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# Jersey Business Limited

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Report and financial  
statements

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31 December 2015

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# JERSEY BUSINESS LIMITED

## **Non-Executive Directors**

Mr P Funk (Chairman) (appointed 6<sup>th</sup> February 2012)  
(Resigned 5 May 2015)

Mrs W Lambert (Chair) (appointed to the board 4 May 2014, appointed Chair 5 May 2015)

Mr J Box (appointed 6<sup>th</sup> February 2012)

Mr J Filleul (appointed 6<sup>th</sup> February 2012)

Mr E Lincoln (appointed 6<sup>th</sup> February 2012)

Mr M Robins (appointed 6<sup>th</sup> February 2012) (Chairman of the Events & Communications Sub-Committee from 6<sup>th</sup> December 2012)

Mr B Sarre (appointed 6<sup>th</sup> February 2012) (Chairman of the Finance, Audit & Operations Sub-Committee from 6<sup>th</sup> December 2012)

Mr A Sugden (appointed 7<sup>th</sup> June 2013)

## **Executive Director**

Mr G Smith (appointed 2<sup>nd</sup> January 2015)  
(Chief Executive Officer from 27<sup>th</sup> October 2014)

## **Independent auditors**

Grant Thornton Limited  
Chartered Accountants  
Kensington Chambers  
46/50 Kensington Place  
St Helier  
Jersey, JE1 1ET

## **Registered office**

31 The Parade  
St Helier  
Jersey  
JE2 3QQ

# JERSEY BUSINESS LIMITED

## Report of the Chairperson

I am pleased to present our Annual Report and audited Financial Statements for the year ended 31 December 2015.

Jersey Business Limited has now been in operation for over 4 years and this year has seen us move into the next stages of our growth as a key support mechanism for the business community through the creation, development and implementation of a full suite of support services, ranging from initial set up advice for new businesses, to support in funding and grant applications, growth in products and services and productivity analysis for existing long established companies, in all sectors of industry.

Graeme Smith, our Chief Executive Officer, has been in role for the full financial year and I am delighted to report that Graeme has settled in extremely well and has grown successful working relationships, including the staff and also all key external stakeholders.

This year has seen the approval and signing of our 3 year Partnership agreement with the Economic Development Department for 2016-2019, showing the department's continuing strong support including appropriate levels of funding for our core activities to assist the business community. This recognises the ongoing important role which the Company can play in the growth of the Jersey economy.

Peter Funk retired as Chairman of the Company in June when I took over this role and I would like to thank Peter for his hard work commitment to the Company since incorporation. I have enjoyed working as Chair alongside Graeme Smith and the team and I would like to thank them as well as my fellow board members and the Economic Development team for their support, hard work and contributions throughout 2015.

Wendy Lambert



29 April 2016

Chairperson

# JERSEY BUSINESS LIMITED

## Report of the Chief Executive Officer

Jersey Business Limited (JBL) is a service and advisory support business focussed on assisting economic growth for Jersey across all sectors and all sizes of businesses through:

- Directly supporting individual businesses to achieve their full potential throughout the business lifecycle;
- Helping drive productivity and sustainability in key sectors to deliver economic growth and;
- Stimulating and promoting innovation and adoption of market leading practices across the economy.

We have successfully built a team of 8 advisers with more than 200 years collective business experience across a wide range of sectors, in small, medium and large enterprises. Whilst we are funded by way of grants from Economic Development Department (EDD) we remain independent of Government with our own experienced board and as such are able to provide high quality and confidential advice to both new businesses looking to set up and established businesses looking to grow.

## 2015 Review

In my report for 2014, I set out our key deliverables for 2015 and I'm pleased to report that these have in the main been exceeded. This was achieved despite a flat core budget allocation albeit we were successful in bidding for some top up grants to support new programmes.

The table below summarises what we have delivered against those targets:

Key Result Areas	Core Activities	Targets	Results
<b>Businesses</b> Directly supporting individual businesses to achieve their full potential throughout the business lifecycle	Start-Up help	100 businesses receiving start-up support	423 'Start-Up' services delivered
	Strategic 1:1 support to established businesses	Increase by 25% established businesses being supported	212 businesses being supported on 1:1 basis up from 102
	Support Government funded growth schemes	JIF- 25 applications TDF- 20 applications Skills A- 15 applications	JIF- 27 supported with 13 full applications TDF- 13 applications supported (closed June) Skills A- 19 applications supported (closed Sep)
	Export	5 businesses assisted re export	8 businesses being helped with export
<b>Key Sectors</b> Helping drive productivity and sustainability in key sectors to deliver economic growth	Retail Development Plan	20 retail outlets supported Marketing campaign undertaken 50 Retail Ambassadors qualified	12 retailers receiving dedicated 1:1 support/ 135 retailers joined Retail Business Club Eat, Shop, Save Repeat campaign completed 200 Retail Ambassadors trained within programme 2015 mystery shopper rating up 4% to 77 being above UK Small Business Saturday launched
<b>Learning</b> Stimulating and promoting innovation and adoption of market leading practices across the economy	Celebrate business success Deliver thought leadership activities Stimulate entrepreneurial activity	Awards for Enterprise Enterprise Week (EW)	7 Awards presented at Gala evening with 500+attendees EW- 9 events, 4 days and over 1,200 total attendees Island Games Business Breakfast Customer Service Week Small Business Saturday

In addition we conducted a detailed feedback survey during the last quarter of the year the key highlights of which were as follows:

- Independent survey by 4Insight with 263 respondents (36% had dealt JBL in past 24 months);
- Jersey Business was perceived as mainly for start-ups with lower awareness of the other services offered, especially throughout the lifecycle;
- Of the services offered, start up advice and support, help with business and financial plan development and the confidential sounding board were used most, and were perceived as extremely valuable and;
- In general Jersey Business was received positively by clients, reflected by a positive Net Promoter Score (NPS\*) of 31.57. This is well above UK sector averages, which vary from -10 to +20%.

## **People**

My thanks must go to all my team at JBL, for their hard work but most importantly for their absolute professionalism in delivering high quality and valued advisory services to our clients. At the same time I would like to thank my Chairperson and board of Directors for their direction and support during what has been a very productive year as we continue to develop the range and quality of support we deliver to the business community.

On the people side we have welcomed two new members of staff namely Jayne Low as Receptionist and Kay Pearson as Financial Controller. Vikki Pennington left us for pastures new in Tenerife, we wish her well and say thank you for the excellent work she has done during her 2 year tenure.

During 2015 we developed our staff developed the JBL 'values' statement:

'Committed to do our best for the business community in our island, we are professional, knowledgeable, and act with complete integrity towards our clients, staff and stakeholders. Above all we love what we do'.

## **Finance**

The financial statements for the year ending 31<sup>st</sup> December 2015 are set out in pages 10 to 17 of the report

As I intimated in our report for 2014 we needed to utilise some of our reserves in order to maintain the level of services and programmes we had planned for 2015. This was the result of a flat core budget albeit we had successful bids for additional top up grant funding to allow us to develop our Retail Programme and also commence early stage research on two new programmes namely Export and Efficiency.

With total income of £816,486 and an expenditure of £869,991 we saw a net deficit of £53,505 which compared favourably with a budget of £73,000 deficit. This resulted in reserves reducing from £130,409 to £76,904.

## 2016 Plans

With a core grant now agreed with EDD of £800,000 our 2016-19 business plan outlines our key priorities. In addition to continuing to build and develop our core services we are also looking to introduce new Export and Efficiency programmes which we will initially pilot during 2016 with a view to full roll out by the end of the year. Our key deliverables for JBL as detailed in our business plan are:

- 200 new businesses receiving start-up support
- 95 established businesses receiving detailed 1:1 support
- 12 businesses helped into export programme
- 50 desktop productivity/efficiency audits completed
- 50 Ambassadors qualified
- Successful delivery of Enterprise Week taking account of final budgetary allocation

\*NPS- is a globally accepted customer loyalty metric.



**Graeme Smith**  
Chief Executive Officer

29 April 2016

# **JERSEY BUSINESS LIMITED**

## **Directors' report**

The Directors submit their report and the audited financial statements for the year ended 31 December 2015.

## **Incorporation and principle activities**

Jersey Business Limited ("The Company") was incorporated on 30 November 2011.

The principal activity of the Company is the provision of advice and support to on-island businesses and enterprises and the promotion of Jersey businesses in general. The Company is a not-for-profit organisation.

## **Results**

The results for the year are shown in the revenue and expenditure account on page 10. The Company has reported a deficit for the period of £53,505.

## **Directors**

The Directors of the Company who served during the period and up to the date of signing the financial statements are stated on page 1.

## **Independent Auditors**

Grant Thornton Limited are appointed auditors of the Company and have indicated their willingness to continue in office.



**Wendy Lambert**  
Chairman

29 April 2016

# **JERSEY BUSINESS LIMITED**

## **Statement of Directors' responsibilities**

The Directors are responsible for preparing the financial statements in accordance with applicable law and UK accounting standards.

Company law in Jersey requires the Directors to prepare financial statements for each accounting year which give a true and fair view of the state of affairs of the Company as at the end of the financial year and of the profit or loss of the Company for that year. In preparing those financial statements the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed subject to any material departure disclosed and explained in the financial statements; and
- prepare financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The Directors are responsible for keeping accounting records which are sufficient to show and explain the Company's transactions and are such as to disclose with reasonable accuracy, at any time, the financial position of the Company and to enable them to ensure that the financial statements comply with the Companies (Jersey) Law 1991. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud, errors and other irregularities.



## **Independent auditors' report**

### **To the shareholders of Jersey Business Limited**

We have audited the financial statements of Jersey Business Limited for the period ended 31 December 2015 which comprises the Income and Expenditure Account, the Balance Sheet and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the company's members, as a body, in accordance with Article 113A of the Companies (Jersey) Law 1991. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

### **Respective responsibilities of directors and auditors**

As described in the Statement of Directors' Responsibilities on page 7 the company's directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable legal and regulatory requirements and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

### **Scope of the audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Report of the Chairman, Report of the Chief Executive Officer and the Directors' Report to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies, we consider the implications for our report.

### **Opinion on the financial statements**

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 December 2015 and of its net deficit for the period then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies (Jersey) Law 1991.

**Independent auditors' report**  
**To the shareholders of Jersey Business Limited - continued**

**Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters where the Companies (Jersey) Law 1991 requires us to report to you, if in our opinion:

- the company has not kept proper accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations, which to the best of our knowledge and belief, are necessary for the purposes of our audit.



A R Langley

**For and on behalf of**  
**Grant Thornton Limited**  
**Chartered Accountants**  
**St Helier, Jersey, Channel Islands**

**29 April 2016**

# JERSEY BUSINESS LIMITED

## INCOME STATEMENT

For the year ended 31 December 2015

	Note	2015		2014 (Restated)	
		£	£	£	£
<b>Income</b>					
States of Jersey Grant	4		706,286		633,028
Rental income			-		6,630
Interest income			140		-
Client Event Income	5		110,060		180,440
			<u>816,486</u>		<u>820,098</u>
<b>Expenditure</b>					
Non-executive Directors fees	6	41,632		43,365	
Staff costs		471,259		414,254	
Employment costs		<u>512,891</u>		<u>457,619</u>	
Legal and professional fees		3,746		22,875	
Training		-		3,696	
Information, communications & technology		8,451		11,787	
Insurance		2,026		2,370	
Property and infrastructure		40,878		44,318	
Marketing		17,705		50,898	
Equipment operating lease costs		2,917		3,024	
Depreciation		8,701		9,976	
Client support	7	86,286		17,519	
Client events	8	159,566		202,575	
Grants approved		9,289		30,663	
Audit fee		4,500		4,500	
Administrative expenses		13,035		16,359	
		<u>357,100</u>		<u>420,560</u>	
			869,991		878,179
<b>Net deficit for the period</b>			<u>(53,505)</u>		<u>(58,081)</u>

There are no other recognised gains or losses for the period except for those stated above.

The above results were derived from continuing operations.

# JERSEY BUSINESS LIMITED

## STATEMENT OF FINANCIAL POSITION

As at 31 December 2015

		2015		2014	
	Note	£	£	£	£
<b>Fixed assets</b>					
Tangible assets	9		27,487		33,986
<b>Current assets</b>					
Debtors and prepayments	10	426,538		67,607	
Cash at bank and in hand		116,851		117,121	
		<u>543,389</u>		<u>184,728</u>	
<b>Creditors: falling due within one year</b>					
Deferred income	11	444,826			
Creditors and accruals	12	49,146		88,305	
		<u>493,972</u>		<u>88,305</u>	
<b>Total Assets less current liabilities</b>			49,417		96,423
<b>Net Assets</b>			<u>76,904</u>		<u>130,409</u>
<b>Capital and reserves</b>					
Share capital	13		3		3
Retained earnings	14		76,901		130,406
			<u>76,904</u>		<u>130,409</u>

The financial statements on pages 10 to 17 were approved and authorised for issue by the Board of Directors on 29 April 2016 and are signed on its behalf by:

**Wendy Lambert**  
Chairman

# JERSEY BUSINESS LIMITED

## Notes to the financial statements

For the year ended 31 December 2015

### 1. Company information

Jersey Business Limited ("The Company") was incorporated on 30 November 2011 in Bailiwick of Jersey, registered at 33 Parade, St Helier, Jersey JE2 3QQ.

### 2. Basis of preparation

These financial statements have been prepared in accordance with applicable United Kingdom accounting standards Financial Reporting Standard 102 section 1A and with Companies (Jersey) Law 1991. The date of transition was 1 January 2016. The company has early adopted FRS102 section 1A.

This is the first year in which the financial statements have been prepared under FRS102. There are no transitional impacts to the accounts.

The category of Promotional events used in 2014 Financial Statements has changed in these statements to Client support and Client events. These new categories better reflect the way in which Jersey Business supports their clients.

The financial statements are presented in Pounds Sterling which is also the Company's functional currency.

#### **Going Concern**

After reviewing the forecasts and the continuous funding from the States of Jersey, the Directors have a reasonable expectation that the group has adequate resources to continue in operational existence for the foreseeable future and therefore continues to prepare the accounts on a going concern basis.

### 3. Principal accounting policies

The following accounting policies have been applied consistently in dealing with items that are considered material in relation to the Company's financial statements.

#### *Accounting convention*

The financial statements have been prepared on the historical cost convention and in accordance with United Kingdom accounting standards.

#### *States of Jersey Grant*

Funding received from the States of Jersey is recognised in the revenue and expenditure account in the year to which the funding relates in accordance with Statement of Standard Accounting Practice 4 – Accounting for Government Grants. Therefore core funding for general activities is recognised in full for the financial year to which it relates with Grants that relate to additional designated project funding being recognised against the expenditure of the specific project. Any element of the designated funding which remains unspent at the yearend is treated as deferred income and carried forward and recognised in the revenue and expenditure account of the year to which it will relate.

#### *Expenditure*

Expenditure, including operating leases, is recognised in the revenue and expenditure account on an accruals basis.

#### *Taxation*

The Company has been granted charitable status under article 115(a) of the Income Tax (Jersey) Law 1961, as amended, by the Comptroller of Income Tax, and therefore is not liable for Jersey income tax.

#### *Fixed assets*

Fixed assets are stated at cost less accumulated depreciation. Website development costs are charged to the revenue and expenditure account as incurred.

#### *Depreciation*

Depreciation is charged so as to write off fixed assets over their useful lives. The rates at which depreciation is charged is set out below.

Leasehold improvements	- up to 9 years straight line
Computer equipment	- up to 3 years straight line
Fixtures and fittings	- 2 to 9 years straight line

#### *Leases*

Operating lease rentals are charged to the revenue and expenditure account in the relevant period on an accruals basis.

#### *Cash flow statement*

Under FRS102 section 1A the Company is exempt from the requirement to prepare a cash flow statement.

#### **4. States of Jersey Grant**

	<b>2015</b>	<b>2014</b>
	<b>£</b>	<b>£</b>
Core funding for the period	651,112	615,000
Additional funding for the period	55,174	18,028
	<u>706,286</u>	<u>633,028</u>

The States of Jersey Grant is financed via the Economic Development Department by way of core funding and by additional designated project related funding. Core funding is utilised for the general running of the Company and no element of it is allocated against any particular project. Additional designated project funding is allocated against specific and committed projects; unspent grant funding in relation to this is deferred to be recognised in a subsequent financial period.

#### **5. Client event income**

	<b>2015</b>	<b>2014</b>
	<b>£</b>	<b>£</b>
2015 Awards for Enterprise Sponsorship	69,000	143,000
2015 Enterprise Tickets	41,060	37,440
	<u>110,060</u>	<u>180,440</u>

**6. Non-executive Director's fees**

	<b>2015</b>	<b>2014</b>
	<b>£</b>	<b>£</b>
Mrs W Lambert (Deputy Chairman)	9,269	5,625
Mr J Box	5,508	5,508
Mr J Filleul	5,508	5,508
Mr E Lincoln	6,813	5,508
Mr M Robins	5,508	5,508
Mr B Sarre	5,508	5,508
Mr P Funk (Chairman - Resigned)	3,518	10,200
	<u>£41,632</u>	<u>£43,365</u>

**7. Client Support**

	<b>2015</b>	<b>2014</b>
	<b>£</b>	<b>£</b>
Export Development	4,040	-
Retail Development	72,832	-
Business Efficiency Programme	9,414	-
Other Activities	-	17,519
	<u>£86,286</u>	<u>17,519</u>

**8. Client Events**

	<b>2015</b>	<b>2014</b>
	<b>£</b>	<b>£</b>
Enterprise Awards	150,559	182,186
Enterprise Week	8,105	10,249
Promotional Events	902	-
Global Entrepreneurship Week	-	10,140
	<u>£159,566</u>	<u>£202,575</u>

# JERSEY BUSINESS LIMITED

## Notes to the financial statements (continued)

For the year ended 31 December 2015

### 9. Tangible Assets

	Leasehold improvements	Computer equipment	Fixtures & Fittings	Total
Cost	£	£	£	£
At 31 December 2014	40,632	8,170	13,692	62,494
Additions	-	2,202	-	2,202
Disposals	-	-	-	-
<b>At 31 December 2015</b>	<b>40,632</b>	<b>10,372</b>	<b>13,692</b>	<b>64,696</b>
<b>Depreciation</b>				
At 31 December 2014	13,529	6,928	8,051	28,508
Additions	4,515	1,448	2,738	8,701
Disposals	-	-	-	-
<b>At 31 December 2015</b>	<b>18,044</b>	<b>8,376</b>	<b>10,789</b>	<b>37,209</b>
<b>Net book value at 31 December 2015</b>	<b>22,588</b>	<b>1,996</b>	<b>2,903</b>	<b>27,487</b>
<b>Net book value at 31 December 2014</b>	<b>27,103</b>	<b>1,242</b>	<b>5,641</b>	<b>33,986</b>

### 10. Analysis of debtors and prepayments

	2015 £	2014 £
Debtors	411,694	57,549
Prepayments	14,844	10,058
<b>Total Debtors and prepayments</b>	<b>426,538</b>	<b>67,607</b>

### 11. Deferred Income

	2015 £	2014 £
EDD Funding for 2016	400,000	-
Export programme	25,960	-
Business efficiency programme	10,587	-
Retail development programme	8,279	-
	<b>444,826</b>	<b>0</b>



# JERSEY BUSINESS LIMITED

## Notes to the financial statements (continued)

For the year ended 31 December 2015

### 12. Analysis of creditors and accruals

	2015 £	2014 £
Creditors	34,480	69,627
Accruals	14,666	18,678
Total creditors and accruals	<u>49,146</u>	<u>88,305</u>

### 13. Share capital

	2015	2014
Authorised:		
10,000 Ordinary shares at £1 each	10,000	10,000
Issued:		
3 Ordinary shares at £1 each	£3	£3

### 14. Reconciliation of movement in shareholders' funds

	2015 £	2014 £
Net surplus / (deficit) for the period	(53,505)	(58,081)
Shareholders' funds brought forward	130,406	188,490
Shareholders' funds carried forward	<u>76,901</u>	<u>130,409</u>

### 15. Commitments and contingencies

The Company is committed to making total payments in respect of operating leases as follows:

	2015 £	2014 £
Within one year	35,716	34,230
Between one and five years	166,484	169,508
Over five years	-	32,692
	<u>202,200</u>	<u>236,430</u>

# JERSEY BUSINESS LIMITED

## Notes to the financial statements (continued)

For the year ended 31 December 2015

### 16. Ownership

The Company is wholly owned by a non-charitable purpose trust, The Jersey Business Trust. In the Directors opinion The Jersey Business Trust is the ultimate controlling party of the Company. Trustees of the Jersey Business Trust for the year were Martin Holmes, Wendy Dorman, James Filleul and Kristina Le Feuvre. James Filleul resigned as a trustee on 4 August 2015 and Kristina Le Feuvre was appointed as a Trustee on the same date.

### 17. Related parties

The key transactions with related parties are the funding received from the States of Jersey, as outlined in note 2, and the fees paid to non-executive Directors within note 3. In addition, the total value of other transactions with related parties was as follows.

	2015	2014
	£	£
CBRE - Mr B Sarre (JBL Non-Executive Director, CBRE Director) - re property management for landlord (until April 2015)	9,916	10,236
Greenlight - Mr E Lincoln (JBL Non-Executive Director, Greenlight Director)		1,500
- re provision of Management services	4,778	
- re 2014 Awards for Enterprise sponsorship	-	(12,000)
Helier Consulting - Mr E Lincoln (JBL Non-Executive Director, Helier Consulting Director) - re Interim CEO Services	-	46,919