

Minutes of a meeting of Visit Jersey Limited (“VJ”) held at Jersey Museum on Monday, 7th March 2016

Present: John Henwood (JPH) – Chair
Catherine Leech (CL)
David Seymour (DS)
Keith Beecham (KB)
Kevin Keen (KK)
Tim Crowley (TC)
Sam Watts (SW)
Doug Bannister (DB)

(collectively referred to as “the Board” or “the Directors”)

In Attendance: Mike King (MK) – Chief Executive EDTS&C
Jenny Ellenger (JE) – Head of Product Development VJ
Rosie Mathew (Scribe)
Adam Caerlewy-Smith (ACS)
Alex Book (AB) - Strategy Director, FutureBrand
Adam Savage (AS) - Design Director, FutureBrand
Polly Hopkins (PH) - Senior Client Director, FutureBrand

1. JERSEY BRAND UPDATE

JPH welcomed the representatives from FutureBrand to the meeting. Before the presentation, ACS told the Board that from the start of the year there had been a stakeholder engagement process to try to understand what everyone thought the Jersey brand should be. Feedback and views from the Board would be appreciated following the FutureBrand presentation.

AB, PH and AS then took the Board through a detailed presentation of work to date ending with a poster of some examples of imagery, following which JPH thanked them and invited views from the Directors.

DB felt the concept of the “island break” was inspirational. Overall he felt the work done was really good and powerful and on the right track. His only reservation was about some of the imagery.

TC held similar views to DB. He agreed with the idea that not many people would go to the same place twice and it was right to rely heavily on advocacy to bring in new people of all ages. He felt that emphasis on loyalty was a negative and made the island feel old. On the poster, he felt that everything he saw was looking out and not in to the island and he would like to know what was behind the camera.

DS really liked the “island break” concept which he felt could bring an attitudinal change. He also agreed with the advocacy theory which would give ownership to people who would go away with a view of the island.

KK said that it made him feel good and represented his own positive views of the island. The reference to the tidal ranges was definitely new to him. Overall he felt it was on the right track.

CL felt the whole process was inspiring and the words lit a flame. However the imagery did not echo that feeling. She felt the “island break” concept was genius and that Jersey could “own it”. She also appreciated the words on the tides.

MK felt the way it had been built up was inspirational and the words were also inspiring. They echoed his personal experience of the reaction of visitors to the island.

SW said that she had been involved with the Future Brand team who had worked really hard and taken on board all the feedback and the result was excellent.

JPH cautioned about not placing too much emphasis on the age of visitors as many pensioners were extremely active these days. He said the ideas made him feel good but the caveat was that they should not create an expectation which could not be delivered. There had been difficulty before by representing Jersey as an island of sunshine. His own positive views of Jersey had been reflected in the presentation and it had come closer than anyone had ever done before. Overall he felt it was an excellent piece of work.

KB commented on the colour palette. What the team were trying to deliver was the way to talk about Jersey across the seasons bringing in the spring, autumn and winter.

JPH asked about timescale and ACS said the aim was to launch the brand on 31st May and this would be shared with the Board at its next meeting on 12th May. As there was little time between the next Board meeting and the launch date, it was agreed the Board would be brought together on a date to be arranged to see the final presentation.

ACS and the FutureBrand team left the meeting at 1.55 p.m.

2. CONFLICTS OF INTEREST

There were no conflicts of interest to report.

3. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 16th January 2016 had been circulated and were approved.

4. MATTERS ARISING

(i) MOU with Guernsey:

In the light of little progress having been made on this matter, JPH said that he had taken the opportunity to raise it with the Chief Minister at a recent meeting, and he had promised to take it up with his opposite number in Guernsey.

(ii) UKinbound Annual Conference

KB reported that Jersey was up against Plymouth in the bidding for this major travel trade event but was in a strong position. It was hoped they would know the result by the end of April.

(iii) 2016 Events

MK reported that discussions were still taking place with the Minister to try to find a way forward. Tenders had been invited from those interested in running Events Jersey but they had had to close the process without making an appointment. MK said that £150k of investment had been allocated but if it was carried forward as an under-spend it would be lost. DS commented that Jersey was in danger of losing its conference business if this matter was not resolved.

5. TRENDS REPORT

The Trends Report for March 2016 had been circulated for information. JPH said that since this had been circulated some information on increased visitor spend had been received and would be circulated.

KB quoted the most recent figures on visitor numbers and undertook to circulate this information to the Board.

6. PRODUCT DEVELOPMENT UPDATE

The Board received a visual presentation from Jenny Ellenger, Head of Product Development. She took the Board through the slides and explained about the work going on in the various areas including product realignment, Jersey Destination Plan, transport, accommodation, product streams, festivals and events, sports and business tourism, policy/infrastructure, and resources. A hard copy of the slide presentation was tabled.

JPH commented that Sport Jersey was now up and running and the Board discussed the value to the island of sports tourism. DS commented that there was a massive market out there for schools and university sports tourism and there were companies around that made all the arrangements. JE said that they were already engaging with one such company and now was their best chance to be progressing in this area. KB added that the island was not quite ready yet to bring over these organisers but there was a lot of discussion taking place to this end.

MK referred to Events Jersey and questioned whether the Board might be of the view this was a service which could be offered by VJ. KB referred to the VJ mission statement and said that his anxiety was that the organisation could get sucked into an operational role. JPH agreed that VJ should not be operational, but in a strategic sense it might be possible to make good use of the funding available and it was a possibility worth considering.

It was agreed that KB and JPH should revisit VJ's mission and priorities together with management and consider whether the views had changed and whether or not their position should be revised. KB offered to put together a positioning paper which he would circulate to the Board. **ACTION: KB/JPH**

7. CHIEF EXECUTIVE'S REPORT

A report dated 1st March 2016 from KB had been circulated and he highlighted the following items.

(i) Trade/Industry Relations

Industry engagement was going well with five gold tier and 10 silver tier industry suppliers in place.

There would be 10 exhibitors on the ITB Berlin Channel Islands stand in Berlin from 9-13 March. They would be joined by Deputy Murray Norton.

Destination Jersey, VJ's premier buyer-seller workshop was being actively promoted and was being well supported by the industry.

(ii) Product Development

A products seminar had taken place the previous week which had included accommodation suppliers. The objective had been to define the changes from the previous year. An exit survey was planned which would allow a better way to judge results. A similar exercise was planned with family owned small businesses.

DS commented on the idea to cease visitor registration cards and said this did not take away the legal immigration requirements.

JPH referred to VJ's engagement with the industry and asked if it was felt that there was engagement fatigue. DS said he felt that industry members were all trying to find the relevance to them. KB said that their promise to these businesses was that they would make a personal one on one visit to each and every one.

(iii) Condor

The Board discussed the many concerns in relation to the disruptions in the Condor service. MK reported that meetings were due to take place between Condor and the Chief Ministers of both Jersey and Guernsey and Condor would be left in no doubt about the seriousness of the situation which had become a major issue. DB commented that Condor had always had challenges but the situation in the past year had been tortuous and they had lurched from crisis to crisis. TC added that it was starting to damage the Island's reputation because it appeared that there was little that could be done about it.

(iv) Marketing

Referring to the work being carried out by FutureBrand, KB thanked SW for her much valued input.

Work was progressing on Jersey.com website which was being built by Zoocha. The launch was planned for 31st May 2015.

(v) Premises

The new Tourist Information Centre (TIC) relocated to the Museum was working well. The facilities were good and it was looking very professional. KB said regular research would be carried out on visitor numbers, together with an exit survey at the ports.

JPH commented that it had been a significant task to expect the office and the TIC to relocate by the end of February and that it was achieved below budget was a credit to the whole team. He asked that thanks from the Board be passed back to them. A reception marking the formal opening of the TIC would be held on 16th March to which the Board, Trustees and senior politicians as well as trade representatives would be invited.

The new office was on the second floor of Tradewind House and the team would have to get used to living in a smaller space with little room for growth.

(vi) Technology

It was noted that VJ had moved from the States IT infrastructure and now had new IT and telephone systems operating.

(vii) Staff

There had been no leavers or newcomers since the last Board meeting. Appraisals would be carried out by the end of March.

8. RISK REGISTER

A copy of the Risk Register dated 2nd February 2016 had been circulated with the Board papers. It was agreed this was useful information and should continue as a standing item on the agenda.

9. VISIT JERSEY DASHBOARD

A paper dated 1st March 2016 by KB had been circulated with the Board papers. KB commented that at each meeting the Board presentations were made on marketing and product development and he felt it would help if the directors had information at agreed times on key KPIs with graphical representation. He asked for guidance on what the directors would like to see regularly. DB suggested industry KPIs on occupancy would be useful. It was also suggested that the website should include information on how tourism was performing, both good and bad news. KB agreed to produce a mock up, and in the meantime directors were asked to contact him direct with any further ideas. **ACTION: KB / all**

10. MEASURING MARKETING IN KIND

A paper from David Edwards (DE) dated 1st March 2016 had been circulated with the Board papers. KB explained that the paper was as a result of DE's experiences elsewhere. He said it was felt that VJ needed to be capturing all the value achieved both in kind and in cash. DS said that he was impressed with what DE had produced. MK added that Jersey Finance was using a similar system successfully, although theirs maybe easier to quantify. It was agreed that KB would produce a more simplified and workable document.

ACTION: KB

JPH asked that the Board's appreciation of DE's work be passed to him.

11. 2016 YEAR-END AUDIT-STATUS REPORT

KB reported that the accounts and reports would be ready for the Audit Committee meeting on 14th April. The Board would sign off the accounts at its next meeting which would be followed by the AGM in May. KB said the brand would be launched in May and he would prefer to wait until then to publish the annual report.

ACTION: JPH/KB to discuss Chairman's and CEO reports

12. ANY OTHER BUSINESS

(i) Appointment of new Chairman

JPH thanked DB for chairing the Appointments Board and reported that their recommendation had been to appoint KK as the next VJ Chairman. He thanked KK for putting himself forward. It had been agreed that the appropriate time for JPH to stand down would be at the forthcoming AGM in May. An announcement on KK's appointment would be made shortly.

(ii) Airport news

DB reported some encouraging arrival statistics at the airport which had been 9% up in February which was a good start to the year. He also reported on some staff restructuring. Steve Bailey, who has experience with air and sea passengers, had been appointed as Passenger and Terminal Services Manager. Lee McConnell had been appointed to develop corporate aviation, and James Morris to commercial products. DB also said that he was looking for someone with experience in growing airports and would be going to the market for that.

(iii) States Budget

MK reported that the States were reaching the final stages of the budget for 2017-2019. The Minister had agreed against some pressure to protect VJ's budget until 2019.

13. DATE OF NEXT MEETING

The next scheduled meeting was on Tuesday, 12th May from 12.30 to 4.00 p.m. Subsequent to the meeting this was changed to **Tuesday, 3rd May 2016 at 12.30 to 4.00 p.m.** as the AGM had been arranged for later that month on Tuesday 17th May 2016. Both these meetings would take place at the Pomme d'Or Hotel.

There being no further business the meeting closed at 4.15 p.m.