Jersey

Deputy Inna Gardiner
Chair Public Accounts Committee
Scrutiny Office, States Greffe
Morier House
St Helier
Jersey JE1 1DD

27 August 2025

Dear Deputy Gardiner,

In response to your letter sent by email dated 6 August 2025, please find Visit Jersey's responses below.

1. The table below details Visit Jersey's (VJL) income over the past five years. Visit Jersey's core grant was £4.9m in 2015 and has reduced to £4.720m by 2025. Visit Jersey has received top grants over the period, including for route development post-COVID, adding to its core grant as below.

Income 2021	5,750,000.00 *
Income 2022	5,650,650.00 *
Income 2023	5,752,100.00 *
Income 2024	5,020,897.47
Income 2025	6,738,600.00 **

* Includes £850k route development grant (2021 – 2023).
** Includes £2m Better Business Support Package - BBSP (2025 – 2026).

1(a/b) Practically all of VJL's Income comes from its grant provided by the Government of Jersey. VJL has received very small amounts of other income from partner marketing within the last five years; however, this income was less than 0.01% of our total annual income in any given year.

2. The ultimate objectives of VJL are defined within the Partnership Agreement with the GoJ, the current one runs from 1st January 2025 to 31st December 2027.

- To promote Jersey as a tourism destination and inspire visitors from overseas to visit and explore Jersey
- To develop product and brand narratives that are consistent with our destination ambition, consumer needs, and broader Island identity and to embed this in communications with customers and industry
- To collect and share data relating to visitor volumes, spend, consumer habits and visitor feedback, which can be used by stakeholders to inform product development, investment and marketing campaigns
- To provide visitor information services to enable visitors to discover Jersey before and during their visit, and provide resources to trade and access partners
- To support productivity improvement and economic benefit by enabling businesses to increase visitor spend, particularly in the shoulder season, through campaign development and driving awareness of the shoulder season offering

- To embed responsible tourism, environmental stewardship, and diversity & inclusion in the organisation's marketing and monitoring activity

3. Please see below the high-level KPIs agreed with GoJ as part of VJL's Annual Schedules for 2025. The success of these KPIs is measured through the Exit Survey, which is carried out with the assistance of Ports of Jersey at the airport and port to record visitor metrics and data. In addition to these high-level KPIs, VJL monitors the ongoing effectiveness of its marketing through a comprehensive set of marketing website KPIs, which include total web visits, dwell time, and referrals to partner websites.

KPIs for 2025
Total visits
Overnight leisure visits
Average length of stay
Total spend
Net promoter score
Staff retention

a. The KPIs are reviewed and agreed with GoJ on an annual basis as part of the grant application process and represent the high-level value of tourism to the Jersey economy.

b. VJL does not have any significant funding external to Government.

4. VJL has a remuneration committee (RemCom) made up of VJL's non-executive Directors, who in turn report back to the full Board. As part of RemCom terms of reference, it reviews the following on an annual basis:

- Review and determine the level of remuneration of the Chief Executive Officer. Executive Director remuneration is designed to promote the long-term success of the Company, and performance-related elements are designed to be relevant and stretching, with the long-term success of the Company in mind.

- Review and determine the level of remuneration for senior employees and the overall framework of salaried staff remuneration and costs.

a) In line with the Controller and Auditor General's (C&AG) advice and best practice, VJL publishes full details of Executive Director remuneration dating back to VJL's inception in 2015 in its Annual Report. This information can be viewed on our trade website (https://business.jersey.com)

5. Internal governance within VJL is defined by our Schedule of Matters, which is Board approved. Please find attached the current Schedule appended to Appendix 1 of this document. Visit Jersey abides by FRS102 accounting protocols and is independently audited annually to the C&AG standards.

6. VJL meets the principles set within the Public Finance Manual by virtue of our Partnership Agreement with GoJ. Governance is monitored by virtue of the Governance Checklist, which we are required to submit to GoJ on an annual basis as part of our grant application process.

Jersey

7. VJL worked collaboratively with industry and the Government of Jersey on this Visitor Economy Strategy (VESG). Within their report, released in December 2023, the group examined how the visitor economy can support the Island in achieving some of the broader Government commitments and priorities outlined in the Future Economy Programme framework. The annual VJL Business Plan is aligned with the strategic objectives of the VESG, as mandated by clause 6 of its Partnership Agreement with the Government.

8. Three key strategic decisions the VJL Board made where:

- To approve funding for the Bergerac TV series 1. A full analysis of the potential impact and outcomes of Bergerac was provided to the Board by the Executive to aid their decision-making.

- To approve the 2025 Business plan (BP) and budget. The Executive held 2 days of workshops to formulate the BP, and the CEO presented the BP to the Board at the Q4 meeting, where it was discussed and agreed. The Board approved that BP is publicly displayed on our trade website and presented to the public at our Annual Briefing.

- To approve the opening of a new reimagined Visitor Information Centre at the Jersey Museum. The Executive presented their plans and designs for the new service to the Board. The Board considered the plans and costs and sanctioned the project.

a. The Board agenda is shaped by the results of the high-level KPIs listed in question 3 as well as the strategic aims of the business as defined in its Partnership Agreement with the Government and the wider aims of the Visitor Economy Strategy. To ensure the organisation's strategy aligns with government, the CEO holds monthly meetings with the Minister for Sustainable Economic Development, and the Head of Local Economy has a permanent invitation to Board meetings. Their line manager is also invited if they are unable to attend.

b. The Board is subject to an effectiveness review every three years. At present, a review by a competent external assessor is being carried out, and the Board will review the findings at its Q4 2025 meeting. On rotation and appointment of Directors, a skills matrix is used to ensure the overall skills of the Board match the requirements of the organisation.

9. VJL compiles a comprehensive Annual Report (AR) in line with the C&AG's recommended guidelines. The progress report within the AR objectively reviews the organisation's performance over the previous year. The Financial Statements within the AR comprehensively report on VJL's operating costs. A link to the 2024 Annual Report is below.

https://business.jersey.com/about-us/transparency/visit-jersey-annual-reports-financial-statements/

Signed by:
Tricia Warwick
C5FBB73C7AA1444...

Tricia Warwick
Chief Executive Officer – Visit Jersey Limited.

Jersey

APPENDIX 1

Schedule of Matters Reserved for the Board
Approved by the VJL Board 22 May 2024

Matters		Approval From
	1. Board Membership and Company Structure	
1.1	Appointment of new Directors to the Board.	Board
1.1.1	Approval of a new Director at the AGM.	Trustees
1.2	Dismissal of a Director.	Board
1.3	Extension of a Director's initial term of office.	Board
1.4	Approval of all subcommittee appointments.	Board
1.5	Appointment of the Senior Independent Director and Chair.	Board
1.6	Appointment or dismissal of the Company Secretary.	Board
1.7	Changes to Board or sub-committee terms of reference.	Board
1.8	Appointment of Trustees.	Enforcer/Trustees
1.9	Changes to the Visit Jersey Trust structure.	Trustees
1.10	Changes to the Articles of Association or Memorandum.	Board
1.11	Convening a meeting of the Shareholders.	Board
1.12	Approval of Board minutes.	Board
1.13	Approval of ARC minutes.	ARC
1.14	Approval of REMCO minutes.	REMCO
1.14	Approval of AGM minutes.	Trustees
	2. Remuneration & Human Resources	
2.3	Approval of CEO's renumeration package and benefits incl bonus.	Board
2.4	Approval of the company's annual total bonus allowance.	Board
2.5	Approval of the maximum annual staff pay increase award.	Board
2.6	Increase in Director's renumeration.	Trustees
2.7	Approval of material changes to the staff handbook.	REMCO
2.8	Approval of material changes to staff contractual benefits.	REMCO
	3. Strategy	
3.1	Approval of the annual Business Plan and budget.	Board
3.2	Approval of the Partnership Agreement with GoJ.	Board
	4. Legal	
4.1	Dismissal of a member of the Executive team.	Board

Jersey

4.3	Approval of any litigation.	Board
4.4	Approval of any settlement agreement.	Board
	5. Financial	
5.1	Approval of the Annual Financial Statements.	Trustees
5.2	The issue of new share capital .	Board
5.3	Approval of borrowing from a bank or other financial organisation over £2000 including overdraft facilities.	Board
5.5	Approval of an agreement longer than 12 months, for more than £20k per annum, that wholly binds the organization. For the avoidance of doubt 'wholly binds' means that the contract does not contain a break clause that can be actioned for convenience shortening the length of the contract to under 12 months.	Board
5.6	Raising the company purchasing card limit above £50K per month or re-issuing a new card in anyone's name other than CEO/HOC.	ARC
5.7	Changes to HSBC electronic approval of payments.	Board
5.8	Increases in the HSBC daily electronic spending limits.	Board
5.9	Changes to HSBC bank mandate.	Approval of 2 Directors
5.10	Approval of any capital expenditure of more than £10k that is not in the annual business plan and budget.	ARC
5.11	Submission of management accounts to EDTSC.	ARC
5.12	Appointment of the company auditors.	Board
	6.Risk management	
6.1	Approval of the risk register.	Board
6.2	Cancellation or reduction in cover of any insurance policy that is in place to mitigate risk incl: office policy, Director's and Officers' liability policy, cyber and medical.	Board
6.3	Determining the independence of Directors.	Board
6.4	GDPR or cyber breach compliance notification at ARC meetings.	ARC

Matters Reserved for the CEO

	7.Matters requiring Approval of the CEO
7.1	Disciplinary action or dismissal of any member of staff.
7.2	Issuing a new employment contract or making addends to a current one.
7.3	Change in salary or contractual conditions of any member of staff.
7.4	Approval of monthly payroll.
7.5	Approval of any electronic payment.
7.6	Changes to the following SharePoint sites: HR, ARC, REMCO and Board.
7.7	Approval of or changes to role profiles or job descriptions.
7.8	Changes to the published expense policy.
7.9	Increase in managers' corporate cards to above £4K per month.
7.10	Submission of the annual schedules and grant confirmation statement to GOJ.

Purchase Orders - Delegated Authority

	8. Raising of a PO for budgeted spend.	
	Up to £2500	Executive of Assistant level.

Jersey

	Up to £10,000	Manager level.
	Up to £40,000	Head of Department level.
	Up to £100,000	CEO level.
	Over £100,000	CEO approval with ARC notified.

Note that all bills submitted for payment must be approved by the Head of Area, in conjunction with a valid Purchase Order.

HSBC Electronic approval of payments

	9. HSBC Electronic approval of payments	
9.1	All electronic payments.	First Approver HOC final approver CEO.
9.2	Inter account transfers.	HOC with CEO notification.