02/12/2025

FB Pavillion
FB Fields
Grande Route de St Clement
St Clement
Jersey
JE2 6QN

REF: Arm's Length Bodies, Grants and Subsidies Review

Dear Deputy Gardiner,

Following receipt of your letter dated 13 November 2025, Jersey Sport has been asked to provide additional information to assist the Public Accounts Committee in its review, in accordance with the established Terms of Reference.

This report consolidates relevant material drawn from previously audited accounts, annual reports, and other publicly available sources. Where information was not publicly accessible, we have supplemented this with data from internal records and meeting minutes. We are happy to provide supporting evidence for all such information upon request.

For clarity, PAC have requested the following:

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

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

The remuneration process begins with Jersey Sport's Remuneration Committee, which comprises of three directors, the Chief Executive Officer (CEO), and one other officer. As Chair, I am also allowed to attend. Each November, the CEO presents the committee with a draft budget for the following year. This draft includes projections for potential adjustments to staff remuneration.

Once the committee agrees on any proposed increase, the recommendation is presented at the December Board meeting for final approval. Prior to this, notification of the proposed increase is shared with our Partnership Manager, Heath Harvey, to obtain feedback from the Government of Jersey.

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 committee determines any proposed increases by benchmarking against comparable charities in Jersey and the Government of Jersey. These considerations are assessed alongside the overall annual budget to ensure that any changes are sustainable and that financial risks to the organisation are minimised for the year ahead.

On an individual basis, Jersey Sport operates a robust performance management framework. Each officer is assigned annual and monthly objectives, which are monitored through ongoing line management processes. All employees are made fully aware of expectations regarding their performance and how this relates to remuneration. To date, no one has had a salary reduction due to performance.

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

Each year, Jersey Sport develops its Annual Business Plan in partnership with colleagues from the Government of Jersey. This collaborative approach ensures that our workstreams are fully aligned with government priorities, particularly the Island Plan and its associated Island Outcome Indicators.

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

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?**

The executive salary for the last three years is as follows:

Year	Baseline Salary	Bonus	Premium	Total
2022	£96,793	£2,500	£21,966	£121,259
2023	£102,677		£22,405	£125,082
2024	£106,704			£106,704

In 2022, following agreement with the Government of Jersey, the CEO at the time was seconded to lead the development of the Inspiring Active Places strategy. This government-led initiative included a premium payment to Jersey Sport (and the CEO) to cover the CEO's services and extra responsibilities (although it must be noted that this also resulted in the CEO spending less time at Jersey Sport).

Since 2022, Jersey Sport has not paid any executive bonuses. The new CEO, appointed in July 2024, advised the Board that the previous bonus framework had caused cultural disruption within the organisation. The CEO highlighted that the bonus system created perceptions of inequity and detracted from collaboration, which conflicted with Jersey Sport's values of fairness and team cohesion. As a result, the CEO proposed that no bonuses would be paid to any employee going forward, with a greater emphasis placed on staff wellbeing and creating a positive, inclusive workplace culture.

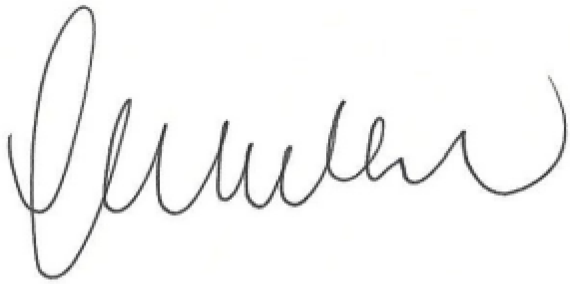
5. Can you provide a "Terms of Reference" for any remuneration committee?

Yes, this is attached with the letter.

6. How does the wider board gain assurances on how the committee reaches its decision?

As outlined in response to Question 1, the Board receives the full annual budget in advance of the December meeting to ensure that any remuneration adjustments do not introduce unsustainable risk to the organisation. Should any director wish to challenge the proposal, this discussion takes place during the December Board meeting.

Kindest Regards



Andy Whelan

Chair, Jersey Sport