

**Minutes of a meeting of Visit Jersey Limited (“VJ”)  
Held at Jersey Airport, St Peter, Jersey, on Tuesday 12<sup>th</sup> December 2017 at 10.30am**

<b>Present:</b>	Kevin Keen (KK) – Chair
Doug Bannister (DB)	Keith Beecham (KB)
Tim Crowley (TC)	Mike Graham (MG)
Catherine Leech (CL)	David Seymour (DS)
Sam Watts (SW)	
(collectively referred to as the “Board” or the “Directors”)	
<b>In Attendance</b>	
Aimee Maskell, AM to PM Secretarial Services (Scribe)	
Darren Scott (DSc), Economic Development Tourism Sport and Culture (EDTSC) (Observer)	
Adam Caerlewy-Smith (ACS), VJ	
Ollie Archbald (OA), VJ	
David Edwards (DE), VJ	

1. **APOLOGIES** – No apologies were noted.
2. **CONFLICTS OF INTEREST – IT WAS NOTED** that KK had stepped down as a director of JT Group Limited.
3. **MINUTES OF THE PREVIOUS MEETING – IT WAS NOTED** that the minutes of the previous meeting dated 17<sup>th</sup> October 2017 had been circulated with the agenda. DB advised that he had a number of amendments on the same and **IT WAS THEREFORE RESOLVED** that he (and any other Directors wishing to make amendments) would provide these by email to KK (cc’d to AM) by close of business on 18<sup>th</sup> December 2017.
4. **MATTERS ARISING** – KK took the Board through the action points (which were not otherwise included on the agenda) from the previous meeting as follows:
  - (a) Conflicts of Interest Declaration – TC confirmed that he had now completed his Conflicts of Interest Declaration.
  - (b) Constitution of the Product Action Group (PAG) – The Board noted that further consideration had been given to the constitution of the PAG and associated sub-groups.
  - (c) Product Audit Report – KB reported that following receipt of the Board’s comments, the Product Audit Report was amended and final version agreed and circulated. DS asked that a further copy be sent to him as he could not trace receiving it. **IT WAS RESOLVED** that KB would forward a further copy to SW. **Action: KB**
  - (d) 2018 Business Plan – **IT WAS NOTED** that the 2018 Business Plan was signed off by the Minister the previous day although a written Ministerial Decision is still awaited. DSC suggested that a discussion take place around the level of exposure of the Business Plan, noting that the Minister usually presents it to the Assembly following his Ministerial Decision. KB advised that the Business Plan is usually published on the website and provided by way of update to stakeholders via the VJ newsletter. He advised that the next newsletter was due for circulation on Friday 15<sup>th</sup> December 2017 and **IT WAS THEREFORE RESOLVED** that DSC would draft the Ministerial Decision and obtain the Minister’s signature on the same in advance of this date. **Action: DSC**
  - (e) Tourism and Hospitality Apprenticeship – KB reported that he had contacted the British Hospitality Association regarding their Tourism and Hospitality Apprenticeship but was yet to receive a response. **IT WAS THEREFORE RESOLVED** that he would follow up with them in the New Year. **Action: KB**
  - (f) Product Strategy – **IT WAS NOTED** that following Merryl Le Feuvre’s (MLF) presentation of the Product Strategy at the last Board meeting, the Board provided her with their comments on

the same.

(g) ACS' Marketing Campaign Update Presentation – KB confirmed that he circulated a copy of ACS' Marketing Campaign Update Presentation to the Board following the previous meeting.

**5. TOURISM CHARTER** – The Board noted KB's memo dated 4<sup>th</sup> December 2017, a copy of which was circulated with the agenda and KB summarised progress to date in developing a Tourism Charter. He noted that VJ have been working with the Chamber of Commerce (Chamber), the Institute of Directors (IOD) and the Jersey Hospitality Association (JHA) on this initiative. Meetings have also taken place with industry stakeholders, all of whom have indicated that the Charter should include a strong message about staffing and HR and he sought the Board's views in this regard prior to beginning drafting and collating of statistics.

KK referred to the States' proposed Migration Policy and expressed concern about the four year proposal which has been put forward as part of this. DB suggested that if tourism grows to the target of 1m visitors the industry will invest appropriately to accommodate them. However, he expressed concern about how the Island will serve these visitors and stressed the importance of the Island developing the required skills and labour pool in order to provide that service.

KB noted that whilst feedback received from industry is that VJ is doing well getting visitors to the Island, concern is being expressed about the industry's being able to put the right people in front of those visitors. He therefore suggested that VJ needs to help ensure that the industry can get a work force fit for their businesses.

The Board agreed that unfortunately VJ faces the challenge of other industries not believing a tourism industry is required in Jersey and the importance of frequently highlighting the fact that tourism is not responsible for the increase in headcount (because hospitality staff are continuously moving into the finance or other sectors) was noted.

Consideration was given to JHA's approach to the new Migration Policy. However, **IT WAS NOTED** that the JHA is currently in the process of recruiting a replacement Manager for Helen Hart (HH) and therefore there may be a period of time when they are unable to be proactive. The Board acknowledged that whilst Fiona Kerley (FK) was chair, she was very busy running her own business. The Board therefore agreed that the preparation and promotion of a tourism charter was a leadership role for VJ and the importance of the messaging it should include to support the industry going forward was noted.

The timing of raising issues around migration was discussed and it was agreed that it may be more appropriate for VJ to do this after the election as it was unlikely that a politician would support VJ in bringing additional hospitality resource to the Island prior to the election. The Board agreed that VJ needs to highlight the good restaurants, good hotels and good flight routes that the Island has as a result of tourism. However, as the population/migration policy is likely to be the "number one" issue for the forthcoming election and most voters do not want more people coming to the Island, the Board acknowledged that VJ should defer its attention on this until after the election, at which time VJ could easily dispel negative rumours around the tourism industry's influence on population by providing the statistics which show that the number of staff working in the industry has not changed since 1960.

MG stressed the importance of highlighting the benefits that tourism provides to everyone living in Jersey and the fact that "tourism is good for Jersey" and TC proposed looking at the Charter from a local population point of view rather from a visitor's point of view.

KB expressed concern about highlighting the workforce statistics as it may imply that tourism does not need an expanding workforce going forward and further reductions may be made to licence allocations as a result. However, MG suggested that if the government believes "tourism is good for Jersey" they will provide the industry with the ability to staff it.

SW proposed providing politicians with a simple bullet point list during the election; warned KB about VJ getting “bogged down” in detail; and suggested that consideration is given to ways in which to reduce the number of licences required (e.g. by training young local people). She suggested using the original infographic when preparing the Charter as this included a number of valuable statistics. She added that the original infographic asked “what does tourism do for us?” and proposed that the basis of the Charter should be “why should I vote for tourism?”, with a view to positively highlighting a number of different things. This was echoed by DS. However, he proposed that it also include photographs of visitors enjoying themselves and being well served. DB added that it would be of benefit to include photographs of multi-cultural staff.

KB acknowledged that whilst it was not a “vote winner” to talk about staff, all industry stakeholders are concerned about it. He therefore stressed the importance of VJ not losing sight of it. With this in mind, SW proposed encouraging the industry to nurture opportunities for local children so that they return to the Island. **IT WAS NOTED** that 600k+ staff per year come in and out of hospitality in the UK and the Board agreed that it was just as critical to keep the staff in Jersey. However, there are very few local people coming into the industry and there is no education to support it.

The Board agreed that the Charter should highlight that all sorts of careers can be progressed within hospitality (e.g. accounts, marketing etc.). However, consideration must always be given to who will do the washing up and clean the rooms. The Board proposed that the Charter should include sound-bites that politicians can pick up easily and use during the election. However, following the election CL suggested that VJ should consider hosting a similar debate to the IOD around staffing with a view to debating the whole issue of staffing more widely.

KK welcomed CL’s suggestion of VJ hosting a debate on staffing thereafter. However, he encouraged the Board to read the Migration Policy and stressed that an informed debate must be held on the same prior to the election, noting that a wide variety and diversity of organisations have highlighted their opposition to it (e.g. the Catholic Church). CL therefore proposed that Chamber could be asked to host a debate in February and KB welcomed the proposal of Chamber (or IOD) hosting this event rather than VJ headlining it.

There being no further comments on the Charter, **IT WAS RESOLVED** that KB would begin drafting the infographic for review by the Board in due course. **Action: KB**

**6. VISITOR INFORMATION REVIEW** – ACS, OA and DE were welcomed to the meeting at 11.10am and OA provided the Board with a presentation entitled “Visitor Information Review”, a copy of which had been circulated with the agenda. OA invited questions from the Board following his presentation and SW asked what percentage of visitors used the “What’s on” guide and map and whether they were happy with its format/size. OA replied that 98% of visitors who used “What’s On” were very satisfied or satisfied with it. OA advised that the pocket size was welcomed by visitors, albeit this question was not specifically asked in the reader feedback survey. However, it could be included in future surveys if required.

CL queried whether advertisers are being asked for their views on the “What’s On” guide, noting that she has received mixed views. TC reported that whilst the Jersey Attractions Group (JAG) supports the revised design of the guide, feedback across the board is that it is bringing them less visitors than used to be the case. He reported that even though more people are picking up the guide, it is now 186 pages long, compared to 86. He noted that there is now 28 pages of events and event organisers do not pay for their events to be listed. KB stressed the importance of encouraging visitors to the Island to spend as much as possible and he suggested that the “What’s On” guide is trying to provide as many opportunities as possible for them to do this. However, what they chose to do is up to them. He accepted that the guide now provides visitors with more choices which is why JAG have concerns.

The Board noted that if the impact from the guide does not improve, some JAG members may pull their advertising (£5k per page). ACS acknowledged that a balance must be struck between advertising and visitors. However, he noted that there are now fewer editions which is why there are more pages. He suggested that it was an evolving product and stressed the importance of listening to the views of the advertisers to establish what was best for them. He added that whilst he would not wish to see VJ move away from the guide, it must work for everyone. TC suggested that only minor “tweaks” were required but that the relationship between the map and the guide were poor, and he proposed that focus should be placed on aligning the branding of these.

The development of a “What’s On” app was discussed and ACS advised that an app presents challenges and therefore it is only expected to be a short-term solution until Island-wide WIFI is available. He explained that an app is unlikely to do anything different to Jersey.com and therefore, in reality, an app will not be required when Island-wide wifi is available. ACS reported that “chat” options have also been considered whereby visitors can log on to Jersey.com and chat to a real person for advice. He reported that whilst this is quite easy to develop, the new Tourism Information Centre (TIC) staff will need to be trained on how to use it and visitors will need to be made aware that they can access it.

The Board welcomed Liberty Bus Station as the chosen venue for the new Tourism Information Centre (TIC) and congratulated the VJ Team for securing this location. However, it was agreed that long-term support of the bus station was required to ensure the TIC is included in its development and marketing going forward. OA reassured the Board that this has been discussed internally at VJ as well as with Kevin Hart (KH) at Liberty Bus and KH has explained that Liberty Bus have a contract with the Marketing Bureau which expires in November 2018. Consideration has therefore been given to appropriate marketing in the future and KH has advised that he will ensure that this is relevant for tourism. KB suggested that Liberty Bus’ operation of the TIC was a good opportunity to refresh the bus station and he noted that their Head Office team were recently over from the UK and were very supportive of making the bus station more inspiring for passengers/visitors. He therefore believes that the bus station’s “branding” will be transformed as a result of the partnership between Liberty Bus and VJ.

The Board discussed the possibility of refreshing bus shelters, particularly at the Harbours and Airport to ensure they are branded in a similar way to the bus station and **IT WAS NOTED** that this has already been discussed. CL recommended that OA look at Bermuda’s tourism offering in this regard, only transport available to visitors are either scooters or buses. It was proposed that the “What’s On” guide could be distributed on the No 15 bus and **IT WAS NOTED** that consideration is also being given to installing an ATM machine at the bus station.

The Board acknowledged the excellent partnership established between the Ports of Jersey (POJ), VJ and Jersey Heritage in operating the TIC for the past two years and OA reassured the Board that VJ will continue to work with Jersey Heritage and the POJ and he thanked DB and his team, in particular, for their support.

DB stressed the importance of ensuring the TIC have staff with language skills, noting that this has been an issue in the past. He added that VJ should think carefully about implementing the “chat” function (referred to above), noting that focus should instead be placed on a face to face offering. Furthermore, he noted that every effort should be made to ensure as smooth a transition as possible and OA advised that he was due to meet with all parties next week to discuss this.

The format of the new TIC was discussed and OA reported that rather than staff standing behind desks, “pods” in which staff can talk to visitors will be created to prevent visitors having to queue. ACS expressed the hope that TIC staff will be able to provide visitors with experiences rather than a service, noting that the new TIC will be people-led with a personal touch.

**IT WAS NOTED** that in the past concerns were raised by JAG that TIC staff had not visited the attractions and therefore were not in a position to promote them. However, KB advised that a strength of Liberty Bus is the training they provide to their own staff. He therefore believes there will be a commitment to their staff delivering a personal service which will include ensuring regular visits to attractions. This was echoed by TC who noted that KH has already met with JAG.

There being no further questions, the Board thanked OA for his presentation and update.

**7. VISITOR PERFORMANCE – IT WAS NOTED** that the results of the October Exit Survey are set out in a memo from KB to the Board dated 7<sup>th</sup> December 2017, which was circulated with the agenda. DE provided the Board with a summary of the same, details of which will be included a press release to be issued next week. He reported that holiday visitors are performing strongly; business visitors are flat; and the day trip market is weak. He explained that the latter is mainly due to a reduction in leisure and business day trips from Guernsey. He added that Germany also performed weakly this year. However, 2018 will see a rebound in the German market.

**IT WAS NOTED** that overall visitors were up 4% in January to October 2017 compared to January to October 2016. However, DE explained that comparisons with October last year are difficult because there were only four Saturdays in October in 2017 (five in 2016) and the Liberation came out of service in October 2017. DE advised that by year end, despite the impact from recent bad weather and industrial action in St Malo, he hopes to report similar figures to that of 2015 (718,000).

SW queried how there has been an increase in visitor numbers but not in visitor nights and DE explained that although there have been more visitors, visitor nights have been “dragged down” by a change in length of stay. SW queried whether it was possible that the “Island break” marketing campaign was having an influence on this with visitors now seeing Jersey as more of a short break destination. However, DE suggested that the reduction in visitor nights was due to the growth in short stays generally.

DS reported that short stays increased in 2017 as a result of the reduction in German routes. DS stated he was hopeful that the additional capacity provided by Premier Inn in 2018 would mean that the increased level of short stays enjoyed in 2017 could be maintained whilst accommodating the returning German visitors.

KB summarised an email received from Premier Holidays who reported a very positive year save for a reduction in July and August, due to lack of hotel availability. He therefore proposed reviewing length of stay by month in order to establish a trend. He also suggested comparing data in other markets to review their length of stay to see where Jersey stands. MG suggested that it was difficult to define a “short break” as visitors come for all sorts of reasons. He acknowledged that the attractions lose out on short break visitors but stressed the importance of accommodation providers being more innovative in how they package their products, noting that many visitors chose their holidays based on available flights.

Whilst KB acknowledged that focus must continue on the Summer months, he also proposed looking at the shoulder months. He noted that some stakeholders are also keen for VJ to establish value of revenue from visitors rather than just visitor numbers. KK welcomed data in this regard, and suggested that there was good reason to be optimistic about next year.

The Board briefly discussed concerns raised by Robert McKenzie (RM) following his review of VJ’s minutes dated 18<sup>th</sup> July 2017, in particular the discussion around passenger types (i.e. package or direct) and volumes. KB suggested that RM’s concerns were worthy of discussion and sought the Board’s input on the same. The Board agreed that EasyJet were of significant importance to the Island and that RM may have taken the minutes out of context as they were part of a very helpful “deep dive” presentation from DE. The benefit of carrier balance at the

Airport was noted.

The Board welcomed the current balance of routes and diversity of airlines. They noted that flights go to/from most regional airports and that this must be protected. However, whilst it was accepted that it was a fair issue for RM to raise, the Board are fully committed to the full range of air routes currently in place and RM should be reassured that VJ propose continuing to invest in cooperative marketing with tour operators to support growth in this sector of the market. DE tabled comparative data on Airport passenger arrivals from selected origin airports for the period January to October 2015-2017 to the meeting which highlights the growth of certain airlines. He also tabled statistics showing the length of stay based for the period January to October 2017 based on airline/route and RDC data for the average return fare to Jersey during on 2017 booked three months before travel (excluding charter). Referring to the latter he suggested that whilst EasyJet can help deliver growth, having airline and region support is crucial. The Board welcomed RM's interest and **IT WAS RESOLVED** that KB/DE would draft a response to him inviting him to a future Board meeting. **Action: KB/DE**

**8. MARKETING UPDATE** – ACS provided the Board with an update on Q1 2018 marketing activities, a copy of which was circulated with the agenda and following which a number of questions were raised. In answer to a question from CL, ACS advised that whilst print spend will be slightly higher in 2018, media spend as a whole will be higher. He stressed the importance of “getting the Jersey message out there” and acknowledged that print spend results in “more bang for your buck”. By way of example, he noted that when VJ exceeds a certain threshold of print spend with the Telegraph it gets additional benefits from them.

KK referred to VJ's media partners and in particular the awareness issue and queried whether ACS had any idea of the detail of the mediums that may see VJ's work and ACS advised that he could provide details in this regard. **Action: ACS**

ACS stressed that awareness will not be created simply by photographs of beaches. He explained that it needs to be seasonal and “always be on”. He added that using real people for this purpose provides a sense of identity. KK clarified that he was not disputing the strategy. However, he queried to what extent social media was used to create awareness as opposed to creating engagement. ACS explained that social media advertising is one thing whereas user generated content is another. He advised that awareness is not driven from social media but is driven by user generated content which is why VJ uses social ambassadors.

KK suggested that encouraging locals to use social media to promote Jersey would help. This was echoed by ACS who advised that VJ was currently working on a social media campaign with Jersey Heritage called “are you the furthest bean” which will look for local people worldwide to stimulate the message. ACS noted that using user generated content is a challenge of destination marketing. He acknowledged that people are creating user generated content all the time but rather than become a moderator of it or try to control it, he suggested that VJ should instead facilitate it by providing the necessary tools/campaigns (e.g. #theislandbreak).

SW noted the huge success of VJ's social media campaigns to date which has led to people sharing content on social media. She noted in particular the success of the sunset video. However, she suggested that it would be interesting to understand VJ's PR strategy (especially the number of bloggers being used versus journalists) and the percentage print spend versus digital spend. Referring to the latter, ACS agreed to provide this. **Action: ACS**

SW queried why VJ were not using the Telegraph and Times in their winter campaign and asked how the success of advertising with them was tracked. She also welcomed more information on VJ's brand partnerships. Referring to the PR strategy, ACS reported that VJ changed agencies a year ago and some traction has been seen as a result. He noted that the PR work is split into

three areas: (1) press office/always on; (2) feeding out of seasonal messaging or promotion of campaigns; and (3) reaching out to the press about specific targeted details (e.g. VJ's x6 "feelings" or sending a seasonal gift of an on-island experience to the Times/Telegraph for them follow up on). ACS noted that as a result Jersey is starting to get mentioned in more "top ten" lists.

Regarding brand partnerships, ACS confirmed that focus has been placed on aligning brands with niche activity. He reported that he has targeted specific brands to come to Jersey to create content with VJ and advised that he has worked with Barbour and a French fashion brand and he proposed the Board invite Rebecca A'Court to a future meeting to provide further details in this regard.

In relation to tracking of success, ACS advised that evaluation is undertaken in three ways: (1) data capture; (2) evaluation by DE to establish return on investment (ROI); and (3) in-house evaluation system/brand tracker (which evaluates whether the activity is making people feel the way VJ wants them to feel about Jersey to establish a picture of whether the activity is working). He added that the Times/Telegraph was not used in winter as VJ does not wish to mix campaigns in the same publication.

KK congratulated the VJ team on the particularly impressive "what's on" section of the VJ website and encouraged the Board to review the same. ACS advised that Sarah Richardson worked very hard on completing this complex task.

There being no further questions for ACS, the Board thanked him, DE and OA for their time and they left the meeting at 12.40pm.

**9. TOURISM ECONOMICS "IMPACT ON TOURISM AND HOSPITALITY" REPORT** – The Board noted Tourism Economics' (TE) report on the impact of raising the minimum wage which was commissioned by VJ in response the report prepared by Oxera for the States of Jersey, both of which were circulated with the agenda. KB sought the Board's views on the next steps in terms of the TE report and after careful consideration **IT WAS RESOLVED** to maintain a watching brief and, depending how things develop, refer to the research in the report if required in the future.

DS noted that his main take away from the report was if Jersey is to improve productivity by extending the season it will be able to pay higher wages. However, he suggested that this was a "chicken and egg" situation. He also referred to the unfairness experienced by seasonal workers who are required to pay social security immediately but are only entitled to claim anything after having worked for six months. He added that their contributions/length of stay from the previous year are not accumulated when they return the following year and therefore they are required to start again each year.

The Board agreed that there was a link between the minimum wage and the migration policy and the importance of stimulating the debate around the migration policy before it is debated by the States in March 2018 was highlighted.

CL asked whether VJ provided a representative view to the employment forum in relation to minimum wage and queried whether a copy of the TE report should be sent to them. However, DS suggested reverting to TE on some of their report initially, noting that some recommendations were not appropriate for all Jersey restaurants (e.g. the recommendation that waiters should be trained as sommeliers). He noted that whilst the TE report is very good, he suggested that it has been prepared by someone who does not understand the industry. The Board agreed that the JHA should act as the tourism representative in any discussions with the employment forum and that they should take the matter forward rather than VJ. This was welcomed by KB who noted that VJ is an independent voice who gathers evidence for partners to use as they see fit.

DB proposed that consideration is given to the challenge of VJ getting a message across

regarding the impact of an increase in minimum wage without appearing too negative, noting that a higher minimum wage may also benefit tourism. By way of example, he noted that it may result in people having more disposable income to go out to restaurants. He therefore stressed the importance of VJ giving a balanced response. The Board acknowledged that a more positive way of approaching the increase in minimum wage should be considered such as suggesting ways in which seasonal workers could seek support from Social Security before six months. It was also agreed that there was a myth that everyone who worked in hospitality was paid minimum wage whereas that is not the case and **IT WAS THEREFORE RESOLVED** that KK would obtain the percentage number of staff in hospitality on minimum wage from the Statistics Unit. **Action: KK**

**10. PRODUCT STRATEGY** – The Board noted the final version of the VJ Product Strategy, a copy of which had been circulated with the agenda and which KB confirmed had now been signed off and made public.

**IT WAS RESOLVED** that KK would re-establish the dropbox originally created for use by the Shadow Board and invite all Board members to access it with a view to storing key documents such as this in there going forward. **Action: KK**

**11. STAFF UPDATE** – KB tabled the CV of a candidate who has recently accepted the role of Head of Trade. He reported that she is based in the UK and will therefore require a different type of employment contract and he is therefore working with Law at Work to prepare this. He advised that a number of Board members participated in her interview process and he thanked them for their assistance in this regard. The Board noted that her start date was 8<sup>th</sup> January 2018 and she will be on-island that week, albeit that her contract will need to be signed prior to this date. KB stressed the importance of her meeting on-Island stakeholders and proposed arranging a lunch or afternoon tea with her and the Board members. This was welcomed by the Board and **IT WAS RESOLVED** that KB would confirm the arrangements as soon as the contract had been signed. **Action: KB**

**IT WAS NOTED** that the Head of Trade will be responsible for managing all work with trade partners in the UK and in Germany. She will also look at other opportunities in France. KB proposed inviting her to the February Board meeting to enable her to test her strategy thinking prior to preparing the strategy thereafter.

Based on the Head of Trade's location in the UK, CL expressed concern that it may be easy for the VJ staff not to regard her as part of the team and she queried whether it is envisaged for her to spend any of her time on-island. KB reported that it is anticipated that she will spend one week per month on-island, noting that she has committed to one week per month on average. He added that members of the team will also visit the UK to support her and he invited CL to do the same, noting that she will be predominantly working from home in Hove but the opportunity of working from the States of Jersey's London office has also been discussed. Referring to use of the London Office, DSC noted that he had recently been made a director of the same. He therefore invited KB to contact him if he requires any assistance in this regard.

In answer to a question from CL, KB confirmed that Hills Balfour will now report to the Head of Trade as she will be the budget holder.

CL noted that VJ now has a CEO plus three senior head of department. She therefore welcomed sight of a revised organisational plan for 2018 and going forward and **IT WAS RESOLVED** that KB would prepare the same. **Action: KB**

KB reported that as part of the staff development, he is proposing to do 360 reviews for all staff. He suggested that they will benefit from this and advised that it will form part of their appraisal development 2018 and onwards.

**IT WAS NOTED** that Suzanne Kirk (SK) was leaving Events Jersey (EJ) on 15<sup>th</sup> December 2017 and the Board wished her every success in her new venture running her own DMC.

As a result of SK's departure **IT WAS RESOLVED** that MLF and KB would consider the appropriate staffing required to deliver the Product Strategy, including Events Jersey **Action: MLF/KB**. KB reassured the Board that this process would not be rushed and this was welcomed by DSC who noted that there were discussions to be had around the future of EJ and **IT WAS RESOLVED** that he would invite KB to join a meeting he has scheduled with Lyndon Farnham and Catriona McAlister (Jersey Sport) this Friday 15<sup>th</sup> December 2017 to discuss the same. **Action: DSC**

**12. CEO REPORT** – The Board noted the CEO Report, a copy of which was circulated with the agenda and KB invited comments or questions on the same. Referring to item 2.3 (The Ports of Jersey Airport activation project) SW expressed concern that the signage included text rather than images. However, KB reassured her that the photos annexed to his Report were just an example.

TC proposed that early discussions should take place between Ports of Jersey and VJ about the branding of the recently approved redevelopment of the arrivals hall at the Airport and KB confirmed that a POJ/VJ strategy session has been arranged for early in the New Year.

In answer to a question from TC, DB confirmed that, subject to CICRA approving a price increase, a £2.5m investment will be made into the Elizabeth Terminal. However, he stressed that without the price increase this level of investment will not be possible. He added that the same investment cannot be made at the Elizabeth Terminal as the Airport as it does not make the same amount of money.

DS welcomed EJ's hosting of the Digital Tourism Think Tank on 12-13 April 2018. KB reported that ACS and MLF spoke at their last conference and although it was necessary to bid for the event, VJ does not have to pay for it.

The Board noted that the office move to Commercial House was progressing and they thanked TC for his assistance in this regard. **IT WAS NOTED** that a number of issues have arisen which are in the process of being resolved by VJ's and the landlord's lawyers. The Board acknowledged that this is taking longer than anticipated and a lease has yet to be signed. However, it was agreed that VJ should be aware of all risks before signing a lease, particularly regarding the requirement to "make good" the premises at the end of the lease.

KB referred to 1.5 of his Report and advised that go live of the EasyJet route from Jersey to Edinburgh has been delayed by a couple of weeks. He reminded the Board that this is not yet in the public domain.

**13. RISK REGISTER** – The Board noted the risk register, a copy of which was circulated with the agenda.

**14. FORWARD BOARD MEETINGS CALENDAR** – The Board noted the updated Forward Board Meetings Calendar, a copy of which was circulated with the Board Pack.

**15. ANY OTHER BUSINESS** – TC reported that he received an email from FK from the JHA enquiring about the potential of renting office space at the new VJ premises and he queried whether this could be considered on a similar basis to the arrangements with Genuine Jersey. KB confirmed that space was available if required at a rental of £500 per month (plus any ancillary costs), renewable annually. However, he noted that Helen Hart had previously advised him that the JHA were not interested in co-location with VJ. The Board confirmed that they were not against this proposal and **IT WAS THEREFORE RESOLVED** that TC would forward FK's email to KB who would respond directly with the necessary details in advance of the JHA meeting which

was scheduled in a couple of days' time. **Action: TC/KB**

DS queried whether Jersey will get A320s for all EasyJet flights next year and DB confirmed that this would be case although consideration will need to be given to scheduled versus deployed capacity. He added that some work will also be required to the Airport's stands.

The recent sale of Bournemouth Airport was discussed and DB advised that he was unsure of plans to make this into another regional hub. He noted that despite Flybe flying there from Jersey for a little while somewhat unsuccessfully he believes it has some potential.

DB reported that the Airport is currently installing a new car parking system which is due to go live in the next week or so. He advised that the new system will allow the Airport to offer products such as long stay and short break parking to make it more attractive to passengers.

DSC sought the Board's feedback on ferry routes and ferry services, noting that EDTSC were currently in discussion with Condor. He added that interviews for an inter-Island ferry operator were going ahead this week following a healthy response to a market testing exercise and he expressed the hope that an operator would be appointed by the end of January with a view to running the service from May to September for a four year period.

Going forward CL stressed the importance of VJ considering accessibility and recycling and proposed creating policies on the same in the medium to long-term. MG noted that he was continually asked about recycling and assistance for less abled people (not necessarily disabled people).

**16. DATE OF NEXT MEETING - IT WAS NOTED** that the next meeting was scheduled to take place at 10.30am on 21<sup>st</sup> February 2017 at the Pomme D'Or Hotel. However, in light of Charlie Parker's presentation at the Chamber on this date, starting at 12.15pm, **IT WAS RESOLVED** to bring the start time of this meeting forward to 9am to enable to the Board to attend the Chamber event following the meeting. **Action: KB**

Dinner prior to the next Board meeting was discussed and KB sought recommendations from the Board as to who to invite. A number of suggestions were made including, the new Board member, the new Head of Trade, the various Heads of Departments, Tony Moretta (Digital Jersey) and Geoff Cook and Amy Bryant (Jersey Finance) and **IT WAS RESOLVED** that the Board would provide any further suggestions to KB by 31<sup>st</sup> December 2017. **Action: ALL**

There being no further business the meeting was closed at 1.55pm.

Actions:

- 1) Board to provide amendments to previous minutes to KK/AM by 18<sup>th</sup> December 2017
- 2) KB to send further copy of the Product Audit Report to SW
- 3) DSC to draft the Ministerial Decision approving the Business Plan and obtain LF's signature prior to 15<sup>th</sup> December 2017
- 4) KB to follow up with the British Hospitality Association regarding their apprenticeship scheme
- 5) KB to draft tourism charter infographic for review by the Board
- 6) KB/DE to draft a response to RM inviting him to a future board meeting
- 7) ACS to provide details of the mediums that see VJ's awareness raising work with media partners
- 8) ACS to provide breakdown of print spend versus digital spend
- 9) KK to establish statistics on the number of staff in hospitality on minimum wage from the Statistics Unit
- 10) KK to re-establish dropbox for storing key documents
- 11) KB to arrange lunch/afternoon tea with the new Head of Trade

- 12) KB to prepare a revised organisational chart
- 13) KB/MLF to review staffing required to fulfil the Product Strategy
- 14) DSC to invite KB to a meeting with LF/CM on Friday 15<sup>th</sup> December 2017
- 15) TC to forward FK's email to KB (re rental of office space by JHA) for him to respond directly
- 16) KB to amend the start time of the 21/02/18 meeting to 9am and book a table for the Board at the Chamber lunch
- 17) Board to provide suggestions for guests for pre-Board meeting dinner on 20/02/18 to KB