



Jersey Heritage
Annual Review
2009



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www.jerseyheritage.org

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Thank you to our heritage partners La Société Jersiaise and the National Trust for Jersey who we work with to deliver the Island heritage service.

Thank you to the Department for Education, Sport and Culture who sponsor the operation of Jersey Heritage.

Thank you to you, the Islanders who visited the sites, joined as members, came to an event, stayed in heritage lets, volunteered, pledged donations or helped us in other ways to allow everyone to enjoy Jersey's Heritage and pass it on to future generations.

Jersey Heritage Board of Trustees at 1 July 2010

John Clarke

President of Société Jersiaise.
Chairman Société Jersiaise Archaeology Section
Retired Veterinary Surgeon
Trustee since April 2010

Simon Crowcroft

Elected to the States of Jersey as a Deputy for St Helier No 2 District in 1996; Constable of St Helier since 2001
President of the Jersey Eisteddfod
Trustee of Headway
Trustee since July 1999

Peter Funk

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Governor and Chairman of the Finance Sub committee Jersey College for Girls and Jersey College for Girls Prep
Chairman Tourism Development Fund Advisory Panel
Trustee since February 2010

Blair Gould

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Former President of Jersey Symphony Orchestra.
Trustee since 2005

Bob Hassell

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Past President of Jersey Chamber of Commerce
Trustee since February 2010

Clive Jones (Chairman)

Former Chairman & Managing Director of Citi in Jersey
Currently Chairman, Jersey Financial Services Commission
Chairman, Highlands College Governing Body
Trustee since 2005

Paul Nicolle

Retired Corporate Director of Policy & Employee Development, States Human Resources Department
Chairman of Board of Governors, Beaulieu Convent School
Fully qualified Blue Badge Guide
Appointed Jurat – February 2010
Appointed as a Trustee in 2005 with effect from July 2006

Mark Oliver

Finance Director, Publishing Division – The Guiton Group
Honorary Treasurer – Durrell Wildlife Conservation Trust (2004 – 2010)
Parent Governor – Grainville School (2007 – 2010)
Trustee since February 2010

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Former Head of Apsley House, The Wellington Museum, London.
Former Curator, Victoria and Albert Museum, London
Société Jersiaise nominated Trustee with effect from September 2006

Honorary Financial Adviser

Kevin Keen FCCA FCMA

Currently Chairman of Jersey Water
Former Managing Director Of Jersey Dairy
Appointed in December 2009

Foreword by the Chairman of Trustees

In the current debate about the challenges facing Jersey Heritage, it is important not to lose sight of the contribution the heritage sites and services make to the life of the Island. So while much remains to be said about funding the future of the organisation, this report considers what we know that funding achieved in 2009 and what we can continue to deliver in the years to come.

The report presents an extremely positive message about the value heritage makes to the conservation of our environment, to the tourism industry, to our community life, our children's education and indeed the lifelong learning of everyone in Jersey.

The report also acknowledges the tremendous support shown to the organisation by the community through visiting, volunteering and giving, especially through our new membership scheme.

It is critical to put into context the background against which our 2009 success has been achieved. The long term decline in visitors to the Island has had a significant impact on our funding and this, taken in conjunction with rising costs and diminishing investment in our key assets has brought us to the difficult decisions that have had to be taken in recent months.

The Board is mindful of the concerns that have been raised about the governance and operation of the Trust and these have been vigorously addressed. I would like to take this opportunity to welcome the new members of the Board of Trustees, all of whom will strengthen our management performance and add invaluable commercial expertise to our team.

This has been a painful period for the Trust but it has also been cathartic because our role has become more clearly defined and the issues that have been restraining us for so long are finally open to full public debate. As a result we are confident that we will continue to offer an award-winning and nationally recognized level of heritage services for future generations.

We are extremely grateful to the Minister for Education, Sport and Culture for the very public support he has shown the Jersey Heritage Trust and to all States Members for taking the time to fully understand our role and mission. We must also pay tribute to our staff, to our volunteers and to you, our supporters without whom 2009 would not have been the success it was and, looking to the future, we will not be able to do without.

If you will allow me a personal observation I, like many of you, do not 'come from' Jersey in the sense of having been born, brought up or educated here. The reasons we are here are many and varied, but for most of us it is the place we call 'home'. The work of Jersey Heritage is what helps ground us in that belief and what helps make us willing members of and contributors to the Jersey community.

On behalf of my colleagues on the Board of Trustees I hope you find this report informative and that it answers any questions you may have about our plans for the future. We welcome feedback on any matters relating to our service or to heritage matters in general and look forward to seeing you in 2010.

Clive Jones
Chairman

Overview of 2009 Operations

2009 was a year of great success in terms of the operational performance summarised in this review. This is a huge tribute to the skills and determination of staff of Jersey Heritage who maintained focus and effort through a period of difficult uncertainty. This overview is a snapshot of their contribution to keeping heritage at the heart of Island life and passing it on to the future.

Performance in 2009

The most basic indicators of success, the numbers of people visiting heritage sites, were up in 2009, bucking a significant downward trend in visitors to the island. New exhibitions, particularly Marilyn and Mammoth Hunters at Jersey Museum, played a part but a more determined marketing effort was also significant. The launch of a new membership scheme accompanied a rise in local use. Archive use remained steady. More people used the sites out of hours, too, for corporate and private events. The lessons are clear that change and promotion, which both require investment in the short term, are essential to the ongoing viability of the sites.

The membership drive was part of a wider campaign for direct community support which continued to drive up self generated income which has risen 33% since 2005. In 2009 we raised £1.7M towards the cost of the heritage service through admissions, venue hire, holiday accommodation, sponsorship, publication, retail and catering. Independent assessments for the States concluded that the day to day operation of the sites was performing very well in terms of core visitor business. Community support came too from our corporate members and a growing number of volunteers who gave a record 15,000 hours of time. It is certain that these forms of support are going to be of ever increasing importance to the future of our heritage service.

But Jersey Heritage is not simply an attraction business and has core responsibilities for heritage conservation and education, which a States Statistics Unit survey in July 2009 showed to be the top priorities Islanders wished to set for us. Important additions to collections and sites in care are described in this report, but conservation depends on successfully engaging people of all ages in using and valuing our heritage. Jersey Heritage education and curatorial staff worked with schools, residential homes and across the Island at many of the free-to-access sites – dolmens, forts and towers, historic harbours - to help people experience and learn from their heritage directly. Our ability to help realise the potential of heritage in Island life and to pass it on for future generations to enjoy will depend in part on the success of projects like these which aim to take heritage from behind barriers and into people's everyday lives.

So there was a lot of heritage activity, which was well supported, and which generated significant income, but was it any good? Quality is as important as quantity, but is notoriously difficult to measure in the world of arts and heritage. That is why we work to national quality assurance schemes to assure our customers they are getting the best, and where not, the reasons why not. As described in the report, where possible our museum, archive, visitor attraction and conservation activities were tested in this way and in 2009 these assessments indicated high standards being achieved.

Change at Jersey Heritage in 2010

Operationally 2009 was a good year and the rest of this review provides further illustration of the activities undertaken and the services delivered. The Chairman has set out the background to the changes we are making to Jersey Heritage; I will expand on their impact and how the changes inform our plans for the future.

The restructure agreed with Education, Sport & Culture was aimed at addressing a shortfall of around £1M a year comprising an operating deficit of £550,000 agreed with BDO Alto and an investment requirement of £465,000 identified by Locum Consulting. Acting on the recommendations of the Comptroller & Auditor General and BDO Alto, the Trust has made fundamental changes to our business operation, achieving savings of £334,000, over 9% of cost base, towards the annual deficit of around £550,000. These savings have included:

- New operating model for Hamptonne Country Life Museum
- Reduction of opening times at Jersey Museum and Maritime Museum
- Reduction of some educational services
- Outsourcing to allow reduction in central costs such as marketing and design
- In addition we have agreed to introduce new charges for admissions in 2010 as 40% of local visitors have previously gained free access to sites

The principle savings have involved a loss of approximately 25% of Jersey Heritage staff. These cuts were made with great sadness and the organisation said goodbye to some extremely dedicated, loyal and professional individuals.

Despite the magnitude of this action we believe we have retained the ability to provide a high level and quality service within the resources available and we are optimistic that with appropriate levels of agreed funding heritage will remain an important element of Island life and will continue to add value. We have planned to be able to achieve:

- Conservation of all sites in care at existing levels
- Conservation of collections in care at existing levels
- 72 % of previous access to sites
- 87% visitors to sites
- 50% accompanied school visits
- 50% local children and seniors visiting sites
- Public programme of exhibitions and events
- Existing partnerships in place, e.g. management agreement for Hamptonne
- 90 % volunteer contribution retained across sites

Looked at positively, much of the value of the public service is retained and we are confident of being able to continue to build on that by finding new ways of working, making the most of the assets in our care and entering new partnerships.

Looking ahead to 2011 and beyond

Driving income generation is the most important task ahead. We already need to generate more than £1.7M every year, a tough challenge at the best of times, but especially so in the current climate. We will be giving a great deal of focus to revenue generating activities and building on our recent success in admissions income, retail, venue hire, property lets and events.

We will also need to look beyond these established income streams. Independent studies for the States and for Trustees in 2009 indicated that we are earning close to the full potential in these areas. So we must look to new areas of corporate and private fundraising in such a way that supports rather than competes with our heritage partners. We will need to communicate our cause and the case for support to as wide an audience as possible.

However in order to launch those initiatives with confidence we need to establish certainty and stability in our relationship with the States. We have worked closely with ESC over the last six months to address the issues of governance and reporting as well as costs and earning potential raised by the series of reports. We have made the maximum savings possible without permanent closure of sites and services. The support shown by States Members during the recent debate of P75/2010 is very much appreciated and we now have a clear understanding of how we can work more efficiently with our government and heritage partners to fund investment in change at the sites, we will be able to ensure current and future Islanders and visitors to Jersey can continue to enjoy the very best of Jersey's heritage.

Jonathan Carter
Director

About Jersey Heritage

Jersey Heritage was established in 1983 to 'acquire, conserve and display Jersey's historic buildings and collections'. Working to nationally recognised standards, we aim to inspire people to learn about, enjoy and safeguard their heritage. Our activities include:

Conservation – we manage, conserve, and protect historic collections, heritage sites, public and private archives and provide information about the historic environment

Learning – we help people learn about Jersey through educational exhibitions, site visits for schools, events for families, local history publications, on-line information

Discovery – we guide locals and tourists to the best of Island heritage, we promote enjoyment of the heritage sites for visits, weddings, holidays and events, we promote Jersey's heritage overseas

Community – we work with volunteers, businesses, heritage and arts organisations, community groups and local experts to help everyone participate in putting heritage at the heart of community life

We are an independent trust supported by a grant from the States of Jersey and income raised from admissions, memberships, venue hire, catering and retail, sponsorship and fundraising.

Meeting national quality standards

We aim to operate to the following national standards in everything we do:



For museums

The Museums Libraries and Archives Council's Museum Accreditation Scheme



For visitor services

Visit Britain's Visitor Attraction Quality Assurance Scheme



For archives

The National Archive Standard for Record Repositories



For staff development

Investors in People standard

It is important to report that in 2009 we were unable to meet these quality standards in two important areas owing to funding related issues. The Maritime Museum accreditation was provisional only as, while the service and visitor experience met the standard, we were unable to sign a lease on the premises to provide the security of tenure required by the standard. Similarly, Jersey Archive, while it scores highly in quality of service, falls below the standard of public access as funding allows only three days per week opening.

Otherwise, these standards are met across the organisation with many areas of excellence, indicating the effectiveness of the day-to-day heritage service we provided during the year, when measured against museums, archives and heritage attractions across the UK.



Conservation

What we do - we manage, conserve, and protect historic collections, heritage sites, public and private archives and provide information about the historic environment.

Archives

An annual report on the work of Jersey Heritage and the Archivist under the Public Records (Jersey) Law 2002 is presented to the States and available at <http://www.statesassembly.gov.je/documents/reports/33241-21845-382010.pdf> Highlights of archive activity in 2009 include:

Accessions - 48 new collections (6,500 items) were transferred to the Archive from official bodies. The Jersey Archive now holds over a quarter of a million public records. There were 100 new accessions of private records totaling 1,434 items which included collections from Jersey Swimming Club, the Ecclesiastical Court records from 1557 – 1935 and the political papers of Helen Baker.

Public Access - The Archive was open on 161 days of the year and 3,398 readers made use of the facilities. The online catalogue received a total of 88,000 visits with over 10,400 visitors searching the archives for over 20 minutes. Appleby continued their sponsorship of the What's Your Story? project with 12 sponsored Saturday openings and 6 themed talks in 2009. Talks included love and marriage, crime and punishment and witchcraft in Jersey.



Family and Local History

Jersey Heritage's partnership with the Channel Islands Family History Society continued in 2009 with volunteers from the society providing nearly 1,000 hours of assistance for archive readers. Staff at the Archive answered 1,300 written enquiries relating to family and local history. The Les Quennevais Family Tree project continued with students being encouraged to explore their roots and produce family trees to place on display at Jersey Archive.

Closed Records - 205 files due to be opened under the Public Records Law after closure periods of 30, 75 and 100 years were reviewed and, after consultation

with the public bodies that created the records, 201 files opened to public access on 1 January 2010. These included the minutes of the Public Assistance Committee from the early 20th century giving details of the administration of the General Hospital and files from the Lieutenant Governor's collection listing international terrorists from the 1930s.

Children's Care Home Inquiry - Under a service level agreement to secure historic information for a potential Committee of Inquiry into Children's Care Homes, the Archivist and Records Assistant appraised over 6,400 files from key States departments. Nearly 3,000 relevant records have now been transferred to the Jersey Archive.

Collections conservation

Museum conservation volunteers continued their programme of cleaning in 2009. A new group of archive volunteers was set up in September 2009 to assist with repackaging and cataloguing. 251 items were conserved over the course of the year including the marine biological collection, items from the Crawford bequest, early Church registers and shipping registry records. Work on the Centaur Statue at Jersey Museum took place in partnership with KPMG volunteers and an anti tank gun and searchlight were conserved and loaned to the Jersey War Tunnels.

Art and objects

62 separate donations were made to the museum collections which totalled 1,401 new objects. These included:

- A silver tulip-shaped beaker by Huguenot silversmith Pierre Amiraux
- A collection of Jersey bus company memorabilia
- Mementoes of Cobweb Tearooms
- A chain of office for the president of the Licensed Victuallers' Association
- A collection of Victorian children's clothing
- A large bequest to the Société Jersiaise of furniture, drawings and paintings including figure drawings by Ebenezer Crawford

The privately sponsored annual portrait commission was of Colin Powell, by Jason Butler and was unveiled in December.

Heritage catalogues

The Jersey Heritage catalogue at www.jerseyheritagetrust.jeron.je allows searches for information on over 200,000 items in our Art, Social History and Archive collections. 6,695 new archive records and 1,727 new historic object and art records were added in 2009. Archival collections now available to public access include the records of Jersey Motor Transport Co, of the Viscount's Department and of the Methodist Church in Jersey. Newly catalogued objects include many items from the textile collection. The online database was used by researchers 88,436 times.

Historic Buildings protection

Working with the Ministerial Registration and Listing Advisory Group, an independently recruited panel of architectural experts, we prepared listing recommendations for 71 buildings to be considered by the Planning Minister. Jersey Heritage staff worked with the Planning Department to prepare for a major resurvey of the Island's protected historic buildings to be undertaken in 2010.

Historic building conservation

Jersey Heritage manages 18 historic sites ranging in scale from Elizabeth Castle to Seymour Tower. Uses for these buildings range from major heritage attractions like Mont Orgueil to significant ruins in the landscape like Grosnez Castle. In every case these buildings are managed according to two overriding principles. The first is a programme of conservation work based on policies agreed through consultation with our partner heritage organisations in Jersey and according to UK best practice. The second is to ensure the highest level of public use and enjoyment of these buildings so as many people as possible can experience their heritage at first hand. Working closely with our partners at the Transport and Technical Services Department we brought two more special sites into public use and enjoyment in 2009 as part of the States-funded Forts and Towers scheme, with Lewis Tower and Archirondel Tower. These special sites were enjoyed in a series of open days, events and overnight stays.



Learning

What we do – provide educational exhibitions, site visits for schools, sessions in the historic landscape, on-line learning, reminiscence sessions



Exhibitions

Two stunning exhibitions contributed to a 39% increase in visitors at Jersey Museum. Marilyn, sponsored by UBS Wealth Management, presented an amazing collection of dresses and costumes worn by screen idol Marilyn Monroe, on loan from local collector David Gainsborough Roberts. The Mammoth Hunters of La Cotte explored the earliest evidence of human activity in Jersey from the St Brellade cave site, and was the focus of a week-long spring half term event, Ice Age Adventures.

Publications

Marilyn, the exhibition catalogue, sold over 1,200 during the year. We published *Occupied, Behind Barbed Wire*, a study of objects made by Channel Islanders interned during the Occupation. This book, by Cambridge University archaeologist Dr Gilly Carr, accompanies an exhibition shown at Guernsey Museum in 2009 and scheduled for Jersey Museum in 2012.

Islandwide outreach

Jersey Heritage outreach projects made the most of heritage across the Island in 2009. New downloadable audio tours for military, religious and maritime historical sites were published on our website. Open days at Archirondel and Seymour Towers gave Islanders a chance to drop in, while two new guided heritage coach tours for the dolmens of the Société Jersiaise and for States Forts and Towers were introduced. Our programme of guided walks of harbours and havens continued.



Schools

Education staff saw more than 7,000 students in formal teaching sessions on heritage sites, which normally last between two and three hours. This was a significant decrease in demand from 2008 when we saw more than 8,500 students. But schools learning projects also included longer term programmes such as *The Presence of History* which ran over the winter and into the summer term. In this project, which coincided with the Mammoth Hunters exhibition, A Level students from Hautlieu worked at La Hougue Bie to explore themes associated with Paleolithic people, including practical and spiritual aspects of life in the Ice Age. The resulting artwork was displayed on site.

Families

There was a smaller programme of Flash Days, our interactive learning days aimed at 5 to 11 year olds, but there was an overall increase in attendance in the programme which included 3,430 Flashcard holders. Our bigger events programme was also slimmed down but Pirates at the Maritime Museum on May Bank Holiday attracted more than 2,000 visitors and in excess of 3,000 went to Hamptonne during the week of the Fais'sie d'Cidre in October.



Living History

History came alive at Jersey Heritage sites in 2009 with our Living History programme. 5,189 sessions of average three hours were held. We are very grateful for the continued support of the 1781 Jersey Militia and the Companie of the Duke's Leopards at the castles. Costumed interpretation included characters such as 18th century Master Gunner Gillman, Regimental Surgeon's mate Robert Bloodsworth at Elizabeth Castle, Tudor Falconer Lady Ann Hayden and medieval story teller Drogo Hamon at Mont Orgueil, and the 17th century Goodwyf at Hamptonne. In addition there were 938 guided tours at the sites in 2009.



Discovery

What we do – heritage attractions, self catering in historic sites, heritage events, walks and tours, advertising and promotion, guidebooks

Visits to heritage sites

Overall visits to heritage sites (the Castles, Jersey Museum and Maritime Museum, Hamptonne and La Hougue Bie) were up 2.5% with admissions income up 6.7%. Local visitor, UK and overseas tourist numbers increased. This bucked an Island trend of an estimated 3.8% decrease in tourism overall – with a 6.6% decrease in UK visitors. Of the total 186,124 visitors, 130,887 were tourists and 55,237 were residents. These figures have generated a positive response from independent assessors:

- *This level of penetration of the resident and UK leisure market is very high in our experience. The Trust has worked hard to grow admissions income to its key attractions over the past 5 years. This is a very good performance.*
Locum independent report for the Economic Development Department, February 2010
- *Mont Orgueil Castle has achieved standards of presentation which are of an excellent and benchmark standard, unique both for this Island, and within the larger spectrum of the UK.*
- *Jersey Museum ... a diverse, but relevant, series of temporary exhibitions with excellent styles of presentation. The criteria of the Visitor Attraction Quality Assurance Scheme have been fully met on this assessment with many areas of excellence.*
- *The Maritime Museum and Occupation Tapestry Gallery have retained very high standards of visitor experience. As with many of the other exhibitions set up by JHT, the standards of presentation and interpretation are extremely good.*
Visit Britain VAQAS accreditation reports, July 2009

Membership

A Jersey Heritage Membership Scheme was launched in 2009 to update and refresh our Season Ticket Scheme and help Islanders give direct support to heritage sites. The re-launch delivered a 50% growth in take up of the scheme to more than 2,300 members who enjoyed a new programme of benefits including unlimited entry to the sites, members-only events and discounts. This growth added to the total number of people supporting heritage organisations in Jersey. Our free entry card schemes for local children and seniors were used 10,800 and 4,430 times respectively.

Heritage tourism

Working with Jersey Tourism we helped launch the new Jersey Pass, a 2, 4 or 6 day visitor pass which offered free entry to eleven local attractions including six Jersey Heritage museums and historic sites. We sold 9,256 passes generating income of more than £59,000. This new pass has helped ensure that heritage remains at the heart of the overall Jersey tourist visitor experience.

Venue hire

13,427 people enjoyed the heritage sites out of hours in corporate parties, weddings and private events. The number of individual bookings was up from 235 in 2008 to 288 in 2009.

Heritage Lets

3,838 people used one of the Heritage Let sites, a programme of serviced self-catering accommodation and basic stone hut rental in coastal historic properties. This was a very significant increase on 2008 owing to the addition of Archirondel and Lewis Towers to the programme as well as a series of well attended public events. The development of most of these public sites was funded by the Tourism Development Fund in a partnership with the Transport and Technical Services Department and Jersey Heritage.

Jersey Heritage overseas

Heritage worked hard as an overseas ambassador for Jersey in 2009. *Marilyn* in particular achieved significant coverage in regional and national media including *French Vogue* online and *Ouest France*, significantly boosting visits by French tourists to Jersey Museum. Historic items from Jersey collections also featured in overseas exhibitions through our loans programme: Claude Cahun photographs were seen in Copenhagen, Lugwigshaven and Manchester; Occupation children's toys were on display at the Imperial War Museum, London; Tourism posters made an appearance at Musée de Caen; archive documents were exhibited at the Wellcome Trust, London; Romantic paintings were put up at Guernsey Museum.



Community

What we do – involve and work with volunteers, businesses, heritage and arts organisations, community groups, local experts



Volunteers

Volunteer work increased from 4,679 sessions in 2008 to 5,244 sessions in 2009. This is nearly 16,000 hours of time, given freely in many areas of work across Jersey Heritage sites and services. Activities provided by volunteers include site tours, conservation work and maintenance and repair of our collection of historic boats at the Maritime Museum.

Business supporters

41 local business helped support Jersey Heritage by joining the Corporate Membership Scheme in 2009. Sponsorship of specific programmes has provided for many projects including Appleby's support for Saturday opening of Jersey Archive and UBS Wealth Management sponsorship for Marilyn. Mr and Mrs David Crossland enabled us to sustain our free entry Flash card programme for local children and associated events for another year and the Channel Islands Co-Op once again supported the Goldcard scheme for local seniors. Some business partners chose to become actively involved in our work and Ogier and RBSI provided helping hands to manage the grounds at La Hougue Bie and Mont Orgueil.



Expert advisory panels

Jersey Heritage seeks to work where possible with expert local advice to inform our work. In 2009, in agreement with the relevant States departments and the States Appointments Commission, we recruited new panel members for the Ministerial Registration Listing Advisory Group and the Records Advisory Panel which

advise on historic building protection and public records management respectively. We also work with representatives of other local heritage organisations: the Société Jersiaise, the National Trust for Jersey and the Channel Island Occupation Society who have advised on conservation policy for the historic sites in our care through our Conservation Advisory Group.

Public and third sector partners

Although our main relationship with the States of Jersey is managed by Education, Sport and Culture, we provide services under agreements with a range of States Departments and public bodies. In 2009 these included:

- Archaeological and listed building services for Planning and Environment
- Operation of Signal Station for Jersey Property Holdings

- Management of 10 public heritage sites for conservation and access services under agreement with Jersey Property Holdings
- Referrals on export licensing for historic items by agreement with Customs and Immigration for the Home Affairs Department

In 2009 Jersey Heritage also continued to operate the following agreements with our partner local history and heritage organisations:

- Management of Hamptonne with the Société Jersiaise and the National Trust for Jersey
- Management of La Hougue Bie with the Société Jersiaise
- Management of historic collections for the Société Jersiaise
- Management of historic collections with the National Trust for Jersey

Responding to the Jersey public

In 2009 we sought to deepen our understanding of how Jersey people value their heritage and how we should prioritise heritage services, building on the recommendations in the 2008 report Valuing the Heritage of the Channel Islands, commissioned by Education Sport and Culture, Planning and Environment and Jersey Heritage

In January we commissioned some market research through national experts Opinion Leader who have worked with the UK National Trust and national museums like the V&A. They worked with local politicians, heritage groups, teachers, members and people who don't normally use heritage. This research was backed up in the summer with a random survey of local households by the States Statistics Unit.

Key findings from these:

- Protection and conservation of historic buildings and sites for future generations was the top priority islanders wanted to set for heritage
- Teaching children about Jersey's history was the second priority
- 71% of households with children visit heritage attractions at least once a year
- Change and development of sites and lower prices were the main factors cited that would encourage people to use sites and services more
- 89% of people thought everyone in Jersey has a responsibility to protect heritage
- Only 3% disagreed with the principle of States funding support for heritage attractions

Campaigning

In this ongoing conversation with the community about how we should develop the heritage service we also sought to provide more information about the contribution of heritage to Island life and how heritage is used and enjoyed in Jersey by publishing The Value of Heritage <http://www.jerseyheritage.org/media/PDFs/value%20of%20heritage.pdf>. With the National Trust and Save Jersey's Heritage we also sought to highlight heritage at risk by publishing information on a top ten of Buildings at Risk. To help meet our constitutional aim to act as advocates for heritage we launched a Love your Heritage campaign with a new brand and additional promotion of heritage around the Island. The promotional campaign saw our message on milk cartons, buses, banner sites around the island. Our media campaign saw 62 media releases ensuring weekly coverage of the many opportunities to enjoy Jersey's heritage.



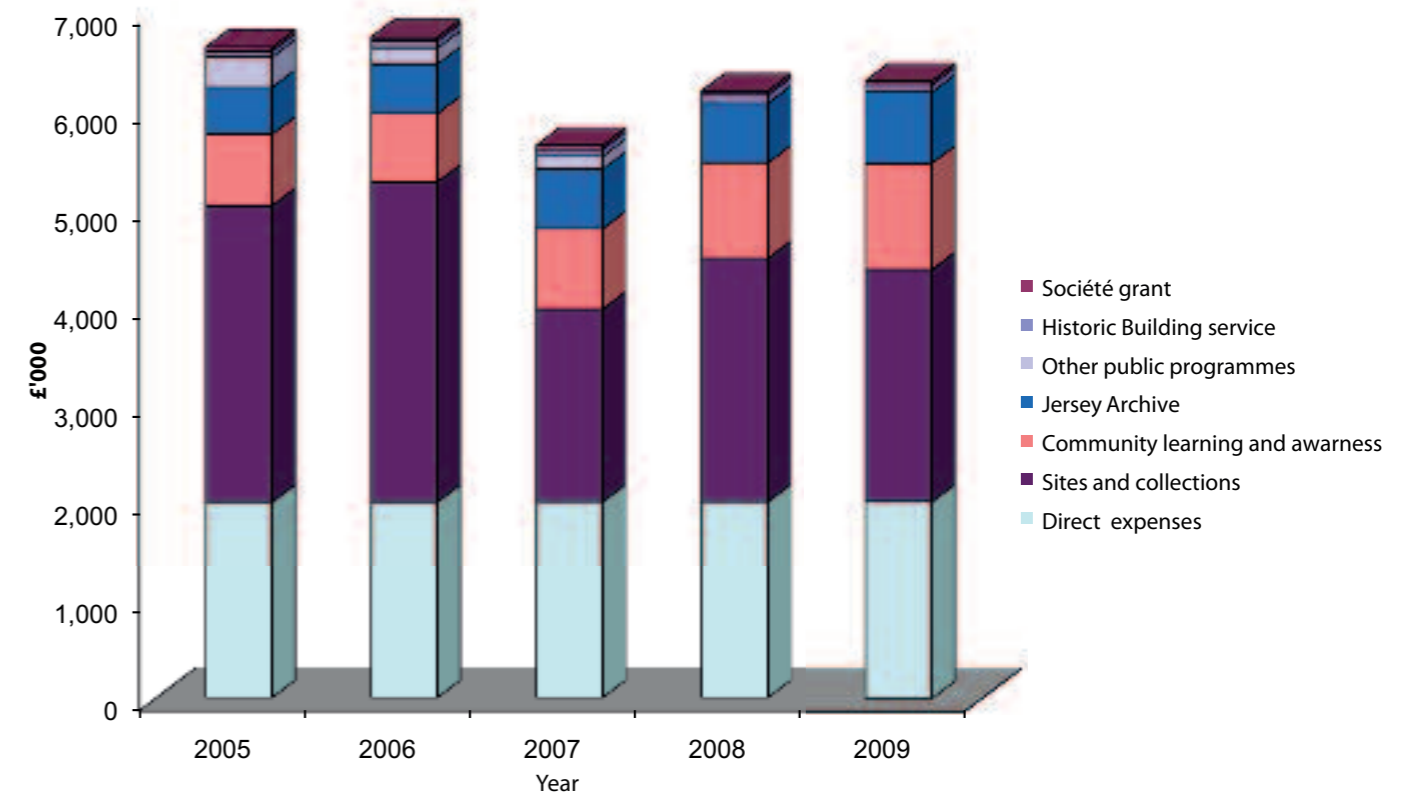
Funding

In 2009 we generated 47% of the cost of operating the heritage service - up from 40% achieved in 2006.

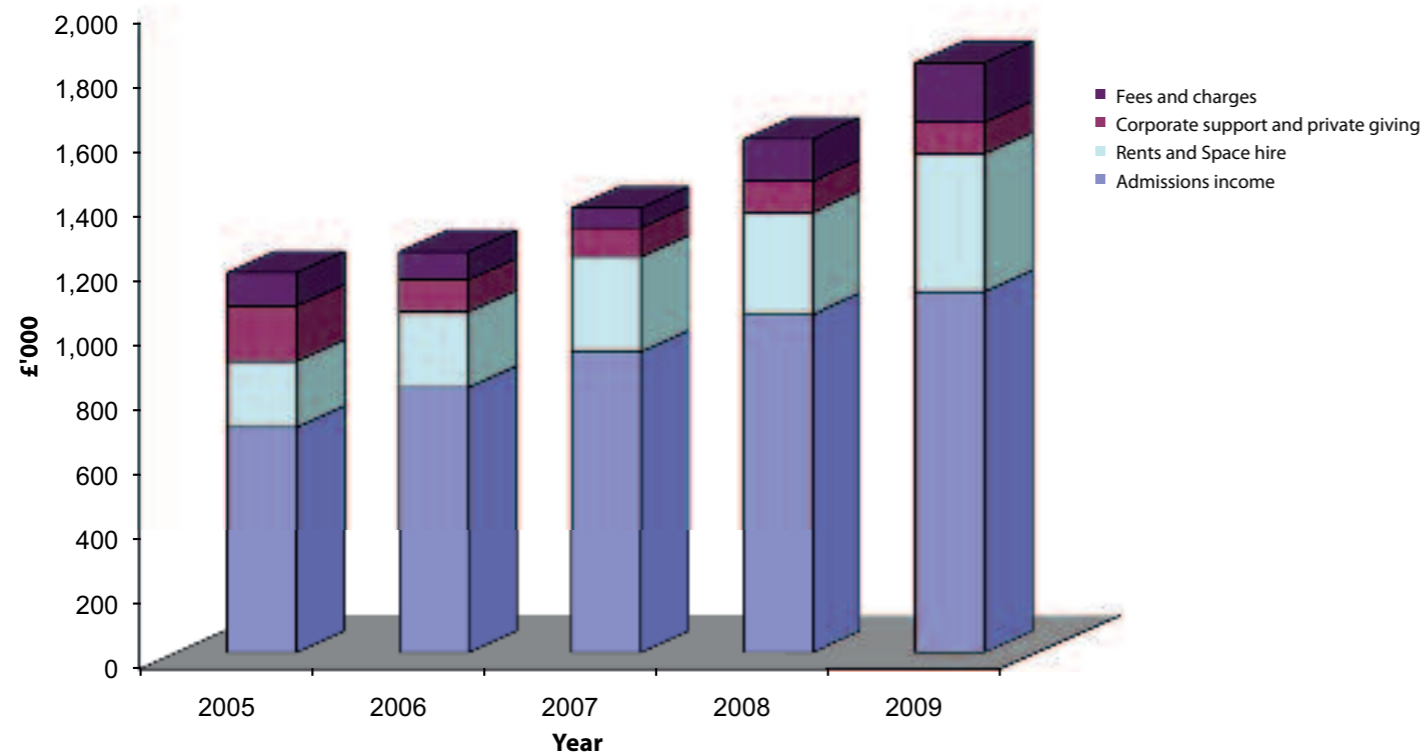
Income generated through the letting of properties and hire of spaces continues to grow year on year. £428K was generated in 2009, more than double that generated in 2005.

Our admissions income was £1.12 million in 2009 up 60% since 2005.

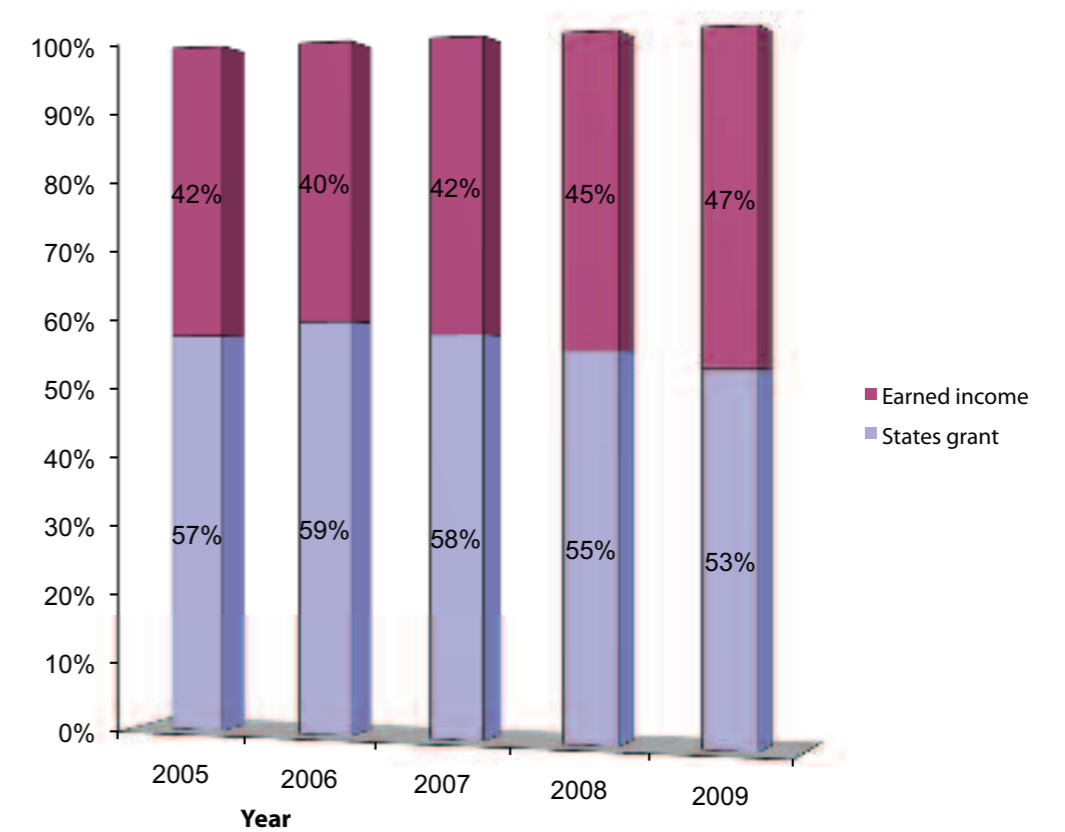
How Jersey Heritage spent money 2006 to 2009



How Jersey Heritage earned money 2006 to 2009



Relative share of income generated to States grant 2006 to 2009



Jersey Heritage staff and volunteers in 2009

Thank you to the huge team of volunteers, professionals and trustees who gave their time, skills and talents to support our work in 2009

Staff

Aaron Forster
Alan Kerry
Alana Rondel
Alasdair Crosby
Alex Reid
Allison Soulsby
Amanda Dimond
Amy Pugsley
Angela Feltham
Ann Dodsley
Ann Morin
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Anna Stevens
Ashley Quenault
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Carl Dodds
Carmella Knight
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Cassie Horton
Chris Dalkner
Chris Durbano
Chris Fennell
Christopher Lee
Ciara McCarthy
Cynthia Dotter
Darynne Hamon
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David Bull
David Chilton
David Coom
David Newman
Debbie Miller
Deborah Shead
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