

25 November 2025



Deputy Inna Gardiner
Chair, Public Accounts Committee
Scrutiny Office, States Greffe
Morier House, St Helier
Jersey JE1 1DD
Via scrutiny@gov.je

Dear Deputy Gardiner

Arm's Length Bodes, Grants and Subsidies Review

Further to your letter of 13 November please find attached the Board of Trustees response to your points.

1. Further clarification on the process for which the Board establishes and approves Executive and staff remuneration.

In 2022 Jersey Heritage undertook a review of Jersey Heritage salaries. Breathing Space HR were appointed to review and compare several job roles, salary structures and levels across the UK preparing a report for consideration by the Board.

Following the 2022 exercise Breathing Space have been retained to advise on benchmarking for new roles and roles that have developed to include new responsibilities.

When considering the general annual pay award for staff the Remuneration Sub-Committee review the September RPI and civil service pay award and balance this against the Trust's other budgetary commitments.

a. What involvement does the Government of Jersey have in this process?

The Government of Jersey has no involvement in this process.

2. What performance criteria, benchmarks, market comparisons, or evaluation frameworks are included and tracked, both for decision making of base salary and additional awards?

The Breathing Space benchmarking of roles is independent and makes market comparisons with similar roles across the UK. The company use CIPD Inform which is a tool that provides current data, analytics and benchmarking.



Each new or revised role is benchmarked by Breathing Space and Jersey Heritage's aim is to pay the median base salary for each role.

Jersey Heritage does not provide any additional awards above base salary.

3. How do you tie any performance criteria to Government of Jersey objectives?

Individual's objectives are aligned to departmental objectives and to the Jersey Heritage Business Plan which aims to meet the Government of Jersey's Heritage Strategy adopted by the Council of Ministers in 2021.

The Strategy sets a long-term vision for heritage development in Jersey supported by the strategic partnership between Jersey Heritage and the Government, for which a new single Strategic Partnership Agreement was made in 2022.

This delivery plan and its associated budget is developed within the strategic framework as follows:

Context	World class heritage assets with high cultural, social and economic potential International framework of best practice requiring local change to fully meet compliance The opportunity to better connect heritage to Government planning for cultural, social, environmental and economic outcomes High level of popular support for heritage Economic uncertainties arising from the pandemic but new funding opportunities
Partners	Government of Jersey Jersey Heritage Jersey heritage sector International heritage community Jersey community
Inputs	Government revenue funding Government capital funding Sector funding Government staffing Sector staffing Sector internal capacity (expertise) Sector external capacity local Government and sector external capacity, international Political capacity
Strategic objectives	Continuous discovery of Island history to know ever more about who we are Protection of heritage assets to pass them on to future generations in better condition Every Islander has the opportunity to do their bit to pass on their cherished cultural inheritance A wide and diverse audience can experience and understand the relevance of Jersey's heritage
Charitable activities	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 Maintaining publicly accessible records of heritage assets and collections
Outputs	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 Evidence-based advice and advocacy Inspirational education programmes Networking programmes with international partners
Heritage Outcomes	Good decisions result from a full appreciation of the value of heritage International expertise, funding and partnerships enhance our capacity and capability to manage our internationally significant heritage Island heritage is made more resilient and sustainable, risk is better managed Heritage is of significant educational value to all children in Jersey The significance and status Jersey's world class heritage is recognised by residents and visitors
Island Outcomes	Jersey's built and historic environment is valued and enjoyed Islanders enjoy living in a vibrant and inclusive community Jersey's unique natural environment is protected and conserved for future generations Islanders benefit from a strong, sustainable economy and rewarding job opportunities

4. Do you have any examples, that you can share confidentially, to illustrate instances in which remuneration has been increased or decreased and why?

Remuneration is increased if there is a change in the level of responsibility within a particular role. In this case the job description/role profile is updated and externally re-benchmarked.

a. Please can you provide in confidence details of all executive remuneration in the last three years, including salaries, pay increases and bonuses, with explanation on how these have been determined?

Details of higher paid staff

The number of employees whose emoluments based on gross salary and excluding pensions amounted to over £80,000 in the year were as follows:

	2025	2024	2023
£80,000 - £89,999	0	2	0
£90,000 - £99,999	0	0	2
£100,000 - £109,999	3	2	1
£110,000 - £119,999	0	0	0
£120,000 - £129,999	1	0	0
£130,000 - £139,999	0	0	1
£140,000 - £149,999	1	1	0

Key management personnel constitute the Trustees, Chief Executive Officer and senior management team.

The Trustees received no remuneration.

Pay increases for executive remuneration are in line with general staff pay award.

Pay Increases – all staff

Year	RPI	Jersey Award	Heritage Pay	Civil Service Pay Award
2025	3%	3%		4%
2024	10.1%	7.5%		8%
2023	10.4%	4%		7.9%

Gender Pay Gap

At the end of 2025 there were 115 employees on non-seasonal employment contracts of which 64 or 56% were female and 51 or 44% male. The mean pay gap data is presented below:

2025	2024	2023	2022	2021
8%	6%	8%	12%	8%

Fair Pay Disclosure

The Chief Executive Officers' remuneration when compared to the 25th, 50th and 75th percentiles of the median employees remuneration based on non-seasonal employment contracts is as follows:

	2025	2024	2023
Pay ratio between the highest paid employee and the 25 th percentile pay of all employees	5:1	5:1	5:1
Pay ratio between the highest paid employee and the 50 th percentile pay of all employees	4:1	4:1	4:1
Pay ratio between the highest paid employee and the 75 th percentile pay of all employees	3:1	3:1	3:1

Staff Remuneration

	2025	2024	2023
Lower quartile remuneration	£32,740	£31,779	£32,178
Median Remuneration	£38,992	£38,152	£34,241
Upper quartile remuneration	£52,002	£50,507	£49,605

In 2024 a mapping exercise took place comparing similar roles within the civil service and at Jersey Heritage. The exercise looked at roles at an admin/officer level, operational level, professional level and at Head of level.

Roles at Jersey Heritage at the admin level were found to be paid between 12-15% less than within the civil service, this rose to between 15 – 34% less at an operational and professional level

5. Can you provide a “Terms of Reference” for any remuneration committee or board discussions?

Please find enclosed/attached.

6. In what way is the remuneration process audited and is Government involved in that process?

The Government is not involved in any audit of the remuneration process. The last major audit took place in 2022, as described above, this process was audited and approved by the full board of Trustees.

Yours sincerely



Dr Amy Hall
Chair of Jersey Heritage Board of Trustees