

Visitor Economy Strategy Steering Group
Meeting Notes (PUBLIC)
27 April 2023

Visitor Economy Steering Group

Purpose: The group's purpose will be to ensure the Island creates the right conditions for the tourism and hospitality sector to continue to transform and thrive and to inform the development and implementation of a long-term strategy for the sector. The members will provide input to the Minister and Government teams to inform policy direction and provide a consultative forum for legislative changes. The group will also serve as a key point of communication between Government and Industry to ensure streamlined and consistent messaging and flow of information between stakeholders, Ministers and Officers.

Membership

Sponsor: Minister for Economic Development, Tourism, Sport and Culture

- Head of Local Economy, Government of Jersey
- Sector Lead – Retail & Visitor Economy, Government of Jersey

A Representative of each of the following organisations

1. Visit Jersey
2. Jersey Hospitality Association
3. Luxury Jersey Hotels
4. Chamber of Commerce
5. Jersey Business
6. Ports of Jersey

PURPOSE OF THE MEETING

The purpose of the meeting was to discuss the following...

1. Chairing the meetings, attendance, participation and timekeeping.
2. The balance between documentation and getting things done, and the twin-approach of "Today Teams" and "Tomorrow Teams" for tackling short-term pressing needs and addressing long-term issues.
3. The allocation of responsibility, and participation for the short-term issues agreed for priority at the meeting 20 April 2023

CHAIRING MEETINGS

It was noted that Minister for Economic Development, Tourism, Sport and Culture is fully supportive and engaged with the Visitor Economy Strategy Steering Group and will attend as many meetings as possible, particularly for key deliverables and decisions.

However, given the frequency of the Visitor Economy Strategy Steering Group meetings, it was agreed that it would be better that these be chaired by Heath Harvey as Head of Local Economy, Government of Jersey. Additionally, Heath Harvey will also progress the Internal Officer's Group within government, as previously discussed. This will greatly help dialogue between government departments and industry, discussed further below.

STRATEGY AS A DOCUMENT, AND AS A PROGRAMME

The proposition that Visitor Economy Strategy is more than “strategy as a document” but in fact “change as a programme” was revisited and endorsed, as was the proposal that this be delivered serially as a series of documents which cumulatively add-up to the Visitor Economy Strategy which shall be published as a single document before the end of the year.

It was also reaffirmed that we progress the twin-approach of short-term needs using “Today Teams” and long-term issues using “Tomorrow Teams” (previously referred to as Task Force Teams).

It was agreed to progress a hub-and-spoke system for with the Today Teams and Tomorrow Teams each reporting back to the Visitor Economy Strategy Steering Group as the hub, and through the Steering Group any report and recommendations will be coordinated and communicated.

Each team (“Today Teams” or “Tomorrow Teams”) should have a Team Leader as the person accountable for the scope and delivery, and free to select participation as necessary to review, report and make recommendations for the Steering Group to take forward. The participation can include anyone from the organisations represented by the Visitor Economy Strategy Steering Group.

As a practical example, a Team Leader for a particular topic could procure membership of two people from Chamber of Commerce, two people from JHA, one from Visit Jersey and Heath or Olivia from government. It will be for the Team Leader to organise meetings, diaries, discussion and documentation and report back to the Steering Group.

It is important that there is a North Star to guide the hub-and-spoke system. This is *To be a globally relevant, sustainable and inimitable destination for hospitality that islanders are proud to share.* It may be useful that each Team Leader confirms with the hub Steering Group their terms-of-reference and scope.

SHORT-TERM ISSUES ALLOCATION

Having agreed the method and process the hub-and-spoke system, and the role of Team Leader, and reporting through the Steering Group for any report and recommendations to be coordinated and communicated, attention was turned to the *Short-Term Tasks To Progress* (Being finalised, to be included in Appendix to minutes of next meeting)

It was agreed Heath Harvey to circulate an Excel of proposed lead and participants for feedback by the Visitor Economy Strategy Steering Group.

CAMPAIGN MANAGEMENT

As previously discussed, this is more of a change programme than a strategy document and we need to avoid long periods of radio silence which can provoke anxiety and scepticism. This is why orchestrating a campaign is so very important to hearts and minds, and later when we need to recruit hands for delivery.

It is noted that there is a need to keep industry informed of the actions of the Visitor Economy Strategy Steering Group. This is only partially achieved by the recently adopted practice of PUBLIC minutes for transparency about the Visitor Economy Strategy Steering Group.

As noted above Heath Harvey will use the Internal Officer’s Group within government for communication, coordination and collaboration with the Steering Group, and possibly participation in hub-and-spoke meetings.

In the meantime our campaign elements include

1. Use of PUBLIC minutes for transparency about Visitor Economy Strategy Steering Group
2. Posting of relevant and inspiring good news stories by everyone on Social Media (at least 2 weekly)
3. Use of video, including from JHA Event
4. Use of video, referencing discussion or decisions at Visitor Economy Strategy Steering Group

NEXT MEETING

Steering Group - Next meetings scheduled for 25th May and 22nd June to be chaired by Heath Harvey

End of Meeting