

**Minutes of a meeting of Visit Jersey Limited (“VJ”)
Held at Durrell Manor House Board Room, Trinity, Jersey, on Tuesday 28th February 2017
at 9.30am**

Present:	Kevin Keen (KK) – Chair
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 & Culture (“EDTSC”)	
David Edwards (DE), VJ	
Adam Caerlewy-Smith (ACS), VJ	
Suzanne Kirk (SK), Events Jersey (“EJ”)	
Paul Luxon (PL), CEO, Condor Ferries	
Alicia Andrews (AA), Executive Director, Commercial, Condor Ferries	

NB the agenda was taken out of order to accommodate those invited to present to the Board.

1. APOLOGIES

Apologies were noted from Doug Bannister (DB).

2. CONFLICTS OF INTEREST

No conflicts were noted. KK proposed creating a form for completion by Directors on an annual basis in order to record conflicts and **IT WAS RESOLVED** that the Audit Committee would carry this forward. **Action: TC**

IT WAS NOTED that the Directors had recently been provided with the IOD’s “Guidelines for Jersey Directors” written by Advocates Anthony Dessain and James Crespell. Board members were encouraged to read the booklet and to take such other actions to maintain their competence as company directors.

3. MINUTES OF PREVIOUS MEETINGS

The Board reviewed the minutes dated 22nd November 2016, a copy of which were circulated as part of the Board Pack and **IT WAS RESOLVED** to approve them.

4. MATTERS ARISING

DS reported that Mike King (MK) had not progressed an action he had previously taken to put him in touch with Tom Walker with a view to them discussing immigration issues prior to his resignation. **IT WAS THEREFORE RESOLVED** that DSc would follow this up with DS. **Action: DSc**

KK reminded the Board that MK had stepped down as a Director of the Board some time ago and was attending in an observer capacity as the Accounting Officer for VJ only. The Board agreed that whilst the appointment of government representatives as Directors was a conflict, government representatives should continue to attend in an observer capacity. The Board welcomed DSc’s continued attendance, agreed that the government representative should be named in order to ensure consistency, **IT WAS RESOLVED** that KK would email DSc to confirm the Board’s views in this regard. **Action: KK**

Referring to the presentation of the results of a feasibility study on a Jersey Expo in the previous minutes, KB reported that this remains a “work in progress” and is being dealt with as part of the EJ strategy. **IT WAS NOTED** that all other actions included in the previous minutes had been completed.

5. TOURISM ECONOMICS REPORT AND ASSOCIATED COMMUNICATIONS

IT WAS NOTED that the latest version of “The Economic Contribution of Tourism to Jersey: The Productivity Opportunity” report (the Report) prepared by Oxford Economics had been circulated as part of the Board Pack together with a memo co-authored by DE and KB which provides recommendations of how the results of the Report should be communicated.

DE advised that it proposed to prepare an infographic to convey the key metrics and concepts from the Report and he sought the Board’s views on what the key messages should focus on and who the primary audience should be. KB added it was necessary to agree four or five key outtakes from the Report and he suggested that an infographic was the best way to do this (as most people were unlikely to read the full 85 pages of the report and he proposed that the issue of productivity should be embraced as this is a challenge for the Island.

KK proposed revising the Report to include headcount statistics from the hospitality sector (which are readily available and have not increased from 2001 to 2015) to highlight that the sector is not to blame for the Island’s growing population and immigration issues. He added that the statistics also may indicate that the tourism sector provides a sort of induction training for people coming to Jersey who go on to work in the higher economic value financial services sector, the alternative would be for the financial services sector to import more people directly. He stressed that the Report should also highlight that some tourism facilities (especially restaurants) are used by local residents which can drive headcount, noting that the data which is independent, reliable and available can highlight this and support the fact that tourism is improving its productivity without increasing headcount.

IT WAS NOTED that statistics also indicate that GVA from the tourism sector has increased from £104m in 2001 to £109m in 2015 (in constant values) despite headcount remaining static thus confirming some improvement in productivity KK therefore suggested that reduction in headcount rather than increase should be mentioned in the Report, albeit not making a big issue of it. However, MG expressed concern about the dangers of highlighting the issue of immigration too much and DS noted that the issue of improved productivity is already well highlighted with the proposal that more use should be made of existing resources. **IT WAS RESOLVED** that DE would consider how the objective of properly informing key stakeholders regarding long run changes in sector headcount could be accommodated in this important report.

KK suggested that a number of key facts from the Report/infographic should also be included in VJ’s annual report which is published/issued as part of the AGM process. The timing of this was discussed and KB proposed launching part of the story to industry (but not the central message) at the same time as the annual report. CL referred to the impressive infographic prepared by the Tourism Shadow Board which was successful in overcoming negativity around tourism and breaking down audiences (which she stressed must continue) and proposed re-visiting/re-designing it.

The Board discussed the various audiences which will need to receive communications on the Report and agreed that they will need to be tailored accordingly. With this in mind the Board noted that VJ have adopted a planned approach with regard to marketing whereby adverts are placed together with positive stories which are backed up by relevant data. KB reported that VJ is engaging with the JEP to establish how they can work together to share the stories and to encourage more of an ambassadorial role among islanders.

CL suggested that VJ has nothing to be defensive about with regard to the Report and proposed the release of regular, small, bite-sized pieces information from the Report, as opposed to the infrequent release of large pieces of information.

The Board reviewed the headline statistics included in DE and KB's memo and TC queried the source of the number of jobs (7k). DE advised that this figure reflects those who are employed directly (e.g. in hotels) and indirectly from tourism (e.g. taxi drivers or maintenance staff). KB added that this method of calculation is a global approach recommended by the United Nations World Tourism Organisation.

TC suggested that the headline statistic with regard to GST revenue earned from tourism (15%) should also be referred to in terms of value and DE advised that he believes this is approximately £12/13m which the Board agreed was an important number.

In order to make the communications around the Report as impactful as possible, SW proposed that consideration should be given to what VJ wants them to achieve and what successful engagement would look like. TC noted that success will be defined differently depending on the market/audience and this was echoed by SW. She therefore suggested that any communications for residents should refer back to John Henwood's original tagline of Islanders needing to "fall back in love with Jersey". MG added that an increase in jobs would be an indication of success and proposed that the communications should focus on the positives of tourism and the facilities Jersey has as a result of tourism (e.g. Michelin star restaurants).

There being no further comments or questions it was agreed to approve the Report and publish an appropriate communication by way of an infographic around the time of the annual report and not issue a press release on the Report prior to this time. **IT WAS THEREFORE RESOLVED** that KB/DE would agree the key messages for inclusion in the infographic and annual report with support from KK and SW. **Action: DE/KB**

The Board agreed that government/political support for VJ was important, particularly in light of the forthcoming elections. **IT WAS THEREFORE RESOLVED** that following the release of the infographic and annual report DSc would arrange internal briefings with key government officials (e.g. Dougie Peedle) and the Council of Ministers. **Action: DSc**

6. EVENTS JERSEY STRATEGY

SK was welcomed to the meeting at 10.15am and she provided the Board with a presentation on the draft EJ Strategy, a copy of which had been circulated as part of the Board Pack. Following her presentation SK sought the Board's agreement of the objectives set out in the Strategy in order that the framework can be agreed, including specific events which EJ should focus on. She also invited the Board to highlight any issues that they do not believe should not be included in the Strategy or any additional issues which should be included together with any specific events which EJ should market.

KK thanked SK for the significant amount of work which she has undertaken in drafting the Strategy and he invited the Board to raise any key questions. TC sought clarification of the breakdown of the 2017 budget of £200k and SK apologised for a typo in the marketing budget, noting that this should be £111k and **IT WAS RESOLVED** that she would provide a more detailed breakdown of this for the Board's information/review. **Action: SK**

TC suggested that SK provide those who have participated on FAM (familiarisation) trips (and any other key stakeholders) with a copy of the draft strategy for their comments.

MG expressed concern at the proposal to disregard small/niche events. He stressed the importance of growing and building these events over a five/ten year period in order to make them sustainable, noting that whilst "big bang" events look good for politicians they are not sustainable.

He suggested that whilst the proposal to support a chess event on the Island was a good one, he agreed that the timeline of 2019 may be challenging. SK agreed that it was important to have niche events and reassured the Board that EJ proposes to small/niche events which it believes have an opportunity to grow (e.g. the Breca swimrun) and are captured in the “Grow” tier of the pyramid that was presented.

TC queried how EJ will be different to the Jersey Conference Bureau (JCB) and SK explained that unlike the JCB, EJ will actively market Jersey as an events destination. However, it will not be involved in the logistics of organising an event.

CL described the content of the Strategy as “extraordinary” and expressed concern that it contained too much ambition for a department of one. She suggested that whilst EJ should have a long-term vision, it would achieve better results in the short-term if it focussed on one of two specific objectives which are “quick wins”. She therefore proposed distilling the Strategy into a shorter four or five page document summarising EJ’s overall long-term vision but broken down into sizeable events, noting that the current strategy is in danger of implying that the department of EJ has ten members of staff behind it. CL welcomed the creation of EJ and suggested that it was the “missing link” for Jersey. However, she stressed the importance of ensuring that the strategy and objectives were manageable and suggested that SK would receive more satisfaction if she could tick them off as they were achieved. KB acknowledged CL’s concerns and welcomed her comments. However, he advised that EJ is part of VJ and therefore will receive the support of VJ’s marketing and other resources.

DS echoed CL’s concerns and agreed that the strategy should be constrained. He also proposed that a professional writer should be engaged to write it to protect VJ’s image. Referring to the proposal to stage an international chess tournament in the Island in 2019, he noted that the Island has been holding a chess tournament for the last 30 or 40 years and therefore proposed that focus should be placed on trying to make this bigger and encouraging other local event organisers to expand. He added that EJ should also focus on potential opportunities that the corporates on the Island may bring through their professional bodies. Referring to the latter, SK advised that she has met with the JFSC, PWC and a number of other corporates in the Island.

DSc welcomed SK’s passionate approach to the Strategy. However, he expressed concern about the Minister’s expectations and stressed the importance of managing these in line with the £200k budget and the limitations of the Tourism Development Fund (TDF) which is not expected to be re-funded once the final £300k has been allocated. He acknowledged that there was work for government to around the administration of the TDF as well as establishing a central point of contact for people looking to organise events and accepted that it was particularly difficult to organise an event in the Island due to the fact liaison is required with various States Departments and Parishes in order to obtain the agreement for road closures etc. He stressed the importance of government realising that events are beneficial to the business of the Island and proposed linking this into the government/political briefings (as discussed above).

SW provided similar feedback to CL and DS and suggested that the Strategy should be cut back into a simple document which highlights the role and remit of EJ. She expressed concern that the current Strategy is contradictory, noting that it describes EJ as a “one stop shop” on the one hand but states that it is not a facilitator of events on the other. She also proposed that a better understanding should be provided of how many visitors are coming to the Island currently as a result of events and how many more would be required over the next one, three and five years in order to fulfil VJ’s targets, noting that the Strategy does not make it clear how EJ is going to help VJ meet its targets. SW queried the reference to a return on investment of 5:1 if it is not proposed that EJ will provide funding to event organisers and she also reiterated DSc’s concern regarding the limited funding available from the TDF.

KK thanked the Board for their input on the Strategy. However, as the Directors agreed that they had not had sufficient time to digest the Strategy in detail **IT WAS RESOLVED** that they would provide further feedback via email to KB by Monday 6th March 2017. **IT WAS FURTHER RESOLVED** that consideration would be given to establishing a formal working party of Board members to work on the Strategy with SK. **Action: All**

KK thanked SK once again for her time in creating the draft Strategy and she left the meeting at 1050am.

7. CONDOR FERRIES UPDATE

The Board welcomed PL and AA to the meeting at 10.55am and PL provided a brief update on Condor. He reported that the recovery of 2015 was now complete and the transition into stabilisation of the company was on-going. PL advised that the results of the CSR have now been released. He acknowledged that this was a document of significant length and suggested that focus be placed on pages 2-11 (copies of which can be accessed here <http://www.condorferries.co.uk/documents/Condor%20Ferries%20Comprehensive%20Service%20Review%20November%202016%20Main%20Report.pdf> and form part of these minutes), noting that these were of the most importance. **IT WAS NOTED** that CSR was driven by Condor, jointly with the States of Jersey and Guernsey and the results have been presented to stakeholder groups. PL reported that views expressed by Islanders in the CSR are being taken into consideration. In particular concerns regarding the requirement for an additional ship are being addressed and he advised that a proposition has been put together outlining how Condor could have a fifth vessel. He explained that he was unable to go into too much detail at this time. However, he advised that further updates in this regard will be forthcoming from Senator Farnham in Jersey and Deputy Ferbrache in Guernsey.

PL advised that all other recommendations from the CSR are being implemented by Condor. He explained that Condor's crisis period and consultation period is now over and the company is now working towards transforming its services. He added that it is nine months since he began in his role at Condor and he believes genuine progress has been made during this time. He advised that AA's presentation will provide statistics to demonstrate the same and he invited Directors to ask any questions at the end.

IT WAS NOTED that AA was responsible for passenger revenue and on board sales and she provided the Board with a presentation entitled Forward bookings & Marketing Update for Visit Jersey board. **Annex**

DS noted that Condor saw an increase in passengers between April and September and he queried whether there was a peak at any particular point. AA referred the Board to the monthly breakdown figures and advised that they show a peak between April and June. PL advised that whilst he is pleased with where Condor currently is, he is not being complacent and reassured the Board that daily updates will be reviewed with a view to tactical decisions being made.

IT WAS NOTED that Condor have made no changes to their promotions from to last year however their timetables and schedules were released earlier which has led to an increase in bookings. MG added that bookings for June are stronger earlier this year even without the Dance World Cup. KB queried what the level of Condor's summer bookings growth was and **IT WAS RESOLVED** that AA would provide KB with details of this following the meeting. **Action: AA**

In answer to a question from CL, AA reported that Guernsey's figures show a slightly stronger picture. CL suggested that this was to be expected as Condor has undertaken joint marketing with Visit Guernsey. However, AA advised that Condor is still promoting Jersey in its TV advertising and aligning its advertising to VJ as much as possible. She explained that whilst the two Islands have a different profile when they advertise there is an element of the "halo effect".

TC queried whether Condor was receiving more money per passenger year on year and AA advised that she was unsure. She explained that the current strategy was to drive higher occupancy in Q1 (April to June) and she noted that this may not necessarily lead to a higher revenue, albeit that this may be forthcoming in Q2 and 3. PL stressed the importance of Condor “getting off to a good start” in Q1 and therefore whilst an important factor overall, yield is not currently the main focus. AA advised that Saturday fares are in line or ahead compared to last year, noting that the Northern route is benchmarked against air routes every two weeks and has a consistent method for price monitoring.

KK queried whether Condor measures the duration of trips taken by its passengers and if so whether there are any trends. AA responded that on the Southern route the number of residents taking shorter breaks has increased and there has been a small increase in French visitors staying longer. She advised that visitors travelling to the UK on Condor stay approximately 4.3 bed nights whereas the length of stay in Jersey is much higher. MG noted that he has also seen an increase in the length of stay of visitors. TC asked whether Condor’s statistics on the length of stay could be shared and **IT WAS RESOLVED** that AA would do this on a regular basis going forward.

Action: AA

The Board congratulated AA, PL and the rest of the Condor team on the work they have done in turning around Condor and PL welcomed the partnerships with VJ and Visit Guernsey in helping to achieve this. He reiterated that Condor is currently working on reputation revenue recovery plan. However it needs to get to a stage where it can work in reinvesting its revenue which he suggested will also be beneficial for the industry.

TC queried what contingency is in place in the event of another “disaster” and PL advised that Condor’s Asset Health Programme is continuing which includes diagnostic testing for the whole fleet. He reported that unfortunately the appointment of Keith Gate as a Customer Services Director did not work out. He has therefore taken on the responsibility for Customer Services himself and believes that the quality of communications and level of information being shared has improved. He added that if issues do arise, Condor is now in a better place to deal with them, although he acknowledged that passengers will still face disruption to their travel arrangements when issues do arise.

PL stressed that everyone in Jersey needs sea connectivity to work. He therefore proposed that every effort should be made to counter negativity on social media. With this in mind he welcomed the Board’s support and recognition of the progress Condor has made.

SW queried whether an analysis has been undertaken on 2015/2016 to establish whether Condor is now back to the position it was in two years ago. AA suggested that Condor would, in fact, need to go back to 2014 because despite the issues experienced in 2015/2016 people were already booked. However, she reported that statistics show that Condor is currently ahead of all 2014 figures with four ships instead of five and without providing double rotations. She suggested that the key driver for this was that tickets went on sale for 2017 in early October 2016. She stressed the importance of being able to sell tickets as early as possible which requires everyone to be comfortable with the schedule. That said, her aim is to release it as early as possible going forward: ideally at the end of the school summer holidays.

The Board sought an update from PL on the Jersey Hospitality Association (JHA) who has been on the JHA board for ten years. He explained that some board members are stepping down and consideration is therefore being given by a number of board members to putting a proposition to the membership at the AGM to wind it up. He noted that there is an apathy around JHA and there has been a decline in its financial performance. **IT WAS NOTED** that it was agreed three years ago that JHA reserves should be used pre and post VJ and as VJ is delivering well it is now being proposed to wind the JHA down. However, this is not the view of the whole board. Therefore if

the proposition is not agreed at the AGM, alternatives to a winding up will be discussed at an EGM.

PL noted KK and KB's personal preference that there should be an independent organisation in place and he acknowledged that this should be sustainable from VJ's point of view. However, he advised that one option for consideration is that the Chamber of Commerce Transport and Tourism Committee represent the JHA membership going forward. He noted that whilst relevance on the Island was required, Guernsey has not had an equivalent organisation for some time but instead have a Chamber sub-group.

KK queried whether it would be helpful for VJ to provide a more formal view and if so what the timeline for this would be. PL noted that he was attending a meeting on the matter at 12pm today. Therefore as it is not possible for the Board to provide formal feedback by then he proposed that they should send this to Ian Barnes.

In answer to a question from DS, PL advised that the possibility of JHA becoming a branch of the BHA has not been considered and he reiterated that those who did not wish to wind up the JHA were continuing to look at options.

The Board agreed what whilst a representative body was required, it should not be VJ, albeit that VJ could get involved as it sees fit. **IT WAS THEREFORE RESOLVED** that PL would share this together with DS' proposal regarding the BHA at his next meeting. **Action: PL**

PL and AA were thanked for their time and they left the meeting at 11.45am.

8. 2016 VISITOR ECONOMY NUMBERS AND EXPENDITURE

DE provided the Board with a presentation on "Estimating 2016 Volume and Value", a copy of which was circulated as part of the Board Pack and the details of which was summarised in KB and DE's memo dated 24th February 2017, a copy of which was also circulated as part of the Board Pack. DE also tabled the following as part of his presentation (a) spend per visit July – December 2016 compared to spend estimates for full year 2015 – old categorisation; (b) breakdown of visitor spending for 2015 and 2016; and (c) STR data for 2015 and 2016.

KK acknowledged that the 2016 total visitor target had not been met and that figures were below those of 2015. However, he noted that there were good reasons for this and he stressed the importance of ensuring that VJ do not "spin" the figures in any communications which are released. With this in mind he proposed including the target figure of 732k visitors for 2016 and the actual figure of 692k visitors together with the reasons for the target not being met in the communication.

TC suggested that depending on who the audience is, appropriate back up will be required, noting that readers of the JEP are unlikely to read past the headline that VJ has not met its target whereas others will understand the reasons for this. KK agreed that whilst an explanation was required to support the figures, he would feel uncomfortable not reporting that the target had not been met.

ACS suggested that any communications should highlight that more people are choosing Jersey as a holiday destination albeit that inter island connectivity and business visitors have been an issue which has affected overall figures. He stressed the importance of quantifying the figures to prevent focus being placed solely on VJ not meeting its target.

IT WAS NOTED that staying leisure visitors (SLV) increased by 3% in 2016 and DE suggested that this was a positive headline because it is where VJ concentrated its marketing last year. This was echoed by SW who noted that VJ exceed its target for SLV in 2016 and suggested that if this continues to increase with other areas declining it will not be an issue if the overall targets are still met. She therefore proposed that any communications should highlight that where VJ has the

ability to control a specific market (e.g. SLV), positive results have been seen but where it does not have that ability (e.g. inter-island or business visitors) they have not.

KK proposed using the 2016 figures to re-position the long-term target of 1m visitors included in the Jersey Destination Plan (JDP) and highlighting that this includes all visitor categories (e.g. day trippers and business visitors) some of which cannot be controlled by VJ's marketing activity. KB reminded the Board that this target was a shared ambition across the whole of the industry, not just VJ.

ACS reiterated that the lead headline of any communication should be that SLVs are up and Jersey is being chosen by more people as a holiday destination. Thereafter it should be outlined that business visitors are down. He acknowledged that VJ should state that it has not met its target of 732k for 2016. However, he did not suggest making this the headline and stressed the importance of quantifying the figures. TC added that the communication should include details of what VJ propose to do going forward.

CL noted that there are a number of justifiable reasons for VJ not meeting its 2016 target, in particular that the branding was not in place until the summer. KK added that Brexit, the exchange rate and Condor will also have had an impact. Nevertheless, he stressed that VJ should not hide from the figures. CL agreed and proposed keeping any communications simple with short sound bites. She added that there were some very positive indicators for 2017 already and proposed that these should also be referred to in the press release.

The timing of a press release was discussed and it was proposed to prepare this by Friday 3rd March 2017 so that it can be issued as part of VJ's next newsletter as well as by way of formal press release to the media and, as proposed by ACS above, it was agreed to include "more people are choosing Jersey as a holiday destination" in the main headline.

DS noted from DE and KB's memo that the value of visitor spend reduced by 6% in 2016. However, he advised that other sources (e.g. local attractions) show that this has increased. DE explained that it is difficult to make like for like comparisons because of the two different types of methodology used to collect data during 2016. He advised that on the exit surveys visiting friends and relatives (VFR) are now categorised between those who stay with family/friends and those who stay in registered accommodation.

KK noted that significant data is yet to be received from the exit survey interviews for June to December 2016 and DE advised that he has only just received this which he acknowledged was later than he would have liked. CL suggested that the press release to be issued on Friday should refer to the fact that going forward all statistics will be based on the new method of recording data and that it will be available on a monthly basis.

DS queried whether consideration should be given to data being collected on visitors who are in the Island for sporting events, particularly in light of the establishment of Sport Jersey. DE acknowledged that this is an additional statistic that is recorded under the new exit survey methodology. However, he noted that this only relates to a small percentage of visitors.

KK suggested that the 2016 figures should be presented in context with the number of people who do not leave the UK for holidays. DSc added that VJ should be bullish in their presentation of the 2016 figures and he proposed asking a member of the industry (e.g. Robert McKenzie) to comment on them, noting that the media would inevitably contact him for his input anyway.

There being no further comments or questions on the 2016 figures, **IT WAS RESOLVED** that KB would draft a press release by close of business the following day for review by KK, SW and CL for issue on Friday 3rd March 2017. **Action: KB/KK/SW/CL**

SW noted that the media will inevitably pick up on the fact that VJ has not met its target. DSc

echoed this view and suggested that questions may also arise regarding the decline in business visitors, particularly when VJ took on responsibility for the activities of the JCB together with its budget. However, ACS proposed that the appropriate response in this regard is that there was some delay in establishing EJ who will now focus on this sector. **IT WAS RESOLVED** that KB and DE would prepare a series of answers for questions that are likely to be asked in response to the press release. **Action: KB/DE**

The Board agreed that the Minister should have sight of the press release prior to issue and **IT WAS RESOLVED** that KK would liaise with DSc in this regard. **Action: DSc/KK**

9. MARKETING UPDATE

ACS provided the Board with a marketing update. However, in the interests of time it was agreed that he would focus on the second half of his presentation relating to the Q1 activity. He reassured the Board that the 2016 learnings have been carried forward into 2017 and he summarised these as follows: (a) Jersey needs an explanation; (b) VJ needs to use its marketing channels effectively; (c) VJ needs to capitalise on Jersey's products; (d) perception needs to be shifted; and (e) VJ needs to activate people who are not already coming to Jersey.

IT WAS NOTED that the UK Q 1 activity has generated an additional 60k data contacts and a 30% increase in partner referrals. In answer to a question from CL, ACS confirmed that some of the data contacts are competition entrants. TC sought clarification of the increase in partner referrals and ACS gave an example of Robert McKenzie from CI Travel Group who has reported a 50% increase in referrals from Jersey.com.

ACS acknowledged that the process of taking referrals from Jersey.com was challenging initially but it is now working well. He added that different people go on different "journeys" through the website and communications are therefore tailored accordingly (e.g. those who are already familiar with Jersey and those who are not). **IT WAS NOTED** that VJ now has a significant database, a large proportion of which are new contacts, and ACS reiterated that all contact is completely personalised depending on the "journey" the user has taken through the site.

TC queried the status of offline marketing and whether any brochures were still being printed. ACS responded that no brochures were printed for the UK. He reported that tens of thousands of pounds used to be spent on printing brochures and associated resource. Last year less than ten were sent out. **IT WAS NOTED** that all brochures are available online. ACS suggested that print is still a relevant medium, it needs to work harder, noting that despite designing an advert himself in 2015 for inclusion in The Times, he still missed it. He therefore proposed that activity should be featured with any adverts which can tell the story of Jersey in order to shift perception.

CL noted that competitions were very dominant in VJ's recent marketing (print, online and newsletter) and expressed concern that a number of people may be subscribing in order to win without any particular interest in Jersey. She therefore queried whether it is possible to establish the quality of the database and unsubscribe people as appropriate. ACS reassured the Board that he was working with DE in this regard. He stressed the importance of VJ being able to personalise their communications. However, he acknowledged that some people enter competitions regularly. Therefore it has been agreed that if contacts do not open emails after a certain amount of time they will be deleted from the database. He added that consideration is also being given to what constitutes a quality visitor to the website and it has been agreed that they need to be on the site for more than a minute or click on partner pages/more than one page. KB added that a return on investment evaluation is also being calculated on visitors to the website.

CL congratulated ACS on the current marketing programme. She noted that the results were very positive and queried whether he required any input from the Board. ACS suggested that he could benefit from the wealth of experience on the Board and accepted that VJ often fails to share

details of what it is doing until it has been done. DS added that some members of the industry still believe that tourism will succeed without VJ's input. However he suggested that this was wrong and that partnership is imperative. ACS noted that VJ has created a marketing strategy and it is creating trade and events strategies and proposed that these should be implemented under the brand of the destination, not just VJ, with everyone from industry buying into them. He stressed the importance of finding a way to engage all partners and accepted that more needed to be done with the Jersey Attractions Group.

CL queried what the timeline was for communicating details of the 2016 learnings and the statistics from the activity in Q1 and ACS advised that it is proposed to issue a press release in June following the evaluation process. He reported that this will explain the activity, soft marketing and ROI and the Board noted that this will be repeated every six months.

KB advised that a dashboard is being created on which members of industry and the Board will be able to review relevant information/results. **IT WAS RESOLVED** that KB/ACS would provide the Board with a demonstration of the dashboard at the next meeting. **Action: KB**

SW congratulated ACS on marketing Jersey in the best possible light. However, she noted that it was very features heavy and suggested that VJ needs to resonate with people emotionally and communicate how Jersey "makes you feel" in order to differentiate Jersey from other destinations. ACS welcomed SW's comments and advised that work was on-going in this regard. He reported that the "Sundowner" campaign was very successful and therefore similar methodology will be used for marketing activity in the autumn. He acknowledged that the current video edits are very local centric but noted that the next ones include visitors undertaking various activities around the Island. DS stressed the importance of the power of voice and ACS confirmed that this has also been taken into consideration.

TC requested that marketing updates be provided to the Board on a more regular basis. .

The Board noted the presentation on "Airport Seat Capacity in 2017", a copy of which was circulated as part of the Board Pack and DS proposed that the new CEO of Fly BE be invited to Jersey. Whilst KB accepted that VJ could facilitate a programme for her, he suggested that it would be more beneficial if a ministerial invitation was made.

10. CHIEF EXECUTIVE'S REPORT

The Board reviewed the CEO's Report, a copy of which was circulated as part of the Board Pack and this was taken as read.

11. PAYMENTS AND SIGNING LIMITS

TC reported that the current bank mandate was signed prior to the establishment of the Executive. It was therefore agreed to sign a revised mandate. **IT WAS NOTED** that details of the proposed amendments were set out in a Board Resolution of the Company, which was circulated as part of the Board Pack and **IT WAS RESOLVED** to sign the same. **Action: All**

We will need to work in the formal resolutions provided by HSBC in here

12. RISK REGISTER

The Board reviewed the Risk Register dated 22nd February 2017 a copy of which had been circulated as part of the Board Pack. **IT WAS NOTED** that GDPR had been added to the Register and **IT WAS RESOLVED** that KB would take advice on this and provide recommendations to the Board in due course. **Action: KB**

13. FORWARD BOARD MEETINGS CALENDAR

The Board reviewed the Forward Board Meeting Calendar, a copy of which had been circulated as part of the Board Pack. **IT WAS RESOLVED** to include a regular marketing item on future agendas. **Action: KB**

14. ANY OTHER BUSINESS

(A) TC noted that not many industry briefings had taken place recently. However, KB reported that a number of internal meetings have taken place about engaging with industry and he proposes arranging a meeting after the AGM about the future of VJ and ongoing cooperation. In answer to a question from TC, KB suggested holding the meeting at the end of May. However, TC proposed that a meeting should possibly be held earlier than this.

(B) *[Please insert CL's piece of AOB]*

15. REVIEW OF BOARD APPRAISAL

The board discussed the recent board appraisal which had been conducted by DS in his capacity as senior independent director. The following was agreed:-

- 1. That the rotation of board members would commence at the AGM in 2018 with the retiring director being selected by drawing lots- which would exclude the Chief Executive and Chairman*
- 2. That the process to fill the vacancy left by the retirement Mr Henwood should begin immediately with a person from outside of the island with extensive tourism industry experience. It was further agreed that particular consideration be given to those individuals with experience of continental markets.*
- 3. That whilst KB would not be retiring until 2020 it was important to identify potential internal candidates for the role and invest in their development*
- 4. That KB would provide a monthly report to board members and maintain a policy of no surprises for non-executive directors.*
- 5. That further effort would be made by KB to amplify the thinking behind recommendations for change including the alternatives and the reasons for discarding those alternatives.*
- 6. Committee chairs were asked to ensure that committee minutes be circulated to other board members.*
- 7. To arrange a series of dinners for key stakeholders before each board meeting to ensure that good lines of communication was maintained with the board. It was noted that there was a cost for such events and that there was a risk regarding the perception of them, but it was agreed that the potential benefits far outweighed these risks.*
- 8. It was decided that the current schedule of 6 meetings per year plus the AGM should be maintained for 2017 but reviewed for 2018 depending on the next appraisal.*

Board members concluded that the process had been successful and thanked DS for all the work in conducting the appraisal.

16. CLOSED BOARD SESSION (NON-EXECUTIVE BOARD ONLY)

KB left the meeting leaving only Non executive directors present who discussed the recent 360 appraisal, general performance of the CEO and his ultimate succession. No concerns were identified over the performance of the CEO. It was RESOLVED that a closed session would take place after each meeting.

17. DATE OF NEXT MEETING

IT WAS NOTED that the next meeting was scheduled for Tuesday 4th April 2017 at 10.30am at La Mare Wine Estate.

There being no further business the meeting was closed at [2:45?]pm.