

20 August 2025

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

Dear Deputy Gardiner

Arm's Length Bodies, Grants and Subsidies Review

Thank you for your letter regarding the above. We are pleased to respond as follows.

1. Please can you confirm the total income of your organisation for each of the past 5 years:

	2020	2021	2022	2023	2024
Self generated	1,927	2,564	3,618	3,607	4,183
Capex	386	1,684	2,188	3,354	3,166
Operating	4,163	3,261	4,942	4,849	5,361
Total grant	4,549	4,945	7,130	8,203	8,527
Total revenue	6,476	7,509	10,748	11,810	12,710
Capex grant %	6%	22%	20%	28%	25%
Operating grant %	64%	43%	46%	41%	42%
Self generated %	30%	34%	34%	31%	33%

Ignoring Capex

Self generated	1,927	2,564	3,618	3,607	4,183
Grant	4,163	3,261	4,942	4,849	5,361
Total	6,090	5,825	8,560	8,456	9,544
Operating grant %	68%	56%	58%	57%	56%
Self generated %	32%	44%	42%	43%	44%

Breakdown of Self generated income

Commercial trading	544	1,073	1,117	1,223	1,281
Investments	9	12	23	84	64
Admissions	248	702	1,419	1,620	1,728
Membership fees	397	497	498	516	433
Fees & charges	243	244	176	140	220
Fundraising income	34	36	52	24	46
Legacy	452		333		411
Total	1,927	2,564	3,618	3,607	4,183



2. Please can you confirm the ultimate objective of your organisation.

The organisation's constitutional and registered charitable purpose is:

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

3. Please can you provide details of the Key Performance Indicators you have as an organisation (both internal and any set by the Government of Jersey) and how you measure the success or otherwise of these indicators.

KPIs are included in the annual Business Plan approved by the Board and submitted to the funding Department. The 2025 Business Plan is attached.

4. What decision making processes do you follow to award bonuses to Senior Executives within your organisation?

Jersey Heritage does not award bonuses to Senior Executives within our organisation, nor has Jersey Heritage made any discretionary payments or severance payments to Senior Executives in the last five years.

5. Please can you provide details of the governance arrangements within your organisation both at an executive and, if relevant, non-executive level.

Governance arrangements are set out in our Scheme of Delegation and Code of Conduct, which are attached.

6. How do you meet the principles set out within the Public Finances Manual and how do you monitor your performance against these principles?

Jersey Heritage is an independent, registered Charity and not scheduled in the Public Finance (Jersey) Law.

7. How is your organisation aligned to Island outcomes indicators and how do you measure your contribution to these outcomes?

The Heritage Strategy and the Business Plan KPIs are aligned to Island Outcomes and contribution is measured accordingly.

8. Please answer if applicable (if your organisation has Board): What are the last three strategic decisions that were taken by your board and what evidence and data was used to inform these decisions?

The last three Board decisions – at the July Meeting of the Board of Trustees – were:

1. Establishment of Board Sub-Committees
2. Schedule of Financial Delegations
3. The Yard (Jersey Museum café) licence

Where relevant these were supported by legal advice, audit advice and professional valuation advice.

The Board agenda is set according to an annual cycle agreed with Trustees. This refers to the requirements for reporting to Government which are set out in the Service Level Agreement. The Board does not have a formal board assurance framework.

9. How do you review your operating model to ensure value for money of your delivery?

Jersey Heritage prepares an annual Business Plan for providing the services in the Strategic Partnership Agreement with GoJ (which is aligned with a number statutory duties and obligations under agreements with third parties) and the relevant programmes and projects in the GoJ Heritage Strategy. The Business Plan considers:

Economy (cost minimisation) – the largest element of spending is wages. Where comparisons are available these are reviewed against comparable Government roles, where they are shown to be often 15-20% lower. In applicable areas, including marketing, design, specialist advice, consideration is given to in-house versus outsourced resource and varied according to current circumstances. Procurement follows GoJ principles.

Efficiency (optimal resource use) – Jersey Heritage consistently generates approximately 40% of the cost of running the heritage service of museums, archives and historic environment. That compares favourably to similar organisations such as Manx National Heritage at 25%, UK local authority museums at 20-30% and UK local authority archive and environment services which are typically 90-95% funded.

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Effectiveness (achieving desired outcomes) – Jersey Heritage participates in Arts Council England's Museum Accreditation Scheme and the Archives Accreditation Scheme of The National Archives. These accreditations are designed to demonstrate effectiveness of heritage organisations to national standards. Museum Accreditation includes an annual Visitor Attraction Quality Assurance Scheme assessment by Visit England of our main visitor sites, which achieve outstanding results. Reporting on KPIs in the Business Plan is aligned to Island Outcomes. The Annual Report includes a review of compliance with the Strategic Partnership Agreement.

Yours sincerely



Linda Romeril
Deputy Chief Executive and Archives and Collections Director

Enclosures:
Jersey Heritage Business Plan 2025-2027 – 81 pages
Code of Conduct for Trustees
Scheme of Delegation