

The Economic and Social Impact of Lincoln Cathedral



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This report has been produced for The Dean and Chapter of Lincoln Cathedral by Globe Regeneration Limited.

For further information contact

Ivan Annibal
Managing Director
Globe Regeneration Limited
Exchequergate House
18A Minster Yard
Lincoln
LN2 1PX

01522 563510
ivan.annibal@globelimited.co.uk
www.globelimited.co.uk

for The Dean and Chapter of Lincoln Cathedral contact

Roy Bentham
Chief Executive
Lincoln Cathedral
4 Priorygate
Lincoln
LN2 1PL
England

(work) 0044 (0)1522 561604
(home) 0044 (0)1522 561649
(mobile) 07947 600836
chiefexecutive@lincolncathedral.com
www.lincolncathedral.com

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Foreword

Lincoln Cathedral is first and foremost a great church. It is the seat of the Bishop of Lincoln and a centre of Christian worship and mission. However it is also much more than that, and this report by Globe Economic Development Consultants Ltd sets out to explore aspects of the Cathedral's impact and mission that may come as a surprise to many.

The Cathedral is significant at the regional level in creating heritage related jobs. It is an aid to inward investment. It attracts visitors, and the money they spend, from far and wide. The Cathedral generates a premium on property values in its vicinity. Its education mission is wide-ranging, encompassing a world class library, work with schools and outreach by its choirs. It is a regional leader in the preservation and development of traditional craft skills. The Cathedral is a major venue for events and cultural activities, a centre for choral and organ music, and a location for feature films. Through its ownership of a 1215 original Magna Carta it celebrates the concept of 'freedom under the law' around the world and at the same time promotes historic Lincoln as a place to visit and invest in.

This study was commissioned by the Dean and Chapter in order to give an independent, quantified analysis of the impact of Lincoln Cathedral on the social and economic life of Lincoln itself and the wider East Midlands region. As such, it is one of the first research projects to show in up-to-date detail what a Cathedral contributes to its locality and region. It shows that what the Cathedral adds to the quality of life in Lincoln, Lincolnshire and the East Midlands Region is wide-ranging, substantial and of considerable importance to a large number of people and enterprises. Lincoln Cathedral exists and prospers entirely through the generosity of those who decide to give their support. In this context it is important to show clearly the full extent of what the Cathedral is able to give back. We would like to express our thanks to Globe Regeneration for undertaking this important project on our behalf.

The Very Reverend Philip Buckler, Dean of Lincoln



Executive Summary

The study demonstrates the exceptional economic, community and cultural significance of Lincoln Cathedral based on a combination of quantitative and qualitative data.

The main findings of the report are summarised below.

1. The total employment supported by Lincoln Cathedral is 649.
2. This equates to almost 7% of all jobs in the heritage tourism sector in the East Midlands region.
3. Economic impact on this scale means Lincoln Cathedral compares to the six internationally significant English Cathedrals, (St Paul's, Canterbury, York, Salisbury, Winchester and Durham).
4. Lincoln Cathedral attracts a far higher number of visitors from outside the region than has previously been recognised. The postcodes of 1100 visitors were analysed. 78.9% came from outside the East Midlands region, of these 27.6% were overseas visitors.
5. In the UK significant clusters come from the West Midlands, Merseyside, the North East and, especially, London.
6. Overseas visitors were primarily from Canada, Australia and Iceland followed by USA, New Zealand and Iberia. Eastern Europe was also important. Smaller numbers came from South America, South Africa, India and the Far East.
7. Based on an analysis of donor addresses, support for the Cathedral is rooted deeply across Lincolnshire and North and North East Lincolnshire. The older established communities provide more support than newer residential areas.
8. The Cathedral exerts a measurable property premium for up to a 2 mile radius.

9. The educational impact of the Cathedral is significant especially in the following areas - music outreach, primary schools through collaboration with the Diocese, and school visits. Lincoln Cathedral provides the focus for a premier public school and supports the cultural and religious awareness of over 9000 pupils a year.

10. The Cathedral is a regional leader in the preservation and development of traditional craft skills

11. Its role as a venue for events and cultural activities sits at the heart of the creative life in the county. The excellent Cathedral choirs maintain the English tradition of choral music.

12. The Cathedral provides a quality of life and culture tool which is significant for investment in the city both for businesses, higher education and individuals. It has potential to be developed more deliberately as an inward investment asset.

13 The Cathedral directly attracts investment and publicity as a film location.

14. The Cathedral has a strong ecumenical tradition and is well placed to make a positive input to interfaith issues.

15. Through ownership of Magna Carta the Cathedral is developing an international profile for the region based on exhibitions in the USA and elsewhere. This leads to significant visits to Lincolnshire as well as investment opportunities.

16. The Cathedral is active in local regeneration partnerships. As owner of the Magna Carta and as a heritage skills provider it contributes to the £16.95 million development programme in Lincoln Castle.

17. The media focus on and iconic nature of the Cathedral raises the profile of both the County and City - regionally, nationally and internationally.



Introduction

Background

This report presents the findings of the study into the economic impact and social value of Lincoln Cathedral on the local and regional economy. It was carried out by Globe Regeneration Limited, economic development consultants, in association with Professor John Shepherd of the Rural Evidence Research Centre, Birkbeck College, University of London.

Thanks are also due to Roy Bentham, Chief Executive of the Cathedral; Canon Professor Mike West, Chancellor of the Cathedral; Helen Wilson, Project Officer and to everyone who contributed.

Aim

The aim of the study was to identify the economic, social and community benefit of Lincoln Cathedral to Lincoln, Lincolnshire and the East Midlands region.

The Project Team

Globe Regeneration is a specialist economic development consultancy with significant experience in economic and community development. Globe worked in association with Professor John Shepherd of Birkbeck College, University of London on this project.

Professor Shepherd is a specialist in geographical techniques, including Geographical Information Systems and spatial analysis. He has over 20 years experience in research into settlements, land use and planning. His extensive knowledge in the application of GIS and his interest in cathedral architecture and history has enabled the study to proceed from a rounded perspective, placing the building in both an economic and more interestingly its spatial context.



Our Approach

Quantitative Analysis

Both national and regional studies were used to provide reference methodology. Most important of these was the 2004 report, commissioned by English Heritage and the Association of English Cathedrals, by ECOTEC on “The Economic and Social Impacts of Cathedrals in England”.

Data from the Cathedral 2007 annual accounts, the Cathedral’s Works Department, Fundraising Department and information on visitor numbers were analysed to produce a Lincoln specific analysis.

In addition to these written sources a sample survey of Cathedral visitors was undertaken and their GIS home location identified. The resulting data was used to revise estimates of visitor spend; it also provided evidence of the national and international tourism impact of the Cathedral. The home location of Cathedral donors was also mapped.

The Cathedral in its Context

Interviews were conducted with representatives of key external organisations to obtain views on the economic, social and cultural significance of the Cathedral. A telephone survey of estate agents provided evidence of property price premiums attributable to houses in close proximity to the Cathedral.

Other qualitative information was secured from a variety of sources. Information on education, training and outreach activities was obtained from the Cathedral management team; the range and extent of arts and cultural activities came from the events calendar while discussions with the Chief Executive of the Cathedral and others informed the sections on the Magna Carta and inward investment.



The Contribution of Heritage to the East Midlands Economy

This study also builds on work commissioned by English Heritage on behalf of the East Midlands Heritage Forum .which provides useful information on the value of the heritage sector. In particular it

- Assessed the contribution of heritage to the East Midlands in terms of outputs and regeneration
- Identified the key challenges to increase the contribution of heritage to the regional economy
- Provided initial recommendation on how this can be achieved

The report established in gross terms that the sector in 2007 accounted for between 3,960 and 4,750 FTEs (full time equivalent jobs) and around 10,000 overall when indirect and induced jobs are considered.

It identifies Lincoln's principal tourism assets as being in the "Cathedral Quarter". In addition to reflecting of the high regional significance of the Cathedral in terms of tourism and heritage the report establishes a significant social impact in terms of volunteers, outreach and the key role it plays in supporting and leading appropriate initiatives such as the Historic Lincoln Partnership which has a distinct and focused regeneration agenda.

Interestingly the report also refers to the rising trend, against the national norm, of increasing visitor attendance at the Cathedral reaching as high as 200,000 in terms of all categories of visitors in 2007.



Jobs and Visitor Spend

ECOTEC Study

The ECOTEC model placed Lincoln Cathedral in the ‘Medium Historic’ classification band in 2004. Applying their approach and relying on their assumptions, but using 2007 data, we have established that:

- The ECOTEC study suggested that Lincoln Cathedral supported 213 full-time equivalent (FTE). Using updated and detailed information, we argue that 649 is a more accurate figure.
- The amount spent by day and overnight visitors has increased from ECOTEC’s 2004 estimates of £15 and £50 respectively to much higher figures of £26.60 for day visitors and £159.60 for overnight visitors (based on the 2007 STEAM¹ data for Lincolnshire).
- Revised figures have been used for day and overnight visitors. Account has been taken of all the Cathedral’s 115,000 paying visitors. Based on the sample survey 79% of these can be identified as overnight visitors and the remaining 21% are day visitors; both categories having a measurable economic impact.
- In addition there is a further unmapped cohort of individuals, up to 50,000 annually, who visit the Cathedral outside of the hours when a fee is charged. They have not been included in our figures but clearly make an economic contribution.
- Event goers (who are counted separately) will contribute a modest amount of spend to the Lincoln economy and we have attributed a contribution, which is set out later in the report.

Contribution to local employment

The methodology below assesses the contribution of Lincoln Cathedral in terms of jobs to the local economy in relation to:

- The number of direct FTE jobs in the Cathedral
- The number of FTE jobs supported by Cathedral’s procurement spend

¹ Scarborough Tourism Economic Activity Monitor – a widely used statistical model for evaluating the impact of tourism activities in local economies.

- The number of FTE jobs supported by Cathedral's visitors spend
- The number of FTE jobs supported by Cathedral through indirect and induced impacts
- The number of FTE jobs supported by Cathedral's visitors indirect and induced impacts
- The total of FTE jobs supported by Cathedral

Using the ECOTEC methodology, we established a base figure for the economic impact of the Cathedral in 2007. This was updated and refined using a wider range of data than the ECOTEC study. This clearly revealed that the number of jobs supported by the Cathedral is significantly higher than reported by ECOTEC.

Table showing comparative figures

	ECOTEC 2007	GLOBE 2007
Employment (FTEs)	87	87
Employment from Procurement Expenditure (FTEs)	28	28
Employment from the Visitor Expenditure (FTEs)	77	398
Local Employment Multiplier Effect – Cathedral-Related (FTEs)	29	29
Local Employment Multiplier Effect – Visitor-Related (FTEs)	19	100
Other Visitors		7
Total Employment Supported by Lincoln Cathedral (FTEs)	240	649

Methodology

1. Direct employment

87 Full Time Equivalent (FTE) jobs are directly provided by Lincoln Cathedral

2. Jobs supported by procurement spend

The total expenditure on goods and services of Lincoln Cathedral in 2007 was £2,083,133. By dividing this figure by £74,788 (£70,000 multiplier up-rated to take account of inflation from 2004) suggests that Lincoln Cathedral procurement spend creates and sustains 28 jobs.

$$£2,083,133 \div £74,788 = \mathbf{28 \text{ jobs}}$$

3. Jobs supported by visitor spend

Lincoln Cathedral had 200,000 visitors in 2007: 115,000 paying and 85,000 non paying visitors.

The ECOTEC model used only paying visitors in its analysis. For cathedrals in the “ Medium Historic” category 40% were assumed to be overnight visitors, 35% day visitors and 25% local visitors with zero economic impact.

Therefore for Lincoln Cathedral ECOTEC attributed economic value to 46,000 day (£15 per day) and 40,000 overnight visitors (£50 per day).

Day Visitors	£46,000 x £15 = £690,000 *1.0684 = £731,196
Overnight Visitors	£40,000 x £50 = £2,000,000*1.0684 = £2,136,800
Total	£2,867,996

The ECOTEC model assumed £35,000 (£37,394 adjusted for inflation) of tourist spend would create and sustain one full-time job (p.40, ECOTEC 2004).



$$\pounds 2,867,996 \div \pounds 37,394 \text{ per job} = \mathbf{77 \text{ jobs}}$$

This figure of 77 jobs supported by Visitor Spend compares favourably to the average of 55 jobs supported by cathedrals in the ECOTEC ‘Medium Historic’ category. However it is substantially less than the average of 250 jobs supported by cathedrals in the “International” category.,

It is important to note that the figure of 250 jobs for ‘International’ cathedrals is based on the average number of visitors to ‘International’ cathedrals of 631,000. The ECOTEC report highlights that not all cathedrals within the ‘International’ classification band attract as many visitors as this, for example Salisbury Cathedral and Winchester Cathedral both attract just above 200,000 (p.31, ECOTEC 2004).

In our view the ECOTEC analysis considerably underestimates the number of jobs supported by Lincoln Cathedral 1) because it discounts the economic impact of 25% of 115,000 paying visitors and 2) the data from the July 2008 postcode survey indicates that 79% of visitors were from outside the region (including nearly 28% from overseas) and can therefore be regarded as overnight visitors.

Also the spend figures used by ECOTEC were low. The more recent Lincolnshire STEAM model for 2007 states that the spend figure rose to £26.60 for day and £159.60 for overnight visitors in 2006.

Using the survey percentages and the more recent spend figures gives a total spend in the Lincoln economy of £15,141, 385

Day Visitors	24,150 x £26.60 =	£642.390
Overnight Visitors	90,850 x £156.60 =	£14, 227,110
Total		£14,869,500

Using the same value as ECOTEC for a job created by tourism spend of £37,394 gives a figure of 398 jobs supported by visitor spend.

$$\pounds 14,869,500 \div \pounds 37,394 \text{ per job} = \mathbf{398 \text{ jobs}}$$



3. Jobs supported indirectly

The ECOTEC analysis used a local labour multiplier of 0.25 to derive the number of additional jobs from direct employment and visitor spend. (p.41, ECOTEC 2004)

Using this multiplier with the ECOTEC jobs created analysis in sections 1, 2, and 3, an additional 48 jobs are supported by the cathedral.

115 jobs (FTE of 87+28FTE from procurement)	$115 \times 0.25 = \mathbf{29\text{ jobs}}$
77 jobs (FTE from visitor spend)	$\times 0.25 = \mathbf{19\text{ jobs}}$

Both these figures compare favourably with the averages of the ‘Medium’ classification band, which are 12 and 14 respectively. This indicates that Lincoln Cathedral is in the top section of the ‘Medium Historic’ cathedrals.

However using the updated figures from our analysis gives a revised jobs- created figure from the multiplier of **129 jobs**.

115 jobs (FTE of 87+28FTE from procurement)	$115 \times 0.25 = \mathbf{29\text{ jobs}}$
398 jobs (FTE from visitor spend)	$\times 0.25 = \mathbf{100\text{ jobs}}$

4. Jobs supported by ‘Other Visitors’

The ECOTEC analysis discounted economic impact from the 85,000 other (non entrance paying) visitors. This includes several categories such as events visitors, visitors on free days, and to the Christmas market. While they would not spend as much as overnight and day visitors they do spend small amounts in the local economy and have a measurable impact. Therefore, we created a new category of “other” visitors and given an assumed spend of £13.30, 50% of the full day visitor spend of £26.60. The total number of special event goers was 15,874 in 2006. This gives a £211,124 visitor spend from this group and an **additional 7 jobs**.

Special Events Visitors	$15,874 \times £13.30 = £211,124$
Jobs supported	$£211,112 \div £37,394 \text{ per job} = \mathbf{5.6\text{ jobs}}$
Induced and indirect jobs	$5.6\text{ jobs (FTE other visitors)} \times 0.25 = \mathbf{1.4\text{ jobs}}$



5. Total Employment Impact

Following the ECOTEC approach (page 41 ECOTEC 2004) the overall employment impact: the sum of direct employment, indirect jobs created by procurement spend, employment supported by visitors and employment associated with the indirect and induced effects of both gives a figure of 240 jobs.

$$87 + 28 + 77 + 29 + 19 = \mathbf{240 \text{ jobs}}$$

These figures put Lincoln right at the top of the ECOTEC “Medium Historic” classification.

However if the more precise figures for Lincoln Cathedral, given in the previous sections, are applied the job related impact is much more substantial.

$$87 + 28 + 398 + 29 + 100 + 7 = \mathbf{649 \text{ jobs}}$$

The scale and size of the Cathedral is certainly more in keeping with the International category and it is interesting to compare the spend on salaries and wages of Lincoln Cathedral with the averages for the International and Medium Historic Categories. These are:

Lincoln 2007 – £1,491,000

International 2007 – £2,155,950

Medium Historic 2007 - £530,450

In essence Lincoln Cathedral is of international stature but its location away from major tourism centres reduces somewhat its overall visitor numbers. It does however mean that of the visitors who do come to the Cathedral a high proportion are overnight visitors. Ironically this relative isolation also gives it a more important role in the local economy, both via tourism and other “quality of life” influences.

Using this approach it is possible to place Lincoln clearly within the International Cathedrals category identified by ECOTEC as defined by the economic impact in the local economy.

This figure of 649 represents 6.5% of all heritage related jobs in the East Midlands region. And reflects the importance of the cathedral both to the local and regional economy.

Visitor Profile

The tables and maps below set out the information collected on the location of visitors to the Cathedral during the survey period. Figure 1 shows the distribution of UK based visitors to the Cathedral over three days in July 2008. Table 1 gives the number of UK and international visitors.

Figure 1 reveals the widely spread nature of visitors to the Cathedral with, as might be expected, a more densely distributed set of origins in Lincolnshire itself, the remainder of the East Midlands and the major cities and towns beyond. The key message of the map, however, is the origin of visitors in all parts of the country this being one further indicator of the national significance of the Cathedral and the potential that exists for further development of visitor numbers.

Figure 1 UK Based Visitors to Lincoln Cathedral July 2008

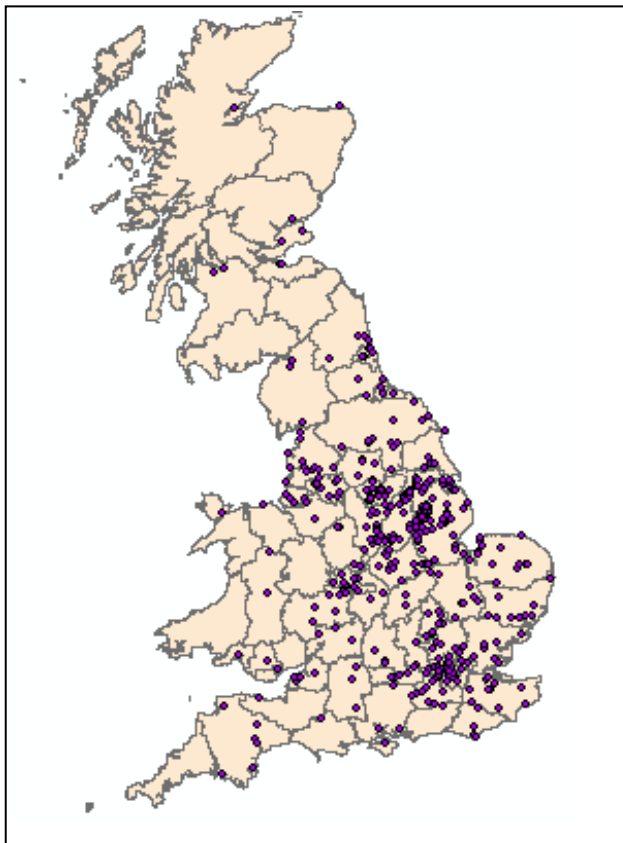
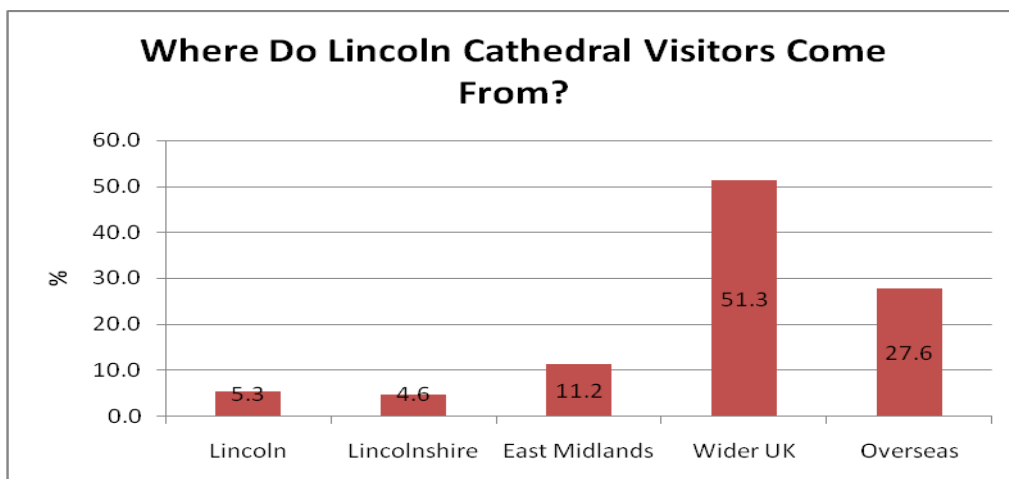
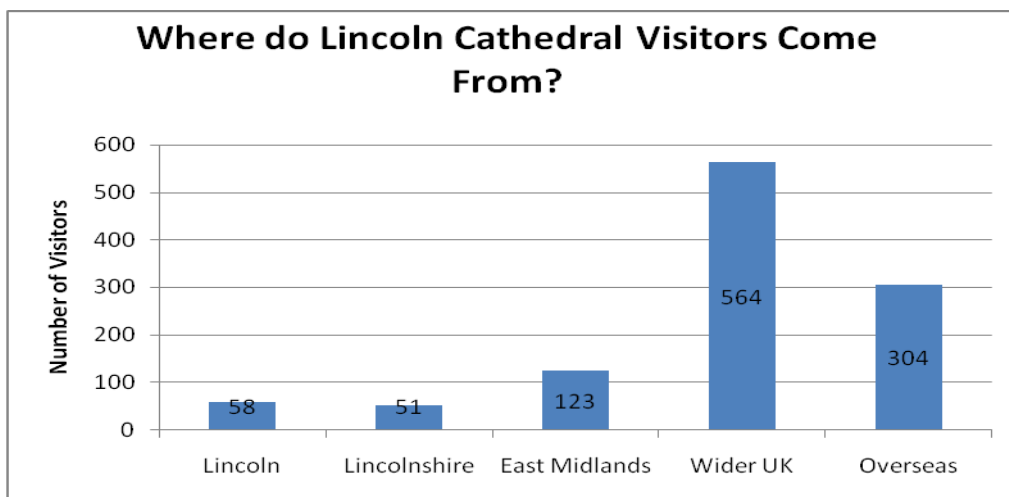


Table 2 Numbers of UK and International Visitors

Grouped postcodes from the 3-day survey

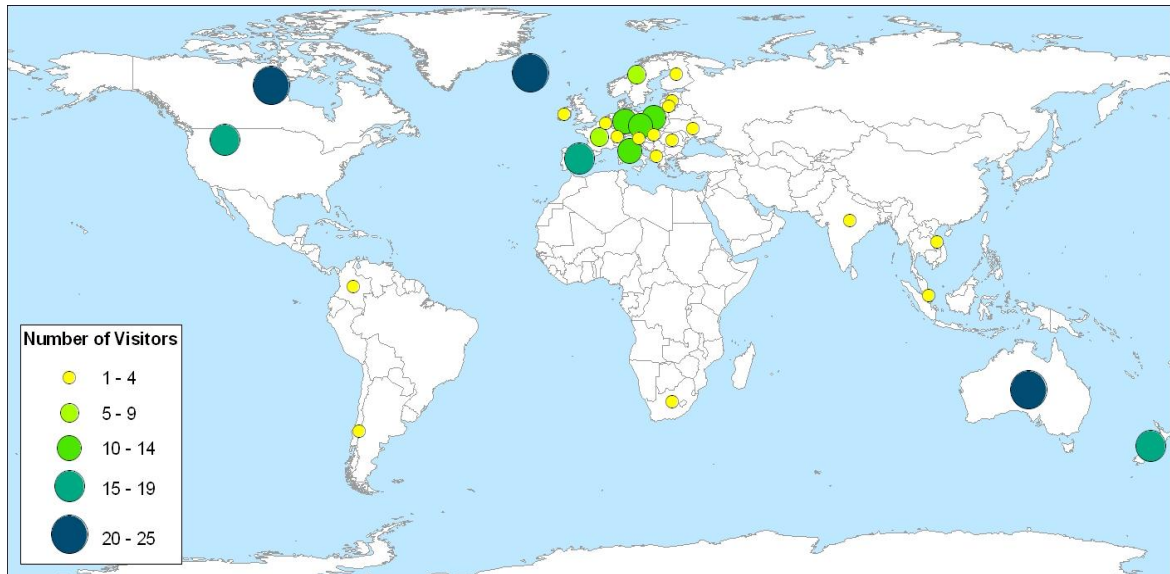
Postcode Area	Number of Visitors	Visitors %
Lincoln	58	5.3
Lincolnshire	51	4.6
East Midlands	123	11.2
Wider UK	564	51.3
Overseas	304	27.6
Total	1100	100



Over one quarter of visitors to the Cathedral came from overseas (Table 2) and their origins are shown in Figure 2. A distribution comprising Europe, the United States and Canada and Australasia might be expected (given linguistic and/or cultural affinities) to be a reasonably good

reflection of sustained visitor sources, whilst the possibly ‘random’ event of 15 visitors from Iceland is likely to be a function of the ‘one-off’, short term nature of the survey. This, and the world-wide nature of other locations shown on the map, is again indicative of the wide interest in the Cathedral.

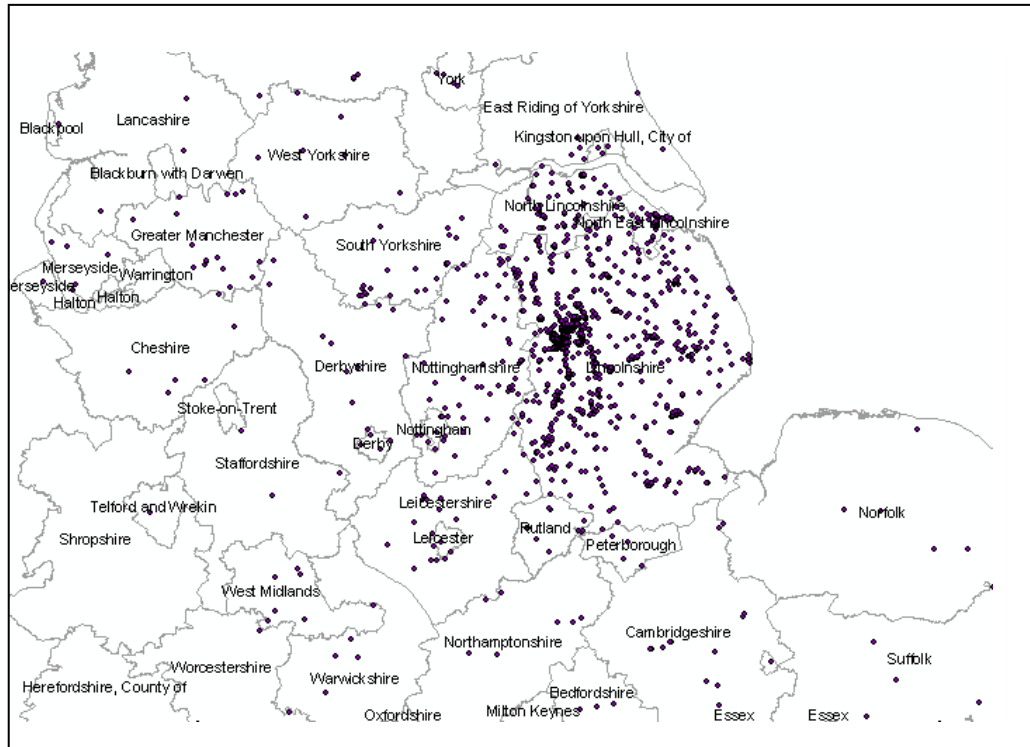
Figure 2 International Visitors



Cathedral Donors

A mapping of the location of donors to the Cathedral during 2007 – 2008 demonstrates a close connexion with the historical diocese, which crosses more recent administrative regional and local authority boundaries. Again, however, interest in the Cathedral at the level of financial support spreads well beyond diocesan loyalties (Map 3). This reflects the powerful pull the Cathedral has as the mother church of those individuals and organisations interested in its work across traditional Lincolnshire.

Map 3 Locations of Donors to Lincoln Cathedral

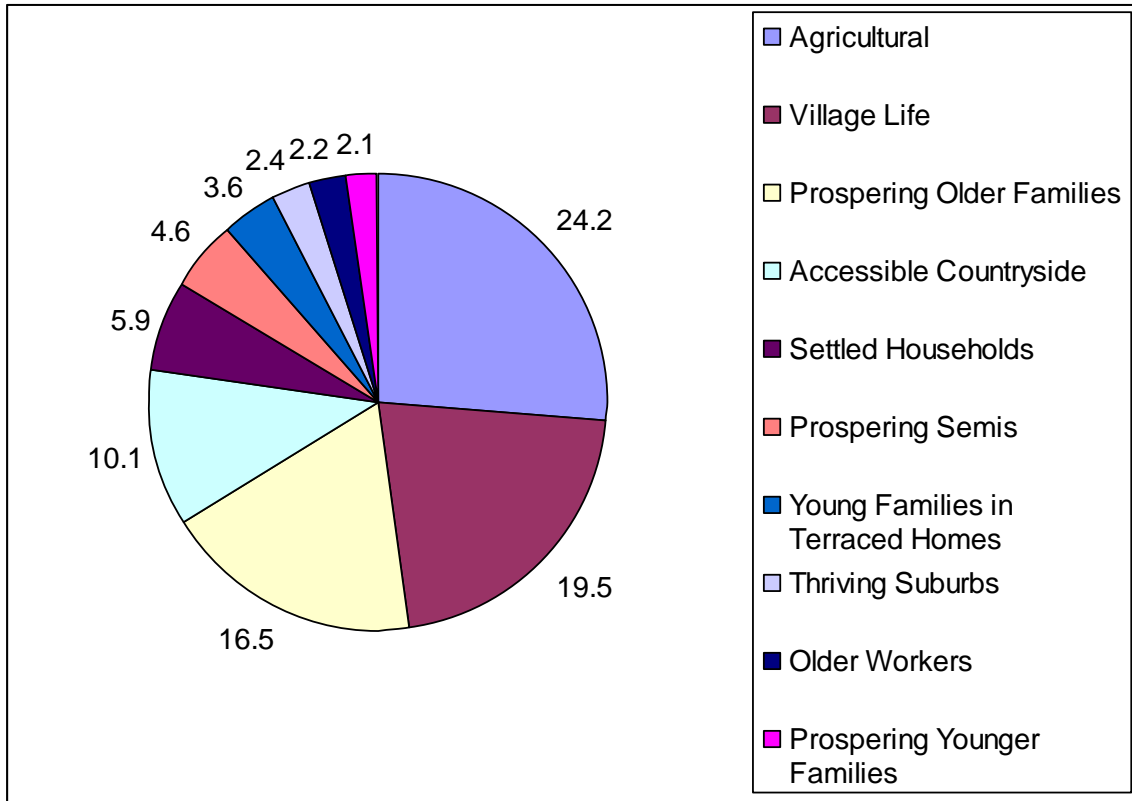


We can delve a little more deeply into the nature of Cathedral donors by looking at the socio-economic description of the neighbourhoods in which they live or are located by using a typology of small census areas developed by the Office for National Statistics using data from the 2001 Census. This involves taking the postcode of each donor and identifying the census output areas in which they are located. The socio-economic characteristics have been allocated labels to describe their main characteristics as set out in the pie chart below. This is only a very indirect indicator of the social and economic position of individuals or households but since households of similar characteristics tend to group together it gives some idea of the background of donors.

As the chart shows, donors come from all types of neighbourhood but with a clear predominance in rural areas (agriculture and village life). Following these groups there is strong representation amongst neighbourhoods with more prosperous older people and the suburban parts of the larger settlements. This very powerfully shows that the Cathedral has supporters drawn from across the full range of socio-economic groupings and still clearly retains a contemporary relevance for people from all neighbourhoods and walks of life.



Figure 4 Characteristics of Neighbourhoods of Donors





The Cathedral in its Context

The Economic, Social, and Cultural Impact of Lincoln Cathedral

One social entrepreneur went so far as to suggest that cathedrals deliver a “quadruple bottom line” of social, economic, civic and mission value. In his view it was no wonder that cathedrals are experiencing an increase in regular worshipping attendance, school student participation numbers and community and music outreach”²

In addition to updating the ECOTEC methodology, we undertook a range of qualitative assessments of the value of the Cathedral by

- Interviewing public and private sector stakeholders and estate agents in Lincoln
- Identifying the educational, music and social outreach work
- Discussions with key people in the Cathedral community

The architectural, religious and heritage significance of the Cathedral is well described in the 2001 Conservation Plan.

Its religious significance derives from 900 years of continuous importance as a religious centre with a significant contemporary role. Architecturally the Cathedral is described as one of the foremost examples of gothic architecture in the world. Its historical significance is based on its pivotal role in nationally significant events including; hosting a medieval parliament (Edward 1, 1301), being at the heart of the battle of Lincoln Fair 1217, being the medieval shrine of St Hugh and retaining one of only 4 surviving originals of the 1215 Magna Carta. Finally the dramatic setting and dominance of the building gives inspirational impact to the City and its surroundings.

² Taken from ‘Cathedrals: Regional Power Houses in Local Communities’ section of ‘Moral but no compass – Government, Church and the future of welfare’; Davis, Paulhus and Bradstock 2008.



Interviews with Key Stakeholders

A number of telephone interviews were carried out with key stakeholders. These revealed the huge symbolic importance of the Cathedral in Lincoln, probably more significant than for comparable cathedral cities. Interviewees felt that the Cathedral gave Lincoln its status as a city rather than a large town.

All commentators saw the Cathedral as the focal point of Lincoln as well as its key attraction. Its role as the centre of the Christian community and as a place of worship was recognised. A number of stakeholders expressed their admiration for what it had achieved in terms of its focus with the community. The key issue was the need to reach out even further and maintain momentum.

Many of the people interviewed felt that the economic, architectural and cultural significance of the Cathedral is not fully appreciated at county and regional level. None of the interviewees were able to identify a comparable iconic building in the region. It was contrasted with the Derwent Valley in Derbyshire, a world heritage site, which few interviewees had heard about. There was a strong feeling amongst stakeholders that more needed to be done from the regional tier downwards to value and promote the Cathedral, especially as a visitor attraction.

Several stakeholders drew attention to the value of the “treasures” contained within the Cathedral both fixtures and fittings and key documents such as Magna Carta and collections in the Wren Library.

A number of interviewees took the view that there is no better way of raising people’s interest about the Cathedral than allowing them to participate in its life. Local community involvement is the key to the Cathedral’s success. The 500 volunteers who give their time to the Cathedral are crucial to this community engagement.

A number of commentators stated that whilst the Cathedral is a real asset, it is challenged by the quality of access infrastructure, the availability of public transport and some of its own facilities. Here it was noted that the £800,000 investment in new toilets will be a major improvement. These will be open in the spring of 2009.

Without reservation stakeholders were surprised that Lincoln is not seen to be one of the top ranking Cathedrals by ECOTEC. In terms of realising its full visitor potential, stakeholders took the view that a good aspirational benchmark for Lincoln Cathedral would be Durham Cathedral which is seen to have many similarities and challenges but to be performing better in terms of visitor numbers. Attention was drawn to the link between Durham Cathedral and the University and it was felt that there was real potential to strengthen, even further, the links between Lincoln Cathedral and the relatively new University of Lincoln. There was also a feeling that there is more regional use of and backing for Durham Cathedral in the visitor activities of the North East region.

The Lincoln Cathedral Magna Carta was regarded as important in promoting Lincoln and the Cathedral internationally through the Magna Carta touring programme (discussed later).

In the view of some interviewees Lincoln is disadvantaged by its distance from London and the absence of a high profile tourist attraction cluster in the area. The great national stories from Roman times to the present provide opportunities both for the Cathedral and for the city as a whole.

A number of interviewees also drew attention to the key and subtle roles the Cathedral plays in terms of their own organisations. It is used as a promotional tool by key players such as Siemens and the County and City Councils host special tours and focused meetings for inward investors, and individuals who are being lobbied on key issues.

The Cathedral as a Residential Asset - Interviews with Estate Agents

Telephone interviews were carried out with the following local estate agents

- Bairstow Eves
- Halifax
- Humberts
- Mundys
- Nimmons Flint

All interviewed estate agents agreed that houses in close proximity to the Lincoln Cathedral attract a price premium and that the catchment area of the property price premium covers a radius of up to 2 miles

All estate agents agreed that both proximity to and a view of the Cathedral resulted in a premium on price.

The limited extent of this study precluded an estimate of the value of this premium, but bearing in mind the amount of property within the area the cumulative figure is considerable.

Lincoln Cathedral – The Retail Sector

A distinctive feature of Lincoln is the variety of its retail sector. One section of that – the cluster of small, distinctive and high quality businesses in uphill Lincoln - exist mainly because of their location in the shadow of the Cathedral and the presence of the Close.

The Lincoln Business Improvement group have 140 business registered in this area including 70 members of the Bailgate Guild. This does not include the very small businesses in properties rated less than £5,000 (these do not pay the Lincoln BIG levy). The main businesses are in tourism - cafés, restaurants, hotels, guesthouses, galleries and gift shops, and county - haute couture clothing, antiques and bookshops.


This provides a significant employment base probably approaching 450-500.

The chairman of the Bailgate Guild stated that the Cathedral was the draw. It created the culture of the area which provided the essential environment for small specialist businesses. He particularly mentioned the importance of the evening ambience which attracts diners and strollers. He was very clear that tourism is one of the main drivers for the area and this depends primarily on the Cathedral.

Cathedral Outreach Activities

Education

Education is a core element of the Cathedral's work. The Cathedral is associated with both the University of Lincoln and Bishop Grosseteste University College, through its own programme of adult and school education, through training of volunteers, through its music outreach programme and, nationally and internationally, through its commitment to crafts and heritage skills.



The Cathedral promotes a varied adult education programme every year including lectures, study days, talks by specialists of national standing and training courses for volunteers.

The Cathedral is amongst the most important players in developing and promoting traditional craft skills in Lincolnshire. This is based on the 28 skilled people in the works department, with special expertise in stonemasonry, stone carving, stained glass window conservation, lead working and joinery. Its achievement in vocational training for young people, aged 16-24, was recognised in 2006 when it won the national Edge award in the small business category. The Cathedral is also a partner in the Regional Craft Skills Action Group for the East Midlands.


At an international level the works department has partnerships with the American Building Arts College in Charleston, USA and with the Lycée Lucas de Nehou in Paris for exchange students.

Nationally it has links with the Prince's Foundation for the Built Environment (with staff tutoring summer schools held in Lincoln) and the Cathedrals' Workshop Fellowship, a partnership with seven other English cathedrals, which promotes advanced skills in stonemasonry. It also provides professional development courses for the Royal Institute of Chartered Surveyors.

Locally the works department has been involved in several training projects: the training bridge initiative with Lincoln College with exchange of students from Germany, with English Heritage, Humber and Teesside, in organising a workshop for disadvantaged young people from Grimsby and with Hillholt Wood in work with excluded children. In partnership with the Lifelong Learning Network the department has held open days for careers advisers and teachers on opportunities in the heritage and conservation sectors. Recently it has become one of the prime partners in the proposed Heritage Skills Centre planned as part of a major investment in Lincoln Castle.

Schools Programme

The Cathedral's schools programme reaches out to all schools in the county and many beyond. 10,000 children visit every year as part of this work, supported by voluntary guides. This programme includes the annual Church Schools Festival, organised by the Diocesan Director of Education, in partnership with volunteers from the Cathedral and held in June every year to celebrate the end of primary school for year 6 students.



It involves 100 Church of England schools and 3000 school children from all over the Diocese. The theme for 2008 was “Celebrating Lincolnshire Life”. It runs for 8 days over 3 weeks. In addition a smaller event for 100 special needs children is held once every two years in October. This alternates annually with an environmental day “Earth our Home” for about 400 children from all Lincolnshire schools.

In September 2007 Lincoln joined the ranks of cathedrals offering a Choir Outreach scheme for schools in their dioceses. The scheme aims to enhance children’s participation in music by sending out members of the Cathedral music team to work with school choirs and preparing a programme of music to be performed in an end-of-term concert. Funding is provided by the Department for Education and Skills, and forms part of the government’s response to a diminishing of music-making in our nation’s schools.

In 2008 320 children benefited from this scheme. In 2009 this will increase to 500. Participating schools came from all over the diocese, and ranged from rural village schools to those on large housing estates.

Arts, Events and Festivals

Lincoln Cathedral has always been a venue for the arts and is one of the few places in Lincolnshire with the capacity to accommodate audiences of over 1000. At regular intervals the Cathedral hosts special events, notably the flower festival which attracts thousands of new visitors to the city.

The annual programme, encompassing over 100 important and diverse events, illustrates the scope and extent of this activity. The 40 strong Cathedral choir continues the English tradition of choral music.

Every year over 40 concerts and recitals take place. These include the Hallé Orchestra, contemporary jazz, military bands, organ recitals, children’s concerts, Lincolnshire Youth Symphony orchestra, mediaeval mystery plays and the Eternal Rock concert.

There are 6-8 exhibitions annually. In 2008 these included an exhibition of decorative crafts by students from the University of Lincoln, exhibitions of paintings and drawings in the nave and a six-month long exhibition of valuable manuscripts from the collections in the Cathedral Library.

The Cathedral is possibly even more important as a focus for civic and community gatherings. Every year celebrations of significant events in Lincolnshire's cultural heritage take place such as Remembrance Day, Battle of Britain Day, Lincolnshire County Council Civic Service and the regular Judges' service to mark the beginning of each County Court session.

The Cathedral is the graduation ceremony venue for several thousand students each year from Lincoln University and Bishop Grosseteste University College.

The Cathedral makes a significant contribution to external events. Examples include the three days of the Lincoln Christmas market which attracts 120-150,000 people to the city in December every year, the Discover Lincoln weekend, Heritage Lincolnshire weekend and Lincolnshire Day in October.

Film Location

Since 2005 Lincoln Cathedral has been the location for two films, "The Da Vinci Code" in August 2005 and "Young Victoria" in September 2007.

"The Da Vinci Code" generated significant media interest both during filming and prior to release. The Cathedral remained open for all but two days of the four week filming programme and this attracted large numbers of visitors to the City. On release the media interest was worldwide. Over 100 journalists and broadcasters from places as far afield as Singapore, South America and Japan came to Lincoln. The Cathedral visitor figures in 2006 increased by 20%.

The Economic Value of Magna Carta to Lincoln and Lincolnshire

Lincoln Cathedral is the owner of one of the four remaining originals of the 1215 Magna Carta. This is a document of worldwide significance and underpins the constitutions of democratic countries around the world that value freedom under the law and respect individual rights as a counter-balance to central power. Magna Carta is particularly important to those living in the USA. Their Bill of Rights and Constitution can be seen as a direct descendent of it.

The Lincoln Cathedral Magna Carta is currently the only one of the four 1215 originals that is able to travel. It has over the past seventy years


visited the USA on a number of occasions, most notably appearing as an exhibit at the World Fair in New York in 1939, (it remained in Fort Knox for the duration of the second world war) being present for the Bicentennial in 1976 and the centenary of the Statue of Liberty in 1986. After a fallow period, it has begun to make visits again. Since 2007 it has visited Virginia Beach and Philadelphia. Plans are advanced for visits to Los Angeles and New York in 2009 and beyond that to presidential libraries in Texas and Michigan in 2010/2011. A visit is also being planned to Schwyz in Switzerland in 2011, where it is hoped that Magna Carta will be exhibited alongside the 1291 Bundesbrief, the founding document of the Swiss constitution.

Magna Carta is valued at £20 million and is recognised as one of the greatest assets not only in Lincoln and Lincolnshire but in the East Midlands region. Its economic value to the local economy can be dealt with under three headings:-

- As a generator of capital investment in the local economy.
- As a means of raising the profile of Lincoln and Lincolnshire across the world.
- As a way of generating tourism visits to Lincoln and Lincolnshire from within the UK and from abroad.

A major capital project is under development to give Magna Carta a more prestigious exhibition venue in Lincoln. Magna Carta is currently leased to Lincolnshire County Council and is exhibited in Lincoln Castle. The current exhibition is worthy but a little tired and there is a consensus that it does not do justice to the world-class exhibit that Magna Carta undoubtedly is. For this reason a preliminary bid for a major Heritage Lottery Fund grant, with potential financial support from the County Council has been submitted. In this event, the Cathedral's Magna Carta would generate a multi-million pound capital project in the local economy. This would create economic gain for a hard-pressed construction sector. Beyond the construction phase this project for a major exhibition centre for Magna Carta would lead to a significant increase in visitors to Lincoln and to the tourism/overnight stay revenue from these visitors. It would also add to current and planned investment in the regeneration of Lincoln Castle, again enhancing significantly Lincoln's tourism offer.

As we approach the 800th anniversary of the Runnymede confrontation with King John on 15th June 1215, there is a major opportunity to use Lincoln's original Magna Carta to generate worldwide interest in the



City. Initial discussions on how this might be approached are taking place, one idea being a world tour of countries which have developed their constitutions alongside the principles established by Magna Carta. The 15th June 2015 anniversary is a major opportunity for Lincoln and Lincolnshire to reap additional economic benefits from the Cathedral's 1215 original Magna Carta.

Locally work has begun to develop awareness of Magna Carta. In 2008 500 people attended a lecture on Magna Carta by Dame Elizabeth Butler-Sloss, in the same month a 3 day conference for sixth formers from the UK and the USA was arranged in partnership with the University of Lincoln. Entitled "Magna Carta 2008; Exploring Democracy", it brought in renowned speakers including Tony Benn and Lord Falconer. This conference is likely to become an annual event and will grow in importance.

Partnerships with teaching unions here (the NUT) and in the USA (the NEA) have resulted in a workshop report on Magna Carta and Human Rights with teaching material having been published for use in schools on both sides of the Atlantic.

The Cathedral as an Inward Investment Asset

Soft "quality of life" issues have a key role to play in attracting inward investment. Housing, education and more "intangible" cultural factors often play a decisive part in any final investment decision. Inward investment is increasingly in the form of small and portfolio businesses, in addition to larger employers.

Lincoln has an iconic historic centre with the Cathedral as its major asset. In addition it now has a fully fledged University to complement Bishop Grosseteste University College which has a long tradition as an HEI in the City. The interplay of these three institutions provides a quality of cultural life that few other areas can match and which has a distinctive and highly desirable uniqueness in the region.

The Cathedral has in the last five years enhanced its ability to play a part in the economic life of the area by creating, supported by public funding, the multi-functional Lincoln Cathedral Centre. Located adjacent to the West Front, it is possibly one of the finest venues in the region for business meetings. It is very successful and heavily used.

The relationship between the University of Lincoln and the Cathedral has strengthened greatly in recent years as the University has become established. It is headlined by graduation ceremonies but goes much deeper in a number of areas of common interest. An opportunity to develop this relationship further could be explored as one extension to this study, namely the scope to create a coordinated cultural, training and business resource for those economic activities based in Lincolnshire and potentially new investors in the area. A good example of this can be seen in the relationship between the Cambridge Science Park and Trinity College, Cambridge.


All of the ingredients are now in place in Lincolnshire and working with the local authorities these could be packaged as a most attractive aid to investment and inward investment here. Work along these lines could enhance even more the contribution that the Cathedral makes to the local economy.

Lincoln Cathedral as a Centre for Interfaith Dialogue

Modern Britain is a nation of religious pluralism in which many faith communities have a part to play in our developing culture. This is part of a globalised context in which there is a reflexive interaction between events in different parts of the world and in which the ‘war on terror’ breeds mutual distrust.

In Britain there is a tension between those who wish to exclude religion from the public domain and those who see the need for a new and mutually reinforcing relationship between Government and the faith communities. Political parties are being challenged to create clear-sighted policies that will enable religion to flourish in Britain and to play a full part in the nation’s life.

Historical perceptions breed conflict. We live with a history in which Christian/Muslim relations are popularly informed by a model in which two civilizations clash violently at the points of contact, rather than



recognizing the complex pattern of interlocking relationships that have characterised their life together over the years.

There are issues about ways in which creative interfaith dialogue can be developed which celebrate the diversity within and between all religious faiths. Each religious tradition struggles with the issue of hermeneutics and therefore the way in which sacred texts can be interpreted for today. This separates liberals from conservatives and from fundamentalists in each religious faith community.

There are questions about the ways in which faith communities can live within and contribute to a secular society and whether they can find a common agenda for moral/social action. Ways need to be found in which the relationship between religious faith and citizenship in our modern world can be explored and there needs to be a creative examination of the powerful part that religious faith can play in personal and ethnic identity.

Lincoln Cathedral has been a significant place of scholarship and learning since the thirteenth century and has worked to provide moral leadership in theological, political and social areas throughout the centuries.

In order to further this work the Cathedral continues to engage with groups and organisations in the public and private sectors and with a broad range of faith groups. This engagement seeks to develop positive and practical outcomes through strategic conversations seminars and consultancy.

As a faith community with a national and international profile, Lincoln Cathedral has a particular concern to engage in *dialogue, research and teaching* on issues of overriding religious and social concern. Lincoln Cathedral is able therefore to work to stimulate interfaith dialogue based around its work with Magna Carta. It is able to work with other Cathedrals to provide opportunities for dialogue in all parts of the country and not just in those places with a high concentration of different faith groups. It can work in a consultative capacity by gathering key representatives from government and faith communities to discuss the contribution that faith communities could make to government and work with major political parties to establish policy that will support the work of religious communities. Lincoln Cathedral's actions and experience in this field add up to a considerable resource which is available to government and others to help address one of the key issues of the contemporary world.



Conclusion

This report has revealed a number of surprising facets which exist alongside traditional views of the role and impact of Lincoln Cathedral and point to its *exceptional potency as a religious, community, economic and cultural asset*.

It has revealed that *Lincoln Cathedral attracts a far higher proportion of overnight visitors than many other Cathedrals, many drawn from a truly global catchment area* and that its economic impact should be considered alongside the “big six” (York, Canterbury, Durham, St Paul’s, Winchester, Salisbury) identified in the 2004 ECOTEC report.

It has revealed that the Cathedral has a massive and enduring role in the East Midlands, *accounting for almost 7% of total jobs in the region derived from heritage tourism assets*.

It has revealed that the Cathedral has deep and universal appeal to people across the historic county of Lincolnshire, many of whom are donors to it, and who cover all socio-economic categories *demonstrating a far deeper and wider contemporary appeal than might have been expected*.

It has demonstrated that *in terms of education and property premiums the Cathedral has a massive impact on the county of Lincolnshire*, providing the rationale for a premier public school and supporting the development of the cultural and religious awareness of almost 10,000 pupils per annum. *Its works department is a major regional player in preserving and disseminating traditional skills*. We have also mapped how in terms of *its role as a venue for events and cultural activities the Cathedral sits at the heart of the creative activities of the County*.

It has demonstrated that in a predominantly rural area *the Cathedral, as an iconic building and deeply embedded institution, has filled a number of key gaps to drive aspects of the economic regeneration agenda*.

It has demonstrated a significant and *enduring affinity between the Cathedral and the business community*, many of whom choose to associate themselves with it as a brand.

Notwithstanding all these issues and very sound financial husbandry which has enabled the Cathedral to stand very effectively on its own feet,

there is *a strong feeling that the truly international nature of this asset is not sufficiently interpreted, understood and promoted in the region.*

Through a dialogue with stakeholders we have identified *the very important role the Cathedral currently plays as an inward investment asset. We have also established that it has considerable potential to contribute further to the development of investment strategies in Lincolnshire and more widely in the region.*

Our conclusion is that on both qualitative and quantitative measures of impact Lincoln Cathedral is a world-class asset nested at the heart of the East Midlands, which provides significant ongoing potential to the region in its quest to define itself and build a vibrant economy within an inclusive and sustainable context.

We also believe there is considerable scope to develop enhanced networking amongst Cathedrals. The establishment of a benchmarking club of Cathedrals enabling their impact and performance to be compared on a mutual improvement basis annually would be of considerable value to the Cathedral community as a whole. It could be delivered on a very cost effective basis if they worked together to commission it.