

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

(57th Meeting)

26th January 2022 at 9am at Jersey Business, The Parade, St Helier

Present: Mrs J Carnegie (JC) (Chair)
Mr J Day (JD)
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. **Welcome and Apologies** – No apologies were noted.
2. **Declarations of Interest** – No declarations or conflicts of interest were noted.
3. **Minutes of previous meeting** - Subject to a minor amendment, **IT WAS RESOLVED** to approve the minutes dated 24th November 2021, a copy of which was circulated with the agenda, and JC signed the same.
4. **Matters Arising** – The following updates were provided on the outstanding actions from the previous meeting (which were not otherwise included on the agenda):
 - (A) **Board Apprentice** -GS proposed deferring the appointment of a new Board Apprentice until after the AGM in May 2022 and this was supported by the Board.
 - (B) **Board Skills Review** – GS noted that timeline for completing the next Board Skills Review was the end of Q1 2022. He therefore suggested that consideration is given to the format of the review and how this should be carried out. He reminded the Directors that this was previously done using a skills matrix which the Board added to. However, JD suggested that more of an evaluation may be required this year. After further consideration, **IT WAS RESOLVED** to conduct a further internal review in 2022 with a view to conducting a proportionate, external review in future. **Action: Board**
 - (C) **Industry Group** – GS reported that JBL were working with industry groups, in particular hospitality and retail on the carbon neutral strategy.
 - (D) **Gap Analysis between JBL's Annual Report and Controller and Auditor General's (CAG) best practice recommendation** – AM confirmed that she had completed a gap analysis between JBL's annual report and the CAG's best practice recommendations. She reported that she had had a useful conversation with the CAG in this regard and GS noted that the CAG had been very helpful with their input and support over the last 18 months
 - (E) **JBL Promotional/Profile Raising Event** – GS reported that he had met with various politicians with a view to further raising JBL's profile.
5. **2021 Year to date Financial Review** – The Board reviewed the extract from the profit and loss account as of 31st December 2021, a copy of which had been circulated with the agenda, and AM confirmed that an updated income and balance sheet had been prepared which would be sent to the auditors next week, a copy of which is available in Sharepoint.

AM summarised the year end position and **IT WAS NOTED** that £432k of deferred income received in 2021 had been carried forward in to 2022 and was therefore showing as cash in the bank.

AM confirmed that she has reviewed the notes and statements with the accounts and, other than some minor adjustments on the Fixed Asset Register, there are unlikely to be any amendments to the figures in the year end accounts.

AM advised that JBL's new Partnership Agreement with the Government of Jersey (GOJ) allows JBL to carry forward 10% of its grant funding as cash. She noted that the Annual Schedule to the Partnership Agreement also provides detail of when JBL will receive funding for the following year and confirmed that negotiations in this regard will start much earlier. She added that the GOJ agree that JBL should hold up to three months of reserves in its account and she advised that the new Partnership Agreement supports this. However, KLF noted that the Partnership Agreement does still refer to any underspend from JBL's "top up" grants being returned within 30 days and whilst this was recognised by AM, she suggested that JBL is unlikely to have any surplus from these grants, noting that JBL will only draw down what it requires to deliver the programmes the grants are in place to support.

GS suggested the longer (two year) period of the new Partnership Agreement was helpful and noted that although JBL has never had an issue with carrying forward surplus funds, the new Agreement makes this process much easier.

GS highlighted that a critical piece of work over the next three to six months was to agree with the Economic Development Minister for JBL's Covid grant to be merged into JBL's core budget. He advised that Covid-related activities were ongoing and expressed frustration at having to manage two separate grants/budgets, noting that this presents challenges when the Covid grant operates from March to March, and the core grant operates from January to January. GS advised that JBL would therefore a further business case for top up funding for Covid support for 2022 with a view to this being rolled into JBL's core grant and reassured the Board that whilst he was not unduly worried about receiving the funding, he wanted to make them aware of the process which needs to be followed to secure it.

6. **2022 Annual Schedule** – The Board noted that the Annual Schedule to the Partnership Agreement was discussed in item 5 above and GS welcomed the progress made in agreeing the same. He referred to the commitment on the GOJ's part to provide a representative to attend JBL Board meetings included in the Partnership Agreement. However, he advised that he had not received any contact from the GOJ in this regard.

7. **2022/23 Partnership Agreement – IT WAS NOTED** that this was discussed in items 5 and 6 above.

8. **GOJ Future Economy Programme/Economic Council Sprint Group** – The Board reviewed the Economic Council Sprint Group Update circulated with the agenda which included minutes from the meeting of the Group held on 11th November and of GS' meeting with local entrepreneurs held on 14th December 2021. GS advised that a meeting had also been held with the Director General of Economic Development (Richard Corrigan) and the chairs of the other Sprint Groups at which actions were agreed for GS' group to work on with a view to a business case being prepared and presented for funding. However, he noted that a significant number of the initiatives being considered by the group do not require funding, albeit they do require various GOJ departments to work together.

Referring to the GOJ Future Economy Programme, GS referred to a workshop hosted by the GOJ which he attended the previous day together with other ALO representatives, the pre-reading papers from which had been circulated with the agenda. He noted that the workshop was presented by Dan Houseago and attended by a number of PWC representatives. He advised that it was a very good session and that the main takeaway from it was that when PWC build the future economy framework, the ALOs need to give their independent input prior to presentation to Ministers.

GS noted that reference is extensively made to GDA/GVA per FTE by the GOJ, when considering the future economy. He therefore suggested during the workshop that the GOJ should be braver and use other metrics such as net promoter scores, internal staff engagement scores and financials, noting that if the first two are right, the financials will generally follow. GS reported that DH agreed that the GOJ should reference more than GDA/GVA and that those at the workshop agreed that skills tend to be the main priority for improving productivity, albeit not necessarily the best way to improve it. Furthermore, investment and intervention also need to be considered in the skills space.

The Board agreed that more business skills development courses were required given that Digital Jersey's courses were already over subscribed and GS suggested that JBL may need to play a lead role in this space.

GS reported that a further takeaway from the workshop related to data, noting that a discussion took place which highlighted that despite consideration being given to building a robust data sharing ability across the GOJ for the last ten years, this has never been progressed fully. He stressed that not being able to access certain data was an issue for Jersey and, without data sharing, reliance is placed on peoples' perceptions alone. JD added that all businesses are required complete tax forms which include the relevant data required for economic reporting and therefore suggested that this could be shared.

9. **Workforce Housing Project** – GS advised that he has shared JBL's paper on Workforce Accommodation with officers and relevant ministers but given lack of progress he proposed to escalate. **Action: GS**

JC advised that she had received an email from Russell Labey/Emily Oldridge inviting her to a Strategic Housing Partnership Meeting with Arup on 17th February 2022 and **IT WAS RESOLVED** that she would forward a copy of the email to GS to enable him to request an invite. **Action: JC/GS**

GS reported that he previously met with Arup and offered to take them to the market. However, they did not make any further contact on their return to Jersey.

10. **JBL Property Plans**– GS expressed disappointment at the limited office space available to suit JBL's requirements following a further review of the market.

GS advised that he contacted the GOJ about any available sites and met with Tim Daniels to discuss JBL's requirements. However, there was nothing suitable.

JC proposed raising this issue further with LF, noting that she was unaware that the funding recently sought by JBL was not out of line with similar property projects for other ALO's. **Action: JC**

JD sought confirmation on the timescale on the lease at the existing premises and GS advised that the current extension to the lease expires at the end of June. However, he was being pressed by the landlord for an update in this regard. He therefore sought the Board's approval to request a further six-month extension. This was approved by the Board and **IT WAS THEREFORE RESOLVED** that GS would contact the landlord accordingly. **Action: GS**

The impact from the building work at Cyril Le Marquand House was briefly discussed and AM reported that this caused significant disturbance and dust when the building was being broken up, to the extent that it had been necessary to send staff home on certain days.

11. **Risk Register** – An updated copy of the Risk Register had been circulated with the agenda and GS proposed the following the changes:

HR and Training – GS recommended changing this risk to amber given the salary discrepancies highlighted in the Polymetrix Report.

Business Continuity – GS proposed keeping this risk as amber, noting that he remained nervous about extended working from home.

Budgeting and Cash Flow Management / EDD Grant Support Reduced – GS suggested leaving these two risks the same, noting that whilst they presented a continued risk, they were being managed accordingly.

Facilities Management – Given the discussions in item 11 above, GS recommended leaving this risk as red.

There being no comments or questions on GS above recommendations, they were approved by the Board.

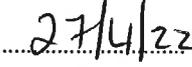
KLF queried whether any mitigation could be undertaken to reduce the external payments risk from amber and GS explained that this could only be achieved if JBL paid for access to HSBC's corporate online platform. AM added that this risk has been further mitigated by engaging an external accountant and reassured the Board that the Senior Management Team were comfortable with the risk.

12. **Any Other Business** – JC reported that she had not received any correspondence from the company who administers JBL's payslips to notify her that her payslip was on the portal and AM agreed to follow up in this regard. **Action: AM**

13. **Date of Next Meeting** - **IT WAS NOTED** that the next meeting was scheduled for Wednesday 27th April 2022 at 9am.

There being no further business to discuss, the meeting was closed at 10.50am.


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Chairperson


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Date Signed