

**Minutes of a meeting of Visit Jersey Limited (“VJ”)
Held at Pomme D’Or Hotel, St Helier, Jersey, on Tuesday 17th October 2017 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)	
Meryl Le Feuvre (MLF), Head of Product, VJ (for items 1-3 only)	

To accommodate the presentation from Meryl Le Feuvre the Board agreed to take the agenda out of order.

1. **APOLOGIES** – No apologies were noted.
2. **CONFLICTS OF INTEREST** – TC confirmed that all Directors’ had submitted their disclosure of interests forms except for himself and **IT WAS RESOLVED** that he would do this as soon as possible. **Action: TC**
3. **PRODUCT STRATEGY** – MLF presented the Board with a draft Product Strategy. She stressed that this was for discussion purposes only and did not require the Board’s approval at this stage. KB added that MLF’s presentation sets out the proposed approach to the Product Strategy, not the Strategy itself

KK thanked MLF for her presentation and sought comments from the Board on the same. MG advised that his immediate concern was that the Product Action Group (PAG) was too large. He noted that the administration of such a large group may become burdensome for MLF and suggested that there was a risk that such a large group may result in a lot of discussion but little action. MLF agreed to review this with a view to adopting a similar structure to Digital Jersey’s Technical Action Groups. **Action: MLF**

DB congratulated MLF on an impressive presentation, in particular the Signature Experiences which he described as “excellent”. However, albeit still a draft, he expressed concern that the Strategy was very ambitious. He therefore proposed breaking it down into deliverables rather than trying to complete it all at once. He stressed that whilst the vision and direction of the Strategy was very good, consideration should be given to simplifying it to take account of the resource available, noting that if this is MLF alone, it may be difficult to achieve.

MLF proposed that the Signature Experiences will consider three key themes which will be rolled out one after another in the same way as Visit Britain. She advised that this would enable a phased approach to be adopted and allow VJ to reflect, learn and develop each of them as required before rolling out the next one. This approach was welcomed by CL who suggested that focus should be placed on the “quick wins”. She suggested that this would motivate those involved and noted that trying to do too much will not work. This was echoed by MG who stressed the importance of implementing a long term strategy.

DB referred to staffing and agreed that encouraging people from on-Island to work in hospitality was the right ambition and that resource was an integral part of the Product Strategy. However, he suggested that the hospitality sector still need to be able to recruit staff from outside of the Island to work in the sector in the meantime.

CL queried who will take responsibility for partners such as Channel Island Tour Operators under the “Partnership Supply Programme” referred to in the Strategy. She suggested that this should not fall to the Product Team but should be a Marketing or Trade Team responsibility, noting that the role of the Product Team should be to feed through the Signature Experiences to Marketing/Trade. MG highlighted that partners include accommodation providers such as himself and DS as well as trade providers and in this event, CL proposed that this be clearly defined in the Strategy together with an explanation of where responsibility lies.

MG stressed the importance of the Strategy referring to improvement of yield. He noted that whilst VJ should strive to improve visitor numbers, visitor spend also needs to be improved. MLF proposed incorporating this in the best prospects section of the Strategy and KK welcomed the inclusion of the same, noting that it would be very powerful in appealing to, and motivating the suppliers.

TC welcomed the opportunity to review the Product Strategy in draft and provide input on the same and congratulated MLF on her work in this regard. However, he suggested that when the results of the Product Audit were available further discussion should take place. He added that Product Strategy will start to correct the current imbalance of marketing focus at VJ and agreed that work should begin on “quick wins” (e.g. visitor entry and exit improvements and islandwide wifi) as soon as possible with a view to adopting a phased approach thereafter.

TC echoed MG’s concerns regarding the size of the PAG and supported the creation of sub groups which he proposed should meet on a regular basis. However, he also proposed that the full PAG should still meet on a twice yearly basis.

The timescale for the delivery of the Strategy was discussed and the Board agreed that in order to prevent putting too much pressure on MLF, this could be stretched to the end of 2018 or over a three year period, as long as the deliverables were prioritised appropriately. KB agreed that a phased approach was required and accepted that a balance was required between Product and the successful marketing which has already taken place.

TC suggested that it was key for the Product Strategy to be aligned to the Tourism Development Fund (TDF) and for it to do more with Events Jersey (EJ) and MLF accepted that it was necessary to develop a separate Events Strategy to set out EJ’s focus for the next few years and TC suggested that EJ should also establish a sub group.

DS also congratulated MLF on a well presented strategy and welcomed the results of the Product Audit, particularly in terms of how they would fit into the current draft. KB reported that a second draft of the Product Audit was received last week and, **IT WAS RESOLVED** that he would revert to the Board with further details once this had been reviewed by the SMT. **Action: KB**

DS advised that he supported further development of a “cradle to grave” approach whereby people (e.g. from schools and youth groups <https://www.pgl.co.uk/>) are included and fed into the process at an early stage and remain all the way through. He accepted that skill set was critical and proposed including vocational training in secondary schools, not just at Highlands. However, he suggested that if the target of 1m visitors is to be achieved, improvements will need to be made in respect of employment licences as it will not be possible to source the required resources locally.

DS also suggested welcome hosts (or equivalent) should be revived. He noted that this would generate excitement within the industry and provide the younger generation with reassurance about their future in the sector. Referring to the PAG, he suggested including those who create activity experiences on the Island, not just attractions and this was echoed by MG who gave the local chess group as an example of this.

DB supported the “cradle to grave” approach and stressed the importance of tailoring experiences to young and old visitors. He also suggested running a campaign similar to the once recently run by the agricultural industry in order to encourage younger Islanders to consider a career in tourism.

DSc accepted that the Strategy was ambitious and aspirational and that the timescale was over ambitious and he acknowledged that there was a role for government to play in the Strategy. He therefore proposed that when approved, buy in should be sought on the Strategy from the EDTSC Minister as he will be required to do a substantial amount of work to ensure its success, noting that VJ cannot undertake the Strategy alone as there is a significant role for EDTSC to play. DS suggested that the Strategy also needs buy in from other Ministers, noting that topics such as public realm will require input from government and DSc agreed that it will need to be tabled to the Council of Ministers to also ensure buy in from them. **Action: DSc**

SW advised that she was also keen to see results of the Product Audit and agreed that consideration needs to be given to resourcing the Strategy. She suggested that this may involve more human resource rather than financial resource and queried whether MLF required more support and asked how the implementation of the Strategy will be managed. She referred to the “Scope of Influence” slide in MLF’s presentation and proposed prioritising the “what’s in” list for this purpose. However, she noted that whilst Regulation has been included in the “what’s out” list, she believes that VJL can help to influence it.

SW welcomed the use of research in the development of the Strategy. However, she stressed the importance of VJ “being brave” and “thinking outside of the box” when creating products that can be delivered against its brand promise.

The role of VJ in providing activity in the schools’ curriculum was discussed and, if so, whose responsibility this should be. **IT WAS NOTED** that tourism is included in the curriculum in the Caribbean and KB agreed that a conversation could be had with Education in this regard. The Board noted the benefit of providing talks to school children in schools or out of school at hotels or attractions and DB suggested approaching individual schools in this regard rather than going through the Education Department.

Apprenticeships were discussed and although MG noted that he has taken on two apprentice green keepers with some success, he suggested that this a role for the Jersey Hospitality Association’s (JHA) rather than VJ’s. That said, he would welcome involvement in a Tourism and Hospitality Apprenticeship if it were introduced and suggested that this would also receive support from the EDTSC Minister. **IT WAS THEREFORE RESOLVED** that KB would review a similar scheme being run in the UK to establish whether it was appropriate for Jersey. **Action: KB**

TC stressed the importance KB leading on the political / high level side of the Strategy and KK suggested that involvement of organisations such as The Chamber of Commerce and Digital Jersey should not be overlooked.

KK sought the Board’s views on how important the differentiation of products offered in Jersey was compared to other destinations (e.g. Durrell, German fortifications etc.) and SW reminded the Board that the proposition is “optimists who want to come up for air”. She therefore suggested that focus is placed on that rather than trying to develop new and exclusive products, albeit that some visitors will want to experience Jersey’s unique products. MG added that whilst some products in Jersey are not unique (e.g. walking), Jersey could be promoted as one of the best places in which to do it.

CL suggested that VJ needs to “hook” people with its Signature Experiences. However, as similar experiences may be available in other places it will be necessary for VJ to make them more interesting. TC stressed the importance of the Signature Experiences working for all ages and

MLF suggested that focus should be placed on how the Signature Experience brand is pitched, noting that this highlights that they are not for a particular age group but are for people with a zest for life.

There being no further questions for MLF, **IT WAS RESOLVED** that the Board would provide her with any further comments by email no later than 9am on Monday 23rd October 2017. **Action: Directors**

MLF left the meeting at 10.15am.

4. 2018 BUSINESS PLAN – KB summarised the draft 2018 Business Plan, a copy of which had been circulated with the Board Pack. He advised that it sets out the proposed plan for the next financial year and incorporates comments made at the recent “away day”. KB noted that the plan includes VJ’s vision to “help the world fall in love with Jersey”, “to champion tourism”, to “tell great stories” and “to inspire visitors from overseas to come to Jersey to explore”. He advised that it also highlights the importance of ensuring that Jersey’s assets are better utilised and their owners are making better profits and he suggested that VJ should advise government in this regard, particularly in light of the forthcoming elections.

KB referred to the assumptions on page 3 of the Business Plan and welcomed the Board’s feedback on the same. He queried whether these summarise the position accurately or whether the list requires amendment or addition. Referring to the government priorities on page 4, KB acknowledged that this may require input from DSc.

KB advised that the draft business plan outlines activities for marketing, product, trade, visitor information, research and EJ and includes a measurement and performance proposal (by way of a “balanced score card”). He advised that this incorporates VJ targets for 2018 welcomed a discussion around the metrics proposed therein, noting that they have already been debated with the Senior Management Team (SMT).

KB highlighted that the budget assumptions in the Business Plan include a £5m total grant: £4.8m for VJ and £200k for EJ. The Board noted that Appendix 1 provides details of how it is proposed to balance the budget and Appendix 2 provides a summary of the Business Plan.

Timescales were briefly discussed and KB confirmed that VJ’s completed Business Plan must be submitted to EDSTC by the end of October.

Comments were invited on the draft Business Plan and MG welcomed the revised format of the same, noting that the shorter layout provided more focus. TC expressed concern that the Product budget was too low. He noted that this has reduced from £210k to £96k despite MLF’s recent appoint as Head of Trade and suggested that this sent out the wrong message. TC added that he was unsure whether the budget allocated to the Tourist Information Centre (TIC) (£242k) was appropriate going forward as he was not aware of the success of this over the past two years. MG noted that the Product budget did not include staff spend (which was recorded separately) and proposed breaking this down into individual areas. **Action: KB**

MG suggested that although the £200k funding for EJ was ring fenced it was part of Product and whilst this was acknowledged by TC, he stressed the importance of ensuring that MLF had sufficient budget to deliver the Product Strategy. CL suggested that whilst it may not necessarily take financial resource to deliver the Product Strategy, its budget should be protected. However, KB reassured the Board that a work programme has been created around the Product budget of £96k which he anticipates will get bigger as momentum grows.

TC queried the £60k budget for premises and KB advised that this includes the running costs and service charge as well as rental. **IT WAS RESOLVED** that he would provide a full breakdown of premises-related costs. **Action: KB**

DB queried what audience the Business Plan was targeted at and KB advised that the Business Plan would become a public document, however, he proposed removing Appendix 1 (Budget Summary) at this stage. He added that the Business Plan will become part of the Partnership Agreement between EDTSC and VJ.

DB suggested that it would be helpful for the Board to be made aware of VJ the “stretch” required within VJ to fulfil the targets set out in the Business Plan and whether these are the same targets which VJ has set itself. KB referred to section 5 of the Business Plan (Performance and Measurement) and advised that this anticipates all targets being achieved on the assumption that the full £5m budget is received. However, he reported that Appendix 3 sets out (at a very high level without significant detail) additional work which could be explored in the event that further funding was received. He added that VJ will deliver the outcomes referred to in the Business Plan subject to the assumptions noted therein.

DSc noted that mid-way through the year under spend opportunities are sometimes identified by EDTSC and there is an equitable process of allocating these funds. Arm’s length organisations are therefore asked to flag up any additional investment cases as early as possible in the event that any additional funding becomes available.

DB expressed surprise at the reduction in budget in relation to Germany in light of the return in seat capacity next year and he stressed the importance of focus being placed in this area to ensure seats are filled and retained. He added that he would also welcome more focus on Scandinavia.

Route development was discussed and TC queried who was responsible for this. KB advised that the POJ are the negotiator and VJ provide support by way of information and evidence on where appropriate markets are. CL acknowledged that this was a key relationship and sought clarification of how the process works. DB explained that a best prospects model has been developed by VJ and POJ based on where there is demand to create routes. He noted that representatives from POJ used to attend European Route events only whereas they recently attended a Worldwide Routes event together with MLF. He noted that this worked very well and suggested that it should be developed further with further education given to MLF.

However, the Ports have a high fixed cost base and therefore volume is required to support it. With this in mind, he explained that yield for the Airport and carrier mix must be considered as part of the development process. He noted that the carrier mix is currently 1/3rd, 1/3rd, 1/3rd which provides Jersey with good resilience. He added that POJ will ensure carriers competing on routes will have the same terms so as not to distort the market.

TC sought an update on the development of non-UK routes and DB advised that re-securing seat capacity from Germany in 2018 was as a result of POJ and VJ’s collaborative effort. He noted that whilst Scandinavia was an emerging opportunity, the route capacity needs to be underwritten by a tour operator and he reported that discussions in this regard are on-going with VJ.

KK queried why the budget for Germany has been reduced in light of the return of seat capacity next year and KB reported that the overall VJ budget has reduced and therefore reductions have to be made across all areas. However, he explained that VJ has renegotiated with the PR agency (Expert PR) used in Germany and they have reduced their fees. He added that the majority of marketing in Germany takes place via tour operators and he reassured that the budget in this area has not reduced. However, reductions have been made in respect of marketing via consumer channels (e.g. radio campaigns etc.). KB advised that whilst it is not possible to evaluate the benefit of consumer marketing in Germany, it is proven that marketing with tour operators has led to increased visitors and is a more effective way of marketing.

KK noted that that budget is partly broken down by areas/departments and partly by countries

and he queried whether, for example, it was possible to break down the marketing budget by country and **IT WAS RESOLVED** that KB would break each area/department down more granularly by country. **Action: KB**

SW expressed concern at the considerable investment into the website. She noted that whilst content was important, she queried whether it should be so significant. She also queried the allocation to digital, highlighting the importance of balancing this with traditional marketing. Finally she queried the level of spend on UK PR and asked what activities were being undertaken to warrant this, particularly in light of the reduced budget for Germany.

SW referred to the recruitment of the Head of Trade and suggested that consideration be given to balancing human resource between Trade and Product. She echoed the Directors' concerns regarding Germany, highlighting that the power of PR can be very strong there. However, KB reassured the Board that the OTAs are included in the marketing programmes which goes directly to consumers.

SW noted that the marketing budget for next year is very similar to this year and queried what warrants the extra investment. KB explained that marketing was still on the journey of delivering the "story of Jersey" and in trying to understand the productivity challenge VJ has recognised the importance of retaining existing markets. Therefore investment has gone into the tour operator market. He added that the shoulder months also need focus from a marketing point of view, albeit that Product input is required to bring visitors over. Therefore there is more of a seasonal flow to marketing spend during 2018.

DS noted that most coach parties travel to Jersey out of season and he therefore proposed that consideration was given to using trade spend out of season. He acknowledged he had not analysed the Business Plan in detail but suggested that there was strategy to support the budget.

In answer to a question from DS, DB confirmed that there would be additional seat capacity next year compared to 2016. He advised that the allocation of seats to tour operators would be dependent on the route and noted that it would be possible to provide a breakdown of already purchased seat if required. DS stressed the importance of supporting the sale of uncommitted seats (if any) with a view to fulfilling the opportunity provided in 2018 and ensuring the routes are retained going forward.

CL stressed the importance of being "nimble" with regard to any unsold seats on the German routes and, if necessary use budget from other areas to focus on selling them. However, MG reminded the Board that Germany only counts for 4% of Jersey's visitors and suggested that whilst important, more focus should be placed on supporting MLF in delivering the Product Strategy.

SW queried whether the digital marketing spend was all UK focused or whether content was translated. KB advised that content creation always gets translated into French or German and the cost of this is included in the digital marketing budget.

MG suggested that consideration is given to promoting the sale of empty seats on Condor's routes, noting that this was an opportunity for Jersey and a quick win for VJ, particularly on the UK route. DB added that the French route was always an opportunity for Jersey. The Board noted that VJ worked with Condor successfully in 2017. However, Condor reported a challenge in securing three star accommodation. He therefore proposed working on a product plan in this regard.

DS proposed that the Business Plan should highlight the considerable economic benefits tourism has for Jersey, noting that it is significant export industry which helps bring new money into the Island. He added that whilst the assumptions refer to challenges in recruiting staff during the low

season, this is can also be difficult during the high season. **IT WAS THEREFORE RESOLVED** that KB would amend this assumption accordingly. **Action: KB**

CL suggested including some comparatives in the economic benefits section of the Business Plan in order to better demonstrate the year on year growth which has occurred as a result of VJ's intervention. KK also suggested asking Tourism Economics to update their model, noting that whilst GVA for the tourism increased in annual results recently published by the States, this did not receive much "air time".

CL queried why the research budget was so high and whether it could be revisited with a view to reallocating some of it to Germany or Product, noting that giving Product a smaller budget than Research sent out the wrong message politically. KB advised that the research budget it includes "always on" research such as the exit surveys and STR. However, whilst the importance of research/statistics was acknowledged by SW she proposed that consideration be given to whether certain surveys could be undertaken less frequently. She also proposed obtaining feedback from industry to establish how they were using the statistics from the surveys. KB welcomed the debate in relation to research and statistics and **IT WAS RESOLVED** that he would provide a full breakdown of the Research budget for the Board's review. **Action: KB**

CL suggested that the UK PR budget was extremely high and KB advised that this covered PR agency fees as well as the cost of journalists (e.g. bloggers, influencers etc.) coming to the Island. DS suggested that consideration should be given to how influential those coming to the Island are and SW suggested that it would be possible to do something much more exciting with such a significant budget.

KK suggested that the VJ targets included in the Balance Scorecard should be revisited. In particular he proposed that the target in relation to "incremental visits due to VJ interventions" be treated with care, noting that this could be misconstrued or misinterpreted to the detriment of VJ. This was echoed by DSc who agreed that this could be misunderstood and he therefore stressed the importance of careful messaging if included. The Board agreed that VJ was doing itself a dis-service by including this figure in the targets as it was undoubtedly responsible for more visitors coming to the Island, albeit that this was not easily measurable. DSc explained that other organisations such as Digital Jersey, Jersey Business and Locate Jersey are experiencing similar issues regarding the measurement of their contributions.

KB acknowledged that the target does not need to be included in the business plan. However, he stressed that it was a measurement which VJ can be accountable for and welcomed KK's suggestion to include it as a management metric. KK suggested that VJ should take credit for all 700k visitors and this was echoed by MG who noted that the VJ team form part of the sales teams of all providers. With this in mind, he proposed conducting a survey of the industry to establish the value VJ adds to tourism businesses. This was welcomed by SW who stressed the importance of confidence in VJ from the industry.

In answer to a question from TC, KB advised that he had not received any push back from his team on the target of 1m visitors because they view this as an ambition and are aware of the assumptions that go with it. He added that they are also aware that it is not just VJ's responsibility and know that enterprise between various organisations will be required to reach it. KB stressed that whilst VJ cannot be answerable for the total delivery of 1m visitors alone, it does have a responsibility for participating in the delivery and accepts that VJ is one part of a much bigger effort.

Alternative measurements of success were considered and KK proposed using the percentage increase in UK visitors as a target. However, DS noted that the UK considers all visitors, not just holiday visitors which is different to Jersey. He therefore proposed that if Jersey demonstrates

an overall increase in visitors this would represent success. CL also suggested that focus be placed on visitor nights rather than arrival numbers, noting that this would provide a more positive result. TC added that consideration should also be given to highlighting first time visitors.

KB stressed the importance of VJ knowing what it is being judged on and MG suggested that it was not just VJ being judged it was the whole of the industry. However, in order to assist KB and the VJ Team, DB proposed that once the budget and Business Plan was agreed an exercise be undertaken to translate it into management objectives. He noted that a number of management targets were already included in the Balance Scorecard (industry referrals, partner satisfaction etc.). However, he also proposed including a management objective in relation to overall enterprise to encourage the team to be enthused, noting that the overall target of 1m visitors by 2030 was a long way off.

The Board reviewed the assumptions listed in section 2 of the Business Plan and KK suggested that this list was too long and should be reduced. KK acknowledged that risk management was required. However, in order to highlight that VJ has a risk based approach he suggested that the Business plan should just include the top three risks.

IT WAS RESOLVED that the Board would email any further comments to KB by first thing on Monday 23rd October 2017 with a view to the Business Plan being discussed with the SMT at their meeting on Wednesday 25th October 2017. **Action: Directors**

CL left the meeting at 11.45am

5. TOURISM MANIFESTO – The Board reviewed the Tourism Manifesto, a copy of which had been circulated with the Board Pack. KB sought the Board's views on whether it was appropriate to put this forward for the tourism sector and liaise with the media on the same. The Board welcomed the introduction of the Tourism Manifesto into the public domain and agreed to involve the Chamber of Commerce and JHA in this regard.

Based on the Board's comments on the Manifesto, **IT WAS RESOLVED** that KB would remove the reference to Fort Regent; include more illustrations and facts; re-format it as an infographic (based on the initial VJ infographic prepared); make reference to VJ's target of 1m visitors by 2030; and prepare a revised version for review by the Board at the next meeting. **Action: KB**

When complete, it was also agreed to circulate the Manifesto amongst the politicians and seek to quantify how valuable a tourism vote is to those putting themselves forward for election, albeit that it was acknowledged that VJ could not endorse any individual politician.

DS referred to the UK Tourism Manifesto he circulated to the Board prior to the meeting and noted that this highlights the importance of collaboration between public and private organisations in the development of tourism, for example, WIFI and reducing seasonality.

6. NED RECRUITMENT – KK advised that himself, DS, KB and Bob Hassell have reviewed the 66 applications received for the position of non-executive director and prepared a short list of between six and eight with a view to undertaking all interviews on one day. He agreed to keep the Board updated on progress and reassured that Board input would be required as part of the interview process.

7. HEAD OF TRADE RECRUITMENT – IT WAS NOTED that 17 applications have been received for the position of Head of Trade and KB and ACS have short listed these down to mixture of five male and female applicants, all of whom are based off-Island. The Board noted that only one on-Island application was received and they were not short listed. KB reported that interviews are scheduled to take place on 1st November 2017 and will include the completion of a task or challenge. He therefore welcomed any ideas in this regard from the Board by the end of the week. **Action: All**

DB noted that the short list contains some very good candidates and he reassured the Board that a positive appointment will be made. However, he suggested that this will involve a two stage process: interview followed by time selling Jersey to them. In answer to a question from DS, DB advised that the successful candidate will work for VJ off-Island, active in the UK. KK added that during the recruitment process consideration should be given to the succession of KB.

8. CEO REPORT – The Board noted the CEO Report, a copy of which was circulated with the Board Pack. DS sought clarification of the additional funding request from EDTSC and KB advised that he was approached by the department to make a bid within two days. He noted that there were no guidelines provided although a discussion took place regarding what may be successful and the idea of a winter campaign with carriers was therefore agreed upon. KB advised that a bid for £400k was submitted although he was unsure this amount would be successful. He added that this was an unplanned, one-off bid and the winter campaign proposal was in addition to the work VJ will undertake with carriers from October 2017 for the next 16 months whereby it will align its marketing spend more with carriers. **IT WAS NOTED** that the outcome of the additional bid was due tomorrow and DS stressed the importance of ensuring that the product was ready for campaigns such as this.

9. MINUTES OF PREVIOUS MEETINGS – IT WAS RESOLVED to approve of the previous minutes dated 18th July 2017 subject to some minor amendments from TC. **Action: AM**

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

11. VISITOR PERFORMANCE – EXIT SURVEY HEADLINES – JANUARY – AUGUST 2017 – The Board noted the Exit Survey Headlines for the period January to August 2017, details of which had been circulated with the Board Pack.

12. MARKETING – CAMPAIGN UPDATE – IT WAS NOTED that Adam Caerlewy-Smith (ACS) was unable to attend the meeting to provide a Campaign Update. **IT WAS THEREFORE RESOLVED** that KB would circulate a copy of ACS' presentation for the Board's review. **Action: KB**

13. RISK REGISTER - The Board noted the risk register, a copy of which had been circulated as part of the Board Pack. TC reported that this was presented to the Audit Committee the previous week and contained no new risks. Furthermore the status of the current risks had not changed since the previous meeting.

14. ANY OTHER BUSINESS - DB tabled a copy of New Magazine to the meeting featuring a fashion shoot held at Jersey Airport.

IT WAS NOTED that a lunch with the VJ staff (save for ACS, Suzanne Kirk and David Edwards who are on holiday) would follow the meeting.

TC provided an update from the recent Audit Committee meeting. He reported that a financial update was received and a discussion took place regarding a process change with regard to the payment of invoices. He noted that the new office was also discussed and approval in principle was given in respect of the Heads of Terms for the office space on the 3rd Floor of Commercial House. The Board noted that timing of the move has not yet been confirmed. However, KB advised that this will take place as soon as possible. **IT WAS NOTED** that Genuine Jersey will move with VJ to the new office space and a modest rental has been agreed at £500 per month.

15. DATE OF NEXT MEETING - IT WAS NOTED that the next meeting was scheduled to take place at 10.30am on Tuesday 12th December 2017 at Jersey Airport.

There being no further business the meeting was closed at 1pm.

Actions:

- 1) TC to complete his conflicts of interest declaration.
- 2) MLF to review the constitution of the PAG and consider establishment of sub-groups
- 3) KB to provide the Board with an update on the latest draft of the Product Audit Report when received
- 4) DSc to arrange for the approved Business Plan to be tabled to the Council of Ministers to ensure buy in
- 5) KB to review the UK's template for a Tourism and Hospitality Apprenticeship to establish if it is suitable for Jersey
- 6) Directors to provide any further comments on the Product Strategy to MLF by email by 9am on 23/10/2017
- 7) KB to break staff costs down into individual areas/departments
- 8) KB to provide a full breakdown of costs in relation to premises
- 9) KB to break each area/department of the budget down granularly by country
- 10) KB to amend the assumption in the Business Plan relating to staff recruitment challenges
- 11) KB to provide a full breakdown of the Research Budget
- 12) Directors to provide any further comments on the Business Plan to KB by email by 9am on 23/10/2017
- 13) KB to prepare revised format of Tourism Manifesto for review at next meeting
- 14) Directors to provide KB with ideas of task for inclusion in Head of Trade Interview
- 15) AM to update the previous minutes (COMPLETE)
- 16) KB to circulate a copy of ACS' Marketing Campaign Update presentation to the Board