

Culture and Leisure Department

Operational Plan Summary, May 2010

1. What we do:

This summary is provided simply to provide a broad overview of the work of the Culture and Leisure Department and it is of necessity brief. It is supported by the Cultural Strategy and a wide range of supporting information which is posted on the Culture and Leisure section of the States of Guernsey government website at (www.gov.gg). Alternatively any document referred to in this summary is available in print or electronically upon request.

The following overarching statement of government aims was approved by the States in July 2009:

The government of Guernsey aims to improve the quality of life of Islanders and to secure our economic future while protecting the Island's natural environment, unique cultural identity and rich heritage.

It recognises that this requires:

- *Maintenance and enhancement of Guernsey's standing in the global community*
- *Wise long-term management of Island resources*
- *Co-ordinated and cost-effective delivery of public services*
- *Sustainable economic growth and effective public services without increasing the population to the detriment of our environment and way of life*
- *Improved awareness of the culture and identity of Guernsey*

The direction that is provided by the States Strategic Plan in guiding and informing the Cultural Strategy ensures a joined up approach for government. The Cultural Strategy informs the people of Guernsey and the States of the priorities and use of resources by the Culture and Leisure Department in pursuit of its aims and objectives in line with the direction given by the States Strategic Plan.

Through its own actions and its partnership with other key providers, the Department hopes that the Cultural Strategy will play its part in improving the quality of life in Guernsey.

The Cultural Strategy looks to achieve the following aims:

- **Guardian of Guernsey's cultural heritage**
- **An active, stronger society**
- **Guernsey as a unique cultural venue**
- **A wider range of opportunities for all**

Guardian of Guernsey's cultural heritage

To ensure that the island community leaves a strong legacy to future generations its culture must be protected. This ranges from the care of historic sites and museum collections to preserving its language and those unique parts of everyday life that make Guernsey so special. Every opportunity should be taken to promote interest and pride in the history and culture of Guernsey. However, the cultural identity of Guernsey is forever moving on; change is a fact of life, and should be embraced as an opportunity for expansion and development. The challenge

is to ensure that change is balanced with the continued care and respect for cultural identity and historic environment.

An active, stronger society

The facilities and activities that improve the quality of life are varied, and include those that stimulate the mind as well as the body. There is an obvious link between healthy living, exercise, sport and quality of life but this is only one part of the jigsaw. An interest in the arts, heritage, reading, live music or simply socialising with friends often has just as big an impact on wellbeing as physical condition. An active society that is engaged in positive activities and interests with true community spirit and resolve builds a stronger and safer society.

Guernsey as a unique cultural venue

The economic performance of Guernsey as an Island has an effect on all who live and work here. The constant positive promotion of Guernsey to the outside world as a successful and high quality venue for sport, the arts and heritage is an important contributor to the future success of the Island, in terms of attracting future investment, tourism and employment opportunities. The success of islanders on the world's stages and in its sporting arenas reinforces that message.

A wider range of opportunities for all

Diverse formal and informal cultural opportunities should be available for all. These should be as accessible and inclusive as possible, irrespective of age, gender, financial situation or mobility. As well as working with other departments in providing facilities and activities and in being a source of information, the department also supports the work of the Museum Service, the Guernsey Sports and Arts Commissions and has developed and sustained a wide range of community events including Liberation Day and those under Floral, Sport, Arts, Good Food and Nautical Guernsey banners.

Investment in Culture

The Department will continue to ensure that public money is only invested where there is:

- A clear understanding of its use or purpose
- Strong sustainable partnerships with providers who deliver
- Wide access and inclusivity
- Creativity
- Open monitoring and review

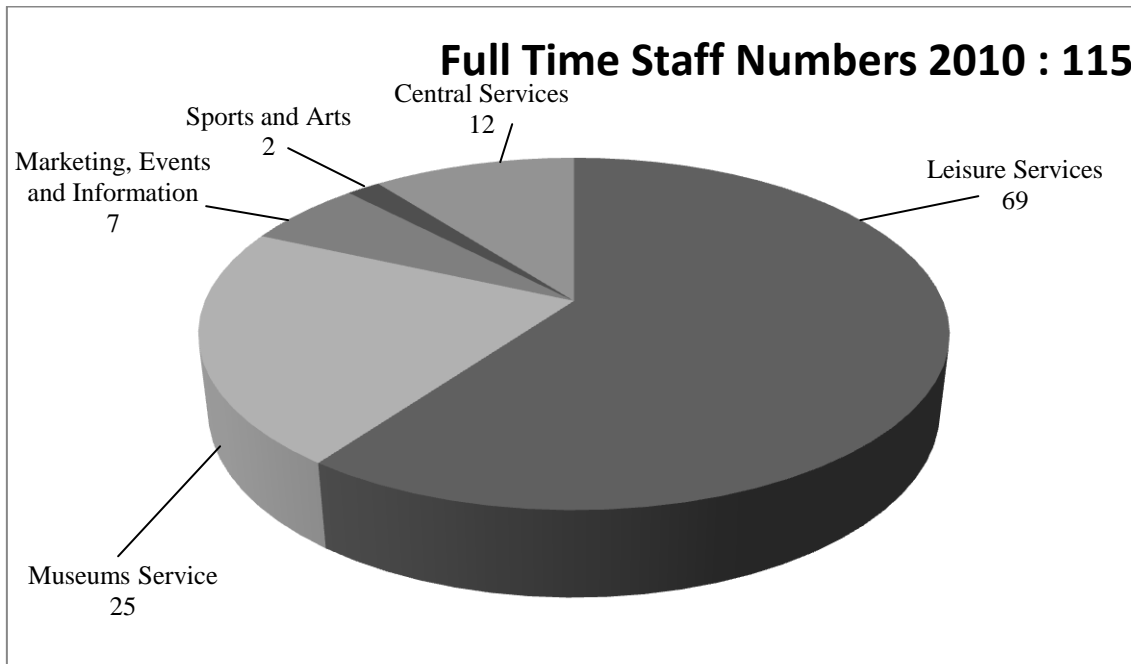
Many of the aims, objectives and actions within the Cultural Strategy will be achieved from within existing resources. However, some will be reliant on partnerships and additional resources from sources other than the States of Guernsey.

2. Who we are:

The department is structured into four main sections with further links to its partner organisations. The areas of responsibility for these and the staff resources applied are shown in the following charts:



Note: The dotted line boxes are those organisations that receive grants from the Culture and Leisure Department and deliver services to the community on its behalf.



3. Longer Term Objectives

AIM: Guardian of Guernsey's cultural heritage			
Objectives	Partners	Timescale	Actions
Ensure that the Island's museum and art collections are protected	Treasury and Resources Environment Department	2010-2014	<ul style="list-style-type: none"> • New store for Museum collections in place • Registration of objects to national standard • Redisplay of permanent exhibitions completed
Improve the use, protection and interpretation of historic sites and buildings	Independent museums, National Trust, Environment Dept,	2010-2014	<ul style="list-style-type: none"> • Historic Sites Interpretation Plan completed • Sites of archaeological sensitivity protected before development • Advice provided on historic sites and buildings
Protect the Bailiwick's marine archaeological artefacts	Guernsey Maritime Trust, Mary Rose Trust	2010-2014	<ul style="list-style-type: none"> • Responsibilities fulfilled under the Wreck and Salvage Law • Roman Wreck stored or displayed in Guernsey • Nautical Archaeology Research and Emergency Plans updated
Support local groups in the preservation and development of D'Guernesiais	D'Guernesiais Groups, Education Dept, Eisteddfod	2010- 2014	<ul style="list-style-type: none"> • Strategy updated • More students of all ages • Increased events & activities for speakers • New edition of dictionary printed

**AIM:
An active stronger society**

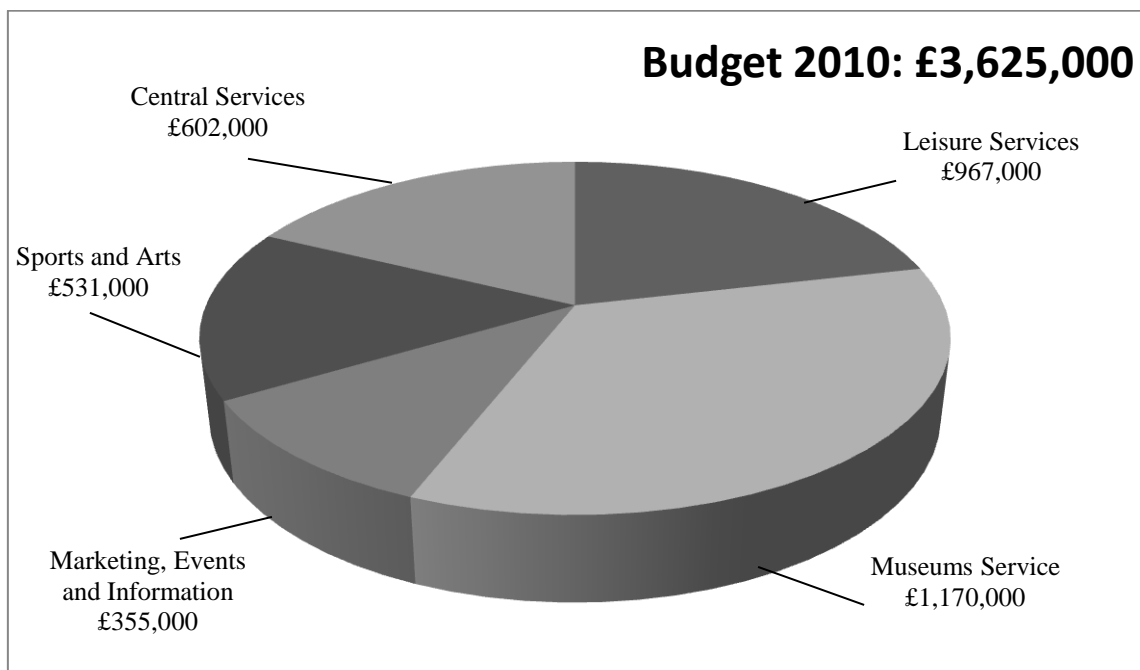
Objectives	Partners	Timescale	Actions
Provide sufficient quality facilities and activities for the needs of the local community	Education Dept Clubs and Organisations	2010-2014	<ul style="list-style-type: none"> • Facilities maintained to appropriate standard. • Education Department sites used for community activities • Improvements to facilities sustainable. • Facilities first choice for major events
Ensure facilities and activities match up to the expectations of users	User Groups Quest VAQAS HSE ISPAL	2010-2014	<ul style="list-style-type: none"> • Regular consultation to ensure supply meets demand. • Facilities and activities comply with guidelines. • Users cared for in a safe and secure environment, • Well trained and motivated staff • Visitor expectations met and learning and enjoyment encouraged • Facilities and activities are as accessible as possible • Wide public access to Museum collections via display and interpretation • Effective audience development. • Additional exhibition space
Build partnerships to support the provision of facilities and activities	Sports Commission Arts Commission Clubs and Organisations	2010-2014	<ul style="list-style-type: none"> • Supporting and working with partners in order that resources can be shared. • Continued improvement in the provision of opportunities.
Support multi-cultural events within the local community	Minority Groups, Youth Service, X-Treme Sports Association	2010-2014	<ul style="list-style-type: none"> • Increased number of multi-cultural events • Positive media coverage
Support the youth of Guernsey in cultural activities to maintain a positive image and improve access and participation.	Youth Service, Sports Commission, Arts Commission Guernsey X- Treme, Sports Association	2010-2014	<ul style="list-style-type: none"> • Skate park developed • Increased engagement with young people • Decreased anti-social behaviour • Improved range of activities available for young people

**AIM:
Guernsey as a unique cultural venue**

Objectives	Partners	Timescale	Actions
Support arts events through the Guernsey Arts Commission	Guernsey Arts Commission, Local arts groups	2010-2014	<ul style="list-style-type: none"> • Support for a range of events in place • Increased levels of sponsorship available
Supports sports events through the Guernsey Sports Commission	Guernsey Sports Commission, , Local sports groups	2010-2014	<ul style="list-style-type: none"> • Support for events provided • Calendar of events in place • Increased levels of sponsorship available
Support attendance at the Commonwealth Games.	Commonwealth Games Association	2010 and 2014 Games	<ul style="list-style-type: none"> • Continued support for the Games and the Island team sent to participate
Support attendance at the Island Games	Island Games Association	2011 and 2013 Games	<ul style="list-style-type: none"> • Continued support for the Games and the Island team sent to participate
Support for artists through the Guernsey Arts Commission.	Guernsey Arts Commission	2010-2014	<ul style="list-style-type: none"> • Exhibition programme in place at <u>the greenhouse</u> • Financial support provided
Support for sports persons through the Guernsey Sports Commission.	Guernsey Sports Commission	2010-2014	<ul style="list-style-type: none"> • Support provided for Annual Sports Awards • Permanent exhibition for Guernsey Sporting Heroes • Financial support provided
Support events that illustrate Guernsey's cultural heritage and its traditions	Local cultural groups, Professional Event Organisers	2010-2014	<ul style="list-style-type: none"> • Encouragement for Guernsey's heritage and language in events • Support for Liberation Day • Special events promoted at Castle Cornet
Provide information to visitors so that the Bailiwick's cultural identity and rich heritage is promoted		2010-2014	<ul style="list-style-type: none"> • Information meets the needs of visitors • Maximised footfall through the Information Centre • Improvements to the Dept's web presence • Improvements to marketing of heritage and culture

AIM: A wider range of opportunities for all			
Objectives	Partners	Timescale	Actions
Ensure provision is for all	Clubs and Organisations Individual users Guernsey Disability Alliance	2010-2014	<ul style="list-style-type: none"> • Responsive to local needs • Regular consultation with the local community. • Costs charged are appropriate. • Facilities and activities accessible.
Build partnerships to support the provision of facilities and activities	Sports Commission Arts Commission Clubs and Organisations	2010-2014	<ul style="list-style-type: none"> • Supporting and working with partners in order that resources can be shared. • Continued improvement in the provision of opportunities.
Support multi-cultural events within the local community	Minority Groups, Youth Service, X-Treme Sports Association	2010-2014	<ul style="list-style-type: none"> • Increased number of multi-cultural events • Positive media coverage
Support the youth of Guernsey in cultural activities that maintain a positive image and improve access and participation.	Youth Service, Sports Commission, Arts Commission Guernsey X-Treme, Sports Association	2010-2014	<ul style="list-style-type: none"> • Skate park developed • Increased engagement with young people • Decreased anti-social behaviour • Improved range of activities available for young people

4. How We Spend Public Money



5. Financial Transformation Programme (FTP): The department is contributing to all of the workstreams of the States wide FTP, most specifically to the review of the subsidy of Beau Sejour Centre.

6. How We Monitor: The Culture and Leisure Department regularly monitors and reviews its performance varying from simple qualitative and quantitative analysis to more rigorous inspection and accreditation by outside independent bodies. It also consults regularly with the users of its services and facilities in order to improve what it offers. In order to ensure that high standards of services and facilities are properly maintained, the Department regularly has its performance and accreditation reviewed by a number of independent quality assurance schemes. These currently include:

QUEST - a sports facilities/services accreditation that assesses Beau Sejour Leisure Centre. The Centre maintained its 'Highly Commended' grading in April 2009, which puts it in the top ten per cent of leisure centres in the UK.

MLA (Museums and Libraries Association) - the Guernsey Museum & Art Gallery currently has Registered Status with the MLA.

VAQAS (Visitor Attraction Quality Assurance Scheme) - an accreditation which measures the experience that a visitor would have in terms of service, facilities and the general quality of the visit. Guernsey Museum, Castle Cornet and Fort Grey are all currently VAQAS accredited.

A range of Key Performance Indicators have been developed and are being continually improved upon. All of these are available on the website at www.gov.gg or on request. A small selection are shown below:

Culture and Leisure Department 2010 Key Performance Indicator (KPI)	2008	2009	2010 Target
Department Recovery Rate (Income as a % of Costs)	55%	53%	53%
Salaries and Wages as a % of Department Costs	62%	61%	63%
Premises costs as a % of Department Costs	15%	15%	16%
Utilities Costs as a % of Department Costs	7%	6%	7%
Museums Service budget (as a % of Culture and Leisure budget)	32%	31%	32%
Museums Service Recovery rate (Income as a % of expenditure)	31%	30%	31%
Leisure Services budget (as a % of Culture and Leisure budget)	26%	27%	27%
Beau Sejour - Recovery Rate (Income as a % of expenditure)	81%	80%	80%