



A PLAN FOR THE ARTS - 2024 REVIEW





A PLAN FOR THE ARTS – 2024 REVIEW

1. Summary

- 1.1 Guernsey Arts is pleased to present its 2024 review of its Plan for the Arts (the “Plan”), an overarching plan to cover the development of all forms of visual and performing arts through to 2030. The Plan was finalised in 2021 and was endorsed by the Committee for Education, Sport & Culture (“ESC”) in 2022. It included a detailed Plan for the three years 2022-2024. Guernsey Arts has now reviewed that Plan and has developed a new detailed Plan for the three years 2025-2027. This review and update is being presented to ESC with a view to further endorsement by that Committee.
- 1.2 This review has been completed following the adoption of a new Service Level Agreement (“SLA”) between ESC and Guernsey Arts covering the five years to 31 December 2029 and thus enabling Guernsey Arts to plan ahead with some assurance of continuing States support.
- 1.3 The 2024 Review has reaffirmed the six key objectives of Guernsey Arts:

THE CREATIVE SIX

- **Give leadership for the Arts and encourage participation at all levels**
- **Provide everyone with the opportunity to be creative**
- **Connect artists, arts organisations, and businesses**
- **Attract a wider audience for the Arts**
- **Improve facilities and resources for the Arts**
- **Secure increased and sustainable funding for the Arts**

and its vision and values as summarised by the tagline:

Support | Promote | Inspire

1.4 In the light of Guernsey Arts' experience over the last three years and the level of States funding available to it, Guernsey Arts has decided to focus on six workstreams going forward:

- Digital
- Community and Visitor Engagement
- Public Arts
- Creative Industries
- Art Facilities
- Funding

1.5 Section 2 of this Review provides further Background, while Section 3 summarises progress with the Plan for the Arts and Section 4 summarises Action Plans for 2025/27.

1.6 We look forward to presenting this Review to the Committee for Education, Sport and Culture and to other interested stakeholders.



Friday 2nd August 24

2. Background

- 2.1 The Guernsey Arts Commission (Guernsey Arts) was formed in 2008 on the recommendation of the then Culture & Leisure Department of the States of Guernsey. It was set up as a charitable organisation to act as a strong, identifiable voice for the arts sector and to promote the value, relevance, and importance of the arts.
- 2.2 Oversight is now provided by the Committee for Education, Sports & Culture ('ESC'). At the time of writing the ESC covers certain administration costs, the provision of a gallery at the Candie Museum, and a Funding Grant (of £57,358 for 2025). The remaining operating costs are covered by grants, sponsorship and donations.
- 2.3 Guernsey Arts is managed by a small team led by the Head of Arts Development, a States of Guernsey civil service appointment, on permanent secondment to Guernsey Arts.
- 2.4 Following a report from the Arts Strategy Working Group in 2019, the governance of Guernsey Arts was strengthened with the appointment of additional board members and the adoption of an updated Memorandum of Incorporation and new Articles of Association in 2020. As a charity, Guernsey Arts is independent of the States of Guernsey, while the States maintains appropriate oversight through a Service Level Agreement. This SLA has been renewed in 2024 for a further five years from 1st January 2025.
- 2.5 During 2020 and early 2021, Guernsey Arts developed its Plan for the Arts; an overarching plan to cover the development of all forms of visual and performing arts through to 2030, including a more detailed three-year plan to cover the initial period of 2022 to 2024. The first version of that Plan was presented to ESC in May 2021. While awaiting feedback from ESC, Guernsey Arts progressed with the Plan within the resources then available. An updated version of the Plan was endorsed by ESC following a presentation in October 2022.
- 2.6 Guernsey Arts recognises that the needs of the Arts will evolve over time. Accordingly, the Plan has been reviewed in 2024 and will in future continue to be reviewed on a rolling three-year basis.
- 2.7 The Plan has been based upon six key objectives, described as the "Creative Six":

THE CREATIVE SIX

- **Give leadership for the Arts and encourage participation at all levels**
- **Provide everyone with the opportunity to be creative**
- **Connect artists, arts organisations, and businesses**
- **Attract a wider audience for the Arts**
- **Improve facilities and resources for the Arts**
- **Secure increased and sustainable funding for the Arts**

2.8 From these key objectives Guernsey Arts has developed its Vision and Values and has adopted an updated brand name of “Guernsey Arts” (while retaining its legal name of Guernsey Arts Commission) and the tagline:

Support | Promote | Inspire

with Vision and Values as follows:

Our aim is for Guernsey to be seen as a unique, vibrant, artistic, and creative community both within the Bailiwick of Guernsey and beyond.

We **Support** individuals and groups in all art forms to develop their art and to build an audience. Depending upon needs we offer publicity on our website, exhibition space, and financial support, including the allocation of States funding for the arts. We also encourage and facilitate cooperation within the arts scene in Guernsey.

We **Promote** creativity and arts to all communities within the Bailiwick of Guernsey and to those beyond who have an interest in Guernsey Arts. We are inclusive and actively engage with individuals, groups, schools, and societies. We work with individuals, businesses, trusts, and States bodies in order to increase funding, resources, and facilities for the arts in Guernsey.

We **Inspire** creative and artistic activities in Guernsey by creating and promoting new artistic ventures and by encouraging existing events and organisations to develop further. As part of this we encourage existing festivals and events and will seed ideas and funding for new festivals and events in order to enrich the cultural landscape of Guernsey.

2.9 The Plan then led to nine detailed Action Plans driven by the Creative Six. The action plans were developed in phases – a first phase that could be progressed within existing resources and a further phase which would follow when resources permitted. These Action Plans were as follows:

Governance Plan
Digital Plan
Community Engagement Plan
Public Arts Plan
Creative Industries Plan
Cultural Visitor Plan
Festivals Plan
Art Facilities Plan
Funding Plan

2.10 Progress with these Action Plans is summarised in Section 3. The initial phases are largely completed and this review is now setting new objectives for the next three years 2025 to 2027.

2.11 The full Plan for the Arts report is available from Russ Fossey, Head of Arts Development at russ.fossey@gov.gg or from the Guernsey Arts website at www.arts.gg.



Progress with the Plan for the Arts

Each action plan within the Plan for the Arts has been progressed during the initial 2022 to 2024 period and some of the highlights are summarised in the following sections. These focus upon the areas where Guernsey Arts has led the project. In practice much of the activity of Guernsey Arts has been as a supporter, inspirer or enabler of cultural events, artists and performers, where it has played a major role in the cultural enrichment of the Bailiwick. Statistics developed by Guernsey Arts indicate that it was involved in 30% of all arts activities within Guernsey

3.1 Governance

The Guernsey Arts board has conducted a full review of the governance arrangements and has appointed both a Treasurer and a Governance Director to lead on governance issues, supported by a Governance Committee. A further review was carried out in order to ensure that Guernsey Arts met the requirements of the new Charities Law.

3.2 Digital

With support from the Guernsey Community Foundation, a new website was launched in 2022 which is both engaging and creative and averages over 1,000 visitors each week. A particular success is the events section which lists all the arts events happening in Guernsey. In addition, social media posts on Facebook, Instagram, X (Twitter) and Linked In have been enhanced and extended with a total reach of 12,700 currently.

3.3 Community Engagement

Community Engagement has remained at the heart of Guernsey Arts' activities and, with support from the Social Investment Fund, it has been possible to recruit a Community & Public Realm Officer, which has enabled our reach within the Guernsey community to be extended. In particular, it has enabled Guernsey Arts:

- to create the Island Games Cultural Programme
- to develop accessibility and inclusion within the arts, including the successful launch of the "Navilens" app within the Greenhouse Gallery enabling the visually impaired to appreciate the exhibits
- to create a Guernsey Arts day in the Market Square and Market Buildings
- to continue the very popular KPMG Castle Nights at Castle Cornet and Arts Sunday on the St Peter Port seafront
- to engage widely with schools, community organisations and the States of Guernsey.

3.4 Public Arts

The key successes during the period were the installation of the Victor Hugo bench outside the Town Church and the murals painted in the arches of the Market Building on Market Street.

3.5 Creative Industries

Over the period, seminars were held for creatives on various aspects of running a creative business and grant support was provided to several developing creatives. However, during the first part of the Plan, the action plan for the Creative Industries was not prioritised, since a separate body, Creative Industries Guernsey LBG was still in existence but has now been wound up due to lack of resources. Accordingly, this will be a greater priority to progress in the next part of the Plan.

3.6 Cultural Visitors

A highlight of the period was the Island Games, where Guernsey Arts led the cultural programme with several initiatives, in particular, the Pocket Island Poetry 110 page booklet featuring poets, each of whom portrayed a picture of their island through the medium of a poem. This cultural exchange has built deeper relationships between the island communities and should be an impetus to even greater cultural exchanges at future Island Games.

We have also built links with the Channel Islands Brussels Office and with the Bureau des Iles Normande and have hosted a joint exhibition between Guernsey Arts, ArtHouse Jersey and Les Ateliers du Vent from Renne, which has been exhibited in Guernsey, Jersey and Normandy. These links have enabled the development of a Channel Islands touring fund with ArtHouse Jersey and engagement with the Channel Islands Brussels Office to enable Guernsey poets to attend a festival there.

3.7 Festivals

When the Plan for the Arts was first being developed the Bailiwick was still recovering from Covid Lockdowns and the future of some festivals was in doubt. Very happily, these festivals have bounced back and new festivals, such as the Guernsey Choral Festival, have been created. Guernsey Arts has continued to support these festivals through the ESC Funding Grant (and formerly through the Events Grant from the Committee for Economic Development, though that grant has now been transferred to the Tourist Management Board, with which Guernsey Arts has worked closely during that transition period).

3.8 Art Facilities

In order to provide more exhibition space for local artists we have been able to hire on an occasional basis the George Crossan Gallery in the Market Building and we have now entered into a five year licence agreement for the sole use of this gallery space, which will be complementary to the existing Greenhouse Gallery space within the Candie Museum and which will enable a much wider range of exhibitions to be presented.

We have also been supportive of the development of St James into a community and cultural centre for music, the development of an iconic art gallery in Mansell Street by Art for Guernsey, and the plans for a Victor Hugo Centre in the old States Office, though each of these have been developed outside the remit of Guernsey Arts.

3.9 Funding

Given constraints on States resources, ESC has been unable to support all the resources needed to deliver the Plan for the Arts and has encouraged Guernsey Arts to seek additional funding sources. In order to do so, and with support from the Guernsey Community Foundation, Guernsey Arts has recruited a Partnership Executive charged with developing other sources of funding. Good progress has been made with the funding objectives such that in 2024 more than one half of Guernsey Arts' funding needs were met from sources outside the States of Guernsey grant. As well as sponsorship and fund-raising events this has included the launch of a Membership Scheme.

However, the lack of additional States funding has constrained the delivery of the Plan for the Arts so that some of its ambitions have had to be curtailed or postponed until resources allow further projects to progress.



3. Action Plans for 2025-2027

4.1 Guernsey Arts has now reviewed its strategy in the light of the first three years of the Plan and has continued to endorse the Creative Six as the basis of the plans for the coming three years 2025-2027:

THE CREATIVE SIX

- **Give leadership for the Arts and encourage participation at all levels**
- **Provide everyone with the opportunity to be creative**
- **Connect artists, arts organisations, and businesses**
- **Attract a wider audience for the Arts**
- **Improve facilities and resources for the Arts**
- **Secure increased and sustainable funding for the Arts**

4.2 Now that the governance arrangements have been updated and enhanced this no longer needs to be a separate workstream, and is now “business as usual”. However, in line with good governance, the Guernsey Arts board is being refreshed with the appointment of additional directors recruited through an open application process.

4.3 Similarly, now that Guernsey’s Festivals have successfully recovered from Covid related cancellations this no longer needs to be a separate workstream but continuing support for Festivals is covered within other workstreams.

4.4 Given the synergies of the activities of the Community Engagement and Cultural Visitor workstreams they have been combined going forward.

4.5 Accordingly, Guernsey Arts will focus on six workstreams going forward:

- Digital
- Community and Visitor Engagement
- Public Arts
- Creative Industries
- Art Facilities
- Funding

4.6 Digital Action Plan

The core of the Digital Plan is the Guernsey Arts website, which was developed during the first three years of the Plan and now sees over 70,000 visits from both Guernsey residents and overseas visitors. It is in the process of having its core software updated to the latest technology, which will provide a better viewing experience and facilitate updates directly by the members of the Guernsey Arts team.

Once the technology has been updated, we will continue to expand the understanding of the Arts in Guernsey, both within the local community and among visitors. In particular, this includes the promotion of events, artists and performers and Arts organisations. We will expand the range and quality of output and the targeting of content to relevant groups.

4.7 Community and Visitor Action Plan

Guernsey Arts will continue to develop community events such as Arts Sunday, the KPMG Castle Nights and Liberation Day arts events and will curate exhibitions both at the Greenhouse Gallery and at the George Crossan Gallery. As part of its SLA with ESC Guernsey Arts will also:

- Administer Busking in St Peter Port
- Provide a central point of contact for performers, artists and Arts organisations within the Bailiwick
- Advise and support ESC in respect of engagement with the Arts
- Provide a central cultural point of contact for Arts links outside the Bailiwick
- Provide information on the development and needs of the Arts sector
- Administer the ESC grants provided for the development of the Arts community

We will continue to facilitate community engagement with Guernsey Arts and the value it provides, in particular for improved funding streams, volunteers and access to other resources, such as art walls.

4.8 Public Arts Action Plan

Guernsey Arts' first priority under the Public Arts Action Plan is to install a "Green Line" arts walk within St Peter Port. This has been under discussion with States departments for the last three years and our aim is to install the first section of the Green Line in 2025 so that its positive impact can be observed on a trial basis. If successful it will then be rolled out on a permanent basis.

We will also work with other parties to promote additional arts structures within Guernsey, including street art and murals to encourage regeneration and support to less well-off communities. We will continue to cooperate on arts aspect within the Eastern Seaboard proposed development.

We will endeavour to progress our longer-term aim of introducing a Percent for Art programme in order to foster long term funding for the Arts in Guernsey.

4.9 Creative Industries Action Plan

Guernsey Arts will continue to support the Creative industries in Guernsey and will provide support and advice for new and developing creative enterprises. It will also encourage aspiring and current professional performers and artists by providing practical advice on how to establish themselves in a professional career.

4.10 Art Facilities Action Plan

Now that Guernsey Arts has secured a lease of the George Crossan Gallery in the Market Buildings, the first priority of the Arts Facilities Action Plan will be to maximise its usage for the benefit of the arts community. In particular, it will help to address an ongoing need for more exhibition space for artists within Guernsey and will enable the Gallery to act as a centre to develop the whole area as a hub for artists and audiences.

We will continue to investigate possibilities for affordable workshop space for artists and will engage with ESC in relation to education assets.

We will work with other venues such as Beau Sejour, the Performing Arts Centre and St James and will support new ventures such as the Art for Guernsey Gallery and the Victor Hugo Centre.

4.11 Funding Action Plan

Without adequate funding, it will not be possible to deliver all the ambitions within the Plan for the Arts. Thus, the Funding Action Plan is key to the delivery of all the other plans. A significant expansion in the reach of Guernsey Arts has been made possible as a result of grants from the Social Investment Fund and the Guernsey Community Foundation. This has enabled a Partnership Executive and a Community & Public Realm Officer to be appointed and there has been a positive impact of these appointments in the increased initiatives that have since been possible. However, those grants have a limited duration and so an increase in fundraising is required in order to support these roles, given the absence of increased States funding.

Our ambition is to create a sustainable funding model, enabling the Plan for the Arts to be delivered by a combination of States funding and external fundraising. To do this we will create a new PR Committee and will refine the terms of the current Funding Committee.

The PR Committee will be charged with promoting Guernsey Arts and providing appropriate collateral to raise the profile of Guernsey Arts and enable fundraising activities to have greater impact. It will also lobby for greater support of the Arts and will promote the understanding of the economic and community value of the Arts together with the value multiplier provided by States support.

The refocused Fundraising Committee will have sub-groups focusing on specific areas such as membership development, sponsorship and fundraising events. This will require additional voluntary effort to support the activities of the Partnership Executive and we will actively try to recruit additional volunteers.

4.12 Key Performance Indicators

Under the SLA agreed with ESC there are a number of Key Performance Indicators (“KPIs”) to be reported to ESC as part of the funding agreement with the States. These are set out in Schedule 1.

4.13 Action Plan Schematic

The Action Plans and their links to the KPIs are summarised in Schedule 2.



SCHEDULE 1

	KPI	Method of Measurement	Frequency	Source	Extenuating Factors
1	Grants for Arts Community awarded and reviewed post-event, all appropriately in a timely manner.	On a rolling-basis: no. and value of applications received / no. and value of applications awarded / days to award & all post-event reviews completed.	Bi-annually	Bimonthly review of applications & Annual Report	
2	Curation of 5 Exhibitions per annum at the Greenhouse Gallery supporting the Plan for the Arts	No. of exhibitions, duration & no. of visitors	Annually	Annual Report	
3	Administration and support to States, artists and arts organisations for a broad range of arts initiatives in the community within the Bailiwick	No. of Initiatives developed per annum per recipient (Total Target of 24)	Annually	Annual Report	No States Funding provided for Community and Public Realm Officer, so target reduced to 12
4	Provide a central point of contact for artists, arts organisations, the States and wider Bailiwick community organisations in respect of the Arts	Narrative indicating level of engagement with the Commission's list of organisations	Annually	Annual Report	
5	Development of arts initiatives outside the Bailiwick - Brings art to the island, raises island's cultural & diplomatic profile and offers off-island opportunities for local artists	No. of Initiatives developed per annum per recipient (Target of 4)	Annually	Annual Report	
6	Maintenance and Development of Website as the digital window to the Arts in the Bailiwick	No. and profile of views	Annually	Annual Report when States	To be developed when States Funding provided. No States Funding provided so target is currently 0%

				funding is provided	
7	Generation of non-States funding to enable the Commission to increase or develop its services	Value of external funding generated	Annually	Annual Report when States funding is provided	To be developed when States Funding provided. No States Funding provided so target is currently 0%
8	Quarterly interim reporting on activities and progress against all KPIs highlighting for which the States has provided funding	As above	Quarterly	Report from Head of Arts Development	

SCHEDULE 2

CREATIVE SIX PLAN FOR THE ARTS							SUPPORTS GOVT WORK PLAN
GSY ARTS	Give Leadership for the Arts and encourage participation at all levels	Provide everyone with the opportunity to be creative	Connect artists, arts organisations and businesses	Attract a wider audience for the Arts	Improve facilities and resources for the Arts	Secure increased and sustainable funding for the Arts	
ACTION PLANS	GUERNSEY ARTS WORKSTREAMS						Inclusion and Community Potential
SLA KEY PERFORMANCE INDICATORS	DIGITAL	COMMUNITY AND VISITOR ENGAGEMENT	PUBLIC ARTS	CREATIVE INDUSTRIES	ART FACILITIES	FUNDING	Lifelong Learning and Skills Devpt
ACTION PLANS	Maintain and enhance the "go to" website for the Arts Promote all aspects of local Arts Innovate and develop digital Arts content	Engage with the Arts community to deliver the Arts Plan Encourage and support inclusion and accessibility Support cultural events for both visitors and locals Advocate for investment in arts and facilities to encourage visitors	Promote the Arts to be highly present and visible Promote a "Percent for Arts" scheme Promote arts streets in high visibility and regeneration areas	Create a positive environment for professional performers and artists Support new creative enterprises and opportunities Promote skills and resource sharing	Engage with venues and artists to better support activities Engage with States for the regeneration of St Peter Port and the development of more arts facilities Award grants to arts community	Increase Arts funding from the States and other grant giving foundations Boost fundraising activities, both corporate and individual	Inclusion and Community Potential
SLA KEY PERFORMANCE INDICATORS	Maintenance and Development of Website as the digital window to the Arts in the Bailiwick - measured by number and profile of views	12 Arts initiatives per annum within the community Provide a central contact point for the Arts 4 Arts initiatives per annum outside the Bailiwick	No KPI set	No KPI set	Grants for Arts community awarded and reviewed post-event Curation of 5 Exhibitions per annum at the Greenhouse Gallery	Generation of non-States funding to enable Guernsey Arts to increase or develop its services Quarterly reporting to States on activities and KPIs	Lifelong Learning and Skills Devpt
PROGRESS TO DATE	New website launched in 2022 which includes a well viewed events section, listing all arts events in Guernsey Social media posts on Facebook, Instagram, X (Twitter) and LinkedIn have been enhanced and extended	Arranged free community events, including Castle Nights, Arts Sunday and Guernsey Arts day Developed accessibility and inclusion, including Navilens Created the Island Games Cultural Programme Built links with CIBO, BIAN, ArtHouse Jersey and Renne	Completed Victor Hugo bench project with installation outside Town Church Created Murals in the arches of the Market Building on Market Street	Supported young creatives in film, theatre, photography and music Ran seminars for creatives on aspects of running a creative business	Entered into a licence agreement for the George Crossan Gallery to complement the existing Greenhouse Gallery Actively supported the development of other arts facilities such as St James and the Victor Hugo Centre Awarded grants from States community arts funding	Arranged temporary grant funding to enable the recruitment of a Partnership Executive and a Community and Public Realm Officer Combined fundraising with Arts Foundation Guernsey Increased sponsorship income and launched a Membership Scheme	Supporting Culture and Heritage
NEXT STEPS	Website core software being updated in 2025 to provide an improved viewing experience and the ability for updates directly by the GA team Extend facilities, including a library of past events and video content	Develop community events such as Arts Sunday, Castle Nights and Liberation Day events Engage with schools and other community organisations	Create a "Green Line" arts walk within St Peter Port Promote additional arts structures, including within the Eastern Seaboard Continue to promote a Percent for Art programme	Continue to provide support and advice for developing creative enterprises Provide practical advice on establishing a professional career to aspiring performers and artists	Develop the George Crossan Gallery and maximise its potential Curate exhibitions at Greenhouse Gallery and George Crossan Gallery Investigate affordable artist workshop space	Create PR Committee to promote Guernsey Arts Review terms of Funding Committee and recruit more volunteer fundraisers	Economic Benefits
							Health and Wellbeing