

Minutes of a meeting of Visit Jersey Limited (“VJ”)
Held at Hotel de France, St Saviour’s Road, St Helier Jersey, on Tuesday 13th September
2016 at 2pm

Present:	Kevin Keen (KK) – Chair
Catherine Leech (CL)	Tim Crowley (TC)
David Seymour (DS)	Sam Watts (SW)
Mike Graham (MG).	Doug Bannister (DB)
Keith Beecham (KB)	
(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	

1. APOLOGIES

No apologies were noted.

2. CONFLICTS OF INTEREST

No conflicts were noted other than DB’s interest in the negotiations for the Visit Jersey guidebook tender.

3. MINUTES OF PREVIOUS MEETINGS AND MATTERS ARISING

IT WAS NOTED that KK had not yet had an opportunity to review the minutes of the previous meeting dated 12th July 2016. **IT WAS THEREFORE RESOLVED** to defer their approval and the matters arising therein until the next meeting. Action: KK

4. ON-ISLAND INFORMATION PROVISION UPDATE

Oliver Archibald (OA) was welcomed to the meeting and provided the Board with an update on the provision of on-Island information, details of which were included in his paper dated 7th September 2016 which was circulated as part of the Board Pack. He reported that a tender was published the previous day, Monday 13th September 2016, for the publication of the What’s On Guide and a map of Jersey and he tabled a copy of the Invitation to Tender (ITT) to the Board for their information.

The Board noted that the ITT was split into two parts: (a) the publication of the What’s On Guide and a supporting mobile app; and (b) a standalone map. OA advised that the Jersey Attractions Group (JAG) provided input on the ITT and noted that JAG members have agreed to distribute the guide at their attractions. He reported that agreement has also been reached with Condor for the guide to be distributed on board their ferries and he invited suggestions of other innovative distribution points from the Board.

IT WAS NOTED that negotiations are ongoing with the Ports of Jersey regarding the availability of free distribution points at the harbours and airport. SW expressed concern that the loss of this would have implications on the viability of the tender and MK suggested that if the Ports of Jersey do not offer the space for free, it may result in political pressure. DB declared his interest and stressed that the Ports of Jersey space is valuable and that he had a duty to capture that value for his company but that he was supportive of the objects of VJ. KK accepted DB’s position in this regard and acknowledged that he was not required to share any information at this stage. However, he suggested that it would be helpful to those tendering to know how much Ports of Jersey may potentially charge so that they can factor this into their pitch. **IT WAS THEREFORE RESOLVED** that DB would discuss the matter with his colleagues at the Ports of Jersey and

revert to OA who could advise those who tender accordingly. Action: DB/OA

The requirements of the ITT were discussed and OA acknowledged that there may be some leeway regarding the advertising restrictions on the first two pages because these are the most important areas for advertising. TC queried whether there were any advertising restrictions on the back page, noting that this previously went to McDonalds as the highest bidder which he suggested was not an appropriate brand for Jersey. OA reported that whilst there are no advertising restrictions for the back page, all adverts must be tourism related, albeit that the guide can include adverts from a non-tourism related company if their advert features views of Jersey.

OA reported that eight expressions of interest have already been received in response to the ITT (two from the UK, one from Guernsey and five from Jersey). However, it was agreed that the Board would not be provided with details of who has tendered at this stage. KK stressed the importance of considering potential conflicts during the process including DB/the Ports of Jersey (as the existing main distributor (together with the hire car companies)) and TC as a potential advertiser. He added that consideration should also be given to sensitive relationships such as the existing publisher who is the incoming President of the Jersey Hospitality Association (JHA).

Referring to the map, OA explained that this will also be available in PDF format on VJ's website. The timeline of the tender process was discussed and OA advised that the process will be undertaken over a 12 week period. **IT WAS NOTED** that the panel undertaking the evaluations and interviews will consist of members of the VJ team together with an independent individual from Greenlight a consulting firm.

CL queried whether there was a preference for both tenders to be awarded to the same company and OA advised that companies were invited to either apply for both contracts or just one.

MK asked which member of the panel will undertake the digital evaluation of the mobile app and OA advised that Adam Caerlewy-Smith (ACS) will work closely with Zootha in this regard. He explained that it is anticipated that the app will evolve in the same way as the VJ website.

In answer to a question from TC, OA advised that consideration has not yet been given to functionality on the app whereby visitors can make purchases. However, he expressed the hope that this will be implemented going forward in conjunction with an itinerary planner on the website which will allow VJ to continue to track visitors when they are on Island.

SW queried why the tender for the app was combined with the What's On Guide rather than inviting tenders for three separate contracts and OA explained that the two were combined in the hope that it will drive collaboration.

In answer to a further question from SW, OA advised that the contract with the existing What's On publishers finishes on 1st March 2017. They will therefore produce the March/April/May edition with a view to moving to the new format for June. **IT WAS NOTED** that the new contractor will be required to print eight publications a year (rather than six) with June, July, August and September having their own separate editions.

The term of the new contract was discussed and OA advised that this was initially for three years with flexibility to renew thereafter. The Board suggested that it would be sensible for the contract date to terminate at the end of the season (e.g. October or December) and **IT WAS THEREFORE RESOLVED** that any extension to the contract after the three years would be made to accommodate this. Action: OA

OA reported that it is proposed to reduce the print run of What's On Guides, noting that a significant amount have been wasted in the past. CL suggested that increased distribution points on Condor and at the JAG sites may increase the amount of guides required but OA reassured the Board that there will be an opportunity to reevaluate the number of printed copies required

depending on how many are distributed.

DB queried whether the ITT was for a licence to produce and sought further clarification of exactly what VJ were tendering for. OA explained that the tender was for the use of the brand on the official publication. TC stressed that the use of the word "official" was key. He explained that as an attraction he would support VJ and the Island brand as much as he can. However, he warned that he would not want to pay any more than he is currently for advertising space because it is already very expensive.

In response to a question from MK, OA advised that he had not liaised with Tony Moretta at Digital Jersey regarding the app and **IT WAS THEREFORE RESOLVED** that he would send him details of the ITT for his information. **Action: OA**

There being no further questions for OA, he was thanked for his time and for his work in getting the tender process to this point and he left the meeting at 2.45pm.

5. DASHBOARD

IT WAS NOTED that the Board had reviewed the Dashboard in detail at the Strategy Meeting held prior to the Board meeting and **IT WAS RESOLVED** that KB would present a working model of the same at the next Board meeting scheduled for 22nd November 2016. **Action: KB**

6. EXIT SURVEY PROCESS

The Board reviewed KB's paper dated 8th September 2016 which provided an update on the Exit Survey process which started on 1st July 2016. KB reported that the new process required a change in the Tourism Law and this was completed by Ministerial Order. He explained that the new process will involve Island Global undertaking 40k interviews on an annual basis (rather than visitors being required to complete registration cards) and he thanked the Ports of Jersey for their support in this regard. He added that care will be taken to ensure the interviewees are qualified at an early stage to ensure they are actual visitors not local residents. He informed board members that the new process will result in much richer monthly data, noting that it will include questions about attractions and sentiment. KB reported that it will take a year to get into the cycle and demonstrate change and noted that there will be some disequilibrium around this.

The Board noted that due to security reasons, it took some time to provide Island Global's interviewers with airside access. Interviews have therefore been conducted landside but KB acknowledged that this was not ideal as passengers are often rushing to check in and get through security. DB acknowledged that there was a delay in providing airside access and explained that this was due to Island Global not providing the information requested. He therefore suggested that if VJ ever change contractors in the future they are encourage to provide the correct information from the outset.

Timelines for the provision of data were discussed and KB expressed the hope that it will be possible to provide the market with data on July's figures by the end of the month and then each month six weeks after each month end thereafter. He acknowledged that the way in which this data is communicated will be important and noted that he will work closely with David Edwards in this regard.

TC queried whether the Island Global interviewers were in uniform, noting that it may be beneficial to make them look more official. DB agreed to check this with Island Global and DB suggested providing them with the same uniforms as the Tourism Information Centre staff. However, KK noted that there may be more value in them being independent rather than branded.

In answer to a question from KK, KB advised that from the discussions held with industry he was not aware of any concerns regarding the figures. However, he reiterated that there could be an

issue with the data as a result of the transition from the old system to the new system, noting that the old system missed out a number of records and he confirmed that this would be highlighted in any communications around the results at the end of the month.

IT WAS RESOLVED that KB would circulate the figures to the Board prior to releasing them publically via the VJ newsletter. Action: KB

7. EVENTS JERSEY UPDATE

KB summarised the update paper on Events Jersey, a copy of which was circulated with the Board Pack. He advised that an offer for the position of Business Development Manager has been made to someone who has been on the Island for five years and, subject to them signing a contract, they will start on 3rd October 2016. **IT WAS NOTED** that a job description for the role had also been circulated to the Board and KB stressed that this was a consultancy/facilitation role, not an operational role. He reported that their first task will be to talk to stakeholders and noted that he will work with them to agree how the grant should be spent, albeit that this is defined in the job description and Partnership Agreement between VJ and the States of Jersey.

8. RISK REGISTER

IT WAS NOTED that the Risk Register was reviewed in detail at the Strategy Day held prior to the Board meeting and **IT WAS RESOLVED** that KB would make the agreed revisions. Action: KB

9. PROPOSED WASTE MANAGEMENT CHARGES

The Board discussed the waste management charges which have been proposed as part of the Medium Term Financial Plan (MTFP) and it was agreed that whilst VJ should make its views clear about the proposals, it should lobby against States of Jersey policies.

MK acknowledged that there has been no consultation on the proposals to date. However, he stressed that the States of Jersey need to raise the £11m referred to in the MTFP and therefore this proposal will undoubtedly remain in the MTFP. With this in mind Economic Development Tourism Sport and Culture propose working with the Department of Infrastructure on equitable ways in which charges for liquid waste can be implemented. He accepted that the hospitality sector will be disproportionately affected by this and therefore a consultation will take place in May 2017. He explained that this will not be a traditional consultation but will seek views from organisations such as VJ on how a fair and equitable charging structure can be implemented to ensure £11m is raised into the States of Jersey.

KK noted that VJ would be given an opportunity to contribute to the consultation in May and therefore proposed that it should not try and frustrate the MTFP debate scheduled for next week. MK added that an MTFP briefing is being held for the tourism sector on Thursday at 830am and he suggested that the waste charges will be the primary discussion at this event.

MG stressed that VJ's core focus was to market the Island. However, DS also noted the importance of ensuring businesses remain competitive and suggested that the addition of extra charges on the sector will not assist in this regard. CL added that the proposals affect VJ as they present a risk to its strategy to increase business in the shoulder months/off season because businesses may be required to close in the winter because it is too expensive to remain open. KK echoed DS and CL's concerns. However, he suggested that VJ should make its concerns known during the consultation period. He added that there was little more VJ could do until the MTFP was approved and he therefore proposed re-visiting the matter thereafter. However, in the

meantime, it was agreed to provide any statistics required by JHA in support of their on-going investigation into the matter.

10. TRENDS REPORT – SEPTEMBER 2016

The Board noted the Trends Report for September 2016, a copy of which was circulated as part of the Board Pack.

11. CEO REPORT

KK proposed arranging regular closed sessions without KB present and this was welcomed by the Board.

The Board noted KB's CEO report a copy of which was circulated with the Board Pack. This was taken as read however, the following comments were noted:

Marketing – SW expressed surprise that visits to the website were only up by 4% compared to last year particularly as VJ's whole strategy has been digital. KB advised that ACS would be able to provide more detail in this regard. However, he explained that it was necessary to re-build the original search for Jersey.com because a significant amount of content was of no value to visitors, noting that there were previously 6k pages of content whereas there are now only 1.5k.

Staff – CL congratulated KB on the away day team values workshop exercise he undertook with the staff, details of which were summarised in a paper prepared by KB and which was circulated as part of the Board Pack. CL noted in particular the value with regard to resilience and queried whether there has always been an issue with negative engagement and KK confirmed that unfortunately this has always been the case. KK sought the Board's approval of the values set out in the paper and these were agreed by the Board.

12. ANY OTHER BUSINESS

Condor - CL queried if there was an update on Condor's Comprehensive Service Review (CSR) and KB reported that together with representatives of the JHA, he and MG attended a meeting with Paul Luxon (PL) and representatives from PWC who took them through the consultation process. Unfortunately although MG is supportive of what PL is trying to do, he suggested that this meeting was of little value. He noted that Condor are aware of what the issues are and therefore proposed that they should endeavour to address them as soon as possible.

DB stressed that the CSR is not about finding a short term fix: it is about creating long term fleet composition and investment strategies and making large investment decisions over the next 20, 30 and 60 years. MK echoed DB's comments, noting that the CSR was not being undertaken to address concerns about schedules and timetables. He noted that Condor were required to go through the CSR as part of their agreement with the States of Guernsey and Jersey. He reported that they are on schedule to deliver a report at the end of October which will address future investment based on current demands and he suggested that it could trigger investment from underlying investors for many millions of pounds.

TC queried whether any discussions are taking place about basing the Liberation in Jersey and DB advised that Condor have undertaken some analysis in this regard. However, whilst they recognise the advantages this would have for Jersey, it may prove difficult because the crew, maintenance and spare parts are all based in the UK. In answer to a further question from TC, MK responded that he was unsure whether government would insist that the boat was based in Jersey as part of any future contracts with Condor. However, he suggested that they would require a significant investment into the fleet, as per the current contract.

People First – IT WAS NOTED that a report prepared by People First was discussed as part of the Strategy Day held before the Board meeting and DS expressed concern about a number of

the proposals in the report. He highlighted the difficulties the hospitality industry faces in recruiting staff. He stressed that the concerns are not in relation to the number of licences issued but to the industry's ability to find suitably qualified staff. He suggested that it was unreasonable to assume that the industry can recruit local people to do the required jobs and as a result the industry is struggling to recruit the right people into certain positions. He referred to VJ's business plan which highlights the importance of competitiveness and suggested that if the industry is required to implement the proposals set out in the report significant issues will arise. With this in mind, he proposed that consideration is given to re-introducing the work permit system, noting that this would prevent overloading of the population and allow the industry to recruit suitable staff to service the sector.

KK queried what VJ can do to assist and DS suggested that VJ needs to continue to place pressure on those who are making decisions behind the scenes about the seasonal service sectors. He noted that it is not currently possible to fill positions with the current number of licences issued and therefore consideration should be given to allowing recruitment outside of the EU. MK suggested that this was an immigration issue rather than a population issue and **IT WAS THEREFORE RESOLVED** that he would schedule a meeting with Tom Walker and DS to discuss the matter. Action: MK/DS

IT WAS FURTHER RESOLVED to add concerns around staff to the Risk Register (item 8 above).
Action: KB

Ports' Volumes – DB provided the Board with an update on the volumes of arrivals through the Ports which for air were positive but that sea movements had been impacted by the problems Condor had experienced particularly inter Island.

Air Display – DB noted that this year's Air Display was a success.

80th Anniversary of the Airport – DB reported that March 2017 was the 80th anniversary of the Airport. He was therefore starting to consider ways in which to promote the event.

13. DATE OF NEXT MEETING

The Board briefly reviewed the VJ forward board meetings and other key events calendar, a copy of which was circulated with the Board Pack. **IT WAS NOTED** that the next Board meeting was scheduled for 9.30am to 12.30pm followed by a stakeholder event from 3pm to 5.30pm. KK suggested that the Board meeting start at 12.30pm (or later depending on the length of the agenda). However, he requested that the Board keep the whole day free if possible. TC proposed arranging a Board dinner following the stakeholder event and KK agreed to look into this.

The agenda for the next meeting was discussed and **IT WAS NOTED** that this would include the approval of the business plan and budget for 2017; a demonstration of the dashboard; exit survey results; and a presentation from Oxford Economics on the economic impact of tourism in Jersey (prior to the presentation being given to stakeholders later in the day).

Consideration was given to changing the venue of the next meeting (Durrell) with a view to holding the Board meeting and stakeholder event at the same place. DB offered the Airport as a possible venue and **IT WAS RESOLVED** that he would liaise with KB in this regard. Action: KB/DB

There being no further business the meeting was closed at 4pm.