

Our Way of life...

**C.I. Lottery  
Plan  
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

# **C.I. LOTTERY PLAN**

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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](http://www.gov.gg) or from the department in a number of formats upon request.

The C.I. Lottery Plan which follows feeds into and informs the Cultural Strategy. It also provides more detail on the mandate, resources, objectives and action plans of the C.I. Lottery.

## **C.I. Lottery Plan Executive Summary**

The Channel Islands Lottery Plan describes the Department's role in its organisation of the Lottery in co-ordination with the Economic Development Department in Jersey.

The C.I. Lottery is a unique and important part of island life. It demonstrates an independence and separate identity for the Channel Islands to the wider world. For the lucky winners it provides a win that may not perhaps be life changing in the majority of cases but is a very welcome boost to many, particularly the Christmas Draw with its first prize of over £500,000 in recent years.

The department works closely with its Jersey counterparts to improve the operation and return from the Lottery and in this it is assisted by a Lottery Advisory Panel.

The distribution and use of the proceeds from the sale of tickets for the Christmas Lottery Draw is undertaken by the Association of Guernsey Charities with around £150,000 distributed to worthy local charities in 2009.

The returns from the Lottery have declined in recent years following the introduction of the UK's National Lottery and the Culture and Leisure Department are currently assessing the possibility of extending the National Lottery to the Channel Islands.

### **Mandate**

The Mandate for the Culture and Leisure Department is to:

- Maintain a successful C.I. Lottery
- Review the distribution of Lottery proceeds
- Market the Lottery in order to maximise ticket sales
- Review operating procedures to ensure efficiencies are achieved where practicable
- Review operating costs with a view to achieving value for money

## Aims, Objectives and Actions

The Lottery Plan 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 the following 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:  
Successful C.I. Lottery**

Objectives	Partners	Timescale	Actions	Progress
1. Together with the Jersey authorities, organise the operation of the Channel Islands' Lottery 	Jersey Authorities	Ongoing	<ul style="list-style-type: none"> <li>• Lottery structure kept under review</li> <li>• Investigate the introduction of the National Lottery</li> </ul>	 
2. In consultation with the Association of Guernsey Charities, allocate Guernsey's share of the proceeds arising from the Christmas Draw 	Association of Guernsey Charities	Ongoing	<ul style="list-style-type: none"> <li>• Proceeds allocated to local charities in a fair and justifiable manner</li> </ul>	
3. Review operating costs with a view to achieving value for money at all times 		Ongoing	<ul style="list-style-type: none"> <li>• Identify possible cost savings</li> <li>• Realise identified cost savings</li> </ul>	 
4. Review the marketing of the Lottery in order to maximise ticket sales 	Lottery Advisory Panel (LAP)	Ongoing	<ul style="list-style-type: none"> <li>• Sales reviewed regularly and new marketing initiatives and game ideas raised and discussed with a view to increasing sales volumes</li> </ul>	
5. Review operating procedures to ensure efficiencies are achieved where practicable 	Jersey Authorities	Ongoing	<ul style="list-style-type: none"> <li>• Investigate alternative methods of provision</li> <li>• Finance and administrative procedures reviewed and implement improvements</li> </ul>	 

## 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](http://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](http://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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<b>C.I. Lottery 2010 Key Performance Indicator (KPI)</b>	<b>2008 £'000's</b>	<b>2009 £'000's</b>	<b>2010 Target</b>	<b>SMART Analysis</b>
Scratch tickets sold	756,000	686,300	700,000	
Scratch ticket operating surplus	137,148	115,549	130,000	
Christmas Draw tickets sold	597,700	760,000	800,000	
Christmas Draw operating surplus (allocated to Association of Guernsey Charities)	147,455	183,459	185,000	
Costs as % of income	20.7%	20.7%	20.7%	
Marketing investment as % of sales	0.76%	0.80%	0.85%	
Guernsey Bailiwick sales as % of total CI sales	33.8%	40.7%	41.0%	

## **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

Paul Le Sauvage                  Finance Director

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