

**Minutes of a meeting of Visit Jersey Limited (“VJ”)
Held at Liberation Place, St Helier Jersey, on Friday 19th January 2016**

Present:	John Henwood (JPH) – Chair
Catherine Leech (CL)	Mike Graham (MG)
David Seymour (DS)	Tim Crowley (TC)
Keith Beecham (KB)	Sam Watts (SW)
Kevin Keen (KK)	Doug Bannister (DB)
(collectively referred to as the “Board” or the “Directors”)	
In Attendance	
Aimee Maskell, AM to PM Secretarial Services (Scribe)	
Mike King (MK) Chief Executive, EDTS&C	
Nick Skyes, President, Future Brands (for Item 1 only) (NS)	
Alex Book, Strategy Director, Future Brands (for Item 1 only) (NS)	

1. FUTURE BRANDS PRESENTATION

JPH welcomed NS and AB to the meeting and invited them to present on the next steps for creating a brand for Visit Jersey.

Following the presentation, JPH thanked NS and AB and invited any questions from the Board.

NS and AB took questions on stakeholder buy-in and public perception and agreed it was important to be able to offer a clear rationale for arriving at the brand. The board stressed the importance of communication and that Visit Jersey would not adopt anything which they do not believe in. The need to maintain trust with the public was paramount.

The Board queried if part of Future Brand’s stakeholder engagement included liaising with other external facing bodies, for example Locate Jersey, on the basis that other agencies might wish to adopt the new brand. KB confirmed that Locate Jersey and Digital Jersey are both involved in the stakeholder engagement plan. It was suggested discussions should also take place with Jersey Finance Limited and the retail industry. It was acknowledged buy in was required in the broadest possible sense. In this context it was suggested NS and AB should engage with local media at an early stage. It was also thought that engaging with some individuals who had recently relocated to Jersey, and were willing to discuss the reasons for moving, would be helpful in reaching a rounded view.

In answer to a question about other destinations’ brands, NS thought that Australia’s brand and logo were particularly effective. Although it took a long time to achieve it is now being used across many sectors including inward investment, tourism and airlines and suggested that countries who can achieve this obtain the best value for money. He advised that Future Brands were recently involved in Peru’s rebranding, and accepted that there are a number of countries and states which have very strong brands, including Alberta, Finland and New Zealand.

An earlier Jersey re-branding exercise was considered and it was recalled that, despite stakeholders raising genuine concerns early in the process, they were disregarded. Subsequently, when the brand was launched it was widely criticized. This should not be allowed to happen again. KB underlined that the decisions made as part of the current re-branding exercise will be evidence based and there will be stakeholder involvement throughout the process. After further discussion and in the interests of time, JPH invited the Board to contact NS or AB directly if they had any further questions or points.

He thanked NS and AB and they left the meeting.

2. APOLOGIES

No apologies were noted.

3. CONFLICTS OF INTEREST

KK confirmed that he has taken on the position of interim CEO of Durrell, a post he would only hold until a new CEO could be appointed.

4. MINUTES OF PREVIOUS MEETINGS

It was resolved to approve the minutes dated 10th November 2015 (subject to the correction of the typo in the heading of item 9). The Board considered the matters arising from the minutes (which were not otherwise included on the agenda) as follows:

Literary Festival – In answer to a question from DB, KB advised that discussions are on-going with the organisers of the Festival.

Conference Business – It was agreed, due to the presentation on branding, that a presentation from Jennifer Ellenger on Product Development (including conference business) had been deferred until the next meeting.

Events Jersey – The Committee noted that a meeting took place between Senator Farnham, Deputy Norton, MK, JPH and KB at which Events Jersey, Rural Jersey, Film Jersey and the TDF were discussed. MK advised that eight applications have been received from individuals and agencies interested in running Events Jersey. JPH reported that he has agreed to take responsibility for TDF on an interim basis and confirmed that he will ensure that its objectives align with VJ.

3. TRENDS REPORT

The Board reviewed the Trends Report for January 2016, copies of which KB tabled to the meeting and summarised for the Directors. During the first nine months of 2015 the number of staying leisure visitors increased by 3.8% and staying business visitors increased by 6% compared to 2014. KB said the busiest November since 2011 was recorded at the Airport. The Board noted that ferry arrivals were down compared to last year and that UK sea arrivals for the year to date have declined by 40% since 2002 and KB acknowledged that there were concerns regarding sea arrivals. Capacity was discussed and KB advised that within the first six months of 2016 British Airways, easyJet and FlyBe will have 9%, 21% and 15% more seats respectively. Concern was expressed regarding the inter-Island air service.

Referring to the outlook for 2016, KB advised that whilst some further growth is anticipated, David Edwards (DE) is wary about predicting an exact number due to a variety of external factors including the economy, fluctuating exchange rates and security. However, Visit Britain are predicting 4% growth. The Board discussed forward bookings, predicted air movements including new charters, and the need for an improved sea service. The Board noted UK economists are predicting a good year for tourism due to the fact that inflation and interest rates are due to stay low and external threats are comparatively low. KB said although DE was reluctant to forecast a growth number the team would continue to work toward the growth targets set out in the business plan.

6. CEO REPORT

KB's report had been circulated with the agenda and he highlighted points as follows:

Key Account Management (KAM) – It was noted that a new process has been developed (KAM) for working with suppliers, which had recently been shared with industry. The Board noted that take up has been excellent. The Board discussed the price set for each of the three tiers of the system which sought to embrace all sections of the industry; it was felt to be about right and KB acknowledged that adjustments could be made in future.

MOU with Visit Guernsey (VG) – KB reported that the framework for an MOU has been defined covering what VJ and VG can do together (including a Channel Island Festival). Unfortunately no further progress had been made towards execution of the MOU since being sent to VG for review over a month ago. KB reassured the Board that he would continue his dialogue with VG.

UKinbound Annual Conference – KB advised that VJ is bidding to host the UKinbound Annual Conference, which is a major travel trade event that takes place in February and has between 200 and 300 delegates. He reported that the conference has a prestigious audience including a number of important UK operators and the benefits of hosting the conference were considerable.

Winter Festival - The Board noted favourable media reports on the winter campaign; the Narnia show was considered a success despite some complaints about the erection of the “white tents” at the Weighbridge.

2016 Events – KB drew the Board’s attention to the events planned so far for 2016 and noted that these include three world championships, two European championships and five international events. MG referred to a website which will shortly be launched by the Bosdet Foundation (www.volunteering.je) on which individuals will be able to register their interest in volunteering and organisers of events will be able to use to contact volunteers to support events.

Jersey National Park – KB reported that branding has been agreed for the Jersey National Park and it will be launched during the Channel Island Festival with events taking place around the Parishes.

Registration Cards – Registration cards will be phased out during 2016 and replaced with exit surveys and KB advised that a letter would be sent from the Minister to accommodation providers explaining the reasons for this. He added that a seminar will also take place (on 3rd March 2016) to explain the benefits of the change.

Jersey.com – KB reported that a process of evidence gathering is currently on-going and advised that a significant amount of research has already been undertaken. He explained that work on the website will never be finished as this is an “organic” product and it would continue to evolve.

Digital Traffic – The Board reviewed the “Digital Channels Traffic Summary 2014-15” a copy of which was tabled to the meeting and the positive improvement from 2014 was noted.

Escape to Jersey Video, Final Survey Results December 2015 - The Board reviewed the results of the survey, a copy of which was circulated with the agenda. The country of origin of respondents was mainly UK, but details of respondents’ age and sex were not included. It was agreed that this would be included in future surveys. KB said the results will enable VJ to demonstrate to government and stakeholders that their investment in tourism is delivering return, noting that the Escape to Jersey campaign delivered a return on investment of 4.7:1. The

mechanism used to collate and analyse the data is an industry standard which is widely used. He would circulate a note on how the mechanism works.

Trip Advisor – KB advised that VJ are currently undertaking a digital promotion of the Island based on its “Best Island in the British Islands” award from Trip Advisor with a view to encouraging summer bookings

PR – KB reported that a travel writer from the Daily Telegraph was recently in Jersey and referred to Jersey as the “new short break destination”. His article is due for publication shortly. [Note: the article by Guy Kelly was published on 6th February and was very positive.] The recent Audit Committee meeting discussed corporate PR and agreed that the Annual Report should be regarded as a marketing opportunity.

Tourist Information Centre (TIC) - KB referred the Board to Appendix 1 of his report which provided an update on the status of the TIC and he summarised the same. He advised that the current Visitor Service Centre will move to the Museum on 29th February 2016 where the Ports of Jersey staff will continue to provide front of house support. He reported that the transition process was going well and within budget. A SLA between the parties is currently being reviewed.

Technology – KB advised that Greenlight are supporting VJ with their day to day IT requirements as well as considering its future infrastructure, including the move away from the States of Jersey platform.

Staff – All staff have now completed their probationary periods. KB advised that personal targets are being agreed for all members of staff. He is hopeful that these will be finalised by the end of the month with a view to conducting appraisal meetings in March.

7. VISIT JERSEY OFFICE RELOCATION

The Board reviewed the paper on VJ’s office relocation, a copy of which was circulated with the agenda and KB provided an update on the same. The originally favoured option had fallen away due entirely to external circumstances and alternatives have been considered. KB set out the revised options and indicated the recommended solution, which involved a short lease (3 years) and provided all the facilities required in a convenient location, although with rather less space than ideal, however perfectly workable. The original plan, which afforded the possibility of co-locating with other agencies, was not abandoned, but through force of circumstance delayed.

8. ENTERPRISE STRATEGY

The Board noted the paper circulated with the agenda setting out details of the States of Jersey’s Enterprise Strategy and VJ’s involvement therein. KB explained that VJ has been approached by the States of Jersey together with a number of other agencies and asked how it can deliver under the three enterprise priorities. After discussion, the Board agreed that VJ’s total budget could be allocated to the three priorities without derogating from the agreed business plan. KB therefore agreed to revisit the position in conjunction with KK and the Audit Committee and circulate the same by email to the Board for approval prior to submission.

9. JANUARY AUDIT COMMITTEE MEETING

KK provided an update from the Audit Committee meeting held on 14th January 2016. He reported that the Committee reviewed the latest draft of the risk matrix which has been prepared by KB and provided feedback on the same. This is now being amended and will be shared with

the Board shortly. A meeting has taken place with the Auditors to discuss the timetable for this year's audit and KK advised that more due diligence will be required from related parties in this regard. The Board noted that a first draft of the accounts should be available by 15th February 2016 and the audit will start thereafter. KK hopes to circulate accounts for review at the next meeting with a view the Audit Committee and Board signing them off at their meetings scheduled for 14th April and 10th May 2016 respectively.

10. AOB

EDD Budget 2017-19 - MK advised that discussions will take place shortly on budget distribution as between EDD and ESC in relation to the transfer of functions and he suggested that this may result in some challenging reductions in the overall budget.

Recruitment of Chair - TC sought an update on the recruitment of a new Chair in light of JPH's decision to stand down. JPH advised that the Board will be responsible for the appointment a new Chairman and whilst he will be involved to some extent, it would not be appropriate for him to be on the interview panel or take a leading role. Accordingly he has asked DS as Deputy Chair to undertake the lead role. Kristina Le Feuvre has agreed to be an independent member of the appointment panel together with Bob Hassell or his appointee as the HR professional. He added that he had liaised with Louise Read at the Appointments Commission who has confirmed that she is satisfied with the proposed procedure. The timescale for the recruitment process was discussed and JPH advised that the closing date for applications has been extended until 25th January 2016 and it is proposed to hold interviews as soon as possible thereafter. He confirmed that he is content to remain in post until the appointment process has reached a satisfactory conclusion.

Chamber Lunch – 20th January 2016 – JPH reminded the Board that CL was speaking at a sold out Chamber lunch the following day.

JHA – Helen Hart has recently taken over as senior executive of the JHA and the Board agreed VJ should offer her support in the role. KB had arranged a getting-to-know-you meeting with the VJ team.

Off Island Issues – CL expressed concern that approximately 80% of the meeting has been spent discussing on-Island issues and encouraged the Board to focus on what is happening off-Island more. JPH acknowledged CL's concerns and suggested that Future Brands will assist in this regard, due to their global reach.

11. DATE OF NEXT MEETING

The next meeting was scheduled to take place on Monday 7th March 2016 at 12.30pm, venue to be advised.

There being no further business the meeting was closed.