

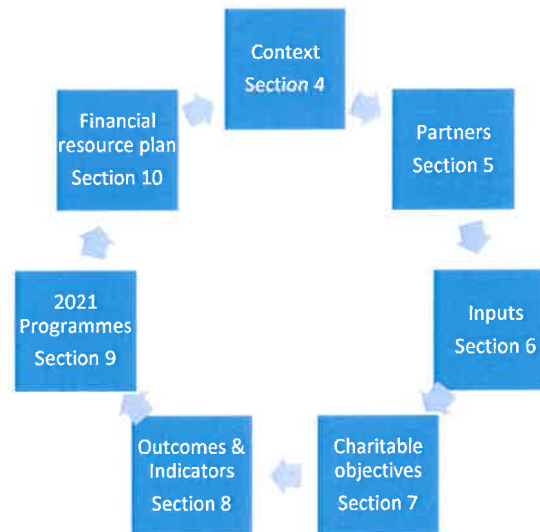
2021 JERSEY HERITAGE BUSINESS PLAN – for Jersey Heritage Board meeting on 26 January 2021

1 Introduction

Jersey Heritage is a body corporate established by the “Loi accordant un Acte d’Incorporation à L’Association dite ‘The Jersey Heritage Trust’”, which was registered before the Royal Court of Jersey on 3rd June 1983. Jersey Heritage is also a charity registered under the Charities (Jersey) Law 2014 and is accordingly subject to regulations under that law.

This business plan is presented in accordance with the requirements of the December 2020 *Governance checklist – grant for Jersey Heritage Trust for an annual business plan (including financial and resource plans) that is aligned to the priorities of the States of Jersey and the sponsor department in the context of the relevant published departmental business plan objective to ensure that 1% of government budget can be effectually allocated to Jersey’s culture, arts and heritage by 2022.*

2 Contents



3 Draft Heritage Strategy summary framework

The Minister for Economic Development, Tourism, Sport and Culture has commissioned Jersey Heritage to develop a Heritage Strategy, which has been underway with support from Historic England during 2020. Consultation with the heritage sector and public stakeholders is anticipated during 2021. The final strategy will set a longer term vision for heritage development in Jersey supported by the strategic partnership between Jersey Heritage and the Government. This annual plan is developed within the draft framework as follows:

Context	Partners	Inputs	Strategic objectives	Charitable activities	Outputs	Heritage outcomes	Island outcomes
World class heritage assets with high cultural, social and economic potential	Government of Jersey	Government revenue funding	Continuous discovery of Island history to know ever more about who we are	Developing programmes of research into Island heritage	Knowledge creation in necessary areas	Good decisions result from a full appreciation of the value of heritage	Jersey's built and historic environment is valued and enjoyed
International framework of best practice requiring local change to fully meet compliance	Jersey Heritage	Government capital funding	Protection of heritage assets to pass them on to future generations in better condition	Monitoring, foresight and reporting to promote public understanding of the value of heritage	A workforce equipped with skills and resources to share knowledge	International expertise, funding and partnerships enhance our capacity and capability to manage our internationally significant heritage	Islanders enjoy living in a vibrant and inclusive community
The opportunity to better connect heritage to Government planning for cultural, social, environmental and economic outcomes	Jersey heritage sector	Sector funding	Every Islander has the opportunity to do their bit to pass on their cherished cultural inheritance	Acquiring, conserving and managing heritage assets and growing expertise to inform the care and development of heritage	Easier access to our records, images and research	Island heritage is made more resilient and sustainable, risk is better managed	Jersey's unique natural environment is protected and conserved for future generations -
High level of popular support for heritage	International heritage community	Government staffing	A wide and diverse audience can experience and understand the relevance of Jersey's heritage	Collecting tangible and intangible heritage, collaborating with international expertise where appropriate	Partnerships and collaborations that engage international institutions in our mission	Heritage is of significant educational value to all children in Jersey	Islanders benefit from a strong, sustainable economy and rewarding job opportunities
Economic uncertainties arising from the pandemic but new funding opportunities recognising positive impacts of heritage	Jersey community	Sector internal capacity (expertise)		Maintaining publicly accessible records of heritage assets and providing advice those wishing to study and	Evidence-based advice and advocacy	The significance and status Jersey's world class heritage is recognised by the residents, visitors and the international heritage community	
The opportunity for		Sector external capacity local			Inspirational education programmes		
		Government and sector external capacity, international			Networking programmes with international heritage organisations		
		Political capacity					

heritage to play a part in frameworks for development of international identity of Jersey				<p>carry out research on heritage</p> <p>Advice on retention and preservation of public records and archival material</p> <p>Enhancing the public value of heritage by building capacity in local communities and investing in cultural partnerships and collaborations</p> <p>Developing innovative techniques and tools to share our knowledge and expertise and promote heritage access to a wide audience</p> <p>Investing in preservation and conservation of heritage assets where our expertise and resources make the most difference</p> <p>Making heritage widely accessible through enabling physical access, digital availability, inclusive content and connecting with</p>	<p>Heritage assets that have been protected and utilised for optimum public benefit</p> <p>Partnerships and collaborations that engage cultural organisations in our mission</p> <p>Increased knowledge, expertise and opportunity amongst people who want to participate in heritage conservation</p> <p>Content, events and projects that illustrate the benefits of inclusion and show the relevance of heritage to people's lives</p> <p>New mechanisms and formats for sharing our passion for heritage</p>	<p>enhancing destination attraction and brand</p> <p>People care more about what happens to heritage both locally and internationally</p> <p>Jersey's heritage supports a sense of place and distinctive local identity</p> <p>People are more motivated and better equipped to look after and make the most of their heritage and maximise its benefit to society</p> <p>Heritage services are available to and equally used by used by all sections of Jersey's population</p> <p>Jersey's heritage stories are discoverable digitally by international audiences supporting Jersey's reputation, identity and profile</p>	
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				global networks to develop reputation and profile			
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4 Context

The planning period is framed by two countervailing influences. The pandemic significantly reduced self-generated income potential in 2020 and the risks in 2021 are unknown. Consequently in 2020 the heritage service was reduced by £1.3M (22%) even with additional top-up Government investment of £1.1M. The business plan takes account of a planned increase in Government funding for heritage as a consequence of ambitions to raise cultural funding to 1% of expenditure by 2022 but assumes not further Government top-up in 2021 and accordingly assumes a similar reduction on the 'normal' level of heritage services. That represents a £3M backlog of heritage work in 2020 and 2021 when set against assumptions at the start of 2020.

Clearly there are some risks associated with that situation including:

- A pause to vital conservation work on world class heritage assets with high cultural, social and economic potential such as the internationally important Neanderthal archaeology site at La Cotte de St Brelade which had been funded by Jersey Heritage fundraising
- Constraints on the ability to capitalise through programmes on the high level of popular support for heritage demonstrated particularly during the pandemic
- Continued limits on our capacity to better connect heritage to Government planning for cultural, social, environmental and economic outcomes

However, there are some opportunities on the horizon including:

- Moves through the development of a Heritage Strategy and legislation development to meet Government commitments to the international framework of best practice
- Opportunities through both of those initiatives to bring greater clarity to the relationship of Jersey Heritage to the Government
- Areas of development in Government including the Identity Strategy creating the opportunity for heritage to play a part in frameworks for development of international identity of Jersey

So this budget and business plan is essentially a plan for survival of the heritage service by retaining core skills and experience and maintaining minimal levels of service and project development in anticipation of recovery from late 2021 into the following years.

5 Partners

Jersey Heritage was originally established to co-ordinate the Government's heritage work with the heritage sector, especially the Société Jersiaise, which is proprietor of many of the sites and collections in our care. Partnership remains core to our activity in this period and an important aspect of the context of the plan:

- ***The Government of Jersey*** funds around 50% of the heritage service and owns some of the major sites including the Castles and the forts and towers. Jersey Heritage provides statutorily material advice to Government including for public records management, export licencing of cultural property and listing sites of heritage significance. Following States approval of our new Constitution and registration as a charity under 2014 legislation there is the opportunity in this period to further clarify the strategic partnership in a new agreement
- ***The Jersey heritage sector*** is a rich ecology of organisations, some with formal relationships with Jersey Heritage. The Société owns most of the artefact and art collections, La Hougue Bie, La Cotte, has the usufruct of Hamptonne and a reversionary interest in Jersey Museum. The National Trust owns Hamptonne and a collection in the care of Jersey Heritage. Many of the Islands significant heritage assets including the Société dolmens, the National Trust lands and the publicly owned German fortifications operated by the Channel Islands Occupation Society are managed directly by these organisations. The emerging Jersey National Park will be an important partner. During the development of the Heritage Strategy in this period we aim to examine ways in which Jersey Heritage can better align with and support the aims of the wider heritage sector.
- ***The International heritage community*** is becoming increasingly significant as we reach out to engage experts and institutions to bolder our limited capacity. In this period we will build on our relationship with the Normandy Museums Network to build regional relationships; with the La Manche Prehistoric Group and University College London to develop long term conservation plans for La Cotte; with the Le Câillon Hoard research group of academics from British and French museums and universities to realise the scientific value of that amazing find; with York University Archaeology Department in support of the proposals for Elizabeth Castle and with the UK UNESCO Global Geopark Committee in progress of our ambitions for Geopark designation.
- ***The Jersey community*** is the *gardien* of by far the biggest part of the Island heritage resource and most of the Island's thousands of listed sites are in private ownership. During this period we will provide more information to help Islanders manage heritage in their care, through the enrichment of the Historic Environment Record for example, and do more to engage heritage enthusiasts in contributing to better understanding of Island heritage through citizen engagement in the analysis of the newly captured LiDAR data, for example.

6 Inputs

The success of the plan requires input in a number of forms from a variety of sources, assumed in this plan to be:

Input	Indicators	2021 assumptions	Commentary
Government funding	Total heritage revenue expenditure in Government Plan	Government grants of £3,616M incorporating main operating and refreshment grant from EDTSC including Jèrriais, grant from Environment for historic environment, and grant from JPH for Signal Station.	This is an 18% reduction on 2020. Early payment of the larger part of the grant would enable better risk management related to uncertainties over self-generated income.
	Total heritage capital expenditure in Government Plan	There is no allowance in the Government capital programmes.	Funding for minor capital works is included in the grant in the form of the Refreshment and Refurbishment Fund. Agreement for un-restriction of part of RRF grant is required.
Self-generated funding	Total non-Government heritage expenditure raised by Jersey Heritage	Self-generated income of £1,473M incorporating admissions, trading and fundraising.	This is a 10% increase on 2020 but a 54% reduction on 'normal' 2019 levels. Given uncertainties over tourism which provides the bulk of self-generated income through admissions a cautious assumption has been made, in line with Oxford Economics predictions for Visit Jersey.
	Ratio of Government to Jersey Heritage investment	60/40	Consequently this ratio which has been around 50/50 in recent years will be closer to 60/40, the position around a decade ago.
Government staffing	Number of FTE Civil Service roles directly supporting heritage activity		Given the significance of the Government's own heritage responsibilities, Government capacity and expertise is considered sub-optimal both in Economy (although a new Cultural Development post is in recruitment) and SP3 which provides

			historic environment advice to Planning. This is not anticipated to change significantly.
Jersey Heritage staffing	Number of Jersey Heritage employees	120	Total expenditure on staffing has been reduced since 2019 through restructure of senior roles but key operational posts will remain unaffordable and unfilled in this plan owing to financial constraints and will limit some functionality.
Jersey Heritage internal capacity	Number of qualified heritage professional expert staff in Jersey Heritage		Significant progress has been achieved in bringing archive staffing back to strength in 2020. But critical gaps remain in key specialist heritage areas, especially in the historic environment. Where possible these are supplied through outsource in this plan (such as term consultancy for heritage planning advice) and through consultation with the voluntary local heritage sector (such as the conservation and the listing advisory groups).
Government and Jersey Heritage external capacity international	Number of off-Island experts engaged on advisory projects and committees	Strategy - 1 Archaeology RF – 10 History RF – 5 Ice Age / La Cotte RF– 4 Coin Hoard RF - 3	The Government and Jersey Heritage have engaged Historic England to advise on strategy. Jersey Heritage has partnered with leading British and French academic archaeologists to complete a historic environment research framework and with JICAS to complete a history research framework with European Island Studies academics as well as the archaeological project experts listed above. These projects are supported in the plan.
Political capacity	Number of political roles with official heritage remit		There are no heritage specific political roles nor a Heritage Champion in

			Government on the English model. The Assistant Minister in EDTSC has delegated responsibility for culture, including heritage, although there is no scheme of delegation, published policy nor clarity on overlaps with other relevant Ministerial areas like Environment. The Environment Minister has significant responsibilities for historic environment. Progress beyond this plan will require this to be addressed.
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These inputs enable Jersey Heritage to provide a number of functions and services which are organised internally across four departments:

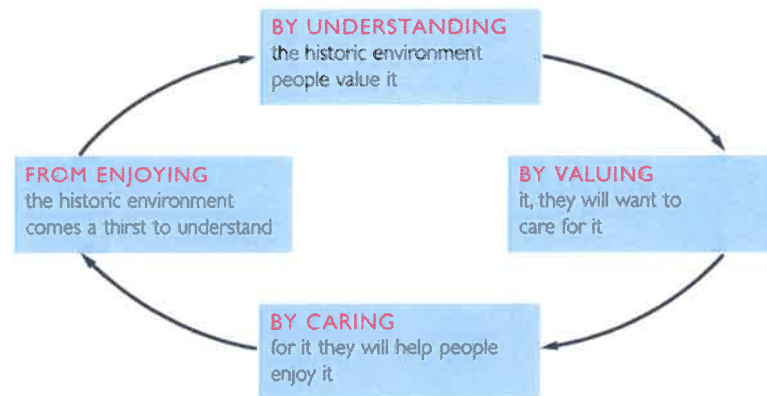
Curation and Experience	Archives and Collections	Heritage Environment	Corporate
Site presentation Site management Visitor services Exhibitions Events Outreach Marketing and fundraising	Public records management Archive services Documentation Loans Object and archival conservation Preservation and storage Collection research	Building conservation management Historic environment research Historic Environment Record Listing advice Archaeological finds recording Monitoring and foresight	Financial management Human resources I/T Facilities and security Volunteers Commercial operations Membership Communications

7 Strategic objectives

Jersey Heritage's strategic objectives flow from our Constitutional Statement of Purpose agreed by the States Assembly in 1999, 2013 and 2020:

The Bailiwick of Jersey's heritage and culture is special. The purpose of JHT is to care for it, promote wide access to it, act as advocates on its behalf, and bring imagination to telling its stories so that we inspire people to create a better Island for everyone.

To deliver this purpose our strategic and business activities are organised according to the Heritage Cycle, a recognised heritage sector model the aim of which is a virtuous circle in which heritage is continuously strengthened over time.



The model postulates that provided the cycle is complete the path to a healthier heritage environment is inevitable. Applying the model, the plan needs to enable all four stages and to ensure the connections are made that achieve the cyclical flow.

- *Understanding* heritage means both the detailed understanding that comes from research on specific heritage assets (sites, collections, records, wrecks etc.) and the holistic understanding of the landscape as having an historic component that is indivisible from the natural world because it shapes habitats.
- *Valuing* manifests in collecting objects, identifying public records for retentions and listing buildings for example.
- *Caring* involves protection and conservation of heritage assets following from the identification of their significance and better still, enhancement often expressed through restoration.
- *Enjoyment* comes from sharing the value of heritage through access, interpretation and education programmes and often leads to the desire for deepening understanding. Further research leads to new values being revealed and so the cycle continues.

The model shows the importance of relationships between components of the Island's heritage ecosystem. The plan aims as far as possible in this period to strengthen roles in the system, meet our charitable objectives, align with the Government Common Strategic Purpose and deliver to relevant Island Outcomes set out in the Jersey Performance Framework.

8 Relevant Outcomes and Indicators aligned to CSP (KPIs) in 2021

CSP aim	Island Outcome	Heritage Outcome	JH Indicator	2020 result	2021 ambition	2021 assumptions
Putting children first	All children in Jersey learn and achieve	VALUING: Heritage is of significant educational value to all children in Jersey	Student contacts	4,385	4,500	Many 2020 contacts through online programmes. 2021 anticipates return to site visits.
			Student visits outside school	20,651	20,000	High levels of local use during travel restrictions may decrease.
Improving wellbeing	Islanders benefit from healthy lifestyles	CARING: Jersey's heritage supports a sense of place and distinctive local identity	Resident visits	46,716	46,700	Notwithstanding closure close to 2020 result. Return of off Island travel may impact.
			Archive users	1,245	1,500	Closures and tourist situation impacted assumption of 2,900 and some impact likely in 2021.
			Online catalogue use	212,184	250,000	Significant increase during lockdown with 25% subscription increase. Likely to continue.
			Members	15,379	15,200	Over 1,000 new members in 2020. Return of off Island travel may impact.

			Volunteer hours	tbc but > 10,000	13,000	Site closure and age structure of volunteers a significant impact in 2020 but over 10,000 of projected 15,000 hours significant.
Vibrant Economy	Islanders benefit from a strong, sustainable economy and rewarding job opportunities	VALUING: The significance and status Jersey's world class heritage is recognised by the residents, visitors and the international heritage community enhancing destination attraction and brand	Number of tourist visits	21,419	7,000	An extremely cautious approach has been taken in the absence of access to funding in mitigation.
			Heritage Lets visitors	2,222	2,444	Assuming further reluctance to travel local demand is sufficient to reach capacity.
			Jersey Heritage fte employees	59	71	2020 figure down from 68 in 2019
Income inequality	Islanders enjoy living in a vibrant and inclusive community	ENJOYING: Heritage services are available to and equally used by used by all sections of Jersey's population	Outreach engagement	4,835	4,000	2020 counts online engagement through webinars. Best metric for 2021 not yet clear.
			Outreach partners	27	30	
Valuing environment	Jersey's built and historic environment is valued and enjoyed	UNDERSTANDING: Good decisions result from a full appreciation of the	Monuments in care	31	31	Reflects new properties secured in lease with Government at

		value of heritage CARING: People are more motivated and better equipped to look after and make the most of their heritage and maximise its benefit to society				end of 2020.
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9 2021 key project and programme deliverables

A number of heritage strategy projects and programmes are funded in 2021:

Heritage Cycle stage	Charitable activities	Draft Strategy programmes	Outputs	Key 2021 deliverables
Understanding <i>Continuous discovery of Island history to know ever more about who we are</i>	Developing programmes of research into Island heritage Monitoring, foresight and reporting to promote public understanding of the value of heritage Acquiring, conserving and managing heritage assets and growing expertise to inform the care and development of heritage Collecting tangible and intangible heritage, collaborating with international expertise where appropriate	P1 Grow and share knowledge P2 Extend international partnerships	Knowledge creation in necessary areas A workforce equipped with skills and resources to share knowledge Easier access to our records, images and research Partnerships and collaborations that engage international institutions in our mission Networking programmes with international heritage organisations	1. Completion of first four period resource assessments of Archaeology Research Framework 2. Completion of first four resource assessments of History Research Framework 3. Publication of LiDAR survey data in HER 4. Publication of Heritage Counts 5. Agree brief for Heritage at Risk survey

	Maintaining publicly accessible records of heritage assets and providing advice those wishing to study and carry out research on heritage			6. Host visit of Normandy Museums Network
Valuing <i>Protect heritage assets to pass them on to future generations in better condition</i>	<p>Advice on retention and preservation of public records and archival material</p> <p>Developing innovative techniques and tools to share our knowledge and expertise and promote heritage access to a wide audience</p>	<p>P3 Improve protection</p> <p>P4 Realise the value of intangible heritage Jèrriais</p> <p>P5 Grow educational impact</p> <p>P6 Develop UNESCO Geopark programme</p>	<p>Evidence-based advice and advocacy</p> <p>Inspirational education programmes</p>	<p>7. Provide advice on Conservation Area designation</p> <p>8. Provide advice on Antiquities legislation</p> <p>9. Adopt and roll out Jèrriais Language Plan</p> <p>10. Develop Heritage Schools partnership</p> <p>11. Publish Geopark Management Plan</p>
Caring <i>Every Islander has the opportunity to do their bit to pass on their cherished cultural inheritance</i>	<p>Investing in preservation and conservation of heritage assets where our expertise and resources make the most difference</p> <p>Enhancing the public value of heritage by building capacity in local communities and investing in cultural partnerships and collaborations</p>	<p>P7 Conservation of key heritage assets</p> <p>P8 Develop world-class management structures</p> <p>P9 Grow local collaboration</p>	<p>Heritage assets that have been protected and utilised for optimum public benefit</p> <p>Partnerships and collaborations that engage cultural organisations in our mission</p> <p>Increased knowledge, expertise and opportunity amongst people who want to participate in heritage conservation</p>	<p>12. Complete business plan for Elizabeth Castle</p> <p>13. Undertake Hamptonne development if funded</p> <p>14. Complete conservation plans for Icho and Portelet Towers</p> <p>15. Adopt Heritage Strategy</p> <p>16. Draft Strategic Partnership Agreement</p> <p>17. Establish Heritage Forum</p>

Enjoying <i>A wide and diverse audience can experience and understand the relevance of Jersey's heritage</i>	Making heritage widely accessible through enabling physical access, digital availability, inclusive content and connecting with global networks to develop reputation and profile	P10 Develop facilities at visitor sites P11 Ensure heritage is for everyone P12 Improve digital access	Content, events and projects that illustrate the benefits of inclusion and show the relevance of heritage to people's lives New mechanisms and formats for sharing our passion for heritage	18. Undertake Jersey Museum development if funded 19. Deliver exhibition and events programme 20. Design new JH website
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10 Strategic Risks

Activities and programmes are designed to manage key strategic risks:

Category	Risk	Consequence	Programmes in mitigation
Political	Failure to engage political support for policy and strategic development of heritage in Jersey towards international best practice	Breach of compliance with international conventions and consequent reputational damage	P2 Extend international partnerships P3 Improve protection P8 Develop world-class management structures
Economic	Failure to realise economic potential of heritage, especially in tourism development	Sub-optimal tourism growth further impacting resources for heritage development in support of economy	P10 Develop facilities at visitor sites
Social	Failure to make heritage relevant to all sections of the community	Limitations on community engagement with heritage leading to loss of identity and dwindling financial support	P1 Grow and share knowledge P4 Realise the value of intangible heritage P5 Grow educational impact
Technological	Failure to meet fast pace of changing user demands	Loss of audience engagement, locally and internationally	P12 Improve digital access
Environmental	Failure to understand threats to heritage assets from climate and	Loss of key heritage infrastructure	P6 Develop UNESCO Geopark

	neglect		programme
			P7 Conservation of key heritage assets
Competitive	Failure to realise potential of collaborative synergies across heritage sector	Unnecessarily competitive behaviour within sector damaging overall heritage development	P9 Grow local collaboration
Customer	Failure within charging model to balance access and income generation	Heritage engagement lacking inclusion and diversity with negative impacts on cohesion and citizenship	P11 Ensure heritage is for everyone

11 Financial resource plan

Pie: sources of income

Graph: sources trend

Pie: expenditure by budget

Graph: expenditure by budget trend

Pie: expenditure by strategic aim 2021

Pie: expenditure by department

Pie: staff FTE by department

Pie: staff FTE by strategic aim

Jersey Heritage - SOFA Summary	2019	2020	2020	2020 Forecast Actual /		2021	2021 Budget / 2020		2021 Budget / 2020	
	Actual	Budget	Forecast	2020 Budget	Variance	Budget	Budget Movement		Forecast Movement	
	£ 000's	£ 000's	£ 000's	£ 000's	%	£ 000's	£ 000's	%	£ 000's	%
Incoming Resources										
Admissions	1,685	1,760	283	(1,477)	(83.90%)	266	(1,494)	(84.87%)	(17)	(6.01%)
Other Trading Income	807	827	540	(287)	(34.72%)	724	(103)	(12.47%)	184	34.08%
Fund Raising (Revenue)	596	490	485	(5)	(1.08%)	458	(32)	(6.54%)	(27)	(5.53%)
Other Income	59	25	25	0	0.00%	25	0	0.00%	0	0.00%
Grants	2,538	3,110	4,403	1,293	41.58%	3,616	506	16.25%	(788)	(17.89%)
Investment Income	67	11	9	(1)	(13.18%)	11	0	0.00%	1	15.18%
Total Incoming Resources (Operating)	5,753	6,223	5,746	(477)	(7.67%)	5,100	(1,123)	(18.05%)	(646)	(11.24%)
Outgoing Resources										
Staff costs	3,597	3,554	3,174	380	10.70%	3,454	(100)	(2.81%)	281	8.84%
Sustaining product	1,583	1,622	1,428	194	11.95%	1,425	(197)	(12.12%)	(3)	(0.19%)
Product Development	260	430	368	62	14.49%	206	(224)	(52.09%)	(162)	(43.98%)
Cost of generating income	440	466	318	148	31.71%	213	(253)	(54.31%)	(105)	(33.09%)
Grants given	82	83	84	(1)	(1.08%)	84	1	1.20%	0	0.13%
Central costs	240	98	149	(51)	(52.31%)	80	(17)	(17.72%)	(68)	(45.98%)
Restructuring costs				0	0.00%		0	0.00%	0	0.00%
Depreciation	229	234	227	7	2.84%	214	(20)	(8.51%)	(13)	(5.83%)
Total Outgoing Resources (Operating)	6,431	6,486	5,747	739	11.39%	5,677	(810)	(12.48%)	(71)	(1.23%)
Profit/(Loss) (Operating activities)	-677	-263	-2	262	99.32%	-577	(314)	(119.04%)	(575)	32005.81%
Investment activities										
Grants receivable	386	386	386	0	0.08%	770	384	99.48%	384	99.33%
Grant Aided Development costs	358	380	192	188	49.39%	193	(187)	(49.23%)	1	0.31%
Net Investment	28	6	194	188	3215.04%	577	571	9764.93%	383	197.58%
La Cotte		0	7	7	0.00%	0	0	0.00%	(7)	0.00%
Total Gain/(Loss)	-650	-258	185	443	(171.82%)	0	258	(100.02%)	(185)	(99.97%)

Jersey Heritage - Incoming Resources	2019 Actual £ 000's	2020 Budget £ 000's	2020 Forecast			2021 Budget £ 000's	2021 Budget / 2020 Budget Movement		2021 Budget / 2020 Forecast Movement	
			Actual £ 000's	2020 Forecast £ 000's	Actual / Forecast Variance %		£ 000's	%	£ 000's	%
Admissions										
Mont Orgueil	487	491	85	(406)	(82.64%)	81	(410)	(83.51%)	(4)	(4.99%)
Elizabeth Castle	527	550	86	(464)	(84.38%)	85	(466)	(84.62%)	(1)	(1.54%)
Hamptonne Country Life Museum	44	48	11	(36)	(76.43%)	6	(41)	(87.17%)	(5)	(45.60%)
La Hougue Bie	129	139	17	(122)	(87.51%)	20	(119)	(85.62%)	3	15.10%
Jersey Museum	166	176	29	(147)	(83.67%)	29	(147)	(83.43%)	0	1.48%
Maritime Museum	156	174	27	(147)	(84.33%)	21	(153)	(87.92%)	(6)	(22.89%)
Heritage Pass	177	182	28	(155)	(84.88%)	24	-158	(86.60%)	-3	(11.39%)
	1,685	1,760	283	(1,477)	(83.90%)	266	(1,494)	(84.87%)	(17)	(6.01%)
Other Trading Income										
Concessions	62	61	23	(37)	(61.22%)	50	(10)	(16.83%)	27	114.48%
SFCG Rental	32	60	51	(9)	(14.83%)	67	7	11.37%	16	30.77%
Retail income	208	209	61	(148)	(70.73%)	83	(126)	(60.15%)	22	36.12%
Heritage venues	85	76	17	(58)	(76.97%)	73	(3)	(3.31%)	56	319.83%
Elizabeth Castle flat	14	18	12	(6)	(31.12%)	18	0	1.34%	6	47.14%
Heritage lets	345	359	320	(39)	(10.74%)	387	28	7.90%	67	20.88%
Jersey Archive	33	38	41	3	8.24%	40	2	5.26%	(1)	(2.75%)
Fees & other charges	23	7	13	6	86.26%	5	(2)	(27.95%)	(8)	(61.32%)
Sundry events income	5	0	0	0	0.00%	0	0	0.00%	0	0.00%
	807	827	540	(287)	(34.72%)	724	(103)	(12.47%)	184	34.08%
Fund Raising (Revenue)										
Sponsorship	20	28	55	27	99.37%	14	(14)	(49.09%)	(41)	(74.47%)
Business Associates Scheme	45	46	34	(12)	(26.63%)	32	(14)	(30.43%)	(2)	(5.19%)
Donations	24	21	29	8	38.23%	21	(1)	(2.38%)	(9)	(29.38%)
Membership	345	360	352	(8)	(2.24%)	360	0	0.12%	8	2.41%
Fund Raising Events	162	36	16	(20)	(56.50%)	32	(5)	(12.50%)	16	101.16%
	596	490	485	(5)	(1.08%)	458	(32)	(6.54%)	(27)	(5.53%)
Other Income	59	25	25	0	0.00%	25	0	0.00%	0	0.00%
Self generated Income	3,147	3,102	1,333	(1,769)	(57.03%)	1,473	(1,629)	(52.51%)	140	10.52%
Grants										
ESC - Operating Grant	2,437	2,899	2,893	(6)	(0.21%)	3,462	563	19.44%	569	19.68%
P&E - Historic Buildings Service	79	79	80	1	0.98%	81	2	2.03%	1	1.04%
Signalmen	22	22	23	0	1.83%	23	1	2.45%	0	0.61%
Language Development	0	50	50	(0)	(0.20%)	50	0	200.00%	0	0.20%
Liberation 75	0	60	40	(20)	(33.33%)	0	(60)	300.00%	(40)	0.00%
Heritage Strategy	0	0	20	20	0.00%	0	0	400.00%	(20)	0.00%
Covid-19 Co-Funding	0	0	1,298	1,298	0.00%	0	0	500.00%	(1,298)	0.00%
	2,538	3,110	4,403	1,293	41.58%	3,616	506	16.25%	(788)	(17.89%)
Investment Income										
Bank Interest	1	1	0	(0)	(30.62%)	1	0	0.00%	0	44.13%
Investment Income	66	10	9	(1)	(12.33%)	10	0	0.00%	1	14.06%
	67	11	9	(1)	(13.18%)	11	0	0.00%	1	15.18%
Total Operating Income	5,753	6,223	5,746	(477)	(7.67%)	5,100	(1,123)	(18.05%)	(646)	(11.24%)
Investment Grants										
Refreshment & Refurbishment	386	386	386	0	0.08%	770	384	99.48%	384	99.33%
Total Investment Income	386	386	386	0	0.08%	770	384	99.48%	384	99.33%
Total All Income	6,139	6,609	6,132	(477)	(7.22%)	5,870	(739)	(11.19%)	(262)	(4.28%)

Jersey Heritage - Outgoing Resources	2019	2020	2020	2020	2020	2021	2021 Budget / 2020		2021 Budget / 2020	
	Actual	Budget	Forecast Actual	Forecast 2020 Budget	Actual / 2020 Budget Variance	Budget	Budget Movement		Forecast Movement	
	£ 000's	£ 000's	£ 000's	£ 000's	%	£ 000's	£ 000's	%	£ 000's	%
Staff cost										
Visitor Services	996	1,142	1,092	50	4.38%	1,114	(28)	(2.43%)	22	2.04%
Business Development	325	458	298	161	35.07%	396	(62)	(13.62%)	98	33.05%
Community Learning	441	493	462	31	6.23%	528	35	7.12%	66	14.24%
Archive & Museum Collections	590	710	636	73	10.32%	730	20	2.86%	94	14.69%
Historic Buildings	93	137	102	35	25.73%	104	(33)	(24.20%)	2	2.06%
Directorate	600	572	546	26	4.58%	537	(35)	(6.14%)	(9)	(1.63%)
Pre-87 Debt Pension Costs	553	43	39	4	10.14%	46	3	6.98%	7	19.05%
	3,597	3,554	3,174	380	10.70%	3,454	(100)	(2.81%)	281	8.84%

Jersey Heritage - Outgoing Resources	2019	2020	2020	2020	2020	2021	2021 Budget / 2020		2021 Budget / 2020	
	Actual	Budget	Forecast Actual	Forecast Actual / 2020 Budget	Variance	Budget	Budget Movement	%	Forecast Movement	%
	£ 000's	£ 000's	£ 000's	£ 000's	%	£ 000's	£ 000's	%	£ 000's	%
<i>Sustaining product</i>										
Mont Orgueil	34	70	35	35	50.47%	36	(35)	(49.29%)	1	2.38%
Elizabeth Castle	155	201	158	43	21.58%	158	(43)	(21.63%)	(0)	(0.07%)
Castle Ferry	202	192	193	(1)	(0.53%)	193	0	0.10%	(1)	(0.42%)
Jersey Museum	154	119	134	(15)	(12.79%)	109	(10)	(8.48%)	(25)	(18.86%)
La Hougue Bie	3	15	15	(0)	(3.17%)	11	(4)	(29.05%)	(5)	(31.23%)
Hamptonne Country Life Museum	8	24	21	2	8.82%	12	(12)	(48.94%)	(9)	(44.00%)
Maritime Museum	122	136	124	12	8.65%	127	(9)	(6.46%)	3	2.39%
Forts & Towers	226	172	53	119	69.22%	89	(83)	(48.37%)	36	67.77%
Sir Francis Cook Gallery & Store	135	33	56	(23)	(69.34%)	32	(1)	(2.85%)	(24)	(42.63%)
Collections	45	61	72	(11)	(18.53%)	79	19	31.09%	8	10.59%
Jersey Archive	145	138	139	(1)	(0.69%)	132	(6)	(4.57%)	(7)	(5.22%)
Care Home Enquiry	3	0	0	0	0.00%	0	0	0.00%	0	0.00%
Signal Station	7	12	9	3	21.69%	7	(5)	(41.67%)	(2)	(25.51%)
Security	20	82	31	51	62.41%	53	(29)	(35.66%)	22	71.18%
Central Supplies	33	42	50	(9)	(21.06%)	45	3	7.95%	(5)	(10.83%)
Gardening & Cleaning	67	59	78	(19)	(32.42%)	91	33	55.27%	13	17.26%
Heat, Light & Water	122	142	119	23	16.26%	140	(2)	(1.41%)	21	17.74%
Historic Buildings Advice	1	16	29	(13)	(86.55%)	14	(2)	(9.68%)	(15)	(51.58%)
IT & Comms	225	236	229	8	3.19%	203	(33)	(14.01%)	(26)	(11.18%)
Insurance & rates	104	107	109	(2)	(2.22%)	110	3	2.53%	0	0.29%
Outsourced cost estimates									0	0.00%
	1,812	1,855	1,655	200	10.80%	1,639	(216)	(11.66%)	(16)	(0.97%)

Jersey Heritage - Outgoing Resources	2019	2020	2020		2021	2021 Budget / 2020		2021 Budget / 2020	
	Actual	Budget	Forecast Actual	2020 Forecast Actual / 2020 Budget Variance		Budget	Budget Movement	Forecast Movement	
	£ 000's	£ 000's	£ 000's	£ 000's %	£ 000's	£ 000's %	£ 000's %	£ 000's %	
Product Development									
Exhibitions	108	169	148	20 12.07%	95	(74) (43.62%)	(53) (35.88%)		
Volunteers / Living History	15	16	8	8 50.10%	7	(9) (56.25%)	(1) (12.33%)		
Event days	39	46	24	21 46.76%	3	(43) (92.79%)	(21) (86.47%)		
Education	1	13	10	3 20.82%	0	(13) 0.00%	(10) 0.00%		
New Publications	0	4	0	3 86.12%	0	(4) 0.00%	(0) 0.00%		
Outreach	3	9	6	3 38.36%	0	(9) 0.00%	(6) 0.00%		
Front of House	2	28	14	14 50.23%	0	(28) 0.00%	(14) 0.00%		
Training & recruitment	24	31	19	12 37.23%	22	(10) (30.65%)	2 10.49%		
Health & safety	12	10	10	0 3.88%	11	1 9.71%	1 14.14%		
Strategic development	49	97	114	(17) (17.46%)	60	(37) (38.14%)	(54) (47.34%)		
Rental Properties	0	0	10	(10) 0.00%	0	0 0.00%	(10) 0.00%		
Commercial activities	6	8	3	5 58.29%	8	0 0.00%	5 139.77%		
	260	430	368	62 14.49%	206	(224) (52.09%)	(162) (43.98%)		
Cost of Generating Income									
Marketing	171	186	155	31 16.71%	52	(134) (72.24%)	(103) (66.67%)		
Retail	98	106	26	80 75.55%	41	(64) (60.80%)	16 60.32%		
Heritage Venues	8	11	7	4 35.33%	11	(1) (6.19%)	3 45.05%		
Heritage Lets	71	77	61	16 21.22%	75	(2) (2.85%)	14 23.32%		
Fund Raising	80	73	63	10 13.48%	29	(45) (60.99%)	(35) (54.91%)		
Launch	0	3	2	2 50.00%	1	(2) (66.67%)	(1) (33.33%)		
Business Initiatives	5	5	5	0 8.17%	3	(2) (40.00%)	(2) (34.66%)		
Fund Raising Events	6	6	1	5 89.77%	2	(4) (63.64%)	1 255.56%		
	440	466	318	148 31.71%	213	(253) (54.31%)	(105) (33.09%)		

Jersey Heritage - Outgoing Resources	2019	2020	2020		Actual / 2020 Budget Variance	2021 Budget	2021 Budget / 2020		2021 Budget / 2020	
	Actual	Budget	Forecast	Forecast			Budget / 2020	Budget Movement	Forecast Movement	Forecast Movement
	£ 000's	£ 000's	£ 000's	£ 000's	%	£ 000's	£ 000's	%	£ 000's	%
Grants Given										
Societe Reimbursement	82	83	84	(1)	(1.08%)	84	1	1.20%	0	0.13%
Central Costs										
Statutory & administrative costs	240	98	149	(51)	(52.31%)	80	(17)	(17.72%)	(68)	(45.98%)
	240	98	149	(51)	(52.31%)	80	(17)	(17.72%)	(68)	(45.98%)
Total Operating Expenditure	6,431	6,486	5,747	739	11.39%	5,677	(810)	(12.48%)	(71)	(1.23%)
Investment Expenditure										
Grant Aided Development Costs	358	380	192	188	49.39%	193	(187)	(49.23%)	1	0.31%
Total Investment Expenditure	358	380	192	188	49.39%	193	(187)	(49.23%)	1	0.31%
La Cotte	217	0	7	(7)	0.00%	0	0	0.00%	(7)	0.00%
Total Expenditure	7,006	6,867	5,947	920	13.39%	5,870	(997)	(14.52%)	(77)	(1.30%)

Jersey Heritage - SOFA Summary Budget	2021 Budget £ 000's	Unrestricted Fund	JHT/SJ Fund	Patrons Fund	Acquisitions	La Cotte	Ancient Monument Fund	F & T Reserve Fund	Heritage Assets	Childrens Home Enquiry	Hamptonne Land Acquisition Fund	Glass Rainbow Fund	Public Catalogue Fund	TDF Development Fund	ESC Refreshment & Refurbishment Fund	Hoard Restoration Fund	Sir Francis Cook Gallery Fund	Jersey Museum
Incoming Resources																		
Admissions	266	238	-	-	-	-	28	-	-	-	-	-	-	-	-	-	-	-
Other Trading Income	724	366	-	-	-	-	-	291	-	-	-	-	-	-	-	-	67	-
Fund Raising (Revenue)	458	438	-	20	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	25	25	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grants	3,616	3,616	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Investment Income	11	10	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-
Total Incoming Resources (Operating)	5,100	4,682	-	20	-	-	28	291	-	-	-	-	-	-	-	-	68	-
Outgoing Resources																		
Staff costs	3,454	3,353	-	-	-	-	57	45	-	-	-	-	-	-	-	-	-	-
Sustaining product	1,425	1,004	-	-	-	-	270	90	-	-	-	-	-	-	-	-	61	-
Product Development	206	206	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cost of generating income	213	134	-	11	-	-	-	68	-	-	-	-	-	-	-	-	-	-
Grants given	84	84	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Central costs	80	80	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0	-
Restructuring costs																		
Depreciation	214	124					13									-	9	69
Total Outgoing Resources (Operating)	5,677	4,986	-	11	-	-	339	202	-	-	-	-	-	-	-	-	71	69
Profit/(Loss) (Operating activities)	(577)	(293)	-	9	-	-	(311)	89	-	-	-	-	-	-	-	-	(3)	(69)
Investment activities																		
Grants receivable	770	-	-	-	-	-	-	-	-	-	-	-	-	-	770	-	-	-
Grant Aided Development costs	193	-	-	-	-	-	-	-	-	-	-	-	-	-	193	-	-	-
Net Investment	577	-	-	-	-	-	-	-	-	-	-	-	-	-	577	-	-	-
La Cotte																		
Total Gain/(Loss)	0	(293)	-	9	-	-	(311)	89	-	-	-	-	-	-	577	-	(3)	(69)

		Unrestricted Fund	JHT/SJ Fund	Patrons Fund	Acquisitions	La Cotte	Ancient Monument Fund	F & T Reserve Fund	Heritage Assets	Childrens Home Enquiry	Hamptonne Land Acquisition Fund	Glass Rainbow Fund	Public Catalogue Fund	TDF Development Fund	ESC Refreshment & Refurbishment Fund	Hoard Restoration Fund	Sir Francis Cook Gallery Fund	Jersey Museum
Jersey Heritage - Incoming Resources	2021 Budget £ 000's																	
<i>Admissions</i>																		
Mont Orgueil	81	67	-	-	-	-	14	-	-	-	-	-	-	-	-	-	-	-
Elizabeth Castle	85	70	-	-	-	-	14	-	-	-	-	-	-	-	-	-	-	-
Hamptonne Country Life Museum	6	6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
La Hougue Bie	20	20	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Jersey Museum	29	29	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Maritime Museum	21	21	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Heritage Pass	24	24	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	266	238	-	-	-	-	28	-	-	-	-	-	-	-	-	-	-	-
<i>Other Trading Income</i>																		
Concessions	50	50	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SFCG Rental	67	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	67	-
Retail income	83	83	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Jersey Pass	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Heritage venues	73	73	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Elizabeth Castle flat	18	18	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Heritage lets	387	96	-	-	-	-	-	291	-	-	-	-	-	-	-	-	-	-
Jersey Archive	40	40	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fees & other charges	5	5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sundry events income	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	724	366	-	-	-	-	-	291	-	-	-	-	-	-	-	-	67	-
<i>Fund Raising (Revenue)</i>																		
Sponsorship	14	14	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Business Associates Scheme	32	12	-	20	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Donations	21	21	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Membership	360	360	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fund Raising Events	32	32	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	458	438	-	20	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Other Income</i>	25	25	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Self generated income	1,473	1,067	-	20	-	-	28	291	-	-	-	-	-	-	-	-	67	-
<i>Grants</i>																		
Operating Grant	3,462	3,462	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
P&E - Historic Buildings Service	81	81	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Signalmen	23	23	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Language Development	50	50	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	3,616	3,616	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Investment Income</i>																		
Bank Interest	1	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Investment Income	10	9	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-
	11	10	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-
Total Operating Income	5,100	4,692	-	20	-	-	28	291	-	-	-	-	-	-	-	-	68	-
<i>Investment Grants</i>																		
Refreshment & Refurbishment	770	-	-	-	-	-	-	-	-	-	-	-	-	-	770	-	-	-
Total Investment Income	770	-	-	-	-	-	-	-	-	-	-	-	-	-	770	-	-	-
Total All Income	5,870	4,692	-	20	-	-	28	291	-	-	-	-	-	-	770	-	68	-

		Unrestricted Fund	JHT/SJ Fund	Patrons Fund	Acquisitions	La Cotte	Ancient Monument Fund	F & T Reserve Fund	Heritage Assets	Childrens Home Enquiry	Hamptonne Land Acquisition Fund	Glass Rainbow Fund	Public Catalogue Fund	TDF Development Fund	ESC Refreshment & Refurbishment Fund	Hoard Restoration Fund	Sir Francis Cook Gallery Fund	Jersey Museum
Jersey Heritage - Outgoing Resources	2021 Budget £.000's																	
Staff cost																		
Visitor Services	1,114	1,013	-	-	-	-	57	45	-	-	-	-	-	-	-	-	-	-
Business Development	396	396	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Community Learning	528	528	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Archive & Museum Collections	730	730	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Historic Buildings	104	104	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Directorate	537	537	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Pre-87 Debt Pension Costs	46	46	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	3,454	3,353	-	-	-	-	57	45	-	-	-	-	-	-	-	-	-	-
Sustaining product																		
Mont Orgueil	36	1	-	-	-	-	35	-	-	-	-	-	-	-	-	-	-	-
Elizabeth Castle	158	1	-	-	-	-	157	-	-	-	-	-	-	-	-	-	-	-
Castle Ferry	193	193	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Jersey Museum	109	40	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	69
La Hougue Bie	11	11	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Hamptonne Country Life Museum	12	12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Maritime Museum	127	127	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fort & Towers	89	-	-	-	-	-	-	89	-	-	-	-	-	-	-	-	-	-
Sir Francis Cook Gallery & Store	32	11	-	-	-	-	-	-	-	-	-	-	-	-	-	-	21	-
Collections	79	79	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Jersey Archive	132	132	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Signal Station	7	7	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Security	53	14	-	-	-	-	4	1	-	-	-	-	-	-	-	-	34	-
Central Supplies	45	45	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gardening & Cleaning	91	50	-	-	-	-	41	-	-	-	-	-	-	-	-	-	-	-
Heat, Light & Water	140	108	-	-	-	-	19	-	-	-	-	-	-	-	-	-	13	-
Historic Buildings Advice	14	3	-	-	-	-	12	-	-	-	-	-	-	-	-	-	-	-
IT & Comms	203	203	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3	-
Insurance & rates	110	91	-	-	-	-	15	-	-	-	-	-	-	-	-	-	-	-
	1,639	1,128	-	-	-	-	282	90	-	-	-	-	-	-	-	-	70	69
Product Development																		
Exhibitions	95	95	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Volunteers / Living History	7	7	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Event days	3	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Training & recruitment	22	22	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Health & safety	11	11	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Strategic development	60	60	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rental Properties	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Commercial activities	8	8	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	206	206	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cost of Generating Income																		
Marketing	52	51	-	-	-	-	-	1	-	-	-	-	-	-	-	-	-	-
Retail	41	41	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Heritage Venues	11	9	-	-	-	-	-	2	-	-	-	-	-	-	-	-	-	-
Heritage Lets	75	10	-	-	-	-	-	65	-	-	-	-	-	-	-	-	-	-
Fund Raising	29	16	-	11	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Launch	1	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Business Initiatives	3	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fund Raising Events	2	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	213	134	-	11	-	-	-	68	-	-	-	-	-	-	-	-	-	-

		Unrestricted Fund	JHT/SJ Fund	Patrons Fund	Acquisitions	La Cotte	Ancient Monument Fund	F & T Reserve Fund	Heritage Assets	Childrens Home Enquiry	Hamptonne Land Acquisition Fund	Glass Rainbow Fund	Public Catalogue Fund	TDF Development Fund	ESC Refreshment & Refurbishment Fund	Hoard Restoration Fund	Sir Francis Cook Gallery Fund	Jersey Museum
Jersey Heritage - Outgoing Resources	2021 Budget £ 000's																	
<i>Grants Given</i>																		
Societe Reimbursement	84	84	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Central Costs</i>																		
Statutory & administrative costs	80	80	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0	-
	80	80	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0	-
Total Operating Expenditure	5,677	4,986	-	11	-	-	339	202	-	-	-	-	-	-	-	-	71	69
<i>Investment Expenditure</i>																		
Grant Aided Development Costs	193	-	-	-	-	-	-	-	-	-	-	-	-	-	193	-	-	-
Total Investment Expenditure	193	-	-	-	-	-	-	-	-	-	-	-	-	-	193	-	-	-
<i>La Cotte</i>																		
La Cotte	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	5,870	4,986	-	11	-	-	339	202	-	-	-	-	-	-	193	-	71	69