



Minutes of a meeting of Visit Jersey Limited (“VJ”)
held at Greenhills Country House Hotel, St Peter
on Tuesday 26th April 2022 at 9.30am

Present: Kevin Keen (KK) – Chair
Amanda Burns (AB) – CEO
Ian Gray (IG)
Lawrence Huggler (LH)
Catherine Leech (CL)
Tim Crowley (TC)
Patrick Burke (PB)
Amanda Willmott (AW)
(collectively referred to as the “Board” or the “Directors”)

In Attendance: Lisa Springate (LS)
Tracy Mourant (TM), Board Apprentice
Jan Bento, Minute taker
For part of the meeting:
Don Connolly (DC), Alex Picot
David Schofield (DS), Company Secretary
Meryl Laisney (ML)
Sarah Barton (SB)
Julian Barber (JB)
Dan Houseago (DH), *via Microsoft Teams*
Rebecca Millar (RM), Government of Jersey *via Microsoft Teams*
Ian Clarkson (IC), Government of Jersey *via Microsoft Teams*

Apologies: Matt Thomas (MT), Ports of Jersey

WELCOME - KK welcomed everyone; he noted that the audit Committee Meeting had been held the previous day and he had invited DC to attend the Board Meeting to answer any questions.

FOR APPROVAL

REPORT FROM AUDIT COMMITTEE - DC reported that the audit had gone well. Due to COVID issues the team had been onsite for just one day but that had not affected the quality of the work. He noted that auditors have an obligation to report on any issue, but confirmed that there were no comments on the controls in place or on anything that needs improvement.

DC confirmed that the auditors’ work is to ensure that the business is a going concern. As



auditors must look at 12 months ahead to confirm a going concern, a note has been added to clarify the position regarding funding, which is in place for 2022 but not yet confirmed for 2023.

DC noted that he'd had a discussion with the Comptroller and Auditor General (C&AG), who is pushing hard on Government reporting and so VJ's accounts had transformed this year to reflect this; the C&AG wants to see a balance in accounts – what is done well and what is done less well. This new format complies with these requirements.

KK commented that VJ had taken legal advice on the draft Partnership Agreement (the majority of the comments were for the addition of 'reasonable') and the view had been that the winding-up clause needed to be included and that having 2023 as the end date was not helpful. A meeting had been held with Government, where it had been accepted that the winding-up clause be included. Government was to provide a redraft which has been requested in time for signature at the next meeting and AGM on 19 May. KK noted that it had been confirmed at the meeting that there was no intention to terminate the agreements and there was a good level of trust from Government. The termination to end of 2023 is to be moved to a 6-month rolling agreement. He noted that there had been no indication that VJ was being unreasonable and that, in fact, Government was working on trying to standardise their partnership agreements; and the suggestion was that rather than take the winding-up clause out, it should be added to the agreements for the other ALOs. He confirmed that the agreement is that Government will finance the solvent winding-up of the Company should that ever be necessary.

DC confirmed that he was happy with this position.

There were no further comments and **IT WAS RESOLVED** that the report be noted.

2021 ANNUAL REPORT AND AUDITORS' LETTER OF REPRESENTATION - IG confirmed that the Auditors' Letter of Representation had been reviewed and there had been no comments. He advised that it was a standard letter covering representations made by the Board and management implicit and explicit to the auditors in connection with the audit. He also confirmed that the Auditors' Letter of Comment was clean.

CL thanked all who had been involved in producing the excellent document.

There were no further comments and **IT WAS RESOLVED** that the 2021 Annual Report and the Auditors' Letter of Representation be approved, and that KK and AB be appointed as signatories on behalf of the Board.

REAPPOINTMENT OF ALEX PICOT AS AUDITORS - IG advised the Board that it was the recommendation that Alex Picot be recommended for appointment at the forthcoming



AGM.

There were no further comments and **IT WAS RESOLVED** that KK and AB be appointed to review the Letter of Engagement and revised fee and if thought appropriate, to sign the Letter of Engagement on behalf of the Board.

DC left the meeting.

GENERAL

APOLOGIES - KK noted apologies from Matt Thomas.

KK extended a specific welcome to LS whose appointment as a Director was to be proposed to the shareholders at the AGM on 19 May. He confirmed that a fair and proper process had been gone through for the appointment of a new Director; he thanked AW for her work in the recruitment process and DH for his participation. CL also noted thanks to TC and PB.

KK confirmed that the draft of the AGM notice was almost ready and would be circulated to Shareholders along with the accounts. He noted that the process at the AGM would be for LS to be appointed as a director, he would tender his resignation and then it was for the Board to appoint its Chair.

CONFLICTS – PB advised that he had been appointed to the International Advisory Board of Small Luxury Hotels of the World. The meeting congratulated PB.

AB noted that she had been invited to join the Board of ANTOR (Association of National Tourist Offices and Representatives); she had attended a Board meeting but felt that the time commitment would be too great so had declined the invitation.

APPOINTMENT OF CATHERINE LEECH TO REMCOM - KK noted that the appointment of CL to RemCom had been agreed by Circular Resolution dated 7 December 2021.

IT WAS RESOLVED that the appointment of Catherine Leech to RemCom be ratified.

AOB

CONTINUATION OF ALEX PICOT AS AUDITORS – KK commented that the Audit Committee was happy with Alex Picot and that the proposed fee was from £5,750 to £6,000. He noted that DC had advised that Alex Picot's internal policy was for another partner to look at the audit after a period of 10 years, which would be next year. He commented that he didn't believe that it was the time to go out to tender.

IT WAS RESOLVED that the appointment of Alex Picot as auditors be recommended at the AGM.

A handwritten signature in black ink, appearing to be 'Wm', with a long horizontal stroke underneath.



RISK REGISTER - IG advised that the Risk register had been gone through in great detail, with much of the changes a downscaling of COVID-19 risks. He highlighted some additions and changes:

- Organisation attrition and recruitment becoming an increasing threat;
- IT being compromised with the increased risk due to the Russia/Ukraine situation;
- Loss of Visitors due to the economic situation;
- Licence and Usage Rights for the use of jersey.com from the Government as this was tied up in the Partnership Agreement.

He commented that the Management team review the register regularly, which helps to raise red flags early.

IG highlighted other items that had been looked at:

- Management Accounts, noting that the variances have been due to timing differences;
- Internal Controls which were being looked at by DS, including a change to the Purchase Order system;
- GDPR, statistical cookies are no longer deemed essential so people have to opt-in (a double opt-in will be needed for emails to Germany), which could affect tracking and digital marketing performance Vs targets;
- Hills Balfour and TMR contracts which are to be extended to year-end.

DH joined the meeting.

There were no further comments and **IT WAS RESOLVED** that the Risk Register be noted.

MINUTES OF THE PREVIOUS MEETING – KK referred the meeting to the full minutes of the previous meeting, including the Matters Arising, and the minutes for publication.

It was noted that DG should have been DH and that that there was a typo in TM's name.

IT WAS RESOLVED that, subject to two minor typo corrections, the minutes of the Board Meeting held on 19th January 2022 be approved for signature by the Chairman. **Action: KK**

With regard to the Matters Arising from the previous meeting, KK noted that all were complete except that one Director had yet to confirm their conflicts of interest. **Action: LH**

ML, JB, and SM joined the meeting and were introduced by AB.

GENERAL

CEO UPDATE - AB referred the meeting to her report and confirmed it would be taken as



read. She noted that there had been a good start to Q2. The industry were seeing the green shoots of recovery and VJ was pleased with marketing performance to date, but that 2022 would be a transitional year and the business would need to be agile and flex activity when needed. She referred to the stretch targets set for 2022, underlining the Board and team's confidence in the outlook for tourism to Jersey and said that the business was focussed and would do all it could to meet the forecasts, adapting marketing activity where necessary, but that external factors outside VJ's control will continue to influence tourism to Jersey, meaning that forecasts can and would be expected to change over the year. There had been exceptionally strong marketing performance to-date, which was presented to the Board.

JB noted that the passenger data by air and sea had been received for March but not the STR or Airbnb data; the numbers for January and February were miniscule with January accounting for under 7% of the total visits across the year and under 5% of visitor nights; it had been very much affected by the Omicron variant and restrictions had not been lifted until February.

With regard to passenger data when compared to 2019, January had seen a 46% fall, February 36% and March 32%, but March 2019 had been a very good month. He noted that arrivals by sea were dominated by the St Malo route and if these numbers are excluded, the numbers are similar to 2019.

With regard to forward bookings, AB commented that the team were looking at the benefits of introducing monthly email pulse checks with hotels in Jersey to get an island-wide picture of the bookings outlook. JB would be looking into this as it was thought it could be helpful if hotels complete such data, if it wasn't too time consuming to complete. LH noted that STR do a forward-looking survey and it was agreed that this would be investigated further. **Action: AB/JB.**

AB confirmed that there was to be a performance measurement agreement with Government before the Route Development budget would be paid that would be confirmed on 28 April at the quarterly review meeting.

There were no further comments and **IT WAS RESOLVED** that the CEO update be noted.

MARKETING AND TRADE UPDATE - ML shared a presentation on the Spring/Summer marketing campaign, highlighting the strong performance of 'Jersey. Curiously Brit(...ish)' and that following campaign tracking results, the creative strategy would continue to be used in 2022 and 2023, which was an excellent outcome.

SB provided a presentation on Trade Outlook and Trade Marketing.

In response to questions, SB advised:

- The Irish market is a good opportunity for inbound tourism to Jersey and has similarities to the UK market as it is part of the Common Travel Area.
- The German Market had been affected by charters struggling to get the right

A handwritten signature in black ink, consisting of a stylized 'W' or 'M' shape followed by a diagonal line.



rates to fill charters. VJ would like to see an increase in flight capacity, but it needs to be shown that flights can be filled this year. IG noted that tourism recovery in Germany is forecast for 2023.

There were no further comments and **IT WAS RESOLVED** that the Marketing and Trade update be noted.

IC joined the meeting via Teams.

FOR DISCUSSION

GOVERNMENT'S TOURISM STRATEGY AND RECOMMENDATION FOR AN ENHANCED 'EVENTS JERSEY' - AB referred the meeting to the summary of the Tourism Strategy circulated in the Board Pack. She advised that IC had asked for feedback on the Strategy and Events Jersey document.

RM joined the meeting.

IC confirmed that the paper shared with the Board is a pre-edited document that has been reviewed by Civil Servants and thereafter endorsed by the Council of Ministers with some minor amendments and is now ready for release. He asked for feedback from VJ and comment on how VJ would like to get behind the Events strategy. He confirmed that the document that had been circulated was ready to publish although there may be some presentational changes.

In response to questions on VJ's part, DH commented that the aim is to enable more events to come to Jersey, not for VJ to be the organiser of events. The events calendar will help drive the social aspect and have a positive impact; it will tie in with the island identity piece. He confirmed he would construct a strawman for VJ on the direction of travel which he would ask the Minister to endorse. **Action: DH**

AB thanked Government for taking input from VJ but said more time was needed for consideration on the Events strategy recommendation. Regarding Project 7 / Events, she noted her concern on how it may be interpreted in its current form and suggested that 'further consultation with VJ' would be preferable to the reference to VJ as a stakeholder rather than the lead.

AB suggested that the marketing spend/funding for VJ needed to be looked at asking that the annual grant is reviewed to consider a fair and proportionate marketing spend, that reflects year on year inflation. The budget has remained the same since 2014 and so VJ's share of voice and reach has diminished over this time. Could the funding of Visit Jersey's budget be reviewed, considering price inflation and to keep up with other competitors? For example, would it be possible to allocate some of the funding suggested for events this year to marketing activity instead? VJ has undertaken campaign research that clearly demonstrates the creative strategy is working extremely well, but that the media share of voice is rapidly diminishing in the UK.; PB agreed.- *IC, RM and DH left the meeting.*



The meeting discussed the presentation and the document in general. The Board were appreciative of the time Government had spent engaging with them and sharing and discussing the developments of the Tourism Strategy and were impressed with how the tourism paper had developed since the previous time they had met with the Board (9 March 2022) and in such a short space of time, especially with all the other pressures the Department for the Economy is under at the moment.

IT WAS NOTED that the Board were very pleased that the Council of Ministers intends to make a public statement of their support for tourism which would be welcomed and appreciated by the sector. In particular, the recognition of the wider benefit to the community of a healthy visitor economy was very welcome. It was good to hear from DH that this is a framework to be developed with the new administration.

There were no further comments and **IT WAS RESOLVED** that the discussion be noted.

UK TRADE AGENCY REVIEW - SB referred the meeting to her paper and noted that its purpose was to review future trade support requirements, ensuring that VJ is match-fit to deliver its ambitions. She provided a summary of the paper which considered the options of maintain the GSA model or upweighting internal support.

LH suggested that VJ should test the water and re-tender whilst looking at the business case for internal options as well. **Action: AB/SB**

There were no further comments and **IT WAS RESOLVED** that the review of the UK Trade Agency be noted.

FOR APPROVAL

TOURISM INFORMATION CENTRE RECOMMENDATION - ML referred the meeting to the paper circulated on a review of the direction of the Tourist Information services, including the Tourist Information Centre, the What's On guide, and the printed maps. She confirmed that consultation had been carried out and a number of opportunities proposed.

Following further discussion **IT WAS RESOLVED** that the Board should consider how best to provide information to visitors when they were in the island which would be subject to further discussion at the Awayday. **Action AB/ML**

DS, ML, JB and SB left the meeting.

RESOURCING, RESILIENCE, AND RETENTION

AB updated the meeting on some of the key resourcing, resilience and retention issues facing the business and recommendations for how to address them. She commented that her proposals were not a quick fix and that the issues were not unique to VJ.

AB commented that the review implemented in 2021 had been carried out to develop a



more integrated, experienced, and resilient team. This implementation had been successful and had improved output, performance, and collaboration however some contracts are now coming to an end and there have been several resignations (currently 4 and one on parental leave). AB shared her concerns about the resilience and motivation of the team, the consequences of burnout and employment competition from other sectors.

AB highlighted her short, medium, and long-term recommendations to address the challenges of work-life balance, learning & development, motivation and retention and advised there were some short-term actions she would be implementing with immediate effect as well as engaging with the team to listen to and understand their motivations.

LH commented that it was excellent to have a proposal that considers the solutions required to address the issues.

KK confirmed that the Board would support AB in any way required and asked the Board members to contact AB directly with any comments on her proposals. KK commented that the short-term rules on work-life balance should also apply to the CEO. **Action: Directors**

FUTURE BOARD MEETINGS


IT WAS RESOLVED that the matter be carried forward to the next meeting.

ANY OTHER BUSINESS

Arrangements for the AGM - KK noted that the AGM was to be convened for 19 May and that DS had confirmed the notice period was 14 days.

DATE OF NEXT MEETING - The Board noted that the next meeting was scheduled for 19 May 2022.

There being no further matters for consideration, KK declared the meeting closed at 13.40 hrs.


.....
Chair 19th May 22 14-5.00

ACTIONS

ACTION	WHO	STATUS
Subject to two minor typo corrections, the minutes of the Board Meeting held on 19 th January 2022 be approved for signature by the Chairman.	KK	Completed.
Confirm conflicts of interest.	LH	Completed.
Investigate STR's forward-looking survey.	AB / JB	STR contact on holiday but enquiry has gone to them.
Construct a strawman for VJ on the direction of travel for events strategy to ask the Minister to endorse.	DH	
Test the water and re-tender UK GSA contract whilst looking at the business case for internal options as well.	AB / SB	Ongoing.
Consider how best to provide information to visitors when they are in Jersey.	AB / ML	To be discussed at Awayday.
Board members to contact AB directly with any comments on her proposals regarding organisational resilience.	Directors	Further discussion at RemCom – who were fully supportive of proposals.