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Contact: Andrea Carr  
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28 March 2018

Dear Councillor

Your attendance is requested at a meeting of the **BOROUGH, ECONOMY AND INFRASTRUCTURE EXECUTIVE ADVISORY BOARD** to be held in Council Chamber, Millmead House, Millmead, Guildford, Surrey GU2 4BB on **MONDAY 9 APRIL 2018** at **7.00 pm**.

Yours faithfully

James Whiteman  
Managing Director

**MEMBERS OF THE EXECUTIVE ADVISORY BOARD**

Chairman: Councillor Jenny Wicks  
Vice-Chairman: Councillor Angela Goodwin

Councillor Nils Christiansen  
Councillor Andrew Gomm  
Councillor Liz Hogger  
Councillor Gordon Jackson  
Councillor Nigel Kearse

Councillor Julia McShane  
Councillor Bob McShee  
Councillor Mike Parsons  
Councillor Mike Piper  
Councillor Matthew Sarti

**Authorised Substitute Members:**

Councillor Adrian Chandler  
Councillor Colin Cross  
Councillor David Goodwin  
Councillor Murray Grubb Jnr  
Councillor Gillian Harwood  
Councillor Christian Holliday  
Councillor Jennifer Jordan

Councillor Dennis Paul  
Councillor Tony Phillips  
Councillor David Quelch  
Councillor Caroline Reeves  
Councillor Tony Rooth  
Councillor Pauline Searle

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If you have any queries, please contact Committee Services on 01483 444102.

**QUORUM: 4**



## THE COUNCIL'S STRATEGIC FRAMEWORK

### Vision – for the borough

For Guildford to be a town and rural borough that is the most desirable place to live, work and visit in South East England. A centre for education, healthcare, innovative cutting-edge businesses, high quality retail and wellbeing. A county town set in a vibrant rural environment, which balances the needs of urban and rural communities alike. Known for our outstanding urban planning and design, and with infrastructure that will properly cope with our needs.

### Five fundamental themes that support the achievement of our vision:

- **Our Borough** – ensuring that proportional and managed growth for future generations meets our community and economic needs
- **Our Economy** – improving prosperity for all by enabling a dynamic, productive and sustainable economy that provides jobs and homes for local people
- **Our Infrastructure** – working with partners to deliver the massive improvements needed in the next 20 years, including tackling congestion issues
- **Our Environment** – improving sustainability and protecting our countryside, balancing this with the needs of the rural and wider economy
- **Our Society** – believing that every person matters and concentrating on the needs of the less advantaged

•  
**Your Council** – working to ensure a sustainable financial future to deliver improved and innovative services

### Values for our residents

- We will strive to be the best Council.
- We will deliver quality and value for money services.
- We will help the vulnerable members of our community.
- We will be open and accountable.
- We will deliver improvements and enable change across the borough.

### Mission – for the Council

A forward looking, efficiently run Council, working in partnership with others and providing first class services that give the community value for money, now and in the future.

## AGENDA

**ITEM  
NO.**

- 1 **APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS**
- 2 **LOCAL CODE OF CONDUCT AND DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS**

In accordance with the local Code of Conduct, a councillor is required to disclose at the meeting any Disclosable Pecuniary Interest (DPI) that they may have in respect of any matter for consideration on this agenda. Any councillor with a DPI must not participate in any discussion or vote regarding that matter and they must withdraw from the meeting immediately before consideration of the matter.

If that DPI has not been registered, the councillor must notify the Monitoring Officer of the details of the DPI within 28 days of the date of the meeting.
- 3 **MINUTES** (Pages 1 - 8)

To confirm the minutes of the Executive Advisory Board meeting held on 19 February 2018.
- 4 **GUILDFORD MUSEUM DEVELOPMENT PROJECT - PROGRESS REPORT** (Pages 9 - 76)

To consider the progress report in respect of the Guildford Museum Development Project.
- 5 **PROGRESS WITH ITEMS PREVIOUSLY CONSIDERED BY THE EXECUTIVE ADVISORY BOARD** (Pages 77 - 82)

To consider the progress with items previously considered by the EAB.
- 6 **EAB WORK PROGRAMME** (Pages 83 - 88)

To consider and approve the EAB's draft work programme. Details of future Executive decisions are included.

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alternative format**

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19 FEBRUARY 2018

## **BOROUGH, ECONOMY AND INFRASTRUCTURE EXECUTIVE ADVISORY BOARD**

19 February 2018

\* Councillor Jenny Wicks (Chairman)  
\* Councillor Angela Goodwin (Vice-Chairman)

Councillor Nils Christiansen  
Councillor Andrew Gomm  
Councillor Liz Hogger  
Councillor Gordon Jackson  
Councillor Nigel Kearse

Councillor Julia McShane  
Councillor Bob McShee  
Councillor Mike Parsons  
Councillor Mike Piper  
Councillor Matthew Sarti

\*Present

Councillor Angela Gunning was also in attendance.

### **BEI21 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS**

Apologies for absence were received from Councillors Liz Hogger and Andrew Gomm. Councillors Caroline Reeves and Tony Rooth attended as substitutes for Councillors Hogger and Gomm respectively.

### **BEI22 LOCAL CODE OF CONDUCT AND DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS**

There were no declarations of interest.

### **BEI23 MINUTES**

The minutes of the Board held on 16 October 2017 were approved and signed by the Chairman.

### **BEI24 LOCAL ENTERPRISE PARTNERSHIP'S (LEP'S) - ENSURING A SUSTAINABLE ECONOMY**

The Board received a presentation on Enterprise M3 Local Enterprise Partnership from its Executive Director, Kathy Slack and heard the following:

- The LEP's job was to facilitate the conditions that would foster growth within companies. The LEP could not create the wealth but worked with other groups and organisations to create conditions that supported businesses and local workforces.
- The LEP would not survive without its partnership with Local Authorities and politicians.
- Enterprise M3 started with only £4,000 in funds compared to current funds of £250 million pounds.
- Enterprise M3 was one of the biggest LEP's in the country covering areas such as Spelthorne, Guildford, Woking, Winchester through to the New Forest. This area had a high concentration of very successful small and large businesses.
- The LEP had influential Board Members including Dr Mike Short who was the current Chairman and Chief Scientific Advisor to the Department for International Trade as well as the Vice-President of Telefonica.
- The LEP listened to stakeholders who informed the production of the LEP Strategic Economic Plan. The Government had asked the LEP to lead on local industry strategies and therefore did a lot of research around local business needs and bid for funds more generally.

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- Guildford was a high performing economy and housed one in five of the digital tech employers in the LEP area.
- Enterprise M3 focused on five key themes; work apprenticeships, Higher Education Review, Innovation, Guildford Local Plan, particularly in relation to housing and affordability for the workforce and the Growth Hub in Guildford.
- Enterprise M3 had four key funding pots: 1. £219 million of Local Growth Funds, which was capital and could be a disadvantage as you needed revenue funds to make the capital funds work for you. The LEP had tried to lobby government on getting more revenue funding but had proven to be difficult. A significant part of those monies would contribute towards improving Guildford's infrastructure such as roads and sustainable forms of transport such as cycle routes and walkways.
- 2. £22 million in a growing enterprise loan fund, which was open call and the projects, were taken on as they came forward.
- 3. £40 million in European Funds that were dependent upon the interest rates and currency rates in relation to the Euro, managed on behalf of the government.
- 4. £5 million in an equity and escalator fund, which businesses had to bid for.
- The Enterprise M3 Board was comprised of twenty members in total, eight from the private sector, six from Local Authorities, and two from Further Education/Higher Education, not-for-profit sector, MOD, and two from business support. The Board met every six weeks and had a series of sub-groups that supported their work. In addition, there was a Joint Leaders Board.
- Enterprise M3 LEP was Mary Ney compliant and was viewed as one of the best LEP's in the country. The objectives of the Mary Ney Review was to assess whether the current system provided sufficient assurance to the Accounting Officer and Ministers that LEPs fully implemented existing requirements for appropriate governance and transparency.
- Enterprise M3 had been consulting on the Strategic Economic Plan for the last six months and was now looking at Local Industrial Strategy. A call for funds would shortly go out for capital projects and was looking specifically at projects with big interventions this year.
- 5G test beds were being installed across the whole of Guildford and was a centre of excellence.
- Local growth deal schemes were also being developed such as bringing old landfill sites back into economic use;
- enabling the delivery of over 1000 new homes;
- unlocking Guildford Transport,
- Pirbright Innovation Hub;
- RHS Wisley – Centre of Excellence in Horticultural Science and Learning and;
- Supporting the development and adoption of new digital technologies at the University of Surrey through their Digital Innovation Centre vHive.

A number of questions were raised by Board members in relation to the work of Enterprise M3 and was informed by Kathy Slack that:

- Enterprise M3 was comprised of 15-20 employees as well as apprentices. Consultants were recruited for finite periods for their specific areas of expertise. The National Audit Office had found that some LEPs were doubtful they had the capacity to do the job in front of them. However, Enterprise M3 did have the capacity to take the organisation forward and undertake the work necessary, which was in part thanks to their close ties forged with external organisations that assisted them. Money was frequently invested in research to assist Enterprise M3 in deciding how to most effectively support collaborative local economic growth.

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- The Board noted that UK Tech City produced an overseas national report that assisted foreign businesses to identify the best UK based technological businesses. However, Guildford was not detailed in the report when it was one of the key tech hubs in the UK. Only 46 businesses in Guildford responded to the UK Tech City questionnaire compared to 136 in Redruth. The Board heard that Enterprise M3 held a meeting with UK Tech City and found that better awareness needed to be promoted to government and local MP's of the technological successes in Guildford. This in turn would increase the response rate by businesses to the questionnaire. Only cities featured in the report and perhaps needed to be reviewed considering the importance of Guildford and its contribution towards being a technological hub of excellence.
- The Board recognised the importance of ensuring that infrastructure needs, in terms of improved road and rail connections across the M3 borders were promoted to local government. The Board noted that the Greater Thames Valley LEP was a key player in taking this work forward. In addition, M3 Enterprise had an influential Transport Action Group comprised of representatives from Heathrow, Highways England, South Western Railway, Network Rail and Stage Coach. The Transport Action Group was a key mechanism by which parliament was effectively lobbied on this matter.
- The Board noted that Enterprise M3 was seeking a new Chairman as the current Chairman had secured a role as a civil servant that would conflict with his role, however he would still remain on the Board. It was important that the new Chairman was from the private sector, knew the local area but also had strong international links so that they could lobby abroad. A diverse Board was also actively promoted by Enterprise M3. For the first time, the role of Chairman was being remunerated and paid £20,000 a year as the role demanded two days a week of someone's time. The Board met every six weeks and alternated between Hampshire and Surrey at different private sector premises.
- In response to a question over how Brexit was affecting Enterprise M3, the Board heard that it was confusing and Enterprise M3 had received mixed messages over the longer-term implications. Solicitors, for example were doing very well in terms of relocation work of businesses. However, there was also real concern about the knock-on effect of Brexit reducing the number of agricultural workers from Europe as well as health sector workers. Brexit was still in its very early stages the important thing was to continue the momentum of Enterprise M3's work.

#### **BEI25 WHAT CAN WE DO TO SPEED UP HOUSING DELIVERY IN GUILDFORD?**

The Lead Councillor for Housing and Environment explained that he wished the Board to consider what steps could be taken to speed up housing delivery in Guildford. The Local Plan for Guildford had been submitted to the Planning Inspectorate and if approved, this Council would have to deliver some 650 dwellings annually for the foreseeable future. Last year, this Council only achieved delivery of 158 dwellings and had granted more permissions than had actually been built out. 1653 permissions remained outstanding in 2016/17. It was crucial to understand what barriers the Council had inadvertently put up to stop development. Potential solutions suggested included:

- To lobby developers;
- Hold meetings with developers to understand what might be restricting them from building out permitted developments;
- This Council sometimes lost appeals on larger developments. Additional training to planning committee members could therefore address this.
- Streamline the pre-application process;
- Review conditions applied to planning approvals. We currently state that developments had to be built out within three years. Why not reduce this to one or two years?

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- A condition was also applied to planning approvals that stated that no work was to be carried out until the materials were agreed with the Planning Authority. This could be changed to state that no work above ground could start until the materials had been agreed.
- Consider the roll-out of more pre-fabricated housing in the mix of developments being offered;
- Improve Guildford's infrastructure to accommodate more housing.

The Board heard from the Lead Councillor for Housing and Environment that he wanted to form a small Task Group to establish what we as a Council could do to speed up housing delivery in Guildford. Quick wins were sought that could be achieved through small changes to our current procedures.

The Planning Development Manager endorsed the setting up of a Task Group and agreed that there were areas, which could be reviewed within the planning process that would have positive outcomes. Areas of note were:

- The length of time it took to deal with and consider appeals, especially for larger applications;
- To speed up the implementation of permissions so that developers were not able to land bank and stall developments for periods of 6-8 years.
- The Government was planning on stopping the use of pre-commencement conditions at the planning application approval stage. Rather, they wished to facilitate discussions between the developer and planning authority during the application phase.

The Board heard that this Council's validation performance results were good as was its performance in turning around applications. The monies sought as part of S106 Agreements was not perceived to hold up the planning process unnecessarily.

The Housing Development Manager reported that his main priority was to ensure the Council provided affordable housing with the right mix. If the Council could secure early agreement with a developer that, they would provide a compliant scheme that incorporated all of the affordable housing of the size and type required, was there a way we could speed up the planning process for such developers?

The Chairman of the Housing Board endorsed the recommendation to set-up a Task Group that could work with the Housing Board in seeking to speed up the rate of housing delivery in Guildford. The Council was working with partners to provide more rented and socially affordable housing. The Chairman of the Housing Board along with Councillor Parsons and the Housing Development Manager would shortly visit a modular housing site to understand to what extent such housing could be provided in Guildford.

The Board made the following comments and suggestions:

- Huf houses were a good example of an expensive version of modular housing that was delivered quickly once permission had been granted.
- What powers would the Council have in regulating developers? Some developers were very good at consulting with local people and providing a scheme that was acceptable to all parties versus other developers who pursued schemes according to their own requirements, not taking into consideration local opinion despite having gone through a supposed consultation phase. Such developers wasted the Council's time and resources and better controls were therefore required to mitigate such scenarios.

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- The planning permission granted by the Planning Inspectorate for Guildford Railway Station was reduced from three years to two years to be built out. Therefore, it would seem appropriate that the Council could apply such conditions to applications.
- Landlords were renowned for increasing rents and whilst not within the gift of the Board's powers, a review of the Rent Act was desired.
- Out of the 1653 houses that had not been developed, the Board wished to ascertain whether it was related to any particular size of development or potential infrastructure problems such as utilities and transport.
- How many empty council houses or flats did Guildford have? What potential was there to re-use council owned properties used for businesses for houses?
- Was it the case that flats were built out quicker than houses and if that was the case should those applications be prioritised and agreed as part of the pre-application process?
- How are we addressing potential infrastructure problems with sewage, water supply and drainage? Are we hoping to secure the provision of suitable infrastructure as part of pre-application discussions with developers?
- Need to understand what is holding back large developments and how the Council can assist with progressing them.
- The Board noted that only 6% of all planning applications went to appeal and therefore the quick win sought was relatively small.
- Developers were driven by the market absorption rate, basically, how many houses could be sold in a year. Approximately, 142-161 units per year, per site were sold and was directly relevant to developments of over 2000 houses or more. The maximum number of houses built in a year was 538 achieved in Cornbrook, Manchester, greatly assisted by the fact that all of its infrastructural requirements were already in place and that development was over ten years. For the following nine years, 238 houses were built per year.
- The construction industry would refute the claim of landbanking owing to the fact that they currently have a 200,000-manpower shortage. They need approximately, 700,000 construction workers by the year 2021, which would be further compounded by Brexit.
- The average build out time was 14 months and 8 months longer than 2013-14.
- 55% of current construction workers were aged 60 or over and would therefore be retiring shortly.
- Only way to achieve the housing targets was to deliver via modular housing which took 12-14 weeks to build out as opposed to traditional housing that took 6-8 months. With modular housing, the ground works could be laid the build was taking place at the same time, so building costs were reduced significantly.
- Modular housing was built to last for 80-100 years. The Faro Islands was cited as an example, which had no natural resources, and every house had therefore been imported. A family and its succeeding generations had lived in such a house for the last 2000 years.
- China was investing in five off-site building factories in the U.K, as were Legal and General Insurance Company and Berkeley Homes. In addition, 35,000 modular homes were planned locally in neighbouring boroughs such as Reading and Woking.
- Consider Community Led Housing and Self-Build schemes. Could the Council look to support and promote such schemes to local groups that were eligible for funding. The scheme was restricted as there was no right to buy however.
- Was there scope to pre-approve finishes on pre-fabricated houses so that the development could proceed more quickly?
- Through the North Downs Company, the Council could set the design standards for modular housing to include features such as dementia sensors for dementia sufferers.

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- Needed to address viability arguments presented by developers who frequently employed solicitors to work out how to provide as little affordable housing as possible.
- The Board noted that 58 Councils in the UK had set up housing companies but in the last year only produced 528 units of which only 182 units were affordable or 34%. The total out build was 176 units per year so was very similar to the national average.
- How can the Council encourage companies such as Thames Water to get more involved in relation to sewage issues that may arise which they do not deem to be their responsibility?
- Could the Council examine other delivery models, alongside the North Downs Housing Company to provide housing owing to the government looking favourably on Councils' identifying innovative ways of getting around the cap on borrowing to provide Council houses?
- The Board noted that Woking was pursuing a pilot scheme with Natural England on the licensing of protected species. As long as a significant pond existed for great crested newts in the local area, then the ponds identified on a potential development site would not be subjected to scrutiny by Natural England and development more easily facilitated.
- Pursue the speeding up of the completion notice process.
- Could the Council tax premium on empty homes be increased from 50% to 100%?
- It was essential that the Development Management policies in addition to the Guildford Design Guide were in place when the Local Plan was adopted, as it would assist the speed of the planning application to development phase.

The Planning Development Manager confirmed that:

- Frequently contractual arrangements existed between the landowner and developer that set the heights and densities of developments, which a developer was contractually obliged to follow through from application to appeal therefore making it very difficult to provide a basis for negotiation and flexibility.
- Confirmed that land values in Guildford were high and pushed up the densities of proposed developments.
- Guildford was lucky, as it had not been subjected to many schemes where viability had been an issue.
- Guildford Planning Authority held a Planning Agents Forum, which met twice a year and 20-30 agents attended that could be used for engagement.
- Approximately, 2,500 applications were submitted annually to the planning department of which only 110-130 were subject to appeal.
- Confirmed that various elements such as materials could be conditioned at planning application stage rather than waiting until the end of the process which could speed the process up.
- Thames Water staffing along with the Environment Agency had been cut back and therefore only standing advice was issued to the Council.

The Housing Development Manager confirmed that:

- This Council was corporately robust in its application of viability policies, which in turn had secured the provision of a number of affordable homes in the borough. Guildford had done better than its neighbouring authorities' and significantly better than the London authorities.
- Provision of affordable homes was necessary to meet the needs of the borough.

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- This Council only had two empty homes available in East Horsley but there were certain issues with these properties, not making them immediately viable for living in. A total of 2,500 people were on the waiting list for a council home.
- There were approximately, 200 empty homes in private stock however a lot of those were in probate and long term empty properties often had structural or amenity issues that could not be solved easily.
- Was looking to re-develop council sites at higher densities, but was difficult to implement when the Council no longer owned a street of houses owing to the right to buy scheme. Therefore, buying such properties back was costly and time-consuming to the Council.
- Modular housing was not a panacea for housing delivery. The Council had enough delivery models and needed more land to build on which should be more easily delivered when the Local Plan was adopted.
- Needed to encourage more groups to come forward to build their own houses through funding available via Surrey Community Action and target key workers such as the police, nurses and teachers to pursue such developments.

The Board agreed that four of its members should form a small Task Group. The Task Group would identify quick wins for speeding up housing delivery in Guildford. The Board was mindful that it did not want to duplicate work, given there was already a Housing Board. The Task Group would rather work with the Housing Board on this specific issue and report back to the next Borough EAB meeting in May 2018 on the quick wins. Board members were requested by the Chairman to confirm their interest to the Committee Officer.

**BEI26    PROGRESS WITH ITEMS PREVIOUSLY CONSIDERED BY THE EAB**

The Board requested an update on the Bike Share Scheme that had last been considered by the Borough EAB at its meeting on 13 September 2017.

**BEI27    EAB WORK PROGRAMME**

The Board noted their work programme and agreed that ‘The Future of Guildford Museum’ item scheduled for the meeting on 9 April 2018 may need to be re-scheduled to a later date so that a full update was provided.

The meeting finished at 9.00 pm

Signed .....

Date .....

Chairman

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Borough, Economy and Infrastructure Executive Advisory Board Report

Ward(s) affected: Holy Trinity

Report of Director of Environment

Authors: Jill Draper, Gaurav Choksi

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Lead Councillor responsible: Nikki Nelson-Smith

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Date: 9 April 2018

## **Guildford Museum development project – progress report**

### **Executive Summary**

Following a review of Guildford Museum the Executive agreed to commission a feasibility study to develop the Museum on its existing site. This was to include a new build extension, an action plan and a fundraising strategy.

ZMMA was appointed to assist with the physical redevelopment of the museum site and buildings. A report was produced which included an analysis of usable space within the site and a schedule of the space requirements for the new facility. The report then provided a series of options for expansion.

From this, the museum working group agreed to the development of the under-utilised courtyard area, which would improve the connection between the museum and castle grounds.

A grant was secured from Arts Council England to carry out community engagement and consultation exercises to discover what the people of Guildford wanted from their museum. This programme, “Your Stories, Your Museum”, commenced in October 2016 and was completed in March 2018. During this time the Heritage Services team engaged with 1610 people at 21 events, as well as delivering 5 co-curated exhibitions with community groups.

Results from this work was analysed to inform the themes of the new museum. The report for this is shown at Appendix 1.

Finally, the Council plans to raise external funding to supplement the Council’s financial investment in order to achieve its vision for the new museum. An outline fundraising strategy and an options paper on appropriate forms of charitable trust has been produced.

Further work during 2018/19 will concentrate on developing the content, activities and interpretation for the museum with further detailed work on the buildings and fundraising activities.

The aim is to complete the feasibility study and business case by December 2018 to enable a decision to be made to proceed to the final design and delivery stage.

## **1. Purpose of Report**

- 1.1 To provide members of the Borough, Economy and Infrastructure Executive Advisory Board with an update on the museum development project.

## **2. Strategic Priorities**

- 2.1 The review aims to improve the museum offering for Guildford. This supports the themes of Our Borough, Our Economy and Our Society by contributing to the Council's Tourism Strategy and enhancing the quality of life for residents and visitors. It is also a stated target within the corporate plan:

*"To produce proposals for the development of a new cultural and educational centre in the town centre taking into account the future of Guildford Museum".*

- 2.2 The new offering will celebrate the story of Guildford, using a wide range of content, display and interpretation methods with changing programmes to appeal to a broader audience. The evolving theme is one of celebrating the creativity and innovation of Guildford supported by stories of interesting people and their achievements.
- 2.3 The newly developed museum will also provide a social space and focal point where visitors will feel welcome, can enjoy and find inspiration in exhibits, art, history and science and meet friends in a unique and special setting.

## **3. Background**

- 3.1 Visitor numbers to the existing museum have been declining, exhibits look tired and rarely change and the service was deemed to offer poor value for money.
- 3.2 As a result a councillor and officer working group, the Museum Review Group (MRG), was formed to conduct a review. Stuart Davies Associates (SDA) were commissioned to produce a detailed report to inform and support the process.
- 3.3 The SDA report, An Approach to Museum Development, concluded that the existing museum offering fell short of public expectations, but confirmed Guildford to be large and historically important enough to deserve and benefit from a good modern museum. It however stated that a new Guildford Museum should have:
- modern visitor facilities
  - displays based on strong stories including that of the castle
  - lively and attractive programmes of events and activities

- learning opportunities for all
  - effective branding and marketing
  - provision for people with disabilities
  - sound business planning and opportunities for income generation
- 3.4 It also stated that while making long term plans the Council should also start refreshing the current museum offering, building partnerships with external groups and industries and embedding the museum in its community to make it more relevant to local people.
- 3.5 The result of the review was presented for discussion to the Borough, Economy and Infrastructure Executive Advisory Board on 4 April 2016 and then considered by The Executive on the 19 April 2016.
- 3.6 The Executive:
- (i) Confirmed support for the vision of developing an updated and exciting museum offering at the existing site
  - (ii) Agreed to commission a feasibility and costing report for the proposed new build extension to the current Museum buildings
  - (iii) Approved the transfer of £240,000 to the approved capital programme to carry out this work
  - (iv) Authorised the Director of Environment to create a Development Group, consisting of internal representatives and external partners, to assist in the delivery of improvements to the Museum
  - (v) Authorised the Director of Environment to develop a fundraising strategy and related fundraising committee with a view to identifying and securing external grants and funding for improvements to the Museum
  - (vi) Agreed to the MRG looking at the Victorian Schoolroom with a view to determining its continuation and to consider the sale of 39 ½ Castle Street, if not needed
  - (vii) Approved the Action Plan and the continuation of the Museum Working Group to deliver the Action Plan
- 3.7 The MRG also agreed to explore partnerships and the value of co-location with external groups, including the Surrey Archaeological Society, Carollian Wonderland Trust and the Surrey Infantry Museum.

### **Vision, aims and objectives of the Museum Development Project**

- 3.8 The overarching aim is to establish Guildford Castle and Guildford Museum, as a unified site and attraction in the centre of the town and help develop a Heritage Quarter.
- 3.9 The new Museum will be a cultural and social centre for the community, where visitors can meet and look at art and exhibits that will add to their quality of life and wellbeing. It will also attract increased number of visitors to the Castle and Museum and contribute to tourism and visitor economy of the town.

- 3.10 To achieve this we will update and reconfigure the existing Museum site, supporting it with a new extension that will open into the adjoining castle gardens and castle ruins.
- 3.11 The project will incorporate a new museum entrance and exhibition space into the castle grounds to exploit its footfall and public use and link to galleries in the existing museum.
- 3.12 Refurbished displays will tell the story of Guildford using a wide range of display and interpretation methods, including interactive and digital technology. It will offer changing programmes to appeal to a broader audience and stimulate learning about our past. It will provide new learning spaces with the potential to expand the programme of activities and generate increased income.
- 3.13 The Museum will provide improved conditions for collections including better environmental controls for the display of different materials.
- 3.14 The project will create a temporary exhibition gallery that will fulfil the Government Indemnity standard, enabling the museum to display touring exhibitions and loans from other museums and private collections.

#### **4.0 Work to date**

##### **Property**

- 4.1 An officer working group, the Museum and Castle Feasibility Group, oversee this element of the project and report to the Museum working Group. It appointed museum specialist architects, ZMMA to assist with this work.
- 4.2 A feasibility report for the redevelopment of the museum was produced in February 2017 and identified options for the museum and castle site. This included a reconfiguration and refurbishment of the existing museum along with the addition of a new building. ZMMA benchmarked requirements with exercises undertaken at other museums and developed a schedule for the space required within the new facility and undertook an analysis of the possible usable space within the existing buildings. From this, an estimated area for the new build that would be required, was produced.
- 4.3 The schedule incorporated the following functional and spatial requirements (detailed analysis of these can be found in the ZMMA report):
  - Permanent display space
  - Temporary exhibition space
  - Lewis Carroll Gallery
  - Environment / security requirements
  - Café
  - Toilets
  - Shop
  - Lockers / cloaks
  - Learning spaces

- Events and activity space
- Storage / collection
- Small workshop
- Staff facilities

**4.4** A summary of the space analysis prepared by ZMMA is shown below:

Existing situation

Space currently used by Museum:

Guildford Museum not inc. Quarry Street Flat = 640m<sup>2</sup>

Victorian Schoolroom (estimated) = 130m<sup>2</sup>

Total = 770m<sup>2</sup>

Space that could be made publicly accessible with minimal / limited alterations to structure/fabric = 180m<sup>2</sup>

Space that could be made publicly accessible but only through considerable changes to structure/fabric, and the addition of lifts etc = 160m<sup>2</sup>

Space that is not possible to make accessible to the public = 30m<sup>2</sup>

Due to the heritage value coupled with the general inaccessibility of the museum however, it is acknowledged that a large amount of the existing museum might be unusable as public space, even after development.

Proposed space required

Below is summary of schedule of proposed areas:

Proposed space required = 1350 m<sup>2</sup>

Proposed use of existing space

48 Quarry Street staff facilities = 165m<sup>2</sup>

Potential publicly accessible space = 180m<sup>2</sup>

Castle Cottage = 60m<sup>2</sup>

Therefore, Required New Build = 945m<sup>2</sup>

The above required new build area include 250m<sup>2</sup> of display area to include Lewis Carroll Gallery or similar.

**4.5** The ZMMA report explored the potential area of new build that could be achieved by developing different sections of the museum and castle grounds site. The intention at this stage being to ascertain the amount of development that would be possible on the site and the areas that were considered suitable to develop further.

**4.6** The possible locations for extending the museum included:

- a. Re-roofing the ruinous New Chamber and King's Chamber (option 1 and 5),
- b. Building on the gardens to the rear of Castle Arch House (option 6),
- c. Building within castle gardens (option 3, 4, 7 and 8),
- d. Building in Castle Cliffe Garden (option 11),
- e. Building on the site of the modern strong room attached to Castle Arch House (option 2)
- f. Utilising the unlisted Castle Cottage (option 10)

**4.7** The eventual scheme will likely be a combination of a number of options but there were two main options put forward. These were to either build within the museum courtyard garden or build on Castle Cliffe Gardens:

**4.8** Building within the museum courtyard garden

A new extension within the museum courtyard will develop currently under-used space and provide links between the existing museum buildings. There is the potential to have three storeys in the courtyard but there will need to be careful consideration of views / links to the rear elevation of the museum.

**4.9** Building on Castle Cliffe Gardens

This option considers building on the land lying south of the museum, Castle Cliffe Gardens. This option would link the new build to the museum via a bridge. Castle Cliffe Gardens is protected open space in the town centre.

**4.10** Consideration was also given to the future use of Castle Cottage. One option is that the vacant property (apart from the front room used by the Bowls Club) could be converted into a dedicated learning centre, including moving the Victorian schoolroom from 39 ½ Castle Street to this location. The other option is to build a new purpose made learning facility on the site of the Cottage. This would provide the museum with a learning centre which could also be used for other functions such as public events or hire. Relocating the educational facility to this location has many benefits as it: brings the schoolroom onto the site of the Museum and Castle Grounds, provides a safe space for school groups to gather away from the road, and provides an attractive and safe route through the castle grounds when visiting the museum.

**4.11** Given the historic nature of the site involving listed buildings and a site of known archaeological interest and sensitivity, the Museum and Castle Feasibility Group engaged with Historic England at an early stage in the design process. This has been a complex and time consuming activity but was necessary to identify the limitations of the site and to assist the Council in determining whether development could take place. In support of this work the Council referred to its existing conservation management plan for the site (this alone totals five volumes).

**4.12** Historic England officers examined the options being considered and reached views on what might be and what might not be acceptable to them. Inevitably, this is a balance between what would be lost by developing the site compared to

the potential historic and heritage gains. Unfortunately, however, this is not an exact science and discussions will continue through the life of the project.

- 4.13 Other feedback from Historic England was that the existing museums facilities are inadequate and outdated and it therefore welcomed the Council's vision to unite the museum and castle as part of a single heritage quarter.
- 4.14 That said, in their opinion, a requirement to provide 945m<sup>2</sup> of additional space within a site of such exceptional heritage significance presents a considerable challenge and more work is required to justify the amount of required new development without causing an unacceptable level of harm to the significance of this nationally important collection of heritage assets.
- 4.15 In considering the two main options, Historic England's view was that a new building in Castle Cliffe Gardens is likely to be harmful to the aesthetic and illustrative qualities of the area. In addition, significant archaeological remains are preserved in Castle Cliffe Gardens (these have previously been uncovered, documented and re-covered) so this option is considered likely to have a serious impact on existing archaeological deposits.
- 4.16 As a result, the least harmful of the main options considered would be to develop in the gardens at the rear of Castle Arch House and redevelop Castle Cottage.
- 4.17 Given the above and following consideration of the views of other stakeholders the Museum Working Group decided to pursue the option of extending into the museum garden courtyard.

#### **Next steps in buildings development**

- 4.18 Indicative costings will now be prepared for the preferred option as part of RIBA Stage 2 (concept design). The Museum Working Group will then agree the scope for work on the masterplan. Once developed a detailed cost plan will be produced and this will conclude the feasibility stage of the project.
- 4.19 Detailed design work would follow as part of RIBA Stage 3 of the project if the business case for the new museum is accepted and the Executive approves progression on to the delivery stage.

## Service Development

### Explanation of the elements of service development

**4.20** In broad terms museum development focuses on a number of core elements:

Core element	Focus	Possible examples
Assets	what do you have?	object collections, stories, buildings, oral history, photographs, other information
Aims	what do you want to achieve with them?	increase tourism, improve local residents' wellbeing, promote links with a notable person or highlight a collection
Audiences	who are you doing it for and where do they come from?	families, researchers, young adults, underrepresented users in the community, visitors from a wider area
Activities	what will you do and how to meet their needs?	Interpretation - how you tell and present your stories: graphics, display methods, audio guides, smells, handling items, high or low tech interactives, reconstructions Activity - how you involve and engage the public: touring exhibitions, schools' sessions, publications, creative workshops, events

**4.21** The Guildford Museum project is more about transforming the service: providing a stunning visitor attraction, connecting with the community, developing collaborative partnerships, undertaking research, planning and future programming, than it is about providing a new building. Developing the service offer for a new museum is, therefore, a lengthy, iterative process that ensures the organisation is clear on what it and its visitors want, that best use is made of its assets and that audiences are involved in shaping the new museum and its activities. Work undertaken to date has focused on these elements while also seeking more immediate improvements to the existing service.

**4.22** The work undertaken to date is described below:

### Assets

**4.23** The core of the new museum will be its collections including its main (and largest) exhibit, Guildford Castle. The Heritage Services team are working with volunteers to produce a comprehensive list of assets in its care. By systematically checking items in the Guildford Borough Council and Surrey Archaeological Society collections, the team is compiling a list that will identify material of relevance and value for future displays and exhibition themes.



### Audiences and Activities

- 4.24** A considerable amount of audience research into museum visitors and non-visitors was undertaken as part of the applications to the Heritage Lottery Fund in 2013 and 2015. In 2017 the team undertook further face to face surveys with visitors to the Castle and Museum to build upon this.
- 4.25** The Heritage Services team also established the Guildford Specialist's Group to involve stakeholders who have expert knowledge of Guildford's history. The group included: Matthew Alexander, former curator of Guildford Museum; Rob Poulton, lead archaeologist on the 1990-94 excavations of Guildford Castle; Gavin Morgan, originator of the Guildford Heritage Forum; David Rose and Carol Brown, both local historians and Hugh Anscombe, former chairman of the Guildford Town Guides. The work undertaken produced an outline list of events, characters and turning points in the town's past, together with sources of information for future research. Following further consultation and analysis the list was distilled into 15 main themes, providing a pool of information and a starting point for devising interpretation and activity for the existing and new museum.
- 4.26** In addition to the above, the Heritage Services Team secured a grant from Arts Council England for the project *Your Stories, Your Museum*. The project was in response to findings in the SDA Museum Review report that we needed to build links with local people and work with them to make services more engaging and relevant. The project commenced in October 2016 and was completed in March 2018.
- 4.26.1 The team consulted with 1610 members of the public at 21 community events around the borough, from the County Show and the Friary Centre to the Normandy Village Fair, ages ranged from 2 – 70 plus. This was a fantastic success, creating the opportunity for the Heritage Service to gain a pool of useful information to help plan improvements to the existing and future Museum.
- 4.26.2 The consultation focused on three questions; asking people about their memories of living in Guildford, key events that have happened in Guildford in their lifetime and what they felt defines the town and the borough.
- 4.26.3 The consultation had several purposes:
- to indicate the best way to structure content in the new museum.
  - to gather people's memories, opinions and stories for possible content, stories and activities.
  - to raise the profile of the Museum, including with those who do not visit the Museum, and give staff the opportunity to share plans for its future development.
- 4.26.4 The team also tested visitors' responses to different methods of interpretation i.e. different ways of telling people about historic objects and themes. This was carried out within the Museum, through a new "test" display called the Discovery

- Table. The table provided interpretation of a museum theme in a number of different ways, including a graphic panel of information, a relevant object from the collection in a display case, an iPad containing interactive content relating to the theme, audio content and a children's activity. Visitors were invited to provide feedback about their preferences during two different themed displays, the medieval Castle and the First World War.
- 4.26.5 Results from the consultation programme were analysed by the team and by consultants and used to inform a proposed interpretative approach. This is people-led, telling the story of Guildford through a series of encounters with individuals whose interests, passions and experiences seem to connect them across time.
- 4.26.6 These results complemented topics or themes, identified through the work of the Guildford's Specialists' Group. Many of these relate to the stories of individuals within Guildford's history, reinforcing the fit of this approach. For example, Innovation with Ada Lovelace; Politics with Queen Matilda, Creative Guildford with Lewis Carroll.
- 4.26.7 Many of these themes are still central to Guildford's identity today and could include more recent developments such as gaming and satellite technology
- 4.26.8 Given the willingness and flexibility of visitors to use different methods of interpretation, the new museum will use a variety of approaches and media to express themes and stories in the new museum.
- 4.26.9 The results and analysis are presented in full in the report attached as Appendix 1. The work has increased awareness of the museum and this, together with making the museum a visitor destination and community space, will attract a variety of new visitors.
- 4.27** Through the project the Heritage Services Team recruited 34 new volunteers to help with activities and programmes. Volunteers included university students recruited through outreach work at Surrey University.
- 4.28** The team has also created two new galleries within the museum. The Discovery Lounge was created from the former Surrey Archaeological Society library, giving public access to this interesting room in the 16<sup>th</sup> century Castle Arch house for the first time. The team also removed the old railway layout to create the Rabbit Hole gallery. This was used as a gallery for changing displays, particularly those co created with others from outside the museum, for example a number of displays about Lewis Carroll and Alice, curated by a member of the Lewis Carroll Society and the exhibition created as part of the community curators projects.

### **Next steps in service and content development**

- 4.29** Work to be undertaken in 2018-19 includes:
- Developing the aims of the new museum in light of the consultation and other work undertaken

- Producing the interpretation and activity plans and continuing the process of testing and developing themes, approaches and models of engagement
- Continuing to build engagement and audiences for the existing and new museum through activities and communications
- Assessing the collections to ensure that the content and collections exist to support the proposed narratives and themes
- Developing a collection programme to bring narratives up to date and support the acquisition of new material.
- Working with the external project support to consider spatial, environmental and circulation needs of museum content
- Completing the feasibility study for the new museum, bringing together the architectural and service elements in a concept scheme.
- Obtaining a conservation audit of collections for display to help inform environmental conditions and fittings required in addition to planning a programme of conservation of items.

## **Fundraising**

**4.29** The Council has earmarked some funding to plan and deliver the new museum but this is unlikely to be sufficient to achieve its vision. It therefore, plans to obtain external funding from a range of other sources. The target for external fundraising will be refined as more detail on the project costings are obtained.

**4.30** Sources of funding are likely to be a combination of:

- Trusts, Foundations and Livery Companies
- Corporates
- Community fundraising
- Individuals
- Legacy and In Memoriam opportunities
- External grants

**4.31** The Council is considering the establishment of a fundraising trust and appeal for the project. The former will be essential to raise money from other charitable trusts and foundations, the large majority of which will only accept applications from organisations which have charitable status. In addition, registered charities enjoy certain tax exemptions and there are tax reliefs for taxpayers who make donations to charity.

**4.32** The trust will also provide benefits for the Council in creating a body that makes the development project, rather than the Council, the cause and in creating a body of ambassadors for the project. The fundraising trust will harness the time and energy of well-connected individuals who gain satisfaction from being associated with a good cause and its success.

Work undertaken

- 4.33** An outline fundraising strategy was produced by an external consultant to advise on the fundraising process, the use of a charitable trust to raise additional, external funding for the museum development project, possible trustees for the trust and initial indications of possible sources of funding.
- 4.34** An internal fundraising group of councillors and officers, led by Councillor Nikki Nelson-Smith was created to lead work on fundraising.
- 4.35** An options paper was commissioned from Browne Jacobson to provide legal advice on setting up a charity to specifically target funds, initially to the museum development project. This considered appropriate governance models and structure, the process of set up and possible EU procurement issues. Their conclusion was that the most appropriate model for the Council is a charitable incorporated organisation (CIO). This is a new form of not for profit organisation that can act as an independent business in its own name but whose limited liability safeguards trustees from contributing to any financial loss. A CIO only needs to register with the Charity Commission, as opposed to other similar organisations which have to register with both Companies House and the Charity Commission, so involves less bureaucracy.

**Next steps in Fundraising**

- Establishing the scope and objects for a charitable trust, the boundaries of its relationship with the Council and the project, and transmission methods for giving funding to the project
- Identifying a suitable chairperson for the trust
- Developing and researching a long list of potential trustees
- Creating a proposal and timescale for establishing a trust and seeking Council approval
- Identifying a shortlist of potential trustees and making initial approaches
- Undertaking legal requirements of setting up trust
- On agreement of feasibility study, producing prospectus and materials to commence initial, non-public, stage of fundraising, high net worth individuals, business sponsorship

**Timeline**

**5.0** The following project timeline incorporates the property work along with service development and fundraising.

RIBA Stage 1	Completed Stage 1 Museum and Castle Gardens Feasibility Report	October 2016 – March 2017
Intermediate Stage 2 Activities	Castle Cliffe Levels and Link Studies Work Castle Cliffe v Courtyard Comparative Study Wider Context & Significance Report Development of Masterplan Courtyard Proposal Historic England Consultation and Feedback Completed Stage 1 Interpretation Plan	April 2017- March 2018
RIBA Stage 2	Concept Design Prepare and review Cost Plan Business Planning	April 2018 – December 2018
RIBA Stage 3	Developed Design Update and review Cost Plan Planning / Statutory Approvals Completion of interpretation and activity plans Development of exhibition design	November 2018 – April 2019
Statutory Approvals	Pre Application Period Planning Permission / Listed Building Consent / Scheduled / Scheduled Monument Consent Preparation and Submit Planning Permission / LBC Determination Period Secretary of State Determination Period Scheduled Monument Consent Determination Period – timescale to be defined	April 2018 – November 2019
RIBA Stage 4	Technical Design Prepare Pre tender Estimate Client sign off Building Control Approval	August 2019 – September 2020

	Planning conditions discharge period Tender Period	
RIBA Stage 5	Construction Preparation of exhibition and interpretative content Delivery of interim outreach activity during any closure period	May 2020 – January 2021

## 5.0 Financial implications

- 5.01 £2.337 million was originally included in the capital programme pending a HLF bid for works to the museum (including £73,000 grant which was later removed).
- 5.02 The HFL bid was unsuccessful and the scheme was reviewed and it was agreed to develop the museum and proceed with the project in its current form. The money in the capital programme remained and was transferred to the new project approved by the Executive on 19 April 2016 (£2.264 million in the provisional programme).
- 5.03 A capital bid for the 2017-18 estimates was approved and the total in the budget is now £6.659 million (£267,000 on the approved programme, and the remaining on the provisional programme) to progress and complete the service and content elements of the museum development project between 2018-19 to 2020-21.

## 6.0 Discussion points for the EAB

- a) Should the new museum aim to be a local attraction or seek to be a visitor attraction for the wider area?
- b) The evolving vision for the new museum, supported by the Museum Working Group, is to promote and celebrate Guildford's history of creativity and innovation. This would be supported by exhibitions (both "permanent" and "temporary") celebrating local individuals and their successes. Does this seem the right approach?

## 7.0 Background papers

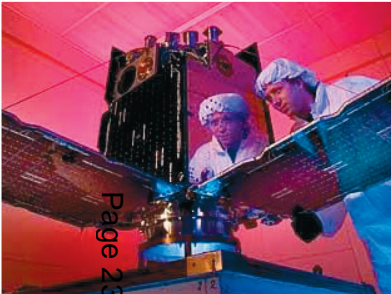
- 7.1 **Appendix 1** Guildford Museum "Your Stories, Your Museum" Interpretation Plan and Evaluation, Philip Simpson Design Ltd



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BOROUGH



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# Guildford Museum

## 'Your Stories, Your Museum'

### Interpretation Plan & Evaluation

Agenda item number: 4  
Appendix 1

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# Section 1: Introduction

## Executive Summary

*Your Stories, Your Museum* (YSYM) has given Guildford's Heritage team a privileged insight into the lives, stories and views of its audiences. The team consulted 1150 people for this interpretation aspect of YSYM, and visited over 20 community events and locations within the Guildford Borough. The results of these conversations, the outcomes of the Museum's consultation with their Specialist Group, and additional research and reflections are presented in the following pages.

Inspired by the Museum's work with the public, the interpretive approach proposed in Section Two is a richly peopled one. The story of Guildford is told through a series of encounters with individuals whose interests, passions and experiences seem to connect them across time. Topic specific topics such as mathematics, literature and activism connect to broader themes like innovation, creativity and protest. Themes that are still central to Guildford's identity today. This approach, both people-led and rooted in the specificity of Guildford itself, opens the way for a variety of media through which visitors can discover Guildford's past. Media ranging from object displays, to audio visual experiences, large-scale graphics, hands-on interactives, costumed interpretation and more.

The capital project will unite the Castle and the Museum itself for the first time. Including the Castle's story in the Museum ties it to the most imposing remnant of the Borough's early history, and creates a platform for sharing more of the Castle's past. There are a number of ways the Castle's story can be incorporated into a visit to the new Museum, not least by treating it as the largest 'object' the Museum has to display. The Museum's collections enable visitors to travel even further back in time and demonstrate the area's rich history as far back as prehistoric times. Certain items in the archaeological collections are of national significance and can be a source of civic pride as well as a draw for visitors to the Borough.

The Museum team carried out a series of 'Organising Principle Trials' over the spring, summer and autumn. These trials revealed an appetite amongst the people of Guildford to share their memories of life here. Participants were also keen to share their opinions of what makes Guildford special. The importance of Guildford's historic buildings and heritage, its green spaces, the river and adjacent countryside came up frequently as being significant for visitors and residents alike.

The Discovery Table tested which types of interpretation visitors prefer. It has unequivocally shown that audiences respond to a range of interpretative tools. This means the Museum has a rich and varied palette on which it can draw when considering the design of the new displays, and can enjoy the freedom to experiment.

The final part of this document suggests what the Heritage Team might do next to further the project, in the areas of research, firming up the mission and guiding principles, and structuring the team.

### This document:

- **Sets out an interpretative approach** for the new museum that is rooted in the audience testing, content gathering and research work carried out by the Museum.
- **Considers the Collections** and suggests ways of integrating the story of Guildford Castle and museum buildings into the new exhibitions.
- **Evaluates the results of the audience trials** that have been taking place since Spring 2017.
- **Suggests next steps for interpretation** work required for the capital project. Further recommendations relating to developing the exhibition and collections can be found at the end of sections two and three.

## Context

These are exciting times for Guildford Museum. Work towards transforming the Museum with the new capital bid is now well underway. The Castle and Museum will be presented as part of a joined-up site for the first time, creating a new visitor attraction for the town. This new Museum will tell the story of Guildford and its inhabitants from its earliest beginnings to the present day. The design will reorient the Museum towards the popular Castle Gardens, with the new entrance located in the Gardens, increasing footfall.

This interpretation work forms part of the *Your Stories, Your Museum* project (YSYM), which is running in parallel to the early stages of the capital work and development of the architectural scheme. It has been made possible thanks to Resilience Funding from Arts Council England. With YSYM Guildford's Heritage team have stated their commitment to overhauling not just the physical structure of the Museum, but also its relationship to its public, and its approach to content, design and interpretation.



## Section 2: Interpretative Approach

## Interpretative Approach: Themes, Threads and People

Fifteen themes have been distilled from the work the Museum carried out with its Guildford Specialists Group in early 2017. We originally presented these themes in March of that year. Since then, further historical research and audience consultations have underscored the relevance of these themes to Guildford. The themes form a strong foundation for the new Museum's narrative – a foundation that the interpretative approach builds on here.

The proposed interpretative approach is rooted in the lives and stories of people who have lived and worked in and around Guildford. We have identified a number of values, interests and passions that recur through the ages in the lives of Guildford's residents. We have called these recurrent topics 'threads', because they connect Guildfordians across time. Mathematics, activism, literature and architecture are a few of the threads we have started to explore. Together, these threads weave a picture of Guildford that foregrounds its people.

All the the threads we have identified so far can be tied to the themes outlined in March. The themes are:

### **People Power and Politics**

**Making Guildford: the development of the town**

**Creative Guildford**

**Learning and Self-development**

**Made and Traded in Guildford**

**Journeys**

**Worship**

**Leisure**

**Crime and Punishment**

**Rich and Poor**

**Innovation**

**The Impact of War**

**Myths, Legends and Revivals**

**Recording and Collecting**

**Immigration and Migration**

A first glance at Guildford's history has revealed connections between its residents that are compelling, unexpected and memorable. It suggests that a visit to the new Museum should be rich in encounters with Guildfordians past and present. The people stories presented here already suggest an original approach to organising and presenting content in the new Museum. A sustained and focused exploration of the Borough's past would certainly reveal more. This section presents examples of themes, threads and people stories that work together to illustrate Guildford's past.

### **Theme: People Power and Politics**

#### *Example Thread 1: Activism*

Edward Carpenter, the Socialist poet and early campaigner for gay rights, spent the last years of his life in Guildford (19th/20th century). Joan Drew embroiderer, collector and suffragist, who started the Museum's needlework collection (19th/ 20th centuries). A student at Guildford Art School in the 1960s when Guildford saw one of the hardest fought educational protests of the time. (20th century)

#### *Example Thread 2: 'Capital P' politics.*

##### **People:**

Queen Matilda, King Stephen's wife, should be featured in connection with People, Power and Politics. She successfully negotiated for her husband's release when he was imprisoned by his cousin during a struggle for the throne. These negotiations may well have happened in Guildford, connecting the Borough to a key moment in English history. Research is likely to reveal other such connections to major events (12th Century).

Other potential threads might look at attempts to solve issues such as unemployment. Mayor William Alfred Harvey who launched a campaign who cooped local unemployed men to build the Lido, for instance (20th Century). Or Bishop George Abbott who was so concerned with the demise of wool trade and related loss of livelihoods that he set up a retraining centre (17th Century).

**Theme: Creative Guildford**

*Example thread 1: Visual Arts*

**People:**

John Russell painter and Royal Academician (17th Century).  
 Victor Willing an artist and sculpture who married Paula Rego (20th Century).  
 Joan Drew, mentioned above.  
 Roger Fry, artist, critic and member of the Bloomsbury Set (19th/ 20th Century).  
 Guildford's amateur and semi professional artists whose work is exhibited in Guildford House, and sold in its shop.

*Example thread 2: Literature and drama*

Ella Hickson and Lucy Prebble both contemporary playwrights,  
 Actress Yvonne Arnaud (20th Century)  
 Charles Dodgeson, writer and mathematician (20th century).  
 Kazuo Ishiguro author, (contemporary).

Other potential threads could look at music and craft.

**Theme: Innovation**

*Example Thread: Computational innovation*

**People:**

Ada Lovelace a gifted mathematician who is referred to as early 'computer programmer' (19th Century).  
 Alan Turing the inventor of the computer and famous code-breaker spent his teens in Guildford and returned throughout his life (20th Century).  
 Charles Dodgeson was a mathematician and lover of mathematical puzzles before he was an author.  
 Peter Molyneux who established his gaming company here in the 1980s starting the trend that has led to Guildford being known as 'the Hollywood of video games'.

Other potential threads might relate to innovations in manufacturing — cloth and brewing for instance, or even satellites and fire engines.

**Theme: Making Guildford**

*Example Thread: architecture*

**People:**

Henry Peak was the Borough Surveyor for many years. His stamp is still visible around Guildford, not least in the Castle Gardens adjacent to the Museum (19th Century).

John Aylward made Guildford's iconic clock that hangs from the Guildhall (16th Century).

King Stephen may well have ordered the building of the Tower which still stands in Castle Gardens(12th Century). This is especially important in light of the Castle and Museum now being presented as just one attractions. It is also key because the Castle is repeatedly mentioned by the public as one of the defining features of the Guildford.

Other potential threads for making Guildford can be drawn from decision makers such as royal, religious and educational figures who shaped Guildford by granting charters, building the Cathedral or moving Surrey University to the Borough.

**A basis for designing the Museum**

The aim fo this interpretative approach is to present Guildford's past through its people, and show how their shared interests have shaped the Borough. The connection between theme, thread and people stories could be reflected in the design of the new museum. This people-led approach opens the way for a lively and relatable museum experience; one that is rooted in the ethos of *Your Stories Your Museum*. Importantly, this peopled approach can be expressed through a wide variety of interpretive media. This might include, graphics, film, audio, even costumed interpreters. A varied approach to interpretation is popular with visitors consulted as part of YSYM. It also creates a vibrant Museum visit.

A characteristic of the people stories presented above is that one individual's story is often tied to several different threads. So Joan Drew is both artist and activist, for instance. Or John Aylward the clock maker who can be related both to the built environment and to migration: he made the clock after citizens of Guildford refused to allow him to establish his clock making business in High Street as he was a 'foreigner' from another town. These connections could further inspire the design of the visitor experience. Visitors could be led from one topic to another by an 'encounter' with one individual. From art to activism through the figure of Joan Drew, or from maths to Alice in Wonderland through Charles Dodgeson.

### **People in the collections**

Many of the better known individuals suggested in these pages are already represented in the Museum, either in the collections through drawings, letters, and artefacts. Others are present because they were instrumental in building collections themselves. For instance Gertrude Jekyll (1843-1932), the influential garden designer who was central to the Arts and Crafts movement and long-time collaborator of the architect Lutyens collected a significant number of artefacts relating to rural life in Surrey in the 19th century.

Likewise, some are remembered in the names of important buildings around the Borough, such as the actress Yvonne Arnaud after whom the theatre is named. These connections could be brought out in displays in the Museum.

When researching potential stories, it is important that this 'peopled' approach does not become a 'Guildford Hall of Fame' but takes the opportunity to present stories of people from all walks of life, whatever their background. YSYM, and the content it has gathered, already points to how this might be achieved. A contemporary acquisitions drive connected to the Museum's redevelopment would also help.



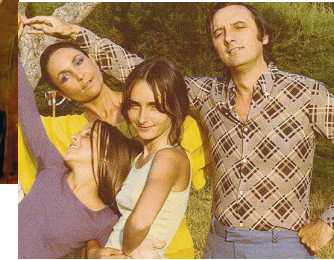
## Additional examples of people stories

### Creative Guildford: Art

- Gertrude Jekyll (1843-1932), Garden designer and collector
- Victor Willing (1928 – 1988) Painter and sculptor
- John Russell RA (1745-1806) Painter
- Roger Fry (1866 -1934) Artist and critic



Gertrude Jekyll



Victor Willing



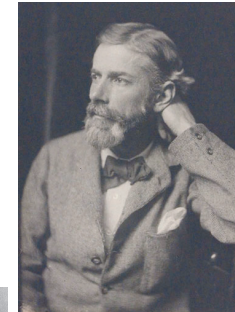
Roger Fry

### People, Power & Politics

- Edward Carpenter 1844 – 1929 early homosexuality equality activist and socialist poet
- Art School Protesters (1960s) eg John Walmsley
- The 'Vegan lady' who protests on high street
- Joan Drew 1875-1961, Suffragist, collector and embroider



John Russell



Edward Carpenter

### Creative Guildford: Literature

- Gerald Seymour, Writer b.1941
- Kazuo Ishiguro b.1954 Novelist
- Ella Hickson, b.1985 Playwright
- Lucy Prebble, b. 1981 Playwright



Charles Dodgson

### Innovation

- Ada Lovelace (1815-1852) mathematician referred to as an 'early computer programmer'
- Alan Turing (1912-1954), inventor of the computer and renowned WW2 code-breaker
- Charles Dodgson/ Lewis Carroll - Mathematician and author
- Peter Molyneux, pioneering games designer who established his gaming company here



Ada Lovelace



Kazuo Ishiguro

### Making Guildford

- King Stephen - probably expanded the Castle & built the tower
- Henry Peak (1832-1906) - Borough surveyor (1832-1906)
- Charles Brooking - contemporary architectural salvage expert
- John Aylward (17th century) - clock maker



Alan Turing



Ella Hickson



Peter Molyneux



King Stephen



## Themes - description

### People Power and Politics

Exploring when and how people in Guildford have made a stand and come together to fight for a cause.

### Making Guildford: the development of the town

Showing how Guildford has grown and changed since its earliest days; what are the events and circumstances that have shaped the built environment?

### Creative Guildford

Presenting Guildford's famous creative inhabitants: Charles Dodgeson aka Lewis Carroll, John Russell RA and actress Yvonne Arnaud are some of Guildford's major names.

### Learning and Self-development

Guildford is an educated place: introducing the 16th Century Grammar School, the Guildford Institute in the 19th and the arrival of the University of Surrey in the 20th.

### Made and Traded in Guildford

Woollen cloth, fire engines, beer, satellites and computer games are just some of the things that have been produced in Guildford. A market town, well placed for travel and transport, items bought and sold here for centuries.

### Journeys

Guildford's position halfway between London and Portsmouth, the creation of the Wey Navigation and the arrival of the railways have all had a significant impact on the history of the town.

### Worship

Places of worship have shaped Guildford, from churches and friaries to the 20th Century Cathedral, and religious figures which have impacted on the town's history. How have they influenced local people's lives across time?

### Leisure

Revealing how people have had fun in Guildford: Guildford has long been a place people come to spend their free time and their money.

### Crime and Punishment

An outlaw knight, the Guildown Massacre, Guildford Castle changing from palace to prison, participants in 19th century Guy Riots wreaking havoc in the town centre, the history of crime and punishment in Guildford is as old as the town itself.

### Rich and Poor

The Royal Palace, workhouses, grand houses and modern estates, Guildford has had them all. What have the lives of people inside them been like over the centuries?

### Innovation

Guildford is currently at the forefront of digital development. It was home to the first car manufacturers in Britain and to Ada Lovelace, a leading light in computer science long before computers even existed.

### The Impact of War

As early as 1216 Guildford felt the effect of conflict with the first Baron's War. A Zeppelin bomb brought World War One to the heart of Guildford in 1915 and the arrival of evacuees in World War Two reshaped the town.

### Myths, Legends and Revivals

Folklore of Guildford has seen a revival in recent years, what are its roots?

### Recording and Collecting

Guildford individuals have been committed to recording and collecting the history of their locality and artefacts from further afield. Their legacy is still at the heart of Guildford Museum today.

### Immigration and Migration

Saxon settlers, commuters, evacuees and refugees have all left their mark on the town.

## Recommendations: Briefing, Co-creation and research

### Developing the exhibition

The proposed interpretative approach would work best with a thematic approach to organising the Museum's permanent displays. That means visitors would experience the Museum's story as series of different themes, rather than as a chronological walk through Guildford's history. The results of the Organising Principle trials also support a thematic approach. Visitors responded most positively to questions that elicited a personal story. There is a clear appetite for 'people stories' and the respondents also had options on which aspects of Guildford most represent the town. The Museum would do well to reflect this in its overarching narrative and interpretative approach.

An outline of the new Museum's overarching narrative should be included in the exhibition design brief. The brief might also include the preferred interpretive approach, important themes the Museum would like to see reflected, key objects to be featured in the displays and significant people to present in the exhibitions. At this briefing stage specific research will still need to be carried out, object lists will need to be finalised, additional objects will need to be acquired, and work with audiences will need to be completed. That is to be expected. Likewise, the design of the Museum building won't yet be finished. At this stage, the Museum team simply needs to be confident that the content and collections exist to support the narrative they wish to present.

Over the course of the project, the Museum team and exhibition designers will work together to define how to structure and present the overarching narrative. In the early stages this will include considering how this narrative can work best within the new Museum building. What path will visitors follow through the galleries? Where might they be directed to go first? What content will they encounter there? Where next? And why? How important is it that they follow a strict path within the Museum? Will the path be 'free flowing', or will it follow a defined route? These are some of the questions that will be asked and answered early on.

As the project progresses, the focus will move to how best to tell individual stories using collections displays and supporting interpretive media. Research, acquisitions and co-creation can happen alongside – and will feed into – this process. As will the design of the Museum building itself.

### A note on co-creation

Incorporating co-creation with audiences into the new Museum is a core principle for the heritage team. This needs to be part of the brief to all the consultants who will be involved in the Museum's development.

A clear and considered project methodology is vital for meaningful work with audiences. Flexibility needs to be built in, as change is inherent in co-creation. A framework should be developed early on to ensure sufficient time is allowed for any co-created projects to be integrated into the Museum's overall design. It is important to consider how audience work will ultimately be represented in the Museum from the beginning. Involve your consultants in this. This helps ensure that audience expectations are managed from the outset, and avoids misunderstanding and disappointment at the end of the project.

### Researching specific stories

Guildford's history is populated by interesting - and even exceptional individuals who merit a place in the new Museum. Visitors often respond well to 'people-led' history as it is more relatable than objects alone. Guildford is lucky in that it has such a variety of people stories to tell. Research will reveal more such stories that can further illuminate Guildford's past. The Museum needs to develop a focused research plan to support this process. The following points should be considered when planning the research:

- The research plan should be guided by the themes to be presented in the Museum as well as the size and structure of displays in the new building. Research can be endless and there is little point in doing much more research than the Museum can exhibit!
- It is important to consider people who are not well known as well as the more famous people mentioned in this document.
- Inviting volunteer researchers to take part in the process, perhaps including members of the Guildford Specialists Group. This can help ensure that the Museum features people from a broad cross-section of society.
- Further research into the Collections would likely reveal more of 'people stories' too. Particular objects will have belonged to individuals with interesting stories to tell. Likewise there are the stories of collectors themselves, such as Joan Drew and Gertrude Jekyll mentioned above.
- Reaching out to the people of Guildford today through participative projects and contemporary collecting might be another way of bringing the Museum up to date and making sure the exhibitions represent a range of Guildford residents past and present and captures a varied mix of stories.

## Section 3: Castle & Collections

## Castle & Collections

The capital project will bring the Museum and Castle together for the first time. From an interpretation perspective, the Castle can be seen as part of the Museum's Collections: the Castle is the Museum's biggest artefact. Likewise the Museum buildings themselves, which incorporate a historic house and Castle remains. This section presents different ways in which the interpretation can integrate stories of the Castle and Museum buildings into the new Museum.

### The Collections

The Museum has an extensive collection of archeological artefacts, textiles, prints, social history objects and architectural salvage with which to tell Guildford's story. A programme of contemporary collecting would be useful to bring the story up to the present day. Contemporary collecting also offers opportunities for audience participation, which supports the YSYM vision for the new Museum. Some loans might be necessary to support under-represented areas of the story. This can have implications on the showcases and security levels required in the Museum. This in turn impacts on the budget and so requires early thought.

# Collections

## Summary

The collection at Guildford Museum is broad and varied covering life in the county, and sometimes beyond, from prehistory to the present. In its current form the collection is well placed to tell the story of Guildford and its regional context. While there is a good knowledge of the collections, further research is needed to re-interpret the collection in light of the new display according to the themes set out in this document. This research will also identify areas of the collection that need an active approach to acquisition or specialist input. The collection has complex practical needs that must be taken into consideration at all stages of designing and planning the new space and displays.

## Collections overview

Guildford Museum houses a collection of around 100,000 objects, of which over half are there on loan, either temporarily or permanently. It broadly covers the history of the county, from prehistory to the present, and is divided into archaeology, local history, needlework, topographic, and art collections. These different collections provide a great opportunity for exploring the history of Guildford, and for placing the borough within its regional context. The ability of the collections to provide wider regional context should be seen as a strength and embraced in the new displays. That Guildford is a vibrant and interconnected place is part of both its ancient and modern story and the collections held at the museum (alongside carefully chosen new acquisitions) are well placed to tell it.

### 1. Archaeology

The archaeological holdings account for around 70 percent of the entire museum collection, most of which are on long-term loan from the Surrey Archaeological Society (SAS), which is currently being renegotiated. These are regionally and nationally important collections that relate to the history of Guildford and the county from prehistoric times until around 1500.

The earliest objects provide evidence of activity in and around the town from the Palaeolithic period, and the lithic material from Farnham and the Fire Station site are internationally important in this regard. The later prehistory of the region is represented by excellent Bronze Age and Iron Age metalwork, including dress accessories, tools and weapons. Of particular interest is the Bronze Age collections of 'ring money' and the recently acquired Ockham Hoard. The prehistory collections are of further importance for the museum as prehistory now features on the National Curriculum, which can provide opportunities for engaging with local schools.

Although there is no demonstrable Roman settlement in Guildford itself, there is dense Roman activity in the surrounding county. Excavations of villas, settlements and Wanborough temple, have produced some of the most interesting and engaging finds in the museum's collection.

From the Anglo-Saxon period onwards the collections allow for the exploration of the lives of the inhabitants of the town and its borough in closer detail. Highlights include the finds from the Anglo-Saxon cemetery at Guildown, including the glass beakers, and its later execution cemetery. The most recognisable medieval 'object' in Guildford is the Castle and it remains an important monument in the town. Although there is little material culture for the site itself, weaving the story of the castle into the interpretation of the wider medieval collections, which are drawn from settlement activity and religious houses, would be an interesting approach. The Friary and its associated material is also an important part of Guildford's medieval history. Overall the strength of the archaeological collections lies in its ability to locate Guildford within the context of its wider hinterland, in some periods as far north as the Thames.

## 2. Local History

The local history collection accounts for around 5,000 objects. They tell the story of life in the county from the post-medieval period to the present. The museum has strong 16th and 17th century collections, especially for the Guildford area, including trade tokens. This part of the museum's collection has been heavily influenced by a handful of collectors, which means that its coverage is not always as comprehensive compared to the archaeological collections. In many ways the importance of the local history collection lies not in its contents, but in how it was formed and the individuals who created it. It offers an interesting window into collection practices and motivations in the 18th and 19th centuries. Most important in this context is the Gertrude Jekyll collection of objects related to life in the Surrey countryside. This means rural life is very well represented by the collection. Town life can, however, be glimpsed through a fascinating collection of late 17th and early 18th century objects excavated from the grounds of The Tun Inn. These reflect local fashions, including a very early example of a British-made teapot, as well as providing evidence of the food consumed at the Inn. Coaching Inns are an important part of Guildford's history, and the collection includes a number of objects relating to their presence in the town, such as the large White Hart deer sculpture. The collections of 20th and 21st century local history are smaller, largely reflecting Guildford trades and businesses including the Dennis Brothers (known for bicycles, cars, and fire engines) and the Friary Brewery. The museum has already recognised the need for active acquisition to create representative collections of 20th and 21st century Guildford.

## 3. Needlework

There is also an extensive collection of needlework and embroidery, initiated by Miss Joan Drew. It contains all types of needlework, including samplers, lace, smocks, crocheting and knitting. This collection was formed to be representative of the craft and as such many of the pieces do not have a direct relevance to the borough, or even county. However, many pieces are the work of Drew herself and therefore have the potential to shine a light on a local personality. It is an exceptional reference collection, with a strong research potential.

## 4. Topographic

Alongside these material collections is a large collection of works on paper, of around 10,000 maps, photographs, pamphlets etc. Much of this ephemera is important for contextualising the local history collections as well as relating to aspects of the life of Guildford's inhabitants that don't readily leave behind collectable material. This collection could also prove to be an important source of imagery for future displays and exhibitions.

## 5. Art

The art collection consists of over 500 objects, and includes paintings, pastels, watercolours, engravings, ceramic and glass. The most important part of this collection are the pastels by John Russell RA, which is the largest collection of his work in the UK.

### Recommendation 1 - Research

The re-development offers a great opportunity to re-interpret the collections at Guildford museum. There is a good general understanding of the collection within the museum, but it would greatly benefit from a period of dedicated research. This would allow the museum to identify those objects which best work in the new interpretation scheme, reveal new stories, and create a stronger narrative. It would enable the museum to offer accurate, up-to-date interpretations of those objects, and increase their confidence in their object selections and displays. In some cases collaboration with external specialists may be necessary. This network of relevant specialists has already been identified by museum staff.

Importantly, this research will also highlight areas of the collection that require new acquisitions for the re-display. The museum team has so far identified the tech and gaming industries as a priority for acquisition. Research into this area, and developing relationships with key local industry stakeholders and collaborators, are necessary steps in achieving this.

It is through this research that the key objects needed for the new displays will emerge. These are likely to be drawn from those objects already on display, but also those in store whose stories have not yet been told. Embarking on this period of research will make the development of the display easier and inform future label writing and outreach activities. An object list for each section or theme of the display should be created to record these selections and new research. It is important that the new information learned about the collection is fed back into object documentation.

This work could feed into temporary exhibitions, online and educational resources, and assist with public enquiries. It could also help prepare for any future planned collections online resource.

The museum may find it helpful to consult Helen Paddon's recently published book *Redisplaying Museum Collections: Contemporary Display and Interpretation in British Museums*, as well as resources and advice provided by the Collections Trust and the Museum Association.

### Recommendation 2 – Collections management assessment

The breadth of the museum's collections, in terms of age, materials and scale, means that it has complex collections management needs that must be considered and accommodated early in any re-development plan. Once the objects are selected, the museum should identify those with specific conservation or practical requirements as a priority so that they can be catered for.

The following areas should initially be considered:

1. Any ambitions to install large scale items should be raised early so that any special requirements, such as transportation/handling, access routes, or large cases, can be planned for from the outset. This should be considered a priority as it could potentially impact the build plans. This may include the large coffin from the Friary, the medieval log boats, the large bellows and the fire engine.
2. A conservation assessment of the selected objects is needed to establish those likely to need treatment prior to being put on display. This is most likely to affect the collection that is currently in storage, especially the archaeology collection (Anglo-Saxon Swords, parts of the Wanborough material) and the local history collections (White Hart deer sculpture, coin operated carousel). But objects already on display may also need conservation attention in advance of re-display, even if it is only cleaning.
3. This conservation assessment should also identify those objects with specific environmental conditions. This will inform decisions about the specifications of new cases and conditioning equipment.
4. It should be determined whether objects need new bespoke mounts and case furniture or whether existing mounts can be re-used within the new display. It may be helpful to create an inventory of existing material and its suitability for the new display.
5. Provision should be made for any objects returning to store that were previously on display. Space will need to be allocated, suitable storage made and transportation provided. It is also necessary to consider the impact of the re-development on existing storage space at the museum itself.



### **Recommendation 3 – Future-proofing the displays**

The new display must work for the collection in the long-term, and the key to this will be the specification and flexibility of the space.

Creating a flexible space will allow for rotating displays. This would benefit the parts of the collection that are fragile and not suitable for permanent display, such as the John Russell pastels. This would also mean that important acquisitions made in the future can be slotted into the existing displays, or can be put on display during periods of fundraising. It means that individual labels or cases could be up-dated when new interpretations become available, and temporary displays could be installed to tie in with local anniversaries or events.

If the museum has ambitions to bring in loan objects from other institutions it is important that the new display area and its cases meet certain requirements in regard to environmental conditions and security – those recommended by the UK Registrars Group and the Museum Association are industry standard.

## The Castle and Museum Buildings

Guildford Castle should be incorporated into the new Museum in a number of ways; three examples are described below. These different approaches are not mutually exclusive, it might be that a combination of the approaches would work best. The way in which the Museum decides to interpret the Castle Keep itself, and its related remains, will have a big impact on which of the following approaches are best suited to the new displays.

### Possible approaches:

1. A gallery might be dedicated to its history and changing place in the town
2. Another option would be to incorporate aspects of the Castle's story in an architectural trail running through the new Museum building
3. A physical or virtual model of the castle
4. A fourth approach would be to include stories relating to the Castle in the wider thematic or chronological exhibits that will form the basis of the visitor experience in the future Museum.

1. A dedicated gallery

The Museum has a rich collection of illustrations of the Castle, remains of the Castle lie within the Museum grounds, and the keep is visible from parts of the current building. Moreover, the history of the Castle is a complex topic that touches on major events in English history. A dedicated gallery is a strong approach. There are archaeological remains associated with the Castle which could be displayed, such as the urinal recently displayed in the Discovery Room. Quotations from documents relating to the Castle and its inhabitants, as well as stories relating to battles, intrigues and struggles for influence relating to the Castle are also interesting content for such a gallery.

2. An architectural trail

As with Castle Story Points in the Museum of Somerset, or information panels about the history of the building in the Egyptian Museum of Turin, the Castle story could be told via a trail that runs throughout the building.

The trail would introduce a particular aspect of the building's history to visitors as they explore the new Museum. For instance, one such panel might point out the existence of a cupboard located behind the Museum's strong room. According to former Guildford museum curator Mary Alexander's thesis on the history of the Castle the cupboard or 'aumbry', was likely part of the king's chapel. The chapel would have formed part of his accommodation within the Castle, next to his bedchamber.

The history of the Castle and Museum buildings could be presented in graphic, audioguide or digital guide form, or even as an app. The choice of media, design and trajectory will depend on the layout of the new Museum. When considering the media it should be noted that smartphone apps require wifi connectivity, someone on hand to help and museum-owned handsets to ensure equality of access.

3. An architectural or digital model

The content of an architectural trail such as that described above could take the form of a touch screen or physical model within an exhibition space. A model might allow greater access to spaces that are otherwise unreachable whether for access reasons or because of the position of back of house spaces. It can help visitors understand the site as a whole, as it would have been, as with the model at the Roman Baths in Bath. That said a model elsewhere loses some of the immediacy of interpretation in situ. A model is also useful for mobility impaired visitors. However it seems likely that updated Museum buildings would feature a lift.

#### 4. Integrating the Castle's story into the Museum

This would be a preferred approach as it shows the development of the Castle and the stories of its inhabitants in tandem with the history of the Borough and of local people.

The Castle's architectural story would feature in the Making Guildford theme, which as mentioned above, could include Henry Peak, King Stephen and others. King Henry III might get a mention here as he commissioned Castle Arch in 1256, which still exists today, as well as new apartments for his son.

Later stages of the Castle's history could be included in other relevant themes such as law and order – from when the Keep was used as a prison, or recreation, when part of the grounds were given over to the bowling green, and later used as a park, or education, as a building on the site was used in the early days of what became The Royal Grammar School. This integrated approach could be followed in addition to an architectural trail or separate Castle gallery as described in points 1-3, above.



## Section 4: Evaluating the Trials

## The Trials

The aim of the trials has been to gain a sense of the how the people of Guildford might like the story of their town to be told. To this end, the trials focused on:

1. How the content might be organised in the new museum
2. The types of themes and stories that visitors are interested in
3. Which types of interpretation most appeal to visitors.

The results of these trials are explored in this section.

## Target Audiences

The following audiences were identified for the community engagement part of the 'Your Stories, Your Museum' project. The interpretation trials created opportunities for engaging with the target audiences listed below. In the case of the 'Learning to Fly' and the Discovery Table, the YSYM trials created a platform to display the results of a project.

- Castle Grounds Users: 'lunch timers', local people, visitors
- Families – local families with young children
- People living with dementia, families and carers
- Visually impaired visitors
- Local schools
- Older residents – Guildford Memories

Castle Grounds users were out in force on Alice's Day and that was the date of one of the Organising Principle trials. Likewise, trials at the Friary Shopping centre, Surrey County Show and Great Get Together also created the opportunity to engage with families and intergenerational groups, whilst trips to day centres and carers' cafes enabled volunteers and museum staff to meet older residents too. For the full list of events attended see section four.

## Organising Principle Trials

During the first phase of the project, the YSYM team identified three potential 'organising principles' which could be used to structure the content of the new Museum and so help shape the visitor experience. The organising principles trials were designed to take these three ideas and see how audiences responded to them. The three potential organising principles are:

1. A thematic approach structured according to people's lived experience, for instance: 'Living in Guildford', 'Playing in Guildford', 'Working in Guildford', 'Growing up in Guildford'
2. A chronological approach that charts the development of Guildford over time, diving deeper into certain themes as they appear in the chronology.
3. A thematic approach that investigates 'What makes Guildford Guildford'.

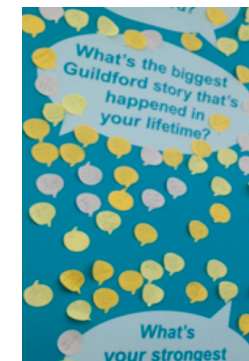
Each organising principle was taken as the starting point for a question. In relation to approach one, visitors are asked about their memories of living in Guildford. In relation to approach two, they are asked about key events that have happened in Guildford in their lifetime. In relation to approach three, they were asked about what they think most defines the town and wider borough.

The three questions had two main purposes. Firstly, the team hoped that seeing which of the three questions garnered the most responses might provide a clue as to which sort of organising principle future museum visitors might best respond to, or might most capture their imaginations. Secondly, the questions gather opinions, content and stories.

A third beneficial outcome of the trials was to raise the profile of the Museum within Guildford. Indeed, this might be the most important outcome of all. The trials created a platform for Museum staff to speak with the general public, beyond the Museum's existing visitors, friends and volunteers. The Museum team were able to share the plans for the Museum's future redevelopment and promote it's existence as a place they can visit now.

An additional benefit was that the trials provided opportunities for volunteers. For some existing volunteers this allowed them to deepen their engagement with the Museum, creating 'volunteer development pathways within the organisation.' YSYM gave them the chance to become ambassadors for a place they clearly care about, and also openings for new volunteers to become involved with the project and the Museum.

The personal focus and 'in your lifetime' scope of the questions were very deliberately chosen. The questions were designed to be as inclusive as possible and to avoid people feeling like they were being 'put on the spot' or tested on knowledge they may not have. It is the Museum's job to be the expert in Guildford's history. However almost anyone can be expected to be an expert in their own lives and lived experiences. This is especially important when questions are being asked of passers by, or attendees at local events that are not only related to local heritage.





Looking ahead, were the Museum to work with volunteer content developers for the exhibition, these members of the public could be supported to become experts in areas of Guildford's history they are particularly interested in. The Museum already runs successful longer term projects, for instance with the collections research being Undertaken for the website. YSYM has directly benefitted from that work: volunteers formed the basis of the medieval display on the Discovery Table.

The responses given to the trial questions are useful in different ways. They provide ideas for future temporary exhibitions, or online content. They also help to select themes and events for the future permanent exhibitions. The audience responses form the basis of historical parallels, where experiences can be related to past events in the town. Using the content collected in this way would help ensure that the content of the new museum is shaped in a way that relates to the interests expressed by audiences.

Guildford Museum took the three 'organising principle trials' out and about over the summer and autumn months.

## Comparing the organising principles

		Post it note	Gazette	Post cards	Total collected for the period	Numbers of people engaging with the stand	TOTAL
Where	Date collected from - to	What makes Guildford, Guildford? Why?	What is the biggest Guildford story that's happened in your lifetime?	What is your strongest memory of living in Guildford?			
Museum front desk	01.04.17- 12.05.17	15	0	3	18	18	260
AGM Guildhall	17/05/2017	1	2 (postit and postcard)	5	8	8	
Surrey County Show	29/05/2017	25	27	20	72	215	
Museum front desk	13.05.17-30.05.17	5	7	7 (4+3postit)	19	19	219
Castle Picnic	03/06/2017	19	4	17	40	75	
Museum front desk	1/06-20/06/2017	6	10	13	29	29	
Great Get Together	17/06/2017	42	24	20	86	115	211
Stoke Community Fun Day	08/07/2017	5	4	7	16	45	
Ash Village	15/07/2017	5	7	13	22	58	
Shawfield Day centre	20/07/2017	3	3	14	20	20	
Guildford VI club	18/07/2017	9	7	7	23	23	
Guildford Library SCC	25/07/2017	23	19	28	70	65	274
Alice Day	06/08/2017	35	24	29	88	70	
Grass Roots Networking	07/07/2017	7			7	7	
Display in Millmead Café	09/08/2017	19	11	19	49	35	
Friary Center	16/08/2017	26	13	36	75	70	
Christ Church	24/08/2017	9	12	11	32	32	
Normandy	28/08/2017	18	7	15	40	60	61
HOD	09/09/2017 Castle Grounds	24	5	9	38	40	
Museum box	20/6-20/9	7	3	7	17	17	
Sunflower Café (dementia carers)	14/09/2017	10	3	0	13	4	65
museum box Discovery Lounge	21/09/17 - 6 Nov/2017	13	12	3	28	28	
Student Union Surrey Uni 19/10	19-Oct	27	3	7	37	37	
Holy Trinity Church	07-Nov	3	8	3	14	46	63
The Boilerroom	15-Nov	0	0	0	10	10	
Museum box DL	6 Nov - 16 Nov	1	3	3	7	7	
		357	216	289	878	1153	1153



## Most Popular

### What makes Guildford Guildford?

High Street	72
Castle Gardens	40
Shopping	36
History / Heritage	32
Downs / Country	25
Canal / River	22

This was the most popular question overall. This is perhaps because it required the least time to answer, and didn't ask visitors to tell a personal story. Since lots of the trials took place 'out and about', not everyone would have had the time or inclination to engage too deeply with the questions.

High Street is a clear winner here. Its high number is further reinforced by 'shopping', ie what can be done there, and by 'history / heritage', since it is a historic street.

The popularity of the Castle Gardens may come in part from the trials having taken place there twice. However, even with that potential bias, it is still a strongly showing and supports the move to make the Museum open out onto the Gardens themselves.

The countryside and river feature highly on the list and it will be important to ensure these are represented in the new displays.

### The biggest Guildford Story in your life time?

Personal Stories	70
IRA Bombings	38
Floods	35
Local History	21

These two questions were very close in terms of the numbers of responses they received. That said, there was a clear trend for including personal stories in answers to the 'biggest Guildford Story' question. These are closer in content to the 'memory' answers and suggests there is a real appetite for sharing life experiences. This may be true beyond Guildford too, however the town's strong historic character, specialised industries pub culture, and recent developments like the building of the Cathedral and growth of the University make Guildford an excellent 'hook' for such stories.

#### Example Personal Stories

*I met my husband at surrey university 1987*

*Got sober in Guildford*

*Father was a builder on the Friary shopping centre. He was there when the monks were dug up and reburied elsewhere*

*The Who at Boxers in the 1960s*

#### Example Life Events

*Performing choir at the cathedral*

*A treat was to come to guildford Castle Market from Ashtead in late 1940s*

*Fond memories of hot summer days at the lido and stoke park paddling pool*

*Cattle Market in North Street - pig got loose!*

### Strongest memory of living in Guildford?

Childhood	56
Life Events	46
Historic Events	30
Home / Family life	29
School / Uni life	21
Going Out	20

# Organising Principal Trials - Visual Identity: Banners

*Your stories  
Your museum*



Share your stories here and help us create a new museum for Guildford!



**GUILD FORD**  
BOROUGH

**ARTS COUNCIL**  
ENGLAND

Supported using public funding by

*Your stories  
Your museum*



Guildford Museum is changing and planning for the future

During 2017 we are talking with visitors and people in the community, inviting them to share their ideas about the museum and what we can do to make visiting an even more enjoyable and valued experience.


Through the *'Your Stories, Your Museum'* project we want to get more local people involved in helping us plan for the future.

- **To help** to choose the Guildford stories that the museum will explore in new displays, and to shape the ways we tell those stories
- **To plan** for activities and events
- **To capture** memories of Guildford
- **To hear** from anyone interested in becoming a volunteer

*We'd love to hear from you!*

Follow us on  @GuildfordMuseum  @guildford\_s

Contact us Email: [heritageservices@guildford.gov.uk](mailto:heritageservices@guildford.gov.uk) Tel: 01483 444751



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*What makes  
Guildford  
Guildford?*

*What's the biggest  
Guildford story that's  
happened in  
your lifetime?*

*What's  
your strongest  
memory of life in  
Guildford?*

*Your stories  
Your museum*

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Your stories  
Your museum

Your stories  
Your museum

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Agenda item number: 4  
Appendix 1

# Organising Principal Trials - Materials



*My Guildford story*

Staker Robbie Robinson with children on Harper Ward, St Lukes Hospital, Christmas, 1974

.....  
 .....  
 .....  
 .....

*Your stories Your museum*

Guildford Museum, Castle Arch, Guildford, GU1 3SX Email: heritageservices@guildford.gov.uk Tel: 01483 444751

G GUILDFORD BOROUGH

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**Guildford Gazette**  
ILLUSTRATED LOCAL NEWS

GUILDFORD MUSEUM MUSEUM ESTABLISHED IN 1906

THE BIGGEST GUILDFORD STORY OF YOUR LIFETIME

.....

STORY BY:

*Your stories Your museum*

Which part of Guildford's history would you like to find out more about?

? ?  
 ? ?  
 ? ?

*Your stories Your museum*

ARTS COUNCIL ENGLAND  
G GUILDFORD BOROUGH

Agenda item number: 4  
 Appendix 1



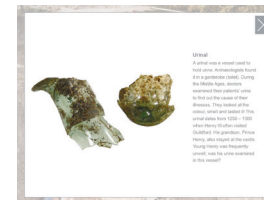
# Discovery table



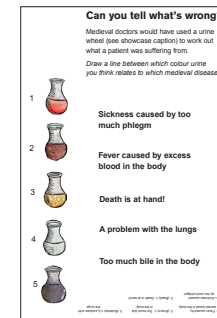
Page 53



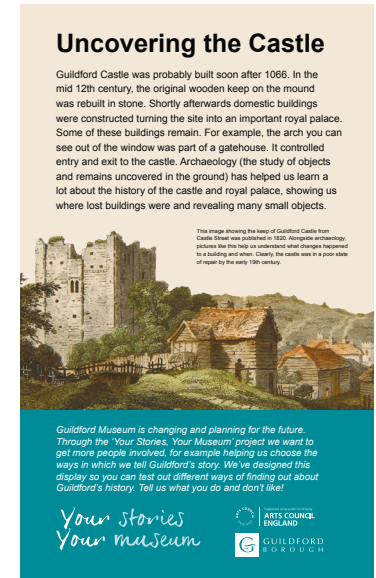
## Identity



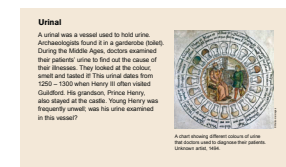
## Touch screen



## Activity sheet



## Intro graphic



## Object label

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## The Discovery Table

The testing station was renamed the Discovery Table during the course of the project. It is located in the SAS library, now the Museum's 'Discovery Lounge'. The Discovery Table's purpose was to test visitor responses to different 'types' of interpretation. The final table design included:

- A pinboard style space for the exhibit title and interpretation text
- A perspex 'case' to display objects
- An iPad for interactive and / or audio-visual content
- A push button operated speaker for audio content
- Space for object labels
- Space of a children's activity sheet

It was accompanied by a postcard sized questionnaire for visitors to provide feedback.

**Which part of the table were you drawn to first?**

Showcase  Object label  Hands on  Sound  Touch screen  Activity sheet

**Which did you prefer?**

Showcase  Object label  Hands on  Sound  Touch screen  Activity sheet

**Which did you like the least?**


Showcase  Object label  Hands on  Sound  Touch screen  Activity sheet

**Your age range**


5-10  11-16  16-25  26-40  41-64  65+

**Who are you visiting the museum with?** \_\_\_\_\_

**Thank you!**



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The original aim was to create displays that related to the Museum's temporary exhibition programme. In the end, there have only been two displays over the lifetime of the project. The first one featured fragments of a medieval 'urinal' used to diagnose illnesses. It was found in an archeological dig around Guildford Castle. The second is the culmination of an audience project called Learning to Fly. It is a display of poetry about World War I by local people with a vision impairment.

### Medieval Urinal:

The Museum Team suggested selecting the object for display from amongst objects researched as part of a volunteer project run by the Museum. Volunteers are invited into the stores and can choose objects that interest them to research. The content is then put on the Museum's website. Fortuitously, this was both useful, as some research had already been carried out, and in keeping with the co-creation ethos of Your Stories, Your Museum.

The table was installed at the end of August and the Museum decided to retain the display through the October half term as it tied in well with the Medieval Machines temporary exhibition that took place at the Museum and Castle during that period.

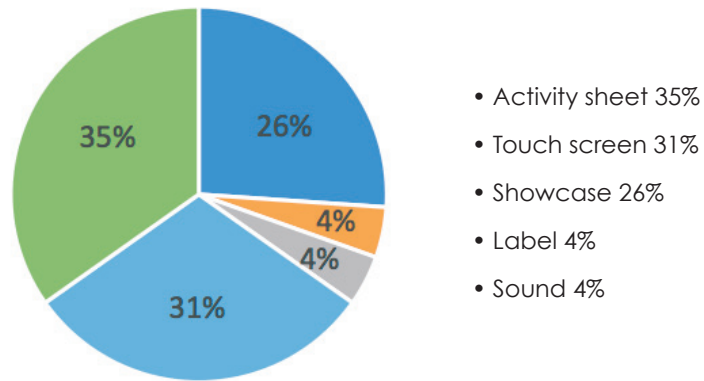
## Discovery Table Data - Medieval Urinal

A close reading of the Discovery Table questionnaire results supports the view that including a range of different types of interpretation is the best approach for the future museum. At first, certain types of interpretation seem to most attract visitors attention, or be the most enjoyable, but further consideration shows that the results are more complex.

		Showcase	Label	Sound	Hands on	Touch Screen	Activity Sheet
65+	Enjoyed most	2					2
	Looked at first	2					2
41 to 64	Enjoyed most					3	
	Looked at first	3					
26 to 40	Enjoyed most	1			1	1	1
	Looked at first	1	1	1			1
16 to 25	Enjoyed most				3		
	Looked at first					3	
11 to 16	Enjoyed most					5	
	Looked at first					4	
5 to 10	Enjoyed most					4	4
	Looked at first						5
All ages	Enjoyed most	3				13	7
	Looked at first	6	1	1		7	8

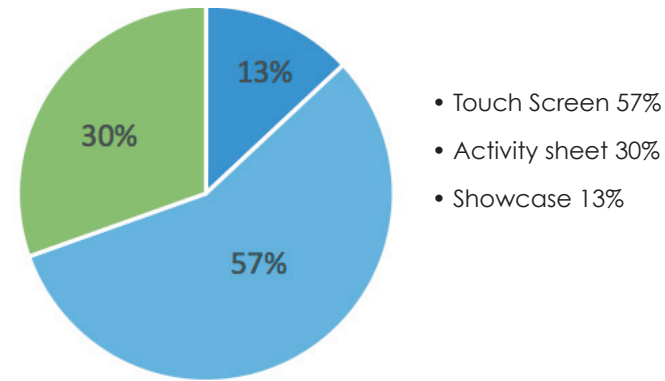
## Discovery Table Data

### Looked at first



It is significant, and encouraging, that the two physical objects – the contemporary 'urinal' (urine sample bottle) and medieval urinal – attracted people's attention the most, followed by the touch screen. The fragments of medieval urinal are not immediately identifiable, nor are they particularly aesthetically pleasing. Despite this, the visitors' were still drawn to look at it. The 'handling object' is a more familiar item to many adult visitors. This may have contributed to it having attracted people's attention. It would also have helped most adults interpret the glass fragments, as it functioned as a physical 'label' for the medieval urinal.

### Enjoyed the most



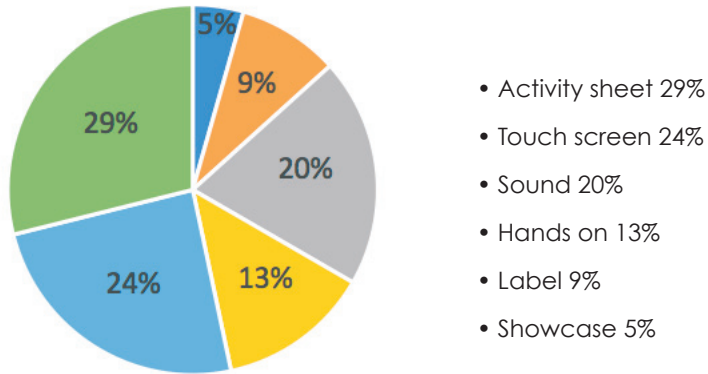
Semantics and expectations might play a part in these results. With regards to the showcase for instance: enjoy is quite an 'active' verb. It is clear from the 'looked at first' results that the urinal fragments intrigued visitors. It is unclear however whether many visitors would naturally describe looking at such fragments as 'enjoyable'. A painting or other more intricate artefact might be more obviously 'enjoyable' to look at than archaeological fragments. Appreciate might have been a more subtle choice of verb here, or 'find more interesting' a more precise phrasing.

While the showcased object might not score highly on the enjoyable scale, the display certainly would not be as meaningful without it. This seems especially the case since the object was found at the Castle. More qualitative questions would be useful here, for instance:

- 'Did you notice that the object on display was found close by?'
- 'Is that important to you?'
- 'Does it influence what you think of the display? If so, how?'



## Liked least

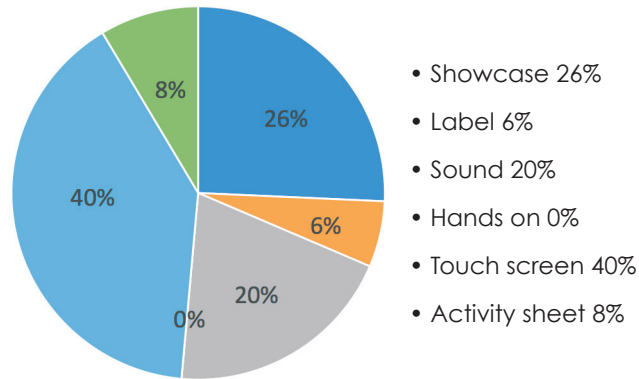


The touch screen scored highly on liked most and liked least. This is where visitor expectations might play a part. It is possible that some visitors felt an iPad promised a more engaging form of interactivity than a powerpoint presentation. A future test could feature with a game or other highly interactive content on the screen to see how that might influence the results.

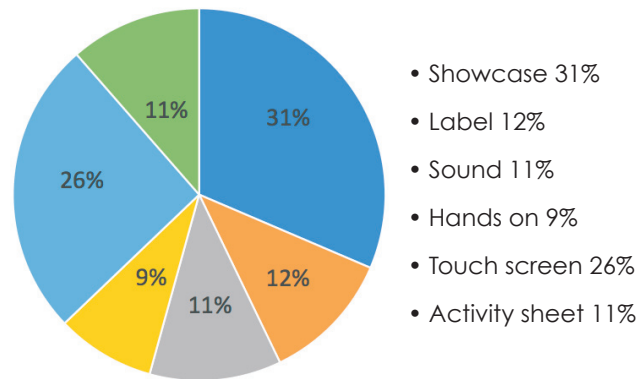
As for the activity sheets, these would have worked better for some age groups than for others, which might explain the almost equally matched liked most and liked least results.

## Discovery Table Data - Learning to fly

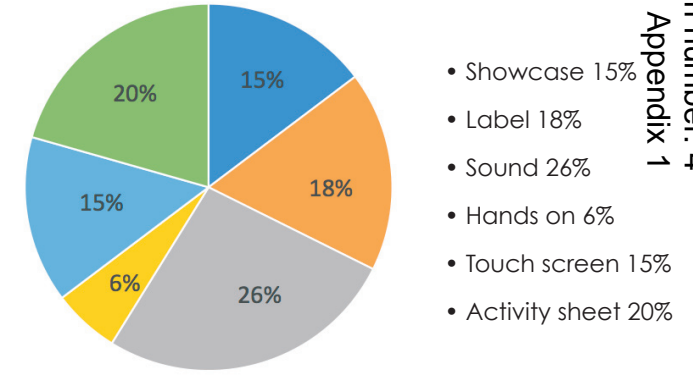
**Looked at first**



**Enjoyed the most**



**Liked least**



'Learning to Fly' displayed the results of an audience project for people with a vision impairment. The project participants worked with a professional poet to write poems inspired by the experiences of people in Surrey in WWI. The Museum facilitated object handling sessions and recorded the poems. The Museum team reported positive feedback from participants for this project, and have similar audience engagement planned. Using the Discovery Table as a platform to display such projects is a tangible legacy of YSYM, one that will continue to be of use to the museum during this redevelopment period.

The poems were presented Discovery Table in audio form, to read on the iPad, and in Braille, the latter making up the 'hands on' aspect of the display. There was also WWI object on display, and an activity sheet. Thirty five people responded to the survey. It is notable that 21 junior school students took part, making up over half of the overall test group. This is both a smaller and less varied sample than was the case for the Medieval Urinal display. The higher proportion of young visitors might why so many looked at the touch screen first. 'Looked at First' aside, the results of the other two tests support the results of the Medieval Urinal display. They suggest a variety of interpretative methods is the best approach for the new Museum.

# Section 5: Next Steps

## Next Steps

This is just the beginning of the Museum's redevelopment journey. Now comes the question of what to do next. The 'recommendations' pages at the end of sections 2 and 3 suggest what to do in relation to developing the interpretative approach and preparing the collections for the next phase of the project.

The following pages take a more 'organisational development' perspective. They revisit the guiding principles and mission that were defined in the early days of YSYM. The Museum may wish to reconsider these following their audience consultations, changing certain priorities, adding new ideas or talking away points that seem redundant. A potential project team structure is also presented here for the Museum's consideration. The team structure diagram includes key roles within the internal team and key external consultants. The diagram also outlines the relationships between them.

## Revisiting Mission & Principles

The following thoughts about the Museum's guiding principles and mission were captured back in February 2017.

Now would be a good time for the team to revisit this thinking and see if all of these ideas are still as relevant now that they have heard directly from audiences. It might be the case that the YSYM trials means some of the guiding principles seem more, or less, important. Work with audiences might suggest entirely new areas to explore, and have suggested new tests that would be useful to carry out.

Answers to the questions asked in the mission workshop -- 'why do we exist?', 'What do we want to achieve', 'who do we do it for' and 'what do we believe' -- might have evolved through the interactions with audiences over the past year.

# A Mission for the Museum

A workshop exploring the team's vision for the future of the museum highlighted their commitment to reaching visitors from a wider demographic, establishing on-going connections with different audiences and communities, creating a welcoming place for which the people of Guildford feel a sense of ownership. The results of the workshop are captured in the following diagram.



## Guiding Principles

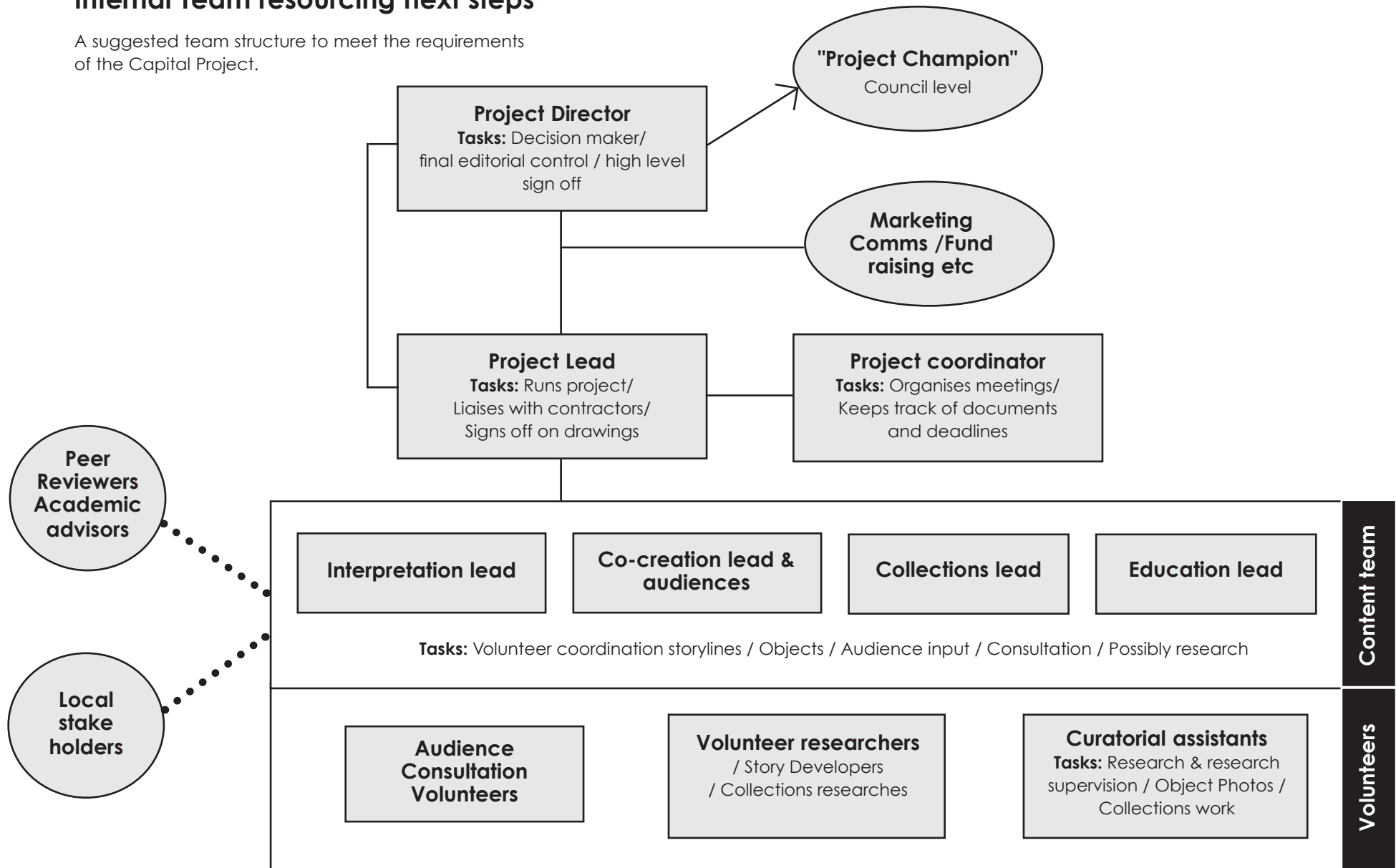
Discussions with the Museum team in February yielded the following guiding principles for future interpretation and programming. These have helped shape the work presented in this document. The first principle, 'a peopled history' underpins the proposed interpretative approach. As such, it should be retained as a guiding principle for the new Museum.

Now that YSYM work is drawing to a close the Museum team could revisit these principles to see which are the most relevant in light of their audience research. .

- **A peopled history:** the future Museum of Guildford will put stories of the town's inhabitants front and centre of the interpretation. Visitors will be introduced to how people lived at different times and will leave feeling connected to Guildfordians of the past and present.
  - **A sense of place** and parallels with elsewhere: The history of Guildford is both specific to this place and representative of the development of certain types of towns around the UK. The interpretation will explore both these strands to create a strong sense of place, while using commonalities with other towns and cities as opportunities for learning.
  - **Revealing the stories of the Museum buildings:** the heritage of the buildings that house the Museum are an asset that can be drawn on to illustrate the town's past and the lives of its inhabitants, as well as add to the sense of place of the Museum itself.
  - **Understanding Guildford's built heritage:** visitors to Guildford's new Museum will leave with a sense of the events and conditions that shaped the town they see around them.
  - **What is Guildford today:** an exploration of who and what are the key people, places and industries that make present-day Guildford.
- **The Collections are key to the Museum's purpose**, and will be at the heart of its future plans. That said, where there are important stories to tell and no relevant Collections items, the Museum will find creative ways to represent them.
  - **In the future, the Museum and Castle will form a united visitor experience**, the threshold to which will be located at the entrances to the Castle Grounds. Visitors will be primed to explore what the Museum and Castle have to offer.

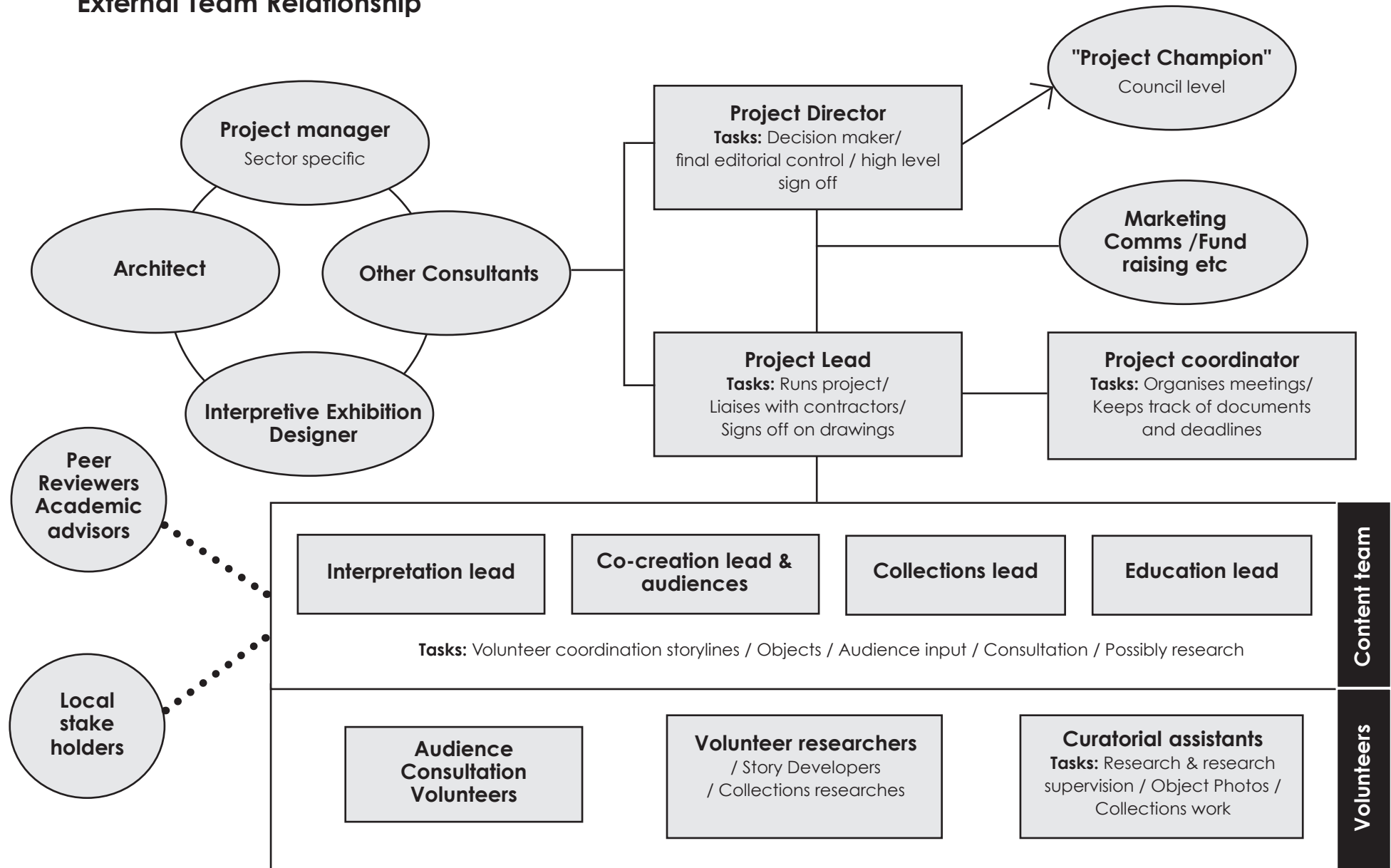
## Internal Team resourcing next steps

A suggested team structure to meet the requirements of the Capital Project.





# External Team Relationship



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# Appendix

## Organising Principles: Trial One

A thematic approach structured according to people's lived experience, for instance: **'Living in Guildford'**, **'Playing in Guildford'**, **'Working in Guildford'**, **'Growing up in Guildford'**.

Lived Experience: **What's your strongest memory of your life in Guildford so far?** Testers are presented with a suitcase of objects to 'seed' a memory of events or experiences that have taken place in Guildford. They are invited to write their memory on a postcard which will be displayed for other visitors to read. These postcards will provide a rich resource from which the Museum Team can draw out recurrent themes which could potentially appear in the future Museum.

Testers might choose to take a postcard away with them and send them back to the Museum. The postcards, along with special museum 'postboxes' might be placed in public areas around the borough, such as the library, theatres or cathedral. The postcards will carry images from the collection showing historic scenes of Guildford, or perhaps images of historic events, inspiring participants to think about the town's past and reminding them that the Museum is the place to find out more about it.

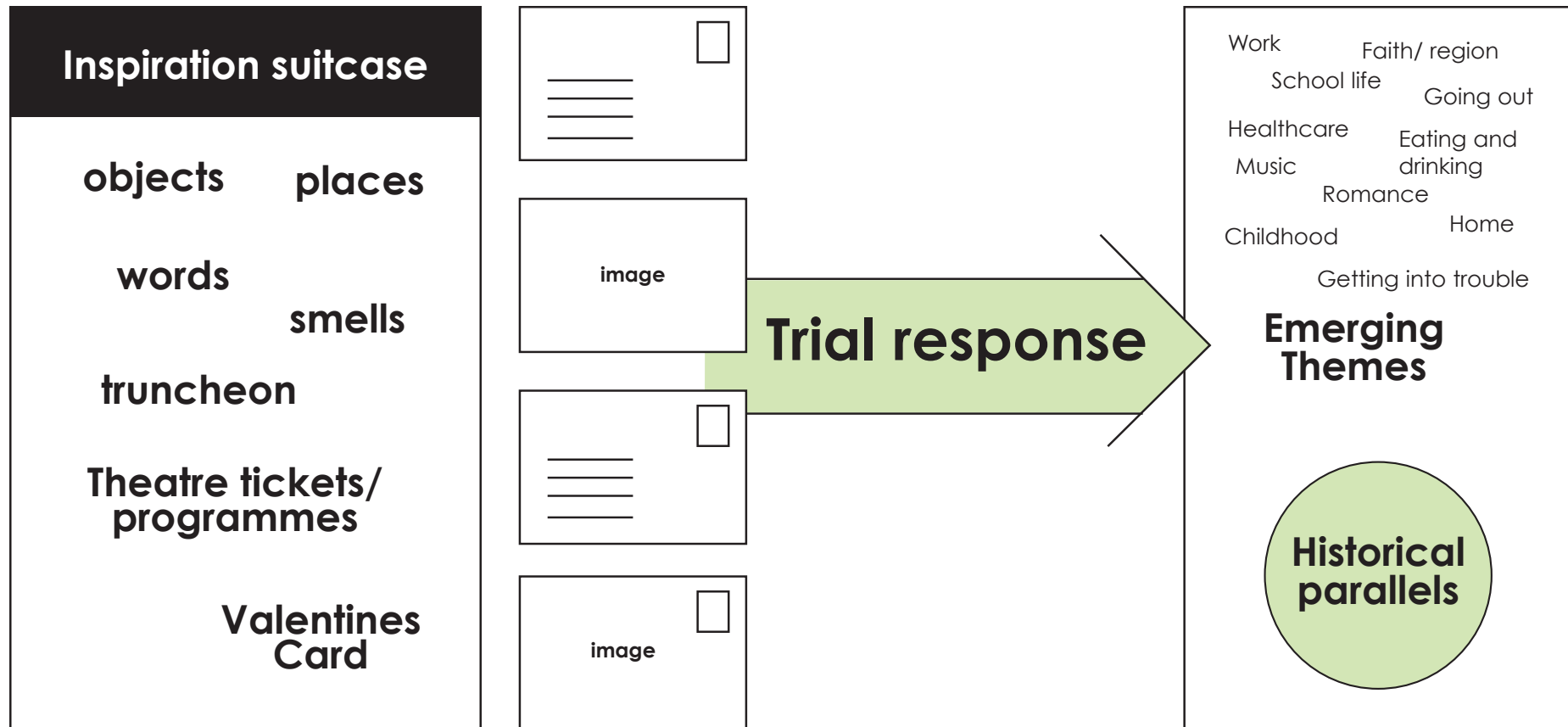
### Objects in the suitcase could relate to the following topics

<b>Work</b>	WW1 Dennis National Service badge. 2 brass receipt tallies used at Chilworth. Gunpowder Works early 20th century.
<b>Faith/ religion</b>	Medieval pilgrim badge of St George. Barry Rose plays Great Organ Favourites from Guildford Cathedral.
<b>School life</b>	Replica Victorian finger stocks. Surrey County Council school attendance medal for John Smith, 1905.
<b>Going out</b>	Photograph rebuilding of the Britannia Beer House, 1913. Programme for a production of Sheridan's 'The Rivals', performed by the Herald Players in 1985, on the castle grounds.
<b>Healthcare</b>	Photograph of the Royal Surrey County Hospital, 1880s.
<b>Eating and drinking</b>	WW2 cookery book - 'The Kitchen Front'. Photograph, on card of members of the 'Original Grand Order of the Total Abstinent, Sons of the Phoenix, Pride of Guildford Lodge'.
<b>Music</b>	Postcard photograph showing Philip Goodhand-Tait and the Stormsville Shakers. 'Old English songs as now sung by the Peasantry of the Weald of Surrey and Sussex...' 1843. 1978 Vinyl record and sleeve – 'Who invited them?'.
<b>Romance</b>	Valentine card produced by Raphael Tuck & Sons Ltd c 1936-1952. Christmas card with meat safe imagery.
<b>Home</b>	Flatiron with trivet stand.
<b>Childhood</b>	'Alice in Wonderland', 'Happy Families' playing cards Wooden horse from Noah's Ark animals
<b>Getting into trouble</b>	Enamel Special Constable's badge. 1845 constable's truncheon, St Martha's.

# Organising Principles: Trial One

## Lived Experiences

*What's your strongest memory of your life in Guildford so far?*



Testers explore the inspiration suitcase to trigger their own memories of Guildford. They write down their memory and share with the Museum and other members of the public. The Museum team collates responses, sees which themes are emerge and draw out historical parallels. Recurring themes can be foregrounded in the new Museum while the historical parallels identified by the Team can feature as key stories.

# Trial One Results: Strongest memory of life in Guildford?

Data collected at:	Museum Comments	Bellfield's Estate	AGM Guildhall	Museum Comments	Surrey County Show	Castle Picnic	Great Get Together	Museum Comments	Stoke Community Fun Day on Sat 8th July	Ash Village	Guildford VI club	Day Centre	Library SCC	Alice Day	Grass Roots Networking	Display in Millmead Café	Friary C	Christ Church Memories Day	Normandy	Sunflower Café (dementia carers) 14/9	Heritage Open Day Museum	Museum box 20/6-20/9	Ash Dementia Action Alliance 19/5/17	Rob Poulton interview	Mark Finn interview	museum box Discovery Lounge 6/11	Student Union Surrey Uni 19/10	Holy Trinity Church 7/11	Bolleroom 15/11	Museum box discovery lounge	Total	
Themes:																																
Work		2							1	1	3	1	1	1	1	2	3															
Faith / religion		1							1	2	1	2	1	2				1	1													
School/uni life							1	1		1		2	3	2		3	5	1	2													
Going out					1	1		1		1		1	3	1		4	4		1			1					1					
Healthcare										1	1		2																			
Eating and drinking				1	3	1	3				3			3			1										1					
Music					1		4						1	1			1	1				1										
Romance										1	1	1	1	2		1	2		2													
Home/family life	3			1	3	2			3	1		1	1	5		3	1	2	2			1										
Childhood	1	6	1				1		4	1	2	4	4	8	2	2	9		2			4	1	3		1						
Getting into trouble																																
Contemporary History				1						2			5					1	1													
Life events	1		2	1	8	3	4	1				1	4			4	8	1	3			1		1		1	2			3		
historic event	2	1	1	1	3	5	2				1	1		2				3	1			2	1	1		2		1				
historic places								6						1			1															
Relaxing time						2	2			1			3	1			1											1				
Flowers in Stoke Park							1										1															
Community Spirit		1					3				1			1																		
creative events				1		1																1										
museum artifacts								2						1																		
friendly people							1	1									1											1				
Walk in Guildford										1																						
Second World War											1						2															
Garrison town											1						1															
Guildford Institute																1																
Pop up village																1																
Yvonne Arnaud theatre																		1					1									
Electric theatre																			1				1									
sport events				1	1	2											4	1									1					

## Organising Principles: Trial Two

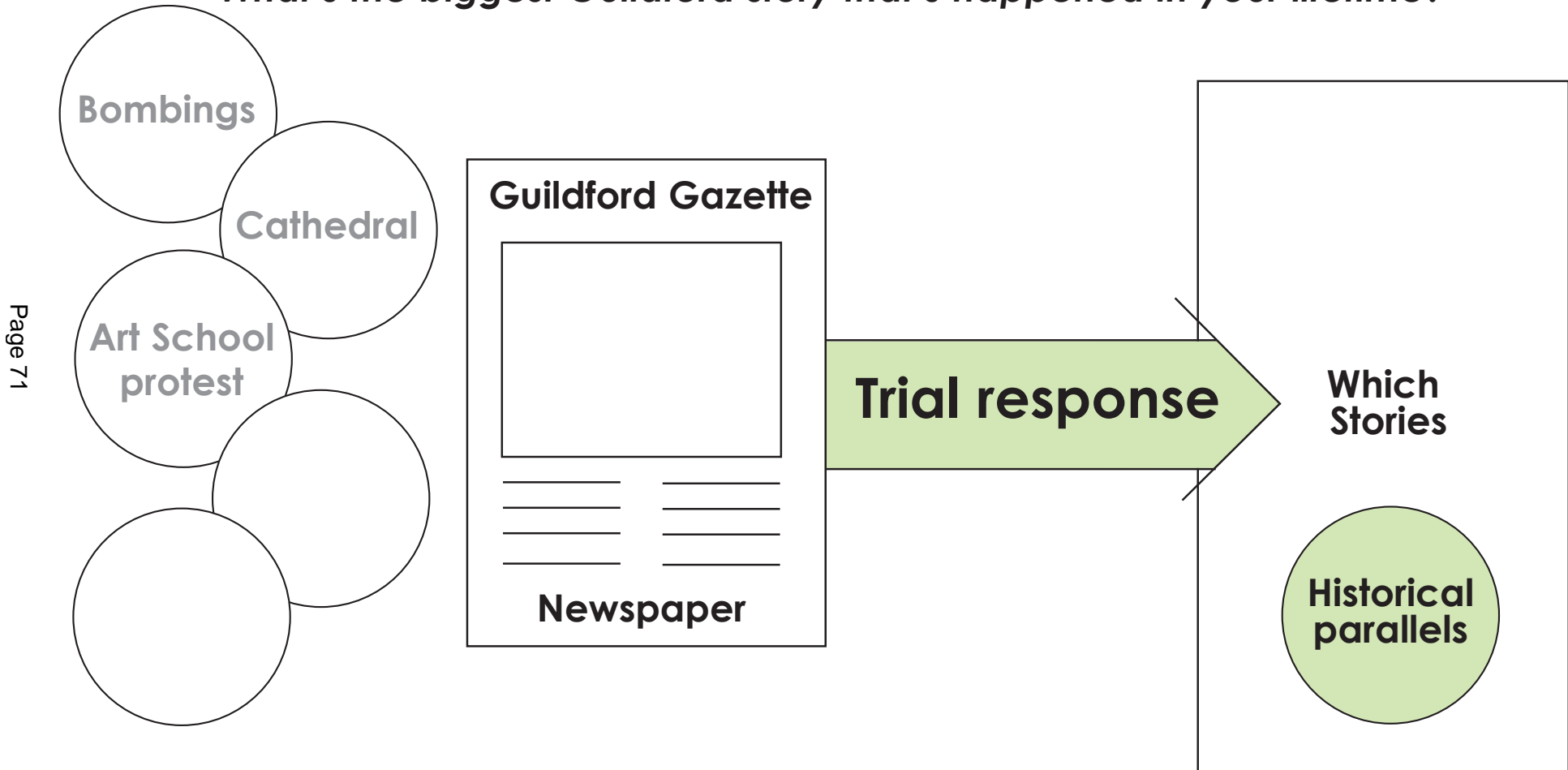
A chronological approach that charts the development of Guildford over time, diving deeper into selected themes as they appear in the chronology.

Chronology: ***What's the biggest Guildford story that's happened in your lifetime?*** Testers are invited to make their own headline for the 'Guildford Gazette', a fictional newspaper made up of the events that the audiences identify as the most important or newsworthy of their lifetimes. The Museum Team will gain insight into which events and stories have most marked local people and why. The results can provide the basis for contemporary collecting to ensure the Museum represents important recent events within the collections.

# Organising Principles: Trial Two

## Chronology

*What's the biggest Guildford story that's happened in your lifetime?*



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Testers consider events in Guildford that have happened in their lifetime. They are invited to note down which they think is the most significant. The Museum Team collates the stories, the results help to focus which events could feature in the Museum. Drawing parallels between these events and similar historical ones is one way the Team can select stories and events likely to interest visitors.

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## Trial Two Results: The biggest Guildford Story in your life time?

Data collected at:	Bellfield's Estate	Museum Comments	AGM Guildhall	Museum Comments	Surrey County Show	Castle Picnic	Great Get Together	Museum Comments	Stoke Community Fun Day on Sat 8th July	Ash Village	Guildford VI club	Day Centre	Library SCC	Alice Day	Grass Roots Networking	Display in Millmead Café	Friary C	Christ Church Memories Day	Sunflower Café (dementia carers) 14/9	Normandy	Heritage Open Day Museum	Museum box 20/6-20/9	Ash Dementia Action Alliance 19/5/17	Rob Poulton interview	Mark Finn interview	museum box Discovery Lounge 6/11	Student Union Surrey Uni 19/10	Holy Trinity Church 7/11	Boilerroom 15/11	Museum box discovery lounge	Total	
Themes:																																
Building the Cathedral											1		1				1															3
Friary Shopping Centre opening											1		1							1											3	
Refurbishing the Castle																					1										0	
IRA bombings	1	1	2	3	3		4	1	1		1		4	8		1	3	1			1				1	1			1		38	
University of Surrey					1						2								1									1		1	5	
2011 Royal visit by the Queen				1					1							1					1										4	
Art College Protests																															0	
Personal stories				1	16	4	4	2		1		3	4	2	3	4	6			1	1	2				12	3	1	3	70		
Local History					3			4		1		2	4		1	2	2				1							1		21		
Historic celebration					3											4														7		
Sport					1					1			1	1	1															5		
Wildlife and gardens					1																										1	
Refurbishing the high street					1																									1	1	
Music event					1																										1	
Alice in W.				1																											1	
Floods				1			2	1		3	1	2	1	6	1	2	4	2			4	2			1	1		1		35		
Part of the community							1						1	1																	3	
Diversity							2																								2	
hurricane 80's							1							1						1											3	
Lost of Manufacturing in town SME							1																								1	
Family life							1	1																							2	
building on the banks of the river stopped							1																								1	
snowy days/icy high st							2	1		1		1																			5	
Dead body found in pond									2																						2	
World War 2											1			1																	3	
Council																				2											2	
Tour of Britain					1			1														1									3	



## Organising Principles: Trial Three

A thematic approach that investigates '**What makes Guildford, Guildford?**' by inviting audiences to name what they think is most representative of Guildford.

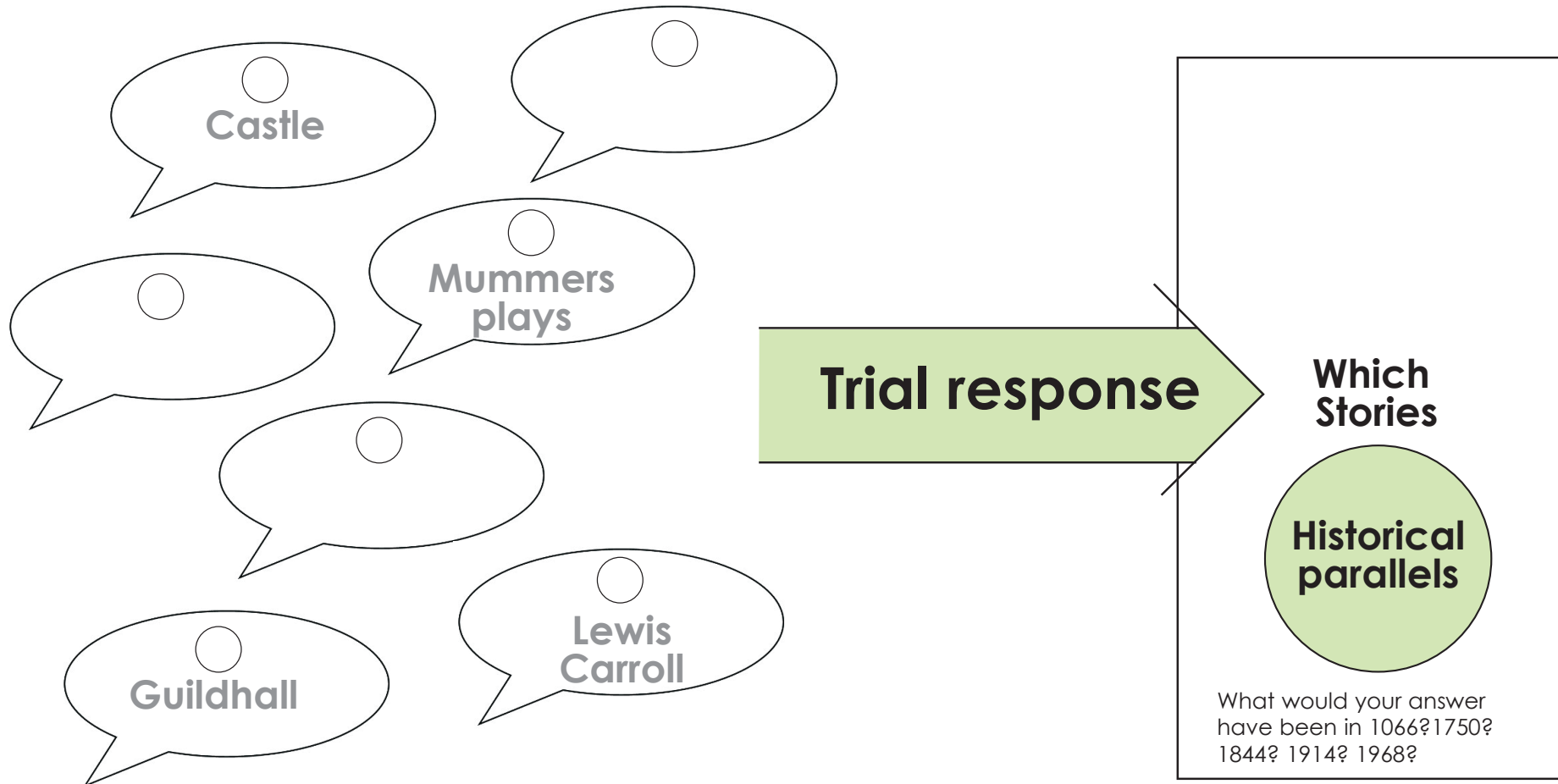
Thematic: **What makes Guildford Guildford?**

A snapshot of what audiences feel is most representative of Guildford: is it a person, place, activity, event? Represented by writing on a speech-bubble note and fixing it to a wall this is a 'quickfire' question where Guildfordians and visitors leave their impression of what defines the town.

# Organising Principles: Trial Three

## Thematic

*What makes Guildford Guildford? Why?*



Visitors are invited to name the person, place, event, character or thing that is key to the identity of Guildford. The Museum team consider which suggestions are most recurrent, and what might have been the answer at different points in the Borough's history. Are there any constants? What is new?

# What makes Guildford Guildford?

Data collected at:	Museum comments	Bellfield's Estate	AGM Guildhall	Museum Comments	Surrey County Show	Castle Picnic	Great Get Together	Museum Comments	Stoke Community Fun Day on Sat 8th July	Ash Village	Guildford VI club	Day Centre	Library SCC	Alice Day	Grass Roots Networking	Display in Millmead Café	Friary	Christ Church Memories Day	Normandy	Sunflower Café (dementia carers) 14/9	Heritage Open Day Museum	Museum box 20/6-20/9	Ash Dementia Action Alliance 19/5/17	Rob Poulton interview	Mark Finn interview	museum box Discovery Lounge 6/11	Student Union Surrey Uni 19/10	Holy Trinity Church 7/11	Ballerroom 15/11	Museum box discovery lounge	Totals	
Themes:																																
The Castle and garden				1	1	7	3	1	1	1			3	6		2			2	1	5	1				2	3				40	
Museum								1						1					1		3	3										
The Guildhall and clock	1			1	3						2			3		1			2	1		1						2			17	
The Mummer's plays																															0	
Lewis Carroll	1						2						1	1		1															8	
Its history/heritage		1			1	2		1					5	8		1	1	2	1	1	3	1				2	2				32	
The shopping		1		1	1		3	2					3	5	1	1	11	1		1	3	1				1					36	
The Cathedral					1		4	1			1	1		1		1		1										3		1	14	
The University					2				1		3			1							1	1						7			16	
The games industry																															0	
Satellites																															0	
IRA pub bombs	1																1														2	
Guildford High Street (sets/up and down with The Mount)				1	6	2	15	1	1	2	2	3	2	10	2	5	3	2	3		3	1				2	4	1		1	72	
Guildford Festival	1						1																								2	
Armed Forces Day 2015	2												1																		3	
Alan Turing	1					1																1									3	
Downs/countryside			1				4						2	4		3	3	3			3						2				25	
Walks					3		3														1	1									8	
Farmers Market	1				1								1																		3	
Social History	1				1		1													1											4	
People					1				2					1		2												2			8	
Stoke Park (padding pool)					1	4	2							2																	9	
Traffic/parking					1									1				3	1	1											7	
The Mount					1		1																								2	
Bearded lady / vegan lady / crazy characters					1																	1									3	
Lido					1	2	1							1																	5	
Fireworks and procession						2							1																		3	
Olympic Torch Relay					1																										1	
Station				1																											1	
Money/expensive to live							1						1					1													3	
challengers							1																								1	
Music							1								1	1												1			4	
Canal/river		1					3	2			1			5	1	2	1	2			1	1				2					22	

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UPDATE/PROGRESS WITH MATTERS PREVIOUSLY CONSIDERED BY THE BOROUGH, ECONOMY AND INFRASTRUCTURE EAB

Date of Meeting	Item	Lead Officer	Lead Councillor	Action Agreed	Progress to date
04-Apr-16	The Future of Guildford Museum	James Whiteman Director of Environment Jill Draper Heritage Manager	Cllr Geoff Davis now Cllr Nikki Nelson-Smith	The Board fully supported the recommendations for Executive's consideration on 19 April 2016 and subject to its approval, looked forward to the reinvention and development of Guildford Museum as part of Guildford's 'Heritage Quarter'.	<p>The Executive noted the EAB's comments and agreed:</p> <p>(1) To commission a feasibility and costing report for the proposed new build extension to the current Museum buildings and approved the vision of developing an updated and exciting museum offering at that site.</p> <p>(2) To transfer £240,000 from the provisional capital programme (ED18(p) Museum and Castle Development scheme to the approved capital programme to carry out the work referred to in paragraph (1) above.</p> <p>(3) To authorise the Director of Environment, in consultation with the Lead Councillor for Economic Development, Heritage and Tourism:</p> <p>(i) to establish a Development Group, consisting of internal representatives and external partners, to assist in the delivery of improvements to the Museum; and</p> <p>(ii) to develop a fundraising strategy and related fundraising committee with a view to identifying and securing external grants and funding for improvements to the Museum</p> <p>(4) To request the Museum Working Group to review and make recommendations on the future of the Victorian Schoolroom, including the possible sale of 39½ Castle Street, should the Schoolroom be discontinued.</p> <p>(5) To approve the Action Plan and request the Museum Working Group to continue its work to deliver the Action Plan.</p> <p><b>Item to be brought back to the Board on 09 April 2018.</b></p>

Date of Meeting	Item	Lead Officer	Lead Councillor	Action Agreed	Progress to date
13-Apr-16	Proposed Submission: Local Plan: Strategy and Sites	Stuart Harrison Planning Policy Manager	Cllr Paul Spooner	<p>The Board agreed to submit the following comments to the Executive:</p> <p>(1) To consider the Board's overwhelming concern about the lack of adequate infrastructure to support planned development particularly in its rural areas. Sufficient infrastructure should be delivered when needed to support the cumulative impact of development in the future, in particular for sites that are too small to provide their own infrastructure directly themselves, but which cumulatively would have an impact.</p> <p>(2) To give assurance and guarantee that infrastructure improvements would be delivered in time to support planned growth.</p> <p>(3) To consider reviewing the methodology employed in the Green Belt and Countryside Study, specifically in relation to deciding between, low, medium and high sensitivity areas. This would ensure that it was defensible when examined by the Secretary of State.</p>	<p>At its special meeting on 11 May 2016, the Executive noted the EAB's comments and recommended to full Council that the draft Local Plan: strategy and sites document be approved for public consultation, subject to:</p> <ul style="list-style-type: none"> <li>the removal of site allocation policy A43 Land around Burnt Common warehouse, London Road, Send, and</li> <li>replacement of site allocation policy A43 with a new site to the east of Burnt Common Lane, south of Portsmouth Road, and north of the A3 known as Garlick's Arch, Send Marsh/Burnt Common and Ripley</li> </ul>
13-Apr-16	Proposed Submission: Local Plan: Strategy and Sites (cont.d)			<p>(4) To support the strongest worded affordable housing policy we can have within the remit of sustainable development.</p> <p>(5) To safeguard green spaces and green approaches in Guildford Town and its surrounding countryside so to enhance the quality of life for all.</p> <p>(6) To review whether a higher windfall assumption is justified.</p>	
23-May-16	Implications for Guildford of the 'Surrey Infrastructure Study'	Neil Taylor Director of Development	Cllr Matt Furniss	<p>The Board acknowledged that the Surrey Infrastructure Study had provided a useful framework to look at the infrastructural challenges that faced Guildford whilst also acknowledging the number of caveats that existed. The Board also recognised the significant work that had already been undertaken to bridge funding gaps and looked forward to the development and implementation of Guildford's Infrastructure Plan overall.</p>	<p>13/11/17 Update from Tracey Coleman: The infrastructure plan is a continuing piece of work to support the Local Plan. We have a special meeting for full council to consider its submission on 21st of November and hopefully submission mid December. Planning Policy Team are working flat out to meet these deadlines. We could respond after this period, when we have more time to update you on the programme and detail of work undertaken.</p>
11-Jul-16	Stoke Park Masterplan	Paul Stacey Parks and Landscape Manager	Cllr Richard Billington	<p>The Board fully endorsed the formation of a project board. The Parks and Landscape Manager would be invited back to the Borough, Economy and Infrastructure meeting in a year's time to look at setting up a project board and how to take this forward.</p>	<p>The Board will invite back Paul Stacey (Parks and Landscape Manager) to a meeting in approx. one year for an update on the establishment of a project board. Scheduled for Board meeting 21 May 2018</p>



Date of Meeting	Item	Lead Officer	Lead Councillor	Action Agreed	Progress to date
31-Oct-16	Multi-Use Sports and Entertainment Facility (cont.d)				<ul style="list-style-type: none"> <li>• Repairs to smoke vents are ongoing with scaffold at various corridor locations around the building. This work is scheduled to be completed by December 20 however we are trying to push the contractors to an earlier completion date. These works are not affecting the customer's ability to use the facilities.</li> <li>• The Air Handling Unit in the Leisure Pool has been through an initial phase of upgrades. The upgrades are split into two possible phases, if the initial phase achieves the target air flow the second phase of upgrades will not be necessary. If the second phase is necessary it can be done without impacting on the customer.</li> <li>• The project works will cost less than £3m to complete (excludes the revenue impact of the closures which is likely to be circa £280k) and has been geared to a minimum ten year life span for the building.</li> <li>• Our project closed the competition, the dive and the teaching pools for a period of four weeks from 7th August. Subsequent restrictions on access to the Dive pool has been due to Freedom Leisure works to the dive boards and platforms. Our project closed the Leisure Pool for 46 days from September 4th, subsequent periods of closure of the Leisure Pool has been due to Freedom Leisure maintenance works. There have been some other minor impacts on customer access due to our projects however these have been insignificant.</li> <li>• There has been some background research on potential inclusion of facilities in a new facility however the work on this will not commence in earnest until this maintenance programme is complete. This is as per the paper presented to the EAB.</li> </ul>

Agenda item number: 5



Date of Meeting	Item	Lead Officer	Lead Councillor	Action Agreed	Progress to date
09-Jan-17	M25 Junction 10/A3 Wisley Interchange Consultation	Graham Brown Atkins Global and Hugh Coakley Highways Agency	Cllr Matt Furniss	The Board made a number of recommendations to be submitted as part of the initial consultation.	The proposed timeline included a period of non-statutory public consultation on 16 Feb 2017 and a preferred route announcement in August 2017. The statutory public consultation would take place from October 2017 – February 2018. A DCO application proposed in July 2018 with construction anticipated to start in March 2020 and opened to traffic in March 2023.  The Board welcomed further input at a later stage.
20-Apr-17	Proposed Submission (Local Plan)	Tracey Coleman	Cllr Paul Spooner	The Board recommended that the draft Local Plan as submitted to the Board, be approved for formal public consultation for a period of six weeks beginning 9 June 2017 – 24 July 2017 subject to one amendment.	The Local Plan was taken to the Executive on 16 May 2017 and incorporated the Board's comments.
13-Sep-17	Bike Share Scheme	Rob Curtis Major Projects Transport Planner	Cllr Matt Furniss	The Board: <ul style="list-style-type: none"> <li>• supported undertaking a feasibility study for a bikeshare scheme;</li> <li>• felt it was important that if there were different bikeshare schemes in Guildford that they be compatible, although not necessarily the same provider;</li> <li>• supported traditional docking over free-floating but felt the feasibility study could examine both;</li> <li>• felt options for the capital and revenue costs be examined, including a capital-free scheme;</li> <li>• advised the locations of docking stations should not be confined to the town centre; infrastructure improvements were important to the scheme,</li> </ul> <p>Suggested:</p> <ul style="list-style-type: none"> <li>• the BID and other retailers be consulted over the proposed scheme;</li> <li>• opportunities to link the bike share scheme to other corporate ambitions; and</li> <li>• any legal or liability implications from introducing a public bike share scheme.</li> </ul>	
	Electric Cars	Kevin McKee Parking Services Manager		Board members suggested the development of an app for an electric charging reservation system	
16-Oct-17	Design Guide	Meave Faulkner Design & Conservation Team Leader	Cllr Paul Spooner	The Design and Conservation Team Leader agreed to look again at proposed timescales. The Design and Conservation Team Leader agreed to discuss the Board's concerns with officers. The Lead Councillor for Housing and Environment agreed to speak to the Lead Councillor for Planning and Regeneration to determine whether additional resources could be put into place to ensure that the design guide, including the residential extensions guidance, was complete by the time the new local plan came into force. The Board expressed an urgent wish to have a task group, so that elected members could have input into the process.	13/11/17 Email sent to Tracey Coleman to request officer nominations for Task Group

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## EAB WORK PROGRAMMES

Corporate Plan items are intended to give the EABs an early opportunity to consider major policies or projects.

### BOROUGH, ECONOMY, AND INFRASTRUCTURE EAB

<b>09 APRIL 2018</b>					
<b>Item</b>	<b>Additional information</b>	<b>Corporate Plan Priority</b>	<b>Relevant Councillor(s)</b>	<b>Lead officer</b>	<b>Target completion</b>
The Future of Guildford Museum Update	To receive a general update on the project	Yes	Cllr Nikki Nelson-Smith	Jill Draper Heritage Manager	2017
<b>21 MAY 2018</b>					
<b>Item</b>	<b>Additional information</b>	<b>Corporate Plan Priority</b>	<b>Relevant Councillor(s)</b>	<b>Lead officer</b>	<b>Target completion</b>
What can we do to speed up housing delivery?	Detailed discussion covering; lobbying of developers and monitoring their development projections; additional training to Planning Committee members about development likely to win on appeal; review pre-application processes; review planning conditions; use of modular (pre-fab) buildings.		Cllr Philip Brooker	Tim Dawes Planning Development Manager	
[Corporate Plan]	To be confirmed following Work Programming Meeting in March				
<b>02 JULY 2018</b>					
<b>Item</b>	<b>Additional information</b>	<b>Corporate Plan Priority</b>	<b>Relevant Councillor(s)</b>	<b>Lead officer</b>	<b>Target completion</b>
Stoke Park Masterplan	First taken to the Board July 2016. Request to return in approximately 1 year	Yes	Cllr Richard Billington	Paul Stacey Parks and Landscape Manager	2020
<b>03 SEPTEMBER 2018</b>					
<b>Item</b>	<b>Additional information</b>	<b>Corporate Plan Priority</b>	<b>Relevant Councillor(s)</b>	<b>Lead officer</b>	<b>Target completion</b>

**EAB WORK PROGRAMMES**

<b>15 OCTOBER 2018</b>					
<b>Item</b>	<b>Additional information</b>	<b>Corporate Plan Priority</b>	<b>Relevant Councillor(s)</b>	<b>Lead officer</b>	<b>Target completion</b>
<b>18 FEBRUARY 2019</b>					
<b>Item</b>	<b>Additional information</b>	<b>Corporate Plan Priority</b>	<b>Relevant Councillor(s)</b>	<b>Lead officer</b>	<b>Target completion</b>
<b>08 APRIL 2019</b>					
<b>Item</b>	<b>Additional information</b>	<b>Corporate Plan Priority</b>	<b>Relevant Councillor(s)</b>	<b>Lead officer</b>	<b>Target completion</b>

## EAB WORK PROGRAMMES

### SOCIETY, ENVIRONMENT, AND COUNCIL DEVELOPMENT EAB

22 FEBRUARY 2018					
Item	Additional information	Corporate Plan Priority	Relevant Councillor(s)	Lead officer	Target completion
Meeting cancelled owing to lack of business					
05 APRIL 2018					
Item	Additional information	Corporate Plan Priority	Relevant Councillor(s)	Lead officer	Target completion
Meeting cancelled owing to lack of business					
17 MAY 2018					
Item	Additional information	Corporate Plan Priority	Relevant Councillor(s)	Lead officer	Target completion
Procurement	Presentation from Principal Solicitor		Cllr Matt Furniss	Diane Owens Principal Solicitor	
Creation of Guildford Energy Company, Climate Change, and Council's Green Agenda	Presentation from Kevin Handley?		Cllr Phillip Brooker	Kevin Handley Office Manager	
Procurement of New Cemeteries	Item to include regulatory context, GBC need, outcome of feasibility work from Bereavement Services FSR.		Cllr Matt Furniss	Natasha Precious Bereavement Services Manager	
05 JULY 2018					
Item	Additional information	Corporate Plan Priority	Relevant Councillor(s)	Lead officer	Target completion
Recycling Improvements: Review of Refuse and Recycling Service	(a) Review core recycling services to ensure that they remain fit-for-purpose.  (b) Carry out doorstep surveys in 2017 and 2019 to identify residents' views on current and future recycling services	Yes	Cllr Matt Furniss	Chris Wheeler Waste and Fleet Services Manager	2019

**EAB WORK PROGRAMMES**

<b>06 SEPTEMBER 2018</b>					
<b>Item</b>	<b>Additional information</b>	<b>Corporate Plan Priority</b>	<b>Relevant Councillor(s)</b>	<b>Lead officer</b>	<b>Target completion</b>
Mental Health and Wider Determinants of Health			Cllr Iseult Roche	Helen Barnsley Public Health Co-ordinator	
<b>18 OCTOBER 2018</b>					
<b>Item</b>	<b>Additional information</b>	<b>Corporate Plan Priority</b>	<b>Relevant Councillor(s)</b>	<b>Lead officer</b>	<b>Target completion</b>
Future operation of Public Conveniences			Cllr Matt Furniss	Chris Wheeler Waste and Fleet Services Manager	
<b>14 FEBRUARY 2019</b>					
<b>Item</b>	<b>Additional information</b>	<b>Corporate Plan Priority</b>	<b>Relevant Councillor(s)</b>	<b>Lead officer</b>	<b>Target completion</b>
<b>04 APRIL 2019</b>					
<b>Item</b>	<b>Additional information</b>	<b>Corporate Plan Priority</b>	<b>Relevant Councillor(s)</b>	<b>Lead officer</b>	<b>Target completion</b>

## EAB WORK PROGRAMMES

### Unscheduled items

#### **Borough EAB**

<b>Item</b>	<b>Additional information</b>	<b>Corporate Plan Priority?</b>	<b>Relevant Lead Councillor(s)</b>	<b>Lead officer</b>	<b>Target completion</b>
M25 junction 10 / A3 Wisley interchange Improvement scheme: Preferred Route Announcement					

#### **Society EAB**

<b>Item</b>	<b>Additional information</b>	<b>Corporate Plan Priority?</b>	<b>Relevant Lead Councillor(s)</b>	<b>Lead officer</b>	<b>Target completion</b>
Strategy for the Elderly/Later Life					
Procurement					

**For discussion: New Corporate Plan (both EAB's?),**

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