

Herefordshire County Local Visitor Economic Partnership
Herefordshire County Destination Management Plan Tender Specification

Date of Issue: April 2024

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Introduction

Herefordshire County visitor economy has the potential for significant growth, with £637m spend generated by tourism in 2022. Our abundance of cultural offerings, the energy of independent businesses and the preservation of some of the county's oldest traditions all add to our vibrancy and distinctiveness. Our two National Landscapes, proud heritage and network of award-winning places to eat, stay and visit, create a powerful combination, ensuring our place has all the ingredients to become an outstanding visitor destination and a welcoming place to do business, to invest, to live and to study. As a newly accredited Local Visitor Economy Partnership (LVEP), we now have the opportunity to enhance and develop our inspiring vision for our County.

Background

The main tourism centres of the region are the Market Towns of Bromyard, Kington, Leominster, Ledbury, Ross-on-Wye and Hereford City Centre. Other places in the County that attract significant numbers of visitors include the River Wye, Golden Valley and Symonds Yat.

The County's most recent Visitor Economy Strategy was written in 2020, the report was commissioned to support and create a strategy to strengthen the visitor economy within the County and aid recovery from Covid-19. The report outlined the establishment of the Herefordshire County Business Improvement District.

Our 2022 economic impact assessment indicates that 7,489 FTE are employed within the Herefordshire County visitor economy and the it was worth £637m. The numbers are below pre-pandemic levels and there remain fragilities within the sector, which has reduced reserves, a difficult economic operational environment and challenges to recruitment and retention of employees due to the rural nature of many of the businesses. There is a need for continual adaptation and innovation within the sector.

With an enhanced approach and delivery via the Destination BID, alongside our LVEP accreditation and destination marketing and PR activity, the County is in the position to address some of these challenges. We will be consolidating our activity, growing our reputation as a quality visitor destination, appealing to new audiences and contributing to our wider regional economy.

Governance & Structures

In April 2024, VisitEngland approved Herefordshire County BID Ltd.'s LVEP application. The Visit Herefordshire LVEP provides an important opportunity to work across the County to promote the visitor economy sector and our wider tourism offer. The new programme and national accreditation structure have been designed to enable and deliver closer collaboration between VisitEngland and destinations who are well integrated, and deliver strong local leadership through public-private sector governance.

The role of the Visit Herefordshire LVEP is to provide the strategic leadership and oversight to destination management and marketing activities. As part of this we aim to:

- Strengthen public-private sector partnership arrangements to provide leadership and management of the destination.
- Develop a long-term marketing strategy to promote the County at regional, national and international levels, raising visibility, visitor attraction and driving tourism growth.
- Maximise the contribution of the Visitor Economy to wider placemaking, levelling up and economic growth.
- Help shape and deliver national strategy and activities through enhanced strategic relationships with VisitEngland and wider government partners.

The Herefordshire County BID Board is comprised of sector specialists and will oversee the development and delivery of the region's Destination Management Plan.

The Brief

Consultancy support is required to lead the development of a new Destination Management Plan for Herefordshire that includes an Action Plan and Marketing Strategy for the destination covering the period 2025 – 2035. Our Destination Management Plan needs to outline a clear vision, bring together key stakeholders and articulate their roles, alongside identifying clear destination management actions, establishing the priorities for long-term strategy for inclusive and ethical growth, as well as supporting the County's ongoing ambitions to play a full and active role, to be a proactive and ambitious LVEP.

The changes in the current national tourism landscape will allow Visit Herefordshire LVEP to re-imagine the contribution the sector makes to the wider place-making economy, shaping a new collective future direction for the sector. Embedded in the wider regions policies and strategy, it will provide VisitEngland a platform to strengthen the case to secure additional funding and identify key projects to support our continued growth.

This will be delivered by rationalising the range of existing and potential programmes being developed across the County into a coherent plan of action, strengthening our linkages into other sectors including: culture, creative, transport, planning, environmental services and digital.

The main areas of focus will be: -

1. Review of overall Herefordshire tourism offer and define the destinations distinctive strengths
2. Review of data, research and insights to create baselines and targets for growth
3. Presentation of the destination's main challenges and opportunities
4. Clarity on short-term and long-term priorities for the destination, to include initiatives relating to skills and careers, and business support
5. Assessment of national guidance on sustainability and accessibility and areas of focus for Herefordshire
6. Defining our priority markets and outline a Marketing Strategy

In addition to the Destination Management Plan, we would like an additional piece of work to help articulate the positioning of the Local Visitor Economy Partnership. As part of this we would like to develop a clear LVEP mission, vision and values. The strategy will need to be aligned with Herefordshire Council's Economic Plan 2050 and the Herefordshire Cultural Partnership's cultural investment strategy. The consultant team will work alongside the Herefordshire County BID Ltd as the lead partner in delivering the Visit Herefordshire LVEP and the Destination Management Plan Working Group. The Destination Management Plan will need to take into account the existing structures within Herefordshire and future options for delivery to ensure they create joined up

strategic thinking and development and management of the local visitor economy across the public and private sectors.

Timeline & Milestones

Below are the high-level indicative timelines in which this project will be delivered. Project procurement, award and initiation will need to be progressed within an acute timeframe. In order to provide bidders with key milestones, the timeline below indicates the response time and proposed timescales for the award:

| Milestone | | | | | | | | | |
|--|----------|--------|---------|---------|--------|--------------|--------|--------|--------|
| Project Specification Issued | April 24 | | | | | | | | |
| Submissions/ Tenders received | | May 24 | | | | | | | |
| Written submission evaluation and Award | | | June 24 | | | | | | |
| Inception meeting | | | | July 24 | | | | | |
| Partner & Stakeholder Consultation/Document Review | | | | | Aug 24 | | | | |
| Initial Findings & Priority Setting | | | | | Aug 24 | | | | |
| Strategy Development & Action Planning | | | | | | Sep / Oct 24 | | | |
| Strategy First Draft | | | | | | | Nov 24 | | |
| Strategy Second Draft | | | | | | | | Dec 24 | |
| Strategy Final launch | | | | | | | | | Jan 25 |

7. Format & Content of Submission

Guidance for the submission of tenders is as follows: -

- Submissions should be in MS Word or PDF formats and not exceed 10 sides of A4 or be smaller than font size 11.

- It is expected that submissions will set out how the requirements will be met, in terms of providing the desired outputs on time and on budget.
- Submissions should also provide a clear indication of how resources will be deployed and apportioned, including the necessary supporting systems and tools needed to fulfil the brief, factored into the overarching cost schedule.
- Brief overview of key personnel and their relevant professional experience and qualifications should be included.
- Measures and approach to managing/mitigating project risks should also be outlined.

COMPLETED TENDERS SHOULD BE SUBMITTED BY EMAIL TO

diane@herefordshirecountybid.co.uk by 24 May 2024

The deadline for any queries prior to submission is 13 May 2024. All queries should be sent by email to diane@herefordshirecountybid.co.uk

8. Contract Award Criteria

Contracts awarded to tenders will be based on those offers that are the most economically advantageous to Herefordshire County BID Ltd based upon the following criteria:

- Price 34%
- Quality 66%

Herefordshire County BID Ltd will evaluate quality and price submissions separately where price will not be the sole deciding factor. This helps to ensure that quality evaluations are as effective and fair as possible.

Quality Criteria

The quality criteria will be assessed against a written submission outlining the process you would adopt for delivering the project brief set out above. The assessment criteria for the quality submission will be assessed against your responses to the following questions: -

- What methodology will you adopt for delivering the brief? **(33%)**
- What relevant experience and expertise will you bring to the project in terms of developing strategy for the visitor economy where multiple destinations and stakeholders are involved? **(34%)**.
- What is your track record in delivering projects of this nature and working across the various sub sectors of the visitor economy? **(33%)**

The scoring mechanism for scored questions will be detailed as follows unless stated otherwise.

| Score | Meaning |
|-------|---|
| 0 | Unacceptable response. Requirement level is not met. Many important issues are completely un-addressed or response wholly inadequate or inappropriate. Concerns are serious and risk levels unacceptable for many areas. |
| 1 | Poor response. Requirement levels are adequate for only some important issues. Some important issues are largely incomplete. Concerns are serious and risk levels unacceptable for some areas. |
| 2 | Adequate response. Requirement level is partially met. Overall, the proposals are satisfactory, but some issues are weak. Risk levels apply but Bidder has demonstrated understanding of how they will meet all minimum requirements. |
| 4 | Good response. Requirement level is partially met, competence is demonstrated in all areas but there is scope for more detail and more depth in some areas. |
| 7 | Very good response. Requirement level is met with only a few minor weaknesses or queries. Competent bid demonstrating overall understanding of requirements and experience in all areas. |
| 10 | Excellent response. Requirement level fully met. All key issues addressed. Range of examples of good practice, experience, understanding of requirements. |

References

Please provide details of two comparable projects undertaken for clients within the visitor economy/tourism sector.

Terms & Conditions

The Herefordshire County BID Ltd Procurement Policy will be used to govern procurement and contract management. These arrangements will be confirmed on completion of the tender process. Please note that Herefordshire County BID Ltd does not negotiate these standard terms as they are considered to be fair and reasonable.

Conditions of Tender

- We reserve the right to discontinue this tender process at any time and not award a contract.

- You will not be entitled to claim from us any costs or expenses which you may incur in preparing and/or submitting your Tender at any stage of this exercise. This applies whether or not your organisation is successful.

9. Budget

A maximum of £20,000 has been allocated to this project (exclusive of VAT).