

20 November 2015

Deputy Simon Bree
Chairman, Economic Affairs Panel
c/o Scrutiny Office
Morier House
Halkett Place
St Helier
Jersey JE1 1DD

Dear Deputy Bree

We thought it might be helpful to your scrutiny of the proposed transfer of departmental responsibilities to set out our view on what would form the basis of a functional relationship with a department accountable for cultural policy in general and heritage in particular.

Jersey Heritage undertakes a number of functions with public benefit which are relevant across a number of States policy areas. Principally, these are

- Education – we see 8,000 students during school time and provide around 16,000 visits outside school time as well as providing lifelong learning for around 50,000 local visits.
- Planning – we maintain the Island's register of 4,500 historic buildings and archaeological sites as well as providing archaeological and educational functions related to the historic environment.
- Tourism – we maintain six visitor attractions and a series of holiday lets in historic properties.
- Public records – we provide records management to States departments and maintain access to over 400,000 records on-line and in person at Jersey Archive.
- External relations – in simplest terms nearly all the good international stories about Jersey are about heritage: Ice Age, Coin Hoard, Cahun, Equanimity, etc.

Our overall cultural, social, environmental and economic impact is summarised in the attached infographic.

Accordingly, Jersey Heritage could appropriately account to any one of a number of States Departments given responsibility for cultural policy. We recognise that it is a matter entirely for the States to consider which is most appropriate. In our view the ideal relationship between the relevant department and the cultural sector should take account of a number of issues.

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MEASURING THE VALUE OF CULTURE

It is important that the relationship recognises that Jersey Heritage, like the other cultural providers, is both a business and a cultural institution. Its business achievements may be rather easier to measure than its cultural returns. As our accrediting body Arts Council England puts it in a recent statement: 'Cultural value cannot be expressed in the same units of measurement as economic value. Indeed the cultural value of an experience may be lost if it is measured in purely economic terms.' It is important therefore that the accounting department has the capacity to manage a relationship informed by that understanding.

VALUING THE VOLUNTARY SECTOR

It is also important to understand the voluntary nature of the 'not-for-profit' organisations in the cultural sector. Even where there are substantial professional services as at Jersey Heritage, the organisations are essentially part of the voluntary sector, at Board level, in many areas of delivery and particularly through their memberships. That level of community support which contributes significantly to public value is motivated less by the commercial than the cultural personality of the organisations; their educational, environmental and social objectives. It is important that the accounting department puts the volunteers and their values at the heart of its objectives.

LEADERSHIP OF STAKEHOLDER INTERESTS

With large local memberships and significant local engagement, the stakeholder environment for cultural organisations is complex and sensitive. There are many local examples of cultural projects becoming unstuck because stakeholder interests have been difficult to reconcile. But they are united by a belief in the value to our community of culture in all its forms. It is important that the States provide leadership which champions that belief, recognising the diversity of the sector.

DEPARTMENTAL STATUS OF CULTURAL DEVELOPMENT

For all of those reasons, the Cultural Development Officer role developed by Education, Sport and Culture is a significant element of that capacity, stakeholder network and experience. Concern has been expressed about the potential disappearance of the word 'culture' from Ministerial nomenclature. That symbolism is important but of more significance is the status of the CDO in the departmental structure. Is Culture really less important to Islanders than Sport, for example?

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CULTURAL STRATEGY OF THE STATES

Even though delivery is substantially outsourced by the States it is vital to recognise that development of Island culture is an important priority of the States because of its ability to develop community cohesion and inclusion, to support regeneration as well as its contribution to tourism and external relations. The full range of public benefit and a review of potential alignment of the charitable objectives of the cultural sector with current States strategic priorities should be contained in an updated cultural strategy based on the expectations of stakeholders and the public.

HANDLING POTENTIAL CONFLICTS OF PURPOSE

A Cultural Strategy would also be able to address potential conflicts which may arise between departmental and organisational objectives. An illustrative example of this is engagement of heritage organisations in historic environment protection which is an area of particularly sensitive interaction with the construction industry.

Our ideal relationship, therefore, is about being linked to a department that has a deep regard for heritage and culture in the broad sense and demonstrates that throughout its activities and which actively promotes arts, heritage and culture. The relationship would be one that recognises the importance of heritage and culture to the Island's education system, to our economic wellbeing, to community cohesion and to a liveable environment. We also hope that the relationship recognises the special part that Jersey Heritage plays in taking forward that agenda.

We hope these comments are helpful to your current review.

Yours sincerely

Ed Sallis

Professor Ed Sallis OBE
Chairman

THE IMPACT OF JERSEY HERITAGE

