



**WE MEAN  
BUSINESS.**

**PLAN 2026**

# CONTENTS

## 01

### OUR PURPOSE AND APPROACH

- 01 2026 Guiding Principles
- 02 About Jersey Business
- 03 Simplified Delivery
- 04 Supporting Jersey's Business Ecosystem
- 05 Jersey Performance Framework

## 06

### WHO WE SUPPORT AND WHY IT MATTERS

- 06 Our Clients
- 07 Our Personas
- 08 Key Economic Challenges
- 09 Inputs and Research

## 10

### HOW WE DELIVER IMPACT

- 10 Economic Growth Agency - Tactical Focus
- 11 Economic Growth Agency - Strategic Focus
- 12 Tactical Delivery
- 14 Strategic Delivery

## 18

### EMPOWERING BUSINESSES

- 18 Better Business Support Package (BBSP)
- 19 Agricultural Loans Fund
- 20 Unified Organisation and Combined Strengths

## 21

### FINANCIALS AND RISK MANAGEMENT

- 21 Core Budget
- 22 Risk Management

## 23

### THE TEAM AND OUR APPROACH

- 23 Organisational Chart
- 24 Continuous Improvement
- 25 Change Programme Delivered

## 26

### POLICY, INSIGHTS AND OPPORTUNITIES

- 26 Barriers to Business
- 27 Growth Opportunities
- 28 Factors of Change

**OUR PURPOSE AND APPROACH**

# 2026 GUIDING PRINCIPLES

Firm on strategy and flexible on the tactics to deliver

» Our Purpose and Approach



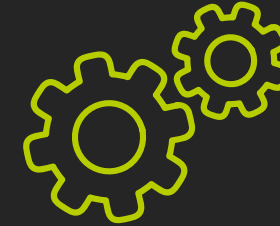
## We are a data, knowledge, and insights enabled business

- We use a combination of both leading and lagging indicators



## We deliver value by

- Lowering costs to serve (improving our productivity)
- Improving and measuring our impact
- Being focus-orientated and committed
- Using our insights and data to inform us



## Inputs that help us

- People
- Process
- Tech/Data/Tools



## OUR PURPOSE AND APPROACH

# ABOUT JERSEY BUSINESS

**Jersey Business (JB) provides independent, confidential advice and support to businesses in Jersey, across all sectors and throughout their lifecycle.**

As Jersey's business support and development organisation, we play a leading role in creating a thriving and productive economy in which businesses across all sectors impact positively on their stakeholders and on the Island's long-term sustainability.



## OUR VISION

A thriving and sustainable business community in Jersey.

## OUR VALUES

**Respectful:** We value people as individuals.

**Empowering:** We share our expertise to help businesses achieve their goals.

**Authentic:** We are professional, independent and confidential.

**Collaborative:** We work as a team and love what we do.

**Honest:** We don't shy away from difficult conversations.

## OUR TEAM

We average a team of 13 people with more than 350 years of combined expertise of owning, leading, managing, and supporting businesses across multiple sectors.

**OUR PURPOSE AND APPROACH**

# SIMPLIFIED DELIVERY

How we deliver our activity plan

» Our Purpose and Approach

Our team structure supports the activity plan delivery, with a total average allocation of 13 people, including three in the Senior Leadership Team.

We are supported by a small, cost-effective Board comprising diverse expertise.

Team resources are strategically allocated: Heart (25%), Voice (25%), and Face (50%), ensuring effective and balanced execution.

**50%**

**THE FACE**

We provide the human connection that builds trust and shares knowledge.

**25%**

**THE HEART**

We empower and enable Jersey Business to operate with a positive impact.

**25%**

**THE VOICE**

We are the voice of Jersey Business that connects and engages with our stakeholders.



OUR PURPOSE AND APPROACH

SUPPORTING JERSEY'S  
BUSINESS ECOSYSTEM

We have a rich business environment to support as 89% / 7590 are between 1-9 employees and these business don't always have general knowledge, access to specialist information and support to grow. This is where Jersey Business supports around 30% - 40% in any given year.

Sector	1	2-5	6-9	10-19	20-49	50+	Total	June 2024	
Agriculture and fishing	90	40	10	20	10	+	180	170	+10
Manufacturing, utilities, and waste	190	70	20	20	10	10	310	310	-
Construction and quarrying	870	430	110	70	40	10	1,520	1,520	-
Wholesale and retail	410	240	80	60	30	20	840	860	+20
Hotels, restaurants, and bars	120	180	70	70	40	20	500	510	-10
Transport and storage	230	40	10	10	10	10	300	300	-
Information and communication	280	80	20	10	10	10	400	400	-
Financial and legal activities	300	200	60	50	40	70	710	700	+10
Miscellaneous business activities	1,240	420	80	70	40	10	1,860	1,810	+50
Education, health, and other services	1,300	320	90	70	70	30	1,890	1,860	+30
Total private sector undertakings	5,020	2,020	550	440	280	190	8,500	8,430	+70

\* Statistics Jersey, Labour Market June 2025

**OUR PURPOSE AND APPROACH**

# JERSEY PERFORMANCE FRAMEWORK

## Island Outcome Indicators

The Island Outcomes describe the end results the Government of Jersey want for the quality of life in Jersey. They are based on long-term results. The Island Outcome Indicators are measures that show how Jersey is progressing towards its Sustainable Wellbeing Goals. The outcomes are divided into 3 themes:

- Community wellbeing
- Economic wellbeing
- Environmental wellbeing

Of the ten outcomes within these three themes, Jersey Business supports the delivery of:

- Business Environment: Jersey is an attractive place to do business
- Jobs and productivity growth: Islanders benefit from a strong economy and rewarding job opportunities.



**WHO WE SUPPORT AND WHY IT MATTERS**

# OUR CLIENTS

We see Jersey Business as the go-to hub for business success in Jersey. A place where any business owner, at any stage, can find the clarity, connection, and tools they need to survive and thrive.

» Who We Support and Why it Matters





**WHO WE SUPPORT AND WHY IT MATTERS**

# OUR PERSONAS



## THE AMBITIOUS STARTER

High-growth potential.  
Needs road map,  
mentoring, and peer  
community to  
launch successfully.



## THE PRACTICAL DOER

Wants quick fixes and  
trusted, bite-sized  
advice. Time-poor  
and outcome-driven.



## THE CHANGE MAKER

Seeks premium,  
specialist insight and  
high-level networking  
to scale quickly.



## THE RELUCTANT CHANGER

Needs urgent, jargon-  
free help to adapt and  
survive. Responds to  
personal outreach.



## THE STRATEGIC CONNECTOR

Values influence,  
Jersey-focused insight,  
and opportunities to  
mentor and invest.

**WHO WE SUPPORT AND WHY IT MATTERS**

# KEY ECONOMIC CHALLENGES



## Productivity Growth and GVA by FTE

- Capital investment
- Adopting tech
- Innovation
- Efficiency
- Export
- Processes and organisational design
- Upskilling, engagement and wellbeing
- Productivity



## People and Human Capital Development

- Skills and experience
- Availability
- Aging workforce
- Retention
- Leadership, growing leaders and organisational culture
- Behaviours, mindset, appetite for change/growth



## Business ECO System

- 8,500 diverse businesses
- Stages of maturity
- Size and scaling challenges
- People costs
- Input costs and inflation
- Start up
- Reduce red tape
- Barriers to Business
- Data and knowledge sharing/diffusion



## WHO WE SUPPORT AND WHY IT MATTERS

# INPUTS AND RESEARCH

Jersey Business gather insights from a large range of sources that provide us with insights to develop our plans and best support the Island's businesses and broader economy.

### EXTERNAL STRATEGY INPUTS

#### 01 Government of Jersey Budget 2026-29

#### 02 Government of Jersey Plan 2025-28

#### 03 Island Outcome Indicators

- Economic Wellbeing
  - Jobs and productivity growth
    - Productivity
    - GDP per capita
    - Economic diversity
    - Business confidence
    - Level of investment
  - Business environment
    - Businesses employing staff

#### 04 JB Productivity Survey

- Tech adoption
- Innovation
- Investment

#### 05 Statistics Jersey

- Economy 2024 GDP and GVA
- Lifestyle survey
- Annual business survey
- Labour market reports

#### 06 Combined knowledge

#### 07 Jersey Chamber of Commerce

#### 08 Jersey Hospitality Association

#### 09 IOD Jersey

#### 10 Jersey Construction Council

#### 11 Government of Jersey Department for the Economy team

- Local Economy – sector leads
- Future Economy- Future economy strategy

#### 12 Government of Jersey Common Strategic Policy 2023-2026

- Economic wellbeing
  - Business Environment
  - Jobs and Productivity growth
  - Affordable living

### INSIGHTS AND JB RESEARCH

#### 01 Barriers to Business Report 2023

- Enabling business
- Availability of skills and people
- Interactions with Gov
- Gov administration and processes
- Logistics and customs
- Vibrancy of St Helier
- Starting up and running a small business

#### 02 Productivity survey

#### 03 Business interactions and data collections 3k in a year

- 1:1 knowledge
- Better Business Grants
- Agricultural Loans Fund
- Programme delivery
- Insolvency tracker



## HOW WE DELIVER IMPACT

# ECONOMIC GROWTH AGENCY

## Core Tactical Focus (81%)

### JERSEY BUSINESS SUPPORT

#### Better Business Grants

- Application support
- Grant review
- Funding approval
- Funding allocation
- Reporting

#### Productivity promotion

- Guidance
- Support levers

#### Planning regulation

- Economic support
- Hub and team interactions

#### Agricultural Loans Scheme

- Scheme management
- Support
- Board recommendations
- Review

#### Direct

- 1:1 support in person
- Email
- Virtual and using the website

### INPUTS AND SKILLS USED

- Productivity
- People
- Commerciality
- Advising
- Building trust

### MEASURE AND RESULTS

#### 1:1 support to 1500 – 2000 appointments

For those who work in and collaborate with

- Businesses
- Sectors
- Government

#### Reactive enquiries inbound: 600 – 800

#### Self service

- Website 24/7 support and interactions
- Guides/how to
- Chat bot sessions
- Downloads

#### Rich content

- News items
- Business articles

#### Resource allocation

- 81% of Face team to tactical and everyday support
- Backed by Voice and Heart team



## HOW WE DELIVER IMPACT

# ECONOMIC GROWTH AGENCY

## Strategic Focus (15%)

### R&D AND INNOVATION

#### Internal focus to drive improved service, value and impacts

- Rebranding and simplification
- Tech development of horizontal data
- Process mapping to enable scaling and simplification of services
- Online digital learning development of content
- New office refurbishment
- People support, training and development

#### External focused

- Leaders innovation tour (new)
  - Hospitality
  - General and innovation for change
  - Construction

#### Manchester MET University collaboration

- Research projects

#### Productivity Institute

- Research and knowledge sharing

#### Export and ESSOG development France

- Partnerships and focus development with clients

#### Strategy support, guidance and advice

- Economy team
  - Digital Service Delivery Board
  - Visitor Economy
  - Ad hoc as required
- Sector Support
  - IOD, Chamber of Commerce, JCC, JHA, JAA etc
  - Voice of industry planning board
  - Bridging Island Plan
- Future Economy
  - Enabling business project
  - Productivity challenge
  - Planning hub
  - Planning (other)

### INTEGRATED FUNDING AND GRANTS MANAGEMENT

- 2025 Better Business Grant continued process and reporting
- BBG deployment 2026 and tracking performance outcomes and results
- Development and value £10m, Agricultural loans support, management board and board recommendations

#### Productivity leadership and partnership

- Conference

#### Intelligence, insights development and sharing

- Productivity survey
- Data dashboard development

#### Funding access for business

- Funding platform Q1

#### Resource allocation

- 15% of Face team, other delivery supported by Heart and Voice team

**HOW WE DELIVER IMPACT**

# TACTICAL DELIVERY

Measure	Where	When	Output	Impact	What measure
<b>JBL SERVICE OFFERING</b>  (Aggregate)	Across the service	Events service points	Leaders and organisations will receive support and tailored guidance  Maintenance of: NPS > 70 CSAT > 3.5 out of 5	By providing tailored guidance to leaders and organisations, and enabling businesses across a broad range of sectors to access and implement expert support, we strengthen decision-making and operational resilience at the business level, foster innovation and competitiveness across sectors, and contribute to sustainable economic growth for the Island's economy	NPS  CSAT
<b>Face interaction via Case Management</b>	Case management	Service points	Growth, resilience, advice, knowledge diffusion for businesses, owners, sectors <ul style="list-style-type: none"> <li>• 1500 number of meetings</li> <li>• 700 number of enquiries</li> </ul>	Businesses across a broad range of sectors access and implement expert, tailored guidance to strengthen their economic performance	NPS CSAT  Additional measures to be determined as baseline data becomes available in 2026
<b>New Business engagement (not serviced in the last 18 months)</b>	JB Face team engagement	Any service points	40% of activity will be proactively developing engagement with new business/industry/sector/projects	By supporting new clients as needed, JBL strengthens economic resilience and drives sustainable growth, ensuring businesses can adapt and thrive in a changing market	Measures to be determined as baseline data becomes available in 2026
<b>Visitor performance feedback</b>	In person JB office visits	Following meeting (digitally, on exit)	Maintenance of: CSAT > 3.5 out of 5	Maintaining a CSAT score of at least 3.5 out of 5 demonstrates exceptional customer satisfaction and loyalty, which strengthens business confidence, encourages repeat engagement, and ultimately drives sustainable economic growth through improved service quality and support effectiveness.	NPS

HOW WE DELIVER IMPACT

TACTICAL DELIVERY

Measure	Where	When	Output	Impact	What measure
<b>BETTER BUSINESS GRANT DELIVERY</b>  (Tactical)	Digital application portal	Point of delivery (capturing digital application process experience)	Maintenance of: NPS >70  Grant monies deployed	Achieving and maintaining an NPS score of at least 70 for the digital application process demonstrates a highly positive user experience, reinforcing trust and confidence in the system. This level of satisfaction reduces friction for businesses, accelerates access to support and resources, and ultimately contributes to improved organisational efficiency, sector-wide competitiveness, and sustainable economic growth for the Island	NPS
MARKET REACH					
<b>Newsletter subscriptions</b>	E-newsletters	Digital delivery	Businesses at all stages of their lifecycle have 24/7 access to resources and information to help grow their business: <ul style="list-style-type: none"><li>• 4,400 newsletter subscribers</li></ul>	Businesses subscribing to newsletters gain timely access to resources, opportunities, and guidance that drive engagement, innovation, and sustainable economic growth	Number of subscribers
<b>Digital Engagement</b>	JBL website and Chatbot	24/7 delivery	<ul style="list-style-type: none"><li>• 50,000 website visits</li></ul>	Website visits provide businesses with always-on access to essential information, helping them make better decisions, improve performance, and support growth across sectors and the Island's economy	Number of unique website visits

>> How We Deliver Impact



HOW WE DELIVER IMPACT

STRATEGIC DELIVERY

Activity	Where	When	Output	Impact	What measure
RESEARCH & DEVELOPMENT, AND INNOVATION					
<b>1-To-Many Delivery</b> <ul style="list-style-type: none"><li>Innovation Tours</li></ul>	Off-Island leadership, change and innovation tours <ul style="list-style-type: none"><li>Hospitality</li><li>Construction</li><li>General cross-sector</li></ul>	Post activity	40 leaders across 3 sectors participate in innovation tours  NPS > 70 CSAT > 3.5 out of 5	Leaders gain exposure to cutting-edge practices and global trends, fostering fresh perspectives and innovative thinking. This experience enables them to adopt new strategies within their organisations, drive sector-wide modernisation, and strengthen the Island's competitiveness and economic resilience	NPS CSAT Leadership Vitality Index
<b>Productivity Conference/Seminar</b>	Our Productivity Conference is a flagship event designed to inspire and equip business leaders with practical strategies, tools, and insights to improve efficiency, drive growth, and adapt to change	Post activity	50 leaders across a broad range of sectors participate in activity to raise awareness and understanding, turning ideas and knowledge into tangible actions  NPS > 70 CSAT > 3.5 out of 5	Leaders and organisations attending the productivity conference gain actionable insights and practical strategies to improve efficiency, enhance decision-making, and drive innovation—leading to stronger business performance, sector-wide competitiveness, and long-term economic growth for the Island.  Through our annual productivity survey, we gain a clear view of progress and priorities, while identifying gaps and challenges that shape our next steps for success	NPS CSAT Productivity measures GVA per FTE and GVA from Statistics Jersey

>> How We Deliver Impact





HOW WE DELIVER IMPACT

STRATEGIC DELIVERY

Activity	Where	When	Output	Impact	What measure
RESEARCH & DEVELOPMENT, AND INNOVATION					
Export (and ESSOG)	International Relationships (supporting Public and Private sectors)	Post activity	3 Strategic partnerships created  3 Export activities leveraged	These activities open access to new markets, reduce reliance on limited geographies, and help businesses navigate regulatory complexities. They enhance competitiveness through knowledge exchange, strengthen supply chain resilience, and raise global visibility, while providing access to expertise and intelligence that supports sustainable growth	Number of new partnerships secured  Number of new routes or new supply chain partners utilised
	Export Accelerator Programme	Pre and Post Activity	5 Businesses engaged in programme  NPS > 70 CSAT > 3.5 out of 5		NPS and CSAT <ul style="list-style-type: none"><li>• Number of sectors, products and markets supported</li><li>• New market entry</li><li>• Confidence scores</li><li>• Export value</li></ul>
Research Pathways:  1. Sponsored Masters Programmes  2. Commissioned Research	Manchester Met University collaboration	Pre and Post activity	Public, Private, and Third Sector has access to global research expertise	Organisations are equipped to transform innovation ideas and critical business pathways into actionable strategies, grounded in academic rigour, to build confidence and secure a competitive edge	NPS  CSAT  Additional measures to be determined as baseline data becomes available in 2026 which may include: <ul style="list-style-type: none"><li>• % of projects moving from concept to implementation and completion</li><li>• ROI of innovation projects (investment vs variable measurable returns)</li><li>• Increase in knowledge/expertise</li></ul>
	Manchester Met University  The Productivity Institute			Commissioned Research Pathway to help organisations address real-world challenges and support innovation through methodologically rigorous, evidence-based studies. These projects are tailored to sectorial or individual organisation needs	

>> How We Deliver Impact



HOW WE DELIVER IMPACT

STRATEGIC DELIVERY

Activity	Where	When	Output	Impact	What measure
STRATEGIC SUPPORT					
Strategy support, guidance, and advice	<ul style="list-style-type: none"><li>GoJ Economy team</li><li>Sector support</li><li>GoJ Future Economy</li><li>Economic Planning</li><li>Process improvement</li></ul>	Post activity	Variable, as required	Working together with Government and industry, we focus on strengthening resilience, improving productivity, and driving innovation. Our aim is to contribute to a sustainable economy that can weather economic shocks and deliver long-term growth for Jersey	Number of joint initiatives Change in productivity index (Statistics Jersey)
Better Business Grant deployment	Across the service	Pre and Post activity	Stakeholders have access to knowledge and insights that highlight emerging trends and sector investments, informing strategic priorities and guiding investment decisions	Better Business Grant insights create a feedback loop between businesses, industries, and Government. They guide sector investment strategies, shape industry-wide innovation, and inform policies that drive economic growth while advancing digital transformation and sustainability	Number of strategic priorities that BBG insights directly support  Number/type of innovation signals emerging  Uptake of BBG funding opportunities  Full utilisation of Productivity, Visitor Economy and Skills funding
Agricultural Loans	Across the service	Pre and Post activity	Stakeholders have access to knowledge and insights that highlight emerging trends and sector investments, informing strategic priorities and guiding investment decisions	Agri Loans insights create a feedback loop between farmers, industry bodies, and Government. They inform sector investment decisions, highlight industry-wide innovation opportunities, and guide policies that strengthen food security, sustainability, and economic resilience	Number of strategic priorities Agri Loans insights directly supported  Number/type of innovation signals emerging  Uptake of Agri Loans opportunities

» How We Deliver Impact



HOW WE DELIVER IMPACT

STRATEGIC DELIVERY

Activity	Where	When	Output	Impact	What measure
STRATEGIC SUPPORT					
Intelligence, insights and knowledge sharing	Across the service	Variable	Stakeholders have access to a broad range of intelligence and insights—from productivity surveys to emerging trends and themes across workstreams—providing the knowledge needed to inform decisions and support strategic planning	Access to intelligence and insights enables evidence-based decisions and fosters collaboration across sectors, driving innovation, enhancing competitiveness, and contributing to sustainable economic growth	50 number of stakeholders accessing or shared insights  6 number of new strategic projects in collaboration with Jersey Business
Funding Platform	JBL website hosted, and available across the service	Pre and Post activity	Our platform empowers businesses and investors to connect seamlessly, fostering growth and innovation. By matching investment seekers with the right partners, we enable meaningful collaborations that strengthen markets and support long-term business success	Through our funding platform, we bring clarity and efficiency to the investment process, enabling businesses and investors to connect with confidence. By reducing friction and accelerating decision-making, we help create stronger partnerships and better outcomes for both sides	Platform build and launch  10 number of users (investment seekers, investors)  1 number of investments secured

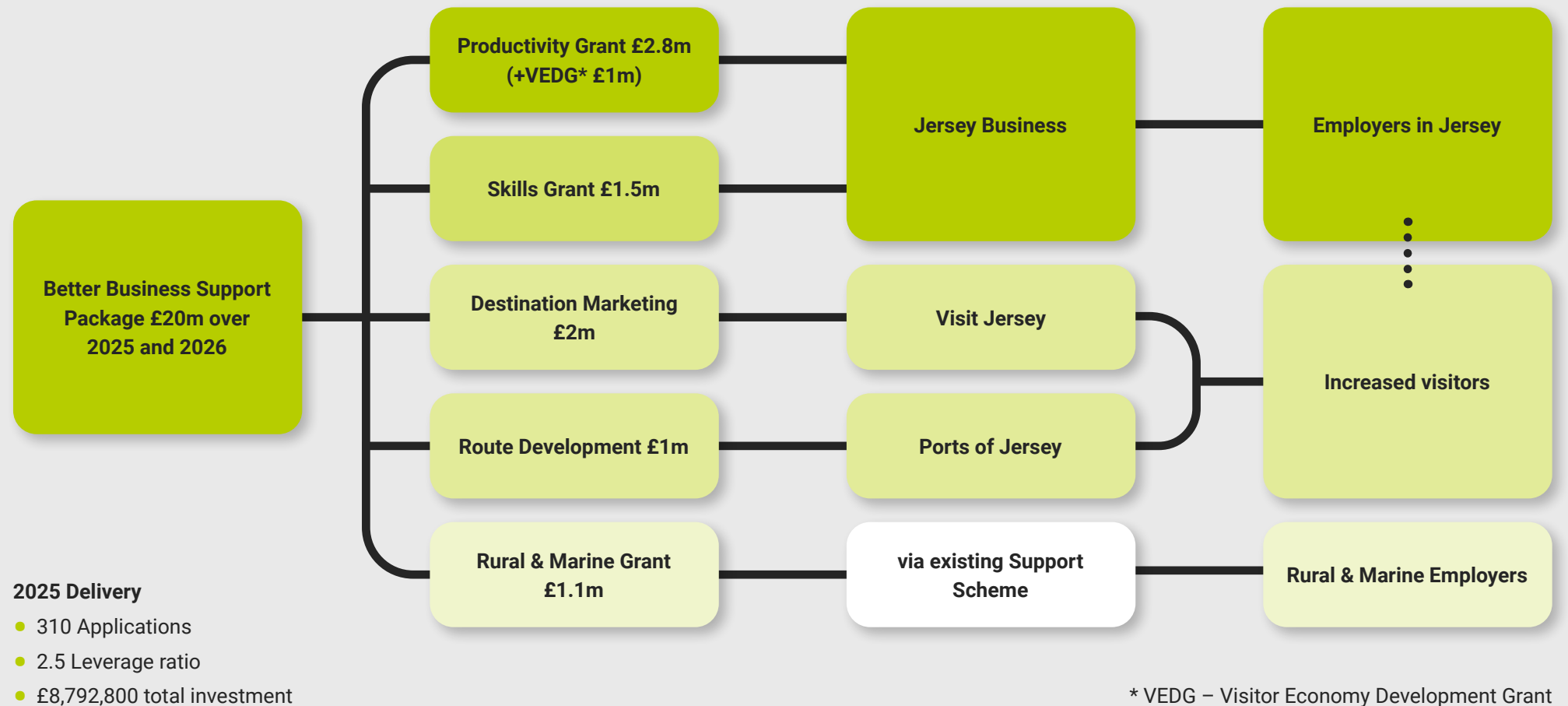
>> How We Deliver Impact





**EMPOWERING BUSINESSES**

# BETTER BUSINESS SUPPORT PACKAGE (BBSP)





## EMPOWERING BUSINESSES

# AGRICULTURAL LOANS FUND

### MISSION AND VISION

The mission of the Government of Jersey's Agricultural Loans Fund is to empower farmers and agricultural enterprises by providing essential financial support to drive growth, spark innovation and build resilience. The fund strives to enhance food security and uplift both individual farmers and the wider agricultural community, ensuring a prosperous, profitable and sustainable future.

#### The vision is to

- Build an efficient and productive agricultural sector
- Maintain and improve the environment and landscape
- Improve local food resilience
- Enhance skills and social inclusion
- Enable capital investment (to achieve the above)

### LOAN PURPOSE

#### To purchase

- Agricultural land
- Agricultural machinery, vehicles and equipment
- Livestock
- Flower bulbs, seed potatoes etc
- Shares in an agricultural company

#### To construct

- A dwelling house or permanent farm buildings (including greenhouses)

#### To carry out improvements

- To an existing farm building or convert it into a dwelling-house
- That will contribute to more efficient and economic farming of agricultural land

### KEY POINTS

- **Total Agricultural Loan Fund** £10 million
- **Maximum loan** £1 million
- **Maximum borrowing** 90% of the estimated project cost
- **Minimum loan** £25,000
- **Maximum length of loan** 30 years (may vary)
- **Loan interest rate** 3%
- JB support process, applications, managing Agricultural Loans Board and board recommendations

#### 2025 Delivered

- 7 Expressions of interest
- 11 Applications
- 14 Board Recommendations



## EMPOWERING BUSINESSES

# UNIFIED ORGANISATION AND COMBINED STRENGTHS

### ORGANISATIONAL MERGER BENEFITS

Merging JPPL (Jersey Product Promotion Limited) with Jersey Business creates a stronger unified entity leveraging combined resources and expertise. Jersey Business scaling will use team of Face, Heart and Voice and capture the benefit of technology and processes to ensure value delivery.

### ENHANCED SERVICE DELIVERY

Unified organisation streamlines operations and offers broader services from marketing to funding support and reduces single person risk and dependency. JPP (Jersey Product Promotion) with John Garton leading this within Jersey Business and Genuine Jersey remain outside the remit but within influence.

### IMPROVED COORDINATION AND LEADERSHIP

Consolidated leadership ensures clear direction while teams collaborate under shared goals and values.

### STRONGER MARKET PRESENCE

Integration fosters innovation and creates a resilient business ecosystem driving sustainable economic growth with a simplification of message and offer.

### JPPL TEAM



**John Garton**  
Head of JPP



**Jess McGovern**  
Project Lead, Farm Jersey  
Cultivate Programme



**Taylor Smythe**  
Project Lead, Farm Jersey Local Food  
and Farming Programme



**Matthew Le Maistre**  
Rural and Marine Business Advisor

*\*The JPPL organisation will be integrated into JB throughout 2026*



## FINANCIALS AND RISK MANAGEMENT

# CORE BUDGET

	2026 Budget	2025 Budget	2024 Budget	2024 Actual	2023 Budget
<b>INCOME</b>					
Core Grant income	£1,600,000	£1,457,663	£1,710,000	£1,710,000	£1,560,000
Agri top up	£91,810	£74,943	£0		
BBSP top up	£300,000	£300,000	£0		
Carry over	£0	£50,738			£244,130
Other income	£20,000	£48,492	£48,492	£85,229	£30,492
<b>Total income</b>	<b>£2,011,810</b>	<b>£1,931,836</b>	<b>£1,758,492</b>	<b>£1,795,229</b>	<b>£1,834,622</b>

	2026 Budget	2025 Budget	2024 Budget	2024 Actual	2023 Budget
<b>EXPENDITURE</b>					
Employment	£1,357,412	£1,156,952	£1,173,693	£1,114,537	£1,202,093
One off costs	£0	£70,000			
Other fixed costs	£407,466	£395,598	£326,583	£392,785	£334,915
Total fixed costs	£1,703,878	£1,622,550	£1,500,276	£1,507,322	£1,537,008
Variable client support	£246,932	£254,750	£247,197	£189,413	£272,257
<b>Total expenditure</b>	<b>£2,011,810</b>	<b>£1,877,300</b>	<b>£1,747,473</b>	<b>£1,696,735</b>	<b>£1,809,265</b>

## CORE BUDGET NOTES 2026

- The 2026 budget approach was to apply to the Government of Jersey for a static core grant
- Fixed costs include consideration for inflation
- Variable client support will be developed into innovation support
- To support agile growth and adaptability, our central support function is structured for scalability. While these functions work in concert, each carries a unique remit and workload. By separating them, we gain clearer visibility into resource allocation and ensure strategic alignment across the organisation, whilst maintaining solid governance and business cohesion
- Cost control remains essential and value delivery. In 2025 Jersey Business saw 29% growth and in 2026 we anticipate 30-50% growth. Costs have remained flat despite cost and wage inflation
- Excludes JPPL financial information

FINANCIALS AND RISK MANAGEMENT

RISK PROFILE

Theme	Risk	Mitigation
Grant Funding Reduction	If the 2026 grant allocation including the BBSP and Agricultural Loans support funding is not approved, it will affect the delivery of these initiatives aimed at enhancing Productivity and People in 2026. The BBSP and Agri Loans fixed grant allocation for 2025-2026 weakens the long-term financial position, reduces activity, and lowers salaries in real terms. The cost of living and labour market will dictate the pace of change and the necessary increases required	The 2026 budget, including the BBSP and Agricultural Loans support funding, is in line with forecast expenditure. We will work with Government colleagues in Q4 2025 to develop a realistic and fully funded budget for all 2026 onwards to ensure the funding meets the levels required to deliver services and productivity improvements across the business community in Jersey
Grant Payment Schedule	Should the first tranche of 2026 grant funding not be paid in a timely manner, it will impact our ability to maintain operations and deliver agreed outputs	We will seek to retain 3 - 4 months of operating costs in reserves and work with Government colleagues to ensure timely execution of grant payments
Agricultural Loans and BBSP Grant Performance	Low uptake/failure to meet economic impact/high resource needs and cost impacting deliverables/strategic or reputation risk - loss of trust from stakeholders	Low likelihood with processes in place and high demand in 2025. Further lessons in adoption help us iterate and improve the promotion, service and elements within our span of control
Talent retention	There is a risk that excessive workload and low morale, combined with an under-invested office environment, could reduce employee engagement and hinder the organisation's ability to deliver services, maintain performance, and attract or retain talent	We will prioritise improving the office environment to support wellbeing, collaboration and productivity. This includes agreeing practical enhancements with stakeholders, maintaining flexible working arrangements, and continuing the Social and Culture Committee to promote balance and team cohesion. Quarterly reviews of culture and wellbeing will ensure we track progress and maintain a positive, high-performing environment
Economic growth and impact	Economic growth and its impact present a risk due to potential volatility, inflationary pressures, and sustainability concerns. Assumptions about continued growth should be treated with caution as adverse shifts could affect stability and long-term resilience	Jersey Business will actively monitor the state of the economy and maintain a continued focus on cost savings, ensuring our services remain fit for purpose to sustain and support Jersey businesses in the event of economic shocks and vulnerability. Through scenario planning, flexible delivery models, and operational efficiency, we will adapt quickly to changing conditions while safeguarding our ability to deliver essential support
ALO Mergers	Continued uncertainty around ALO mergers and shifts in strategic direction creates ambiguity for Jersey Business and its service users, impacting roles, funding priorities, collaboration frameworks, and potentially affecting team morale, recruitment and retention	Maintain dialogue with Government and ALO partners, stay adaptable, and ensure grant funding ROI evolves with changing priorities. JB will continue to review efficiencies and maximise performance data to monitor and report on ROI
Change of Government	A change in government may bring adjustments to policy, funding allocations, and strategic objectives. For businesses, this could mean shifts in economic development priorities, eligibility criteria for grants, and the level of support available for growth initiatives. It may also influence the pace and focus of work towards a sustainable economy, depending on how priorities evolve	We will proactively engage with new decision-makers, maintain strong relationships across political and civil services levels, and adapt service delivery to align with revised priorities while continuing to support economic growth

» Financials and  
Risk Management





**THE TEAM AND OUR APPROACH**

# JERSEY BUSINESS ORGANISATIONAL CHART

*\*The JPPL organisation will be integrated into JB throughout 2026*

## SENIOR LEADERSHIP



**Paul Murphy**  
Chief Executive Officer



**Rebecca Batten**  
Head of Service  
Development



**Jennie Smith**  
Head of Business  
Support Team

## BOARD



**Jennifer Carnegie**  
Non-Executive Director



**Paul Murphy**  
Executive Director



**Greg Layzell**  
Non-Executive Director



**Don Baladasan**  
Non-Executive Director

## HEART

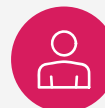
### DESIGN, DELIVERY AND INSIGHTS



**Sophie Fry**  
Business Support  
Executive



**Madelaine Thatcher**  
Operations and Insights  
Manager



**Vacancy**  
Admin



**Outsourced**  
Finance



**Outsourced**  
Tech and IT

## VOICE

### ENGAGEMENT AND PROMOTION



**Rosie Lemprière**  
Marketing Manager



**Isabella Mauger**  
Programme Executive



**Outsourced**  
Strategic Marketing  
and Website Support

## FACE

### BUSINESS SUPPORT



**June Stead**  
Senior Business Advisor



**Lorie Rault**  
Senior Business Advisor



**John Vautier**  
Senior Business Advisor



**Hélène Chesnay**  
Senior Business Advisor



**Emma-Louise Veitch**  
Senior Business Advisor



**Vacancy**  
Admin

» The Team and Our Approach

**THE TEAM AND OUR APPROACH**

# CONTINUOUS IMPROVEMENT

Driven by data insights

**TOTAL BUSINESSES**

**3820**

**TRADING STATUS**

- Business at risk
- Off-island
- Pre start-up
- Start-up
- Trading

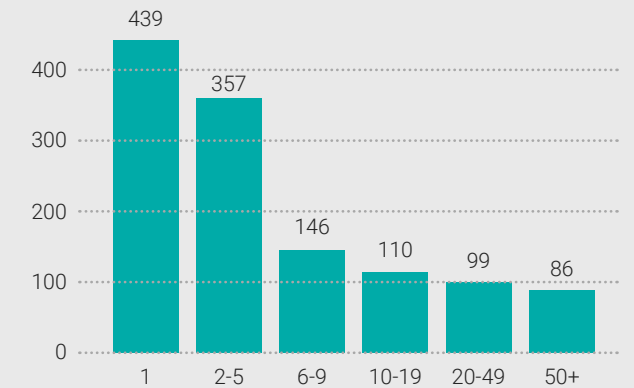
**TYPE OF ENTITY**

- Charity
- Limited company
- Partnership
- Sole trader

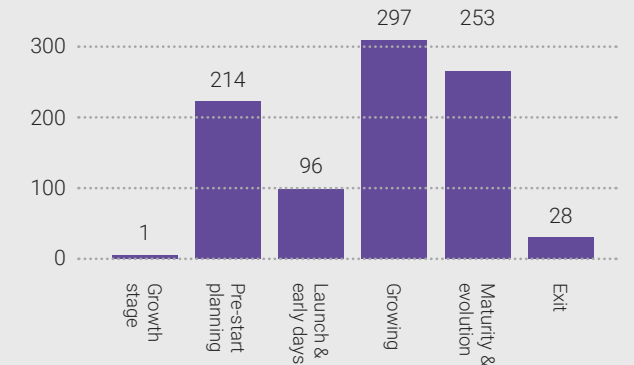
**TOP SECTORS**



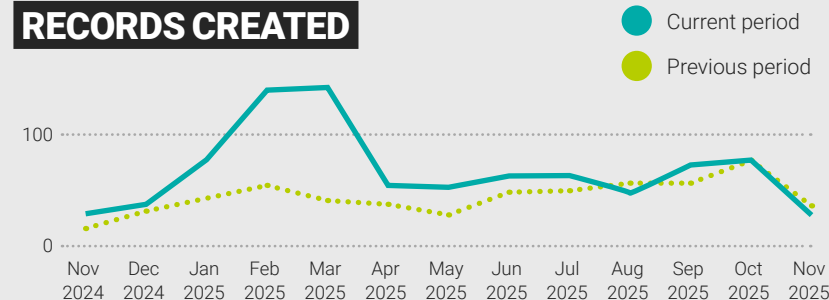
**SIZE OF ORGANISATION**



**BUSINESS LIFECYCLE STAGE**



**RECORDS CREATED**



» The Team and Our Approach



## THE TEAM AND OUR APPROACH

# CHANGE PROGRAMME DELIVERED

During 2025, Jersey Business continued to drive forward with changes that reduce costs and enhance support for businesses.

### 01

#### Helping businesses grow through the **Better Business Grant (BBG)**

We supported over 2,000 interactions with BBG and achieved a 30–50% increase in the support offered. The Better Business Grant encouraged investment in productivity improvements, and Jersey Business worked closely with companies to turn their ambitions into measurable results.

### 02

#### Built and launched **BBG digital applications** operations

In just three months, Jersey Business successfully launched a digital application portal—delivering an efficient, user-focused experience for grant applicants and the JBL team alike. Designed with users at its core, the portal streamlines processes so the JB team can concentrate on what truly matters: providing expert guidance and impactful support that drives real results.

### 03

#### Improved **efficiency and service delivery** for our clients

The introduction of a case management system has significantly enhanced our operational efficiency by enabling the tracking and management of incoming queries from multiple sources. This improvement has delivered measurable cost and time savings for the team while ensuring clients receive timely and consistent responses. In addition, the system provides valuable data insights into recurring themes and trends, supporting our ongoing review of service provision and informing decisions on how services can be best delivered to meet client needs.

### 04

#### Growing our **expertise**

Our Face team has grown, bringing in two additional specialists to strengthen the support we provide to Jersey businesses. This expansion adds depth and experience to an already strong team, ensuring you have access to practical advice and tailored solutions when they matter most. More perspectives, more knowledge, and more ways to help your business succeed.

### 05

#### Changing how we work to **deliver more**

In 2025, we made it simpler and more efficient for businesses to get the support they need. By improving our website, chatbot, and contact options, we've reduced costs and saved time—while ensuring businesses have quick access to the right guidance and support when they need them most.

**POLICY, INSIGHTS AND OPPORTUNITIES**

# BARRIERS TO BUSINESS

Barriers to Business findings still inform and shape the support and data insights supplied by Jersey Business and the ongoing collaboration with Government of Jersey moving from Barriers to Business to Enabling Business.

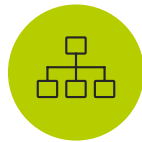


## Availability of skills and people

- BBG Support
- Preliminary support for improvements to work permits



## Interactions with Government



## Government administrative processes

- BIP Process workshops with Government of Jersey



## Logistics and Customs

- CAESAR Workshop & work permit 2025



## Legislation and regulation

- Planning & Economy



## Vibrancy of St Helier town centre



## Starting-up and running a small business

- Supported 175 startup enquiries 2025



## POLICY, INSIGHTS AND OPPORTUNITIES

# GROWTH OPPORTUNITIES

Now in its fourth year, the Jersey Business Productivity Survey continues to highlight trends in productivity challenges and growth opportunities.

### PRODUCTIVITY SURVEY 2024



### PRODUCTIVITY SURVEY 2025



# FACTORS OF CHANGE



Over 2,000 Better Business Grant interactions, over 2,000 cases and engagements



One-off investments to refine the process and tech systems to support Better Business Support Package and Agricultural Loans throughout 2026. Investment in office and working environment (delayed)



Changes to support focus and resource placement and meet demands without straight line increases, resulting in improved cost efficiency



Flat budget from Government of Jersey with absorption of cost and wage inflation within the funding

» Policy, Insights and Opportunities





An aerial photograph of Jersey, showing a dense urban landscape with various buildings, a large harbor filled with numerous sailboats, and a prominent yellow construction crane. The image is used as a background for the advertisement.

# WE MEAN BUSINESS.



[jerseybusiness.je](http://jerseybusiness.je)



[info@jerseybusiness.je](mailto:info@jerseybusiness.je)



[Jersey Business](#)



[@JerseyBusiness](#)