

**Minutes of a meeting of Visit Jersey Limited (“VJ”)
Held at the Pomme D’Or Hotel, St Helier, Jersey, on Tuesday 21st February 2018 at 9am**

Present:	Kevin Keen (KK) – Chair
Doug Bannister (DB)	Keith Beecham (KB)
Tim Crowley (TC)	Mike Graham (MG)
Catherine Leech (CL)	David Seymour (DS)
Sam Watts (SW)	
(collectively referred to as the “Board” or the “Directors”)	
In Attendance	
Aimee Maskell, AM to PM Secretarial Services (Scribe)	
Darren Scott (DSc), Economic Development Tourism Sport and Culture (EDTSC) (Observer)	
Rebecca A’Court (RAC), VJ	
Sarah Burton (SB), VJ	
Adam Caerlewy-Smith (ACS), VJ	
David Edwards (DE), VJ	

1. **APOLOGIES** – No apologies were noted.
2. **CONFLICTS OF INTEREST** – There were no conflicts noted.
3. **MINUTES OF THE PREVIOUS MEETING – IT WAS NOTED** that the minutes of the previous meeting dated 12th December 2017 had been circulated with the agenda and DB had provided some amendments on the same together with some further amendments to the minutes dated 17th October 2017. **IT WAS THEREFORE RESOLVED** that AM would prepare marked up revised drafts of each and circulate copies to the Board for their further review. **Action: AM**
4. **MATTERS ARISING** – KK took the Board through the action points (which were not otherwise included on the agenda) from the previous meeting as follows:
 - (a) Product Audit Report – KB confirmed that he had circulated a further copy of the Product Audit Report to the Board.
 - (b) 2018 Business Plan – **IT WAS NOTED** that a Ministerial Decision was prepared and signed by Lyndon Farnham (LF) and KB reported that the first tranche of the grant was received on Monday 19th February 2018.
 - (c) Tourism and Hospitality Apprenticeship – KB advised that he has continued to correspond with the British Hospitality Association regarding their apprenticeship scheme but has yet to receive a response. However, he noted that they were currently going through a merger process and **IT WAS THEREFORE RESOLVED** to carry this action forward. **Action: KB**
 - (d) Tourism Charter Infographic – KB advised that the tourism charter infographic was a work in progress which he expected a draft to be complete within the next two week and **IT WAS RESOLVED** that he would circulate a copy to the Board upon completion for their comments. **Action: KB**
 - (e) Robert McKenzie – KB advised that Robert McKenzie was comforted by the Board’s discussions at the last meeting in response to concerns he had raised and did not feel the need to attend a future Board meeting.
 - (f) Awareness Raising Work – **IT WAS NOTED** that details of the mediums that see VJ’s awareness raising work with media partners were circulated following the previous meeting.
 - (g) Digital Spend vs Print Spend – KB advised that this was part of the 2017/18 Budget profile discussions which have now been addressed.
 - (h) Minimum Wage – KK advised that he has obtained minimum wage statistics from 2016. However, he stressed that these had not been published and therefore were for information only.

He noted that whilst this was just an indication the 2016 statistics stated that the number of staff on minimum wage in agriculture was 38%; manufacturing was 10%; retail was 4%; hotels, restaurants and bars was 16%; and other activities was 8%. **IT WAS RESOLVED** that KK would circulate the statistics to the Board but reiterated that they should not be released into the public domain. **Action: KK**

MG suggested that minimum wage was irrelevant at the current time due to the demand on labour and TC added that agriculture was not an appropriate comparison, noting that they are substantially seasonal and are provided with accommodation.

(i) Drop Box – **IT WAS RESOLVED** that KK would provide KB with the relevant documents with a view to him establishing a new VJ dropbox. **Action: KK/KB**

The use of a Board “portal” was discussed rather than sharing documentation via email, particularly Board papers. DB proposed the use of Board Intelligence for this purpose and suggested that Rachel Winchurch liaise with Nia Richardson with a view to possibly adding VJ on the Ports of Jersey’s (POJ) subscription. **IT WAS RESOLVED** that KB would consider options in this regard and revert to the Board with recommendations as part of the GDPR work which is being undertaken in respect of staff data and the 200k+ names/emails currently on VJ’s newsletter database. **Action: KB**

(j) Meeting with Jersey Sport – DSC advised that the meeting between Jersey Sport, LF and VJ never took place.

5. VISITOR PERFORMANCE – The Board reviewed the press release on the 2017 visitor figures, which had been circulated prior to the meeting and included amendments from CL. KK expressed concern regarding the inclusion of the list of attractions in the press release and suggested that this could be interpreted as commercial information. TC advised that some attractions were reporting lower percentages because they are only open for six months of the year, noting that they were reflective of the exit survey results rather than the length of time they were open. **IT WAS THEREFORE RESOLVED** to retain the paragraph referring to the six most visited attractions but remove the list of attractions from the press release. **Action: KB**

Consideration was given to whether the press release should refer to whether the latest figures indicate whether VJ is likely to meet its target of 1m visitors by 2030 and, if not, whether a response should be prepared in this regard should the question be asked. KB reminded the Board that VJ has an interim target of 800k visitors by 2020 which it is quite close to reaching and he suggested possibly including this in the press release. However, he stressed the importance of highlighting that whilst the figures were positive VJ is not becoming complacent. He added that VJ is not resting and is continuing on its journey to reach a bigger objective. The Board agreed that reference to the interim 2020 target should be mentioned in the press release and **IT WAS RESOLVED** that KB would make the necessary amendments in this regard. **Action: KB**

KB welcomed the positive figures but expressed concern about supply, particularly in September when a significant amount of people were visiting the Island for events. This was acknowledged by DS who noted that he is encouraging event organisers to consider October instead. However, he stressed that there was still sufficient capacity in September for visitors, albeit not necessarily at the rates they require. MG added that the positive forecasts for 2018 may be affected by the bad weather and KK acknowledged that VJ always needed to be cautious even when forecasts were positive.

The Board agreed that an estimated GST figure from tourism should be included in the data section of the press release, noting that this would equate to £11.4m in 2016 and £12.5m in 2017 if 5% is assumed and **IT WAS RESOLVED** that KB would include the same in revised version of

the press release on which he would seek input from SW and CL. **Action KB/CL/SW**

SW referred to the breakdown of accommodation, noting that this did not refer to Air BnB and queried how this was being tracked. KB advised that it was tracked as part of self-catering and reported that the numbers have grown significantly in this regard (from 27 to 128 in the last three years).

DE and MLF were welcomed to the meeting at 9.30am and DE provided the Board with a summary of the headline figures from the 2017 exit survey data, full details of which were provided in a memo to the Board dated 14th February 2017 which was circulated with the agenda. He reported that it was not yet possible to provide year on year comparisons as there was not sufficient data available from the exit survey. However, he noted that this would be possible from July 2018 onwards.

The difference in the net promotor score (NPS) was noted subject to certain variables. For example, 45 for visitors coming to Jersey on holiday; 61 for those travelling by air; 17 for those travelling by sea; 57 for repeat visitors; and 35 for first time visitors. Referring to the latter, DB queried what could be done better to improve the experience of first time visitors to Jersey and DE suggested that further research would need to be undertaken to establish what drives this NPS (e.g. whether they travelled by air or sea and what type of accommodation they stayed in). MG suggested that repeat visitors are not so concerned about the weather whereas first time visitors consider this as more of a factor.

CL queried whether Jersey's NPS was still favourable compared to other jurisdictions and DE advised that whilst it was not as positive as 2016, he believes the exit survey is being directed at more appropriate people and for this reason he is more comfortable with the 2017 NPS.

TC referred to the overall value for money score of 3.8./5 and asked how this compared with other jurisdictions and DE advised that it was not possible to determine this from the exit survey. However, he noted that it is possible to determine this from other research undertaken and, unfortunately, Jersey does not fare well in this area compared to other places in the British Isles, particularly with respect to retail, food and drink and transport and he acknowledged that value for money was an issue.

KK noted that DE had some further work to do on the 2017 exit survey results and he therefore proposed having a "deep dive" into the statistics at the Board's Strategy Day. This was welcomed by the Board who agreed that a more detailed discussion of the statistics would help set the strategy for Jersey going forward. **Action: DE/All**

In response to requests from DS and CL, DE confirmed that the final statistics would be provided in tabular / chart format and would include comparative data for previous years (whether this was positive or negative). However, as noted above, he advised that it would only be possible to include comparative month on month data until July at which stage it will be possible to compare a full 12 months' data without any caveats as a full years' data will have been collected from the exit survey. **Action: DE**

KK suggested that Board members revert to DE by email with any further questions on the headlines from the 2017 exit survey data and he thanked DE for his time and he left the meeting at 9.50am.

6. EVENTS JERSEY STRATEGY – MLF provided the Board with a presentation on Events Jersey's (EJ) Strategy, a copy of which was circulated as part of the agenda. This included a demonstration of EJ's new website which is due to launch next week on which the Board provided their input and raised a number of questions. MLF confirmed that EJ partners have been given the opportunity to upload content to the EJ website.

KB advised that it is not proposed to undertake a significant Events Jersey PR website launch at the forthcoming Confex Conference. He wanted to get Board and Ministerial “sign-off” first prior to launching it publicly. He advised that there was not sufficient time to obtain confirmation from the Board/Minister and arrange the appropriate PR/press release in advance of Confex.

MLF acknowledged that whilst Confex provided a good opportunity to launch the website, it was proposed to launch it following the conference, with the contacts that are made at the event together with the 800+ contacts which have been made over the last year. KB added that a significant editorial piece on EJ is appearing in Host City Magazine.

The importance of EJ not focussing too heavily on the events market to the detriment of the conference market was discussed and **IT WAS NOTED** that conference organisers already have a certain amount of knowledge about the Island and require information as soon as possible. The Board agreed that Jersey (and the tool kit it is offering) will be closely measured against its competitors in this area and it was therefore proposed that MLF should seek feedback from other conference providers in this regard.

The Board noted that a lesson learnt from the JCB is that a large proportion of conference business is generated on Island and therefore liaison should take place with organisations such as Jersey Finance Limited and the Chamber of Commerce in order to support their requirements. MLF reassured the Board that it is proposed to circulate the EJ tool kit on-Island as well as off-Island and going forward she expressed the hope that it would be possible to include live availability on the website. KB acknowledged the importance of the on-Island audience and using business partners as EJ ambassador such as the CEO of HSBC in the Channel Islands.

IT WAS NOTED that MLF and KB were due to meet with LF on 1st March 2018 to present the EJ Strategy to him. She therefore invited any feedback on the same from the Board either via email or in person by close of business on Friday 23rd February 2018. **Action: ALL**

TC requested that the strategy include more growth analysis (e.g. bed nights, visitors etc.) and **IT WAS RESOLVED** that he would email MLF (copying the Board) in this regard. **Action: TC**

The appointment of Hills Balfour were discussed and MLF advised that she met with them last November at WTN. She noted that they understand the destination, proposition and business and are also supporting VJ with trade and marketing. She added that they have a dedicated MICE team in London with one individual who has had experience of working with the JCB. KB added it was proposed to give a one-year contract to Hills Balfour and he suggested that there was no learning required on their behalf. He noted that they will be able to support EJ in targeting agents and he proposed re-visiting their involvement at the end of the contract to establish whether continued engagement was required.

CL congratulated MLF on a very good strategy. However, she suggested that care is taken to ensure that the EJ Executive does not get too involved in the actual organisation of events. MLF reassured the Board that this will be made very clear at the interview stage and she noted that the Super League Triathlon (SLT) have recently appointed a COO (and other key posts) who will essentially be responsible for global supports delivery. KB advised that the SLT have put better structures in place for the delivery of year two of their event. However, the Board stressed that concern around the EJ Executive’s time did not relate solely to the SLT event, but all events.

There being no further questions for MLF, the Board thanked her for her time and she left the meeting.

7. MARKETING – ACS was welcomed to the meeting and he provided the Board with a presentation on 2018 marketing activity, a copy of which had been circulated with the agenda. **IT WAS NOTED** that easyJet had partnered with VJ on its “Love Winter” marketing campaign

allowing its logo to appear on a VJ ad. This is very difficult to achieve and positive for VJ.

Following ACS' presentation a number of questions were raised by the Board and CL queried whether VJ was differentiating between the results achieved from competition and non-competition marketing. ACS explained that competitions were included in VJ marketing in order to grow its database. He advised that this provides data on which VJ can evaluate and ensure a return is provided on investment. He noted that whilst people share good content they do not share competition content. It is therefore necessary to prepare two different creatives. However, he reassured the Board that those who just entered competitions are filtered out using a "data loop", noting that following receipt of a certain amount of emails if they stop responding they are asked if they would like VJ to "forget" them and be removed from their database.

In answer to a further question from CL, ACS confirmed that competition entrants are treated differently to subscribers. He acknowledged that going forward, due to GDPR, the rules will be tight in relation to holding data for the purpose of statistics. However, he noted that VJ will only be holding email addresses and, based on the advice received from BDO, he believes VJL will be appropriately covered by May 2018 when GDPR is implemented. That said, VJ will be required to explain what it proposes doing with the data it requests and ensure it has robust rules in place around storage of the same. Furthermore, if individuals ask to be unsubscribed from VJ's database, VJ must ensure that this is carried out.

TC suggested that VJ's obligations under GDPR should not be onerous given it is a new organisation and does not have historic data. However, ACS reminded the Board that VJ "inherited" significant data from the previous Tourism Department, albeit that this was cleaned prior to transfer. With this in mind, TC proposed that consideration be given to deleting any data that is older than three or five years old and ACS advised that the data loop, mentioned above, ensures that that this happens.

Whilst he was confident that VJ were on track to meet the implementation of GDPR in May, KK proposed that the Board receive an update on GDPR at the next meeting and **IT WAS RESOLVED** that the Senior Management Team (SMT) would arrange the same. **Action: SMT**

KK noted that the winter campaign was promoted in print in the Evening Standard and he suggested that it would be interesting for the Board to learn what methods were being used to promote various campaigns and how they were working, in particular how VJ evaluates different mediums. ACS acknowledged that print is harder to evaluate and he advised that this is done in two ways. He explained that print drives people to Jersey.com and therefore visitors to the site are asked where they saw certain things. Alternatively, it is evaluated using a brand tracker where people are reminded of campaigns and CL referred to very positive feedback she received from the print in the Telegraph Newspaper recently.

8. PR PRESENTATION – The Board welcomed RAC to the meeting who provided a presentation on VJ's PR Strategy, a copy of which had been circulated with the agenda. The Board congratulated RAC on her creativity and the PR Strategy generally and agreed that the quality of the marketing team overall was very impressive.

The Board raised a number of questions following RAC's presentation and, in answer to a question from SW, ACS advised that whilst off-Island input is received from the One Green Bean agency (whose owner is originally from Jersey), he acknowledged that the marketing team also brain storms well together.

SW suggested that there are a number of partners who would like to engage in VJ's PR strategy and she queried how VJ could promote this. ACS noted that RAC has developed a number of very important relationships and spends a considerable amounts of time building the same, noting that she matches the right media contact with the right partner. RAC added that she has very

open relationships with VJ's partners and ensures that all feedback received is taken very carefully with a view to continually evolving the PR process so that the strongest coverage is delivered for Jersey.

CL advised that there are always a handful of suppliers in every destination that do well in terms of PR. However, in Jersey she noted that there seems to be a genuine, broad, wide reach amongst all stakeholders which she suggested was better for industry relationships. RAC advised that she has personally met with all of VJ's PR partners, particularly the smaller food and drink businesses who are due to be involved in the Island Break currency and she noted that they welcome the engagement and support the opportunities which VJ are bringing to the Island.

KK sought an update on the "furthest bean" PR campaign and ACS advised that whilst this is still happening it has proved more difficult than originally anticipated. He explained that it will be necessary to create content which highlights why it is good to be a "bean" and why it is something to be proud of, without offending anyone and he noted that consideration is being given to compiling a "how "bean" are you?" questionnaire as part of the campaign. He accepted that whilst this could be quite controversial it could also create a very good product.

The Board recognised the good work being undertaken by the VJ marketing team, particularly in relation to PR but suggested that they were missing an opportunity by not communicating details of the same to the industry. ACS acknowledged that VJ struggles to communicate about the great work it is doing and he suggested that this was due to lack of resource, noting that he does not want to take time away from VJ's focus of bringing more visitors to Jersey.

SW stressed the importance of encouraging more local people to share the work of VJ and ACS explained that it is proposed to use "thunderclap" technology going forward to assist in this regard. KB added that whilst he recognises the on-Island communication issues, a balance needs to be struck between getting people to Jersey and talking about it.

9. TRADE – KB introduced SB to the meeting. He noted that she had been in her post as Head of Trade for six weeks and that her initial thoughts on VJ's Trade Strategy had been circulated with the agenda.

SB summarised her thoughts for the Board and advised that she had already met with a number of stakeholders on and off the Island in order to glean as much information about the Island as possible. However, she noted that there were still a significant number of people she still had to meet to gain a full understanding and she stressed that she was still in the very early stages of developing the Trade Strategy.

The Board provided their views on SB's early thoughts and DS stressed the importance of generating out of season business. He suggested that consideration should be given to liaising with traditional coach operators and specialist tour operators with a view to promoting mid-week breaks for the purpose of educational or agricultural tours. He noted that these do not have to take place in season and he highlighted a number of opportunities (e.g. Ice Age Jersey) which Jersey has which could be utilised by universities with a view to bringing visitors to the Island.

SB reported that Study Experiences are a partner who visited the Island as part of a FAM trip last year and were very interested in how much Jersey has to offer and she agreed that this was an opportunity that she should push forward. However, SB suggested a piece of work would need to be undertaken to identify partners (e.g. tour operators) with whom VJ can work to bring visitors to the Island. Thereafter, working jointly with MLF, experiences would need to be created which can be provided by on-Island partners (e.g. Jersey Heritage/other relevant attractions).

SW stressed the importance of the connection between the Trade and Product teams, noting that this was required to reinforce the brand proposition which, in turn, would enable the season to be

extended. This was echoed by ACS who suggested that specialist groups such as photography groups could be targeted, noting that there are assets on Jersey which are not available anywhere else. SW proposed that the Product and Trade teams should work together with a view to creating a list of potential targets and suggested that data previously provided by DE could also be considered and SB agreed that there was significant benefit in the Trade team working in partnership with other areas of VJ.

KB stressed the importance of there being no silos in existence at VJ. He advised that within the Product Strategy there are signature experiences, one of which relates to heritage and therefore work will need to be undertaken with the Trade team in order to fit this in with Trade partners.

The promotion of golf breaks to the Island were briefly discussed and the Board agreed that alternative interests should be focussed on due to the fact that the golf courses/clubs are already full at weekends and therefore do not need visitors, although out of summer and mid-week may offer some opportunity. The Board agreed to email ACS or MLF on suggestions they have for any other potential niche events or breaks and going forward, SB would work together with MLF to create and promote the same.

Hills Balfour were discussed and CL queried what SB's initial impression of them were. SB noted that Hills Balfour were only engaged by VJ approximately 12 months ago and therefore they required a period of time to understand how VJ works with its partners and how it needed to deliver change as a new organisation. Referring to the latter, she noted that this initially received negative feedback whereas she has arrived at a time where the position in this regard is much improved and she suggested that Hills Balfour now have an understanding of how to invest money in marketing tools which will reach out to new consumers whilst continuing to support delivery and a return in the current markets. She advised that a campaign was currently taking place with VJ's top three partners as a trial with a view to assessing the response (which, to date, was positive).

In answer to a further question from CL, SB confirmed that Hills Balfour now report to SB and this was welcomed by CL who stressed the importance of more face to face working taking place with partners which was not possible prior to SB's appointment.

The Board noted that SB's presentation highlighted that the three areas of VJ, which were originally envisaged by the VJ Shadow Board's Venn diagram were now all in place and the Board also noted their confidence in the SMT.

SB, ACS and RAC were thanked for their time and left the meeting at 11.25am.

The Board welcomed the personal input received as part the presentations given by members of the VJ team. However, **IT WAS RESOVLED** that KB would provide feedback to members of the team that the length of their presentations could possibly be slightly reduced to include headlines only, on the basis that copies of their full presentations are circulated to the Board in advance.

Action: KB

10. RELOCATION OF VJ – KB drew the Board's attention to Ollie Archbald's (OA) memo dated 20th February 2018 regarding the relocation of VJ's offices and he thanked TC for his significant assistance in this regard. **IT WAS NOTED** that everything is now in place to enable VJ to move into Commercial House by June 2018 and a revised budget (including £10k for contingency) totalling £94,194 has been estimated for the same.

The Board noted that it is proposed to enter into a nine year (with opt out clause) fully repairing lease and SW queried whether consideration should be given to ring-fencing any funds to cover any possible costs that may arise from the fully repairing aspect of the lease. However, TC reported that following negotiation with the landlord regarding a number of dilapidations, the lease a number of issues are no longer included in the lease for repair by the tenants.

Concern was expressed at the estimated budget particularly in light of the relatively shortly length of the lease. However, TC noted that costs had escalated to as much to £150k when he reviewed the position in detail but following negotiation with the landlord (who had committed to undertake various work prior to VJ moving in) this had reduced. He added that the rental for Commercial House was lower (£20 per square foot) than the alternative premises considered by VJ as well as its existing premises (which were between £26 and £27 per square foot). KB added that it had been extremely difficult for VJ to find the size of premises it wanted, noting that it has ended up with 2,000 square foot whereas it sought 1,500 square feet. The Board also noted that the new offices include a board room and two meeting rooms and will therefore result in a saving for VJ as external meetings will no longer be required.

The Board were reassured by TC and KB's justification of the budget and **IT WAS THEREFORE RESOLVED** to approve expenditure of up to £100k to move to Commercial House and approve the execution of the nine year lease, the latter subject to completion of the works which the landlord has agreed to undertake. **Action: KB/TC**

11. GENUINE JERSEY – The Board reviewed KB and OA's memo dated 16th February 2018 in relation to VJ's colocation with JPPL (aka Genuine Jersey). **IT WAS NOTED** that it is proposed to roll over the current agreement with Genuine Jersey for free rental at the new premises until December 2018.

12. KB acknowledged that there are times when confidentiality is an issue for VJ and John Garton (JG) from Genuine Jersey is therefore asked to leave the office and he suggested that there may be further implications in this regard following the implementation of GDPR in May. However, he stressed that VJ would not be incurring any additional costs by bringing Genuine Jersey to Commercial House with them as items such as additional electrical points would be required to enable other guests such as students on work placements and our bookkeeper to hot desk at VJ going forward in any event.

After careful consideration, the Board approved the proposal to roll over Genuine Jersey's current rent free agreement until December 2018 on the basis that appropriate conditions are agreed in relation to VJ's liability and its obligations under GDPR and **IT WAS RESOLVED** that KB would revert to JG accordingly. **Action: KB**

13. Tourism Development Fund (TDF) – The Board reviewed a memo dated 14th February 2018 from KB and DSC in relation to the future of the TDF. KK referred to the three options set out in the memo and agreed with the recommendation therein that option three (*TDF is consigned to history and VJ puts a growth bid (business case for a new tourism investment fund) in to government*) was the best way forward.

DSC noted that Jersey Sport have recently taken over responsibility for administering the Sports Travel Grant Scheme and he advised that this was the preferred way forward from the perspective of the civil service. He stressed the importance of agreeing an appropriate mechanism for the operation of a new TDF prior to making a bid and suggested that it was preferable to start the TDF from scratch with a view to seeking funding for something fresh which supports the product strategy, noting that the current TDF strategy dates back to 2008. He noted that there is no funding currently available in the TDF and he therefore proposed allowing it to be wound up (albeit that the existing grants would need to still be monitored accordingly) subject to a bid being successful from the States for a new fund to be managed by VJ. However, he stressed that this would need to be submitted as soon as possible due to the multiple bids being received by the States.

The Board agreed that whilst this was the right way forward, concern was expressed around the governance of a new fund, in particular independence of the same. Concern was also expressed

about the likelihood of VJ securing States funding and the level of States' support VJ's bid would receive. However, DSC advised that a manageable amount of work would be required by himself and KB to complete the bid which he suggested would not be too onerous.

The timescale for submitting a bid to the States was discussed and DSC proposed that this should be completed within the next two weeks. **IT WAS THEREFORE RESOLVED** that KB would work with DSc to prepare a draft bid (which would include resource as part of the funding) and circulate the same to the Board for their input as soon as possible. **Action: KB**

14. NED UPDATE – KK reported that DS has advised that he wishes to retire from the Board following the AGM in May and whilst he expressed disappointment in this regard, he noted that it will negate the need to implement a rotation process to determine future membership of the Board. KK proposed beginning the recruitment process for DS' replacement as soon as possible and advised that DS has agreed to assist with this process. He suggested placing a general advert seeking an additional a NED in Jersey initially to establish interest in the hope that another hotelier comes forward, albeit that he accepted that someone suitable from a different sector of the industry may come forward. KK proposed engaging Bob Hassell to ensure due process is followed and agreed to involve the Board as appropriate.

In answer to a question from TC, KK advised that he hoped to deal with the role of Senior Independent Director internally. SW referred to DS' role as Chair of the Remuneration Committee and his associated responsibility with regard to staff pay reviews. However, KK noted that pay reviews are undertaken in April and therefore DS will undertake this prior to his retirement from the Board.

15. STAFF UPDATE – IT WAS NOTED that KB is interviewing for the position of Events Executive on Friday 23rd February 2018 following an advert in the JEP, on social media and through a number of other channels.

The Board noted that RAC will go on maternity leave for a period of six months from July 2018 and temporary cover will be found during this time. KB advised that he has agreed for RAC to return on a part-time basis from January 2019 for a trial period and, dependent on the outcome of this, a job share may be considered going forward.

The Board noted the revised organisational chart, a copy of which had been circulated with the agenda and CL expressed concern that there were five heads of department at the same level on the chart, all reporting to KB, despite the fact that they were not all of the same standing, quality or delivery. **IT WAS THEREFORE RESOLVED** that she would discuss this with KB in more detail outside of the meeting. **Action: KB/CL**

16. CEO REPORT – The Board noted the CEO's report dated 14th February 2018 and KB invited any comments on the same. SW sought further details on KB's meeting with Steven Taylor from the Comptroller and Auditor General's (CAG) office and KK described this a very interesting meeting. He added that the results of the CAG's evaluation were expected after the election in May.

KB referred to ACS' meeting with Stephen Hardwick (SH) a Transition Team consultant from the States of Jersey specialising in communications. He explained that SH is trying to ring fence all of the marketing currently undertaken by the States and whilst VJ is supportive of the work he is undertaking, it would not welcome VJ's marketing being undertaken through the States of Jersey and this was echoed by the Board.

DS expressed concern that the Digital Think Tank were proposing to visit the Island in September, due to the significant events already taking place around this time.

SW stressed the importance of reflecting the broad group of people that visit the Island when preparing images for the new TIC. She added that interpretation was important and suggested that an opportunity had been missed in this regard in the new images at the Airport.

CL congratulated KB on the status of the VJ team, noting that this had now successfully come together. She added that the documents circulated as part of the Board Pack were also now more succinct making it easier to understand what was being recommended.

SW queried whether Board attendance was proposed for Destination Jersey and **IT WAS RESOLVED** that KB would share details of the same and arrange Board attendance accordingly.

Action: KB

17. RISK REGISTER – The Board noted the updated Risk Register, a copy of which had been circulated with the agenda.

18. FORWARD BOARD MEETINGS CALENDAR – The Board noted the updated Forward Board Meetings Calendar, a copy of which was circulated with the agenda.

19. AOB – There was no further business to discuss and the meeting was closed at 12.15pm.

20. DATE OF NEXT MEETING - The next meeting was scheduled for 9.30am on 18th April 2017 at the Jersey Airport.

Actions:

- 1) AM to prepare revised drafts of the 17th October and 12th December 2017 minutes
- 2) KB to follow up with the British Hospitality Association regarding their apprenticeship scheme
- 3) KB to circulate the tourism charter infographic when complete for Board input
- 4) KK to circulate minimum wage statistics to the Board (not for public release)
- 5) KB to establish a VJ dropbox to store precedent/important documents or establish a Board Portal/Board Pack software options to the Board (e.g. Board Intelligence) and liaise with POJ regarding possible use of their subscription
- 6) KB to prepare revised press release with input from CL/SW
- 7) DE/Board to discuss the results of the 2017 exit survey in more detail at the Strategy Day
- 8) Board to provide MLF with input on Events Jersey Strategy by Friday 23rd February 2018
- 9) TC to email MLF with details re growth analysis for inclusion in the Events Jersey Strategy
- 10) SMT to provide an update on GDPR at the next meeting
- 11) KB to provide feedback to the VJ staff on future presentations to be given to the Board
- 12) KB/TC to arrange execution of nine year lease at Commercial House subject to the landlord completing work as agreed
- 13) KB to advise JG regarding the extension of current rent free arrangements for Genuine Jersey at Commercial House until December 2018
- 14) KB to prepare a draft bid for States funding to establish a new TDF and circulate for the Board's review
- 15) KB/CL to discuss the level of the five heads of departments on the organisational chart
- 16) KB to provide details of Destination Jersey and arrange Board attendance