

## Minutes of a meeting of Visit Jersey Limited ("VJ")

Held at the L'Horizon Hotel, St Brelade, Jersey, on Wednesday 18<sup>th</sup> July 2018 at 4<sup>pm</sup>

<b>Present:</b>	Kevin Keen (KK) – Chair
Doug Bannister (DB)	Keith Beecham (KB)
Tim Crowley (TC)	Sam Watts (SW)
Catherine Leech (CL)	Amanda Wilmott (AW)
(collectively referred to as the "Board" or the "Directors")	
<b>In Attendance</b>	
Aimee Maskell, AM to PM Secretarial Services (Scribe)	
Darren Scott (DS), Economic Development Tourism Sport and Culture (EDTSC) (Observer)	

- APOLOGIES** –Apologies were noted from Mike Graham (MG).
- STRATEGY DAY – IT WAS NOTED** that the Board meeting followed a day long strategy day and, as a result, the agenda was limited and did not include a review of the previous minutes. However, KB reminded the Board that these had been approved via email and **IT WAS THEREFORE RESOLVED** that he would upload them to the website. **Action: KB**  
  
The new proposed Trade Strategy was presented at the Away Day. It was reviewed and approved by the board.
- Q2 FINANCIAL SUMMARY** –The Board reviewed the Q2 financial summary, a copy of which was circulated with the agenda. TB confirmed that this had been reviewed by the Audit Committee and he provided a summary of the same. He reported that the financials were in line with expectations and spending was expected to be on target at the year end.  
  
KB reported that there were currently some overspends in marketing and he was therefore discussing these with Marc Couriard and the marketing agencies to understand why this was happening. However, he advised that he was not overly concerned about these, albeit that he required some clarity in this regard.  
  
TC reminded the Board that a purchase order system was introduced in June and would be fully operational next month. KB explained that this will enable improved reporting and highlight under spends in advance. He added that he did not think it will be possible to carry under spends forward in future albeit that this was being discussed with the States.  
  
KK suggested that based on the earlier Strategy Day discussions, underspends were unlikely as additional resource will be required to implement the actions agreed upon. KB added that VJ also has reserves that could be utilised if required.  
  
There being no further comments or questions on the Q2 financial summary the Board approved its submission to Economic Development Tourism Sport and Culture (EDTSC).  
**Action: KB**
- Recruitment**  
  
KB expressed the hope that a Product Executive would be appointed by the end of the week. He added that the recruitment process was also on-going for the Head of Marketing. He advised that himself, SW and Sarah Barton (Head of Trade) had interviewed a number of candidates. **IT WAS THEREFORE RESOLVED** that KK and KB would have a further informal meeting with the preferred candidate on Friday with a view to making a decision thereafter.  
**Action: KB/KK**

SW reported that whilst one person from the UK was shortlisted for this role, the remaining short-listed candidates were all from on-Island. However, although there was a large number of applicants, only a small number of them had required qualities. She stressed the importance of not compromising in relation to this role and accepted that off-Island recruitment may be necessary if the preferred candidate is not suitable. However, if they are, she noted that they are able to start with one month's notice which the Board agreed was positive.

The Board noted that Sarah Richardson was due to go on maternity leave in December for six to nine months. However, at this stage, she has expressed her wishes to return to her role in digital marketing. KB added that Rebecca A'Court recently gave birth to a baby girl and noted that she is also due to return to her role on a job-share basis with Lyndsey Soar from January 2019.

5. **ACTION LOG** - The Board reviewed the outstanding actions from the action log, a copy of which had been circulated with the agenda, as follows:
  - (a) 1 - Directors' KYC – KB advised that he was awaiting confirmation from Oliver Archbold as to whether further Director KYC was required. **Action: KB**
  - (b) 2 - GDPR Training – **IT WAS NOTED** that to date DB had completed the GDPR training and **IT WAS THEREFORE RESOLVED** that KB would circulate a further link to the Directors for completion as soon as possible. KK would provide a copy of his certificate of completion of a GDPR course he attended **Action: KB/Directors**
  - (c) 16 – Tourism Information Centre (TIC) – KB advised that not enough time series data had been collected from the Bus Station TIC to make significant comparisons to the previous TIC at Liberty Place yet.
6. **TRENDS REPORT** – The Board reviewed the Trends Report, a copy of which had been circulated with the agenda and, in answer to a question from DB, KB confirmed that 365 ticket promotion would be measured. DB noted that referrals were very high in May and queried whether there was any specific reason for this and KB suggested that this was due to the Spring and Winter campaigns which were popular.
7. **CEO REPORT** – The Board reviewed the CEO Report and KB highlighted the following salient points:
  - (a) Dutch Charter – **IT WAS NOTED** that there was a possibility of a second Dutch charter coming to the Island (commercial confidence). KB reported that Visit Jersey would consider underwriting part of the financial risk of this additional route. The current Rotterdam charter was performing strongly with a load factor of 92% year to date.
  - (b) Marketing Costs – As noted above, KB proposed liaising with Marc Couriard and the various marketing agencies to clarify the marketing costs. However, he reiterated that he was giving this his constant attention.
  - (c) Staffing – KB acknowledged that VJ's main issue was currently around staffing. However, he suggested that this was "short-term pain" which he is dealing with accordingly. Leon Courant will join 23<sup>rd</sup> July as temporary cover for Rachel and as support for the executive team.
  - (d) Political Engagement – KB welcomed the Board's help, guidance and support on how VJ should engage on a political level and **IT WAS RESOLVED** that he would discuss the best approach in this regard with DS. **Action: KB/DS**

**IT WAS NOTED** that Charlie Parker (CP) was due to visit VJ on 9<sup>th</sup> August 2018 and KK advised that he has forwarded suggestions for appropriate topics for discussion at this meeting to KB. DS stressed the importance of VJ “selling” what it does to CP with a view to assisting him in achieving his objectives, and **IT WAS RESOLVED** that KB would share KK’s suggested topics for discussion with the Board for their input. **Action: KB/Directors**

- (e) Alternative AGM – KK referred to his proposal regarding VJ hosting an alternative AGM whereby all tourism stakeholders are invited to a social event at which VJ’s new vision and strategy can be shared. He added that it would also provide a good opportunity to introduce the new VJ appointments.

CL expressed concern that that, in the past, we have reviewed these events and concluded that large gatherings don’t generally attract the right level of attendance and engagement and TC stressed the importance of improving the communication / invitation process around events and ensuring they are arranged at appropriate times. This was acknowledged by KB who advised that direct invitations have been made by telephone for previous events. He added that it is proposed to schedule the event in the late afternoon followed by early evening drinks in late autumn/early winter.

#### 8. **ANY OTHER BUSINESS**

- (a) Relocation of VJ Offices – TC reported that the relocation of VJ’s offices went slightly over budget (by £3k) and he advised that full details of the expenditure is available if required. The Board agreed that overall the new office was looking very good and KB advised that consideration is being given to hosting an informal open evening for the trade/TIC staff to meet new staff when the key appointments have been made.
- (b) Elizabeth Terminal – DB reported that the Ports of Jersey have recently made a £350k investment in Elizabeth Terminal including improvements to the flooring, upholstering of the chairs and the reconfiguration of security and departure gates. He expressed disappointment at CICRA’s refusal to allow the Ports to increase passenger duty and advised that the investment made was therefore diverted from other budgets, noting that this was the most amount of money spent on the Terminal for a number of years. DB added that Casual Dining have agreed a contract to run the café at Elizabeth Terminal and noted that they would be operational pending Building Control permission.

9. **DATE OF NEXT MEETING – IT WAS NOTED** that the next meeting was scheduled for 19<sup>th</sup> September 2018 at 9.30am at the VJ Office. The Board briefly discussed who to invite to the dinner prior to the next meeting and consideration was given to inviting representatives from the various Arms’ Length Organisations. After discussion it was agreed that an alternative was to invite representatives from the Institute of Directors and Chamber of Commerce.

There being no further business to discuss the meeting was closed at 5pm.

#### Actions:

- 1) KB to confirm whether the Directors were required to provide updated KYC
- 2) KB to circulate a further link to the GDPR Training for the Directors completion (save for DB)
- 3) KB / DS to discuss the best way to approach political engagement
- 4) KB to share KK’s suggested topics for discussion with CP with the Board for their input

**Confidential Note**

**RECRUITMENT** – KK provided an update on the recruitment of an additional Non-Executive Director (NED) to replace David Seymour. He reported that himself, KB and AW had undertaken a recruitment process, working with Bob Hassell and three out of a four short listed NED candidates had been interviewed, with the fourth candidate due to be interviewed following the meeting. The Board noted that there was significant interest in the role and KK advised that it had only been possible to eliminate one of the three candidates interviewed so far. He added that all candidates were from on-Island, noting that it was anticipated that an on-Island appointment will be made for this position.

**IT WAS NOTED** that the Board are responsible for making the final decision regarding NED appointments and **IT WAS THEREFORE RESOLVED** that following the fourth interview KK, KB and AW will make a recommendation to the Board with a view to inviting the selected candidate to meet with them. However, KK suggested that if it is not possible for the recruitment panel to reach a definitive decision, two candidates may be invited to meet with the Board. **Action: KB/KK/AW**

DB proposed that when a decision has been reached the Board should be made aware of the identity of the unsuccessful candidates in the event that they are challenged by the candidates regarding their decision. This was acknowledged by KK who agreed to share details of the unsuccessful candidates following an appointment on a confidential basis. **Action: KK**

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