

**Minutes of a meeting of Visit Jersey Limited (“VJ”)
Held at the Les Ormes, St Peter, Jersey, on Wednesday 16th May 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)	
Adam Caerlewy-Smith (ACS), VJ (for items 11 and 12 only)	
Ollie Archbold, VJ (for items 11 and 12 only)	

1. **APOLOGIES** –Apologies were noted from Catherine Leech (CL).
2. **CONFLICTS OF INTEREST** – There were no new conflicts noted. However, DB highlighted that the Ports of Jersey (POJ) no longer provide services to the Tourism Information Centre (TIC) and suggested that this should therefore be removed from the Conflicts Register. **IT WAS NOTED** that KB had circulated conflicts of interest forms to the Directors for completion and he confirmed that he had already received a number of these back. The Directors queried whether it was necessary to re-submit their “KYC” information and **IT WAS RESOLVED** that KB would check the position in this regard and revert. **Action: KB**
3. **MINUTES OF THE PREVIOUS MEETING – IT WAS NOTED** that the minutes of the previous meeting dated 18th April 2018 had been circulated with the agenda. **IT WAS RESOLVED** to approve the same.
4. **MATTERS ARISING** – The Board reviewed the Actions Log, a copy of which had been circulated with the agenda and the following pending actions were noted:
 - (a) One Drive – KB confirmed that One Drive would be implemented for use at the next Board meeting.
 - (b) GDPR Documentation – KB advised that whilst VJ has done everything it can in order to be GDPR compliant, GDPR has a guidance driven approach rather than a rules’ driven approach and therefore it is impossible to know if VJ is fully compliant. He reported that following advice from BDO, VJ is not required to ask contacts to “opt in” and it has therefore not asked them to “subscribe”. The Directors were reminded that they still need to undertake the online GDPR training and MG confirmed that this takes less than 30/40 minutes to complete. **Action: Directors**
5. **2018 Q1 FINANCIAL SUMMARY** – The Board reviewed the 2018 Q1 Financial Summary, a copy of which had been circulated with the agenda. KK noted the reference to overspend due to invoices being received earlier than expected and KB reassured the Board that this problem should no longer arise following the implementation of the Purchase Order system next month.
 DB suggested that it would be beneficial to include comparisons to prior quarters in the KPI section of the Report. However, whilst KB advised that he could provide this additional detail for the Board’s information, the Report is submitted to EDTSC on a quarterly basis and the format has been agreed by them. Nevertheless, he proposed including a reference in the Report to state whether the respective KPIs were above or below target in the Report. **Action: KB**
 DSC confirmed that EDTSC were comfortable with the current level and format of reporting, noting that it was of a much deeper quality than other Arm’s Length Organisations (ALO) and he expected that a further Comptroller and Auditor General (CAG) report, due to be issued shortly,

would highlight this. KB reported that he recently received a note from the consultant who assisted the CAG with her research advising him that he had lodged a draft document with the CAG. He also asked for some more information (including financial statements and targets and achievements for last year) which has been provided and KB was therefore expecting to receive a copy of the report soon.

KK suggested that the CAG's latest report focusses on process rather than board governance, noting that he did not hear further from the consultant following their initial discussions and that his main discussions were with KB and the VJ team. However, he expressed surprise that the consultant did not contact TC or DS to discuss process around the Audit or Remuneration Committees and he suggested that this may follow. However, KB reported that VJ provided a significant amount of information at the outset with a view to pre-empting what might be requested and he noted that he and the VJ Team had a number of meetings with the consultant on various topics.

The Board briefly discussed DSC's email regarding the newly appointed Economic Affairs Scrutiny Officer. DSC advised whilst it is not yet known who the Ministers or Scrutiny Panels will be, the new Scrutiny Officer will have a key role in what the Scrutiny Panel will be looking at following the election. In the meantime, he has suggested that she does some work with the ALOs. He added that she has had no previous exposure to EDTSC and the ALOs are therefore being asked to provide her with any publicly available material and/or show her round their organisations in order to assist her with her acclimatisation.

The Board acknowledged that VJ is probably due a scrutiny review, not having been reviewed since the establishment of the Tourism Shadow Board. **IT WAS NOTED** that the CAG Report, mentioned above, will be referred to the Public Accounts Committee and therefore they may revert to VJ. It could also result in some scrutiny/media coverage for VJ.

There being no further comments on the 2018 Q1 Financial Report, **IT WAS RESOLVED** that KB would submit the same to Sean Pritchard at EDTSC. **Action: KB**

6. AWAY DAY PURPOSE, TOPICS AND TIMING – The Board expressed the hope that CL will be well enough to attend the away day scheduled for 18th July 2018. However, it was agreed that consideration would be given to deferring the same by one to two weeks to enable her attendance if required.

The Board reviewed KB's memo dated 10th April 2018 which provides suggested discussion topics for the Away Day, a copy of which was circulated with the agenda. Further suggestions for discussion were put forward which included strategy, governance, organizational review, board effectiveness, the Destination Plan and looking ahead. However, it was agreed that whilst the governance and board effectiveness should be discussed by the Board, the focus of the away day should be strategy and ensuring VJ is on track to meet the recommendations (as set out in the Destination Plan) and the KPIs previously set (e.g. 1m visitors by 2030). In particular, it was agreed that the following questions should be asked:

- What does VJ want?
- What is success?
- What does the Board want to achieve from the Away Day?
- Is VJ on track for meeting the 1m visitor target?
- Where is VJ now in respect of the 1m visitor target?
- Are there any gaps and, if so, are they fillable?
- Is VJ going in the right direction and, if not, what should be done to fix it?

The Board agreed that whilst the Away Day should be a forward looking, not be a retrospective discussion, headline facts and figures would be required to aid the discussion and **IT WAS RESOLVED** that a statistical paper from David Edwards an organisational paper from KB would

be circulated by way of background reading prior to the Away Day rather than presentations being received on the day. **Action: KB/DE**

KB also invited the Board to provide him with any reports or information they believe may be useful to aid discussion for inclusion in the Away Day “pack”. **Action: KB/All**

The importance of the Board looking outside rather than at itself during the Away day was noted and **IT WAS RESOLVED** to focus the Board meeting currently arranged to take place at the end of the Away Day (4pm), on essential matters only. **Action: KB**

Consideration was given to whether a facilitator or inspirational speaker should be invited to the Away Day and, after some discussion, it was agreed that facilitator should be engaged. The Board agreed that the facilitator should be experienced in running similar strategy days and that an individual from outside of the Island may be beneficial to ensure the Board/SMT remain outwardly focused. A budget of £4k was approved for the engagement of a facilitator and **IT WAS RESOLVED** that KB would arrange the same. **IT WAS FURTHER RESOLVED** that TC would provide contact details for a facilitator recently engaged by the IOD. **Action: KB/TC**

The Board agreed that it needs to consider ways in which it can change in order to better support the VJ Senior Management Team (SMT). KK proposed inviting the SMT to the Away Day. However, whilst he accepted that this was required in due course, he stressed that the importance of ensuring that the Away Day does not develop into a “Board Appraisal Day” with a view to it being as outwardly focused as possible. TC added that the Away Day must not become operationally focused either, as was the case last year, noting it should remain strategically led and, with this in mind, **IT WAS RESOLVED** that KB would brief the SMT in advance that the focus of the Away Day would be strategic. **Action: KB**

The importance of the Away Day in relation to the process and timing of signing off VJ’s business plan for submission to EDTSC was noted and DSC suggested that this Away Day will be of utmost significance due to the fact that the government funding process starts again in 2020. He explained that it will be necessary for VJ to build up from zero and provide evidence to support its funding requirements and to demonstrate return on investment. He acknowledged that whilst VJ does this very well, it will be necessary to do this to a new States Assembly and stressed that it will not be possible to request £5m of funding on the basis that this is what has been received in prior years.

Consideration was given to inviting the new Minister to the Away Day and, after a brief discussion, it was agreed that whilst it was important to develop an early relationship with them, this should be done at Board meeting level.

The current re-structure of government was discussed and KK reported that he recently had a positive, albeit brief, discussion about VJ with Charlie Parker (CP), following which he provided him with a copy of VJ’s Destination Plan and Annual Report and invited him to visit VJ to which he responded that he would be in touch shortly. KB expressed concern that there maybe a view forming that the promotion of Jersey as a visitor destination should be included within the overall communications plan for the States of Jersey and he stressed the importance of making it clear why VJ was established in 2015 and why it should be permitted to carry on its work as an independent but States funded entity.

7. NED RECRUITMENT – KK reported that he has been in contact with Bob Hassell regarding the recruitment of a non-executive director and an advert for the same has been prepared which will run next week. He advised that this refers to someone resident in the Island with experience of the tourism industry (rather than specifically referring to a hotelier). The Board noted that it is proposed to conduct interviews in June with a view to making an appointment in advance of the Away Day on 18th July 2018 and **IT WAS RESOLVED** that KB, KK and AW would form the interview panel for the same. **Action: KK/KB/AW**

8. STAFFING UPDATE – **IT WAS RESOLVED** to bring a paper to a future board meeting. **Action: KB**

9. FORWARD BOARD MEETINGS CALENDAR – The Board reviewed the Forward Board Meetings Calendar, a copy of which had been circulated with the agenda. **IT WAS NOTED** that Sarah Barton (SB), Head of Trade, was due to present an update on the Trade Strategy at the Board meeting scheduled for 18th July 2018. In light of the decision made above to re-schedule this meeting, **IT WAS RESOLVED** to include the Trade Strategy as a discussion topic for the Away Day and KB reassured the Board that any papers in this regard (and for the Away Day generally) would be circulated in good time. **Action: KB**

Arrangements for the evening before the Away Day were briefly discussed and **IT WAS RESOLVED** to only invite the SMT to the same rather than any third-party guests/stakeholders and to book an informal venue. **Action: KB**

IT WAS NOTED that a venue for the Away Day had not yet been agreed and DB suggested the RJ&HS.

10. RISK REGISTER – The Board reviewed the Risk Register, a copy of which had been circulated with the agenda. KB confirmed that the only change to this from the previous meeting was the inclusion of GDPR as a separate risk.

KK suggested that the UK economy generally was also a possible risk and this was echoed by AW. KK stressed the importance of VJ having a contingency plan in place in the event that VJ has capacity to take different actions in order to respond to a change in the environment. KB noted that although the tourism industry has faced challenges in the past (e.g. foot and mouth and the recession) it tends to recover quite quickly. However, he suggested that value for money was a more significant concern for Jersey if the UK economy declines.

DS added that there was also a risk in relation to the JHA's representation of the industry. He explained that there were members from hotels, restaurants, bars and attractions and it sometimes difficult for them all to agree on certain issues. He used the Living Wage as an example, noting that whilst some restaurants/bars have committed to this and can amend their prices at short notice to reflect the same, it is not possible for hotels to do this as their prices are agreed well in advance. He therefore suggested that it was difficult for JHA to represent its visitor market members (e.g. accommodation providers) as well as its hospitality market members (e.g. restaurants, bars etc.) because they work differently.

TC suggested that operational risks should always be considered, especially around staff. **IT WAS THEREFORE RESOLVED** to increase the risks in relation to "Loss of Key Staff" and "CEO unavailable". **Action: KB**

IT WAS FURTHER RESOLVED that staff contracts should be re-visited to ensure senior staff were on more than one month's notice and it was agreed that the Audit Committee would discuss this at its next meeting (in July). **Action: Audit Committee]**

11. MARKETING – ACS and OA were welcomed to the meeting and ACS provided a presentation to the Board on "2018 Consumer Marketing January to April", a copy of which was also circulated with the agenda.

A Q&A session followed the presentation and AW queried whether VJ proposed doing any work around the film "Beast" which was filmed in Jersey and is currently showing in cinemas. ACS noted that whilst this has had very good reviews, the story was loosely based on the Beast of Jersey which understandably is a very sensitive and personal subject for some people in Jersey and it was therefore agreed that VJ would not refer to it,

TC queried whether there were any comparisons with last year in relation to the number of pieces of print / advertorial and video and ACS reported that the former had increased by 15%. He advised that whilst video was more difficult to compare due to the content, overall this had also increased. He added that VJ now only pays if there is a full video view, noting that it was previously being

charged even if a video was only “clicked” on.

In answer to a further question from TC, ACS advised that his only disappointment was that VJ could have spent more on the Kilted Yoga video. He suggested that this could have had the same impact as the “Sundowner Video” but accepted that he did not think it would get the traction it did. However, he reassured the Board that he will not make this “mistake” with the “Bergerac” activity due to be released later in the year. That said, he advised that he was broadly happy with marketing activities, albeit he accepted output means nothing unless people come to the Island. Therefore, the return on investment figures will be calculated to know whether marketing has been successful.

SW queried what analysis VJ undertakes in relation to PR and ACS advised that this was undertaken in two ways. Firstly, VJ work with Gorkana who track VJ's PR. He explained that they look at a variety of things including whether it includes imagery, message, links to the website or links to partners and grade it accordingly. He noted that the best PR would be in a publication that VJ have targeted at the start of the year and include all of the above. SW welcomed an analysis of PR at the July meeting and **IT WAS RESOLVED** that ACS would share the same, noting that this was received quarterly from Gorkana. **Action: ACS**

ACS advised that secondly VJ operates a brand tracker. He explained that this includes a snapshot of UK people and records what VJ is doing to shift perception. He noted that the data from this is becoming rich and proposed that he also present this to the Board. This was welcomed by the Board who suggested reviewing the same at the Away Day. **Action: ACS**

IT WAS NOTED that VJ's PR and Marketing Executive, Rebecca A'Court (RAC) was due to go on maternity leave (June to January) and ACS reported that as a recruitment process to replace her on a full-time basis was unsuccessful, Lyndsey Soar (LS) (wife of Simon Soar from JHA) has been engaged on a part-time basis to provide support and was currently receiving a handover from RAC. The Board welcomed this appointment, noting that LS has experience of the industry having previously worked at Condor.

Referring to the vacancy for a Campaign Lead, ACS reported that two candidates had been shortlisted following a positive recruitment and interview process. He advised that both candidates were very strong and showed a genuine interest in VJ and **IT WAS THEREFORE RESOLVED** that he and KB would now discuss and agree the best person for the job based on cultural fit with the organisation. **Action: ACS/KB**

The Board noted the email onboarding information circulated with the agenda.

12. TIC UPDATE – OA provided the Board with an update on the TIC. **IT WAS NOTED** that based on information received from Liberty Bus there had been a 30% increase in visitors to the Bus Station and he reported that work is on-going with DE and Kevin Hart (KH) from Liberty Bus to establish a way to track foot fall going forward. DB suggested that it would be of interest to compare visitor numbers with the TIC previously located at Liberty Place and **IT WAS RESOLVED** that OA would review the same. However, he noted that a large number of local residents used this facility. **Action: OA**

Reference to the TIC in the Exit Survey was discussed and KB noted that whilst this does not currently mention the TIC, he acknowledged that consideration could be given to including a TIC related question in the same.

The importance of VJ monitoring value for money over the three-year period of the agreement with Liberty Bus was noted and **IT WAS RESOLVED** to discuss this in further detail at the away day as part of “on-Island support”. **Action: ALL**

IT WAS NOTED that Liberty Bus are tracking all interaction and following VJ's GDPR policies and procedures.

13. CEO REPORT – The Board reviewed KB’s CEO Report and the following items were discussed:

(a) German routes – KB reported that VJ and Eurowings have discussed performance on their routes to Jersey and load factors are looking poor, particularly from Hamburg and Berlin. He explained that Eurowings were very late to market with their routes and therefore they are not included in any tour operators’ programmes. **IT WAS NOTED** that VJ are now running a campaign with Eurowings. However, they may cancel the routes and put passengers onto other routes coming out of Germany. DB reported that Eurowings have expressed frustration regarding marketing efforts in Germany. However, KB reiterated that despite tour operators stating that they would be willing to package the route in their programmes, they were unable to build the routes into their offering since the flights were put on the market at a late date. **IT WAS THEREFORE RESOLVED** that KB would feed this information back to Myra Shacklady at POJ with a view to providing a collective (VJ/POJ) response to Eurowings. **Action: KB**

DB stressed the importance of supporting Eurowings to provide them with sufficient confidence to ensure they put capacity on again next year. This was echoed by KK but KB suggested that marketing of the route was required by the tour operators, not just VJ. However, DS stressed that a totally different campaign was required to encourage the independent traveller, noting that the tour operators will only book flights together with hotels and KB agreed that a collective approach was required.

(b) Globalis – **IT WAS NOTED** that Globalis recently visited the Island and were considering to put on a flight from Greece to Jersey in autumn 2018.

(c) TUI – MG reported that TUI are interested in discussing self-catering accommodation for next year which the Board agreed was positive.

KB referred to Ecory’s Report on “B2B effectiveness” a copy of which was circulated with the agenda and noted that VJ’s performance had improved from 2016. He advised that he was still reviewing this document and taking on board the recommendations and measuring the outcomes therein. Therefore, it had not yet been shared externally.

The Board noted the recent press coverage around the public realm and tourism and KB suggested that the reference to VJ came from the “Save Jersey Heritage” Group who are lobbying about the importance of public realm in the Island. The Board agreed that whilst Jersey’s public realm was of value, it was not the only reason people visited the Island.

DS queried whether VJ will have a presence at this year’s World Travel Market and KB advised that he is currently establishing interest in the same. A Visit Jersey only stand is relatively expensive. He noted that the stand was shared with Seymour Hotels last year and therefore consideration is being given to other ways to achieve VJ’s objectives in relation to the event. DS stressed the importance of the event being trade focused and that VJ staff need to engage with the trade. He queried what SB’s views were on VJ’s attendance at the event and KB advised that she believes VJ does not need a stand and can achieve our and partner objectives in a different way (with which he agrees), noting that Jersey can be more successful in its interaction by running targeted workshops. However, DS did not welcome this approach and suggested that Jersey should be properly represented.

14. AOB – DB reported that the recent boat show had been the most successful to date with more than 35,000 people attending (although these figures were yet to be confirmed). Based on these figures, he noted in 2019 Jersey’s Boat Show would be the 2nd largest in the UK after Southampton.

DS’ resignation as a Director was noted and the Board thanked him for his valuable contribution on both the Tourism Shadow Board and KK presented him with a gift. DS reported that he was very pleased with the way VJ has developed and reassured KB that he would remain in touch with

VJ.

15. DATE OF NEXT MEETING – IT WAS NOTED that the Away Day was scheduled for 19th July 2018 from 9am at a venue to be agreed and as discussed above, the next Board Meeting currently scheduled for 4pm on 18th July 2018 would be brief and cover only essential matters. .

Actions:

- 1) KB to check whether it is necessary for Directors to re-submit their “KYC” information
- 2) Directors to complete online GDPR training
- 3) KB to state whether KPIs are above or below target in the Quarterly Financial Reports going forward
- 4) KB to submit the 2018 Q1 Financial Report to Sean Pritchard at EDTSC
- 5) KB to engage a facilitator (budget of £4k)
- 6) TC to provide KB with contact details of a facilitator recently used by the IOD
- 7) KB to brief SMT that the Away Day will be strategically focused
- 8) KB, KK and AW to form the interview panel for NED interviews
- 9) KB to include Trade Strategy as a discussion topic for the Away Day
- 10) KB to ensure Away Day “pack” circulated in advance to include a statistics paper from David Edwards an organisational paper from KB
- 11) KB to book an informal venue for 17th July 2018 pre-Away Day dinner at an informal venue
- 12) KB to upgrade “Loss of Key Staff” and “CEO unavailable” risks on risk register
- 13) Audit Committee to review notice periods for Senior staff
- 14) ACS to include PR analysis at the Away Day
- 15) ACS/KB to decide on the successful candidate for the Campaign Lead role
- 16) OA to provide comparison of visitor numbers to the Liberty Place TIC and the Bus Station TIC
- 17) Include “on-island support” and value for money of TIC agreement over three-year period as a discussion topic for the Away Day
- 18) KB to provide tour operators’ feedback on Eurowings lateness to market to Myra Shacklady with a view to sending a collective response