

**VISIT JERSEY LIMITED**  
**FINANCIAL STATEMENTS**  
**AT 31 DECEMBER 2016**

**VISIT JERSEY LIMITED**

**DIRECTORS**

K Beecham (Chief Executive)

**NON-EXECUTIVE DIRECTORS**

K C Keen (Chairman)

D R Seymour (Vice Chairman & Senior Independent)

J D Bannister

T J Crowley

M A Graham

C Leech

S J Watts

**SECRETARY**

K Beecham

**BUSINESS ADDRESS**

Second Floor  
Tradewind House  
22 Esplanade  
St Helier  
Jersey, JE2 3QA

**REGISTERED OFFICE**

Second Floor  
Tradewind House  
22 Esplanade  
St Helier  
Jersey, JE2 3QA

**AUDITOR**

Alex Picot  
Chartered Accountants  
95/97 Halkett Place  
St Helier  
Jersey, JE1 1BX

**VISIT JERSEY LIMITED**  
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**FOR THE YEAR ENDED 31 DECEMBER 2016**

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## **VISIT JERSEY LIMITED**

### **REPORT OF THE DIRECTORS**

The directors present their report and the financial statements for the year ended 31 December 2016.

#### **INCORPORATION**

The company was incorporated in Jersey, Channel Islands on 26 September 2014 with the registered company number 116716.

#### **PRINCIPAL ACTIVITIES**

The company's principal activity is the promotion of tourism to and within Jersey.

#### **RESULTS FOR THE YEAR**

The results for the period are set out on page 9.

#### **DIVIDEND AND TRANSFER TO RESERVES**

The directors do not recommend payment of a dividend.

#### **DIRECTORS**

The directors who held office during the period were:

K C Keen (Chairman) – appointed Chairman on 12 July 2016  
J P Henwood – resigned on 30 June 2016 (Chairman until his resignation)  
J D Bannister  
T J Crowley  
M A Graham  
D R Seymour  
S J Watts  
K Beecham  
C Leech

#### **COMPANY SECRETARY**

K Beecham replaced K C Keen as company secretary on 12 July 2016.

#### **AUDIT & RISK COMMITTEE**

The Board has established an Audit & Risk committee, which is chaired by Tim Crowley and includes Doug Bannister and Kevin Keen. By invitation the meetings of the Committee may be attended by the Chief Executive and external auditors. The purpose of the Committee is to:

- Review the audited financial statements and where appropriate recommend their adoption to the Board.
- To oversee the external audit process and manage the relationship with the external auditors.
- To review and monitor the adequacy, operation and effectiveness of the Company's internal financial controls.
- To review and monitor key risks faced by the Company and make recommendations on their mitigation as appropriate.
- To make recommendations to the Board as to the re-election and remuneration of the auditors.

#### **REMUNERATION COMMITTEE**

The Board has established a Remuneration Committee, which is chaired by David Seymour and includes Mike Graham and Sam Watts. By invitation meetings of the Committee may be attended by the Chief Executive. The purpose of the Committee is to:

- Review and determine the level of remuneration of the Chief Executive. 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.
- Review periodically the terms and conditions of employment of the Chief Executive and senior employees.

#### **REMUNERATION OF DIRECTORS**

Directors' fees are paid only to non-executive directors and in 2016 totalled £99,000 for the full year (2015: £72,750 – only for nine months) of which £21,000 (2015: £15,750) was paid to the Chairmen. Annual Fees are £12,000 (2015: £12,000) for a non- executive Director and £21,000 (2015: £21,000) for the Chairman.

**VISIT JERSEY LIMITED**

**REPORT OF THE DIRECTORS (CONTINUED)**

**DIRECTORS' RESPONSIBILITIES**

The directors are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and regulations.

The directors are required to prepare financial statements for each financial period under the Companies (Jersey) Law 1991. As permitted by applicable legislation the directors have elected to prepare the financial statements in accordance with United Kingdom Accounting Standards and applicable law. The financial statements are required to give a true and fair view of the state of affairs of the Company and the profit or loss of the Company for that period.

In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent; and
- prepare the 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 adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the requirements of applicable legislation. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

So far as the directors are aware, there is no relevant audit information (information needed by the company's auditors in connection with preparing their report) of which the company's auditors are unaware and each director has taken all the steps that he ought to have taken as a director in order to make himself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

**AUDITOR**

The auditor, Alex Picot, has indicated its willingness to continue in office.

Liberation Place  
St Helier  
Jersey, JE1 JBB  
... 4 April 2017

**BY ORDER OF THE BOARD**

  
**SECRETARY**

## VISIT JERSEY LIMITED

### CHAIRMAN'S STATEMENT

This is my first report as Chairman of Visit Jersey and it is wholly appropriate to start it by paying tribute to my predecessor John Henwood MBE. John's vision, passion and determination to get the Island to fall in love with tourism again was not just pivotal in the genesis of Visit Jersey but in the journey of recovery for the sector started in 2015 and where momentum was gained in 2016. The industry and I believe Jersey itself really owes John a big debt of gratitude.

2016 saw the early signs of what is possible as Keith Beecham led his team in their first full year of operation. Once again it was a busy year full of positive change from new branding, improved measurements systems to new offices and new arrangements for the visitor centre. We were delighted to welcome 356,000 people for a holiday to our wonderful island, the highest number for 5 years and ahead of our target. The board was also encouraged by the satisfaction of visitors to the island evidenced in a net promoter score of 67 (an impressive score; destinations typically rate around the 50 mark) and that albeit by a small majority, more visitors were coming to the Island for the first time than were returning. Although I should of course emphasise that all visitors are very welcome to return as many times as they like, as we know Jersey is far too special to only come once. Total visitor numbers were slightly below last year and our long-term target at 692,000. This was due to reasons beyond our control and an early reminder that however hard we work external factors can always impact us and that progress towards our objectives is unlikely to be linear.

Our total costs of marketing Jersey as a visitor destination in 2016 were just under £5.2 million; these cannot be directly compared with 2015 given that we only commenced operating in April 2015 and with a much reduced budget. In contrast total visitor spending in Jersey was estimated to be some £228 million during the year which is spread widely around the island, from hotels to taxi drivers, from restaurants to retailers and of course to government agencies in terms of GST, duties, income tax and the like. We estimate that GST paid by visitors on its own was more than double that of the grant of £5.1 million provided by Economic Development, Tourism, Sports and Culture to Visit Jersey, proving what an attractive return the sector can provide.

Although still some way behind the Island's finance sector and rather more difficult to measure, our economic productivity is improving and there is plenty of scope to improve it further, through the various initiatives set out in the destination plan and recent report by Tourism Economics. Of course the benefits of a healthy tourism industry in our Island go way beyond simply economic, they are:

- Highly synergistic with our financial services industry in supporting many high quality hotels and restaurants.
- Support travel to numerous destinations by air and sea for the benefit of local residents whether on holiday or business
- Visitor spending underpins the financial viability of many of the leisure facilities enjoyed by Islanders.
- Customer service training and work ethic gained working in the tourism sector is almost certainly the foundation of many successful careers in other sectors.

To achieve this, industry participants need access to the resources necessary to deliver the level of service their customers demand, most importantly people with the skills and desire to work in our sector. According to the Jersey Statistics unit the overall head count of the Hotel, restaurants and bars sector was 6,770 in June 2016 almost identical to the 6,740 it was in June 2001 and remains very seasonal. So the increase in island population from 87,000 in 2001 to 103,000 in 2015 cannot be the fault of the tourism sector, although that does not stop the industry sometimes appearing to get the blame for the increase and in turn bearing the brunt of Government actions intended to control it. We appreciate population control is of great interest to many islanders and is therefore something politicians want to focus on but it is also a complex issue where short term solutions can be really damaging long term. Around this issue and the industry generally are any negative impacts that Brexit may cause which will be closely monitored by us,. We will also work with the Jersey Hospitality Association, other trade bodies and Government departments to ensure these are understood and considered advice provided.

Tourism may be growing globally but competition for this growth is intense with few barriers to entry. So for those in Jersey that wish to benefit from the opportunities growth brings there is a need for constant improvement in quality, agility and investment by all stakeholders including Government. The Board of Visit Jersey is confident the target of 1 million visitors and £500 million of spending by 2030 is still eminently achievable but it won't be easy. Effective collaboration and continuous innovation by the many industry players will be key to success.

**VISIT JERSEY LIMITED**

**CHAIRMAN'S STATEMENT (continued)**

I started this statement with thanks and would like to end on the same theme by recording our sincere gratitude to our many partners and stakeholders in the industry. To the business owners, to the thousands of people who work in tourism, to our Minister Senator Lyndon Farnham and his officers and of course to the fantastic team of people led by Keith Beecham. Each of them is playing a crucial part in building a vibrant future for an industry that already adds huge value to Jersey and with the potential of much more to come.

**Kevin Keen**  
**CHAIRMAN**

**Date:**

4th April 2017

## **VISIT JERSEY LIMITED**

### **CHIEF EXECUTIVE'S REPORT**

Visit Jersey began trading on 30th March 2015 and completed our first full year of operations in 2016. Our mission is to promote tourism to and within Jersey in an innovative, economic and efficient way thus delivering on our vision of a vibrant sustainable tourism industry. Over the longer term our priorities are to:

- Inspire visitors from overseas to visit and explore Jersey
- Maximise public investment through partner engagement, and
- Advise government and the industry on tourism issues, particularly those affecting our competitiveness.

2016 was a busy year for Visit Jersey as we set about creating an organisation capable of addressing the 21 recommendations detailed in the Jersey Destination Plan. It was a year of substantial achievements across a wide range of areas.

Jersey welcomed almost 356,000 people for a holiday to our amazing Island during 2016. This was the third year of growth and the best for 5 years and beat our 2016 target of 352,000 staying holiday visitors, a growth of 2.6%. More first time holiday makers are coming. We are encouraged that a little over half, 53%, of those visiting for Holiday/Leisure said that this was their first visit to Jersey. Historically, slightly less than 50% of Holiday/Leisure visitors were first time visitors.

Total visitors (which includes day trips, visiting friends and relatives, and business travellers) were 692,000, 3.6% below 2015. This was just over 5% below the 733,000 target for total visitors. Staying business and non-leisure day visitors were down by 21,000 (17%) and leisure day trippers by 3,000 (3%). Staying holiday visitors from the UK increased 7% and Germany 6%, whilst those from France declined 6% and from Guernsey declined 22%.

#### **Marketing Activity**

There are three broad strands to our activities; marketing, trade and product. Throughout the year we commissioned research to help inform our thinking and actions. This research was also shared with our industry partners. At the beginning of 2016 we concluded our winter marketing campaign. It delivered a return on investment of 4.7:1 and delivered 4,582 referrals to our commercial partners. Perhaps the most important long-term marketing initiative was the development of a new Jersey brand. We worked with a world leading branding agency- FutureBrand- and some of the best creative talent in Jersey- The Observatory and Oi- to roll out a new brand; an island of rediscovery. In June, we kicked off our year 1 of a 5-year marketing campaign, in partnership with industry partners. Digital channels to market feature heavily in our consumer campaign. However, we recognise that more traditional off-line channels and travel agents have an influential role too for some key customer segments. It's not digital first, but customer first. Jersey.com was completely re-engineered to improve the customer experience and provide improved level of referrals to our partners. We appointed One Green Bean to help us with our public relations efforts in the UK and we assumed the responsibility for Events Jersey from October. The way we engaged with our industry changed. We created a Gold/Silver/Bronze tiered approach that could be tailored to the specific needs of individual partners. At Destination Jersey in April, our island suppliers met with 62 buyers and media representatives from eight countries. Over 1,000 15 minute appointments were completed. We are grateful to the Jersey Hospitality Association for their Destination Jersey support. In Germany we co-funded a number of co-operative initiatives to sustain and build route connectivity; often working with Visit Guernsey to promote travel to the Channel Islands from Germany.

We modernised the way that information is collected on the volume and value of tourism to Jersey. An Exit Survey replaced visitor registration cards. This new approach will help us understand not just how many visitors we welcome, but also the degree to which they contribute to the local economy, support local employment, through visitor spending and what they think about their Jersey visitor experience.

#### **Operational Achievements**

We moved both our back office and Tourist Information Centre during the year. Working in partnership with The Ports of Jersey and Jersey Heritage, visitors to the island are served from within Jersey Museum sited at the Weighbridge from February 2016. Jersey needs to provide information on-island to help visitors feel a sense of welcome and get more from their stay in Jersey. Our back office reduced in size and became open planned to help with communication and team-working. The bulk of our business systems were renewed or replaced as we moved off the States of Jersey IT infrastructure. I am thankful for the support States officers provided. Our customer relationship, digital asset management and content management systems are all new and cloud-based. Staff continued with their individual personal development linked to the 2016 Visit Jersey Business Plan; much of this was centred around improving our digital knowledge and capabilities. In October, we established Events

## **VISIT JERSEY LIMITED**



## CHIEF EXECUTIVE'S REPORT (continued)

Jersey with the employment of Suzanne Kirk as Events Jersey Business Development Manager. We can also report that Visit Jersey has provided accommodation and infrastructure support to John Garton of Genuine Jersey, who is co-located with us.

### Policy Matters

The Jersey Destination Plan, published in 2015, frames the challenges and opportunities facing the tourism and hospitality sector. We were pleased to consult throughout the year with States officers to help with the proposed revision to the 1948 Tourism Law. This will complete public consultation on 31st March 2017. A Skills & Hospitality Survey was conducted. Visit Jersey worked with public and commercial organisations to help create a package of recommendations on creating a future workforce fit for purpose. In May, Visit Jersey presented to The States of Jersey Economic Policy Officer Group and the Political Oversight Group. These engagements provided a platform to discuss tourism matters with a wide range of political stakeholders, emphasising the value of the Jersey visitor economy. In autumn, at a stakeholder meeting we introduced the early findings from Tourism Economics' "The Economic Contribution of Tourism to Jersey: The Productivity Opportunity" report. In 2017 we will discuss the report conclusions with our government and industry partners.

### The Future

We now have a talented team in place, some excellent marketing agencies helping us and revitalised processes helping us to manage our business. We have a board that is passionate, professional and supporting the executive team to deliver great results. But we are only at the beginning of our journey to revitalise the Jersey visitor economy. Destination marketing can often be fragmented in nature and we have a data-led approach that informs our thinking. We have pursued a partnership approach, with on and off-island partners, to further our ambitions for the Jersey visitor economy. This will not change in 2017. At our core, we are storytellers; creating and curating great stories about Jersey that provide reasons for people to come to Jersey. We will maintain our partner-driven marketing to deliver opportunities for industry partners to work with Visit Jersey to support our objective of sustainable growth and productivity improvement for this vital sector of Jersey's economy.

Keith Beecham  
CHIEF EXECUTIVE



Date: 4 April 2017



**Alex Picot**  
chartered accountants

95-97 Halkett Place  
St. Helier, Jersey  
Channel Islands JE1 1BX

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF VISIT JERSEY LIMITED**

We have audited the financial statements of Visit Jersey Limited for the period ended 31 December 2016 on pages 9 to 15. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

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 auditor's 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 explained more fully in the Directors' Responsibilities Statement set out on page 2, the 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 law 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 opinion**

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 the financial and non-financial information issued with the financial statements to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

### **Opinion on financial statements**

In our opinion the financial statements:

- give a true and fair view of the company's affairs as at 31 December 2016 and of its surplus for the period then ended;
- have been properly prepared in accordance with United Kingdom Accounting Standards; and
- have been prepared in accordance with the requirements of the Companies (Jersey) Law, 1991.

### **Opinion on other matters**

In our opinion the information given in the Directors' Report for the financial period for which the financial statements are prepared is consistent with the financial statements.



**Alex Picot**  
chartered accountants

95-97 Halkett Place  
St. Helier, Jersey  
Channel Islands JE1 1BX

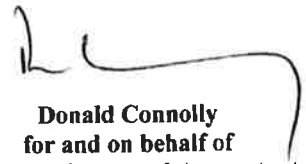
**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF VISIT JERSEY LIMITED  
(CONTINUED)**

**Matters on which we are required to report on 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:

- proper accounting records have not been kept, or proper returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

18 April 2017



**Donald Connolly**  
for and on behalf of  
Alex Picot Chartered Accountants

**VISIT JERSEY LIMITED****STATEMENT OF COMPREHENSIVE INCOME****FOR THE YEAR ENDED 31 DECEMBER 2016**

	Note	1 January 2016 to 31 December 2016		26 September 2014 to 31 December 2015	
		£	£	£	£
<b>INCOME</b>					
Grant from States of Jersey		5,100,000		2,578,982	
Other net income		114,091		203,257	
			5,214,091		2,782,239
<b>OPERATING EXPENSES</b>					
Marketing Costs		3,667,799		1,618,379	
Staff Costs	3	911,254		599,075	
Other Operating Costs		603,001		385,355	
			5,182,054		2,602,809
<b>SURPLUS FOR THE YEAR/PERIOD</b>	4		32,037		179,430
<b>OTHER COMPREHENSIVE INCOME</b>					
			-		-
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR/PERIOD</b>					
			£32,037		£179,430

The company has not made any acquisitions or discontinued any operations during 2015 and 2016. The revenue derives entirely from continuing operations. Furthermore the company made no recognised gains or losses during the year other than as reported in the Statement of comprehensive Income.


The notes on pages 12 to 15 form part of these financial statements.  
Independent auditor's report on pages 7 and 8.

**VISIT JERSEY LIMITED**

**BALANCE SHEET AT 31 DECEMBER 2016**

	Note	2016		2015	
		£	£	£	£
<b>TANGIBLE FIXED ASSETS</b>	5		40,206		7,299
<b>CURRENT ASSETS</b>					
Stock		-		9,030	
Debtors	6	56,748		36,941	
Cash at bank		816,862		801,254	
		<u>873,610</u>		<u>847,225</u>	
<b>CREDITORS: Amounts falling due within one year</b>	7	<u>702,346</u>		<u>675,091</u>	
<b>NET CURRENT ASSETS</b>			171,264		172,134
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			<u>£211,470</u>		<u>£179,433</u>
<b>CAPITAL AND RESERVES</b>					
Called up share capital	9		3		3
Reserves			211,467		179,430
Shareholder's Funds			<u>£211,470</u>		<u>£179,433</u>

The financial statements were approved by the Board on 4 April 2017 and signed on its behalf by:

  
.....  
Director

  
.....  
Director

The notes on pages 12 to 15 form part of these financial statements.  
Independent auditor's report on pages 7 and 8.

**VISIT JERSEY LIMITED**  
**STATEMENT OF CHANGES IN EQUITY**  
**FOR THE YEAR ENDED 31 DECEMBER 2016**

	<b>Revenue Reserve £</b>	<b>Total £</b>
<b>AS AT 1 JANUARY 2016</b>	179,430	179,430
Total Comprehensive Income for the Year	32,037	32,037
<b>AS AT 31 DECEMBER 2016</b>	<b>£211,467</b>	<b>£211,467</b>
	<b>Revenue Reserve £</b>	<b>Total £</b>
<b>AS AT 26 SEPTEMBER 2014</b>	-	-
Total Comprehensive Income for the Year	179,430	179,430
<b>AS AT 31 DECEMBER 2015</b>	<b>£179,430</b>	<b>£179,430</b>

The notes on pages 12 to 15 form part of these financial statements.  
Independent auditor's report on pages 7 and 8.

## **VISIT JERSEY LIMITED**

### **NOTES TO THE FINANCIAL STATEMENTS**

#### **FOR THE YEAR ENDED 31 DECEMBER 2016**

##### **1. GENERAL INFORMATION**

Visit Jersey Limited is a private company limited by shares, incorporated in Jersey. The company's principal place of business, which is also its registered office, is Second Floor, Tradewind House, 22 Esplanade, St Helier, Jersey.

The principal activity of the company is the promotion of tourism to and within Jersey.

##### **2. ACCOUNTING POLICIES**

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all of the years presented, unless otherwise stated.

###### **2.1 Statement of compliance**

The financial statements have been prepared in compliance with FRS102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", adopting the presentation and disclosure requirements of chapter 1A, and the Companies (Jersey) Law, 1991, as amended.

###### **2.2 Basis of accounting**

The financial statements have been prepared under the historical cost convention and in accordance with FRS102.

###### **2.3 Turnover**

Turnover represents amounts invoiced in respect of goods sold and services provided during the period.

###### **2.4 Other income**

The States of Jersey grant and bank deposit interest are credited to the profit and loss account when they are due to the company.

###### **2.5 Expenses**

Expenses are recognised on an accruals basis.

###### **2.6 Depreciation**

Depreciation is provided using the following rates and bases to reduce by annual instalments the cost of the tangible assets over their estimated useful lives:-

Leasehold improvements	-	straight line over 3 years
Motor Vehicles	-	straight line over 4 years
Computer Equipment	-	straight line over 2 to 3 years
Office Equipment	-	straight line over 2 to 5 years

###### **2.7 Tangible fixed assets**

Tangible fixed assets are stated at cost less depreciation.

###### **2.8 Stock**

Stock is valued at the lower of cost and net realisable value.

###### **2.9 Taxation**

The company is subject to Jersey income tax at 0%.

###### **2.10 Financial Instruments**

The company has chosen to adopt Sections 11 and 12 of FRS102 in respect of financial instruments.

###### **(a) Financial assets**

Basic financial assets, including trade and other receivables and cash and bank balances, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at the market rate of interest. Such assets are subsequently stated at amortised cost using the effective interest method.

## VISIT JERSEY LIMITED

### NOTES TO THE FINANCIAL STATEMENTS (continued)

#### FOR THE YEAR ENDED 31 DECEMBER 2016

## 2. ACCOUNTING POLICIES (continued)

### 2.10 Financial Instruments (continued)

#### (b) Financial liabilities

Basic financial liabilities including trade and other payables and bank loans are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest. Debt instruments are subsequently carried at amortised cost using the effective interest method.

#### (c) Impairment

At the end of each reporting period financial assets measured at amortised cost are assessed for objective evidence of impairment. If an asset is impaired the impairment loss is the difference between the carrying value and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in profit or loss. If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been had the impairment not previously been recognised. The impairment reversal is recognised in profit or loss.

### 2.11 Foreign exchange

Foreign currency transactions are translated into the functional currency using the rate of exchange on the date of the transaction.

At each period end foreign currency monetary items are translated at the closing rate. Non-monetary items measured at historic cost are translated at the exchange rate on the date of the transaction and non-monetary items measured at fair value are measured using the exchange rate when fair value was determined.

Foreign exchange gains and losses resulting from the settlement of transactions and from the translation at period end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised through the profit and loss account.

## 3. STAFF COSTS

Visit Jersey Limited employed 15 members of staff during the period (2015: 14) and their total remuneration for the period they were employed falls within the following pay bands:

	2016 (12 months) No.	2015 (9 months) No.
£100,000 to £124,999	1	1
£75,000 to £99,999	1	-
£50,000 to £74,999	6	1
£49,999 and under	7	12
	<hr/>	<hr/>
	15	14



**VISIT JERSEY LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS (continued)**

**FOR THE YEAR ENDED 31 DECEMBER 2016**

**4. SURPLUS FOR THE YEAR/PERIOD**

Surplus for the year/period is stated after charging the following:

	<b>2016</b>	<b>2015</b>
	£	£
Depreciation	22,696	5,799
Audit Fee	4,480	5,000
Non-Executive Directors Fees	99,000	72,750

**5. TANGIBLE FIXED ASSETS**

	<b>Leasehold Improvements</b>	<b>Motor Vehicles</b>	<b>Computer Equipment</b>	<b>Office Equipment</b>	<b>Total</b>
	£	£	£	£	£
<b>Cost</b>					
At 1 January 2016	-	2,000	6,098	5,000	13,098
Additions	22,587	-	20,233	12,783	55,603
Disposals	-	(2,000)	-	-	(2,000)
At 31 December 2016	22,587	-	26,331	17,783	66,701
<b>Depreciation</b>					
At 1 January 2016	-	1,500	2,424	1,875	5,799
Charge for the period	7,529	500	9,610	5,057	22,696
Disposals	-	(2,000)	-	-	(2,000)
At 31 December 2016	7,529	-	12,034	6,932	26,495
<b>Net book value</b>					
At 31 December 2016	£15,058	£Nil	£14,297	£10,851	£40,206
At 31 December 2015	£Nil	£500	£3,674	£3,125	£7,299

**6. DEBTORS**

	<b>2016</b>	<b>2015</b>
	£	£
Accounts receivable	16,584	15,113
GST refund due	23,393	11,955
Prepayments	9,424	8,370
Sundry debtors	7,347	1,503
	<b>£56,748</b>	<b>£36,941</b>

**VISIT JERSEY LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS (continued)**

**FOR THE YEAR ENDED 31 DECEMBER 2016**

**7. CREDITORS: Amounts falling due within one year**

	<b>2016</b>	<b>2015</b>
	£	£
Trade creditors	547,031	612,891
Bank overdraft	57,107	-
Sundry creditors and accruals	98,208	62,200
	<hr/> <b>£702,346</b>	<hr/> <b>£675,091</b>

**8. FINANCIAL COMMITMENTS**

	<b>2016</b>	<b>2015</b>
	£	£
Within one year	29,376	-
Within two to five years	29,376	-
After five years	-	-
	<hr/> <b>£58,752</b>	<hr/> <b>£-</b>

**9. CALLED UP SHARE CAPITAL**

	<b>2016</b>	<b>2015</b>
<b>Authorised</b>		
10,000 Ordinary shares of £1 each	£10,000	£10,000
<b>Allotted, called up and fully paid</b>		
3 Ordinary shares of £1 each	<hr/> <b>£3</b>	<hr/> <b>£3</b>

**10. RELATED PARTY TRANSACTIONS**

Visit Jersey Limited received a grant of £5,100,000 (2015: £2,578,982) from the States of Jersey during the period, £100,000 of which was for "Events Jersey" that was set up in the last quarter of 2016. All services consumed by the company from the different departments of the States of Jersey and its subsidiaries are on an arm's length basis.

Mr D Bannister, a director of the company, is also a director of Ports of Jersey Limited. During the year ended 31 December 2016 the company spent £276,398 (2015: £52,524) on services provided by Ports of Jersey Limited, which was on an arm's length basis.

**11. CONTROLLING PARTY**

The Company is wholly owned by a non-charitable purpose trust, the Visit Jersey Trust, and by definition the company has no controlling party.