

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

Held at Liberation Place, St Helier Jersey, on Tuesday 10th November 2015

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

1. APOLOGIES

No apologies were noted.

2. CONFLICTS OF INTEREST

DB noted that the Ports of Jersey had expressed an interested in tendering for the Visitor Services Centre (VSC) contract and JPH proposed discussing this at item 4 of the agenda as other Directors may also have a connection and it raised an issue of governance.

3. MINUTES OF PREVIOUS MEETINGS

IT WAS RESOLVED to approve the minutes dated 15th September 2015. The Board considered the matters arising from the minutes (which were not otherwise included on the agenda) as follows: *Condor* – **IT WAS NOTED** that the report recently issued on Condor’s performance has been circulated to the industry via the JHA.

TDF- the Board noted the ED Minister had made known his intention to apply for a £1 million for tourism product development when bids for the Economic Growth Fund open on 1st January 2016. MK said the Minister’s proposal would have the support of Senator Ozouf and JPH confirmed the Board’s support. Turning to the future of the TDF, MK advised that the link between the VJ Board and TDF board had been discussed and it was acknowledged that there needed to be close connection between the two.

4. CHIEF EXECUTIVE’S REPORT

KB’s Report had been circulated with the agenda and he summarised it for the Directors as follows:

WTM - KB tabled a brochure from the recent WTM conference to the meeting. He advised that VJ exhibited as part of a Channel Island stand and over three days KB attended a number of meetings including with various wholesalers and tour operators. The Board noted the executive had stressed that any financial resources distributed to trade partners would be advanced only on the basis of agreed outcomes. Some operators were concerned about the new level of accountability required, but were working with VJ in a cooperative spirit.

In answer to a question from TC, KB stressed the importance of undertaking evaluations to establish whether VJ’s support of trade services results in more visitors coming to the Island or whether they would come in any event. DS supported the requirement for trade partners to

demonstrate their value. He advised that he experienced positive results from attending the WTM conference and was encouraged by the trade visitors who visited the stand.

JPH thanked CL for attending WTM on VJ's behalf and she welcomed the Channel Island presence and encouraged regular representation. She suggested that the stand could have been more appealing but acknowledged that this was a resource issue and that WTM was more about business than the consumer. She expressed concern about the feedback received from the Condor representatives who seemed oblivious to the problems Condor are facing in the Island at the current time.

The cost of the stand was discussed. KB acknowledged that it was "utilitarian" but fit for purpose. The Board noted that Robin Segal was project manager for the event and that Guernsey had also provided input; there was good co-operation between the two Islands.

Tourism Laws and Regulations – KB reported that VJ are currently undertaking a significant piece of work together with EDD, Immigration and Trading Standards reviewing the Tourism Law dating back to 1948, noting that there is a willingness to simplify outdated regulations. Timelines were discussed and MK advised that Law Drafting have allocated some time early next year to make the amendments. He stressed however that the aspects of the Law which relate to health and safety will not be amended.

The Board agreed that consideration also needs to be given to an alternative for registration cards, having regard to the fact that manual check-in is declining. There needed to be a 21st century approach eliminating the need for a pen and paper solution.

Autumn Walking Week – **IT WAS NOTED** that 486 visitors to the Island took part and KB advised that a ROI calculation would now be prepared.

Winter Festival – KB reported that the Narnia show (along with numerous other events) would take place during the Winter Festival and he anticipates that they will provide a new reason for people to visit Jersey during the winter. He noted that the Winter Festival has not been included in any tour operators' packages to date and suggested that it may be more attractive if it is put together with a Jersey food and restaurant offering.

Literary Festival – Off Island attendance at the Literary Festival was discussed and although data was awaited it was expected to be small. However, SW stressed that the event represented a significant opportunity for Jersey and noted that the marketing was undertaken very late in the day.

What's On – The Board noted that KB continues to work with Barnes Publishing who have one year left on their contract. SW requested that details of advertising availability and prices be made available as soon as possible to fit in with businesses' budgeting time tables.

Skills Jersey – KB advised that Skills Jersey has undertaken a piece of work to try and understand if the work force in the hospitality industry is fit for purpose and noted that VJ contributed to this. KB reported that he has discussed the draft Report with the JHA who had expressed concern about the statistics included therein. KB sought the Board's views on whether VJ should have an agreed view on the current skills position. JPH suggested that while this was a matter for the industry VJ has a role to play in maintaining a close relationship and dialogue with the industry's representative body (JHA), offering advice and guidance. The Board agreed that whilst VJ is primarily a marketing organisation focussing on attracting visitors to the Island, the experience that visitors have when they are in Jersey is also important and

therefore VJ may feel obliged to highlight certain things which could improve a visitor's experience, for instance the quality of food, which was directly connected to an ongoing need for highly qualified chefs.

JPH expressed concern that Skills Jersey have not yet achieved buy-in from industry despite industry showing willing by supporting schemes to get people back into work.

Marketing – IT WAS NOTED that interviews to appoint an agency to undertake VJ's branding work will begin shortly. KB advised that SW and Steve Cartwright, chairman of the Chartered Institute of Marketing in Jersey, were on the panel.

Escape to Jersey (Winter Campaign) - KB tabled a trade presentation for the campaign prepared by Adam Caerlewy-Smith (ACS). JPH welcomed the focus on the shoulder months and KB advised that British Airways have also welcomed the promotion of the Island during the winter. KB added that he is also involving the attraction providers in the campaign.

Escape to Jersey (Summer Campaign) – The Board noted the statistics from the campaign and **IT WAS NOTED** that after visiting the page 4,855 unique visitors went to the “book now” screen and KB agreed to provide the Board with an update of how many bookings were made with trade partners as a result at the next meeting.

Website/Social Media – The Board noted that the dwell time on the website exceeded VJ's peer group competitors. CL stressed that this was a significant result, noting that the longer a customer engages for, the more likely they were to convert. KB advised that VJ uses Hitwise to analyse its social media data and he tabled a separate report providing details. SW noted that the two main campaigns use digital marketing and focus on young professionals. However, KB advised that a full analysis of the metrics will be undertaken to establish the profile of those engaging.

Premises – IT WAS NOTED that a number of buildings have been considered as alternative premises to Liberation House and KB identified the currently preferred option, which was affordable and offered certain synergies with complementary agencies. After discussion of rental, term of lease and other relevant issues, the Board supported the executives' preferred option. It was agreed that KB would request details of the heads of terms, prepare a business case and circulate it to the Directors for their review.

VSC – JPH noted that DB, TC and SW have a potential conflict in this matter due to their connection with various entities that have expressed an interest in the future operation of the VSC. He said the whole Board understood the nature of those separate and different connections and that being the case he judged there was no need for any of them to withdraw from the discussion at this stage. There may come a time, as the matter progressed, when the Board would require a connected person to withdraw and he had confidence in those involved to recognise the sensitivity of the issue.

KB provided an update on the process to date. **IT WAS NOTED** that four expressions of interest had been received by the due date and he drew the Board's attention to his Report highlighting the key aspects of each. He described the internal process and suggested an independent advisor with relevant property procurement expertise should also be engaged, in order to provide validation to the process and to ensure transparency. The Board supported this proposal..

The Board discussed the merits of each of the expressions of interest at some length and it was noted that they included a range of different approaches to the same task of providing information to visitors already arrived in Jersey. KB thanked the Board for their helpful input. No decision could be reached as further detailed information would be required relating to many of the points raised and in due course the executive would bring forward a recommendation.

5. JERSEY DESTINATION PLAN

The Board noted the final version of the Jersey Destination Plan (JDP), a copy of which had been circulated with the agenda. KB advised that this would be circulated by post to interested parties, including States members the following week.

6. MARKET RESEARCH PRESENTATION BY DAVID EDWARDS (DE) HEAD OF INSIGHTS AND EVALUATION

DE was welcomed to the meeting and he tabled a trend report and a snapshot report to the Directors for their information. Thereafter he provided the Board with a presentation on “Events Research: International Air Display and Jersey Live Findings” a copy of which was tabled. A question and answer session followed and a number of issues were discussed.

DB pointed out that one event was free and the other required payment for access and this was likely affect the responses received in relation to their propensity to recommend the event..

In answer to a question from KK about the reliability of the data, DE advised that 470 respondents was a strong sample likely to provide reliable results.

The Air Display and Jersey Live accounted for £404k (1.9%) and £370k (1.7%) respectively of September’s VFR spending in September and DE stressed that had these events not taken place this money would not have been taken in the Island.

IT WAS NOTED that those visiting for the Air Display stayed in the Island for 6+ nights and those visiting for Jersey Live stayed for 4+ nights. DS suggested that assumptions had been made regarding length of stay when undertaking the research and DE explained the methodology behind certain assumptions that had to be taken. He noted that information on party size was included in the questionnaire together with details of journey purpose in order to differentiate between staying leisure visitors and other, VFR, visitors. He stressed that assumptions are necessary and advised that there is always a margin of error when carrying out a survey. He added that a similar process and standard figures are used at Visit Britain when attributing spend to events and reassured the Board that he was not deviating in any way from the “industry norm”.

DS noted that occupancy is higher during the week of the Air Display than the week of Jersey Live. However, he accepted that that was an issue for the accommodation providers.

MK noted that whilst government provided funding for Jersey Live initially, it is now self-funding. However, the government continues to provide funding towards the Air Display as this would not be sustainable without it. MG suggested that the Air Display was a community rather than a tourism event and MK explained that this is why the funding was not part of VJ’s budget.

The Board noted that 66% of respondents who attended the Air Display were already visiting the Island at the time of the event whereas 44% of respondents visited Jersey specifically for Jersey Live. DB suggested that the presentation should be delivered to those involved in the Air Display; he agreed the event should be billed as a community, rather than a tourism event.

SW noted that she was hosted at a hotel for the afternoon of the Air Display and whilst she accepted that there were no tourists there, the hotel would undoubtedly have taken considerable revenue throughout the day. She therefore queried whether this data would be

included in the findings and DE accepted that including this data would create a more realistic “balance sheet”.

There being no further comments or questions on DE’s first report, he presented his second report “UK Market attitudes and Behaviours” a copy of which was also tabled. A question and answer session followed and a number of issues were discussed.

CL suggested that independent websites such as google and online newspapers were all influencers of destination choice. DE supported this view. However, he explained that a bespoke survey would be required to break these down. DS suggested that the same applied to tour operators and travel agencies, noting that these could be either traditional or online. The Board noted that traditional television advertising was seen as a low influencer of destination choice despite the SoJ Tourism Department having spent a significant amount of its budget on broadcast TV advertising in recent years.

JPH thanked DE for his presentations both of which provide very useful material with which the Board can now work. It was noted that significant detail from the research data was included in the JDP. KB added that he also proposes presenting some of the findings as part of the marketing plan presentation in December.

7. BRANDING AND 2016 MARKETING PLAN – ADAM CAERLEWY-SMITH (ACS), HEAD OF MARKETING

ACS was welcomed to the meeting and provided the Board with a presentation on “Branding and 2016 Marketing Plan”, a copy of which was tabled. A question and answer session followed and a number of issues were discussed.

JPH advised that he was very impressed with the quality of the winter Escape to Jersey campaign, although he acknowledged that it could have been launched a little earlier.

ACS explained the process which is currently being undertaken to define the Jersey brand. He advised that the selection of an agency to undertake the branding work will begin shortly and **IT WAS NOTED** that five agencies are being considered. ACS advised that the agencies had been briefed to deliver a new brand proposition for Jersey and it is proposed to select an agency by the middle of December. Thereafter they will work closely with DE and local stakeholders with a view to creating something which is right for the Island. ACS suggested that the brand needs to be suitable for now and in the future and that the proposition should be emotive and he agreed to keep the Board updated on progress.

ACS confirmed that when established the proposition and brand will be used in all market types, Nurture Grow and Make and he used the example of Coca Cola which is the same in every source market worldwide. He accepted that campaigns are re-worked for different territories, but stressed that the proposition is global. The importance of industry buy-in was discussed and ACS advised that VJ wants to create something that the Island and industry can be proud of and get behind and therefore industry alignment is very important.

The current French branding was discussed and TC suggested that French input be sought before replacing it. ACS explained that due to poor management of the French market a marketing campaign had become a brand. KK reminded the meeting that in the past a new logo had been confused with a new brand and was concerned that the Island should not be embroiled in another long debate bearing in mind a planned launch in April. ACS acknowledged KK’s concerns but reassured the meeting that there was sufficient time to discuss the brand proposition with industry and stakeholders. He said the focus would be on creating a compelling brand for a visitor destination. JPH noted that the brand, while specific to Jersey as a destination, would not be detrimental to other sectors like finance; indeed if it was

able to distil the essence of Jersey's uniqueness it would be of benefit to all sectors.

ACS summarised the advantages of digital TV. He explained that advertising on digital TV is more cost effective than broadcast terrestrial television and allows greater segmentation and thus a more tailored approach. SW noted that digital TV will allow VJ to direct its advertising to where the market is and she suggested that this should be explained to the industry.

JPH thanked ACS for an excellent presentation. He suggested that regular presentations were the best way for the Board to be kept up to date with the work of VJ and it was agreed that KB would invite a member of the Product Development team to present at the next meeting.

8. 2015 Q3 ACCOUNTS AND 2016 CASH FLOW PROJECTIONS

The Board noted the profit and loss summary for the period 1st January 2015 to 30th September 2015, balance sheet as at 30th September 2015 and projected cash flow for 2015, copies of which had been circulated with the agenda. KB reported that the 2016 budget figures are indicative pending confirmation of the costs involved in the VSC and office relocation.

9. MATTERS RESERVED FOR BOARD TO INCLUDE SIGNING LIMITES FOR CEO, MANAGERS AND EXECUTIVES

The Board reviewed the paper entitled "Schedule of Matters reserved for decision by the Board of Directors and signing limits of executive officers", a copy of which had been circulated with the agenda. **IT WAS NOTED** that this had been put together following work undertaken by the Audit Committee and KB advised that it had been extended to include signing and monetary limits as well limits in relation to the entering of agreements including leases. The Board resolved to implement the limits set out in the paper circulated.

10. BONUS POLICY, A NOTE OF THE REMUNERATION COMMITTEE DECISION

The Board reviewed the paper which had been circulated with the agenda entitled "Calculation of Non-Consolidated Performance Related Pay (NCPRP)" and noted that the process proposed therein had been approved by the Remuneration Committee. The amount of the NCPRP was discussed and KB acknowledged all payments are discretionary and this has also been noted in staff contracts as well as in the documented procedures..

11. AOB

Condor – DS reported that he recently attended a presentation given by Condor to the trade. He advised that the trade were not only disappointed with the lack of communication they have received from Condor but are also disappointed that they have not received an apology in the same way that their direct customers have. The Board agreed that it would be interesting to learn the split between Condor's trade and direct business and KB therefore agreed to obtain this from Condor. CL reported that a Condor representative at WTM advised her that Condor has increased its passenger numbers in the last year and that the trade has every confidence in Condor. It appeared there was a disconnect between Condor and trade sentiment.

Website – DS referred to a number of apparently broken links on the website and KB reassured him that a process to rectify this was taking place on an on-going basis. The Board acknowledged that the names of the VJ team together with their roles and responsibilities had already been circulated. However, it was agreed that KB would also include this on the website.

Cruise Liner Passengers – DS reported that every cruise liner passenger who comes onshore in Guernsey is provided with free Wi-Fi at the harbour and he noted that this was a way in which to collate their data. DB confirmed that the same was offered by Ports of Jersey around St Helier

Marina. He added that Guernsey recently produced an infographic on the revenue generation of each cruise liner passenger (£132). He noted that cruise line passengers were up 28% in Jersey.

Board Evaluation- Consideration was given to when a Board Evaluation should take place and it was agreed to re-visit this following completion of a full year of operation.

St Helier Signage – MK reported that at the end of 2014, the Parish of St Helier and the States of Jersey submitted a TDF application and received a grant to update the signage in St Helier. He noted that this project was about to commence and he suggested that VJ liaise with relevant parties to ensure the alignment of all interests.

Events Jersey – MK reported that the EDD Minister has agreed that Events Jersey should be administered by VJ. He has therefore proposed supplementing the VJ grant to cover the Events Jersey budget. MK advised that the Minister has a clear idea of how Events Jersey should be run, details of which he would provide to the Board. It was agreed that MK would arrange a meeting with the Minister, KB and JPH in due course to progress the matter. The Board noted that the only events to be retained in the EDD budget would be Battle of Flowers and the Air Display.

Conference Business- TC requested an update on the conference business following the closure of the Jersey Conference Bureau and KB agreed to ask Jennifer Ellenger to include this in her Product Development presentation at the next meeting.

Ports Statistics – DB reported that passenger numbers at the Airport increased by over 6% for October and that there was an increase of 4.7% for the year to date, noting that this was the highest level of passengers (visitors and residents combined) since 2008 (1.5m).

Meeting Times – JPH undertook to consider whether meetings should be extended; he would consult with CL who is the one director who has to travel to Jersey for meeting and with DB who occasionally had clashing meetings. Any change would be communicated to the board in good time before the next meeting.

12. DATE OF NEXT MEETING

IT WAS NOTED that the next meeting was the AGM to be held at 12pm on 15th December 2015 in the Gaspe Room, Banjo, Beresford Street, St Helier.

There being no further business the meeting was closed at 5.30pm.