

"A" MINUTES OF THE BOARD OF DIRECTORS OF JERSEY BUSINESS LIMITED ("JBL")

(43^d Meeting)

14th February 2019 at 2pm

Present: Mrs J Carnegie (JC) (from item 7 onwards)
Mr J Day (JD)
Mr A Jehan (AJ) (Chair)
Mrs K Le Feuvre (KLF)
Mr G Smith (GS)
(the "Board" or the "Directors")

In Attendance: Mrs V Eastwood (VE) (Board Apprentice)
Aimee Maskell (AM), AM to PM Secretarial Services (AM)

1. **Apologies** – The Chair informed the meeting that Mrs J Carnegie had been delayed and would join the meeting as soon as possible. No apologies were noted.
2. **Chairperson - IT WAS RESOLVED** to appoint AJ chair of the meeting.
3. **Declarations of Interest** – No new declarations of interest were declared.
4. **Minutes of previous meeting - IT WAS RESOLVED** to approve the minutes dated 8th November 2018, copies of which were circulated with the agenda.
5. **Matters Arising** – GS provided an update on the actions from the previous meeting and the following specific actions were discussed as follows:

(A) **"Pitch" Document** – GS advised that he had circulated a copy of his "pitch" document for input from the Board to ensure there is a consistent response from the Directors in the event that further funding is received. However, no feedback was received. **IT WAS THEREFORE RESOLVED** that he would re-circulate the document and the Directors would respond with any feedback within two weeks.

Action: ALL

(B) **Co-Location with Arms' Length Organisations (ALOs)** – AJ reported that he has spoken with the chairs of the various ALOs and whilst he believes there is a desire from them to work together to solve certain issues, they don't appear to want to "work as one" or co-locate. The Board expressed concern in this regard, particularly following the Comptroller and Auditor General's (CAG) recent report which highlighted a lack of collaboration amongst the ALOs. However, AJ stressed that he has made it clear at that JBL was keen to work collaboratively and he noted that arrangements may be made for the chairs of the ALOs to meet in the future.

(C) **Cyber Security Training** – GS reported that he recently met with Guy Pipon, the States lead for Cyber Security, to discuss Cyber Essentials, in particular how it can be introduced into the market place, given the time and expense this will involve, and he advised that the States may support an online programme. He noted that it may be possible for businesses to purchase this "off the shelf" from the UK and he advised that consideration has been given to how JBL can promote and support this.

JD expressed concern that the States are considering using a UK company when this could be provided by a local businesses and GS stressed that the requirement for Cyber Essentials was being led by the States, not JBL. However, he advised that whilst it was proposed that Cyber Essentials should be mandatory for any business working with the States, this may not be insisted upon on, on the basis that not all States Departments are Cyber Essentials compliant themselves. Nevertheless, AJ stressed the importance of

the States promoting and/or using local providers wherever possible. **IT WAS THEREFORE RESOLVED** that GS would highlight the Board's views in this regard to Guy Pipon and share details of the online programme selected by the States as soon as it is received. **Action: GS**

(D) **AGM 2019 – IT WAS NOTED** that the AGM has now been scheduled for 11am on Friday 24th May 2019.

The Board noted that all other actions were complete or would be covered as part of the agenda.

6. **Year to Date Financial Review** – The Board reviewed the financials for the year ended 31st December 2018, copies of which had been circulated with the agenda. GS reported that the year end position was in line with expectations with a net operating deficit of £3,832. He advised that this was lower than the budgeted deficit of £33,222 mainly due to a £4k reduction in depreciation charges and a £20k reduction in staff costs. He added that the cash balance as at the year end was approximately £110k.

JD sought clarification of the current lease arrangements and GS reminded the Board that flexible arrangements had been made with the landlord to enable JBL to break the lease at short notice if required, albeit at a cost.

The Board discussed the timing of the receipt of funding from Economic Development Tourism Sport and Culture (EDTS&C) and GS reported that now the annual partnership agreement had been signed the first quarter's grant payment was expected next Monday. He advised that the core grant plus a top up amount for the Jersey Retail Association (JRA) will be paid in quarterly amounts and he suggested that the next three quarterly payments would be paid in a more timely manner, noting that there were often delays with the first quarter's payment due to EDTS&C having to deal with significant year end activity across all ALO's. He added that it has been proposed to start next year's grant process earlier to improve this position going forward. However, he reassured the Board that despite delays he remained confident that grant payments would always be received.

JC joined the meeting at 2.20pm.

7. **2018 Value for Money Review** – GS summarised the 2018 Value for Money Review, a copy of which had been circulated with the agenda.

AJ stressed the importance of documenting agreed processes with EDTS&C and GS confirmed that all processes agreed between JBL and EDTS&C in respect of the submission and use of data would be documented.

IT WAS NOTED that going forward it will be mandatory for all new advisory and growth portfolio clients to provide JBL with information for the purposes of GVA data collection. GS accepted that whilst it will not be possible to obtain information from 100% of JBL's clients, he suggested that it was easier for JBL to collect data from the start of a relationship and therefore would not propose that JBL ceases dealing with existing clients due to lack of information.

GS reported that there was no data "behind" JBL's "light clients other than the number of clients. However, due to budget restrictions, he noted that JBL was unable to focus any more resource in this area.

The Board noted the JBL Learning data set, in particular that all areas had increased from 2017 to 2018. JC queried whether it was possible to record how many attendees at JBL events were new attendees and GS advised that this whilst this may be possible via Eventbrite, he did not believe it was worthwhile, suggesting that an increase in attendees overall was a positive enough statistic in itself. This was echoed

by AJ who highlighted that 127 downloads per week was also significant.

AJ stressed the importance of JBL considering how best to promote its success, noting that people are more likely to read short case studies or summarised data/infographics rather than long reports. GS advised that he has asked Rosie Lempriere (RL) to work on a promotional programme for JBL using the feedback received from the 4Insight Report (see item 8 below). He explained that the purpose of the promotional programme is to promote JBL into government for investment and funding, noting that it is not necessary to promote JBL to potential clients as they are already aware of JBL's services. **IT WAS RESOLVED** that GS would share details of the promotional programme with the Board when complete.

Action: GS

Consideration was given to whether it is possible to "translate" JBL's data and benchmark it against other similar organisations in terms of the level of government funding received and GS explained that this was difficult because other organisations (e.g. Scottish Gateway) do not seek financial information from their clients. However, he suggested that it would be beneficial for JBL to receive some external support on the analysis of the data to provide a level of independence together with comparative data from similar organisations.

AJ highlighted the importance of putting JBL's positive data into something visual to promote the organisation, particularly to government.

8. **December 2018 4Insight Customer Feedback Survey (the Survey)** – AJ, on behalf of the Board congratulated GS and the JBL team on the results of the Survey, noting that they had exceeded last year's results.

The Board agreed that the results were very positive and stressed the importance of ensuring they were highlighted going forward.

9. **Business Improvement Programme** – GS reported that pilot of the Business Improvement Programme has been completed using £15k of licence fee funding and a £4k contribution from the eight companies which took part. He advised that a further £50k has been secured to run a further pilot which will be split into two cohorts of eight to ten companies each. The Board noted that AMC is working closely with the licencing team to utilise funding for the Business Improvement Programme and GS expressed the hope that funding will be secured to enable the programme to continue in the long-term.

10. **Jersey Retail Association** – **IT WAS NOTED** that JBL has secured a top up grant of £53,250 to support the JRA which will be paid on a quarterly basis as together with JBL's States grant. As part of this arrangement, GS explained that LR will be given a JBL contract; become part of the JBL team; and join the Monday JBL team meetings. However, he noted that whilst John Garton from Genuine Jersey continues to reside in the JBL offices, he is not an employee of JBL and does not join the weekly JBL team meeting, albeit that his presence in the office is of benefit in terms of good collaboration.

GS advised that he is due to meet with David Elliot, the current Chair of the JRA to agree the appropriate announcement in respect of the changes to the JRA, noting that it has been agreed that the current Board will become an advisory committee.

11. **CAG Report** – The Board reviewed the CAG's Report dated 6th December 2019 focussing on Visit Jersey, in particular the recommendations made therein and GS comments on the same in relation to JBL. Referring to recommendation R13 regarding the prompt publication of minutes, the Board agreed that JBL was in a good position in this respect.

IT WAS NOTED that board effectiveness was highlighted in recommendation R17 and GS reminded the Board that a Board skills review had previously been undertaken and **IT WAS RESOLVED** that he would

refresh the same. **Action: GS**

IT WAS NOTED that JBL does not currently keep a record of time spent by Directors. After careful consideration, it was agreed that whilst the Directors did not need to complete “timesheets”, they should maintain a record of their activities. **Action: Directors**

The Board acknowledged that JBL did not have sufficient funds to engage “external expertise to challenge the robustness of the approve to deriving ROIs” as set out in Recommendation R25. However, it was agreed that the Survey results discussed in item 8 above could be considered as independent.

12. **Operations Report** – The Board noted the Operations Report as at 31st January 2019, a copy of which was circulated with the agenda. It was agreed that the content of the Report had been covered earlier in the meeting and there were no further questions on the same.

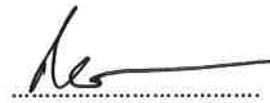
13. **Risk Register** – The Board reviewed the risk register a copy of which had been circulated with the agenda and **IT WAS RESOLVED** that GS would amend the score and RAG rating to Amber for the risk in relation to People risk to reflect the narrative. **Action: GS**

VE referred to the further round of Family Friendly Laws that were due to come into force, noting that they were very complex for employers. This was echoed by KLF who highlighted that going forward employees will be able to split up to a year’s unpaid maternity leave over a three year period and GS advised that BCR Law has been assisting JBL at annual events on subject matters such as this.

14. **Any Other Business** – AJ advised that the current Partnership Agreement with EDTS&C is due to expire in December 2019 and therefore negotiations will need to start on agreeing a new one this year. **IT WAS THEREFORE RESOLVED** that GS would include the same on the agenda for discussion at the next meeting. **Action: GS**

15. **Date of Next Meeting - IT WAS NOTED** that the next meeting was scheduled to take place on 24th May 2019 for from at 9am to 11am.

There being no further business to discuss, the meeting was closed at 4pm.



Chairperson



Date Signed

Actions:

- 1) GS to recirculate the “pitch” document and Directors to provide feedback by 28th February 2019
- 2) GS to highlight the Board’s concerns regarding the use of a UK provider for an online programme for Cyber Essentials to Guy Pipon
- 3) GS to share details of the JBL promotional programme when completed by RL
- 4) GS to provide RL with data from the Value for Money Report for inclusion in the promotional programme and ensure that the positive results from the VFM Report are published as widely as possible
- 5) GS to refresh the Board Skills Review
- 6) Directors to maintain a record of their JBL activities
- 7) GS to update the “people” risk score and RAG rating to amber
- 8) GS to include the 2020 Partnership Agreement on the agenda for discussion at the next meeting.