

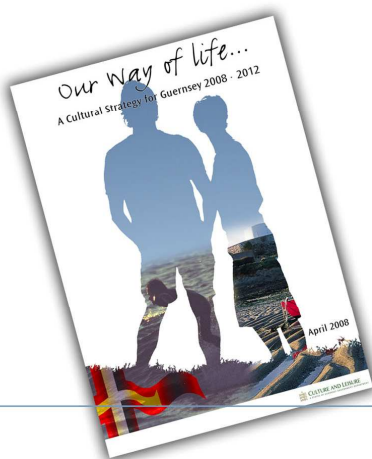
Our Way of life...

## MARKETING STRATEGY

### Events Plan

2008

April 2008



In support of the Cultural Strategy  
for Guernsey 2008 - 2012

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# INTRODUCTION

Within the Government Business Plan, the headline statement for culture and therefore the Culture and Leisure Department is:

***“To preserve the unique cultural identity that Guernsey enjoys. This identity is based on the strong traditions of a community that values the past but is also self-confident about the future.”***

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 Government Business Plan.

## Why do we need a Cultural Strategy?

- To provide a focus and direction for the development of the cultural life of Guernsey
- To inform the strategic choices to be made and the priorities for action
- To demonstrate the benefit of cultural activities
- To promote partnerships with other providers
- To provide a means of measuring success
- To express the commitment of the States to the importance of culture in everyday life

## Longer Term Aspirations

Through its own actions and its partnership with other key providers, the Department hopes that the Cultural strategy will ultimately be successful and will achieve the following long term aspirations for it:

- Through cultural provision, improve the quality of life on Guernsey
- Nurture and encourage Guernsey’s changing cultural identity.
- Preserve and promote pride in the identity and history of Guernsey
- Promote Guernsey to the wider world as a unique cultural venue
- Improve opportunities, inclusivity and access to diverse cultural activities
- Recognise and celebrate commitment and achievement
- Play its part in building a stronger and safer community

## 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

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 an idealised cultural identity, in effect “preserving whilst absorbing the new”. Although the original Strategy was developed for the period 2005 – 2010, this version has been amended to run from 2008 to 2012 in order to ensure its consistency with the Government Business Plan.

# EXECUTIVE SUMMARY

At a meeting of the Events Group held in March 2008 it was suggested that the direction of the group be made the responsibility of the Chairmen of the Specialist Interest Groups coming together as a body which would be known as the Events Chairmen Group. This change has been approved by both the Culture and Leisure and the Commerce and Employment Departments

The Events Strategy will apply the mandates of the five Specialist Interest groups under its remit, and the underlying objectives that link together the aims and wishes of these sub-groups. In this current financial climate, it is important for the Group to encourage autonomy and self-sufficiency amongst organisations seeking support. The Group will also continue to encourage new events and develop existing ones to their full potential.

For the purpose of clarification the Events Chairmen Group report to the Marketing Guernsey Group which is a body established by the Commerce and Employment Department. The Marketing Guernsey Group has a wide reaching mandate but in so far as events are concerned it recognises the importance which events play within the marketing of the island.

## **Headline Statements for Events Chairmen Group**

- The Events Chairmen Group will endeavor to encourage new events and to continue to provide support to further develop existing events, in order for them to meet their full potential.
- The Events Chairmen Group will oversee the five individual Specialist Groups, Liberation Celebrations and SeaGuernsey to ensure that evaluation and application procedures are consistent and efficient across all of the groups thereby ensuring best value for money.
- The Events Chairmen Group will continually monitor and review the number and quality of events that take place, and will endeavor to provide entertaining and educational events for both locals and visitors.
- The Events Chairmen Group will continue to advise groups on best practice for the staging of events and the importance of promotion and PR, through advice, support and guidelines.
- The Events Chairmen Group will encourage cross-pollination of themes between the Specialist Interest Group's events where appropriate.

# MANDATE & OBJECTIVES

The overall mandate of the Events Chairmen Group is to support events which create the following aspirations for Guernsey as:

- A community in which to work and live***
- An important factor in attracting and retaining high calibre businessmen and entrepreneurs***
- Giving Guernsey a sense of identity, fulfilment and pride***
- Providing a backdrop for leisure and business visitors***

In addition to this, each Specialist Interest Group supported has its own mandate as detailed below:

## **SPORTS COMMISSION:**

***To advise on, co-ordinate and stimulate sporting events which attract visiting participants to the Island, provide opportunities for VisitGuernsey to raise the Island's profile in its target markets, encourage community pride and involvement and where feasible add to the holiday experiences of visitors.***

- To initiate and support appropriate activities directly as a group and/or in partnership/association with key organisations/bodies in pursuit of the group's mandate and activities***
- To improve the quality of events organised in Guernsey, to benefit both locals and visitors alike.***
- To encourage local event organisers to seek commercial sponsorship in order to reduce reliance on the States funding and promote self-sufficiency***
- To use funding to encourage groups that are just starting out to organise professional and high-quality events.***

## **GOOD FOOD GUERNSEY:**

- To develop and promote activities which result in the provision of a high quality and value for money eating out experience in the Island, to provide added value to a holiday in Guernsey and attract additional visitors***
- To raise the contribution which 'Guernsey Good Food' makes towards the visitor and local experience through the quality and variety of local cuisine products and event***
- To assist in the development of a food 'experience' for visitors and locals which can become a special selling point for the Island and which gives 'added value' when visitors are on the Island, thereby encouraging repeat visits***
- To initiate and support appropriate activities directly as a group and/or in partnership/association with key organisations/bodies in pursuit of the Group's mandate and objectives***
- To improve the quality service, standards and value for money of the eating out experience (both food and service at every level) for both visitors and locals alike***
- To encourage a partnership funding arrangement between the States of Guernsey and the commercial sector in support of the Group's mandate.***

## **ARTS COMMISSION:**

- To offer financial support and advice to Island organisations seeking to stage events*
- To support initiatives which promote Guernsey's unique character*
- To promote guest cultures living in the Island*
- To encourage youth initiatives*
- To initiate and support appropriate activities directly as a group and/or in partnership/association with key organisations/bodies in pursuit of the Group's mandate and objectives*
- To improve the quality of events organised in Guernsey, to benefit both visitors and locals alike*
- To encourage local event organisers to seek commercial sponsorship in order to reduce reliance on States funding and promote self-sufficiency*
- To use funding to encourage groups that are just starting out, to organise professional and high-quality events.*

## **FLORAL GUERNSEY:**

- To stimulate the protection, maintenance and promotion of and encourage the continued development of the floral aspects of Guernsey, both natural and contrived, for the benefit of local people and visitors alike*
- To achieve wide community involvement in the aims and activities of Floral Guernsey and to bring about each year a community entry into the nationwide Britain in Bloom competition*
- To provide information in support of Floral Guernsey initiatives*
- To maintain strong public sector support of, and involvement in Floral Guernsey*
- To encourage a partnership between the community, the commercial sector and the States of Guernsey in support of the Floral Guernsey vision*
- To operate the Floral Guernsey programme within agreed financial and other resource limitations.*

## **LIBERATION DAY CELEBRATIONS:**

- To co-ordinate the arrangements for the Liberation Celebrations each year (traditionally the event is staged along the Town Waterfront on the piers)*
- To continue to raise the profile of the celebrations and, whilst retaining the name Liberation Day, to provide it with a National Day status*
- The organisation of the interdenominational Liberation Religious Service in liaison with the churches of Guernsey*
- To involve the younger generation in the celebrations to keep them live and vital*
- To encourage initiatives to record Occupation/Deportation/Evacuation stories such as the current series of Occupation films*
- To work with VisitGuernsey on the promotion of Liberation Day*
- To remember the generation involved by including such items as the Tea Party, Occupation Film Viewing and Pensioners Parlour*
- To make the day a family day out and arrange attractions that appeal to all age groups.*

## SEAGUERNSEY:

- ❑ ***To continue to organise relevant events and opportunities linked with the Island's relationship with the sea, and to co-ordinate with key stakeholders at all times***
- ❑ ***To raise the profile of SeaGuernsey events, whilst retaining a family atmosphere at all events with all-age appeal***
- ❑ ***To improve the holiday experience for visitors to the Island through the organisation of interesting, appealing and traditionally educational events.***

The main objectives of the Events Chairmen Group are detailed below:

- ❑ To keep under review the mandates and objectives of the specialist interest groups.
- ❑ To encourage a range of high quality events on the island which are of benefit to locals as well as visitors.
- ❑ To encourage greater cohesion between the specialist interest groups to bring about a more co-ordinated calendar of events and to stimulate and investigate 'crossover' themes.
- ❑ To monitor the administrative procedures across the Specialist Interest Groups to ensure best practice and budgetary control.
- ❑ To manage the contracts with outsourced event organisers this is to include contract monitoring, delivery and financial reporting
- ❑ To encourage financial organisations seeking support to become less reliant on States funding.
- ❑ To maintain strong links with representatives from a number of bodies and organisations to facilitate the staging of events, especially in St Peter Port
- ❑ To encourage best practice amongst organisations seeking support through the creation of an events manual which will cover the following areas:
  - effective marketing including PR
  - securing private sector sponsorship
  - financial planning and control
  - event planning
- ❑ To liaise with the VisitGuernsey Marketing Team on a regular basis.
- ❑ To work closely with the Floral Guernsey Council about the creation of a new body corporate.
- ❑ To facilitate the co-ordination and delivery of special events at Castle Cornet, other Heritage venues and other prominent public venues/spaces by outside parties.
- ❑ To encourage the inclusion of Guernsey French within the calendar of events.

# ACTION PLANS

The Government Business Plan (GBP) identifies a range of priorities for States Departments that it would wish to see pursued. These have been developed into a simple cascade of actions from Level 1 through Levels 2 and 3 to Level 4.

These levels are described in detail in the Department’s main Cultural Strategy, a copy of which can be found online at [www.gov.gg](http://www.gov.gg), or can be requested in hard copy from the Department’s HQ at the Information Centre in St Peter Port.

Each of the individual Strategies or Business Plans that branch off the main Cultural Strategy also have their own set of Action Plans, which link in to the main Strategy and provide more detailed information about specific actions and objectives.

This Strategy will undoubtedly 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 Events Group Action Plans in Section 4.

The plans show:

- ❑ The actions to be carried out;
- ❑ 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 milestones that will record when it can be seen that the action has been achieved;
- ❑ The source of the resources needed

All of the actions within these plans 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.



Action	Lead Partners	Timescale	Milestones	Resources
1. To keep under review the mandates, and objectives of the Specialist Interest Groups 	Specialist Interest Groups, Sea Guernsey organisers, Sports Commission, Arts Commission	June 2008/ Ongoing	<ul style="list-style-type: none"> <li>Sub-group mandates/objectives regularly checked and updated</li> <li>Liaison role with the Sports and Arts Commission</li> <li>To oversee the transfer of budgetary provision for Sports and Nautical Guernsey to the Sports Commission and Culture Guernsey to the Arts Commission.</li> <li>To review the functions of the Good Food Group to see whether its function remains appropriate.</li> <li>To ascertain whether any elements of the Sea Guernsey initiative will remain given that States funding and the existing contract with the appointed event organiser ceases at the end of 2008</li> </ul>	From current resources
2. To encourage a range of high quality events on the Island which are of benefit to locals as well as visitors 	Specialist Interest Groups, Local Event Organisers, Visit Guernsey	2008	<ul style="list-style-type: none"> <li>Calendar of events regularly monitored and updated</li> </ul>	From current resources
3. To encourage greater cohesion between the Specialist Interest Groups to bring about a more co-ordinated calendar of events, and to stimulate investigate 'crossover' themes 	Special Interest Groups	Ongoing	<ul style="list-style-type: none"> <li>Evidence of crossover themes e.g. SeaGuernsey Mast Celebrations combined with Liberation Celebrations in 2007 and 2008.</li> <li>Stronger Guernsey based theme introduced into the Liberation Celebrations</li> <li>To maintain regular communication with the groups as a means of maintaining both a common approach and interest across the groups</li> </ul>	From current resources
4. To monitor the administrative procedures across the Specialist Interest Groups to ensure best practice and budgetary control. 	Specialist Interest Groups,	2008/2009	<ul style="list-style-type: none"> <li>Adoption of management contracts and associated sponsorship agreements for the employment of external companies e.g. commercial event organisers</li> <li>Consistent policy across the groups dealing with requests for support including those organisations which have significant reserve funds</li> <li>Monitoring of post event reporting and evaluation</li> <li>To review and approve administrative procedures across the groups</li> <li>To ensure that applications for funding are considered in a formal manner so that these will satisfy audit trails and fall within</li> </ul>	From current resources

			agreed budgets	
5. To manage the contracts with outsourced event organisers this is to include contract monitoring, delivery and financial reporting 	Commercial Event Organisers	2008/2009	<ul style="list-style-type: none"> <li>Adoption of common agendas, meeting notes and presentation of information generally – completed</li> <li>Maintenance of good links and working relationships with the suppliers of event services</li> </ul>	From current resources
6. To provide assistance to the Sports Commission and the Arts Commission in encouraging financial organisations seeking support to become less reliant on States funding 	Specialist Interest Groups, Event Organisers, Potential sponsors	Ongoing	<ul style="list-style-type: none"> <li>Specialist Interest Groups encouraged when considering applications for a new event where appropriate to provide support over a 3-year period on a reducing basis either in the form of a grant, underwriting and/or sponsorship match</li> <li>Groups encouraged to award the use of unspent balances to new events rather than events which have been previously supported.</li> </ul>	From current resources

7. To maintain strong links with representatives from a number of bodies and organisations to facilitate the staging of events, especially in St Peter Port 	States Departments, Parish Officials, Chamber of Commerce	Ongoing	<ul style="list-style-type: none"> <li>Regular meetings arranged as and when decided appropriate with Lead Partners on specific items which impact upon the staging of large-scale events on the Island (e.g. Guernsey Live)</li> </ul>	From current resources
8. To encourage best practice amongst organisations seeking support through the creation of an Events Manual, which will cover the following areas: effective marketing including PR; securing private sector sponsorship, financial planning and control; and event planning 	Specialist Interest Groups, Event Organisers, Private Sector Representatives	2008/ ongoing	<ul style="list-style-type: none"> <li>Annual update of manual for event organisers</li> </ul>	From current resources
9. To liaise with the VisitGuernsey Marketing Team on a regular basis. 	VisitGuernsey Marketing Team	Ongoing	<ul style="list-style-type: none"> <li>Establishment of regular meetings to review issues relevant to the marketing of events</li> </ul>	From current resources
10. To work closely by the provision of input and advice, with the Floral Guernsey Council on the creation of a new body corporate. 	Floral Guernsey Council	2008/9	<ul style="list-style-type: none"> <li>Maintenance of close liaison with Floral Guernsey</li> </ul>	From current resources

Action	Lead Partners	Timescale	Milestones	Resources
11. To facilitate the co-ordination and delivery of special events at Castle Cornet, other Heritage venues and other prominent public venues/spaces from third parties. 	Events organisers, sponsors, Outdoor Theatre Companies	Ongoing	<ul style="list-style-type: none"> <li>● Castle Nights supported by HMV facilitated</li> <li>● Use of Market Piazza and Square</li> <li>● Outdoor Theatre events facilitated</li> </ul>	From current resources/ outsourced to event organisers
12. To encourage the inclusion of Guernsey French within the calendar of events 	Specialist Interest Groups, Outsourced event managers and the Language Development Officer	Ongoing	<ul style="list-style-type: none"> <li>● Introduction of Guernsey French into Liberation celebrations</li> </ul>	From current resources

## CULTURE & LEISURE DEPARTMENT

**£3,250,000**

### ARTS DEVELOPMENT

**£228,000**

### ARTS COMMISSION GRANT

Staff	£76,000
Operating	£39,500
Grants	£112,500
<b>Net Cost</b>	<b>£228,000</b>

### CENTRAL SERVICES

**£432,000**

### CENTRAL SERVICES

Income	-£2,000
Staff	£306,000
Premises	£42,000
Operating	£86,000
<b>Net Cost</b>	<b>£432,000</b>

### LEISURE SERVICES

**£1,105,000**

### BEAU SEJOUR LEISURE CENTRE

Income	-£3,124,900
Lottery funding	-£100,000
Cost of sales	£253,900
Staff	£2,532,000
Premises	£529,000
Operating	£616,000
<b>Net Cost</b>	<b>£706,000</b>

### EVENTS & INFORMATION

**£251,000**

### EVENTS

C&E funding	-£330,000
Staff	£64,900
Operating	£93,000
Grants	£330,000
<b>Net Cost</b>	<b>£157,900</b>

### MUSEUMS SERVICE

**£1,234,000**

### MUSEUMS & GALLERIES

Income	-£356,100
Cost of sales	£104,100
Staff	£915,000
Premises	£64,000
Operating	£240,000
Grants	£5,000
<b>Net Cost</b>	<b>£972,000</b>

### OUTDOOR SPORTS FACILITIES

Income	-£184,000
Staff	£229,000
Premises	£118,000
Operating	£10,000
<b>Net Cost</b>	<b>£173,000</b>

### INFORMATION CENTRE

Income	-£40,000
Staff	£122,100
Premises	£1,000
Operating	£10,000
<b>Net Cost</b>	<b>£93,100</b>

### HISTORIC SITES

Staff	£56,000
Premises	£189,000
Operating	£17,000
<b>Net Cost</b>	<b>£262,000</b>

### SPORTS COMMISSION GRANT

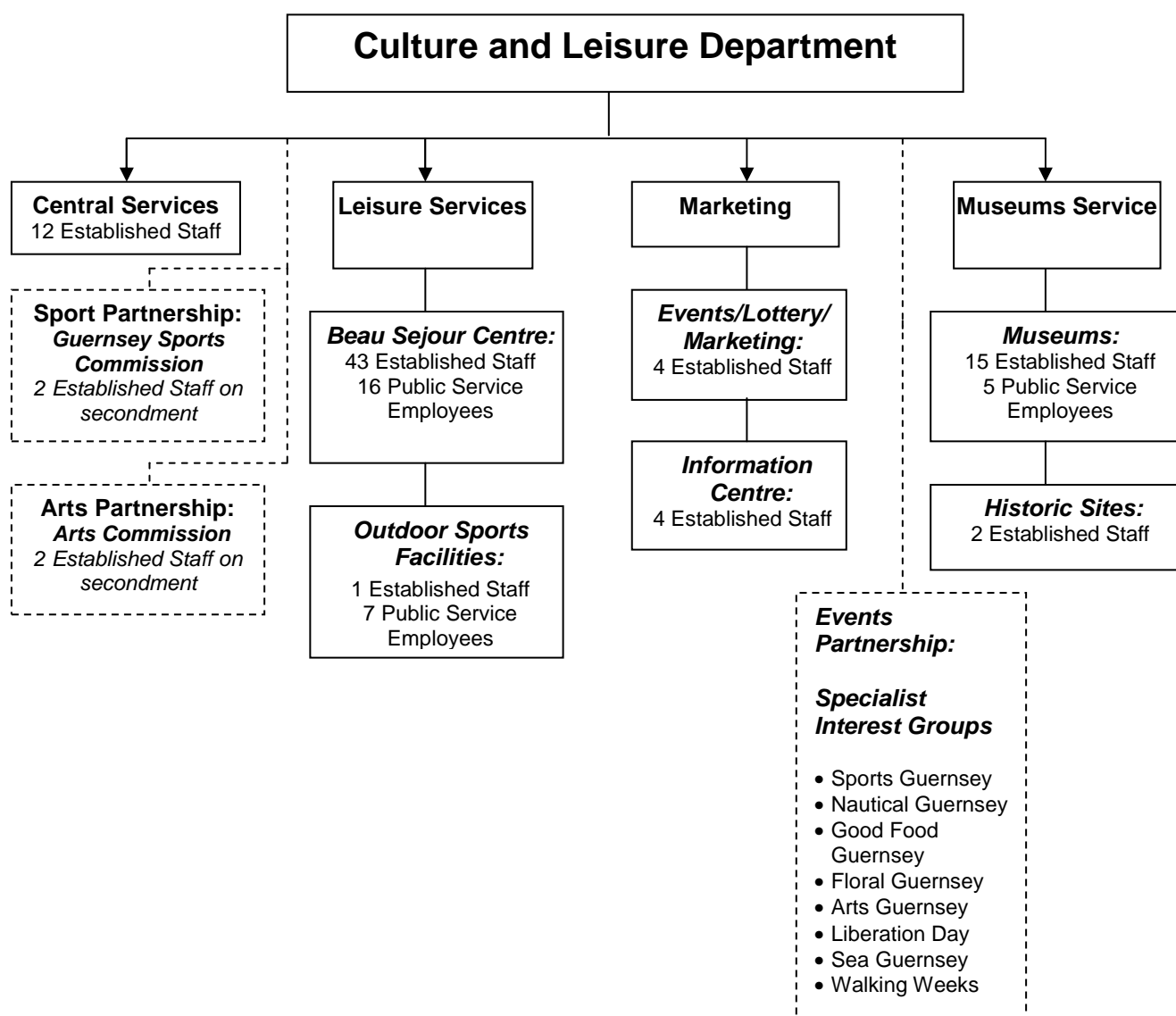
Staff	£71,000
Grants	£155,000
<b>Net Cost</b>	<b>£226,000</b>

## Staffing Resources

The Culture and Leisure Department employs 85 Established staff of the Civil Service (civil servants) and 28 Public Service Employees (formerly States Manual Workers) to carry out its responsibilities.

In order to deliver its variety of services these full-time staff are supported by a variety of part-time, seasonal, rolling contract, casual and bar catering and retail staff. This 'bank' of support staff, only utilised on an as-needed basis, ranges from Fitness Instructors to Museum Attendants, Barmen to Swim School Teachers, Lifeguards to Castle Keepers, Flume Attendants to Theatre Ushers etc.

The diagram below shows the allocation of full-time staff at 1 January 2008:



# IMPLEMENTATION, MONITORING AND REVIEW

Sections 1 - 3 of this document set out what the Events Group Strategy is for, the process that has been undertaken to gain information for its production and how to meet the cultural agenda. Section 4 provides the Action Plans, displaying the relevant actions and partnerships that need to be formed to meet the needs of the local population according to the consultation, over the next five years.

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

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](http://www.gov.gg). All of the Department's Strategies and Business Plans are public documents, 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 therefore will continue to consult with stakeholders and individuals within the local community to ensure the Strategy remains useful and continues to meet the needs of the local community.

If you wish to make any comments or require further information regarding this Strategy, please contact Peter Falla, Marketing Director:

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Address: Guernsey Information Centre  
North Esplanade  
St Peter Port  
Guernsey  
GY1 2LQ

## **Weblinks:**

[www.gov.gg](http://www.gov.gg) – the main site for the States of Guernsey

[www.floralguernsey.gg](http://www.floralguernsey.gg) – the main site for Floral Guernsey

[www.goodfoodguernsey.gg](http://www.goodfoodguernsey.gg) – the main site for Good Food Guernsey

[www.seaguernsey.com](http://www.seaguernsey.com) – the main site for SeaGuernsey

[www.visitguernsey.com](http://www.visitguernsey.com) – the main site for VisitGuernsey



# CULTURE AND LEISURE

A STATES OF GUERNSEY GOVERNMENT DEPARTMENT

## APPENDIX A Board and Senior Management contacts

### Board

**Minister**  
Deputy Mike O'Hara

**Deputy Minister**  
Deputy Mike Garrett

**Member**  
Deputy Francis Quin

**Member**  
Deputy John Gollop

**Member**  
Deputy Gloria Dudley-Owen

*(The Board can be contacted through the Chief Officer)*

### Chief Officer

Dave Chilton



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### Senior Management Team

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