

**Minutes of a meeting of Visit Jersey Limited (“VJ”)
Held at the Jersey Airport, St Peter, Jersey, on Wednesday 18th April 2018 at 930am**

Present:	Kevin Keen (KK) – Chair
Doug Bannister (DB)	Keith Beecham (KB)
Tim Crowley (TC)	David Seymour (DS)
Mike Graham (MG)	Sam Watts (SW)
(collectively referred to as the “Board” or the “Directors”)	
In Attendance	
Amanda Wilmott (AW)	
Aimee Maskell, AM to PM Secretarial Services (Scribe)	
Darren Scott (DSc), Economic Development Tourism Sport and Culture (EDTSC) (Observer)	
Senator Lyndon Farnham (LF) (for item 3 only)	
Adam Caerlewy-Smith (ACS), VJ (for items 9 and 10 only)	
Ollie Archbold, VJ (for items 11, 12 and 13 only)	
Meryl Le Feuvre, VJ (for items 11, 12 and 13 only)	

1. APOLOGIES –Apologies were noted from Catherine Leech (CL). KK welcomed AW to the meeting. He advised that she will be formally appointed as a non-executive director (NED) at the AGM on Wednesday 16th May 2018 and noted that he had advised VJ’s shareholders of this.

2. ATTENDANCE BY LF – LF joined the meeting at 9.40am and thanked the Board and the VJ team on the fantastic success of VJ. He accepted that there was still more work to be done but congratulated them on the progress to date. KK thanked LF for his continued support of VJ, acknowledging that this had not easy for him at the outset. He reported that whilst the Board were pleased with progress to date, they are hopeful that this will go further and provide confidence to those working in the industry to invest further.

LF and the Board discussed the industry generally together with the forthcoming elections and LF confirmed his on-going support for tourism. The Board thanked him for his time and he left the meeting at 10am.

3. CONFLICTS OF INTEREST – There were no conflicts noted. **IT WAS RESOLVED** that AW would submit a conflicts of interest form to KB as soon as possible. **Action: AW**

TC reminded the Directors updated conflicts of interest forms were required on an annual basis. **IT WAS THEREFORE RESOLVED** that KB would circulate these for update as required prior to the AGM. **Action: KB**

4. MINUTES OF THE PREVIOUS MEETINGS – **IT WAS NOTED** that the minutes of the previous meetings dated 12th December 2017 and 21st February 2018 had been circulated with the agenda. **IT WAS RESOLVED** to approve both sets of minutes, subject to some minor amendments to the latter. **Action: AM**

5. MATTERS ARISING – Referring to the minutes of 12th December 2017, DS queried whether a review had taken place to establish any trends on the length of stay (on a monthly basis) together with comparing length of stay data from other destinations. KB advised that this had not yet been undertaken and **IT WAS RESOLVED** that he would arrange for it to be progressed. **Action: KB**

Referring to the minutes of 21st February 2018, DS queried whether Air BnB is classified as unregistered self-catering accommodation and KB advised that whilst it was classified this way, it has resulted in additional accommodation for the Island and extra product.

KK took the Board through the actions (which were not otherwise included in the agenda) from

the minutes dated 21st February 2018 as follows:

- (a) Tourism and Hospitality Apprenticeship – KB advised that no response had been received from the restructured UK Hospitality Association, despite continued emails. **IT WAS THEREFORE RESOLVED** that he would arrange to visit them in person next time he was in London. **Action: KB**
- (b) Tourism Charter Infographic – **IT WAS NOTED** that the infographic had been circulated and input had been received on the same.
- (c) Minimum Wage Statistics– KK confirmed that he had circulated the minimum wage statistics discussed at the previous meeting.
- (d) Visitor Performance – KB confirmed that a revised press release on visitor performance was released following Board input.
- (e) Exit Survey Results – **IT WAS NOTED** that the Board agreed, at the previous meeting, to discuss these in more detail at the Strategy Day on 18th July 2018 and it was agreed to consider an agenda for this under AOB.
- (f) Events Jersey (EJ) Strategy – KB advised that the EJ Strategy was now complete.
- (g) Board presentations – KB confirmed that he provided staff with feedback from the Board regarding presentations made at Board meetings.
- (h) Lease of Commercial House – **IT WAS NOTED** that the Lease for Commercial House had now been executed and a move was planned for 2nd/3rd May 2018. KB thanked TC and OA for their assistance in this regard.
 - (i) Genuine Jersey lease arrangements – KB confirmed that he had discussed the on-going lease arrangements with Genuine Jersey, details of which he had made a note of for the record.
 - (j) Creation of a new TDF – KB advised that work in this regard was on-going and he provided a draft proposal to EDTSC.

The Board agreed that a separate document to track actions would be helpful and **IT WAS RESOLVED** that KB would prepare this for inclusion with the Board Pack going forward. **Action: KB**

6. 2017 FINANCIAL STATEMENTS AND ANNUAL REPORT – The Board reviewed the 2017 Financial Statements, a copy of which had been circulated with the agenda and TC reported that the Audit Committee had met several times to discuss and finalise the same. He advised that the Audit Committee met with VJ’s Auditors (Alex Picot Chartered Accountants) on 16th April 2018 at which time they provided VJ with a “clean bill of health” and provided a letter of representation for signature. **IT WAS NOTED** that Alex Picot were willing to continue to act as Auditors for a further year and the Audit Committee met prior to the Board meeting to approve the accounts.

KB reported that whilst no specific recommendations were made as part of the Audit, as of 1st June 2018, a purchase order (PO) system will be in operation at VJ. He explained that whilst some technical work (which is currently in progress) will be required to implement this, it will ensure VJ’s financial commitments are more visible and assist the Audit Committee accordingly. The Board noted that there will be some exemptions where purchase orders will not be raised e.g. rent and KB advised that policy for this will be drafted. Concern was expressed about the potential increase in administration the PO system may cause. KB agreed and explained that he was keen to keep the procedure simple but helpful for the executive and Audit Committee.

IT WAS NOTED that Marc Couriard has provided input on the implementation of the PO System and TC confirmed that confirmation was awaited from him. KB suggested that the PO System will be particularly helpful towards the end of the year when spend increases dramatically as commitments will be visible and TC reassured the Board that VJ’s approach is not to spend money at the end of the year simply because it is left: on the contrary, if money is unspent at year end, it will be offered back to the States. KK added that VJ is required to make certain representations to the States about the type of controls it has in place, one of which was that it would have a PO

System implemented and he therefore suggested that this was a positive step.

Referring to the Statement of Income and Retained Earnings, DS queried why other net income had reduced from £114,091 in 2016 to £33,169 in 2017 and KB advised that this was due, in part, to the fact that there was no Destination Jersey publication in 2017 within which advertising was sold.

In due course, the Annual Report (a copy of which had been circulated with the agenda) and audited Financial Statements would be uploaded to VJ's website and ultimately published by the States of Jersey and KB advised that this was the process which was adopted last year.

There being no further questions or comments on the Financial Statements or the Letter of Representation, KK thanked TC and the Audit Committee for their work in finalising the same and **IT WAS RESOLVED** that any two directors should be authorised sign them and, following signature, KB would circulate a copy of the Letter of Representation to the Board. **Action: KB**

IT WAS FURTHER RESOLVED to recommend the appointment of Alex Picot Chartered Accountants as VJ's Auditor's for a further year to the Shareholders at the AGM on 16th May 2018 with a view to obtaining authority to negotiate their fees going forward. **Action: KB**

The Board noted the Annual Report and **IT WAS RESOLVED** that any further comments would be submitted to KB by 9am the following day, Thursday 20th April 2018. **Action: All**

DS proposed that consideration be given to captioning the photos in the report and **IT WAS RESOLVED** that KB would check whether this was possible, noting that it may be too late. **Action: KB**

SW expressed concern that an opportunity was perhaps being missed to present some very good statistics due to the type of graphics being used in the Annual Report. She also suggested that there was too much copy in the Report and this was echoed by MG who advised that he would prefer a smaller document. SW queried whether industry's input had been sought on the statistics they believe are of value and suggested that despite considerable time and effort being spent on creating the report, it may not be read due to its size. **IT WAS RESOLVED** that KB would look to make the necessary graphical amendments to the "2017 Highlights" page to ensure the statistics are clear and that input would be sought from industry regarding most valuable statistics so that a valuable summary could be provided to sit in front of the more detailed report. **Action: KB**

The Board noted that the Annual Report will be available online. Therefore, it will be able to obtain more detail on specific areas, as required. Furthermore, videos have been prepared to introduce the Report. KB explained that it will also be possible to track which aspects of the report people are most interested in with a view to focusing more on that next year and he noted that there is executive team support to present a more condensed report in the future. In answer to a question from DB, KB advised that animation within the report has been considered. It does include some hyperlinks (including from the contents page to relevant sections). He added that the use of Microsoft "Did you Know" has also been considered which presents statistics in ways which may be more engaging. However, whilst VJ is required to prepare the report, he does not believe too much money should be spent on it and **IT WAS RESOLVED** that he would meet with SW separately to obtain her input on next year's report. **Action: KB/SW**

Consideration was given to the most appropriate time to release the Annual Report and it was agreed it could be released prior to the AGM or Election. **IT WAS THEREFORE RESOLVED** that KB would establish the best day for publication, as soon as practicable. **Action: KB**

7. BOARD INTELLIGENCE – KB summarised his paper on Board Intelligence, a copy of which had been circulated with the agenda. The Board supported KB's recommendation to use One Drive for the purpose of sharing Board documentation going forward and **IT WAS RESOLVED** that KB would create the necessary file structure with a view to undertaking a trial of the same.

Action: KB

8. MARKETING – ACS was welcomed to the meeting at 11.15am and he provided the Board with a presentation on VJ's Q1 2018 marketing activity, a copy of which had been circulated with the agenda. ACS invited questions on his presentation and DB queried whether it was possible to track where VJ videos have been watched. ACS advised that this was possible and noted that 95% of the Summer campaign videos had been watched in the UK (this could be broken down into regions if required) and 80% of the Winter campaign videos had been watched in the UK and 20% in France. He confirmed that all statistics exclude Jersey views and noted the outcomes of both campaigns would be known later in the year, following evaluation.

The Board noted the significant success of the “Kilted Yoga” PR video which was used to promote the launch of easyJet's route to Edinburgh. However, whilst it was agreed that this was very positive for VJ's reputation, the incremental visits to Jersey.com (10k) and the incremental partner referrals (3k) were quite low. ACS explained that unlike the Summer and Winter Campaigns, this campaign was about generating awareness around the new route and the call to action was to easyJet's website. Therefore, the proof of its success will be in the number of bookings they receive. He added that the statistics referred to in the presentation only refer to one week whereas the statistics for the Winter and Summer campaigns relate to three months.

In answer to a question from DB, ACS advised that it is proposed to launch the “how “bean” are you?” campaign in September, noting that filming for the same is taking place in May.

KK referred to the exit survey results (an analysis of which had been circulated with the agenda) and advised that he was slightly concerned about these. **IT WAS NOTED** that total visits were up 4% but total nights were down 18% and holiday visits were down 21% and holiday nights were down 17%. However, DB noted that there were labour disruptions with dockers and air traffic controllers during February as well as weather challenges. MG added that he was not concerned about these statistics, noting that although numbers were low at the start of the year, they have significantly improved in the last two weeks and are now in line with 2017 which was a very successful year.

ACS stressed the importance of making it clear that whilst VJ is not responsible for attracting every visitor which comes to the Island, without its marketing campaigns, the number of visitors which did come would have been a lot less. However, in light of the number of uncertainties currently facing the industry (e.g. Brexit) KK queried whether VJ should be doing anything differently and ACS suggested that more PR campaigns such as the “Kilted Yoga” video should be undertaken as this gives VJ positive “cut through” for a low budget with positive outcomes.

DB suggested that whilst consideration could be given to doing something different to affect the impact of negative outcomes, these are very difficult to predict. However, KB advised that VJ uses the Forward Bookings Survey as a tool in this regard and noted that this currently looks positive. He added that there is also a periodic UKInbound business sentiment survey which tracks the sentiment of hospitality businesses. He suggested that this could also be used as an index, albeit he was unsure its status at the current time. The Board welcomed the assessment of this survey in line with specific economic events in the UK (e.g. the 2008 financial crisis) to establish whether it could be of value going forward and **IT WAS RESOLVED** that KB would review the same and revert to the Board accordingly. **Action: KB**

KK stressed the importance of VJ being agile and prepared to pivot if prospects for the visitor economy change and he welcomed creative which encourages a response such as the Kilted Yoga video.

ACS was thanked for his time and he left the meeting at 12.05pm.

9. PRODUCT – OA and MLF were welcomed to the meeting at 12.05pm and MLF provided the Board with a summary of the recommendations and deliverables agreed at the Product

Actions Group (PAG) held on 24th January 2018 together with associated timescales and allocated responsibility, full details of which were included in a paper circulated with the agenda.

A discussion followed MLF's summary and SW noted that constant focus is being placed on short breaks via #theislandbreak and whilst she accepted that it was vital for VJ to build on this, she stressed the importance of sustaining longer stay visitors and queried what strategy was in place for this. She acknowledged the benefit of #theislandbreak but suggested that it may be influencing the trend in shorter number of nights. The importance of focusing on longer stay visitors was echoed by MG, who noted that an increasing number of visitors are staying for three to four weeks and he therefore suggested that consideration should also be given to them. TC added that the short stay visitors also have an impact on the attractions businesses as they only have time to visit one or two attractions during their stay.

SW queried what the difference was between revitalise and refresh and MLF explained that the purpose of these types of words was to "tap into" visitors emotional experiences. SW added that the recommendation to "Build on Jersey's pride and passion" should begin sooner than 2019. However, KK suggested that this was an "always on" activity and MLF explained that VJ's industry ambassadors will be working towards this prior to 2019. However, from a budgetary perspective more media engagement will take place in this regard in 2019, albeit that quick wins will be undertaken in the meantime and opportunities will be taken when they can.

DS suggested that VJ should focus more on offering on technical and cultural studies. He used the example of Ice Age Jersey and noted that the agricultural and heritage sectors in Jersey could work well with universities. He added that this would be a good opportunity for VJ to build a relationship with Highlands and universities to offer field trips etc.

AW congratulated MLF and the PAG for a significant piece of work and for highlighting so many opportunities. She welcomed the fact that VJ was working with such a wide range of stakeholders and suggested that this will lead to tourism becoming more accepted. She proposed meeting with MLF separately to discuss some specific recommendations where she may be able to provide assistance, noting that similar initiatives were undertaken at Visit Bath.

DB noted that the PAG's recommendations were particularly ambitious and he stressed the importance of MLF breaking them down. He accepted that progress was being made but he expressed concern that MLF may "burn out" trying to complete everything, the result of which will be that the recommendations will only get 70% completed.

DB referred the "Nightlife" recommendation and suggested that consideration was given to reintroducing cabarets more widely, albeit that this is still offered at some venues. He also highlighted the importance of making the Island more accessible for visitors with mobility issues. He noted that POJ works closely with Holidays for Heroes and he explained that they require as much information in advance regarding access and noted that they often use www.disabledgo.com to obtain relevant details prior to their visit.

DSC welcomed PAG's recommendations. However, he noted that government had been allocated responsibility for a number of the deliverables (e.g. retail, signage) and he therefore stressed the importance of the various States Departments supporting them, noting that without this the States could stand in the way of the recommendations being progressed. That said, the Board agreed that, in the event that support is not forthcoming from the States, industry can complete a large number of the deliverables on its own.

Sunday trading was briefly discussed and DSC noted that at present there are only 24 shops on the Island that are unable to open on a Sunday. However, whilst targeted opening was welcomed, retail businesses were currently unable to staff their shops six days a week and therefore were unlikely be able to staff them for seven. With this in mind, the Board agreed that the success of Sunday was closely connected to the on-going population and immigration issues.

KK thanked MLF for summarising the PAG's recommendations. However, he expressed concern that it may be difficult to complete some of them on the basis that progress is reliant on other organisations. He also warned MLF to be cautious about what she considers a deliverable from VJ's point of view (e.g. retail pricing and Sunday Trading) noting that these are significant issues which will take a considerable amount of time to resolve.

MLF thanked the Board for their comments and explained that the timescales related to when the PAG propose initiating the relevant deliverables. However, she proposed RAG rating these going forward with a view to highlighting any barriers.

10. GDPR – OA provided the Board with a presentation on VJ's progress in relation to GDPR, a copy of which had been circulated with the agenda. **IT WAS NOTED** that GDPR comes into force on 25th May 2018 and OA reassured the Board that there were no issues of concern at the current time.

In answer to a question from DB, TC noted that VJ has been advised that it is not required to email all individuals currently on its database to ask if they wish to opt out from receiving emails as VJ operates a rolling opt out system, whereby if emails are not responded to within a certain amount of time they are automatically removed from the database.

OA reported that all VJ staff have received two training sessions on GDPR and this will be on-going. He advised that a number of documents have been updated (e.g. staff hand book and terms and conditions) to incorporate GDPR and a number of documents have been created in relation to GDPR (e.g. data breach response plan and template and log for subject access requests) and **IT WAS RESOLVED** that OA would place copies of these in the One Drive system (when created) for the Directors' review. **Action: OA**

The Board noted the actions in progress namely: updating of VJ's privacy policy, translating the same into French and German, arranging staff training on the revised policies and procedures and arranging GDPR e-training for the Board. Referring to the latter, KB advised that the Directors will be required to set aside 30-40 minutes to complete the same. **Action: Directors**

In answer to a question from AM, OA confirmed that a retention policy would be provided and he anticipated that this would be ten years.

11. TOURISM INFORMATION CENTRE (TIC) – **IT WAS NOTED** that the TIC relocated to the Liberty Bus Station on Monday 16th April 2018 and, on behalf of the Board, KB thanked OA for his work in achieving this. TC noted that the TIC staff have already visited a number of the attractions for training and OA noted that a positive response has been received from visitors and locals to the new TIC.

The Board thanked MLF and OA for their time and they left the meeting at 12.45pm.

12. TRADE – The Board reviewed the Trade timetable, a copy of which had been circulated with the agenda. KB advised that the Board's next engagement with SB will be at the July Board meeting. However, he reported that she has settled into the role well and is continuing to build relationships on and off Island.

13. NET PROMOTOR SCORE (NPS) – The Board noted the paper circulated with the agenda which explains the methodology behind the NPS. The Board agreed that they did not need to be concerned about the drop in NPS from 71 to 42 between 2016 and 2017 because the paper explains the reasons for this. KB advised that it has not been possible to make any comparisons with other similar jurisdictions (e.g. the Isles of Scilly) as they do not publicise their NPS. However, he welcomed the opportunity to do so, if any jurisdictions were to make their scores available.

14. NED RECRUITMENT – KK advised that he had not had an opportunity to progress the NED recruitment. However, he proposed engaging Bob Hassell with a view to appointing a new NED in time for the Away Day scheduled for 18th July 2018.

15. STAFF UPDATE – IT WAS NOTED that Jo Willis had now left VJ and recruitment is currently taking place to fill her role of Campaign Manager for which a number of good candidates have applied. The Board noted that Leone Hervé had joined VJ as an Events Executive working for the Product Team and that Lyndsey Soar is assisting with work associated with Destination Jersey.

16. CEO REPORT – The Board noted the CEO Report, a copy of which had been circulated with the agenda and KB highlighted the following salient points:

(a) Germany – KB advised that the marketing programme is in the process of being revised in light of Eurowings decision to withdraw their 7am flight from Stuttgart to Jersey due to low take up. However, KB reported that various reports he has reviewed recently regarding outbound travel from Europe in 2018 were upbeat. He suggested that this was positive, noting that Germany accounts for a significant percentage of the total of European travel. He added that there is also confidence in the German economy. However, he accepted that destinations will win and lose based on price competitiveness and he therefore stressed the importance of Jersey competing with other jurisdictions in terms of value for money.

KB advised that sales have been positive on the Dusseldorf route and he reported that Eurowings are considering extending the season from April to October, possibly with some financial input from VJ. The Board noted that VJ proposes to revise its marketing for the specific routes which have success and future marketing is being discussed with Eurowings. Therefore, despite the cancellation of the early morning Stuttgart flight, KB advised that he was not overly concerned about the German market at this stage.

(b) ITB – DS queried whether any pre or post briefings took place in respect of ITB and KB advised that whilst informal briefings take place prior and post attendance at exhibitions, he noted that this did not take place for ITB and he agreed that this should be adopted. **Action: KB**

(c) Destination Jersey – KB reported that Destination Jersey was taking place on Tuesday 24th April 2018 at the Radisson Hotel and he invited the Board to attend if they were free. He added that there were still some seats available for the dinner in the evening at which Murray Norton was due to speak and **IT WAS RESOLVED** that the Board would contact KB as soon as possible should they wish to attend, had they not already confirmed a place. **Action: KB**

(d) Hills Balfour – In answer to a question from DS, KB advised that Ruth Bennett has been appointed VJ's account manager at Hills Balfour and she has been tasked with putting a programme together which fits with what VJ is trying to do in relation to MICE/Business Events.

(e) "Lightbox" Initiative – SW sought further details of the Lightbox initiative and **IT WAS RESOLVED** that KB would circulate a link to the Board. **Action: KB**

17. RISK REGISTER – The Board noted the updated Risk Register, a copy of which had been circulated with the agenda. **IT WAS RESOLVED** that KB would amend the same to include a specific risk for GDPR, albeit this is deemed low risk at the current time. **Action: KB**

18. FORWARD BOARD MEETINGS CALENDAR – The Board noted the updated Forward Board Meetings Calendar, a copy of which was circulated with the agenda. It was agreed that consideration should be given to an agenda for the Away Day on 18th July 2018 and **IT WAS RESOLVED** that KB would seek input in this regard from the SMT. **IT WAS FURTHER RESOLVED** that the Board would consider what they would like to achieve from the Away Day with a view to discussing the same and agreeing an agenda at the next meeting (16th May). **Action: All**

Initial discussion points were put forward by KK and DB as follows: (a) Is the Destination Plan still fit for purpose? and (b) Is VT still on track to reach the target of 1m visitors?

It was agreed that AM should attend for the Away Day to take brief notes.

19. AOB – The following further business was briefly discussed:

(a) Harbour Terminals – DB reported that as CICRA did not provide POJ with the price increase requested in relation to the harbours, it is unable to significantly invest in the Albert and Elizabeth Terminals. However, he advised that some improvements will be made, hopefully prior to the start of the season, including re-covering the seating, repainting the Customs area, lifting the ceiling and making general updates at Elizabeth Terminal and cleaning up the entrance at Albert Terminal. He added that it was anticipated that a contract will be signed with a caterer for the restaurant at Elizabeth Terminal shortly. However, this could take some time to fit out, hence consideration is being given to an expanded offering for the summer season.

(b) What's On Contract – **IT WAS NOTED** that the What's On Contract expires at the end of 2019 and SW queried whether there was an opportunity to obtain feedback from industry with a view to providing input to the publishers, noting that some negative feedback has been received from industry. KB advised that whilst there was a formal review process in place during the first six months of the contract, this has now passed. However, it was accepted that whilst issues were experienced by industry at the outset of the contract, these have now improved. He added that feedback from consumers has been very positive.

After further brief discussion **IT WAS RESOLVED** that MLF should lead on adopting a process whereby feedback is obtained from industry to ensure the next contract is as positive as possible and an appropriate review process is implemented. **Action: MLF**

(c) Mobility Scooters – DS welcomed accessibility as a product stream. However, he stressed the importance of joined up thinking between hotel providers and Shop Mobility, noting that whilst Shop Mobility provide visitors with mobility scooters, it does not provide fire extinguishers. However, the Fire Officer has stated that Shop Mobility scooters are a fire risk particularly if charged indoors and a way to mitigate this risk would be to fit fire extinguishers. **IT WAS NOTED** that whilst this requirement is not currently Law the Fire Officer would welcome its implementation and therefore it may be necessary leave scooters outside or arrange for daily collection, both of which will be detrimental to visitor experience..

20. DATE OF NEXT MEETING - The next meeting was scheduled for 9.30am on 16th May 2017 at Les Ormes followed by the VJ AGM from 12pm to 2pm.

Actions:

- 1) KB to conduct a review to establish any trends on the length of stay on a monthly basis together with comparing length of stay data from other destinations
- 2) AW to complete a declarations of interest form
- 3) KB to circulate declarations of interests forms to the Directors for updating prior to the AGM
- 4) AM to update the 21st February 2018 Minutes (*Complete*)
- 5) KB to arrange to meet with the UK Hospitality Association when he is next in London to discuss their Tourism and Hospitality apprenticeship scheme
- 6) KB to create a separate action log
- 7) Any two Directors to sign the 2017 Financial Statements and Letter of Representation
- 8) KB to circulate a signed copy of the Letter of Representation to the Board
- 9) Board to recommend to the Shareholders at the AGM that Alex Picot are appointed VJ's auditors for a further year
- 10) Board to provide any further input on the Annual Report by Thursday 19th April 2018
- 11) KB to check and, if not too late, add captions to the photographs in the Annual Report
- 12) KB to amend graphics in Annual Report to ensure statistics are sufficiently clear
- 13) KB to meet with SW to obtain her input for next year's Annual Report
- 14) KB to establish the best day for publication of the Annual Report (as soon as practicable)

- 15) KB to implement the relevant file structure for One Drive with a view to trialling the same.
- 16) KB to review UK inbound business sentiment survey in line with significant UK events (e.g. 2008 financial crisis)
- 17) KB to provide a breakdown of staff costs showing staff involved in marketing versus staff involved in administration
- 18) KB to provide benchmarked data on marketing roles to Remuneration Committee
- 19) ACS/KB to implement proposed changes to job descriptions/structure of marketing team
- 20) OA to place GDPR documentation in the One Drive system when created
- 21) Directors to set aside 30-40 minutes to complete the e-training on GDPR
- 22) KB to adopt pre/posts briefings before/after exhibitions
- 23) Board to advise KB if they wish to attend the Destination Jersey Dinner on Tuesday 24th April 2018
- 24) KB to forward a link on the Lightbox initiative to the Board
- 25) KB to add GDPR to the Risks Register
- 26) Board to submit items for inclusion on agenda at the Away Day on 18th July 2018 by next meeting (16th May 2018)
- 27) MLF to lead on implementing a process to gain feedback from industry/implement a review process for next What's On contract