

**Minutes of a meeting of Visit Jersey Limited (“VJ”)
Held at Visit Jersey, Commercial House, Commercial Street, St Helier, Jersey, on
Wednesday 24th April 2019 at 9.30am**

Present:	Kevin Keen (KK) – Chair
Keith Beecham (KB)	Catherine Leech (CL)
Tim Crowley (TC)	Amanda Wilmott (AW)
(collectively referred to as the “Board” or the “Directors”)	
In Attendance	
Louise Ashworth, Visit Jersey (VJ) (for items 5 – 7 only)	
Sarah Barton, VJ (for items 5- 7 only)	
Rhys Powell, Hills Balfour (for items 5- 7 only)	
Alan Merry, Interim CEO, Ports of Jersey (POJ)	
Darren Scott (DS), Economic Development Tourism Sport and Culture (EDTSC) (Observer)	
Aimee Maskell, AM to PM Secretarial Services (Scribe)	

1. **APOLOGIES** – Apologies were noted from Patrick Burke (PB) and Sam Watts (SW).
2. **CONFLICTS OF INTEREST** – KK reported that he has been invited by John Le Fondre to join the “One Gov” Political Oversight Group which is responsible for monitoring Charlie Parker’s change programme. He noted that he was one of the lay people on the Group; that it was a voluntary position; and that he was due to attend his first meeting on Monday 29th April 2019.
3. **MINUTES OF THE PREVIOUS MEETINGS – IT WAS NOTED** that the previous minutes dated 26th February 2019 and 19th March 2019 had been circulated with the agenda and **IT WAS RESOLVED** to approve the same.
4. **MATTERS ARISING**
 - (A) KK took the Board through the outstanding actions/matters arising from the meeting of 26th February 2019 as follows:
 - (i) **Website Platform Replacement** – KB advised that he would present on the website platform replacement later in the year.
 - (ii) **CICRA Report** – **IT WAS RESOLVED** that AM would provide the Board with a copy of the report POJ prepared for CICRA following the meeting. **Action: AM**
 - (iii) **Gorkana** – **IT WAS RESOLVED** that KB would include a presentation on the work undertaken by Gorkana on the September agenda. **Action: KB**
 - (B) KK took the Board through the outstanding actions/matters arising from the meeting of 19th March 2019 as follows:
 - (i) **ICSA Governance Course** – **IT WAS RESOLVED** that AW would book herself on a governance refresher course in due course. **Action: AW**
 - (ii) **Giles Naylor** – **IT WAS RESOLVED** that KK would revert to Giles Naylor to advise him that the Board had agreed to put an external evaluation on hold. **Action: KK**
 - (iii) **Sub-Committee Minutes** – **IT WAS RESOLVED** that KB would upload all Sub-Committee Minutes to the Portal prior to the next meeting. **Action: KB**

IT WAS NOTED that only current agenda documents were available on the Portal and previously discussed documents were inaccessible. KK therefore proposed the creation of a folder in the Portal where important, regularly referred to documents (e.g. Memorandum and Articles, Jersey Destination Plan, Strategy, etc.) can be filed. **IT WAS THEREFORE RESOLVED** that KB would move these documents from the Portal’s archive folder to a new accessible folder. **Action: KB**

The importance of security settings within the portal were discussed and **IT WAS RESOLVED** that KB would check to ensure appropriate settings were in place to prevent staff from being able to access sensitive documentation (e.g. Remuneration Committee minutes). **Action: KB**

5. Marketing Update – LA, SB and RB joined the meeting at 10am and LA summarised her presentation “Bringing Brand Jersey to Life”, a copy of which had been circulated to the Board prior to the meeting. The Board welcomed the process proposed in the presentation and agreed that the template was logical and easy to assimilate. However, it was suggested that it would be helpful to include a summary of success for each campaign for measurement purposes. **IT WAS THEREFORE RESOLVED** that LA would update the template accordingly. **Action: LA**

KB explained that VJ are looking to move to an integrated process rather than a functional process and suggested that the proposed process will help form the business plan for 2020. He noted that VJ was currently transitioning in this regard and that further meetings were scheduled to discuss this later today.

CL noted that LA's presentation did not refer to the French or German markets and LA explained that initially she had only undertaken the process for the UK market. However, subject to Board approval, she would roll it out for all markets. **Action: LA**

In answer to a question from AW, KB advised that the research used to develop the process was all dated within the last 3.5 years. AW queried whether this required updating and LA acknowledged that it may have some gaps, particularly the segments which are very broad. Furthermore, the current research makes it quite difficult to define VJ's existing audiences and she stressed the importance of VJ being clear about these so that it can map back to them. She therefore suggested that some more research may be required around this.

TC queried whether it was proposed to adopt the process solely for the purpose of the Board or to assist with the running of campaigns and LA reassured the Board that if the Board approve the process it will be implemented at the start of every campaign and the templates will also be used across the board.

KK welcomed the split in the template between the creative and ensuring messaging is deployed. However, he requested that the number of visitors or nights be included in the “expected outcomes” section. He also requested, although he accepted that this may be difficult, the inclusion of a target for the return on investment (ROI) on campaigns and KB acknowledged that a ratio ROI could be included (5:1).

KK acknowledged that it may be more difficult to identify spend on campaigns as more tasks are insourced. However, as more work is done in house, he stressed the importance of VJ being able to reflect how much internal resource is being spent on campaigns and whilst he did not anticipate the introduction of timesheets, he suggested that costs in this regard should be borne in mind.

MG queried how VJ proposed implementing the process more widely in the industry and LA reported that a product tool kit was now available to the industry and noted that work was ongoing in this area. She suggested that longer term campaigns would also help and explained that the rationale for doing these was to give the industry time to get aligned with campaigns. The Board acknowledged that in the past campaigns were only run for three months which did give the industry sufficient time to become aligned with them.

TC noted that currently the industry tends to receive details of campaigns retrospectively and he suggested that implementation of the process would give the industry an opportunity to be notified of campaigns sooner. This was echoed by KB, who advised that an annual thematic approach will improve the position for the industry and partners and LA expressed the hope that in two years' time VJ would be a year ahead of itself in terms of its campaigns.

MG noted that whilst the process will result in the industry being more aligned to VJ's marketing

message, it will also result in the industry thinking about how they can develop/improve their product and this was acknowledged by LA who suggested that the delivery of VJ's marketing message should be a collective responsibility.

The Board welcomed the implementation and format of the process outlined by LA in her presentation and timelines for its development were discussed. It was accepted that this was a significant piece of work and the Board's expectations would need to be managed accordingly. **IT WAS THEREFORE RESOLVED** that to adopt the process going forward (for the purpose of encouraging more visitors to the Island not for the benefit of the Board) and LA agreed to revert to the Board with a timeline for the completion of the same shortly. **Action: LA**

6. EUROPEAN 2019 CHARTER UPDATE – SB provided the Board with a summary of her presentation "European Flights 2019", a copy of which had been circulated with the agenda. **IT WAS NOTED** that Globalis' charter series due to operate out of 23 cities between 13th April and 16th June was only currently at 70% capacity. SB acknowledged that whilst Brexit was having an impact on forward bookings, this was a slight worry as it was anticipated to be nearer 90% capacity at this stage.. However, she reported that discussions are taking place with Globalis to establish what VJ can do to assist with the marketing of the route with a view to raising awareness of the same.

In response to a suggestion from CL, SB acknowledged that VJ may need to invest in some "Channel Island" marketing in order to promote the route. However, she was waiting to hear what marketing Globalis have already undertaken so far. TC suggested that there may have been an uplift in capacity following the recent delay to Brexit and SB accepted that this may be the case when she receives an update from Globalis. She added that she was also awaiting an update on their late bookings market (although she accepted that this was unusual for Germany) and suggested that more visibility was required from Globalis prior to agreeing any marketing investment for the route.

MG expressed disappointment at the length of Globalis' season, noting that this would not help accommodation providers extend into the shoulder seasons. He added that the anticipated visitor numbers from the route were very small, particularly as these also include visitors to Guernsey. However, TC noted that the German charters are vital for the attractions sector.

KK queried whether consideration could be given to marketing the route from Jersey to Germany to ensure the aircraft is utilized and the seat capacity is not lost and he proposed liaising with local tour operators in this regard. KB suggested that the local tour operators would have already sought out this opportunity if they felt it was commercially viable and SB reassured the Board that she was working through other channels to fill the seats from Germany.

The Board noted that although there would be a total flight capacity reduction of 2,164 in 2019 compared to 2018, VJ were not aware of the exact utilization of seats in 2018 and an overview for the whole year was awaited from the Ports of Jersey (POJ) in this regard.

SB reported that she was working with German tour operators and to maximise the flight loads, noting that most German bookings are made via a travel agent. She added that she was also undertaking B to B activity to raise the profile of Jersey. However, whilst some initiatives were yet to be undertaken, most of VJ's marketing activity around the charters was due to come to an end shortly as German visitors have usually booked by now.

IT WAS NOTED that together with Visit Guernsey, VJ agreed to a 50/50 risk share on a number of the German charters. KB explained that historically this has worked well with load factor targets being met and he suggested that the current mechanism should be continued as this provides German tour operators with the confidence to promote Jersey, noting that if they are withdrawn it will undermine Jersey's current ability to attract them which will be of significant detriment to certain sectors of the industry, particularly the attractions. However, he acknowledged that additional marketing could be paid for as required and reminded the Board

that VJ is due to re-tender for the German contract which may lead to a different approach.

CL queried whether Jersey was being held back in respect of the German market because it was not being promoted as a "Channel Island" product and SB responded that whilst more consumer education may be required and more work may be necessary with VJ's partners to develop this, Jersey and Guernsey were represented together at ITB and the messaging is always on the "Channel Islands", albeit that VJ's focus is to give insight around Jersey.

7. TRADE UPDATE – SB and RP provided the Board with a Trade update for 2019, a full presentation on which had been circulated with the agenda. LA sought further details on SB and RP's presentation and proposed discussing this at the meetings scheduled between the marketing and trade teams later in the day. With this in mind, AW proposed the two teams liaise and present further to the Board thereafter. However, SB reassured the Board that the Trade team are on the same path as the Marketing team and are taking the same things into consideration but are not yet working on the same documentation.

The Board noted the good work of the Trade team and agreed that there were many niche opportunities that can be developed through Trade. The recognition of Trade within VJ was welcomed and the improvement compared to this time last year was noted. The Board also welcomed the opportunity to meet RP.

TC sought an update on Jersey's sea routes from a Trade perspective, noting that some German visitors were travelling to the Island by sea which was positive. KB advised that an update on sea routes was included in his CEO report and SB reported that feedback from local tour operators is that they have seen a decline in visitors arriving by sea. However, she advised that there is still a market for it and VJ continues to work with Condor to get that message out and she reassured the Board that VJ marketing activity focusses on that.

The Board noted that KB and VJ staff recently met with Condor's Commercial Director and his Marketing Team who advised that uncertainty around Brexit was causing issues for them. He added that pricing was also an issue when air connectivity was very attractive. He noted that the trend around sea connectivity was continuing globally and suggested that whilst travel by air will continue to increase, sea travel will have to fight to maintain its share. On this basis, KB accepted that it has been a difficult year for Condor. However, he reported that they have run some price offers to try and retain their share.

SB confirmed that although the Trade team continue to work with Condor and always look at opportunities, trade partners still remember when things went wrong with the ferry and they were required to pay compensation and are cautious of this being repeated. KB added that VJ are currently looking at a particular campaign with Condor around French staying leisure visitors.

In response to a question from TC, SB advised that trade partners sign up to a certain level of reporting which enables the monitoring of success or failure within Trade. She explained that this includes a year end survey as well as visibility of booking numbers to determine year on year increases and surveys to establish figures when investment has been made by VJ.

The Scandinavian markets were briefly discussed and SB advised that it has been agreed to nurture them. She reported that a Norwegian Partner is coming to the Island on Friday 26th April 2019 and advised that a local tour operator is interested in developing a Jersey programme, noting that the Norwegian market includes high end visitors as well as the leisure sector. She added that whilst not being able to fly directly to the Island does not seem to be a massive barrier, discussions have taken place between VJ and POJ about a direct route.

Referring to the Irish market, KB reported that some growth has been seen from Ireland and **IT WAS NOTED** that RP and SB were attending events in Ireland and Northern Ireland next week. TC noted that very little Jersey marketing was seen in Ireland and he suggested that the new POJ CEO may have a view on this as he was currently running a tourism/ports business there.

AW referred to the option of a link to a tour operator being uploaded to VJ's website to encourage website visitors to book their holidays and RP explained that VJ needs to determine what the barriers are to visitors to the website not booking a holiday after viewing it and he suggested that one solution may be to direct website users to a call to action partner. SB added that Trade needs to match what they are doing with something consumer driven. However, LA suggested that further consideration would need to be given to how this was done as all targeting on the website is currently aligned to the membership programme. She added that there may also be some issues with free targeting and stressed the importance of being able to track it. She therefore proposed that the Marketing and Trade teams explore options around this further.

There being no further questions for LA, SB or RP, they left the meeting at 11.15am.

8. 2018 FINANCIAL ACCOUNTS – TC tabled updated accounts for the year ended 31st December 2018 to the meeting and he reported that a meeting took place with the Auditors last month who, save for seeking clarification on a few minor points, provided a clean audit and a letter of representation will therefore follow shortly.

The Board noted that the accounts tabled to the meeting include revised figures for staff salaries and bonuses as recommended by the Remuneration Committee and TC drew the Board's attention to page 16 of the accounts which provide a detailed schedule of operating expenses, albeit that this will not be included in the published accounts.

There being no comments or questions on the accounts, **IT WAS RESOLVED** to authorize KB and KK to sign the accounts and representation letter upon receipt. **Action: KK/KB**

IT WAS NOTED that the Audit Committee recommend the reappointment of Alex Picot Chartered Accountants as Auditors and this was approved by the Board. **IT WAS THEREFORE RESOLVED** that TC would notify them of the same. **Action: TC**

9. 2018 ANNUAL REPORT – The Board noted the draft 2018 Annual Report circulated with the agenda and **IT WAS RESOLVED** that KB would finalise the same following the Audit Committee held prior to the meeting. **Action: KB**

10. BOARD EFFECTIVENESS – AW summarised the responses received to the Board Effectiveness Survey. **IT WAS NOTED** that Directors were unable to access the survey from Sharepoint and **IT WAS THEREFORE RESOLVED** that KB would include it in the folder of important documents discussed in item 4(B)(iii) above. **Action: KB**

The Board noted that one of the concerns raised related to the delay in receiving outcomes from campaigns. KB acknowledged that whilst improvements could be made in providing intermediate outcomes, final outcomes cannot be provided until after visitors have been to Jersey due to the mechanism used to measure the success of campaigns.

AW reported that the Board welcomed the use of a RAG rated approach for outcomes and KB advised that this has already been implemented in his CEO report. **IT WAS THEREFORE RESOLVED** to roll this out across the whole of the business. **Action: KB**

The Board considered the comments received around the operation of the Board itself and the concern that the Board have too much to discuss in the time allocated for meetings. Suggested solutions for this included additional/longer Board meetings, more streamlined agendas, the addition of a Board conference call between Board meetings and the introduction of "deep dive" agenda items for the year ahead.

IT WAS NOTED that feedback was received in the survey that there was no formal induction process for new Directors and **IT WAS THEREFORE RESOLVED** that KB would implement the same. **Action: KB**

There being no further comments or questions on the Board effectiveness survey **IT WAS RESOLVED** that AW would prepare a report summarising the responses together with details of

the aggregated scores and circulate the same to the Board. **Action: AW**

The Board agreed to revisit the wording of the survey and **IT WAS RESOLVED** that the Directors would provide any input in this regard to AW with a view to discussing the same at the July Board meeting. **IT WAS FURTHER RESOLVED** that AM would provide AW with an example of a similar for input. **Action: ALL/AM**

11. **STAKEHOLDER EVENT** – KB's summarised his memo dated 4th April 2019 outlining proposals for the AGM and Stakeholder Event scheduled for 22nd May 2019, a copy of which was circulated with the agenda. **IT WAS NOTED** that Chris Warren, the MD from Kubikaloo had been engaged to provide a presentation at the Stakeholder event and thereafter Stakeholders would break out into focus groups to discuss current challenges and then regroup to share ideas which would be captured in a one page document to be circulated following the event.

KK suggested that the Stakeholder event was missing a 2019 update from VJ and, in order to ensure it was a positive event with engagement from the industry, the Board agreed that an 80/20 format should be adopted whereby 20% was focused on the past and 80% was focused on the future. With this in mind, **IT WAS RESOLVED** that KB would review the format and provide the industry with a presentation on "headlines news for 2019 so far" at the Stakeholder Event. **Action: KB**

The Directors expressed concern that having the Board meeting and AGM prior to the Stakeholder meeting would result in a very long day and their focus at the Stakeholder may be affected as a result. **IT WAS THEREFORE RESOLVED** that KK and KB would look into an options to better manage time and the possibility of an alternative date for the Board meeting (possibly over dinner the previous evening, Tuesday 21st May 2019) currently scheduled for 9.30am – 11.30am. **Action: KB/KK**

Consideration was also given to running the Stakeholder Event as a breakfast briefing instead of at 4pm and **IT WAS RESOLVED** that KB would review options in this regard, taking into account available venues and traffic/parking implications and revert to the Board accordingly. **Action: KB**

12. **THE ECONOMIC CONTRIBUTION TO JERSEY – UPDATED ANALYSIS** – The Board reviewed the updated Report by Oxford Economics on the Economic Contribution of Tourism to Jersey (the Report), a copy of which had been circulated with the agenda and CL queried what the purpose of the Report was. KB explained that government statistics showed that tourism's contribution to the economy was only 3.4% of GVA. Therefore, VJ commissioned the Report to demonstrate the bigger importance of tourism and he noted that the Report shows a percentage of 8.7%. KB added that VJ also has a target in its Partnership Agreement with government which requires it to show the value of tourism to GVA. He therefore suggested that it was important to better define the value of tourism as opposed to the States statistic of 3.4%. Furthermore, as part of the Report, productivity during the shoulder season and how talent and technology impact on productivity were investigated..

Publication of the Report was discussed and KK noted that a further States' report has been issued today regarding the value of individuals based on their tax take and he suggested that the Board should reflect on this prior to publishing the Report. He noted that the States report was commissioned as part of the development of a migration policy and stressed the importance of highlighting that roles in hospitality are still of value despite not providing high levels of tax take.

DE joined the meeting at 12.15pm and summarised the Report. He noted that this includes revised figures from September 2017 and updated key metrics and highlights key opportunities to enhance the visitor economy in Jersey, aligned with UN World Tourism recommendations for contributions to Tourism. He acknowledged that whilst there was a time lag in the data in the Report, the Report does include a commentary on the 2018 exit survey figures.

IT WAS NOTED that the graph at section 1.3 of the Report was incorrect. However, DE confirmed that this had now been corrected and he sought the Board's input on how the Report

should be shared publicly.

After careful consideration, **IT WAS RESOLVED** that the Board should take more time to reflect on the Report and make it a key item for discussion at the away day in July and agree how to share it thereafter. **Action: ALL**

DE confirmed that Oxford Economics had now been paid for the work they have done, albeit that whilst they have not charged for the minor amendments made, they would charge to do a whole re-write. CL queried whether there was an issue with the Report only including data up to 2017 and DE explained that there would always be a time lag in the data contained in the Report as it relies on tourism data and economic statistics from the Stats Unit. Therefore, it is necessary to wait for the States Statistics Unit to produce a final definitive set. He acknowledged that data was also delayed following the issues around the 2017 exit survey data. Nevertheless, he advised that the soonest VJ could produce 2018 data would be Christmas 2019.

DE suggested that it was worth repeating the Report every two years to show trends and suggested that these were more important than having complete category data. He reiterated that Oxford Economics provided a commentary on the 2018 data which was helpful even if it was not given in the context of tourism contribution.

KK stressed the importance of the Board having quality time to review and discuss the Report before sharing it and **IT WAS THEREFORE RESOLVED** to only share two figures from the Report at this stage (8.7% contribution to GVA and 11.8% contribution to employment) by including them in the 2018 Annual Report. **Action: DE/KB**

IT WAS NOTED that the Sunday trading was referred to in the Report and concern was expressed that this may lead to a reduction in the number of visitor nights and spend. CL queried the current local position in this regard and KK reported that a Retail Summit recently took place to discuss the development of a Retail Strategy. However, there is no consensus amongst retailers in respect of Sunday trading. DS added that Lyndon Farnham (LF) is committed to taking a proposition to the States Assembly to remove the "obstacles" currently in place to prevent 26 large shops from opening on a Sunday. However, even if this is passed by the Assembly, not all of these shops will necessarily open on a Sunday. That said, the Board acknowledged that they may be forced to open if their competitors open.

KK noted a conflict of interest around the issue of Sunday trading due to his directorship on the board of a local department store. However, he expressed concern that although, as an Island, Jersey is trying to become more productive, some retailers are already struggling to find staff to cover a six-day week and TC suggested that going forward more restaurants may need to close on Mondays and Tuesday to give staff days off. However, MG stressed that without Sunday opening Jersey was not fit for purpose as a short break destination.

Referring back to the Report, it was agreed that a one page summary of the Report would be helpful to aid discussions at the away day in July and **IT WAS RESOLVED** that DE and KB would prepare the same. **Action: DE/KB**

13. TRENDS PAPER – DE summarised the Trends Paper, a copy of which was circulated with the agenda. **IT WAS NOTED** that the STR statistics to date were very strong compared to 2018 and DE anticipated that April's figures would also be positive due to the late Easter. He therefore suggested that the first four months of the year were likely to be very positive.

Prior to DE leaving the meeting, KK thanked him for his contribution to VJ over the course of his time with the organisation and wished him luck with his return to the UK.

KB advised that DE will continue to work on a number of projects for VJ until the end of August and his ongoing support for VJ will be revisited thereafter. The Board noted that the recruitment of a replacement for DE was underway. However, it was proving difficult to find anyone with the appropriate skill set in Jersey. It was therefore agreed that consideration may need to be given

to reducing the role or employing someone on a consultancy basis.

14. CEO REPORT – The Board reviewed KB's CEO Report, a copy of which was circulated with the agenda and the following was discussed:

(i) **Exit Survey** – **IT WAS NOTED** that in principle agreement has been received from the Statistics Unit to take over the operation and management of the Exit Survey. KB reported that whilst this was still subject to contract, Duncan Gibaut had received the necessary approvals to recruit additional resource for this purpose. The Board noted that VJ's existing agreement with Island Global Research (IGR) in respect of the Exit Survey ends in December 2019 and it is therefore proposed that the Statistics Unit take over with effect from 1st January 2020. KB explained that the Statistics Unit will provide the same service as IGR but in addition they will undertake the analysis of the data currently carried out by DE and KB welcomed the fact that a data analyst with experience in tourism is currently working for the Statistics Unit on a consultancy basis.

IT WAS NOTED that KB will now work with the Statistics Unit to agree a contract/SLA and costs and inform IGR that VJ did not propose continuing its existing arrangement with them after December 2019. However, he expressed the hope that the field workers who currently work for IGR conducting the exit surveys on a self-employed basis will move across to the Statistics Unit.

Action: KB

IT WAS NOTED that the existing contract costs VJ £147k per annum (plus staff costs for DE). KB therefore reassured the Board that he would ensure that the contract with the Statistics Unit would not be any higher than this. That said, he noted that the Statistics Unit contract would provide additional benefit as the Statistics Unit's analysis of the data would serve as an independent review and therefore BDO would no longer need to be appointed to provide an extra review.

In answer to a question from TC, KB confirmed that the Statistics Unit would not have the ability to amend the Exit Survey as they would be working for VJ under the terms of a contract/SLA (to be agreed). CL queried whether there was a risk that local perception may be that government were becoming involved in the exit survey process and DS suggested that, on the contrary, the engagement of the Statistics Unit was likely to be positively received.

Connectivity and Routes – AM provided the Board with an update on the POJ's current negotiations with EasyJet. **IT WAS NOTED** that final discussions are scheduled to take place between POJ and an airline partner the following day, 25th April 2019.

In answer to a question from KB, AM confirmed that VJ were already doing enough to help with the negotiations, noting that tomorrow's discussions will be purely financial rather than about marketing spend. With this in mind, he anticipates knowing the position immediately after the meeting and **IT WAS THEREFORE RESOLVED** that he would update the Board thereafter.

Action: AM

TC sought AM's views on Condor and he advised that despite concerns, their punctuality was positive and cancellations were not connected with the ship. He added that although they were reporting positive forward bookings two months ago, since then German bookings have declined, and they have lost bookings from French school children (as they were wrongly informed they are unable to travel without a passport). He noted that they are also facing pressure from Guernsey who are considering bringing in their own boat.

MG suggested that the bigger issue for Condor was whether consumers still want to travel by ferry and this was acknowledged by AM who noted that their schedules are unhelpful (requiring check in at 3am) and their fares are expensive. KB added that whilst Condor were not growing their UK market, they still had a positive French market. However, DS suggested that this could change if Easyjet withdraw their routes.

MG suggested that the bigger issue for Condor was whether consumers still want to travel by ferry and this was acknowledged by AM who noted that their schedules are unhelpful (requiring check in at 3am) and their fares are expensive. KB added that whilst Condor were not growing their UK market, they still had a positive French market. However, DS suggested that this could change if Easyjet withdraw their routes.

AM reported that POJ has made significant losses since the introduction of the Liberation, noting that it is still incurs the same costs whether the boat is full or empty.

15. RISK REGISTER – The Board noted the Risk Register, a copy of which had been circulated with the agenda and KB advised that the only update to this since the last meeting was to increase the risk in relation to route disruption.

16. 2019 FORWARD BOARD MEETINGS CALENDAR – The Board noted the 2019 Forward Board Meetings Calendar, a copy of which was circulated with the agenda and **IT WAS RESOLVED** that KB would amend this to reflect the rescheduled timings for 22nd May 2019 when agreed. **Action: KB**

17. AOB – DS advised that Richard Horsley (RH) had been appointed as VJ's interim relationship manager and that he would attend meetings in his place going forward. KK, on behalf of the Board thanked DS for his input and contribution to VJ to date and consideration was given to how RH should be brought "into the VJ fold". DS acknowledged that agreement would need to be reached in this regard on the basis that RH works on a consultancy basis.

CL provided her feedback on the previous night's dinner. She suggested that whilst it was a good idea to meet with representatives of marketing agencies, it was poorly executed as the format of an open restaurant and one long table did not work. That said, she noted that the evening resulted in an excellent conclusion. KB acknowledged CL's feedback and explained that it was not possible to revert to the original format planned for the evening as there were too many guests and it was agreed that a less formal buffet earlier in the evening could be considered in future.

18. DATE OF NEXT MEETING – IT WAS RESOLVED that KB would reschedule the next Board meeting in due course. **Action: KB**

There being no further matters to discuss, the meeting was closed at 1.30pm.

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Chair

22 May 2019