



Minutes of a meeting of Visit Jersey Limited (“VJ”)

Held via Teams on Tuesday 23rd February 2021 at 9.30am

Present:	Kevin Keen (KK) – Chair
Patrick Burke (PB)	Amanda Burns (AB) – CEO
Tim Crowley (TC)	Ian Gray (IG)
Lawrence Hugler (LH)	Catherine Leech (CL)
Amanda Willmott (AW)	
(collectively referred to as the “Board” or the “Directors”)	
In Attendance	
Dan Houseago (DH), EDTSC, Government of Jersey (GOJ) (Observer) from 10am onwards	
Matt Thomas (MT), CEO, Ports of Jersey (POJ)	
Aimee Maskell, AM to PM Secretarial Services (Scribe)	
Ruth Perchard (RP), VJ, for Exit Survey and Marketing Sizing updates only	
Meryl Laisney (ML), VJ, for Jersey Big Weekend / Jersey Staycation update only.	
Ben Moxon and Ian Gibson , The Nursery (for Marketing Sizing update only)	

General

APOLOGIES – KK welcomed LH and IG to their first Board meeting and confirmed that no apologies had been received.

CONFLICTS – KK noted that his daughter works for Switch Digital and TC reported that he had joined the Board of the Jersey War Tunnels.

CONFLICTS OF INTEREST DECLARATION 2021 – IT WAS NOTED that three Directors’ had yet to complete their Conflicts of Interest Declarations for 2021 (TC, CL and KK) and KK requested they complete and return them as soon as possible. **Action: TC, CL, KK.**

MINUTES OF THE PREVIOUS MEETING – IT WAS NOTED that the A and B minutes dated 8th December 2020 and minutes dated 25th January 2021 had been circulated with the agenda and **IT WAS RESOLVED** to approve the same for signature by KK. **Action: KK**

KK confirmed that the action points from the minutes dated 8th December 2020 were



complete or on the agenda. Referring to Directors' remuneration, he advised that whilst this was reinstated for the final quarter of 2020, he would leave it up to the individual Directors to notify AB as to whether they wished to take all or part of their fees in Q1 2021.

Action: Directors

IT WAS NOTED that IG and LH had agreed to join the Audit and Remuneration Committees, respectively, and the Board approved the same. The Board noted membership of the Committees as follows: **Audit** – TC, IG, PB and KK and **Remuneration** – LH and AW (plus KK on invitation).

For Information

2020 YEAR-END TIMETABLE – TC confirmed that Marc Couriard (MC) was on schedule with the 2020 audit. He proposed that MC and AB arrange for Alex Pciot to meet at the office to go through any outstanding issues and proposed presenting the accounts to the Audit Committee on 24th April 2021 (or earlier if necessary) for recommendation to the Board at their meeting on 27th April 2021.

IT WAS NOTED that the Audit Committee do not consider it appropriate for VJ to produce a “glossy” annual report for 2020 and that a short, simple, printable PDF document should be produced. MT confirmed that the POJ were taking a similar approach and agreed to confirm the exact date of their publication in due course. **Action: MT**

TC referred to previous recommendations made by the Comptroller and Auditor General (CAG) regarding arms' length organisations (ALOs). He confirmed that the outstanding point, relating to an internal risk report, was due to be completed by the end of April and reference would be made to this in this year's accounts.

2021 ANNUAL GRANT PAYMENT – IT WAS NOTED that VJ's 2021 annual grant payment of £2.4m had now been received from the GOJ on 22nd February. TC expressed concern that this was received so late pointing out that had VJ had its usual level of Q1 outgoings to pay, it would have run out of cash. KK shared TC's frustration in the late receipt of VJ's grant payment despite it complying with all GOJ requirements and providing with all requested documentation on time.



CEO REPORT

The Board reviewed the CEO Report, a copy of which had been circulated with the agenda.

WEBSITE MIGRATION – AB invited the Board to input on the timings for the website migration. The current launch date was scheduled for 12th April 2021. She stressed the importance of mitigating the risk of anything going wrong in this regard at a peak time for tourism and reminded the Board that the risks previously communicated about the website having to be replaced by the end of 2020 were incorrect. She therefore proposed deferring the migration to a quieter time later in the year to ensure the project is completed successfully, rather than rushing it through. The Board supported AB's proposal to defer the migration. However, the importance of ensuring VJ retains the industry's confidence in the project was highlighted. **IT WAS THEREFORE RESOLVED** that AB would work with Switch Digital and the VJ team to assess the most appropriate way forward and agree how to optimise the timelines.
Action: AB

GDPR REVIEW – AB proposed reviewing BDO's draft GDPR Report at the April Board meeting. In the meantime, she confirmed that the two urgent "red" recommendations highlighted in the report are being addressed.

COVID UPDATE – The Board discussed the UK's and Jersey's recent announcements around Covid, and AB suggested that consideration needs to be given to where Jersey fits in from a UK perspective (i.e. is it part of the domestic or international market). She noted that airlines and tour operators have already reported an increase in bookings following the UK's announcement and therefore stressed the importance of considering how Jersey can take advantage of this.

ACCESS - MT suggested that volumes were unlikely to reach 2019 levels for some time. However, he expressed the hope that the Island will be in a better position going forward than it has been since Christmas (95% down).

In answer to a question from IG, MT advised that airlines usually plan three to six months in advance. However, he noted that they were not currently working in normal circumstances. He added that most airlines have decided not to fly until 31st March 2021 at the earliest. MT therefore proposed that Jersey needs to develop a framework whereby when staycations are permitted in the UK, Jersey staycations can be included as well.

A handwritten signature in black ink, appearing to be 'VJ' with a flourish.



PB expressed concern about the industry facing five winters in two years. Therefore, subject to safety, he stressed that it was critical to try and start operating by mid-May. He also stressed the importance of ensuring government and politicians understand that seasonality drives the tourism industry.

CL reported that there was no evidence of Jersey on the UK Government's FCO website. She therefore suggested that there was some work to be done to position Jersey on this site to ensure it is seen as part of the UK staycation option. She added that the UK's announcement yesterday provided some very clear dates and recommended that VJ use these to send a clear message to the GOJ. CL also reminded the Board of the importance of ferry access, given that some people will still be nervous about using airports.

The Board agreed that the UK's announcement was helpful as it may empower Ministers to put a framework in place in Jersey which will enable communication between the POJ and airlines that Jersey is open. **IT WAS THEREFORE RESOLVED** that AB would contact Lyndon Farnham (LF) to encourage him/Ministers to develop a framework for Jersey as soon as possible and to remind him that he had not responded to KK's earlier correspondence. **Action: AB**

Referring to the ferries, IG queried whether Jersey should ignore ferries from the South for now due to ongoing uncertainties and MT noted that the UK is currently two months ahead of Europe in terms of the vaccination roll out. He suggested that whilst there will be a time for Jersey to focus on the European market, this will be behind the UK market and may not be until mid-July/August. He therefore proposed that Jersey focus on the UK now and Europe thereafter.

MARKETING – AB reported that she had asked VJ's media agency to further defer the £260k of print marketing, with an option to extend until the end of April. She stressed that whilst VJ is ready to go live with its marketing, it is unable to do so until it fully understands the processes and restrictions in Jersey for inbound travel.

ST BRELADE'S BAY ASSOCIATION – KK referred to his and AB's recent meeting with Moz Scott (MS), member of the St Brelade's Bay Association. He advised that MS had questioned the previous VJ CEO for supporting a Planning application in St Brelade's Bay as she believes no hotels in St Brelade's Bay should be given Planning permission for



change of use. The Board agreed that areas such as St Brelade's Bay, St Aubin and Gorey were "jewels" in Jersey's "crown" and deserve attention in terms of long-term planning, prohibiting change of use applications for hotels was not feasible and may result in hotels standing empty/not being invested in and comparisons were made to the many empty greenhouses around the Island. **IT WAS THEREFORE RESOLVED** that KK would revert to MS accordingly. **Action: KK**

For Discussion

ACCESS UPDATE – This was covered in the CEO Report above.

JERSEY BIG WEEKEND / JERSEY STAYCATION – ML was welcomed to the meeting and the Board thanked her for picking up the marketing work on a temporary basis. AB noted that ML has been working on developing the 2021 Big Weekend as well as looking into a campaign to promote Staycations in Jersey. She advised that as inbound travel may not resume until May (albeit it was hoped this may be earlier) work was underway to support the tourism and hospitality industry in Jersey by encouraging residents to take a staycation in March, April and May. The Board noted that a £100k budget had been allocated to this and it was proposed to align it with the Jersey Big weekend activity.

ML summarised proposals for the Big Weekend, which is scheduled to take place on 24th and 25th April 2021. She welcomed the positive response received from industry to date, noting that 40 businesses have already expressed an interest in being involved and reported that this year the campaign would also support Brighter Futures from a charitable perspective. The Board noted that the Big Weekend will be launched on 10th March 2021 as part of the staycation campaign and ML explained the concept of the campaign. The Board supported the staycation campaign proposal.

IG noted that only four, five and certain three star hotels were likely to benefit from the campaign, albeit there was nothing much VJ could do about this. He also proposed tying the campaign in with the return of the "spend local" card if this is something that is being considered by the GOJ.

The Board noted that 24th February 2021 had been scheduled to decide whether to go ahead with the Big Weekender. TC stressed the importance of considering the Big Weekend over a three-year cycle, noting that it was unlikely to see much success year on year.



EXIT SURVEY / STATISTICS JERSEY (SJ) – RP was welcomed to the meeting at 11.50am. AB reminded the Board that although it was previously agreed to re-launch the exit survey in January 2021, this had not been progressed to-date due to the continuing lockdown.

AB and RP had discussed with SJ when to re-launch the exit survey and RP summarised the various options that were detailed in the Board paper.

The Board agreed that as 2021 was going to be another untypical year in terms of visitor travel and on the basis that headline visitor data will still be available (subject to a pre-entry travel form being in place) the re-launch of the exit survey should be deferred until 2022. **IT WAS NOTED** that whilst this would still incur costs of £6.5k, the approximate £100k saving from starting the survey earlier (in April or June 2021) could be used towards marketing to attract more visitors to the Island. **Action: RP/AB**

AB reminded the Board that while VJ did not provide any KPI figures for the visitor number and visitor revenue targets in its 2021 Business Plan, EDTSC had included a caveat that they may wish to revisit them in the second half of the year. The Board therefore agreed that whilst the exit survey should be deferred for this year, VJ should continue using the same measurements/KPIs next year as they provide granular monthly data which is very helpful year on year. This was echoed by DH who supported deferring the exit surveys until next year and revisiting the KPIs when there was a return to BAU.

Update

MARKET SIZING AND CUSTOMER SEGMENTATION WORK – Ian Gibson (IGB) and Ben Moxon (BM) from The Nursery joined the meeting at 12pm and provided the Board with a presentation on the results to-date of their market sizing and customer segmentation research.

A question-and-answer session took place following the presentation and CL expressed concern that some of the data may be skewed, given that a large proportion of the older generation are now wanting to travel. This was acknowledged by BM, however, he suggested that there was more opportunity in the short term to offer the younger generation what Jersey has to offer. AW queried whether any movement is anticipated between the segments and BM suggested that these were always shifting depending on what was in the



news. He therefore stressed the importance of continuing to track the data and using it as a benchmark tool.

IG noted that some of The Nursery's data may help inform messaging around the importance of Covid messaging and he welcomed further detail in this regard. BM therefore agreed to share any analysis that comes out of this with the VJ team. **Action: AB**

PB suggested that when the borders re-open and people can travel, Jersey will pick up business quickly, albeit they may not necessarily be the same visitors from a normal year. However, in the meantime, when people are considering a staycation, Jersey must address the challenge of the island not being considered a 'staycation' destination for UK travellers and queried whether this issue was something The Nursery might have an insight on.

TC referred to the statistic that $\frac{3}{4}$ of potential travellers will not travel if a PCR test costs anything up to £50 per test and queried whether VJ or the GOJ will fund PCR testing in Jersey going forward, noting that they cost between £80 and £90 each.

IT WAS NOTED that the output from the market research will help identify the segments VJ should target.

FUTURE BOARD MEETINGS – The Board noted the suggested meeting dates for 2021, details of which had been circulated with the agenda.

Any Other Business

BERGERAC – DH reported that he had enquired with GoJ Chief of Staff regarding the progress of Bergerac and there was nothing to report. However, discussions are taking place around other possible filming activity and sporting events, given that Jersey is considered a safe location.

RISK REGISTER – The Board reviewed the Risk Register.


IG advised that he was unable to identify the public perception issue on the Risk Register and **IT WAS RESOLVED** that AB would create a separate risk for it going forward. **Action: AB**



101 HOLIDAYS – CL provided the Board with an insight into 101 Holidays' recent website traffic. She reported that the most popular pages include holidays for teenagers; holidays for 40th, 50th and 60th birthdays; and holidays for anniversaries. She suggested that this was an interesting emergence, and that Jersey was very well placed for these celebration holidays.

SUCCESSION PLANNING – KK invited the Board to email their thoughts to him in this regard. **Action: ALL**

DATE OF NEXT MEETING - The Board noted that the next meeting was scheduled for 27th April 2021.


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Chair

27 April 2021