

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

(46<sup>th</sup> Meeting)

4<sup>th</sup> December 2019 at 9am

**Present:** Mrs J Carnegie (JC) (via conference call)  
Mr J Day (JD)  
Mr A Jehan (AJ) (Chair)  
Mrs K Le Feuvre (KLF)  
Mrs A McClure (AMC)  
Mr G Smith (GS)  
(the "Board" or the "Directors")

**In Attendance:** Aimee Maskell (AM), AM to PM Secretarial Services (Minutes)

1. **Apologies** – No apologies were noted.
2. **Declarations of Interest** – AJ advised reported that he was changing role from a Director to a Trustee of the Board of St George's School.
3. **Minutes of previous meeting - IT WAS RESOLVED** to approve the minutes dated 5<sup>th</sup> September 2019, copies of which were circulated with the agenda, subject to a minor amendment.
4. **Matters Arising** – GS provided an update on the outstanding actions from the previous meeting (which were not otherwise included on the agenda) as follows:

(A) **Board Apprentice** – GS reported that he had received a number of CVs from Board Apprentice and **IT WAS RESOLVED** that he would review the same with AJ with a view to having someone in place by the next meeting.

**Action: GS/AJ**

**IT WAS NOTED** that the previous Board Apprentice, Victoria Eastwood, has agreed to write a paper on her experience of being a Board Apprentice for JBL and **IT WAS RESOLVED** that AMC would liaise with her regarding completion and publication of the same. **Action: AMC**

(B) **Engagement with Treasury Minister** – **IT WAS NOTED** that AJ and KLF had not yet had an opportunity to contact Susie Pinel and **IT WAS RESOLVED** that they would do so as soon as possible. **Action: AJ/KLF**

(C) **Directors' Skills Analysis** – **IT WAS NOTED** that AJ and JC had not yet provided the necessary information to enable an analysis to be undertaken on their skills set and they agreed to provide the same by Friday 6<sup>th</sup> December 2019. However, an analysis had been prepared on based on information received to date from KLF and JD and a copy had been circulated with the agenda for the Directors review and discussion at agenda item 5 below. **Action: JC/AJ**

(D) **Engagement with Digital Jersey's Digital Academy** – AMC reported that support with JBL's marketing from students at Digital Jersey's Digital Academy is not currently available. She explained that although Digital Jersey have agreed to provide support in principle going forward, they are still finalising how to operate the Academy and will therefore revisit the position following their first year of operation. However, she reassured the Board that JBL is on the list of organisations which Digital Jersey will offer support at a later date. JD stressed the importance of Digital Jersey helping local businesses and **IT WAS RESOLVED** that he would approach Rory Steel in this regard. **Action: JD**

(E) **Marketing of the Jersey Skills/Business Licencing Programme** – AMC reported that she had recently discussed the support coming into JBL for various programmes with Peter Gough from the Population Office and Rick Horsley (RH) from the Growth Housing and Environment Department (GHE) and highlighted the importance of this including a budget to market them. She added that JBL is also working with Orchid on creating marketing campaigns to support the work it does.

(F) **Delegation of Authority – IT WAS RESOLVED** that GS would amend that the Delegation of Authority so that one Executive Director and one Non-Executive Director are required to approve payments over a certain level (rather than two Executive Directors (i.e. GS and AMC). **Action: GS**

5. **Board Skills and Relevant Terms** – The Board reviewed the skills analysis prepared based on submission of information from JD and KLF. GS advised that the recent Comptroller and Auditor’s (CAG) Report highlights a requirement for a closer understanding of how arms’ length organisations (ALO) recruit Directors; the importance of reviewing the skill sets of their Boards; and how they deal with succession/rotation of Directors. **IT WAS THEREFORE RESOLVED** that Directors Appointments would continue to be reviewed on a three yearly basis.

**IT WAS NOTED** that JD and KLF’s terms as Directors were due to expire this year and, on the assumption that they wished to remain on the Board for a further three years, this did not require Government of Jersey (GOJ) or Appointment Commission approval. However, GS did propose notifying Dan Houseago (DH) of the same.

KLF confirmed that she wished to remain on the Board for a further three year term. However, going forward, she requested that formal arrangements be made to enable her to spend more time working with the JBL staff at “ground level” and suggested spending approximately half an hour, once a month at the office. KLF acknowledged that whilst confidentiality issues would need to be addressed, she proposed that this level of insight would help her to become a better Board member and help improve her understanding of how the organisation operates.

GS welcomed KLF’s constructive input via engagement with the staff and reassured the Board that he had no reservations in this regard. He also confirmed that it would be possible to manage any confidentiality issues appropriately. JC advised that she would also welcome the opportunity to meet more frequently with the staff and **IT WAS RESOLVED** that AMC would liaise with her and KLF with a view to formalising the arrangements.

**Action: JC/KLF/AMC**

JD confirmed that he also wished to remain on the Board for a further three year term. However, he expressed disappointment that JBL had not been able to achieve what it would have liked to in the past three years and hoped that increased funding would enable it to reach its achievements going forward. He clarified that whilst the organisation had achieved significant amounts by adapting to the smaller funding it has received, he would have liked to have seen it achieve more with more with more funding.

AJ noted that JBL is supporting more mature businesses than previously and supporting more people online. However, KLF suggested that JD’s concern relates to the lack of recognition JBL receives for the significant work it undertakes. By way of example, she noted that the recent CAG report focussing on the ALOs did not even mention JBL and she expressed concern that sometimes JBL was working so hard supporting its clients that it was at risk of being overlooked.

AJ reassured the Board that whilst JBL is greatly respected within the GOJ and is frequently mentioned when referring to productivity and efficiency, he accepted that now the Government Plan has been approved Charlie Parker (CP) and Lyndon Farnham (LF) must start delivering on what they have promised for JBL. He therefore stressed the importance of maintaining the stability of the Board during this time and proposed arranging to meet with LF and CP as soon as possible to ensure the outcomes in the Government Plan are delivered.

GS expressed frustration that some of the initiatives JBL want to grow / commence are restricted due to lack of long term funding.

JC, AMC, AJ and GS confirmed their support for KLF and JD to remain on the Board and **IT WAS THEREFORE RESOLVED** that they would both extend their terms for a further three years. **IT WAS FURTHER RESOLVED** that they would arrange with Rosie Lempriere for new headshot photographs to be taken for the website. **Action: KLF/JD**

6. **Year to Date Financial Review** – The Board reviewed the year to date financials as at 31<sup>st</sup> October 2019, copies of which had been circulated with the agenda and GS summarised the same. He reported that JBL’s Profit and Loss account was well managed. He noted that staff costs were approximately £21k under budget and marketing and website costs were approximately £4k over budget following an update to the website for mobile capability and completion of a piece of work to establish how clients are using the website. However, GS advised

that he was comfortable with this overspend as it was offset by the underspend in staff costs and the underspend on Enterprise Week (which had been deferred until next year).

AJ sought clarification regarding the negative variance against budget in respect of health and safety recorded as "front door lock" and **IT WAS RESOLVED** that AMC would liaise with Kay Pearson regarding the appropriate recording of the same. In answer to a further query from AJ, AMC confirmed that an insurance claim was being pursued to claim for the costs incurred to replace the surface outside of the building following an accident. **Action: AMC**

7. **Q3 Report to GOJ** – The Board reviewed the Q3 Report for submission to GOJ, a copy of which was circulated with the agenda. GS advised that he had discussed the content of the Report at a meeting with DH and RH from GHE the previous day and he summarised the same for the Board. He referred to the KPIs and advised that the measurements for them would be reviewed in 2020. However, at this stage, they were broadly on track. He reported that the NPS score, which is calculated annually by 4Insight, was next due in February 2020 and advised that he has warned GHE that this is unlikely to increase, noting that anything above 50% is considered positive.

The Board noted that JBL was ahead of prior year in respect of events (if the fact that Enterprise Week has not taken place is taken into consideration) but AMC advised downloads are below target for the year to date at 5,211. However, she explained that following investment into the website, content that previously required downloading can now be consumed on the site. As a result, the average length of stay on the website is approximately five minutes (an increase from three minutes). By way of example, AMC advised that the "six step set up programme" is now much easier to follow, "slicker", more user friendly and customer focussed and, based on the positive feedback received on the updated website, she was not concerned about the reduction in downloads.

GS encouraged the Board to look through the "six step programme" which can be found on the advice/set up page of the website. He noted that the revised format requires more work to be done by the client at the outset to ensure that the time they spend with the advisor is used more efficiently and therefore enables JBL to service more clients in a more effective way. AMC added that a "print this page" option was added to the website in September which automatically creates a PDF rather than a download and she expressed the hope that the use of this function would increase going forward on the basis that it was more efficient from JBL's perspective.

GS referred the Board to the management information provided to GOJ on page 4 of the Q3 Report. He explained that this was required for GOJ to recognise JBL's value for money and advised that it was proposed to revisit the current manual process for collating this with a view to collating reduced information via Sales Force going forward.

GS advised that he has discussed with 4Insight how to use their statistics to market JBL and the programmes it offers and JD suggested developing case studies from the business improvement programme, noting that these would be very tangible. AMC reported that business cases are available from previous courses and include statistics around training, motivation etc. However, some of the figures are real and some are estimates and she therefore suggested that it would be worthwhile following up with clients to establish what they have implemented after the course with a view to using the information to better demonstrate the value of what JBL is providing.

AJ queried whether clients participating on the programmes should be asked to contribute financially to the running of them and AMC confirmed that they already did but at the same time she suggested that the best support clients could provide would be to highlight the benefits of participating in the programmes and how using what they have learnt from them has led to the continuous improvement of their business. She added that when signing up to the business improvement programme clients agree to provide details for case studies

AJ welcomed the opportunity of attending a presentation at a future business improvement programme session and **IT WAS RESOLVED** that AMC would arrange the same. **Action: AMC**

The Board noted the KPIs for 2019 which had been included as part of the Q3 Report for GOJ and which also form part of the Operations Report.

8. **2020 Funding and Partnership Agreement** – GS reminded the Board that £725k was submitted into the Government Plan for JBL. However, whilst DH is confident that the organisation will receive funding of £860k, it must continue to plan for £725k. GS advised that £860k will allow JBL to operate business as usual and he reported that a planning session with DH is scheduled for the following day to discuss the activities JBL does to ensure they meet with GOJ's priorities. He suggested that JBL was in a good position in this regard. Nevertheless, he

proposed walking DH through the activities JBL is doing and why it does them and he suggested that this would provide a good opportunity for the GOJ to challenge why JBL does not do more of some activities and less of others.

AMC echoed KLF's earlier comment regarding JBL not receiving the appropriate recognition for the valuable work it undertakes and she stressed the importance of any work it does being aligned to the priorities of the GOJ. She reported that JBL staff have recently attended a training session on the use of appropriate language and key messages when talking about the organisation with the GOJ and the public and noted that a further session was scheduled for next week to simplify the same. This was welcomed by KLF who suggested adopting phrases such as "JBL helps to increase *productivity* in well-established *local* businesses" would encapsulate GOJ and the public's priorities.

GS reported that the JBL team are comfortable with the existing messaging as per the current vision, mission and values of the organisation. However, he acknowledged that when GOJ Officers or Ministers are asked to describe the work of JBL, the message needs to be more focussed on productivity. He therefore stressed the importance of agreeing appropriate messages that can be disseminated to the public, the GOJ and potential clients.

JC queried whether an exercise has been undertaken to highlight where JBL is aligned with the Government Plan and GS advised that this had been done before and would also be revisited as part of the following day planning session already scheduled with DH.

KLF suggested that it would be interesting to organise a street survey during the lunch hour in St Helier where the public can simply be asked what they believe the role of JBL is/what JBL does. However, AJ noted that the Board has previously discussed that JBL has possibly not undertaken enough marketing of itself but understandably focussing on delivering support for our clients. This was echoed by JC who stressed the importance of JBL focussing on marketing itself to its "paymasters". KLF added that in order to receive increased funding and thereby deliver additional activities and programmes JBL must focus more on promoting itself and welcomed the use of consistent and clear messaging. **IT WAS THEREFORE RESOLVED** that AMC would revert to the Board when a clearer understanding had been reached on the messaging to be used and a framework and marketing plan (in line with the Government Plan) for disseminating the same had been agreed. **Action: AMC**

Next steps were discussed and GS stressed the importance of focussing on JBL's primary objectives, noting that a lack of growth in funding has restricted what JBL has been able to deliver. He therefore suggested that if JBL receives public support, States Ministers are also likely to support it. However, he accepted that this was a long-term approach and proposed that promotion of JBL by its clients will be more effective in the interim. He therefore suggested that JBL should focus on marketing itself with its "paymasters" via its Annual Report and at individual presentations.

Consideration was given to whether JBL should develop a single page infographic and AMC reported that whilst this has been discussed internally it has not been progressed. She added that social media campaigns have been carried out around JBL's statistics, albeit not consistently, and she expressed the hope that it would be possible to develop an infographic as part of the sessions referred to above around language and messaging. She added that by the year end she hoped to put together a framework of marketing activities with details of how they will be measured to enable more meaningful data to be collated from them.

GS welcomed the development of an infographic. However, he noted that these usually focus on a number of key themes. He therefore proposed that the JBL team should agree the appropriate messaging and language around the promotion of JBL initially with a view to developing an infographic around the same.

AJ noted that testimonials are also very effective for marketing purposes and KLF proposed creating an infographic based on feedback from small, medium and large clients. She stressed that it was particularly important to highlight that large companies were seeking support from JBL as the public were unlikely to be aware of this. AMC welcomed the Board's feedback and **IT WAS RESOLVED** that she would incorporate it into the marketing plan. **Action: AMC**

9. **2020 Business Efficiency Planning** – **IT WAS NOTED** that this item was discussed as part of item 8 above.
10. **Business Efficiency/Leadership/Skills Programmes and Global Entrepreneurship Week** – AMC provided

the Board with an update on the following JBL activities:

**Business Improvement Programme – IT WAS NOTED** that feedback received on the Business Improvement Programme held in November was positive and work was underway to put together case studies from the same. AMC reported that the Programme, funding for which was managed by Skills Jersey, was working well and the next Programme would take place in February 2020 (for which seven new companies had signed up) with a further Programme scheduled to take place later in the year.

**Leadership Growth Programme –** AMC advised that the Leadership Growth Programme, funding for which was managed by Skills Jersey, was also going well with six companies participating and advised that a further Programme is scheduled for next year.

**Skills Development Programme –** The Board noted that the impacts and review undertaken on the Skills Development Programme were very positive and AMC advised that whilst this programme was currently a pilot run jointly with Skills Jersey, it was hoped to do more in this area with the available budget next year. She therefore stressed the importance of highlighting the positive PR around the Programme in order to promote its benefits and she reported that JBL was learning from the pilot who the right people were to have on the Programme.

GS reminded the Board that the Skills Development Programme is funded from licence fees received by the Population Office and he acknowledged that JBL must be smarter in utilising funding available from other sources and where possible should work in partnership with other organisations (e.g. Visit Jersey).

The Board noted that CP is looking into how ALOs can work more closely together and share more resources with a view to adopting a similar structure to that recently adopted within the GOJ. AMC noted that the development of the Digital Jersey “hub” has helped to improve their presence whereas the majority of the good work being undertaken by JBL is taking place away from the JBL offices which is not conducive to promoting the organisation. With this in mind, KLF queried whether JBL’s current premises were suitable for developing a high profile business centre going forward. However, AJ suggested that JBL should only consider moving premises in order to co-locate with another ALO. GS noted that by way of co-location we were leading the way with the involvement of Jersey Retail Association and Genuine Jersey. He added that himself and AJ would continue to explore the possibility of JBL becoming an “umbrella” business centre with the GOJ.

**IT WAS NOTED** that the Skills Development Programme is currently being offered to the hospitality sector. However, AMC expressed the hope that it will become part of the JBL offering and also be extended to the retail and agricultural sectors going forward.

**IT Audit –** The Board noted that an IT Audit pilot is currently taking place and consideration is being given to who this could be offered to in the future within the productivity space. AMC reported that £15k of funding will be received from Skills Jersey next year for the IT Audit and income from the same is expected to be approximately £12k.

**Global Entrepreneurship Week –** AMC reported that whilst JBL ran Global Entrepreneurship in 2019, it is unlikely to be repeated in 2020 given the difficulties that were experienced getting people to engage.

The Board noted that funding for the various activities was currently managed by Skills Jersey. However, AMC expressed the hope that going forward, in order to make it easier to manage, this would either be received via JBL’s core grant or as a ring fenced grant. Furthermore, those participating in the programmes may be asked to pay a fee thereby enabling more people to take part and the income from the same to be revisited.

11. **Risk Register –** The Board reviewed the risk register as at 31<sup>st</sup> October 2019, a copy of which had been circulated with the agenda and GS highlighted the following:

**Strategic Planning – IT WAS NOTED** that this risk has been amended from green to amber given that 2020 funding is being discussed so late.

**Budgeting and Cashflow Management –** GS advised that this was similar to the risk in relation to Strategic Planning above. He reiterated that JBL is having to work to a business as usual budget of £725k although a budget of £860k may be forthcoming which will enable extra activities to be undertaken. He therefore proposed keeping the risk at red until the funding position was confirmed at which stage **IT WAS RESOLVED** that he would revert to the Board

on how JBL will operate with either a £725k budget or what additional activities it will prioritise with a £860k budget.

**Action: GS**

GS advised that JBL may be under budget by approximately £25k at the year end and he has therefore made a request to the GOJ that this is retained towards next year's budget given that JBL was required to use its reserves this year.

**IT WAS NOTED** that a copy of the Risk Register had recently been shared with DH and RH from GHE and they were comfortable with the same.

12. **Enterprise Week** – AMC reminded the Board that Enterprise Week had been deferred until February 2020 and she reported that she was liaising with Lisa Springate from the Institute of Directors (IOD) about the same. She explained that the IOD usually host a mid-year review in March and due to the ongoing uncertainties around Brexit consideration is being given to collaborating on one large event focussing on "skills in the workplace".

The Board noted that this theme follows on from the IOD's debate earlier in the year on skills and education and AMC (together with businesses who are invested in this area) is currently developing a suitable programme for the keynote event and other smaller events.

AMC acknowledged that whilst JBL will have to share the platform with IOD at Enterprise week there are benefits of collaborating on the event, including attracting wider audiences; raising JBL's profile; and sharing costs. JC welcomed collaboration with others, particularly given that JBL is currently facing challenges explaining its function and activities to the GOJ and States of Jersey. She advised that she would also like to discuss possible Chamber involvement and **IT WAS RESOLVED** that she would follow up with AMC in this regard following the meeting.

**Action: JC**

JC reported that she was recently invited by CP to speak at an event facilitated by Team Jersey at which approximately 40 to 50 businesses attended and discussed ways in which they could work together on developing employee skills. She advised that a positive discussion took place at the event during which she highlighted how JBL could help facilitate and support this initiative and various businesses stressed the need to develop as many skills and talent on Island as possible. However, she expressed concern that the minutes produced from the event did not accurately reflect the outcomes discussed and advised that she has therefore followed up in this regard to ensure that industry take the lead going forward rather than the GOJ.

The Board noted that JBL were invited to the Team Jersey event but were unable to attend. However, GS advised that he did attend the follow up session and also met separately with Andy Bell to discuss the initiative and provide feedback. He noted that whilst his feedback included highlighting the importance of agreeing the priorities from the first meeting in order to determine who should sit on the proposed Committees and ensuring investment is forthcoming from the private sector as well as the GOJ, he accepted that the overall initiative of developing a workplace plan was something that was missing in Jersey and he therefore suggested that this would be a positive outcome, if achieved.

GS reported that he also highlighted the importance of "Jersey PLC" developing a workplace plan as part of JBL's input to the Migration Development Policy Board's recent consultation and he proposed that focus should be placed on this at next year's Enterprise Week.

In answer to a question from KLF, JC reported that CP had invited businesses such as the utility companies, Jersey Dairy and various banks to the Team Jersey Event. However, she queried what he had expected to achieve from the initiative, noting that a number of attendees at the first event did not attend the second. She therefore welcomed the opportunity of liaising with GS about the initiative and **IT WAS RESOLVED** that they would discuss the same in more detail outside of the meeting. **Action: JC/GS**

As noted above, GS suggested that priorities should be agreed prior to establishing the Committees required to develop a workplace plan. He noted that the GOJ were already asking for voluntary secondments and he suggested that it was too early for this. He added that whilst JBL would be unable to provide secondees, he expressed the hope that it would be part of the process. This was echoed by JC who suggested that JBL would be best placed to facilitate the initiative instead of Team Jersey. AMC queried why the initiative was not being driven by Skills Jersey and GS highlighted that no representatives from DH's team were present at the second Team Jersey event which he

attended.

The Board agreed that Enterprise Week should focus on challenging individual businesses about how they are developing their own workplace plans and how they are creating a flexible and diverse work force and **IT WAS NOTED** that the keynote event would take place on 26<sup>th</sup> February 2020.

13. **CAG Report** – The Board reviewed the CAG’s Report issued in October 2019 in relation to board remuneration, a copy of which had been circulated with the agenda. GS advised that whilst he was unsure why JBL had not been included in the Report, he suggested that it may be because it receives less than £1m of GOJ funding.

A summary of the recommendations from the CAG’s Report were tabled to the meeting and GS highlighted the following salient points:

**Recommendations R1 – R5 – IT WAS NOTED** that these recommendations made a direct challenge to the GOJ and States of Jersey rather than to the ALOs and GS advised that work was being undertaken by them on how to manage this. He reminded the Board that the ALOs used to have GOJ representatives on their Boards but they were withdrawn.

**Recommendation R6** – GS confirmed that JBL publishes a copy of its annual report and accounts on its website in line with this recommendation.

**Recommendation R7 – IT WAS NOTED** that although JBL currently includes a breakdown of remuneration paid to its non-executive directors in its annual report, the same is not currently included for AMC and GS as executive directors. **IT WAS THEREFORE RESOLVED** to include this going forward. **Action: GS**

GS advised that JBL does not have a bonus scheme in place and he queried whether consideration should be given to referring to this in the Annual Report. However, after careful consideration the Board agreed that this was not necessary. The Board noted with interest that some ALOs still do not publish their accounts, albeit that they are required to provide the same to the GOJ under the terms of their Partnership Agreements. AMC noted that a discussion previously took place regarding the requirement for JBL to provide Jersey Archive with copies of its statutory records. However, she confirmed that this was not required due to the fact that it already publishes them.

**Recommendations R8 and R9** – The Board noted that these recommendations required GOJ and States of Jersey action.

The Board discussed whether JBL should contact the CAG to establish why it was not referred to in the Report. However, after careful consideration it was agreed not to raise the matter with the CAG.

14. **Any Other Business** –GS advised that Start Up Guernsey had been closed down and the Board noted the email he had circulated in this regard

**IT WAS NOTED** that at this stage of the year a pay and reward review is usually undertaken by JD for approval by the Board with a view to any increases being implemented in January. However, due to the delay in JBL’s budget being finalised pending approval of the Government Plan it was proposed that JD would undertake his review in January for approval at the February Board meeting and that any increases would be back dated to 1<sup>st</sup> January 2020. **Action: JD**

AJ sought an update on JBL’s engagement with France in respect of increased air and trade links and GS reported that this was progressing well. He added that that DH/the GOJ has just nominated a lead to pull everything together. **IT WAS NOTED** that the Chamber of Commerce and JBL have undertaken a joint survey of the Chamber membership and the public to assess the level of demand which recently finished and the results will be used to develop a relevant business case.

GS reported that JBL’s Partnership Agreement with the GOJ has been extended until June 2020 and he anticipates that it will be extended until December 2020 in due course. He therefore proposed arranging a meeting with LF as soon as possible to discuss the same

15. **Date of Next Meeting** - **IT WAS NOTED** that the next meeting was scheduled to take place on Wednesday

12<sup>th</sup> February 2020 from at 9am to 11am.

There being no further business to discuss, the meeting was closed at 11am.

Chairperson

Date Signed

**Actions:**

- 1) AJ/GS to review CVs from Board Apprentice and appointment a new apprentice for the February 2020 meeting
- 2) AMC to liaise with VE regarding publication of an article on her experience of being a JBL Board Apprentice
- 3) AJ/KLF to engage with Treasury Minister
- 4) AJ/JC to complete Directors' Skills Analysis form by 6<sup>th</sup> December 2019
- 5) JD to contact Rory Steele regarding JBL marketing support from the Digital Academy
- 6) GS to update Delegation of Authority (payments over a certain amount to be authorised by an Executive Director and NED)
- 7) AMC to liaise with JC and KLF to formalise their regular attendance at the office to work with the JBL team
- 8) GS to advise DH that KLF and JD will remain on the Board for a further three years
- 9) KLF and JD to liaise with RL to arrange new headshots for the website
- 10) AMC to liaise with Kay Pearson regarding appropriate recording of "front door lock" expenditure in the accounts
- 11) AMC to arrange for AJ to attend a future presentation at a Business Improvement Programme course
- 12) AMC to incorporate the board's feedback into the marketing plan to be developed
- 13) GS to revert to the Board on how JBL will operate with either a £725k budget or what additional activities it will prioritise with a £860k budget.
- 14) JC/AMC to discuss Chamber involvement in Enterprise Week
- 15) JC/GS to discuss the recent Team Jersey event
- 16) GS to include a breakdown of remuneration received by Executive Directors in future Annual Reports
- 17) JD to undertake a pay and reward review for approval by the Board at the 12<sup>th</sup> February 2020 meeting