



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

Held at the Jersey Museum, St Helier on Wednesday 13th October 2021 at 9 am

Present:	Kevin Keen (KK) – Chair
Patrick Burke (PB)	Amanda Burns (AB) – CEO
Tim Crowley (TC)	Ian Gray (IG)
Lawrence Huggler (LH)	Tracey Mourant (TM) - Board Apprentice
Catherine Leech (CL)	Amanda Willmott (AW)
(Collectively referred to as the “Board” or the “Directors”)	
In Attendance:	David Schofield (DS) – VJ
Caroline Ashworth (CA) - VJ	Kevin Seeward (KS) - VJ
Julian Barber (JB) – VJ	Jennie Smith (JS) – VJ
Sarah Barton (SB) – VJ	Aimee Maskell, AM to PM Secretarial Services (Scribe)
Meryl Laisney (ML)– VJ	
Apologies: Matt Thomas, Dan Houseago	

General

APOLOGIES – KK welcomed everyone to the meeting and apologies were noted from Matt Thomas (MT) and Dan Houseago (DH). KK suggested inviting Becky Miller (Head of Economy) to future meetings when DH is unavailable, and AB agreed to liaise with DH in this regard. **Action: AB**

CONFLICTS – KK advised that he has agreed to act as the independent chair of the Marine Advisory Group.

MINUTES OF THE PREVIOUS MEETING – IT WAS RESOLVED to approve the minutes dated 7th July 2021, a copy of which were circulated with the agenda. **Action: KK**

The Board noted that the actions from the previous meeting were complete or formed part of the agenda. However, a brief discussion took place regarding Brexit and staffing Issues.

KK advised that although he did not write to the Interim CEO of the Government of Jersey (GOJ) as agreed at the previous meeting, the GOJ are aware of the situation and he suggested that the appointment of the previous CEO of the Jersey Hospitality Association (JHA) by Jersey Business Limited (JBL) as Head of Hospitality and Tourism will benefit the industry, noting that JBL are already actively engaging about sourcing accommodation for the sector (and for other sectors who are currently impacted by lack of staff).

Given the wide remit JBL’s Head of Hospitality and Tourism appears to have, IG



recommended VJ engage with him, and KK proposed discussing this during the meeting.

ML, JB and DS joined the meeting at 9.15am.

Updates

EXIT SURVEY – JB provided the Board with a summary of the Exit Survey Research Proposal Paper dated 6th October 2021, a copy of which had been circulated with the agenda.

The effective date of the contract was discussed and JB confirmed that the survey was due to go live by March 2022, albeit some testing will take place in February.

After further discussion, **IT WAS RESOLVED** to offer 4Insight a two-year contract with the option to extend for a further year and ensure that during the two-year period cheaper ways of operating the current system would be explored and with a view to implementing an automated system by the end of the two-year period. **Action: JB/AB**

NEW WEBSITE KPIS AND SUCCESS CRITERIA – DS summarised the New Website KPis Paper dated 6th October 2021, a copy of which had been circulated with the agenda.

DS noted that the following KPis have been recommended by the SMT:

- Partner Referrals;
- Net Useable Web Visits; and
- Bounce Rates

and he invited the Board's input on the same.

IG queried whether VJ was asking partners to pay for premium positions on the new website and DS acknowledged that whilst this would be a way to monetise it, a partner programme was not yet in place for the new site. It is therefore proposed to rotate premium positions.

AB advised that it would be possible to monetise partner referrals from the website in future. However, she reminded the Board that it has been agreed in the September Board update, to revisit this next year, effective 2023.

TC noted that the existing website enables partner programme businesses to secure premium positions on the website. He therefore queried whether the new site would result in less revenue for VJ, and AB advised that it has been agreed to continue with the existing programme for 2022 with a view to revisiting it for 2023. DS added that monetising referrals on the new site should be a fairly easy process to develop and implement.

IG queried the definition of a "visit" and DS reported that a "visit" requires the user to click on another area of the website than the page they entered. He noted that it is also proposed

A handwritten signature in blue ink, consisting of a stylized 'W' shape followed by a checkmark.



to measure bounce rates with an aim of reducing this to under 40% and he confirmed that a “bounce” is recorded when a user leaves the website on the same page they entered.

DS acknowledged that it was not proposed to measure time spent on the website, given that its main purpose is to transfer the user to partners’ sites as soon as possible. However, IG suggested that the website should also be used for obtaining information and/or a link to the Tourism Information Centre (TIC). He therefore proposed that the number of visitors to the site should also be an additional KPI. This was acknowledged by DS and supported by the Board.

DS advised PB that the proposed KPIs were not in any order of priority: they were just “headline” KPIs, and that other analysis of the website will also be undertaken.

There being no further comments or questions on the KPIs, **IT WAS RESOLVED** to approve the three headline KPIs together with the additional metric of the number of visitors. **IT WAS FURTHER RESOLVED** to review the headline KPIs after one year. **Action: DS/ALL**

IT WAS NOTED that a workshop is scheduled for 28th October 2021 to provide the industry with an update on the website, go live of which is scheduled for 22nd/23rd November 2021.

CA, JS, SB and KS joined the meeting at 9.45am

2022 BUSINESS PLAN

Presentation of the 2022 Plan - AB provided the Board with a presentation on the 2022 Business Plan, a draft of which had been circulated with the agenda. This was followed by a joint presentation by KS, SB, ML, JS and JB which provided updates and key objectives for each of the following areas referred to in the Business Plan:

- Access
- Markets – including Germany France and the UK
- 2022 activity
- Marketing
- Media
- Campaigns – “Brit...(ish)”
- Digital approach
- Trade
- Product
- Events
- Research and insights
- Visitor information

AB summarised the KPIs included in the 2022 Business Plan and proposed updating the “TBC” figures for 2022 following receipt of Oxford Economics Report on Tourism in Q1 2022.

Feedback from the Board on the 2022 Business Plan document for EDTSC – KK





thanked the Management Team for their work in bringing the 2022 Business Plan together and for their presentation of the same and he welcomed any questions or comments on the Business Plan from the Board.

The Board provided positive feedback regarding the Management Team's inclusive, thorough and helpful approach in completing and presenting the Business Plan, particularly on a background of significant change and various questions and comments were noted.

TC suggested that VJ may also need to consider the impact if the GOJ starts charging for PCR tests on arrival. However, **IT WAS NOTED** that it is proposed to remove the requirement for PCR tests for any visitor who is double vaccinated going forward.

Referring to concerns around access and availability of rooms, JS reported that VJ were aware of hotels holding back rooms due to staffing challenges this year. VJ were also aware that the number of locals travelling was reduced this year and she expressed the hope that this will increase in 2022.

In answer to a question from AW, **IT WAS NOTED** that the GOJ Tourism Strategy was currently a work in progress and a draft was scheduled to be released by Q1 2022.

ML, KS, JB, SB, CA and JS left the meeting at 10.55am.

CEO UPDATE

Continuation of 2022 Business Plan (Organisation) – AB provided the Board with a presentation on the organisational aspect of the 2022 Business Plan. She summarised the organisational structure; advised that procurement contracts will be established to assist with various contract renewals; and highlighted the importance of focusing on staff retention and motivation given current statistics around staff “churn” and the limited available talent pool in Jersey.

A revised 2022 budget was tabled to the meeting for the Board's review and AB summarised the same, noting variances against the 2019 budget. **IT WAS NOTED** that a total budget of £6m was required whereas VJ's GOJ grant was only £5.75m. AB therefore recommended using VJ's existing reserves to meet the budget and this was approved by the Board. **Action: AB**

IT WAS NOTED that the deadline for submitting the 2022 Business Plan was 31st October 2021. Therefore, subject to no further comments or questions being received from the Board by Monday 18th October 2021, **IT WAS RESOLVED** that AB would prepare a final version for submission to EDTSC by 30th October 2021. **Action: AB**

Board Report – The Board noted the Q3 2021 Board Update dated 6th October 2021, a copy of which had been circulated with the agenda. AB advised that this includes the





outputs from Q3; the Lions Visit; and an update on 2021 performance (with associated KPI statistics). She acknowledged that the Board Update was comprehensive at 47 pages long. However, she noted that the whole team contributes to it and a lot had been achieved by the team in Q3 which warranted the longer report.

KK congratulated the VJ team on all their work to date. However, despite all their efforts, they will have to accept that the number of tourists will be approximately 50% down for 2021. This was acknowledged by AB, who noted that she regularly includes this in her narrative when talking to the media. That said, she suggested that Jersey has done very well compared to other destinations (e.g. Ireland). IG referred to a series of arrivals graphs he has received which clearly highlight a 40% reduction in leisure visitors this year (compared to 2019) and he agreed to share these with the Board. **Action: IG**

KK suggested that whilst VJ should be justifiably proud of what they have achieved in 2021, unlike other sectors (e.g. retail) the tourism sector has not yet bounced back from covid, noting that some hotels are still only half open or not open at all.

AB noted that an update to industry was scheduled for 28th October 2021, and she advised that this would include a preview of the new website; an update on the segmentation work; and details of the 2022 campaigns, albeit that the latter are not yet complete.

AUDIT COMMITTEE UPDATE – In the interests of time, **IT WAS RESOLVED** that IG would provide an update from the Audit and Risk Committee meeting held on 6th October 2021 (to include an update on the risk register) via email following the meeting. **Action: IG**

IG noted that concerns around accommodation bed stock were discussed at the recent Audit and Risk Committee meeting, and it was agreed to add the matter to the risk register and rate it as “red”. In the interests of time, the Board agreed to defer further discussions in this regard to the next meeting. **Action: ALL**

FOR DISCUSSION

Future Meeting Dates – The Board noted the proposed meeting dates for 2022 as follows: 19th April; 10th May; 19th July and 18th October. They also noted that an Away Day was proposed for August/September 2022. **IT WAS RESOLVED** that the Directors would contact RW if they had any issues with the above dates. **Action: RW**

CL accepted AB’s proposal to implement quarterly Board meetings from 2022 onwards. However, she expressed concern that this will result in a significant gap between the final meeting of 2021 (7th December) and the first meeting of 2022 (19th April) and queried what process will be in place in between Board meetings to enable the Directors to liaise on issues of importance/concern.

KK recognised AB’s concerns around the administration and cost involved in arranging





Board meetings. He therefore suggested holding informal meetings via Teams in between Board meetings if required. However, he stressed that if any of the Directors have a significant issue they wish to discuss, an ad hoc formal Board meeting can always be called.

AB explained that the 2022 Board meetings have been scheduled shortly after the end of each quarter to enable her to provide the same quarterly updates to EDTSC and the Board. However, given the gap between the Q4 2021 and Q1 2022 meeting she proposed moving the Q4 2021 meeting (7th December) to January instead. This was welcomed by the Board and **IT WAS RESOLVED** that AB would circulate an updated meeting invite in due course.

Action: AB

Succession Planning (Chair) – KK advised that he has circulated the latest version of the role specification for Chair to the VJ Board and proposed that VJ invite two Jersey companies to provide proposals with the recruitment process with a view to this starting in December 2021.

Role of the Board Supporting Executive/Management Team – In response to the question raised by the Board at the July Board Meeting as to how they can support the Executive/Management team, AB recommended that the Board use their influence to promote the importance of tourism around the island, in particular talking to the politicians and key influencers leading up to the elections next year, noting that they were better placed to do this and allowing herself and the team to focus on their core purpose of marketing Jersey. This was recognised by KK who proposed working with the JHA in this regard. KK noted the significance of the Bridging Island Plan (and the EV1 (Change of Use) policy therein) given the ongoing loss of bed stock and cost of land in Jersey. However, as noted above, it was agreed to defer further discussions in this regard until the next meeting.

ANY OTHER BUSINESS

DATE OF NEXT MEETING – As agreed above, the next meeting would be rescheduled in January 2022 in due course. **Action: AB**

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Chair

19/1/22