MINUTES OF THE BOARD OF DIRECTORS OF JERSEY BUSINESS LIMITED ("JBL" / "the Company")

(77th Meeting)

9th July 2026 at 8:00am at Jersey Business, The Parade, St Helier

Present: J Carnegie (JC) (via Teams)
P Murphy (PM)
G Layzell (GL)
N Reeves (NR)
(the "Board" or the "Directors")

In Attendance: John Garton (JG), Jersey Product Promotion / Farm Jersey (for item 4 only)

1. **Appointment of Chair** – The Board agreed to appoint JC as Chair.

2. **Welcome and Apologies** - JC welcomed everyone to the meeting. It was noted that JC was chairing the meeting remotely and the Board confirmed that the meeting should be treated as a Jersey-based meeting. Apologies were received from DB.

3. **Declarations of Interest** - There were no additional declarations of interest.

4. **Jersey Product Promotion / Farm Jersey Update** - JG was welcomed to the meeting and presented an update on Jersey Product Promotion ("JPP"), Farm Jersey and related rural and marine sector activity. He explained the background to JPP joining JBL, the growth in the programme budget, the integration of the JPP project team into JBL, and the wider move from indirect support towards a greater role in delivery and administration of direct support schemes.

JG reported that participation in the Rural Support Scheme ("RSS") had increased significantly, from approximately 35 farmers four years ago to 102 current participants. He explained that the RSS is underpinned by regenerative farming principles and is designed to encourage improved farming practice through a points-based framework. The Board noted that the agricultural budget of approximately £8.2m is ring-fenced and linked to local RPI, and that the approach requires careful management as participation and activity increase.

The Board discussed the wider rural economy context, including the potential future location of the agricultural budget within Government, the importance of maintaining a rural economy focus, and the development of a Marine Support Scheme ("MSS"). JG also updated the Board on farmers' markets, the Farm Jersey portal, Genuine Jersey, Jersey Royal brand management, routes to market, export support, and work being undertaken in relation to fisheries.

The Board thanked JG for his comprehensive update and noted the breadth of work being undertaken. JC requested that future JPP reports include an overview framework or dashboard setting out what is on track, what is working, what is not working, and the principal risks requiring Board attention. The Board agreed that this would assist Directors in understanding the key messages and championing the work externally. **Action: JG/PM**

5. **Team Presentations to the Board** Following JG's presentation, the Board discussed whether other members of the JBL team should attend future Board meetings to present on their respective areas of work. It was agreed that leads from different business areas should attend on a rolling basis to provide the Board with additional context and visibility of the team's work. **Action: PM**

6. **Minutes of Previous Meeting - IT WAS RESOLVED** to approve the minutes from the meeting held on 18th May 2026.

7. **Matters Arising / Action Log** - The Board reviewed the action log, a copy of which had been circulated with the agenda. PM reported that most actions from the previous meeting had been completed, with a small number remaining in progress which were discussed as follows:

(a) ***Data Project*** – PM confirmed that the data project remained ongoing and that an update was included later in the agenda.

(b) ***Annual Report*** – PM reported that physical copies of the Annual Report had been received and that the report had been published in accordance with required timelines. PM advised that a proposal had been received from JBL's PR agency to support wider communication of the Annual Report, potentially including video content and Board member contributions. PM agreed to circulate the proposal to the Board for consideration. **Action: PM**

(c) ***Newsletter Rebrand*** – PM advised that a standalone rebrand of the newsletter would be costly and that he intended to consider this as part of a wider brand or communications review.

8. **Q2 2026 Performance and Financial Report** – The Board reviewed the Q2 2026 Performance and Financial Report, a copy of which had been circulated with the agenda. PM noted that the report had been prepared shortly after the end of June due to the timing of the meeting and thanked the team for accelerating its completion. He highlighted the following points:

(a) ***Financial Position*** – PM reported that core grant forecast spend was £871k against actual spend of £766k, with overall expenditure approximately 97% of expected levels. PM advised that he did not have any immediate concerns regarding the financial position, although some variances would be reviewed in more detail.

(b) ***Operational Performance*** – PM reported that performance remained strong at the half-year point. Case management was significantly ahead of target, although PM explained that this reflected the new way cases were being tracked. Appointments were at 51% of annual target and 7% ahead of the prior year, excluding the JPP team. NPS was 95 and customer satisfaction was 100%. The Board noted the continued strength of engagement and service quality.

(c) ***Hospitality Innovation Programme*** – PM reported that the Hospitality Innovation Programme had recently concluded stage 2 and had been very successful, with participation from approximately 30% of island bed stock and very positive participant feedback. PM highlighted emerging outcomes, including strategic discussions with Hotels on the island and opportunities for JBL to act as a facilitator between the hospitality sector and Government.

JC asked that the impact of the Hospitality Innovation Programme be monitored closely over the next year to demonstrate the value of experiential learning compared with classroom-based support and to evidence long-term business and economic outcomes. PM agreed to track this. **Action: PM**

(d) ***Supporting Smaller Businesses*** – The Board discussed the needs of smaller businesses, particularly in areas such as legal and compliance, technology, leases, export and logistics. It was agreed that JBL should consider whether further website resources, signposting, workshops or practical guidance packages could be developed to help small businesses understand what they need to consider without JBL providing professional advice. **Action: PM**

(e) ***Website and Communications*** – PM reported that website traffic was up 6.8%, downloads were up nearly 16%, and the newsletter audience was now just over 4,000 subscribers. The Board noted the role of the website in supporting self-serve resources.

(f) ***BBSP Grants*** – PM reported that most Better Business Support Programme ("BBSP") grant application routes were now closed, other than skills, but that significant work remained in relation to approvals, payments, reconciliations and final claims. The Board discussed the risk that some approved projects may not proceed, potentially leaving material funds unused. It was agreed that the BBSP paper to Government should include a paragraph setting out this risk and JBL's recommended approach to redeploying any unused funds in support of the economy. **Action: PM**

9. PM provided a verbal CEO Operations Report and highlighted the following:

(a) ***People Updates*** – PM reported that the Six C's staff pulse check had recently been completed and remained positive throughout the team.

(b) ***Training and Development*** – PM reported that members of the team, including Abigail Parker, Sophie Fry and John Vautier, had undertaken or were undertaking development activity linked to productivity and future capability. The Board asked to be invited to relevant internal "lunch and learn" sessions, where appropriate, on a non-mandatory basis. **Action: PM**

(c) ***Process Updates*** – PM reported that further work was required to align JPP working practices with JBL's broader processes and to document key operational knowledge.

(d) ***Project Delivery*** – PM noted that JBL had delivered a significant volume of project activity in H1 and had increasingly become a project delivery agency. The Board noted that while JBL has relevant skills within the team, it does not currently have dedicated project or product management roles, which creates capacity, opportunity cost and delivery risk. It was agreed that this should be explored further at the September Strategy Day. **Action: PM/Board**

10. **Government Relations and Stakeholder Management** – The following Government relations and stakeholder management updates were provided:

(a) ***Meeting with new Ministers*** - PM updated the Board on his first meeting with new Ministers Gerald Voisin and Phil Romeril. He reported that the meeting was positive and that both Ministers were strongly focused on economic growth, practical delivery

and understanding where JBL could support Government's priorities. PM noted that he had provided the new Ministers with copies of JBL's Business Plan and Annual Report.

(b) ***Annual Report Distribution*** – The Board noted that copies of the Annual Report should be distributed to relevant stakeholders and that copies would be available for the event later that day. **Action: PM**

11. **Data Project Update** - The Board reviewed an update on the data project, a copy of which had been circulated with the agenda. PM explained that the project is intended to help JBL demonstrate the value it delivers, initially through BBSP and then more broadly through business-as-usual activity.

PM explained that the project is currently at the wider discovery stage and is intended to identify how JBL creates value across key areas, how that value can be measured, and how primary and secondary outcomes can be evidenced. The Board noted that the project should ultimately enable JBL to explain clearly what it does, who benefits, and what economic value is generated.

JC commented that, while the quality of the work appeared strong, future reporting to the Board should distil the core message more clearly and focus on the "big idea" rather than detailed process. PM agreed and confirmed that the project would be worked through before being distilled into clearer outputs for the Board and external audiences.

The Board agreed that JBL should continue moving from reporting outputs towards reporting outcomes and economic impact. The Board noted that the data project should support this objective over time. **Action: PM**

12. **Board Skills Matrix** - The Board reviewed the Board Skills Matrix. It was noted that some of JC's information appeared to be missing from the version being reviewed. PM agreed to locate and circulate the previous version so that the matrix could be corrected. **Action: PM**

The Board agreed that, overall, there appeared to be good coverage across the Board for its current size. It was further agreed that the matrix should be revisited after the September Strategy Day to assess whether the Board remains fit for the future in light of JBL's evolving role. **Action: Board**

13. **Risk Register** - The Board reviewed the Risk Register, a copy of which had been circulated with the agenda. PM advised that there were no material changes since the previous meeting, although the office and environment risk remained unresolved.

14. **Any Other Business** – The following additional items of business were discussed:

(a) ***Locate Jersey / Investment Activity*** – The Board discussed wider investment attraction activity and the importance of ensuring that any future approach has the right people, tools, targets and skills to support economic growth. PM agreed to keep the Board informed of any relevant developments.

15. **Next Meeting - IT WAS NOTED** that the next Strategy Day was scheduled for Friday 11th September 2026. The date of the next ordinary Board meeting is to be confirmed.

There being no further business to discuss, the meeting was closed at approximately 9.22am.



Chairperson

22/10/26

Date Signed