Brief and request for Proposal to prepare a

Cultural Tourism and Economic Development Plan for Brewarrina Shire

Quotation number: CTEDP-19

Submission deadline: 25th March 2019, 4pm

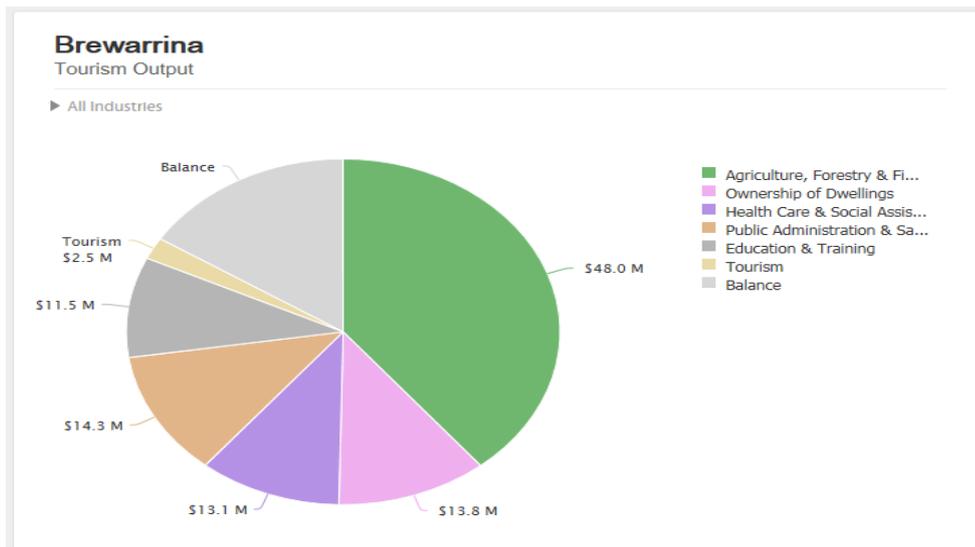**Issued by: Brewarrina Shire Council**

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1.0   Background

1.1   The area

The Shire of Brewarrina is located in the Outback region of NSW along the banks of the Barwon and Darling Rivers and is home to the peoples of *Ngemba, Ualarai, Murrawarri, Gamilaroi*, *Baranbinja, Koama, Weliwan, Kula and Baarkinji Nations.* It borders the state line with Queensland in the north, and is surrounded by the local government areas of Walgett, Warren, Bogan and Bourke. The nearest major population and regional centre is the city of Dubbo, approximately 400 kms south-east of Brewarrina Town.

The estimated population of Brewarrina Shire in 2016 was 1651 persons, and of this 61.5% Aboriginal people (based on the 2016 census). The population of the Brewarrina Township represents about 69% of the total population of the Brewarrina Shire Local Government Area of 19,188 km². There are four other smaller villages within the Brewarrina Shire; the largest is the Village of Goodooga which is Situated in the north-east of the shire with a population of approx. 247 (2016). Not far from Goodooga on the north-east border of the shire is the Village of New Angledool, with an estimated population of 58 (2016). A further community of 77 persons (2016) lives at Weilmoringle in the north-west of the shire, whilst a small settlement of between 40 (2016) persons live at the village of Gongolgon 45km south of Brewarrina and there is an estimated population of 400 persons living on rural properties (ABS source).

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

1.2 Tourism in the area

The small population of the Shire is also reflected in the size of the local economy, which is dominated by Agriculture, Real-estate (Rentals/Hire), Public Administrations, Health Care, Education & Training and Tourism.https://www.economyprofile.com.au/regionaldevelopmentorana/industries/output

Brewarrina
Tourism Output

▶ All Industries

Legend:
- Agriculture, Forestry & Fi...
- Ownership of Dwellings
- Health Care & Social Assis...
- Public Administration & Sa...
- Education & Training
- Tourism
- Balance

Pie chart values:
- Agriculture, Forestry & Fi...: $48.0 M
- Ownership of Dwellings: $13.8 M
- Health Care & Social Assis...: $13.1 M
- Public Administration & Sa...: $14.3 M
- Education & Training: $11.5 M
- Tourism: $2.5 M
- Balance

Tourism - an amalgam of activities across various industry sectors such as retail, accommodation, cafes & restaurants, cultural & recreational services. The tourism industry sector services the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited. Source: Australian Bureau of Statistics National Accounts Tourism Satellite Account. Output - represents the gross revenue generated by businesses/organisations in each of the industry sectors in a defined region. Gross revenue is also referred to as total sales or total income.https://www.economyprofile.com.au/regionaldevelopmentorana/tourism/output#pie-chart

Brewarrina shire council visitor information centre statistics below-
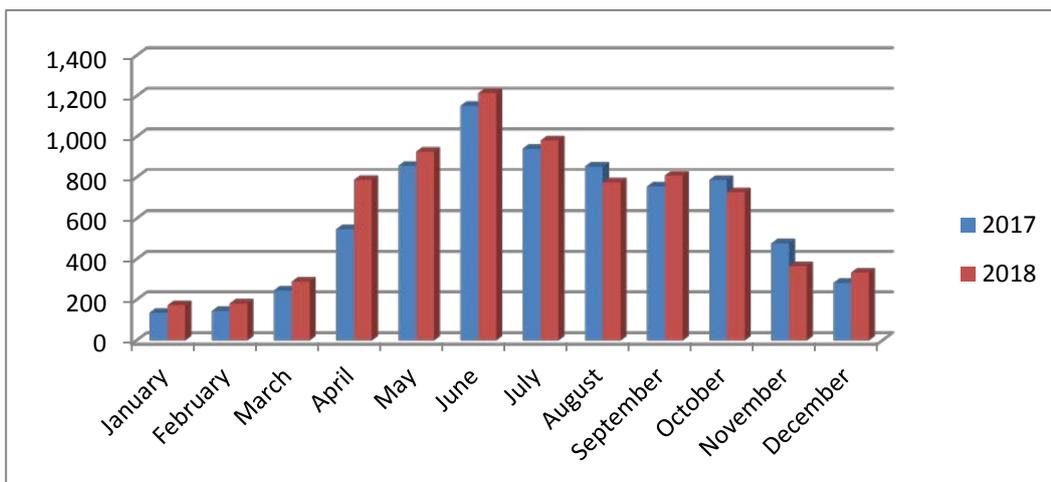
Brewarrina Shire councils Visitor information centre recorded visitor numbers for 2017 totalling 7187, and

2018- 7570, most of these visitors where elderly travellers with caravans; however this information is not recorded.

There is a clear pattern of activity in the graph above associated with our cooler climate (April to September) and events around April. We are geographically positioned between two larger towns i.e. Lightning Ridge and Bourke which are dominating due to a higher population, infrastructure and industry.

Being in between these "go to places" means many of our visitors are traveling through, however, the main attraction for Brewarrina is our heritage listed Baiame's Ngunnhu (Aboriginal Fish Traps) https://www.environment.gov.au/heritage/places/national/brewarrina. Tours are run at hock during the week by the Brewarrina aboriginal Cultural museum trust, which are in the early stages of development.

The current branding locally is "Stop a while you'll be surprised" which is displayed on our current signs 50km out of town, prior to entry to town (looking at changing it). There are no specific products with the branding apart from "Brewarrina" label.

1.3   Tourism management in the area

Brewarrina Shire council is a part of;

- Darling River Run, which is an joint initiative between national parks and serval councils
  https://darlingriverrun.net.au
- The Kamilaroi Highway is marketed as a touring route by the Kamilaroi Highway Marketing Group (KHMG), an alliance of the six Councils along the route. The Marketing Group is seeking to build the Kamilaroi into one of the 'must do' journeys in NSW. This requires investment in product, infrastructure and market development, coupled with effective marketing and promotion. The group has a DMP but it has not yet been publicised.
- Western Plains Reginal economic development strategy
  https://www.dpc.nsw.gov.au/assets/REDS/4d726310b4/Western-Plains-REDS.pdf
  https://www.dpc.nsw.gov.au/assets/REDS/cab3f03c73/Western-Plains-Supporting-Analysis.pdf
- Brewarrina Aboriginal Cultural Museum – new developed local organisation, operator.
- DNSW- Country and Outback

2.   Requirements of Consultant

2.1   Objectives for a Tourism Plan

Tourism or 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 objectives of this Tourism Plan are:

1. Where 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
7. Conduct a Feasibility Study into the viability of establishing a motel facility in Brewarrina with sufficient capacity to accommodate the current and future needs of visitors to the area. The Feasibility Study will explore the current and anticipated demand for additional motel and accommodation facilities, consult with existing and potential business owners currently operating similar faculties and/or capable of developing such a facility. Identify potential sites, size and type of development and any potential commercial partners.
8. Preparation of a detailed business case including market analysis, construction estimates, operating plan and full cost benefit analysis.

9.   Identify potential grant or other source funding that can be utilised to enable Council or businesses to implement such developments.

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 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
- 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 (note that if the budget and / or timeline is limited, this task could be reduced to the client project manager)

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 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

2c) Steering Committee / Project Control Group review Preliminary Draft Destination Management Plan and prepare feedback suggesting any critical amendments needed prior to wider stakeholder review (note that if the budget and / or timeline is limited, this task could be reduced to the client project manager)

2d) Revision of Tourism Plan to Draft

2e) Distribution of Tourism Plan to tourism stakeholders

2f) Stakeholder workshop(s) to present and discuss the Draft Tourism Plan, and gain feedback on how to refine it to maximise its successful implementation

2g)   Steering Committee / Project Control Group meeting to discuss results of workshops, and agree on amendments to finalise the Tourism Plan

2h)   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

3.   Timeline, budget and payment schedule

3.1   Timeline

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

3.2   Budget

The budget for this project is between $30,000 and $50,000 exc gst. Budget proposals will be assessed on value for money, not the lowest price.

3.3   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.

4.   Project management and governance

The day to day contact for the Project will be

Name and position: Jen Shearer, Community Services Manager

Organisation: Brewarrina Shire Council

Phone: 02 68 305 123

Email: csm@brewarrina.nsw.gov.au

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 Community Services manager and the Steering Group, and will contact the Community services manager and steering group throughout the process.

5.   Submissions

5.1   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

5.2   Deadline and delivery of submissions

Proposals are required to be submitted by Friday 25th March 2019 4pm.

Tenderers will be advised of the outcome of the tendering process 26th March 2019 @ 12pm. The project will commence in one to two weeks after this date.

Submissions are to be emailed to: Tender@brewarrina.nsw.gov.au , Marked confidential

Offers are not to be submitted by facsimile.

5.3   Offer validity period

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