**Brief and request for Proposal to prepare a**

**Tourism Plan for xxx**

**Quotation number: xxx**

**Submission deadline: Time and date**

**Issued by: Organisation**

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# 1.0 Background

## 1.1 The area

Brief description about the area, including location, size of area, proximity to major regional centres, population size, major economic activity drivers

Figure 1: Map of study area, ideally shading the area that the DMP is to apply to

## 1.2 Tourism in the area

Brief paragraph of tourism stats for the area, such as its economic position relative to other industries, growth rate, economic contribution to local economy etc

Brief paragraph profiling the main markets that the area receives, such as the major reasons why they come, where they come from, means of transport etc. Highlight target markets if known.

Brief paragraph explaining the brand in use for destination management, acknowledging its attributes and whether it applies to tourism only, or wider economy.

Brief paragraph profiling the major products on offer, ideally highlighting what differentiates the region

## 1.3 Tourism management in the area

Brief paragraph identifying the organisations responsible tourism management (typically Regional Tourism Organisation, local government, and the Local Tourism Organisation), and identifying the roles of each.

Brief paragraph explaining what plans are currently in place to assist with tourism management (if there is an existing tourism plan for the local area, provide a link to it).

# 2. Requirements of Consultant

## 2.1 Objectives for a Tourism Plan

Destination management is designed to guide sustainable growth and help ensure the viability of the tourism industry, enabling it to become resilient to external shocks and changes in a dynamic and competitive market. Successful plans involve key stakeholders and relevant members of the community. The The objectives of this Destination Management Plan are:

1. Wherever possible, utilise the approach and tools proposed in the Guide to Best Practice Destination Management, produced by the Australian Regional Tourism (ART) as at www.artn.com.au/destinationmanagement.
2. Conduct a situation analysis of the existing tourism environment, articulating the current visitor markets and their perceptions of the region, the area’s competitive advantages and lead products and experiences that provide these, an evaluation of the effectiveness of current marketing, a review of how tourism management is undertaken and what is limiting its effectiveness
3. From the situation analysis, identify a concise set of strategic issues and opportunities for the DMP to respond to
4. Establish an overarching strategic Tourism / Destination Management Framework that encapsulates the key platforms for the destination management plan, such as vision, brand articulation, target markets
5. Identify strategies to direct the sustainable growth of tourism in the local area
6. Develop an Implementation Action Plan that provides specific, tangible actions to deliver the strategic directions

## 2.2 Proposed Approach

It is recommended to structure the development of the Destination Plan into three Phases:

Phase 1 – Situation Analysis

Phase 2 – Strategic issues, opportunities and directions

Phase 3 – Tourism Plan

### Phase 1 – Situation analysis

1a) Project inception meeting with the client / Steering Group / Project Control Group, face to face or by video conference

1b) Review available planning documents relating to destination management in the local area, such as existing Tourism / Destination Management Plan, Marketing Plan, Local government plans (Community Plan, Economic Development Plan, Infrastructure Development Plans, Heritage Management Plans, Development Control Plans / Zoning controlling tourism developments etc), Regional Tourism Plans, brand strategy etc

1c) Review available visitor data, forecasts and visitor research, such as NVS, IVS, local data, STA data, major attraction data, event visitation data and individual research reports addressing visitor satisfaction and unmet needs, or profiling visitors at a specific key attraction particular places

1d) Review existing marketing campaigns and collateral (print, digital, social media activity etc)

1e) One on one stakeholder / community consultation to explore issues and opportunities

1f) Visits to strategically existing products and experiences that are key drivers to attracting the target markets, to assess match with target market needs

1g) Stakeholder workshop(s) to develop or refine a vision for tourism, develop a SWOT, validate emerging impressions, target markets and strategic issues, and explore potential strategic responses

Task 1a) can be a preliminary site visit or if limited budget, a teleconference or videoconference. Tasks 1e to 1g are typically part of a site visit.

### Phase 2 – Strategic issues, opportunities and directions

2a) Document a tourism product and experience gap analysis for the local area, based on the unmet needs of the target markets, and identify relative degree of gap for each unmet need.

2b) Prepare Draft Situation Analysis Report that concisely summarises:

* In table format, the status of the existing Destination Management Plan (or nearest equivalent), highlighting status of the actions within the Implementation Plan (not started, in progress, completed) and providing comment on whether incomplete actions should be considered in the next Destination Management Plan
* In table format, a summary of the leading planning documents influencing tourism, highlighting what they contain that is assisting (or hampering) sustainable tourism growth
* In table format the main organisations influencing tourism in the local area, and what role(s) they are playing, and what issues they are encountering to perform these roles
* In table format, a summary of the available information about visitors to the local area, who collects it and how often it is collected
* Status of the current visitor market, focussing on critical data needed to later explain issues and opportunities, and highlighting unmet needs
* Outline of the current brand used by tourism, and its obvious applications to positioning, promotion and product development, and in table format, the match between the brand and the lead experiences best demonstrating it
* Outline of the competitive advantages of the local area, the lead products and experiences attracting visitors and deepening their yield
* SWOT Analysis of the destination, including implications of each point
* Analysis of tourist generating events in the local area, evaluating in table format elements such as their match with the target market needs, match with the destination brand, approximate tourist visitation generated and approximate economic impact
* Key tourism infrastructure audit, identifying their strategic role in the tourism environment and any issues and opportunities with their operation and maintenance
* Conduct primary research with target markets to gather more critical information about them, such as their satisfaction with various lead products, any unmet needs and their likelihood to return
* Conduct tourism forecasts (visitation numbers, source) with no change to the current situation, and the subsequent economic impact of tourism to the local economy of infrastructure required to support the future vision.
* Conduct a competitor analysis of local areas that the target markets are likely to be visiting instead, to determine what elements that they have that could be introduced or countered to increase the competiveness of the local study area
* Develop a set of strategic issues arising from the above sections, outlining what implications each issue generates for sustainable tourism growth

2c) Steering Committee / Project Control Group review Draft Situation Analysis Report and prepare feedback suggesting any critical amendments needed prior to wider stakeholder review

2d) Revision of Draft Situation Analysis to Consultation Draft

2e) Distribution of Situation Analysis to tourism stakeholders

2f) Stakeholder workshop(s) to present and discuss the Situation Analysis, prioritise the issues and prepare strategic responses to them

2g) Steering Committee / Project Control Group meeting to discuss results of workshops, and agree on strategic directions and their prioritisation

### Phase 3 – Tourism Management Plan

3a) Prepare Preliminary Draft Tourism / Destination Management Plan, which could be structured as:

1. Introduction, covering purpose of the DMP, timeframe that it is to cover, responsibility for implementation, summary of approach and consultation used, and for the Draft Report, how to provide feedback
2. Framework (Vision, objectives, brand, target market)
3. Situation Analysis (summary of the Situation Analysis Report, taking into account key consultation feedback and finishing with the agreed strategic issues and opportunities
4. Strategic directions (potentially covering any of the following: market research, brand, target markets, competitive advantages, product, experiences, positioning, promotion and distribution, industry management and leadership)
5. Implementation Plan, in table format, structuring sets of actions under each of the strategic directions, and allocating a timeframe and responsibility for each action
6. Forecast subsequent visitation over the next five years and economic impact resulting from full implementation of DMP (result of increased day trippers and increased nights at standard tourism industry index)
7. Monitoring and Evaluation System, such as key performance indicators and desired targets for each

3b) Steering Committee / Project Control Group review Preliminary Draft Destination Management Plan and prepare feedback suggesting any critical amendments needed prior to wider stakeholder review

3c) Revision of Tourism Plan to Draft

3d) Distribution of Tourism Plan to tourism stakeholders

3e) Stakeholder workshop(s) to present and discuss the Draft Tourism Plan, and gain feedback on how to refine it to maximise its successful implementation

3f) Steering Committee / Project Control Group meeting to discuss results of workshops, and agree on amendments to finalise the Tourism Plan

3h) Revise the Tourism Plan to reflect agreed amendments, and send to client for approval

## 

## 2.3 Potential stakeholders for consultation

* Local government staff directly involved in tourism (eg. tourism planning, tourism management, event management, tourism attraction operations, tourism marketing and visitor information)
* Local government staff indirectly involved in tourism (eg. local government planning (covering DCP’s, Zoning, planning of infrastructure, economic development
* Local government Councillors
* Regional Tourism Organisation
* Local Tourism Association
* Leading tourism operators
* Relevant State Tourism Organisation representative(s)
* Leading community groups with interest involvement in tourism

# 5. Timeline, budget and payment schedule

## 5.1 Timeline

The project must be completed no more than four months after commencement.

## 5.2 Budget

The budget for this project is between $50,000 and $70,000 exc gst. Budget proposals will be assessed on value for money, not the lowest price.

Proposals may choose to offer optional value adding tasks up to $20,000 excl gst.

## 5.3 Payment schedule

A payment schedule is to be prepared that bills at the end of each phase, with amounts commensurate with the work and expenses undertaken. Payments will be made on satisfaction that the allocated task/s are completed.

# Project management and governance

The day to day contact for the Project will be

Name and position

Oganisation

Phone

Email

This person will also be responsible for fielding any questions of clarification during the tendering phase.

The project will be overseen by a Steering Group. The Steering Group will consist of members local government and the tourism industry.

The project consultant will be accountable to the Steering Group and will contact the Steering Group chair in the first instance.

# Submissions

## 8.1 Selection process

It is essential that proponents:

* Are already listed by the Australian Regional Tourism as preferred consultants to prepare Destination Management Plans in accordance with The guide to best practice Destination Management
* Are current members of the Australian Regional Tourism

Submissions will then be assessed against the following criteria:

40% Relevant and recent experience in preparing Destination Management Plans for Australian regions

10% Understanding of the local area tourism environment

20% Understanding of the Brief, as explained by the consultant and interpreted into an Approach

30% Value for money, meaning the extent and comprehensiveness of the Approach in responding to the Brief and addressing typical challenges in preparing Destination Management

## 8.2 Deadline and delivery of submissions

Proposals are required to be be submitted by time and date.

Tenderers will be advised of the outcome of the tendering process time and date. The project will commence in one to two weeks after this date.

Submissions are to be emailed to:

Name and position

Oganisation

Phone

Email

Offers are not to be submitted by facsimile.

## Offer validity period

The Offer Validity Period is for a period of three (3) months.