

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

In 2023 the Société celebrates its 150th 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. Developments in the world of education and heritage across the English-speaking world, and across the sea in France, 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. 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
- An intensive planning event 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 150th 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

1 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

1.1 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

February 2024 Update: green and red text reflect the position in August 2023, blue text is the position in April 2024

Goal	To be led by	Target date for completion
Re-launch and promote the Millennium Fund with a written constitution and standard application form	Exec	Quarter 1 2023 Complete
Publish a financial reserves policy to meet our requirements under the Charities (Jersey) Law 2018	Exec	Quarter 1 2023 Not complete due to the resignation of the Hon Treasurer. Final draft is ready for considered by the Exec in March 2024
Return the rental income from our facilities closer to previous levels by modernising our room booking processes	CEO	Quarter 2 2023 This is now under firm control, and lettings are increasing LP. This positive trend is continuing.
Develop and refine financial systems to enable effective management of (and reporting on) expenditure and income	Exec	Quarter 4 2023 Substantial progress, RB/RSM/SF. This has gathered pace since a potential new Hon Treasurer, Paul Alker (PA), was co-opted in November 2023.
Begin the process of upgrading the Member's Room and other spaces available to our members and paying customers	CEO	Quarter 4 2023 Both meeting rooms have been partially upgraded in time for 150 th Conf. Further works are subject to funding

From 2024 onwards we will

Goal	To be led by	Target date for completion
Publish a short report so as to standardise our applications for external grants and to support our members and Sections in making grant applications	CEO	Q1 2024 Deferred to Q2
Develop and publish a fundraising strategy, including how we will support our membership in	Exec	Q2 2024 RSM/RB/GMdeC/SF are working on this. Our

raising funds either generally or for specific projects		approach to this will be established after the EGM and AGM in March 2024
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	Pres	Annual General Meeting 2024 On track RB/SRM/SF. Substantial progress has been made with the expert input of our newly co-opted Hon. Treasurer.

1.2 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 prepared (February 2023). In addition to our administration and membership services (front and back office); we must stabilise staffing for our Library and Photographic Archive.

In 2023 we will

Goal	To be led by	Target date for completion
Migrate our computer systems to the latest version of Microsoft Windows and adopt Office 365 consistently throughout the organisation	CEO	Quarter 2 2023 Migration is complete, training is scheduled
Carry out an external review of our Library to plan our future investment in staffing, training, physical environment and links with other specialist libraries	CEO	Quarter 3 2023 External Report complete for Exec. Cttee. on 30 th August
Adopt a new membership system that allows more effective and efficient management of our membership	CEO	Quarter 3 2023 New system is in place, and any unclear memberships are being actively followed up. This work is now complete
Complete a review of staffing levels and publish proposals to ensure that our office, Library and Photographic Archive are fully and adequately staffed	Exec, CEO, Treas	Quarter 4 2023

		Preliminary ideas are ready for discussion in Aug./Sept. 2013. This review is complete, funding established, and the programme of appointments is almost concluded.
Review our digital storage solution to decide if a migration to cloud storage will be appropriate	Exec, CEO	Quarter 4 2024 YES. Decision has been made on consultation with 2 service providers.

In 2024 onwards we will

Goal	To be led by	Target date for completion
Commission and publish a simple and attractive volunteering strategy	Exec	Quarter 2 2024 Move to Quarter 4? No change
Commission external support to set out policies for succession planning, for our key staff and the management of the Executive Committee	CEO	Quarter 4 2024 No change
Publish proposals to deliver continuity in the way the Executive Committee is run and attracts new candidates	Exec/ CEO	Quarter 4 2024 Partly addressed in the proposed rule changes to be presented to the EGM in April 2024

1.3 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

Goal	To be led by	Target date for completion
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	CEO	Quarter 2 2023 Work partially complete; more work on furnishings and decorations needed. The latter expenditure is subject to funding; move to Q3 2024
Review the accessibility of the building, including the current issues with disabled access	CEO	Quarter 2 2023 Side gate from Pier Road being investigated RB/MS/SF. This idea proved to be unworkable and has been abandoned
Bring the exterior appearance and signage of Pier Road up to an appropriate and attractive standard	Exec/CEO	Quarter 4 2023 ArtHouse Jersey 150 th project is commissioned. This work was successfully completed and promoted in December 2023.
Publish plans to landscape and make other improvements to the entrance courtyard, including some enhancement of the areas currently used by Jersey Heritage	EXEC/CEO	Quarter 4 2023 In active discussion with Jon Carter at JH CEO/VP. Abandoned for the moment due to lack of funding
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	EXEC/CEO	Quarter 4 2023 Ongoing investigation has revealed that the entire services infrastructure at Pier road needs renewal. A phased programme of work has been formulated with library cooling as a priority, funded from reserves. This will commence in April 2024

In 2024 we will

Goal	To be led by	Target date for completion
Deliver costed options for improving our bookshop, and ground-floor store, to review their scope, location and operation	Exec/CEO	Quarter 1 2024 Partly complete (bookshop), while the store is undergoing a comprehensive review

		<p>with the help of volunteers. This ongoing work has revealed a serious lack of storage space throughout Pier Road, which will require a rationalisation of all non-archived material stored on the premises. This situation has been exacerbated by bequests of books and other material during 2023. Temporary relief is being provided in a vacant room at 4 Devon Gardens. A strategy for dealing this issue will be prepared in Q4 2024.</p>
<p>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</p>	<p>Exec/ CEO</p>	<p>Quarter 2 2024 This has been accelerated because of staff changes: report in Quarter 4. This report will be brought forward to Q2 because it has implication for the infrastructure works described in Section 1.3.</p>

1.4 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

Goal	To be led by	Target date for completion
Publish a plan to formally recognise bequests and other significant contributions to the life of the Société	Exec	Quarter 2 2023 This matter has been under review over the last year because the complexity of the governance issues involved. Some matters are addressed in the rule changes to be considered at the EGM in April 2024, and a strategy will be finalised in Q4 2024
Plan events in our library and photographic archive to introduce more Section members to the facilities we offer	Exec	Quarter 3 2023 Ongoing sessions; several sections have benefitted from this.
Deliver an annual quiz night, as a fundraiser with appropriate prizes	Exec/ CEO	Quarter 1 2023 Successfully completed. A further event was held in February 2024, which was well attended.
Develop a calendar of events and promote it online	CEO	Quarter 2 2023 This has been overtaken by the programme of 150 th

		celebrations, Scenic Lanes etc. Programme of social media and regular posting, including Blog on website is in place
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In 2024 we will

Goal	To be led by	Target date for completion
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	Exec	Quarter 4 2024 Collaborations with JH & Numismatics, Archaeology sections are active.

1.5 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

Goal	To be led by	Target date for completion
Use our 150 th as an opportunity to promote the Société through a programme of events targeted at members, the public of Jersey, and visitors	Pres	Q1 to Q4 Successfully delivered by Pres, CEO and volunteers
Promote our new digital platform, including the uploading the content of the Jèrriais Section to the new website	Exec/CEO	Q4 Ongoing work with external collaborators
Relaunch our grants and funds with advance publicity and publicity for recipients	CEO	Q2 All are ready but for the Barreau and Averil Picot arts

		<p>funds, which need further refinement. All grant schemes are now updated and republished.</p> <p>A celebratory exhibition and booklet on the Barreau Fund is being investigated as this 2024 is the centenary year. Q4 2024 if funding can be found</p>
<p>Deliver a communications plan (to include social media). We will publish a business case to outsource marketing and promotion of Société activities, including delivering regular social media campaigns</p>	<p>Exec/ CEO</p>	<p>Q3</p> <p>This work is already being delivered</p>
<p>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.</p>	<p>Exec/ CEO</p>	<p>When?</p> <p>Completed, signed June 2023</p> <p>Collaborations ongoing through FA and Library</p>

In 2024 we will

Goal	To be led by	Target date for completion
<p>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</p>	<p>Exec</p>	<p>Q4 2024</p> <p>May be brought forward to Q3 on appointment of Collections & Records Advisor</p>
<p>Support our library in its plan for digitisation and reorganisation of its historic resources</p>	<p>Exec</p>	<p>Q4 2023</p> <p>Will follow on from the external review</p> <p>Plan to apply for external funding in October</p>
<p>Deliver a strategy for future publications to be funded by the SJ</p>	<p>Exec</p>	<p>Q3 2023</p> <p>Who is to lead this?</p> <p>Pending Exec review with subcommittee</p>

Approved by Executive Committee April 2024