its paid or free to access. Maybe consider a commercial division within Heritage Services which can commercialise these assets, and not just through the consideration of potential rental income.
- Ellis Mill as part of Museum of Lincolnshire Life, perhaps run and maintained by volunteers as at Heckington mill. Discover Stamford run by volunteers
- If a building cannot be provided perhaps using a heritage building such as St Johns Church etc would work
- Yes, retaining the windmills and operating by providing a more varied and commercial experience to ensure that they are viable.
- Carry on funding them.
- • LCC needs to set out the levels of financial support, leadership, advice and guidance that it says it will provide.
- Better promotion of these sites is required
- The Council should consider selling these off
- Local volunteers if no third party organisation available.
- Rent a vacant shop for a Museum
- Keep in public ownership
- Sell them
- Have you considered a crowd funding for this sites?
- Maybe volunteers could help with the running and upkeep- I'm sure locals would not want to see them disappear.
- See above
- Keep them all open.
- More marketing. Volunteers are going to be in short supply in future so there is a need to be proactive now to promote these sites . Make sure they are open [Discover Stamford is not open on Sundays]Cafes are profitable so all sites should have facilities for coffee. Stamford is an attractive town but we need return visitors so exhibitions would help.
- If they do go, enable a trust (eitther new or existing) to tale them on. Would National Trust be a possibility - or a new trust to take them both?
- See my answer for qu 3
- Keep Discover Stamford.
- Look at ways these sites could generate more visitors and income. Better publicity with targeted special events and availability for private hire could be explored.
- All mills are relatively close to the Heckington Windmill, and all of these together could be managed as a supersite with activities of various types spread over the lot. Ellis Mill could also be managed by the Museum of Lincolnshire Life, with related events and activities.
- I opted for yes because there probably are but I don't know of any.

- Support these local heritage sites.
- local voluntary organisations
- Retain them within Heritage Services
- Sponsorship by local businesses
- to offer the field to table experience weekends/days for people as explained on previous answers
- Funding them.
- A much improved effort could be either provided by the county council, or if handed over to private enterprise. This second idea could affect the main sites in Lincoln by taking visitors away from the new supersites.
- National Trust??
- Yes, retain and directly manage them.
- passing the sights to an appropriate heritage organisation
- as i have said before i would rather pay more council tax to support these or why not encourage more local involvement and by all means run events and temporary exhibitions etc - the only other possible option might be to ensure a trust of some sort is formed that could guarantee that the sites were preserved and open to the public - but then there is still a possibility they could run into financial difficulties so there would need to be a clause the council would take over again if that happened
- They should remain in public ownership.
- Keep them open and funded
- see above
- Ellis Mill managed with life Museum
- Make Discover Stamford into the pilot for the community museum hubs rather than close it and throw into doubt the future of the whole museum collection that is in storage. Heritage Services should be proactively engaging the community and 'third party' mentioned to see a new heritage centre or museum established even if LCC will not run it.
- As stated earlier, retain oversight and support to any future owners.
- Find ways to discharge your duty in line with why you were set up in the first place
- Keep Discover Stamford
- Running all Mills in the area as one super site alongside Heckington Mill. Ellis Mill could be retained and run by Museum of Lincolnshire Life close by.
- Spin these venues off as companies operated by LCC, these would be funded initially by LCC with reduced funding as their income streams increase. Promotion on a national scale can be easily done via social media and website activity and could include advertising/craft experiences and so on... These companies could then be sold to third parties as going concerns thus the investment made by LCC would not be lost.
- Facilitate greater collaboration between the Mills and other Heritage sites
- Supporting community groups and Friends groups to get them into a position to take over these sites. See Green's Windmill in Sneinton, Nottingham for best practice.
- You could consider managing the mills together as a 'supersite', albeit across a wide geographical area, perhaps managed by Heckington Windmill as the hub with the other mills as spokes. Ellis Mill could be managed by Museum of Lincolnshire Life as it is very close by.
- You should find a way of ensuring these places continue to exist and can be visited. It sounds like you're saying "we'll give it a go but we if we can't make it work then tough".

- local/independent/volunteer run organizations? We're in favor of supporting heritage sites in whatever way possible.
- Keep these sites part of the Heritage Service by using this grant money equally between 'microsites' and not sites that always seem to be in the forefront of any plans.
- See previous comment
- Again, retain, invest, joint promotion . Or if there are local groups interested in taking them over ensure that they are in a position to do so sustainably. Adopt the model used to hand over Bourne Town Hall to the community.
- Keep Ellis Mill open.
- Keep the status quo and make more of these facilities for tourist attractions.
- Could manage the mills as a supersite along with heckington mill? Combine Ellis mill and the Museum of Lincs Life as they are located close to each other
- Improve the links between the windmills and all County Departments to provide support for the local community to become more involved in the retention of these sites
- Discovery Stamford, Ellis Mill, Burgh le Marsh Mill and Afford Mill should be retained. In the case of Stamford, plans to reopen a proper museum should be developed.
- Better publicity
- Tell us more of plans
- Scrap the scheme, or do as suggested above.
- These sites are all important and contribute to the attractions of the local areas. Weasel phrases 'work with and support third party organisations' and 'to ensure continued operation' are not helpful.
- See above
- Why not combine Ellis Mill and the Lincolnshire life museum given their close proximity and run the other windmills together as a supersite, alongside Heckington windmill!
- More local government and 3rd party involvement
- SAVE MONEY ELSEWHERE.
- EH/NT/SPAB
- Continue to fund the individual sites. Approach Burghley House for financial assistance but retain public ownership
- Keep it as council supported in Library or other related public place. Consider 1) volunteer cover 2) small payment
- Charge for entry
- Suggest investigating the ability of being picked up by district council or a local heritage group to be held in Trust, or attracting long-term commercial sponsors agreeing to maintain them..
- Retain Discover Stamford, Ellis Mill, Burgh le Marsh Mill and Alford Mill as part of Lincolnshire County Council Heritage Service or commit to providing small grants to assist with the running of these.
- Could the mills not be managed together as a 'super site' along with Heckington Windmill or could the Museum of Lincolnshire Life take over the running of Ellis Mill?
- look at other regions' successes
- Retaining them and finding ways to make the Heritage Service more profitable so we don't have to sacrifice our history for the sake of budget cuts
- I've been to heritage forums many times and the windmills have always come up as an issue for debate. There has been a feeling that they'd all operate better if they were under

the same umbrella, and run as joint attractions, "the windmills of Lincolnshire" or similar. The staff working in them have said that they feel isolated most of the time, and that there is so much that they could do if they all worked together. It is a few years since I've been in the system, but is this still an issue to be resolved?

- Plenty!
- In the maintenance of mills there are skills needed such as metalwork and mill writing (carpentry) perhaps Lincoln college could provide craft apprentices with short day courses Perhaps stone masonry apprentices could help to re dress the mill stones.
- Locally these assets are very valuable as tourist icons
- More community involvement but their future secured with the financial backing of the county
- The Council should rethink its strategy in the way these sites are run
- Look harder for opportunities to bring people in, rather than leaving them to be run by small staff and volunteers who maintain and operate them but aren't able to generate external events, which could rotate around each. Again link in with District Councils to provide a single joined up service that maximises all heritage sites in the county and not just the ones you own. For the Discover Stamford collection, in such an important town with clear tourist appeal, it seems so short-sited to have lost the museum and the additional benefit that would bring to the economic potential for the town, which already tries so hard with the Georgian Festival, Stamford Arts Centre, and with Burghley House so close. A key option would be to discuss with South Kesteven District Council and DiscoverSK the options to relook at providing a great georgian-focused heritage attraction that uses this material.
- Community interest companies to run them.
- Promote the mills. Encourage filming, heritage trails, etc.
- Look at ways to promote them that costs little. A Lincolnshire heritage trail. A run/cycle race between Alford and Burgh mills.
- Please consider the criteria again
- I feel diffident offering suggestions here, as this is not a field I know anything about, but is there scope for maintaining ownership and allowing more commercial operation of the mills on a rent-free basis?
- More micro sites, not less
- Bring in other people and businesses who are willing to invest and keep the windmills going alongside the council.
- Up grade these sites invest in them and the people who run them at no cost to you. Move your exhibits around them and use the sites to stage events and exhibitions.
- You may be pleasantly surprised at the support and skills local communities will offer - try asking them!
- Can the mills be run as a supersite along with Heckington? Can Ellis be run by the Museum of Lincolnshire Life?
- There are always options. Keep them open. Look beyond the Cultural Enterprise model you have been offered and look for the imaginative people and creative ideas that can make Lincolnshire's heritage really fly.
- * As previously suggested have options for further networking the mill sites been explored?
- Ellis Mill should continue to be operated by LCC and there is more potential to interpret this in conjunction with the displays at MLL.

- Ellis Mill linked to Lincolnshire Life Museum assisted by local enthusiasts. training courses as attractions / for revenue and increasing skills. better signage, profile and advertising overall. Suggest mills are grouped with Heckington as the base.
- Sites can provide a variety of activities - also events such as Stamford Georgian Festival. Stamford already provides in the library are excellent.
- Talk to interested private parties , community groups etc
- Working with volunteers and third organisations to at least retain them in some form or other.
- Could we expand and sell other things?
- For the other 2 sites - look at Trusts - The Windmill Trust?

Please provide the reasoning for this / these other option/s (if yes above)

- Stamford is a historic town with a wealth of history, this is all being lost, with all the focus just being on Lincoln. Shameful.
- See above
- There is little else
- See above
- As above
- It would not cost the Councils a lot of money to maintain a couple of these. In two years' time, or less, we might find a government wishes to support the Arts and National Heritage better. The Conservative obsession with austerity (for the majority) is coming to an end.
- 1. The weakness with community asset transfer to local trusts is that it attracts people who are dedicated to the subject area, but often lack interest in management. With passenger but no drivers, the project then fails, the heritage asset deteriorates, and the council gets the blame. 2. Industrial heritage assets attract individuals in the autistic spectrum. LCC could make a positive difference to them in recognising the 'men in sheds' opportunities here, and supporting the heritage asset indirectly. Mill enthusiasts who would benefit from this are generally too blinkered to see this aspect of the project, and therefore fail to explore or secure grant funding. For example, they will seek grants for a replacement widget to keep the machinery working, but not as incidental to maintaining their health benefits from active volunteer. 3. Lincolnshire Mills Group no longer exists (except as a set of expert friends) had not had the resources to take on management of the mills since the 1
- We are Lincolnshire, not just Lincoln, we need our heritage throughout Lincolnshire, not just Lincoln. Hand back County Offices and move offices out to RAF Scampton. County offices becomes super site?
- It's important for them to be retained
- It is up to the Heritage Service to encourage pride in local arts/culture/heritage for the benefit of the community and economy, and to ensure it is accessible and interpreted appropriately. There should be assurances made that these sites can continue to serve their respective community's needs before a decision is reached to abandon them.
- To keep them and make them more attractive to tourists.
- To enable all locations to access external funding equally
- Compared to Dutch Windmills ours are feeble examples of neglect rather than beacons of respect for our heritage.
- all your other large towns have museums!
- Not attractive enough for external funders

- It is important that heritage and cultural services are available throughout the county at all costs
- It is less likely that Labour would waste funding on another futile war, and that money can be reinvested back into keeping all of Lincolnshire's peaceful heritage.
- LCC should ultimately retain control over these venues and I believe they have a duty to do so for current and future generations.
- make Stamford proud of its heritage and restore our faith in the County. Charge a small entrance fee. Encourage the school and public to use the facilities by keeping it fresh and vibrant. My children loved visiting the museum and taking part in the workshops that were run in Stamford. A small staff and volunteers could make this happen.
- See above
- Film /tv location companies love having heritage sights on their books - and it brings money in and promotes the sight all in one! Good marketing!!
- It's a possibility not to be ruled out
- For the benefit of us all.
- a lot of MLL visitors ask about Ellis Mill so there is clearly strong interest to maintain this site.
- Ways can always be found to earn sufficient public money to keep heritage sites viable without losing what makes them special.
- Obvious
- You can't just live in a blinkered capitalist, consumer, profit here and now society. Think of the future and of the county's heritage
- again there is very little to see in Lincolnshire, cutting back on the few things that are available is not the solution
- Heritage of the county.
- Increase visitor numbers, therefore sustainability
- From the wording of your proposal, you are clearly aware that these sites have a very real chance of closing down without LCC support. As a heritage service, where is your loyalty to our local heritage?
- see above
- Again, back to my point regarding using Business professionals instead of chinless wonders with M.A. 2:1 degrees but little common sense!
- this is Lincolnshire, where would we be without our windmills.
- These sites are valuable and cannot be replaced if lost.
- The Castle, Collection, Museum of Lincs Life and BBMF have a large number of visitors and unique collections that need to be sustained and the windmills are not popular with the public and are extremely costly to run and maintain. Sell the mills off.
- To encourage more people to visit & increase income
- Losing sites will result in losing tourism, since there is less for people to see and do in the area.
- Attracts more visitors. Shows off our "world-class heritage" which you allude to but seem to want to hide.
- Use the windmills for the benefit of the county rather than seeing them as a burden. Their value is greater than their cost.
- This will provide funding

- All measures possible should be explored to keep these historical sites open. Lincolnshire is a county that is not high on many tourists agenda so losing possible attractions is not the way to improve footfall or promote the county as a whole.
- it will be a shame to see them closed
- as above. Social Services could be used quite easily to fund this
- The public, children and families especially, reap great value & pleasure as well as understanding & educational benefit from these sites. One windmill retained across the vast area of Lincolnshire can hardly be said to be adequate.
- To ensure the continuance of the vital assets
- The LCC Heritage department is too scared to operate working windmills. If LCC cannot produce a safety case for running these operations they should not be trying to pass off the responsibility to volunteer Heritage groups. The plan appears similar to handing libraries over to volunteer groups, putting obstacles in the way to prevent the libraries opening and then blame the volunteers for the failure of the enterprise. Why bother with the expensive consultation exercise at all.
- Ditto
- I do not believe the proposed model is the only route open to the LCC
- One way of getting rid of them but allowing them to continue as a tourism resource in the county.
- Please see above.
- see comments to previous questions
- Retains heritage
- Audiences could benefit from the maintenance and programming that a third party might bring
- These can be better managed by voluntary groups.
- Double whammy - you should not expect this to be a further cost to the ratepayers.
- Do your research: The role of heritage in the regeneration of Margate Historic environment and character can play an integral role in the success of a place, and this has been the focus of work by Historic England and its partners in Margate. This case study forms part of the Value of culture - visitor economy section of our online Culture Hub.
- see above.
- Cost is small, and reasons for change minimal.
- The proposals outlined lack imagination. Why sell off the family silver, i.e. community assets? We will ultimately end up poorer. Preserve our cultural heritage.
- I believe the Council are being short sighted to the options available to them. Off loading assets to other organisations maybe a cheap way of offloading the risk and responsibility of these assets, however reputationally its still the Councils responsibility to keep these assets open for public access. 3rd part organisations arent always the right answer. Their probably the easiest, but long term the Council need to be thinking differently about their responsibility, and consider how to commercially enhance these assets but retaining control.
- Ellis mill an iconic landmarks as important as the castle on Lincoln skyline. Retain discover Stamford if local volunteers will take it on, under Stamford TIC
- Stamford needs a museum
- The windmills are valuable sites that are important to our heritage and history. By adding to the experience at these sites, more visitors would be attracted to them.

- There is no detailed explanation of how and to what level Lincolnshire will support the development of community heritage, both new and existing throughout the county.
- See previous answers. I do not believe LCC is committed to preserving the unique agricultural heritage of Lincolnshire
- Would save the heritage locally and be a draw for tourists.
- - Stamford is known worldwide. A Museum would encourage more people to take an interest in the town's Heritage and visitors would get more out of their time there.
- This would provide a financial cushion against immediate and future Government cuts
- There are many people and organisations who feel passionately about maintaining and preserving historic sites- could this be explored further.
- See above & previously.
- They provide unique educational experiences for local people and visitors. The supersites proposals sound like a cheap marketing exercise with no real soul, purpose or relevancy. But the bottom line rules I guess.
- Persuading visitors to return by temporary exhibitions and events. We need visitors . People want more than visits to shops and cafes. Stamford was designated as a tourist town so to remove the last remnant of a museum is short sighted
- See comment above
- As previously mentioned, many historic attractions are largely self-funding once the mechanisms and staffing are in place to run them efficiently. They should be available for the people of the county, and visitors, into the future.
- Lincs historical and cultural assets are each a key part of a larger whole and therefore need to be preserved and managed as such.
- Preservation of our local heritage and identity. Giving people a sense of 'place'.
- more efficient dispersal of funding
- Retain assets while encouraging others to have a financial input.
- it's a no brainer to make money, keep the windmills as it is so important to celebrate our rural heritage and to offer the education needed to combat the poor choices that are so often made in terms of what people choose to eat. Anything that gets us closer to the origins of food is a massively good thing.
- You either support the local heritage of some where like Stamford knowing that the tourist and other casual will perhaps then go on to the proposed super sites in Lincoln, bearing in mind that the travel infrastructure in the county is not great. Or risk that an independent local site may not want to promote a state site with the ill will of a split in its history.
- Great danger of them being lost, closed or destroyed if they are fobbed off to another organisation.
- I think the people in these areas are just as entitled to have some of their own local history preserved and celebrated as anyone near a supersite - we all pay rates wherever we live - and for a town the size of Stamford and ever growing it is shameful we don't have a museum - one little room in the library is surely not too much to ask -
- Privatisation of the commons endangers the public's opportunity benefit from public ownership.
- Cultural and historical significance.
- see above
- Surely Discover Stamford could be the pilot case for the proposed Community Museum Hubs, particularly if there is a third party who has come forward to potentially open a new

heritage centre. However it should not be left to this unnamed third party to do this alone, the County Council should be leading the process and supporting them as part of its strategic role in developing the town, which has potential to be a major visitor attraction, as well as being the highly desirable place to live and work it already is. Again we appeal to the county council to remember that its rate-payers and voters are not based only in Lincoln, and as we all fund Heritage Services we should all receive its assistance to protect and promote our heritage.

- This ensures they will not be lost for good. There are many unused, derelict or converted mill towers around the county. To lose the few working examples that we have would be a loss to the communities and to the county, especially to the income in these areas. Lose the income and the areas will need more support from the council, so you will lose out twice.
- Your service should be protecting our heritage not be in charge of diluting it and getting rid of the very assets you were created to protect
- Allowing sites to be kept open for the public to experience and value. Pooling resources and allowing experts from sites to work across and advise similar sites to their own
- Sites would remain open, LCC would make money out of it rather than losing money, heritage sites would be further developed and attract investment
- The mills are important heritage sites and part of the story of the Lincolnshire DNA. They should be available to be enjoyed by the Lincolnshire people and visitors to the county.
- These places are important, and you can't run the risk of them going to ruin. Which is what I think you are doing.
- The Castle and Collection are sites that can quite easily be self maintaining. The Castle has several options for the public to enjoy ie: the wall walk, the Magna Carta (which they charge for) the grounds which are large enough for a huge range of events and its own unique history. Also, I can say from personal experience, when an event is on, huge amounts of promotional advertising inside and out.
- See previous comment
- Disposing of these buildings means that the Heritage Service will be very Lincoln-centric, This is very undesirable when the whole of the county is so rich in potential, and working together with communities in other places could be so mutually beneficial.
- See above.
- In this way we do not risk losing the facilities.
- The costs of retaining the sites as working windmills cannot be met by local financial resources. the County has amoral obligation to retain thes sites as working windmills.
- The closure of Stamford Museum was a disgrace.
- Lincoln is out of touch.
- See above, much more thought needs to be given to volunteer organisations to assist and again use the spaces available to rotate travelling exhibitions from around the county.
- See above
- We don't want to lose our heritage!
- Someone else could do better than LCC
- please provide better signposting to this exhibition very well done and 'cheap' to run
- Please do not remove or make hard to access yet more of our wonderful Stamford heritage.
- Funds are needed to support these places. Why shouldn't those who wish to visit to contribute?

- Retaining our heritage is important for education, health and well-being, social pride, and understanding the importance of the past.
- Our existing heritage infrastructure should be maintained by The Heritage Service but if that is not possible, a financial contribution should be made towards operational costs.
- I just feel this is very defeatist and other options could be considered.
- culture breeds visitors breeds security for residents and this leads to business tax for Lincolnshire
- I think I covered the reasoning above?
- Keep heritage skills and sites alive and provide learning experiences for young adults
- They are part of the Lincolnshire 'brand'
- Need to expand the Heritage offerings throughout the county, not only for people in Lincoln.
- An irreplaceable loss of heritage sites in an area that has already lost so many mills, but also a loss of a 'presence' in the communities in Lincolnshire that you serve. For Stamford, DiscoverSK may have more of an income-generating, whole-district economy focus that you have lost, and may see the potential in boosting Stamford's heritage portfolio.
- Need community buy-in.
- See above responses
- See notes above.
- As above
- We would be losing a vital part of history and future generations would miss out on loads of opportunities.
- see above.
- Our local school retained the windmill on its recently redesigned school badge because it was meaningful to the pupils. Other options were considered but the most significant and recognisable was our local landmark - the windmill.
- Finding other ways to keep them within the council but run by council organisations would be a good way to keep them
- We look to you to take a lead, not give up when the going gets tough.
- The informal learning opportunities that these sites offer through their public access should not be underestimated.
- It is important that if the Stamford museum collections are being handed over to another organisation to manage, then all material from south of the county is not lost, as LCC Heritage Service is still a COUNTY heritage service and not just for Lincoln.
- To preserve these heritage sites and maintain level of educational and tourism opportunities
- variety of events and the town would be much disadvantaged by closing its display - including the excellent and impressive tapestry.
- All these heritage assets are of VITAL IMPORTANCE!
- I don't think you have the expertise or the will to save them and market them.

The Future of the Heritage Service

Consultation on the proposed changes

Are there any other heritage matters you wish to raise?

Date of Survey: 13 February – 24 April 2019

Total surveys: 1104 responses

1055 online surveys
42 paper surveys
7 tablet surveys

Comments:

418 comments

38% of overall comments

Consultation on the proposed changes

Are there any other heritage matters you wish to raise?

- Pursue the variety of uses per site, enable exhibitions to evolve and change to ensure return of visitors!
- Protected and accessible heritage is important to enable communities to build connections with the past and inform how we should shape the future
- Management of the heritage in the county seems to be short term in its outlook. I do not believe that a sustainable service will ever be delivered. We were told that it would be delivered a couple of years ago, but it appears that the books cannot be made to balance. How can we be sure that it will work this time ? It needs adequate public funding, not this business plan. The heritage assets that we have in the county are vital for tourism and the economy. If we lose them, we will never get them back. The proposals for the Usher Gallery, in particular, are cultural vandalism. The £5 million funding for the Collection is not in place, and unlikely to happen.
- Lincolnshire is already culturally impoverished compared to other counties. These proposals will only make it worse. I have worked for many years with young people in the county. This is their future and they are rapidly becoming disenfranchised. It is a human rights issue.
- start involving the many volunteer organisations in Lincolnshire more proactively and help these organisations to help you manage these sites and create visitor experiences.
- No
- Access and parking at the collection/usher is an issue. There is not the infrastructure to support increased numbers/use as a wedding venue. Question make better use of catering/bar and offer music/small scale theatricals/stand up as a way of subsidising the venue.
- Whilst I agree with the use of heritage spaces as educational facilities, the use of the Heritage Skills Centre as such full time and to the detriment of traditional skills would be a bad decision. This was specifically designed to reinvigorate and exhibit the traditional skills of the area and inside the grounds of Lincoln Castle makes it more prominent. More events should be held around these skills as opposed to treating the centre simply as a 'space', and more effort should be made to integrate the Heritage Skills Centre and the Castle as a combined experience. Events such as 1000 Years of Traditional Crafts held in the Castle Grounds saw visitors from all over the world and promoted Lincolnshire as a county as well as the local heritage sector.
- I was genuinely shocked to hear of the County Council proposal to move the James Ward Usher collection to a different building and downgrade the Usher Gallery to an 'events and weddings' venue. This would be a hugely regressive step for the arts/culture of the city and region. Furthermore, such a move would fly in the face of James Ward Usher's bequest. In 1921 he left his collection to the city along with nearly £60,000 (£1.75 M today) in order to erect a dedicated building bearing his name for the people of Lincoln. The Council should consider this very carefully before running roughshod over his bequest in such a cavalier manner. It is the premier art space in the region commanding both intellectual respect and emotional affection. I understand there is a growing number of 'informed' individuals equally

concerned about this proposal. I would encourage you and your team to reconsider this. I was born, grew up and continue to live in Lincoln. The Usher was the first art gallery I ever

- I currently feel that the price of admission to the Castle is too high, as it's often too expensive for lower income families to visit.
- No
- Too much focus on the castle, it's not LCC's, let English Heritage pay and run it, not us. You have raised our council tax and cut all services. Yet you haven't sold off farms like other authorities. Would too many Tories would be upset? Sell off farms. Fill the coffers, publish what the farms are worth and do a consultation on their future.
- The museum has closed in Stamford and now you want to close the heritage centre, where will visitors to the town learn of its unique heritage, a centre many miles away!
- Can you look at access at the Castle? I went to a paid event at Christmas where castle walls were available as part of the ticket price and I was astonished to see the lift "closed for maintenance" I subsequently learned from a friend with a disability that it had not been operating for some time. This is not acceptable as it is discriminatory.
- Please keep the 'differentness' and character of this rural county.
- More focus should be given to letting people know what is on to encourage visitors.
- I am a Lincolnshire resident who frequently visits heritage sites both within the county and beyond and I firmly believe that the heritage of the county sets it apart as an attractive place to both live and visit. A vital part of this is the wealth of sites that interpret the history of the county.
- Worried about the future of Gainsborough Old Hall, if the County withdraws support, leading to it being only open on rare occasions, like when I was child. The town is in desperate need of all the support it can get to encourage cultural activities, if the County regeneration efforts for the town are to be successful
- We have a rich heritage in the county and it shouldn't be sold off to the lowest bidder. Look at the mess the LCC got into with the Serco contract
- Remain the integrity of our beloved attractions and museums but appeal to mass markets with bigger events which aren't always related to heritage. Sell the venue as a venue, sometimes the story isn't necessary.
- This survey was buried under several layers of links and hard to find. It should be promoted widely to everyone in the county so that they can have their say - otherwise this is a paper exercise and the deal we be done before anyone knows it
- In a world where the superficial, hollow celebrity and style is rapidly becoming the 'lure' of a life lived, instead of the substantial inner and profound, there is an opportunity to re engage and re calibrate what actually matters. Education, knowledge and how to process information is critical to critical thinking....in my travels other cultures have this as their bedrock. We are rapidly losing these fundamentals. What you do should be at the core of this county...giving it identity and personality.
- Begin using the castle for more events. Remove the crown court or take ownership. Use the site for concerts more regularly. Take some guidance from the Lincolnshire show ground and possibly work in partnership with them. Open up more of the castle, offer tours of the areas to which access is not currently permitted. Possibility to turn the crown court into a fine dining restaurant within the castle grounds, for special events only, eg weddings. A good example of this is "the mansion" in Leeds.
- My experience as an architectural assistant within conservation has highlighted a couple of major risks facing heritage currently. 1. Funding 2. Heritage Skills. We work alongside

skilled stonemasons, leadworkers, stained glass conservators, and those like our selves conservation architects. If there is the ability to aid or raise awareness of these skills in any of the sites or new purposes of the sites I think it would be wise. As a county Lincolnshire has plentiful listed heritage buildings and it would be a prime location to perhaps bestow training on the younger generation in Lincolnshire, a generation where the possibility of avenues of work is limited in the area.

- Consider moving all heritage sites to district councils for operation. Local operation would be more sustainable and allow the sites to be integrated into communities.
- Role of Councils is changing, political responsibility for local government funding has been eroded for decades. I firmly believe that we are all responsible for making better use of the role of councils. In the future I want to be proud of finding answers to funding problems that not only retain but improve heritage and arts provision in the County. This does not mean selling off our art and heritage, but It does mean placing greater value on the resources we currently have to attract funding that can do more than retain it in a sorry state. Funding that uses it to attract interest and support. Crowd funded, community owned, celebrated, not sold out.
- Spend more on keeping things maintained, before having to eventually spend more to restore/repair broken things.
- no
- No
- There were only three museums in Lincolnshire and I thought it was awful that they were all closed. I don't understand the County Council's priorities in terms of heritage and attracting visitors - it seems to me so short-sighted to be closing museums, art galleries and places of interest which do attract visitors to the county.
- Stop being so short sighted with our heritage, selling it to the highest bidder should not be an option.
- The Usher gallery is an important heritage site in our regional capital city. It is essential to maintain a designated art gallery within our city which a fitting setting and building for our historic and current pieces of art. If we wish to raise the tourist numbers of visitors and maintain the rising and serious profile of the city, we need a proper art gallery, not just a basement room in The Collection. I can't imagine York ever thinking of closing the art gallery there!
- Pass sites over to a trust to operate.
- How much money is wasted on a further consultation? There was a consultation only 2 years ago and so much money is wasted on plans and ideas. You don't have a clue what you're doing!
- I am a former resident of Lincoln, and a regular visitor to the City and County. The Usher Art Gallery and building should receive more money and attention than it does currently. Your proposal horrify me. They are an attempt to let expediency triumph over the cultural well-being of the city and county. Go and find another way of grubbing money that doesn't strip the peoples' assets
- If RAF Scampton goes, there MUST be a substantial heritage site for the site's heritiage and Gibson's Dog must be looked after too. Preferably, Scampton would be saved.
- Who is leading on getting heritage tourism to the county? Visit Lincolnshire has vanished, who is responsible for coordinating of the county's tourism offer?

- Lincolnshire needs to be more proud of its heritage and passionate about sharing it. We're not very good at headlining these attractions and they're often unheard of to visitors from afar.
- It's our heritage. It's Lincolnshire's heritage. By taking it away people lose their identity; likewise by adding high entrance fees, people can't access their history and heritage even if the site is 'there'. By losing your heritage, you show that it is not important. One major consequence of that is a loss of sense of identity (history has many examples of this).
- There are no other heritage matters I wish to raise - but please keep Lincolnshire residents involved in any decisions and please listen to the voices of all those who are concerned about decisions Lincolnshire County Council make on our behalf. Please continue to protect our assets especially the Usher Gallery for Lincoln. Thank you for involving us with this questionnaire. It's not all about making money its about continuing the enrichment culturally and historically of the lives of all who love Lincolnshire and beyond both now and in the future - Thank you
- You need to protect the art gallery. It is a stupid idea to get rid of the site
- The arts and culture are important and should be well funded. Austerity has gone too far. Central government needs to fund county councils more generously. The Usher Gallery was purpose - built as an art gallery for the people of Lincoln.
- Everything worthwhile in life comes at a cost, and the attempt to make the Heritage Service self-funding shows that you place little or no value on it. Please think again. Once sites are closed, they are lost forever, and future generations will not thank you for it. Also, please actively support efforts to keep the Red Arrows in Lincolnshire. They are a key part of the county's identity and tourist offer, and must not be allowed to leave.
- No
- The length of time within which you are considering views of the people that pay council tax
- It would be nice to see more instead of having to consider reductions, surely this would improve the visitor offer for the county, have all options really been explored to ensure we are getting the very best of what is on offer
- LCC should consider that the character of the county is as much about the rural outposts and the assets there as the city of Lincoln. With overdevelopment becoming the name of the game throughout the country the biggest asset Lincolnshire has is these rural outposts and what they have to offer in the way of restoration to the souls of visitors from the pollution and overdeveloped urbanisation of today. Supersites add to that pollution and overdevelopment of urban places. Remember less is more and make the most of the assets we have without building superstructures to create gridlock and loss of enjoyment. No-one wants to queue for hours and then not be able to see the art or history because of the crowds.
- No
- It would be repetitive. Ashamed of the position that has been developed to necessitate this consultation. We are not a County that has made the most of our heritage. You are now proceeding with changes that will weaken opportunity and identity in Lincolnshire.
- Yes. Pay graduates of the University of Lincoln properly salaried jobs in arts and heritage, instead of unpaid volunteers. It is one of the reasons I no longer visit as often - my own career has been ruined by lack of paid work in the sector, and because of this, I am being subjected to the degradations of welfare cuts, and am currently living on £15 per week. I am therefore unable to work as an artist at the moment, and I have no respect for the unpaid

volunteers that have replaced properly paid work. Stop starving and exploiting artists!!! Pay us!! Visitors do not want to be patronised and intellectually insulted by those you exploit.

- I am opposed to closing the Usher Gallery as I think this forms a very valuable function for the civic, cultural and educational life of the city and county. It is a type of long-term investment that brings a real economic and social return for Lincolnshire. I do not think local authorities should be forced to cut back on public services for the sake of a central government forced programme of austerity. Austerity has been used as a tool by central government to shift the blame for the 2007/8 economic crash on public services when in fact it was caused by a deregulated and irresponsible financial services sector.
- I had believed that the Usher Gallery and its collection were largely gifts to the people of Lincoln. It would be pathetic if these donations could no longer be honoured and a sad comment on our own generation if we cannot preserve them for future residents of the City.
- When the population is growing there should surely be more opportunity to raise income from taxes. Why should we accept less? How about asking a “pay what you can afford” entrance fee but let people visit freely too.
- Keep it free. Keep it educational. Make it accessible for all.
- The proposed closing/selling of sites is shortsighted in the extreme. The Usher Gallery in particular was specifically willed to the People of Lincoln as an art gallery and therefore the council has no right to sell it or change it to commercial use. While I understand cuts are necessary and inevitable there should be a middle way that promotes profitability without abdicating responsibility. A true consultation would offer these options.
- Keep them, stand your ground and find the funding for these sites! Keep the Tories off our city landmarks.
- I want to reiterate that i am a passionate believer in the importance of culture and heritage for our country As a father i am even more passionate about this, for my children I believe that we as a society should value our culture and heritage and be very careful to not lose now what we may well regret later the mental and physical health of many people resides in a balanced life, i believe being able to experience culture and heritage is an essential part of that It is an unwise society that things we should not invest in this, and will end up paying a far great cost at a later date
- I love Lincolnshire and always extoll it importance and beauty. We are getting many more visitors to us that we must be careful not to rid ourselves of historical site only for them to fail in private ownership and the b lost to the county.
- For me, whatever you do, please consider the social impact of the decisions. Free to access exhibitions are inclusive and beneficial to health and wellbeing. I noticed your HIA does not consider any form of social capital. What about encouraging people who don't normally access a museum or gallery particularly as those who live in the county whatever ward, however deprived are all local taxpayers. Don't make this all about money and exclusivity.
- The cost of filming in Lincoln Castle and The Museum of Lincolnshire Life is set at a level for top budget major film and television productions. This denies access for University of Lincoln undergraduates of Media Production and developing Lincoln film companies. I would recommend a sliding scale based on the availability to pay. It is important to see the county and its needs together, and a balance between raising money and enabling development and growth (which will ultimately raise money) is vital. I feel that balance, in this case, has not been met.

- The arts are much more vital than you seem to imply. It seems to me that you are planning to re-jig sites so that they can eventually be sold off to corporate interests. These sites are Lincoln/Lincolnshire treasures and should be supported as such.
- No
- Yes, you should be looking to improve our Heritage for visitors and locals, we have a rich history to tell and if managed correctly could generate more income for the county! Your lack of foresight is staggering.
- People need to feel a sense of pride in their local community and the activities that happen there, for themselves and to visitors alike. Events can help raise revenue. Events such as the Georgian and Science festivals prove this, and even small events, if well done will raise cash. As a last thought involving local societies, such as sports, textiles, hobbies, history, gardening etc may be another route to consider. Very often these groups are very happy to get involved as it is a way of promoting themselves in a way that they would not normally have.
- Heritage is very important to us all and to future generations and shouldn't be lost or cut back on retaining.
- Just that I firmly believe that the key to solving the funding crisis for heritage and culture, is in looking at the service as an asset to other social services. Heritage is often seen by councils as being the 'icing' on cake - a 'would like' and not a 'must have'. Whilst I agree that funding should go into first tier services, such as health and social care, this should also include and utilise the holistic value of heritage and culture, which I feel if better thought out would be an asset to these services as a social improvement, and thus a driver of service user well being. I would stress that studies have been done on the value of heritage and culture to community well being, and feel that a plan which takes this into consideration would only be beneficial.
- None
- We fall so far behind other cities in the promotion of our city and county
- I think that the education service within all the Lincolnshire Heritage site should be valued and receive more funding - this is an essential part of children's education and the visits they provide are inspiring and creative.
- Once these freely accessible art and cultural venues are lost, they will be lost forever. I know we are in difficult times with the central government cuts and Brexit but if Churchill could see the importance of not cutting the arts during time of great war - surely we can find better ways forward than this.
- Heritage is not only a valuable tourist resource, it is a vital part of education and is under used in this respect - it should be regarded as an important resource for the schools, colleges and universities of the county, and become more integrated in the education service.
- The loss of the Usher Gallery is deplorable. It is dedicated to visual arts and a vital part of the city's culture. Without it the city will be a poorer place for both residents and visitors. Where will the works be exhibited and those in storage be displayed in the correct manner. Where will our children be able to see art.?
- The work to transform the castle is an excellent example of what can be achieved. Learn from that and apply the lessons to the Usher Gallery.
- Heritage is a fundamental element of our society. It gives us sense of place and helps us to understand where we have come from. Celebrating our diverse heritage is the sign of a thriving society.

- It's all about marketing and social media!! Employ someone to do your Instagram/ Facebook etc and it will increase footfall!! Talk to young people about what they would like to see happen..... There are a group of artists living in Lincoln who I'm sure would help you! Talk to schoolchildren about what they would like to happen?
- As a visitor to Lincoln I go mainly to arts and heritage events. I visit Hull and York more regularly as there is more going on.
- SAVE THE USHER GALLERY AS AN ART GALLERY
- The Museum of Lincolnshire Life is being overlooked yet again in favour of more 'modern' sites such as the castle and collection - these sites have only been made more modern and successful with investment. It is time to invest in/utilise the Museum of Lincolnshire Life to develop it to its full potential. There is available scope to modernise/diversify/supersite the Museum as a well loved community site, that is revisited by many in Lincoln and the surrounding areas. It is not a microsite, as the definition suggests, anymore than the Castle or Collection are microsites. The Museum tells multiple social history stories, looks at different periods in Lincolnshire, encompasses industry and military history, and is a great place for learning for schools and external groups alike. Why not make more of the original tank? The actual historical significance of the building? Develop the upstairs space into exhibition space for an events programme? The labelling as a microsite, and subsequent
- No
- It is disappointing that the collection at MLL is so very static - it is important that the collection grows to include more recent material so the museum can in the future continue to represent all Lincolnshire life, not just Victorian era. But space is taken up with so much material which is never displayed. This seems such a waste of resources.
- To encourage visitors we need to promote our history through many different ways. Lincoln has fantastic history yet even local people are unaware of it. Which is really sad. The Collections needs to be the fore front to it, and encourage people to go out to discover more. But instead it's clinical and puts people off.
- The Louth Canal is coming up to its 250th Anniversary this is a great opportunity to exploit this wonderful natural and heritage asset
- Heritage is very important to the whole economy of Lincolnshire and should have the investment to develop its various and wonderful stories. We have seen the loss of museums in the County over the last few years. Can we afford to lose our stories and deprive our visitors?
- I would like to see the Greyfriars building being brought back into public use. If money could be raised for closing a valuable heritage site like the Usher Art Gallery surely there could be an effort put in to making something of this beautiful but sadly neglected building? How about that as a space for exhibitions, rather than converting the basement of a frankly dull building (The Collection)?
- Only to state how very lucky we residents are to live in such a beautiful county, relatively unspoilt and so full of history. It's our duty to encourage - especially the young - to cherish it and maintain it for the future.
- Of all the proposals it is the suggested demise of the Usher Gallery that is most astonishing. It is the only purpose-built art gallery in the county and was a gift. There are issues concerning its present funding support and covenants. The County Council proposals make no mention of the City Council's views on the matter. Would they consider taking it over? Would Lincoln University have a role in its future? None of these possibilities seem to have been explored. Looked at in its entirety the proposed plan looks like a cost-cutting exercise

with little regard to the responsibility the County Council has for the cultural life of the county.

- I think it's important to have 'super' sites to visit and staff and maintain them to a very high standard. Smaller places I imagine are very costly to run, maintain and attract few visitors. Just because something is old, doesn't mean it's of value. LCC should make the most of the best it has to offer
- N/A
- I think it is shameful that Lincolnshire County Council are even considering this level of down grading of their commitment to cultural, heritage and artistic venues in the county. I believe it will have a negative impact on the quality of life of residents and visitors. It is particularly disgraceful that the option of changing the use of the Usher gallery is being considered. This gallery has been funded by public money and a bequest from James Usher, it is not for the County Council to take it away.
- Fund it properly. Arts and heritage in partnership.
- We have a responsibility to safeguard these iconic centres for future generations....and ensure our tourism offer which brings so much money into the county survives
- I would urge you to listen to the community, to the strength of feeling that exists. We are having so much taken away from us, Brexit is a disaster and now this, what is there left to feel great about in this county, in this country? it seems it is all up for sale to the highest bidder (who tends to be foreign - hello Qatar!!) - there are answers, but will anybody listen? I doubt it very much, from my long experience LA community consultation is done to appease the requirement but has no bearing on the outcome, it is for show, the decisions are already made in the ivory towers (quite often by people who will in no way be affected by the changes long term)
- No thanks.
- I have said this before in this survey, we have very few tourist attractions, those we have should not be closed or hived off, they should be worked on to make them easier to visit, ie better opening times and they should provide enhanced visitor amenities, ie good cafes and food, sensible products to sell. better advertising of events, at present there is precious little unless you seek out the information. this is long term neglect and the council taking a very easy but short term solution.
- Why not have a heritage trail permanently in Lincoln like the Knights trail was and use it to promote smaller sites such as Ellis' Mill and the Roman remains near Eastgate and Newport etc?
- Lack of investment beyond the Collection/Lincoln Castle has made it difficult for other sites to generate interest. Centralisation of services has made it easier for some sites to flourish whilst others have struggled. The Council needs to pay more attention to the contribution made to income through tourism and to recognise that everyone in the county contributes to heritage through council tax and yet the majority are being denied access by focussing on Lincoln alone.
- The Heritage Service needs more knowledgeable and dynamic leadership if it is to become more financially sustainable.
- See below, - I visit sites much more frequently than your options. Your options here are too limited. Also, in your final (next) protected characteristic questions, you don't offer 'neither positive nor negative'
- Since libraries were farmed out there have been many closures and subsequently issues and visits to libraries has declined seriously. The same will happen with Heritage sites if

you pursue these plans and then it will be the public who will be blamed for not supporting them but it will be the County Councillors who will have been instrumental in the decline of tourism to the County and the offloading of valuable assets just so you no longer have to provide the service. It begs the question what services does the County Council still provide as it seems to be on a mission to do away with every service possible

- The document includes the following statement: □ Long story of economic migration, including Jewish communities, Huguenot refugees, the Dutch in the 17th century through to the economic migration of the 21st centuries. This is incredibly racist and offensive. People fleeing religious persecution are not economic migrants. You should be ashamed of yourselves for having this in the document. This should be taken out and a public apology offered. It shows the complete lack of historical knowledge by whoever put together this document.
- No.
- Yes. get rid of the consultants who proposed these ludicrous suggestions.
- more exhibitions would attract more visitors once its gone its gone forever and its a slur on a city not to look after its heritage people could come to Lincoln shire because to see history not get marry
- I am concerned how this changes will affect provision of education to schools and elsewhere. Schools rely on a certain amount of permanence in the displays and spaces/facilities available. Teachers like to know what to expect when they visit so there must be consistency
- Why don't we have a botanical garden or natural history museum in Lincoln? The Collection seems to have lost a lot of it's natural history content since it moved to it's new purpose built home. The children of Lincoln are missing out on an important part of education by not having access to natural history resources or even a botanical garden nearby.
- Marketing of all of the county's riches is woefully inadequate and urgently needs addressing
- Please do not shrug off these buildings, they are lincolnshire heritage and should remain in the care of a non profit organisation that is accountable to the population of this glorious county.
- No
- Your plans to become commercial are a dream,
- Wish there were more autism friendly days out- once in a blue moon at the castle isn't enough!
- You describe the business rates as high - you can always appeal. In any case, the revenue returns to Lincolnshire under the Government reforms (retention if business rates).
- Just to keep them low cost. Keep the free day for heritage sites each year to introduce new set of visitors. Fees may be paid by tourists but repeat business won't happen. Love the talks at the Collection and changing exhibitions.
- More investment in advertising to attract more visitors to Lincolnshire and to its unique sites which would then raise more income.
- The Usher Gallery is a precious asset and should be preserved for the people of Lincolnshire. It needs more, not less investment. It's a beautiful building and could be a great attraction with some investment.
- I have lived in Lincoln for 5 years and have visited many of its cultural and heritage sites frequently with visiting friends and family. These must be preserved if visitors are to explore the city. A supersite or hub is in principle a strong idea, but this shouldn't mean closing peripheral sites of interest. More commercial options being explored should bring in the

funding to save these sites. Closing them to fund the new site is the opposite and wrong approach in my opinion.

- Centralising assets in Lincoln reduces the economic opportunity in our rural areas, not just the asset themselves, but the way the whole community sees itself and a knock-on effect of our communities, increased travel, and congestion.
- The Usher MUST be preserved. This proposal is full of half truths and badly thought through ideas that do not bear up to close scrutiny.
- Yeah!!! there used to be a training programme called Welcome Host. ran by East Midlands Tourist Board (R.I.P.) I think there is a vital need for having all Staff who deal with the public to be trained in Customer Services. XXX. XXX. XXX. They will put the General Public off from visiting.
- Look at any other big city and they have a range of visitor attractions on offer. Why can't Lincolnshire be the same? Instead of deciding to invest £5million on one site, why not spread the money around and invest in all of them? Promote the county and what it has to offer? The sites and attractions we have are unique, our landscape, heritage and history are incredible and the very idea of cutting back on it all is shocking. The heritage belongs to the people of Lincolnshire and we trust you with it; the very idea that you are considering closing sites or making them 'microsites' saddens me. Once they are gone, they are gone forever and cannot be brought back
- I am a World War 1 & aviation historian, XXX. I have attended many seminars run by heritage bodies, and am fully aware of the problems afflicting the sector - namely finance / recruitment of volunteers / attracting visitors - but, I believe it is vitally important to preserve, research and educate on the historical heritage of our county, and our nation. Heritage is what ties us together as a people, as a nation, without it we are lost.
- To become more commercially focused, it is suggested that all staff receive effective training in becoming more commercially aware, specific heritage education and learning (which it would appear very few have experience of). In addition much more emphasis should be made on the recruitment, development and use/retention of volunteers.
- No
- heritage is part of the identity of Lincolnshire, we are a county built on our past. it shapes our surroundings and forms the very core of us Yellowbellies. we should be vigilant with our heritage for we will never know what we have lost until it has gone for good.
- Lincolnshire and it's history - heritage is one of this nations best kept secrets!! Continue to apply for central Government financial support / grants - why should London get all of the funding - there are many other counties with important heritage sites that must be kept!!
- Please remember the south of the county and the rich diversity of heritage there - especially Crowland Abbey and Trinity Bridge. Lincolnshire is not just about the Wolds and the area around Lincoln!
- Do not close the usher gallery as our art gallery that is used and loved by the people of Lincoln and visitors alike - it needs an update that is all and a good person to be getting exhibitions that will bring money and tourists to lincoln - not in the collection
- Use some of the LCC financial reserves (we know you have them) to properly fund proper research into alternative funding for these places. And give them the time to implement alternative approaches. There is no shortage of places to get married but there is ONLY ONE USHER GALLERY!
- There needs to be a cultural shift to engage with the "new market". There are still loyal museum visitors but I suspect the demographic of them is the older generation who will

soon be lost. The service needs to invest in how it will move its staff, approaches, displays and processes into a new market and younger generation and benefit from this through commercial return

- What is happening to the Archives?
- Links between the castle and the cathedral must be improved. There is a wonderful team of stonemasons working at the cathedral and a very underutilised Heritage Skills Centre in the castle. There must be opportunity there for collaboration through workshops, demonstrations, etc etc. Likewise the Cathedral really needs to provide access for the public to view some of the conservation and repair works that the Cathedral staff do day-to-day. The cathedral could be the beating heart of the city, but at the moment it just seems to be only just surviving.
- Heritage brings millions of pounds into the county and without the Heritage Service Lincoln would become culturally barren.
- Heritage Open Days - great!
- We seem to be a county council who does not use its tourism facilities to best effect to increase numbers and provide a more profitable heritage. On one hand the council talks about increasing its numbers of tourists & then it takes away the attractions that encourage people to visit the county. A strange situation.
- No
- Why does LINCOLNSHIRE not market itself in the same way as York, we have as much to offer from a Heritage point of view.
- Overall the diversity of heritage is poorly advertised, web sites are not well maintained or updated and the council seems to have a strange policy on charging. I have visited many countries to look at their heritage and charging policies are very diverse, with foreign tourists often being charged more than nationals, locals may also gain access at reduced costs again or for free. The council need to look at its charging policy and realise that in this day and age a small charge will bring in money whilst it may not necessarily put visitors off.
- I work with special needs and these places are fantastic for us to visit. As a Lincolnshire resident, we visit these places of history many times in the year. Any closure or lack of support would be a sad loss.
- Yes. You keep mentioning how important our heritage is both culturally and for the economy, but you want to run it down rather than capitalise on it. You also talk about supporting the development of community heritage activities throughout the county offering financial support, leadership, advice and guidance but I could not find any supporting information in your proposals (but there was rather a lot to read!).
- Showcase the wide variety of Lincolnshire's history that isn't necessarily justice, world war or agriculturally related. Lincolnshire is rich in its history with Lincoln being a former capital, play on this, showcase the wider variety of Lincolnshires past to attract more visitors.
- Please listen to the people of Lincolnshire. Heritage is always a soft target but, once dismantled, it will never be brought back together again. I know that the world is changing and people expect a more interactive experience from their heritage now but it can be done in a sympathetic way. Maybe some options would take longer to achieve sustainability but that doesn't mean they should be ignored if they don't yield the fiscal savings in the five year window. Please look outside the county to see if we can learn from other cultural attractions - sharing ideas and tips for success. Has the heritage services team been consulted on the proposals?
- Think that the strategy needs a re-think - very Lincoln-centric

- take pride in what you have not offloading
- Take the lawn in Lincoln which was a council run wing venue for example, wasn't very good.
- I have raised the points I wish to make in my letter, I am sure you have this on file. It sounds to me that you are dumming down, you are definately not working towards 'a better future' Far from it.
- Increase links with local adult education college/universities to help keep museum and heritage skills in the local area and give local people more opportunities to learn and move into this industry. Stop using so many volunteers instead, employ more staff and pay them a good level of wages so that it recompenses them for their expertise so that they stay in the area. With Lincoln's history it could be a centre of excellence for those wanting to work in the heritage and art sector.
- Lincolnshire has lost enough of its heritage already. Much more of it remains buried or has been re-buried beneath construction works and remains hidden and inaccessible - this leads to a loss of learning and understanding of Lincolnshire's history and how it is where and why it is today.
- I think that Lincolnshire is a beautiful county, it still retains some beautiful villages with amazing churches and other buildings. Our heritage is very important not just because I like it but I know that foreign visitors enjoy seeing beautiful buildings and meeting folk who have lived in these areas for years. I recently visited Texas it made me so aware of how much beauty we have in this County, we need to build on it.
- I know heritage is not always top of a funding list when compared to child services or policing but it is important to support what special buildings we can and promote the counties rich history.
- The Heritage service needs to be preserved so if there means making cuts in order to save the rest, then it unfortunately has to be done.
- get people to pay to belong these places.
- Having read the business case, the proposals represent only part of a picture. They focus on immediate economic benefit. There is little detail on any alternatives in the absence of grant funding or indications of success, as such, I cannot support the proposals based on the information as currently supplied.
- In relation to the Usher Gallery, the importance of the grounds within our city & tourist area must be acknowledged. There are too few open green spaces in the very centre of the city and the impact has been a very positive impact upon residents & visitors especially generations of students & children. I am extremely concerned about the potential loss of these grounds if the gallery building is repurposed.
- No
- There is too little provision in Lincolnshire, it should be extended. Under no circumstances should the Usher be used for weddings. etc.
- The document refers to community heritage. Please expand on this to ensure our history is promoted and not lost. What are other organisations doing to own this eg heritage Lincolnshire? I do not see it as an LCC responsibly to deliver community work. Either commission someone or support volunteers to do it. Money is too tight and I do not want the whole service to close like other county's have done. People don't know about what's on offer. Can budget or a business case be put forward for a county wide advertising campaign to happen. This could go out of county. I see the national musuems marketing

budgets and it's sad Lincolnshire's seems to be restricted to social media, which many of the visitors don't have.

- I have had the impression for some years Lincolnshire County Council really does not care about Lincolnshire's Heritage and Cultural sites and would be only pleased to close them all down.
- I have visited all of the sites in the list, I have also taken friends both British and from abroad to visit them, at times I have been embarrassed by the lack of imagination and care given to the sites by the councils, this I believe is more due to lack of appreciation and interest than to funding.
- In the Victorian Prison there is a lot of empty space that could be easily filled. Empty cells that provide no interest for visitors. It is my understanding that there is an Education Team. Could it not be a simple exercise for this Team to put up some framed newspaper transcripts of trials or copies of other documents from the Archives relating to the prison and prisoners. 1200+ prisoners were sent from Lincoln for Transportation to Tasmania and yet there is little or no interpretation or display of this part of the prison's history. Also, the Prison receives a number of international visitors. There is a collection box asking for donations for the upkeep of the prison. A simple sign saying something along the lines of "Foreign Currencies Welcome" might generate some extra cash.
- No
- ALL historic sites, whether public or private, should advertise the rest particularly if it is either nearby or of a similar nature. There is not enough co-operation throughout the county although it is not as poor as it used to be.
- Budget for heritage should be increased, if necessary cut money from children's centres
- Lincolnshire heritage must be preserved for the future generations
- This has to be more than money. This links to education, and wider cultural experience
- No
- The Usher is tired, old and no longer fit for purpose.
- Heritage Skills Centre at Lincoln Castle should be re marketed by selling equipment etc. and then used as an venue for meetings, conferences, art display etc.
- My family and I visit the Castle regularly and thoroughly enjoy the grounds and cafe
- The staff at the castle are delightful and always have time to speak to my wife and I. They even had a Dog Friendly day!
- I would like to express my thanks to the staff at The Collection who are always so interested, helpful and don't mind my children asking endless questions about dinosaurs!
- Campaigners for Usher are nothing more than bullies
- Having visited Lincoln Castle on many occasions, I am pleased to see that it will have the chance not only to continue to provide a brilliant heritage based experience to visitors but also to increase and enhance its offer.
- I have been disappointed to attend certain temporary exhibitions and find that an exhibition catalogue does not exist. My advice would be to consider a catalogue which offers another avenue of income generation.
- There are many sites in Lincolnshire that work with or to celebrate the history that is Lincolnshire. We should be proud of all these sites and be more forthcoming about what the City of Lincoln has to offer, make Lincoln a tourist destination. Make it easier for people to visit, make them want to come here.

- Your logo says 'working for a better future'. Live up to it and be creative. That is what you are there for. Engage more with the community. Attract more visitors. Visit Yorkshire sets an example of how to attract visitors and investment.
- To run annual events at the sites that are struggling within Lincoln
- I would urge the County Council to retain the Usher Gallery. It is cherished by its local population, who deserve to have access to the building and the collection that was given to them, as well as by the artistic and cultural communities. It is something that Lincoln is known for and its heritage should be respected. In a county the size of Lincoln visitors should expect to find a range of experiences and opportunities. Personally, Lincoln has less appeal to me without the Usher, than with it.
- County policy towards heritage is a disgrace - cherish it, don't try to destroy it.
- None
- I wish to make clear that I oppose the repurposing of the Usher Gallery via this survey
- To ensure that Stamford Town Council has access to all elements of the collections that is held by the County Council and that is displayed at the Usher Gallery.
- i visit lincoln quite often and always visit usher gallery and collection and i really value them.the less culture in a town means less visitors
- It's about time LCC grew up, and faced the increase in all costs by either stopping some services which seem unnecessary to many of us (Link buses ??) or facing up to their responsibilities and increasing the rates to pay for all necessary services including potholes, pavements, cleaning, - Perhaps they could start by not continually increasing the pay of their 70+ Councillors, reducing the number of Councillors, or in fact not paying them at all, except expenses like all the parish councils. My personal opinion is that, somewhat like national government, it is no longer fit for purpose and the whole issue of local government should be reconsidered - For a town like Stamford to have THREE different local authorities organising various bits is ludicrous, inefficient and very expensive - It was much better as a borough.
- Review of Heritage assets owned by LCC is sensible but we must not lose sight of the issue that these are held in trust for future generations of residents.
- The proposed plan is totally crap... Suggestion to the Chief Exec... Phone the council at Margate and have a chat with them about what was achieved there... If you genuinely can't do better than what the current proposal suggests, then you and your lackeys should resign so your wages can then be used to support the attractions that are under threat.
- I have serious reservations about the proposed impacts of any proposed change of uses for any of the sites mentioned, but particularly the Usher Gallery. Working in the heritage industry as a private consultant, I would like to be reassured that Lincs County Council, in conjunction with Lincoln City Council as owners (and not working against!) that they have fully assessed the significance of all of their heritage assets and that the impacts of any proposed changes - especially at this early stage, have been properly examined so that decisions appropriate to the buildings and their uses can be made. I am reassured to hear that Lincolnshire Archives is not to be moved and I would also like to seek reassurance that this valuable and irreplaceable resource for the history of the county and as a key heritage resource, will continue to be maintained with access for the public and that greater investment will be made into this resource. Whilst the staff at the Archives are outstanding, th
- Underinvestment of both time and money, and lack of vision should not be allowed to continue - sites should be properly supported as art and culture are vital to our wellbeing

and creativity should be encouraged as an important part of our society, not just for those with the money to access it. There is plenty of willingness by the public to visit and support these sites if they are properly maintained and accessible to all.

- The "not visited" part below is because I'm housebound, not because I do not care about the sites...
- The heritage weekends are well worthwhile and will I hope continue and develop.
- Proper fund the Heritage Service and ensure it serves the whole community.
- Just reach an imaginative decision not just bring the axe down on a beautiful building which belongs to us.....the people of this fantastic city
- Don't let Stamford miss out yet again..we lost the excellent museum
- No
- How many other Council provisions are going to be hived off to volunteer groups - local libraries (Birchwood/Boutham) are now only open 8-10 hours a week. We just keep getting less for our annual rates. How about the Council Members all becoming unpaid volunteers - how much would that save ?
- Grantham has got a museum why hasn't Stamford
- No
- Our heritage and culture is an important part of integrating the people of England into a society that works well together. With an increasingly varied people living in the UK it is important to teach everyone about the heritage of the country they live in and giving everyone something in common. It has been proven that art and nature has a positive effect on our mental wellbeing. The availability of these should be protected and increased, given a good benefit to the population who is having increasing problems with stress and mental health. Increase school visits to heritage sites to students as the benefits of health and learning about our culture and country is important for the above reasons.
- It's our Heritage. Hands off!
- No.
- • What assessment has been made of the impact of the lack of public transport on access to heritage attractions in Lincolnshire? • Does LCC intend to dispose of local collections and sites if they cannot be transferred to third parties? • What standards does LCC intend to set for the care of collections when it transfers them to third parties? • Developing local heritage collections to reflect changing times will not be possible if there is no local hub (and it does not sound as if Lincoln is interested in these aspects of Lincolnshire life). Has LCC considered how the proposals will impact on future collection development?
- See previous comments on LCC
- I will be entirely honest in that my motivation for completing this survey is to challenge those posh bullies from SLUG
- Stop catering to old people
- I think the council should be congratulated in trying to take care of itself
- I am unable to access building easily and The Collection is so easy to move around
- The county of Lincolnshire is not well known for tourism and I think some of our wonderful heritage sites should be promoted more nationally.
- I think turning the Usher Gallery into a wedding venue is a dreadful idea and must be avoided at all costs.
- I would like to know how many of the cultural sites in question, whose future existence is under discussion have been visited during the last 12 months by County Councillors. I would

also like to know what they would define as culture and what part they think it should play in the life of ordinary people.

- I refer to my detailed previous answers.
- Please listen to the younger generation - Brexit???
- I think that the Council should know that not everyone feels the same and there are some enlightened should out there who want to see change and progress. I just doubt they will bother to take the time
- Improved ticketing at Lincoln castle. People who wish to see a specific exhibition eg Domesday book were required to buy a ticket for a visit to the entire site. This discourages visit by especially local residents.
- I would like to see Lincoln retain the charm that visitors so enjoy. The individual shops and businesses in the Bailgate area are a delight to so many tourists. It's rather sad that the big multinationals are moving in because rents are so high.
- I've raised many general issues throughout.
- I would urge the County Council to consider very carefully their proposals concerning the Usher Gallery for all the reasons I have highlighted.
- Heritage Services should be enriching the lives of residents by providing ALL the facilities listed above, including those which I have discounted. Reducing life to a profit and loss account makes it soulless and dystopian.
- No.
- The Usher Art Gallery must be retained as our Art Gallery
- No
- Having worked in London for around 5 years, I used the A1 North to get home. In all those years Stamford remained the only Lincolnshire town on road distance signage. Never did I see Lincolnshire advertised in or around London, the Nation's capital. Shame on all Council's within Lincolnshire. No wonder Yorkshire has stolen the show in regards to county attractions!
- Not at this time
- The Collection is outstanding as a County Council offering - I do not begrudge a penny of the Council Tax that I pay for such a facility. I appreciate that times are hard financially but that should not mean that we should sink to the lowest common denominator in all things.
- Can we have our museum in Stamford back?
- Make access to all these sites possible.
- Councillors seem to be hell-bent on attracting visitors to the City eg transport hub, Sincil Street regeneration, new shops. From listening to visitors I find that they don't come to Lincoln for the shopping or to visit the soulless Brayford and its numerous food outlets, they come for the rich history of the city and county. You have managed to make a success of the Castle - revamping the Usher/Museum must be done but not in a way that reduces the Usher to a white elephant and the grounds to a breeding ground for drunks and rough sleepers.
- No
- commercialisation of these sites must be a priority but without reducing accessibility or social inclusion.
- There needs to be more co-ordination between Lincoln's main attractions- castle. cathedral, collection. proper joint ticketing (as in York).And is there scope for working with hotels 9and even train companies?) to offer joint offers- attractions + accommodation,that could be

pushed nationally? (having visited York recently, with joint ticket offers and a bigger range of attractions Lincoln has to push hard.

- A town with the historical importance of Stamford should have a MUSEUM
- I would like to see the Council really promoting and signposting the Collection so that visitors to the Castle and Cathedral are more aware of it. It would be wonderful if more could be done with the wonderful costume collection stored at the Museum of Lincs Life.
- There are various important examples of architecture which seem to be in decline and not protected. For example, the buildings of the Victorian architect William Watkins seem to have gradually suffered and his legacy not valued.
- Defend your museums, galleries and heritage.
- Heritage and culture are fundamental to all in civilised societies, and they will especially be so to increasingly sacrificed future generations.
- No
- What is happening to Greyfriars?
- Stamford needs a proper museum as it once had in Broad Street. There are many visitors to this historic town who can find little in interpretation and explanation of its history, many of the existing board being old and faded.
- More money and events should be staged at the Lincolnshire life museum
- Can expenses be cut by scrutinising no staffing levels?
- Heritage and local history should now be in every High Street across the county
- Lincoln has a rich and unique heritage which is evident and embodied in its wide range of buildings. As an upcoming city with incredible potential the county council should be focused on initiatives that promote and celebrate this. Collaboration between the sites should be developed. Lincoln should be striving to be the UK city of culture in the next ten years, a possibility that carries huge economic potential. However, the current plans regarding the future of the heritage service and selling off the very things that makes Lincoln so special will prevent this from happening.
- I plead with you to consider a vision for this county that can move it forward in terms of Arts and Culture. I have spent my whole adult life working within the arts. I run a creative business from Lincoln exporting all over the world. There is a thriving arts culture just bubbling under the surface here and it needs to be encouraged. The creative industries are increasing their economic input into the economy by double the amount of the overall increase in GDP at the moment. Lincolnshire is made up of small businesses but yet the arts and culture seem to be ignored here, we have to do it ourselves, just think how successful it could be with a little more support through bringing people willing to invest in arts and culture into the city. I sell very little locally, I export as there is just not enough people with the appreciation alongside the money to support it in the local area. By actively promoting the arts you would be increasing the economic fortunes of many businesses as well
- These questions have been written in a way that suggests the county council has already made up its mind. Lincoln and it's county has lots to offer and any reduction to cultural services is a rejection of a civilised society. We need to offer a broad spectrum of cultural events for all and for as far as possible for free.
- Consideration of the heritage assets of Lincolnshire should be seen as part of the Lincoln Shire tourist economy, and a degradation in those assets must be seen as a consequence degradation of one of Lincolnshire is major income producing assets.

- There needs to be a better cultural togetherness for the whole county which I feel is perhaps beyond just the local authorities efforts, and therefore needs a bigger picture, with more future thinking than appears at present.
- Providing a varied programme of events in the same place is good for visitors but for people who live here Castle fatigue will set in. Lincolnshire residents visit different sites. Perhaps charging for entry, not National Trust amounts but something, would help.
- The county council should be more proactively engaged in the preservation, display, interpretation of our heritage and expenditure should take priority over some of the activities in which it is engaged,
- The proposed strategy is ill conceived. Increased spending on Heritage will be more than balanced by increased income from "tourism" and the benefits to the population of the County.
- The Usher Gallery must be retained for the display of art and the Usher collection. It is not appropriate to use it for Registry Office functions.
- Do not sacrifice our arts and heritage sector! For a city not to have a publicly owned gallery is blasphemous.
- It is a pity that the history of Lincolnshire is going to be decided on how much everything costs. Very sad and unproductive. Also-to the best of my knowledge -many of the historical sites, and other organisations, are manned by volunteers.
- There needs to be a conversation with not just politicians and civil servants but experts locally and nationally who have a depth of knowledge (and not consultants) on how to make these places sustainable without cutting back but making more successful and growing the arts and keeping our heritage
- I feel strongly that we must promote the rich and diverse heritage of our county through much more proactive and creative management to keep on allowing both residents of the county and visitors to Lincolnshire to share the history, artifacts and rich collection of arts that we have to offer. Better promotion and more interaction overall to integrate the ideas of so many throughout.
- Only that I wish more could be done around the county to bring the collections out to different communities. It's a sad state for arts and heritage nationally and I don't envy the people having to make these difficult decisions. Culture has more of a place in society than it is ever given credit for and access to the arts from a young age has a lasting impact on people's approach to life. Understanding heritage helps to bring a sense of place and meaning to people and if these things are both lost then I really fear for future generations.
- Lincolnshires heritage needs to be protected but we all need to be sustainable these days. Make the Usher Gallery a priority as it can give back so much more.
- I work for a local authority and i know how tight budgets are, but as recently discussed in the media many councils pay their senior managers huge salaries so money is obviously not that tight - so before disposing of some of our county's heritage please consider other options - anyone on the committees making these decisions is only here for a very short time compared to our history - and it belongs to future generations as much as to us - we are all only temporary custodians - i think it is desperately sad when a community no longer values its heritage and culture enough to maintain these assets
- No
- There comes a time when our county councillors need to oppose the prevailing attitude of the current government that public assets should be sold and the role of local government

reduced. The duty of councillors is to work for the citizens of the county rather than the philosophy of political party currently in the central government.

- No. I fully support the cultural enterprise model and the changes that Lincolnshire County Council wish to implement. I believe them to be best for the city and tourists alike.
- How will the artifacts be protected for the town in perpetuity in Stamford's store? As a result of the scaling down of the Stamford museum to the current display there has already been an erosion in cultural capital which these proposals do nothing to prevent.
- James Usher donated his life's wealth to the people of Lincoln to build the Usher Gallery. It belongs to us. It's not within the County Council's domain to limit or claim it's space, to close it's doors, or to sell it's art. This is not your domain. If you do you are letting down generations to come, in a move of political penny-pinching and slight of hand, where you're robbing the pockets of our children. Whatever infrastructure legacy you may feel you build, it means nothing if you fail to preserve the treasures in your care. Please do the right thing by the people of our city x
- The original purpose of the Usher Gallery should be honoured as a heritage issue.
- Bring back the Tennyson collection to the Usher and promote our wonderful gallery
- There are other heritage sites that could be used, bring local history to local areas, big is not always best.
- It's so important we keep these sites under your guard. Turning them into wedding venues or losing them altogether is criminal. It saddens me that the 'Arts' always have to be the sacrificial lamb and it shouldn't be that way. Please think again.
- Please leave Usher Art Gallery as it is...be proud of it guys...its for you too. Don't let money ruin this for future generations...have some pride...have some class.
- Why is the Archaeology store in Rumbold street not mentioned in the report. This appears to be under treat if the Archives are moved. What is going to be done to get on display many of the items in this store which were displayed in the City and County Museum? where will finds from excavations in the County be stored in future and how can these be made more accessible to the public and visiting scholars. Why is the Skills centre at the Castle now virtually unused when so much money was poured into this project?
- I'm an exiled Yellow Belly, who visits Lincoln several times a year. There's so much going on in the city now, it's going from strength to strength, don't spoil it by making rash and ill thought out decisions that will be regretted in a few years time. Look at greyfriars, deserted for years since the collection opened, a prime city location, and left rotting.
- Heritage is vital for an historic city like Lincoln. I appreciate some money had to be carefully managed to keep buildings open but with imagination it should be possible.
- I appreciate that the financial problems of a large sparsely populated rural county are great, and cuts have to be made. But cutting the arts and cultural sites is shortsighted. There is much building going on to attract new business to Lincoln, with huge estates being built close by the ring roads. It seems to me you should be promoting the sites you plan to get rid of, provide much more imaginative leadership, recognise the potential of these places, e.g the Usher Gallery to make Lincoln and Lincs are more exciting and innovative place to visit and live. The Usher was a gift to the city, and the county. And you plan to sell it short! Shame on you!
- Keep the Usher Gallery as intended
- As noted above Horncastle History & Heritage Society wishes to express its support for the idea of Heritage Services providing greater support to local communities across the county rather than just operating its own attractions. Our Society has established a large and

growing collection of historic material, which has had no secure home for many years, and we are now in the process of hopefully taking on the lease to a small building where we would like to make it more accessible and realise its potential to share the town's history. We would therefore be a good candidate for the community museum hub model and would like to explore the possibilities of taking part in this scheme. Our volunteers would benefit from training in how to care for historic artefacts and documents, as well as in how to display and interpret collections, which could be provided by Heritage Services' specialist staff if they were able to share their expertise. We also support the idea of loaning back small objects

- Things such as heritage and arts seem to be the first in line when it comes to cuts. They are also seen as an easy target. It probably gives you a warm feeling to support things like Lincoln Castle and the BBMF but there are countless smaller concerns all over the county, many of which have been set up without LCC support or belong to other organisations as they never belonged to the council or have previously been disposed of. A number of these would benefit from the council's assistance if not their support. If you are hell-bent on disposing of these assets, it is imperative that you work closely with other parties before, during and after. But it is obvious that this is a short-term money saving exercise that will end up losing the county money in the longer term.
- Your approach to this exercise is limited and does not reach the people who it will affect. You need to do a lot more to ensure you are seen to be actually doing your duty as a Heritage Service charged with protecting our heritage
- No, just please keep the Usher Gallery open.
- Funny the things we can afford and the things we can't. We can afford Trident, HS2. Hinckley point, F35 fighters, two aircraft carriers. We can't afford Libraries, street lighting, roads,. Time to rid ourselves of this Tory run Kleptocracy.
- Don't destroy Lincolnshire heritage as future generations need to understand things through real life not a screen!
- In a decade when all of our heritage has been sold off or no longer exists we will regret our decisions today. Some of these places are hundreds and thousands of years old and this and the stores they contain should be valued and cared for so future generations as well as the current generation can learn and be entertained by them.
- Yes - maybe if Lincoln employed a decent curator at the Usher, as we used to have, the attraction for visitors would be enhanced. I have been to two art exhibitions at the Collection where the lighting was so dim you could not see, a problem as you age. Secondly the pictures were hung too low which caused a problem when trying to view, you step back to get the angle right and proceed to bang into a freestanding exhibition case - absurd! We should be ashamed!
- NO.
- Lincolnshire County Council should still provide expertise, advice and guidance for all of the sites detailed in the document after the changes have been made.
- Well just so disappointed that Lincolnshire doesn't seem to have a positive approach to its heritage. I am most appalled by the proposed closure of the Usher Gallery. Very sad.
- The county is in general badly served by museums compared with other counties. Lincoln in particular constantly disappoints visitors who are used to comparable historic cities such as York and Chester. The Lincoln museum is confusingly called the Collection, that name should be dropped. Both it and the Usher should be given much better publicity with

billboards advertizing events and special exhibitions down the high street and upper city to let visitors know they exist.

- THE USHER ART GALLERY MUST REMAIN AS ART GALLERY AND NOT BE TURNED INTO A WEDDING VENUE OR ANY OTHER KIND OF VENUE
- The County Council need to start taking its responsibilities seriously and not treat our heritage as a burden. A perfect example of this is your management of the Roman walls beneath the Royal Bank of Scotland. Poorly managed, open rarely and advertised, if at all, poorly. One of the sites most requested by visitors to Lincoln, but rarely open. If you cannot manage heritage, pass it to the City Council who at least promote tourist services and run the Guildhall as one of the most popular sites in the County.
- Bass Maltings - a tremendous example of architecture and a suitable building and place to regenerate Sleaford and the wider villages. You should for the continued protection, restoration and regeneration of the structure. It could house a new, improved train station, leisure facilities, high end retail, cinemas, etc. and become a real cultural and architectural icon
- Please please please don't dumb down the nature of exhibitions in order to gain wider footfall. Seek to educate, challenge, inspire, inform, as well as preserve, conserve and safeguard the heritage and artefacts that make many of these sites unique and wonderful.
- I was under the impression that public consultations were meant to be written in plain English. What an appalling example this is. I can only conclude that you are purposefully trying to put people off responding. Shame on you.
- Save the Usher. Utilise all Heritage Sites more effectively by hiring discerning, experimental, inclusive curators. Maintain a constant relationship with their audiences to construct a program that is for the people.
- N/A
- LCC should be there to champion county heritage and its interpretation and preservation. Its heritage policy should not be driven by commercial concerns and cost cutting, which this proposal implies. Of course heritage must generate income and seek to be commercial where appropriate, but it should not be at the heart of the policy.
- Please don't sell of the family silver and that includes purpose built galleries - The Dulwich Picture Gallery has made an amazing go of becoming world renowned - Lincoln has a duty to retain the Usher as a purpose built gallery too - we know it's not perfectly run but I have worked with the Heritage industry before to make sure at least there are other creative solutions to retaining this wonderful building for it's original intention - there should be no need for deconsecration (art wise)
- A reminder that our heritage is for our future and must be given high priority - it is not for profit-making or deminishing. Art in particular needs support as our education system fails to teach and encourage young people in the Arts - therefore the Usher Gallery becomes increasingly important, not less so. 'Working for a better future' by not closing the Usher Gallery!
- Do everything you possibly can to keep these amazing buildings and sites. What else is there if they are lost? What would make Lincolnshire special. The people of Lincolnshire deserve better.
- Yet again, after your changes to the Linrary, LCC are pursuing a slap-dash approach to heritage and culture, seen in your overwhelming reductions to the LCC contribution to the heritage budget already. Whilst senior managers' pay grows evermore, key heritage and culture services like this get stripped away.

- I am very concerned that the Usher Gallery should be retained and supported as an art gallery by the Heritage Service. It is the best representative for Art in Lincolnshire, and Lincolnshire would be culturally-poorer without it. The Usher and the Collection must remain independent or the cultural life of Lincolnshire will suffer. It was wonderful to be able to see the BP Portrait Award exhibition at the Usher, and not to have to travel to London to see it.
- Lincolnshire is focused too much on WW2.
- We all know financial issues are at the fore & the difficulties retaining & maintaining these sites poses. Lincs needs to invest & attract interest & visitors to the area to bring much needed revenue to the county. Short term gain would in the end cost very dearly. It's knowing the cost & not the value being looked at. Once it's gone it's gone. That these proposals are being contemplated leaves me speechless
- I would urge wider thinking around how to engage heritage beyond the city barriers and to look at innovative ways to keep the unique cultural offer alive in the whole county. Please consider working with the Lincolnshire Heritage Forum, Heritage Lincs and other local organisations to look at sustainable models to ensure our regional treasures are NOT lost forever.
- No
- It is vital that we protect and ensure that we have vibrant heritage sites across the whole county, ideally these would be free to visit and enjoy, but I understand the changing financial climate may not allow this.
- Feel strongly that the Usher Gallery was bequeathed to the people of Lincolnshire for its present purpose and should therefore stay as it is or it would be going against the last will and testament written down. Lincolnshire needs more events, preferably free, to entice people to go to them. Go to see a free show and spent £30 in the cafe sort of thing.
- Do not turn the Usher into a wedding venue
- There isn't enough of a Lincolnshire story in a lot of what is shown - a bit of a flavour, but not enough. Losing financial support is a big pain to everyone - but perhaps it can be turned to advantage. All I'd say is think as big as possible.
- The Lincoln Drill Hall must remain funded and supported. The numbers of people who visit and benefit are significant- the economic impact of the venue alone shows that the council would be ill-advised to not do everything they can to keep it promote, funded and supporting the local community.
- Just mainly that the Usher is too wonderful a space to lose the backing of yourselves. It **DESERVES** to be an art gallery, merely in its size and space and some of the beautiful permanent collection items it has! Do your research of other gallery spaces such as Yorkshire Sculpture Park, and the Baltic in Liverpool. to see why art deserves space and to see great ways of displaying effectively and keeping contemporary and interesting. Look at Ty Pawb in Wrexham to see how we can create beautiful investment in the Local and Community, and **CELEBRATE** the locality and the local community. Keep thinking! Not just cutting/downsizing! Think about ways to retain all with your budget, not to supersize a small amount of places!
- Heritage is important, but should be funded through charitable organisations such as English Heritage or the National Trust rather than local authorities who are cash strapped.
- "Working for a better future" does not mean ignore the philanthropy of the past, or sell off, to suit a financial view.
- I hope that excess pressure is not put on the Heritage Services staff to deliver some of these ambitious plans as with austerity, they are already working in reduced numbers

compared to a few years ago. I hope that investment is made in your staff so that they can meet these objectives.

- I repeat, PLEASE DO NOT CLOSE THE USHER GALLERY. Our family specifically chose to settle and raise our children in Lincoln due to the local community of art and culture. The importance of having access to a free and stunning art gallery of such high quality, where my children can experience and be inspired by the creative experience, simple can not be overstated. What would Lincoln be without the Usher and the Drill Hall? A beautiful space with a nice selection of chain stores? (Obviously the Cathedral, Castle and Collection set Lincoln apart but we need the Usher and Drill hall too!)
- I would like to add to this survey that, from personal experience, I have witnessed and seen how one 'microsite' has been treated in respect of lack of promotional advertising, lack of funding when supersites have the biggest share and how staff feel when these matters occur. All our historical sites should have equality. We are the custodians of our heritage for the future generations to see and hold in esteem. They should be able to have all these wonderful sites to pass on to the next generation not to have lost them because someone on this Council decided that they were not self sustaining enough.
- what is the point of having this 'wedding venue' in place of the Usher Gallery when most marriages end in divorce these days.
- Please put back the original entrance to the Usher and use the porch as the exit to the Collection, it was pure folly to alter it . The Usher needs its own proper shop cafe again and the education service it once had.
- There is more to Lincolnshire to Lincoln and "Bomber County".
- I suggest LCC members should visit some local authorities which exploit their heritage effectively and retain museums and other buildings in their ownership. There would be valuable learning to be had from such a visit.
- No
- N/A
- I am extremely keen to see the Usher Art Gallery kept fully open as a public art gallery. It would be cultural vandalism to close it and re-use the building for something else just because the CC hasn't maintained it properly over recent years.
- The proposals for Lincolnshire Archives are equally worrying but fall outside this consultation.
- No
- I think that the Heritage Department should redefine its role and withdraw from the current 'hands on' approach to Lincoln Castle and support the Heritage of Lincolnshire
- How are LCC developing the collections, ensuring that what is happening in the county now is captured and preserved for future generations?
- The culture and heritage of the county is not an option to be downgraded or dismissed by councillors who have a temporary tenure in post. You do in fact have a responsibility to nurture assets which have been placed in your care by benefactors who have gone before you and leave them in place for those who follow you. To be seen as a philistine period by your successors should not even be a risk you would want to take!
- As Chair of the Lincolnshire Heritage Forum I want to pass on the comments and suggested ways of working from a recent consultation event. The LHF has nearly 60 members consisting of individuals and organisations (large and small) working in the heritage sector across the whole of the County. Comments as follows: The LHF committee and members welcome the idea of greater and more effective communication between LCC Heritage

Services and heritage sites across the county, especially given that LCC HS are set to become very Lincoln-centric. They feel strongly that this communication needs to be two-way, and that all the sites and services have expertise, knowledge and ideas to share. They also feel that the collections that are held in Lincoln that have come from all over the county belong to where they are found and should be displayed there wherever possible. They welcome the idea of the collections being offered to communities (with the right support). Members welcome the principle

- I am particularly upset by the Usher Gallery losing its purpose. It is a lovely building and the art has fitted its walls. What must the Usher family feel. I was greatly saddened to see the dirty gallery recently. His photo was dusty and silver Imp topped silver spoons looked like pewter. Obvious the building was being run down. Can not compare it to the modern building. Lincoln was a city filled with Roman, Norman and other beauty, now it's concrete and glass. eyesore.
- No
- Where is the Grantham Collection being held? Are there any BBMF Objects held somewhere in Lincoln? The Stamford objects that are currently held in Lincoln - will they be returned to the Stamford Collection if a 'third party' offers to take on the Stamford Collection. What offer is being made about the Store building?
- My main point is that heritage matters should not be a responsibility of a local authority at the present time. Neither should adult social care, which along with government cuts is placing tremendous financial pressure on local authorities.
- I am concerned that the authors of the report do not seem to understand the importance of heritage and its contribution to the county's economy. The impression I get is that they have not visited the sites they are reporting on and only see heritage as a budget entry in the county's accounts. A county the size of Lincolnshire should have a more positive approach to heritage. The reports all seem to me to be negative. What is the least we can do? Heritage has been neglected for the past twenty or thirty years with no investment in the Museum of Lincolnshire Life other than a children's plan area and no updates to the displays at the Collection. The Usher Gallery has been so redesigned that there is nothing to attract visitors to visit it and no signs at the Collection to highlight it to visitors. If this is the approach to the museums and galleries' I am concerned about the safety of the collections at the Archives as a recent email stated that they no longer have anyone there to catalogue.
- Funding for the Historic Environment Record, (HER) must be looked at, the staff running this essential service are doing fantastic job with the time they can. But pressures are visible. North East Lincs, does not currently have a Heritage Office at present, causing considerable problems for archaeological work and planning, and running the risk of damage being done inadvertently to heritage sites in this area.
- Please DO NOT allow our only art gallery The Usher Gallery to become anything other than an art gallery - there is so much potential to make this a very viable resource - needs saving.
- I am surprised that the Lincolnshire Historic Environment Record is not mentioned in this document. It aligns with the Archaeology Museum or Lincolnshire Archives. I hope its suitability to run alongside Lincolnshire Archives will be considered as HERs have been joined with other Archive services - see Worcestershire and Somerset.
- I arrived in Lincolnshire from Somerset, and have continued to be very impressed by the architecture and historical legacy of this county. However compared with Somerset

insufficient promotion is given to making the rest of the country aware of what Lincolnshire has to offer.

- Turning one of the most impressive buildings in Lincoln into yet another wedding venue (and closing it to the public) is a backward step in a city that is trying to make more of an impression.
- I want to reiterate the importance of keeping The Usher Gallery. XXX. XXXXX. The gallery has a completely different feel to that of The Collection. It is a true gem. XXX. However, you need the gallery. It will be a strange day when I have to go to The Ferens in Hull instead. Lincoln will be left behind. The Collection and Usher are integral to the culture of our county - we need to keep both. You really need more signposting from The Collection. XXX Please save The Usher. XXX
- Lcc should offer support to the fabric of Lincoln Cathedral.
- Only to repeat that you must leave the Usher alone.
- Please do not remove the heritage of Lincolnshire from the residents of the future.
- No
- Value and market what the County already own.
- Publicity on all is required. Social media updates?
- My general concern is that this consultation concerns itself with sites and finances, but does not offer any actual vision for heritage preservation and delivery. Mistakes littered throughout the document give the impression that it has been written by someone with no understanding of the service, its history or indeed its potential, and certainly not by a qualified heritage professional. The cutting of staff and services and the de-skilling of professional staff within the service has severely impacted the ability for sites to conduct their traditional roles, yet the document is generic in its discussion and could have been written about any county in the UK. General and unsupported assumptions are made that as visitor figures are dropping, the sites must be fundamentally failing. There is no detailed analysis of sites beyond basic visitor figures and income, giving the impression that the document has been written by an accountant, for accountants. The need to cut costs is the drive
- The Usher Art Gallery should stay an "Art Gallery".
- |No
- I did not think this has been adequately aired or discussed. I would wish to be involved, and had heard rumours - but didn't know about this survey until 24 hours before the deadline. Surely wider discussion would at least explore new options. Can we not try? I'm in!
- No thank you!
- A LAMENT TO ELLIS MILL A long time ago back in the 1700s no less than six fine windmills stood with their backs to Mill Road in Lincoln. They faced the wind from the Trent valley below and produced many a fine stone of wholesome flour for the good folk of Lincoln. Over time, the Industrial Revolution overtook these once essential machines and they became redundant, derelict and were knocked down. During the Second World War only Ellis Mill was standing on that hill with its neighbours all gone and the last miller Mr. Frank Ellis, he too had left. Then in 1974 that surviving windmill was inexplicably set on fire that reduced it to a ruin with all the floors and machinery destroyed. The courageous members of the Lincoln Civic Trust decided to bring this windmill back to life and restoration work started in the year of the Queen's Silver Jubilee 1977. They employed a millwright, Mr. Salisbury and he incorporated significant mill machinery generously donated by the owners of Toynton-All

- Not at the moment, my main concern is that the Usher Gallery remains an art gallery, open to the public.
- The Usher Gallery is part of my personal heritage, as I was inspired to study Fine Art following many visits to exhibitions during my childhood in Lincoln.
- no
- We regularly visit attractions during the school holidays, we would hate to see the loss of the current use of the Usher gallery and feel it would negatively affect both our enjoyment of the gallery and the collection and probably would not chose to spend time at the proposed and no doubt overcrowded super site.
- The vistor centres are already owned by the public through direct and indirect taxation and therefore should be remain in and be run by public services. Once they've been outsourced it will be almost impossible to bring them back to pulic ownership/operation, and the Lincolnshire heritage that the County Council likes to publicise and be acquainted with will become diluted and lost forever in the coming years.
- Only the usual. Red Lion Square 'sets' a disgrace. Need regular care. Dreadful pavements. Not the cleanest town!
- The Usher Gallery's collection was donated to the City of Lincoln and, as I understand it, money was left by James Ward Usher to build the Usher Gallery to house his collection. His wish: 'It has long been my desire and ambition to bequeath a considerable proportion of my life's work in art to Lincoln, and I hope that it might form the nucleus of an art gallery and museum worthy of the city'. It is completely against his bequest to turn the Usher Gallery, built using his bequest, into a wedding and conference venue. Also, the statement that the exhibits in the Usher Gallery are static and deter repeat visitors is exposed as a lie on the combined website for The Collection and the Usher Gallery which states: The Usher Gallery combines displays from its permanent collections of fine arts, decorative arts and horology, enhanced by loans of acclaimed works from national collections, with a vibrant programme of temporary exhibitions. My family visits the Usher Gallery on a regular basis and
- Please remember you are custodians of Lincolnshire's heritage, and whilst I understand the need to monetise the service and your desire to bring national cultural experiences to Lincolnshire such as Lego your primary objective is to preserve and showcase Lincolnshire's heritage assets
- does the gallery's board support diversity - they do not represent Lincoln and its residents. I'm a 30 year old female, they don't represent or understand me.
- I pay a lot of council tax and while we hear of cutbacks,I'm alarmed at the same old faces and their families claiming such a lot on council meetings,new service vehicles and pay offs we aren't allowed to question but the beautiful city's assets come a long way down the list when sharing out the funds
- Yes - The Bailgate - Why are the Council so adamant on ruining such a beautiful area rich in culture and history with continuous changes to permits that feed the obnoxious, loud, anti social behaviour of people?! For example the late night permission granted for Elite fish and chip take away and the extended seating are at the Lion & Snake? This really needs to be monitored.
- GENERAL COMMENTS • Expenditure on heritage in Lincolnshire by LCC in 2018/19 estimated at £1.1million. However tourism in Lincolnshire is estimated to be well in excess of £1billion per annum. • Poverty and affordability. Commercial operations are less likely to attract visitors, especially families, with low incomes. Poverty of pocket could lead to poverty of access to art and heritage. • The Archives are a statutory provision and a valuable

resource of heritage.. They should be discussed separately from the non-statutory assets. Archive access must be improved both for researchers and members of the public at an 'appropriate' cost and convenience. • Commercial organisations that are required to archive material should be charged for doing so.

- Yes. I do feel that Lincolnshire County Council has done a very good job with the Castle and The Collection. These venues are run in an imaginative and attractive way. It would be good if this 'magic' could be extended to those other venues which are being retained in order to secure their futures.
- No but please look at the William Morris gallery. It is a shining example of what can be done if the local authority invests rather than sell off their history. The user gallery is but could be so much more.
- More needs to be done to encourage primary and secondary school students to visit our heritage attractions on a regular basis and to involve them in heritage conservation projects in their local area.
- Work harder to join heritage sites within Lincoln. Encourage use of all sites by locals, whilst the Usher gallery should not be removed from the list of sites it should be used more for private functions such as weddings, the market for doing this and others of its ilk would be lucrative
- I feel there should be much more dynamic and Engaging communication about what is available across the services described. This might open up wider involvement and dialogue .
- Events at sites in Lincoln are poorly promoted and usually reported after the fact.
- How long has this proposal been discussed by councillors and their officers and to what extend has there been a thorough consideration of other regions' models of operating their cultural services?
- Am wishing the City Council will honor their commitments, and have the courage to be open to making a change for the better.
- The continued operation of the county's archives is of particular concern to me - particularly as an historian with longstanding interests in Lincolnshire.
- I'm a passionate supporter of Lincolnshire heritage, and have done much work as a photographer for many of the sites listed. The core of my being is opposed to making them stand alone in a commercial model
- We are failing in our duty to protect and promote our cultural heritage in Lincolnshire, Austerity in Lincolnshire means closing public libraries, museums, art galleries etc. while wasting money on supersized, under used police stations such as Grantham's.
- By shutting or handing off various heritage sites around the county, LCC continues to enforce a very Lincoln-centric approach. The story and history of Lincolnshire is varied, complex, hugely important and very interesting. This story can only be told if the Heritage Service actually looks at the county in its entirety, and stops focusing solely on getting people into the Castle and the Collection. These sites need to have investment put into them so that they can be improved and promoted and to get people through the doors. Limiting the service provided and expecting the number of visitors to increase is an incorrect assumption. The less services there are, the less likely people are going to know that they exist. LCC cannot promote the idea of Lincolnshire DNA if they are going to ignore the heritage sites that are outside of Lincoln. Having proper signposting across all the Heritage Services sites would increase the number of people who visited all of the sites. Having dedicated co

- Strategic thinking and enriching interconnections. We have all sorts of heritage assets - for instance some of the best churches in the country- how do we connect them to other assets?
- Postern Gate has not been mentioned. This should have more opening hours, perhaps tours could be run from the Guildhall, and the tours should be advertised. The Stores in Rumbold Street need to be more easily accessible and their future safeguarded with good curatorial care. Open the front doors to the Usher again to give a better entrance impact. Improve signposting to the Usher and the Collection, which should be revert to its old name of City and County Museum. Have publicity material for all sites in all of the buildings - nothing in the Castle to direct people to the Museums and Galleries. Keep the skills centre open. Make Heckington Mill a centre for courses on milling and mill writing for people throughout Britain to maintain the skills needed.
- No.
- The County Council should be lobbying the government to protect heritage and the arts from the austerity regime rather than reacting to offload these irreplaceable assets.
- You're becoming a complete sell-out of a council and clearly haven't learned from the libraries debacle. Most of what is proposed is like giving away the family silverware
- Just to repeat what I said earlier, I do not think it is appropriate to expect this service to be self-sustaining. Art, history, heritage, all of these are critical to a healthy society yet their impact is difficult to quantify in numbers. But they are vital and should not be minimised - quite the opposite. I felt that Cllr XXXX XXXXX's statement along the lines of 'The Collection has lots of space that is poorly utilised' didn't seem to have much evidence to back it up. I don't feel there's a lot of underutilised space in there. If there is, though, I have no doubt there are lots of voluntary organisations out there who could be invited to display historical artefacts or artwork there. Also I think this questionnaire has been poorly designed. Why are you asking for people to rate their agreement on a scale of 1 to 10? These are far too many options. Are you really bothered about the difference between someone saying an 8 or a 9? Why not just keep it simple and say agree/disagree/no op
- Should be more free entry sites. London have so much Lincoln offer so little to lock people. Locals in Windsor are given free entry to Windsor Castle all year round. Locals in Lincoln even have to pay to visit Lincoln Cathedral apart from Sundays and the twice yearly free dates.
- **SAVE THE USHER ART GALLERY!!!!!!!**
- There is a 'Heritage Counts' style survey which is yet to be published for Lincolnshire, it could alter the proposals for the Heritage Service. I live in Lincoln and love the town, but I also work around Lincolnshire, and just like so many of us feel that London gets too much of the public's money, many people around the county feel forgotten as many of the events and opportunities to engage with heritage are in the city and not enough are shared around the county.
- The Usher Gallery must be maintained and have free access.
- I don't believe that you've fully explored the potential for re-thinking the Usher in a manner that's consistent with its designed use as a gallery, considers its unique asset - the barely seen De Wints among them and complementary to yet broader use. Such an asset should not be used as a register office when there's a perfectly good one alongside, but could be enhanced as a partial functions facility. What further thought can be given to the wider, broader public display of the 100s of paintings, assets etc held in store - a rental deposit or capacity to hang in more public spaces etc. With so many De Wint languishing below stairs,

did these not need to be brought out and enjoyed more. In public or in private, in collaboration with the new Cathedral visitor centre, in schools, in my dining room etc. I genuinely think there's scope for Lincoln - and the Usher - to become a renowned centre based on little more than making better use of what it already holds.

- Although it is appreciated that heritage, culture and the arts are not a statutory function, their impact in terms of emotional, educational, mental and social wellbeing should not be underestimated and the impact that has on cross-cutting services and reduced dependence on other aspects of the Council's budget. Turning the lights out on a facility such as the Usher Gallery is turning the lights out on hope and aspiration for thousands of people; instead look to engage and involve more.
- One example of a lack of joined-up working that potentially shows a missed area of opportunity - Over Easter we had a guest staying, and wanted to show off some of Lincolnshire. I had a leaflet about Joseph Banks with a trail of locations to visit, produced by East Lindsey District Council. We visited Horncastle, spent money on lunch and in the bookshops, and went on to Revesby and other sites on the tour. We learnt about a local but very significant Lincolnshire figure, but also picked up information on Matthew Flinders, George Bass and John Franklyn. Each of these was a major figure in exploration, particularly regarding Australia, yet there is little to publicise them as a collective in the County. Individually ELDC have leaflets and tours on Franklyn and Banks, but Bass and Flinders were born in other Districts, and so there's no collective effort to promote their achievements or that all four lived in Lincolnshire. This feels like a missed opportunity, and if promoted more
- No.
- The changes to the Usher Gallery are what has prompted me to complete this questionnaire. I feel strongly about that site in particular, as a regular visitor to Lincoln.
- Keep the Usher gallery a gift to the city
- Mainly the Usher. Please keep it as a gallery. It's iconic.
- Are we keeping the cathedral, or is that to be sold for University housing?
- Our Heritage and History are fundamental to the County that it is today. Money is wasted in many areas. Small. Buildings as well as large need to be preserved and maintained
- I do appreciate the financial constraints of the local authority and that it is in the unenviable position of looking to make cuts across the board, including in heritage. However, the closure of the Usher Gallery, a vital part of the Heritage jigsaw, in particular would be short-sighted. Erode the number and variety of sites and attractions and visitors will eventually come for shorter periods. There is also immense local pride in and affection for the Usher. I am also concerned about the windmills. As working mills they are very precious. Any plans for them should keep them working. It is a one-way path if they are sold or repurposed as buildings.
- No
- As a South Holland resident we are so far from Lincoln that many residents do not feel any connection with our County town and its amazing heritage that closer residents do. To facilitate visitors I would like to see the County Council working more closely with train operators and encouraging more services to Lincoln at weekends (and in the week for those who drive in to the City regularly) this would encourage a closer connection with Lincoln and more easy access to the super sites proposed.

- I have visited nearly all of your sites in the last five years and these have been return visits. I have found the staff very helpful and the information excellent. I believe that there should be more micro sites, not less and your scheme is too Lincoln Centric
- The council need to put more effort, enthusiasm and time into what we have and securing them for the future. Too often events or exhibits seem rushed or not full thought out. So much more can be done to bring people in.
- LCC should be stronger in seeking funding from the government and elsewhere to protect our precious resources and stop trying to deprive Lincolnshire residents and tourists of such amazing sites.
- I feel that more should be made of the sites together as a whole telling the story of Lincolnshire from prehistory to the present. This would require more publicity than has been used in the past few years.
- Concerned about potential loss of learning - space reduction for all aspects of heritage learning seem to be at risk in this document.
- This consultation should have been more widely advertised throughout the county rather than just a small piece in the magazine and on the internet. Once the heritage of Lincolnshire is sold off to the highest bidder it will be gone for ever. Heritage is owned by the people that live in it, not by people who just want to make a profit from it!
- Why do you consider that our heritage is yours to sell off? It is not. Does it not belong to the people who live in the communities and who chose to visit? Be more innovative by all means but you can only achieve that by consulting for ideas etc much more widely than you have done. We have skilled people in Lincolnshire. Use them and the energy of young people to lead the way. Save our heritage for our people. Put our money into that rather than another office block or hotel please.
- Just keep Usher Gallery as it is
- It is not enough to rely on Lincoln's fabulous history. Whilst this is what the average tourist might want, it does not encourage the average resident to participate. Heritage is relevant to the future as well as the past and joined up innovative thinking is required when managing these precious resources
- No.
- lots of people do not know what the collection is as the name tells you very little. who though that one up?
- Stop ruining our beautiful city with horrible university buildings. My wonderful city is over run with huge box like residential buildings in the historic centre. Who is allowing this ? Who is receiving all the money for letting these shapeless residential buildings be constructed?
- Just that the money could be better spent on looking at the management structure, getting in some more creative marketing teams, doing audience surveys on how to make the sites more attractive and interactive, going to other museums around the country that do this well and learning from them (eg Science Museum or V&A in London, or the MERL in Reading?) Knocking down a building and starting again does not fix your systemic management issues. They need sorting first.
- Don't want things transferred to the Collection as it is not a suitable display area for them, and it was Mr Usher's wish for it to be given to the city. Lincoln has been ruined and had its identity stolen away by the University around the Brayford, and Sincil street which has been pulled to bits. Of note are the watches which are on display at the Usher. There has to be something left for the future generations, it's a crime that the gallery and the windmill are being lost. These things were gifts and should remain so.

- Heritage is a key revenue earner to Lincoln City. Lincoln Usher must not close and neither any of the other sites. It would be a travesty of this current government if they did. Why not also charge a small entry fee to these places as a means to get more income?
- Usher Gallery should not be closed
- This response is written on behalf of the Bailgate Area Guild, the association of businesses in Lincoln's Cathedral Quarter – from the Strait to Newport Arch. We have discussed the Gallery's possible closure with members and residents in our community. We have also read through the County Council's review in detail and reported its findings back to Guild meetings as the basis of a discussion about the city's cultural resources. The overwhelming belief of our members is that the Usher Gallery is a significant part of the city's rich cultural life and history, and that to close it would be a tragic mistake. We note that the review is based around the simple premise of The Gallery closure, expansion of The Collection and changes to the Council's heritage management team. This proposal is very sketchy in form and should be treated as just one possibility amongst many, each of which should be explored before any decision is made. The County Council should certainly look at models else
- I would seriously question the proposed closure of the Usher as an art gallery. How is this contemplated on heritage grounds? How much is the proposal influenced by the closure of the Cathedral Centre and the need to find more permanent accommodation for the coroners.
- There is a severe lack of trust by people in LCC. Deciding on the outcome before the consultation would make this worse.
- Yes please stop using this abstracted use of the word 'heritage; these cuts on the case of the Usher are killing Art and Culture. Two words sadly lacking in your documents.
- The Usher is the only art gallery that we have in Lincolnshire, it has designated space to house and display works from art from De Wint to Lowry. The Collection is a space for housing artefacts, for school trips and education, a cafe and a play area. Please reconsider your proposal. we have plenty of wedding venues but only one Usher Gallery. The County Council has a responsibility as the guardians of Lincolnshire Heritage.
- Have other sites got a cafe?
- The closure of the Usher Gallery in particular is an outrageous proposal and is fundamentally unacceptable. The County Council's attitude to cultural issues is entirely negative, the Council is not fit for these vital purposes
- There would be fewer interesting places to visit and the wonderful atmosphere of visiting art at the Usher lost.
- Libraries, NHS, charities are all chasing the same pool of competent and reliable volunteers. There is not a limitless supply to give effective management. Young curators want to ? with Leeds and Manchester - Lincoln is not in that league, but has a vastly underrated history - across the county. Temple Brier should get more prominence - linked to other local sites in Navenby, Wellingore, Welbourne to make a good experience. This should be repeated elsewhere if villages will co-operate rather than compete. Try using Usher as specialist textiles / horological / ?
- This whole exercise is based on false assumptions and presented as set in stone. The financial cuts are down to this government's politics. Governments fall and policies change. Heritage is a constant and belongs to us all forever. It is glue that holds generations together. It shows us the value of history - not the price - look at the reaction to the fire at Notre Dame. To commercialise is to undervalue - misunderstand this service. you have

had a duty of care for many years and neglected sites well before any austerity was imposed. You have plenty of out money in reserve. Use it. Invest in sites. Market them, make them welcoming. I think the words are we believe which are used repeatedly in this document actually should say we want to do this because it suits and ideology!

- No

-

The Future of the Heritage Service

Consultation on the proposed changes

Which of the following best describes you?

Date of Survey: 13 February – 24 April 2019

Total surveys: 1104 responses

1055 online surveys

42 paper surveys

7 tablet surveys

Comments:

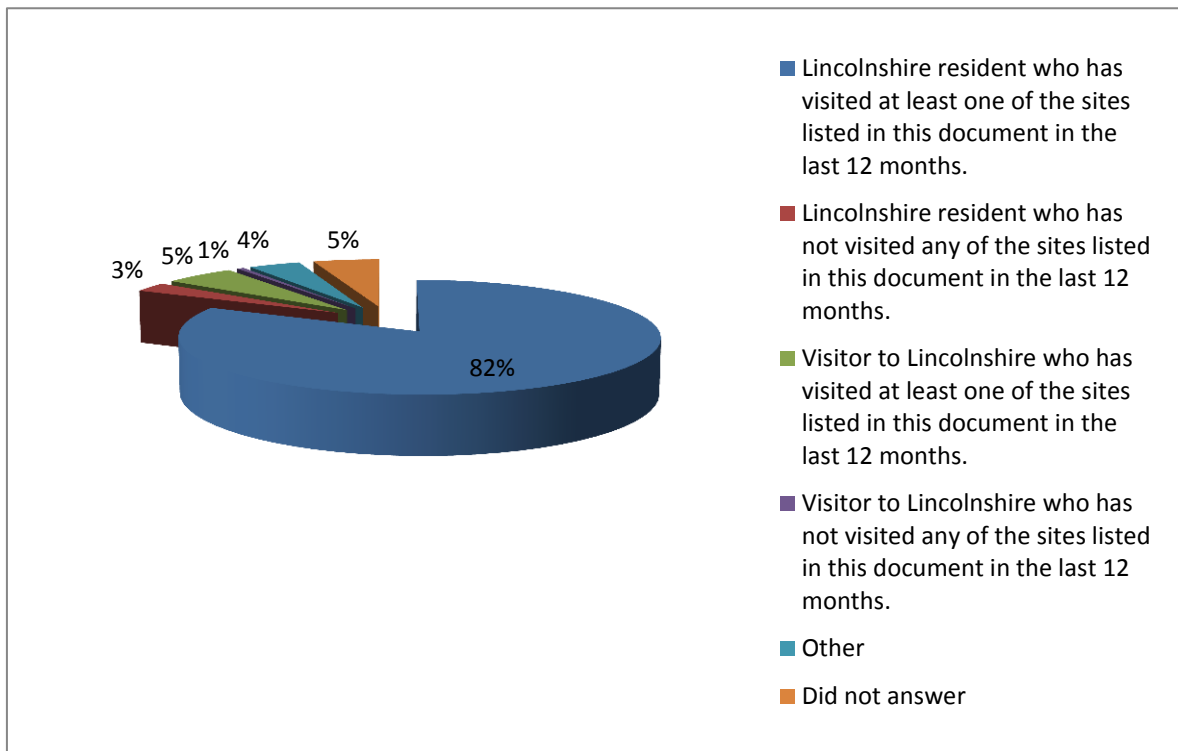
46 comments for other

4% of overall comments

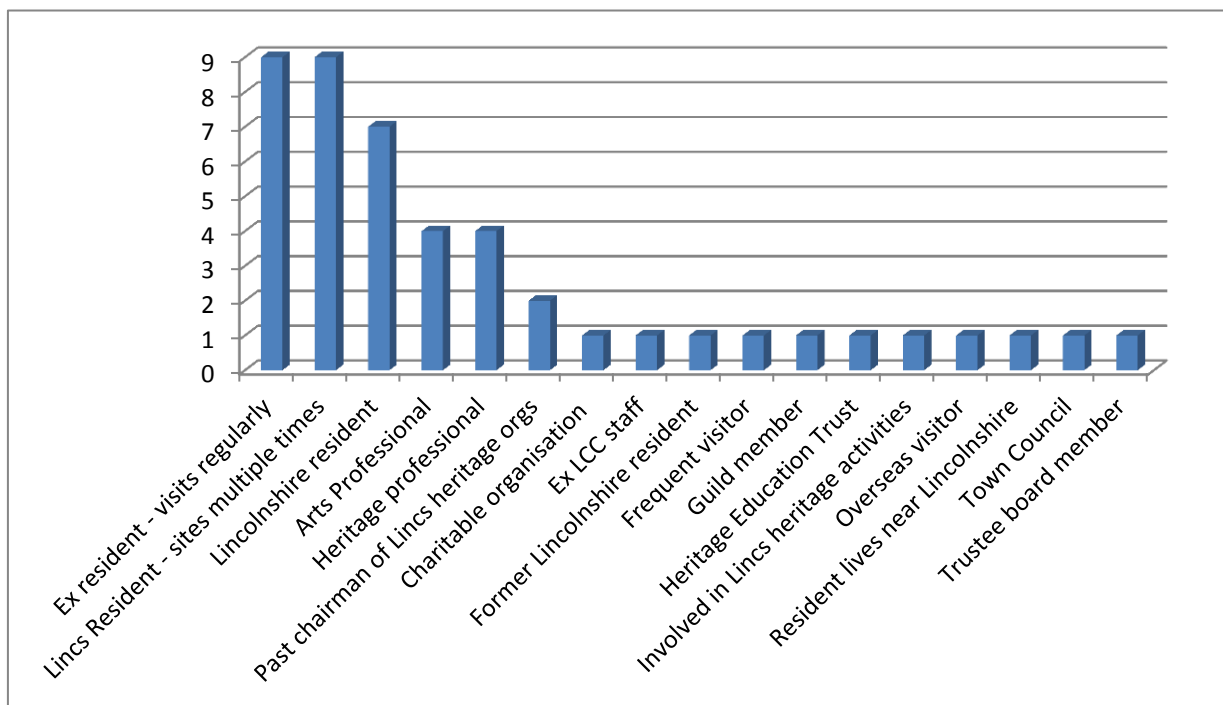
Consultation on the proposed changes

Which of the following best describes you?

Description	Count	% of responses
Lincolnshire resident who has visited at least one of the sites listed in this document in the last 12 months.	907	82.2%
Lincolnshire resident who has not visited any of the sites listed in this document in the last 12 months.	30	2.7%
Visitor to Lincolnshire who has visited at least one of the sites listed in this document in the last 12 months.	61	5.5%
Visitor to Lincolnshire who has not visited any of the sites listed in this document in the last 12 months.	6	0.5%
Other	44	4.0%
Did not answer	56	5.1%
Total	1104	95%



Other	Count	%
Ex resident - visits regularly	9	20%
Lincs Resident - sites multiple times	9	20%
Lincolnshire resident	7	15%
Arts Professional	4	9%
Heritage professional	4	9%
Past chairman of Lincs heritage orgs	2	4%
Charitable organisation	1	2%
Ex LCC staff	1	2%
Former Lincolnshire resident	1	2%
Frequent visitor	1	2%
Guild member	1	2%
Heritage Education Trust	1	2%
Involved in Lincs heritage activities	1	2%
Overseas visitor	1	2%
Resident lives near Lincolnshire	1	2%
Town Council	1	2%
Trustee board member	1	2%
Total	46	100%



Comments:

- Heritage Interpretation consultant, XXX Feel free to contact me for either formal or informal discussions: XXX.
- Elected member at East Riding of Yorkshire Council (Independent) XXX.
- Newly arrived Lincolnshire resident who is looking forward to visiting Heritage locations in my adopted county
- I worked at The Collection XXX
- Someone who has family in Lincoln/Lincolnshire going back generations who lived in Lincoln full-time from the age of 18months to nineteen years, and who still regularly visits family there (who live XXX) - I have been to the Usher Art Gallery and the Collection in the Last 12 months (at least twice each) on visits to Lincoln.
- Lincolnshire resident who has visited many of these sites, and worked in one of these sites in the last XXX years. Also a PhD researcher into museums and their role in modern society, with a passion for local history.
- Lincolnshire resident who visits these sites several times a month.
- Lincolnshire resident who has visited a number of these sites in some cases multiple times over many years just not in the last 12 months.
- Grew up in Lincoln, poor, couldn't afford to do much but could enjoy all the free entry things. Developed a life long love of the arts & trained to teach music, much against the odds. Don't stop access to free facilities. They are crucial.
- Arts professional
- Former Lincolnshire resident who visits these sites occasionally and cares about Lincolnshire's heritage offer.
- I am a resident and visit these sites often, why no option for that here? It seems that you have a,ready decided the fate of the buildings and this is just a sop to us who care, asking for our views and then discarding them, shame on you all. I have no idea what you are asking on the next page either!
- I grew up in Lincolnshire and spent a lot of my formative years visiting the sites mentioned in the questionnaire. I return with my family and children.
- Lincolnshire resident who has visited most of these site in the last 12 months
- Resident of Notts involved in heritage activities in Lincolnshire.
- Lincolnshire native who lives in the Netherlands and who has visited at least five of these sites regularly over the last year and will continue to do so. I am also involved as a weekly volunteer in a windmill in the Netherlands which has 'national Monument' status.
- Born and bred in Lincoln and the county. Long, long family connections. Grandfather, father and uncle significant Lincolnshire artists and contributors to its life.
- Submitted on behalf of Archives Sector Development, The National Archives.
- Heritage site owner
- Former Lincolnshire resident who has not visited any of the sites in the last 12 months
- I was born in Lincolnshire. I now live in Nottingham but visit regularly, I've been to a majority of the sites included in this survey in the last year. I have written a PhD thesis which focuses on aspects of the counties history
- Stamford Town Council
- One time resident who has visited most of these sites

- Visitor who comes to Stamford about once a fortnight.
- Ex Lincolnshire resident who visits Lincoln every 3-4 weeks and is a regular visitor to the Usher gallery in particular - at least every two months.
- Sheffield resident artist, formally in Hull, had had connections in the past through Hull Time Based Arts, University of Lincolnshire & Humberside (Hull School of Art) and had exhibited work at the Usher Gallery.
- Past Chairman of The Friends of Lincoln Museums and Art Gallery and the Usher Trust
- Was chairman of the Friends of all Lincoln Museums and Usher Art Gallery XXX. I was proud of the building and it's use and you should be too - enough to support its upkeep for the future!!
- Lincolnshire resident for 23 years who has visited all sites in this document, several on more than one occasion, during this period.. I no longer have a car, and age-related walking difficulties prevent me from getting out and about as I used to.
- artist who has exhibited at the Usher Gallery in the past and would like to do so again!
- Lincolnshire resident who has visited many of the sites involved and who is an arts professional.
- Lincolnshire resident who regularly visits many of these sites every year. Your pick list above does not reflect the possibility of people visiting many sites many times in a year. It almost looks like you want to give the impression that these sites are not visited very often, which would seem to help your case. Many people visit these sites a lot of times every year, you need to make sure this survey reflects that and does not give the wrong idea, which your list above could be seen to do, shame on you
- I am a Lincolnshire resident who has visited these sites - at least 20 times in the last 12 months
- Heritage professional of over 20 years
- Live on Lincolnshire border but work in Lincoln and have visited at least one of the sites listed in the last 12 months.
- Friend and frequent visitor to the Usher and museums.
- Charitable organisation that supports museums and galleries to develop their collections and workforce, and to reach new audiences. We have supported the heritage service on acquisitions or gifts of around 40 works.
- Stamford resident for 50 years
- Resident of Palmer, Texas* You just think your little museum is "micro". Lincoln is more well-known than you may imagine. News of The Usher Museum travels.
- A trustee of the Board of the Lincoln Mystery Plays Trust which seeks to promote cultural and heritage engagement across the city and county.
- Lincolnshire born person who now works in London at an art gallery who visits parents frequently in Lincolnshire and has visited at least one of the sites listed in this document in the last 12 months.
- I was born in Stamford and live just over the border in Cambridgeshire. Like loads of people who live in villages close to Stamford but are in other counties I look to Stamford for my services, especially Stamford Library. The closure of Stamford Museum was a black day not only for Stamford but the whole area. Heritage is the life blood of many in the County and all you seem to be doing is diluting even more its great Heritage. Your proposals are so Lincoln Centric that in my view are an insult to the vast majority of towns and villages in the county.

- Completed on behalf of the Heritage Education Trust, the Heritage Education Trust run the Sandford Award in partnership with Bishop Grosseteste University. The Sandford Award recognises excellence in heritage education.
- Bailgate Area Guild
- Life time resident of Lincolnshire who would be ashamed of our generation destroyed our heritage
- I was born and bred in Lincolnshire and value its heritage and facilities
- Resident who has visited several and often. How many have the committee members visited.

Heritage Transformation Survey

Equality Impact Results

1104 responses overall

Age	Count	%
Negative	260	78%
Positive	74	22%
Total	333	100%

Disability	Count	%
Negative	206	83%
Positive	42	17%
Total	248	100%

Sexual orientation	Count	%
Negative	103	78%
Positive	29	22%
Total	132	100%

Gender reassignment	Count	%
Negative	107	80%
Positive	26	20%
Total	133	100%

Marriage/civil partnership	Count	%
Negative	106	76%
Positive	34	24%
Total	140	100%

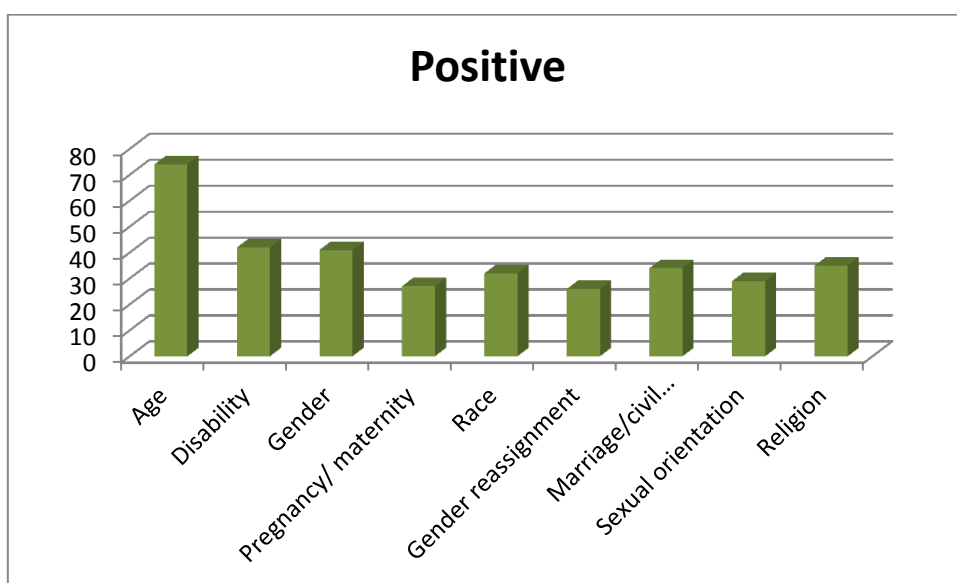
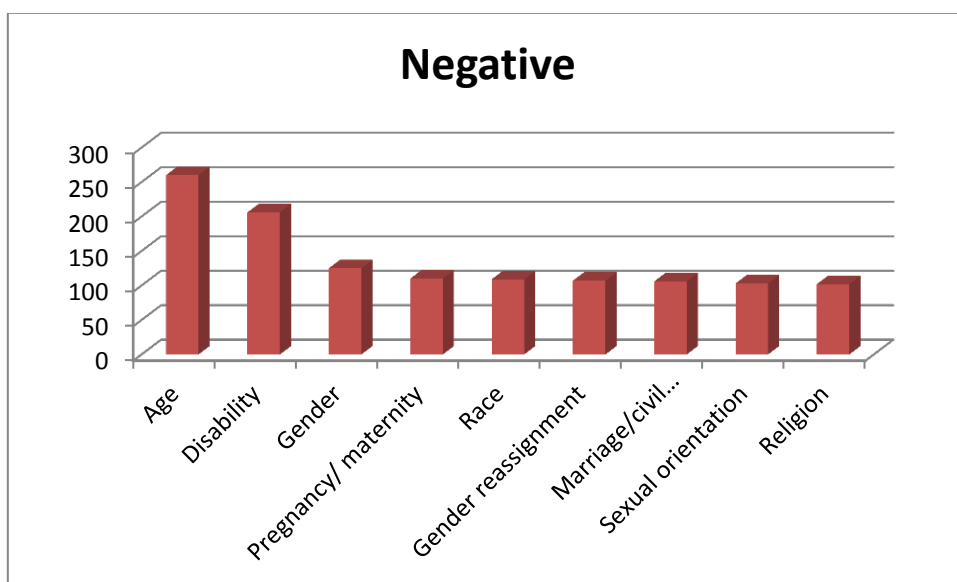
Pregnancy/maternity	Count	%
Negative	110	80%
Positive	27	20%
Total	137	100%

Race	Count	%
Negative	109	77%
Positive	32	23%
Total	141	100%

Religion	Count	%
Negative	102	74%
Positive	35	26%
Total	137	100%

Gender	Count	%
Negative	125	75%
Positive	41	25%
Total	166	100%

	Negative	Positive
Age	260	74
Disability	206	42
Gender	125	41
Pregnancy/ maternity	110	27
Race	109	32
Gender reassignment	107	26
Marriage/civil partnership	106	34
Sexual orientation	103	29
Religion	102	35
Total	1228	340



If you wish to, please state how the changes proposed would have a **negative impact on you (or someone you care for or support)**

- A larger, busier supersite, would be a very unfriendly environment to someone living with anxiety and to many people on the autistic spectrum due to a sensory overload, especially if audio and visual exhibits are there as well. Smaller, quieter sites are much more accessible for people living with these conditions.
- Access is key and I suspect it would be harmed in any transfer of responsibility
- Age and disability can reduce people's income and ability to visit sites easily, or they may only be able to visit sites for relatively short periods of time. Displays should be accessible and attractive to all - and change on a regular basis to encourage different groups of visitors.
- All ages should have free access to a wide range of Arts.
- All sites should be available for anyone with a disability
- any changes to sites being closed or repurposed are not great - We have a duty to retain our historical treasures for future generations - they are not ours to make these decisions - We must endeavour to look after these sites...
- Art is important for a range of different ages. It should be accessible to all.
- As a designer who has brought their design business to Lincoln in the past 3 years, it would have an extremely negative impact on myself and my family. The Usher gallery has been part of my art & design education all of my life and is now part of my children's. When we first moved back to Lincoln 3 years ago, we were delighted to find one of our favourite annual exhibitions (The BP Portrait Award), on tour at The Usher gallery. We had high hopes for the Usher and its part in our ongoing art & design inspiration & education. Since then the Usher appears to have been neglected, under funded and its identity 'hidden' behind the Collection. The Collection and the Usher attract a different visitor and should be managed and marketed accordingly. I sincerely hope that more of the 'crowd pleasing' touring exhibitions will again find the Usher open and thriving in the future.
- As a person heading for retirement I would like to know that these heritage places are still available and accessible to older people
- As a younger member of the county if these resources and cultural highlights it means myself and my peers will have less opportunity within the county and we will go elsewhere, meaning a decrease in the cultural and social economy. My parents and other generations would also lose out in similar ways.
- As an artist and carer, I am already negatively affected and discriminated against by lack of investment in my own sector, and it looks set to get worse. Paying artists and carers properly would safeguard this.
- As an organisation that appeals across a broad age spectrum, but with an emphasis towards older patrons, we are mindful of any potential

degradation in people's ability to engage in cultural and heritage opportunities by virtue of their age, ease of access, affordability and capacity to connect. The closure of a dedicated gallery space at the Usher and merging of that in with a busier, more compact Collection may compromise our patrons in this respect.

- As I get older and retirement draws closer, I wish to live in a creative community with places to visit: art and creative places to visit. If Lincolnshire chooses to withdraw this I will probably leave the county. A wedding venue at the Usher would be discriminatory against older people who are no longer going to be able to access this building.
- As I have stated, the Collection is not easily accessible for those in my family with mobility problems, due to it being a fair walk from the centre of town up a hill and the lack of reasonable parking near the site.
- Better learning and participation offer across the heritage service with proper investment into staff
- By focusing so much on Lincoln those residents who live furthest from the city are disadvantaged and access to their local heritage reduced. This is especially the case for those who have difficulty travelling. Stamford Town Council is not a reliable, transparent or functional organisation to take over from LCC in these matters.
- By listening to the demands of SLUG and the Ushers Friends and Trust.
- Clearly a reduction in sites, with a Lincoln focused centralisation, will prevent many people across the county from accessing the county's heritage. There are a range of people for whom travel, especially with the county's poor transport infrastructure, is a physical barrier to participation.
- Closing or downscaling Lincolnshire's heritage sites will have a negative impact on all of our lives! It doesn't make a jot of difference what my race, religion or gender is, the heritage and history remembered and celebrated at these sites belongs to us all and I am saddened that I even have to take part in this sham consultation
- Closing the Usher would have a very negative impact on me. XXX loves art as seen by the exhibition. I would like to see Lincoln's art in the building gifted to Lincoln by Usher.
- Didn't mean to select these options
- Didn't mean to tick these but could not untick the boxes once had clicked by mistake!
- Difficulty in getting to Lincoln By Public Transport in a timely and not too costly manner. Poor and slow connection from Peterborough. By Car - No park and Ride, traffic congestion in Lincoln, car parking spaces. A Museum in Stamford could feature new heritage discoveries in Stamford. I would pay entrance fee.
- Difficulty in reaching distant locations

- Due to my age and increasing frailty I like to be in larger spaces to observe art. I prefer to have time and space to look at items, the Usher Gallery achieves all of this
- Extra travel costs and time to visit our local heritage, decreasing knowledge to pass on to others living elsewhere who may be motivated to visit or revisit the area and support it commercially
- have access to a car and can travel but losing local attractions and amenities may impact those that can't. In particular, the old generations who may remember buildings when they were functional or old traditions on display may be impacted by closure of buildings mentioned earlier as they can prompt memories.
- How the heck am I supposed to travel more than 20miles to see my towns heritage, an hours bus ride, a long walk,, that's at least a 2 hr round trip before you even look at the displays. All you will get is one off tourist, not local repeat business you crave
- https://snapsurveys.lincolnshire.gov.uk/snapwebhost/k/154988286647/heritage_service_transformation_submit.gif I live next to the Usher gallery, I would be depely saddened ot to be able ot visit it any more. I love the other lincoln attaractions nad vist them regularly with my hcildren . They have experienced many bits of history nad art through them. I think you owuld be doing the next gneeration a disservice to not allow them to enter these unique and intersting key venues
- I am a young person and these proposed changes will affect how I view the culture of this city, and the county council for the rest of my life, and for future generations. Please realise that is the Usher Gallery is closed, the young people of Lincoln will lose any faith they have left in this council for ever. Just keep it open, whatever you do.
- I am partially sighted and have COPD so use oxygen continually. This makes it very hard for me to travel long distances to experience art works. To have to go out of the country to get to a public art gallery for me and for those with disadvantages in society would seem, ludicrous.
- I am passionate about keeping our heritage alive for the future. Education is my chosen trade and should be free for schools, university and for educational purposes at heritage sites such as Gainsborough Old Hall. I consider that removing the site manager will save several thousand pounds, so do so without delay. Then consider how to proceed with the future of the building. I suggest that you ask someone who manages a building such as Lincoln Castle, which is of equal importance, to manage both sites. I imagine that immediately when buying an entrance ticket for one, it will entitle you to visit the other FOC. Also look at the model for Beamish; buy entry once and it remains valid for 12 months, rather like being a member of Friends of Gainsborough Old Hall Association.

- I am so shocked by your proposal to take over the Usher and close it as a public gallery. That you have lost the legal document stating the covenants is shameful. If a member of the public was so blatant in their operations they would be in court! Your plans are so poorly thought out and shamefully rolled out I'm personally ashamed to live here. Please stop. Please take advice. This is so clearly a daft and ruinous idea.
- I am sure lots of people with disabilities get a lot of pleasure when visiting these sites.
- I care deeply about the assets this county has and cannot countenance allowing these to be diminished or denegated by the decisions of councillors with temporary tenure and dubious cultural responsibility. We should care about this county and its heritage not merely bow to politically motivated deprivations. We need to cherish, develop and enhance what we have and had been given to us, not feel shame and regret at its loss. The Usher specifically is a fine purpose built building housing nationally important collections. There should be a policy of advertising and promoting this to enhance and increase visitor numbers. I have noted with interest the heavy use of the facility by schools which does not appear to feature in your consideration. I would seriously consider investing in a position to specifically develop advertising the Usher, look to host visiting exhibitions and show its own collections to best effect with Key Performance Indicators to carry this out and enhance visitor numbers.
- I don't want to have to travel for more than 30 minutes by car or public transport to access my LOCAL heritage
- I enjoy accessing Art and am concerned that marginalising or reducing the already scant facilities of Lincoln will have a negative effect on the growth and development of this fine City as well as impacting on me as an individual.
- I feel that being able to access free art & culture helps keep our below-the-poverty-line family together, gives us the breathing space to get out the house & do something that we can walk to. I also feel strongly that one of my children XXX is very positively supported through the connection via art to the greater world & experience of humans. My XXX children also experience XXX, and the joy & release of art spaces is immeasurably useful in providing that break from everyday stresses & connection with beauty & times gone by
- I find the ability to attend the Usher Gallery - in the context of its physical, spatial and historical setting and broader environmental factors (light, space, quiet, calm, tangible and tactile, aesthetic etc) to be very therapeutic and restive. On many occasions it has had a profoundly positive and fundamental impact on my mental and physical wellbeing - quite apart from cultural enrichment - and to be able to access it freely and frequently in this setting is very important to me. Equally for the grounds to be an open public park in this location is very precious to myself, my children and the greater good of the people of Lincoln.

- I have a friend whose XXX is in a wheelchair. She greatly enjoys her visits to the Usher Gallery and would be very disappointed if it should cease to exist as an Art Gallery.
- I have already made the point that cultural artefacts and archival material and objects should be locally available. This allows us to enjoy our heritage in situ and develop our identities. The creation of a supersite discriminates against the elderly, disabled, those with no access to transport, in fact to everyone in the county who will find themselves living in a cultural desert.
- I have elderly relatives living in Lincolnshire. They enjoy creative pursuits, so they like to visit museums and galleries for inspiration. A changing exhibition programme with a well displayed permanent collection is a brilliant attraction for everyone. Remember that we are in a climate emergency, you need a creative hub to spark ideas and energy to save the quality of life for the future. Lincolnshire's heritage should be an excellent resource for education and maybe making money along the way.
- I have seen first hand and from the words of others that these venues have a beneficial impact on our community. They are reasons people love Lincolnshire, they are reasons people want to visit Lincolnshire, they drive tourism, they open our minds to ideas and our history. To close would be a mistake.
- I have visited all of these sites, I use the all frequently to show our heritage to visitors. You cannot take these all away from us. We need places to go now you have already tried to get rid of the libraries. I am deeply unhappy that the galleries and places that I have visited all my life will not be there for my young daughter and her children. It is so unfair that the arts and heritage suffer not everyone can afford to travel to see such things it's so wrong
- I love my county and its wide and varied heritage attractions. I visit them regularly, so do not believe that repeat visits are as limited as LCC chooses to believe. I would be unlikely to visit therevised attractions more often than I do already, and would particularly miss the access to the wonderful collections of the Usher Gallery (which have been minimised already)I do not believe that my desire to support the heritage of Lincolnshire is shared by LCC. Its failure to support the promotion of Heritage services has led to limited visits, thus self promoting the view that changes are needed. These surveys are skewed against allowing a realistic response to the proposals, LCC has a history of ignoring public responses to surveys if they countered their own predetermined intention anyway.
- I misread the question and could not cancel the buttons. I am not affected by equality issues negatively or positively.
- I need improved parking to the Usher/Collection site as present arrangements don't offer enough spaces.
- I suffer from mental health and as the NHS wait for help is over 18 months I use art to help with stress. I also have cough variant asthma. Travelling

further away is for visiting art and heritage is not good for either of my conditions . My asthma gets mainly triggered by chemical pollution, which is worse in big cities (traffic and smoking) and many modern building due to the chemicals in modern building materials. Besides the visual beauty of old sides, is one of the reasons I love the preservation over our own local sites.

Thanks

- I suffer from mental health and visit heritage and cultural sites regularly. Specifically i find the space of the Usher Gallery a place that is enormously beneficial for my wellbeing, i find it calming, inspirational and a place where i feel i can spend long time, without being hurried and moved on. It is a wonderful and good place and i urge LCC to re-consider its plans. My children regularly engage in culture, i take them regularly to the many sites of cultural including National Trust properties, Lincoln Castle, The Collection, NCCD and others within the county. The Usher Gallery is the only Public Art Gallery in this county, i believe it is so important to keep this so that other children can experience a space that is for quiet contemplation, in a world that is increasingly becoming about social networks and 24/7 busyness, soon we will need and value paces like the Usher more and more
- I support a wheelchair user who does not travel far away from Lincolnshire and any reduction in cultural experiences would lead to a reduction in quality of life.
- I support an elderly relative with dementia and who cannot walk long distances. I am concerned that the proposals at the Usher / Collection will impact on our ability to drive close to and to park close to the building. At present we cannot access a blue badge. I am also concerned by poor dementia friendliness of the Collection Building (gloomy, confusing, hidden steps, lots of different levels). The Usher Gallery, with big one level spaces and lots of light is much better.
- I think they would make art less accessible, and send a message that art is less important than other things. I think the opposite is true.
- I very rarely visit Lincoln so I am unlikely to visit the super sites due to traffic and parking problems and poor public transport connections between where I live and the proposed new sites.
- I visit friends in Lincoln regularly and have visited both the Collection and the Usher Gallery each year.
- I was suffering from depression and anxiety and could not find a way forward...then I wandered into the Usher Art Gallery...I was instantly calmed by the building and a sense of "I'm going to be alright"....this place saved me. Let it save others in the future.
- I will soon be retiring and was looking forward to volunteering at the Usher Gallery.
- I would no longer be able to bring friends and relatives who visit Stamford to see the offer at Stamford Library and this would be a shame.

- If any of the 'microsites' were to be discarded as non-sustainable it would have an extremely negative impact on my life. I am a XXX years old female with poor mobility and if the site closed where I volunteer at, my life would take a very negative path. Volunteering has been one of the most rewarding experiences of my life. Becoming part of the routine of a site as a volunteer and having someone look at me and what I can bring to the site and not at the walking aids which I use, only shows the staff are regarding me as a valuable asset. Indeed, all volunteers are treated with the utmost respect whether young or getting on a bit. Equality is not just a word but it is a state of mind.
- If the costs go up low income individuals, pensioners and disabled could be negatively impacted. With more time to be repeat visitors pensioners may have to reconsider through cost how often they visit
- If the heritage attraction was run by a third party without experience of tailoring the visitor attraction experience for adults with neurodiverse conditions, they may be less likely to attend the attraction. Consultation with neurodiverse service users will need to be done to ensure such impacts are limited, along with training on autism awareness and neurodiversity awareness for those operating the heritage attraction.
- If the Usher Gallery were closed down and all art collections through Lincoln were moved under the auspices of the Collection, I believe the chances for the showing of artwork from minority sexualities, which often has a sexual component, would be reduced due to perception that they are "not suitable for children".
- If the Usher was shut it would have a huge impact on the Artists who live and work in Lincolnshire as there are so few places where work can be exhibited in such a special environment/ space. It has been a means of making like minded friends. It also has saved my sanity in times of trouble and I know that in these stressful times it will do the same for others. You would be surprised how many doctors are also interested in the Arts. Now that evening classes are no longer an option for the elderly, artistic pursuits are limited which leads to depression and loneliness followed by illness and the filling of hospital beds. The NHS is in enough trouble as it is so they need our help. Art is used as a therapy in hospitals and elsewhere to lift spirits and to encourage communication.
- If your proposed changes went ahead it would not only have a negative impact on myself, my children and family but the whole of Lincoln! It is not necessary to close the Usher Art Gallery!
- Increased travel times to super sites would have a financial impact, an environmental impact, and an impact on health and well-being.
- It contributes to poverty of opportunity for all in the community - especially those with protected characteristics as they are the most vulnerable.
- it is essential to improve parking for disabled visitors

- It will be one less free activity, part of the joy of going to the gallery is the walk up to the grand building through the grounds surrounding it.
- It would be less easy for those with mobility issues to access Lincoln-centric "supersites" than more local sites.
- It would change the way I think about Lincoln forever if the Usher Gallery became a wedding venue . The Usher gallery has been a permanent feature for me for over 50 years. What will you do next, take the lion out of the arboretum? The impact could be reduced by keeping the Usher gallery as a gallery and showing some respect for people's wishes.
- I've visited nearly all the sites mentioned in this survey and will surely miss them if Lincolnshire County Council have no option but to close their doors. To me as a retired member of the community, every day is a school day and learning about and valuing our heritage cannot be underestimated.
- Just that as you get older, so an appreciation of heritage often grows. These changes remove sites and the collective understanding of heritage for future generations.
- Lincolnshire is a large rural county with little enough cultural provision as things are. What about the impact on education (lincoln uni) and tourism. Loss of some of these provisions particularly the Usher would have knock on effects in terms of people including myself no longer having reason to visit but rather go elsewhere.
- Loss of beautiful treasured items displayed in appropriate surroundings for free and accessible.
- Loss of resource to an older person who has worked hard and paid to support the arts and heritage and now won't be able to enjoy them in retirement or fund them on a small pension. Or can't get out to see them if they are gone, or used for other purposes. The council has a duty of responsibility to provide leisure services to the whole community. Whilst heritage and arts might be non statutory their value and importance should be recognised and protected in conjunction with stakeholders.
- Making a supersite would mean my autistic child would not be able to attend anymore. Quiet, less busy places are ideal. Maybe hosting events for disabilities and autism would gain more visitors.
- My father is disabled, and on a pensioner's income. His COPD means that he can't travel more than a few miles from his home, but his life-long passion is fine art. The gallery means the world to him, and it's closure will break his heart (as well as mine). Also, I know many young mothers, or mothers to be on low incomes (at my age, everyone is having kids). They are constantly looking for places to go to entertain themselves and their infants without a paywall in front of them. With the beautiful Joseph Banks conservatory now destroyed with reckless lack of any human decency, I think the usher is one of the few places you can take a small child that will really thrill them, for free.

- My husband and I are not able to travel widely to enjoy and benefit from heritage sites on offer elsewhere in the country. We need to access places nearby and which are familiar to us. (entered in the positive impact text box - NP 185.3.18) I can see no positive impact where a reduction is likely to take place.
- My son attends the Lincolnshire life museum XXX and XXX, without doing this he would have nothing to look forward to each week. So this would definitely be a negative impact on him, please keep the museum open to give these young adults who help out in the Tearooms something to look forward to each week
- My son greatly enjoys viewing the pieces at The Usher and has loved his visits with the school. He's a keen artist and gets a tremendous amount of inspiration from the pieces. To lose that opportunity to learn and enjoy all of these pieces as they were intended to be viewed would really limit his options in our area. It's expensive to travel to London, Nottingham, Leeds, York etc and so to have a gallery with such important pieces on our doorstep is invaluable.
- My two young children (XXX). Art, culture, and heritage is such an integral part of stimulating and inspiring young minds. Please think of the future and work together with local people to come up with alternative. Keep the Usher Gallery open, listen to new perspectives and ideas, engage local support and watch it thrive, as the community space it was literally built to be. Thank you.
- My younger nieces and nephews would miss out on the opportunity of experiencing art for free and in the knowledge that the gallery was bequeathed to the people of Lincoln by James Usher and his wish had not been upheld.
- N/A -- accidentally clicked and couldn't unselect
- No negative impact on myself, or anyone I care for or support, but, it could have a negative impact on those with limited financial means, depriving them of access to heritage / the arts, therefore great care must be taken with the setting of any admission charges (should the council be looking at that model of finance)
- Not down to me to define
- Older people, children and disabled are more likely to visit our heritage assets. Older people and disabled people or people with loneliness or mental health issues are more likely to be benefitting whilst serving as volunteers.
- People who have a disability need to be able to go out and enjoy their surroundings, if these sites are closed or moved this reduces the places they can visit. I put "race" because history effects everyone and people from different backgrounds can learn and see how other people lived. This would not be seen and understood if any of the sites were reduced or removed from public access.

- Personally I feel that these heritage sites are part of my identity as a resident of Lincolnshire. I feel that the council would be putting them at risk through the proposals suggested here. These sites are more than 'heritage attractions' and are instead satellites of peace, mindfulness and tolerance. I myself have attended the family activities and used them as an opportunity to meet and engage with other parents. I find that they allow me to meet other like minded people, and help ward off loneliness and depression. I have close friends in trying personal circumstances (including disabilities, mental illnesses compounded by gender and sexuality, and age related difficulties) who use them to improve their education and well being, as well as making new friends and acquaintances through shared experiences.. Please reconsider, or at least make an effort to think about creative solutions inspired by the local community before you close down/relocate any of these amazing sites.
- Public and car transport to Lincoln from Stamford is not easy. It is easier to get to Peterborough, Ely and Cambridge museums
- Public facilities are often enjoyed by retired people, perhaps of limited means. Commercialisation would reduce their opportunity to avail of such services
- Reducing access to facilities is likely to impact on the well being of all ages. Setting up Super-sites with the underlying aim of targeting a younger audience is likely to alienate middle aged to older people (who do have a voice ... and a vote).
- Reducing Heritage sites in Lincolnshire, especially those out of the 'limelight' of Lincoln would have a negative affect for those there, and closing the Usher Gallery would have a negative effect for family in Lincoln who view and enjoy the art there
- Reduction in Heritage facilities in Lincoln would negatively affect young people as they are unable to access out of town locations.
- Removing sites of interest could adversely affect the diversity of opportunities for local residents, especially those without transport including many older people and those with disabilities.
- representing the whole of the county not just some areas
- Restrictions to access , services need investing in and growing not shrinking
- Retain cultural and heritage sites as at present, and make freely available to all.
- Retired people do not want to travel miles to Supersites....they have the time, and money and interest in visiting all heritage sites within a reasonable travelling distance from where they live. Therefore more purpose built sites should be considered.
- Stamford ?? centre is often ? when the ?? ? , very easy access for anyone with a disability. Please don't take it away. Stamford is also erasily accessed compared to some other parts of South Kesteven (ie A1)
- that last question says it all - how irrelevant most of it was!! doing it because you think you have to... where is common sense in all of this? the negative

effect is because people of all ages and ability will have fantastic community assets taken away from them, and potentially used for commercial gain (and possibly by private companies!?) the thought is utterly abhorrent...

- The arts are very therapeutic for me and others and my family and friends. To close heritage sights are likely to lead to more stress especially to artists and people who appreciate the arts.
- The availability of art at a dedicated site which is fit for purpose is beneficial to all of society. As a mental health nurse I am aware of the benefits to those people who cope with mental illness. I am also personally aware of how access to such a site supports me as a registered disabled at work individual and as somebody who is now in their mid fifties.
- The changes proposed would have a negative impact not just on my age, but I would be restricted in getting to Lincoln to see Stamford history, because I don't drive. The only way I can get to Lincoln is by taking 2 trains to do an over 2hr journey.
- The last question is completely irrelevant to your survey. What on earth has sexual preferences got to do with any of the previous question. I despair !!!
- The negative impact on me and my family will be huge if the Usher closes. It will affect how my children see the worlds attitude to art and heritage and this cannot go on.
- The overall proposals will reduce the quality of life in Lincolnshire.
- The proposed changes will have a negative impact on everyone in the County. Money spent on Heritage Services is a "Spend to Save" matter. Education, health and economic well-being will increase at a rate in a different order to the actual spending.
- The Usher Art Gallery is part of Lincoln. Changing it will have an impact on future generations of citizens of Lincoln. Give it back to the Lincoln City Council, please. I want it retained as a legacy from a former citizen to future citizens. One of your councillors said that heritage got a low score in comparison to other services. Of course, it would. That is to be expected. You are treating heritage as if it is of transient value, whereas it has a spiritual, moral and psychological value which is infinite and cannot be measured
- The Usher has been and is an important reason as to why I study and live here, being an artist
- The Usher was refurbished to make it fully accessible. To remove the collections and mix them in at the collection would reduce the number of DDA compliant toilets.
- There is a clear subtext here of reducing the educational value of heritage offer in favour of commercial entertainment.
- These places are accessible in the main to elderly and disabled residents and visitors to Lincolnshire and have been supported by long term residents for years and should continue.

- These would negatively impact the opportunities going forward for youths and women in the arts and culture sector.
- They impact on our lives as curious humans
- They would not have any impact on me or someone I care for or support.
- They would reduce the availability of education and tourism within the county.
- This centralised super-site approach will disadvantage people in other parts of Lincolnshire - a hub and spoke approach working with other heritage providers and sites would make things more accessible for people outside Lincoln.
- This is a step along the total abandonment of culture in this county. There is more to life than work, shopping at Tesco and watching Sky TV in a pub.
- This question is badly phrased and not clear. Needs rethinking!
- To lose the heritage would be a blow to accessibility for the disabled, an insult to women who contribute to Lincolnshire are overlooked, a blow for sexual & gender identity programmes, those who sought marriage / civil partnership under places like 'The Scene', fail to recognise the racial diversity & ? of those in Lincolnshire & disadvantaged those who are pregnant / new mothers ? place for their children to learn. (Placed in positive box (none ticked) - NP 15.3.19) Not a good thought. Changes are adverse for society, community and ??
- Travelling to Lincoln from Stamford is very difficult: train via Peterborough can take up to 2 hours, bus only on a Tuesday (if connection made in Bourne!) and parking is a problem in Lincoln
- We need positivity. And these places are great places to visit.
- Whilst I fully support the need to change these changes can only have an essentially negative effect as they reduce heritage. Like a body dealing with frostbite, amputation saves the life but leaves the body (heritage) lessened.
- Would not have the same level of free access
- Reducing the options of heritage sites would reduce what I would be able to access with the disability that I have.
- I like to take the grandchildren on visits to these sites – so can see where they start to lose interest where things are poorly presented or in poor condition / inaccessible. Parking and access is ? a problem at most sites. Expansion / development that further erodes access will lead to lower visitor numbers. The car park that served the Theatre Royal and the Usher was sacrificed to build the Collection. To ? the Usher gardens and provide for wedding parties would be sacrilege! The Usher is too far from Transport Hub for elderly who have to register death! (locate the (?) probate office better). Caterers requirements and traffic will be further ? / parking / building needs

If you wish to, please state how the changes proposed would have a **positive impact on you (or someone you care for or support)**

- Accessibility is important. I am now in my 70s and though still active I am aware that I am beginning to be more physically challenged.
- All age groups should be able to enjoy art as well as the topics the other museums offer.
- As a person with a family having more on offer in the city allows a wider choice of activity.
- Future generations should be able to experience and learn from the facilities we have here - they are an asset to the county and we are lucky to have them!
- Having been born and raised in Lincoln and being a regular visitor of the Usher Art Gallery, I am truly disgusted yet again my LCC for their proposed actions of the Usher Art Gallery. They have no right to move something they know nothing about. How about stop thinking of how you can save money to line your own pockets and put some money into the Usher to promote the fantastic space we have!!! It's a truly wonderful building unlike the eyesore that is the collection.
- It would allow the continued access to a source of art within walking distance, due to health and mobility issues going to other areas in the county is not an option.
- It would lessen my enjoyment of the city and county. The changes would also make Lincoln a less attractive place to visit, people do come to the city specifically for the Usher, A city of such historical importance, home to over 104,000 souls, two universities and no dedicated art gallery, the idea is absurd.
- Limit the availability to visit local sites.
- More access to public
- N/A
- N/A -- accidentally clicked and couldn't unselect
- Not really sure how to answer; neither positive or negative seem relevant.
- Personally I feel this was a badly worded question and to generalizing to give a proper answer.
- The environment needs to be child friendly and welcoming - making improvements offers an opportunity for this to happen. Similarly, facilities for disabled people could be improved as part of enhancements. Offering registration services in an alternative location could also be an advantage to those who don't want to marry in church for example/need easy access to register a birth so soon after a child is born.
- The possibility of using the Usher as a marriage venue makes sense and could sit along side art displays etc. Very tasteful

- The supersites will be great for all the extended family to visit together, with much more on offer for everyone. I'm really interested in the registry office being moved to the Usher Gallery - I would be really keen to have a naming and/or marriage ceremony there with a party!
- The world exists outside Lincolnshire so welcome everybody.
- They wouldn't. They would be yet another step along the dumbing down of life route.
- Things would be more accessible
- Very negative impact!
- It would allow the continued access to a source of art within walking distance, due to health and mobility issues going to other areas in the county is not an option.

Heritage consultation – coverage

We issued four news releases, one on the proposals (13 January), one on the consultation (13 February) and two reminding people to take part in the consultation before the deadline (6 March and 9 April).

These were sent to all local newspapers, radio stations, TV stations and news websites. The story was covered 65 times by the following:

- BBC Radio Lincolnshire (16 times)
- The Lincolnite (12 times)
- Lincolnshire Echo (9 times)
- Market Rasen Mail (3 times)
- Gainsborough Standard (6 times)
- Stamford Mercury (4 times)
- BBC Look North (2 times)
- BBC News online (3 times)
- Sleaford Standard
- Horncastle News
- Louth Leader
- Mablethorpe Leader
- Sleaford Target (2 times)
- Bailgate Independent
- East Coast Target
- Skegness Standard
- Spilsby Standard

The media predominantly focused on the proposals related to the Usher Gallery and there seemed to be very limited interest in the other elements of the consultation. There was relatively little interest from the media based outside of Lincoln.

In addition, a number of letters from members of the public were published in the Lincolnshire Echo, again predominantly relating to the Usher proposals.

Webpages related to the consultation on the LCC website were viewed around 10,500 times.

A series of ongoing messages were posted on LCC's social media accounts promoting the proposals and consultation. We have around 30,000 followers on Twitter and around 18,000 on Facebook.

There were around 1,200 messages on social media (not necessarily directed to LCC) relating to the Usher proposals, predominantly directing people to the consultation or to an online petition that has been signed by around 4,000 people.

We included an article our council magazine, which was delivered to 349,000 homes and businesses.

Heritage service consultation correspondence

Letters / emails etc

Various	498	Negative	Positive	
Sites		200	17	217
Impact on protected characteristics		27	0	27
Totals	498	227	17	

148 Responses

Usher	142	Other sites	76	Total
				218

		137		224		9		44		84		
Coding categories		Letter		Email		Campaign group		Heritage specialist		Other groups		
01	Keep/protect our heritage	19		20		1		4		10		54
02	Keep/protect other arts	14		23		0		4		6		47
03	Not about making money	3		2		0		1		1		7
04	Alternative funding sources	3		6		1		2		2		14
05	James Usher bequest	22		33		1		5		6		67
06	About county, not just city	2		0		0		2		0		4
07	Financially sustainable alternative model	1		3		1		1		4		10
08	Savings can be made elsewhere	0		0		0		0		0		0
09	Investment required	11		10		3		0		3		27
10	Questionable viability (self funding, visitor numbers, savings)	3		0		0		0		4		7
	concerns over claims, ie nos, savings fit for purpose etc / claims flawed	6		14		0		3		6		29
11	Increase tourism/improve economy	2		1		1		2		1		7
12	Staff (good/poor/protect/pay)	1		1		0		2		2		6
13	Use volunteers	2		1		0		3		2		8
14	Work with other orgs/heritage specialists	1		13		0		3		3		20
15	Needs vision/to be dynamic	1		7		0		0		1		9
16	Marketing (cross sites, improved, national/international)	11		9		0		1		3		24
17	Political will/drivers	5		7		0		1		0		13

Heritage service consultation correspondence

18	Find ideas from other areas	3		3		0		1		4		11
19	Strongly oppose the idea/proposal	19		49		0		7		4		79
20	Concerns	5		13		1		2		14		35
21	Short sighted	1		3		0		0		0		4
22	Support the idea/proposal	0		0		0		0		2		2
23	Mis-information (wedding venue, selling, funding)	1		0		0		0		0		1
24	Alternative proposals (leave as is, third parties, film, funding/grants/sponsorship)	1		6		0		0		6		13
25	General questions / comms	1		9		0		0		0		10
26	Public enquiry / consultation	0		1		0		0		1		2
27	Request for meeting/s	0		3		0		0		0		3
28	Offer to work together	8		4		0		4		8		24
29	Loaded question	0		1		0		0		0		1
	Site specific:	Neg	Pos	Neg	Pos	Neg	Pos	Neg	Pos	Neg	Pos	
		55		88		11		21		42		
		51	4	87	1	7	4	20	1	35	7	
30	MLL	2	0	1	0	1	0	1	0	4	1	10
31	BBMF	0	0	0	0	1	0	0	0	0	1	2
32	Heckington Mill	1	1	1	0	1	0	1	1	2	1	9
33	Ellis Mill	2	1	2	0	0	1	2	0	2	1	11
34	Alford Mill	3	1	2	0	0	1	2	0	2	1	12
35	Burgh le Marsh Mill	2	1	2	0	0	1	2	0	2	0	10
36	Discover Stamford	0	0	0	0	0	0	0	0	4	1	5
37	Usher	36	0	78	1	2	0	10	0	15	0	142
38	Gainsborough Old Hall	0	0	0	0	0	1	1	0	2	0	4
39	Collection	5	0	1	0	1	0	1	0	2	1	11
40	Lincoln Castle	0	0	0	0	1	0	0	0	0	0	1
41	Lincolnshire Archives	0	0	0	0	0	0	0	0	1	0	1

Heritage service consultation correspondence

Heritage service consultation correspondence												
	Impact on protected characteristics:	Neg	Pos	Neg	Pos	Neg	Pos	Neg	Pos	Neg	Pos	
		8		13		0		1		5		
		8	0	13	0	0	0	1	0	5	0	
42	Age	5	0	8	0	0	0	1	0	2	0	16
43	Disability (physical, mental, learning, wellbeing)	1	0	2	0	0	0	0	0	1	0	4
44	Gender	0	0	0	0	0	0	0	0	0	0	0
45	Gender reassignment	0	0	0	0	0	0	0	0	0	0	0
46	Marriage/civil partnership	0	0	0	0	0	0	0	0	0	0	0
47	Pregnancy/maternity	0	0	0	0	0	0	0	0	0	0	0
48	Sexual orientation	0	0	0	0	0	0	0	0	0	0	0
49	Low income	1	0	1	0	0	0	0	0	2	0	4
50	Rural communities	1	0	1	0	0	0	0	0	0	0	2
51	Travel/access	0	0	1	0	0	0	0	0	0	0	1

Heritage service consultation correspondence

65% Usher

ie Town Council, Invest SK etc

not just James Usher bequest - other bequests also

1 oppose wedding venue and / or? Coroners Court

part of the proposal

positive - town council looking to take over

Stakeholder Events (Pre Engagement, Engagement & Consultation)

Will Mason
James Sharples
Jon Hogan
Ron Frayne
Kim Vickers
Will & Ron
Will & James
James & Ron
Nicole Hilton

	Date	15th							
February '17	Events / Meetings	FLMAG - WM & RF update on staffing restructure and aspiration for stakeholder support							
March '17	Events / Meetings								
April '17	Events / Meetings								
May '17	Events / Meetings	10th FLMAG - WM update on staffing restructure and HLF application to Resilience support							
June '17	Events / Meetings	21st FLMAG - RF update on staffing restructure and Stakeholder engagement							
July '17	Events / Meetings	13th Libraries & Heritage Executive Board meeting with Cllr Worth and Cawrey - Future Governance Structure for Heritage Services Model Update			26th FLMAG WM & JS updated on stakeholder engagement development of comms plan, governance update and discussion on potential options				
August '17	Events / Meetings	7th Heritage Service Focus Group - RF attended meeting and provided an update on Archives Capital Build and discussed future of Heritage Service							
September '17	Events / Meetings		21st Libraries & Heritage Executive Board meeting with Cllr Worth and Cawrey - Heritage Future Governance Model update	20th FLMAG - WM discussion on engagement with stakeholders, and collections strategy	30th Collections Development Team - WM & RF updated on Governance and paper that went to Scrutiny in July '17				
October '17	Events / Meetings	30th Collections Development Team - WM & RF updated on Governance and paper that went to Scrutiny in July '17							
November '17	Events / Meetings	9th Visit Lincoln, 11am, The Collection	13th Heritage Services Focus Group, 11am, Jews House, Lincoln	15th FLMAG - JS provided a paper on the Future of the Heritage Service	16th Libraries & Heritage Executive Board meeting with Cllr Worth and Cawrey - updated on Governance and democratic decisions	20th Adult Care 2.30pm, Ancaster Day Centre, Lincoln	21st Mayflower Compact, 9.30am, WLDC, Gainsborough WLDC, 9.30am, WLDC, Gainsborough	22nd RAF Coningsby (BBMF), 1pm, BBMF Visitor Centre, RAF Coningsby RAF Museum, 1pm, BBMF Visitor Centre, RAF Coningsby	29th Heritage Lincolnshire, 2.30pm, Heckington (venue TBC)
December '17	Events / Meetings	5th Lincoln BIG, 11am, St Swithin's House, Lincoln	6th Aviation Heritage Lincolnshire, 10am, Metheringham Airfield	12th Lincolnshire Lancaster Association, 2pm, BBMF Visitor Centre	13th Friends of Lincoln Castle, 10am, Lincoln Castle Lincoln One Venues, 10am, The Collection	14th Her Majesty's Courts and Tribunal Service, 9.30am, Lincoln Castle			

January '18	Date	10th	19th	23rd	26th				
	Events / Meetings	Libraries & Heritage Executive Board meeting with Cllr Worth and Cawrey - update on Operation Panda	Lincoln Records Society, 11am, Lincoln Cathedral Centre	Lincolnshire Heritage Forum Members, 10am, Heritage Lincolnshire Offices, Heckington Lincoln Cathedral, 2pm, 4 Priory Gate, Lincoln	The Usher Gallery Trust, 5.30pm, The Collection - JS outlined the position of the Heritage Service and movements towards a new model of delivery				
February '18	Date	1st	6th	22nd					
	Events / Meetings	Friends of the Old Hall Association (FOHA), 7.30pm, Gainsborough Old Hall - JS & RF attended meeting and discussed future of Heritage Service	Collections Development Team - RF updated on development of a Business plan and new suite of strategy documents	FLMAG - RF provided a brief update on Heritage Service					
March '18	Date	13th							
	Events / Meetings	Libraries & Heritage Executive Board Meeting with Cllr Worth and Cawrey - update on the Archives Project							
April '18	Date								
	Events / Meetings								
May '18	Date	10th	25th						
	Events / Meetings	FLMAG - WM - update on staffing restructure and HLF application to Resilience support	Historic Lincoln Trust meeting - Cllr Worth discussed the principles of supersites						
June '18	Date								
	Events / Meetings								
July '18	Date	18th	31st						
	Events / Meetings	FLMAG - JS updated meeting on the timetable of the project	Historic Lincoln Trust - on the agenda to discuss the project - WM						
August '18	Date	2nd							
	Events / Meetings	Libraries & Heritage Executive Board with Cllr Worth & Cawrey - update on where we are currently with the project and the documentation for Informal Executive Meeting in Sept							
September '18	Date	5th	17th	18th	25th				
	Events / Meetings	Visit Lincoln Board Meeting 1.3 pm	Friends of Lincoln Castle General Manager, Sec of FoLC and Committee Members - Updaaed from FoLC and update from Castle	Lincoln Crown Court - Castle General Manager, Crown Court Delivery Manager - Updated from HMCTS and from Castle	Bailgate Guild - Castle attends key meetings - with local businesses in uphill Lincoln				
October '18	Date					16th		30th	
	Events / Meetings					Lincoln Crown Court - Castle General Manager and Crown Court Delivery Manager - Agenda to be set		Bailgate Guild - Castle attends key meetings - with local businesses in uphill Lincoln	
November '18	Date		7th	19th, 20th, 21st	22nd		25th	27th	
	Events / Meetings	AGM Visit Lincoln Board - engagement with Visit Lincoln and Lincoln BIG - 1, 3pm (Will)	Lincoln Crown Court - Castle General Manager and Crown Court Delivery Manager - Agenda to be set	Staff Engagement Presentation 19th November 16:30 – 18:00 Lincoln Castle 20th November 16:30 – 18:00 The Collection 21st November 16:30 – 18:00 Gainsborough Old Hall	4pm West Lindsey District Council and English Heritage		Friends of Lincoln Castle - AGM	Bailgate Guild - Castle attends key meetings - with local businesses in uphill Lincoln	
December '18	Date	tbc	4th	13th	19th				
	Events / Meetings	Bailgate Guild - Castle attends key meetings - with local businesses in uphill Lincoln	FOHA - talk	Liesure and Tourism Committee meeting at WLDC with councillors and officers	Lincoln Crown Court - Castle General Manager and Crown Court Delivery Manager - Agenda to be set				

January '19	Date	8th	9th	10th	15th	16th	16th	21st	31st								
	Events / Meetings	NH & Cllr Worth Col meeting & proposals discussion (Cllr Metcalf & Murray)	NH & Cllr Worth WLDC meeting and proposals discussion Visit Lincoln Board Meeting - 1 - 3pm	Visit Lincoln Corporate Partners Meeting 10th Jan, 9.30-11.30	Lincoln Crown Court - Castle General Manager and Crown Court Delivery Manager - Agenda to be set 10.30-11	Friends of Lincoln Castle 10-11	6pm Friends Museums & Art Galleries (FLMAG) meeting	Cathedral 21st Jan 2 - 3.30	10 am Friends of Ellis Mill at 9 Mount Street								
February '19	Date	1st	5th	6th	13th	13th	14th	28th	20th	20th	20th	25th					
	Events / Meetings	10:30am Burgh le Marsh windmill	17:30 Visual Arts Advisory Panel meeting	Heritage Service Focus Group 11am Jews Court - REQUESTED SERVICE NOT ATTEND	CONSULTATION GO LIVE	10:15am Lincolnshire Family History Liaison Meeting (Archives)	7:30pm Friends Goh Committee Meeting - REQUESTED SERVICE NOT ATTEND	Bailgate Guild - Castle attends key meetings - with local businesses in uphill Lincoln - JS Attended	Lincoln Crown Court - Castle General Manager and Crown Court Delivery Manager - Agenda to be set	6pm Friends Museums & Art Galleries (FLMAG) meeting - NOT ATTENDED AS DAYTIME COLLECTION WALKAROUND	JS/WM walkaround Collection space with Friends of Lincoln Museums and Art Gallery	Will Face to Face with Ian Snowley (University of Lincoln)					
March '19	Date	7th	12th	13th	13th	14th	14th	14th	14th	18th	19th	19th	19th	22nd	27th	28th	29th
	Events / Meetings	Visit Lincoln Corporate Destinations Partner Meeting	1pm Will Head of HLF East Midlands	Visit Lincoln Board Meeting	6pm Friends Museums & Art Galleries (FLMAG) meeting	1:30pm Will Face to Face with National Archives	JS meet with Col regarding joint comms approach	JS meet with WLDC. General catch up & reference to consultation response for Goh	Historic Lincoln Partnership	Friends of Lincoln Castle	Arts Advisory Panel	Lincoln Crown Court - Castle General Manager and Crown Court Delivery Manager - Agenda to be set	Linc Heritage Forum Committee. Belton House	Historic Lincoln Trust	9:30-2pm Heritage Works Lincolnshire Conference (Doddington Hall)	LCC Heritage Services Tier 2 Manage Meeting 1-4pm HSC	JS face to face with Heckington Windmill chair & ex chair of Trust
April '19	Date	2nd	4th	11th	15th	16th	16th	23rd			27th						
	Events / Meetings	Regional Leaders Meeting	7:30pm Friends Goh Committee Meeting	Investors in Lincoln Board meeting at Lancaster House and tour of The Collection development opportunities	2-5pm LCC HMT Presentation to Lincolnshire Heritage Forum at Old School House Heckington	Andy G, Cllr W, WM with Arts Council England (ACE)	WM (Cllr Cawry also present) overview & answered questions to Historic Environment Advisory Panel at City Hall	WM/JS PP&C Scrutiny tour of The Collection			CONSULTATION END						
May '19	Date																
	Events / Meetings																

The Future of the Heritage Service

Introduction

Lincolnshire County Council is considering changes to its Heritage Service, which if implemented would involve changes to its offer including the closure or handing over to third parties of a number of sites, and the development of the heritage offering at Lincoln Castle and The Collection Art & Archaeology Museum.

Alongside these changes the Heritage Service is also proposing to support the development of community heritage, both new and existing, throughout the county including offering financial support, leadership, advice and guidance. We would like to hear your views about the proposals at this formative stage in our thinking.

We have described the case for change and each of our proposals and their implications relating to individual sites as clearly and succinctly as we can in Sections 3 and 4 of the Consultation document which can be found at <https://www.lincolnshire.gov.uk/heritageconsultation>.

The thinking behind these proposals and more detail of them can be found in the Detailed Business Case which was put forward as part of an Executive Report in February 2019. These documents, too, can be found at <https://www.lincolnshire.gov.uk/heritageconsultation>.

The Consultation document, the Executive Report and the Detailed Business Case should be read prior to completing the survey. These documents can be found at <https://www.lincolnshire.gov.uk/heritageconsultation>. The Executive Report and Detailed Business Case, however, are long and complex documents.

You should therefore refer to the descriptions of the proposed changes and their implications relating to individual sites set out in Section 4 of that Consultation document rather than the Executive Report or Detailed Business Case when completing the survey.

You can participate in the survey by completing the questions below and your responses will be taken into account by Lincolnshire County Council in deciding the way forward for the Heritage Service.

Your responses will be kept completely confidential and in accordance with the Data Protection Act 2018. If you would like to know more about how we handle your data please see our privacy statement at <https://www.lincolnshire.gov.uk/information-and-data/data-protection/132426.article>.

For further information or to make a request for any of the documents, including the survey, in a different format please contact hmt@lincolnshire.gov.uk or call 01522 782040.

The closing date for the consultation is 24 April 2019 at 12 noon.

Consultation on the proposed changes

Proposal 1 - Moving to a more commercial approach (also referred to as a cultural enterprise model) to attract greater income and make the Heritage Service as financially self-sustaining as possible.

This means it would create heritage or cultural experiences which it could change on a regular basis to meet its customers' differing needs and interests. It would also look to act more commercially, seeking to make more income from the repeat visits it thinks it would get.

We believe that there is a risk that continuing to operate as we do now would not protect the Heritage Service from future reductions in funding. Financial pressures on the local authority continue to grow and Lincolnshire County Council may need to prioritise other services. Accordingly, we believe we should move to a more commercial approach to attract income and make the Heritage Service as financially self-sustaining as possible.

On a scale of 1-10 (1 = do not support, 10 = fully support) to what extent do you support or not support the proposal for the Heritage Service to move to a more commercial approach to attract income and make the Heritage Service as financially self-sustaining as possible?

Do not support	2	3	4	5	6	7	8	9	Fully support
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please tell us the reason you gave this score

Are there any other options we should consider?

Yes	No
<input type="checkbox"/>	<input type="checkbox"/>

Please briefly describe any other options (if yes above)

Please provide the reasoning for this / these other option/s (if yes above)

Proposal 2 – Moving towards a supersite rather than a microsite model.

Supersites are defined as a heritage site, gallery or museum that offers multiple experiences, including both permanent and temporary exhibitions and events, which enable the broadest range of audiences to engage with the widest range of experiences.

Microsites are defined as a museum, gallery or heritage site which offers access to a single story through a highly specialised and fixed collection. This single story often doesn't provide enough appeal or variety for return visits and so leads to restricted development of the experience the site can offer and any prospect for increasing income is limited.

We believe that in order to operate more commercially and become more self-sustaining we need to offer a wider range of experiences through creating temporary events and exhibitions rather than presenting permanent collections. We believe that requires more flexible, multi-purpose spaces that we are calling supersites.

On a scale of 1-10 (1 = do not support, 10 = fully support) to what extent do you support or not support the proposal to move to a more supersite approach?

Do not support	2	3	4	5	6	7	8	9	Fully support
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please tell us the reason you gave this score

Are there any other options we should consider?

Yes

No

Please briefly describe any other options (if yes above)

Please provide the reasoning for this / these other option/s (if yes above)

Proposal 3 - Creating a supersite within The Collection building offering both museum and art displays, and no longer operating The Usher Gallery.

We are proposing a new supersite at The Collection museum which would showcase the county's unique history through constantly changing displays of art and archaeology, that will enable us to show you a wider range of art and archaeology including items from our stores that cannot currently be displayed. Our proposal is to apply for grant funding to invest up to £5m in creating more flexible space, which would be designed so that The Collection's wider temporary exhibition and events programmes could include exhibitions from national museums and collections such as British Museum, that cannot currently be hosted in the existing spaces. It is also proposed that the Usher Gallery would no longer be operated by the Lincolnshire County Council Heritage Service as an art gallery.

On a scale of 1-10 (1 = do not support, 10 = fully support) to what extent do you support or not support the proposal to re-design The Collection building to become a supersite consisting of a combined museum and art gallery and which would mean that the Usher Gallery would no longer be operated as an art gallery?

Do not support	2	3	4	5	6	7	8	9	Fully support
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please tell us the reason you gave this score

Are there any other options we should consider?

Yes

No

Please briefly describe any other options (if yes above)

Please provide the reasoning for this / these other option/s (if yes above)

Proposal 4 – The operation of Gainsborough Old Hall.

It is proposed that the Heritage Service terminates the lease and returns the operation of Gainsborough Old Hall to its owner, English Heritage. The operation of this attraction at Gainsborough Old Hall, including the opening hours, event and exhibition programmes and facilitated learning programme would then be determined by English Heritage.

On a scale of 1-10 (1 = do not support, 10 = fully supports) to what extent do you support or not support the proposal to terminate the lease and return operation of Gainsborough Old Hall back to its owner, English Heritage?

Do not
support

2

3

4

5

6

7

8

9

Fully
support

Please tell us the reason you gave this score

Are there any other options we should consider?

Yes

No

Please briefly describe any other options (if yes above)

Please provide the reasoning for this / these other option/s (if yes above)

Proposal 5 – To retain the Museum of Lincolnshire Life, the Battle of Britain Memorial Flight Visitor Centre and Heckington Windmill.

Our proposal is that in addition to the existing supersite at Lincoln Castle and the proposed supersite at the Collection Museum and Art Gallery, we would continue to own or operate the Museum of Lincolnshire Life, the Battle of Britain Memorial Flight Visitor Centre and Heckington Windmill and these would remain part of the Lincolnshire County Council Heritage Service.

On a scale of 1-10 (1 = do not support, 10 = fully support) to what extent do you support or not support the proposal to retain the following three sites as part of the Lincolnshire County Council Heritage Service

	Do not support	2	3	4	5	6	7	8	9	Fully support
Museum of Lincolnshire Life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Battle of Britain Memorial Flight Visitor Centre	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Heckington Windmill	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please tell us the reason you gave this score

Are there any other options we should consider?

Yes

No

Please briefly describe any other options (if yes above)

Please provide the reasoning for this / these other option/s (if yes above)

Proposal 6 – Not to retain Discover Stamford, Ellis Mill, Burgh le Marsh Mill and Alford Mill

Discover Stamford, Ellis Mill, Burgh le Marsh Mill and Alford Mill would no longer be part of the Lincolnshire County Council Heritage Service. The Heritage Service would work with and support third party organisations in exploring future options to ensure continued operation of these sites. If this cannot be achieved the continuation of the sites as public attractions cannot be guaranteed.

On a scale of 1-10 (1 = do not support, 10 = fully support) to what extent do you support or not support the proposal to not retaining the following four sites as part of the Lincolnshire County Council Heritage Service.

	Do not support	2	3	4	5	6	7	8	9	Fully support
Discover Stamford	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ellis Mill	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Burgh le Marsh Mill	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Alford Mill	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please tell us the reason you gave this score

Are there any other options we should consider?

Yes

No

Please briefly describe any other options (if yes above)

Please provide the reasoning for this / these other option/s (if yes above)

Additional questions

Are there any other heritage matters you wish to raise?

Which of the following best describes you (please tick one):

- Lincolnshire resident who has visited at least one of the sites listed in this document in the last 12 months.
- Lincolnshire resident who has not visited any of the sites listed in this document in the last 12 months.
- Visitor to Lincolnshire who has visited at least one of the sites listed in this document in the last 12 months.
- Visitor to Lincolnshire who has not visited any of the sites listed in this document in the last 12 months.
- Other

If Other please state

Equality Impact

The Equality Act 2010 places organisations under a duty to find out how people with 'protected characteristics' are impacted by an organisation's activity and how steps may be taken to reduce or eliminate potentially negative impacts, or increase positive impacts.

It is your choice to answer the following questions. By answering these questions you will help us to make informed decisions.

Would any of the changes proposed have an overall positive or negative impact on you, or someone you care for or support, due to any of the following protected characteristics? Please only respond if you wish to identify yourself by reference to any of the protected characteristics. Please tick 'negative' or 'positive' to all that apply.

Age	Negative	Positive
Disability	<input type="checkbox"/>	<input type="checkbox"/>
Gender	<input type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>
Marriage/civil partnership	<input type="checkbox"/>	<input type="checkbox"/>
Pregnancy/ maternity	<input type="checkbox"/>	<input type="checkbox"/>
Race	<input type="checkbox"/>	<input type="checkbox"/>
Religion	<input type="checkbox"/>	<input type="checkbox"/>
Sexual orientation	<input type="checkbox"/>	<input type="checkbox"/>

If you wish to, please state how the changes proposed would have a negative impact on you (or someone you care for or support) and how these impacts could be reduced?

If you wish to, please state how the changes proposed would have a positive impact on you (or someone you care for or support)?



Thank you for taking the time to participate in this survey.

Please return the completed survey to:

The Future of the Heritage Service Survey
Community Engagement Team
Room 125, County Offices
Lincolnshire County Council
Newland
Lincoln LN1 1YL

OR to one of the following Heritage Service sites:

- Lincoln Castle
- Museum of Lincolnshire Life
- Gainsborough Old Hall
- The Collection
- Usher Gallery
- Lincolnshire Archives
- Battle of Britain Memorial Flight Visitor Centre

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Equality Impact Analysis to enable informed decisions

The purpose of this document is to:-

- I. help decision makers fulfil their duties under the Equality Act 2010 and
- II. for you to evidence the positive and adverse impacts of the proposed change on people with protected characteristics and ways to mitigate or eliminate any adverse impacts.

Using this form

This form must be updated and reviewed as your evidence on a proposal for a project/service change/policy/commissioning of a service or decommissioning of a service evolves taking into account any consultation feedback, significant changes to the proposals and data to support impacts of proposed changes. The key findings of the most up to date version of the Equality Impact Analysis must be explained in the report to the decision maker and the Equality Impact Analysis must be attached to the decision making report.

****Please make sure you read the information below so that you understand what is required under the Equality Act 2010****

Equality Act 2010

The Equality Act 2010 applies to both our workforce and our customers. Under the Equality Act 2010, decision makers are under a personal duty, to have due (that is proportionate) regard to the need to protect and promote the interests of persons with protected characteristics.

Protected characteristics

The protected characteristics under the Act are: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

Section 149 of the Equality Act 2010

Section 149 requires a public authority to have due regard to the need to:

- Eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by/or under the Act
- Advance equality of opportunity between persons who share relevant protected characteristics and persons who do not share those characteristics
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The purpose of Section 149 is to get decision makers to consider the impact their decisions may or will have on those with protected characteristics and by evidencing the impacts on people with protected characteristics decision makers should be able to demonstrate 'due regard'.

Decision makers duty under the Act

Having had careful regard to the Equality Impact Analysis, and also the consultation responses, decision makers are under a personal duty to have due regard to the need to protect and promote the interests of persons with protected characteristics (see above) and to:-

- (i) consider and analyse how the decision is likely to affect those with protected characteristics, in practical terms,
- (ii) remove any unlawful discrimination, harassment, victimisation and other prohibited conduct,
- (iii) consider whether practical steps should be taken to mitigate or avoid any adverse consequences that the decision is likely to have, for persons with protected characteristics and, indeed, to consider whether the decision should not be taken at all, in the interests of persons with protected characteristics,
- (iv) consider whether steps should be taken to advance equality, foster good relations and generally promote the interests of persons with protected characteristics, either by varying the recommended decision or by taking some other decision.

Conducting an Impact Analysis

The Equality Impact Analysis is a process to identify the impact or likely impact a project, proposed service change, commissioning, decommissioning or policy will have on people with protected characteristics listed above. It should be considered at the beginning of the decision making process.

The Lead Officer responsibility

This is the person writing the report for the decision maker. It is the responsibility of the Lead Officer to make sure that the Equality Impact Analysis is robust and proportionate to the decision being taken.

Summary of findings

You must provide a clear and concise summary of the key findings of this Equality Impact Analysis in the decision making report and attach this Equality Impact Analysis to the report.

Impact – definition

An impact is an intentional or unintentional lasting consequence or significant change to people's lives brought about by an action or series of actions.

How much detail to include?

The Equality Impact Analysis should be proportionate to the impact of proposed change. In deciding this asking simple questions “Who might be affected by this decision?” “Which protected characteristics might be affected?” and “How might they be affected?” will help you consider the extent to which you already have evidence, information and data, and where there are gaps that you will need to explore. Ensure the source and date of any existing data is referenced.

You must consider both obvious and any less obvious impacts. Engaging with people with the protected characteristics will help you to identify less obvious impacts as these groups share their perspectives with you.

A given proposal may have a positive impact on one or more protected characteristics and have an adverse impact on others. You must capture these differences in this form to help decision makers to arrive at a view as to where the balance of advantage or disadvantage lies. If an adverse impact is unavoidable then it must be clearly justified and recorded as such, with an explanation as to why no steps can be taken to avoid the impact. Consequences must be included.

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Proposals for more than one option If more than one option is being proposed you must ensure that the Equality Impact Analysis covers all options. Depending on the circumstances, it may be more appropriate to complete an Equality Impact Analysis for each option.

The information you provide in this form must be sufficient to allow the decision maker to fulfil their role as above. You must include the latest version of the Equality Impact Analysis with the report to the decision maker. Please be aware that the information in this form must be able to stand up to legal challenge.

Background Information

Title of the policy / project / service being considered	Future of the Heritage Service	Person / people completing analysis	Heritage Service supported by the Community Engagement team
Service Area	Place	Lead Officer	Assistant Director - Communities
Who is the decision maker?	Executive	How was the Equality Impact Analysis undertaken?	Desktop meeting between Heritage Service and Community Engagement Team, followed by public engagement
Date of meeting when decision will be made	03/09/2019	Version control	V0.21
Is this proposed change to an existing policy/service/project or is it new?	Existing policy/service/project	LCC directly delivered, commissioned, re-commissioned or de-commissioned?	Directly delivered
Describe the proposed change	<p>The Council is considering changes to its Heritage Service, which if implemented would involve changes to its offer including the closure or handing over of a number of sites, and the development of the heritage offer at Lincoln Castle and The Collection Art & Archaeology Museum. And considering how it can be made more financially sustainable for the longer term.</p> <p>The current Heritage Service consists mainly of microsites, with the exception of Lincoln Castle, which can already be seen as a supersite. Microsites are defined as a museum, gallery or heritage site which offers access to a single narrative through a highly specialized collection. This single narrative doesn't provide significant appeal for return visits and so leads to restricted development of the site and the offer and any prospect for increasing income is limited.</p> <p>The current Heritage Service already has one supersite, at Lincoln Castle. Supersites are defined as a heritage site, gallery or museum that offers multiple experiences, including both permanent and temporary exhibitions and events,</p>		

which enables the broadest range of audiences to engage with the widest range of experiences, and which maximizes the potential for commercial return.

The service believes that this does encourage return visits and increases the potential for income generation and so reduces the investment required by LCC. Lincoln Castle has already shown this by generating a net surplus and has attracted national profile exhibitions such as the Poppies Wave, as well as becoming the first venue outside of London to showcase the Domesday Book.

The service believes that investment at The Collection to create a second supersite would also improve the financial viability of the site by becoming more audience focused through listening to what our audiences tell us and would enable replacement of the existing permanent exhibition which is now 15 years old to display more appropriate collections of art, archaeology, natural and social history as well as provide more flexible space enhancing the temporary exhibitions programme.

The service believes that the operation of two supersites would be supported further by the retention of three microsites which tell unique stories of Lincolnshire as well as support the cultural enterprise model. These are Battle of Britain Memorial Flight Visitor Centre, Heckington Windmill and Museum of Lincolnshire Life.

The development of supersites under the cultural enterprise model seeks to improve the visitor experience across the service, providing a more modern, responsive and relevant heritage service, telling a diverse range of stories and offering a range of heritage experiences that aims to enrich the cultural experience of residents of and visitors to Lincolnshire. This model is also considered to support wider income generation opportunities which are not currently available. LCC's contribution to the running of the Heritage Service in 2018/19 was £1.5m. The Detailed Business Case underpinning the proposals forecast that the adoption of the plans which we're consulting about would reduce this figure to approximately £222,000 in 2023/24. Although this forecast reduction was from a lower starting point and so will be more challenging it remains a viable target.

Lincoln Castle

Lincoln Castle requires a number of changes to ensure it can perform successfully as a supersite and drive the overall growth of the Heritage Service. These changes would see office and learning spaces in the prison block freed up to create more flexible exhibition and event space, while also making better use of the Heritage Skills Centre as a dedicated learning center for all, rather than just for traditional craft skills for a very small niche.

The Collection Art & Archaeology Museum in Lincolnshire

The proposal is to create a The Collection Museum and Art Gallery (CMAG) supersite at The Collection building which would display the best of our art and archaeology collections, telling a much more refined and engaging story about

the history of Lincoln and/or Lincolnshire.

The Collection

To create a new Supersite at The Collection Museum & Art Gallery we propose a number of changes that would significantly alter how we use that space in order to improve and diversify the visitor experience and maximise income generation opportunities. To create the CMAG Supersite we propose a range of changes that would reinvent the museum experience completely. The basement would become a 'white cube' gallery, the main gallery would be reconfigured to create a larger temporary and a smaller permanent gallery, and a smaller range of physical changes would help to re-energise the museum. We also propose to retain control of the café operation which is currently operated by Stokes.

Usher Gallery

The building is leased by LCC from City of Lincoln Council and around 80% of the art in the collection is owned by City of Lincoln Council with the remainder being loaned to or owned by LCC. The Heritage Service proposes to cease to operate the Usher as an art gallery but for it to remain within LCC as it could potentially be used by other departments with a public-facing role. This would require a renegotiation of the lease with City of Lincoln Council.

Alongside exploring alternative uses of the building with or without an art offer, LCC will explore the potential for a third party to operate the Usher Gallery building as an art gallery. In the meantime LCC would terminate its existing agreement with City of Lincoln Council under which it currently manages the City Council's collections.

Gainsborough Old Hall

The proposal is to not renew the lease and to return the operation of Gainsborough Old Hall to its owner, English Heritage. This site would no longer be part of the LCC Heritage service. English Heritage owns the building and LCC currently manages the attraction via a lease agreement which has a one year break clause in 2019. The building is of national architectural significance and English Heritage, as the national body who have the remit to preserve and present the architectural treasures, are therefore best placed to interpret and showcase its history upon activation of the break clause in 2019 which will then come into effect in 2020. After activation of the break clause, the operation of this attraction at Gainsborough Old Hall, including the opening hours, event and exhibition programmes and facilitated learning programme would be determined by English Heritage.

Discover Stamford

The proposal is to explore opportunities to engage with a third party who has expressed an interest in the social history collections currently contained within Discover Stamford (which consist of the museum display at Stamford Library and the Stamford store) to display them in their own buildings for public access. This would mean the current sites would close as public attractions and the collections display would be provided by a third party at a new site.

If the collection was not transferred to a third party, LCC could not guarantee that the attraction would remain part of the LCC Heritage Service.

Ellis Mill

The proposal is to explore the transfer of ownership and/or full operational responsibility for the mill to a third party. Any transfer of ownership would include transfer of the existing covenant covering its use as a mill. If we cannot transfer the ownership or lease the mill, LCC could not guarantee that the attraction would remain part of the LCC Heritage Service.

Burgh le Marsh Mill

The proposal is to explore the transfer of ownership and/or full operational responsibility for the mill to a third party. If we cannot transfer the ownership or lease the mill LCC could not guarantee that the attraction would remain part of the LCC Heritage Service.

Alford Mill

The proposal is to explore the transfer of ownership and/or full operational responsibility for the mill to a third party. If we cannot transfer the ownership or lease the mill LCC could not guarantee that the attraction would remain part of the LCC Heritage Service

Evidencing the impacts

In this section you will explain the difference that proposed changes are likely to make on people with protected characteristics. To help you do this first consider the impacts the proposed changes may have on people without protected characteristics before then considering the impacts the proposed changes may have on people with protected characteristics.

You must evidence here who will benefit and how they will benefit. If there are no benefits that you can identify please state 'No perceived benefit' under the relevant protected characteristic. You can add sub categories under the protected characteristics to make clear the impacts. For example under Age you may have considered the impact on 0-5 year olds or people aged 65 and over, under Race you may have considered Eastern European migrants, under Sex you may have considered specific impacts on men.

Data to support impacts of proposed changes

When considering the equality impact of a decision it is important to know who the people are that will be affected by any change.

Population data and the Joint Strategic Needs Assessment

The Lincolnshire Research Observatory (LRO) holds a range of population data by the protected characteristics. This can help put a decision into context. Visit the LRO website and its population theme page by following this link: <http://www.research-lincs.org.uk> If you cannot find what you are looking for, or need more information, please contact the LRO team. You will also find information about the Joint Strategic Needs Assessment on the LRO website.

Workforce profiles

You can obtain information by many of the protected characteristics for the Council's workforce and comparisons with the labour market on the [Council's website](#). As of 1st April 2015, managers can obtain workforce profile data by the protected characteristics for their specific areas using Agresso.

Positive impacts

The proposed change may have the following positive impacts on persons with protected characteristics – If no positive impact, please state 'no positive impact'.

Age	<p>Work to both Lincoln Castle and the Collection building would be consistent with the Council's obligations to ensure accessibility to its buildings. It also allows improvements to be considered which would give greater access to the interpretation of the collections through, for instance, audio guides.</p> <p>The increased scope for flexibility of display and the attraction of temporary and touring exhibitions gives greater scope for tailoring the Heritage offer to the interests and experiences of different groups including different age groups. The increased capacity to incorporate different narratives alongside the core offer has the potential to advance equality of opportunity and foster good relations in relation to people with a protected characteristic including age.</p> <p>Updated 18 04 19 information from meeting with groups</p> <p>Young people</p> <ul style="list-style-type: none">• Refreshing offer for young people if the Art is displayed in a new building• Good thing to give Gainsborough Old Hall back to English Heritage as they do a good job• More events would be good for young people such as those offered at the Castle even if a price was implemented (but consider concessions for young people)
Disability	<p>Work to both Lincoln Castle and the Collection building would be consistent with the Council's obligations to ensure accessibility to its buildings. It also allows improvements to be considered which would give greater access to the interpretation of the collections through, for instance, audio guides.</p> <p>Evidence: Anecdotal evidence suggests that access may even be improved with Investment in Lincoln Castle to redevelop existing spaces currently used for learning and utilising the Heritage Skills Centre.</p> <p>The increased scope for flexibility of display and the attraction of temporary and touring exhibitions gives greater scope for tailoring the Heritage offer to the interests and experiences of different groups including people with a disability. The increased capacity to incorporate different narratives alongside the core offer has the potential to advance equality of opportunity and foster good relations in relation to people with a protected characteristic including disability.</p> <p>Updated 18 04 19 information from meeting with groups</p> <p>Carers</p>

	<ul style="list-style-type: none"> There would a positive impact if there are displays moved into the Collection as there are more modern facilities <p>DDA compliance of new buildings would allow better for people with a physical disability (the Collection) and this was echoed in a consultation response about access and manoeuvrability.</p>
Gender reassignment	The increased scope for flexibility of display and the attraction of temporary and touring exhibitions at Lincoln Castle and the Collection Museum and Art Gallery gives greater scope for tailoring the Heritage offer to the interests and experiences of different groups including people considering, undergoing or who have undergone gender reassignment. The increased capacity to incorporate different narratives alongside the core offer has the potential to advance equality of opportunity and foster good relations in relation to people with a protected characteristic including gender reassignment.
Marriage and civil partnership	The increased scope for flexibility of display and the attraction of temporary and touring exhibitions at Lincoln Castle and the Collection Museum and Art Gallery gives greater scope for tailoring the Heritage offer to the interests and experiences of different groups including people who share this protected characteristic. The increased capacity to incorporate different narratives alongside the core offer has the potential to advance equality of opportunity and foster good relations in relation to people with a protected characteristic including marriage and civil partnership.
Pregnancy and maternity	The increased scope for flexibility of display and the attraction of temporary and touring exhibitions at Lincoln Castle and the Collection Museum and Art Gallery gives greater scope for tailoring the Heritage offer to the interests and experiences of different groups including people who share this protected characteristic. The increased capacity to incorporate different narratives alongside the core offer has the potential to advance equality of opportunity and foster good relations in relation to people with a protected characteristic including pregnancy and maternity.
Race	<p>Work to both Lincoln Castle and the Collection allows improvements to be considered which would give greater access to the interpretation of the collections through, for instance, audio guides.</p> <p>Evidence: Anecdotal evidence suggests that there are a number of visitors to Heritage sites from different racial backgrounds whose first language is not English.</p> <p>Impact: This provides an opportunity to enhance language/translation (including Audio Guides) services at the newly developed site that might make it more appealing and accessible to visitors/tourists/students and migrant communities who are visiting or are new to Lincolnshire. This might in turn attract a more international audience (diverse cohort of visitors), reduce social isolation, increase wellbeing and enhance the experience of all visitors.</p> <p>The increased scope for flexibility of display and the attraction of temporary and touring exhibitions at Lincoln Castle and the Collection Museum and Art Gallery gives greater scope for tailoring the Heritage offer to the interests and experiences of different groups including people of different races. The increased capacity to incorporate different narratives alongside</p>

	the core offer has the potential to advance equality of opportunity and foster good relations in relation to people with a protected characteristic including race.
Religion or belief	<p>Insofar as people having a particular religion or belief may also share the protected characteristic of race, the evidence and impacts set out in the preceding box will apply.</p> <p>The increased scope for flexibility of display and the attraction of temporary and touring exhibitions at Lincoln Castle and the Collection Museum and Art Gallery gives greater scope for tailoring the Heritage offer to the interests and experiences of different groups including people of different religions or beliefs. The increased capacity to incorporate different narratives alongside the core offer has the potential to advance equality of opportunity and foster good relations in relation to people with a protected characteristic including religion and belief.</p>
Sex	The increased scope for flexibility of display and the attraction of temporary and touring exhibitions at Lincoln Castle and the Collection Museum and Art Gallery gives greater scope for tailoring the Heritage offer to the interests and experiences of different groups including people who share this protected characteristic. The increased capacity to incorporate different narratives alongside the core offer has the potential to advance equality of opportunity and foster good relations in relation to people with a protected characteristic including sex.
Sexual orientation	The increased scope for flexibility of display and the attraction of temporary and touring exhibitions at Lincoln Castle and the Collection Museum and Art Gallery gives greater scope for tailoring the Heritage offer to the interests and experiences of different groups including people who share this protected characteristic. The increased capacity to incorporate different narratives alongside the core offer has the potential to advance equality of opportunity and foster good relations in relation to people with a protected characteristic including sexual orientation.

If you have identified positive impacts for other groups not specifically covered by the protected characteristics in the Equality Act 2010 you can include them here if it will help the decision maker to make an informed decision.

Rural Isolation/wellbeing: This gives an opportunity to consider and review opening hours, which might attract more visitors and volunteers to the sites, reduce social isolation and increase wellbeing. If the Windmills are to transfer over to a community collective, this may improve the social fabric of the community by people coming together for community ownership.

Adverse/negative impacts

You must evidence how people with protected characteristics will be adversely impacted and any proposed mitigation to reduce or eliminate adverse impacts. An adverse impact causes disadvantage or exclusion. If such an impact is identified please state how, as far as possible, it is justified; eliminated; minimised or counter balanced by other measures.

If there are no adverse impacts that you can identify please state 'No perceived adverse impact' under the relevant protected characteristic.

Negative impacts of the proposed change and practical steps to mitigate or avoid any adverse consequences on people with protected characteristics are detailed below. If you have not identified any mitigating action to reduce an adverse impact please state 'No mitigating action identified'.

<p>Age</p>	<p>Reducing the opening times or closing any sites would impact on the accessibility of attractions and potentially require some people to travel further distances to access a particular type of heritage experience, particularly windmills. This is likely to disproportionately impact on older and younger people who may use facilities as form of social activity and find it more difficult to travel thereby potentially impacting on isolation or wellbeing, especially those who may already experience travel challenges in rural areas of Lincolnshire.</p> <p>There may be a reduction in educational provision for young people depending on what English Heritage provide if it takes over direct management of Gainsborough Old Hall.</p> <p>Updated 18 04 19, information from meeting with groups</p> <p>Young people</p> <ul style="list-style-type: none">• Young people currently congregate in the grounds of the Usher Gallery, if there was a change of use they may feel that they can no longer use the public space. <p><i>Mitigation – there has been no suggestion to the change of use of the open spaces</i></p> <ul style="list-style-type: none">• It will have a negative impact if cost and charges were applied to entry of any of the sites <p><i>Mitigation – to consider concessions for students/young people if charging policy changes, but there are no plans to do so as part of these proposals</i></p> <ul style="list-style-type: none">• It may affect Young people's mental health because the art being displayed in a busy area would not allow adequate space for quiet reflection <p><i>Mitigation – to consider introducing quiet time periods</i></p>
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	<p>Older people</p> <ul style="list-style-type: none"> Should cost entry fees rise this would affect older people as they may have a limited budget <p><i>Mitigation – consider concessions for older people if charging policy changes, but there are no plans to charge as part of these proposals</i></p> <ul style="list-style-type: none"> It will impact on older peoples mental health due to where the art is displayed (no quiet space) i.e. people would not attend art groups so increase social isolation <p><i>Mitigation – to consider introducing quiet time periods. This could provide greater opportunities for overcoming social isolation.</i></p> <p>Updated 29/05/19, information from consultation document</p> <ul style="list-style-type: none"> Should any of the sites close, or opening times change, there could be a negative impact on older people who rely on public transport <p><i>No mitigation identified at this time</i></p> <ul style="list-style-type: none"> Should any entry fees be introduced this may have a negative impact older and younger people with limited incomes <p><i>Mitigation – to consider concessions for students/young people and older people if charging policy changes, but there are no plans to charge as part of these proposals</i></p> <ul style="list-style-type: none"> Should the Heritage Service offer reduce children and future generations could lose out on interactive educational and cultural experiences <p><i>Mitigation – the schools offer will continue on sites, such as the Museum of Lincolnshire Life and access to collections would remain alongside a wider variety of exhibitions if proposals are implemented</i></p>
Disability	<p>Reducing the opening times or closing any sites would impact on the accessibility of attractions and potentially require some people to travel further distances to access a particular type of heritage experience, particularly windmills. This is likely to disproportionately impact on people with a disability who may use facilities as a form of social activity and find it more difficult to travel thereby potentially impacting on isolation or wellbeing, especially those who may already experience travel challenges in rural areas of Lincolnshire.</p> <p>There may be a reduction in educational provision for young people with special educational needs or a disability depending on what English Heritage provide if it takes over direct management of Gainsborough Old Hall.</p> <p>Updated 18 04 19, information from meeting with groups</p> <p>Mental Health</p> <ul style="list-style-type: none"> It may affect Young people's mental health because the art being displayed in a busy area would not allow adequate space for quiet reflection <p><i>Mitigation – to consider introducing quiet time periods at the Collection</i></p> <ul style="list-style-type: none"> Carers who have to pay entry fee themselves when taking a cared for person to a venue – impacted on financial

	<p>exclusion</p> <p><i>Mitigation – consider introducing concessions for carers if charging policy changes, but there are no plans to charge as part of these proposals</i></p> <p>Physical disability</p> <ul style="list-style-type: none"> • Because people may rely on public transport and it can take longer to get around the venue <p><i>Mitigation - to consider opening hours in relation to public transport</i></p> <p>Updated 29/05/19, information from consultation document</p> <ul style="list-style-type: none"> • If any sites close or reduce opening times may have a negative impact on people mental health due to increased social isolation and loneliness <p><i>Mitigation – to explore with third sector organisations and community groups new venues where people could get involved to reduce social isolation and loneliness</i></p> <ul style="list-style-type: none"> • People who are on the Autistic spectrum may have difficulties in busy environment such as the collection may be impacted on if the Usher gallery is no longer available view art. <p><i>Mitigation – to consider introducing quiet time periods at the Collection</i></p>
Gender reassignment	<p>No perceived adverse impact</p> <p>Updated 29/05/19, information from consultation document</p> <p>Consultation responses highlighted that there may be nervousness about having exhibitions with a sexual component and this would be a missed opportunity for these groups to express and share their art</p> <p><i>Mitigation – a broad range of art and exhibits will continue to be on offer as a result of the proposals in this consultation that attracts a wider audience and is designed to meet the needs of a variety of needs '</i></p>
Marriage and civil partnership	<p>No perceived adverse impact'</p>
Pregnancy and maternity	<p>Reducing the opening times or closing any sites would impact on the accessibility of attractions and potentially require some people to travel further distances to access a particular type of heritage experience, particularly windmills. This is likely to disproportionately impact on pregnant women or women with very young children who may use facilities as form of social activity and find it more difficult to travel thereby potentially impacting on isolation or wellbeing, especially those who may already experience travel challenges in rural areas of Lincolnshire.</p> <p>Updated 29/05/19, information from consultation document</p> <ul style="list-style-type: none"> • Should any entry fees be introduced this may have a negative impact for families on a low income <p><i>Mitigation – to consider concessions for students/young people and older people if charging policy changes, but there are</i></p>

	<i>no plans to charge as part of these proposals</i>
Race	No perceived adverse impact'
Religion or belief	No perceived adverse impact'
Sex	<p>Reducing the opening times or closing any sites would impact on the accessibility of attractions and potentially require some people to travel further distances to access a particular type of heritage experience, particularly windmills. This is considered likely to disproportionately impact on women who may be expected to be disproportionately likely to be carers or have primary responsibility for children. They may use facilities as form of social activity and find it more difficult to travel thereby potentially impacting on isolation or wellbeing, especially those who may already experience travel challenges in rural areas of Lincolnshire.</p> <p>Updated 29/05/19, information from consultation document</p> <ul style="list-style-type: none"> No evidence of adverse impact, however two consultation responses highlighted that making changes could affect women who are 'overlooked' in the arts/Lincolnshire life. <p><i>Mitigation – a broad range of art and exhibits will continue to be on offer as a result of the proposals in this consultation that attracts a wider audience and is designed to meet the needs of a variety of needs '</i></p>
Sexual orientation	<p>No perceived adverse impact'</p> <p>Updated 29/05/19, information from consultation document</p> <ul style="list-style-type: none"> Consultation responses highlighted that there may be nervousness about having exhibitions with a sexual component and this would be a missed opportunity for these groups to express and share their art, which could marginalise them and reduce opportunities for social meetings and forming friendships through shared experiences. <p><i>Mitigation – a broad range of art and exhibits will continue to be on offer as a result of the proposals in this consultation that attracts a wider audience and is designed to meet the needs of a variety of needs '</i></p>

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If you have identified negative impacts for other groups not specifically covered by the protected characteristics under the Equality Act 2010 you can include them here if it will help the decision maker to make an informed decision.

Rural isolation/wellbeing: Reducing the opening times or closing any sites may impact on people who may use facilities as form of social activity, thereby potentially impacting on isolation or wellbeing, especially those who may already experience travel challenges in rural areas of Lincolnshire.

Updated 29/05/19, information from consultation document

Volunteers

- If any sites are to close or offer reduced hours, may lead to fewer opportunities for volunteering and thereby increase social isolation and loneliness.

Mitigation – signposting to the volunteer Centres for other opportunities. If sites are taken on by communities the opposite may be true

Stakeholders

Stake holders are people or groups who may be directly affected (primary stakeholders) and indirectly affected (secondary stakeholders)

You must evidence here who you involved in gathering your evidence about benefits, adverse impacts and practical steps to mitigate or avoid any adverse consequences. You must be confident that any engagement was meaningful. The Community engagement team can help you to do this and you can contact them at consultation@lincolnshire.gov.uk

State clearly what (if any) consultation or engagement activity took place by stating who you involved when compiling this EIA under the protected characteristics. Include organisations you invited and organisations who attended, the date(s) they were involved and method of involvement i.e. Equality Impact Analysis workshop/email/telephone conversation/meeting/consultation. State clearly the objectives of the EIA consultation and findings from the EIA consultation under each of the protected characteristics. If you have not covered any of the protected characteristics please state the reasons why they were not consulted/engaged.

Objective(s) of the EIA consultation/engagement activity

The objective was to test assumptions about the likely impact Heritage Service changes would have on people with protected characteristics. These assumptions were made during the initial development of the EIA and updated in response to stakeholder feedback and evidence.

Who was involved in the EIA consultation/engagement activity? Detail any findings identified by the protected characteristic

Age	Age UK- Older People Lincoln College – Young People Heritage Transformation survey
Disability	Carers First – Carers Carers First – Practitioners Heritage Transformation survey
Gender reassignment	Heritage Transformation survey
Marriage and civil partnership	Heritage Transformation survey
Pregnancy and maternity	Heritage Transformation survey
Race	Heritage Transformation survey
Religion or belief	Heritage Transformation survey

Sex	Heritage Transformation survey. To be conducted at the next stage of the process
Sexual orientation	Heritage Transformation survey. To be conducted at the next stage of the process
Are you confident that everyone who should have been involved in producing this version of the Equality Impact Analysis has been involved in a meaningful way? The purpose is to make sure you have got the perspective of all the protected characteristics.	Yes, at this stage the document has been revisited during and after consultation and updated as appropriate. Test groups were invited to comment on, and enhance, this EIA. Further opportunities are booked to consult with Lincolnshire Association of Local Councils regarding rural issues, LCC adult care day services regarding mental and physical disability and a nursery regarding pregnancy and maternity.
Once the changes have been implemented how will you undertake evaluation of the benefits and how effective the actions to reduce adverse impacts have been?	If the proposal is approved and changes are made, outcomes will be evaluated with representative groups.

Further Details

Are you handling personal data?	<p>No</p> <p>If yes, please give details.</p>
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Actions required	Action	Lead officer	Timescale
Include any actions identified in this analysis for on-going monitoring of impacts.	Complete EIA test meeting with protected characteristic groups	Community Engagement Team	After consultation

Version	Description	Created/amended by	Date created/amended	Approved by	Date approved
V0.23	Version v0.23 EIA – Future of the Heritage Service	Heritage Service supported by the Community Engagement team and legal team	17 07 2019	Assistant Director – Communities, Place Directorate	

Examples of a Description:
 'Version issued as part of procurement documentation'
 'Issued following discussion with community groups'
 'Issued following requirement for a service change; Issued following discussion with supplier'

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