

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

(50th Meeting)

24th September 2020 9am

Present: Mrs J Carnegie (JC)
Mr J Day (JD) (until 11.55am only)
Mr A Jehan (AJ) (Chair)
Mrs K Le Feuvre (KLF)
Mrs A McClure (AM)
Mr G Smith (GS)
(the "Board" or the "Directors")

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

1. **Apologies** – Apologies were noted from Allam Zia, the Company's Board apprentice
2. **Declarations of Interest** – GS reported that he was no longer Chair of Clear Bank's Risk Committee (having stepped down as a director in March 2020) and JD advised that Prosperity 24/7 (JBL's IT support) were a client.
3. **Minutes of previous meeting - IT WAS RESOLVED** to approve the minutes dated 30th July 2020, copies of which were circulated with the agenda, subject to a minor amendment.
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 Skills Review – IT WAS NOTED** that this was scheduled to be carried out by the year end. **Action: GS**
 - (B) **Microsoft Teams – IT WAS NOTED** that AMa and JC were still experiencing issues logging into Teams. AM therefore agreed to contact Prosperity 24/7 to ask them to follow up with JC and AMa accordingly. She also agreed to arrange extra training on Teams for any Directors who require it. **Action: AM**
 - (C) **Promotion of JBL services to Jersey Finance Limited (JFL) members** – GS reported that this has been deferred.
 - (D) **Q2 KPIs** – GS confirmed the JBL's Q2 KPI Paper had now been circulated and that the Q3 paper would be circulated shortly. He reassured the Board that EDTSC had no issues with JBL's KPIs pre-Coronavirus (CV19) and that separate KPIs have been established in relation to any CV19 activity.
 - (E) **CV19 Funding for November/December 2020** – GS reported that a bid for extra CV19 funding for November and December 2020 has been submitted to the Government of Jersey (GOJ) and this has been approved by Dan Housego (DH) at officer level who has sent it to Richard Corrigan (RC) for his sign off, confirmation of which is expected by the end of next week.
5. **August Year to Date Financial Review** - GS summarised the year to date Financial Review, a copy of which had been circulated with the agenda. He reported that JBL's costs were within 0.8% of the budget. In answer to a question from KLF, GS confirmed that he had returned to a five-day week. However, he explained that the additional two days form part of the CV19 funding budget.

The Board noted the variances against budget in terms of costs and GS advised that these include ICT and training costs. He explained that Prosperity 24/7 have provided JBL with various training workshops and proposed asking them to offer a workshop for the Board on Microsoft Teams. GC reported that JBL's ICT costs increased following a move to Prosperity 24/7 as it was necessary to pre-pay for work which was required on the system. **IT WAS NOTED** that as part of their onboarding process, Prosperity 24/7 undertook a health check of JBL's system which included the development of Office 365. JBL has also been required to pay in advance for its Sales Force licence pending switching to MS Dynamics.

AJ queried whether any of the additional ICT costs could be CV19 related and AM confirmed that the hardware purchased to enable staff to work from home and the Microsoft Teams training was allocated to the CV19 budget. She suggested that this investment was necessary for staff to have the ability to work from home/remotely and GS confirmed they would provide the Board with a copy of a further business case which has been prepared to enable JBL to make further investment in this area.

KLF queried how many staff were currently working from home and AM advised that she and two other staff members were permanently based in the office with all other staff coming in for some days and working from home on others. She explained that a booking system was in operation to enable staff to book their time in the office, noting that JBL wants to limit the number of people in the office at any one time to seven due to its size and layout. However, she clarified that more than seven people are permitted in the office if they go straight in/out of the board room / meeting room.

IT WAS NOTED that although bi-weekly all staff meetings are taking place on Microsoft Teams (which are working well), there is also significant interaction between staff on Teams in between. AM added that staff are also using Teams to hold their individual client meetings, albeit they are also starting to use the office for some of these as well. She accepted that the process for holding client meetings was continually evolving and suggested that a final model had not yet been developed. However, she stressed the importance of JBL determining how people feel most safe and comfortable.

KLF queried whether JBL were incurring any other costs due to staff working from home (e.g. heat, light etc.) and asked whether staff expenses were being covered. AM confirmed that telephone calls are being reimbursed via expense claims and consideration is being given to developing a home working policy rather than paying expenses. By way of example, consideration will be given to additional insurance for staff who live in rental property and are working from home and ensuring staff have a secure working environment. AM suggested that JBL required a more structured approach to working from home and, when this has been developed, consideration will be given to whether expenses are paid. However, she noted that whilst staff may be required to pay additional heat or light whilst working from home, they will be saving on, for example, parking and petrol. JD added that the Tax Office have also offered dispensation for people working from home.

GS reported that a JBL away day was scheduled for Monday, 28th September 2020 and advised that part of the agenda includes talking through the "CV19 experience" and he suggested that JBL's flexibility and willingness to adapt has been welcomed by the staff. However, whilst this was acknowledged by KLF, she stressed the importance of ensuring that any extra hours worked by staff at home are not costing them too much.

GS accepted that whilst staff were unlikely to return to the same way of working pre-CV19, he suggested that whether they wish to continue working from home or return to the office will come down to individual choice. That said, he stressed that he does not want any staff working five days per week from home. JD added that the staff who are client facing must also consider what the clients want, noting that not all of them may wish to meet via Teams. GS reassured the Board that JBL can offer various options for meeting with clients including Teams, the office or at clients' premises and he noted that the latter is becoming more popular. However, JD suggested that this was more time consuming for JBL staff. AM accepted that whilst Teams was easier for established clients, it has been used for some new clients. However, if this does not work for them other options will be provided as part of the relationship development process.

AJ welcomed the development of a working from home policy, noting that this can be amended as required going forward and GS noted that whilst SMEs are starting to request more face to face meetings, online meetings are likely to continue to be used for certain types of meetings.

The Board briefly discussed the CV19 funding budget. JC queried if Jersey does not receive a CV19 vaccine within the next six months whether JBL is restricting itself from receiving CV19 funding from the GOJ in the future. However, GS explained that the Government Plan has money set aside for economic recovery which will last more than six months and that JBL can bid for whereas JBL's bid for.

6. **Extract of 2021 Covid Business Case re JBL** – The Board reviewed JBL's Covid 2021 Business Case a copy of which had been circulated with the agenda and GS summarised the same. He noted that the Business Case was an extract from the bid submitted by EDTSC into Treasury as part of the 2021 Government Plan. He thanked AM for

her input in this regard, noting that she did a very good job working with EDTSC officers to ensure it outlined all the key points.

The Board noted that the Business case had gone through the GOJ officer group (who had provided feedback on the same) and it would now go through the senior officers and financial group prior to review by the Council of Ministers. Thereafter, it will be lodged as part of the Government Plan at the end of September with a view to sign off on 12th December 2020 (together with all other arms' length organisation budget bids). GS reported that all feedback to date had been positive.

KLF congratulated JBL on their work during CV19/lockdown. She suggested that the quality and commitment from the JBL staff had shone through and that support from the GOJ and public was well deserved. This was echoed by AJ who noted that JBL's ability to influence certain GOJ issues has been highlighted during CV19/lockdown and he welcomed the fact that JBL was now more recognised and respected by the GOJ and public which was a positive endorsement for the JBL team.

The Board discussed the overall Government Plan and **IT WAS NOTED** that it includes proposed government spending of approximately £100m for restructuring. The Board received a breakdown of the proposed £100m spend and expressed concern that only one ALO was mentioned in the same. The Board agreed that this may lead to a delay in approving/progressing the Government Plan (as the spending breakdown is likely to be heavily debated).

GS advised that JBL has prepared the Covid 2021 plan that it is able to wind down quickly if a CV19 vaccine becomes available (e.g. zero hours contracts etc.) and JC expressed concern that this may result in the perception that JBL is only in place to provide CV19/emergency support. However, GS confirmed that no push back has been received from GOJ on JBL's proposal to establish a Business Hub and other recovery initiatives. He noted that this has received support from the Minister.

The Board noted that JBL's Q4 budget includes support from BDO for data collection and management information (MI) to identify how and where JBL adds value. He explained that JBL requires professional support in this space with the new programmes it is going to be offering. He suggested that this exercise will also assist the GOJ with their governance and give JBL a greater clarity around what appropriate MI it should be collecting going forward. He noted that JBL is currently under great scrutiny and accepted that it may be audited shortly. He therefore stressed the importance of getting this right.

JC queried whether JBL was getting involved in any Brexit related work and GS advised that we continued working with the GOJ and Chamber of Commerce to provide some joint sessions/ webinars in this regard.

There being no further questions on the 2021 Covid Business Case, AJ thanked GS, AM and the JBL staff for putting the bid together and advised that he will closely follow the States debate when the Government Plan is lodged in December.

7. **Risk Register – IT WAS NOTED** that the Risk Register had been circulated with the agenda and **IT WAS RESOLVED** to add an additional risk in relation to the possible delay in approving the Government Plan (as discussed above). **Action: GS**

GS took the Board through the updated or amber/red risks as follows:

(a) **Reputational Risk** – GS reported that as no further negative reactions had been received regarding JBL's engagement with certain third parties/professionals during CV19/lockdown, he had therefore amended this risk to green.

(b) **Strategic Planning** – The Board agreed that they were comfortable with JBL's strategic planning. However, as funding from GOJ was always a risk this item remained amber.

(c) **EDD Grant Support Reduced** - The Board noted that this risk remained at amber as it was always challenging.

8. **Comptroller and Auditor General (CAG) Review** – The Board noted the CAG's Review on "Annual Reporting – A Good Practice Guide", a copy of which had been circulated the agenda and GS suggested that it would be useful

for JBL to conduct its own audit to establish where it stands compared to the best practices referred to by the CAG. He added that he has contacted the CAG to ask for any specific guidance on JBL's Annual Report and is awaiting her response. **IT WAS THEREFORE RESOLVED** that he would follow up with her in this regard. **Action: GS**

GS invited one of the Directors to undertake an audit of the Board based on the best practices highlighted by the CAG and prepare a list of where the Board meets them and where adjustments or changes are required. JD confirmed that he had already started to undertake this process and reported that JBL was "ahead of the curve" in some respects. However, he noted that when carrying out a gap analysis consideration must be given to JBL's budget for compiling its Annual Report, noting that some of the PLCs whose Annual Reports the CAG has referred to will have far greater budgets than JBL. This was echoed by GS who welcomed engagement with the CAG in this regard. He explained that she has quoted a significant number of PLCs in her Report and he has therefore asked her for some comparable examples with JBL. He acknowledged that although JBL did have some good references in her report, he would welcome some more specific examples with better proportionality. He added that this piece of work will also assist with any internal audit that may be undertaken on JBL in the future. **IT WAS THEREFORE RESOLVED** to discuss the matter in more detail at the next meeting. **Action: JD/GS**

9. **Insurance Review** – The Board reviewed JBL's insurance cover as of September 2020, details of which had been circulated with the agenda. GS confirmed that the Senior Management Team were comfortable with what cover is in place. However, he proposed that the Board review it on an annual basis going forward.

IT WAS NOTED that the limits on the D&O cover were increased six years ago when GS joined JBL and GS invited any comments from the Board in this regard and on any other policies. JC queried whether JBL had any key person insurance or whether GS felt this was required and, GS advised that from a risk perspective, he did not believe it was necessary, noting that he had every confidence that AM could step up if he was unavailable.

JD queried whether there are policies in place to cover staff working from home (e.g. insurance of equipment etc.) and GS confirmed that this would be dealt with as part of the development of the working from home policy discussed above. Cyber insurance was discussed, and **IT WAS NOTED** that this was now offered as part of most D&O or PI policies.

IT WAS NOTED that the policies were renewed in June 2020. KLF therefore suggested reviewing them for CV19 exclusions and **IT WAS RESOLVED** that AM would review accordingly. **Action: AM**

JC queried whether there was a policy in place around staff travelling and having to self-isolate on their return and AM confirmed that this had been included in the risk assessments undertaken prior to staff returning to the office to work. She advised that staff are required to work from home until they receive a negative test. She noted that same applies if they live with someone who has been travelling and is awaiting a test result.

10. **Marketing Plan re Covid/4Insight/Orchid/Covid Survey** – AM provided the Board with a presentation on the Marketing Strategy for JBL for the rest of 2020 and into 2021, a copy of which had been circulated with the agenda. GS described this as an "exciting piece of work" which had been undertaken by Rosie Lempriere (RL) and AM as part of the development of a marketing framework with Orchid. However, he acknowledged that there was more that can be done, and he invited input from the Board on how they can support and promote the Strategy.

A discussion took place around the Strategy and various questions were raised. JC queried whether JBL's clients were the same now as they were pre-CV19 and AM explained that they now fall into two groups: clients that JBL had pre-CV19 and additional clients which JBL has supported since CV19. Referring to the latter, she advised that whilst they were companies of all types, most of them were larger and more established and were therefore engaging with JBL at a more strategic rather than a tactical level because of CV19.

JC suggested that JBL will want to transition the CV19 clients into mainstream clients and noted that the Strategy will help with this conversion and AJ reported that pre-CV19, JBL's client base was already changing as a result of the work it was doing around productivity. He therefore agreed that the CV19 work it has done will build on this. AM added that JBL has been able to provide multiple benefits to large established companies by providing access to its programmes, noting that some companies have engaged with JBL through its programmes despite never previously having engaged with JBL. However, she stressed the importance of achieving a similar relationship with them within JBL and agreeing what that should involve from them in terms of possible investment or support as well

as JBL providing specialist advisors who can help them.

GS recognised that whilst JBL's programmes provide significant benefit to larger businesses as well as SME's, the CV19 crisis has also highlighted JBL's influence/relationship with GOJ and how that can assist businesses. However, he suggested that some businesses, particularly medium to large businesses who JBL have provided with initial support should be encouraged to engage private sector partners to support them post-CV19. Therefore, they may not necessarily become a client across all JBL's services.

JC queried whether JBL helps to signpost businesses to specific private sector partners for support in certain areas and GS advised that whilst JBL has a group of trusted suppliers/practitioners this is only a list and JBL does not vouch for them or have any commercial arrangements with them. He explained that working in this way avoids receiving any criticism from any supplier/practitioner who may not be on the list and prevents JBL having to actively manage a list of suppliers/practitioners. However, he accepted that consideration may need to be given to how this is managed going forward as larger business are likely to ask for recommendations.

JC queried whether JBL should charge a fee for the provision of advice and thereby compete with private sector businesses or whether a commercial relationship should be established with private sector specialists to whom JBL can recommend clients for their services. However, GS expressed concern that if JBL starts to charge for its services and becomes a competitor to the private sector, it will be more about generating revenue rather than solving full or partial market failures. AJ accepted that some clients will be able to afford private sector support, whereas others will not, but stressed that JBL needs to be able to direct them appropriately. He added that businesses come through JBL's Business Improvement Programme and benefit from the support they receive and therefore suggested that a further challenge for JBL is whether it should then benefit from that increased revenue. However, AM proposed that JBL would need to revisit its core purpose to do this.

JC referred to JT as a good example of a business which offers a core service but also offers other commercial services and suggested that JBL was operating in a different space to when it was first established. However, AJ proposed having a strategic discussion in this regard at another time and this was welcomed by the Board who agreed to reopen the debate in the event that JBL receives an increase in the number of clients asking for recommendations to private sector specialists from whom they can seek support.

The results of the survey recently undertaken on JBL clients in relation to support received in response to CV19 were discussed and **IT WAS NOTED** that JBL scored an average of 8/10 in this regard. The Board agreed this was a very positive score, given the constraints JBL was required to work under. By way of example, AJ noted that release dates for GOJ updates quite often came out late at night. Referring to the GOJ guidelines and updates, KLF proposed updating the JBL website to include a statement to make it clear than when the GOJ make any updates, JBL will update the website as soon as possible thereafter, thereby avoiding the perception that JBL is responsible for the guidelines (or any delay in releasing them). AM noted that the date when revised guidelines are expected is included on the website. However, she agreed to look in to amending this as per KLF's suggestion, noting that whilst most people are aware that JBL only acts as a facilitator for GOJ, they still contact them for updates.

GS noted that JBL is often used as a "sounding board" by its clients when they are frustrated with the GOJ. However, he stressed the importance of JBL supporting, rather than criticising the GOJ (at the same time as supporting its clients).

The Board congratulated the JBL staff on the Net Promotor Score (NPS) of 51% (calculated from the CV19 survey) and agreed that this was an excellent achievement, particularly in a crisis.

AM and GS drew the Board's attention to the slide in the deck entitled "Our Ask of You" and they welcomed input from the Board on how they could support the JBL team in marketing the organisation. Due to the continual changes and uncertainty, JC suggested that it would be helpful if JBL provided the Board with up to date "press lines" to ensure they are always topical when referring to JBL. AJ added that JBL must build on the work it has already done and focus on getting the results from the recent surveys into the public domain to instil confidence in the organisation and he suggested that the infographic was a useful way of doing this.

KLF congratulated AM on the format of the marketing presentation, in particular the use of "bite sized" information to promote to what JBL does and she queried whether the cost of the same will be paid for from the regular JBL or

CV19 budget and whether it will be managed in house. AM advised that JBL had engaged Orchid and the budget had been all CV19 related so far. However, it was now proposed to take it to another level and acknowledged that corporate communications will require more funding. That said, she confirmed that there was still sufficient marketing budget available within the CV19 budget.

AM tabled a spreadsheet of proposed stakeholders to the meeting for the Board's consideration and **IT WAS NOTED** that this included, funders, existing clients, the business community, politicians, partners/referrers. She reminded the Board that each stakeholder group would be asked a series of questions (outlined on page 4 of the marketing presentation) and queried whether there were any further stakeholders the Board wished to add to the spreadsheet.

JD proposed including existing, influencing "darling" clients of JBL on an anonymous basis and AM reported that consideration is being given to engaging with existing clients and taking politicians to meet them so that they can highlight where they have faced barriers and how JBL has helped them. She suggested that this was likely to gain more interest from politicians than JBL staff providing them with a presentation on how the organisation operates.

GS sought the Board's input on how they may be able to influence some of the stakeholders and whether there were any they could specifically target. KLF suggested encouraging businesses to "put something back" whereby companies who are able, offer support or provide experience to others. GS accepted that whilst businesses generally would be willing to provide something, he expressed concern about certain sectors providing support, noting that not all businesses within certain sectors work in a joined-up way. Therefore, JBL may face criticism from businesses who are not involved. However, whilst unsure of the logistics, KLF suggested that it would be positive for successful businesses, who have not been negatively affected by CV19, to give something back and proposed that JBL "tap into" the resources available to it.

GS agreed that KLF's proposal should be included as part of JBL's overall strategy and linked to marketing and that JBL should consider leveraging its relationships and providing a portal around that. However, due to different political environments across the sectors JBL may not be able to involve every business. It was therefore agreed that AM would consider linking the idea of offering services to the overall strategy and putting details of the same on the website. **Action: AM**

AM sought the Board's views on the various stakeholder groups. She reminded them that the Government Plan was due to be debated in December and queried which stakeholder groups JBL should be targeting to influence this debate in its favour. JC proposed arranging for JBL to attend a States sitting at lunch time to provide States members with a briefing on JBL. She also offered to present to Scrutiny, noting that she meets with them on a weekly basis in her role as Chamber President. However, she suggested that all States members should be considered a JBL target. This was echoed by AJ, albeit he proposed that focus should be placed on the Council of Ministers and Scrutiny. **IT WAS THEREFORE RESOLVED** to schedule a lunch time presentation on a States sitting day and thereafter arrange separate meetings with any States Members who are not in attendance. **IT WAS FURTHER RESOLVED** that AM would circulate a copy of the list of stakeholders to the Board to enable them to highlight who they would be best placed to meet/influence on JBL's behalf. **Action: GS/AM/Board**

AJ queried whether a presentation to the Chamber of Commerce Executive Council would be of value and JC agreed to arrange this. **Action: JC**

AJ proposed updating the infographic to include the NPS from the last three years' surveys to document the history of JBL and show how it has consistently grown and what it has achieved to date. He added that use of the NPS and statistics from the surveys was an opportunity to highlight that JBL is measured independently.

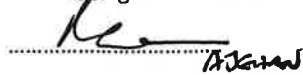
AM welcomed the Board's comments on the infographic, although she explained that it was proposed to use this for the website as a "snapshot" of 2019 and to highlight the work carried out in relation to CV19. However, AJ stressed the importance of showing JBL's "timeline" to emphasise that JBL was not only available to provide support in a crisis. **IT WAS THEREFORE RESOLVED** that AM would consider preparing a further infographic showing JBL's journey over the years highlighting trends for specific sectors. **Action: AM**

There being no further questions or comments on the marketing strategy presentation, AJ thanked AM for the same.

11. **Any Other Business** – JC provided the Board with an update on the activities of the Economic Council.

12. **Date of Next Meeting - IT WAS NOTED** that the next meeting was scheduled to take place on 9th December 2020 from 9am to 11am. However, **IT WAS RESOLVED** to bring this forward to 18th November 2020.

There being no further business to discuss, the meeting was closed at 12.05pm.


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Chairperson

9/12/2020
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Date Signed

Actions:

- 1) GS to complete a Skills Review by the year end
- 2) AM to ask Prosperity 24/7 to follow up with AMa and JC to help resolve Microsoft Teams access issues
- 3) GS to circulate copy of business case for further investment to enable more remote working when complete
- 4) JD to undertake gap analysis between JBL's Annual Report and CAG's best practice recommendations
- 5) GS to provide update on CAG's responses regarding more comparable Annual Report recommendations/specific guidance
- 6) GS to look into cyber insurance
- 7) AM to check for CV19 exclusions on insurance policies
- 8) AM to consider linking the idea of "giving something back" (i.e. businesses offering their services/expertise) to the overall strategy and putting details of the same on the website
- 9) AM/GS to schedule a lunchtime presentation to States Members on a States Sitting Day and thereafter arrange separate meetings with anyone not in attendance (focussing on COM and Scrutiny)
- 10) JC to arrange for GS to present to the Chamber Executive Council
- 11) AM to prepare a further infographic showing JBL's journey
- 12) AMa to amend next meeting to 18th November 2020 (COMPLETE)

