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.

Version 1 04.07.2019

Lincolnshire COUNTY COUNCIL

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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 a 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.

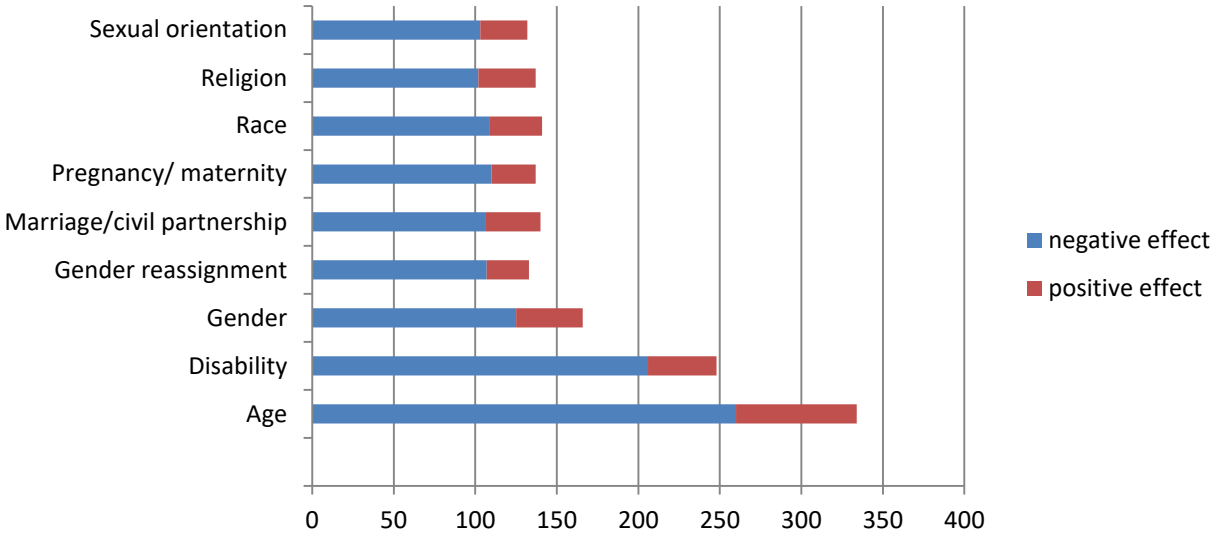

***Figure 1**. Positive and negative comments associated with the nine Protected Characteristics.*

	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%)

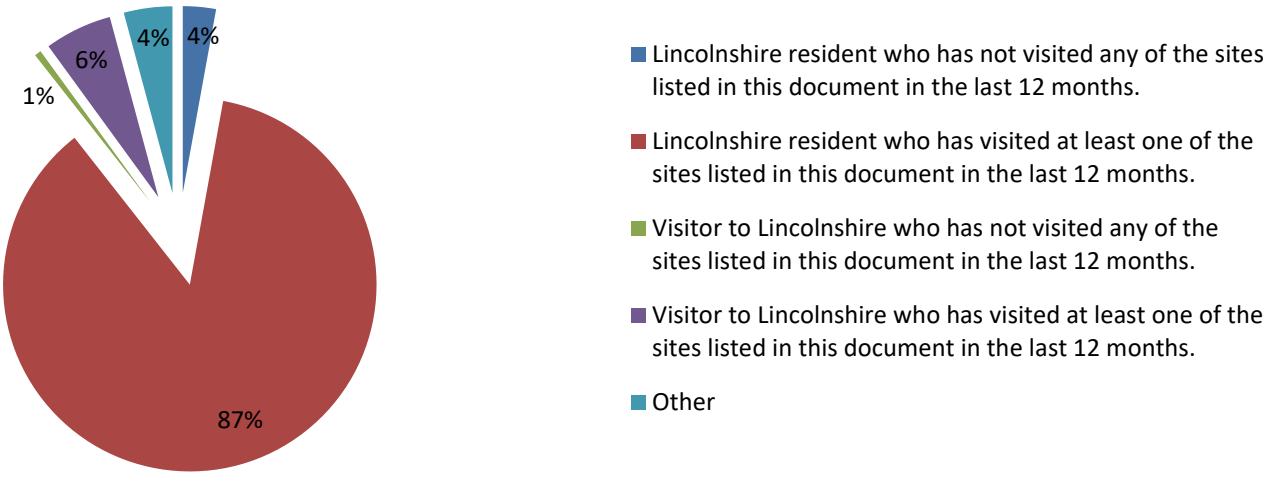

***Figure 2**. Answers to the question – which of the following best describes you?*

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 241comments 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.

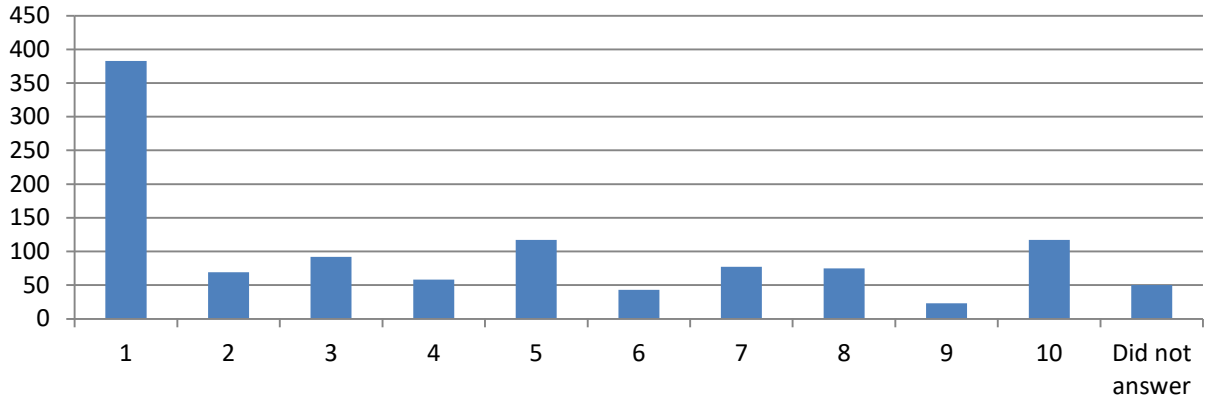

Figure 4. *The extent to which participants support or not support proposal 1 (1 being do not support and 10 being fully support).*

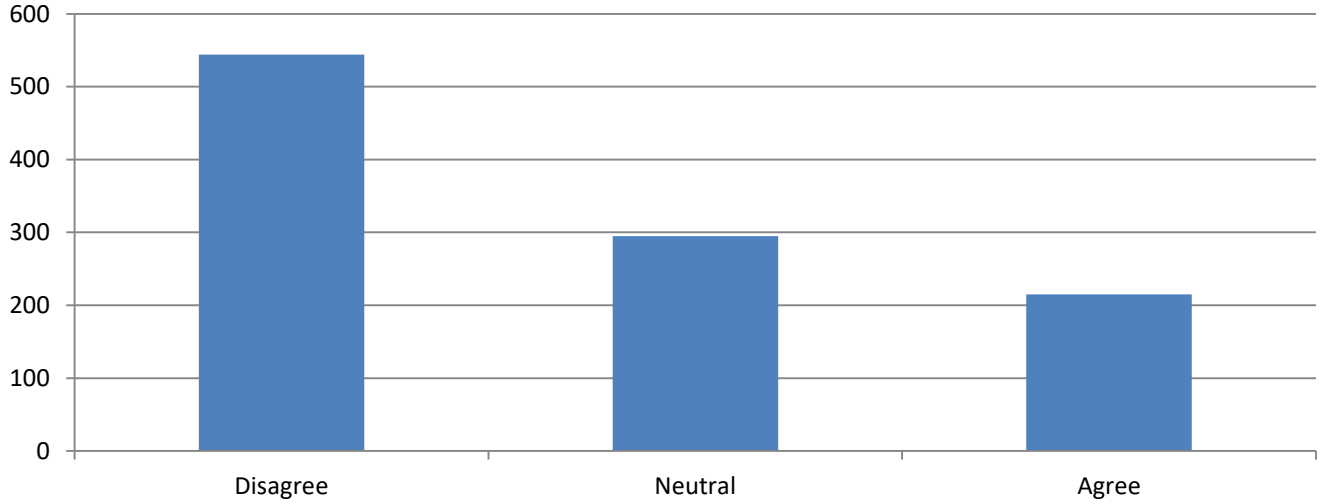

Figure 5. *Proposal 1 scoring condensed to 'generally agree and generally disagree' – excluding those that did not answer.*

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*

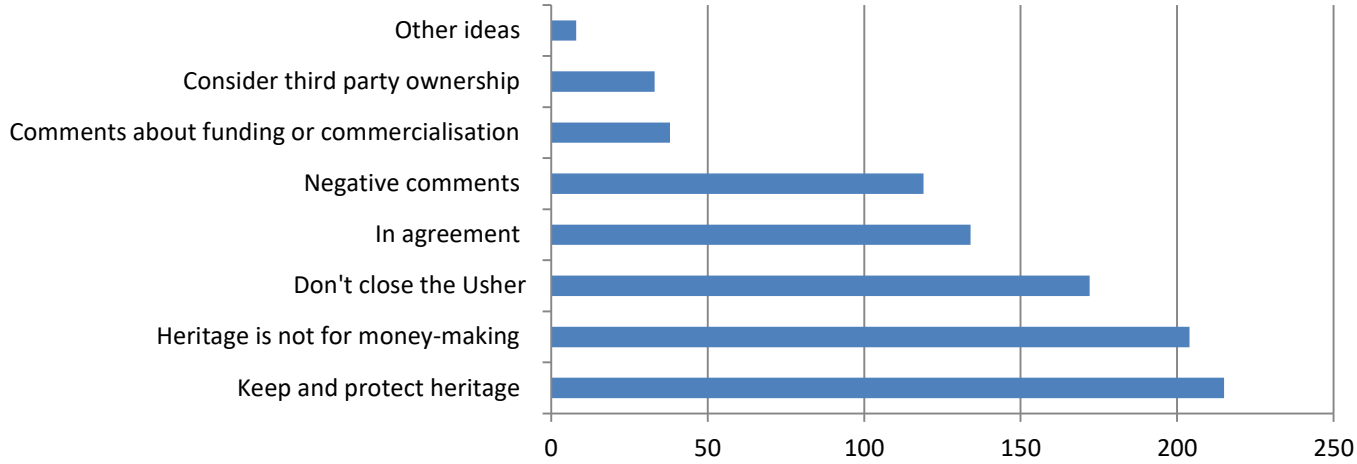

***Figure 6**. The proportion of comments associated with the overarching themes as seen in the above table.*

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.

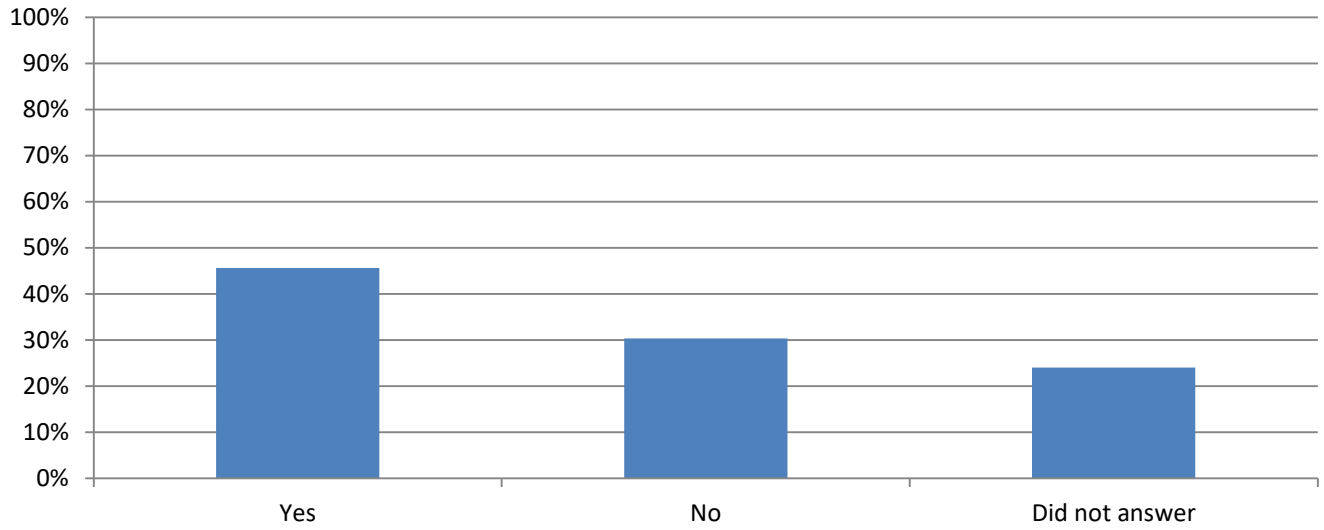

Figure 7. *The options that participants chose when thinking about whether there were other options to consider apart from proposal 1 (in percentages).*

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.

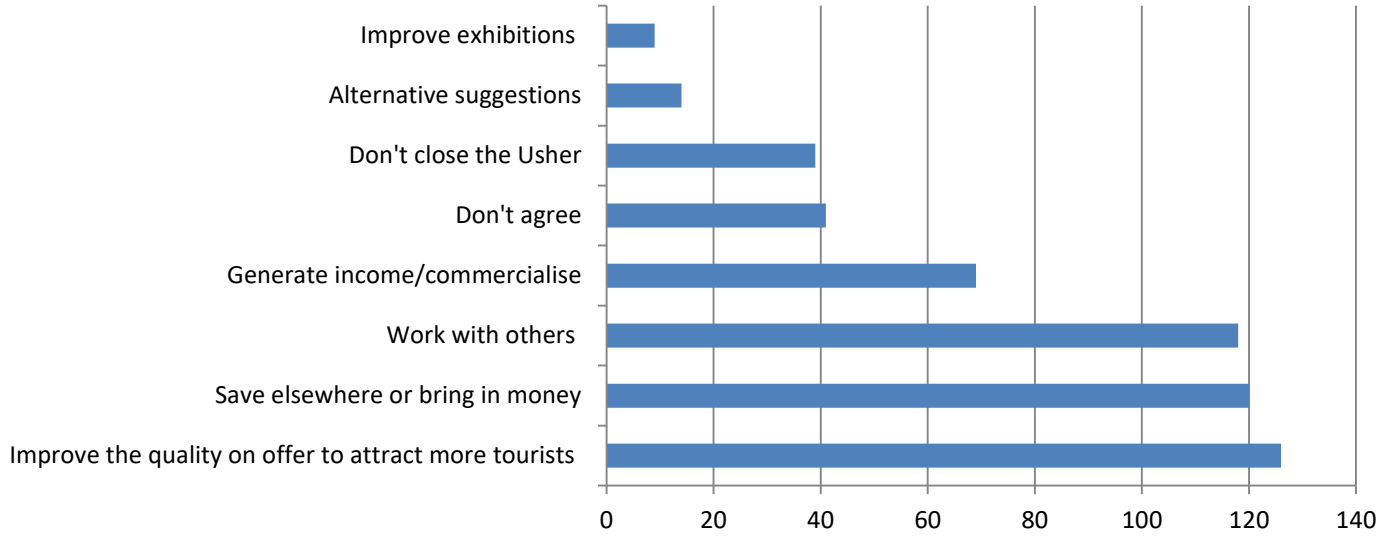

Figure 8. *The proportion of comments associated with the overarching themes listed in the table above.*

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 met 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.

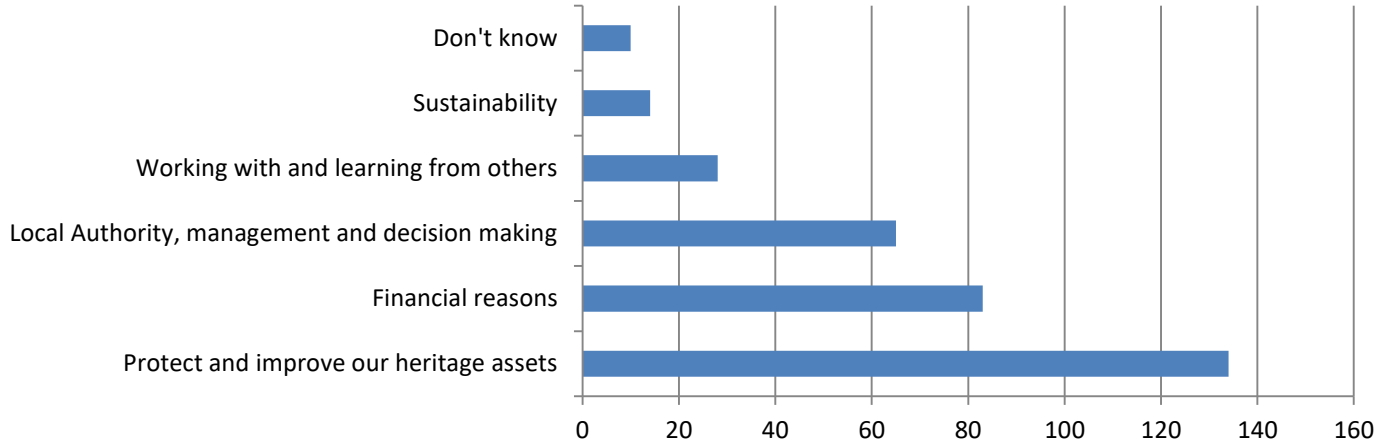

***Figure 9**. The proportion of comments associated with the overarching themes as listed in the table above.*

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.

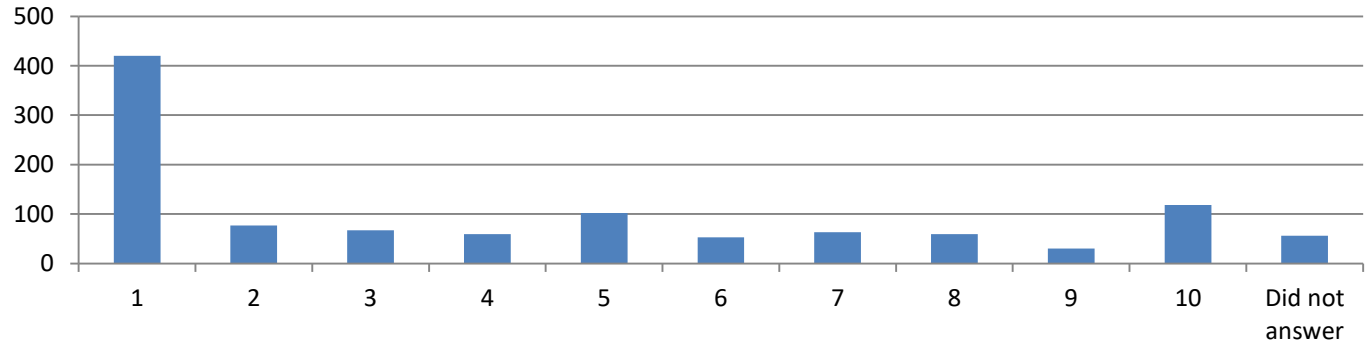

Figure 10. *The extent to which participants support or not support proposal 2 (1 being do not support and 10 being fully support).*

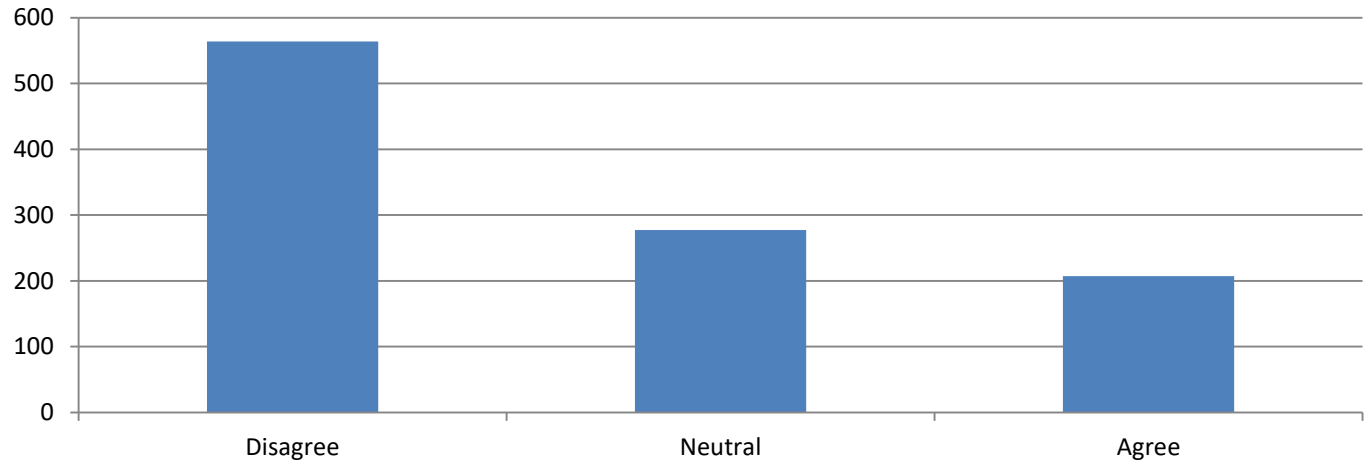

Figure 11*. Proposal 2 scoring condensed to 'generally agree and generally disagree' excluding those that did not answer.*

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.

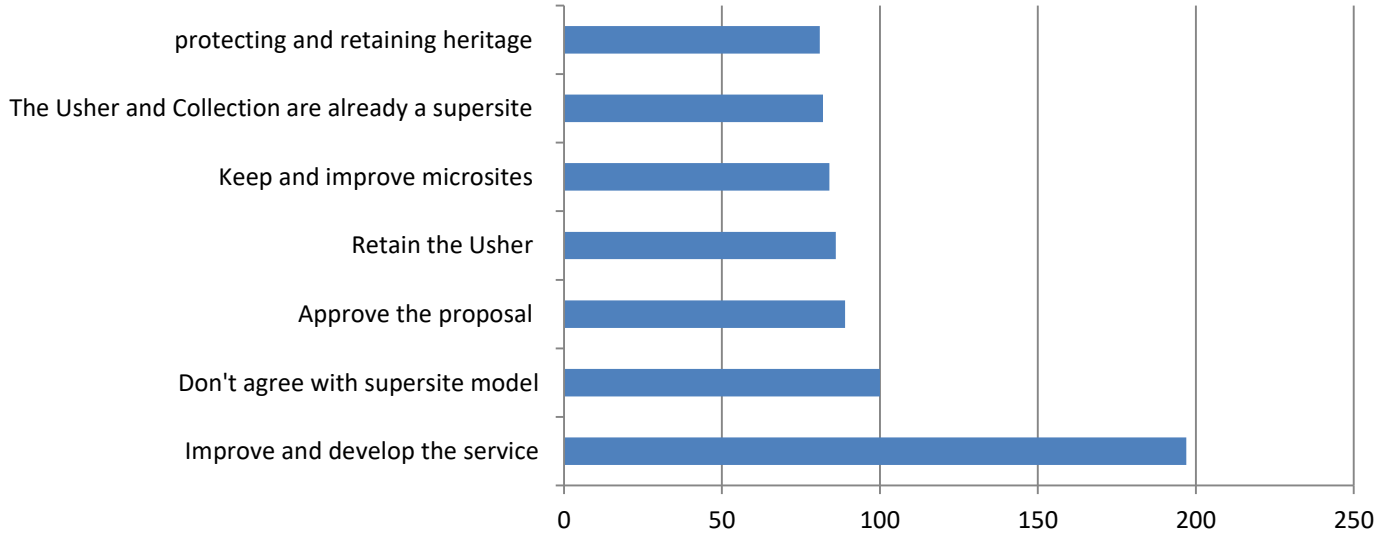

Figure 12. *The proportion of comments associated with the overarching themes listed in the above table.*

The Business Case was developed through thorough research and data analysis of all sites, including through engagement with relevant stakeholders mentioned therein[4] 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 residentials 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.

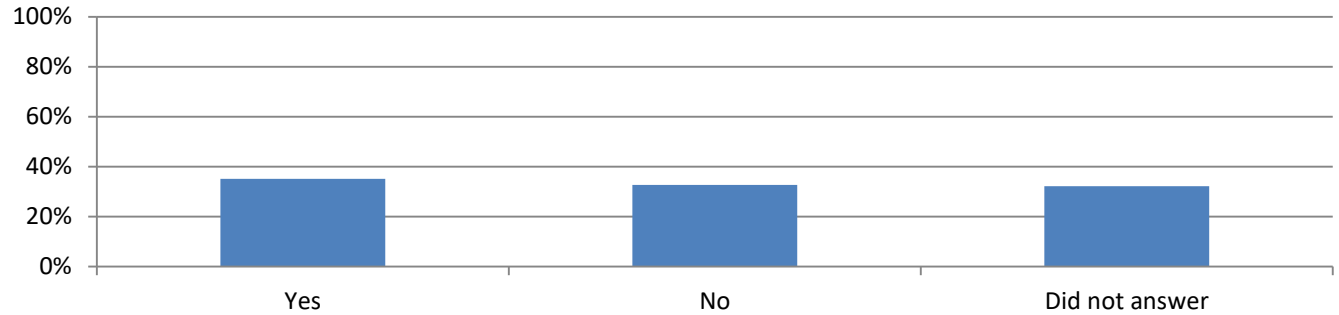

Figure 13. *The options that participants chose when thinking about whether there were other options to consider apart from proposal 2 (in percentages).*

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.

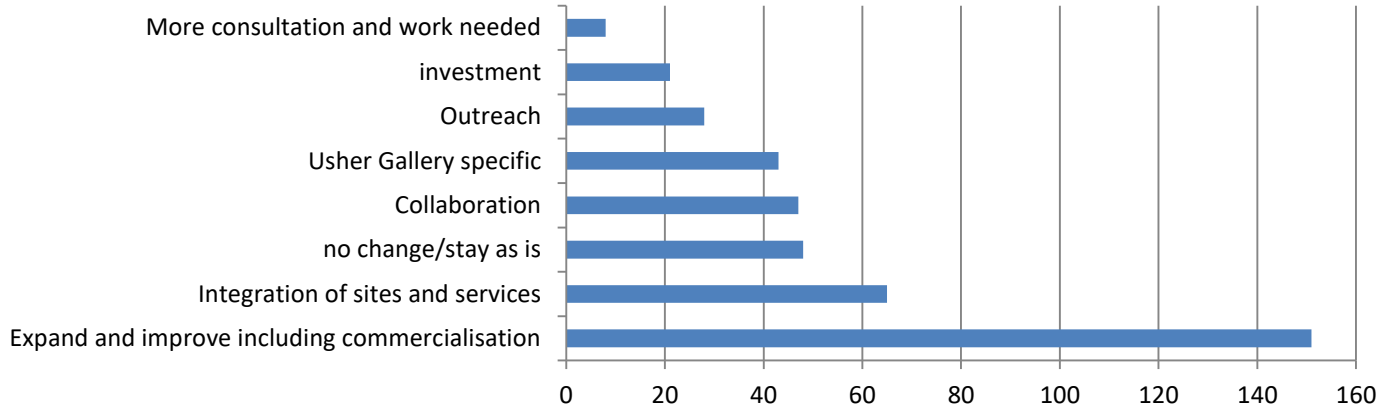

***Figure 14**. The proportion of comments associated with the overarching themes listed in the above table.*

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 microsites and invite local groups to make the microsites 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.

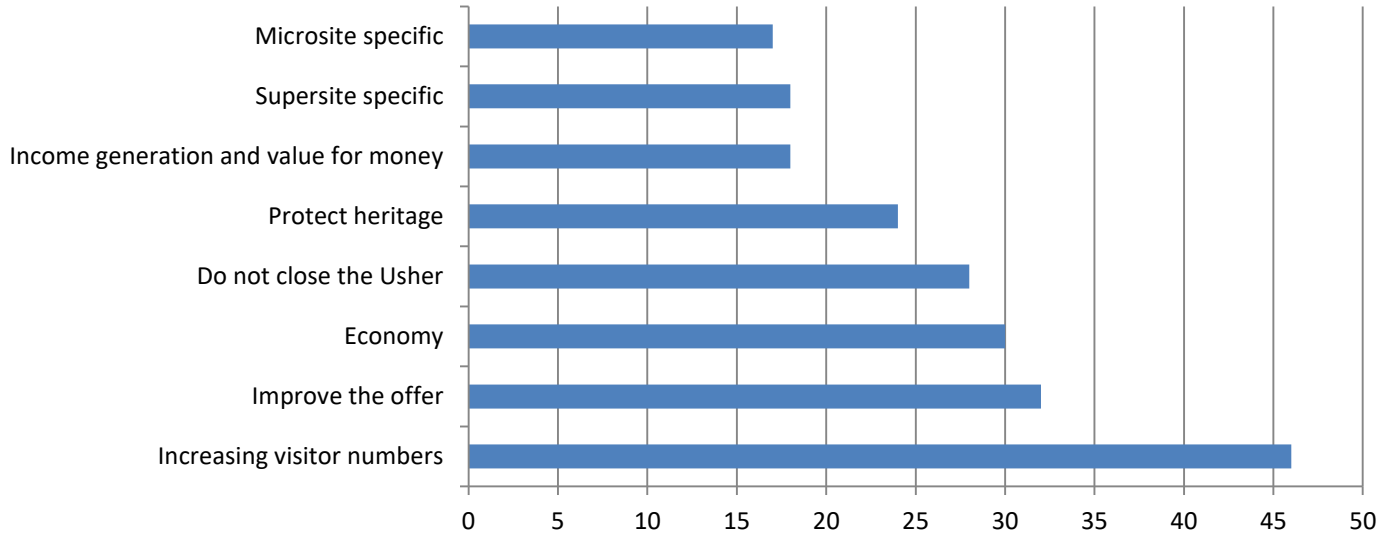

***Figure 15**. The proportion of comments associated with the overarching themes listed in the above table.*

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 'suppersite' 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).

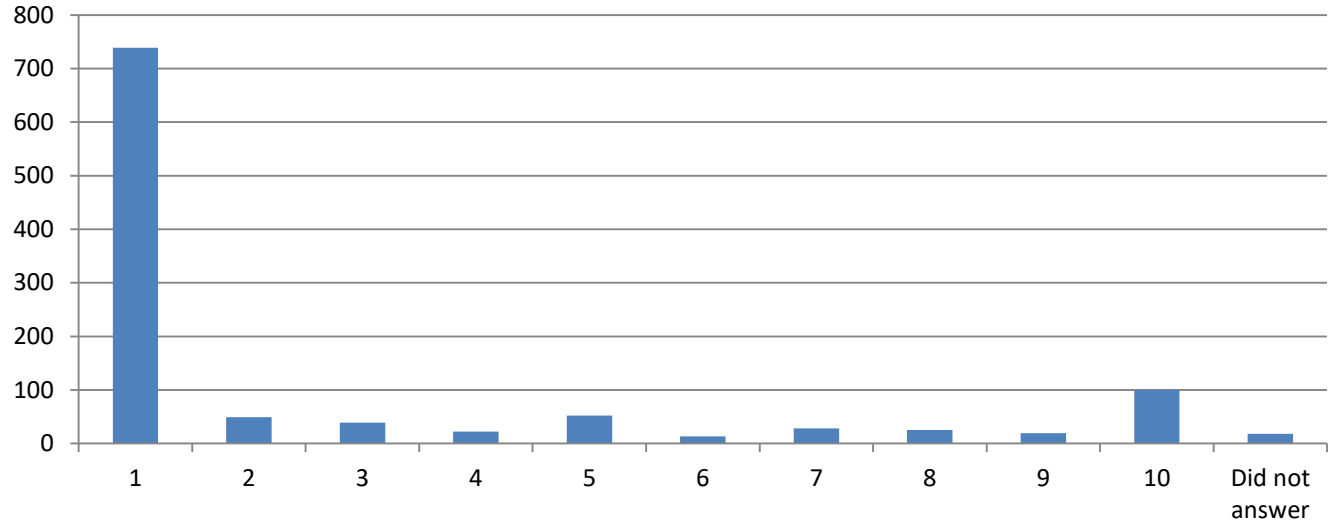

Figure 16. *The extent to which participants support or not support proposal 3 (1 being do not support and 10 being fully support).*

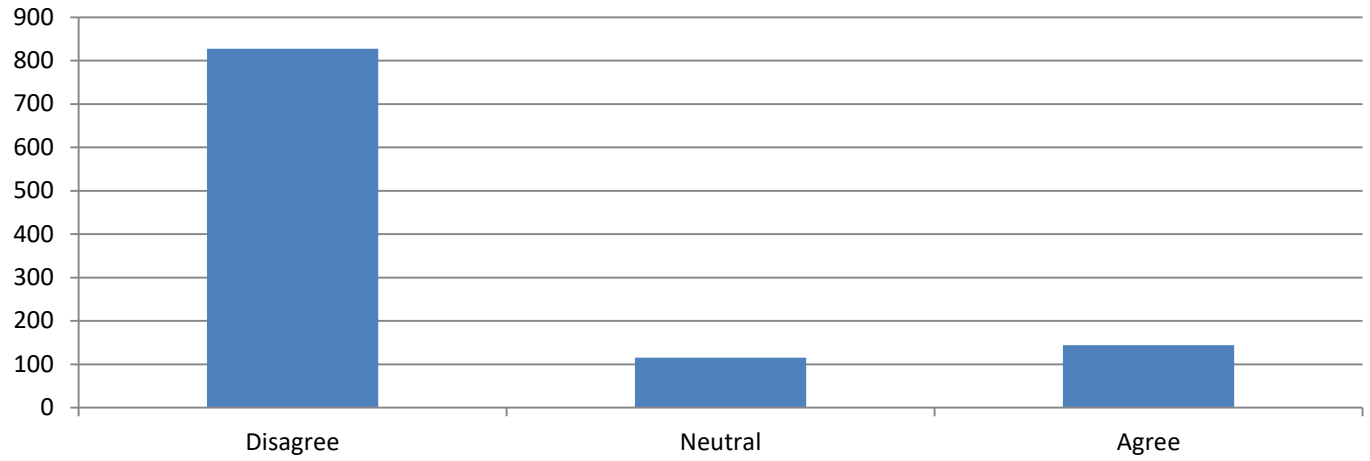

Figure 17. *Proposal 3 scoring condensed to 'generally agree and generally disagree' excluding those that did not answer.*

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.

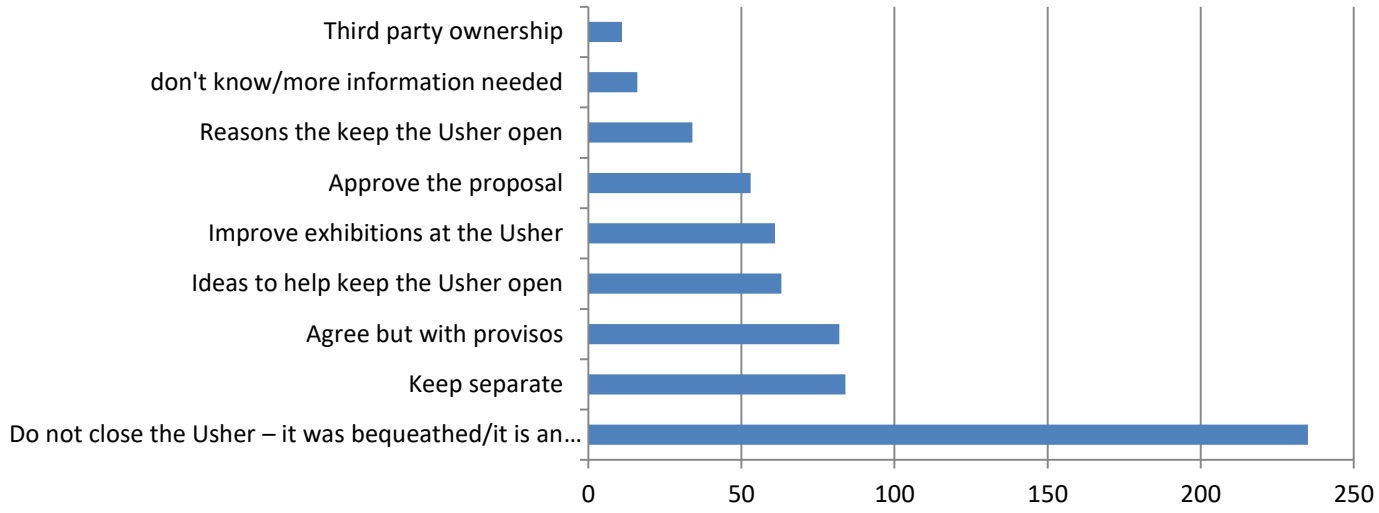

Figure 18. *The proportion of comments associated with the overarching themes listed in the above table.*

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.

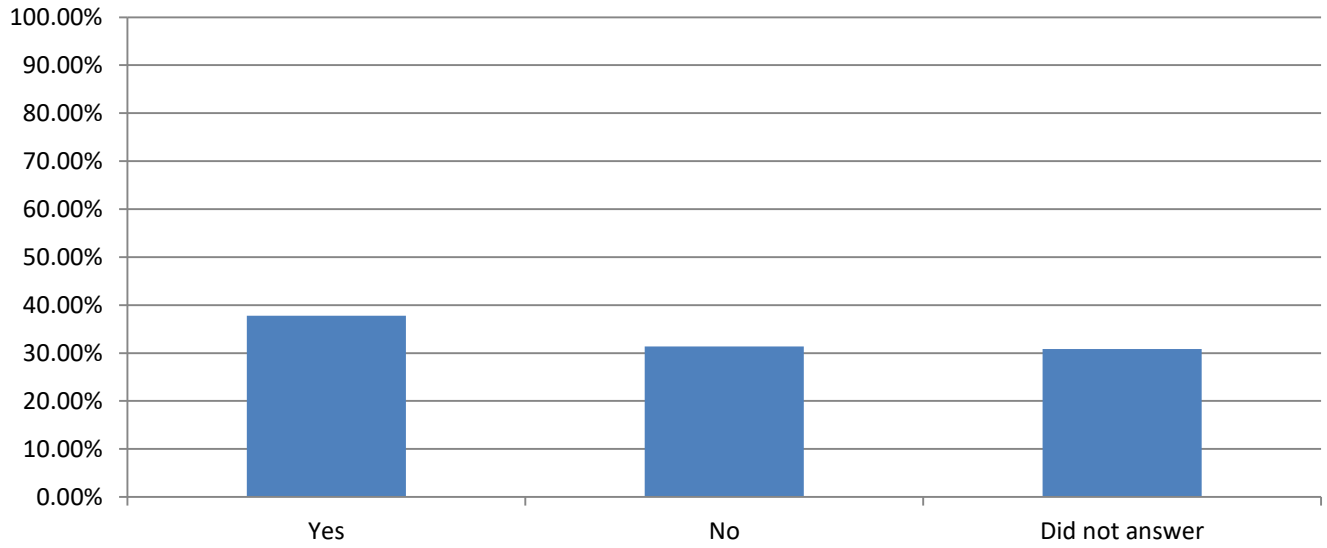

***Figure 19**. Answers that participants chose when thinking about whether there were other options to consider apart from proposal 3 (in percentages).*

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.

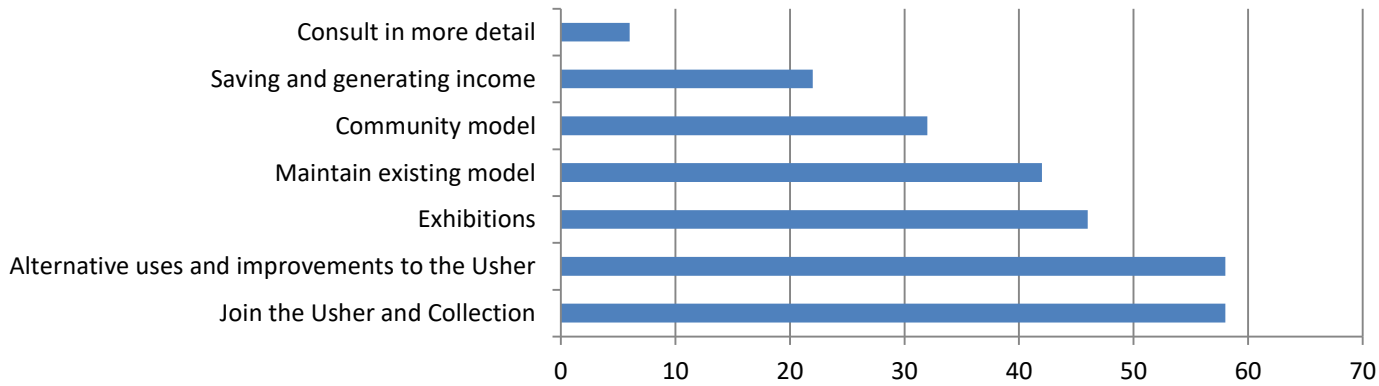

Figure 20. *The proportion of comments associated with the overarching themes listed in the above table.*

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.

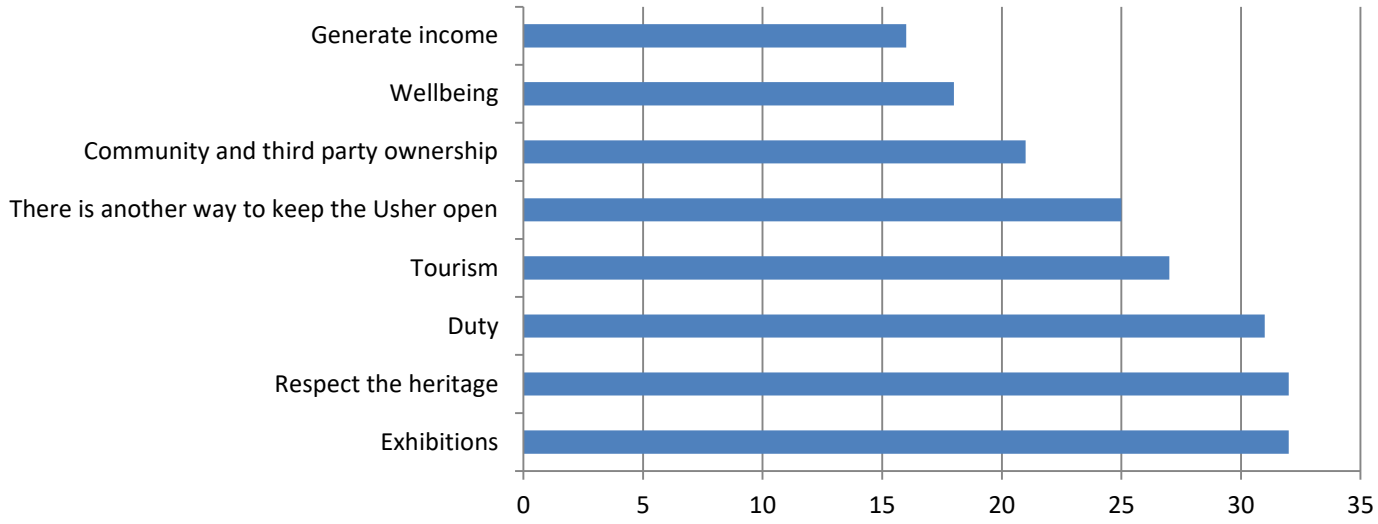

Figure 21. *The proportion of comments associated with the overarching themes listed in the table above.*

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.

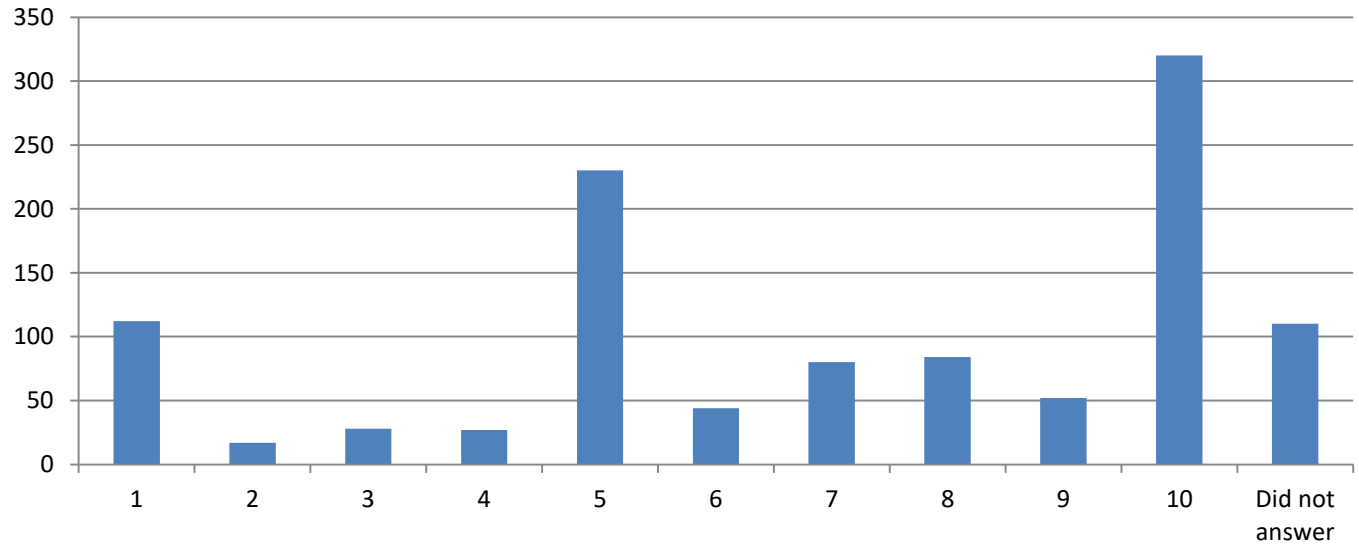

Figure 22. *The extent to which participants support or not support proposal 4 (1 being do not support and 10 being fully support.*

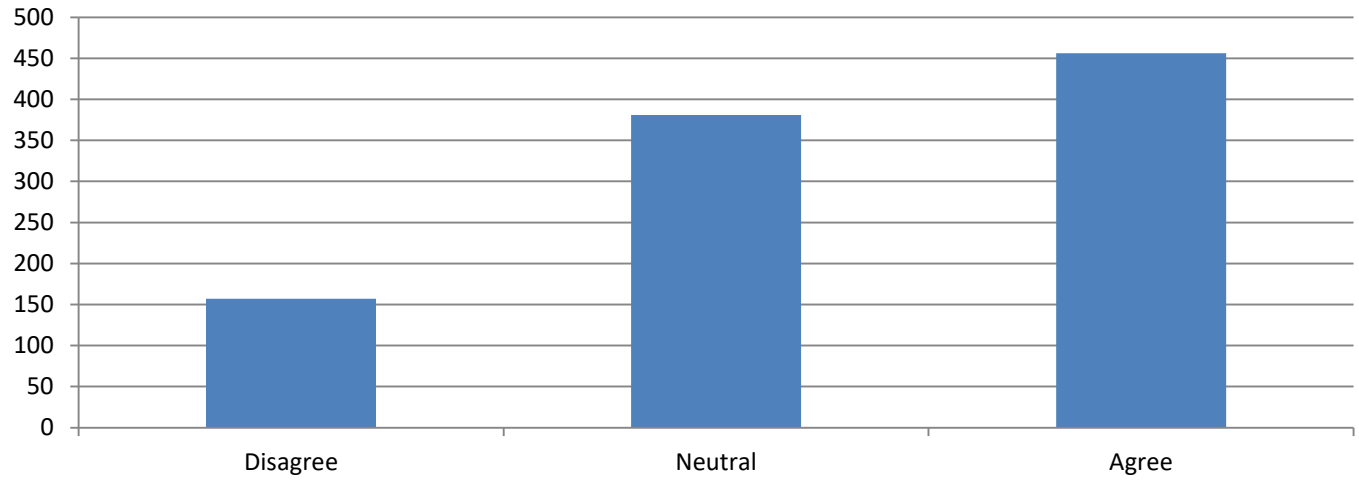

Figure 23. *Proposal 4 scoring condensed to agree, disagree or neutral'.*

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.

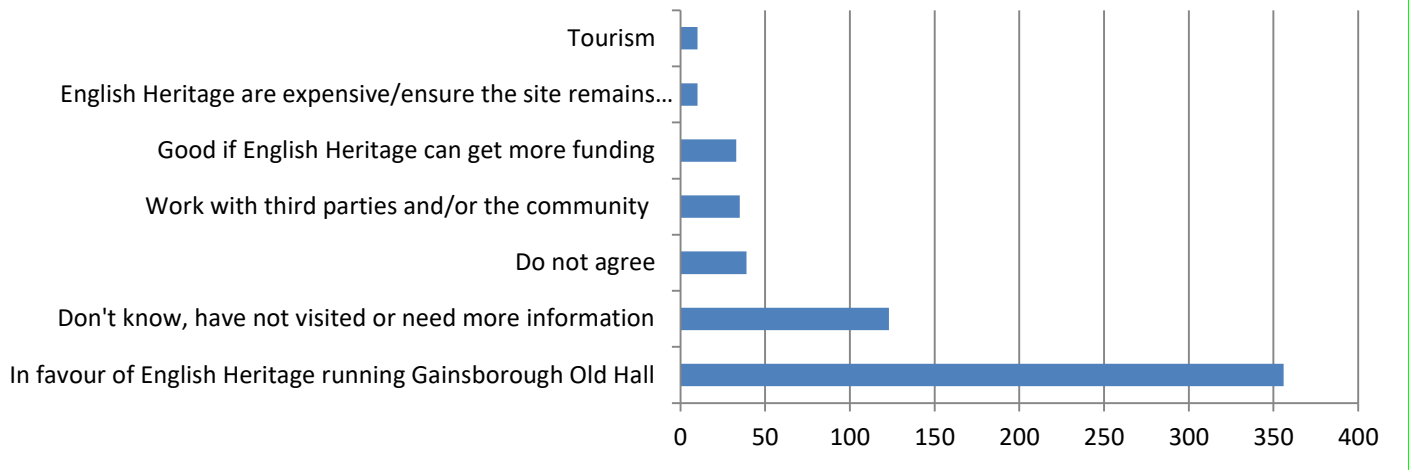

Figure 24. Shows, in chart form, the number of comments associated with the most common overarching themes as per the table above.

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.

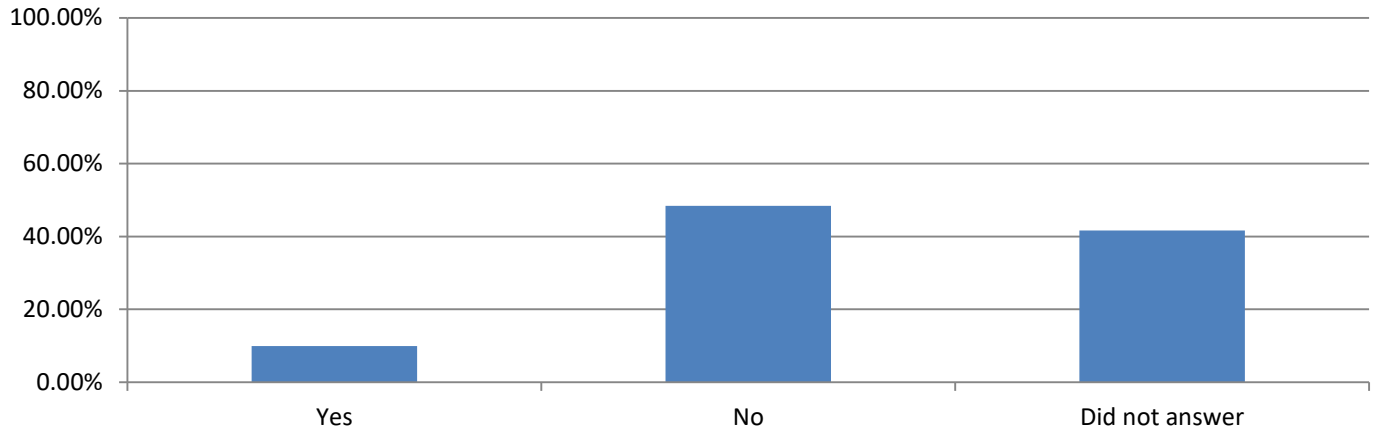

***Figure 25**. Answers that participants chose when thinking about whether there were other options to consider apart from proposal 4 (in percentages).*

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.

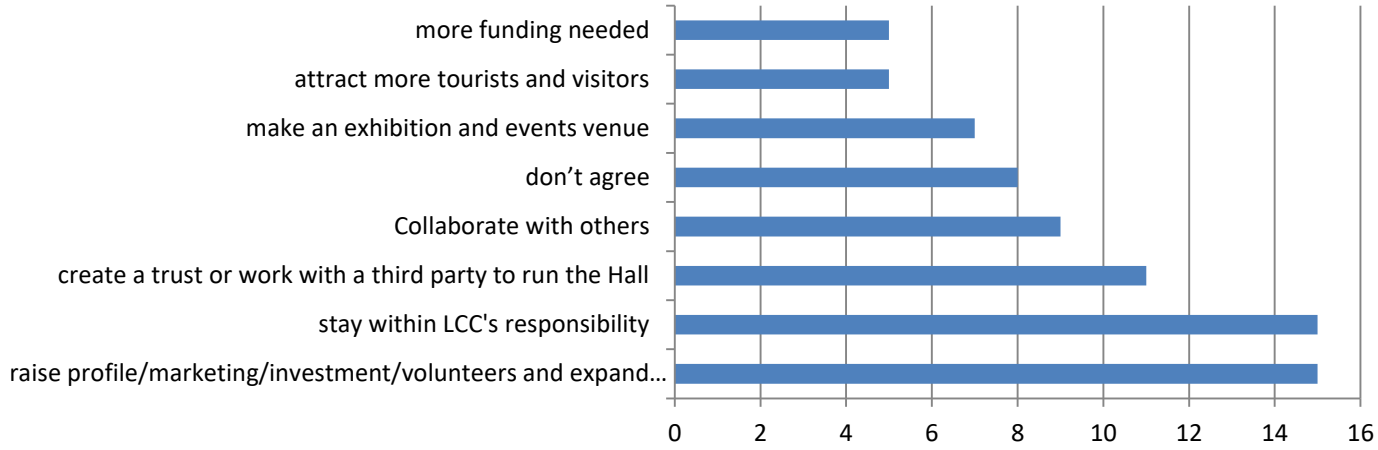

***Figure 26**. The proportion of comments associated with the overarching themes.*

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.

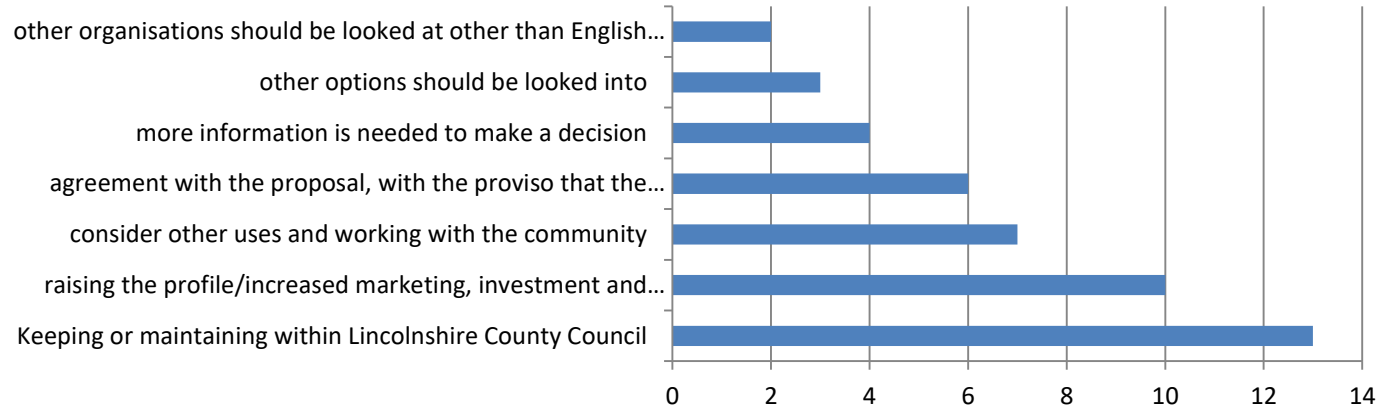

***Figure 27**. The proportion of comments associated with the overarching themes listed in the table above*

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.

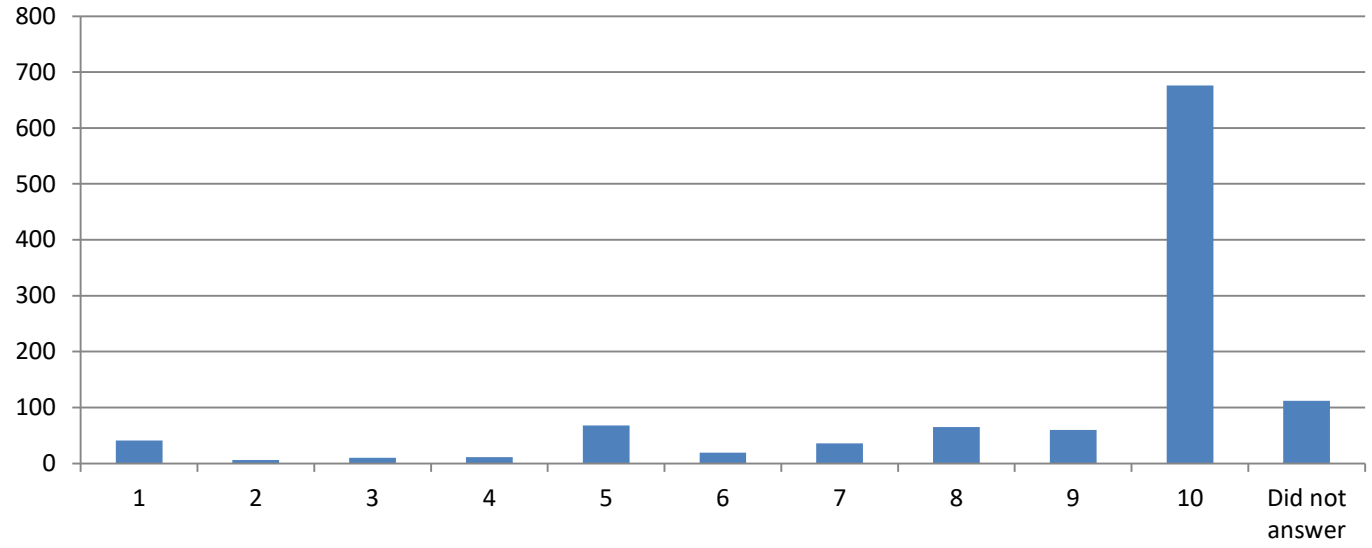

***Figure 28**. The extent to which participants support or not support proposal 5 regarding the MLL (1 being do not support and 10 being fully support).*

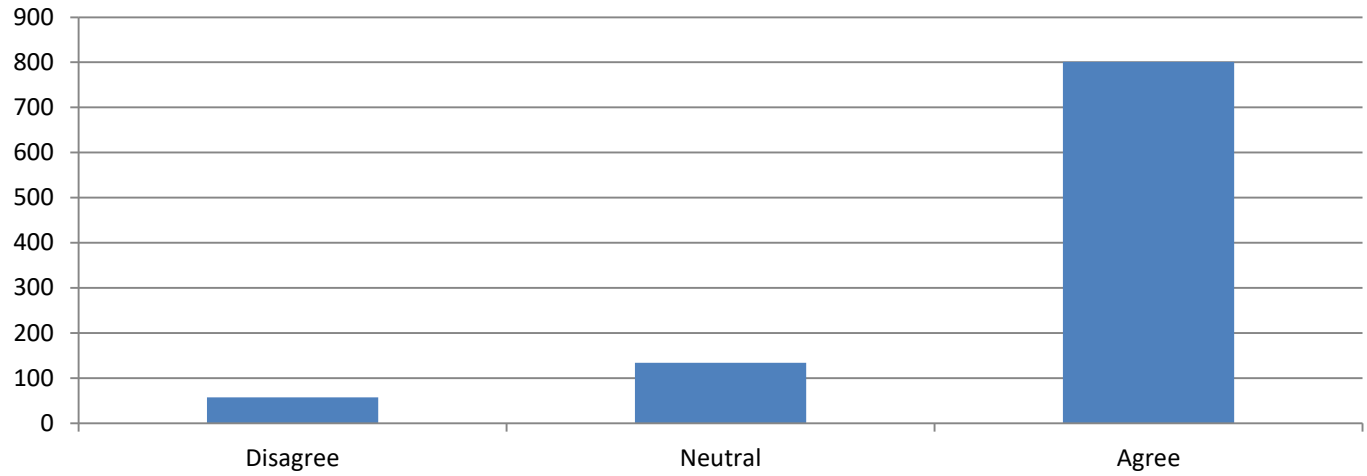

Figure 29. *Proposal 5 (MLL) scoring condensed to agree, disagree and neutral excluding those that did not answer.*

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.

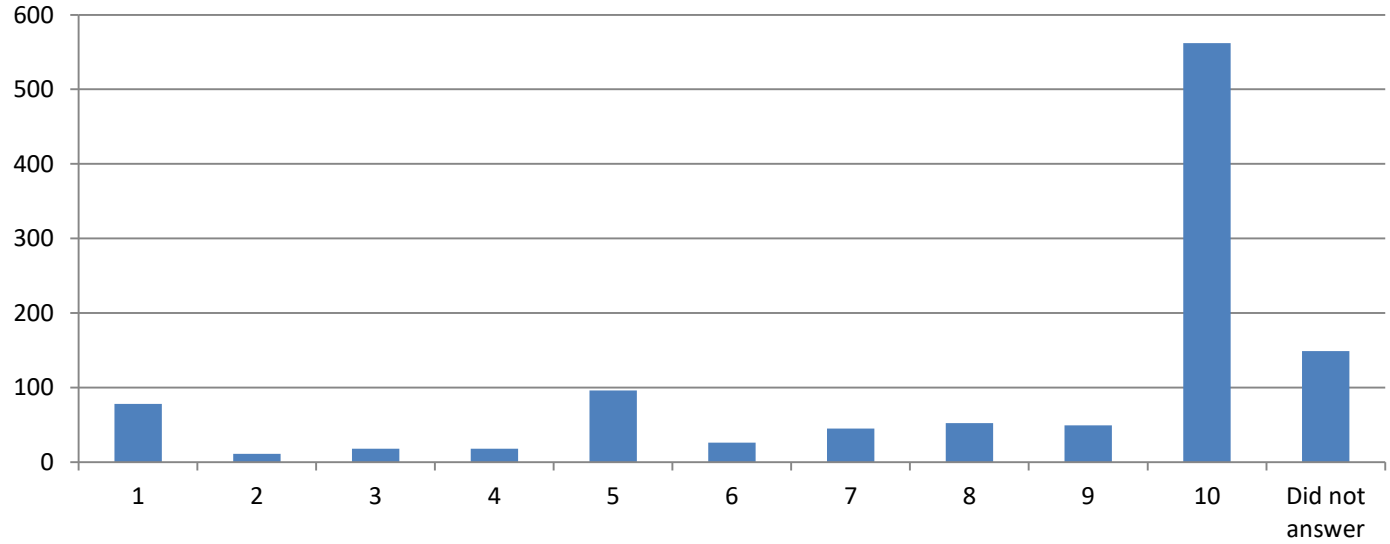

Figure 30. *The extent to which participants support or not support proposal 5 regarding the BBMF Visitor Centre (1 being do not support and 10 being fully support).*

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.

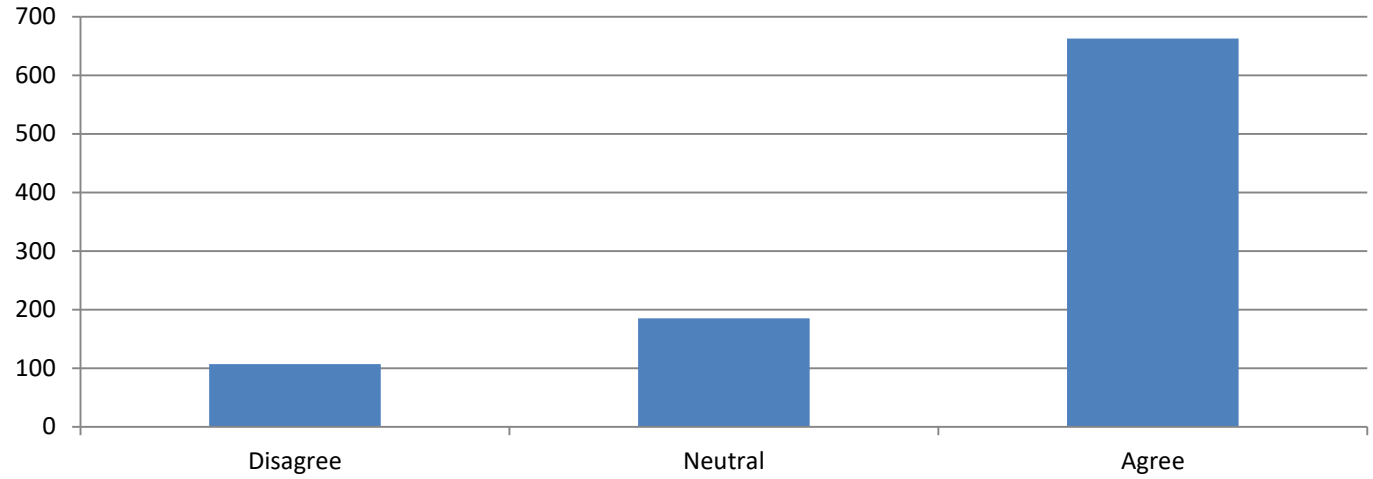

***Figure 31**. Proposal 5 (BBMF) scoring condensed to agree, disagree and neutral.*

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.

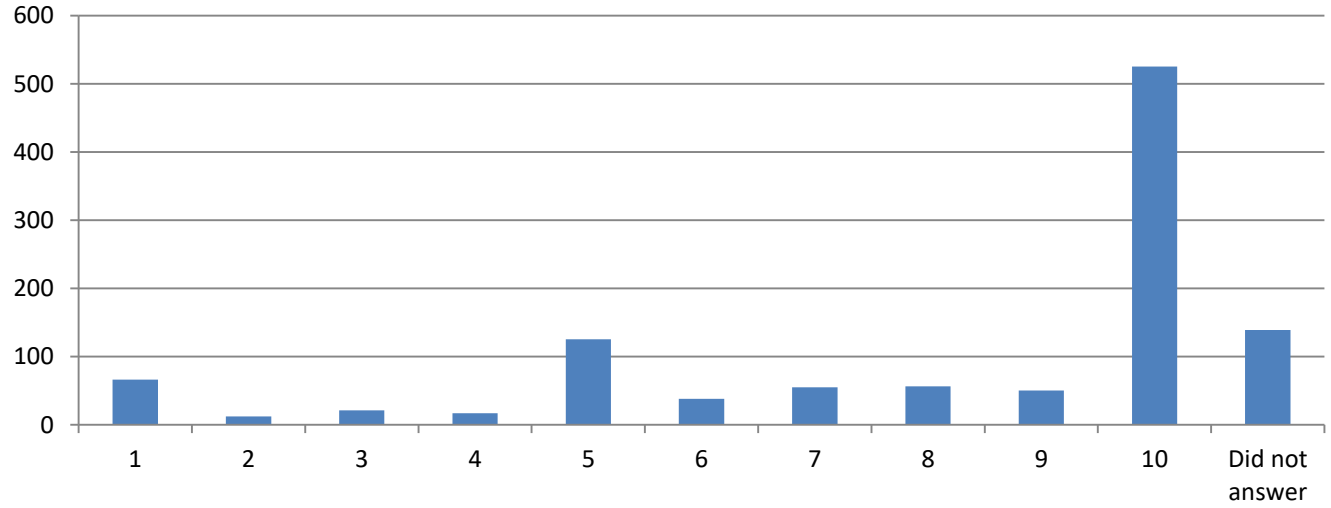

***Figure 32.** The extent to which participants support or not support proposal 5 regarding the Heckington Mill (1 being do not support and 10 being fully support).*

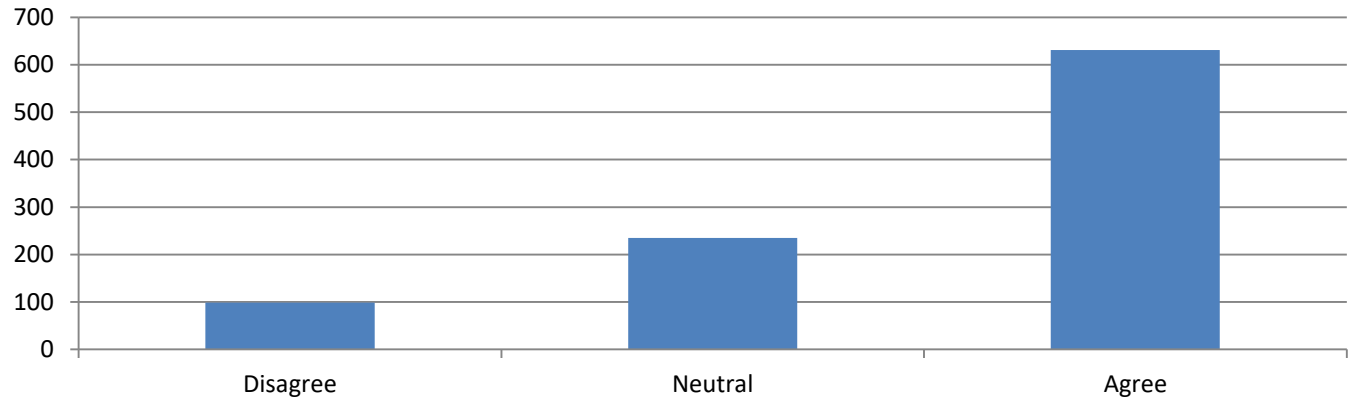

Figure 33. *Proposal 5 (Heckington Mill) scoring condensed to agree, disagree and neutral excluding those that did not answer.*

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.

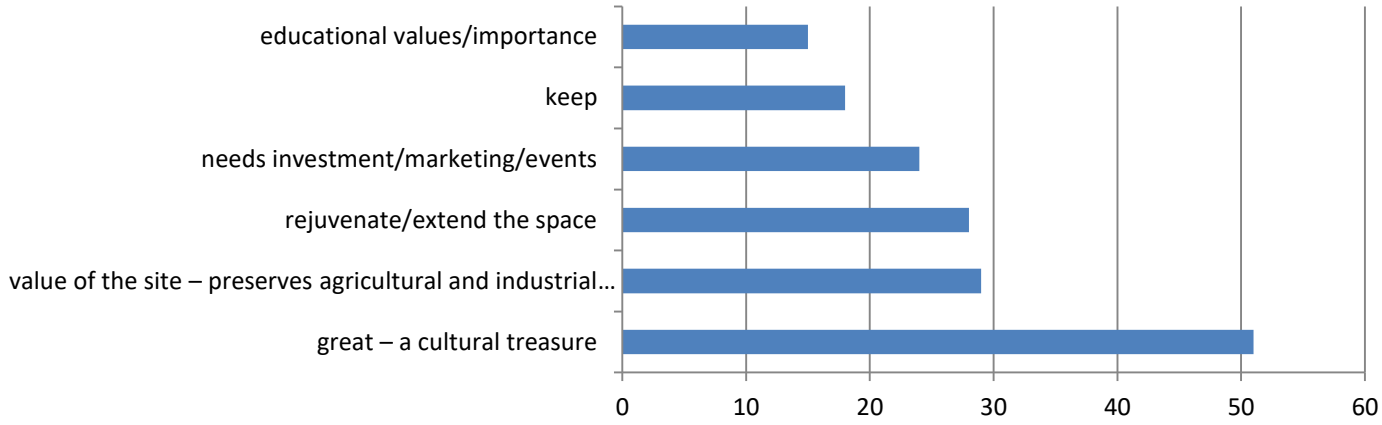

Figure 34. *The proportion of comments associated with the overarching themes listed in the table above.*

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	
	Tt 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.

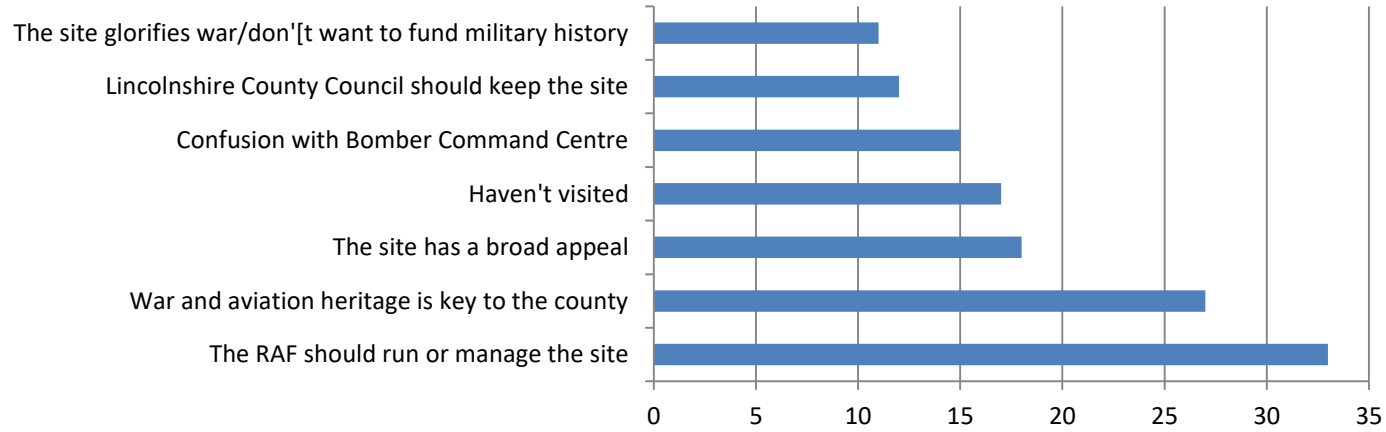

Figure 35. *The proportion of comments associated with the overarching themes listed in the table above.*

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.

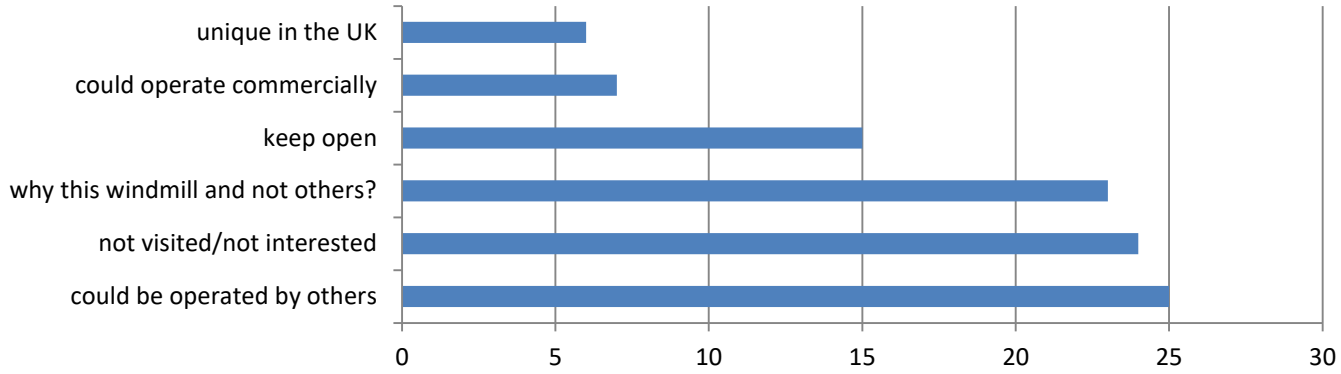

***Figure 36**. The proportion of comments associated with the overarching themes listed in the above table.*

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 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.

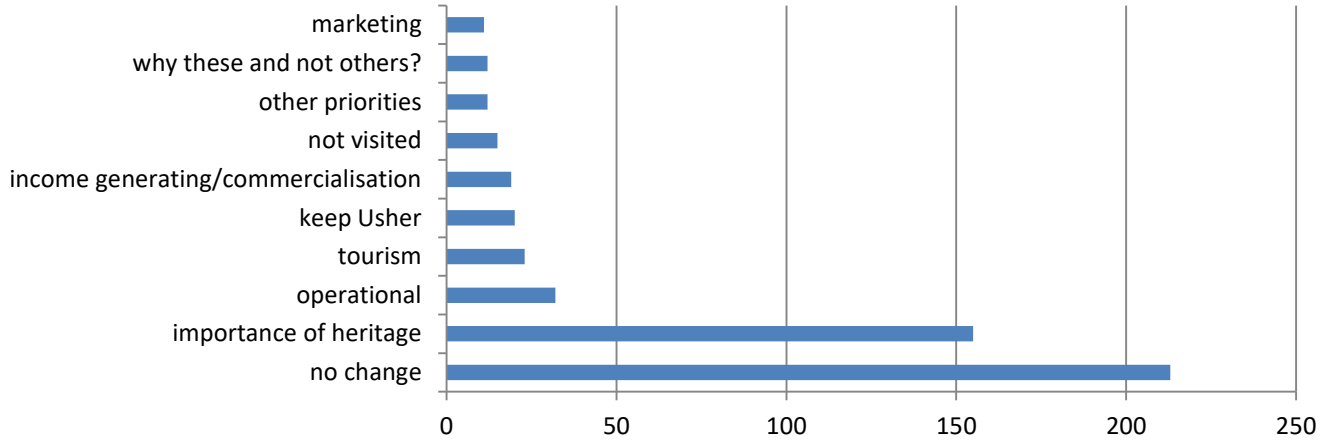

Figure 37. *The proportion of comments associated with the overarching themes from the above table.*

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.

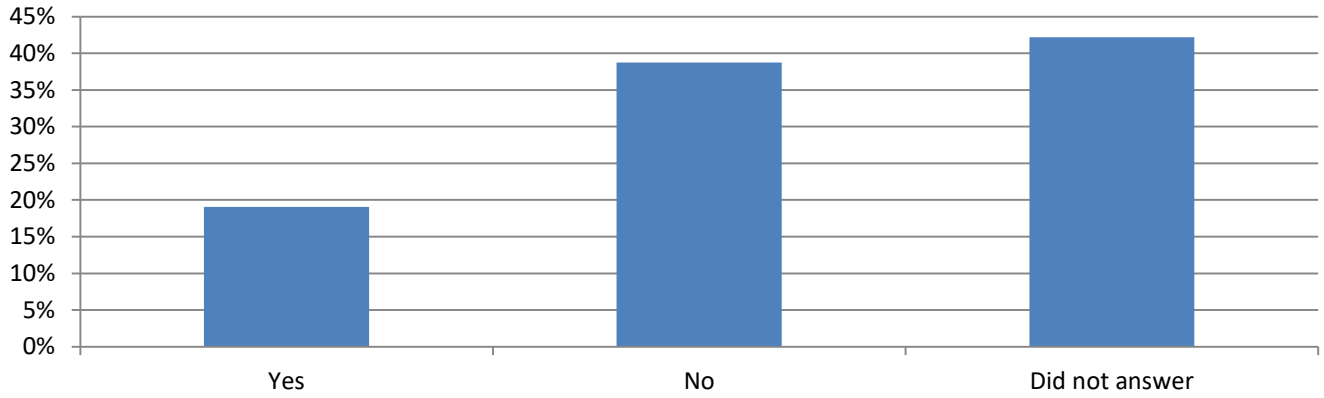

Figure 38*. The selections that participants chose when thinking about whether there were other options to consider apart from proposal 4 (in percentages).*

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.

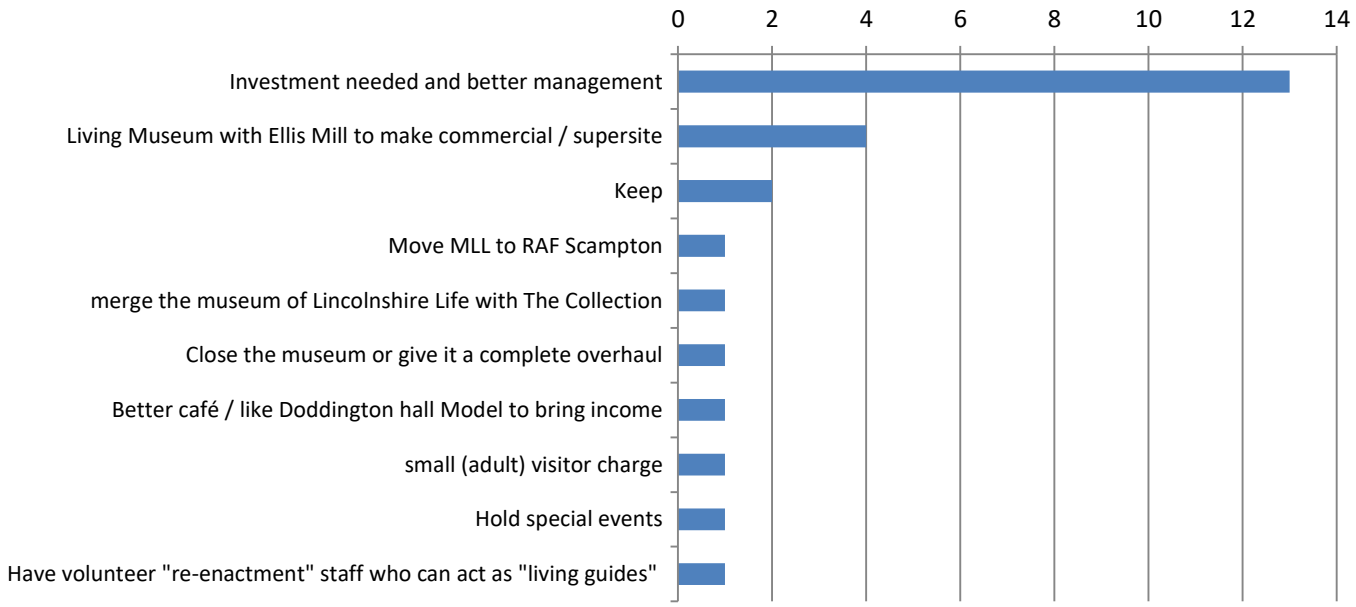

***Figure 39**. The proportion of comments associated with the overarching themes from the above table.*

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.

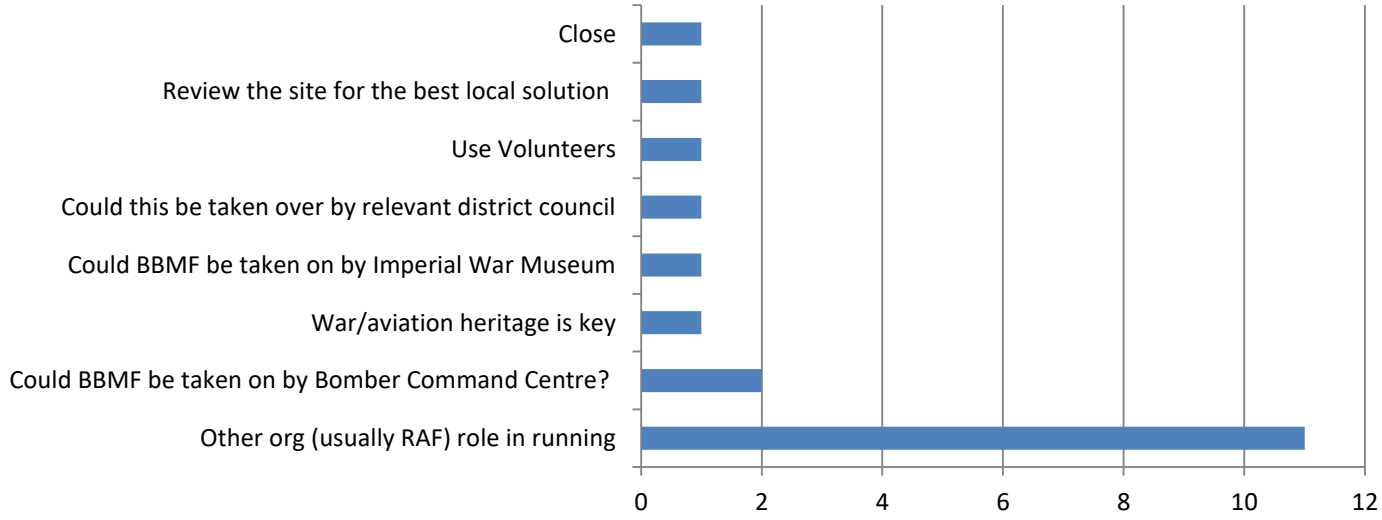

Figure 40. *The proportion of comments associated with the overarching themes from the above table.*

3.5.4.3 Heckington Windmill

There were 15 comments that related to the Heckington Windmill l. 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.

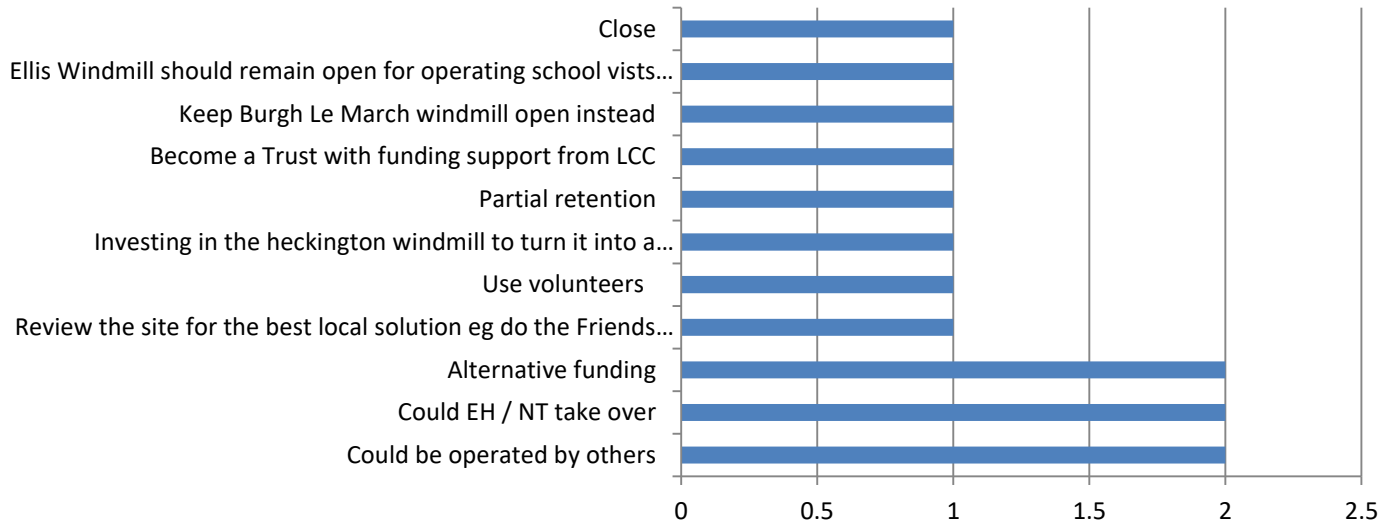

Figure 41. *The proportion of comments associated with the overarching themes from the above table.*

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.

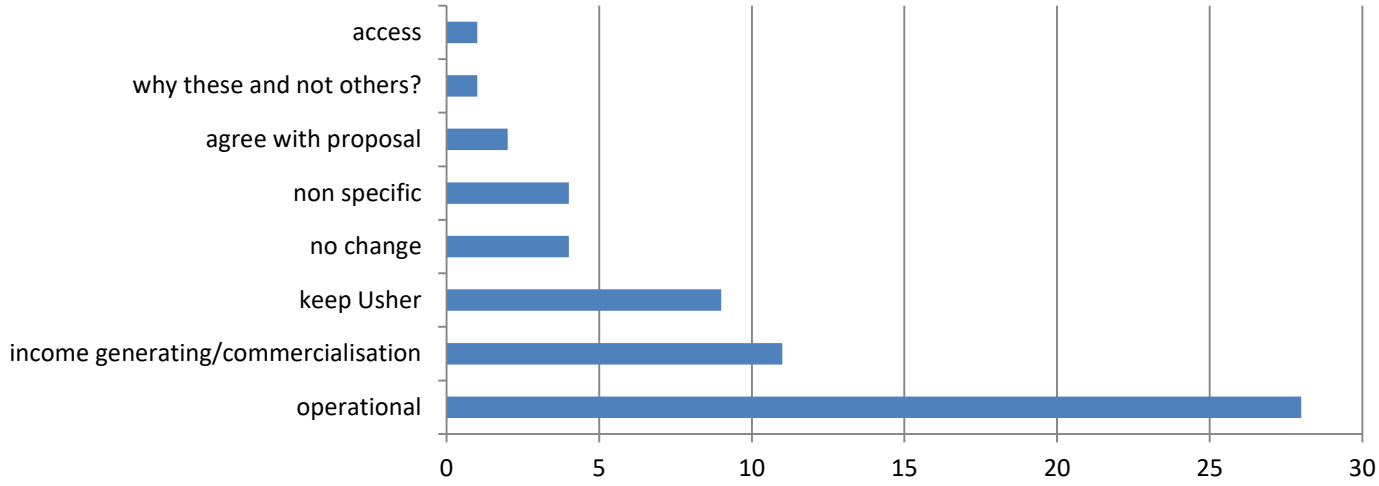

***Figure 42**. The proportion of comments associated with the overarching themes from the above table.*

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.

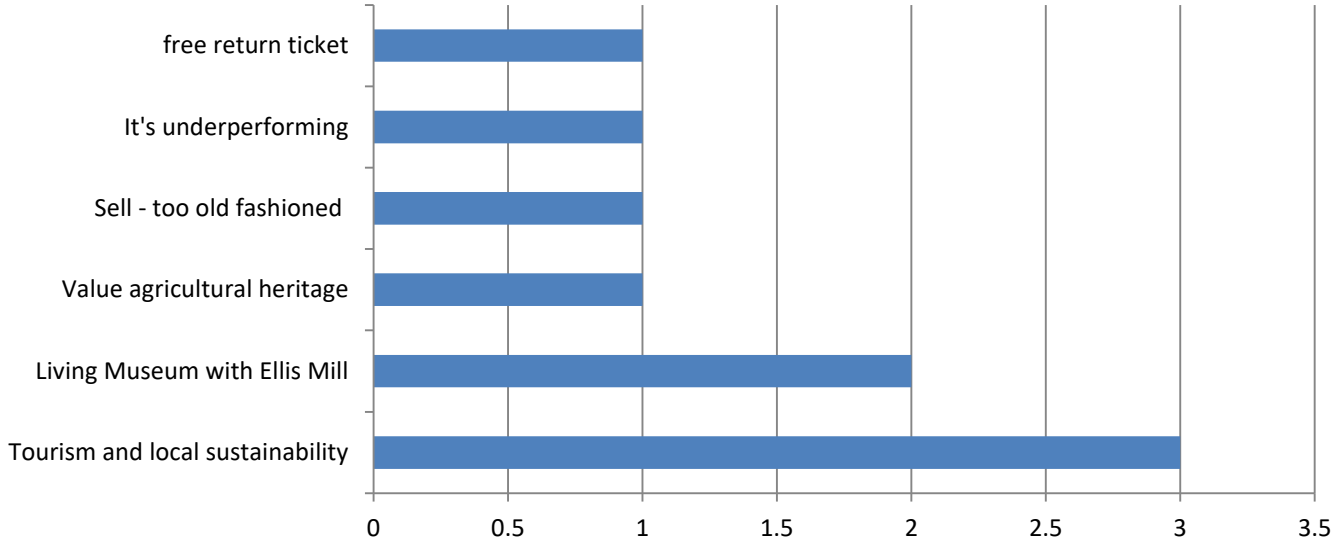

Figure 43. *The proportion of comments associated with the overarching themes from the above table.*

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.

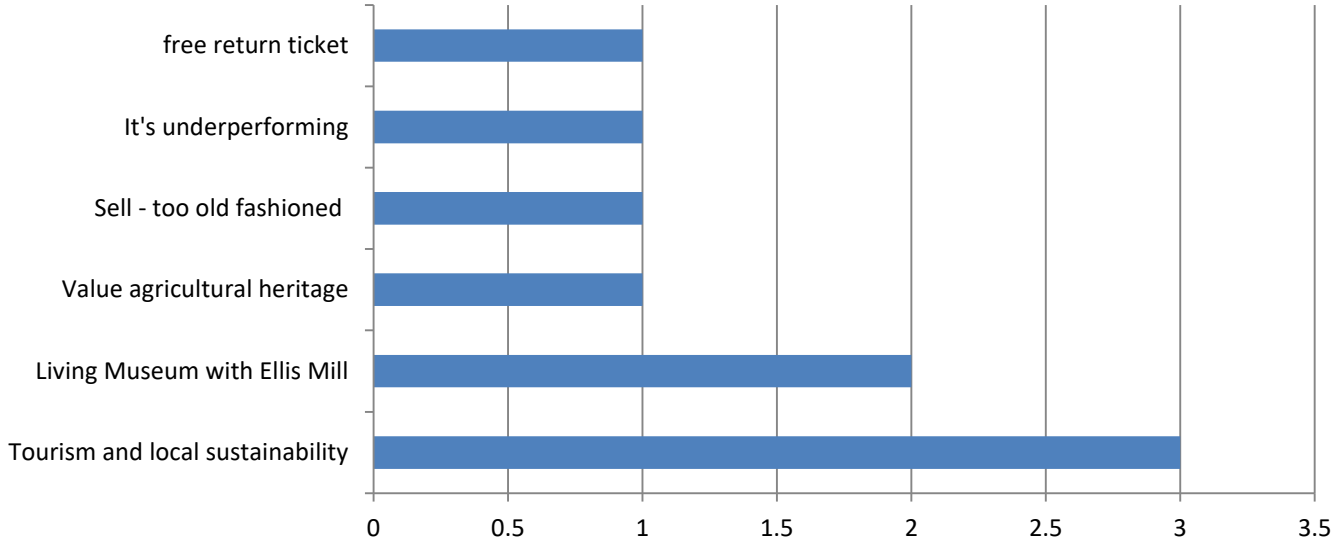

Figure 44. *The proportion of comments associated with the overarching themes from the above table.*

3.5.4.3 Heckington Windmill l

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.

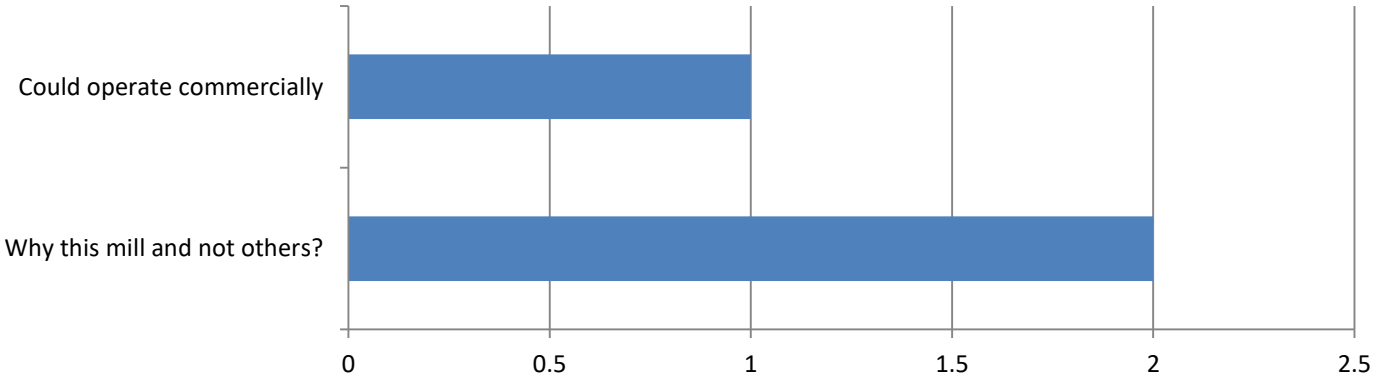

Figure 45. *The proportion of comments associated with the overarching themes from the above table.*

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.

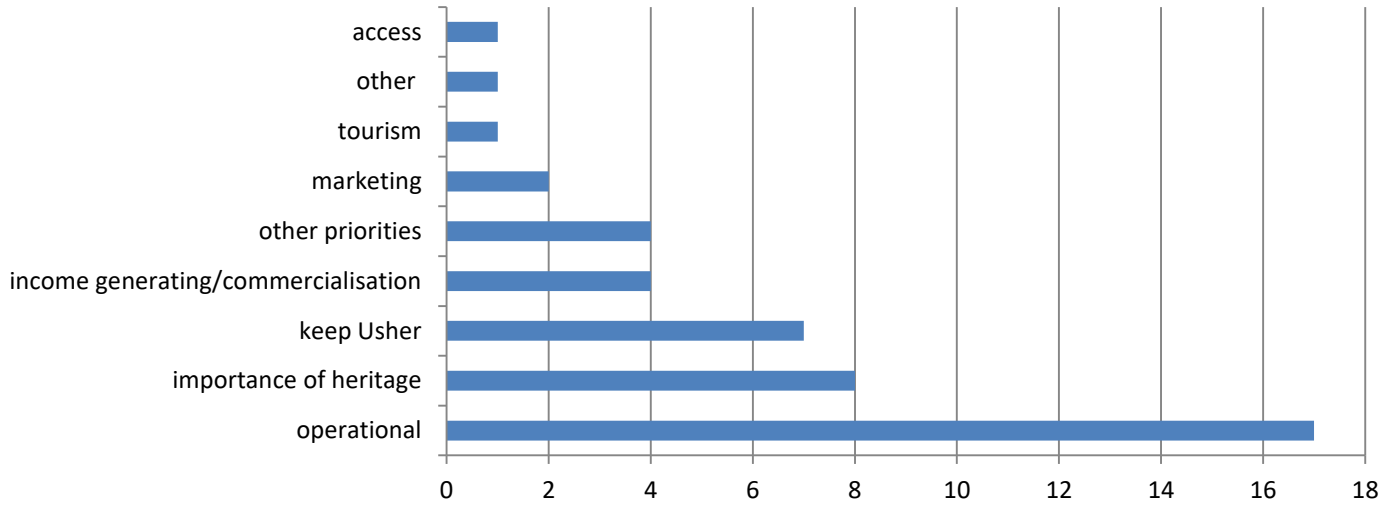

Figure 46. *The proportion of comments associated with the overarching themes from the above table.*

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.

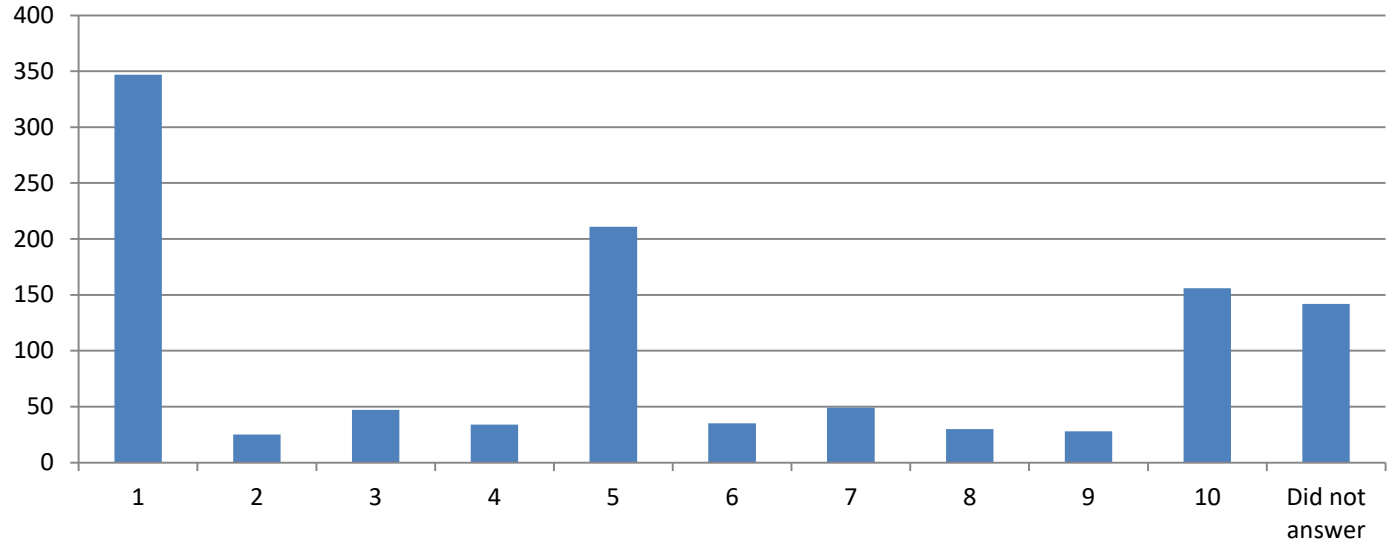

Figure 47. *The extent to which participants support or not support proposal 6 regarding Discover Stamford (1 being do not support and 10 being fully support).*

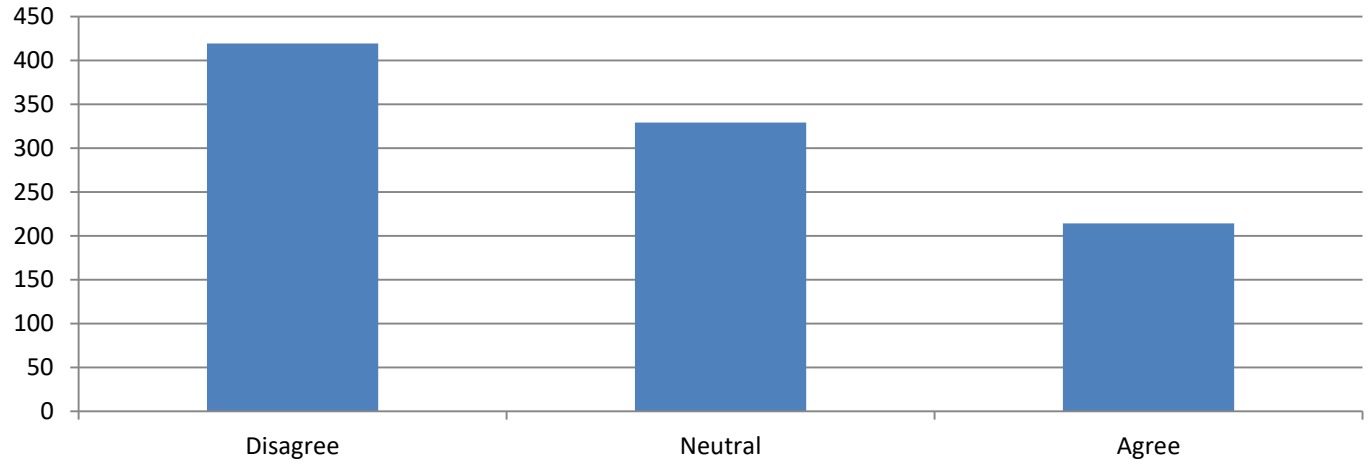

Figure 48. *Proposal 6 (Discover Stamford) scoring condensed to 'generally agree and generally disagree'.*

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.

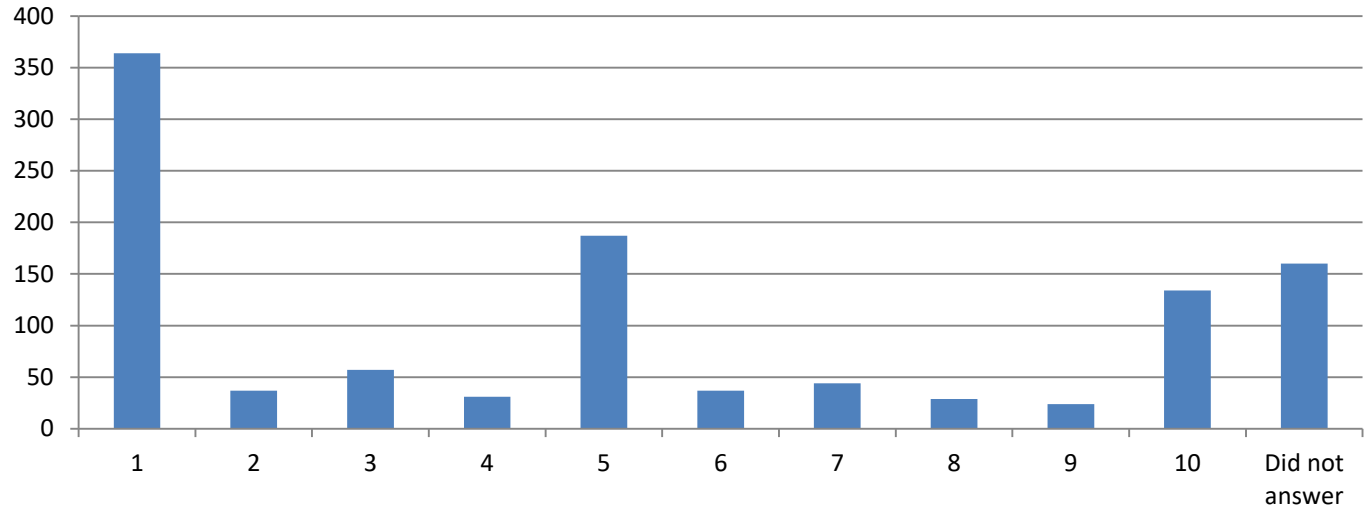

Figure 49. *The extent to which participants support or not support proposal 5 regarding the BBMF (1 being do not support and 10 being fully support).*

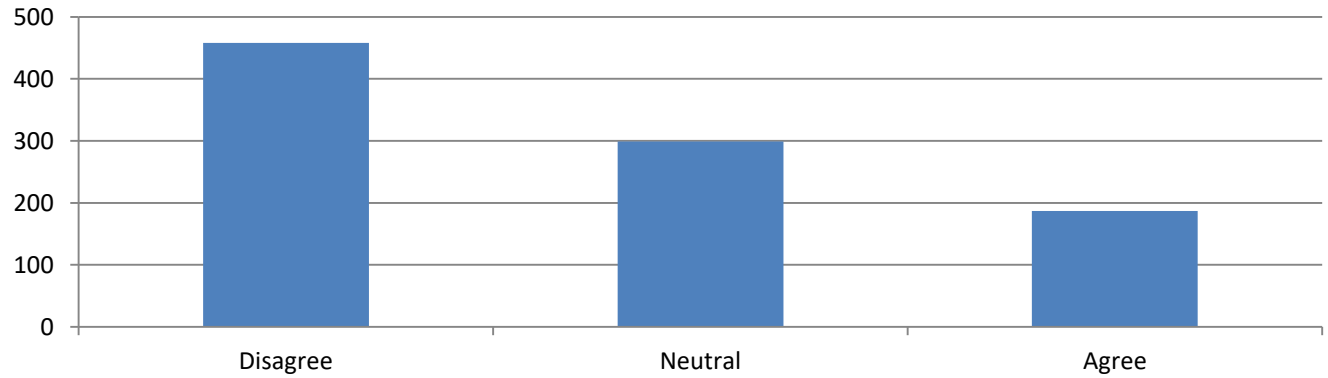

Figure 50. *Proposal 5 (Ellis Mill) scoring condensed to agree, disagree or neutral.*

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.

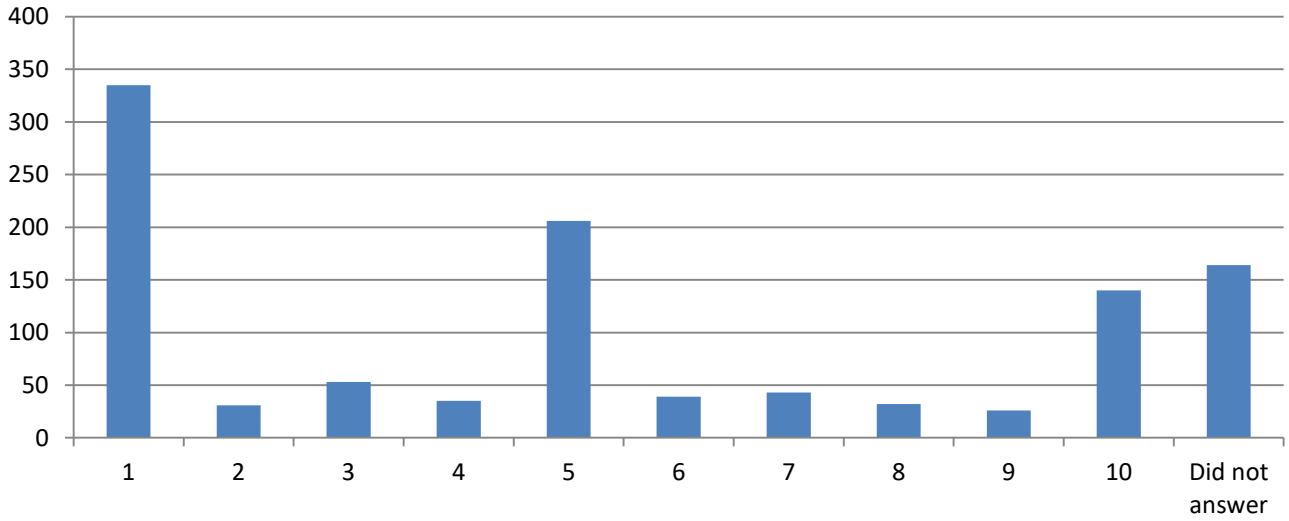

Figure 51. *The extent to which participants support or not support proposal 5 regarding Burgh le Marsh (1 being do not support and 10 being fully support).*

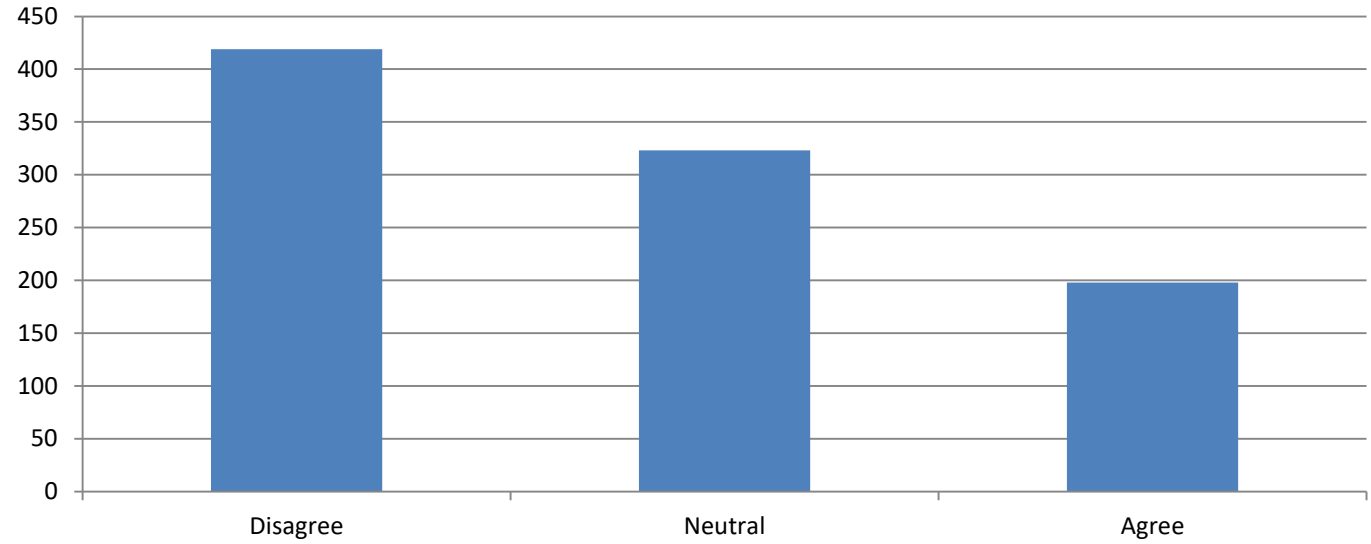

Figure 52. *Proposal 5 (Burgh le Marsh) scoring condensed to agree, disagree and neutral.*

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.

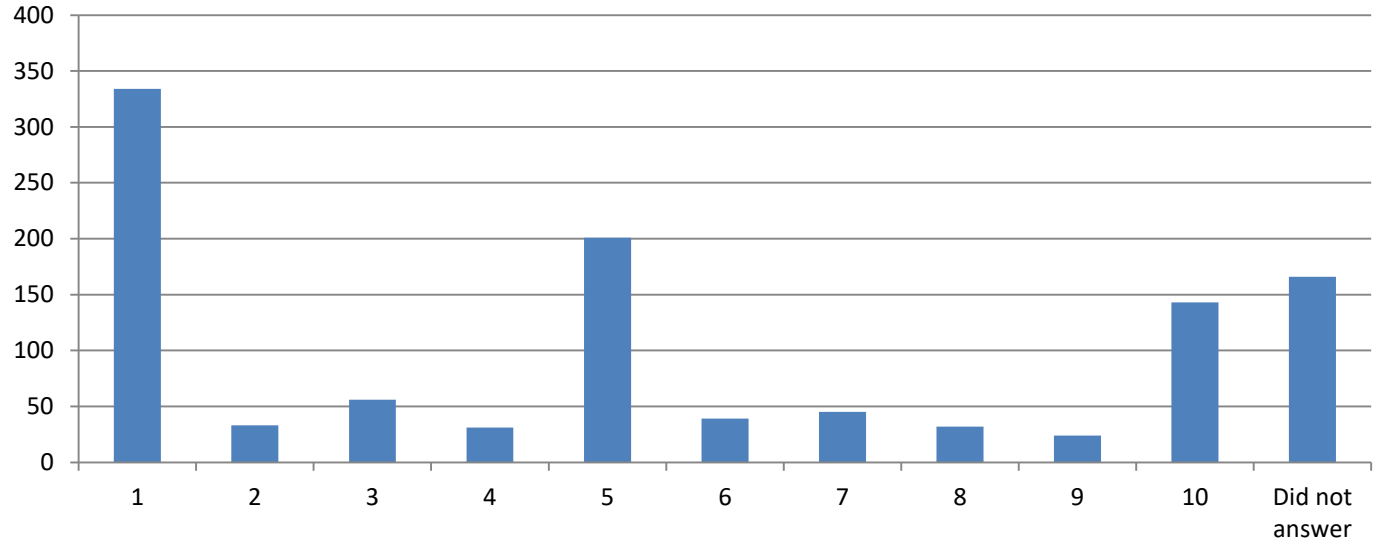

Figure 53. *The extent to which participants support or not support proposal 5 regarding Alford Mill (1 being do not support and 10 being fully support).*

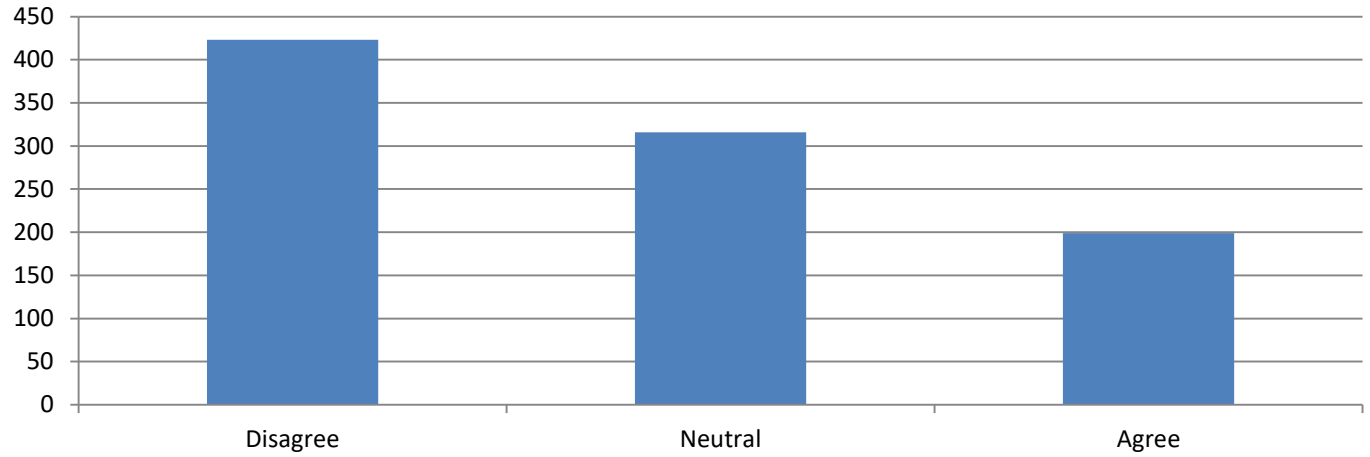

Figure 54. *Proposal 5 (Alford Mill) scoring condensed to agree, disagree and neutral.*

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.

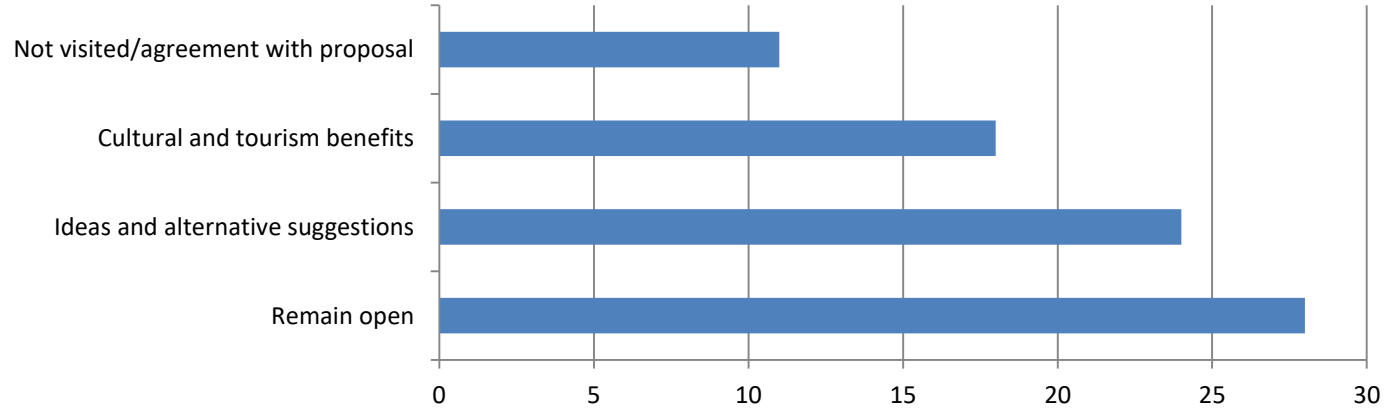

***Figure 55**. The proportion of comments associated with the overarching themes listed in the table above.*

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.

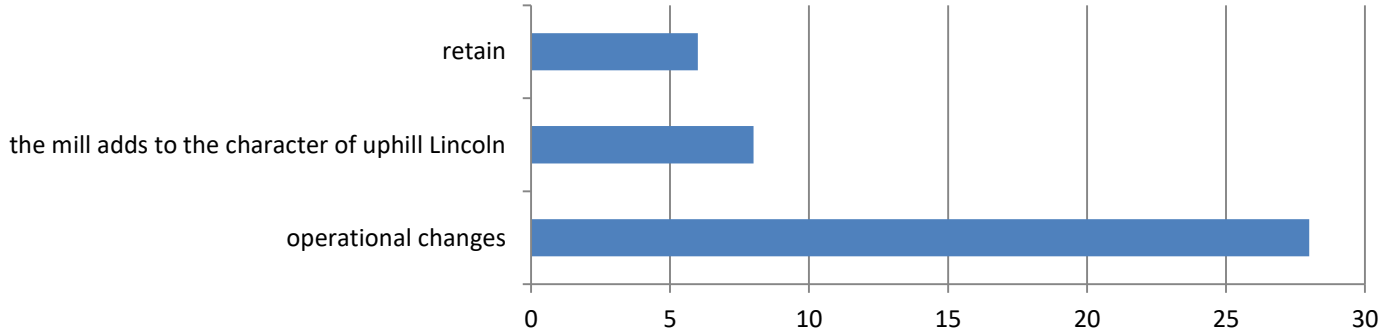

Figure 56. *The proportion of comments associated with the overarching themes listed in the above table.*

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.

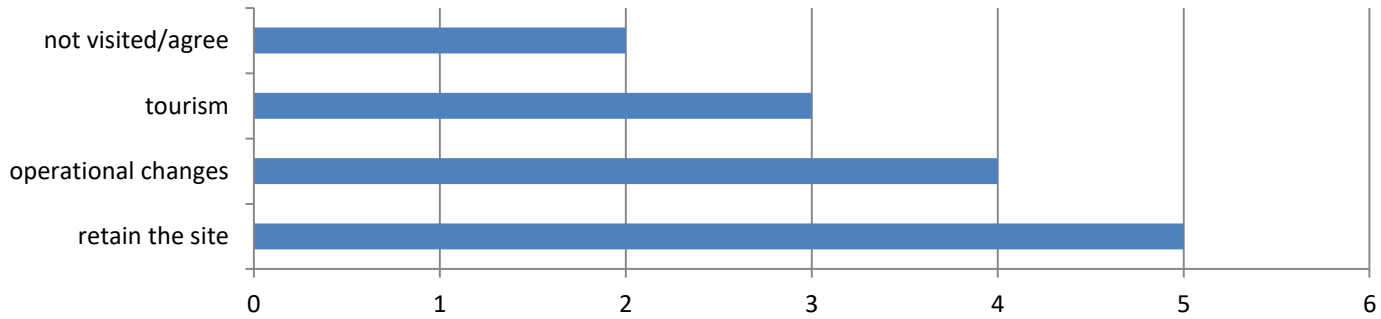

***Figure 57**. The proportion of comments associated with the overarching themes listed in the table above.*

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.

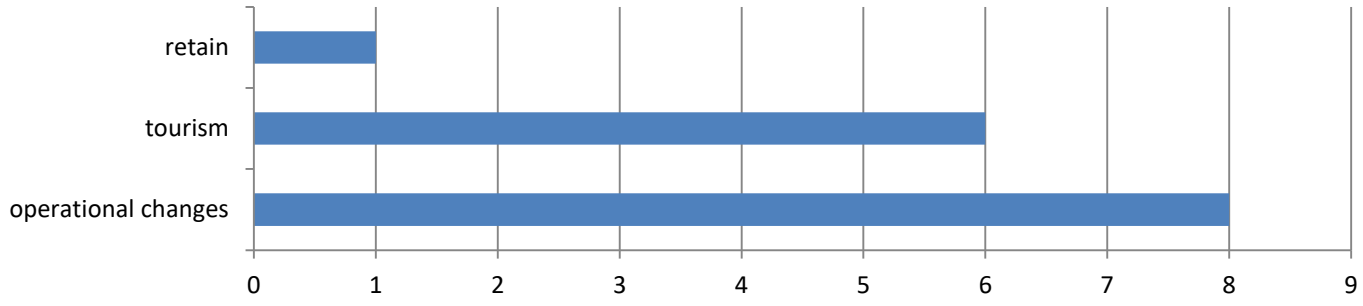

Figure 58. *The proportion of comments associated with the overarching themes as listed in the above table.*

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.

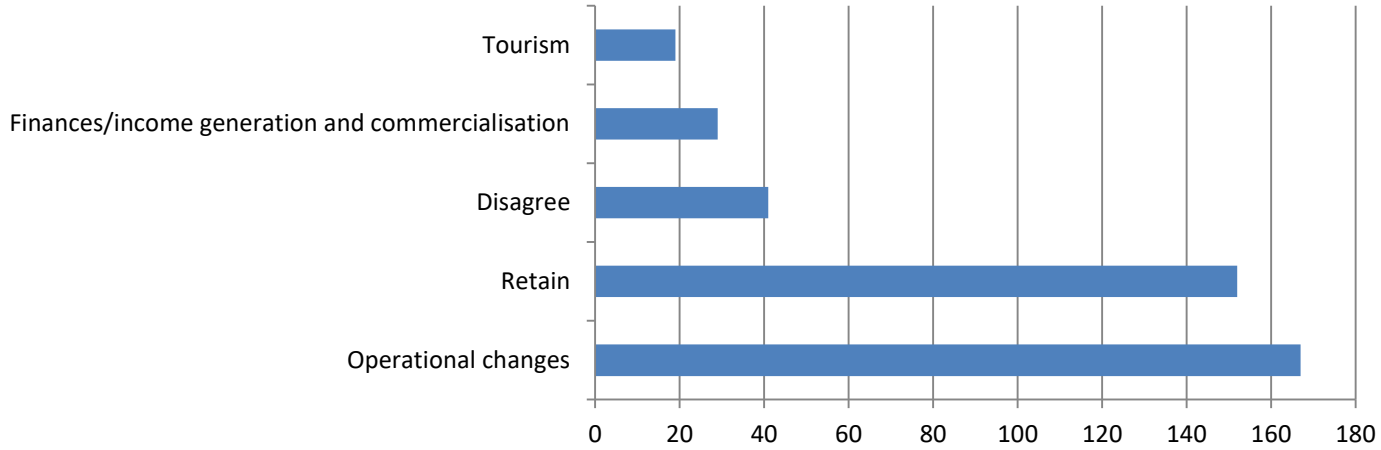

Figure 59. *The proportion of comments associated with the overarching themes listed in the above table.*

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.

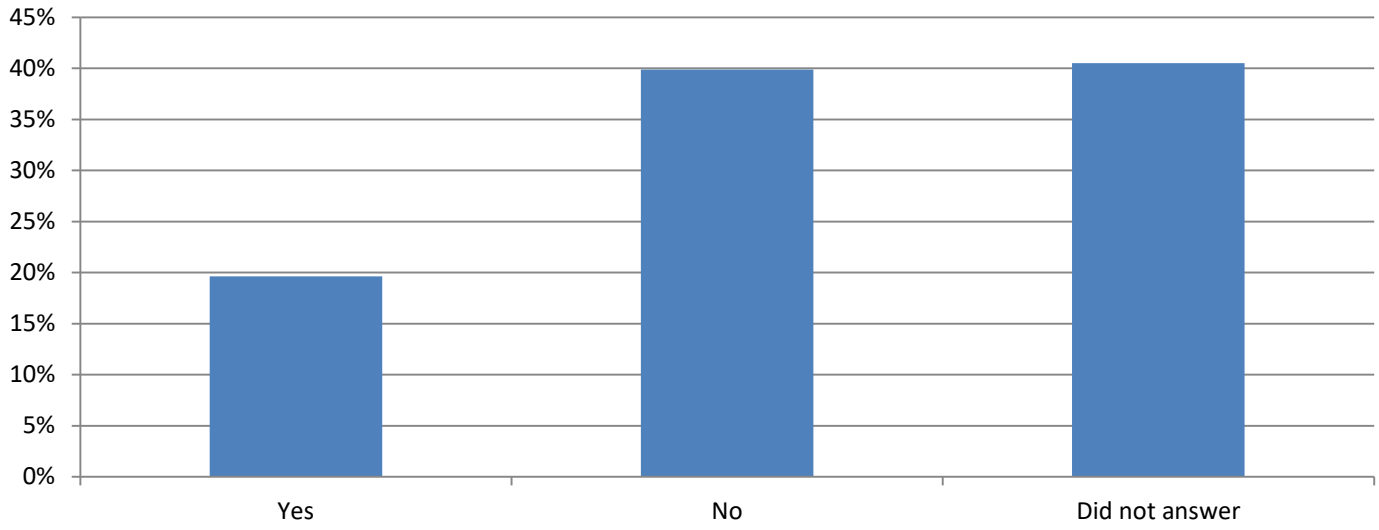

Figure 60. *Proposal 5 scoring condensed to agree, disagree and neutral.*

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.

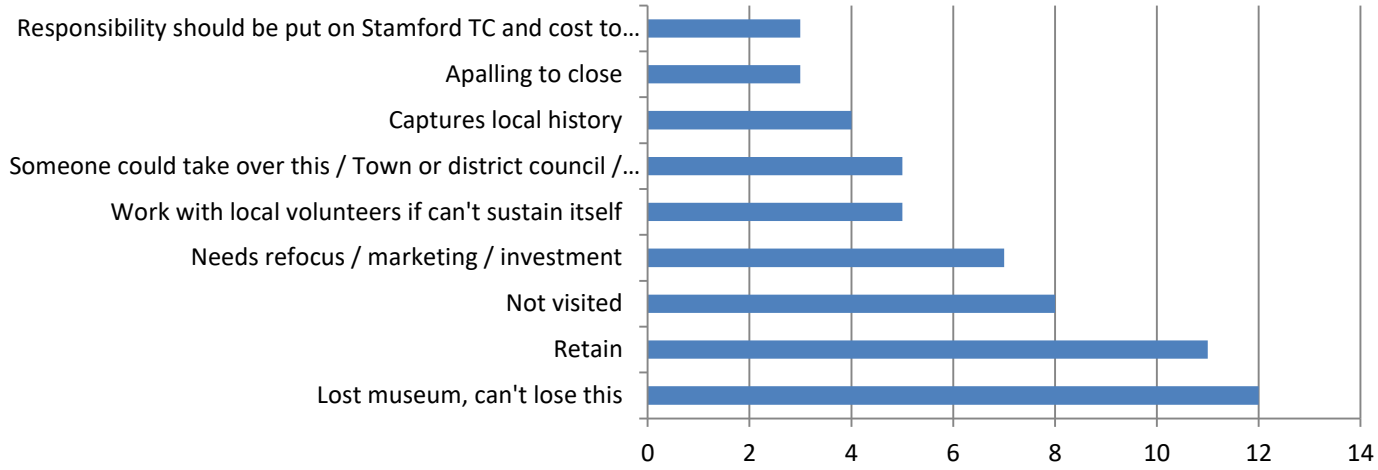

Figure 61. *The proportion of comments associated with the overarching themes from the above table.*

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.

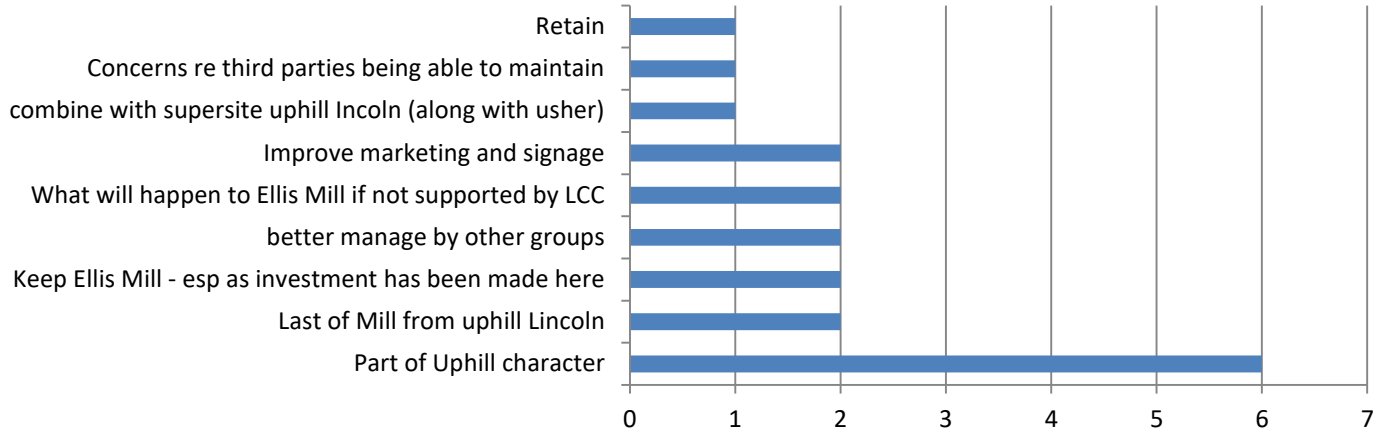

***Figure 62**. The proportion of comments associated with the overarching themes from the above table.*

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.

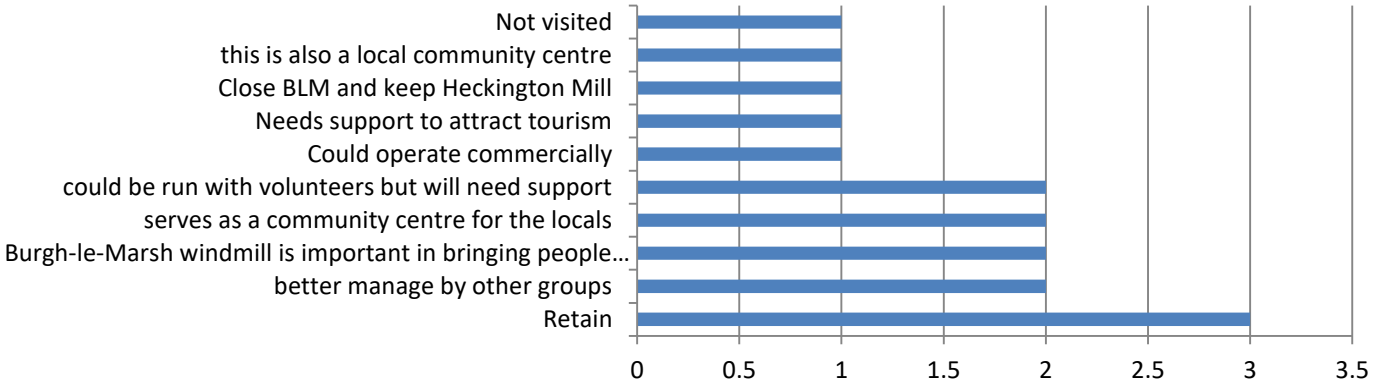

***Figure 63**. The proportion of comments associated with the overarching themes from the above table.*

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.

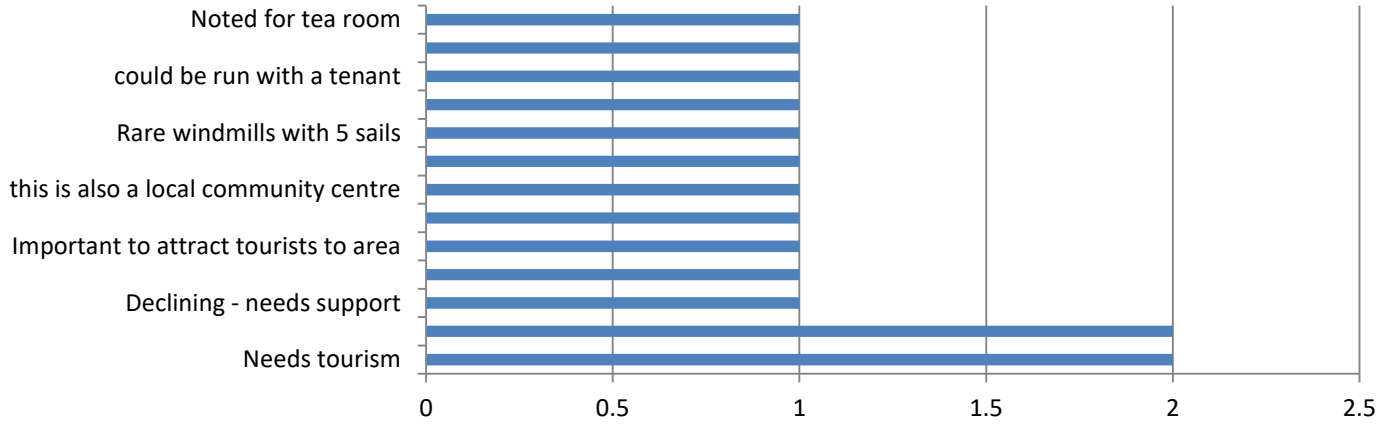

Figure 64. *The proportion of comments associated with the overarching themes from the above table.*

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.

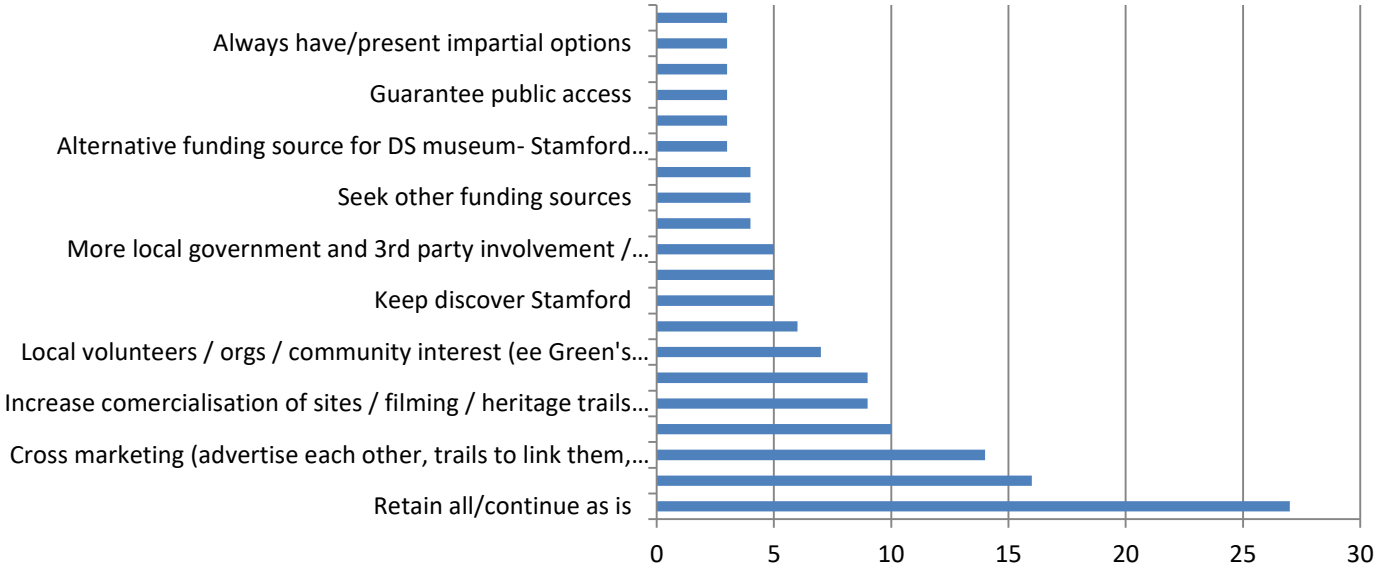

Figure 65. *The proportion of comments associated with the themes from the above table.*

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.

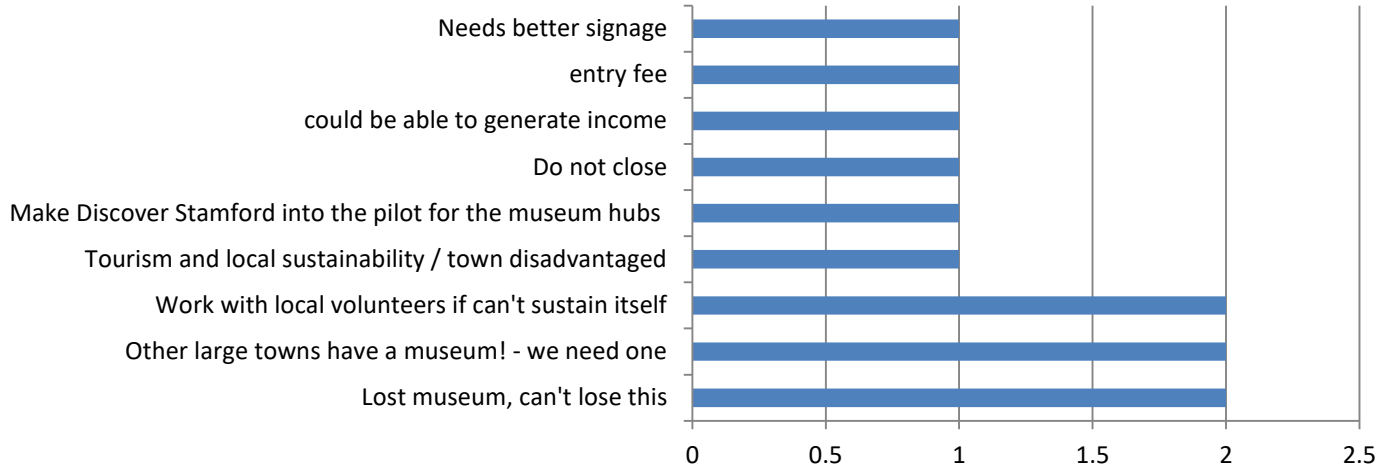

***Figure 66**. The proportion of comments associated with the overarching themes listed in the above table.*

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.

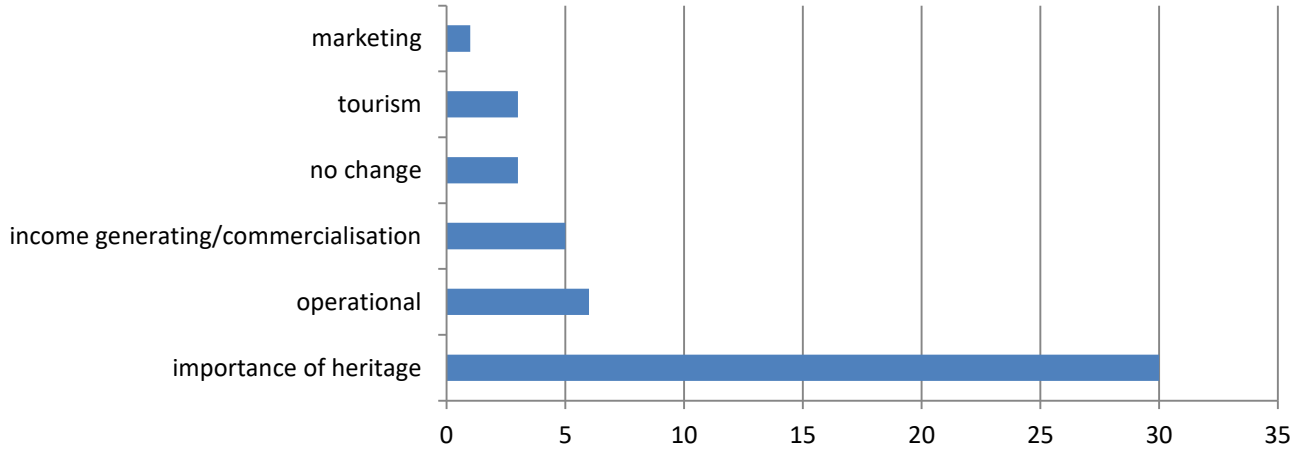

Figure 67. *The proportion of comments associated with the themes from the above table.*

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.

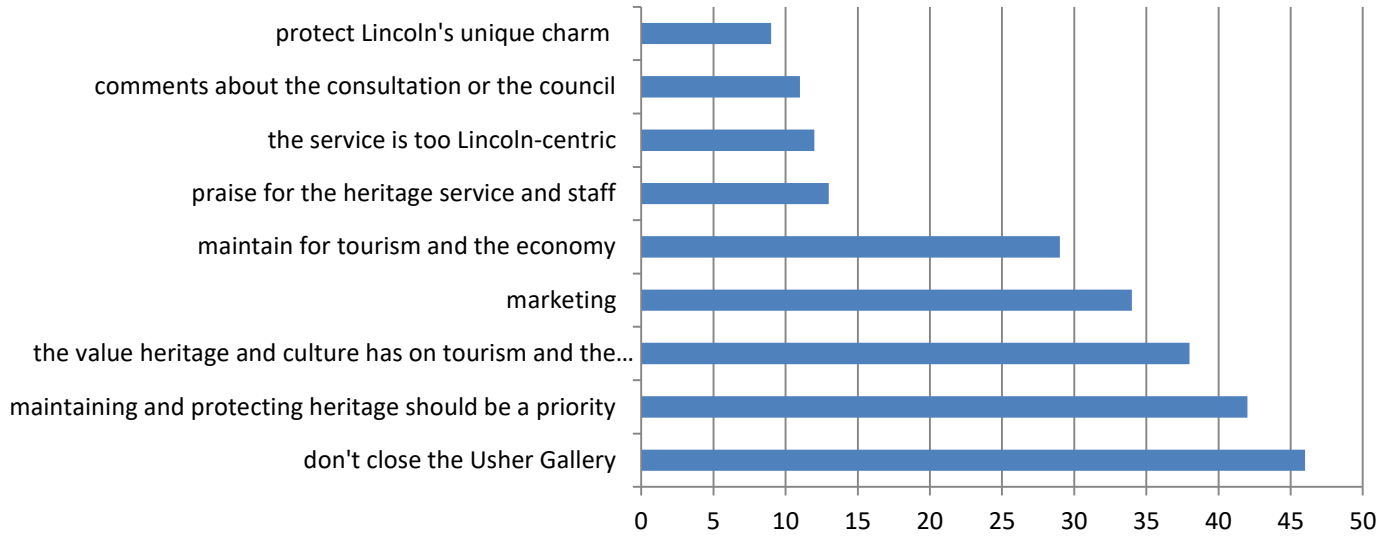

Figure 68. *The most common themes when question 6: are there any other heritage matters you wish to raise? presented an open text box.*

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 hertiage 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).

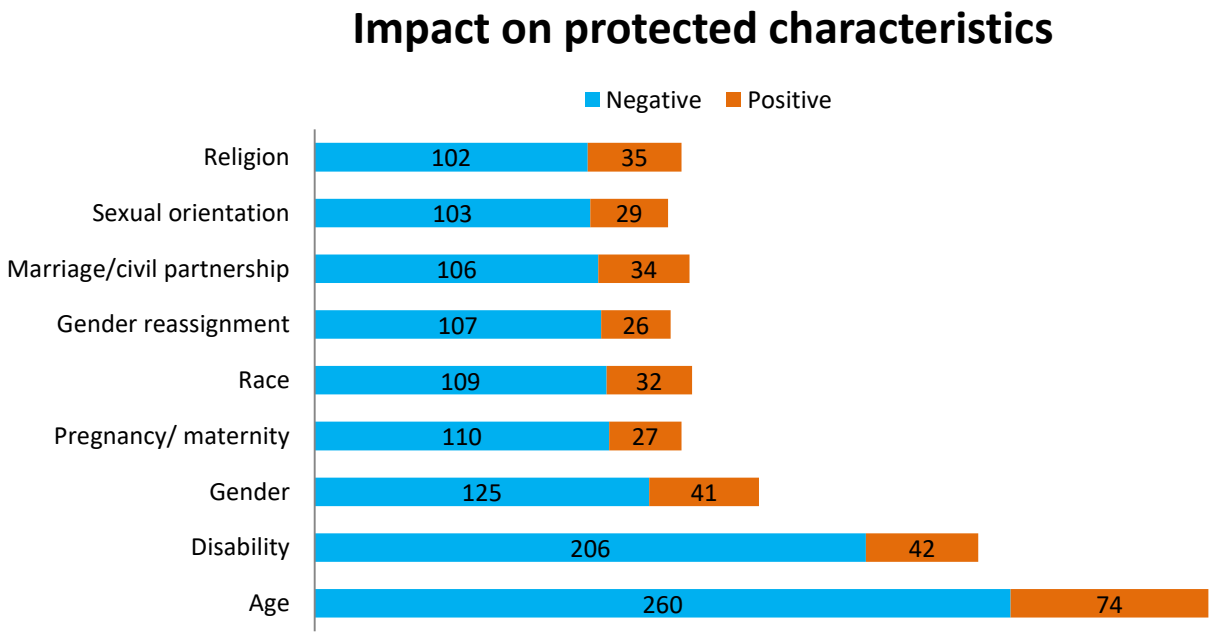

Figure 69. *The number of consultation respondents who identified positive and negative impacts on their (or someone they care for) protected characteristics.*

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 heritage32
	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

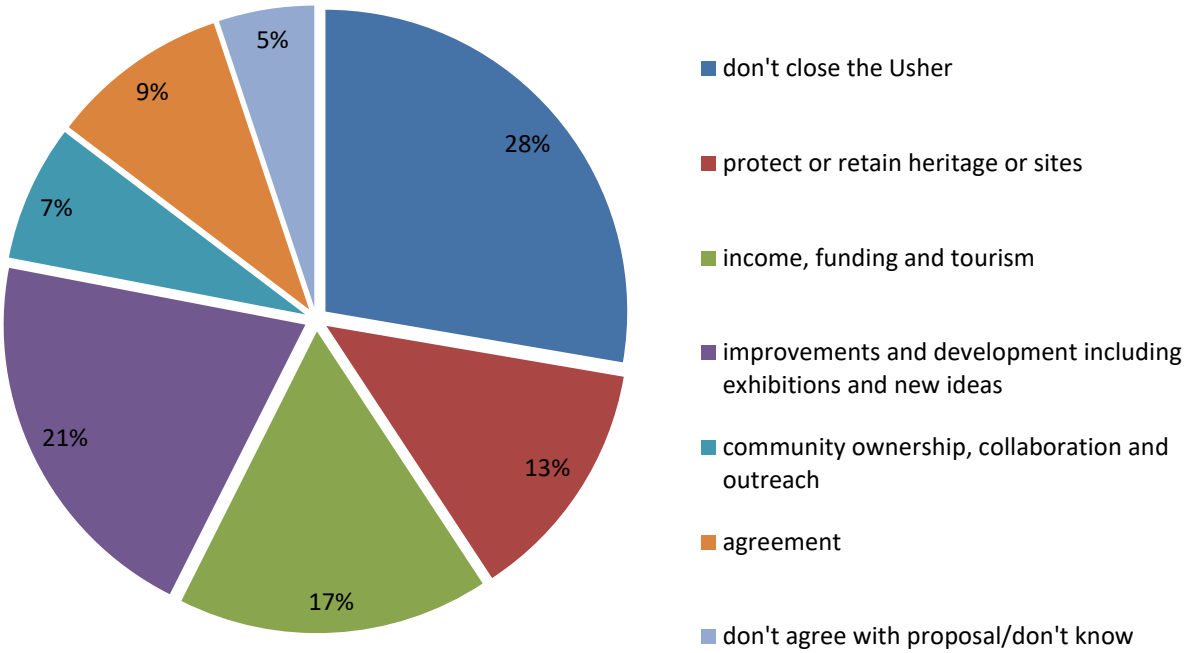

***Figure 70**. Pie chart to visualise the proportion of comments associated with the top 6 themes in the first 3 proposals, combined.*

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.

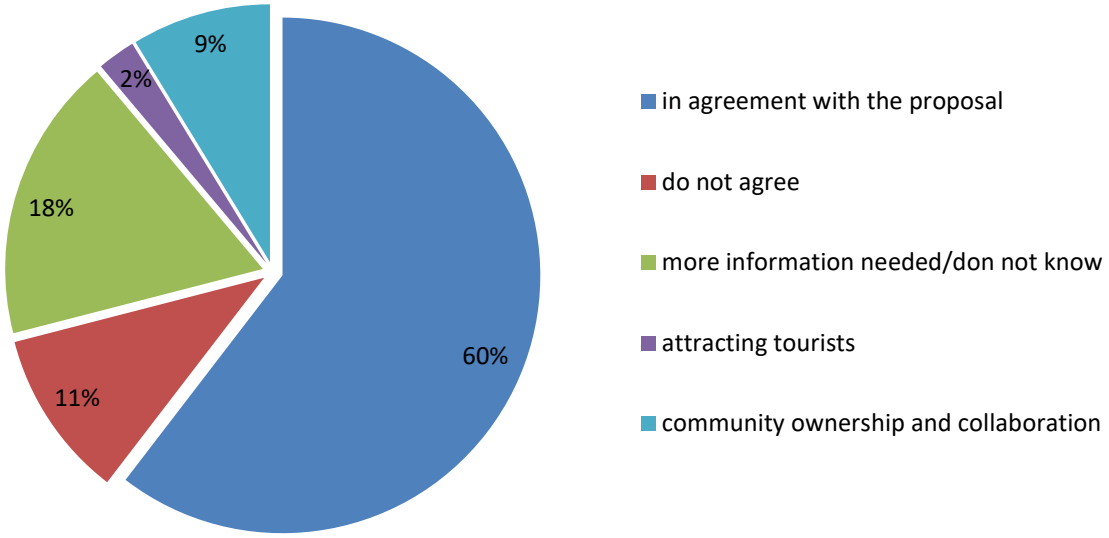

Figure 71. *Pie chart to visualise the proportion of comments associated with the top six themes in Proposal 4.*

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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