

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

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

19<sup>th</sup> February at 2pm

**Present:** Mrs J Carnegie (JC)  
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** – JD reported that he was due to step down as a Director of Binance as of 29<sup>th</sup> February 2020 and, subject to Ministerial appointment, he was joining the Board of Andium Homes as a Non-Executive Director.
3. **Minutes of previous meeting - IT WAS RESOLVED** to approve the minutes dated 4<sup>th</sup> December 2019, copies of which were circulated with the agenda.
4. **Matters Arising** – Updates were provided on the outstanding actions from the previous meeting (which were not otherwise included on the agenda) as follows:
  - (A) **Board Apprentice – IT WAS NOTED** that AJ and GS had met to review a number of very good calibre Board Apprentice candidates. GS reported that he and AJ had identified two preferred candidates and arrangements were being made to meet with them on Friday 21<sup>st</sup> February 2020. **IT WAS THEREFORE RESOLVED** that they would provide a further update thereafter. JC queried whether the Board Apprentice Scheme considers neuro diversity and GS advised that no candidates with any neuro diversity related conditions were put forward. **Action: GS/AJ**
  - (B) **Board Apprentice Experience/Summary** – AMC confirmed that whilst the previous Board Apprentice, Victoria Eastwood, has prepared a summary on her experience of being a Board Apprentice for JBL, this has not yet been published/used.
  - (C) **Engagement with Treasury Minister** – AMC reported that a meeting was scheduled for the following week to consider JBL's broader stakeholder engagement and it was agreed this item could be closed.
  - (D) **Engagement with Digital Jersey's Digital Academy** – JD reported that despite contacting Rory Steele following the previous meeting regarding JBL marketing support from the Digital Academy, he only received a response earlier today. He therefore proposed following up with him accordingly. **Action: JD**
  - (E) **JC/KLF regular attendance at JBL** – AMC reported that she was in the process of making arrangements with KLF and JC for them to attend JBL on an informal basis.
  - (F) **KLF/JD confirmation of additional three year term** – GS confirmed he had advised Government of Jersey (GOJ) of the reappointment and how we had used the skills matrix to assist the process.
  - (G) **Team Jersey Event** – GS confirmed that he and JC discussed the Team Jersey Event in further and that whilst JBL don't have the resources to sit on the working groups we have been asked to support by way of advisory support as and when required.
5. **Board Skills Review** – The Board noted the Non-Executive Director and Executive Director Skills Matrix and it was agreed that the exercise highlighted no significant skills gaps of concern amongst the Board.
6. **Q4 Report to GOJ** – The Board reviewed JBL's Q4 Report to the GOJ, a copy of which had been circulated with the agenda and GS summarised the same. The KPI in respect of website downloads (7,200) was discussed and

**IT WAS NOTED** that this was under target at 6,145. However, AMC reminded the Board that the format of the website has changed whereby more online tools/guides are now provided which prevents the requirement to download them. She added that this has led to an increase in time spent on the website from approximately 2.5 to five minutes as well as an increase in printing and JD proposed monitoring these metrics instead going forward.

7. **Value for Money Review 2019** – The Board reviewed JBL’s Value for Money Review 2019, a copy of which had been circulated with the agenda and GS summarised the same. **IT WAS NOTED** that the report is as part of the audit being independently reviewed with no queries raised to date.

The Board noted that the report has been shared with the GOJ. However, whilst it is heavily caveated with a number of assumptions and conservative numbers and variations, it provides a level of understanding for the practical value of the services being delivered by JBL. That said, whilst GS accepted that JBL will always be expected to prepare the report annually, he suggested that it would be impractical for JBL to be expected to prepare it more regularly and would not want the report to be used as a basis on which to build JBL’s performance framework.

AJ highlighted the positive increase in LinkedIn followers and AMC noted the difference in usage of social media platforms over time and stressed the importance of monitoring this accordingly.

8. **Year to Date Financial Review** – The Board reviewed the year to date financials as at 31<sup>st</sup> December 2019, copies of which had been circulated with the agenda. **IT WAS NOTED** that a deficit of £20,380 was recorded in the management information and GS anticipated the audit position being very close to this. GS summarised the variances to budget including lower than expected staff costs due to changes in staff working hours and an increase in professional fees following the dissolution of the Jersey Retail Association (JRA). Referring to the latter, GS advised that this was offset by the JRA reserves. A brief discussion took place around possible advantages of capitalising the cost of the website.

AJ noted that despite event income being up against budget by approximately 30% (for which he congratulated the JBL team) the commentary indicates less income having been received. AMC explained that the commentary refers to a specific event from the overall event income budget where income was down against budget.

The Board reviewed the JBL Budget Summary for 2020, a copy of which had been circulated with the agenda and **IT WAS NOTED** that total employment costs had increased from £630,821 in 2019 to £701,674 in 2020. GS explained that this was due to JBL now fully funding LR, noting that her salary was initially subsidised from combination of JRA reserves and grant. AMC added that in addition to a full 12 months’ salary for LR, the increase includes staff pay rises and an increase in employers’ Social Security contributions. The Board agreed that an explanatory note should be added to the 2020 accounts to highlight the reasons for this increase.

AMC reported that discussions are currently taking place with the Business Licencing Unit regarding the timing of income from them as this will have an impact on the client support budget line. She noted that this will equate to £120k of additional income in 2020 and therefore proposed that an explanatory note also be included in the accounts in this regard.

9. **2020 Partnership Agreement** – The Board reviewed the 2020 annual schedules for JBL’s Partnership Agreement with the GOJ, copies of which were circulated with the agenda. **IT WAS NOTED** that the Schedules have been prepared to formalise the 12 month rolling extension which has been agreed to the previous Partnership Agreement which expired on 31<sup>st</sup> January 2019.

10. **2020 Business Plan** – The Board reviewed the draft JBL Business Plan, a copy of which had been circulated with the agenda and GS thanked AMC for the significant amount of work she had undertaken in this regard. The Board welcomed the way in which the Business Plan was written, in particular the references to/alignment with the Government Plan and the clear distinction between funded and unfunded pieces of work.

AMC referred to Appendix 1 of the Business Plan which outlines a draft measurement performance framework (the framework) which it is proposed to adopt at JBL to measure the services/activities it provides. AMC stressed that the framework was currently a work in progress and therefore has not been widely circulated. However, she provided the Board with a more detailed summary of the framework and explained that its purpose is to demonstrate what JBL was trying to achieve from each activity it provides so that internal targets can be developed

for them.

GS suggested that each time JBL considers a new service or activity it will go through the framework to establish whether its outcomes will provide value in line with the high level priorities. Furthermore, the framework it will enable JBL to review the work it already does. He explained that depending on their impact, some activities may be changed or increased, noting that the framework will help demonstrate how activities should be evolved.

The Board congratulated the team on the development of the framework. They described the framework as a "simple, monitorable and reportable process" and agreed that its implementation will enable JBL to continually review what it is doing and, effectively, undertake its own Business Improvement Programme.

11. **Vision and Values** – A paper was tabled to the meeting setting out JBL's updated vision and values. GS reported that a number of meetings have taken place with Orchid and the JBL team to develop the revised vision and values, noting that the previous version was prepared four years ago. GS confirmed that he and AMC were very supportive of the revised vision and values and invited suggestions from the Board. The Board welcomed these and agreed that approval/implementation of the same was more of an executive decision. However, it was suggested that a further value be added starting with "a" in order to spell out "REACH".

12. **Enterprise Week/IOD Debate Week** – AMC reported that she was progressing conversations with the Policy Forum and IOD regarding a joint event in June and **IT WAS RESOLVED** that she would circulate a brief of the same to the Board for their information. **Action: AMC**

**IT WAS NOTED** that the concept of the event will be "the 100 year life of an individual and a business in Jersey" and will include a key-note speaker event together with a number of other events. AMC reported that the date currently being considered is 11<sup>th</sup> June 2020 and KLF gave her apologies for the same. However, AMC explained that this date was dependent on the key-note speaker's availability and if they are not available consideration may be given to deferring until September.

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

**Strategic Planning** – **IT WAS NOTED** that this risk will remain "amber" until the Business Plan/ Performance Framework is successfully embedded.

**Budgeting and Cashflow Management** – GS reported that he was required to push the GOJ hard to ensure everything was appropriately documented for the 2020 budget, but given funds had been received this would now move to 'Amber'.

**EDD Grant Support Reduced** – As the funding had now been received as above this would move to 'Amber'.

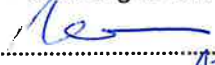
14. **Any Other Business** – The Board briefly discussed clients' reference to JBL in their advertising and **IT WAS RESOLVED** to include this on the agenda for further discussion at the next meeting. **Action: GS**

JC reported that she recently received correspondence from Jersey Finance Limited thanking JBL for their support and offering JBL for use of their facilities at Sir Walter Raleigh House.

**IT WAS NOTED** that the US Ambassador was due to visit Jersey shortly and JC queried whether JBL were included in any meetings in this regard. AMC confirmed that JBL were included.

15. **Date of Next Meeting** - **IT WAS NOTED** that the next meeting was scheduled to take place on Wednesday 20<sup>th</sup> May 2020 from 9am to 11am.

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

  
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Chairperson *DJ et al*

*20/05/2020*  
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Date Signed

**Actions:**

- 1) **Board Apprentice Appointment** – AJ/GS to update Board on appointment of new Board Apprentice following meeting with preferred candidates

- 2) **JBL marketing support from the Digital Academy** – JD to follow up with Rory Steele regarding JBL marketing support from the Digital Academy
- 3) **Completion / Consistency of Board Skills Review** – GS to include on agenda for further discussion at next meeting
- 4) **Enterprise Week/IOD Debate Week** – AMC to circulate a brief of the same.
- 5) **Reference to JBL in clients' advertising material** – GS to add to next meeting's agenda for further discussion