

Minutes of a meeting of Visit Jersey Limited ("VJ")
Held at Visit Jersey, St Helier, Jersey, on Tuesday 17th September 2019 at 9.30am

Present:	Kevin Keen (KK) – Chair
Keith Beecham (KB)	Patrick Burke (PB)
Tim Crowley (TC)	Mike Graham (MG)
Catherine Leech (CL)	Amanda Willmott (AW)
(collectively referred to as the "Board" or the "Directors")	
In Attendance	
Matthew Thomas (MT), CEO, Ports of Jersey (POJ)	
Rick Horsley (RH), Economic Development Tourism Sport and Culture (EDTSC) (Observer)	
Darren Scott (DS), EDTSC (Observer)	
Aimee Maskell, AM to PM Secretarial Services (Scribe)	

Prior to the formalities of the meeting, a brief discussion took place regarding the previous evening's dinner which a number of two and three star accommodation providers had attended. The Committee agreed that it was a positive, well-managed evening; that those in attendance appreciated being asked for their views; and common problems were reported, mainly in relation to staffing.

KB reported that there is a plan in place for VJ to work with hoteliers which is being managed by Jennie Smith and **IT WAS RESOLVED** that he would follow up with attendees on a one to one basis and also liaise with those who were unable to attend due to other commitments. **Action: KB**

IT WAS NOTED that the Migration and Policy Development Board had been established to develop a migration policy and they are looking at various options including the implementation of work permits. The Board agreed this will work against the ambition to extend into the shoulder months as permits will be seasonal. However, it was acknowledged that views around migration/population are often split. Furthermore, government are required to develop on a policy within confines that are already in place.

DS advised that the main point of contact for the Migration Policy Development Board was Richard Joualt, should VJ wish to engage with them. He also advised that the Government of Jersey (GOJ) were working with the Jersey Hospitality Association (JHA) on possible accommodation solutions and suggested that VJ may want to consider what solutions could be put forward to the GOJ in this regard.

1. **APOLOGIES** – No apologies were noted.
2. **CONFLICTS OF INTEREST** – There were no new conflicts of interest to note.
3. **MINUTES OF THE PREVIOUS MEETING** – **IT WAS NOTED** that the minutes dated 17th July 2019 had been circulated with the agenda and **IT WAS RESOLVED** to approve them, subject to minor amendment.

The Board reviewed the action log, a copy of which had been circulated with the agenda, and **IT WAS NOTED** that all actions were either ongoing or complete.

2020-2023 BUSINESS PLAN – The Board reviewed the draft 2020-2023 Business Plan (Business Plan) dated 10th September 2019, a copy of which had been circulated with the agenda. Oliver Archbold (OA), Meryl Le Feuvre (MLF), Louise Ashworth (LA) and Sarah Barton (SB) (via video conference) were welcomed to the meeting at 10am and they joined the Board in reviewing the Business Plan.

KB reminded the Board that the Business Plan was prepared following the away day and the stakeholders' breakfast briefings and also includes feedback received from the online questionnaire and the Senior Management Team (SMT). He advised that it differs from the 2019

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Business Plan in a number of ways, namely:

- 1) It focusses on a four year rather than one year time frame;
- 2) The five corporate priorities are different;
- 3) It is framed around markets and segments rather than functions of the organisation. Consideration has also been given to the number of segments with a view to moving away from some of them;
- 4) In light of advice received from the Board/ industry, more focus has been placed on on-Island engagement; and
- 5) The KPIs have been reformatted around the new five corporate priorities and are aligned with the new Jersey Destination Plan (JDP).

KB advised that the budget assumption of £4.9m has deliberately not gone into the planning process as Board approval of the direction of the Business Plan is required first. He added that once the Business Plan had been finalised, an activity plan would be prepared to ensure everything referred to in the Business Plan is delivered.

The Board provided their comments and views on the Business Plan and the following was noted:

- 1) *Make the outcomes more specific and measurable (e.g. room nights or visitor nights) (CL);*
- 2) *Do not neglect the "UK nurture" segment (AW);*
- 3) *Ensure there is a balance between marketing the Island as a tourist destination and local engagement (TC);*
- 4) *Due to the challenges facing the industry, be more ambitious about how to grow the markets (PB);*
- 5) *Be more joined up with other organisations/align to their business plans and develop plans setting out what this may require the industry to do (e.g. how to achieve carbon neutral status by 2030) (PB);*
- 6) *Include a prominent statement of key assumptions on how the world may change during the period of the Business Plan (KK);*
- 7) *Stretching the targets to round numbers (e.g. 80% instead of 79%) (KK);*
- 8) *Consider renaming the "net promotor score" "visitor approval rate" (CL);*
- 9) *Encourage local engagement to highlight why tourism is of value to the local community and align with the Government Plan with a view to ensuring there is capacity to enable the industry to grow (e.g. sufficient staff in the hotels during the shoulder months to enable them to operate) (MT);*
- 10) *Ensure the link between the Business Plan targets and JDP targets are not lost (RH); and*
- 11) *Consider VJ taking more of an influential approach around GOJ policies (e.g. population), consider responses that may be asked as part of the proposed arms' length (ALO) review and arrange a presentation of the Business Plan for States Members to provide them with the "ammunition" they require to dispel myths and rumours around the tourism industry (DS).*

CL queried whether VJ were using Liberation 75 as a way to attract visitors from outside of the Channel Islands and this led to a lengthy discussion around the 75th anniversary of the Liberation in 2020. MLF reported that despite VJ putting together a number of suggested itineraries around the anniversary to enable visitors to engage more with the story of the Liberation, due to the on-

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Island sensitivities that still remain about the Occupation, VJ has been advised that the Bailiff's Office should take the lead on any events for Liberation Day, rather than VJ, with a view to "marking" the day rather than "celebrating" it and taking more a community approach around it instead of making it into a tourism opportunity.

MLF advised that an announcement is therefore expected from the Bailiff's Office next month about the arrangements which have been made for Liberation Day next year. However, she suggested that there may still be a tourism opportunity throughout the year (e.g. self-guided tours and bunker visits) and she is waiting for further detail of how these ideas can be put forward. Thereafter, they will be considered as part of VJ's 2020 marketing activity with a view to visitors being provided with product information by way of the "tool kit" which has already been prepared.

SB noted that tour operators are keen to engage with VJ on events around Liberation Day and the story around the Occupation and details of these have been shared with them. However, she explained that these are already available and are not necessarily applicable to 2020. That said, when more information is made available by the Bailiff's Office, this will be incorporated into VJ's marketing campaigns, particularly its heritage and culture campaign.

MLF reiterated that the Island wishes to take more of a community approach around Liberation 75 which was disappointing from VJ's perspective. Nevertheless, the Board agreed that VJ should be supportive of whatever arrangements the Bailiff's Office (and others) make.

In answer to a question from PB, LA confirmed that history and culture will still be key theme of VJ's marketing campaigns next year. However, whilst VJ will use the story of the Occupation/Liberation as added content for this campaign, it will not focus on Liberation 75 on its own.

DS left the meeting at 11.20am.

As requested by PB above, KB provided the Board with a summary of the additional bid for funding which VJ has made to the GOJ. He reported that he was advised by EDTSC of an opportunity to bid for extra funding outside of the normal funding process. He therefore worked with the SMT, DS and RH to prepare a business case which he and KK were asked to summarise and present to the Economic and Affairs Scrutiny Panel last week, the outcome of which is still awaited.

KB noted that the JHA and POJ were aware and supportive of VJ's bid and advised that his one page summary document for Scrutiny (entitled "Promoting Jersey") focused on productivity. He explained that airlines are flying to the Island outside of the summer months but are not full. Therefore, if funding is secured, VJ will work on a route development programme with a view to filling them.

The Board noted the business case sought funding over a four year period as follows:

- 2020 - £500k
- 2021 - £1m
- 2022 - £900k
- 2023 - £850k,

and KB explained that VJ will use this to work with carriers with a view to developing incentives to encourage people to come to Jersey and thereby ensuring planes are full outside of the summer season.

KB highlighted that whilst the business case was submitted by VJ alone, POJ are also investing heavily into route development programmes.

RH suggested that KK and KB were challenged by Scrutiny due to the processes they are required to follow with respect to ALOs as opposed to any concerns around VJ's business case and this was echoed by KK, who described the meeting with Scrutiny as "constructive".

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The forthcoming States debate on the Government Plan was briefly discussed and RH acknowledged that he was unsure what the result of this would be. However, he suspected that some States members would propose some amendments to the same.

CL queried whether if additional funding is not forthcoming, VJ will adjust the Business Plan to enable the route development work to be undertaken and KB advised that whilst some adjustment would be required, it would not need to be significant, noting that VJ was promoting Jersey throughout the year naturally. He accepted that whilst care must be taken not to forget to promote the summer, it would be the SMT's responsibility to agree how much of the £4.9m budget goes towards protecting/promoting the summer and how much goes towards the shoulder months. However, he stressed that the airlines may revisit their routes if they are unable to fill them during off-season months.

TC highlighted that some hotels have capacity pre and post-season in April and October and proposed that consideration be given to the opportunities this could present for the airlines. MG suggested that consideration also needs to be given to the progress of Bergerac, noting that this may affect VJ's budget and Business Plan. KB noted that the Business Plan includes an assumption in this regard and stressed that the Business Plan needs to be flexible. He added that assumptions also need to be made about a possible change in Flybe operations and marketing will be required around this. This was echoed by KK who suggested that VJ should continue in accordance with the Business Plan but have the ability to be agile if required.

There being no further questions on the Business Plan, the Board agreed to send any further comments to KB by email by the start of Monday 30th September 2019 with a view to approving a revised version at the next meeting on 23rd October 2019 and submitting the same to the GOJ by 31st October 2019. KB added that if required, he could meet with the Directors to discuss their comments on a one to one basis. **Action: All**

SB, OA, MLF left the meeting at 11.35am.

4. MARKETING UPDATE – LA provided the Board with a marketing update on the remainder of 2019 and going forward into 2020. She reported that a social media only campaign had been very successful during its first few weeks and advised that whilst alignment between the trade, marketing and product teams had much improved, this is still work in progress.

IT WAS NOTED that VJ's campaigns were now reaching four times the amount of people for the same cost; the conversion rates were higher; and the refining of targets has had a positive effect. LA explained that "conversion rate" was a defined KPI and was measured by activities such as reviewing VJ's website, entering a competition, referral to a partner, or staying on the VJ website for two plus minutes.

CL sought an update on referrals to on-Island Partners and LA reported that these had previously been down for some partners and overall were down by 2% year on year. However, following the reactivation of SEO and a change in the way partners are listed and change to the "inspirational panel" on the website this has improved and campaign referrals to partners are now up year on year. LA added that real time data is now available on the campaigns. Therefore, going forward, it will be possible to tweak them if they are not performing.

CL welcomed the positive improvements seen following the amendments made to the website. However, she noted that it was proposed to implement a new website next year and she queried whether this was an appropriate time given that a new Marketing Manager was due to start and a new CEO will be appointed next year. LA expressed concern about deferring the implementation of a new website, noting that the current website will not be supported after 2020.

LA referred to the "Oyster Flight" activity and expressed disappointment that this had not been very successful. She proposed discussing the same with VJ's PR agency, noting that it had not delivered as expected, albeit that the content was still available for use in the future if required. **IT WAS RESOLVED** that LA would circulate the content to PB for his information. **Action: LA**

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The Board noted that PR is slightly behind target and LA advised that there are a number of reasons for this including resourcing, new ways of working and challenges with the agency. Referring to the latter, **IT WAS RESOLVED** that LA would discuss this with them at their meeting scheduled for next Thursday 26th September 2019. **Action: LA**

LA noted a number of forthcoming staffing challenges and advised that work was ongoing around potential solutions for these and **IT WAS RESOLVED** that she would provide the Board with an update on these at the next meeting. **Action: LA**

LA acknowledged that she had been slightly ambitious about the tender timelines she presented to the Board in January 2020. As a result, she advised that whilst good progress was being made on the creative tender, the German one remained a work in progress.

PB sought an update on the recruitment of a Marketing Manager and LA reported that following a recruitment process, an individual had been offered and accepted a full-time permanent role and was due to start on 9th November 2019. She reported that two internal applications were received for the position. However, both individuals withdrew themselves from the process as they will now be on maternity leave from next year.

LA summarised her paper dated 10th September 2019 on the DOMO Platform Review, a copy of which had been circulated with the agenda. She reported that use of the platform had been revisited by VJ and advised that if the number of licences are reduced and other changes, annual cost savings of £28,928 will be achieved from 2020 onwards.

LA provided the Board with a presentation on VJ's social "dashboard" which, when finalised, will provide real time statistics on the performance of VJ's social media channels, email and website all in one place. She advised that whilst the "dashboard" will only include data from 2019 onwards and no historical data, it is possible to break the data down into more granular categories as required (e.g. monthly, yearly etc.). She added that the statistics also highlight the best time of day to post on social media and any trending hashtags.

In answer to a question from KK, LA advised that the next draft of the "dashboard" is due to be completed by the end of the week. She therefore expressed the hope that it will be possible to implement it by the end of the month with a view to using Q4 as a learning process with full implementation starting from January 2020. LA welcomed the Board's input on the "dashboard" and **IT WAS RESOLVED** that she would circulate a copy of the next draft upon receipt. **Action: LA**

AW queried whether the "dashboard" will cover some of the work previously undertaken by David Edwards (DE) and KB advised that whilst this will not be the case, when it is up and running, it is proposed that his replacement Ruth Perchard will take it forward.

IT WAS NOTED that the tender process for a new creative services agency had now been completed and LA reported that 10 applications were received and five were shortlisted for interview (by a panel consisting of LA, KB, BJ and PB), following which Hills Balfour (who are based in the UK) were appointed to work with VJ on headline creative and creative direction.

LA presented Hills Balfour's creative on "Bringing Brand Jersey to Life" and stressed that whilst VJ did not want to lose its existing brand, it wants to be able to "dial up" or "dial down" what it already has.

LA advised that Hills Balfour's overarching theme was "great British Island" and she summarised this for the Board. A lengthy discussion followed, and the Board provided their views and comments on same. **IT WAS NOTED** that whilst the Board welcomed the "quirkiness" of the creative, they were concerned that the reference to "Britishness" may work against Jersey in the European markets and that some of the text may be perceived as arrogant or "smug". Concern was also expressed about the possibility of Jersey branding itself as "out and out Brexiteers". However, KB reassured the Board that significant testing will be undertaken to ensure the

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messaging is right prior to launch.

Next steps were discussed and LA advised that, if approved, it was proposed to roll out the creative on 27th December 2019.

RH proposed passing the creative content by LF, noting that promotion of the Island was part of the Government Plan. He reiterated the Board's concerns with regard to the creative's relevance to Brexit and suggested that government may be cautious about this. He therefore also proposed checking the position with the External Affairs Department. AW suggested that, as an ALO, VJ should not be required to do this. However, KK acknowledged RH's caution given the slightly political / Brexit creative used. KB reported that whilst he took LF through an early iteration of the brand last time, he did not propose asking the GOJ for their permission and this was accepted by RH. Nevertheless, he suggested it was worthwhile passing the creative by LF.

The Board noted that VJ has also appointed the local agency, Freedom Media, and therefore it will still have on-island representation. LA advised that Freedom Media will work with VJ on the execution element (e.g. brochures) and she suggested that it will be of benefit having an agency to assist VJ locally. CL added that this was also important from a political point of view.

There being no further comments on the creative service agency tender, KB thanked PB and LA for leading on the same and LA left the meeting.

5. LATEST EXIT SURVEY REPORT – IT WAS NOTED that the latest exit survey report was not yet available. However, DE was currently working on them and they were expected to be ready for review early next week. Mixed reports were received from MG and PB with regard to August's performance with PB noting that STR is showing a decrease of 3.5% and MG reporting a positive month.

6. 2020 BOARD MEETING DATES – IT WAS NOTED that proposed meeting dates for the 2020 Board meetings had been circulated with the agenda and **IT WAS RESOLVED** that the Board would confirm their availability for the same via email to KB. **Action: ALL**

7. RISK REGISTER – The Board noted the Risk Register, a copy of which had been circulated with the agenda and **IT WAS RESOLVED** that KB would update the same to include CEO succession. **Action: KB**


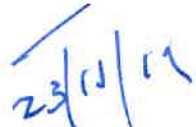
8. COMPTROLLER AND AUDITOR GENERAL (CAG) REPORT UPDATE – The Board reviewed the status of progress made in response to the recommendations made in the CAG's Report and KK advised that VJ is continuing to cooperate by providing RH with updates in this regard. **IT WAS NOTED** that a further CAG report was expected in October focusing on remuneration.

9. CEO REPORT AND TRENDS REPORT – The Board reviewed KB's CEO Report and the Trends Report, copies of which were circulated with the agenda and a number of issues were discussed in further detail as follows:

1) **Wolters TUI – IT WAS NOTED** that Wolters TUI will not be flying to Jersey next year as FlyBe are unable to provide an aircraft for this route. KB expressed disappointment in this regard, noting that capacity is approximately 1,500 (including Guernsey). However, he reported that they are in talks with Blue Islands about providing another airline partner.

2) **Dertour –** KB reported that Dertour will operate a charter from Frankfurt next year in conjunction with Blue Islands. He advised that although he was awaiting flight times, they will fly to Jersey and Guernsey once a week (Saturday) between June and the end of August.

3) **Tender Processes –** As referred to above by LA, CL noted that one of the tender processes was behind schedule. She therefore queried the status of the German tender process and **IT WAS RESOLVED** that KB would establish the position with LA and revert to CL accordingly. **Action: KB**

4) **Trends Report** – CL noted that the current trends report was very copy rich. She therefore tabled a more simplistic template and proposed that this be used instead, albeit only for Jersey trends. This was welcomed by the Board and **IT WAS RESOLVED** that CL would email a copy of the same to KB for use going forward. **Action: CL/KB**

5) **Statistics Jersey (SJ)** – **IT WAS NOTED** that SJ are now signed up to take on the exit surveys from 1st January 2020. KB advised that SJ is currently advertising for field workers on the gov.je website. However, the current field workers are all open to transferring to SJ from Island Global Research. Referring to Island Global Research, KB advised that they, together with DE, are contracted by VJ to provide the service/statistics until the end of the financial year and data for the same is expected to be available by late March 2020.

6) **Marketing Budget** – TC sought clarification of the current marketing spend against budget, in particular whether this was still showing an underspend and **IT WAS RESOLVED** that KB would provide an update on the same following the managers meeting scheduled for Thursday 19th September 2019 when a deep dive on marketing spend was due to be provided. **Action: KB**

10. **2019 FORWARD BOARD MEETINGS CALENDAR** – The Board noted the 2019 Forward Board Meetings Calendar, a copy of which was circulated with the agenda.

11. RECRUITMENT/SUCCESSION

1) **Chair Succession** - KK advised that he proposed continuing in post until May 2021 to enable focus to be placed on KB's successor and ensure consistency following their appointment.

2) **Existing NED Succession** – **IT WAS NOTED** that a rotation of NEDs was required at the next AGM and, to enable this process to take place, KK advised that MG (as one of the longest serving Directors) was prepared to step down at this time. He explained that TC and CL would need to step down next to ensure a full rotation of the Board by 2023.

The Board agreed that as part of the ongoing NED recruitment process, consideration will need to be given to what skills are required to fill the current NED vacancy on the Board (left by Sam Watts) and the vacancy that will be left by MG next year.

KK proposed that VJ instruct Hassell Blampied to undertake the recruitment process to replace both NEDs at the same time and suggested that only locally based NEDs should be sought. AW queried whether it was necessary to continue with the current size of the Board or whether this could be reduced and MG suggested that it was important that two accommodation providers remain on the Board. However, TC stressed the importance of also having a NED with marketing experience, particularly digital marketing, on the Board. He added that following KK's retirement, an accountant will also be required.

IT WAS RESOLVED that the Board would provide any further feedback on the required skills for NEDs to KK by email and KB/KK would engage with Hassell Blampied regarding the NED recruitment process and provide them with a general brief to ensure mixed responses are received. **Action: ALL/KB/KK**

KK proposed that consideration also needs to be given how the Board maintains its relationship with POJ. It was noted that Doug Bannister had been a board member since the inception of VJ since his retirement a board member of POJ had attended meetings. He noted that whilst MT very kindly attends meetings and is effectively treated as Board member, he is unpaid and he does not have voting rights, albeit that a vote has never been required. He therefore suggested that he had the flexibility to attend or decline meetings and did not have the same responsibility as the directors of the company. KK proposed that consideration be given by the Nominations Committee in due course as to whether a senior employee of POJ should be an ex-officio director role or specific to the individual noting also that a similar arrangement had suggested at POJ

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whereby a VJ director had an ex officio board position although this had previously not been seen as appropriate by POJ.

MT agreed that the capacity in which he attends meetings required clarification. That said, he reiterated the importance of the two organisations working closely together. MT advised that whilst he does not have a solution in mind at this stage, he proposed working directly with KB and the VJ team in evolving this to ensure that there is no duplication or misalignment of messaging into the market place. This was welcomed by KB who reported that VJ and POJ are broadly aligned on what they want to do. However, whilst he and MT and our teams meet every six to eight weeks, he accepted that there was a lot more that could be done outside of these meetings with a view to developing a partnership approach.

KK welcomed the contribution of MT and Alan Merry from POJ and thanked MT for his attendance and support.

3) **NED Remuneration Review** – The Board noted the Remuneration Survey Report for Offshore NEDs, a copy of which was circulated with the agenda. **IT WAS NOTED** that VJ participated in the survey in response to one of the CAG’s recommendations and the Board agreed that the cost of participating (£500) was worthwhile as the results show that VJ are in the lower quarter in terms of remuneration.

4) KB left the meeting to enable a discussion regarding his succession. The draft brief, proposed timeline and search consultants was considered and approved. It was noted that an appointments commissioner had been allocated to the role and KK was authorised to make contact with her. The board agreed that it would be to the advantage of VJ if KB had appropriate involvement with the search because of his experience in the role. The intention is that terms will be agreed with the favoured candidate by early 2020. So that he or she can be in place when KB retires.

12. **AOB** – Air BnB was briefly discussed and CL stressed the importance of ensuring they are required to follow the same regulations as other accommodation providers.

13. **DATE OF NEXT MEETING – IT WAS NOTED** that the next Board meeting was scheduled for 9.30am on Wednesday 23rd October 2019.


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