

**Minutes of a meeting of Visit Jersey Limited (“VJ”)
Held at La Mare Wine Estate, St Mary, Jersey, on Tuesday 4th April 2017 at 10am**

Present:	Kevin Keen (KK) – Chair
Doug Bannister (DB).	Keith Beecham (KB)
Tim Crowley (TC)	Mike Graham (MG)
Catherine Leech (CL)	David Seymour (DS) (from Item 7 onwards)
Sam Watts (SW)	
(collectively referred to as the “Board” or the “Directors”)	
In Attendance	
Aimee Maskell, AM to PM Secretarial Services (Scribe)	
Don Connelly (DC), Alex Picot (for item 2 only)	
Adam Caerlewy-Smith (ACS), VJ (for items [6-8] only	
Suzanne Kirk (SK), Events Jersey (“EJ”) (for items [6-8] only)	

NB the agenda was taken out of order to accommodate those invited to present to the Board.

1. APOLOGIES

Apologies were noted from Darren Scott (DSc), Economic Development Tourism Sport & Culture (“EDTSC”).

2. 2016 FINANCIAL STATEMENTS

The Board reviewed a copy of the draft accounts which had been circulated prior to the meeting. TC welcomed DC from Alex Picot to the meeting and he summarised the same.

DC reported that it was Alex Picot’s second year of auditing the VJ accounts and although a different team were in place this year, the process worked well and all documentation/information required was received. He noted that VJ’s online system and process whereby Marc Couriard oversees the accounts through the year ensures good control and provides comfort. He added that process whereby the preparation of the statutory accounts and the audited accounts are separated is also beneficial.

IT WAS NOTED that no issues were raised on VJ’s controls or governance during the audit and all necessary documentation/information was provided as required and this is reflected in the Letter of Representation.

DC advised that whilst VJ is a simple business, consideration needs to be given to its relationship with the States of Jersey, in particular appropriate governance documentation with EDTSC to ensure compliance around the payment of the grant and he confirmed that there were no concerns in this area.

Finally DC advised that Alex Picot were happy to put themselves forward as VJ’s auditors for a further year.

There being no comments or questions on the accounts, TC proposed re-appointing Alex Picot as auditors for a further year and this was unanimously approved by the Board.

IT WAS RESOLVED that subject to a number of minor typographical corrections that the financial statements for the year to 31st December 2016 be approved and two directors be authorised to sign the accounts and supporting letter of representation to Alex Picot .DC was thanked for his time and he left the meeting at 10.45am

3. CONFLICTS OF INTEREST

SW queried whether there was a process for advising VJ of new directorships and TC reminded the Board that the Audit Committee were tasked with producing a declaration form for Directors with a view to managing conflicts and he advised that this would be available shortly for completion by the Directors. He explained that this will be an annual declaration and therefore Directors will be responsible for updating the Audit Committee of any additional conflicts which arise during the year. The Board discussed whether Directors should also be required declare any non-conflicting/commercial directorships to the Audit Committee and after careful consideration **IT WAS RESOLVED** that TC would amend the declaration form to include conflicts and directorships. **Action: TC**

4. MINUTES OF PREVIOUS MEETINGS

IT WAS RESOLVED to defer the approval of the previous minutes dated 28th February 2017 pending further review. **Action: KK**

CL welcomed the early circulation of the previous minutes and proposed that a further copy of the minutes should be circulated prior to the meeting to ensure all action points are complete. This was welcomed by the Board and **IT WAS RESOLVED** that KB would highlight any outstanding actions at this stage. KK suggested that it would also be beneficial to receive the Board Pack one week in advance of the meeting and DB added that it would be helpful to receive the Board Pack as a single PDF. **Action: KB**

5. MATTERS ARISING

KK took the Board through the action points from the previous minutes dated 28th February 2017 (which were not otherwise included on the agenda) as follows:

(a) *States of Jersey Representative* – KK confirmed that he had not received any feedback following his email to DSc noting the Board's views regarding his attendance at meetings.

(b) *Tourism Economic Report* – KK reported the Tourism Economic Report has been shared with John Henwood and the Trustees of VJ in order to gauge their feedback on it. KB reported that some helpful emails have been received from the Trustees so far, particularly from Pierre Horsfall who was very positive about the report and **IT WAS NOTED** that a contribution is expected from John Henwood shortly.

(c) *Briefings with key government officials* – It was agreed to arrange these in due course.

(d) *Events Jersey (EJ)* – **IT WAS NOTED** that DS met with SK and provided her with his thoughts on the EJ Strategy and she was due to present an updated Strategy to the Board at item 8 below. TC queried whether the EJ strategy has been shared with stakeholders and KB advised that stakeholder involvement has already happened and is continuing on and off-Island. However, MG expressed concern that EJ was not in a position to be go forward at this stage and to do so may damage the reputation of VJ.

(e) *Condor* – **IT WAS NOTED** that KB met with Condor following the previous meeting and regular monthly meetings have now been scheduled. He added that VJ were provided with recent statistics from Condor and he summarised these for the Board.

(f) *2016 Figures* – The Board agreed that the 2016 figures were well received and **IT WAS NOTED** that KB gave interviews to all the main media channels.

(g) *Industry Briefings* – KB proposed holding more intimate briefings or round table conversations with industry at which the Tourism Economic study could be discussed in bite size “chunks”. He also proposed sharing aspects of the VJ dashboard with them, noting that this would enable VJ to engage with partners of industry in a more focused way. TC welcomed this approach however he suggested that VJ should also be the focus of larger events organised by Jersey Hospitality Association (JHA) on a quarterly or half yearly basis with a view to maintaining VJ’s relationship with the JHA. The Board agreed that both types of events were of value and KK acknowledged that an event should be organised to highlight VJ’s engagement with industry in line with the JHA. KB suggested that VJ could also work with the Jersey Attractions Group (JAG) and the Chamber of Commerce on larger events and **IT WAS RESOLVED** that he would liaise with KK to progress this. **Action: KK/KB**

6. MARKETING UPDATE

ACS and SK were welcomed to the meeting and ACS provided the Board with a presentation on VJ’s Q2 marketing activities. This included an edit on “Gordon the ape keeper” which will be supported by Jersey Zoo and will be shown during the second series of The Durrells.

ACS reported that phase 2 of the summer campaign will be more focussed on the visitor experience and edits will be created on the views of four different types of first time visitors under the tag line “find your freedom”. **IT WAS NOTED** that the four types of visitors, who will be invited to the Island to experience “the Island break” were “surfing grandpa”, “hiking hipster”, “fine dining, dinner lady” and “cycling cabbie” and ACS advised that work was underway with a PR agency to recruit them with a view to filming taking place on 24th April 2017 and the campaign running from May until July. ACS explained that VJ will cover the cost of the four visitors coming to the Island (potentially with their partners) and their perceptions of Jersey before and after their visit will be captured in the edits.

The tag line “find your freedom” was discussed and possible links with Liberation Day and the fact that this tag line was discounted as part of the brand proposition in favour of “Island of Rediscovery” were noted. ACS advised that this was considered in depth but stressed that “find your freedom” it was a campaign piece rather than a brand proposition. He added that the campaign would not go live until after 9th May 2017.

IT WAS NOTED that VJ has teamed up with Lastminute.com to market Jersey and they will use a re-branded version of the “sundowner” edit produced last year and ACS explained that this will generate demand which will be referred to partners.

The Board noted that the autumn marketing campaign will include off and on Island activity using the “Island of Rediscovery” brand proposition.

SK queried whether VJ have considered linking the four first time visitor edits described above with other brands (e.g. surfing or cycling clothing brands) and ACS advised that consideration has been given to this with a view to other brands using VJ’s assets for their products.

The use of celebrities to market the Island was discussed and ACS suggested that whilst this was the wrong approach for VJ, he acknowledged that some celebrities could provide an opportunity for Jersey to be in the headlines. With this in mind VJ have been working with Tessa Hardman (who runs a PR agency) and 12 celebrities have been identified whose visits to Jersey will be in the national press. The Board agreed that if done right (e.g. Liam Neeson promoting Ireland) the use of celebrities can make a difference.

DS joined the meeting at 11.45am.

7. MARKETING DASHBOARD

ACS provided the Board with a demonstration of the marketing dashboard and KB sought the Board's patience whilst this was established, noting that VJ was the first Tourist Board to provide a platform of metrics. **IT WAS NOTED** that the dashboard includes details of visitor numbers, visitor economy, visitor numbers against targets, marketing performance and value being provided to industry in terms of partner referrals and ACS advised that current and historic data will be available on the dashboard going forward.

KK stressed the importance of including measurements on VJ's impact on the industry on the dashboard, albeit that consideration should be given to what numbers are shared. ACS confirmed that only KB and the Board have seen the dashboard to date and he believes VJ should be as open as possible. The Board welcomed an open approach. However, it was agreed that care would need to be taken in releasing data without sufficient commentary to support it (e.g. the decline in German statistics). ACS suggested that this was why consideration would need to be given to what was and was not shared and added that data would never be released outside of VJ or the industry.

KK suggested that an exercise to connect what money VJ has spent to its outcomes has not been undertaken for some time. However, ACS reassured the Board that all of VJ's marketing campaigns are evaluated and have shown a return on investment to date. He advised that details of this would be included in the annual report when the final data has been generated. **IT WAS NOTED** that the Board and Auditors would require sight of this prior to the annual report being finalised and **IT WAS THEREFORE RESOLVED** that ACS would provide a copy to the Audit Committee when finalised. **Action: ACS**

The costs of the dashboard were discussed. ACS advised that the cost was modest and appropriate given the benefits that would accrue. He proposed sharing the dashboard with Gold and Silver partners initially by way of a pilot with a view to refining it before sharing it more broadly.

CL queried how successful ACS anticipates the dashboard being as an interactive tool for industry, noting that industry engagement may be difficult. ACS responded that it was human nature to want to know the statistics of your business as well as those of your competitor set and he suggested that the fact that the dashboard is real time will encourage the industry to use it. He added that if everyone works on the platform it will create value and show impact. TC and DS echoed this view, noting that they receive significant benefit from the JAG and STR statistics which are circulated.

ACS advised that industry partners will be able to update their own version of the platform and feed in their own data from their websites. TC expressed concern that this may cause difficulties for the smaller partners and KB acknowledged that some businesses would require assistance in their use of the dashboard and he proposed facilitating this via Jersey Business, the Chamber of Commerce and the JHA. However, at this stage, he sought the Board's endorsement for VJ to progress with the dashboard and sought their agreement on what data should be included on it. **IT WAS THEREFORE RESOLVED** that the Directors would provide their feedback on the dashboard to KB/ACS and contact KB/ACS to arrange a more detailed demonstration if required. **Action: Directors/ACS**

DS queried how much resource will be required to keep the dashboard updated and ACS advised that all the marketing demographics and industry information will be live and therefore pull automatically through from the relevant websites. He explained that the visitor information will be uploaded from David Edwards' existing spreadsheet on a monthly basis. He stressed that there will be no duplication of work and he suggested that KB could refer to the dashboard at Board meetings going forward rather than including a summary of the data in his CEO report.

DB stressed the importance of getting into a rhythm of when the dashboard is updated and suggested considering updating base lines at the same time. He added that the inclusion of a simple commentary (e.g. bullet points) may be required to support some data. ACS echoed this view and acknowledged that it was important to consider what data should be shared and how it is curated.

8. EVENTS JERSEY STRATEGY

SK provided the Board with a presentation on the revised EJ Strategy, a copy of which was circulated as part of the Board Pack, following which a number of questions were raised and various discussions took place. The Chief Executive noted the feedback provided which would be incorporated in the final version.

9. UPDATE ON GERMAN MARKET 2017 and 2018

The Board discussed the updated paper on the German Market for 2017 and 2018, a copy of which had been circulated with the Board Pack. DS noted the loss of the Air Berlin routes were significant in financial terms based on an average spend of £300 per head. Consideration was given to how to address the problem and DS stressed the importance of dealing with concerns faster, noting that withdrawal of Air Berlin was first raised back in December 2016. DB acknowledged that Air Berlin was a big part of Jersey's seat capacity. He reported that attempts were therefore made to secure other operators to fill the space but unfortunately they were already committed elsewhere, albeit that Flybe have come in with a reduced capacity to Dusseldorf.

DB noted that it can sometimes take two years to secure a route. However, he expressed the hope that because the Germany to Jersey route is a readymade market another operator will want to step straight into it, in a similar way to Easyjet taking over the Jersey-Gatwick route from Flybe. He proposed that an alternative option is for Jersey to secure or stimulate its own charters for capacity. He explained that aircraft could be secured/rented out to operators although this would require commitment from the tour operators. **IT WAS NOTED** that DB and KB have been working together in this regard and **IT WAS RESOLVED** that they would work together to provide the Board with a view on what the summer season looks like for this market. **Action: DB/KB**

In answer to a question from CL, KB explained that the bulk of £300k marketing budget for Germany last year went to tour operators and money will continue to be spent with them, albeit at a reduced level considering the reduction in seat capacity, because VJ is serious about the German market. He noted that a risk share has been agreed with Wolters TUI but performance to date indicates that there will be no risk after all.

KB proposed that consideration should be given to the short break market from Germany and DS suggested that whilst this was possible, it may be at the risk of the tour operator market.

SW welcomed the detailed updates received by the Board on marketing however she suggested that updates should also be received on other aspects of the organisation (namely trade and product) and proposed inviting Meryl Le Feuvre (MLF) and her team to provide an update on trade at a future meeting. KB noted that trade is covered in his CEO Report and he agreed to bring other aspects of the VJ business to the Board as required.

KK sought the Board's views on where it believes VJ failed in respect of the loss of the Air Berlin routes and DS suggested that VJ did not fail. However, its speed of response could have been quicker. He explained that it should have been in a position to make a decision when concerns were first raised and consideration should have been given to the impact of the loss which he believes are approximately £4m plus GST. However, DB noted that rumours are continually circulating about airlines withdrawing but this does not always come to fruition. He noted that Air Berlin still had slots booked with Jersey Airport as late as February whereas DS advised that hotel

bookings were being cancelled via tour operators prior to this and therefore the tour operators were required to secure alternative carriers.

IT WAS RESOLVED to include more detail about the impact of loss of routes/seat capacity on VJ's risk register together with any lessons learnt and DB/KB would provide an update to the Board on the programme which was started last year looking at route access. **Action: KB/DB**

DS expressed concern about the lack of communication between VJ and the tour/hotel operators. He acknowledged that MLF was on a steep learning curve due to her lack of hotel or tour operating experience and suggested that there was a disconnect between her and the trade partners. KB explained that Hills Balfour have been engaged to fast track that learning and help staff development in order for them to be able to take up opportunities and **IT WAS RESOLVED** that going forward VJ would call relevant industry partners together, in partnership with the Airport if there is a sense that something was happening which may impact access. **Action: KB**

The Board considered the position for 2018 and DB reported that feedback was being tracked. In addition, Ports of Jersey and Visit Jersey would attend the routes conference in May. Whilst this may not result in a solution, DB noted that it may result in the opportunity to enter into a dialogue with other operators.

10. CHIEF EXECUTIVE'S REPORT

The Board reviewed the CEO Report dated 31st March 2017, a copy of which was circulated as part of the Board Pack and the following items were discussed:

(a) *Disability Strategy* – DS advised that he recently received a visit from the Fire Officers about the increasing use of mobility scooters by visitors. He noted that they are usually charged in the lobby of a hotel's premises which acts as the main fire exit and incidents of them catching fire have been reported. **IT WAS NOTED** that a policy statement is expected in this regard and DS suggested that whilst hotels should be disability friendly, this also imposes limitations on hotels.

MG proposed using the term "less abled" rather than disabled in future VJ papers, noting that some visitors do not have a disability but do have mobility issues due to age.

(b) *Hospitality Action Group (HAG)* – KB advised that the HAG has been formed to replace the previous Skills Body. However no meetings have yet taken place.

(c) *Awards* – The Board congratulated DS on the Merton Hotel's award for the CI Travel Group's best 3 and 2 Star Category Hotel and TC for being voted most relevant speaker at a recent "Going Green" seminar initiated by VJ.

(d) *Events Jersey* - The Board noted that 100 leads were made at the recent CONFEX in London and it was agreed that SK should continue to follow these up.

(e) *GDPR* – **IT WAS NOTED** that a proposal has been received from Green Light about what VJ may need to do in light of GDPR.

(f) *NED Appointment* – Consideration was given to the skill set required when appointing a new NED and it was agreed that a NED with digital marketing experience would be of value. KK advised that it was proposed to look for a NED from outside as well as inside the Island and **IT WAS RESOLVED** that he would share the specifications with the Board prior to advertising. **Action: KK**

(g) *Trade/Industry Relations* – KB provided the Board with a summary of a recent meeting

held with travel agents and tour operators. He reported that the meeting was positive with many questions being asked. The Board noted that those in attendance included marketing managers, product managers, destination managers, account executives, media director and sales and marketing directors and KB advised that he would follow up with them on a one to one basis and liaise with Hills Balfour regarding the next steps. He highlighted the benefit of focusing on the suppliers off Island and spending time with them, noting that it was a good way to distribute product.

(h) *Tourism Information Centre (TIC)* – DB requested that any papers around the future of the TIC were not circulated to him due to his conflict of interest.

11. RISK REGISTER

The Board reviewed the Risk Register dated 23rd March 2017 a copy of which had been circulated as part of the Board Pack. KK advised that consideration may need to be given to the impact the child abuse report (which is expected to be released shortly) may have on Jersey's reputation as a tourist destination.

12. FORWARD BOARD MEETINGS CALENDAR

The Board reviewed the Forward Board Meeting Calendar, a copy of which had been circulated as part of the Board Pack. In answer to a question from AM, KK confirmed that her attendance was required at the Strategy Day on Tuesday 5th September 2017.

13. ANY OTHER BUSINESS

(A) *IOD Awards* – KK congratulated KT, TC and DSc on their nominations for the IOD Director of the Year Awards which take place on 28th April 2017.

(B) *Whats On* – The Board discussed the revised What's On booklet, copies of which were tabled to the meeting. CL welcomed the look and feel of the new booklet but she expressed disappointment that the map did not match, noting that one was gloss and the other was matt; different branding was used on each; and they were different sizes. **IT WAS RESOLVED** that she would provide these comments to KB by email and the Board would also provide any feedback they have. **Action: Board**

(C) *Marketing Awards* – KB reported that VJ has been nominated for a number of marketing awards for the best use of digital marketing, the results of which will be announced between now and the next Board meeting.

(D) *Condor* – DB expressed concern at Paul Luxon's comment at the previous meeting about acquiring another boat and sought further details from the Board in this regard. The Board agreed that this was something the politicians require rather than Condor and **IT WAS RESOLVED** that KB would circulate the statistics received from Condor, referred to above. **Action: KB**

14. BREXIT

The Board noted David Edward's paper on Brexit dated 31st March 2017 and it was agreed to discuss this in more detail with Richard Coenen and Mark Cockerham from Immigration who were scheduled to meet with the Board following the meeting.

15. DATE OF NEXT MEETING

IT WAS NOTED that the next meeting was scheduled for Tuesday 2nd May 2017 at 10.30am at Jersey Airport.

There being no further business the meeting was closed at 2.25pm.

Actions:

- 1) SK to provide TC with further grammatical amendments to the 2016 accounts
- 2) TC to update the declaration of conflicts form to include directorships
- 3) KK to further review the previous minutes of 28th February 2017
- 4) KB to circulate minutes prior to the Board Pack and highlight any outstanding actions
- 5) KB to circulate the Board Pack one week in advance of meetings as a single PDF
- 6) KK/KB to organise an event to highlight VJ's engagement with industry in line with the JHA
- 7) SMT to revert to the Board with its forecasted visitor number targets for 2020 and 2025
- 8) ACS to provide Audit Committee with details of marketing campaign evaluations for inclusion in the annual report
- 9) SK to provide the Board with the list of 10 ways EDTSC could assist EJ
- 10) SK to re-insert the SWOT analysis into the EJ Strategy
- 11) KB to progress the appointment of a Product Director/best way to deploy SK
- 12) KB/DB to present the Board with an [ACL capacity analysis?] on what the summer season looks like
- 13) KB to update the risk register to include more detail about the impact/loss of routes as well as any lessons learnt
- 14) KB/DB to provide an update on work undertaken around route access
- 15) KB to call industry partners together, in partnership with the Airport, in the event of any rumours circulating regarding access/withdrawal of airlines etc.
- 16) KK to provide the Board with the specifications for a new NED prior to advertising
- 17) Board to provide feedback on What's On to KB
- 18) KB to provide the Board with Condor Statistics from Paul Luxon