

**Minutes of a meeting of Visit Jersey Limited ("VJ")
Held at Visit Jersey, St Helier, Jersey, on Wednesday 23rd October 2019 at 9.30am**

Present:	Kevin Keen (KK) – Chair
Keith Beecham (KB)	Patrick Burke (PB)
Tim Crowley (TC)	Mike Graham (MG)
Catherine Leech (CL)	Amanda Willmott (AW)
(collectively referred to as the "Board" or the "Directors")	
In Attendance	
Matthew Thomas (MT), CEO, Ports of Jersey (POJ)	
Rick Horsley (RH), Economic Development Tourism Sport and Culture (EDTSC) (Observer)	
Darren Scott (DS), EDTSC (Observer)	
Aimee Maskell, AM to PM Secretarial Services (Scribe)	
Louise Ashworth (LA) VJ (for items 7 to 11 inclusive)	
Sarah Burton (SB) VJ (for items 8 to 11 inclusive)	
Meryl Laisney (ML) VJ (for items 8 to 11 inclusive)	
Ruth Perchard (RP) VJ (for items 8 to 11 inclusive)	
Amy Moore (AM) Events Jersey (for items 8 to 11 inclusive)	

- 1. APOLOGIES** – No apologies were noted.
- 2. CONFLICTS OF INTEREST** – There were no new conflicts of interest to note.
- 3. MINUTES OF THE PREVIOUS MEETING – IT WAS NOTED** that the minutes dated 17th September 2019 had been circulated with the agenda and **IT WAS RESOLVED** to approve them, subject to minor amendment.

The Board reviewed the action log, a copy of which had been circulated with the agenda, and **IT WAS NOTED** that all actions were complete or would be discussed as part of the agenda.

- 4. 2020-2023 BUSINESS PLAN** – The Board reviewed the draft 2020-2023 Business Plan (Business Plan), a copy of which had been circulated with the agenda. KB reported that he had received some additional amendments on the same from KK and summarized the changes made to the document following feedback received from the Board at the last meeting.

IT WAS NOTED that the Business Plan had been updated to include an assumptions section under "Our Business" on page 2; key audiences had been inserted in respect of the segments VJ intends to target; and the language around individual segments has been tightened up. He also advised that the measurements in the Business Plan had been revised to make them easier to read. However, he did not propose increasing the outcomes to round figures (i.e. 80% instead of 79%) as he suggested that VJ was on a journey in this respect. Finally, he noted that the Net Promotor Score was now referred to as the "holiday visitor approval" score in the Business Plan.

CL proposed including more specific targets in the Business Plan. However, KB explained that these would be included in at the activity plan level. He noted that the Business Plan was required for the Government of Jersey (GOJ) and will be the basis of the Partnership Agreement. Therefore, whilst he did not doubt the importance of more specific targets, he suggested that they should be incorporated into activity plans and that the Business Plan should remain at a high level (as in previous years) as this is the document that VJ's performance will be judged on.

IT WAS NOTED that KB had worked on the budget (on page 13 of the Business Plan) with Marc Couriard and KB advised that KK had provided some suggestions regarding the breakdown of certain costs. He added that the Business Plan also identifies how the GOJ's priorities are reflected in VJ's contributions. KK noted that he also provided comments regarding the importance of referring to the revised Jersey Destination Plan (JDP) to ensure it is clear that VJ is not referring to the figures in the original JDP.

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KB advised that Visit Guernsey have highlighted Brexit as an issue under risk management in their Business Plan whereas VJ believes Brexit is an opportunity for Jersey. MT noted that although he also believes Brexit is an opportunity for Jersey, he suggested that VJ should be aware of the short term risks that it poses and hedge its Business Plan accordingly. By way of example, he reported that passenger numbers were down in September (by 2%). Whilst, he acknowledged that a BA strike took place during the month, he advised that this was the first time, for some time, that numbers have declined and suggested that a lack of consumer confidence may be resulting in less disposable income being spent. However, MG reminded the Board that September 2018 was an exceptional month due to the very good weather which makes comparisons with 2019 difficult. **IT WAS NOTED** that uncertainty around Brexit was already mentioned to in the Business Plan. However, KB agreed to extend this to refer to consumer confidence as well as business confidence. **Action: KB**

PB welcomed KB's decision to include precise percentages in the outcomes, noting that this makes them easier to defend than round numbers. However, he sought a better understanding on how the Business Plan is progressed going forward, in particular how it is translated into an action plan. KB advised that a Senior Management Team (SMT) meeting was scheduled the following day at which he will feedback the Board's comments on the Business Plan. Thereafter, the SMT will use the strategy from the Business Plan to develop an action plan which will be done by working around each of the segments and developing detailed marketing activity plans for them. However, whilst some of this work has begun, he did not propose progressing it significantly until the GOJ have agreed the broad approach outlined in the Business Plan.

Timescales were discussed and KB advised that these were dependent on receipt of GOJ approval. DS acknowledged that whilst funding for 2020 cannot be formally approved until the States have agreed the Government Plan (which is scheduled for debate on 26th November 2019), he advised that the Minister is supportive of VJ having the same grant as 2019 (£4.9m).

The Board noted that if any amendments are put forward on the figures in the Government Plan, these will be known two weeks prior to the debate. RH stressed that whilst there is a risk of an amendment to the Government Plan being lodged, his understanding is that amendments can only be made to growth bids rather than base line funding. However, he advised that this may result in EDTSC having to amend base line funding. DS therefore suggested that by the middle week of November, VJ would have as much confidence as it can that it will receive £4.9m grant in 2020.

PB queried whether there was any reason why VJ could not work on the action plans in the interim and whilst DS accepted that EDTSC cannot commit to the whole £4.9m at this stage, he suggested that VJ continues to work on the basis of BAU and continues as normal. KB reassured the Board that VJ was not waiting for permission to progress certain activities and confirmed that work was still ongoing ready for next year. However, he clarified that funding approval will not be received until post-26th November 2019.

CL proposed that KB amend the Business Plan to make it bolder and move obvious at the start what VJ's expected performance is based on the £4.9m funding it receives (with percentage increases) rather than only referring to this on the final page.

AW welcomed the detailed Business Plan but queried how this allows room for "agility". KK acknowledged the importance of VJ trying to be "agile" and "flexible" and advised that he has asked KB to reflect this in the Business Plan. KB explained that whilst VJ always reserves the right to reallocate funding to another activity in order to be flexible, VJ must demonstrate a return on investment from the GOJ.

There being no further comments on the Business Plan, **IT WAS RESOLVED** that KB would prepare a final draft based on the above comments/feedback from the Board and submit to Government. **Action: KB**

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5. **LATEST EXIT SURVEY REPORT** – The Board reviewed the exit survey results for August 2019, details of which had been circulated with the agenda and **IT WAS NOTED** that compared to August 2018 the holiday market was up by 5%; overnight stays were down by 4%; business visits were down by 11%; and visiting friends and family were up by 14%. KB reported that the 12 month rolling figures provide a very good indication that VJ was on target to meet the forecasts put in place at the start of the year and he noted that one or two of these may even be exceeded.

The Board reviewed the transport data and noted that the number of visitors travelling by ferry was 4% down for the year to date. However, KB advised that VJ continues to work with Condor and he reported that a meeting is scheduled with them in Poole next month to consider further opportunities.

Length of stay was discussed and **IT WAS NOTED** that all categories were positive save for 8+ nights which has declined. However, KB reported that a similar trend was also being seen across the UK and globally. That said, he advised that whilst visitors are booking later and not staying as long, they are taking more holidays throughout the year.

Consideration was given to the appropriate public messaging around the August figures and KB proposed highlighting that holiday visits have increased; visitor nights remain flat and business visits have declined. This was welcomed by the Board and **IT WAS RESOLVED** that KB would also include examples of specific figures in the press release (e.g. approximately 500m visitor nights spent in Jersey between January and June 2019). **Action: KB**

KK stressed the importance of also bearing in mind that the original JDP referred to a target of 800k visitors by 2020. He accepted that whilst this figure was updated in the revised JDP, it should not be forgotten as the public will undoubtedly still refer to it.

6. **EDTSC Q3 REPORT** – The Board reviewed the EDTSC Q3 Report, a copy of which had been circulated with the agenda and KB summarized the same. He drew the Board's particular attention to the £100k investment in a joint marketing initiative VJ agreed with an airline and POJ during 2019 and reported that this has not yet begun as sign off was still awaited from the POJ and the airline. KB explained that as it will now be too late to undertake any joint marketing in 2019, there will be £100k surplus at the year end. However, as VJ are legally obliged to spend the £100k on marketing activity with POJ and the airline, the Q3 Report seeks EDTSC approval to carry this forward into the next financial year and DS stressed the importance of VJ providing evidence of its legal obligations, together with the reasons for the delay to support this request.

Subject to appropriate wording/evidence being agreed around the £100k carry forward request, **IT WAS RESOLVED** to approve the Q3 Report for submission to EDTSC. **Action: KB**

7. **MARKETING UPDATE** – LA was welcomed to the meeting at 10.15am and she provided the Board with a marketing update and the following matters were discussed:

(a) **Hills Balfour** - A meeting was scheduled with Hills Balfour on Monday 28th October 2019 to discuss the creative for the campaign launch at the end of the year and **IT WAS RESOLVED** that LA would provide the Board with an update thereafter. **Action: LA**

TC queried how VJ intends to manage any criticism received regarding the appointment of an off-Island agency and LA reminded the Board that in addition Hills Balfour in the UK, VJ also have creative representation in Jersey from Freedom Media.

(b) **DOMO Dashboard** – the revised dashboard was tabled to the meeting and LA summarized the same. CL noted that offers drive bookings and the biggest responses have been seen from campaigns with offers and deals.

(c) **German Tender** – **IT WAS NOTED** that following rigorous tender process, a new German agency was about to be appointed. LA therefore proposed working together with SB to ensure that the transition between the existing and new agency was handled sensitively,

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compassionately and professionally.

The Board noted that whilst there was a significant amount of respect from industry for the existing German agency, a new appointment was welcomed. LA reported that VJ was required to give the existing agency three months' notice and she reassured the Board that she and SB will work together on the contract for the new agency to ensure there is a smooth handover.

The Board discussed how VJ could acknowledge the work undertaken by the existing agency and how the announcement of their replacement should be made and LA reported that she proposed setting up a "Community of Interest Working Group" which interested parties who are active in the German market could join. She proposed writing appropriate terms of reference for this Group and announcing the new contract via this forum.

PB noted that the existing agency currently holds the relationship with German trade partners for Jersey and he therefore stressed the importance of ensuring that this was also dealt with appropriately. This was acknowledged by LA and she reiterated that the exit/transition would be handled sensitively. However, going forward she suggested that VJ must also ensure it develops these relationships rather than rely on a third party.

LA provided further details on the new agency and the Board noted that they employ a team of approximately 36 people and already have a number of Island/secondary destination accounts. KB therefore suggested that they are used to fighting to get awareness for their clients and that the approach they use will fit well with Jersey. He added that the appointed account manager was thoughtful and insightful and will quickly build up respect on Island. He noted that they also have representation in the Austrian and Swiss markets. CL welcomed the way in which the tender process was managed and suggested that although it was worthwhile shortlisting and interviewing five agencies, the appointed agency was the outstanding candidate. She added that they showed real passion for what they do and suggested that they will be able to assimilate themselves very quickly and earn respect from Jersey stakeholders.

LA noted the importance of considering the consumer direct market in Germany and welcomed the fact that the new agency was supportive of using other channels and did not propose only focusing on the trade market. She added that despite no candidates being notified of the budget in advance, the successful agency correctly estimated this which, she suggested, highlights that they are familiar with working in destinations of Jersey's size.

(d) **Lessons Learnt** – KK sought LA's feedback on any lessons learnt from 2019 and LA suggested that resourcing was key. She added that going forward she would also be more realistic with timelines, noting that she had been ambitious about what could be achieved in respect of, for example, tender processes and implementing changes and new dynamics into the team.

(e) **Staffing** - The Board reviewed the organisational chart outlining the proposed new structure of the organisation, a copy of which was circulated with the agenda. **IT WAS NOTED** that whilst three members of staff would be on maternity leave, LA will act up as Head of Product during ML's maternity leave and other changes would not result in an increase in posts or budget.

(f) **Forthcoming Campaigns** – LA briefly summarized a campaign which VJ roll out shortly focusing on Jersey cows and Jersey's tradition of knitting.

8. TRADE DINNER – 22ND OCTOBER 2019 – RP, AM, SB and ML were welcomed to the meeting at 10.50am and introductions were made around the table. A discussion took place around the dinner which was held the previous evening. **IT WAS NOTED** that this had focused on the travel trade and the Board welcomed the high quality guests that were in attendance. SB summarised the salient points from the evening and some of these are noted below:

- Jersey must "tap" into competitor European destinations;

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- Agree what Jersey's low season offering is and be frank about it, particularly if some attractions are closed;
- Events/event planning is key;
- Perception of value is enticing to the consumer;
- Give consumers a "hook to book" (e.g. a March sale);
- Brexit – is it a threat or an opportunity?
- The impact of TV shows is significant (e.g. the Durrells on Corfu);
- The landscape of the industry is changing following the demise of Thomas Cook and whilst this may lead to less capacity initially, it could cause over capacity next year;
- Tour operators face challenges in trying to retain loyal Thomas Cook store customers;
- Eco tourism is an opportunity for Jersey;
- Consider the introduction of an e-bike offering at the ports/airport;
- The importance of VJ being able to be "agile" and amending its plans to focus on different markets, if required, is a key factor;
- VJ and partners need to create a framework to develop routes and new business;
- The trade requires support to retain existing customers as well as attract new customers;
- Ensure the older demographic are given the appropriate offering; and
- Treat the older demographic as an opportunity, particularly out of season and do not alienate them.

Next steps were discussed and KB proposed that that the Board and the SMT should now reflect on the insights shared at the previous night's dinner with a view to building on the strategic issues. KK stressed the importance of VJ responding to the proposals put forward at the last two dinners, in particular the opportunities around the November to March period with a view to implementing some "quick wins" and KB confirmed that a dialogue would be maintained with those who attended the dinners.

The Board agreed that whilst a "March Sale" would be of benefit to the tourism and retail sectors, consideration would need to be given to whether all hotels were open in March. KB added that Board must also recognize VJ's long term task of attracting visitors on holiday to Jersey and stressed the importance of striking a balance between marketing for this and for value driven offers, noting that too many value driven offers could lead to a cheapening of Jersey and a decline in Jersey's holiday market. However, whilst this was acknowledged by KK, he highlighted the importance of VJ taking the opportunity of productivity within the sector during the quieter months.

MT welcomed the interesting views given at the previous evening's dinner. He noted that seasonality from a supply perspective was increasing with airlines building each year to year round. Therefore, as visitors will be able to travel to Jersey during the shoulder months, he stressed the importance of ensuring there are sufficient "hooks" to attract them during the off season.

The Board thanked SB for a very well organized evening. They agreed that some of the comments made were very positive and therefore encouraged her to follow up on them.

9. EUROPEAN CHARTERS 2019 PERFORMANCE AND 2020 PROSPECTS – The Board reviewed, SB's paper on the European schedule and charter routes, a copy of which had been circulated with the agenda and **IT WAS NOTED** that during 2018, 33k visitors travelled to Jersey from Austria, Germany, the Netherlands and Switzerland and for the year to date there had been 26,333, SB summarized the ongoing negotiations the charter airlines were having in respect of the various routes and noted that despite 2018 having been a challenging year for them, they remained committed to the Island. **IT WAS NOTED** that Dertour were offering a new route from Frankfurt next year. SB reported that they have previously offered seat capacity via Eurowings and welcomed the fact that they will continue to do this in addition to their own charter. She added that it will also be possible for direct bookings to be made on Eurowings' flight from

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Stuttgart; the tour operator SR Travel is proposing a Jersey programme for 2020 for approximately 2,500 visitors; and SunAir have confirmed 35 rotations (including Guernsey) for 2020 and we currently see an 8% overall increase in seat capacity to 11,867 seats for the German market in 2020.

MT suggested that 2020 would be a very important year for Germany and supported VJ's efforts in this regard, noting that it was important to try and convert charter flights into scheduled year round business. CL added that the new German agency's involvement in supporting the charter flight commitments would be of benefit and, whilst she accepted that timing was critical, she proposed that this should be their number one priority. This was echoed by SB who reported that the tour operator market was very traditional with the key selling period being in January. She therefore acknowledged importance of ensuring activity was in place to support the German tour operator/charter market. However, she suggested that focus should also be placed on supporting the consumer from Germany. PB added that opportunities should also be explored in promoting Jersey to higher spend German tourists, noting that they have been mainly of a mid-lower level until now.

10. EVENTS UPDATE – The Board noted the Events Jersey Update and Events Jersey Q3 Report, copies of which had been circulated with the agenda and ML summarized the same. The Super League Triathlon was briefly discussed and **IT WAS NOTED** that figures just received show an increase in visitors compared to last year (2,100 to 2,900), albeit that work is ongoing to ensure these are accurate. In answer to a question from KK, KB advised that data around television coverage of the SLT was collated by SLT and had not yet been provided.

KK sought ML and AM's feedback on any lessons learnt from 2019 and ML highlighted the importance of recruiting appropriately. She also suggested that more work should be done around the two and three star sector and events sector; that VJ must frame year round opportunities; and encourage partners to seek out opportunities. AM added that a more joined up approach should be taken across different markets, particularly with the MICE market.

PB welcomed the opportunity of Luxury Hotels working with AM in respect of the MICE event market and AM advised the Board that she would be working with Hills Balfour over the next three to six months to polish the offering in place for these types of events. However, she noted that there are challenges around holding big scale events due to the lack of large venue space. PB suggested that AM also work with John Vibert in this regard and she confirmed that she was due to meet with him the following day.

TC also welcomed focus being placed on MICE events, given that they are year round. However, he suggested that the average size was 80, due to limited venue space. SB proposed liaising with partners from last night's dinner about possible events and noted that "Taste Jersey" launched today which was a successful out of season event.

11. TRENDS REPORT – The Board noted the improved format of the Trends Report, which had been prepared by RP and circulated with the agenda. A discussion took place about which countries are included in the country of residence entitled "other", particularly as this had the third largest number of visitors in August 2019. Consideration was given to whether this should be broken down and combined with Germany into a "German speaking" market. However, it was agreed that Germany should remain separate and **IT WAS RESOLVED** that RP would include the combined figures for Austria and Switzerland. **Action: RP**

TC queried whether it was possible to include a YTD KPI deficit (on the basis of the performance of that KPI for the same period during the previous year) in addition to the annual KPI deficit and KB confirmed that there was sufficient data for this. **IT WAS THEREFORE RESOLVED** that RP would also RAG rate the current position against the KPIs on that basis with some explanatory commentary. **Action: RP**

PB supported more hotels signing up to STR, noting that it was important for all hotels to sign up

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to it in order to determine whether everyone was prospering. He noted that Luxury Hotels compares its position for the last five years which provides interesting data and proposed that RP does the same with the STR data available. **IT WAS THEREFORE RESOLVED** that going forward she would populate the year to date and year to date versus prior year STR hotel data in the Trends Report. **Action: RP**

PB proposed sharing the monthly, annual and five yearly trend report from STR. However, **IT WAS RESOLVED** that KB would discuss this with him outside of the meeting, due to potential confidentiality issues. **Action: PB/KB**

Data from attractions was briefly discussed and **IT WAS RESOLVED** that RP would include a separate line in the Trends Report for attractions indicating whether visits were up or down. **Action: RP**

KK requested a reminder of Jersey's annual market share from the UK by way of commentary, noting that it would be useful to track whether this goes up or down. **IT WAS THEREFORE RESOLVED** that KB and RP would discuss this with a view to tracking it annually going forward. MT reported that POJ track market share from a passenger perspective and although complex, he agreed to share the same. **Action: RP/KB/MT**

The Board noted that during the course of the meeting the States of Jersey had approved a proposition to allow Sunday trading in the Island and it was agreed that this would have a positive impact on visitor numbers.

12. CAG GOVERNMENT ENTITIES' BOARDS REMUNERATION REPORT – The Board noted that the CAG's Report, a copy of which had been circulated with the agenda, was due to be published the following day and it was acknowledged that going forward it may be necessary to make KB's salary public.

13. NED RECRUITMENT – KK reported that no progress had been made in filling the current NED vacancy on the Board. However, **IT WAS RESOLVED** that he would work with Bob Hassell to recruit a local NED prior to MG's retirement next year. **Action: KK**

14. CEO SUCCESSION – CL advised that proposals had been received from four recruitment agencies regarding the recruitment of a CEO and it has been agreed to appoint a travel specialist agency. The Board noted that the tender process and the reason for this selection has been fully documented and sent to the allocated Appointments Commissioner for her approval. However, to date, a response has not been received, thereby preventing the selected agency from being formally appointed and the recruitment process from being commenced.

The Board noted that the agency's fee for the recruitment process was £30k, albeit that consideration needs to be given to whether this includes VAT. It was agreed that consideration also needs to be given to the cost of advertising and, as a result, the total budget for the recruitment process could possibly reach £45k. However, KB advised that it would be possible to spread this over two financial years given the timing of the recruitment and **IT WAS RESOLVED** that once confirmation had been received from the Appointments Commissioner to proceed, CL would advise KB what payments were required this year. **Action: CL/KB**

CL reported that a candidate brief was in the process of being prepared and confirmed that following formal approval by the Appointments Commissioner, details of the recruitment agency would be added to the same. KK stressed the importance of ensuring the role was marketed in Jersey and this was echoed by the Board.

The Board noted that VJ will be obliged to have a GOJ representative on the interview panel as part of the Appointments Commission process and KK reported that he has advised Lyndon Farnham that this process is underway.

CL noted that VJ does not have access to any independent studies regarding salaries and

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packages for comparison purposes. However, it was agreed that the selected agency would be able to assist in this regard.

15. 2020 BOARD MEETING DATES – IT WAS NOTED that proposed meeting dates for the 2020 Board meetings were circulated following the previous meeting. However, as a number of local restaurants are closed on Monday evenings, it was agreed to move the meetings to Wednesdays to enable the pre-Board dinners to be held on Tuesdays. **IT WAS THEREFORE RESOLVED** that KB would re-circulate revised dates for the Board's approval. **Action: KB**

AW requested that the Board complete their evaluation questionnaires by 1st February 2020 to enable her to complete and present her Board evaluation report at the 26th February 2020 meeting. **IT WAS THEREFORE RESOLVED** that the Board would download the revised form for from the VJ portal for and submit the same to AW by 1st February 2020. **Action: ALL**

16. AUDIT COMMITTEE UPDATE – TC provided the Board with an update from the Audit Committee meeting held the previous week. He advised that the Committee agreed to request the £100k carry forward (as discussed in item 6 above) and approved the EDTSC Q3 Report (also discussed in item 6 above) which covers the financials.

IT WAS NOTED that marketing in kind is not currently reported. TC therefore advised that a piece of work would be undertaken to evaluate this and ensure it is included in future budgets. Furthermore, Ollie Archbold would prepare an annual report in January each year of all benefits in kind received by VJ for review by the Audit Committee at their February meeting.

TC reported it was agreed that the report prepared by the CAG Review of Visit Jersey should be sent to AW in her role as Independent Senior Director. He added that the Board had been asked to complete disclosure documents and he thanked them for the same.

IT WAS NOTED that the Committee agreed that VJ should adopt an agile approach, particularly given the importance of budgets and actual spend never match, and this was echoed by the Board. TC reminded the Board that the GOJ were slow in paying VJ's first grant payment last year. He therefore expressed the hope that this would improve next year and this was noted by DS.

17. CEO REPORT– The Board reviewed KB's CEO Report, a copy of which was circulated with the agenda and this was taken as read. KB noted that the first JHA Awards were recently held and suggested that PB was the well-deserved winner the VJ sponsored "Island Ambassador" award.

18. RISK REGISTER – The Board reviewed the Risk Register, a copy of which had been circulated with the agenda. **IT WAS NOTED** that this had been discussed at the Audit Committee meeting held last week and the only change from the previous meeting related to the risk in respect of CEO succession which had been increased to "red".

19. 2019 FORWARD BOARD MEETINGS CALENDAR – The Board reviewed the 2019 Forward Board Meetings Calendar, a copy of which was circulated with the agenda.

20. AOB – Stakeholder Event - In answer to a question from AW, KB confirmed that it was proposed to hold another stakeholders event. However, a date for this had yet to be agreed. He therefore invited the Board's input on the same and after some discussion, **IT WAS RESOLVED** to schedule this for the afternoon/evening of Monday 9th December 2019. Consideration was given to a speaker/mediator and **IT WAS RESOLVED** that KB would liaise with Freedom Media in this regard. **Action: KB**

The Board discussed whether an inspirational speaker should also be invited to the stakeholder event and **IT WAS RESOLVED** to email KB with any suggestions in this regard. **Action: ALL**

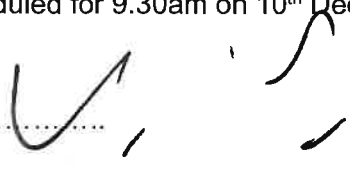
Chamber of Commerce – IT WAS NOTED that KK was scheduled to present at the Chamber lunch on 13th November 2019. He therefore invited the Board to provide him with any issues they


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wished him to raise by next week and **IT WAS RESOLVED** that KK and KB would meet to discuss the same. **Action: ALL**

21. DATE OF NEXT MEETING – IT WAS NOTED that the next Board meeting was scheduled for 9.30am on 10th December 2019 and at the Atlantic Hotel.

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Chair



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