21 June 2016

Membership Review Scope
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Background:

Tourism Central Australia (TCA) is the official Regional Tourism Organisation (RTO) for the Red Centre. The region stretches from the South Australian border in the south, the Western Australian border in the west and the Queensland border in the east, up to Newcastle Waters in the north. This area includes the regional centres and towns of Tennant Creek, Alice Springs and Yulara, as well as many other smaller communities and townships.

Context:

Historically there have been various changes to the RTO boundaries, with the current boundaries having existed for around 8 years. An RTO has existed in the area in some form since at least the 1950s. There is a strong history of operator involvement in their regional membership group dating back many decades. As this is the case, a range of different membership types and levels have been offered to members over the years.

TCA is at a point in its growth where the needs of the membership are being considered. The board, staff and volunteer ambassadors at TCA want the organisation to be the benchmark all other RTOs look to. To be a best practice RTO, a range of services have been reviewed, including most recently the Alice Springs Visitor Information (VIC) (operated by TCA). The developments in the VIC saw it win the national award for Visitor Services for the 2015 calendar year, and further enhancements to the centre are underway to retain that position.

Best Practice:

The next review to take place is the membership structure. The board of TCA want to ensure that TCA is a best practice RTO, able to market, assist and represent the tourism and hospitality industry in the way most likely to grow tourism to the region and continuously be at the cutting edge of the tourism industry. To do this, TCA needs to ensure its structure is best practice.
The Membership Model:

TCA currently has a range of funding sources. Critical to its continued operation is that 70% of its funding comes from Tourism Northern Territory. This is gratefully accepted by the organisation, however it is also realised that this is a risk to the business, having such a large proportion of funding coming from one source.

In addition to this funding, TCA receives money through memberships from tourism and hospitality related businesses and individuals, as well as income through the VIC (both travel and retail items). Some extra grants are attracted from time to time, and some income is also received through sales of event tickets (such as the annual Regional Tourism Awards) and cooperative marketing opportunities. As yet, no regular sponsorship money is incoming, however some ad hoc cash and in kind sponsorships are received (mostly for the tourism awards and for specific marketing campaigns).

The current TCA membership types and costs are attached as Appendix A.

Membership Review

Tourism Central Australia is a traditional Regional Tourism Organisation, in that it receives income from both government and members to undertake its operations. The membership model employed is a traditional model where members pay to gain access to a website, brochure display at the Alice Springs Visitor Information Centre, access to cooperative marketing opportunities and to have a voice when lobbying for government policies that favour tourism development.

With disruptors to traditional spaces evident in the digital world, memberships are also being disrupted. Businesses are able to be booked and have brochures displayed at many outlets other than Visitor Information Centres. Businesses are able to advertise on many websites through the Australian Tourism Data Warehouse and so aren’t as reliant on regional websites as they once were. Tourism Central Australia understands this and so wants to be at the forefront of the tourism industry in providing value for its members.
Scope

To understand how Tourism Central Australia can become a best practice tourism organisation, a membership review is to be undertaken. This review will include:

- Consultation with tourism business owners to understand their needs and wants from a Regional Tourism Organisation (by way of workshops, one on one meetings and digital/telephone based surveys)
  - Members
  - Non-Members
  - Non-Members who were Members
  - Members who were for a long period Non-Members however have recently joined
- Consultation with stakeholders to understand what their perceptions are of both Tourism Central Australia’s performance and what it should focus on (by way of workshops, one on one meetings and digital/telephone based surveys)
  - Tourism Northern Territory
  - Tourism Australia
  - Department of the Chief Minister
  - Chamber of Commerce Central Australia
  - Alice Springs Town Council
  - Barkly Regional Council
  - MacDonnell Regional Council
  - Central Desert Council
  - Regional Development Australian Northern Territory
  - Tourism Top End
  - Department of Business
  - Austrade
  - Others as required
- Consultation with the Board of Tourism Central Australia to understand their perceptions of value in membership, and guide thinking on the reinvigorated membership structure
- Consultation with the staff and ambassadors of Tourism Central Australia to understand their perceptions of value in membership, and guide thinking on the reinvigorated membership structure
- A desktop study of best practice Regional Tourism Organisations around the world and what they do that makes them best practice
- A review of some of the different membership models that work in other industries, considering all benefits such as receiving of information, sales of
products, access to events and any other benefits associated with the membership structures

• A review of the existing membership model and its value to members, benchmarked against an RTO peer group
• A recommendation(s) of which membership structure model will best serve the development of tourism in the region
• An implementation plan of how the membership structure will be established
• A Code of Conduct template for members to sign up to
• A Member Dispute Resolution Procedure
• Terms of Trade advice for agency and retail products sold in the Visitor Information Centre
• A discussion of the various types of memberships suggested, including what they receive for the membership.
• A review of the constitution of Tourism Central Australia in relation to memberships, and advice on the constitutional implications the proposed membership structure may have.
• A discussion of the Visitor Information Centre (VIC) in relation to membership. Do the suggested membership levels include brochure display and promotions through the VIC?

Reporting Requirements

• A proposed process methodology and implementation will be submitted in writing to the CEO of TCA, signalling the commencement of the review process.
• During the review process, the consultant will prepare a short (maximum two paragraphs) report once a month to be included in the TCA e-newsletter (Tourism Telegraph), to inform members of the progress of the review.
• As well as the above, a larger report (maximum one page) will be provided monthly for the purpose of updating the TCA Board on the progress of the review. This will be provided to the CEO of TCA on the second Wednesday of each month whilst the review is in progress.
• A full review and recommendations report will be provided to the CEO upon the completion of the review process, and this will be included in TCA board papers for the consultant to present (digitally via Skype or similar or in person) to at a sitting of the board, as well as answering questions.
• A report will also be provided to the CEO of TCA, suitable to be presented to members at a General Meeting, with the consultant to present the findings of
the review in person at the General Meeting along with recommendations, as well as answering questions.

As much of this work is able to be undertaken by Skype/web meetings and over the phone/via e-mail, it is expected that the quotes will reflect the ability to conduct much of the consultation digitally. It must be noted that though some face to face consultation will be required.

The membership review process is up to the successful consultant, however it is expected that the board, staff, members and stakeholders of Tourism Central Australia will be brought along for the ride by the successful consultant. A ‘no surprises’ policy should be adopted by the consultant, to ensure that all relevant parties are informed at every step of the review process.

Upon completion of the consultation period, the successful consultant will be required to present their findings to the TCA board and to the members of TCA (at a General Meeting). The consultant should be prepared to answer questions on the recommended membership structure. The membership structure will then be recommended to the board, and if adopted, will be recommended to the members for their approval.

**Timeline**

- **Friday 17 June 2016**
  - Expressions of Interest open
- **Sunday 10 July**
  - Expressions of Interest close
- **Wednesday 20 July**
  - Successful consultant to be decided by Tourism Central Australia board
- **Thursday 21 July**
  - Successful consultant notified
- **Monday 25 July**
  - Unsuccessful consultants notified
- **Tuesday 2 August**
  - Successful consultant to submit proposed review process
- **Monday 8 August**
  - Review process begins
- **August – December**
  - Review process ongoing
Monday 9 January 2017
  o Draft review report to be provided to TCA

Wednesday 18 January
  o TCA board considers draft report

January – February 2017
  o Draft report changes made

Wednesday 15 March 2017
  o Final report presentation with recommendations to the TCA board
  o Board considers recommendations to put to membership

April – May 2017 (date to be fixed)
  o General Meeting of TCA membership, with the consultant to give an in-person presentation of the findings of the report with recommendations
  o Members consider recommendations and vote

Budget

A budget of $20,000 excluding GST has been allocated for this exercise. This amount will ideally include any travel required. The cheapest quote will not necessarily be successful, as the experience of the consultant in similar work will be considered.

Contact

The main contact at Tourism Central Australia for this project will be CEO Stephen Schwer. Expressions of interest can be submitted to Stephen Schwer on and before Sunday 10 July. After this date, no expressions of interest will be considered for the project.

Phone: 0437 091 666
Email: stephen.schwer@discoverca.com.au
Appendix

Appendix A – Current Membership Structure/Fees/Benefits

TCA Constitution PART 4 – MEMBERSHIP CATEGORIES & DEFINITIONS

Full Member
All individuals carrying on business as sole traders, partnerships, corporations and Associations Incorporated pursuant to all relevant Australian law, and any other persons or bodies carrying on a tourism related business.

Individual
Provides for membership of individuals who have current or past experience or an interest in the tourism industry but may or may not be currently employed in or active within the industry.

Community
Predominantly volunteer based organisations directly involved in tourism

Government Department
Government departments and agencies

Partnership
All individuals carrying on business as sole traders, partnerships, corporations and Associations incorporated pursuant to all relevant Australian law, and any other persons or bodies carrying on a tourism related business, not based in the Central Australian region, but are a full member of another Regional Tourism Association.

Tourism Associate
Entities not directly involved in tourism.

Honorary Life
Honorary Life membership may be conferred on an individual for the purpose of acknowledging outstanding service. To be eligible for Honorary Life Membership, a person must have rendered service of a high order to the Association.

Members may submit to the Board the names of Members proposed for Honorary
Life membership.

An Annual General Meeting of Members shall be empowered, by the secret vote of a two third majority of Members present and entitled to vote thereat, to confer Honorary Life Membership on any individual who has been recommended by the Board for such conferral. At that Annual General Meeting a resume of the recipient’s service shall be read and such resume shall form part of the minutes of the Annual General Meeting.

An Honorary Life Member shall be presented with an appropriate certificate or medallion. An Honorary Life Member:

a) shall not be required to pay a membership subscription
b) shall have full membership rights including voting and eligibility for any office
c) may resign by notifying the Chairperson in writing
Appendix B- Benefits of Membership

There are many benefits to becoming a member of Tourism Central Australia that can only be accessed through membership. Our organization has grown to be the leading Association that provides support to the tourism industry members of Central Australia.

The following membership benefits are included in the annual TCA membership rate:

<table>
<thead>
<tr>
<th>Benefit Included in Annual TCA Membership Fee</th>
<th>$ Value</th>
<th>Full Business Membership</th>
<th>Government Department</th>
<th>Community/Not for Profit</th>
<th>Individual</th>
<th>Tourism Associate</th>
<th>Partnership</th>
<th>Additional Listing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brochure racking at the Alice Springs Visitor Information Centre (one space per membership)</td>
<td>$60 per month OR $720 per annum</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Products able to be booked either at the Visitor Information Centre or online (12.5% commission applies)</td>
<td>22.5% commission for non-members</td>
<td>✓</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Products and services are presented in content on <a href="http://www.discovercentralaustralia.com">www.discovercentralaustralia.com</a></td>
<td>$40 per month OR</td>
<td>✓</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Benefit Description</td>
<td>$Value</td>
<td>Full Business Membership</td>
<td>Government Department</td>
<td>Community/Not for Profit</td>
<td>Individual</td>
<td>Tourism Associate</td>
<td>Partnership</td>
<td>Additional Listing</td>
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<tr>
<td>Brochure racking at Alice Springs Airport and in the TCA mobile Information trailer</td>
<td>$480 per annum</td>
<td>✓</td>
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<tr>
<td>Invitation to attend TCA networking events such as General Meetings, Walkabouts and campaign launches</td>
<td>$100 per annum</td>
<td>✓</td>
<td>✓</td>
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</tr>
<tr>
<td>Members discount to advertise in the <em>Welcome to Central Australia Visitor Guide</em></td>
<td>$150+ per annum</td>
<td>✓</td>
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</tr>
<tr>
<td>BENEFIT INCLUDED IN ANNUAL MEMBERSHIP FEE</td>
<td>$ Value</td>
<td>Full Business Membership</td>
<td>Government Department</td>
<td>Community/Not for Profit</td>
<td>Individual</td>
<td>Tourism Associate</td>
<td>Partnership</td>
<td>Additional Listing</td>
</tr>
<tr>
<td>Free business listing on Town Maps (Alice Springs &amp; The Red Centre, Tennant Creek &amp; The Barkly)</td>
<td>$250 for a non-member</td>
<td>✓</td>
<td>✓</td>
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</tr>
<tr>
<td>Invitation to host industry events and trade and media familxs</td>
<td></td>
<td>✓</td>
<td></td>
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<tr>
<td>Voting rights at TCA General Meetings, the Annual General Meeting and opportunity to nominate for the TCA Board of Executives</td>
<td></td>
<td>✓</td>
<td></td>
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<tr>
<td>TCA represents key industry issues to Government Departments and other non-government organisations</td>
<td></td>
<td>✓</td>
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</tbody>
</table>

*TOURISM CENTRAL AUSTRALIA*
PO Box 2227, Alice Springs, NT 0871, Australia
P +61 8 8953 0295

discovercentralaustralia.com

**Administration Office**
Corner of Parsons Street & Todd Mall, Alice Springs
T +61 8 8952 5199
administration@discoverca.com.au

**Visitor Information Centre**
Corner of Parsons Street & Todd Mall, Alice Springs
T +61 8 8952 5800
info@discoverca.com.au
<table>
<thead>
<tr>
<th>Tourism e-School: 20% Member discount on all e-Courses in marketing and tourism related subjects: <a href="http://www.tourismeschool.com">www.tourismeschool.com</a></th>
<th>Up to $90 a person per course</th>
<th>✓</th>
<th>X</th>
<th>X</th>
<th>X</th>
<th>X</th>
<th>✓</th>
<th>✓</th>
</tr>
</thead>
<tbody>
<tr>
<td>Platinum Global Business Solutions - Customer Service Mystery Shop Program: Member discount to undertake mystery shopping of your business to improve your customer service and identify staff training opportunities: <a href="http://www.platinumgbs.com">www.platinumgbs.com</a></td>
<td>$100 off initial campaign setup &amp; 10% month ongoing discount.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

These are additional opportunities that are offered exclusively to TCA members and can be bought into on an ad hoc basis:

<table>
<thead>
<tr>
<th>ADDITIONAL OPPORTUNITIES OFFERED TO TCA MEMBERS ONLY</th>
<th>BUY IN $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Additional brochure tracking at the Alice Springs Visitor Information Centre (one space per member is included for each membership)</td>
<td>$174 inc. GST per annum per brochure (accredited businesses) $194 incl. GST per annum per brochure (non-accredited businesses)</td>
</tr>
<tr>
<td>Brochure tracking at the Alice Springs Airport and in the TCA mobile Information Trailer</td>
<td>$100 inc. GST per annum</td>
</tr>
<tr>
<td>Rack space only rental per month in VIC (available to non-members) – one brochure rack space and one poster. If required, public liability insurance to be provided</td>
<td>$60 incl. GST each per month</td>
</tr>
<tr>
<td>Alice Springs Visitor Information Centre Big Screen Display 2x2 floor space for display, 60% usage of large digital screen for display of advertisements, video content, special offers etc, 2 banners displayed in VIC, and additional brochure tracking adjacent to screen (spaces are limited)</td>
<td>$95 inc. GST per fortnight March-October $75 inc. GST per fortnight November-February</td>
</tr>
<tr>
<td>Digital banner advertisement on TCA website: <a href="http://www.discovercentralaustralia.com">www.discovercentralaustralia.com</a></td>
<td>$80 gst inc. per month fully supplied (+$200 design cost)</td>
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<tr>
<td>Co-operative advertising opportunities on both digital and print platforms including popular publications such as Australian Traveller and R.M.Williams and in direct consumer offers</td>
<td>Cost per advertisement determined on application.</td>
</tr>
<tr>
<td>TCA Awards Night</td>
<td>$145 gst exc.</td>
</tr>
<tr>
<td>Cooperative attendance at Consumer and Trade Shows such as ATE and Caravan and Camping Shows in South Australia, Victoria, New South Wales and Queensland, as part of a joint Northern Stand with TCA and Tourism Top End (TTE)</td>
<td>Price will be advised when offer is made to Members to participate</td>
</tr>
<tr>
<td>Participation in TCA hosted industry events such as ‘Walkabout’ and industry Trade Expos</td>
<td>Price will be advised when offer is made to Members to participate</td>
</tr>
<tr>
<td>Participation in training sessions and exclusive mentoring programs</td>
<td>To be determined</td>
</tr>
<tr>
<td>Invitation to attend industry networking and social gatherings</td>
<td>To be determined</td>
</tr>
</tbody>
</table>