

## Minutes of a meeting of Visit Jersey Limited (“VJL”)

Held at Liberation Place, St Helier Jersey, on Tuesday 14<sup>th</sup> July 2015

<b>Present:</b>	John Henwood (JPH) – Chair
Catherine Leech (CL)	Mike King (MK)
David Seymour (DS)	Mike Graham (MG)
Doug Bannister (DB)	Tim Crowley (TC)
Kevin Keen (KK)	Sam Watts (SW)
Keith Beecham (KB)	
(collectively referred to as the “Board” or the “Directors”)	
<b>In Attendance</b>	
Aimee Maskell, AM to PM Secretarial Services (Scribe)	

### 1. APOLOGIES

No apologies were noted.

### 2. CONFLICTS OF INTEREST

No additional conflicts were noted.

### 3. MINUTES OF PREVIOUS MEETINGS

**IT WAS RESOLVED** to approve the minutes dated 18<sup>th</sup> May 2015, subject to a number of minor amendments. Notes from the Strategy Meeting held on 18<sup>th</sup> May 2015 had also been circulated and were noted by the Board.

### 4. MATTERS ARISING FROM THE PREVIOUS MINUTES

The matters arising from the minutes dated 18<sup>th</sup> May 2015 were discussed as follows:

- (a) Air Display – KB reminded the Board that research would be undertaken around the International Air Display as part of the work to measure the value of event-led tourism. He reported that VJL could also use Jersey Live for this purpose. However, it is expected that each survey will cost between £5k and £10k and it may not be possible to do both. KB would discuss the possibility of collating statistics for Jersey Live through JT’s ticket sales. Due to EDD’s interest in the Air Display, MK suggested that the cost of the survey on this event could be split between the two organisations. **IT WAS NOTED** that in the last couple of years Battle of Flowers had commissioned a report which may also be useful and DB said would share the post event analysis from the Boat Show, when available.
- (b) Piquet House – **IT WAS NOTED** that no heads of terms for Piquet House have been received.
- (c) Corporate Governance Frame Work – DB confirmed that he had provided KB with a copy of the Ports of Jersey’s corporate governance frame work.

### 5. CHIEF EXECUTIVE’S REPORT

The Board noted KB’s CEO Report (a copy of which had been circulated with the agenda) together with a summary of the Explore Jersey campaign and a social media report, both of which were tabled to the meeting. KB would also circulate the tabled documents to the Directors by email.

KB summarised his report for the Board. **IT WAS NOTED** that VJL are not incurring any costs on the legacy events, they were simply helping to publicise them. In addition, VJL is working with Guernsey to promote the Channel Islands going forward. Focus is also being placed on specific Summer and Autumn campaigns.

All staff have now joined, save for Karen Evans, who joins next month and KB has started undertaking probationary interviews for those staff members who had previously been employed by Jersey Tourism. **IT WAS NOTED** that he would put together an appraisal, management and development process for staff.

Adam Caerlewy-Smith joined three weeks ago as Head of Marketing. He advised that he is a classically trained marketer and is working hard to build the internal team and considering agencies which sought to provide services to VJL.

The e-newsletter was discussed and **IT WAS RESOLVED** that KB would sign Board members up for this to ensure they receive a copy. The low open rates were discussed and it was agreed that the statistics may not be accurate as it is possible to read the newsletter in browser without having to open it. **IT WAS THEREFORE RESOLVED** that KB would arrange to undertake some more analysis. The date of circulation was discussed and **IT WAS RESOLVED** to change this to a Friday. Consideration was given to ways in which the newsletter could be made more personal in order to encourage greater industry engagement.

Technology was discussed and JPH drew the Board's attention to KB's memo dated 9<sup>th</sup> July 2015, a copy of which was circulated with the agenda. **IT WAS NOTED** that Microsoft no longer supports Windows 2003. KB had put forward a number of options and recommended that VJL applies for an infrastructure waiver. He explained that this will incur no cost to VJL and advised that some States departments have taken similar action. He stressed that taking this option is very low risk and will result in no data loss or damage to data. The Board supported this view and **IT WAS THEREFORE RESOLVED** that KB would make the necessary arrangements. Consideration was given to event led tourism and the Board noted KB's memo to Senator Lyndon Farnham (LF) dated 11 June 2015 which was self-explanatory. KB noted that since the last Board meeting he has attended 58 meetings with industry, met with 11 Ministers/Civil Servants and had created nine media opportunities.

## **6. MANAGEMENT ACCOUNTS**

The Board reviewed the Management Accounts for the period 1<sup>st</sup> January to 30<sup>th</sup> June 2015, a copy of which had been circulated with the agenda and KK summarised them for the Board. He advised that they were the first set of accounts for VJL for 30<sup>th</sup> March 2015 onwards and referred the Board to the Balance Sheet. He explained that this includes a breakdown of the fixed assets which were acquired from Jersey Tourism together with an estimate of the grant due to VJL from EDD, the exact amount of which is still to be resolved. He added that the current liabilities have been recorded as a loan from the States of Jersey as VJL will be required to return these amounts in the unlikely event of a winding up. **IT WAS RESOLVED** that going forward year on year comparisons together with budget comparisons will be provided as part of the accounts.

The budget was discussed and **IT WAS NOTED** that this was £5.2m for Jersey Tourism/VJL in 2015. However, most of it had been committed before VJL began operations. Furthermore, it has been necessary to use part of the budget to cover the transition costs from Jersey Tourism to VJL. It was recognised that there will be more funding available next year to spend on

tourism promotional activities. In 2016 VJL will not be responsible for funding grants to support Battle of Flowers, the International Air Display and the Fete de Noue and the anticipated budget is £5m. In addition, the States of Jersey will establish a contingency fund for the period 2016 to 2019 to which VJL will be able to apply for extra funding on a case by case basis. KB advised that this will be separate to the Tourism Development Fund (TDF) and will be available to all EDD funded bodies.

Consideration was given to the arrangements under which Ports of Jersey are supporting the Visitor Centre and KK advised that a sum has been accrued in the accounts. **IT WAS NOTED** that due to a number of reasons the SLA between VJL and POJ has not yet been signed and **IT WAS RESOLVED** that KB would circulate a final copy to the Board before doing so.

## **7. UPDATE ON 2015 AND 2016 EDD GRANT**

**IT WAS NOTED** that a meeting is scheduled to take place on 31<sup>st</sup> July 2015 with MK and the Economic Development Minister at which JPH and KB will present the Business Plan in order to secure funding for VJL for the second half of 2015 and 2016 **BUSINESS PLAN SECOND HALF 2015 - 2020**

The Board reviewed the Business Plan for the second half of 2015 to 2020 (a copy of which had been circulated with the agenda) and a number of comments and suggestions were made. **IT WAS NOTED** that KB has met individually with directors to receive their input prior to the meeting and he confirmed that he valued all their comments which would be included in a revised draft.

VJL's marketing targets were discussed and KB tabled a graph showing where visitors have come from in the last five to six years as at today's date. **IT WAS RESOLVED** that he would include this information in the draft Jersey Destination Plan (JDP).

It was noted that £100k provided for the relocation to new premises was considered inadequate; DB would ask a member of the Ports of Jersey Property Team to assist KB in re-calculating this.

The TDF was discussed and MK confirmed that this was unlikely to be re-capitalised in 2016. However, it will be maintained with the residual sum from previous funding to enable it be re-established if necessary in the future. **IT WAS NOTED** that the proposal, first articulated in the TSB's report, for a board member of VJL to chair the TDF to ensure close alignment with VJL strategy was still outstanding. However, KB now attends TDF meetings.

CL referred to VJL's 2016 activity and in particular it's brand proposition. She suggested that research was required from visitors rather than locals due to differences in perception. She offered to present to any local organisations as an "outsider" in order to help put across that view and **IT WAS RESOLVED** KB would liaise with the local media about the possibility of exposure for CL's views. DB added that he is considering organising a travel and tourism work shop to mark the Ports of Jersey incorporation in October which could include speakers such as CL. KK stressed that there was some evidence of positivity regarding tourism within the local community and he suggested that every effort should be made to build on the "buzz" of the Island Games. TC supported this view suggesting that planned PR was required in order to maintain the support of the industry.

KB reported that David Edwards has held meetings with Duncan Gibaut of the States Statistics Department and consideration is being given to commissioning an independent examination of

the size of the visitor economy in Jersey. Consideration is also being given to including a reference to VJL in the Island's Social Survey, albeit that the opportunity for this has passed for 2016. The postal exit survey of UK visitors is continuing until October. This is being run by Julian Barber and further results are expected in December.

The proposed KPIs were discussed and **IT WAS NOTED** that there are two sets: one for visitor economy and one for the performance of VJL. **IT WAS NOTED** that the Risk Management matrix included in the Business Plan will be examined by the Audit Committee and, as noted above, the values set out in the Appendix will be provided by the staff at VJL.

There being no further comments on the Business Plan, **IT WAS RESOLVED** that KB would provide a revised copy for further comment as soon as possible.

## **8. JERSEY DESTINATION PLAN (JDP)**

KB summarised the JDP, a copy of which had been circulated to the Board prior to the meeting. He advised that the JDP was a consultation document to be shared with industry and the wider community which has four drivers for growth: market development; image development; access development; and destination development. **IT WAS NOTED** that the JDP includes 21 recommendations which, collectively, will help drive growth in Jersey's visitor economy. The Board considered each recommendation and there was a wide ranging discussion on all the topics covered. A number of suggestions were made and duly noted.

KB would incorporate proposed amendments into a revised marked up draft of the JDP which he would circulate to the Board as soon as possible.

CL noted that Condor Ferries was not mentioned in the JDP and queried whether any progress had been made in this regard. MK advised that an independent study is due to start about the safety of the vessel. However, this will not address its recent problems regarding functioning and performance. It was thought important that Condor's role should be reflected in the JDP. The process of consultation of the JDP was discussed. **IT WAS RESOLVED** that when finalised and prior to presenting it to industry, the JDP should be presented to all States Members and their views invited. However, it was agreed that the JDP should be discussed with the Minister at the meeting scheduled for 31<sup>st</sup> July 2015 first.

## **9. VISIT JERSEY VISITOR CENTRE UPDATE**

The Board reviewed KB's memo on the provision of a tourism information centre dated 8<sup>th</sup> July 2015, a copy of which had been circulated with the agenda. **IT WAS NOTED** that the Visitor Centre service is currently being provided by the Ports of Jersey as an interim solution on a three month rolling contract. KB summarised his memo to the Board. He highlighted that VJL is responsible for inspiring visitors to come to the Island and suggested that it should be more focussed on engaging with audiences earlier than has been the case historically. He added that by the time visitors arrive in Jersey much of VJL's work is complete. He explained that recent research indicates there is a substantial cost associated with the provision of information through the Visitor Centre in Liberation Place.

JPH sought the Board's views on VJL's role and responsibility in respect of visitors once on Island and whilst all Directors agreed that VJL's main focus should be attracting people to the Island, it was agreed that different models for the provision of visitor information should be considered.

It was felt a more commercial approach to visitor information was needed and that it was not necessary to offer a hotel booking service. The CRS had been implemented prior to the internet revolution which today provided effective solutions through entities like Booking.com. It was also noted that mobile communication devices now provided virtually all the information that could be obtained at the Visitor Centre. It was considered important by many that better visitor engagement should take place at the point of entry to the Island. These and other views expressed would be taken up by a working group which would include TC and DB on behalf of the Board.

#### **10. APPROVAL OF TERMS OF REFERENCE FOR COMMITTEES AND SCHEDULE OF MATTERS RESERVED FOR THE BOARD**

**IT WAS NOTED** that the draft terms of reference for the Audit and Risk and Remuneration Committees had been circulated with the agenda and **IT WAS RESOLVED** that the Board would provide their comments on these to JPH by email. KK agreed to circulate a draft Schedule of Matters Reserved for the Board to the Directors and JPH also welcomed their comments on this by email.

#### **11. AOB**

A timetable was tabled to the meeting, setting out VJL's current work in progress and deadline dates for the Board's review and information.

KB sought the Board's approval to appoint Alex Picot as VJL's auditors at a proposed fee. However, **IT WAS RESOLVED** to refer this to the Audit Committee for initial approval and thereafter a recommendation to the Board.

#### **12. DATE OF NEXT MEETING**

**IT WAS NOTED** that the next meeting was due to take place at Liberation Place on 15<sup>th</sup> September 2015 at 2pm.

There being no further business the meeting was closed at 5.20pm.