

Our Way of life...

**Museums
Service
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

MUSEUMS SERVICE 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 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 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 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.

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 Museums Service 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 Museums Service

Executive Summary

The Museums Service is responsible for historic objects and sites and associated materials under the care of the Culture and Leisure Department. The Service is also responsible for managing a programme of field archaeology and research and organising rescue archaeology.

The Culture and Leisure Department's responsibilities include monuments, sites, buildings and objects of:

- Aesthetic
- Anthropological
- Archaeological
- Artistic
- Cultural
- Ethnological
- Historical
- Scientific.....value

The purpose of this Strategy is to provide a document to describe the mandate, aims, objectives and actions of the Museums Service.

Headline Statements for the Museums Service

- The Museums Service is equipped with a strong vision for the future, with a strategy that has been determined through a consultative process with Museums Service staff and its stakeholders.
- The Museums Service will continue to collect, conserve and interpret material evidence and its association to Guernsey, as well as offer advice to others in possession of pieces of material evidence that do not fall under the auspices of the Culture & Leisure Department.
- It is the aim of the Museums Service to ensure the widest possible access to Museum Service sites, learning, activities etc.
- The Museums Service understands the need for close working partnerships to be formed and maintained to ensure its objectives can be effectively prioritised and achieved.
- The Museums Service has detailed Action Plans, which work towards the overall objectives of the Culture & Leisure Department.
- The Strategy will form the basis of the Service's annual planning process and will guide the allocation of resources. A regular programme of internal review will be set up. These will measure the achievement of identified action plans within given timeframes and constraints
- The Service acknowledges that it exists in exciting, but challenging times, and the expectations put upon museums and heritage organisations today, require an outward looking approach, while still protecting the core mandate and ideals.

Mandate

The Culture and Leisure Department's mandate for Museums Service is:

“The Museums Service collects, conserves and interprets material evidence and its associated information relating to the history of the Bailiwick of Guernsey, for the benefit of Islanders, visitors and other interested parties.”

This mandate has been developed from an in-depth consultation process and is supported, and is supported by the philosophies of:

GUARDIANSHIP: To protect and preserve our heritage.

SCHOLARSHIP AND PROFESSIONALISM: Encouraging creativity, rigorous enquiry, analysis, documentation, communication, and upholding ethical standards and recognised professional standards.

RESPECT AND INCLUSIVENESS: Fostering trust, collaboration, appreciation and diversity.

LEADERSHIP AND EXCELLENCE: Promoting integrity, initiative, high standards and self-motivation.

COMMITMENT AND RESPONSIBILITY: Encouraging legal and ethical responsibility; stewardship, accountability and institutional continuity.

ACCESSIBILITY AND RESPONSIVENESS: Furthering service, sharing resources and flexibility

KNOWLEDGE AND LIFE-LONG LEARNING: Promoting curiosity, discovery and teaching

There are a number of key objectives that the Museums Service must accomplish if it is to be effective in achieving its mandate:

MANAGEMENT OF COLLECTIONS

The Museums Service will develop, document, adequately house and carefully manage its collections for the benefit of present and future generations.

HISTORIC SITES AND ARCHAEOLOGY

The Museums Service will provide academic and practical support to all States Departments and to other interested parties, in particular to:

- Identify, investigate, document and if necessary excavate sites of archaeological sensitivity
- Identify and advise upon matters pertaining to the conservation, use, repair, development and interpretation of Historic Sites and Historic Buildings
- Fulfil its responsibilities under the Wreck and Salvage Law
- Conduct research and publish its discoveries

DISPLAYS AND VISITOR FACILITIES

The Service aims to:

- Facilitate and encourage public access to its collections via display and interpretation
- Provide resources and visitor facilities which support access to a broad range of users, meet visitors' expectations, encourage learning and enjoyment, while maintaining professional and academic integrity.

- Strengthen relationships among users, potential users and non-users through effective audience development which will increase awareness of, and participation in the Service and will seek to set realistic visitor targets.

LEARNING

The Service will seek to develop a broad range of learning experiences and opportunities to inspire and inform, that will stimulate research, personal development and citizenship using its collections, related resources and services.

ACCESS AND INCLUSION

The Service will develop strategies that ensure access to all sections of the community and identify means to remove barriers wherever possible, whether these are physical, sensory, intellectual, emotional, attitudinal, social, cultural or financial.

E-SOCIETY

The Service will support learning and promote inclusive methods by facilitating the development of online information and services delivered through ICT.

WORKFORCE DEVELOPMENT

The Service will seek to provide resources and strategies, including 'succession planning', which will contribute to maintaining a motivated, appropriately skilled, diverse and outward-looking workforce capable of delivering high quality services to all users.

MUSEUM MANAGEMENT AND PROFESSIONAL STANDARDS

The Service will provide a framework for the effective management, delivery and development of a high quality Service, and adhere to agreed standards and performance measures.

PARTNERSHIP DEVELOPMENT

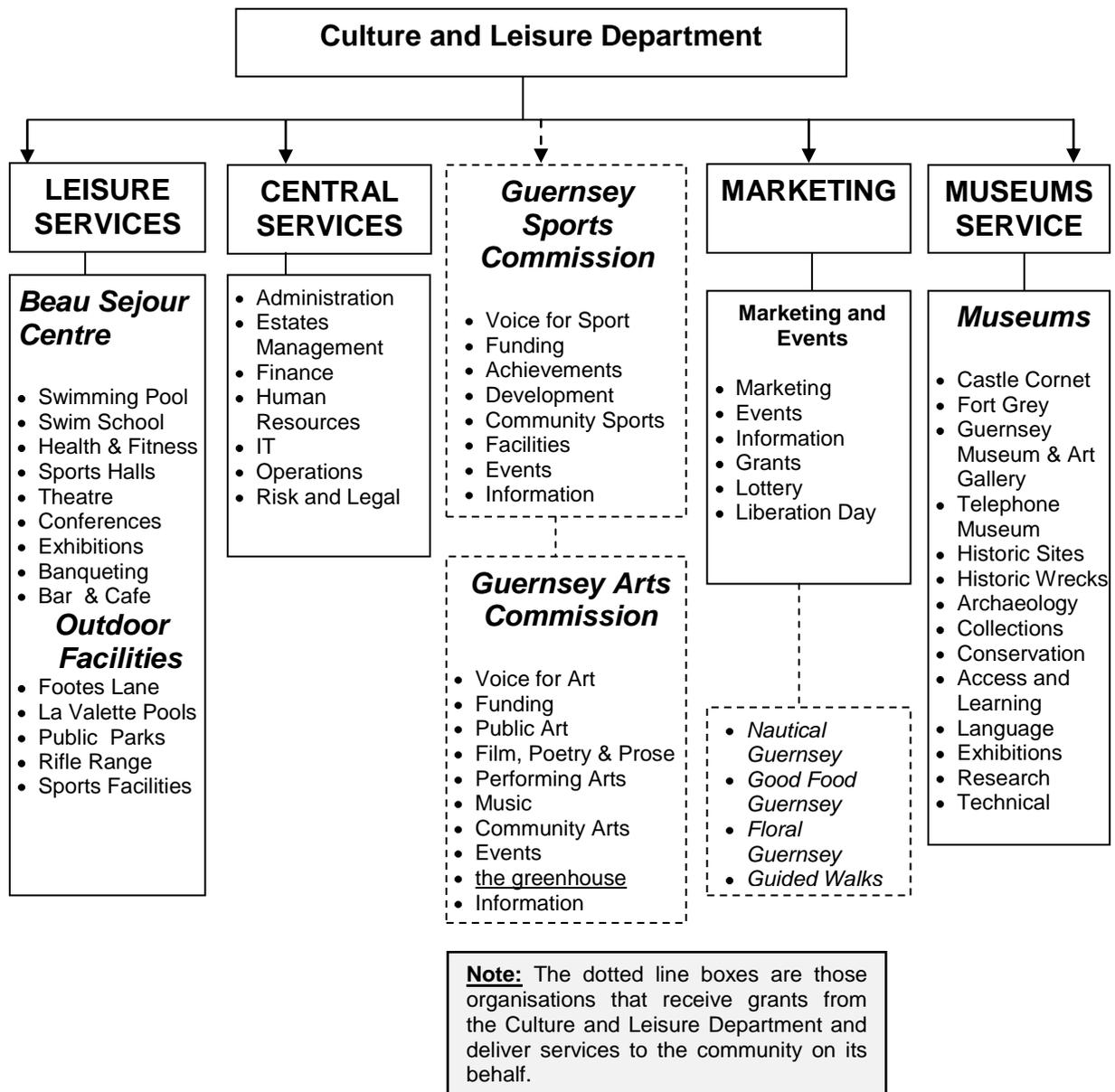
The Service will seek to develop partnerships with other States Departments and other interested parties and stakeholders within the Bailiwick in order to help achieve a unified and Bailiwick-wide approach to all aspects of the Service's objectives.

INCOME GENERATION

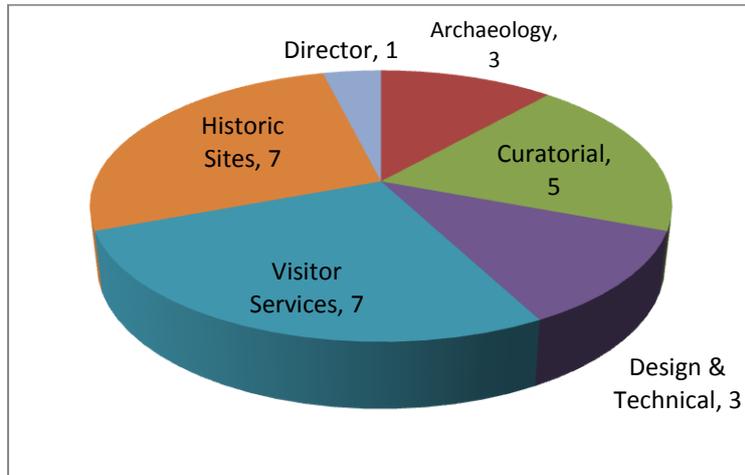
The Service will examine ways in which it can generate revenue while ensuring that its mission and ethical standards are adhered to at all times, thereby balancing commercial, academic and conservation needs

Department Structure

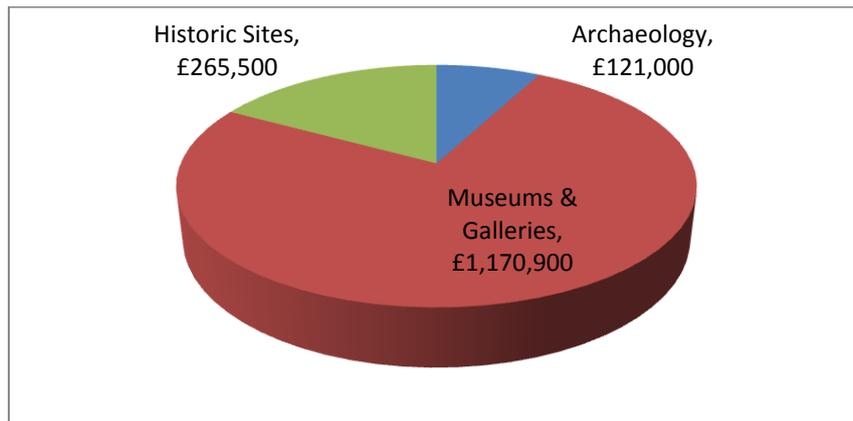
The department is structured into four main sections with further links to its partner organisations. The areas of responsibility for these and the resources applied are shown in the following charts:



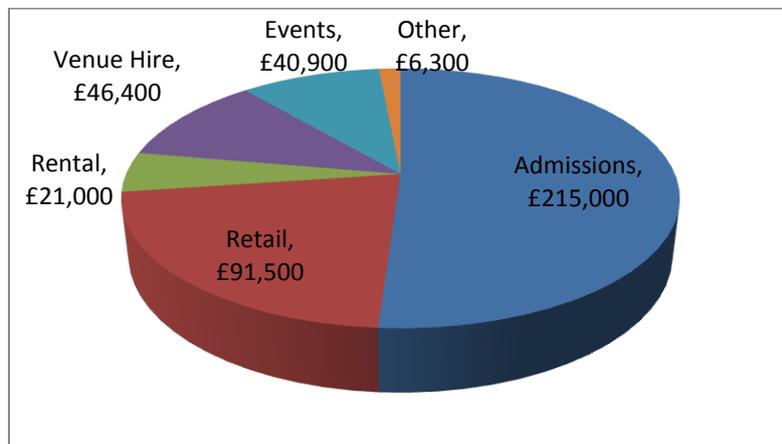
Museums Service Staff for 2010



Expenditure Budget for 2010



Income Budget for 2010



Aims, Objectives and Actions

The Museums Service 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:
Management of Collections**

Objectives	Partners	Timescale	Actions	Progress
1. Ensure the safety of the Services' object collections 	MLA (Museums, Libraries and Archives Council),	Current Policy	<ul style="list-style-type: none"> Annual revision of Disaster Plan for the collections in the event of fire, flood, etc in place. 	
2. Improve storage conditions for the collections. 	Treasury & Resources, Environment Departments	2011-15	<ul style="list-style-type: none"> Plan for improved / additional storage space for reserve collection by enhancing storage in buildings currently occupied. 	
3. Ensure professional specialist conservation care is available when needed 	UK Conservators, Jersey Heritage	Current Policy	<ul style="list-style-type: none"> Use of UK conservators Training of technical staff 	 
4. Ensure 'documentation' is in line with professional standards and Accreditation requirements met. 	MDA,	2012	<ul style="list-style-type: none"> Documentation project target 2012 Enhanced use of volunteers and interns 	 
5. Ensure that research and publishing continue to be supported by the Department 	Independent Academics and Professionals, Institutions, Sponsors	Current Policy	<ul style="list-style-type: none"> Write, Edit and Produce research material for publication Support Public Catalogue Foundation catalogue of C.I. oil paintings Publish "The Story of Guernsey" in 2010 	  
6. Continue to develop and rationalise archival material 	States Archives, Priaulx Library, Royal Court	No current target	<ul style="list-style-type: none"> Rationalise collecting between libraries, archives and museums 	

Objectives	Partners	Timescale	Actions	Progress
7. Continue to develop policy on acquisitions 	States Archives	Current Policy	<ul style="list-style-type: none"> 2010: Completed Detailed Acquisition / Disposal policy - 	
8. Improve care of the fine art collection 	Outside Conservators	20010-11	<ul style="list-style-type: none"> Detailed condition survey of works to be completed Prioritised conservation program to be established Frames conservation project 	  
9. Review policies relating to natural history collection – present holdings, future collecting and ongoing care and access 	Natural History Bodies, La Societe, Academics	20010-12	<ul style="list-style-type: none"> Report on content, condition, recommended courses of action Conservation of insect collection Documentation of geology collections Documentation of lichens Development of online access as longer-term objective 	    
10. Make greater use of the Services photographic archive. 	Outside Expertise, Researchers, Volunteers	2010-12	<ul style="list-style-type: none"> Digitisation of the photographic archive 2010: establish Policy on digitisation and imaging Enhance use of Online print purchasing system Roll out Image Management System 	   
11. Develop a specific strategy for the preservation of Guernsey's industrial heritage 	Guernsey Folk Museums, Private Sector,	2010 - 2014	<ul style="list-style-type: none"> Alternative display sites and strategies to be considered 	

Objectives	Partners	Timescale	Actions	Progress
12. Obtain valuation of key elements of collection 	Treasury, Independent valuers	20010-11	<ul style="list-style-type: none"> Value remaining oils and key watercolour collections in 2010-11 Carry out a banding exercise to distinguish (a) objects of commercial value (b) objects with primarily museum or research value and (c) objects fit for disposal 	 
13. Conduct programme of rationalisation of collections 	MA, partner museums	2010-14	<ul style="list-style-type: none"> Curators to draw up lists of objects to consider for disposal Objects to be disposed of by return to donors, transfer to other museums, sale or destruction 	 
14. Object conservation programme 	UK & local conservators	2010-14	<ul style="list-style-type: none"> Draw up programme for proactive conservation of museum objects 	

AIM: Archaeology and Historic Sites				
Objectives	Partners	Timescale	Actions	Progress
1. Ensure the safety of our historic sites through preventative and direct conservation methods and policies 	Independent Heritage Bodies, Heritage Conservation Centres, SPS, Environment Dept	2010-11	<ul style="list-style-type: none"> Disaster Plan for 'historic sites' Risk Assessments for all sites Compile definitive list of historic sites in States ownership Compilation of outline conservation plan for each Site 	   

Objectives	Partners	Timescale	Actions	Progress
2. Ensure professional specialist building conservation care and resources are available 	UK Conservation Bodies and Conservators	Current Policy	<ul style="list-style-type: none"> • Use of UK and on-Island specialists • Staff training courses in technical issues 	 
3. Proactively inform on the importance of protecting archaeological sites and material 	Other States Departments	Current Policy	<ul style="list-style-type: none"> • Progressively enhance the Sites & Monuments Record 	
4. Proactively mitigate the impact of development on Bailiwick archaeology 	Environment Department	Current Policy	<ul style="list-style-type: none"> • Discussions and partnerships with Environment Department • Shared expertise through Operational Procedures • Commercial Archaeology proposals implemented in 2010 	  
5. Find suitable and accessible storage and display of the Roman Wreck 	Commercial Companies, Other States Departments, Guernsey Maritime Trust, Mary Rose Trust	2010-15	<ul style="list-style-type: none"> • Completion of conservation process due in 2010 • Source storage for the 'timbers' in Guernsey • Display wreck timbers and objects • Support revival of Guernsey Maritime Trust 	   
6. Protect the Bailiwicks marine archaeology from natural and manmade erosive elements 	Guernsey Medieval Wrecks Project / Centre for Marine Archaeology - Southampton	Ongoing	<ul style="list-style-type: none"> • License 'dives' relating to historic wreck • Research and emergency nautical archaeology programmes carried out • Seek sponsorship to allow work to continue 	  

Objectives	Partners	Timescale	Actions	Progress
7. Continue to be involved with the Environment Dep. with regard to the legislation process for the 'listing' and 'scheduling' of historic buildings, sites and monuments 	Environment Department, Treasury and Resources	Current Policy	<ul style="list-style-type: none"> Regular formal and informal contact with Environment 	
8. Enhance visitor experience at Historic sites (see also Display) 	Festung Guernsey, Environment Guernsey, La Societe, Sponsors	Current Policy	<ul style="list-style-type: none"> Vale Castle Project Historic Sites signs project Castle Cornet signs project 2010 Historic sites guide leaflet for 2010 Assist Blue Plaques Panel 	    
9. Conduct programme of maintenance and enhancement of historic sites. 	Festung Guernsey, Environment Guernsey, La Societe, Sponsors	2010-14	<ul style="list-style-type: none"> Draw up five year programme Castle Cornet citadel enhancements 2010-11 Fortifications upgrade with Festung Guernsey Chateau des Marais Project 2010-14 	   
10. Discussion with other departments over exchange of responsibilities for Historic Sites. 	Treasury, Environment, Public Services	2010-12	<ul style="list-style-type: none"> Discussions on feasibility 	

Objectives	Partners	Timescale	Actions	Progress
11. Post-Excavation programme 	UK & French academics, sponsors, UK Universities, Publishers, Oxford University,	2010-12	<ul style="list-style-type: none"> Roman Guernsey Monograph now due 2010 Les Fouillages report now due 2010 Kings Road / Iron Age II Monograph for 2011 Lihou Priory report for 2011+ 5 further archaeological projects identified for publication 	    

AIM: Education				
Objectives	Partners	Timescale	Actions	Progress
1. Develop an 'Inspiring Learning For All' (ILFA) programme which can be applied to all activities within Culture and Leisure 	UK Museums Outside Researchers MLA, ILFA, Education Department, Treasury and Resources IT Unit	2010-12	<ul style="list-style-type: none"> ILFA needs researched Lifelong Learning programme set up Websites restructured to allow e-learning initiative 	  
2. Continue to develop partnerships with local schools, colleges and Universities' 	Local Education Bodies	Current Policy	<ul style="list-style-type: none"> Improved links established 	
3. Produce educational materials for use by schools and others 	Local Education bodies, Sponsors, Academics, Language Support Officer	Current Policy	<ul style="list-style-type: none"> Guide to Guernsey French for 2010 Fiefs of Guernsey for 2010/11 Handling boxes Children's activity sheets and trails 	   

**AIM:
Access and Inclusion**

Objectives	Partners	Timescale	Actions	Progress
1. Removing Barriers – General 	MLA, Local community, IT Unit, Local community, Organisations involved with minority groups	2010-11	<ul style="list-style-type: none"> Review sites in respect of current MLA 'Access for All' Toolkit E-learning initiative to provide 'virtual visits' via the internet General policy to broaden access without loss of quality 	  
2. Minimise Physical Barriers 	Relevant States Dept's, Disability Co-ordinator, Disability Alliance	Current Policy	<ul style="list-style-type: none"> Physical access to our museums, historic sites, events and programmes reviewed on ongoing basis Improve access to Castle Cornet (no current timescale) 	 
3. Minimise Intellectual and Emotional Barriers 	Schools, Colleges and Adult Education Groups, Cultural and Community Groups	Current Policy	<ul style="list-style-type: none"> Advise on the different intellectual and emotional needs of our audience Intellectual access provided through our exhibitions, events and programmes 	 
4. Minimise Attitudinal, Cultural and Social Barriers 	Training Bodies Tourist industry	Current Policy	<ul style="list-style-type: none"> Customer care initiatives & training for Front-of-house staff Familiarisation meetings for Hotel & tourism staff 	 
5. Minimise Financial Barriers 		Current Policy	<ul style="list-style-type: none"> Programme mix to include free or low-cost events to encourage participation Review of pricing structure for discounts or free entry 	 

Objectives	Partners	Timescale	Actions	Progress
6. Develop alternative forms of access 	GHIAC, Friends of Heritage, La Societe, local groups	Current Policy	<ul style="list-style-type: none"> • Living History programme • Garden and castle tours at Castle Cornet • Talks, tours and Lectures linked to exhibitions • Museums at Night • Children's activities during holidays • National Archaeology Festival events annually • Expanded use of volunteers in support roles • Support and organise public events at the Castle • Memory Boxes • Visits to schools and other institutions 	         

AIM: Displays and Visitor Facilities				
Objectives	Partners	Timescale	Actions	Progress
1. Ensure the Service delivers high quality visitor facilities and experiences 	'Visitor Attraction Quality Assurance Service' programme (VAQAS)	Current Policy	<ul style="list-style-type: none"> • Registration with the VAQAS programme each season 	
2. Identify or develop additional permanent exhibition accommodation 	Other States Departments, Douzaines, Private Sector	2010-15	<ul style="list-style-type: none"> • Dialogue and co-operation with third party displays • Seek suitable additional display sites for museum objects 	 

Objectives	Partners	Timescale	Actions	Progress
3. Maintain a high level of exhibition design quality 	Training Bodies, Other States Departments	Current Policy	<ul style="list-style-type: none"> Continued Professional Development in this area. Improve working and design space 	 
4. Maintain high standards of interpretation of the collections and heritage sites 	Specialist Education and Training Bodies (UK and Worldwide), Local experts	Current Policy	<ul style="list-style-type: none"> Training provided to all staff in communicating and interpreting the Services collections and historic sites 	
5. Explore opportunities for sponsorship, publicity and extra visitor experiences 	VisitGuernsey, PR agencies,	Current Policy	<ul style="list-style-type: none"> Use historic sites for public and private functions Collaboration with VisitGuernsey maps and materials Information Centre displays Projects list for sponsors updated regularly 	   
6. Programme of refurbishment and redisplay of Guernsey's museums 	Treasury and Resources Dep't, States Property Services	2010-2014	<ul style="list-style-type: none"> Militia Museum Phase 2 for completion in 2011 Phased refurbishment of GMAG displays 2011-2012 Redisplay of Fort Grey Upgrading of Maritime Museum winter 2010-11 Closure of Telephone Museum 	    

**AIM:
E-Society Plan**

Objectives	Partners	Timescale	Actions	Progress
1. Provide new on-line education services and greater access to users 	Education Dept, MUA/ MCG	2010-14	<ul style="list-style-type: none"> • Enable e-learning facility on museum website • Develop e-learning packages 	 
2. Improve on-line access to collections 	MUA/ MCG	2010 onwards	<ul style="list-style-type: none"> • Image management policy for implementation 2010 • Digitisation of collections • Develop online access facility • E-learning initiative • Write narrative text to explain our collections and facilitate usage 	    
3. Improve Museums website 	ITU	Current Policy	<ul style="list-style-type: none"> • Web site front page redesigned • Website requires upgrading once States web policy decided 	 

**AIM:
Workforce Development**

Objectives	Partners	Timescale	Actions	Progress
1. Implement a Training Plan for staff 	Civil Service HR, Training Agency MLA,	Current Policy	<ul style="list-style-type: none"> • Succession planning included in vacancy replacement • Training plans to be developed 	 
2. Continued professional development for staff 	Training and Education Bodies, Jersey Heritage Trust, MLA, GEM	Current Policy	<ul style="list-style-type: none"> • Attendance at conferences, seminars and training programmes 	
3. Train and support seasonal staff 		Current Policy	<ul style="list-style-type: none"> • Start-of-season training • End-of-season debrief 	 

**AIM:
Museum Management and Professional Standards Plan**

Objectives	Partners	Timescale	Actions	Progress
1. Maintain appropriate professional standards 	MLA	Current Policy	<ul style="list-style-type: none"> Achieve MLA Accreditation <p>Achieved in 2007, 2009:</p> <ul style="list-style-type: none"> Biennial review by MLA 	 
2. Encouragement of legal and ethical responsibility; stewardship, accountability and institutional continuity 	Training and Education Bodies, MLA,	Current Policy	<ul style="list-style-type: none"> Continued Professional Development Programme 	
3. Encouraging legal and ethical responsibility by the wider community 	Channel Island Customs	No timescale	<ul style="list-style-type: none"> Explore legislation to prevent the illicit import, export and transfer of cultural property 	
4. Ensuring the Board are kept informed of current practices and requirements 	MLA	Current Policy	<ul style="list-style-type: none"> Induction seminar following election of Board members Monthly and annual reports to the Board Specific subject briefings to Board by Director and Curators 	  
5. Maintenance of Staff targets 		Current Policy	<ul style="list-style-type: none"> Broad project performance targets for professional staff 	

**AIM:
Partnership Development Plan**

Objectives	Partners	Timescale	Actions	Progress
1. Develop a Heritage Strategy for Guernsey in partnership with other States departments, interested bodies and stakeholders 	Other States Departments, La Societe, National Trust, Priaux Library, States Archives Service, and others	2010-2014	<ul style="list-style-type: none"> • Meetings on formal and informal basis held as required • Detail-level memoranda of understanding • Published Strategy 	  
2. Develop partnerships and communication with off-Island organisations 	MA, MLA, off-Island museums, Jersey Heritage, archaeology professionals outside of the Island, EU Funding bodies	Current Policy	<ul style="list-style-type: none"> • Communication on regular basis • Discussion at planning stage of island-based projects • Archaeological projects by universities in 2010 • Exchange exhibitions with other Museums 	   
3. Support and encourage Heritage work in Alderney 	Alderney Society, Alderney Maritime Trust	Current Policy	<ul style="list-style-type: none"> • Museums Director is Curatorial Advisor to Alderney Museum • Collaboration with Alderney Society on Longis projects in 2007-2011 • Continued liaison over Elizabethan Shipwreck 	  
4. Support and encourage Heritage work in Sark 	Societe Serquaise	Current Policy	<ul style="list-style-type: none"> • Display of materials from Sark and Alderney • Support for Oxford University project in Sark 	 

**AIM:
Income Generation Plan**

Objectives	Partners	Timescale	Actions	Progress
1. Develop ways of increasing funding and income generation 	Commercial bodies, local community, other States Departments	Current Policy	<ul style="list-style-type: none"> Regular review of income generation strategy, costing and pricing Programme of commercial events developed 	 
2. Market the Museum, Historic Sites and associated visitor services 	Media, PR agencies	Current Policy	<ul style="list-style-type: none"> Conduct regular Museum visitor surveys Participation in wedding fayres 	 
3. Enhance visitor numbers 	Tour operators, retail outlets, heritage attractions, cruise ships	Current Policy	<ul style="list-style-type: none"> Partnership deals with tour operators & cruise ships Special group offerings at all sites Special events Improve signage to GMAG and Castle Cornet 	   
4. Improve use and return from venue hire & events 	La Societe, event organisers	Current Policy	<ul style="list-style-type: none"> Hatton Gallery main venue for private hire Wedding planners to be targeted Regular meetings with La Societe 	  
5. Enhance input into general tourist literature & local news media 	VisitGuernsey, news media	Current Policy	<ul style="list-style-type: none"> Information/editorial for VisitGuernsey & local media 	

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:

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:



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.

Note:

In common with all States departments Culture and Leisure's budget for 2010 is under major pressure which is reflected in the SMART analysis below.

Museums Service 2010 Key Performance Indicator (KPI)	2008	2009	2010 Target	SMART Analysis
Museums Service financial performance as a % against budget (includes Historic Sites)	94%	92%	<100%	
Museums Services budget as a % of Culture and Leisure budget (includes Historic Sites)	32%	31%	32%	
Recovery rate (Income as a % of expenditure) (includes Historic Sites)	31%	30%	31%	
Museums, Libraries and Archives Association accreditation	Yes	Yes	Accredited	
Visitor Attraction Quality Assurance Scheme (VAQAS) accreditation for all sites.	Yes	Yes	All sites accredited	
Visitor numbers	73,487	73,462	75,000	
Ticket Sales (£)	£199,939	£212,502	£216,500	
School visits – number of schoolchildren attending	6,253	6,048	6,000	
Shop receipts per visitor	£1.68	£1.73	£1.50	

Board and Management

Board

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

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Dave Chilton

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Alan Howell – Senior Curator
Matt Harvey – Social History Curator
Helen Conlon – Fine Art Curator
Helen Glencross – Historic Sites Curator

Dr Phil de Jersey – States Archaeologist
Paul Le Tissier – Design & Development Officer
Clive Martin – Museums & Monuments Manager
Jo Dowding- Access & Learning Manager
Rose Rankilor - Visitor Services Manager

If you wish to make any comments on the Strategy or require further information regarding the Museums Service please contact Dr Jason Monaghan.

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