



Overview And Scrutiny Committee, Chichester District Council

Summary Report for October 2017 to October 2018

1) Executive Summary

- Visit Chichester advertised for a new Chair of the Board of Visit Chichester during summer 2017. Craig JL Gershater (CJLG) applied and went through a two-step interview process and was appointed from 1st of October, 2017.
- Visit Chichester was effectively 'quiescent' prior to this date. Richard Cole acting as a consultant and Paul Over were as active as possible in keeping the Destination Management Organisation (DMO) operational.
- New agreements had been made prior to 4Q'17 for Visit Chichester to receive a tranche of funding from Chichester District Council (CDC) and Chichester BID in the sum of £50,000 per annum each for five years to enable a 'relaunch' of the DMO to occur and bring in new management to oversee and direct this task.
- CJLG has since taken on the role of Executive Chairman, Richard Cole has become Company Secretary, and a new Senior Management Team (SMT) structure has been created (see Appendix).
- A key objective for Visit Chichester was the preparation of a new Destination Management Plan (DMP) and substantial work in this area is in hand.
- Visit Chichester has recruited a Destination Management Executive (DME) Louise Adlam and she commenced work on 22Oct18. We have established an office in the Novium Museum and are commencing to develop a Marketing Strategy for a digital presence and print representation.
- This report summarises the key developments that have taken place during the period 2017 – 2018.

2) Management Initiatives

- CJLG is a highly experienced business and management consultant with his own company (Cambridge Bioprocess Management Ltd - CBM) operating transnationally for the past ~18 years.
- In addition to providing consultancy to academia (UCL and overseas universities) and tutorial functions (UCL and Cambridge University) in the areas of advanced biotechnology, mathematical modelling and history & philosophy of science, CJLG has also provided expert opinion to the former DTI and Biotechnology & Biological Sciences Research. Pertinent to the Visit Chichester role directly, CJLG is a qualified and prize-winning Institute of Tourist Guiding Blue Badge Tourist Guide and operates as a Tour Manager/Guide throughout the south of England guiding in English and German.

- On appointment to the role of Chair of the Board an assessment was made of the business imperatives that had to be addressed in order to create a new DMO structure capable of defining and delivering on a new Tourism and Visitor Economy paradigm for the Chichester District and BID. To this end the DMO was assessed as a 'client' urgently requiring a degree of highly focussed business development.
- Organisationally the DMO had to be equipped with a new management function and CJLG introduced the concept of an organisational framework (the Organogram, defining a putative Senior Management Team (SMT) eventually to be empowered with overall managerial responsibility for the company 'Visit Chichester'.

At the time of writing the following are Directors of the DMO:

- Craig JL Gershater – Executive Chairman
 - Francis Hobbs - CDC representative
 - Colin Hicks – BID representative
 - Ruth Poyner – Cathedral representative
 - Olaf Gueldner – Goodwood representative
 - Stephen Finlay – now with Northern Ireland Tourism
- and,
- Richard Cole – Company Secretary
 - Cursory judgement of the current Board structure indicates we may require two additional Directors more especially from the private sector.
 - Underlying issues of concern include that there were (and are) numerous issues related to the apparently previously moribund DMO function including varying degrees of reputational damage accruing to the name of the organisation particularly away from the City Centre. The following section outlines key remedial action and outcomes pertaining to the above.

3) Operational

- Visit Chichester was provided with Service Level Agreements (SLA) by both CDC and Chichester BID – these defined the key objectives and performance criteria of the DMO during the period 2017 to 2018.
- One of the issues of immediate concern that these requirements had not been the subject of intense negotiations prior to CJLG engagement so acceptance of these objectives was against a background of limited knowledge of the circumstances surrounding the previous DMO management structure.
- In common practice with many CBM clients over many years the two sets of SLA objectives were rewritten into a single Management by Objective (MBO) document reflecting directly the requirements of these SLAs but also providing a performance criteria framework of SLA-related quantifiable 'Measures of Success' (MoS) that would be the basis for future business planning (thus

attempting to avoid the problems inherent in 'a servant with two masters'). An operational performance matrix has been prepared and is included in this report (see Appendix).

4) Reporting

- To facilitate oversight of Visit Chichester work CJLG instigated a regular reporting structure defined as Management Status File Notes (File Notes since they do not constitute formal reports) which are reviewed on an approximately quarterly basis:

Reference:

- VisitChiFileNoteStatus10Feb18.docx
- VisitChiFileNoteStatus15May18.docx
- VisitChiFileNoteStatus12Sep18.docx

Main points arising:

10Feb18 File Note:

- SLA: CDC-SLA was reformatted and signed off.
- SLA: BID – main issue arising that BID levy money had a ceiling specified for 'staff costs' which could not exceed 20% and this was recognised that funding allocation will seek to ensure that this limit is not breached. The other main issue arising for BID was that any 'Commercial Plan' (in Visit Chichester terms the DMP/putative Business Plan) must maximise representation on the Board of private sector interests (see above).
- Draft MBOs have been prepared and these form the basis of monitoring of performance with Visit Chichester.
- Go To Places (GTP): CJLG undertook a wide-ranging review of available expertise to assist in the generation of future plans and actions and identified a Destination Management Services group 'Go To Places' (GTP) operating out of Canterbury.
- GTP run Visit Kent and Visit Herts and these organisations have impressive tourism statistics – Visit Kent: (2015) 60m visitors, tourism value of ~£3.6m and 72k jobs; Visit Herts: 25m visitors, tourism value £2.1bn, ~38k jobs.
- GTP were invited to present to the Visit Chichester Board.
- Visit Chichester guide 2018: an important objective on appointment was to complete a paper Guide for the District ready for a 'Leaflet Exchange' on 07Mar18 – this was accomplished in a matter of a few weeks over Christmas.
- SMT: on appointment it soon became apparent that the managerial structure of Visit Chichester was virtually non-existent so role of Chair of the Board was changed by agreement of the Board to 'Executive Chairman' to facilitate rapid decision making. Board agreed to the formation of an SMT.
- Visit Chichester website: it had become clear that the website had become unfit for purpose and urgent remedial action was identified carried out by Oyster our web hosts based in Emsworth.
- Office space was identified at the Novium Museum
- Visit Chichester was represented by CJLG on numerous community engagement committees/meetings as part of the process of attempting to re-establish the Visit Chichester presence.

15May18 File Note:

- DMP: final quote received following extensive negotiations on the purpose of the exercise – critical issue emerged as to how the work should be funded and whether additional funding should be sought or whether an alternative funding model should be examined – baseline costs of £25k.
- Visit Chichester guide was produced with an altered format and content – money saved by CJLG writing the ‘copy’.
- Newly formed panel ‘Digital Review Panel’ (DRP) was formed to review Visit Chichester’s ‘digital presence’ – decision taken to retain the relationship with Oyster and that urgent remedial action on the website was initiated.
- The nature of a full-time employee was actively discussed and since the role of ‘CEO’ (SLA requirement) had been taken by CJLG (effective 01Jun18) there was scope to employ expertise in an area of urgent need and decision taken to actively recruit a ‘Marketing Officer’ with highly developed digital skills.
- Fund-raising: a number of options under consideration including Tourism Award Dinners – suitable sponsors to be identified.
- Public Engagement extended to include Rolls Royce, Gillian Keegan, West Dean College, Chichester University, Fontwell and Chichester Festival Theatre – generally they provided welcome support for a ‘relaunch’ of Visit Chichester.
- Legal obligations under GPDR, tax liabilities, and budget control comprehensively addressed (RC).
- Initiative to collect ‘Chichester Stories’ launched and key individuals who can co-ordinate the collection and production identified – to act as resource in future marketing initiatives.
- The ‘Chichester App’ this suggestion received (FH) and held under review.
- The Chichester Forum as a placeholder for future investigation of conferencing in our region under initial study.
- Initial suggestions for various branding options under active consideration.

12Sep18 File Note:

- DMP work commenced in August.
- DMP Steering Group with representatives of leading Visitor Attractions and Stakeholders to be formed.
- DMP workshops held in three locations in Midhurst, Chichester city, and Selsey – Steering Group to meet in November to review the data and findings..
- Chichester Guide 2019 has been planned and advertisement space is being actively sold. Format for the 2019 Guide is changing to A4 format and content will alter to reflect more of a travel magazine style.
- Newly formed Marketing Panel (formerly DRP) decided on the recruitment of a Digital Marketing Executive (DME) – an interview process was undertaken with ~24 applicants and Louise Adlam has been appointed, an honours graduate marketing professional with extensive experience in tourism.
- **Digital presence:** updated statistics available:
 - Website: 23k hits since January
 - Top city locations for website users: London (7k), Brighton (1.5k), Chichester (1.2k), Portsmouth (1k).
 - ‘Where to stay’: ~4.5k per month,
 - Attractions: ~12.5k per month,

- Shopping: ~5.2K per month
- Eat & drink: ~2.8k per month
- Top Landing Page: 'Events'. Site traffic up 3-fold since January
- Social Media:
- Facebook ~600 followers
- Twitter ~6k followers
- Instagram ~1k followers
- Novium office: Visit Chichester moved in in Oct'18.
- Outline Performance Matrix – produced – see Appendix below.

5) Financial summary

- Projected income for 2018/19 £138,300 - of which £100,000 is SLA income
- The Directors aim for a small surplus by 31 March 2019
- Additional funding streams under active consideration/review.

6) Key activities in-hand/planned

- **Destination Management Plan:** generation of the DMP with GTP is approximately half way complete. Following a period of comprehensive research including a 'deep dive' of existing data, three stakeholder workshops and numerous 1-to-1 interviews with key stakeholders, the Steering Group is about to meet (07Nov18). An 'action-planning' phase will now commence.
- The intention has been from the onset of this work to generate a DMP that would explicitly describe what the deliverables would be for tourism and the Visitor Economy in the region defined by Chichester District.
- The DMP exercise has provided some base-line data for tourism in the Visit Chichester 'region' these data include the following metrics (for 2015):
 - Total Visitors: ~6.1m
 - Total economic value: ~£411m
 - Total employment related to tourism: ~8k
 - Total number of day trips: ~5.5m
 - Total number of overnight trips: ~600k
 - Other observations:
 - Day trips accounted for ~90% of all tourism trips.
 - International visitors represent ~21% of total number of overnight trips but ~43% of total expenditure on tourism.
- Other issues dealing with visitor sectors coming to the 'region', seasonality, accommodation availability and visitor attraction 'pull' will be all addressed by the completed DMP.
- Overall the intention is to use these DMP data and findings to provide for a focussed **Business Plan** to present to our funders and stakeholders during 1Q'19 with suggested targets, objectives, measures of success, timelines, dependencies, and potentially an approach to critical path analysis by which investment may be directed to obtaining a significant improvement in the overall Visitor Economy for Chichester District and the city (covered by BID).

- **Marketing Strategy:** Part of the outcome of the DMP/Business Plan exercise will be to identify key actions that will enhance the 'offer' of Visit Chichester and make our 'region' increasingly recognised for the outstanding experiential tourism offer available here.
- **Branding:** Visit Chichester will seek to provide direction with various branding initiatives currently under consideration. Opportunities to create a coherent message will be actively investigated.
- **Public Relations:** Our newly appointed DME has expertise in this area and will be liaising with PR consultants to ensure Visit Chichester becomes recognised as representing tourism in our 'region'.

7) Conclusion

- Visit Chichester is undergoing a Change Management event.
- In some respects the work undertaken so far conforms to Kurt Lewin's (1947)* three stage transformation paradigm sometimes summarised as "Unfreezing => Learning => Internalising".
- The past year has seen the first stage engaged dealing with 'survival anxiety' and 'motivation with a positive vision'.
- Through the engagement of the DMP work the second stage of 'Learning' has commenced. This entails providing clear goals and allowing freedom (autonomy) to reach those goals – the support from CDC and BID has promoted this activity.
- The last stage of 'Internalising' identifies the positive change steps required (including recruitment) and establishing the organisational systems to successfully complete the change management. This work will then help define the objectives for 2019 and beyond.

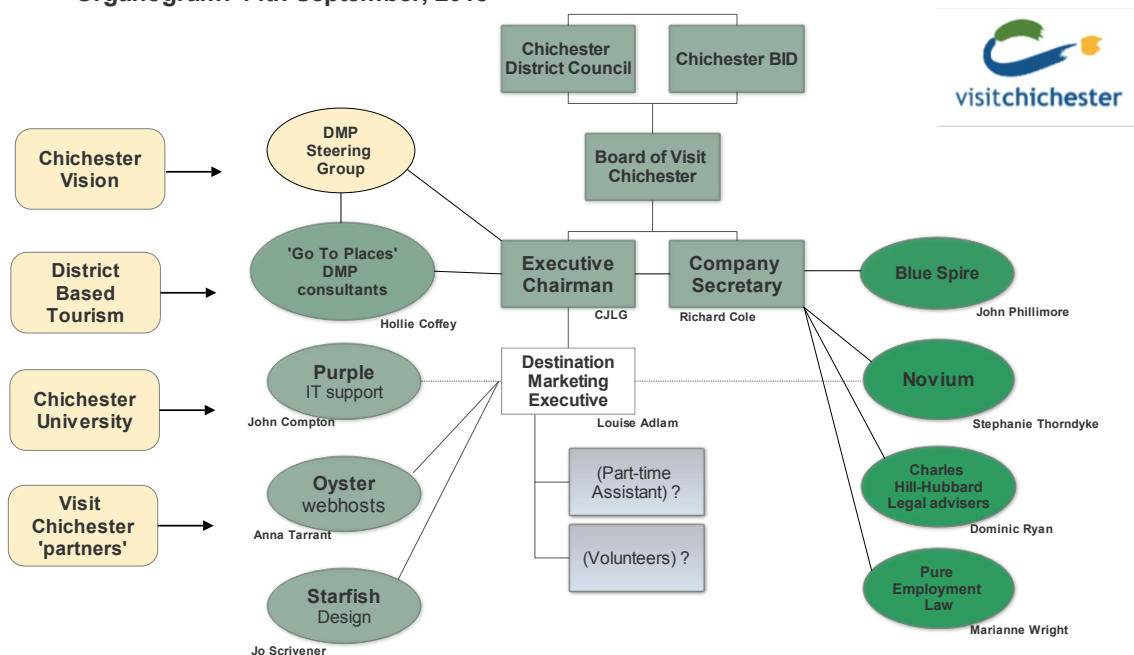
* Ref: Schein EH, (2010), 'Organisational Culture and Leadership' 4th ed, San Francisco, CA, Wiley.

Craig J.L. Gershater M.I.T.G., M.R.S.B., C.Biol., B.A., M.Sc.
 Executive Chairman
 Visit Chichester
 30th October, 2018

Appendix

Visit Chichester Organogram

Destination Management Organisation
Organogram: 14th September, 2018



Outline Performance Matrix (as of 18Sep18)

MBO	CDC SLA	BID SLA	Outcomes	Approximate % complete
MBO 1 Restructure the DMO	1 Appt of Chair and Board members	5.3f(?) Strategic lead of DMP		
MoS 1.1 Board regen	1.1 New Chair		Executive Chairman appointed	100%
	1.2 Refresh the Board		-FH appointed -CH appointed -Blue Spire obs -Hill-Hubbard engaged -Pure Employment Law engaged	~75%
MoS 1.2 Infrastructure			Permanent office identified – moving date established	~75%
MBO 2 Senior Management Structure	2 Recruitment of Executive Team			
MoS 2.1 Tourism Marketing Officer	1) Chief Executive		MBO: DME recruited SLA: Executive Chairman recruited	~100%

MoS 2.2 SMT and expertise	2) Executive Team and expertise		MBO & SLA: -GTP identified and engaged. -Accountancy expertise engaged -Legal expertise engaged -HR expertise engaged -Web support engaged -IT support engaged	~100%
MoS 2.3 ID job prospects			DMP model for employment part of remit	<25%
MoS 2.4 Year-round tourism			DMP to address 'shoulder periods'	<25%
MoS 2.5 Exploit inward investment			Initial ideas for fund-raising and attractions presented	~25%
MoS 2.6 New Leaflet Exchange			Under consideration	<25%
MBO 3 Strategic Review of Visitor Economy MoS 3.1 a new DMP	3.1 Prepare a new DMP - Functions and funding strategy -Brand -Chi District as a tourism entity -Tasks for VisitChi and stakeholders -Grow value of tourism -Provide strategic objectives and Measures of success 3.2 Consult with CDC on year 2 to 5 objectives	5.3f(?) Strategic lead of DMP	MBO 3.1.1 ID opportunities, and key metrics MBO 3.1.2 Key requirements SLA/BID ID'd MBO 3.1.3 DMP 'Business Plan' MBO 3.1.4 'slipsteam' targets	~50% ~25% <25% <25%
MoS 3.2 Re-launch VisitChi			Subject to DMP launch and PR activity	<25%
MoS 3.3 Review			Appt of DME to address	<25%

Marketing presence				
MBO 4 Governance Arrangements	4 Review of Governance Arrangements		Organogram introduced and circulated	~100%
MoS 4.1 Articles of Association	1 Governance documents fit for purpose		Company Secretary has complied as required	~100%
MoS 4.2 Board composition			Under constant review – BID Chair now a VisitChi Director	~75%
MoS 4.3 SLA metrics			As per this 'Performance Matrix'	~75%
MoS 4.4 Financial Services Contract			-Blue Spire engaged + Board advisor appointed.	~100%
MoS 4.5 Regulatory activity			-VisitChi GDPR compliant	~75%
MBO 5 Tourism Networking Events	5 Tourism Networking Events			
MoS 5.1 ID Collaborators Sponsors	1 Effective communications		MBO/SLA: Guide produced, 2019 Guide in planning	~75%
MoS 5.2 Stakeholder event(s)	2 Attend 2 networking events		MBO: -Leaflet Exchange. -University Open Day attended -STOMP roll-out -Numerous Vision mtgs SLA: as above and, -NEC Group Travel show -London: Tourism after Brexit	~75%
		BID engagement	TBA	