

**Minutes of a meeting of Visit Jersey Limited (“VJ”)
Held at La Mare Wine Estate, St Mary, Jersey, on Tuesday 18th July 2017 at 9am**

Present:	Kevin Keen (KK) – Chair
Keith Beecham (KB)	Tim Crowley (TC)
Catherine Leech (CL)	David Seymour (DS) (from item 4 onwards)
(collectively referred to as the “Board” or the “Directors”)	
In Attendance	
Aimee Maskell, AM to PM Secretarial Services (Scribe)	
Adam Caerlewy-Smith (ACS), VJ	
David Edwards (DE), VJ	

1. **APOLOGIES** - Apologies were noted from Doug Bannister (DB), Mike Graham (MG), Sam Watts (SW) and Darren Scott (DSc).

2. **MINUTES OF PREVIOUS MEETINGS – IT WAS RESOLVED** to defer the approval of the previous minutes dated 2nd May 2017 pending a final review by KK. **Action: KK**

The actions from the minutes dated 2nd May 2017 were discussed as follows:

(a) *Previous Minutes* – **IT WAS RESOLVED** to defer the approval of the minutes dated 28th February and 4th April 2017 until the next meeting. **Action: KK**

(b) *ROI on Marketing Spend* – KB confirmed that the ROI on marketing spend had been calculated at 10:1.

(c) *Suggested Activities* – KB reported that a number of activities had been suggested to “bridge the gap” between the Business Plan targets and forecasted targets for 2017 visitor numbers, a number of which were now taking place.

(d) *Exit Survey Timetable* – **IT WAS NOTED** that a schedule for the release of data from the Exit Surveys had been circulated and DE confirmed that he was now receiving information on a more timely basis.

(e) *Condor* – The Board noted that their comments on Condor’s proposals to introduce an inter-island route were fed back to government. Whilst these were echoed by the governments of Jersey and Guernsey, the proposal is still being considered for next year.

(f) *Liquid Waste Scrutiny Review* – KB confirmed that VJ submitted a response to the Liquid Waste Scrutiny Panel and received copies of the Chamber of Commerce and JHA’s submissions.

(g) *Head of Trade Job Description* – **IT WAS NOTED** that a copy of the job description for the Head of Trade role was circulated to the Board and a number of comments were received thereon.

(h) *Head of Product Recruitment* – KB reported that MG was asked to assist (together with KK) in the recruitment of Head of Product due to SW having a conflict with one of the candidates and he agreed to provide further details in this regard at item 7 below.

(i) *NED Recruitment* – **IT WAS RESOLVED** that KK would pick up the issue of NED recruitment. **Action: KK**

(j) *October 2017 – March 2018* – KB confirmed that proposed activities for October 2017 to March 2018 had been circulated to the Board.

3. **CONFLICTS OF INTEREST** – KK noted that he is a director of a company which owns one of the properties which VJ considered as part of its recent office relocation exercise, albeit

that the property was not VJ's recommended property. Other than for this Board members has no new conflicts to disclose or potential conflicts in relation to the business to be considered at the meeting.

4. FORWARD BOARD MEETINGS CALENDAR – The Board reviewed the forward board meetings calendar, a copy of which had been circulated with the agenda. **IT WAS RESOLVED** that KB would ask Rachel Winchurch to circulate suitable dates for the 2018 Board meetings (avoiding school holidays and industry events) and CL requested that these were arranged a similar times during the month to prevent too big a gap between meetings. **Action: KK**

DS joins the meeting at 9.30am

The Board discussed the format for the 5th September 2017 “away day” and it was agreed that a Board meeting should only be held if there are any important decisions that need to be made on that day. It was further agreed that the dinner the evening before would include an informal discussion with Darren Briggs. **IT WAS RESOLVED** that KK would confirm with AM if she was needed for the away day in due course and KB would contact Patrick Burke at the Atlantic regarding a possible venue. **Action: KK/KB**

5. TOURISM ECONOMY PERFORMANCE TO 31ST MAY AND THE OUTLOOK FOR YEAR – DE provided the Board with a presentation on the tourism economy performance to 31st May and the outlook for the year, a copy of which he agreed to forward to the Board following the meeting. **Action: DE**

The Board noted that air and sea arrivals (which are a mixture of residents and visitors) were up 1.7% and 5.8% respectively for June but June was down by 4% compared to last year although DE suggested that the figure will come closer to zero during the summer months. DE noted that the figures reflect the fog experienced earlier in the year and improved reliability/ timetable from Condor. That said, DS suggested that comparisons to last year were difficult due to half term falling close to the May bank holidays this year.

In answer to a question from TC, DE reported that most of the sea arrivals are from France due to the fact that the timetable is constant and the route has retained the same number of vessels. He reported that there has been a decline in UK visitors by sea and visitors on the inter-Island route because of the amendment to the timetable and the loss of one vessel, albeit that it is now easier to take a trip from Guernsey to Jersey and this has started to slightly increase.

IT WAS NOTED that most air arrivals into Jersey are from the UK and the top ten (of a total of 48) routes account for 75% of arrivals. DE acknowledged that the figures could be skewed by the London Gatwick route as this is very heavily used by residents. He noted that whilst it will be possible to break this down going forward, he still believes that most visitors arrive from London Gatwick and it is the most dominant route, albeit that there are seasonal changes.

DE provided the Board with a number of June fare comparisons and **IT WAS NOTED** that flights from Durham Tees were the most expensive and fares from Southend were the cheapest. However on a per kilometre basis, Guernsey fares were the most expensive (£1.34 per kilometre) and Belfast was the cheapest (5p per kilometre).

The Board noted DE's trends report, a copy of which was circulated with the Board Pack and DE advised that it will be possible to undertake year on year comparisons/analysis on the exit survey data as soon as the data from the July survey has been received.

Jersey's net promotor score was discussed and **IT WAS NOTED** that this was at its highest during Q3 2016. DE reported that “average” feedback has been received in the exit surveys in relation to value for money and visitor experience (e.g. retail, restaurants, cafes, bars,

attractions etc.) and TC queried comparisons have been made to other jurisdictions in this regard, noting that visitors are often negative about a destination's value for money and therefore it may not be an issue. **IT WAS RESOLVED** that DE would undertake some research in this regard. **Action: DE**

The Board noted that whilst staying leisure visitors (SLV) were significantly up on the previous year for January to May, overall visitors were down compared to last year. However, DE suggested that the number of SLVs visiting the Island between June and September could change this position dramatically. He reminded the Board that at the May meeting forecasted SLVs were up by 16% and overall visitors were up by 2.5% and **IT WAS RESOLVED** that he would undertake a thorough review of the forecasts once the June data had been received, albeit that he anticipates that the pattern will remain, with stronger performance continuing to be seen from the SLVs.

CL welcomed the detail in DE's presentation on fare comparisons and suggested that a comparison against other jurisdictions would be helpful. **IT WAS RESOLVED** that DE would provide this based on jurisdictions visitors can travel to from the South of England. **Action: DE**

DS noted that cheap flights are often available at short notice because travel operators are required to release them if they are unable to fill a flight. He therefore suggested that consideration should be given to the type of passenger travelling on flights to Jersey (e.g. package or direct bookings) and DE agreed that knowing where volumes come from was of value. He noted that Durham and Humberside flights only go on a Saturday and therefore they were likely to be package holidays. He explained that if tour operators are unable to fill these flights, the seats will be handed back to the airline which presents a problem if passengers want to book direct as they have to be away for seven nights. His preference would therefore be for Jersey to have daily Easy Jet flights from Newcastle instead as this would help grow the network and would better suit to how people take their holidays. TC expressed concern that this would further reduce visitors' length of stay in the Island, noting that the value of customers who stay for a week is higher than short stay customers. He added that it is not possible for tour operators to get seat allocations with Easy Jet.

DE noted that numbers are currently being driven by SLVs and if this continues to do well it will bring up the overall figure. However a reduction may be seen in visiting friends and relatives (VFR) and business visitors which are also form part of VJ's target. In answer to a question from KK, DE advised that he would only be able to determine what the numbers are likely to be for the final seven months of the year when he has had an opportunity to review the June data. He accepted that whilst the forecasts may be too cautious in respect of SLVs they may be too optimistic in respect of business visitors and VFRs. **IT WAS THEREFORE RESOLVED** that he would review the forecasts for the remainder of the year following a review of the June data. **Action: DE**

DS queried whether there was any data available on the average length of stay. He noted that the Island Games and Dance World Cup were held in July the past two years and that Jersey previously benefited from the German market. However, this was not the case this year and with an increase in short stay visitors being seen, he suggested that this would have an impact on the Island overall in terms of spend. TC responded that based on data received from the Jersey Attractions Group (JAG) spend was level at best and 1% down last month compared to 2016. DE added that it will only be possible to provide data in this regard when 12 months comparative data is available.

KB proposed that consideration is given to whether focus is placed on volume or value. However, ACS suggested that this was dependent on trend, noting that although Jersey was previously focused on the seven night business, it is now part of the short stay trend. He

reassured the Board that VJ works with tour operators such as Robert McKenzie as much as Jersey Tourism (JT) did to promote seven night packages. However, the trend is currently for people to take short stay breaks. He added that German airlines not putting on as many flights to Jersey presents a further challenge to visitor numbers.

TC noted that the loss of the seven day market has a significant impact on the attractions and he suggested that this changed when Easy Jet began flying to the Island. However, KB reported that Condor are also making a significant effort to attract SLVs to the Island from France. He noted that this is the first time Condor has undertaken this type of marketing (which was supported by VJ) and the results to date are positive with French visitors staying on the Island longer. He therefore stressed the importance of nurturing this opportunity and making the most of it. ACS added that French visitors travelling with Condor were particularly important because they often bring their cars and therefore travel outside of St Helier.

DE reported that approximately 53% of visitors to Jersey are first time visitors compared to a target of 51%. However, he noted that 83% of visitors do not return. KK accepted that this was not necessarily a negative reflection of Jersey as visitors quite often don't return to a destination because there are so many other places to visit. With this in mind, he stressed that VJ must keep finding new customers.

CL noted with interest that whilst domestic overnight trips and business travel has increased (and is rising) in the UK, this is not being mirrored in Jersey (although she accepted that VJ could not be held directly responsible for this). DE responded that business travel to the Island mainly comes from Guernsey and visitor numbers in this regard have declined in the last 12-18 months due to fewer and more expensive flights and KB added that VJ is undertaking research with JEP readers in Jersey, Guernsey and the UK around possible reasons for this decline.

DS queried whether like for like property comparisons are being made when comparing Jersey with Devon and Cornwall and DE advised that he has tried very hard to pick similar accommodation providers from the STR data available. He reported that he has also made comparisons with Brittany with a view to obtaining comparisons with a mid-range bed stock. **IT WAS NOTED** that 45% of the Island's bed stock is enrolled with STR and DE advised that he is trying to encourage more of Jersey's mid-range providers into the mix. He accepted that the comparisons were not perfect but noted that there was not enough STR data available in similar areas in the UK to do a like for like sample, noting that Guernsey providers do not use STR.

There were no further questions for DE and the Board thanked him for his presentation.

6. MARKETING PERFORMANCE - ACS provided the Board with a presentation on marketing performance which included a review and evaluation of Q1s marketing activities; an update on Q2 marketing activities; and marketing going forward, a copy of which he agreed to circulate to the Board following the meeting. **Action: ACS**

The following statistics were noted from various campaigns: Summer Campaign – ROI 10.5:1 / £3.7m incremental visitor spend compared to a £357k investment by VJ; Winter Campaign – ROI 12.2:1 / £1.5m incremental visitor spend compared to a £124k investment by VJ; and Channel Island Heritage Festival (jointly with Visit Guernsey (VG))– ROI 2.6:1 / £111k incremental visitor spend compared to a £42,5k investment by VJ; and French Winter Campaign (jointly with Condor) – ROI 14:1 / £430k incremental visitor spend compared to a £30k investment by VJ.

The Heritage Festival was discussed in more detail and ACS offered to provide a further breakdown of visitor figures for this if required. ACS noted that the ROI on this campaign was far lower than VJ's campaigns and whilst he acknowledged that working with VG was the right thing to do, he suggested that it might not be appropriate for this campaign and that the current

format of the Heritage Festival may need consideration. This was echoed by DS (who advised that he was not even aware that a Heritage Festival took place) and TC (who suggested that the Festival should take place over three or four days rather than three weeks).

KB welcomed the opportunity of working jointly with VG and improving the format of the Heritage Festival, he did not propose investing significant amounts of money into it. ACS added that whilst VJ should embrace working with VG, he highlighted that there are challenges involved, noting that more staff time was required on the Heritage Festival Campaign than one of VJ's own campaigns.

KK welcomed an improvement in the results of for the Heritage Festival and he also highlighted the value of VJ working with VG. This was acknowledged by ACS, however, he noted that the Heritage Festival is currently a UK centric campaign and he suggested that it would make more sense to sell it as a Channel Island campaign in Europe (particularly Germany). TC echoed ACS' views in this regard and stressed the importance of focussing on the interests of various nationalities (e.g. English visitors are interested in flowers and gardens and German visitors are interested in heritage.)

KB reassured the Board that VJ are fully on board with cooperating with Guernsey in accordance with the Memorandum of Understanding (MOU) that has been drafted. However, he reported that VG are currently putting together a ten year tourism strategy and therefore they are reluctant to sign the MOU until that has been agreed.

CL suggested that going forward consideration is given to the amount of staff time involved in campaigns as this would affect the ROI. **IT WAS THEREFORE RESOLVED** that ACS would include estimated ROIs for each campaign to include staff time as part of his evaluation going forward. **Action: ACS**

The joint winter campaign with Condor was briefly discussed and ACS noted that this was a new activity which has worked well. It is therefore proposed to continue it.

The Board noted that there the incremental visitor spend for Q1 was £5,840,645 which was an increase on the prior year. ACS therefore anticipates that the overall figure for 2017 will exceed 2016. KK queried what proportion of the £5.1m States grant is spent on campaigns and suggested that consideration should be given to spending as much of the grant as possible on them and less on everything else due to the positive returns they bring. ACS responded that £2.3m is spent on marketing which includes creating content, traditional campaigns and marketing activity and he offered to provide a breakdown of this if required.

KK suggested that the Board should be aware of VJ's other residual costs with a view to doing them more cheaply so that more investment can be made on getting visitors into the Island. Alternatively TC suggested that VJ could seek to increase the revenue it earns from its partners. Referring to VJL's partners, ACS noted that the more referrals were made to partners on the improved Jersey.com website in the first four hours of June 2017 compared to the whole of June in 2016 and he accepted that consideration needs to be given to monetising this in line with other tourist boards around the world. He added that VJ "hammer" agencies down on their costs; VJ should not need any more assets going forward; and significant structural costs for marketing should not exist in 2018 all of which could enable more money to be fed into marketing.

KK expressed concern that £250k has been spent on the website in the first half of the year. However, ACS advised that this figure relates to website maintenance (30%) as well as marketing (70%) and **IT WAS RESOLVED** that KB would work with Marc Couriard (MC) to reformat the accounts to show a clearer breakdown of marketing costs. **Action: KB**

KK stressed the importance of agreeing how much of VJ's budget is spent on certain items (e.g. marketing and website) and TC warned that VJ's line of fixed costs should not increase to the extent that its marketing costs have to reduce as a result, noting that this was the model previously used by JT. KB welcomed this as a topic of discussion by the Board and reported that he recently discussed with Lyndon Farnham (LF) whether he would be interested in receiving investment proposals from VJ for certain projects which cannot be undertaken within its existing budget (e.g. further opportunities from Germany or route development).

KK proposed that in 2018 VJ should present a plan indicating what is spent on overheads/fixed costs with a view to agreeing a number on what can be spent on marketing campaigns (i.e. non-fixed costs). However CL suggested that this should not wait until 2018 as work on the German market was vital for a number of stakeholders and she therefore welcomed the opportunity of VJ presenting investment proposals to LF for funding from an alternative source.

KK reported that Rob McKenzie does not believe there is sufficient urgency around Germany, particularly in relation to air routes although he suggested that this was the Ports of Jersey's (POJ) responsibility, not VJ's. However, DS expressed concern that the German tour operators will not include Jersey in their brochures/marketing material for 2018 if they do not think there has been an impact of not having routes to Jersey this year.

KB reassured the Board that discussions were on-going with Lufthansa in Germany and London and reported that a meeting was also scheduled with FlyBe in Exeter shortly. Unfortunately, he advised that whilst Jersey is a "nice to have" for German tour operators it is not core to their success. He therefore stressed the importance of highlighting the benefits of Jersey to the German market. He also suggested that, if appropriate, work should also take place alongside Guernsey to consider a risk share model, although he advised that he would not wish to lead with this proposal. He added that it would be helpful if POJ products were priced to make Jersey a more commercially viable option for tour operators (e.g. reduced landing fees).

CL stressed that there should be no conflict of interest between POJ and VJ and that they should be working together. This was echoed by KB who advised that Germany is part of the short and long term goal for increasing visitor economy. However, whilst VJ are willing to undertake the necessary analysis to enable informed decisions to be made around route development, they need to find ways to work with Ports of Jersey more effectively.

The Board agreed that it would be appropriate to discuss the urgency around the German routes with DB. **IT WAS THEREFORE RESOLVED** that KB would contact DB accordingly.

Action: KB

There being no further questions for ACS, the Board thanked him for his presentation and he, together with DE, left the meeting at 11.20am.

7. HEAD OF PRODUCT RECRUITMENT PROGRESS

IT WAS NOTED that following a recruitment process Meryl Le Feuvre (MLF) was the selected candidate for the role of Head of Product. KB advised that a mentoring programme will be put in place for MLF and noted that her appointment presents VJ with a number of opportunities.

KB suggested that consideration now needs to be given to appointing a senior trade marketing person into the role of Head of Trade, noting that a dedicated individual is required to work on route development and work with tour operators, coach companies etc. He added that Hills Balfour and Expert PR, our German agency, would report into the Head of Trade. KK stressed the importance of appointing someone with gravitas for the role of Head of Trade and the Board welcomed VJ recruiting someone with trade expertise to focus on issues such as Germany.

TC advised that whilst he supports the decision made regarding MLF, he stressed the

importance of putting the necessary support in place for her. He also suggested that VJ must implement an appropriate succession plan for ACS. CL added that the candidate selected for the role of Head of Trade could also be considered to replace KB going forward as well as ACS.

KK also noted the importance of supporting MLF and suggested that recruitment for Head of Trade is progressed. **IT WAS THEREFORE RESOLVED** that KB would draft a job description for the Head of Trade; update the organisation chart to reflect the possibilities discussed; and thereafter communicate the same to the staff. **Action: KB**

8. TOURISM INFORMATION CENTRE (TIC) - KB summarised the paper circulated with the Board Pack on the status of the TIC arrangements with POJ and Jersey Heritage (JH). He reported that the terms of the SLA are being met and that VJ is not liable for any rent. He noted that the SLA, which includes a break clause of five months, is due to expire at the end of 2017 and that a revised timetable has been proposed (as detailed in the paper) to provide VJ with more time to consider the future of the TIC.

KK expressed concern that VJ appear to be revising the timetable to suit JH and he stressed the importance of ensuring no further delays occur so that other interested parties are given the opportunity to bid for the TIC. KB reassured the Board that if the revised timeline is agreed it will not be extended or changed. CL welcomed the proposed extension of the SLA until 1st December 2018, noting that VJ should use their resources to focus on other more important issues. TC acknowledged that whilst an extension will provide VJ time to undertake a tender process for the TIC, a shorter extension could be offered which would allow this and still allow the Museum to remain open during the winter. He suggested that there would be value in considering an alternative location for the TIC for benefit of the visitors. He added that concern has been expressed by members of JAG about the TIC because they have not seen any TIC staff at their attractions in the last two years despite offering free VIP passes and CL noted that this would suggest their product knowledge is lacking.

TC noted that the exit survey results indicate that a low number of visitors went to the TIC, although those that went were satisfied with it and he suggested comparing this with TICs in other destinations.

After further discussion, **IT WAS RESOLVED** to extend the current SLA with POJ and JH until 30th April 2018 with a view to undertaking a tender process in September or October 2018. At that stage, **IT WAS RESOLVED** that KB would ask the Board for a clearer understanding on what they want from a TIC and what budget should be allocated to it to ensure that expectations are managed appropriately. **Action: KK**

9. OFFICE RELOCATION - The Board reviewed the paper circulated with the Board Pack regarding the proposed office relocation. KB reported that the preferred location is an office on the third floor of Commercial House (next to the Post Office) of 2,259 sq ft at a rental of £55,921 per annum on a nine year lease. He noted that there is a five year break clause and the five month rent free period. He added that it will cost VJ approximately £77k to move and advised that Commercial House has the cheapest movement costs of all the options as it does not require significant fit out.

IT WAS NOTED that the Audit Committee are supportive of KB's requirements to move to a different office and the Board (including DB, SW and MG) also confirmed their support. **IT WAS THEREFORE RESOLVED** to delegate the Audit Committee to proceed with the necessary arrangements. **Action: Audit Committee.**

10. FINANCIAL PERFORMANCE - The Board noted the management accounts for the six months ending 30th June 2017, a copy of which were circulated with the Board Pack. KK

advised that some slight amendments were required to the accounts but, subject to sign off by the Audit Committee, they would be submitted to Economic Development Tourism Sport and Culture (EDTSC) with a full commentary by the end of June.

KB reassured the Board that the Senior Management Team meet with MC on a regular basis to review the accounts and he confirmed that he does not have any concerns with the current position.

As discussed above, KB suggested that it would be helpful to look at VJ's operational costs and budget and how marketing is broken down and he proposed putting together an overall view for discussion by the Board on what they consider marketing and operational costs should be. This was welcomed by KK who suggested that this should be reflected in the 2018 business plan and KB confirmed that this was possible as mirrors the information requested by EDTSC.

CL advised that her understanding was that 2/3rds of a tourist board's budget should be allocated to marketing and KB noted that VJ would be close to this figure if research is included and he agreed to include this as a sub-heading in the breakdown of marketing spend.

KB confirmed that VJ had now received its grant payment from EDTSC for Q2 2017 and TC advised that the Audit Committee recently approved an increase on ACS' credit card spend to £20k to enable him to pay social media expenditure rather than VJ incurring agency fees.

11. PARTNERSHIP AGREEMENT RENEWAL - KB reported that at his recent quarterly meeting with the Ministerial team at EDTSC the Partnership Agreements for VJ and Events Jersey (EJ) were discussed. He noted that both agreements expire in December 2017 and it is possible to roll them over on an annual basis subject to approval from both sides. **IT WAS NOTED** that LF would like to execute new three year agreements with VJ and EJ and he sought the Board's view on this prior to reverting to the Ministers' advisors. KK advised that he had no concerns in this regard, subject to VJ and EJ having the opportunity to revisit the content of the agreement(s), in particular the targets included therein.

DS queried whether LF proposes keeping VJ at the current £5.1m budget and KB advised that VJ will lose £100k of its budget over the next five years. With this in mind, DS stressed the importance of including a clause into the new agreement(s) that gives VJ and EJ the ability to ask for top up grant funding for certain projects. KK agreed that reference should be made in the Partnership Agreement(s) to VJ and EJ having the ability to apply for additional funding, noting that the Economic and Productivity Growth Drawdown Provision Fund (EPGDPF) is in place to provide funding for high value projects and the Tourism Development Fund (TDF) is due to be replenished. **IT WAS THEREFORE RESOLVED** that KB would discuss with DSc how the Minister wishes to take the process of renewing the Partnership Agreement(s) forward.

Action: KB/DSc

12. CEO REPORT The Board noted KB's CEO Report, a copy of which was circulated as part of the Board Pack and the following matters were discussed:

(a) *Controller and Auditor General's (C&AG) Report* – KB noted that 15 recommendations were included in the C&AG report, a link to which was included in his CEO Report. He advised that these were discussed by the Audit Committee and he agreed to respond on each of them.

Action: KB

(b) *Jersey Style Awards* - DS queried whether the £20k of funding awarded by EDTSC to the Jersey Style Awards was worthwhile and KB advised that whilst the funding was not recommended by VJ or TDF he believes the event will build up over time. He added that conversations are on-going with tour operators who attended the Style Awards and who have not previously used Jersey.

(c) *Independent Audit of Exit Survey Methodology* – DS queried why BDO were not approached to undertake the independent audit of the exit survey methodology when they had been retained by VJ to undertake other projects and KB explained that the project referred to in item 5.6 of his report relates to a different type of work (data protection). KK stressed the importance of VJ having its exit survey methodology independently audited and this was supported by the Board.

(d) *Jersey Tourism Project Audit* – In answer to a question from DS, KB advised that Colliers International have planned a day and a half visit in a few days to make a start on Jersey Tourism Project Audit and their final report is expected by the end of August.

(e) *Business Travel* – DS queried whether it was worthwhile liaising with the IOD or Chamber of Commerce to establish their view on business travel and KB reported that he has previously discussed the possibility of surveying members of Chamber in this regard and **IT WAS RESOLVED** that he would follow this up. **Action: KB**

(f) *Kubi Kalloo* – DS sought details of Kubi Kallo's depth of experience and KB reassured the Board that this was significant. He added that they have an extensive database of people who consider Jersey but do not visit and advised that approximately £15k would be spent on research with them.

(g) *Events Jersey* – DS expressed concern about the Super League Triathlon (SLT) coming to Jersey and, in particular that Suzanne Kirk (SK) worked “almost exclusively” on securing this event when his understanding was that EJ would not get involved in specific events. He queried whether the SLT was something Jersey really wants and advised that depending which week in September it takes place, it may be difficult to find accommodation for those involved due to the Air Display and Marathon. KB explained that there is political dimension to the SLT and advised that it is definitely taking place. He noted that LF made an announcement regarding the SLT earlier today and that £200k has been committed to the event. However, he stressed that whilst it has been necessary for SK to put a significant amount of effort into securing the event, the funding will come from TDF, not VJ's budget.

KK reported that he and KB met with organisers of the SLT (which he believes will be an exciting event for Jersey) in April. He noted that they have raised £800k of their own funding and were seeking confirmation from the government that they would underwrite the event at a cost of £200k which has been provided by the TDF.

13. RISK REGISTER - The Board noted the risk register, a copy of which had been circulated as part of the Board Pack and KB highlighted one change since the last meeting regarding the requirement for VJ to comply with GDPR and to undertake an annual cyber compliance assessment.

14. BOARD OF DIRECTORS CONFLICT OF INTEREST POLICY AND DISCLOSURE FORM - The Board noted the conflict of interest policy and disclosure form, copies of which had been circulated with the Board Pack. KB explained that Directors should complete and return the form to him on an annual basis although KK noted that he will continue to ask for relevant conflicts at each meeting. **Action: Directors**

15. ANY OTHER BUSINESS

(a) *Ecorys Survey* - DS queried whether there was any further update on the Ecorys survey and **IT WAS RESOLVED** that KB would circulate a copy of the executive summary after the

meeting. **Action: KB**

(b) *Tourism Infographic* – KB confirmed that the Visit Jersey infographic was circulated around the time of the AGM (May 2017) and **IT WAS RESOLVED** that KB would ensure that the online version includes the attractions. **Action: KB**

The Board agreed that the infographic should be shared more widely (including to LF and the Chief Minister) to highlight that hospitality accounts for 8% of Jersey's GVA and KK suggested that this and the fact that the sector is recovering should be taken into consideration by government before they add further threats to the industry. KB added that a summary of the Tourism Economic Report also needs to be prepared and sent to LF for his attention. **Action: KB**

(c) *Brexit Survey* – DS noted that he has been asked to complete a Brexit Survey which includes a question around the percentage export of his business which he proposes to answer as 100% to emphasise that tourism is a people moving export.

16. *Jersey Quality Assurance (JQA) Awards* – DS reported that Jersey previously adopted the same programme as the UK in terms of rating its one, two and three star properties. He noted that the UK have recently appointed the AA to undertake their assessments and proposed that Jersey does the same, noting that most providers lead with their AA rating in any event. He added that if Jersey steps away from the JQA Awards VJ will no longer need to be involved and KB confirmed that the JHA are also supportive of going with the AA.

17. DATE OF NEXT MEETING - IT WAS NOTED that the "away day" was scheduled for 5th September 2017 at a venue to be confirmed.

There being no further business the meeting was closed at 12.35pm.

Actions:

- 1) KK to review the previous minutes dated 2nd May, 4th April and 28th February 2017
- 2) KK to progress the recruitment of additional NEDs
- 3) KB to arrange for 2018 meetings to be scheduled
- 4) KK to confirm if AM required for the 5th September away day
- 5) KB to contact Patrick Burke regarding a venue for the 5th September away day
- 6) DE to circulate a copy of his tourism economy performance presentation to the Board
- 7) DE to research feedback received regarding value for money in other destinations
- 8) DE to prepare fare comparisons for flights from the South of England to other destinations
- 9) DE to revisit the forecasts for the remainder of the year following review of the June data
- 10) ACS to circulate a copy of his marketing performance presentation to the Board
- 11) ACS to include estimated ROIs to include staff time in future evaluation of campaigns
- 12) KB to liaise with MC to reformat the accounts to include a breakdown of marketing spend
- 13) KB to contact DB to discuss the German route concerns
- 14) KB to draft a JD for the Head of Trade role; update the organisational chart; and notify the staff of the changes
- 15) KB to advise POJ and JH that the SLA for the TIC will be extended until 30th April 2018
- 16) Audit Committee to deal with the office relocation arrangements
- 17) KB to work with DSc on progressing the renewal of the Partnership Agreements for VJ and EJ
- 18) KB to respond to the C&AG on each of the 15 recommendations in her report
- 19) KB to follow up with Chamber regarding the possibility of surveying members about business travel
- 20) Directors to complete and return to the Conflict of Interest Disclosure Form to KB (and annual thereafter)
- 21) KB to circulate a copy of the executive summary of the Ecorys survey
- 22) KB to check the online infographic includes the attractions
- 23) KB to prepare a summary of the tourism economic report for LF