

**A Minutes of a meeting of Visit Jersey Limited (“VJ”)
Held at Elizabeth Castle, St Helier Jersey, on Tuesday 12th July 2016 at 2pm**

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

1. APOLOGIES

Apologies were noted from Mike Graham (MG).

2. CONFLICTS OF INTEREST

No conflicts were noted.

3. GOVERNANCE

Appointment of KK as Chairman of VJ - IT WAS NOTED that John Henwood (JPH) resigned as a Director of VJ with effect from 30th June 2016 and **IT WAS RESOLVED** to appoint KK as Chairman.

Membership of Committees – IT WAS NOTED that following his appointment as Chairman, KK was required to step down as chair of the Audit Committee. **IT WAS THEREFORE RESOLVED** to appoint TC as chair. However, as KK will remain on the committee the composition will remain the same (TC, KK and DB).

IT WAS NOTED that the Remuneration Committee was previously chaired by JPH. **IT WAS THEREFORE RESOLVED** that DS would take on the chair of this committee with MG and SW as committee members.

Board membership composition and rotation – IT WAS NOTED that there was a currently a vacant position on the Board and **IT WAS RESOLVED** to consider recruiting for this towards the end of the year. KK proposed that consideration also be given to implementing a rotation of directors with effect from March 2018 with a view to refreshing the Board and to avoid all directors leaving at the same time. This was welcomed by the Board and **IT WAS RESOLVED** that KK would establish a way in which this could be introduced in due course. **Action: KK**

Company Secretary – In light of KK’s appointment as Chairman, he has been required to resign as Company Secretary. **IT WAS THEREFORE RESOLVED** to appoint KB as Company Secretary. However, it was agreed that Oliver Archbold’s role as Head of Administration at VJ would be enhanced to include these duties on KB’s behalf, albeit that he would not be required to attend Board meetings.

4. MINUTES OF PREVIOUS MEETINGS AND MATTERS ARISING

The Board reviewed the minutes of 3rd May 2016, a copy of which had been circulated with the agenda and **IT WAS RESOLVED** to approve them subject to a number of amendments.

KK took the Board through the action points from the previous minutes dated 3rd May 2016 (which were not otherwise included on the agenda) as follows:-

Best Prospects Model – KB confirmed that David Edwards had built a best prospects model and **IT WAS RESOLVED** that he would present it to the Board at the away day scheduled for 13th September 2016. **Action: KB**

Booking Statistics – **IT WAS NOTED** that KB had circulated the most up to date booking statistics following the previous meeting.

Trip Advisor Destination Portal – KB confirmed that he had circulated details of the criteria used for the Trip Advisor Destination Portal to the Board.

Financials in Annual Report – KB confirmed that the financials referred to in the Annual Report had been approved by the Auditor prior to publication.

Research on individuals who do not engage with Jersey – KB advised that he has asked DE to look into this, in particular where Jersey sits in comparison to other destinations

5. MANAGEMENT ACCOUNTS – JANUARY – JUNE 2016

The Board reviewed the management accounts for the period January to June 2016, copies of which were circulated with the agenda. After careful consideration **IT WAS RESOLVED** to approve the accounts and submit them to EDTSC. **Action: KB**

Going forward, KK proposed implementing a process whereby the Audit Committee are delegated authority to review the management accounts on a quarterly basis (working together with KB as required) with a view to approving their submission to EDTSC. This proposal was welcomed by the Board. **Action: Audit Committee**

DB proposed providing the Board with a summary of the accounts going forward, noting that such detailed accounts were not required and this proposal was also welcomed by the Board.

Consideration was given to using the management accounts to highlight the positive story around VJ and KB suggested that once an agreement has been reached on how to reflect marketing in kind in the accounts VJ can report that it has secured £74k worth of marketing in kind which has allowed it to market without spending its core marketing budget. TC suggested however that the GST position be established in this regard first.

DB noted that the relocation costs were not as high anticipated and KB explained that this was due to the fact that some of the costs have been capitalised.

CL queried why there was a variance against budget with regard to digital and marketing costs and KB advised that this was due to phasing. He reassured the Board that the money has been spent in accordance with the budget but some invoices have not yet been received and **IT WAS RESOLVED** to include details such as this would be included in the accounts summary (mentioned above) going forward. **Action: KB**

Timing of the accounts was discussed and KB advised that it may be difficult to prepare a summary of the quarterly accounts in time for each Board meeting. The Board agreed that as the Accounts were being reviewed by the Audit Committee, it would not be an issue if the Board reviewed them at their next meeting. **IT WAS THEREFORE RESOLVED** that KB would prepare the commentary for the Board based on the accounts reviewed at the monthly management meeting. **Action: KB**

KB confirmed the Board that VJ is on budget and has not over spent. However, it is required to chase for invoices from various agencies which leads to variances in the accounts.

6. MTFP 2017-19

IT WAS NOTED that EDTSC have suffered a 24% budget reduction in the MTFP which will be debated in September. MK reported that VJ has received an additional £200k to operate Events Jersey on top of its £4.8m base budget for 2017. However, although VJ's total grant will reduce to £4.98m by the end of the MTFP, the reductions are minimal compared to other bodies within EDTSC. He added that he does not anticipate any significant amendments being received to the tourism budget.

The Board discussed the proposed waste, fire service, food retailer and other charges included in the MTFP and DS expressed concern about the implications these may have on smaller businesses in the industry. MK noted that it is proposed to implement the waste charges from 2019, albeit that a discussion still needs to take place around how these are collected. He added that business rates may also be an issue as the SOJ have proposed to increase these to mitigate their obligation to pay Parish of St Helier rates and he suggested that these are the types of proposals which are likely to face amendment.

MK suggested that VJ should play a part in determining how liquid waste charges are apportioned, noting that these charges will not apply to domestic use. He added that the Board has the necessary credibility to provide input on this issue and he proposed writing to the Ministers with a request that VJ is involved with any consultation on the charges (copying any correspondence to Senator Farnham (LF)). TC stressed the importance of obtaining more information before writing to the Ministers and suggested liaising with the Jersey Hospitality Association (JHA) and Chamber of Commerce in this regard. SW added that research should also be undertaken to establish what other destinations do to ensure that any charges implemented are fair and equitable. **IT WAS THEREFORE RESOLVED** that KB would liaise with DE with a view to establishing what other destinations do with regard to waste management. **IT WAS FURTHER RESOLVED** that he would liaise with the JHA and Chamber to gauge their preliminary thoughts on the proposed charges. DS suggested that KB also seek the views of the BHA. **Action: KB**

7. TRENDS REPORT – JULY 2016

KB summarised the Trends Report for July 2016, a copy of which was circulated with the agenda. He referred to a new initiative with regard to the Jersey Attractions Group (JAG). **IT WAS NOTED** that individual members now confidentially provide data to VJ which is aggregated and sent back to them and KB sought TC's views on whether this had been helpful. TC responded that the data will be helpful next year when it will be possible to compare it to the previous year. However he noted that the aggregated revenue is beneficial as it is encouraging attractions to work together and be more productive which is resulting in savings. He noted that an aggregated revenue has never been calculated before because it has always been treated as either tourism or retail revenue. He added that the data will also enable JAG to benchmark against UK equivalent attractions.

IT WAS NOTED that only two of the Island's attractions are not involved in JAG and it was hoped that they would be joining as soon as possible.

KB noted that the Trends Report focused on Brexit and expressed the hope that this will result in a good "staycation" market for Jersey next year. He reported that Britain are already reporting an increase in domestic bookings.

8. EXIT AND ACCOMMODATION SURVEYS

The Board noted DE's memo dated 6th July 2016 on the Exit Survey and Measurement of Accommodation Performance, a copy of which was circulated with the agenda. KB reported

that the exit and accommodation surveys (in place of registration cards) started on 1st July 2016. He advised that it is anticipated that these will provide more detailed information about visitors' profiles and what they do when they are on the Island and thereby enable VJ to better track visitors and promote the sector. The Board noted that it will be possible to see the results six weeks after the end of each month.

DS advised that he is continuing to use the same registration card system within his hotels as they provide useful information and help to establish year on year capacity

SW noted that the survey forms look very official and KB advised that a number of one to one meetings took place with the accommodation suppliers in order to design them. He added that accommodation providers are still obliged to record certain information under the Immigration Law but no more registration cards will be printed. CL noted that the form she completed when checking into her hotel earlier in the day was particularly poor, albeit this reflected badly on the hotel, rather than the Island and KB proposed undertaking a mystery shopper exercise in due course to establish what processes hotels are following.

In answer to a question from DS, KB advised that 47% of accommodation providers are covered by the exit surveys. He acknowledged that this was a small representative sample. However, he noted that it was a challenge to include providers with less than ten rooms and DS suggested that it is not likely to be possible to get a representative sample of the smaller providers. KB recognised providers' concerns in providing their data. However, he suggested that the sample VJ has will still be valuable and CL proposed that non-engaging providers may be encouraged when they are aware of the confidentiality involved and the benefits gained from collecting the JAG data

9. EVENTS JERSEY UPDATE AND SLA PARTNERSHIP AGREEMENT

The Board reviewed the Partnership Agreement between EDTSC and VJ with regard to Event Jersey, a copy of which was circulated with the agenda. DS noted that the Partnership Agreement referred to Events Jersey employing one full time employee and he queried whether this was necessary and, if so whether it required a licence and who KB had in mind for the role. KB advised that a full time employee was required. However, the post did not require a licence. He added that whilst some names have been put forward, a thorough recruitment process would need to be undertaken and DS suggested that if the names put forward are legacy names, they may not be appropriate. He also suggested that if there is a term to the Partnership Agreement, the employee's contract should be limited to the same term. However, MK noted that the Partnership Agreement includes wind-down costs if necessary.

SW sought confirmation that Battle of Britain, Battle of Flowers, the Festival of Words and Fete de Noue would be funded separately from Events Jersey and MK advised that there is no assumption that Events Jersey will have any operational or financial responsibility for them. In answer to a further question from SW, KB advised that it will be up to him to decide whether or not VJ supports the promotion of the four events as part of its business plan.

CL noted that there was a reference to 2014 rather than 2015 on page 4 and SW advised that schedule 3 was not relevant. Subject to these amendments **IT WAS RESOLVED** that KK & KB would sign the Partnership Agreement on behalf of VJ. **Action: [KK/KB]**

IT WAS FURTHER RESOLVED that KB would begin the recruitment process to appoint the Events Jersey member of staff and put together a business plan for that person to take forward. **IT WAS NOTED** that the Events Jersey employee will report to KB and therefore the Board will still have oversight and he reiterated that VJ will receive a £200k budget for Events Jersey.

10. CEO REPORT

KB's report had been circulated with the agenda and he highlighted the following:

Political Engagement – **IT WAS NOTED** that KB presented to two political groups (the Economic Policy Officer Group and the Political Oversight Group) and took them through VJ's business plan.

UKInbound Conference – The reasons for Jersey not winning the bid to host the next UKInbound Conference were discussed. Whilst travel logistics and pricing was an issue KB also reported that the CEO suggested that Jersey needs to “step up” and be “more eager” because he did not feel that there was enough of an appetite for the business. **IT WAS THEREFORE RESOLVED** that KB would feed this back to the relevant organisations. **Action: KB**

IT WAS NOTED that as a result of the bid process it has been agreed that Jersey will host a UKInbound fam trip for tour operators. KB reported that it is hoped that this will include ITOA European tour operators.

Visit Guernsey – **IT WAS NOTED** that despite ongoing liaison between KB and Mike Hopkins (MH), the formal MOU with Visit Guernsey has still not been signed and MH has advised that he is unlikely to be in a position to agree it for some time. **IT WAS THEREFORE RESOLVED** that MK would arrange to forward a copy to Peter Ferbrache on behalf of LF in order to progress the matter. **Action: MK**

Sark Tourism Committee – KB reported that he has been invited to discuss future liaison between Sark and Jersey and proposed following up on this shortly. This was welcomed by the Board.

Trip Advisor Campaign – In answer to a question from CL, KB advised that the Trip Advisor campaign was now live. However, it was currently too early for any data.

Liaison with industry – KB reported that consideration is being given to VJ hosting a number of trade breakfasts over the next couple of months with JHA. He explained that the purpose of these are to present on VJ a year on and to establish from industry what they feel is, or is not, working. He noted that prior to the breakfast briefings a questionnaire (which has already been prepared) will be sent to the wider membership (and broader industry who are not JHA members) in order to gauge feedback on VJ and the results from this will provide the agenda for the breakfast briefings.

Website – KB reported that accommodation providers are now responsible for their own content on the new Jersey.com website. SW expressed concern about the website and she suggested that the on-going issues may be having an impact on those using it. KB reported that he believed all issues have now been addressed. However, he invited the Board to notify him of any issues they were aware of. SW accepted that although the website was much improved, she was unsure whether the “North, South, East and West” feature was the best way forward. KB noted that providers have reported an increase in bookings since the website's launch and **IT WAS RESOLVED** that KB would discuss this with her in further detail outside of the meeting. **IT WAS FURTHER RESOLVED** that TC would share the JAG's feedback on the website with KB. **Action: KB/SW/TC**

KK proposed that a post-audit of the website should be undertaken and DS requested that his team be included in this. **IT WAS RESOLVED** that KB would arrange this and he also invited the Board to provide their feedback. **Action: KB**

Channel Islands Heritage Festival – The Board noted that the return on VJ's investment in the Channel Islands Heritage Festival was 2.6:1 compared to a budget of 5:1. KB reported that the visitors who attended the festival were already in the Island and therefore he does not believe the event influenced new visitors. Nevertheless, it has been agreed to continue operating it with Guernsey, albeit necessary at the same level of budget at this year (£72k).

What's On Tender – KB advised that a tender paper for the provision of What's On will be going out in September. However, due to the number of conflicts, Rebecca Keating from Greenlight has been appointed to manage the tender process. TC expressed concern that September may be too late and by way of reassurance **IT WAS RESOLVED** that KB would share the timeline of the process with the Board. **Action: KB**

CL requested that arrangements be made to update VJ's branding in the next edition of What's On and KB confirmed that this has already been done.

Dance World Cup – KB reported that the Dance World Cup was a good opportunity to present the Island digitally and physically. TC queried whether it was possible to establish whether more people travelled by boat or plane during the week of the Dance World Cup compared to last year and DB advised that he only had monthly figures with him. **IT WAS NOTED** that for the month of July the figures were 1% down (or 657 passengers) on the St Malo to Jersey route compared to last year (which was when the Island Games was on) and the Carteret route was also down.

Winter Escape Campaign – KB reported that the results for the Winter Escape Campaign have now been calculated and the return on investment was 7.4:1 which exceeded the target of 5:1.

UK Summer Brand Campaign – The Board noted that VJ were actively working on seasonal edits for the Summer campaign and SW requested that an effort be made to include internal, not just coastal scenes.

IP Review – KB reported that an IP review is currently being undertaken by One Stopip.

Staff – The Board noted that Jason Kelly has left VJ as his post of logistics support was no longer required. KB reported that he has instigated half yearly performance review meetings for all staff and KK proposed that for good governance the Directors should meet twice a year without KB to discuss issues such as CEO succession planning. This was welcomed by the Directors and **IT WAS RESOLVED** to implement this from September. **Action: KK**

Directors' appraisals were discussed and it was agreed that these should be implemented, albeit that external reviews were not required annually and that the appraisals could be carried out internally by the CEO and Chairman. **IT WAS THEREFORE RESOLVED** that KK and DS would discuss the preferred process with a view to implementing them towards the end of the year. **Action: KK/DS**

Tourism Information Centre (TIC) – The Board noted Oliver Archbold's memo dated 12th July 2016, a copy of which had been circulated with the agenda. KB reported that it is proposed to undertake some visitor research and mystery shopper research following receipt of negative

comments about the TIC. KB added that this is also an obligation under the terms of the SLA and noted that it will be carried out over the Summer.

Challenges around the location of the TIC were discussed and CL noted that when she visited it this morning there were three large trucks parked in front of it which obstructed the entrance. She added that upon entering the TIC, there is no sense of “Jersey excitement” or branding and she suggested that some video footage may help. SW suggested that improvements will be possible when the Museum entrance is redesigned.

TC expressed concern that not many of the TIC staff have visited the JAG sites and he proposed that they engage more actively with JAG so that they are in a better position to advise visitors about the various attractions. KB agreed that the TIC staff should be knowledgeable about the sites they are promoting and DB agreed to look into the matter. However, he noted that some early engagement did take place.

11. ANY OTHER BUSINESS

Travel Policy – The Board noted VJ’s Travel, Expenses and Gifts Policy, a copy of which was circulated with the agenda. KB advised that the implementation of this policy was recommended by the Audit Committee and they have also recommended that it be reviewed from time to time.

Jersey Appointments Commission – The Board noted the Jersey Appointments Commission (JAC) Paper dated 28th June 2016, a copy of which had been circulated with the agenda. It was agreed that VJ should follow JAC processes for CEO and board member appointments.

2016-19 – Enterprise Strategy –Priority Framework – The Board noted VJ’s priority framework with regard to the 2016-19 Enterprise Strategy, a copy of which had been circulated with the agenda. KB advised that VJ propose working with Tourism Economics in this regard. He reported that Tourism Economics are a preeminent agency who have worked with a number of jurisdictions. He added that they have a very sophisticated global intelligence framework. KK noted that this was one of VJ’s key deliverables in the Jersey Destination Plan and KB noted that it will enable VJ to have an economic discussion with the community.

Board Meeting Diary – The Board noted the Board Meeting Diary for 2016/17, a copy of which was circulated with the agenda. **IT WAS NOTED** that the next board meeting would take place in the afternoon of 13th September 2016 following the “away day” and **IT WAS RESOLVED** that KB or KK would advise AM of the start time of the meeting in due course and ask Rachel Winchurch to arrange an alternative venue to Hamptonne. KB added that the November Board meeting was scheduled for 15th, not 22nd November. MK suggested that it would be helpful to discuss a draft business plan at the 13th September meeting and KB advised that a management meeting is scheduled for August to discuss this. He will therefore bring his findings to the 13th September meeting with a view to writing the business plan thereafter.

Airport Master Plan – DB invited the Board to attend a briefing on the Airport Master Plan at the Radisson Hotel on Thursday 14th July 2016 at 8am.

Steam Clock – DB invited the Board to contact him if they had any contacts who would be interested in the steam clock as this is now the property of Ports of Jersey.

12. DATE OF NEXT MEETING

As noted above the next meeting was scheduled to take place on Tuesday 13th September 2016.

There being no further business the meeting was closed at 4.05pm.