



Notes on completion

Summary

Name of your organisation

Guildford Borough Council

Project title

In no more than 15 words, please choose a title which you think best describes your project. This will be seen externally, on our website and by our decision makers so please ensure that you choose a title that you are happy for a wide range of people to see.

Creating a heritage hub for Guildford

Reference number

HG-14-00813

Project summary

In no more than 150 words, summarise your project. We will use this text to tell people about your project, including our decision takers.

The project will transform Guildford Castle and Museum into an integrated site that tells the history of the Castle, stories of Guildford and its people. This site will be a visitor destination, which provides a heritage hub, a gateway and a link to other heritage sites around the town that form Guildford's heritage quarter.

The project has a central role in delivering Guildford Borough Council's tourism strategy and plan to develop Guildford as a tourist destination offering strong heritage attractions.

Major restructure of the museum will include new displays and learning spaces, supported by a variety of activities, together producing a refreshed, enlivened museum and attraction for the borough's community and visitors.

The project is one for people: its key features include opportunities to involve people and communities (through volunteering, consultation, internships) as creators as well as users of services and resources.

Have you received any advice from us before making your application?

Yes

Please tell us who you received advice from.

Christopher Falconer, Stuart MacLeod, Sarah Wickes

Is this your first application to the Heritage Lottery Fund?

No

Please tell us the reference number and project title of your most recent application.

HG-12-08002

Section one: Your organisation

1a Address of your organisation:

Address line 1	Millmead House
Address line 2	Millmead
Address line 3	
Town / city	GUILDFORD
County	Surrey
Postcode	GU2 4BB

1b Is the address of your project the same as the address in 1a?

No

Enter the address of your project. Please use the post code look up button to find your address so that the Local Authority and Constituency information is generated in the boxes below.

Address line 1	Guildford Museum
Address line 2	Castle Arch, Castle Hill
Address line 3	
Town / city	GUILDFORD
County	Surrey
Postcode	GU1 3SX

Local Authority within which the project will take place

Guildford

Constituency within which the project will take place

Guildford

1c Details of main contact person

Name

██████████

Position

Heritage Manager

Is the address of the main contact person the same as the address in 1a?

No

Enter the address of the main contact person:

Address line 1	Guildford Museum
Address line 2	Castle Arch
Address line 3	
Town / city	Guildford
County	Surrey
Postcode	GU1 3SX

Daytime phone number, including area code

01483 444 [REDACTED]

Alternative phone number

01483 444 [REDACTED]

Email address

[REDACTED]@guildford.gov.uk

1d Describe your organisation's main purpose and regular activities

Guildford Borough Council is a second tier local authority that provides services to a population of 139,700, in Surrey's second-highest populated district. Guildford is its largest settlement and the county town. Although mostly an affluent area, the borough covers two of the most deprived areas in Surrey.

The Heritage Service is part of the Council's Economic Development service unit. It cares for Guildford Borough Council's heritage assets, using them to enable residents and visitors to value, find connection with and be inspired by the past and to ensure they are available for the public to enjoy.

Regular Heritage Services activities include:

- managing and opening six heritage sites to the public: Guildford Castle, Guildford House, Guildford Museum, the Guildhall, Undercroft and Wanborough Barn (2013-14 visitor numbers 158,929).
- managing collections of archaeology, local history, art and textiles and providing a public enquiry service
- curating a programme of temporary exhibitions and events across sites
- running a successful reconstructed Victorian schoolroom formal session for KS1 and 2, and producing teachers' packs for temporary exhibitions
- delivering holiday craft activities for families
- organising local history talks including a structured local history programme that has run for over five years
- providing work experience and volunteering placements

1e The legal status of your organisation

Please select one of the following:

Local authority

If your organisation is any of the following, please provide the details shown:

Company - give registration number

Registered Charity in England, Scotland or Wales - give registration number

Charity recognised by HM Revenue and Customs in Northern Ireland - give reference number

1f Will your project be delivered by a partnership?

No

1g Are you VAT registered?

Yes

Please provide your VAT number

212530417

Section two: The heritage

In this section tell us about the heritage your project focuses on and why it is valued.

2a What is the heritage your project focuses upon?

Guildford is an attractive and bustling business and retail centre, retaining a Saxon street layout, cobbled High Street and many listed buildings. The project covers the town centre conservation area, a compact sector with heritage buildings peppered amongst shops and restaurants. Many are owned by Guildford Borough Council and open to the public (e.g. medieval Undercroft and 16th century Guildhall); some provide limited openings as a secondary activity to their main purpose (St Mary's Church, a functioning church with a saxon tower, or Abbot's Hospital, a charity and early 17th century almshouses); others are privately owned and not open to visitors (The Chestnuts, the house Lewis Carroll rented for thirty years, or the medieval "synagogue" in a High Street basement).

The heart of the project is Guildford Castle and Museum, two sites that adjoin each other within the conservation area, situated within a cluster of other important heritage sites: the Chestnuts; Castle Cliffe gardens, the site of the royal palace; Racks Close, an open space linked to the medieval wool trade and quarrying; and St Mary's Church. The castle and museum are linked physically and historically, as the museum was built on part of the castle bailey. The united site is complex and difficult to understand as one. It has challenging changes in gradient and levels, and buildings and open spaces orientated in different directions with different entrances and open to the public as separate attractions.

Guildford Castle comprises a 12th century keep that stands on a steep mound overlooking the town, encircled by the ruins of castle chambers and colourful flowerbeds. It is open to the public from spring to autumn with minimal interpretation and a rooftop viewpoint offering panoramic views. The keep has poor access due to the steep climb up the mound and step-only access. The castle gardens are well maintained and popular with visitors but lack interpretation of their historic features.

Guildford Museum displays the Council's collections and temporary exhibitions in buildings attached to the castle's entrance arch, adjacent to Castle Gardens, Castle Cliffe Gardens and Lewis Carroll's house. The museum is open to the public throughout the year. It also houses Heritage Service offices and the library and offices for the Surrey Archaeological Society.

The combination of these different heritage elements, buildings, townscape and collections, provides a wealth of heritage material that tells national, regional and local stories, illustrating the changing face of the borough.

The castle is a scheduled ancient monument with ruins of bailey apartments listed as grade I and is of exceptional significance as a rare surviving example of medieval military and domestic architecture; its medieval fabric, excavated material in the museum collection and documentary information in pipe rolls (royal accounts) are exceptional as a source of information about medieval life. It is also significant as an example of "recycling" a site: a royal castle and palace in the 12th-14th centuries, a gaol for Surrey and Sussex in the 14th and 15th centuries, a medievalised prospect tower in the late 16th century, a private garden with picturesque ruins in the 18th and 19th centuries and a public park and museum from 1898.

The museum site's significance is intertwined with that of the castle as it sits on the footprint of the castle's bailey. Its oldest part, Castle Arch House, is a grade II* gentry house that incorporates ruins of the medieval gatehouse and was built by the keeper of the castle gardens. Rebuilt and extended in the 17th century, Castle Arch is an important example of a Jacobean home that survives largely intact whose fine decorative features are of exceptional interest.

Both sites and collections and the conservation area have associative historical value. Guildford Castle was established by William I, is believed to be the only surviving stone structure built by King Stephen, and transformed into a palace by Henry III. Pipe rolls show that Henry II spent Christmas at the castle in 1186. The sites and collections also have links to Lewis Carroll who is closely linked to Guildford. He wrote parts of Alice through the Looking Glass and the Jabberwocky here and died at The Chestnuts, a house built on the footprint of the castle's great hall. The museum's 1911 gallery was built to house a collection of Surrey cottage life collected by Gertrude Jekyll to preserve a disappearing way of life. The collection also includes her gardening boots and sketchbook. Another important link for the town is George Abbott, one of the translators of the King James bible.

The collections include sites and items of exceptional significance, such as two Saxon glass beakers, rare examples of high status grave goods from Guilddown pagan cemetery. Priest's regalia and other finds from Romano-Celtic Wanborough Temple represent a site, not only significant for the quality and extreme rarity of its finds, but also notorious for its stripping by "nighthawks" in the 1980s – a case credited as leading to the introduction of the Treasure Act, 1996.

Collections relating to major local employers such as Drummonds, the Friary Brewery or Dennis Brothers, hold a great deal of significance for communities. Many local residents remember the companies, one focus group participant stating, "when the brewery was active and alive, the activity, the people, the smells, it was quite a thing of Guildford". Dennis Brothers has national significance as a major producer of fire engines, familiar across the UK.

Other stories of high community significance such as the Guildford Pub Bombings, or the late 20th century Guildford music scene, are less well represented in the physical collections, but instead form intangible heritage recorded in oral histories or local newspaper articles. This intangible heritage includes other significant stories such as the development of computer technology associated with pioneers Ada Lovelace and Alan Turing. Today Guildford is emerging as the centre of national developments in technology and has been described as 'the Hollywood of [computer] game design'.

2b Is your heritage considered to be at risk? If so, please tell us in what way.

There is a threat to the continued sustainability of the museum due to the poor value for money it offers the Council. In 2013-14, visits to Guildford Museum were 12,346, a fall of 52% since 2003-04. Although numbers have been stable since 2009-10, this a disappointing figure and low in comparison with the Castle Keep's 10,248 visits (2013-14), a charged attraction that has fewer public openings each year, and the Castle Garden's 125,000 visitors a year.

If the museum buildings continue to be thus undervalued, there is a risk that their commercial value will be thought more important than heritage interest, and sold for another purpose. At present the site is protected by its use as a public museum. Poor attendances have raised questions over justification for the maintenance of the museum in an area of strong residential sales demand.

With much heritage situated on and to the south of the High Street and an outdated and poorly presented museum, there is a high risk that the heritage of the town will be stranded away from the main circulation routes and of increasingly low relevance. Ambitious town centre development plans risk further isolating heritage buildings in this part of Guildford.

With their chalk facing and rubble core, the standing ruins of the castle are vulnerable to prolonged exposure to the elements. In 1964, a length of wall fell in the area of the Kings Chambers and other recorded features have deteriorated. In the 2009 Conservation Management Plan, the condition of walls around this area was considered as poor.

2c Does your project involve work to physical heritage like buildings, collections, landscapes or habitats?

Yes

Tell us the name of the building(s), collections, landscape or habitat area

Guildford Castle, including areas of Guildford Castle Gardens, and Guildford Museum

Do you, or a partner organisation, own the building, land or heritage items outright?

Yes

Do you or a partner organisation have a mortgage or other loans secured on the property or item, or any plans to take one out?

No

For landscape projects, please provide an Ordnance Survey grid reference for your landscape

2d Does your project involve the acquisition of a building, land or heritage items?

No

Please tick any of the following that apply to your heritage:

Accredited Museum, Gallery or Archive

Designated or Significant (Scotland) Collection

DCMS funded Museum, Library, Gallery or Archive

World Heritage Site

Grade I or Grade A listed building

How many buildings of this type are included in your project?

Two

Grade II* or Grade B listed building

How many buildings of this type are included in your project?

One

Grade II, Grade C or Grade C(S) listed building

How many buildings of this type are included in your project?

One

Local list

Scheduled Ancient Monument

×

How many monuments of this type are included in your project?

One

Registered historic ship

Conservation Area

×

Registered Battlefield

Area of Outstanding Natural Beauty (AONB) or National Scenic Area (NSA)

National Park

National Nature Reserve

Ramsar site

Regionally Important Geological and Geomorphological Site (RIGS)

Special Area of Conservation (SAC) or e-SAC

Special Protection Areas (SPA)

Registered Park or Garden

Section three: Your project

In this section, tell us about your project. Make sure you include all your planned activities, and capital works if applicable.

3a Describe what your project will do.

OBJECTIVE 1

To raise the contribution of Guildford's history and heritage to the town's life, vibrancy and sense of place by integrating and promoting its many heritage attractions within a heritage quarter

Our Project will

- Transform interpretation in the heritage hub, presenting stories, based on sites and local people, to set a context for exploring the town's surviving and lost heritage.
- Establish annual town events, involving other heritage sites and local businesses, relating to local themes, such as a Lewis Carroll festival, a royal Christmas at Guildford Castle (based on a payment in 1186 for "preparing the king's lodgings for Christmas") and an Ada Lovelace day Estimated 4,000 participants in year 1
- Provide interpretation of the hub heritage quarter and its buildings in a range of methods from guided tours and talks to a digital app
- Develop heritage book clubs that will circulate between town centre heritage sites. Estimated 40 participants
- Develop a programme of 'Lates': themed, monthly evening openings, working in conjunction with young people in the community and in the University to contribute a heritage offer to the town centre's evening economy, change perceptions of the museum and introduce younger visitors to our heritage. 500 visitors per year

OBJECTIVE 2

To transform the heritage value and appeal of Guildford's castle and museum as the town's heritage hub: a focal point for the heritage quarter and a key community venue and primary visitor attraction.

We will:

- Reorient the approach and entrance to the museum buildings, connecting them to the castle site and enabling visitors to understand the castle, castle gardens and museum as parts of one significant historic site.
- Interpret the castle grounds, using landscaping to define lost areas of the castle, for the first time helping visitors to understand its scale and story
- Tell the history of Guildford and its role as the county town of Surrey, using a variety of interpretation methods.
- Provide a programme of temporary exhibitions around themes of local history and community interest within a spectacular new exhibition gallery in the medieval Kings Chambers
- Use a creative writer's residency as a medium for engaging audiences and interpreting themes for displays and sites in the town – building on the town's links with writers, past and present, and the association of the castle with stories and storytelling. This will leave a legacy, the Guildford Story Library, a bank of stories of Guildford that can be used and told into the future. 160 workshop participants, 12 story telling sessions for 20 people each per year

OBJECTIVE 3

To help protect and preserve the remains of the historic castle site and the Guildford Borough museum collections so that their heritage significance can be enjoyed by current and future generations

We will:

- Re roof over the ruined remains of the Kings Chamber, bringing it back into use as a spectacular exhibition space, protecting it from weather erosion and safeguarding it from misuse
- Restore and reveal the museum's historic interiors, particularly Castle Arch House, and rework the sequence of galleries so visitors can understand and orientate themselves within the historic house and relate it to the wider site and castle context.
- Conduct a review of the condition of the collection and undertake conservation treatment of priority items for use in displays and programmes
- Improve display conditions, providing an improved environment and display equipment and providing mounts to ensure artefacts are supported and protected.

OBJECTIVE 4

To allow more and a wider range of people to access and experience the heritage assets

We will:

- Remove physical barriers to accessing the castle and museum by making improvements to the site
- Enable public access to the Kings Chambers, currently closed off ruins, allowing visitors to experience and understand the scale and development of the castle and the royal apartments
- Deliver a heritage roadshow during our closed phase, taking collections and activities to venues in and around Guildford and new audiences, including to hard to reach groups, such as rural communities. Estimated 8 venues per year
- Develop a series of multi sensory loans boxes to meet the needs and interests of schools' groups, those with sensory disabilities and groups / care homes for the elderly. To be used by an estimated 30 groups each year.
- Increase collections and information on display and available to researchers and students in the 1st floor volunteers / study area
- Provide improved interpretation through multi-sensory displays, programmes of activities
-

OBJECTIVE 5

To maximise the use of the castle and museum sites, buildings and collections as a source of learning and inspiration

We will:

- Create a learning and activity studio in the museum comprising three separate spaces that will accommodate an increased and expanded formal and informal learning programme
- Relocate the Victorian School sessions from off site to the new learning and activity studios within the museum
- Expand the on site schools' programme, making a step change in the formal learning offer by increasing provision and support for primary schools and, for the first time, extending it to secondary schools. 12,000 pupils per year
- Devise an adult learners programme offering training in creative heritage skills as well as opportunities for groups with disabilities. Activities such as sighted guiding, a multi sensory highlights trail and creative, partnership projects will help people learn and enjoy the site and collections. 500 participants per year
- Provide an expanded and enhanced range of public talks about the heritage of the town and related themes, involving well known speakers and local researchers. 200 attendees per year
- Establish a study area where researchers and students can access information about collections and the history of the borough and county. This will include access to a club room, a meeting space for researchers and members of related town groups, such as the Friends of Guildford Museum and Guildford House, Guildford Town Guides and the Surrey Archaeological Society. 100 people using the space per year

OBJECTIVE 6

To increase opportunities for local people to be involved in the operation and development of the site and services

We will:

- Extend and increase opportunities for participation through volunteering including collections care, site and display guide/interpreters, welcome host meeters and greeters. Internships will be offered in areas of heritage learning and marketing
- Run a community archaeology project to include sessions for schools and groups, involvement for expert and novice volunteers, basic excavation skills training, "dig for a day" sessions, after-school and weekend sessions for young people and families, site tours and finds processing. Estimated 200 participants
- Develop opportunities for people to curate their own exhibitions, and work with us to co-create displays as an outcome of activities on site and through outreach.
- Work with focus groups to help research and evaluate elements of our project, including interpretation of sites, displays and collections, planning themes and programmes for temporary exhibitions and activities. 8 focus groups of 10 participants each
- Establish a youth forum, inviting young people to shape the service, running events like #TakeOverDay

Summary breakdown of capital work

- Relocation of the Castle Gardens north west entrance and reconstruction of the path to the new museum entrance to provide level access across the site
- Construction of a new museum entrance, opening from the Castle Gardens, housing reception and shop, providing a link to a new temporary exhibition gallery (Floorplan E2)

- Construction of free-standing roof over ruins of the castle's Kings Chambers creating an enclosed temporary exhibition gallery (E4 on floor plans)
- Demolition of an existing 1961 building constructing a new three storey building in its place to link the new entrance and temporary exhibition gallery with the existing museum. The new building will provide new display space and facilities with views to Castle Cliffe gardens and Lewis Carroll's house (E5 on floors plans)
- Installation of lift within E5 will give level access to both floors of Castle Arch House
- Renewal of services within and across the museum site
- Installation of energy efficient fittings including LED lighting, high rating heater installation
- Refurbishment of ground floor of Castle Arch and installation of new museum displays (C1 – C11 on floor plans)
- Refurbishment of the 1911 Gallery as a learning and activity studio with its own front door, outdoor learning terrace, wet area and WCs (shown on plans, within supporting document 6,, as B3 and B3a)
- Refurbishment of the front room of 48 Quarry Street as a learning resource space (shown on plans, within supporting document 6, as B7)

3b Explain what need and opportunity your project will address

There is a wealth of heritage in Guildford's town centre but it is scattered and uncoordinated and fails to achieve the strong presence it deserves. The castle and museum, south of the centre, are invisible to shoppers on the High Street and this effect will become more pronounced in future. Ambitious plans for the town, presented in the Council's "Guildford Town Centre Vision 2014" include large-scale retail development north of the High Street, changes in traffic circulation through the town centre and enhancements to the environment of the River Wey – all drawing visitors away from the town's conservation area. The Vision endorses and includes our project, as a counter balance to new development, to circulate visitors around the town centre and maintain its sense of character and place.

Surveys show that residents and visitors rate Guildford's historic character as one of the best things about the town. There is a vast appetite for heritage activities and visits in Guildford and the surrounding area, as evidenced by the number of visitors to Heritage Open Day events across Surrey. In 2014, the total number of participating sites was 12,621 representing a very real opportunity to tap into a groundswell of interest in engaging with local heritage. Guildford Borough Council have placed tourism high on its agenda in its Corporate Plan 2013 – 2016 and have recently approved a Visitor Strategy 2014-20 with bold plans to develop the tourism offer and increase its economic value to the borough. Our project is included as a priority with a key role in increasing the town's visitor offer.

The project offers the opportunity to provide a solution to the serious issues of physical access into and through the hub site. All entrances into the castle gardens involve changes in gradient and the approach to the keep is only accessible for the most mobile of visitors. Public spaces in the museum are accessed through a series of buildings, with steps and an incoherent arrangement of public galleries. Consultation with the Guildford Access group showed that some potential visitors could not access the building at all. Many other visitors have told us that they find moving around the site difficult

3c Why is it essential for the project to go ahead now?

At a time when Guildford is making plans for major capital development in the town centre to boost retail and business, culture and heritage are in danger of being left behind and the key heritage area becoming a backwater in the town. With poor visitor numbers, high property values and the need for the Council to achieve value for money, the museum is at a pivotal point in its survival. If the project is not progressed now the opportunity will be lost, together with any future opportunity to realise the value of synergies between heritage attractions in the town centre. It is the right time to develop a new heritage quarter with a vibrant heritage hub at its heart to raise the profile of important heritage assets and stop them being swamped and undermined by new development.

The growth of Guildford as a regional retail and visitor centre and the public appetite for heritage offers a unique opportunity to position and promote a redeveloped Castle and Museum at the heart of the heritage quarter as an important part of plans for an enlivened town centre offer. The tired, outdated and static presentation of the museum site and permanent displays has created negative perceptions of the museum's appeal and relevance. A further drop in visits at a time when the value for money of public services is under scrutiny, and services under threat, will jeopardise the survival of the Museum and public access to the site

and its significant collections and broader heritage. This is the time to turn its fortunes around and realise its value.

3d Why do you need Lottery funding?

Guildford Borough Council support this project despite pressures for austerity and reductions in public sector budgets. A letter from the Leader of the Council (attached) indicates the Council's willingness to provide partnership funding and underwrite the fundraising target. However, due to many other demands on its budgets and the current economic situation, it is unable to provide total funding to undertake such a major cultural development and must seek external funding to implement the scheme.

The Council has produced an outline fundraising strategy. This includes an appeal campaign that will seek funding from a variety of sources (submitted with this application). However, as the leading dedicated funder for heritage, the Heritage Lottery Fund is the most relevant source of major capital funding and the closest fit to our own project objectives. The Heritage Lottery Fund's endorsement of our project will be vital in demonstrating the backing of a nationally recognised, external funding body to other funders.

If we do not get a grant from the Heritage Lottery Fund the project will not go ahead. Although we have examined options for a phased approach this has proven impossible due to the critical mass of elements required to resolve issues with the physical space, transform use of the site and achieve a step change in service provision. Without the project our heritage is at risk.

3e What work and/or consultation have you undertaken to prepare for this project and why?

In 2004, Guildford Borough Council produced an audience development plan to explore the potential for developing the museum. This highlighted issues, such as falling numbers of visits, difficulties in attracting younger people and repeat visitors and poor access. It also showed a growing potential audience for culture in and around the town, and opportunities to unite the museum and castle sites for public and heritage benefit.

In 2009 the Council commissioned the Paul Drury Partnership and Stuart Davies Associates to produce a conservation management plan. Consultation sessions were held to involve a range of stakeholders (the Friends of the Museum, regional Museum Development Officers and officers of the Surrey Archaeological Society) in developing the plan. This was then used to inform development proposals.

An architectural scheme has been developed by ZMMA and initial consultation has been carried out with the Council's conservation officer and relevant English Heritage inspectors and has received in principle support.

Heritage staff have consulted with a range of users and non users (summarised in the outline activity plan) to identify their response to our plans. In 2014 Julia Holberry Associates carried out an online survey and focus group sessions with young local families and older local residents, both low income, to assess support for the project and deepen our understanding of the needs of key audiences and the local population. This was followed by a focus group session, led by staff, with local people with disabilities. The response from all was positive.

"I think it sounds really good."

"Yeah 'cause it's gonna make use, it's not just gonna be crumbling away is it."

" I think that sometimes you have to have a little bit of change to bring a lot of positivity."

Section four: Project outcomes

In this section, tell us about the difference that your project will make for heritage, people and communities.

4a What difference will your project make for heritage?

Heritage will be better managed

The creation of a heritage quarter will improve management of heritage assets by increasing co-ordination and partnership working across sites and interests, building a critical mass of support, a louder voice for heritage in the town, and support networks for organisations involved. Physical improvements to the hub will allow more efficient management of heritage, making the most significant parts accessible to visitors; using less significant parts for back-room functions.

The heritage will be in a stronger position due to

- consolidation of town centre heritage; greater co-operation between managing organisations
- enlivened and unified site offer
- a core network of supporters, built through community fundraising and engagement of volunteers, leading to future sustainability
- improving the operational efficiency of sites and services through rationalising and updating services
- improvements will mean that the museum can meet the requirements of the Visitor Attraction Quality Assurance Scheme (VAQAS)

Heritage will be better interpreted and explained

Interpretation of buildings and sites within the heritage quarter and hub and collections and stories in museum displays, will be expanded and co-ordinated to bring coherence to the story of the town, inform and engage a range of audiences.

This will bring a step change in visitors' understanding of heritage. The stories and features of the town-centre conservation area will, for the first time, be drawn together, set in context and explained. Within the hub and the town multi-sensory signage and interpretation in a range of accessible formats, e.g. a digital application guiding visitors around the heritage quarter; an activities programme, including talks, storytelling and reminiscence sessions; the temporary exhibition programme, formal and informal learning programmes, will meet the needs and preferences of different audiences.

We will consult target audiences on display themes and interpretation methods, ask them to evaluate proposed display themes and interpretation to ensure they are clear and informative for our users. Activities (e.g. Creative Writer in Residence, and Youth Forum will) provide opportunities for people to directly influence and contribute to the interpretation within the project.

As a result

- Visitors will find interpretation clear, easy to understand; the stories we tell interesting and absorbing
- We will receive positive feedback about displays and themes from a wider range of audiences
- Hard to reach audiences, including deaf and disabled visitors and young people will find interpretation and activities meet their interests and make them likely to return to the site
- Visitors will be inspired to explore the wider heritage beyond the museum

Heritage will be in better condition

Our project will make clear improvements as a result of undertaking repairs to areas of the site in poor condition, protecting vulnerable elements of the castle ruins by bringing them back into use. We will undertake remedial conservation of museum collections, assessing appropriate environmental conditions and equipment for their display. Collections volunteers will have contributed to decant of the collections as well as conservation cleaning of artefacts.

Improvements will be recognised by:

- English Heritage will approve work within the Kings Chambers as successful in protecting and enhancing standing ruins without compromising the heritage
- New display conditions will meet all elements of Benchmarks in Collections Care sections 5.45-5.49 ('handling and use: exhibitions – Good')
- Relevant collections care and conservation plan objectives will have been met, and recommendations of project staff responsible for collections will have contributed to the next iteration of this plan

- Audiences will report an understanding and appreciation of the benefits of the building work in supporting ongoing castle conservation

Heritage will be identified / recorded

The project will enable the museum to tell a clear, coherent story of the development of the town and Guildford Castle, to its community, for the first time. It will also allow information, currently available, to be supplemented by new discoveries made through excavation and research. The community archaeology project will examine elements of the archaeology that will be disturbed or compromised by the development and provide significant advances in our understanding of the development of the castle. All elements will be made available to the public through new displays and interpretation.

As a result:

- A new record of the archaeology and story of the castle site will be available to the public through exhibition and published site reports
- Hidden, intangible and inaccessible heritage in the town and heritage quarter will have prominence through a visitor app and temporary exhibitions
- Better research facilities will allow greater study of the collections for researchers at all levels
- Community exhibitions and activities will have allowed local people to share their views of local life and have contributed to our collections development policy for the future

4b What difference will your project make for people?

People will have developed skills

Underpinning the project activities is the principle that participation supports learning, changes attitudes and behaviour, as an agent for fun and engagement. A key feature of the project will be therefore the opportunities we will offer to involve people as creators of the project as well as users of its services and resources.

The project will provide opportunities for a range of people to develop and hone new skills: from internships in marketing and learning, to training such as sighted guiding to enable members of the team to expand their work, to a range of opportunities for volunteers to gain skills through involvement with different aspects of implementing the project.

As a result:

- Interns will have evidence of work undertaken, skills and knowledge gained, and training completed, for use in job applications. They will also be able to show a greater understanding of their career aims
- Volunteers undertaking placements will be able to demonstrate a record of practical achievement to support career development
- Staff will be confident in providing new services

People will have learnt about heritage

Our diverse learning and engagement programmes and the hub's new learning and activity studios will enable us to dramatically expand the scale and content of current programmes according to the needs and interests of a range of different audiences. Schools programmes will meet the requirements of the national curriculum, support formal learning for primary and secondary schools and enrichment programmes, such as Gifted and Talented and schemes such as Arts Awards. Opportunities for adults to learn directly from heritage activities, such as the creative learning programme, writer in residence and heritage book club, will enable them to explore, make sense of and respond to heritage. The project will also foster further understanding of Guildford's heritage amongst researchers who may use the new public study area and shared "volunteers" space. Visitors to the hub will be equipped with information about the wider heritage of Guildford and will be inspired to travel out from the site to learn more about these places in Guildford.

As a result

- Visitors to the heritage hub will go on to explore the wider heritage of Guildford
- Adults, children and young people will be able to identify new things that they have learnt from their visit
- They will be able to use what they have learnt to support formal education, for pleasure or personal interest
- There will be an increase in disabled visitors using and exploring the museum displays
- Families using the displays and exhibitions will tell us what fired their imagination

- Information from visitors/users will continue to tell us how our programme can be improved to enable them to learn from the heritage

People will have an enjoyable experience

The project creates a range of opportunities for people of all ages to become part of the team contributing to delivering an exciting and transformational community project (e.g. the community archaeology, youth forum, volunteering, co produced temporary exhibitions) or participating in its events and activities (e.g. annual Lewis Carroll festival, creative workshops, leisure learning, family fun activities).

- People contributing to the delivery of our project will be supported by staff and provided with resources to carry out their role
- Their achievement will be acknowledged and celebrated
- Customer services will meet all elements of Museum Accreditation Phase II, requirement 3
- Members of the public will repost and share our social media posts
- Visitors will want to return, building up loyalty and a repeat visitor base

People will have volunteered time

The project's volunteer programme is an opportunity for people to develop new skills, or share existing skills within the team; to have a sociable, enjoyable and rewarding experience whilst helping more people to enjoy and understand the heritage of Guildford. The project will provide opportunities for volunteers to act as welcoming hosts, exhibitions and site guides, assist with preparing collections for display and help people to enjoy the facilities of the museum and site.

Volunteers will benefit from the experience:

- By developing skills and confidence
- Gaining satisfaction from being a part of the project
- Enjoying the social aspect of volunteering
- Using this experience to take steps into employment

4c What difference will your project make for communities?

Negative environmental impacts will be reduced.

The project will deliver considerable improvements to the energy efficiency of the museum, removing old fittings and systems. Construction works include a range of improvement measures: recycling rainwater from roofs, LED lighting, and well-insulated new roofs to minimise heat loss. Materials will be sourced locally wherever possible to reduce the project's carbon footprint. The castle site is situated in the town centre, within reasonable walking distance of the train and bus stations and visitors will be encouraged to use public transport by providing clear directions on visitor information.

- Improvements in energy efficiency will be evidenced through low utility costs
- Construction works will show that materials were chosen and obtained from a local source wherever possible
- Many visitors will find information provided encourages them to travel to the museum by public transport
- Aims of the Heritage Service environmental policy will be met

Your local area / community will be a better place to live, work or visit

A greater focus on the importance and interest of the town's history through the heritage quarter and hub will engender community pride in the town. While the range of lively town festival events and activities, many of which focus on involving local people and communities as exhibitors, interpreters and volunteers, will encourage more people to take part, bringing a diverse range of local people together and fostering a sense of place and belonging.

As a result:

- The project will develop local pride and interest in heritage for future generations
- A diverse range of local people will be brought together by project activities

More people and a wider range of people will have engaged with heritage

Research undertaken with current visitors indicates that there are significant audiences that are excluded from, or currently not engaging with, the castle and museum. The project will transform the diversity of our

audience by expanding the current offer, through the hub and heritage quarter, to meet the needs of our target audiences. Programmes, including outreach, will be developed in consultation with, and evaluated by, local communities so that content, presentation and interpretation meets their requirements. Activities such as late night openings and town-wide special events or festivals, for example a family orientated Lewis Carroll day, or dads and lads sessions, will engage those who would not usually consider visiting a museum or historic site and help them experience it as interesting and fun. In addition, creating a physically accessible hub will, for the first time, open up access to heritage for disabled people, estimated to be at least 10,000 people in the borough, plus many others who may find negotiating the current site difficult.

As a result we will be able to show:

- An increase in visitor figures to the castle and museum site
- A greater number of people taking part in heritage events in the town
- Increased audiences for hub events and activities programmes
- A broader visitor demographic for the hub including those currently under-represented audiences, disabled visitors, hard to reach groups, secondary schools and young people 18 - 30
- A greater number of local people telling us that they have visited town centre heritage sites
- Outreach services booked and enjoyed by users off site
- Comments online will include references to changed opinions, or attendance at different sites / events

Your local economy will be boosted

The new heritage hub will transform the heritage from a backdrop to the town's retail area, to a complementary attraction part of a vibrant town offer. Increased tourism into the town and a greater stay-time for visitors will benefit the local economy through increased local spend and creation of additional jobs.

As a result

- Increasingly, visitors will cite heritage as their reason for visiting Guildford
- Town Centre Management will report increased trade especially during Museum special events
- Volunteering will facilitate a route into work
- Increased revenue from the café will improve long-term stability of the offer

Your organisation will be more resilient

The project will transform Guildford Museum from an out of date and poorly presented and interpreted site and museum, situated on a quiet street behind the castle gardens, into a united, well presented, high profile, popular and well-visited heritage hub at the centre of a dynamic heritage quarter. This will transform the future of our organisation and help ensure its sustainability.

The delivery of the project will increase the future resilience of the organisation by expanding the number and range of people with an interest in the heritage of the town, from those involved as volunteers in delivering the project or maintaining its legacy in future, to those contributing financial support for the scheme - through personal or corporate donations or time and effort to contribute to consultation to develop services and activities. It will also build a network of support amongst others in the town who are linked, through their own sites, to the heritage quarter.

Resilience will be increased by:

- An increased and loyal visitor base who are advocates and ambassadors
- Being an amenity that is appreciated and valued by the community
- A valued heritage asset that is seen as an important part of Guildford Borough Council's future plans for the town
- A raised profile which benefits giving and fundraising

4d What are the main groups of people that will benefit from your project?

For detail see: Creating a heritage hub for Guildford, outline activity plan, narrative 3.1 Target Audiences

Visitor research at the museum and castle has shown great potential for development amongst identified target audiences.

Family groups form 20% of our existing audience. Families are a strength to build upon, renewing themselves to provide ongoing audiences for our displays and programmes. Families from lower socio-economic backgrounds will be encouraged to participate through community consultation, broadening the reach of heritage across the community.

Schools. Primary schools provide 31% of visitors, mostly organised group-visits to our Victorian schoolroom. Through the project, we will retain and extend this audience with an offer for secondary schools supporting the curriculum and school enrichment programmes. New curriculum changes are an opportunity to develop a responsive offer to local history as well as nationally significant periods in British history.

Deaf and disabled people. People with special educational needs are under-represented in our audience. A physically and intellectually accessible museum and service, achieved by continuing consultation with these potential users, will overcome many of the barriers faced by them. Outreach programmes will extend the offer to people who cannot visit the museum.

Researchers/subject specialists/special interest groups. The museum's collections will be more accessible through facilities for researchers. Currently, 9% of visitors come for study or a lecture.

Young people aged 12 - 18 years. Individuals in this category are under-represented amongst our current audiences. The Youth Forum will help develop programmes to appeal to this group, and will play an important role nurturing this new audience.

Young people aged 18-30 years are under-represented in our audiences. Working with local young people and the University, we will change perceptions of the museum through a series of themed, monthly 'lates' where Guildford's digital game development scene will be featured.

Tourists to Guildford

Visitors surveyed at Guildford Castle in 2012 revealed 76% were visiting the castle who did not visit the museum, although their interest in the castle and its history made them natural museum visitors. Guided trails and a digital app, as well as physically reconnected spaces, will lead visitors across the sites and into the heritage quarter.

4e Does your project involve heritage that attracts visitors?

Yes

What are your existing visitor numbers?

22594

How many visitors a year do you expect on completion of your project?

50000

4f How many people will be trained as part of your project, if applicable?

52

4g How many volunteers do you expect will contribute personally to your project?

45

4h How many full-time equivalent posts will you create to deliver your project?

6

Section five: Project management

In this section, tell us how you will develop and deliver your project.

Development phase

5a What work will you do during the development phase of your project?

ACTIVITY PLANNING & ACCESS PLANNING:

This will develop our understanding of visitors and non-visitors through consultation with target audiences on proposals and plans. Consultation with access groups will identify barriers to access e; schools, family and relevant adult groups will evaluate proposals for learning and activity programmes. Briefs are included in Supporting Document 6 (Part 2).

ARCHAEOLOGY PLANNING

This will include preparation of schemes of investigation for the delivery phase - to control intrusive archaeological work and satisfy the requirements of English Heritage and Guildford Borough Council. It will also involve ground penetrating radar survey of the King's Chambers, excavation of sample trenches and development and feasibility of participation activities and resources.

BUSINESS PLANNING:

This will demonstrate the hub's financially sustainable future and plans for delivering its learning aims through the Activity Plan. The Business Planning Consultant's brief is provided in Supporting Document 6 (Part 2).

The Business Plan will:

- satisfy Guildford BC that the hub is financially sustainable
- provide a detailed financial appraisal;
- provide a 10 -year financial operating model;
- integrate with objectives of the Conservation Plan and Activity Plan;
- satisfy the requirements for a Round 2 application to the Heritage Lottery Fund.

DESIGN DEVELOPMENT:

The professional teams appointed in the development phase will develop the scheme to RIBA C stage (for interim HLF approval), then to RIBA D for the Round 2 application. Relevant Consultants Briefs are provided in Supporting Document 6 (Part 1). This also describes the project management environment for design development.

EXHIBITION AND INTERPRETATION PLANNING:

This will bridge the link between architectural and activity planning and providing an outline scheme for the look and design of 3D and 2D elements of the scheme, notably signposting and wayfinding, presentation of collections on display and graphic panels.

FUNDRAISING PLANNING AND APPEAL:

A new Fundraising Officer post will take responsibility for developing and implementing fundraising and marketing strategies that will engage support and establish the appeal campaign. A job description is provided in supporting document 7.

The Officer will produce and implement a detailed fundraising strategy and action plan early in the development phase with the support of a fundraising consultant. An Appeal Committee will be set up whose role will be to assist with fundraising, both directly and in identifying contacts to help access corporate, individual and charitable trust funds.

MANAGEMENT & MAINTENANCE:

A specialist consultant will work with Guildford Borough Council's Asset Development team and Heritage Team to develop a 10 year management and maintenance plan. This will develop a robust, financially sustainable Plan to support the project that will keep Castle and Museum in good condition and prevent decay.

5b Who are the main people responsible for the work during the development phase of your project?

Guildford Borough Council's Heritage Team will be responsible for the work, led by [REDACTED] Heritage Manager, in the role of Senior Responsible Owner' supported by:

- Exhibitions & Audience Development Officer: [REDACTED]
- Collections Officer: [REDACTED]
- Customer Operations & Communications Manager: [REDACTED]
- Hospitality Officer: [REDACTED]

During the Development Phase the following supporting consultancy appointments will be competitively tendered:

Construction Consultants:

- Project Manager
- Architect & Design Team Leader
- Quantity Surveyor
- Structural Engineer
- Building Services Engineer
- CDM Co-ordinator

Other Specialist Consultants:

- Conservation Planning Support
- Business Planning Support
- Activity Planning Support
- Access Planning Support
- Fundraising Support
- Archaeological Consultant
- Exhibition & Interpretation Designer

For further information about these roles please refer to Supporting Document 6 (Parts 1 and 2)

Investment decisions on the project and change management are referred to the Executive, Guildford Borough Council by the Senior Responsible Owner' [REDACTED] The Executive meet monthly

The reporting / project management structure is included within the Project Strategy/ Consultants Brief, Supporting Document 6 (Part 1)

5c Complete a detailed timetable for the development phase of your project. Use the 'add item' button to enter additional rows.

Development activities					
Task	Start month	Start year	End month	End year	Who will lead this task
HLF Permission to Start	March	2015	April	2015	Heritage Manager
Procurement of Project Manager and other Specialist Consultants	April	2015	June	2015	ditto
Activity Planning	June	2015	April	2016	Heritage Manager / Activity Plan Consultant
Business Planning	June	2015	April	2016	Heritage Manager / Business Planning Consultant
Procurement of Design Team	May	2015	September	2015	Project Manager
Procurement of Management and Maintenance Consultant	October	2015	November	2015	ditto
Design Development to RIBA Stage C	October	2015	December	2015	Design Team Leader/ Project Manager
Design Development to RIBA Stage D	January	2016	April	2016	ditto
Cost Planning	October	2015	May	2016	Quantity Surveyor/ Project Manager
Management and Maintenance Planning	December	2015	March	2016	Management and Maintenance Plan Consultant/ Project Manager
Finalise HLF Application/ Gateway Review and sign-off	March	2016	September	2016	Heritage Manager / Project Manager / Project Board
Statutory Consents	May	2016	July	2016	Design Team Leader/ Project Manager
HLF Second Round Submission and Assessment	November	2016	March	2017	Heritage Manager / HLF
Partnership Fundraising	April	2015	March	2017	Heritage Manager / Fundraising Consultant

5d Tell us about the risks to the development phase of your project and how they will be managed. Use the 'add item' button to enter additional rows.

Development risks

Risk	Likelihood	Impact	Mitigation	Who will lead this
Partnership Funding not secured	Medium	High	Strategic research; identification and close liaison of funders	Heritage Manager / Fundraising Consultant
Business Plan not financially sustainable	Medium	Medium	Explore and consider all available options and partnering opportunities. Maintain a flexible position from which to modify and adapt - to allow the business to grow. Explore underpinning Business Plan with an Endowment	Heritage Manager under the guidance of Business Planning Consultant
Negative response from the community	Low	High	Wide ranging, regular and transparent consultation; extensive participation and engagement opportunities	Heritage Manager supported by Heritage Team
Changes in project brief and increased costs	Low	High	Clear identification of brief coupled with Gateway and Change Control procedures	Project Manager
Statutory Consents delayed or not secured	Medium	High	Maintaining regular dialogue with Guildford BC Planners; English Heritage and key Amenity Societies and interested parties	Heritage Manager, Project Manager and Design Team Leader
Loss of key Guildford BC Staff	Low	Medium	Effective and positive line management; strong and delegated project working team; regular reviews of critical path and resources; the full support of Councillors; sound succession planning	Guildford BC Head of Economic Development and Heritage Manager

Delivery phase**5e Who are the main people responsible for the work during the delivery phase of your project?**

These will continue to be the Guildford BC Heritage Team lead by Heritage Manager: [REDACTED] who will continue in the role of Senior Responsible Owner. The Senior Responsible Owner / Heritage Manager will continue to be supported by the consultant Project Manager.

During the Delivery Phase the other continuing supporting consultancy appointments include:

- Architect/ Design Team Leader
- Quantity Surveyor
- Structural Engineer
- Building Services Engineer
- CDM Co-ordinator
- Interpretation Designer

The reporting structure is shown within the Project Strategy/ Consultants Brief, Supporting Document 6 Part 1. The Project Manager will prepare a Project Management Plan, based on PRINCE 2, during the development phase - setting out reporting protocols, meetings schedules and change control procedures for the life-cycle of the project.

5f Complete a summary timetable for the delivery phase of your project. Use the 'add item' button to enter additional rows.**Delivery activities**

Task	Start month	Start year	End month	End year	Who will lead this task
HLF First Round Application Assessment and Decision	November	2015	March	2016	HLF
HLF Permission to Start	March	2017	April	2017	Heritage Manager / Project Manager
Design Development to RIBA Stage G	April	2017	August	2017	ditto
Tendering and Analysis	September	2017	November	2017	Heritage Manager / Project Manager
Gateway 3 - Review and sign-off	December	2017	December	2017	Heritage Manager / Project Manager/ Project Board
Appoint Contractor and Mobilisation	January	2018	February	2018	Project Manager/ Lead Designer
Construction Period	March	2018	February	2019	Contractor/ Contract Administrator
Practical Completion and Handover	February	2019	February	2019	Contractor/ Contract Administrator
Making Good Defects	February	2019	February	2020	Contractor/ Contract Administrator
Activity Plan Delivery	September	2018	September	2021	Heritage Manager and Heritage Team
Post Project Review	May	2019	December	2021	Heritage Manager / Heritage Team

5g Tell us about the risks to the delivery phase of your project and how they will be managed. Use the 'add item' button to enter additional rows.

6a How will you maintain the outcomes of your project after the grant ends and meet any additional running costs?

The Heritage Team will develop a Business Plan during the development phase to research, develop, trial and consolidate the basis for delivering long-term use and sustainability of the heritage hub and maintain the offer to the public in the long term. Income and expenditure will be regularly reviewed and closely managed as the project evolves. .

Key posts, created as part of the delivery phase: the Exhibitions and Audience Development Assistant and Marketing Officer, will be maintained to continue to develop and deliver expanded programmes. The extension of the current, part time Education Officer to full time will also be continued, recognising the importance of learning in the new hub.

The continuance of the expanded community engagement and learning programmes will embed the project as part of local heritage and educational resources, and will continue to be supported by partnerships established in the development phase

6b Tell us about the main risks facing the project after it has been completed and how they will be managed.

After project risks

Risk	Likelihood	Impact	Mitigation	Risk Owner
Visitor/ Volunteering/ Participation numbers lower than projected	Medium	Medium	Ensure low/ med/ high projections are included in Activity Plan. Monitor uptake and undertake additional marketing to boost numbers	Heritage Manager and Guildford BC Heritage Team
Business Plan funding shortfall	Medium	Medium	Guildford BC have a strong Heritage Team to develop commercial and fundraising opportunities	Heritage Manager
Loss of key staff	Medium	Medium	Implement succession planning	Line Managers in Guildford BC Economic Development Team
Deterioration of interpretation and exhibition materials	Medium	Medium	Ensure design brief allows for provision of robust materials and the business plan makes sufficient provision for life-cycle maintenance and replacement	Heritage Manager
Inflation	High	High	Include robust industry standard inflationary rates in all business and financial planning projections	Heritage Manager and Guildford BC Financial Advisor
Problems with on-line services	Low	High	Ensure direct access to Server to enable content changes by key staff. Ensure on-going maintenance and management provisions in design company contracts	Heritage Manager and Guildford BC IT Support Services

6c How will you evaluate the success of your project from the beginning and share the learning?

Evaluation will take place throughout the development, delivery and operational phases to ensure that project aims, objectives and user needs are being delivered.

The measurable outputs and completion within time and budget will be recorded capturing the number of learning, training and engagement opportunities at each stage. Qualitative feedback will also be collated and used as formative evaluation throughout. Summative evaluation will be published in order to disseminate good practice.

Methodologies that a formal evaluation programme might include will be developed from outcomes outlined in section four of the application.

We intend to seek support for undertaking:

- Value for money quantitative research in terms of the increase in learning, skills development, and engagement with and enjoyment of heritage.
- Impact assessments on our work with volunteers

Section seven: Project costs

In this section, tell us how much it will cost to develop and deliver your project.

There is a limit of 20 words per 'description' section when completing the cost tables. A more detailed explanation and breakdown of your costs should be provided as part of your supporting documentation. Please see Section nine: Supporting documents within the programme application guidance for further information.

7a Development-phase costs**Development costs**

Cost heading	Description	Cost	VAT	Total
Professional Fees	Project Manager; Design Team; Design Team Surveys and Specialist inputs; Non-construction Professionals	356000		356000
New staff costs	Collections Care Officer P/T; Fundraising Officer F/T; Project Administration Officer P/T	83000		83000
Recruitment	Advertising and travel expenses	4750		4750
Other	Consultation and fundraising expenses; Archaeological Project	33000		33000
Full Cost Recovery				
Contingency	Development Phase contingency	40000		40000
Non-cash contributions				
Volunteer time	65 days unskilled assistance	3250		3250
Total		520000		520000

7b Development-phase income

Please note that HLF rounds all grant requests down to the nearest £100. With this in mind, please make sure that the total Development-phase income exactly matches the total of your Development-phase costs or the system will not allow you to proceed.

Development income			
Source of funding	Description	Secured?	Value
Local Authority	Guildford Borough Council	No	165550
Other public sector			
Central government			
European Union			
Private donation - Individual			
Private donation - Trusts/Charities/Foundations			
Private donation - corporate			
Commercial/business			
Own reserves	See under Local Authority	No	
Other fundraising			
Non-cash contributions			
Volunteer time	65 days unskilled assistance	No	3250
HLF grant request			351200
Total			520000

7c Development-phase financial summary

Total development costs	520000
Total development income	168800
HLF development grant request	351200
HLF development grant %	68

Section seven: Project costs

7d Delivery-phase capital costs

Cost Heading	Description	Cost	VAT	Total
Purchase price of items or property				
Repair and conservation work	Ancient Monument & Listed Building Structures; Exhibition Spaces; Activity Learning Spaces; Offices; and External Works	1231000		1231000
New building work	Entrance/ Shop; Exhibition Gallery; Link Structure/ Exhibition Space; Cafe; and External Works	1549000		1549000
Other capital work	Interpretation	180000		180000
Equipment and materials	Loose fixtures and fittings; Specialist equipment, etc.	450000		450000
Other				
Professional fees relating to any of the above	Project Manager and Design Team	483000		483000
Total		3893000		3893000

Section seven: Project costs

7e Delivery-phase activity costs

Cost Heading	Description	Cost	VAT	Total
New staff costs	Please refer to activities on spreadsheet breakdown.	230000		230000
Training for staff	Training for staff and interns	5700		5700
Paid training placements	Two internships (Marketing & Customer Services x 1; Education x 1).	22000		22000
Training for volunteers	Please refer to activities on spreadsheet breakdown.	2500		2500
Travel for staff	Travel for staff and interns.	3300		3300
Travel and expenses for volunteers	Attending training sessions.	5000		5000
Equipment and materials	Please refer to activities on spreadsheet breakdown.	44000		44000
Other	Please refer to activities on spreadsheet breakdown.	69700		69700
Professional fees relating to any of the above	Please refer to activities on spreadsheet breakdown.	215000		215000
Total		597200		597200

7f Delivery-phase - other costs

Cost Heading	Description	Cost	VAT	Total
Recruitment	Recruitment advertising and expenses for staff and internships.	10000		10000
Publicity and promotion	Launch events; printing materials; photography; publicity for reaching new audiences, groups and volunteers; open day hosting of local community and schools; seasonal promotions.	25000		25000
Evaluation	Evaluation of success of the project in meeting project outcomes.	15000		15000
Other	Decanting Museum displays and artefacts.	70000		70000
Full Cost Recovery				
Contingency	Delivery phase contingency.	430000		430000
Inflation	Including estimated increased Works costs to 4 Qtr. 2017	630000		630000
Increased management and maintenance costs (maximum five years)				
Non-cash contributions				
Volunteer time	422 days unskilled assistance: archaeology project volunteers; tour guide volunteers; packing and conservation volunteers; events volunteers; collection volunteers.	21100		21100
Total		1201100		1201100

Section seven: Project costs

7g Delivery Phase income

Please note that HLF rounds all grant requests down to the nearest £100. With this in mind, please make sure that the total Delivery-phase income exactly matches the total of your Delivery-phase costs or the system will not allow you to proceed.

Source of funding	Description	Secured?	Value
Local authority	Guildford Borough Council	No	2500000
Other public sector			
Central government			
European Union			
Private donation - Individual			
Private donation - Trusts/Charities/Foundations	Friends of Guildford Museum	No	30000
Private donation - corporate			
Commercial/business			
Own reserves	See Local Authority above	No	
Other fundraising	Fundraising Strategy	No	1500000
Increased management and maintenance Costs (maximum five years)			
Non-cash contributions			
Volunteer time	422 days unskilled assistance	No	21100
HLF grant request			1640200
Total			5691300

7h Delivery-phase financial summary

Total delivery costs	5691300
Total delivery income	4051100
HLF delivery grant request	1640200
HLF delivery grant %	29

7i If cash contributions from other sources are not yet secured, how do you expect to secure these and by when?

Guildford Borough Council support this project and, despite pressures for austerity and reductions in public sector budgets, have indicated they will commit funding to this scheme and to underwrite the 3rd party fundraising target. A letter from the Leader of the Council to this effect is attached with this application.

An outline fundraising strategy for the project was produced by the consultant, Carole Wanless, in 2014. This indicates the timescale and staffing required and the strategy and approach recommended to achieve the target. Key amongst the actions is setting up of an Appeal Committee, whose role will be to assist with fundraising, both directly and in identifying contacts to help access corporate, individual and charitable trust funds.

A one year Fundraising Officer post will be created with responsibility for developing and implementing appropriate fundraising and marketing strategies and campaigns to build support and achieve income targets by March 2017. A full job description is provided in supporting documents. A fundraising consultant will also be employed to assist the Fundraising Officer in developing a fundraising strategy and action plan for the project and to provide ongoing support in implementing and achieving the strategy.

Other contributions will be secured through a fundraising appeal covering a variety of income sources including corporate sponsorship, giving and in-kind support; fundraising events; individual giving, including major donors; digital appeals; Friends and Membership schemes, Trusts and foundations

7j If you have included Full Cost Recovery, how have you worked out the share that relates to your project?

n/a

Section eight: Additional information and declaration

This part of the form aims to collect the information we need to report on the range of organisations we fund. We will not use this information to assess your application. We encourage you to be as specific as possible about the people your organisation represents.

If your organisation represents the interests of a particular group, such as young people or disabled people, tell us which by filling in the tables below.

If you are based in Northern Ireland, where legislation requires us to report in detail on the organisations we fund, please complete the tables in full, as applicable.

✓ If you are based outside Northern Ireland and your organisation represents the interests of a wide range of people and not any particular group, mark this box only.

Declaration

a) Terms of Grant

You must read the standard terms of grant for this programme on our website.

By completing this Declaration, you are confirming that your organisation accepts these terms. For partnership projects, all partners must confirm that they accept the standard terms of grant by adding a contact at the end of the declaration.

b) Freedom of Information and Data Protection

We are committed to being as open as possible. This includes being clear about how we assess and make decisions on our grants and how we will use your application form and other documents you give us. As a public organisation we have to follow the Data Protection Act 1998 and the Freedom of Information Act 2000.

When you complete the Declaration at the end of the application form, you are confirming that you understand the Heritage Lottery Fund's legal responsibilities under the Data Protection Act 1998 and the Freedom of Information Act 2000 and have no objection to us releasing sections 2, 3 and 4 of the application form to anyone who asks to see them. If there is any information in these sections of the form that you don't want made publicly available, please explain your reasons below:

We will take these into account when we respond to any request for access to those sections. We may also be asked to release other information contained elsewhere in the form and we will respond to these requests after taking account of your rights and expectations under the Freedom of Information Act 2000 and Data Protection Act 1998. In those cases, we will always consult you first. The Heritage Lottery Fund will not be responsible for any loss or damage you suffer as a result of HLF meeting these responsibilities.

When you complete the Declaration you also agree that we will use this application form and the other information you give us, including any personal information covered by the Data Protection Act 1998, for the following purposes:

- To decide whether to give you a grant.**
- To provide copies to other individuals or organisations who are helping us to assess, monitor and evaluate grants.**
- To hold in a database and use for statistical purposes.**
- If we offer you a grant, we will publish information about you relating to the activity we have funded, including the amount of the grant and the activity it was for. This information may appear in our press releases, in our print and online publications, and in the publications or websites of relevant Government departments and any partner organisations who have funded the activity with us.**
- If we offer you a grant, you will support our work to demonstrate the value of heritage by contributing (when asked) to publicity activities during the period we provide funding for and participating in activities to share learning, for which we may put other grantees in contact with you.**

We may contact you from time to time to keep you informed about the work of the Heritage Lottery Fund

Tick this box if you do not wish to be kept informed of our work

I confirm that the organisation named on this application has given me the authority to complete this application on its behalf.

I confirm that the activity in the application falls within the purposes and legal powers of the organisation.

I confirm that the organisation has the power to accept and pay back the grant.

I confirm that if the organisation receives a grant, we will keep to the standard terms of grant, and any further terms or conditions as set out in the grant notification letter, or in any contract prepared specifically for the project.

I confirm that, as far as I know, the information in this application is true and correct.

I confirm that I agree with the **above statements.**

Name	Councillor Gordon Jackson
Organisation	Guildford Borough Council
Position	Lead Councillor for Economic Development
Date	20/11/2014

Are you applying on behalf of a partnership?
No

Section nine: Supporting documents

Please provide all of the documents listed at each round, unless they are not applicable to your project. You will be asked to indicate how you are sending these documents to us - as hard copy or electronically.

In addition to numbers 1-8 below, you may also be required to submit further supporting documents that are specific to the programme that you are applying under. For further guidance, please refer to the application guidance Part four: Application form help notes. We will not be able to assess your application if we do not receive all the required information.

First round

1. Copy of your organisation's constitution (formal rules), unless you are a public organisation. If your application is on behalf of a partnership or consortium, please refer to the programme application guidance for more information on what you need to provide.

If you have sent a copy of your constitution with a previous grant application (since April 2008) and no changes have been made to it, you do not need to send it again. Tell us the reference number of the previous application.

N/A

2. Copies of your agreements with project partners, signed by everyone involved, setting out how the project will be managed (if applicable);

Not applicable

3. Copy of your organisation's accounts for the last financial year. This does not apply to public organisations;

Not applicable

4. Spreadsheet detailing the cost breakdown in Section seven: project costs;

Electronic

5. Calculation of Full Cost Recovery included in your development phases costs (if applicable);

Not applicable

6. Briefs for development work for internal and externally commissioned work;

Electronic

7. Job descriptions for new posts to be filled during the development phase;

Electronic

8. A small selection of images that help illustrate your project. If your project involves physical heritage, please provide a selection of photographs, a location map and, if applicable, a simple site map or plan. It would be helpful if these are in digital format (either as an attachment or on disk). We will use these images to present your project to decision-makers.

Electronic

If applicable, please attach any additional documents as required for the programme that you are applying under. Use the box below to confirm in what format the additional documentation will be submitted.

Electronic

Please now attach any supporting documents.

When you have completed the form click the submit button to submit the form to the server. You can view what you have entered by clicking the draft print button above.