

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

(10th Meeting)

19th October 2012

PART A

Present:

Mr P Funk (Chairman) (PF)
Mr J Filleul (JF)
Mr E Lincoln (EL)
Mr B Sarre (BS)
Mr M Robins (MR)
Mr J Box (JB)

In Attendance:

Mr A Cook, CEO, Jersey Business Limited (AC)
Miss A Maskell, AM to PM Secretarial Services (AM)

- Apologies** **IT WAS NOTED** that apologies were received from Andrew Sugden.
- Declarations of Interest** EL advised that his company Greenlight had provided resources to the Company recently with regard to Sales Force.
- Minutes of Previous Meeting held on 26th September 2012** The Board noted that the previous Part A minutes dated 26th September 2012 had been circulated to the Board as part of the Board Pack and they were duly approved (subject to two typos that were amended in manuscript and initialled) and **IT WAS RESOLVED** that they would be signed by the Chairman.
- Matters arising** **IT WAS NOTED** that there were no matters arising from the previous minutes not covered elsewhere on the agenda.
- Operations Report** **Activity Overview/Client Statistics**
- IT WAS NOTED** that the Operations Report had been circulated prior to the meeting and reviewed by the Board.
- A number of issues were raised with regard to the service that clients receive. **IT WAS NOTED** that one client had reported that he had used JBL in the summer and had left feeling angry with the service they had received. **IT WAS RESOLVED** that further details of these issues would be obtained and passed to AC in order for him to follow up on them.
- The Board acknowledged that some clients will not be happy with the response they receive from the Company however it is imperative that these come to AC's attention so they can be noted and dealt with and, if necessary, he can escalate them to the Board.
- IT WAS NOTED** that Greenlight assisted the Company in updating Sales Force to enable it to better define the statistics entered into it. However, AC advised that it may take until the end of the year for the figures to become more meaningful

and the Board suggested AC liaise with David Vieira at Jersey Finance as they use Sales Force successfully for their statistics.

ICT

The Board noted that 2e2 are scheduled to visit the premises next week to deal with the network issues and upon completion of this work all staff should be able to access and use Sales Force.

Premises

IT WAS NOTED that a provision needs to be made for any dilapidations at 33 Gloucester Street upon departure and **IT WAS RESOLVED** that AC would ensure that the written notice was prepared and submitted to the landlord to terminate the lease by 11th November 2012.

The Board noted that although a complicated exit from the lease was not anticipated **IT WAS RESOLVED** to seek legal advice on the wording of the termination as a precaution.

Business Environment

The Board agreed that access to finance would continue to be a big issue for the Island over the next five years and the Company should try and help ease this problem by putting pressure on the banks to lend and to connect individuals willing to lend with those looking to borrow. Furthermore, the Board agreed that the Company also needs to offer advice to businesses on how they can raise additional funds and obtain resources to finance.

IT WAS NOTED that in the past partnerships with the banks and States of Jersey had mixed results and therefore consideration should be given to approaching alternative institutes and high net worth individuals directly and put them in contact with businesses requiring finance.

IT WAS NOTED that the Company had a key role to play in this area and AC advised that he has incorporated a "Bulletin Board" facility in the Business Plan for this purpose. The Board discussed whether enough emphasis had been given to this in the Business Plan and agreed that as it was listed as one of the five objectives it was covered in sufficient detail.

AC advised that most clients contacting the Company require finance. However, the amounts range significantly from under £5,000 to £1.5m and **IT WAS RESOLVED** that a structure needs to be put in place to establish what is considered a grant, a loan or venture capital. **IT WAS FURTHER RESOLVED** that proposals will be brought in due course to recruiting an additional Board member with a finance background.

The Board agreed that further consideration and action was required on this subject. However, **IT WAS RESOLVED** that AC should complete the Business Plan first as that would create further drivers for this topic which could then be discussed and developed more carefully, possibly at a separate sub-committee meeting.

IT WAS NOTED that the Fiscal Policy Planning Report had been issued and JF urged the Board to read it as it provides an interesting view on States policies and the current market.

Finance & Budget

A copy of accounts were circulated to the Board prior to the meeting for their review and the Board noted that AC has incorporated the budget that was signed off in the Partnership Agreement into the accounts to the end of 2012. However, upon completion of the Business Plan the Company may, if necessary, approach EDD for additional funding that may be required in line with the Business Plan forecasts. **IT WAS NOTED** that one of the staff members currently employed by the Company is paid by EDD and they are due to remain with the Company until 31st December 2012 but if the actions outlined in the Business Plan with regard to resources are undertaken this is an example of where additional funding may be required.

The Board noted that the Company currently had a surplus of £93,765 being the balance of the £200,000 received from EDD in July. Further funds of £104,000 were due immanently with capital costs of £96,000 expected to be incurred by the year end.

IT WAS NOTED that prior to the establishment of the Board two separate amounts of expenditure were approved and paid by EDD on the Company's behalf. These were £8,000 in relation to the creation/set up of the Company and £26,000 in relation to marketing and brand development (including the website). Total funds paid by EDD prior to the first Grant payment was £48,329.

Marketing Activities (website & media communications)

The Board noted that there were no updates in relation to marketing, although **IT WAS RESOLVED** that JF and AC would work on creating a Communications Plan; preparing media releases and strengthening the website following the completion of the Business Plan.

IT WAS NOTED that from 22nd October 2012 onwards there will be a desk at Social Security which will act as a point of contact for the Company and the Company will also have a presence at the Home Life Show between 9th and 11th November 2012. AC advised that the Company's staff will man the stand and to promote its profile further the idea of providing "Jersey Business Limited" balloons was suggested.

Business Plan 2012-15

A draft of the Business Plan had been circulated prior to the meeting for review by the Board and the Directors agreed that it read well and clearly highlighted the Company's priorities and objectives.

As previously discussed, **IT WAS NOTED** that the issue of funding was included as an objective and AC advised that the term "sustainable businesses" had been added to ensure that the funding is focused at proposals that are commercially viable.

The Board agreed that as the Company is asking EDD for three years of funding it has to present them with a Plan for the same period to enable them to tie it into their own plans. However, that is not to say that the Company may not ask for additional funding for particular activities as the business develops and therefore the Business Plan has been drafted accordingly and the Board anticipate reviewing and updating the Business Plan on an annual basis to coincide with its requirements and States' funding.

The Board agreed that the “bubble chart” on page 7 was very clear and **IT WAS NOTED** that a copy could be added to the website with links to the relevant topics, for example “celebrate enterprise” and the Enterprise Awards.

In respect of the “bubble chart” the issue of the Bulletin Board was discussed further and the Board stressed that this service must be run on a confidential basis and AC confirmed that that would be the case. The Board also suggested that further detail could be added to the chart with regard to the mentoring Scheme and that a reference to the creation of Advisory Sub Committees could be included. AC stated his concern of over cluttering the diagram.

The roles on page 10 were reviewed and **IT WAS NOTED** that the title of Business Manager was not appropriate. AC agreed and stated that he would consider matters further and determine a more suitable title. **IT WAS NOTED** that this role should incorporate responsibility for day to day finance and that it was anticipated that all staff would report to AC. The Board considered whether this reporting line was ideal and AC advised he was less concerned about structure and stressed that he felt a range of skill sets was more important than hierarchy and he anticipates that the next senior person to be recruited would be able to take on his work when he is busy. The Board agreed that if the Company ensure they recruit self-sufficient, flexible and adaptable individuals a hierarchy structure will not be necessary.

The Board noted the detail of the actions listed in the Business Plan and were concerned that EDD may be rigid in highlighting any actions that are not executed by the Company. However, after some discussion, it was agreed that the Business Plan represents the direction in which the Company intends to move and, for that reason, it will be reviewed on a regular basis, probably May/June 2013.

The Board agreed that at the present time, the most important action is to recruit more staff and, in particular, a clear “deputy” to cover AC when he is away and AC advised that he is due to meet with two potential candidates the following week, one of which could possibly be taken on on an interim basis. However, the Board noted that States’ policies must be adhered to with regard to recruitment. For example, **IT WAS NOTED** that all vacancies would have to be advertised in the Jersey Evening Post and existing staff (other than the CEO) would have to reapply for their positions for transparency purposes.

Consideration was given to engaging a recruitment agency for the purpose of preparing job descriptions, undertaking the initial screening of candidates and creating an appropriate recruitment structure for the Company and the Board noted that this would speed up the recruitment process, assist AC and also provide the necessary accountability. However, AC suggested that the remaining posts did not warrant the engagement of an external agency and that he was happy to recruit directly. The Board discussed how to go forward noting the costs that would be incurred in engaging an agency and the fact that whilst the CEO position was subject to Appointment Commission process the

remaining staff positions were not. After a lengthy discussion **IT WAS RESOLVED** that AC would engage a recruitment agency to assist in the recruitment of staff for the Company.

Having given full consideration to the draft Business Plan as circulated **IT WAS RESOLVED** to approve the overall form and content and AC was directed to complete any outstanding matters, to incorporate the amendments proposed by the Board and circulate a final version for approval by the Board.

Enterprise Awards

Two charts were circulated to the Board prior to the meeting, outlining the proposed changes to the judging process and categories for the Enterprise Awards and the Board's endorsement was now sought on those proposals.

JF summarised the two charts noting that the revised judging process will be amended to make initial entry as low as possible whereby an entrant can enter online in no more than 250 words indicating their achievement in the three criteria: innovation, growth and managed risk. Thereafter a panel will assess the entries and select those who are through to the next stage. The entrants will then be asked to submit a more comprehensive form in which provision will be made for the inclusion of specific questions to focus on development of skills, technology and also the environment: "green" and social. The panel will then judge the forms and allocate them into the relevant categories and thereafter the five successful applicants in each category will be asked to make a presentation. The Board noted that all presentations will be filmed (a shorter version of which will be shown at the awards dinner) to avoid "giving away" the shortlisted entrants, as has been the case in previous years.

IT WAS NOTED that winners of previous awards will be asked to join the panel which will provide them with a role in future years and it will also allow entrants who may not necessarily be good at writing to present their submission and vice versa.

The Board noted the categories proposed and JF stressed that they all derive from the three criteria: innovation, growth and managed risk. **IT WAS NOTED** that "exporter of the year" was a new category and would replace "ambassador of the year" and would be awarded to a company who promotes Jersey from outside of the Island. JF stressed that this award would fit in with States' policies, as would the "3rd Sector of the Year" award. The Board agreed that "Public Sector Department of the Year" should be amended to "Public Sector Project of the Year" and could be opened up to nominations. AC commented that he had met with the Chief Minister and the Chief Officer of EDD and raised the issue of a "Public Sector" award to which he had received a subdued response. He asked the Board to have further discussions with the Chief Minister's office.

IT WAS NOTED that there were three additional award categories (Environmental, Development of Skills and Application of Technology) which may be awarded as "honours" from the body of entrants received.

The issue of sponsorship was discussed and the Board noted that the current sponsors were not yet aware of the proposed changes. However, they agreed

that most categories were a good fit with the current sponsors and therefore selling the awards should not be too difficult although they did foresee a couple of issues. For example, the Board were aware that one sponsor was not anticipating continuing to sponsor in 2013 (although this was not related to the proposed changes), however, they were optimistic that others may increase their contribution to counteract this and agreed that other companies could also be approached for awards and also for smaller sponsorship for items such as balloons and champagne.

The Board noted that the Guernsey Enterprise Award categories have also changed recently and agreed that when raising the proposals with the sponsors it must be handled very carefully in particular with regard to the loss of the "Ambassador of the Year" award which has continued in Guernsey.

BS left the meeting at 410pm

After careful consideration **IT WAS RESOLVED** to approve the proposed changes to the judging process and categories for the Enterprise awards, subject to further review of the Public Sector award. **IT WAS FURTHER RESOLVED** to engage Profile Project Management Ltd to undertake the organisation of the event and following the signing of an agreement with them, AC would write to other interested parties advising them of the situation for 2013 and advise them of the option to tender for the 2014 event.

Action List

IT WAS NOTED that EL had now submitted his KYC to the Company's lawyers.

Any Other Business

IT WAS NOTED that PF and AC met with the Executive Council and staff of The Jersey Chamber of Commerce on Wednesday 17th October 2012.

The Board noted that EL had recently won IOD's Young Director of the Year and they offered him their congratulations.

IT WAS NOTED that AC had received a business plan from a client that required further review and **IT WAS RESOLVED** that PF would assist him in this regard.

Date of Next Meeting

IT WAS NOTED that the next meeting of the Company would take place at 930am on Tuesday 20th November in the Pierson Room, 4th Floor, Tourism Building. **IT WAS FURTHER NOTED** that the December Board meeting would take place at 1030am on Thursday 6th December at Calligo, 24 Hill Street followed by lunch (venue to be confirmed).

Termination

There being no further business to discuss, the meeting was closed at 440pm.



Chairman



Date Signed