




UPPER MURRAY

BRANDING 2030

Farrans Lookout



This document is one of a series that provides ideas and concepts for implementing the UM2030 community vision.

It is intended as a roadmap to guide community activity and encourage collaboration between the proposed Upper Murray community board, governments, the private sector, service providers and authorities.

The concepts and ideas were developed in response to community priorities as outlined in the UM2030 Masterplan. Most will require further refinement and testing to their feasibility and viability.

UM2030

The Upper Murray 2030 Vision Plan is a community planning project which set the scene for the future of the Upper Murray Region.

The directions of UM2030 have been firmly driven by the community. This document supports the UM2030 objectives:

The Upper Murray 2030 Vision Plan is embraced and implemented through collaboration between communities and governments

The Upper Murray is well connected, both digitally and physically, supporting the prosperity and wellbeing of the region

The Upper Murray Brand is well recognised and trusted

The Upper Murray offers a diverse range of employment opportunities

BRANDING

The purpose of this document is to set the scene for the creation of an Upper Murray Brand, which will promote awareness and value for the Upper Murray region, its products and experiences.

This document outlines examples of regional branding from other locations in Australia and sets out objectives and KPIs for the successful implementation of a branding strategy.

WHAT ARE WE TRYING TO ACHIEVE?

The Upper Murray Brand was seen as a critical initiative by the community and one which would encapsulate a number of themes and projects, including:

- The establishment of a Community Board to oversee the UM brand
- Creating a well-recognised 'look and feel' for the Upper Murray that would distinguish the region
- Creating a one stop shop website for services and products from the Upper Murray, including a tourism booking service
- Encapsulating quality standards across sectors including tourism, agriculture and retail
- Assist in value adding and marketing the agricultural product



THE UPPER MURRAY

The Upper Murray is located on the Victoria-New South Wales Border, approximately one-and-a-half hours drive to the east of the Hume Highway. It is anchored by the larger township of Corryong. It includes the smaller localities and valleys of Ournie, Lucyvale, Tooma, Koetong, Berringama, Lankeys Creek, Jingellic, Walwa, Towong, Cudgewa, Tintaldra, Burrowye, Colac Colac, Biggara, Thowgla, Nariel and Khancoban.

The study area spans two local government areas - Towong Shire in Victoria and Tumbarumba Shire in NSW - and is approximately four hours drive south of Canberra and approximately half way between Melbourne and Sydney.

'the man from snowy river'

The area is well known as the setting of A B 'Banjo' Paterson's poem, 'The Man From Snowy River'.

The landscape of the Upper Murray is comprises a diverse topography from undulating plains and fertile river valleys to rolling hills and forested escarpments.

'a natural rugged beauty'

With a natural rugged beauty, the Upper Murray region forms part of the Victorian and New South Wales Uplands and displays a diverse topography of exposed rock faces and steep slopes graduating to rolling hills and fertile alluvial plains of the Murray River.

Fishing and walking through the unspoilt terrain or cycling or driving along one of the many breathtaking routes are all possible during a day in the Upper Murray.

Along with a fantastic natural landscape setting the Upper Murray offers a wealth of primary products from grass fed beef to local wine. There are numerous townships with historic buildings and facilities, including the famous Towong Race Track which was used in the filming of Phar Lap.

The Upper Murray hosts to the Man from Snowy River Bush Festival, which attracts over 20,000 people annually.



UM2030

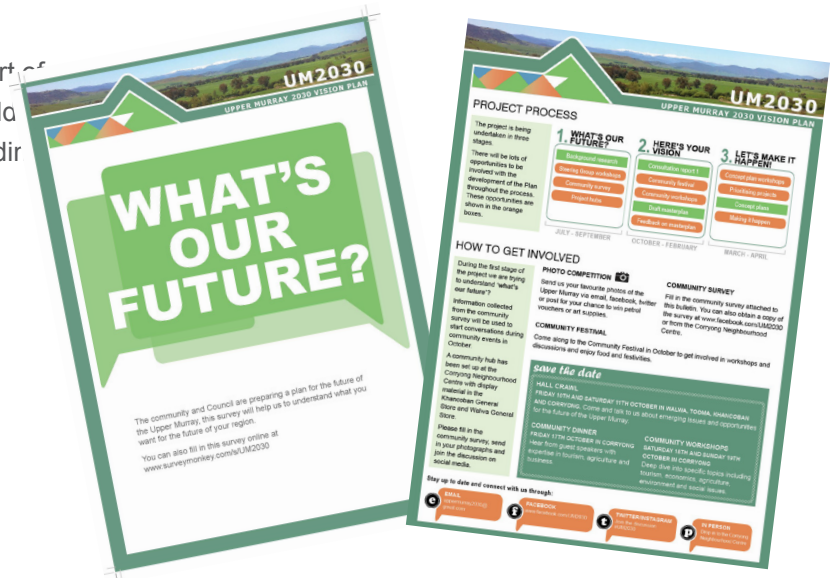
The Upper Murray 2030 Vision Plan is the outcome of a community led planning project which identifies and explores the implementation of the “game changing” projects for the Upper Murray.

The most strongly supported of all of the projects identified by the community was the creation of an Upper Murray Brand. The Upper Murray Brand will support tourism and provide opportunities for a known and respected label for products and experiences from the region. It will convey the “feel”, beauty and quality of the Upper Murray.

A number of documents were prepared as part of the Upper Murray 2030 Vision Plan and should be used to inform the preparation of the brand strategy for the Upper Murray.

These documents include:

- The UM2030 Background Report
- The UM2030 Engagement Report
- The UM2030 Vision Plan





Let your views be known

The office of the Upper Murray 2019 Vision Plan is currently accepting submissions to the plan. To get on the short list of 100 ideas, you need to be creative and think about the future of the Upper Murray region. The plan will be developed by the Upper Murray Regional Council and the Upper Murray Regional Development Authority.

THE UPPER MURRAY REGIONAL COUNCIL
SNOWY RIVER BUSH FESTIVAL

First edition seems like a world away

Community magazine





BRAND SUMMARY

KEY MESSAGES

Creating an Upper Murray Brand to promote awareness and value for the Upper Murray region, it's products and experiences.

The experience of the Upper Murray product tells the story of the place. The crystal clear waters, verdant green rolling pastures and big crisp blue skies.

The Upper Murray Brand will develop a consistent message to create a visual and verbal identity, convey the feel and quality of the region, and will be used across all products and experiences.

THE BRAND

The Upper Murray Brand will create a dual strategy that will deliver significant benefits to the primary sector and the tourism industry.

The aim of the Upper Murray Brand is to:

- Increase the value of the Upper Murray products
- Create a cohesive identity for all Upper Murray products and experiences

A secondary outcome of the Brand will be to:

- Increase and improve food and beverage related experiences for visitors to the region and the local community
- Increase and improve the experiences on offer in the Upper Murray for visitors to the region and the local community



THE UPPER MURRAY VISION

The Upper Murray Brand will reflect and embody the Upper Murray Vision, developed by the local community:

The Upper Murray is known throughout the nation as a place of extraordinary natural beauty and unsurpassed mountain views. The region's focus is the Murray River, which has shaped the landscape and the people who live beside it.

The Upper Murray is home to resilient communities who work collaboratively towards a shared vision.

The Upper Murray 'brand' is well known to tourists and foodies reflecting a pristine environment, 'real' Australian experience and quality agricultural product.

There is a range of employment and education opportunities that support a diverse, resilient and healthy community. Quality health and social networks reinforce a sense of belonging and support.

Local food is plentiful and affordable. Arts and cultural experiences are celebrated throughout the year.

Local townships within the Upper Murray have a strong character, are walkable, local and friendly, offering services to the local market and tourists alike.



REGIONAL BRANDING

REGIONAL BRANDING

Branding a place or a region is no different to product or service branding – you have to own something that is distinctive and compelling to your target market. However, when it comes to regional branding there is an added complication. You have to balance the competing needs of a diverse set of stakeholders because the people and businesses that make up the region simply do not always see the world through the same lens. Different mental models, different types and sizes of businesses, different levels of self interest and all that before one even layers in the different egos at play. A lot of stakeholders and lot of emotion makes for interesting branding. (www.trulydeeply.com.au)

The target market for the Upper Murray is likely to include the following groups:

- Business investors
- Primary producers
- Tourism operators
- New residents
- Visitors
- Consumers of Upper Murray products

The aim of branding is a commercial consideration, it should be a strategic decision aimed at creating awareness of a product within a target audience. In the case of the Upper Murray, the branding should work to create a cohesive understanding of quality standards expected of primary producers and to communicate the “feel” of the Upper Murray as a desirable destination and product. The brand must also focus on an identity which gels with potential investors, visitors and consumers.

The Upper Murray brand must be embraced by the community. It is important that the brand be locally recognisable and supported by strong existing community networks, such as Upper Murray Radio. The branding will help to streamline marketing for businesses across the Upper Murray and support tourism with a clear destination (the region) in mind. The branding associated with the Milawa Gourmet Region is one of the most successful in Victoria; the Milawa brand is reinforced by township signage, architecture in the region, streetscapes and tree plantings and by the communities of the region.

The following pages provide examples of how other regions have created brands that reflect their unique culture and offering.

EYRE PENINSULA

BRAND STRATEGY CREATED BY TRULY DEEPLY

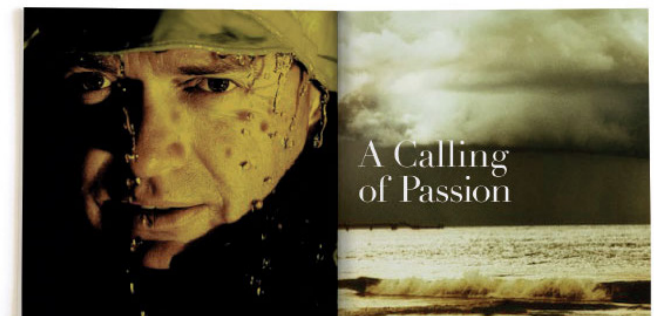
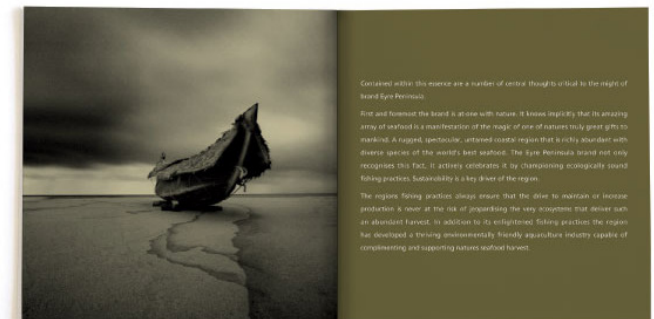
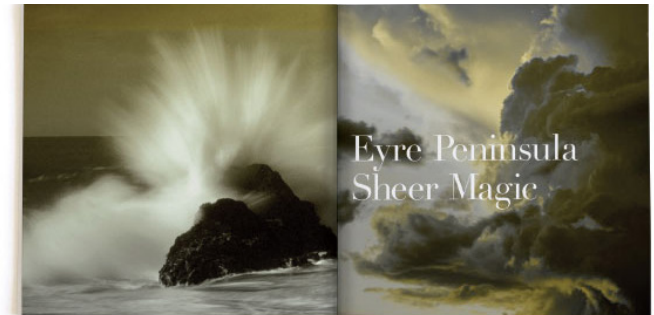
When we worked with the Eyre Peninsula there was no shortage of platforms that we could create a brand around, but we know that brands that wish to be a little of everything will eventually amount to a lot of nothing. Eyre Peninsula has seafood to kill for and it has a rugged pristine environment producing it. They could 'own' seafood and they could leverage the rich storytelling that their entrepreneurial and adventurous fishermen live and breathe everyday.

What was required was a regional brand positioning expression that claimed ownership of seafood and at the same time provided a positive halo effect over the other food and tourism enterprises of the region. The solution came in the form of the following positioning line. 'Australia's Seafood Frontier'

[\(http://www.trulydeeply.com.au/madly/2010/01/29/regional-branding-you-have-to-own-something/\)](http://www.trulydeeply.com.au/madly/2010/01/29/regional-branding-you-have-to-own-something/)



Eyre PeninsulaTM
Australia's seafood frontier



BRUNY ISLAND CHEESE COMPANY

BRAND CREATED BY BUSINESS OWNER

The first Tasmanian business to win the Telstra Australian Business of the Year Award (2013), Bruny Island Cheese Co was praised not only for the quality of its products, but for the role it plays in sustaining local agri-tourism and supporting dairy farmers in the island community South East of Hobart.

After working with specialist cheesemakers in Europe and Australia, Nick Haddow moved to Tasmania in 2001 to make cheese at Pyengana Dairy Company, before launching Bruny Island Cheese Co in 2003.

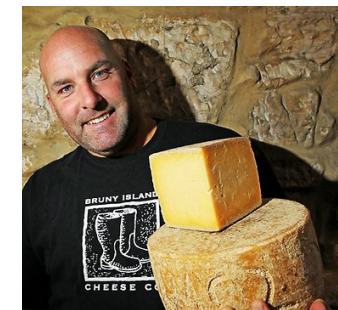
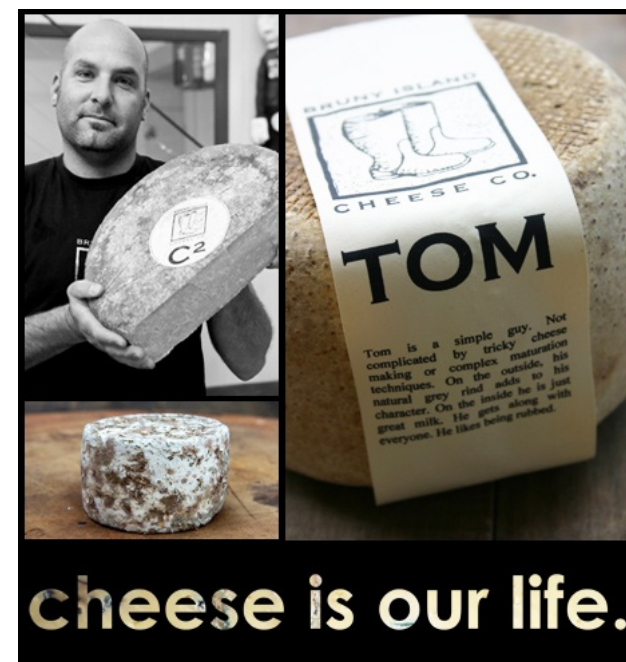
Haddow is an advocate and producer of raw milk cheese. "I am a traditionalist who recognises that great cheese was made for centuries before modern technology played a role and I believe passionately in the old way of making, maturing and marketing cheese," he said.

"For me cheesemaking is a pursuit of integrity, authenticity and flavour. There is no substitute for quality. We are only as good as the last batch of cheese we made."

The brand, which also won the 2013 Small Business Award at the Telstra Australian Business Awards in Sydney, sells on-site, online and through email marketing to its 8300-strong member Cheese Club.

Will Irving, group managing director of Telstra Business and Telstra Business Awards ambassador, said "Bruny Island Cheese Co. is a role model for artisan food businesses in the 21st Century. It has a total focus on quality, customer experience and engagement, both online and onsite, innovation from paddock to plate and care for suppliers, staff, the local community and the environment.

"The awards judges were impressed by its innovative business model – artisan traditions using local produce, manual techniques and craftsmanship yet employing the latest technology in packaging, marketing and sales to provide a 'sticky' customer experience. It has a very strong commitment to engage other local artisan businesses to leverage the brand which also brings economic sustainability to many local businesses." (www.foodmag.com.au, article published 23 August 2013)



KING ISLAND

BRAND STRATEGY CREATED BY KING ISLAND COUNCIL WITH STAKEHOLDER SUPPORT

King Island has recognised that, in terms of its economic growth and future development, it is not capitalising on one of its greatest assets – its identity in the national and even the international marketplace as an island that produces premium cheese and beef and, to a lesser extent, seafood.

Unlike many larger places around the world, its dairy and beef proprietary brands have created an identity that establishes it as a place that stands for something. This foundation provides a remarkable opportunity to extend and build a place brand that benefits King Island more widely, from all of its industries to its community.

In working towards the development of a place brand, the aim is to go beyond a logo to a comprehensive approach that gives substance to something that has authentic value. This approach will be actively managed according to a defined vision that:

- *is geared to the audiences that King Island targets;*

- *has the acceptance and support of product brand owners; and at the same time,*
- *is seen as real and relevant by those living on the island.*

It is a slow process to deliberately build a place brand. This project is the starting point for King Island.

KING ISLAND BRAND VALUES

There are core values associated with Brand King Island, which the local community lives by every day, they include:

- *Quality community*
- *Quality produce*
- *Simplicity*
- *Island nature*

There are benefits, too, that come with these values, these include:

- *Connection*
- *Inspiration*
- *Well-being*
- *Opportunity*
- *Aliveness*

<http://www.kingisland.net.au/king-island-brand>





OVERVIEW: DEVELOPING THE UPPER MURRAY BRAND

	OBJECTIVE	OUTPUTS	KPI'S
1	Develop a cohesive identity to be used across all products	<p>The development of a brand identity that embodies the Upper Murray vision, the fantastic landscape and spirit of the Upper Murray community</p> <p>Develop or redevelop an existing website which utilises the brand identity and creates a portal to all products and experiences on offer in the Upper Murray</p>	<p>Graphics and collateral material used consistently across packaging, marketing material, branding and signage.</p> <p>Fully functioning website, used by visitors to book experiences and find out more information. Used by the local community as an information portal.</p>
2	Position the region as a producer of a top quality agricultural product	Differentiate the primary products from the region through the brand positioning	Greater brand awareness of the Upper Murray products in the minds of visitors and the local community
3	Position the region as a well regarded tourism destination	Differentiate the tourism experiences of the region through the brand positioning	Greater brand awareness of the Upper Murray tourism experiences in the minds of visitors and the local community
4	Create a system of quality control to ensure the brand values are maintained	A set of quality control measures for all elements of primary production and tourism product	Quality control measures adhered to and regularly monitored
5	Create a robust implementation plan	Long term governance and implementation arrangements in place including board of governance and executive management team	The Upper Murray Brand strategy is owned by the community, implemented through a rigorous project management system and regularly reviewed

OBJECTIVE 1

DEVELOP A COHESIVE IDENTITY TO BE USED ACROSS ALL PRODUCTS

The Upper Murray region currently offers a range of agricultural product and tourism experiences.

The agricultural products have the potential to be marketed as a premium product, grown and raised on prime land with access to crystal clear and fresh water. There is some diversity of agricultural product, however, it is envisaged that a successful branding campaign could encourage other forms of agriculture within the region.

The tourism product is currently underdeveloped. Opportunities existings to promote the natural experiences on offer with scope to improve the accommodation and services as a secondary stage to the brand implementation.

OUTPUTS

The development of a brand identity that embodies the Upper Murray vision, the fantastic landscape and spirit of the Upper Murray community.

Develop a website which utilises the brand identity and creates a portal to all products and experiences on offer in the Upper Murray.

KPI'S

Graphics and collateral material used consistently across packaging, marketing material, branding and signage.

Fully functioning website, used by visitors to book experiences and find out more information. Used by the local community as an information portal.

OBJECTIVE 2

POSITION THE REGION AS A PRODUCER OF A TOP QUALITY AGRICULTURAL PRODUCT

The Upper Murray has a long established tradition of raising beef, with some producers transitioning to dairy. A number of niche producers are raising bison, waygu, peppermint, vegetable seed and other products.

The purpose of the Upper Murray Brand is to raise awareness of the quality of the Upper Murray products and to increase the value of these products to the primary producer.

OUTPUTS

Differentiate the primary products from the region through the brand positioning.

KPI'S

Greater brand awareness of the Upper Murray products in the minds of visitors and the local community.

OBJECTIVE 3

POSITION THE REGION AS A WELL REGARDED
TOURISM DESTINATION

The tourism product is currently underdeveloped.
A cohesive brand strategy should assist in
developing the tourism product through showcasing
the region to prospective tourists.

Refer to the UM2030 concept plan for further detail.

OUTPUTS

Differentiate the tourism experiences of the region
through the brand positioning.

KPI'S

Greater brand awareness of the Upper Murray
tourism experiences in the minds of visitors and the
local community.

OBJECTIVE 4

CREATE A SYSTEM OF QUALITY CONTROL TO
ENSURE THE BRAND VALUES ARE MAINTAINED

The Upper Murray brand is about more than just a
logo. Strict quality standards must be adhered to to
ensure that brand values are maintained and the
Upper Murray Brand is seen as a trusted and top
quality entity.

Upper Murray Brand membership will require codes
of practice to be adhered to and membership of the
relevant industry best practice to be outlined in the
brand strategy.

OUTPUTS

A set of quality control measures for all elements of
primary production and tourism product.

KPI'S

Quality control measures adhered to and regularly
monitored.

OBJECTIVE 5

CREATE A ROBUST IMPLEMENTATION PLAN

In order to underpin the success of the brand and to ensure sustainable implementation of the brand strategy, it is essential that a strong governance structure is in place and supported over time. This would involve a range of tactics which may include:

- Establish a board with cross industry and community representation to guide implementation of the brand strategy.
- Establish quality standards to be administered by the board.
- Develop a database consisting of:
 - Food producers, distributors, wholesalers, processors and retailers
 - Tourism operators, existing farm-gate experience providers
 - Restaurant and café operators.
- Develop an understanding of the key players in the supply chain for produce in the region.
- Build relationships between the food and beverage operators, tourism operators and the

fresh food produce supply chain to increase the availability and visibility of fresh seasonal produce in the region.

- Build relationships with and engage strong community networks such as Upper Murray Radio, Corryong Courier and other local media outlets to help launch, promote and support the branding.
- Create opportunities to establish bottom-up processes for brand implementation (e.g. a community-led board) and long-term brand management.

OUTPUTS

Long term governance and implementation arrangements in place including board of governance and executive management team.

KPI'S

The Upper Murray Brand strategy is owned by the community, implemented through a rigorous project management system and regularly reviewed.



The following 10 commandments have been adapted from *Nordic Innovation Centre, Image of the City*:

THE 10 'COMMANDMENTS'

1. THERE IS NO RECIPE FOR SUCCESS

There are various branding strategies and the choice of strategy needs to be adapted to local characteristics and assets.

2. BRANDING IS JUST A LITTLE PART OF COMMUNITY BUILDING

The brand needs to reflect and involve local assets and people.

3. DON'T JUST TELL IT, SHOW IT

Physical changes are often as important as mental images in showing that a place really is changing.

The link between physical urban transformation and branding/the brand needs to reflect local assets and characteristics.

4. UNIQUENESS AND INNOVATION IS KEY

Branding is ultimately about differentiating yourself from others therefore there it is important to be special and avoid copying what everyone else seems to be doing.

A first step towards this is to identify local strengths and characteristics.

It is important to be flexible in your thinking and understand that even local weaknesses can be turned into strengths (for instance, romantic getaways in front of a roaring fire present an attractive offer in cold winter weather).

It is also important not to be blind to what others see and be ready to accept that outsiders' perceptions and needs might be very different to your own. It can be useful to see the place through the 'eyes of the stranger': e.g. by employing a non-local marketing bureau or by conducting visitor surveys.

Both the brand itself and the method of communication can take many different forms: e.g. events, award ceremonies, conferences, supporting film industry, fashion locations, delegations, trade fairs, television, press, literature, signature buildings, and local ambassadors.

5. BRANDING IS A LONG-TERM PROCESS

Avoid quick fixes; there is a need for longterm commitment.

Branding can seldom be done without money

Facilitate a continuous flow of economic support and institutional anchoring (e.g. branding secretariat).

Regular evaluation based on a clear set of success criteria is important.

Brands develop slowly and the path is seldom smooth so be ready for set-backs and be ready to be involved in crisis management.

6. TOP-DOWN / BOTTOM-UP BRANDING STRATEGIES

There is a need to be aware that the branding process may vary along a top-down versus bottom-up axis.

There may be a danger in outsourcing full control over a branding process to private agents; there may be advantages in local (public) governance and participation in the process.

The more top-down a branding process the more difficult it tends to be to involve the local population.

Small scale actions and hard to pin down feelings like civic pride are of great value. Thus it can be important to have the local population as brand ambassadors.

Places that use the same (top-down) branding agency may get 'mass produced' brands.

7. WELL FUNCTIONING ORGANISATIONAL CAPACITY AND FLEXIBILITY IS IMPORTANT

There is a need to define local needs and characteristics.

There is a need to define competitors/the competition and possible collaborators.

It is important that there is an organisational map – to avoid duplication or conflicts – and that participants know where they stand and what their responsibilities are.

It is helpful to have a clear aim, focus, strategy and good internal/external communication flows.

Subcontractors, such marketing and branding firms, sometimes have expertise the public sector does not have but it is important they are given a very clear brief.

8. IT IS NOT NECESSARILY TRUE THAT YOU ARE IN COMPETITION WITH EVERYONE ELSE

Cooperation and co-branding can in many instances be more helpful in attracting the sort of attention and friends you are aiming at.

9. BRANDS WORK AT MANY DIFFERENT SPATIAL AND TEMPORAL LEVELS

There is a need to think wider than the municipality. Places need to find their position within the Regional/National/Global. Different places (size, power etc) should address different target groups.

Some places/regions could gain from seasonal branding and awareness that different strategies for different seasons might be needed.

Different stakeholders from the place and surrounding region could sit down with their calendars and plan the entire year to ensure a complimentary offering.

10. THE ROLE OF KEY PERSONS

Dynamic and charismatic branding advocates and individual driving forces should not be underestimated. Often dedicated individuals and civic/rural entrepreneurs are important driving forces behind (or against) particular place branding. Identifying, including and supporting these individuals is important.

POTENTIAL FUNDING SOURCES

THE REGIONAL JOBS AND INFRASTRUCTURE FUND (RJIF), REGIONAL DEVELOPMENT VICTORIA

The RJIF the Victorian Government's overarching regional development package. The program has three programs that cover a host of ten program streams with public grant opportunities focussed on 'growing jobs, building infrastructure and strengthening communities in Regional Victoria':

- Regional Infrastructure Fund (RIF) - Grants up to \$500,000 for infrastructure and grants up to \$50,000 for project and strategic planning
- Regional Jobs Fund (RJF) - Funding cap not listed
- Stronger Regional Communities Plan (SRCP) - Grants up to \$50,000, mainly for community led initiatives meeting a certain criteria.

The RIF focusses on the 'visitor economy', 'productive and liveable cities and centres', 'enabling infrastructure' and 'rural development'. The RJF concerns 'investment attraction', 'innovation and productivity', 'employment precincts' and 'market access'.

THE STRONGER REGIONAL COMMUNITIES PLAN (SRCP), REGIONAL DEVELOPMENT VICTORIA

The SRCP aims to support rural and regional towns in attracting families and young people to live and work. It will do so by investing in community-led initiatives and partnerships that create or enhance the conditions for economic growth and build resilient, diversified and sustainable economies. Activities that may be considered include, but are not limited to

- Events designed to promote the benefits and abilities of the local area and industries
- Engaging community groups to welcome new and potential families to the area
- Enveloping marketing and promotion strategies for towns undergoing significant change
- Using existing networks to identify and promote employment opportunities.

Towong Shire was successful in obtaining funds under the now complete Putting Locals First (PLF) program for a number of different projects and initiatives (e.g. \$130,000 allocated for the Cudgewa Multi-Purpose Community Facility). As the Upper Murray branding project would be community-led and bring together different sectors of the economy (agriculture, tourism, and local businesses) it would be well placed for funding under RJIF program under the RIF component, which could be used to fund specific projects that are identified through briefs prepared under this branding prospectus.

RESOURCES

COMMUNITY GOVERNANCE

One of the key first steps in creating the Upper Murray brand will be to set up a Community Board to oversee the implementation, then ongoing management, of the brand.

In order to maintain the quality and integrity of the Upper Murray brand, once implemented, robust governance structures will be required that mean the Community Board can maintain momentum. An executive decision-making body responsible for priority-setting and one that is accountable for achievements should be considered. In the early stages of Board establishment, the most suitable authority for such a role may be Council operating with a Steering Committee embedded in the community. This may enable Council to capitalise on relationships with other service authorities in the municipality and to draw on the local knowledge those service providers have by virtue of being engaged in the Upper Murray region. Once the brand is established, a structure should be set in place to allow community leaders to take full responsibility of the Board and ongoing brand management.

THE ROLE OF THE COMMUNITY BOARD

The Community Board may have the following roles:

- Setting the strategic direction and priority areas of focus for the brand
- Assuring consistency in application, quality and making improvements to the brand
- Working with and incorporating existing initiatives and committees in the local area (this alignment is essential to minimise duplication, facilitate local buy-in and forge new networks and collaborations as appropriate)
- Establishing accountability measures
- Monitoring and evaluating progress
- High level leadership, influence and momentum driving in community
- Overseeing contract management and financials
- Ensuring sustainability through funding procurement.

ESTABLISHING & MANAGING THE BOARD

This section of the report provides some resources and assistance in the establishment.

THE INSTITUTE OF COMMUNITY DIRECTORS AUSTRALIA (ICDA) AND “OUR COMMUNITY”

The ICDA is a best-practice governance network for the members of Australian not-for-profit boards, committees and councils, and the senior staff members who work alongside them. The Institute has two key web-based platforms that provide great resources:

- www.ourcommunity.com.au
- www.communitydirectors.com.au.

The Our Community “Administrative Basics Help Sheet” outlines strategies for running an organisation, establishing policies and procedures and includes the following information:

- Setting goals and strategies
- Establishing a board
- Writing a constitution

- Creating a budget and accounting system
- Creating risk management and fundraising plans.

The ICDA website also has many other online tools and resources for board members, including:

- Advice before joining a Board
- Help for boards
- Roles and responsibilities
- Planning, policies and reporting
- Finances and financial aid
- Advice for treasurers
- Troubleshooting
- Ethics
- Books and free advice guides.

Other resources available on the Our Community and ICDA websites include guidelines and recommended approaches to the following:

- Finding helpers for your community organisation
- How to keep your board fresh

- Starting a not-for-profit
- Top 10 mistakes in recruiting new board members

The “Policy Bank” on the ICDA website has the fact sheets listed above and a range of other forms to help establish policies and procedures for managing volunteers, office-bearers and the role of directors. Use the “governance policies” tab of the Policy Bank:

- <https://www.communitydirectors.com.au/icda/policybank/>.

CONSUMER AFFAIRS VICTORIA

- www.consumer.vic.gov.au

The Consumer Affairs Victoria website outlines financial reporting requirements of incorporated associations and provides step-by-step summaries to guide submission of an annual statement to CAV. Other resources and support materials provided by CAV include:

- Fact sheet to guide membership, meetings and special resolutions for incorporated associations
- Fact sheet for office holders in incorporated associations
- Fact sheet for a secretary in incorporated associations.

These free resources can be accessed by searching the Consumer Affairs Victoria website or accessing the “Incorporated Association” section of their website. The resources also provide guidance about what an incorporated association is, and when incorporation is appropriate:

- <https://www.consumer.vic.gov.au/clubs-and-not-for-profits/incorporated-associations>

DRAFT CONSULTANTS' BRIEF

The draft consultants' brief included over the following pages can be used as a basis to engage consultants for the preparation of an Upper Murray Brand and identity using this Concept Plan as a foundation. It is estimated that the cost of this project would be in the order of \$20,000-\$30,000.

EXAMPLE BRIEF

1. INTRODUCTION

Towong Shire Council (TSC) requires a suitably qualified individual or firm to develop a unique branding and brand implementation strategy for the Upper Murray. The branding should raise the profile of the region to deliver significant benefits to both the primary sector and the tourism industry.

The 'branding' of the Upper Murray has been identified as one of the key elements requiring a consistent and whole-of-region message that will support and enhance the other endeavours contained in the plans.

BACKGROUND

The *Upper Murray 2030 Vision Plan* is a community-led plan developed by and for the Upper Murray in collaboration with Towong and Tumbarumba Shire Councils.

Five Concept Plans have been prepared to implement priority projects identified as part of the *Upper Murray 2030 Vision Plan*. The Concept Plans address tourism, agriculture, town trails, the Great River Road and the branding of the Upper Murray.

The *Brand Prospectus Concept Plan* stops short of creating an identity and associated branding for the Upper Murray. This project will require that this gap be addressed by incorporating the Upper Murray Vision, as well as the 'key messages', 'branding' and 'objectives' contained in the *Brand Prospectus Concept Plan*.

The project is to comprise two phases:

- Phase One - Literature review, review of existing branding techniques and operations and consultation
- Phase Two - Detailed option assessment,

presentation of branding strategy and identity collateral and reporting.

PROJECT OBJECTIVE

The objective of this project is to thoroughly explore the identity of the Upper Murray based on the work presented in the *Brand Prospectus Concept Plan*, and to prepare materials that will allow implementation of a brand for the region, to support pursuits put forward in the other parts of the *Upper Murray 2030 Vision Plan*.

The project should include key aspirations that build from the work presented in the concept plan so far, details for management and governance of the brand implementation, and information regarding the most effective approaches to implementation.

2. SCOPE OF WORKS

PHASE ONE

TSC requires a review of literature including the overview and concept plans from the *Upper Murray 2030 Vision Plan* and successful examples of regional branding and identity. This review should inform the proposed manner for brand and identity

management to be proposed in Phase Two of the project.

The review should include an assessment of methods currently used within the Upper Murray and individual towns to propose a way to coordinate these initiatives in support of an overarching regional brand.

Owing to the community-led nature of the project, a process of engagement will be required, including engagement with the Steering Committee for the *Upper Murray 2030 Vision Plan*. Methods should be proposed for successful engagement of the community in furthering the realisation of an Upper Murray identity. The consultation may involve facilitation of a workshop for Councillors and all senior staff at the TSC offices in Tallangatta.

PHASE TWO

This part of the project will involve a review of initial options for implementation; development of an implementation strategy for the Upper Murray identity; demonstration of any implementation and brand management methods; and preparation of collateral to support the brand.

Brand concepts should be tested with the Steering Committee and senior TSC staff prior to finalisation of project outputs.

The successful firm will be required to provide a comprehensive written report at the conclusion of the project detailing future brand management strategies, preliminary cost estimates and timelines for the recommended option.

3. AVAILABLE INFORMATION

Copies of the current TSC branding material, the *Upper Murray 2030 Vision Plan* and related *Concept Plans* (Brand Prospectus, Agriculture Prospectus, Town Trails, Great River Road and Tourism) will be provided to support the project.

Other relevant information, including financial and operational data, will also be available on request.

If possible TSC will make all reasonably requested information available. Should the requested information be unavailable, the successful firm must make provisions for the unavailability of the requested information without reducing the scope of works or deliverables required.

4. QUOTATION INFORMATION

GENERAL CONDITIONS

This project is to be executed in accordance with AS 4122 – 2010 General Conditions of Contract for Consultants.

NOMINATED PROJECT MANAGER

The project will be managed on behalf of Towong Shire Council by [insert name], [insert position].

PROJECT TIMING

The proponent will submit a program with the quotation, in accordance with the requirements outlined in the 'Quotation Response' section of this brief. The preferred timeframes for the project are as follows:

ITEM	COMPLETED BY
RFQs Advertised	[insert date]
RFQs Close	[insert date]
Project Awarded	[insert date]
Project Commencement	[insert date]
Project Completed	[insert date]

The successful firm shall keep in regular contact with TSC nominated project manager throughout the project and provide progress updates.

QUOTATION RESPONSE

The proponent will submit all information requested by this brief and should include the following information:

- Statement of skills and experience;
- Project references;
- Project personnel and curricular vitae for each proposed team member (where applicable);
- Hourly rate for each team member; and
- Lump sum quotation.

Quotations should be forwarded to TSC by the

due date. Late submissions may be accepted at the discretion of TSC. Offers in which the required information is not stated or which contain conditions or matters not provided for in the brief will be considered as non-conforming by TSC. TSC reserves the right to consider and accept non-conforming quotations, or to reject them. TSC will not be responsible for, nor pay for any expense or loss that may be incurred by the proponents in the preparation of their quotation.

LODGEMENT OF QUOTATIONS

Quotations shall be lodged electronically via email to [insert email] by [insert time] on [insert date].

Email submissions are required to be titled Upper Murray Brand Identity – Response to RFQ – [Company Name]

Any quotation which is not received by the closing time on the nominated day shall be deemed to be a late submission and may be accepted or not accepted at the discretion of TSC. Any quotation which includes terms and conditions not included in the Request for Quotation documents or which does not conform to the Request for Quotation documents

including but not limited to these conditions shall be deemed non-conforming and may not be considered by TSC. Quotations that fail to include all information required by these conditions may be deemed to be nonconforming and may be rejected.

5. CLOSING DATE

Closing date for submissions will be [insert time] on [insert date].

Enquiries should be directed to [insert name], [insert position], on [insert contact details].

Enquiries submitted via email should be titled Upper Murray Brand Identity – Enquiry – [Company Name].

