

# Executive Summary: the Société in 2023. covering letter to the Plan

In 2023 the Société celebrates its 150<sup>th</sup> anniversary. We continue in our mission of preserving and promoting Jersey's heritage, culture and natural environment. The Société is financially healthy and will meet our sesquicentennial with some exciting developments for our membership and the people of Jersey. Those will be detailed further in this Strategic Plan, but it is important to begin with a note of thanks. These continued activities are made possible by our dedicated members, tireless volunteers and excellent paid staff.

As we celebrate this historic anniversary, we should also recognise that times change, and the Société is not in the same place it was 150 years ago. Our membership remains strong, and dedicated to our core principles, but life has transformed outside our Island, and of course these changes have not passed Jersey by. World-wide developments in the spheres of education and heritage have impacted the Société and will continue to do so. This provides both challenges and opportunities, so this Strategic Plan has been created to set out how we have met those challenges and will continue to do so into the future. Likewise, we can celebrate that the Société has opportunities to grow and play a greater role in Island life.

Like other organisations that benefit from the specialist knowledge of lifetime enthusiasts, the Société has a mature demographic and we must invest in attracting a new generation of members. It is vital that we continue the process that has served us since 1873 of handing down the accumulated knowledge of our membership to new generations of Islanders, and in disseminating it to the public at large.

The Société must strengthen the ways that it interacts through our educational mission and communicates our activities to Jersey's society as a whole. We must respond to shifts in media and government, build on our specialist publication skills, and build better links with schools and universities, to ensure that generations of scholarly activity are maintained for the benefit of future Islanders. We must work to communicate the passion of our members and inspire the new generations to take up our mission.

Above all we must support our dedicated Sections and members in cataloguing, sharing and archiving their research. Outside the enthusiasm that many of us find in study we recognise that we offer a place for like-minded Islanders to meet and socialise, and that our facilities should always support this. Unlike other heritage bodies, the Société Jersiaise is more than an organisation: we are a community.

I would like to briefly set out some of the work that has been carried out by your Executive Committee, and our paid staff.

## **Jersey's charities legislation**

An area where the Executive Committee has undertaken much work is in responding to changes to the charitable environment in Jersey. As a registered charity, the Société must comply with Jersey's Charities Law (2014). This important legislation exists to protect public trust and confidence in registered charities, and as an organisation that functions in large part due to the continued generosity of its members, it is essential that the Société is able to guarantee their confidence. The Executive Committee, headed by the President and supported by two Vice Presidents, is taking steps to ensure that the Société is fully compliant with this legislation.

The charities legislation has placed particular governance and management requirements on the Société. To meet these, the Executive Committee undertook a thorough review of

- a) Financial risk and management of the Société's income, funds and expenditure
- b) Staffing, volunteers and the function of the Executive Committee as the Société's management
- c) The Société's compliance with the requirements of Jersey's Health and Safety legislation

As President I am happy to report that the Société demonstrates sound financial governance and continues to exist in a healthy position. Whilst there is a definite need to increase and maintain our membership, we have weathered the storm of the global pandemic and have funds available to maintain our current activities and invest in our core objectives.

However, the process of reviewing our financial management did indicate areas that needed to be strengthened in order for the Société to remain financially healthy, and legally compliant in this critical area. An independent review of our employment practices also highlighted several areas where immediate work was needed. We have responded to these as a matter of priority; the Executive Committee commissioned an external review of our employment practices, and the Société is making good progress with ensuring that we are fully compliant with Health & Safety legislation.

As a result of the above, we are introducing better financial controls, are standardising the terms and job descriptions of our staff, and now employ a Chief Executive to play the important role of supervising the day-to-day business of the Société and helping deliver our future goals. The Executive Committee was happy to find a strong candidate in Rebecca Bailhache, who has taken to the role with great enthusiasm.

Alongside this Strategic Plan, we are developing a Financial Reserves Policy, which meets a core requirement of the Charities Law and underpins any future applications the Société might make for grant funding on behalf of its membership. This has enabled the Executive Committee to earmark funding from recent bequests to invest in improving our facilities and offering more support to our members.

### **Reviewing the operation and health of the Société**

In addition to external reviews, the Executive Committee committed to a series of activities to assess the current status of our organisation. These included

- A Review of Sections, led by Executive Committee Member Nigel Quérée
- A Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis carried out with external support
- A stakeholder analysis and future planning workshop, facilitated by Executive Committee Member Will Lakeman
- The modernisation of internal processes and procedures, led by Vice-President Stuart Fell
- Intensive planning events to produce this Strategic Plan

Management of the Société's affairs is now in a strong position and has enabled the creation of this first Strategic Plan to establish our goals. Most organisations of the Société's size and scope would already have a Strategic Plan, which is a simple document which sets out our aims and how we intend to meet them. This first Plan is perhaps longer than will be necessary in future, but it was felt important to take this opportunity to remind our members of all the activities they contribute towards.

Some of these aims relate to further improvements, but many involve investments in new facilities for our membership; better communication to strengthen our links with education and the general public; and plans to recruit new members.

On behalf of the Executive Committee, I would like to thank our members for their continued support. I am very excited to be able to set out some of the plans for the Société Jersiaise in our 150<sup>th</sup> year working on behalf of the people of our beautiful Island.

*Allons bouons gens, un av'nîn excitant, nos attend avec nouôtre 150ème (chent chînquantchième)!*

**Nicolette Westwood**  
**President**

# Société Jersiaise Strategic Plan: 2023-2026

L'Histouaithe, la Tchultuthe, la Langue et l'Envithonnement d'pis 1873

## 1 History: how was the Société Jersiaise founded and how has it continued?

The Société Jersiaise was founded in January 1873 by a small number of prominent Islanders who were interested in the study of the history, the language and the antiquities of Jersey. Membership grew quickly and the aims of the new society soon widened to include the publication of historical documents, the founding of a Museum, and the study of the Island's natural history. Our first Bulletin Annuel was issued in 1875 and continues to be the main record of our activities.

Our museum found a permanent home in 1893 when we moved to No 9 Pier Road, a large early Nineteenth Century merchant's house. No 9 Pier Road was gifted to the Société in 1893 by Jurat Josué Falle, one of its founder members, having acquired it in 1869 through the Nicolle family désastre proceedings.

The Museum, and our extensive museum collections, are now looked after by Jersey Heritage on our behalf but we continue to add to them. In 1977 we built a large extension to our museum on the site of No 7 Pier Road to house our Library and meeting rooms. This, our headquarters, contains our offices and purpose-built archive storage.

We have, over the years, purchased archaeological sites in Jersey for preservation and presentation. Our two most important sites are La Hougue Bie, purchased in 1919, and La Cotte de Saint-Brélade, purchased in 1955. We have carried out extensive excavations at both sites.

In 1913 the Société's activities as a learned society were organised into 'Sections' for the study of different aspects of the Island. These Sections continue to be the backbone of our activities. We also employ specialist staff in our Library and Photographic Archive Departments who curate, conserve, promote and expand our unique collections and safeguard the Island's long-term memories.

Many of our activities have been made possible by substantial gifts of money over the years and we always have important projects in need of funds.

Our collections have been largely built up through gifts and bequests which has ensured the preservation of many important items with relevance to Jersey including; books, manuscripts and maps, photographs, prints and paintings, archaeological finds and historical items.

## 2 Mission statement: why does the Société exist?

We have recently updated the Société's mission statement to better articulate our core activities and our principle aims.

*The Société Jersiaise exists to study the history and natural history of our Island, and to share this knowledge. We are committed to the preservation of ancient site and artefacts, as well as the natural and built environment. We maintain our own archives of documents and photographs, and members work to preserve intangible cultural assets, such as Jersey's language and traditions. The Société shares our work through publications, education, events and the opportunity to be part of an international community of people who are passionate about Jersey life.*

However, one of the outcomes of internal reviews (and communication from members) has indicated that the Société needs to work harder to communicate our unique identity to the general public. Other charities in the local heritage space have modernised in this area and invested more substantially in branding and communications. Of course, partner organisations such as Jersey Heritage and the National Trust are different to the Société in their organisation and function, and benefit from larger numbers of paid staff to assist with administration, communication and marketing. The Société tends to carry out these functions with the assistance of volunteers.

To this end, the Executive Committee used part of the strategic planning session to set out all of the aims and objectives of the Société, and the many activities that we carry out. An excellent strapline was then nominated by Patrick Cahill (our Photographic Archivist) which we have agreed to adopt.

### **History, culture, language & environment since 1873**

This is intended to be used in situations where the full mission statement proves too long.

## 3 Stakeholders: On whose behalf does the Société Jersiaise work?

Every voluntary or charitable organisation should be clear about the people it works for, its most important partners, and any groups it aspires to reach. The range of the Société's activities and interests means that we work on behalf of many people, both in Jersey and abroad.

As part of our review, we have identified that the Société's key stakeholders are:

- **Our membership:** including Section members, general members and corporate members
- **Other local heritage and environmental charities:** particularly Jersey Heritage, The National Trust for Jersey and the Jersey Biodiversity Centre
- **The Government of Jersey and the Island's Parish administrations**
- **The education sector:** from primary school level all the way through to post-graduate and lifelong education
- **Overseas bodies with a heritage, environmental or educational interest in Jersey** such as UK/French universities, museums and archives and learned societies in the other Channel Islands

We will continue to ensure that our current and planned activities meet the interests and expectation of these groups.

## 4 Core activities: what does the Société Jersiaise do? What services does it provide?

The Société is above all a community, which provides opportunities for likeminded people to meet and pursue their interests. Much of this is through specialist Sections dedicated to key areas of study, although many members are not active researchers and simply appreciate the opportunity to meet other people who are passionate about our Island.

The Société currently has 17 member-run Sections. The Sections function largely independently, but the Société provides facilities, logistical support and a budget. Although some Sections have operated near-continuously for over a century, new Sections can be formed at any time to reflect a shared interest in local subjects. It is seldom necessary to formally 'join' a Section to participate or attend its meetings, and all are welcome. Many of our members are not formal members of Sections, but do enjoy the events, talks and publications that the Sections produce.

### 4.1 Supporting local archaeology: the Société's Field Archaeologist

We support Jersey archaeology by employing an Island Field Archaeologist; this has been made possible since 2010 thanks to the dedication of one of our most generous benefactors. The Field Archaeologist is responsible for the historic sites owned by the Société, and the investigation of any other sites of historical interest. He regularly delivers talks on archaeology to our Members, and to the general public, and the Archaeology Section delivers regular practical sessions at La Hougue Bie.

Every year, the Société takes part in the Council for British Archaeology festival. Across two weeks, talks are given to the public on archaeological sites, workshops are delivered and other events are offered to help the general public learn more about archaeology and the heritage sites of the Island and neighbouring areas. For the 150th Anniversary, we have planned a range of activities for the 2023 Archaeology Symposium.

The Field Archaeologist is active in the publication process and has several papers ready to be published in 2023 in scientific reviews and books. The Société will support him with plans to publish his PhD research in book form, and he currently contributes to the Council for British Archaeology Wessex News twice a year to give an overview of research in Jersey.

The Field Archaeologist also provides the Société with connections to international archaeological community, particularly in nearby parts of France. The current archaeologist speaks French as a first language. The Société assists the Jersey International Centre of Advanced Studies (JICAS) and provides grants and archaeological assistance to the Centre.

## 4.2 The Lord Coutanche Library

We run a specialist Library, employing a full-time Librarian, and we hope to appoint additional staff in the near future. The library is an excellent centre for local research, containing specialist and reference books, maps and archive materials relating to the prehistory, history, natural environment and culture of the Channel Islands and surrounding area. These include academic journals and books from Brittany, Normandy and the South Coast of England, along with a large run of newspapers from the late 18th to the 20th century, some of which are digitised and available online.

The library provides a quiet environment for research and study, including two public computers which not only provide access to the new Société website, through which the library and photo archive collections can be accessed, and those of Jersey Heritage, but also to the British Newspapers' Archive, FindMyPast and PRIDE (Public Registry online).

The Librarian is able to assist members and the public with their research, in particular providing expert help with French documents. She has provided valuable support for many Jersey Heritage exhibitions and welcomes visits from school groups and others.

## 4.3 The Photographic Archive

The Société also runs Jersey's oldest photographic archive. We employ a specialist Photographic Archivist. The photographic collections date back to the 1840s and were originally collected for research purposes. In the early 20<sup>th</sup> century photography took on a more active role in the activities of the Société, and the collections grew considerably under the management of Emile Guiton. Collections covering every aspect of interest to Société Sections were developed alongside donations from the public and commercial photographers operating in Jersey. These provide a wealth of social, cultural and economic history.

The Photographic Archive's primary focus remains the appropriate management of the Société's collections. We also offer access and research opportunities which we continue to expand. This is achieved through a community outreach program, a series of regular publications, small exhibitions and the recent database merger with Jersey Heritage, providing islanders with a single online catalogue to explore their heritage. The Archive is now fully integrated online with the Jersey Heritage Archive, allowing users to search through both organisations together.

#### 4.4 Publications, communication and website

The Société runs a small bookshop from our Pier Road headquarters, which we plan to update and enhance.

The Société has published and distributed an annual Bulletin to its members for most of its history. The Bulletin contains articles from the Sections and other researched contributions from members, including full-colour photographs. The Bulletin contains the annual reports and selected records of the Société Sections providing a published record of the Société's research activities for the last 150 years. Complete (or near-complete) collections of the Bulletin are a proud feature of some of Jersey's finest private collections.

The Bulletin provides an opportunity to publish short to medium length academic articles on any subject which aligns with the aims of the Société Jersiaise. The Bulletin has regular contributions from members but also academics or professionals working both on and off Island. The Bulletin is also developing links with the JICAS to provide a publishing outlet for the research being produced through its courses.

Whilst the Bulletin represents a great opportunity to publish short articles, on either a scholarly or amateur basis, the Société also provides members with the opportunity to carry their research through to the publication of books. We make an effort to publish, launch, promote and sell publications by our members, as well as works related to our core activities.

The Société publishes newsletters and a monthly E-news. We are increasing our content on social media, particularly as it holds the opportunity to showcase the richness of Island life to people outside Jersey.

The Société website provides an opportunity to engage both our Island community and overseas users. We maintain regular news updates and promote events and activities. The website also offers spaces for Sections and members to promote projects in more detail. These projects are made available to the public alongside the records and resources that have informed the research project, but also those produced through it. This system creates a cycle of knowledge creation within the Société's online services that anyone can participate in.

#### 4.5 Education, grants and funds

Education is one of the most important functions of the Société Jersiaise, requiring us to liaise with educational institutions at all levels. Whilst in days past this may have been mainly at postgraduate and degree level, today the Société engages with young people all the way from primary school throughout the entire educational system. We are proud that there are people who have completed degrees and even doctorates in Jersey subjects who were once young members of the Société. Just as valuable are those members who have carried out a lifetime of research outside the formal educational system.



We liaise with other antiquarian societies within the UK and Channel Islands and maintain strong contacts with French universities and specialists.

The Jersey International Centre of Advanced Studies (JICAS) and the University of Exeter have partnered to provide an MSc in Island Biodiversity and Conservation. We are supporting the JICAS summer school via our archaeologist and will continue to maintain strong links with this academic organisation, providing grants to several students each year. The Field Archaeologist will teach students about Archaeology and focus on how erosion, and climate change can impact archaeological sites. He will be working alongside Jersey Heritage and Exeter University.

The Société also provides a focus for the study of Jèrriais, our Island's native language. We have an active Jèrriais Section which serves to support and encourage those speaking and learning Jèrriais. The Société holds a wealth of Jèrriais resources in the Lord Coutanche Library, in online and manuscript form. A current objective is to upload the web application "Les Pages Jèrriaises" to the new Société Website. This is one of the finest Jèrriais collections in the Island and the ability to search it will provide learning opportunities both on-Island and overseas. We are also a main source of publications in Jèrriais through our bookshop and links with Le Don Balleine, the Committee for the Preservation and Promotion of the Jersey Norman French language.

The Société provides the following awards and scholarships. These are intended to support study in the range of fields that are relevant to the Société's activities. Although most are targeted at students or researchers, it is not always necessary to be formally enrolled in a course to apply for an award.

- The Millennium Research Fellowships and Grants in Jersey History and Heritage
- The Averil Picot Art Scholarship
- The Barreau Art Scholarship
- The Roderick Dobson Award for Naturalists
- The Nigel Quérée Environment Award

The Société will support people who receive an award or scholarship to present on or publicise their work.

#### 4.6 A campaigning voice in Island life

The Société is fully independent from government and does not rely on institutional funding. We do not carry out political campaigns or endorse political parties or figures but we will make comment on any issues that affect the Island and/or relate to our core mission. We are active in conservation matters, planning, developments, and environmental issues.

Some of our Sections, such as Environment, Marine Biology and Architecture, work directly to support policies that protect the environment. For example, Marine Biology recently supported the creation of the No-Take-Zone in Portlet Bay. The Société also sponsors the Jersey Biodiversity Centre by providing accommodation at our Pier Road headquarters.

The Société participates in Jersey's Heritage Strategy. We contribute via archaeological work and supporting relevant conventions. The Archaeology Section also runs the two-week Council for British Archaeology festival every July, and the Société provides crucial input to the proposed Portable Antiquities law.

The Société has a series of regular lunchtime talks, walks, and workshops. These are generally open to the public, although a small donation is most welcome. We also conduct the annual Scenic Lanes Competition, which exists to showcase the beauty of our small island and encourage environmental awareness amongst the parishes.

## 5 Goals from 2023 onwards: what does the Société Jersiaise promise to do?

The Executive Committee of the Société Jersiaise has set out a series of goals that we aim to accomplish within the next three years. We will work towards these goals on behalf of our members, and other stakeholders.

To set out our goals we used a standard process called SMART goals. These are a standard tool in management and the voluntary sector. We used them to set out objectives for the Société that were:

- **Specific:** where we agreed we would target a specific area for improvement
- **Measurable:** to ensure that we could measure and report back to our membership on progress towards this goal
- **Assignable:** as an organisation with a small paid staff, it was essential to make it clear who would be responsible to meet the goals
- **Realistic:** we needed to set out what results can realistically be achieved, given available resources
- **Time-based:** to make it clear when we intended to have met the goal

Our goals can be summarised in the following categories

### 5.1 Finances: investments, income and expenditure

We commit to ensuring that the Société Jersiaise benefits from the highest standards of financial governance and remains financially healthy. We will continue to work to ensure that generous bequests to our organisation are utilised to deliver on the Société's core purposes and with the aim of supporting and growing our membership in Jersey.

We will ensure that the principles of good governance are applied consistently across the Société, and that all those making decisions on behalf of the Société adhere fully to these principles, as set out in the publications of the Jersey Charity Commissioner and related publications of the UK Charity Commission.

To this end, in 2022 we concluded our review of the financial management strategy of the Société. This Strategic Plan aims to highlight the results of that Review in a way that is transparent to members. Our management strategy must always facilitate the delivery of the Société's core purposes.

In 2022 we

- Hired a Chief Executive Officer to improve the day-to-day running of the Société and provide a resource to action the goals and aim of the organisation
- Restructured the office organisation and embarked on a programme of improvements to internal processes to improve efficiency and bring them up to date
- Reviewed and implemented a new HR procedure to ensure that we manage our staff more effectively and consistently
- Managed and invested several generous bequests to help provide for the long-term financial stability of the Société

In 2023 we will take steps through the Executive Committee to ensure that this Plan will help increase our income by undertaking projects that will help grow the Société's membership, including corporate members, bequests and sponsorship

<b>Goal</b>	<b>Assigned to</b>	<b>Target date for completion</b>
1.1 Re-launch and promote the Millennium Fund with a written constitution and standard application form	Executive Committee	Quarter 1 2023
1.2 Publish a financial reserves policy to meet our requirements under the Charities (Jersey) Law 2018	Executive Committee	Quarter 2 2023
1.3 Return the rental income from our facilities closer to previous levels by modernising our room booking processes	Chief Executive Officer	Quarter 2 2023
1.4 Develop and refine financial systems to enable effective management of (and reporting on) expenditure and income	Executive Committee	Quarter 4 2023
1.5 Begin the process of upgrading the Member's Room and other spaces available to our members and paying customers	Executive Committee	Quarter 4 2023

From 2024 onwards we will

<b>Goal</b>	<b>Assigned to</b>	<b>Target date for completion</b>
1.6 Publish a short resource to standardise our applications for external grants and to support our members and Sections in making grant applications	Chief Executive Officer	Quarter 1 2024

1.7 Develop and publish a fundraising strategy, including how we will support our membership in raising funds either generally or for specific projects	Executive Committee	Quarter 2 2024
1.8 Report back to Members on how we have arranged our finances to meet the goals set out in this Strategic Plan, and how this has enabled us to make sustainable investments to support our Members and their activities	President	Annual General Meeting 2024

## 5.2 Staffing, management and administration

We commit that the President, Vice Presidents and Executive Committee of the Société will manage the Société to the best of our ability and on behalf of our members and the general public of Jersey. We will ensure that our paid staff operate to the same high standards, and that the Société will continue to be a good employer.

In particular, we will prioritise work to stabilise staff resources at a level where the underlying aims of the Société can be confidently delivered, providing a solid basis for further development going forward. This involves an immediate commitment that we will improve and stabilise all office, financial and administrative functions, including membership services, so that the organisation runs efficiently and economically and is able to robustly support the Société's aims and activities. This must be achieved in a way that allows the Société to operate within sensible financial parameters.

This aim applies to two of the three core departments of the Société, all of which are under-resourced as of the date this document is being finalised (March 2023). In addition to our administration and membership services (front and back office); we must stabilise staffing for our Library and Photographic Archive. In respect of the library, we will work to make the most of this unique resource by promoting its facilities to our Sections and liaising more closely with other specialist libraries.

In 2023 we will

<b>Goal</b>	<b>Assigned to</b>	<b>Target date for completion</b>
2.1 Migrate our computer systems to the latest version of Microsoft Windows and adopt Office 365 consistently throughout the organisation	Chief Executive Officer	Quarter 2 2023
2.2 Carry out an external review of our Library to plan our future investment in staffing, training, physical environment and links with other specialist libraries	Executive Committee	Quarter 3 2023
2.3 Adopt a new membership system that allows more effective and efficient management of our membership	Chief Executive Officer	Quarter 3 2023

2.4 Complete a review of staffing levels and publish proposals to ensure that our office, Library and Photographic Archive are fully and adequately staffed	Executive Committee	Quarter 4 2023
2.5 Review our digital storage solution to decide if a migration to cloud storage will be appropriate	Executive Committee	Quarter 4 2024

In 2024 onwards we will

<b>Goal</b>	<b>Assigned to</b>	<b>Target date for completion</b>
2.6 Commission and publish a simple and attractive volunteering strategy	Executive Committee	Quarter 2 2024
2.7 Commission external support to set out policies for succession planning for our key staff and the management of the Executive Committee	Chief Executive Officer	Quarter 3 2024
2.8 Publish proposals to deliver continuity in the way the Executive Committee is run and attracts new candidates	Executive Committee	Quarter 3 2024

### 5.3 Improving our facilities

We commit to a programme of review, modernisation and (where appropriate) investment in our core facilities. Our buildings and infrastructure should remain open and accessible to our members at the times that they wish to use them, and we should continue to be a good steward of the sites we own. This may be delivered by working in partnership with other organisations, particularly Jersey Heritage and the National Trust for Jersey.

We will develop and establish a rolling maintenance, repair and management programme for all premises and sites for which the Société is responsible, commensurate with the obligations of a registered charity.

In particular, we recognise that our Pier Road building exists as a central resource to welcome our members and host their activities. Improving Pier Road will be a priority, as we recognise that the building has become under-used and will benefit from a programme of sympathetic interior modernisation.

In 2023, we will continue the task of improving the physical facilities available at Pier Road, so as to appeal to and attract members and other users of the SJ services. We will

<b>Goal</b>	<b>Assigned to</b>	<b>Target date for completion</b>
3.1 Modernise the audio-visual equipment in both the Members' Room and Arthur Mourant room to offer high-quality facilities for our members and paying customers	Chief Executive Officer	Quarter 2 2023
3.2 Review the accessibility of the building, including the current issues with disabled access	Executive Committee	Quarter 3 2023
3.3 Bring the exterior appearance and signage of Pier Road up to an appropriate and attractive standard	Executive Committee	Quarter 3 2023
3.4 Publish plans to landscape and make other improvements to the entrance courtyard, including some enhancement of the areas currently used by Jersey Heritage	Executive Committee	Quarter 4 2023
3.5 Publish plans for physical improvements to the library, so as to improve conditions for users; in particular whether we can meet the cost of a cooling or air conditioning system to ensure that the Library and other occupied spaces are comfortable in warm summer months	Executive Committee	Quarter 4 2023

In 2024 we will

<b>Goal</b>	<b>Assigned to</b>	<b>Target date for completion</b>
3.6 Deliver costed options for improving our bookshop, and ground-floor store, to review their scope, location and operation	Executive Committee	Quarter 4 2023
3.7 Deliver costed options for improvements to the infrastructure of the Photo-Archive, so that it continues to maintain a lead role in this specialist area; this will set out the potential costs/benefits of modernising the digitisation suite and cataloguing equipment	Executive Committee	Quarter 1 2024

#### 5.4 Growing our Membership, Sections and supporting our community

Unlike other heritage bodies, the Société Jersiaise is more than an organisation: we are a community. Our membership is the lifeblood of our organisation as well as being the main source of our income through the payment of annual memberships and generous bequests. We should recognise that membership of the Société has an important social component, and offer more social opportunities to those members who would welcome them.

A commitment to attract and retain members charges the Executive Committee with the responsibility of communicating, of educating Islanders about our purpose, but also in

building relationships and fundraising. The activities of the Société’s leadership, its President, Vice Presidents and Executive Committee, must always recognise this fact. We will work on behalf of today’s members, of the many members of the past, and to attract and nurture the members of the future. In particular we will work to maintain our connection with the world of education, locally and in any place outside the Island where the interests of the Société are reflected.

To attract younger members we will be careful to balance a respect for tradition with the values and facilities that younger members will expect. We will above all work to ensure continuity with the Island’s past, and to prepare for its future.

We will develop the ability of the Société, its departments and Sections to effectively fundraise for, manage and deliver projects with the purpose of fulfilling the Société’s underlying aims.

In particular we will work to support our Sections. We will work to develop a better understanding of the variable needs and aspirations of the individual Sections, and provide focused assistance where it is needed. We will develop better communication between the Executive Committee and the Sections, and between the Sections themselves, to enable and foster collaborations. We will facilitate and support promotion of all of our Section activities, including text and images, essays (bulletin), talks and walks. By offering the Sections more support and a greater working relationship, we will aim to help them apply for financial support for key projects, as well as with external grants and with publishing (where possible).

We will continue to support the aims of the Heritage Strategy and act as good partners to the Government of Jersey and other parties to the Strategy. Needless to say, we will also sustain our strong links with Jersey Heritage and the National Trust for Jersey, and continue to work together wherever possible.

In 2023 we will

<b>Goal</b>	<b>Assigned to</b>	<b>Target date for completion</b>
4.1 Deliver an annual quiz night, as a fundraiser with appropriate prizes	Executive Committee	Quarter 1 2023
4.2 Develop a calendar of events and promote it online	Chief Executive Officer	Quarter 2 2023
4.3 Publish a plan to formally recognise bequests and other significant contributions to the life of the Société	Executive Committee	Quarter 3 2023
4.4 Plan events in our library and photographic archive to introduce more Section members to the facilities we offer	Executive Committee	Quarter 4 2023

In 2024 we will

<b>Goal</b>	<b>Assigned to</b>	<b>Target date for completion</b>
4.5 Create a Junior Section and Youth Panel. As our successors, we will encourage the youth of the Island to become involved with the SJ and enthusiastic about our various offerings	Executive Committee	Quarter 4 2024

## 5.5 Media and communications

The range of the activities listed in this plan requires the Société to have a media strategy. Organisations of our size are now required to adapt to social media, as well as the usual channels. This is essential as reviews carried out by the executive have suggested that Island-wide awareness of the Société is lower than it could be, and that we are often confused with partner organisations Jersey Heritage and the National Trust. The appointment of a paid CEO was an important first step in a media strategy that can promote the Société, its Sections and our core mission.

Above all, the Société must work to communicate our diverse activities to all who might be interested in our work. This is not just potential new members, but existing members. We should aim to promote our work in all forms of local and (where appropriate) national and international media. We have developed strong links with universities, researchers and authors abroad, and will continue to build on these. We will continue to promote our specialist library, photographic archive and the role of our Field Archaeologist to our Sections and the general public

In 2023 we will

<b>Goal</b>	<b>Assigned to</b>	<b>Target date for completion</b>
5.1 Use our 150 <sup>th</sup> as a opportunity to promote the Société through a programme of events targeted at members, the public of Jersey, and visitors	Executive Committee	Quarter 1 to Quarter 4
5.2 Relaunch our grants and funds with advance publicity and publicity for recipients	Executive Committee	Quarter 2
5.3 Deliver a communications plan (to include social media). We will publish a business case to outsource come marketing and promotion of Société activities, including delivering regular social media campaigns	Executive Committee	Quarter 3
5.4 Deliver a strategy for future publications to be funded by the SJ	Executive Committee	Quarter 4
5.4 Promote our new digital platform, including by uploading the content of the Jèrriais Section to the new website	Executive Committee	Quarter 4



5.5 Join the Partnership Normandy Museum Network, alongside Jersey Heritage and Guernsey Museum & Galleries. This will improve our connection with France and help us to promote our role in the conservation of Jersey's heritage sites and artifacts.	Executive Committee	Quarter 4
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In 2024 we will

<b>Goal</b>	<b>Assigned to</b>	<b>Target date for completion</b>
5.6 Publish a review of the process by which research undertaken by SJ Sections, members or related persons is brought to publication in a variety of forms	Executive Committee	Quarter 1

**Approved by the Executive Committee 8<sup>th</sup> March 2023**