

Our Way of life...

**Leisure
Services
Strategy
2010 - 2014**

April 2010

Our Way of life...
A Cultural Strategy for Guernsey 2010 - 2014



In support of the Cultural Strategy
for Guernsey 2010 - 2014

LEISURE SERVICES STRATEGY

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Introduction

States Strategic Plan

The States Strategic Plan (SSP) supersedes the Government Business Plan that was developed in the 2004 - 2008 States term. However, it maintains the objectives of its predecessor, namely to generate a stronger sense of political direction within Guernsey's consensus form of government and to forge a line of authority between corporate strategy and departmental policy and service delivery.

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*

Strategic management and business planning is as important to government as it is to the private sector but it is a much more complex process in the public sector. It entails multiple goals, complex policy and legal considerations, many different stakeholders often with competing claims on resources, political pressures and high expectations of transparency and public accountability.

The direction that is provided by the States Strategic Plan in guiding and informing the Cultural Strategy ensures a joined up approach for government.

Cultural Strategy

Within the States Strategic Plan, the headline statement that directs the work of the Culture and Leisure Department is:

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

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 objectives in line with the direction given by the States Strategic Plan.

Through its own actions and its partnerships 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 objectives:

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

Guardian of Guernsey's cultural heritage

To ensure that the island leaves a strong legacy to future generations its culture must be protected. This ranges from historic sites and museum collections to its art, 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 and safer 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.

Access to 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. The Department provides a wide range of opportunities for people to enjoy and get the best out of their lives. As well as providing facilities and activities and being a source of information, the department 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 those under Floral, Sport, Arts, Good Food and Nautical 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 objectives and actions within the Cultural Strategy will be achieved with the minimum of resources, and from within existing resources. However, some will be reliant on partnerships and additional resources from sources other than the States of Guernsey.

It is apparent that over time there will continue to be a process of dynamic change. There will also be a constant absorption of different lifestyles and cultures together with the retention of a strong cultural identity, in effect "*preserving the old whilst absorbing the new*". The original Cultural Strategy was developed for the period 2005 – 2009 and has been updated annually. The latest version has been developed to run from 2010 to 2014. It is available on the Culture and Leisure Section of the States website www.gov.gg or from the department in a number of formats upon request.

The Leisure Services Strategy which follows feeds into and informs the Cultural Strategy. It also provides much more detail on the mandate, resources, objectives and action plans of the Leisure Services section.

Leisure Services

Executive Summary

The Culture and Leisure Department provides facilities and activities to the people of, and visitors to, the Island of Guernsey. In all it does its aim is to remove barriers to participation which include not only physical barriers but also financial and social barriers in the belief that leisure and sporting pursuits are for all. The facilities and activities provided are sustainable and encourage participation, excellence and enjoyment in sporting and leisure activities.

The department liaises with its stakeholders and the people of Guernsey in researching their needs, and, within the resources available to it, will endeavour to provide the facilities and activities that satisfy these needs. Committed to joint initiatives and partnerships, and the development of dual-use facilities; it supports sporting organisations, the Education Department and the Guernsey Sports Commission in improving leisure facilities and activities that fill the needs of the local community. The Guernsey Sports Commission develops the overall strategy for sport and recreation on the Island. This collaborative approach ensures the best use is made of the Island's sporting facilities. Where appropriate and beneficial for Guernsey the department will take on leadership in the provision of facilities and activities that may not be cost effective but are a positive contributor to the wider community e.g. GP Referral, Life Fit courses, or provide support for disadvantaged users e.g. swim passes. These improve the quality of life and well-being for the disadvantaged and disabled, promoting in practice the concepts of healthy living and inclusive communities.

The department will continue to benchmark externally the facilities and activities it provides through participation in accreditation schemes such as Quest in order to ensure that its users receive a quality product and value for money.

Mandate

The mandate for Leisure Services is to promote a high quality of life through the provision of adequate, high quality, accessible and diverse leisure facilities, that meet the demands of the local community and visitors alike. This has been developed through consultation and is supported by the philosophies of:

The aims of the Leisure Services Strategy are:

Increased participation; sport and leisure is for all

Leisure Services will identify and respond to demand ensuring fair access for all, within the resources available to it. A wide ranging and community centred leisure provision can improve the quality of life by improving health, increasing community and Island pride and reducing crime by providing positive activities and experiences. The department sees its role as one of support and enablement as well as the direct provision of public leisure facilities and activities. Leisure Services works with a wide range of existing and new partners in order that new facilities and activities can be developed and shared with the subsequent benefits.

Quality facilities and activities

The facilities provided by the Department are varied ranging from a purpose built multi-use leisure centre with theatre to seawater bathing pools, rifle range and local football pitches. Leisure Services will seek to maintain and improve its provision of facilities and activities fitting them to local needs and ensuring that any improvements and additions to facilities are sustainable and cost effective. Ongoing assessment through internal questioning and external verification will improve the quality of the facilities provided

Customer focused provision

It is important to ensure that leisure provision matches up to the expectations and needs of the local community.

An effective, efficient and economic service

Leisure Services accepts that its facilities and activities do not generate enough income to cover the running costs. It is also accepted that when considering the prices of using its facilities heed must be taken of the current community need and economic climate. It needs to constantly evaluate the effectiveness and efficiency of its operations and provide facilities and activities that are as economically efficient to run as possible.

Leisure Facilities:

Beau Sejour Leisure Centre for indoor swimming and sport, theatre, entertainment and conference facilities and other leisure activities

Beau Sejour Park, provides two football pitches, one softball diamond, five netball / six tennis all weather courts, stone climbing tower, junior and toddlers play areas and a bowling green

Footes Lane, provides a 400-metre synthetic athletics track with infield and the Garenne Stand, floodlit artificial turf pitch for hockey, football and rugby; and a Hockey clubhouse

Delancey Park, providing a play area, football pitch; bowling green; cycle circuit; and skateboard area

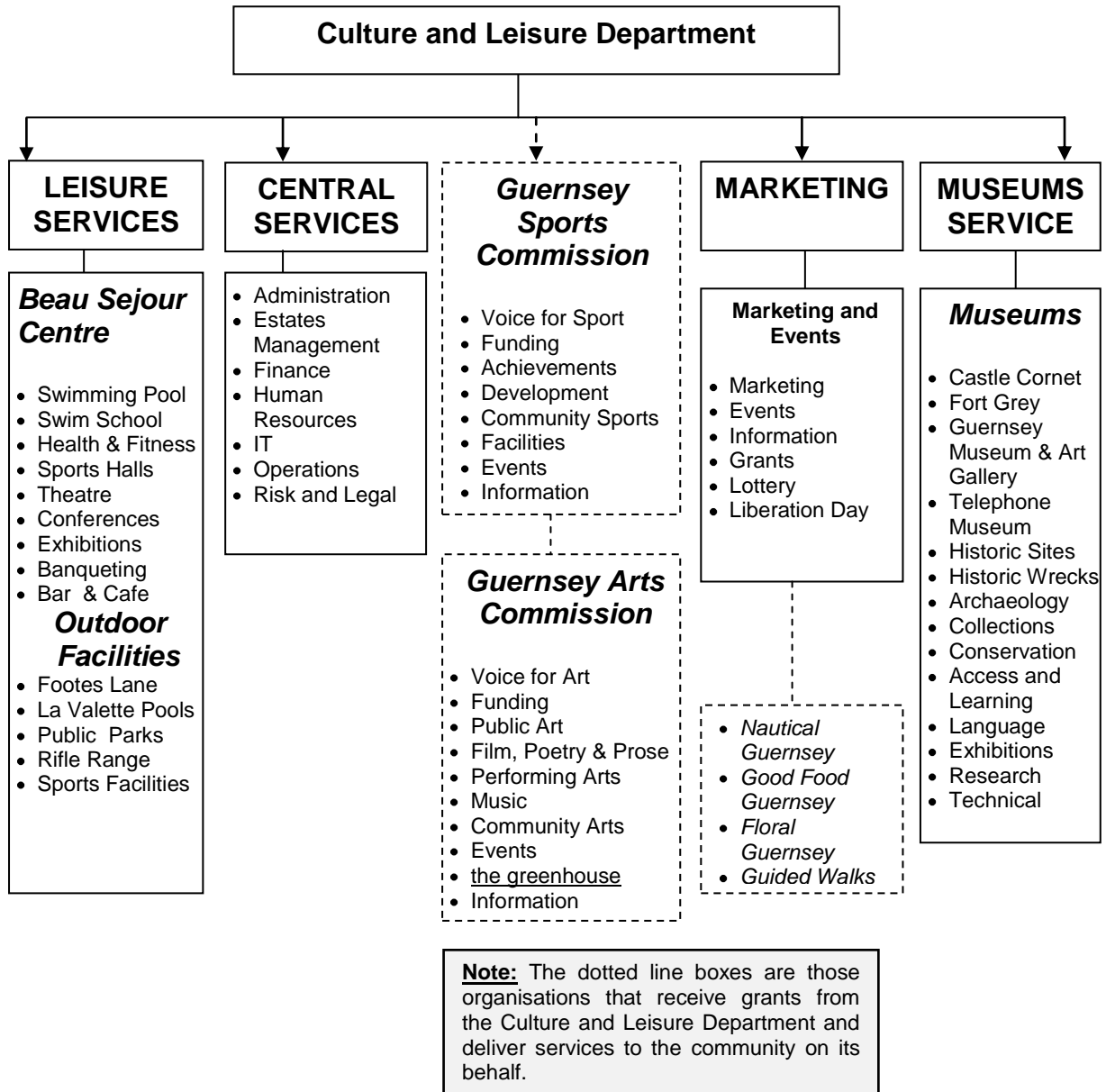
Victoria Avenue Playing Field, providing a football pitch and training pitch; and cricket wicket together with two team changing rooms and an officials changing room. This facility is currently leased to the Guernsey Football Association.

La Vallette Bathing Places consisting of three outdoor seawater pools and a horseshoe pool, which does not hold water. The pools are submerged twice a day at each high tide

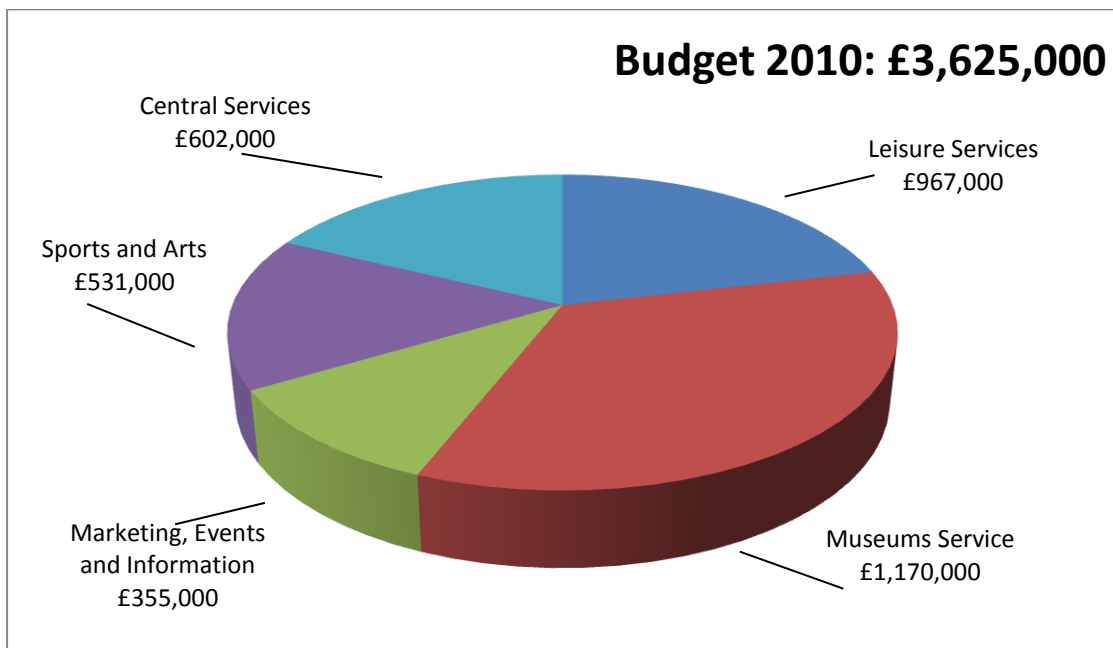
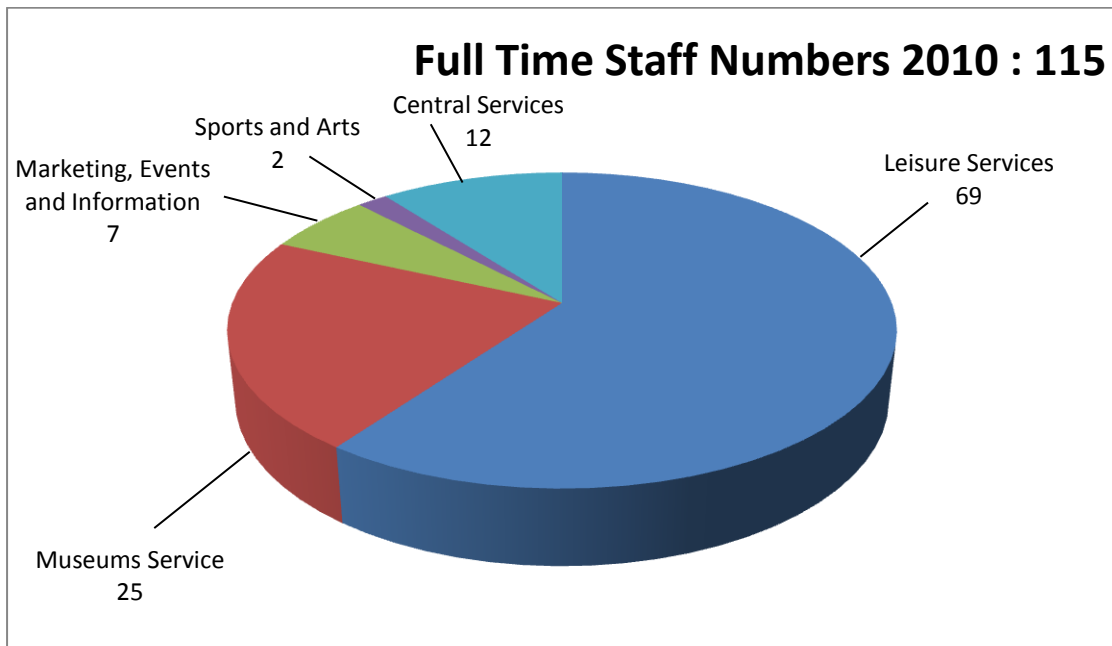
Fort Le Marchant Rifle Range, providing firing points (in the form of raised mounds) at 600yds, 500yds, 300yds, 200yds, 60yds and 40yds. The range consists of five lanes and has a gallery with Hythe frames, stop butt and markers shelter. The Police have also constructed their own 50metre Range for the training of firearms officers

Department Structure

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



Resources Applied



Aims, Objectives and Actions

The Leisure Services Strategy will develop and mature over the coming years, and should be viewed as a fluid and live document. It is with this in mind that the Department has developed its Aims, Objectives and Actions.

The plans show:

- ❑ The **Aims**
- ❑ The **Objectives**
- ❑ The partners that the Culture and Leisure Department will need to work with to deliver that action;
- ❑ The time by which the action should be delivered;
- ❑ The **Actions** to be carried out;
- ❑ Progress with the action

All of the actions are regularly reviewed. The traffic light system used to monitor them is based on a SMART analysis (**S**pecific, **M**easurable, **A**chievable, **R**ealistic, **T**ime-based). This simple pictographic icon shown in the following key gives at-a-glance progress of each of the actions:



Action is on target for completion within the allotted timeframe, or is progressing to a satisfactory standard in terms of: schedule, finance and resources.
































Action is behind target for completion within the allotted timeframe, but is still progressing at a rate which is not causing financial or resource-driven problems.











Action is either not on target for completion within allotted timeframe, or is causing major problems with regard to finance and resources. There may be a shortfall of these factors, leading to a rethink of the validity of the original action point.

Aim:
Increased participation; sport and leisure is for all

Objectives	Partners	Timescale	Actions	Progress
Improve accessibility to facilities 	Sports Commission Disability and Equality Strategies Officer	Ongoing	<ul style="list-style-type: none"> • Facilities and activities promoted as fun, enjoyable pastimes • Use of casual leisure areas increased • Regular assessments of sites to be undertaken to determine accessibility 	  
Improve the provision of sporting opportunities and participation at all levels. 	Sports Commission, Health Promotion Unit	Ongoing	<ul style="list-style-type: none"> • Facilities provided for Sports Commission initiatives • Work with Health Promotion Unit and others to stage initiatives such as Healthy Hearts Day • Continue to promote use of the Healthy Lifestyle Centre within Beau Sejour Centre 	  
Improve awareness of the leisure facilities and activities on the Island and how to access them 	Local Media, VisitGuernsey	Ongoing	<ul style="list-style-type: none"> • 'Leisure directory' available as hard copy and on-line • Media involved in helping promote events • Beau Sejour web site updated regularly 	  

Aim: Quality facilities and activities				
Objectives	Partners	Timescale	Actions	Progress
Improve the quality of existing leisure facilities through an ongoing programme of upgrading and maintenance 		2010 onwards	<ul style="list-style-type: none"> 10-year maintenance programme established for all leisure facilities 	
Develop relationships with major users of facilities to further the development of leisure facilities 	Sports Commission, User Groups	Ongoing	<ul style="list-style-type: none"> Major users met with once each year to discuss requirements 	
Work with Education on the development of dual use facilities 	Education Dept Sports Commission, User Groups	201008/12	<ul style="list-style-type: none"> Regular meetings to ensure dual use buildings satisfy need 	
Support the building and refurbishment of facilities and equipment to modern standards 	Local Sporting Organisations Sports Commission, User Groups Sponsors	Ongoing	<ul style="list-style-type: none"> Funding sourced to satisfy need Facilities Strategy updated with Sports Commission 	 
Review the use of Beau Sejour Theatre to ensure its continued relevance and popularity 	GADOC, EVOKE, Private sector	Ongoing	<ul style="list-style-type: none"> Improved coordination between users Increased diversity of use e.g. film 	 
To continue with quality award accreditation to set improvement targets and benchmarking opportunities 	Quest Award Amateur Swimming Association (ASA), Fitness Industry Association (FIA), DC Leisure	2010 onwards	<ul style="list-style-type: none"> Quest Accreditation maintained for Beau Sejour AquaMark and Swim 21 awards retained for Beau Sejour Swim School Monitoring of FIA standards and awards Benchmarking partners established to improve services 	   

**Aim:
Customer focused provision**

Objectives	Partners	Timescale	Actions	Progress
Improve feedback to ensure all groups are consulted including users and non-users. <div style="text-align: right;"></div>	Sports Commission, Arts Commission User Groups	Ongoing	<ul style="list-style-type: none"> • Customer comment procedures improved • Regular user and non-user group meetings • User meetings with young people 	<div style="text-align: center;">    </div>
Improve support for health improvement building on the 'Lifefit' Exercise on Prescription Initiative, in consultation with the Health Promotion Unit. <div style="text-align: right;"></div>	Health Promotion Unit, Sports Commission, Local GP's Cardiac Action Group	Ongoing	<ul style="list-style-type: none"> • Ongoing planning with the Health Promotion Unit on hosting health based Open Day • Use of sites by the over 50's • Provide a Healthy Lifestyle Centre within Beau Sejour Centre 	<div style="text-align: center;">    </div>

Implementation, Monitoring and Review

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.

Monitoring and review will be continuous throughout the life of the Strategy. Regular updates will be drafted and published on the Culture and Leisure section of the States of Guernsey Government website, at www.gov.gg. The Cultural Strategy is a public document, available to clubs, organisations and the general public.

As part of its mandate, the Culture and Leisure Department will adhere to a continuous improvement mentality, and will continue to consult with stakeholders and individuals to ensure that the Strategy remains useful and continues to meet the needs of the local community.

Key Performance Indicators (KPI's) for 2010

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.

All the KPI's shown below are regularly reviewed. The traffic light system used to monitor them is based on a SMART analysis (**S**pecific, **M**easurable, **A**chievable, **R**ealistic, **T**ime-based). This simple pictographic icon shown in the following key gives at-a-glance progress of each of the actions:












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Leisure Services 2010 Key Performance Indicator (KPI)	2008	2009	2010 Target	SMART Analysis
Leisure Services financial performance as a % against budget (includes Beau Sejour and Outdoor Sports)	97%	106%	<100%	
Leisure Services budget as a % of Culture and Leisure budget (includes Beau Sejour and Outdoor Sports)	26%	27%	27%	
Beau Sejour - Recovery Rate (Income as a % of expenditure)	81%	80%	80%	
Beau Sejour - Quest Quality Scheme rating	76%	78%	>75%	
Beau Sejour - average of Freedom members over year	3,035	3,041	>2,500<3,200 members	
Beau Sejour – Membership attrition rate (% leaving in a year)	14%	17%	<25%	
Beau Sejour Swim School - ASA Swim 21 Accreditation	Yes	Yes	ASA Accredited	
Beau Sejour Swim School - number of visits involved in swimming lessons	423,300	434,172	>400,000 visits	
Beau Sejour – Health and Fitness visits	190,743	195,638	>175,000 visits	

Board and Management

Board

Deputy Mike O'Hara – Minister
Deputy Mike Garrett – Deputy Minister
Deputy Francis Quin
Deputy John Gollop
Deputy Gloria Dudley-Owen

Non States Members

Mrs. Hannah Beacom
Mr Jeff Vidamour

Senior Management Team

Dave Chilton	Chief Officer
Mike Blanchard	I.T. Officer
Graham Chester	Sports Development Manager
Lucienne De La Mare	Human Resources Officer
Peter Falla	Marketing Director
Keith Gallienne	Leisure Services Director
Paul Le Sauvage	Finance Director
Joanna Littlejohns	Head of Arts Development
Jan Marquis	Language Support Officer
Jason Monaghan	Museums Director
Colin Thorburn	Estates Manager

If you wish to make any comments on this Leisure Services Strategy or require further information please contact Keith Gallienne, Leisure Services Director.

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