

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 Strengths	Harmful 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 out 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

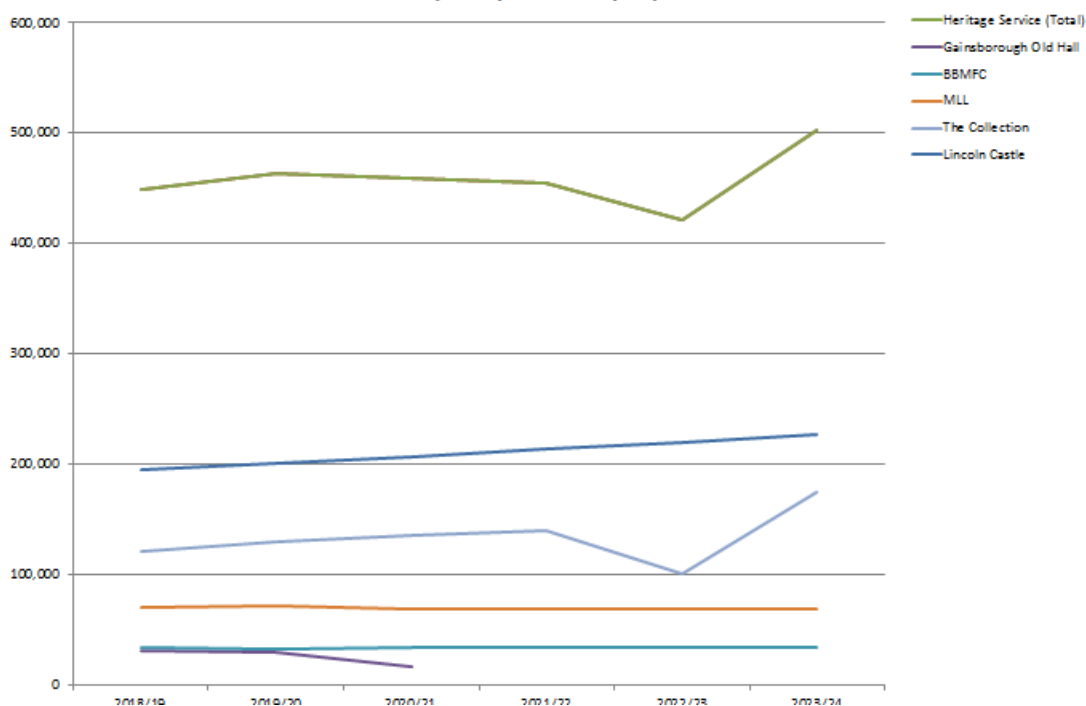
Appendix 2A: Comparative Visitor Number Data (2.4.4)

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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