

# HERITAGE LINCOLNSHIRE



Recommended donation £2



## Review of 2019



#LincsHODs ■ @HeritageLincs ■ [www.heritagelincs.org](http://www.heritagelincs.org)

## Summary of Lincolnshire Heritage Open Days 2019 'Lincolnshire Learning, Wisdom and Folklore'



\* Based on The Great Britain Day Visitor 2018 Annual Report - Day Visitor Spend Statistics 2018

## Lincolnshire Heritage Open Days 2019

The county's biggest heritage festival this year celebrated Lincolnshire Learning, Wisdom and Folklore, highlighting the heritage of knowledge and skills in the County. The theme proved a popular one with an increase in visitors of more than 5,000 to reach over 30,000 people. This represents a contribution of £1.1 Million to the Greater Lincolnshire economy, based on average GB day visitor spend statistics.

The festival was made possible thanks to more than 600 volunteers who organised events showcasing heritage and special places in their communities, which equates to at least £122,000 worth of volunteer time. In addition, 52 staff from across the county's cultural sector took part, with attractions putting on free events to help raise their profile, widen access, and increase engagement.

There were 194 events this year, 148 of which were on theme, and 80 of which were completely new events in the programme.

Barton Upon Humber led the festival in terms of the number and variety of events. Staff and volunteers from the town made a huge effort to successfully co-ordinate 34 different events, from talks to guided walks, air raid shelters to film nights, and even a unique Tai Chi demonstration within the historic Ropewalk building.

Lincoln was also a focal point for the festival, seeing 16 different events taking place across the city. These included some uniquely fascinating talks and guided history walks by the Society for Lincolnshire History and Archaeology, focussing on how the city's historic landscape changed through time, from the Roman to the Industrial Era.

Thanks to a massive input by a key volunteer, Stamford was a close third for the number of events hosted, with 13 different activities taking place in the Georgian town, including a series of fascinating talks on a variety of subjects, including a popular 'adult' talk on the darker and more controversial history of the town.

We cannot list every event; however, Heritage Lincolnshire would like to take this opportunity to thank everyone involved in co-ordinating and delivering events for the 2019 festival. Lincolnshire Heritage Open Days is growing larger and more successful every year, but without their input none of it would be possible.



## Background to Lincolnshire's Biggest Heritage Festival

Heritage Open Days is a national festival, coordinated locally by Heritage Lincolnshire, which celebrates England's fantastic architecture and culture by offering free access to places that are usually closed to the public or would normally charge for admission.

Lincolnshire Heritage Open Days festival is of national significance, as one of the few counties whose HOD events are centrally coordinated and promoted. Heritage Lincolnshire has organised the county's programme of events since 1994 when they were first inspired by the European Heritage Days that still take place across the continent, and over the past 26 years there have been over 2,400 events across the county. Heritage Lincolnshire can only deliver this programme thanks to the continued support of the county's local authorities, and we gratefully acknowledge the contributions of:



**Boston Borough Council**  
**City of Lincoln Council**  
**East Lindsey District Council**  
**Lincolnshire County Council**  
**North East Lincolnshire Council**

**North Lincolnshire Council**  
**North Kesteven District Council**  
**South Kesteven District Council**  
**South Holland District Council**  
**West Lindsey District Council**

The festival is developed in collaboration with the Lincolnshire Heritage Open Days Steering Group, and Events Development Team, both of which are made up of representatives of the county's local authorities, community groups, and historic sites. Heritage Lincolnshire coordinated the festival, providing advice, support, administration, design and promotion. This included producing 25,000 festival brochures, and hosting listings on its website, which featured full details of all the events.

Events are planned and delivered mostly by volunteers who bring with them a passion and knowledge of local heritage that contributes a great deal to the special character of the festival. Visitors benefit from rare opportunities to access buildings that are infrequently open to the public and to explore some of the county's top historic attractions free of charge.



Re-enactment by the 'Cittie of London Brigade' of the Sealed Knot Society at Crowland Abbey

The main audience for the festival is local people, and we aim to encourage everyone to explore and engage with the heritage and historic places on their doorstep, which can be all too easy to overlook. However, we know that visitors head to Lincolnshire from across the country for the festival, and it serves as an important tool to promote the county's cultural offer to visitors. We are already looking ahead to the 2020 festival titled '**The Past and Pastimes - The Heritage of Lincolnshire's Leisure**', where Lincolnshire Heritage Open Days will celebrate a new theme focussed on hobbies, pastimes and the County at leisure.

## Location of Events in 2019

This year 194 HODs events took place in 85 towns and villages across the county. Barton-Upon-Humber had both the most events, leading the festival with 33, and over 4,435 visitors. Lincoln was second in terms of the number of events and had 16 events attracting over 750 people. The events with the highest number of visitors were recorded at Grantham. Barton Upon Humber and Crowland.

Location	District	Event Title	Number of Visitors
Grantham	South Kesteven	Belton House: Creative Women	5593
Barton upon Humber	North Lincolnshire	Sue Stone: Collected Memories Exhibition	2180
Crowland	South Holland	The Siege of Crowland	1000

Stamford welcomed over 460 visitors to 11 different events across the town. In Boston there were 9 events that reached almost 300 visitors.

Events were spread across the whole county, taking place everywhere from Stamford to the Humber, and the Isle of Axholme lying west of the Trent to Boston.



## Promoting the Festival

As part of our ongoing work to improve and refresh our publications, Heritage Lincolnshire trialled a partnership with KM Media and Marketing, the company responsible for several well-known local publications across the county, including Lincolnshire Life.

It was hoped that this would enable us to test several changes and improvements to the brochure to make it more reliant and sustainable for the future. The 2009-2018 versions of the booklet were all A5, with minimal advertising and a sole focus on the event listings and very little else. Moving forward it was felt that a refresh was appropriate, and would help the publication to overcome the following challenges:

**How do we attract new visitors to the festival?**

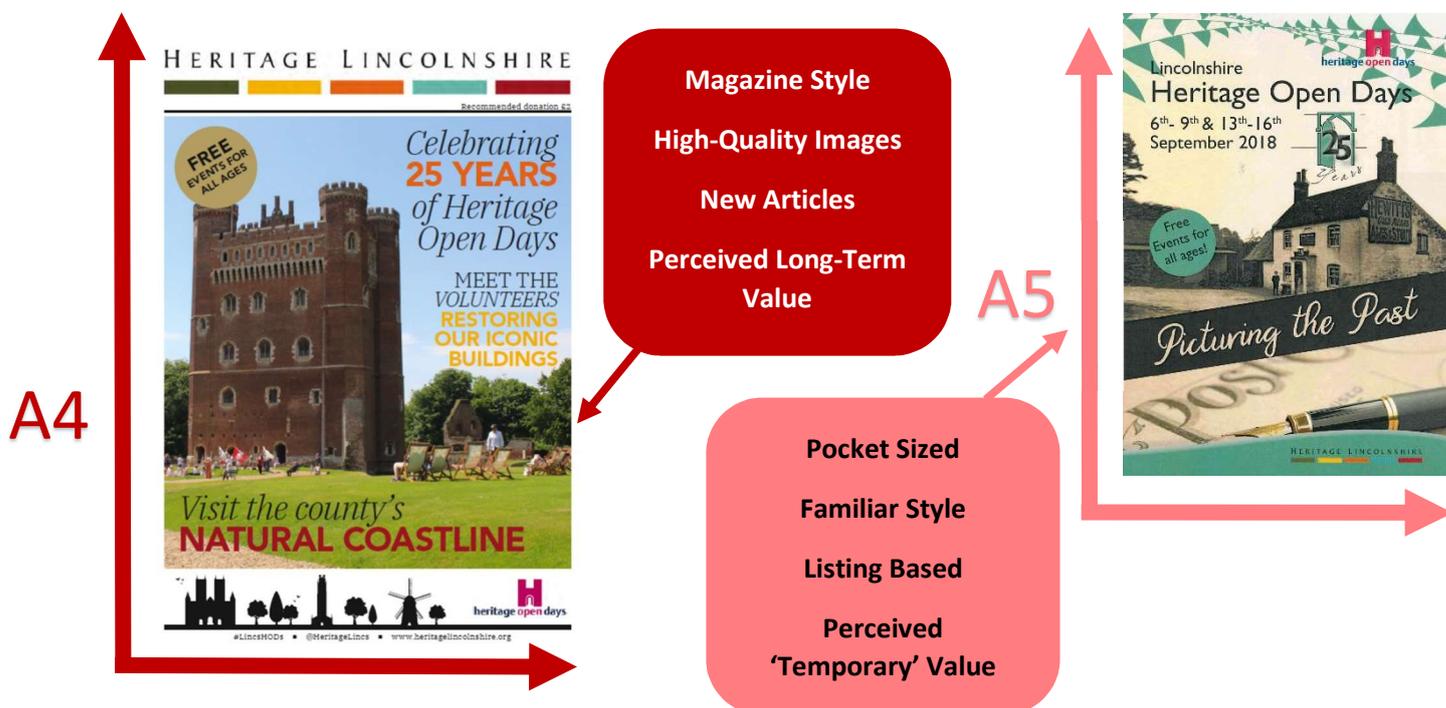
**How do we manage a large and steady increase to the number of events, and thus the size of the listing?**

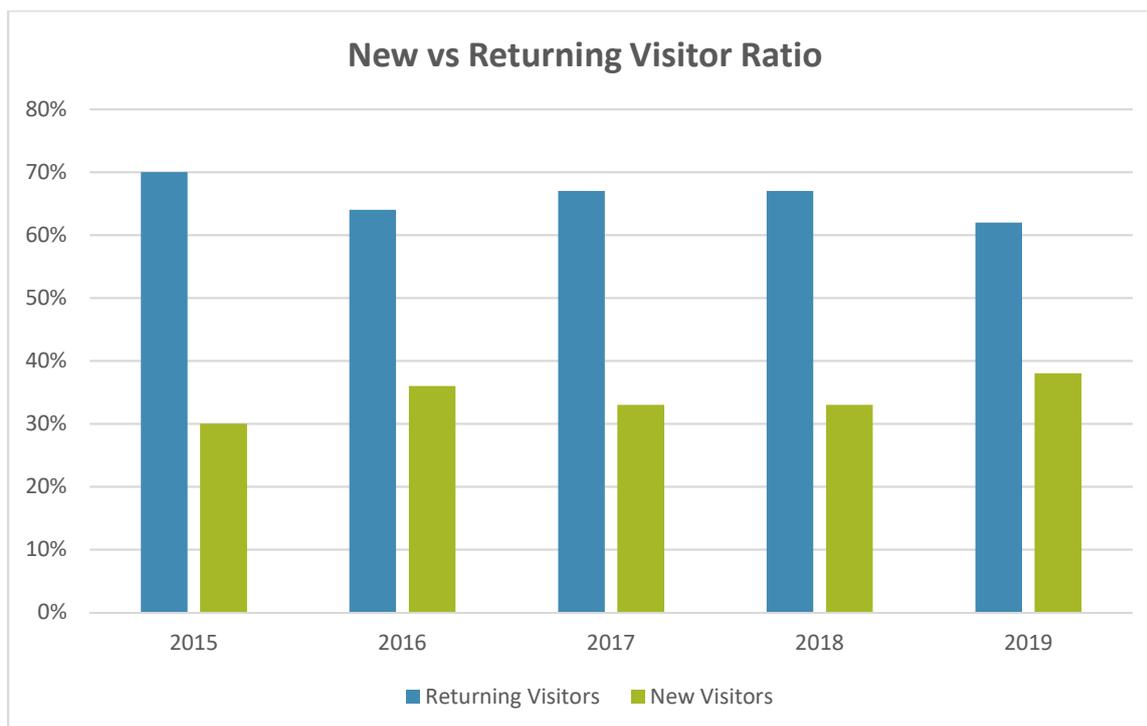
**How do we ensure that the County and District Councils are getting the best value for money, so that their support for the project continues?**

The 2019 brochure was therefore very different in appearance and style and as such received a mixture of reactions from both visitors and organisers. The below segments illustrate how we hoped the new design would help us meet the above challenges.

### How do we attract new visitors to the festival?

Heritage sites are always looking for new ways to engage with a wider and more diverse audience. It is incredibly important to keep looking at the ways we can do this to ensure we are attracting a sustainable base of users. One of the ways this can be achieved is by offering a range of different publication styles to appeal to different tastes, thus increasing the likelihood that the brochure will be picked up. This year we altered the style from an A5 listings booklet, to an A4 glossy editorial-style magazine.





	<b>Returning Visitors</b>	<b>New Visitors</b>	<b>New Visitors % Change</b>
<b>2015</b>	70%	30%	-
<b>2016</b>	64%	36%	+6%
<b>2017</b>	67%	33%	-3%
<b>2018</b>	67%	33%	-
<b>2019</b>	62%	38%	+5%

\*Results taken from 2015-19 Visitor Feedback Forms

On the survey visitors were asked 'Have you visited Heritage Open Days events before?' with a closed answer of either 'Yes' or 'No'. Based on responses, the figures show an increase of new visitors from 2018 of 5%, and an increase from 2015 of 8%.

Visitors were also asked if they had any comments on the brochure, events and the wider festival, however most comments were directed at the event they attended, with a predominantly positive focus. There were only three comments about the brochure:

**Humber Bridge open days not enough. The trips are full as soon as the brochure is out.**

**Shame brochures no longer available Neil Wright was very knowledgeable.**

**On-line brochure should be downloadable in a pdf version.**

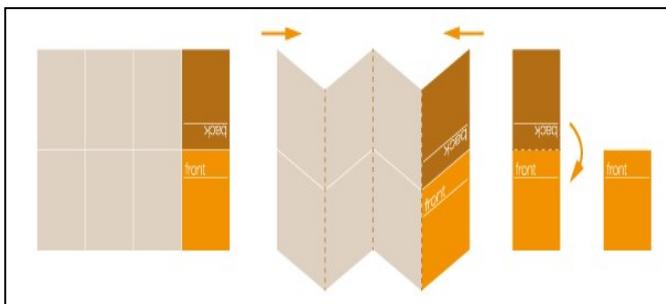
The above does not give evidence on the brochure's impact on new visitors, however it does highlight that there is still a desire to produce a complete brochure, both in hard copy and in a downloadable version.

If we use an alternative style of brochure next year, then it is likely we will reformat the question to draw attention to the booklet alone, instead of highlighting it in a question shared with feedback on the events and festival.

### How do we manage an exponential increase to the number of events, and thus the size of the listing?

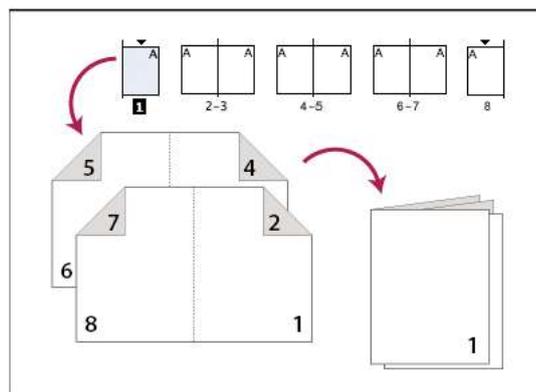
The festival has gone from strength to strength over the past 25 years, showing a positive trend of cultural output within the County.

Since 1994, Lincolnshire Heritage Open Days has delivered a total of 2595 events across Greater Lincolnshire. This is a monumental achievement, with the number of organisers increasing as word spreads. This is a fantastic development which comes along with the regularity and quality of support offered by the Lincolnshire Heritage Open Days team, encompassing the Steering Group and Events Development Group. This, coupled with the official increase in days from one weekend in 1994 up to ten days in 2019, has meant that the number of events has increased exponentially, creating new opportunities, but also a number of design and logistical problems.

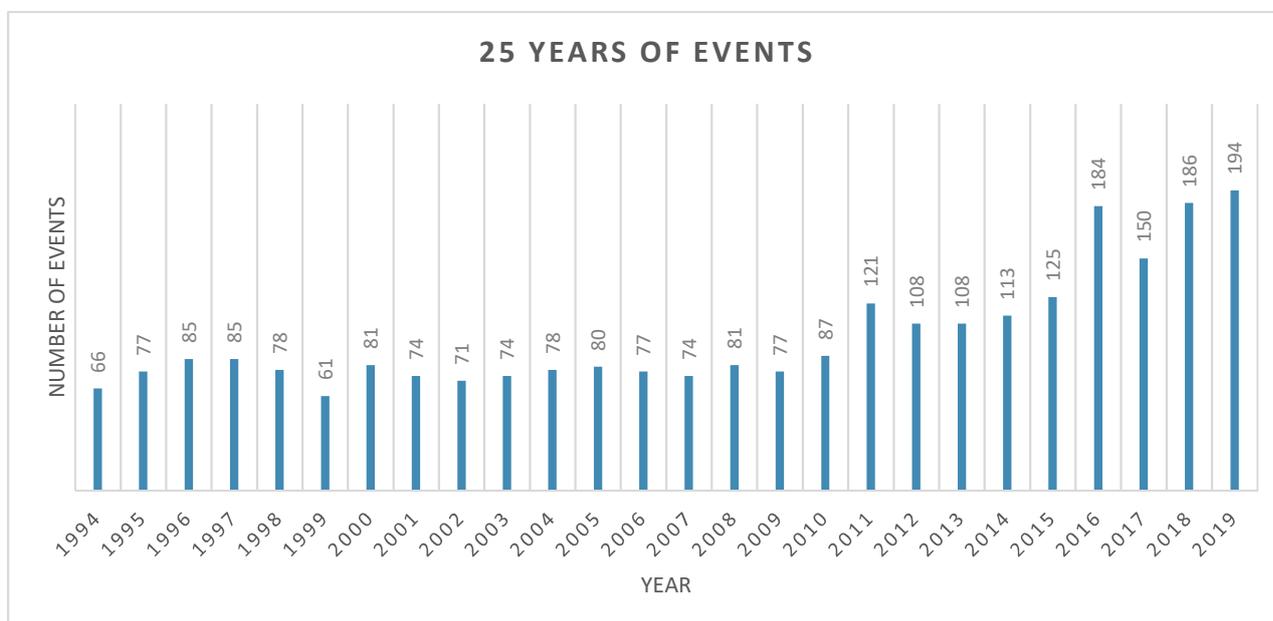


The early brochures were no more than a map-fold leaflet, designed to showcase basic snippet descriptions of 60-80 events. This design was used from 1994-2008:

As the festival increased in popularity, a decision was made to redesign the brochure into an A5 booklet, to give each organiser more space to describe their event, as well as give readers more detailed information, attractive images and additional relevant adverts from organisations. This design was popular and benefited from similar logistical needs as the previous version. It was used from 2009-2018:



The popularity of the festival with organisers has steadily increased, reaching more and more Lincolnshire groups hoping to put on an event for Heritage Open Days. The chart below shows how this has changed over the last twenty-five years:



2016 saw a peak because of a popular theme of the 'Natural World', engaging with several new organisers in charge of natural heritage sites, rather than historic buildings. The next peak was in 2018, when the national festival extended the dates to cover two weekends, allowing for a record number of 186 events.

In October 2018, the National Heritage Open Days team announced that they would be trialling another change, moving from a two-weekend to ten-day festival, which if successful, would become the new format for future years. This was of course a fantastic opportunity to get more heritage sites engaged with the festival, removing the limitations around weekend availability.

This does also create new challenges, as the booklet format was fast approaching its size maximum for the fold type, having featured 52 pages showcasing 186 events in 2018. In response to this challenge, there were four options going forward:

**Limit the number of events featured in the booklet, on a first come, first served basis**

**Return to an earlier style of event entry, limiting the amount of detail present in each event listing**

**Retain the A5 format style and pay for a more expensive type of binding**

**Amend the style to an A4 format, to double the space but keep the same kind of binding**

As our aim has always been to showcase the fantastic variety of heritage and cultural sites in Lincolnshire, it was felt that the first two options of limiting events, and reducing the listings were counterproductive to this, and did not meet the spirit of the festival.

Because of this the two remaining options were to either purchase a more expensive type of binding to cope with the extra pages required for more event listings, or alternatively trial a completely new A4 format. Due to budget limitations, if we had pursued the former option, we would have needed to decrease the number of brochures to bring the cost of printing more in line with the available funds.

The latter option also allowed for greater reassurance relating to the future-proofing of the listings. There would be a manageable increase in cost to include extra pages, in the event of the size of the listings increasing up to 350 events.

As such we chose to trial the fourth option as it would be a cost-effective and sustainable way of dealing with increases to event numbers, and would help us answer the third point of ongoing sustainability of support from key stakeholders:

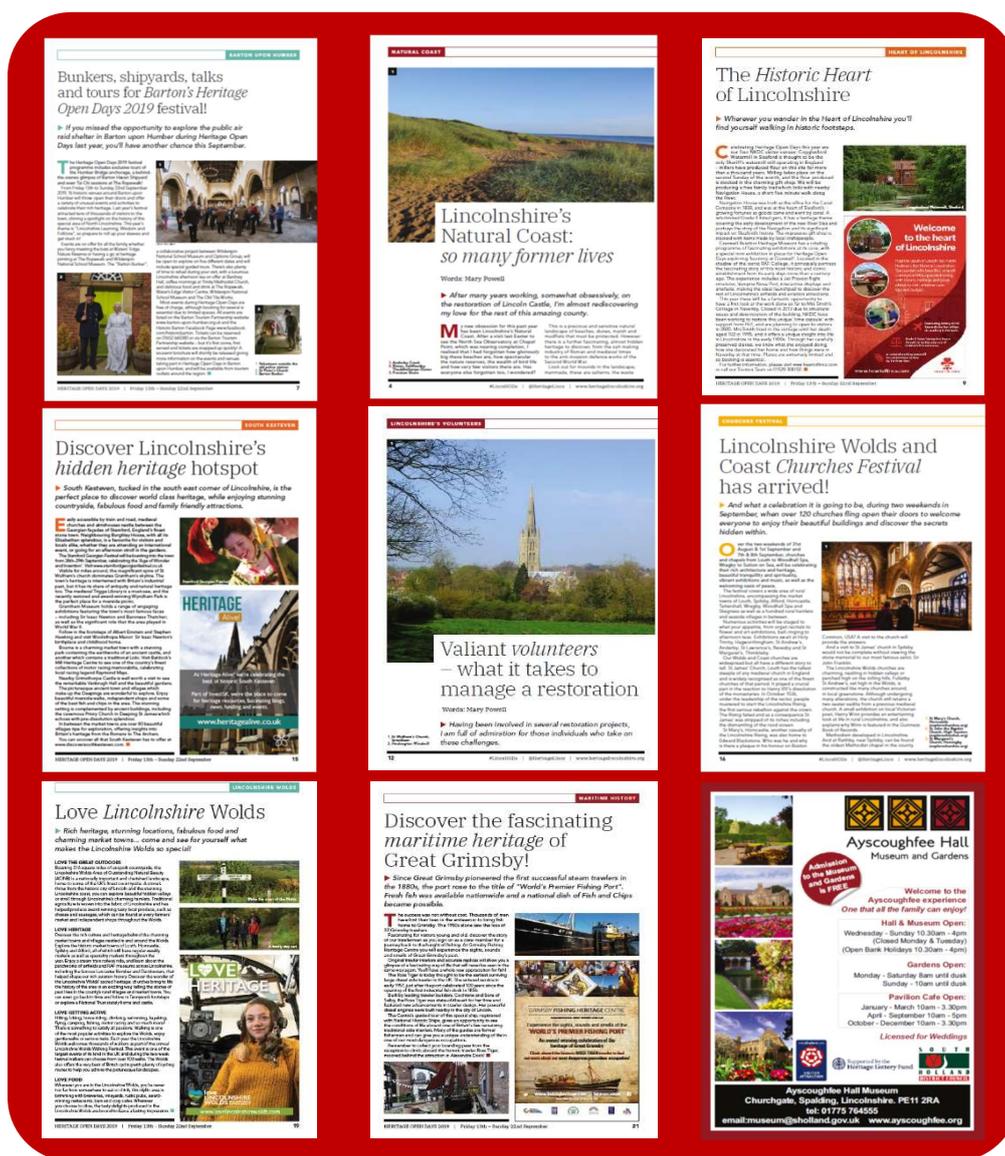
### **How do we ensure that the County and District Councils are getting the best value for money, so that their support for the project continues?**

Lincolnshire Heritage Open Days has a number of key stakeholders in terms of both support and funding. Central amongst these are Lincolnshire County Council, the seven district councils and two unitary

authorities located across Greater Lincolnshire. Without their input, the festival just would not be possible as they provide vital financial support as well as being our greatest connection to organisers and sites within their districts. Several representatives also attend the Steering Group and the Events Development Group, offering advice and guidance on the direction of the festival. As such they are our most important stake holders, and it is vitally important that they remain engaged with the project.

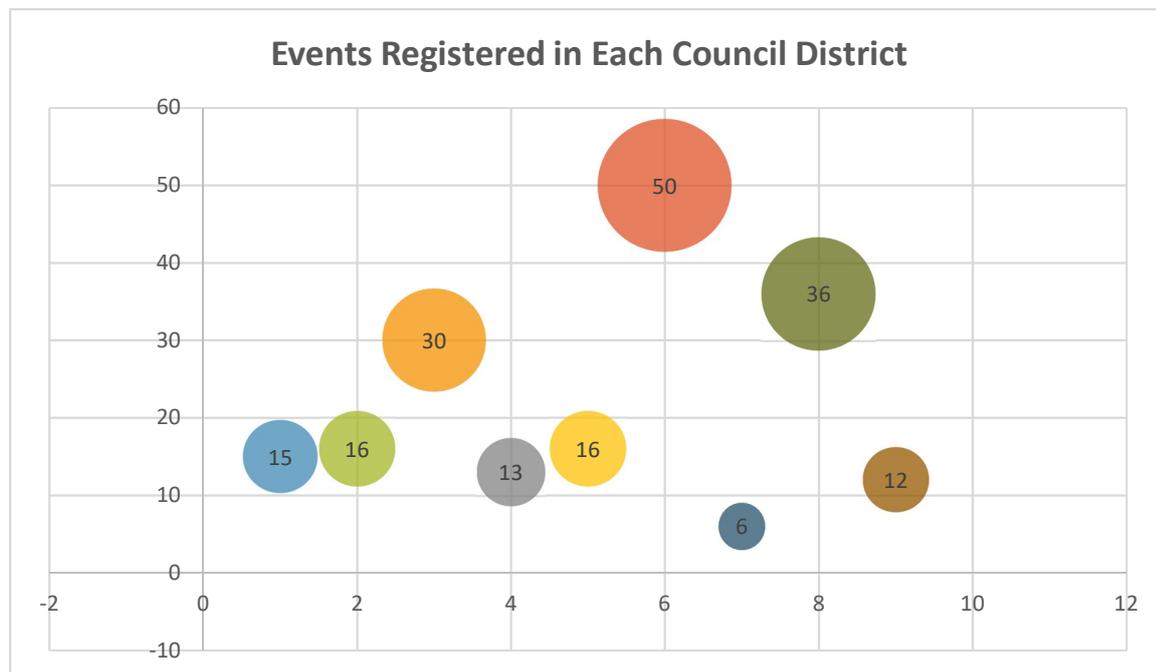
One of the ways we felt would be appropriate, was to use the festival brochure to offer editorial and advertising space to the councils to enable them to engage with their constituents on heritage and community-based projects within the County.

This was taken up by several of the councils who supported the festival financially, and led to editorials including the below:



These editorials also served a further purpose, increasing the 'shelf-life' of the booklet. For the first time the Lincolnshire Heritage Open Days listings went beyond the scope of the festival, instead promoting the ongoing work being done to improve the cultural and historic accessibility of the county. Both interesting and informative, the listings elevated the production from booklet to magazine, making it an attractive 'coffee table' piece.

In addition to this, the festival is spread across Lincolnshire with great levels of engagement across all the districts. The spread of events within the different areas were as follows:



Events Registered in Each Council District								
BBC	CoLC	ELDC	NELC	NKDC	NLC	SHDC	SKDC	WLDC
15	16	30	13	16	50	6	36	12

### Achievements, Snags and Improvements for Next Year

Although we feel that the 2019 brochure met the three points of the brief, there were some teething issues which meant it received mixed reviews from organisers.

We received the following positive comments in the '2019 Organiser Feedback Form':

It was good to see the coverage of the Barton offer as we had so many events happening in the town. **It definitely brought people in from all over Lincolnshire**

This was **well received by our visitors**

**Attractive magazine.** Good clear details of each attraction. Size made it less easy to carry round in a bag or pocket if visiting several sites in one day.

While some thought the A5 was better / **more people seemed to like the A4 version / and it was easier to read**

**Very good change.** Hard to acquire

**Popular format**

**Liked it.**

**Layout of the magazine was great and the front cover is great publicity.**

Limited uptake when apply for donation, many did not pay for magazine

**Liked it - comprehensive and good idea to have a centre pull out section.** No charge should be made though.

Didn't notice recommended donations. **Thought the A4 format attractive** but large for pocket, handbag etc

There was also some critical feedback, which we would look to address when deciding on the design of next year's events:

People were **unsure if it was for sale or free** and most put some off picking it up.  
**Difficult to display in our leaflet rack.**

**Difficult to display in a leaflet rack - flapped**

I **preferred the A5 format and it was much more user-friendly**. I found it difficult to navigate the A4 booklet.

Several visitors thought the **HL booklet was too big**. They would like something they can carry with them over the weekend. **Difficult to find places to visit even when you knew they were somewhere in the book.**

The **recommended donation price was off-putting**, and we put up a notice saying they were free very soon after receiving them. We raise funds by donation as a matter of course.

Some members of the public did not like this A4 size and thought the smaller version was more user friendly. **A4 too large to put in handbags / pockets**. I agree with the comments.

**The A4 format was bulky and did not fit into the pocket**. We did not seek or receive any donations as we could not leave them in public places and have a cash holder on view. We would like the A5 format next year and have the new format. These would be cheaper to post.

Primarily the negative feedback was concentrated on the change of the brochure format from an A5 to A4 publication. Several focussed on the 'transportability' of the brochures, using phrases such as:

A number of people... thought the A5 size was better for carrying.

I think the booklet format was much better because it was easy to carry around when visiting more than one venue during the day.

We felt the larger size made the guide very cumbersome to carry in a pocket or bag. Smaller version preferred.

We also received mixed reviews for the inclusion of a 'Recommended Donation' label. This was trialled after a recommendation from KM Media. This served a dual purpose, giving organisers the opportunity to raise money for their cause/site, but also creating a 'perceived value' for the brochure to extend the 'shelf-life' of the publication.

The feedback we received on the inclusion of a recommended donation tag showed that half of the organisers were pleased with the inclusion, citing that they were able to raise funds for their cause because of the brochure. The other half felt it was off-putting for volunteers giving out the brochure and was not utilised.

Based on the feedback received on the brochure, the recommendations for next year's design are:

Things to Keep	Things to Alter
Continue to include a recommended donation with consideration on how it is worded	Return to the A5 format
Continue to include the editorial content showcasing the wider heritage offer of the County	Include more information for organisers to pass to volunteers, reiterating that the donation is optional, and the brochure can be given out for free if preferred
Maintain the glossy, magazine-style appearance of the festival brochure	Ensure that the HOD listings are a more prominent focus on the front cover
Continue to include a 'pull-out' index of the HODS listings	Amend the layout of the brochure, making the listings more central, or easily identifiable within the publication

### Marketing Methods:

Thanks to the continued support of the County's local authorities, we were able to print 25,000 copies of the festival brochure. These were distributed to libraries and tourist information centres across Greater Lincolnshire, ensuring they were within easy reach of residents and visitors alike. In addition, brochures were distributed to museum and heritage sites across the county, and to the headquarters of the local authorities who help fund the festival. Event organisers also received brochures which they used to promote the festival locally, and Heritage Lincolnshire supplied printed and digital poster templates to make this easier.

Heritage Lincolnshire produced press releases which were featured in different parts of the county. There was good coverage across many Lincolnshire titles. Event organisers also produced their own press releases, and a template was produced by Heritage Lincolnshire to assist with this.

BBC Radio Lincolnshire continued to support the festival, with staff from Heritage Lincolnshire being offered the opportunity to appear on the *Melvyn in the Morning* show in advance of the festival. The station also promoted the HODs over the weekend itself, and featured calls with a number of organisers who reported on how their events were going.

Lincoln City Radio also invited staff to feature on a longer section discussing the festival and highlighting some interesting events in Lincoln. They also featured segments throughout the festival, looking at some of the local events in a more in-depth way.



Social media was also used to promote events, with selected events listed on the Heritage Lincolnshire Events Page:



**SEPT 21** The Fane Family in Full Colour - Heritage Open Days  
Public - Hosted by Heritage Lincolnshire

★ Interested

21 Sep  
Event ended about 2 months ago

📍 Fulbeck Manor, Lincoln Road, Fulbeck NG32 3JN



Heritage Lincolnshire  
We had a great time at the Discover the Secret Cold War bunker - Heritage Open Days and we got some great pictures of the event! Thank you to our amazing visitors who shared their photos of their time down in the bunker.

660 People reached  
38 Engagements

Heritage Lincolnshire  
24 September

Another wonderful visit as part of #LincolnODs was Greyfriars. Rarely open since the museum it used to house moved to The Collection, it is an unfortunately neglected space yet a fantastic example of Lincolnshire's amazing monastic heritage. It shocks and saddens me that this accessible venue in the city centre is so overlooked as a heritage site, when the rest of our monasteries are much more out in the sticks and most are very ruinous. I believe this to be the remains of the refectory block with a vaulted undercroft beneath - I will fact check when I get a moment though, as there was a lack of information about its monastic history on display. There was however details about how it escaped demolition after the reformation - Similarly to Thornton Abbey (the magnificent turned monastic house I wrote about earlier in the year), it became a school for a number of centuries until it became the museum in the 19th century.

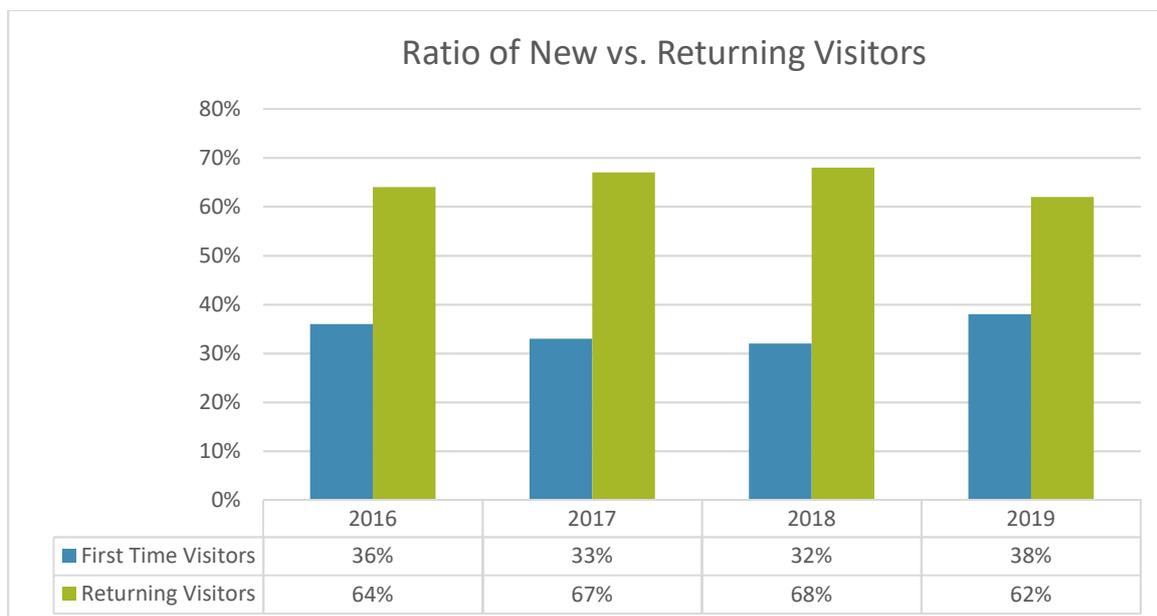
#ecclesiasticalarchitecture #gothicarchitecture #monastery #priory #architecture #abandoned #moodgrams #wiltshire #greatbritain #marvellous #heritage #open #public #opening #monastery #lincolnshirehistory #lincoln #lincolnshire #heritage #greyfriars #lincoln

## Visitor Feedback

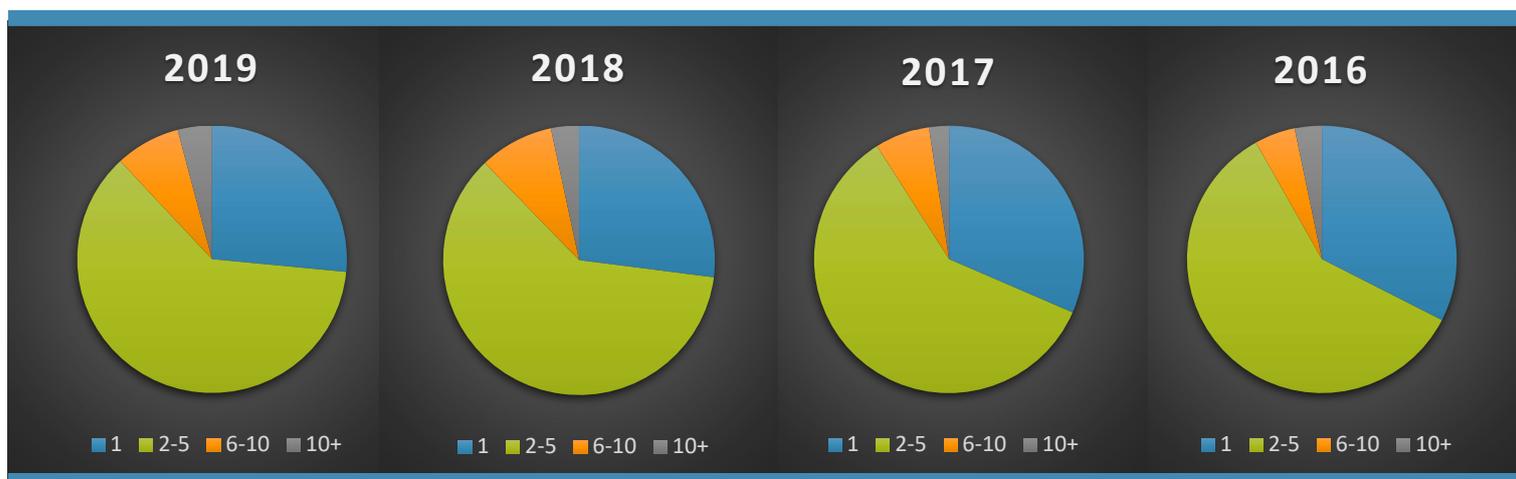
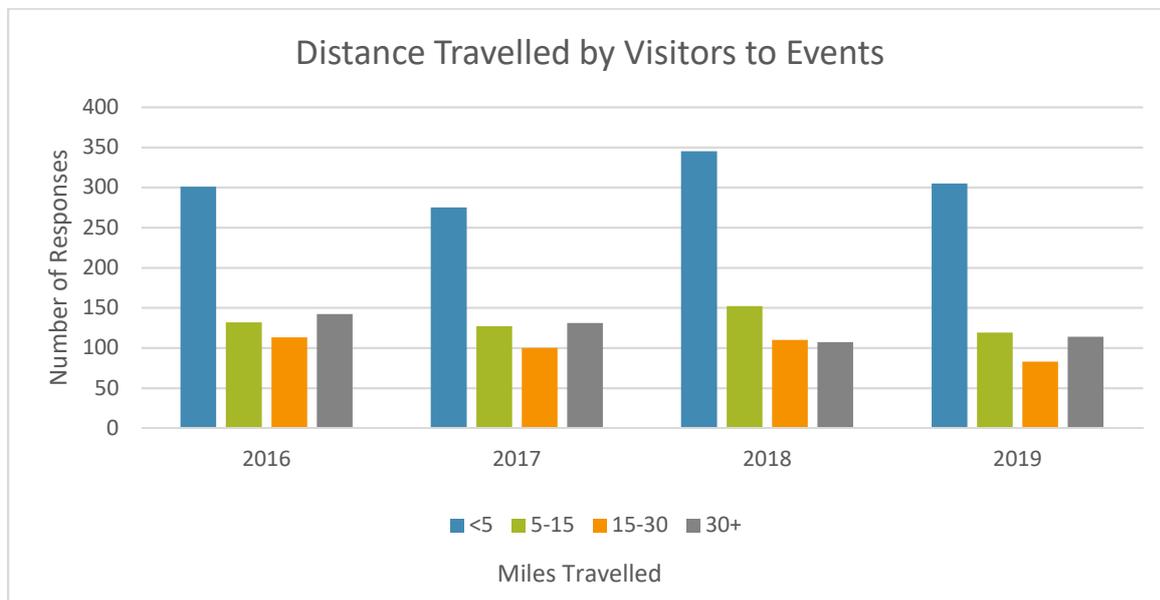
Each year feedback forms are distributed to visitors so that the Lincolnshire Heritage Open Days programme can be evaluated. This year 621 forms were returned representing 2.1% of visitors.

Since 2016 the trend previously showed a decreasing ratio of First Time to Returning Visitors, with a steady drop of 4%. 2019's feedback indicates a change in this trend, showing a 38%/62% split; an increase of 6% on 2018's ratio of First Time Visitors, and 2% increase from 2016.

This increase may be due to the change in brochure style attracting new attention to the festival, or alternatively a popular theme.

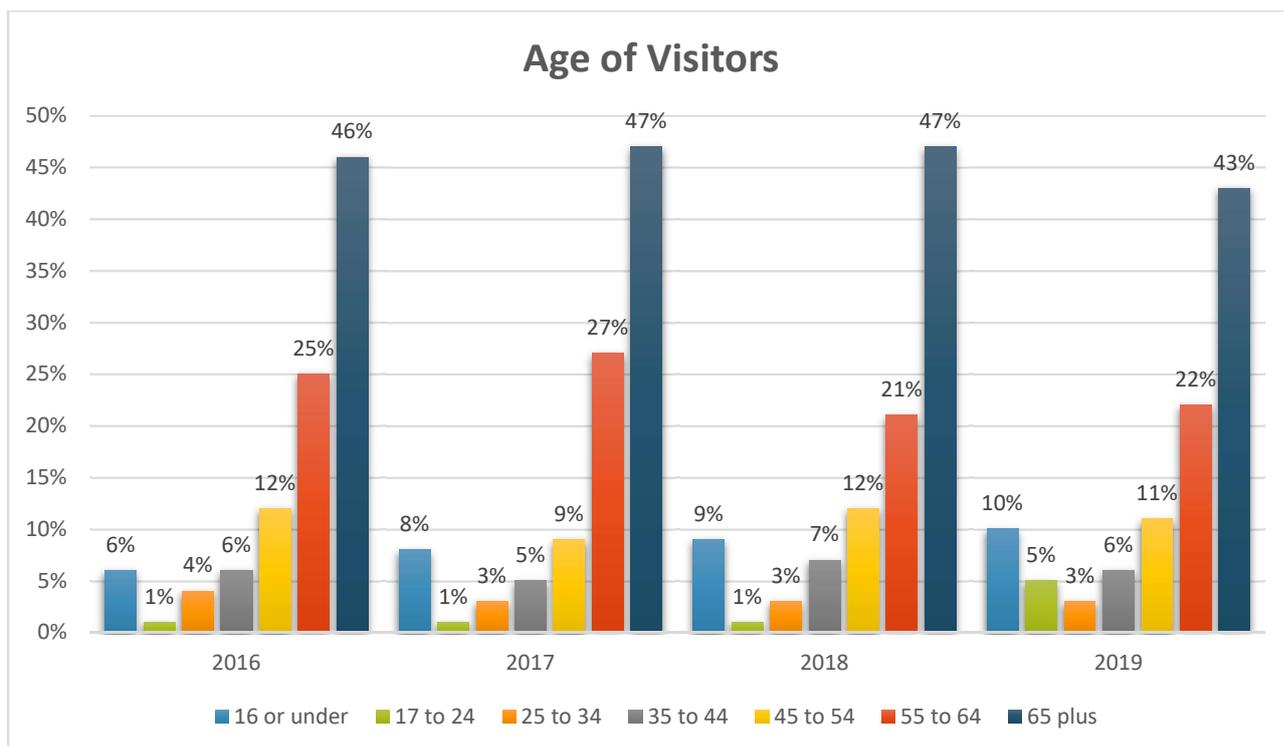


The distances people travelled remained similar to previous years. This continues a trend for many people visiting sites in their immediate locale (under 5 miles), helped by the programme of events spread over a wider area reducing the need to travel.

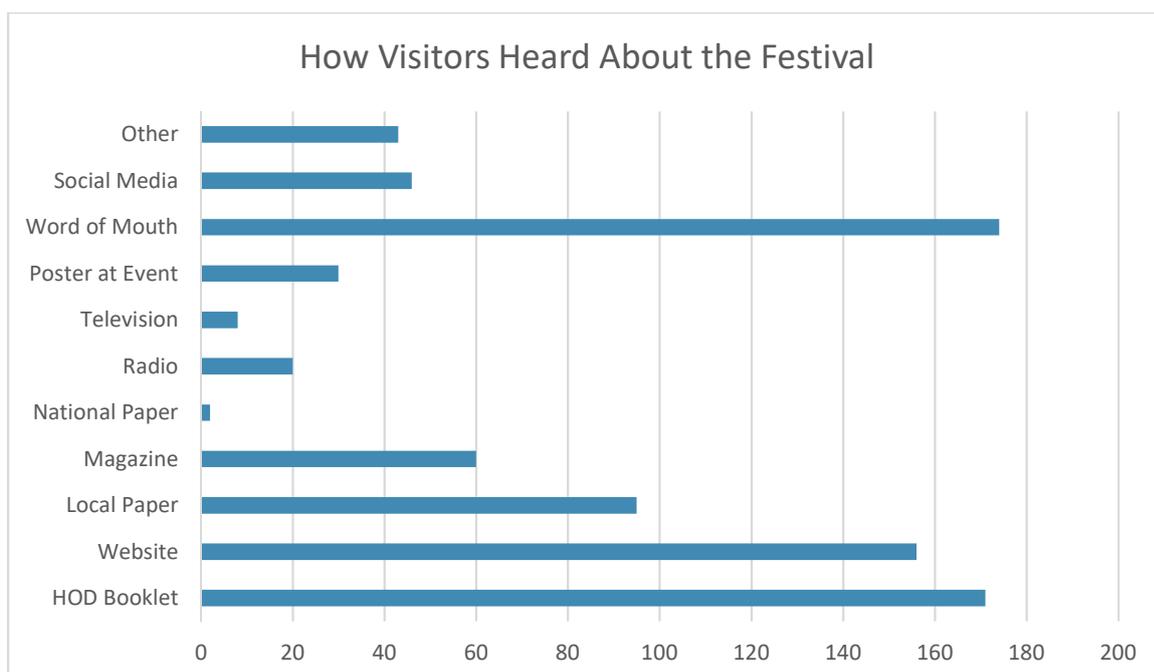


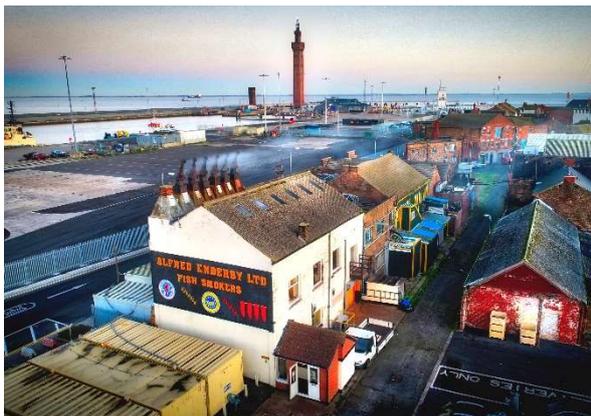
Number of Visits During the Festival

Over the past four years, most visitors have attended 2-5 events as part of the Lincolnshire Heritage Open Days festival. There has been a gradual increase in the number of visitors who only attended 1 event, and in those who attended 10+ events. Although based on a small sample size, it might be hoped that this reflects greater engagement with the festival.



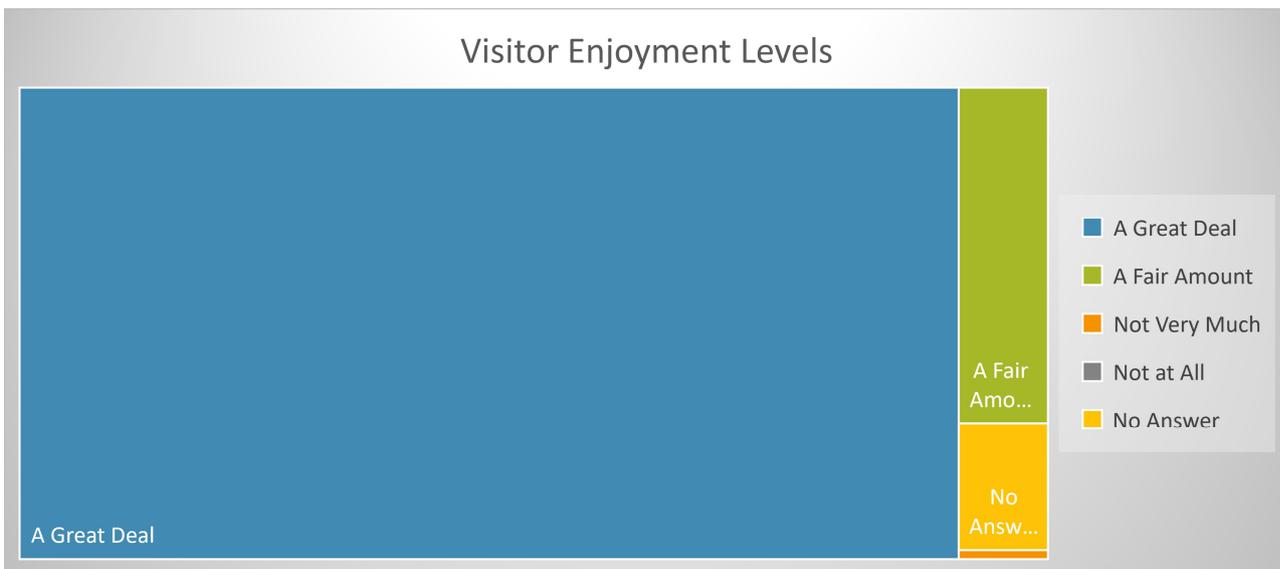
Since 2016, the number of visitors under 16 has steadily increased by 4%, with 1 out of 10 visitors fitting within this profile. There was also a noticeable increase in under 24's from 1% to 5%, with a combined total of 15% of visitors fitting within the under 24 demographics. This is similar to the number of young people recorded by organisers, which was estimated at 14%. We believe that this is due to organisers broadening their family-friendly offer, with activities and events tailored towards attracting young people. Visitors within the other age groups have mostly stayed the same, barring a 4% decrease in the number of visitors aged over 65. This rebalance is hopeful for the sustainability of the festival, as a key feature of its resilience is tied in with appealing to the next generations.





Over 60% of people found out about the festival by either Word of Mouth, the Booklet or the Website, which is similar to previous years. However, for the first time since 2016, Word of Mouth exceeded the Booklet as the most common way to find out about the festival.

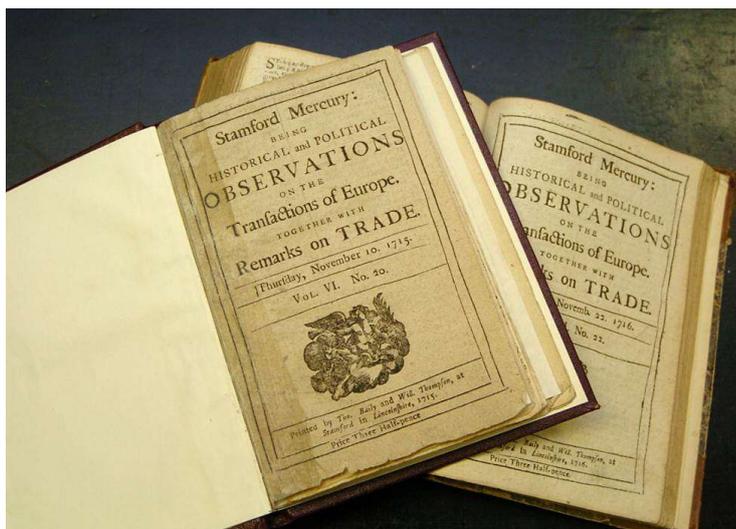
This is fantastic news as it shows Lincolnshire Heritage Open Days is continuing to be a well-respected and anticipated festival in the County’s events calendar, which people look out for and talk about.



A Great Deal	A Fair Amount	Not Very Much	Not At All	No Answer
92%	6%	0.1%	0%	1.9%

Visitor satisfaction continues to be very high, with 98% of respondents enjoying their experience.

This reflects the warmth felt towards the festival and the staff and volunteers who put on these free events, which is greatly appreciated by visitors. This can also clearly be seen by the comments visitors left on feedback forms.



## Visitor Feedback Comments

These comments are all taken from visitor feedback forms, and reflect the appreciation local people and visitors have for the festival:

“It is so important to be able to access these hidden sites. Keep up the good work!”

The Heritage Open Days are a fantastic idea. The opportunity allows lay people to access & talk directly with experienced heritage professionals, something that inspires and encourages engagement much more than a "regular museum visit" A historic places (HER) road show demonstrating the database that went out to other parts of Lincolnshire would be brilliant.

“A brilliant way to encourage people to experience history on their doorstep / area. Thank you!”

“A wonderful 2 hours of nostalgia. Great displays, thank you.”

“My favourite part of any visit is to be greeted by a knowledgeable volunteer who brings the building's history to life.”

“Being a local resident, not heard about 'Time Trap' so was very surprised we had this on our doorstep! We found our visit most enjoyable - interesting and interactive - even the young 'uns (6 yds + 12 yds) found everything interesting.”

“Too many wonderful properties to see in one weekend. Thank for all the hard work involved!”

## Organiser Feedback

We received details of visitor numbers from 148 out of 194 event organisers this year, and 96 organisers returned their completed feedback form, which give us more details about the planning and delivery of their event, and how Heritage Lincolnshire can help them.

Many organisers again reported increases in the number of visitors taking part in their events. The weather during the festival was mostly fine, with sunshine and dry weather for most of the time.

This year 688 volunteers helped to organise events showcasing heritage and special places in their communities, which reflects £122,000 worth of volunteer time. There were also a further 87 staff from across the county's cultural sector involved, contributing to the range of sites taking part.

“We were pleasantly surprised by how far visitors had travelled for this exhibition and how long they took looking at it.”

“All the support was useful”

“The advertising of events in a widely circulated brochure was excellent”

“Well supported by Heritage Lincolnshire”

“No complaints, thank you for your hard work making this event happen.”

“We welcome the free advertising in the brochure”

“We had a lot to get through in 1 hr, so probably extend the advertised time in future. Excellent support offered and we're delighted to have taken part.”

## Heritage Lincolnshire Feedback

Having co-ordinated Lincolnshire Heritage Open Days for the past twenty-six years, Heritage Lincolnshire is delighted to continue supporting organisers to showcase the heritage and culture of the County.

We feel that 2019 has been the most successful festival yet, and we were once again overwhelmed by the effort and hard work put in by organisers, volunteers, staff, steering groups and events groups. Without this support it would be impossible to deliver something as greatly respected and enjoyed as Lincolnshire Heritage Open Days is on its 25<sup>th</sup> anniversary.

The revamped brochure has been an enjoyable task to work through, posing new opportunities and challenges to keep the festival fresh and interesting to stake holders.

This year there has been additional pressure due to the sheer number of events taking places across the ten-day festival, which we feel did impact upon our service to organisers. Next year we hope to learn from this and take things forward whilst working to return to the same level of customer service offered in previous years when the festival was much smaller.

We trialled a new initiative, known as the 'Heritage Lincolnshire HODS Roadshow' where we took our Events Development Meetings out to different places across the county, allowing for an extra hour as 'drop-in' time for organisers to meet the team and ask questions. As a new initiative we trialled meetings at Grantham and Market Rasen, and the response received from attendees was positive and promising. As such we are continuing with this initiative for the 2020 festival and aim to go out to at least four new places to meet organisers in their local areas.

Managing the financial impact of the festival is still an ongoing challenge, as much of the cost is footed by Heritage Lincolnshire, with necessary and much appreciated contributions made by the County and Local Councils. A cost diagram can be seen below:

Income			Expenditure		
Funding Received from County and District Councils	Lincolnshire County Council	£2500	Travel and Delivery Costs	Mileage	£444
	East Lindsey DC	£1000		Car Parking	£153
	Invest SK	£1000	Outreach	Hall Hire	£65
	North East Lincolnshire Council	£1000	Marketing	Printing	£7600
	North Kesteven DC	£1000		Postage	£399
	South Holland DC	£1000		Materials	£28
	West Lindsey DC	£600	IT Costs	Website	£375
Other Income	Admin Fee Received from Organisers	£71	Staff and Volunteer Time* <small>*Calculated based on NLHF Valuation of Volunteer Time</small>	Volunteer Hours Steering Group (195)	£3900
				Volunteer Hours Festival Admin (360)	£3600
				Staff Hours (402)	£5,510
<b>Total Income</b>		<b>£8171</b>	<b>Total Expenditure</b>		<b>£22,074</b>
			<b>Total Actual Expenditure</b> <small>(Excluding Value of Volunteer Time)</small>		<b>£14,574</b>
<b>Overall Total -£6403</b>					

Overall the actual costs of the festival exceeded the income by £6403, not including the calculated value of volunteer time. Although it is part of our organisational aims to continue supporting the festival, there is more work needed to ensure that our input is more affordable, and thus sustainable, with a greater focus on attaining a balance between income and expenditure. This will be highlighted at future steering groups to assess what options are available to keep the costs more in line with income.

## Structure and Process of the Festival

As the largest heritage festival in the country, Heritage Open Days requires a high level of management, even before the previous years' events are finished. Our timetable shows the input factors of key stakeholders in 2018.

<b>Steering Group</b>	<b>Heritage Lincolnshire</b>	<b>Organisers</b>
<b>October</b>		
<ul style="list-style-type: none"> <li>Consider Themes for Next Year</li> </ul>	<ul style="list-style-type: none"> <li>Compile feedback</li> </ul>	<ul style="list-style-type: none"> <li>Send own and visitor feedback to Heritage Lincolnshire</li> </ul>
<b>November</b>		
<ul style="list-style-type: none"> <li>Meeting to review and consider the next year's festival</li> </ul>	<ul style="list-style-type: none"> <li>Produce report for stakeholders</li> </ul>	
<b>December</b>		
<ul style="list-style-type: none"> <li>HODs FAQ roadshow</li> </ul>	<ul style="list-style-type: none"> <li>HODs FAQ Roadshow</li> <li>Creation of registration forms &amp; help documents</li> </ul>	<ul style="list-style-type: none"> <li>Register event for next year</li> </ul>
<b>January</b>		
<ul style="list-style-type: none"> <li>Compile/Contact suggested sites to invite</li> </ul>	<ul style="list-style-type: none"> <li>Begin registration admin &amp; provide support to organisers registering their events</li> <li>Undertake planning work for brochure design</li> <li>Write to organisers formally asking them to register</li> </ul>	<ul style="list-style-type: none"> <li>Register event</li> </ul>
<b>February</b>		
<ul style="list-style-type: none"> <li>Meeting to discuss progress and design of brochure</li> <li>HODs Roadshow to meet organisers</li> </ul>	<ul style="list-style-type: none"> <li>Continue registration process and outreach</li> <li>HODs Roadshow to meet organisers</li> <li>Editing of registrations</li> </ul>	<ul style="list-style-type: none"> <li>Register event</li> </ul>
<b>March</b>		
<ul style="list-style-type: none"> <li>Decide on final brochure design</li> </ul>	<ul style="list-style-type: none"> <li>Continue the editing process</li> </ul>	<ul style="list-style-type: none"> <li>Respond to editing queries</li> </ul>

<b>Steering Group</b>	<b>Heritage Lincolnshire</b>	<b>Organisers</b>
<b>April</b>		
<ul style="list-style-type: none"> <li>Meeting to discuss final draft of brochure and marketing plan</li> </ul>	<ul style="list-style-type: none"> <li>Create final draft of brochure to go to print</li> <li>Brochure goes to print second week of April</li> </ul>	<ul style="list-style-type: none"> <li>Respond to final draft query</li> </ul>
<b>May</b>		
<ul style="list-style-type: none"> <li>Generate publicity for the festival</li> </ul>	<ul style="list-style-type: none"> <li>Begin digital upload of events to Heritage Lincolnshire's and national website</li> </ul>	<ul style="list-style-type: none"> <li>Organise event. Inform Heritage Lincolnshire of any changes</li> </ul>
<b>June</b>		
<ul style="list-style-type: none"> <li>Generate publicity for the festival</li> </ul>	<ul style="list-style-type: none"> <li>Launch brochure at Lincolnshire Show</li> <li>Deliver to core community venues (councils/libraries/TICs etc) and organisers paying for delivery</li> </ul>	<ul style="list-style-type: none"> <li>Collect and distribute brochures</li> <li>Organise event. Inform Heritage Lincolnshire of any changes</li> </ul>
<b>July</b>		
<ul style="list-style-type: none"> <li>Meeting to discuss upcoming festival and last-minute items</li> <li>Planning begins for next year's festival</li> </ul>	<ul style="list-style-type: none"> <li>Create and send out organiser packs with print outs, guidance and feedback documents</li> <li>Begin targeted publicising of festival</li> </ul>	<ul style="list-style-type: none"> <li>Finalise event details</li> <li>Publicise own event</li> </ul>
<b>August</b>		
<ul style="list-style-type: none"> <li>Planning continues with thoughts on a theme and title for next year</li> </ul>	<ul style="list-style-type: none"> <li>Support organisers with queries</li> <li>Create social media content publicising the festival</li> <li>Take bookings for organisers who have paid for service</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that risk assessments and insurance are valid for event</li> <li>Publicise own event</li> </ul>
<b>September</b>		
<ul style="list-style-type: none"> <li>Visit events across the County and feedback to group on the wider festival experience</li> </ul>	<ul style="list-style-type: none"> <li>Deliver own festival events</li> <li>Take bookings for organisers who have paid for service</li> </ul>	<ul style="list-style-type: none"> <li>Last minute event checks</li> <li>Run event and take photos</li> <li>Collect visitor feedback</li> </ul>

## Conclusion

Overall the 2019 festival has been a massive success, thanks to the dedication of everyone involved. Heritage Lincolnshire would like to once again extend our gratitude to the LHODs Steering Group, the Events Development Group, event organisers, volunteers, staff, the Heritage Open Days national team and of course the councils, without whom the festival just could not happen.

