



Island Identity and International Profile Policy Development Board

Minutes from Meeting 5 of The Policy Develop Board
Monday 13th January 2019

Board:

Minister for International Development, Deputy Carolyn Labey (Chair)
Deputy Jeremy Maçon (JM)
Deputy Russell Labey (RL)
Geraint Jennings (GJ)
Ben Shenton (BS)
Alexia McClure (AM)
Adv. Christopher Scholefield (CS)
Tom Hughes (TH)
Christian May (CM)
Freddie Holmes (FH) on behalf of Kate Nutt
Lily McGarragle (LM)
Catherine Madden (CM)

Executive Support:

Paul Milbank – Programme Manager (PM)
Paul Bradbury – Head of Ministerial Support (PB)

Apologies:

Simon Boas
Deputy Carina Alves,
Jacqui Rutter

Guest contributors:

Keith Beecham – CEO, Visit Jersey
Tom Dingle – Director, Art House Jersey
Sir Philip Bailhache

1 Introduction and Agree Minutes of Previous Meetings

- 1.1 The Chair asked for comments on the minutes of the meetings dated 21st October 2019, 8th November 2019, 25th November 2019 and 9th December 2019. No comments were offered. The minutes were approved. PM Confirmed that a summary document had also been circulated to members of the Board.
- 1.2 The Chair welcomed the guest contributors and conducted introductions.

2 Presentation from Keith Beecham, CEO Visit Jersey: Crafting a Destination Brand

- 2.1 KB provided brief background on Visit Jersey. Visit Jersey was established in 2015. It has 4 priorities – 1) Inspire visitors from outside Jersey to visit and explore Jersey. Buying into identity. 2) Support and improve productivity of local tourism assets. Improving the experience of visitors. 3) Maximise public investment – value for money for the taxpayer. 4) Advising Government and industry – ensuring the visitor economy is safeguarded for the future.
- 2.2 KB touched on the complexities of Jersey identity – multifaceted, hard to pin down. This is both a blessing and a challenge in terms of tourism branding. It can be difficult to know what to focus on.
- 2.3 KB outlined the narrative of declining tourism prior to 2015. Global tourism numbers from 1992-2015 show a decline in the Jersey tourism economy compared with growth in other destinations. Numbers have been improving since 2015.
- 2.4 KB Discussed the various prevailing messages in relation to tourism in Jersey. Previously seen as an invincible market → need to manage decline → Lack of enthusiasm among local population for tourism.
- 2.5 KB showed video created by Visit Jersey in 2015 to outline problems that Jersey faced and suggest potential solutions.
- 2.6 Solutions – 1) Product – the experience people have when they are here. The need to deliver the promise of the brand to maintain popularity 2) Distribution – how to sell the brand? Online, package hols, direct to customers 3) Connectivity – gave the example of the current problems being experienced by Flybe. Success looks like these things working well in tandem.
- 2.7 Why rebrand? Branding is about stories. By telling stories which are truthful and which we can deliver on we will have a successful future. There is a virtuous circle to this, if you tell the right story visitor numbers will rise, economy will grow, businesses will flourish, investment will follow as success is delivered and then the stories we can tell about the island will improve. We need to get into that cycle and KB thinks we now are there, where previously we did not seize the opportunity.
- 2.8 KB presented several word clouds which were created when Visit Jersey asked people in Jersey how they felt about Jersey, and how they believed Jersey was perceived by those outside Jersey. There was a clear contrast between how people in Jersey felt about the island – mostly positive – and how they believed it was perceived – mostly negative. They were then asked how they would like Jersey to be perceived by those outside Jersey, these words were again very positive.
- 2.9 Visit Jersey were presented with the challenge of defining Jersey's 'DNA' – how are we uniquely different to other places?
- 2.10 KB discussed the different target markets for Visit Jersey. The established markets vs the growth markets. Ideal visitor is defined by attitudes rather than age. Focus on wellness, authenticity, nature, immersive experiences and the enabling power of technology. KB then outlined how Visit Jersey brought these insights together to create the brand. KB highlighted Visit Jersey's recent campaigns. Current campaign is 'Little Island Big Spirit' – within 1st month it has proved the most successful campaign ever run by Visit Jersey. The focus is on feelings and experience and how Jersey is different rather than the tradition, castles, landscapes etc.

Questions to KB

- 2.11 The Chair thanked KB for his insightful presentation. The Chair noted that Visit Jersey held lots of useful data and hoped that this could be shared with the Board. KB agreed that Visit Jersey would be happy to share research with the Board.
- 2.12 GJ commented that the presentation seemed focused on UK visitors, he wondered what work had been done to promote Jersey internationally. KB responded that research was undertaken in 12 European markets. The Jersey brand was broadly seen to be effective in these markets, although KB noted that some nuance was required (e.g. Liberation story in German market) but that the underlying story was still effective. GJ highlighted that often Jersey was marketed as a very British destination, particularly in France and wondered whether the balance of cultures (British/French) was considered when trying to promote the uniqueness of Jersey. KB replied that Visit Jersey had to work closely with Condor on the messaging to the French market. These trips are mainly day trips and often spontaneous. KB believes that there is a large opportunity in the French market to attract longer staying visitors with the right marketing. Visit Jersey are working on this with Condor. The question of Britishness vs Jerseyness will come into play here.
- 2.13 The Chair noted the massive popularity of Mont St Michel and questioned how the marketing was able to achieve this. Could Jersey emulate this? KB acknowledged the popularity of Mont St Michel, particularly in the international market. He explained that Mont St Michel was often a day trip from Paris, rather than attracting overnight visitors. Similar to international tourists to London who visit Bath or Stonehenge in a daytrip. Visit Jersey are questioning how we can attract these sorts of visitors to Jersey, which is only an hour further away.
- 2.14 AM asked about the shared values and behaviours that Visit Jersey identified in their target audience. Does KB agree that these values and feelings also reflect those of people who live in Jersey? KB observed that there was previously a disconnect between how Jersey people felt, and the image of Jersey as presented internationally. We need to project an image of Jersey which reflects the personality of the island and its people to succeed. The way Jersey people feel about their island is very marketable. Marketing must present an authentic idea which resonates locally.
- 2.15 FH referred to the word clouds presented and questioned whether the negative ideas which came up regarding the perception of Jersey had been revisited since 2015? KB responded that they had not done further analytical research on this however all the metrics in terms of visitor numbers, spending etc were continuing to grow. These are indicators that we are going in the right direction. KB noted that Visit Jersey campaigns were generally well received internationally, but there were often negative responses from those on island.
- 2.16 GJ commented that in France there was often a lack of understanding that Jersey had any indigenous culture. KB highlights other jurisdictions which had established successful country brands, rather than tourism brands e.g. New Zealand. This could not be achieved by a Tourism body alone, it requires all government.
- 2.17 JM asked how the different lived realities of Jersey people could be accounted for when depicting authentic experiences? KB responded that Visit Jersey's role was promotional, and they were not involved in addressing on-island issues, but they always aimed for authenticity. Provided the example of the promotion of Portuguese cuisine as part of promoting Jersey as a food destination.
- 2.18 KB was asked by the Board where we were going wrong in marketing Jersey. KB responded that there was a lack of investment in the historical assets we have.
- 2.19 The Chair brought questions to a close due to timings.

3 Presentation from Tom Dingle, ArtHouse Jersey

- 3.1 TD spoke to the board. He made the following points:
- 3.2 Opportunities relating to tourism and investment highlighted by KB had not been appreciated in relation to the arts. There is an opportunity waiting to be grasped.
- 3.3 On the question of identity, TD agreed with KB that the image present must be authentic.
- 3.4 TD gave the example of the Angel of the North as an expression of identity. Initially criticised but now a big success for Gateshead and the UK as a whole. Part of this success is because this represents an authentic truth about Gateshead as a thriving area for the Arts.
- 3.5 In Jersey there is a need to question what the real story is. Any physical manifestation of identity needs to hold true or it is just a piece of marketing.
- 3.6 Role of Arthouse Jersey – supporting artists to create work for the benefit of Jersey and international audiences. Lots of thought has been given to the role of Arthouse Jersey following rebranding from Jersey Arts Trust.
- 3.7 There is world class art in Jersey but very little is known of the Jersey art scene. People do not come here for art.
- 3.8 Jersey has a lot of assets – rich history, beautiful landscape, fresh air, wealth, strong hospitality – this can be harnessed to attract and encourage artists internationally.
- 3.9 Artistic communities can encourage others to travel – e.g. Shoreditch, Berlin, Lisbon.
- 3.10 TD outlined some of the recent successes for art in Jersey – Chinese paper cutting exhibition at Town Hall attracted over 5000 visitors and was later shown internationally. The film Beast was filmed in Jersey in 2017 by world class director Michael Pearce.
- 3.11 ArtHouse Jersey want art to be one of the things that draws people to Jersey.
- 3.12 Art allows you to project and define identity.
- 3.13 Key opportunity – 1% spending on culture agreed by States Assembly. Additional £700,000 to the arts in 2020, £3m in 2021 and £5m in 2022. This is a very significant increase to culture budget. We need to make best use of this money and present something which will encourage further private investment.
- 3.14 There needs to be a clear cultural strategy which includes all key stakeholders across arts, heritage etc. Now is the time to achieve the ambitions and embrace the potential that the art scene in Jersey has to offer.

Questions to TD

- 3.15 The Chair agreed that the cultural strategy needs updating. It was previously developed in 2005. The Chair invited questions.
- 3.16 GJ asked about the value of having iconic spaces and buildings to identity. Should art be integrated into the everyday experience? TD responded that content and activities must come before building a space. Arthouse Jersey has previously utilised lots of different spaces but move to Greve De Lecq Barracks has made them more efficient and allowed them to build on their identity. TD acknowledged that while transforming everyday spaces into exhibition space had lots of artistic value, it presents lots of practical challenges. TD believes an updated Culture Strategy must address the building of a purpose-built art space.
- 3.17 JM asked whether there was anything Jersey was missing out on? TD responded that Jersey was a great place to trial ideas and create work for a variety of reasons. We need to build

international partnerships to make the best use of this to encourage artists to create here and promote Jersey artists abroad.

- 3.18 AM spoke about the quality of the collective offer of Jersey. What is the experience when people are here? KB responded that Visit Jersey collected lots of exit data that can inform on this point.
- 3.19 The issue of the ethics of travel in terms of carbon emissions was brought up. It was noted that nothing has been said on this point, but that if addressed in the right way it could open up Jersey to a different type of visitor. KB responded that this was on Visit Jersey's agenda. 'Responsible Tourism' is gaining traction in the industry
- 3.20 AM brought up the weather. We don't make enough use of this. GJ remarked that Visit Jersey's partnerships with bloggers who highlighted Jersey as an off season destination had been very successful. KB responded that there was a need to be careful with what you promised.

4 Presentation by Sir Philip Bailhache on Jersey Identity.

- 4.1 Sir Philip addressed the Board and made the following points:
- 4.2 **Importance of language**
- 4.3 International status can be defined in 3 ways – personality, identity and profile.
- 4.4 Countries recognised by the UN and international community have an international personality – States under international law that can make international agreements.
- 4.5 Nations, parts of countries or legal entities which work internationally e.g. Scotland, OECD, World Bank have an international identity.
- 4.6 Organisations with an international presence e.g. Eurovision or Oxfam have an international profile, an international face.
- 4.7 How does Jersey fit it? Not a profile. The UK would say we have an international identity. Legal advice suggests we have a limited international personality.
- 4.8 Constitutional status – we are an Island, but this is just geography. Australia and Iceland are also Islands. We are a Bailiwick, with the Bailiff as our civic head. Are we a nation? PB provided the OED definition and noted that it clearly described Jersey. A country is the territory of a nation. We are a small nation, or country.
- 4.9 PB discussed the development of the Island Identity Policy Development Board. Suggested that the words chosen are confused. 'Island Identity' suggests geography. 'International Profile' as used in the Government Plan is wrong and potentially damaging. We struggle with the use of 'national', perhaps because of associations with nationalism. IOM has a National Gallery etc. Nation does not have to equate to nationality, i.e. British. Scots and Welsh have British nationality but are definitely nations. PB suggested that the board give serious consideration to the use of words in its report and encourages the use of 'Jersey's National and International Identity' and the cessation of the use of 'International Profile'.
- 4.10 **Social Cohesion**
- 4.11 PB discussed the role of minorities and goal of social cohesion. "If your heart is in Jersey and you intend to remain here, you are entitled to call yourself a Jersey person: you are part of the Jersey nation". A Jersey nation and national identity is necessary to promote inclusion of everyone.
- 4.12 **Constitutional Position**
- 4.13 No written constitution so the words that we use are important. They are evidence of our constitutional relationship with the UK. They matter when we try to assert our autonomy.
- 4.14 **Developing an International Identity**
- 4.15 Work of the Ministry of External Relations is very important – demonstrates that Jersey has a separate national identity through work of London Office, CIBO and BIAN.
- 4.16 **National Identity**

- 4.17 Liberation Day and Remembrance Sunday allow for expression of unity as a community.
- 4.18 Establishing national identity takes time but is worth the effort.
- 4.19 Need to involve Honorary Consuls to bring in migrant community.
- 4.20 Need to invest more in education so that people can be better informed about things like our relationship to the UK and to Europe. This can be done at every age level.

Questions to PB

- 4.21 GJ asked whether there was any language that could be used by everyone to express our identity? PB responded that acknowledging publicly that we are small nation would be very significant.
- 4.22 CS asked about Guernsey and their use of 'nation' compared to Jersey, IOM or Bermuda. He believes the problem is Liberation Day – focus on Britain and the Union Jack. General discussion about the use of the Union Jack in Jersey and other territories, e.g. New Zealand. PB responded that he believes that Liberation Day should be developed as Jersey's National Day. However, it is important that Liberation Day reflect the experience of those who lived through it. He remembers a Liberation Day previously attended by the German Ambassador and highlights the benefits of celebrating with other national groups and suggests this as a way forward.
- 4.23 There was discussion amongst the board about a Jersey National Anthem. PB suggested someone should take it to the States Assembly to settle the matter.
- 4.24 CS asked whether we should have a written constitution. PB responded that he does not think so, prefers current arrangement.
- 4.25 JM asked if there are any practical things we could do to celebrate national identity. PB agreed that we should look to establish some.
- 4.26 TH asked why we play in the Commonwealth Games if we are not members of the Commonwealth. PB responded that we are members, but not an independent member. Jersey plays a role in the Commonwealth e.g. through the CPA. PB lamented that we are excluded from the Olympics when Bermuda and other Caribbean nations can participate.
- 4.27 RL asked why we have never been able to build a National Gallery? PB believes it was unsuccessful previously due to the proposed location in Weighbridge Square. He also notes resistance from some States Members.
- 4.28 The Chair thanked all guest speakers for their contributions. She noted that this was a complex piece of work. The objective is to create an action plan by the end of the year to provide to Government Departments. The guest speakers left with thanks.

5 Island Identity Programme in 2020 – Briefing from PM

- 6.1 Until this point we have collated and received lots of information, opinions etc. We will be working in 2020 to move forward with the process towards two key outputs for 2020. 1) June 2020 – findings report 2) by the end of 2020 – action plan.
- 6.2 PM explained that he felt the board had established some key themes pertaining to identity which can be built on going forward.
- 6.3 Next meeting – an opportunity for the Board to feedback their thoughts and make contributions.

6 AOB

- 7.1 The Chair noted that this was TH's last meeting. She encouraged him to keep in touch and he was thanked for his contribution so far.

The Chair closed the Meeting.

Date of next meeting: 10th February 2020.