

APPENDIX G

SAVANNAH GUIDE BY-LAWS

SAVANNAH GUIDES LIMITED

Company Limited by Guarantee and not
having a Share Capital



By-Laws

September 1999

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SAVANNAH GUIDES LIMITED

By-Laws

Pursuant to Article 50 (b) of the Articles of Association of Savannah Guides Limited (“the Company”), the Joongai may make By-Laws binding on members. The Joongai has made the following By-Laws:

1.0 CHAPTERS

1.1 Establishment of Chapters

The Board of Company (hereinafter referred to as Joongai) shall, at its discretion, determine and define areas in which Chapters may be established.

- (a) The Joongai, on application from no less than 10 ordinary individual members and no less than three ordinary enterprise members in any locality, may authorise the establishment of a Chapter. Of the initial member applicants, at least three ordinary individual members shall be accredited Savannah Guides and at least one of the ordinary enterprise members be either a Savannah Guide Station or Savannah Guide Master Operator.
- (b) Rules which define the administration of the Chapter shall be prescribed by the Joongai.

1.2 Administration of Chapters

Subject to the Articles of Association of the Company and these By-Laws the administration of each Chapter is vested in a Chapter Committee but the proceedings, meetings and procedures adopted by a Chapter must operate in a manner that is not inconsistent with the manner in which the Joongai operates.

1.3 Chapter Committee

- (a) The Committee of a Chapter shall be constituted of the following Officers:
 - the Chapter President;
 - the Chapter Secretary;
 - the Chapter Treasurer; and
 - up to two other members as the Chapter Committee may, from time to time, decide.

The President of the Company shall, ex officio, be a member of all Chapter Committees. A quorum shall be three.

- (b) All members of a Chapter Committee shall be elected for a period of one (1) year. The Joongai, when authorising the establishment of a Chapter, may appoint a member to be Convenor of the initial meeting of the Chapter. At this initial meeting, the Convenor will be responsible for the conduct of elections to the Chapter Committee.

- (c) The term of office for the first elected Chapter Officers may be extended beyond a period of one (1) year if the first election is held less than six months prior to the Annual General Meeting of the Company. The Joongai, at their discretion, may appoint the elected officers to hold office until the next annual election of Chapter Officers is to take place (refer By-Law 1.4).

1.4 Officers and their Election

The elected officers of a Chapter shall be:

- Chapter President.
- Chapter Secretary.
- Chapter Treasurer.

The Chapter President shall be an accredited Savannah Guide.

No persons shall hold more than one elected office at one time, with the possible exception of a combined Secretary/Treasurer. The officers shall hold office for one year and shall be eligible for re-election.

The election of Chapter Officers shall take place at the Annual General Meeting of the Company, which is to be held no later than 30 November of each year. Article 45 of the Company's Articles of Association regarding the election of officers and other members of Joongai, the filling of casual vacancies and the vacation of office applies equally to Chapter Committees.

1.5 Duties of Officers

- (a) The Chapter President shall be the executive head of the Chapter and, when present, shall preside at all meetings of the Chapter and of its Committee. The Chapter President shall be responsible for the enforcement of:

- Savannah Guides Limited's Memorandum and Articles of Association;
- By-Laws and Regulations of Joongai;
- By-Laws and Regulations affecting Chapters; and,
- resolutions of the Chapter Committee.

The Chapter President shall keep the Joongai and the Chapter Committee fully informed of the affairs of the Chapter and, when necessary, shall consult the Joongai and the Chapter Committee concerning the business and activities of the Chapter.

- (b) The Chapter Secretary shall perform those duties prescribed by the Chapter Committee or delegated by the Chapter President. The record of membership shall be kept under the jurisdiction of the Chapter Secretary. The Chapter Secretary shall make reports as determined by the Chapter Committee or required by the Joongai. The Chapter Secretary shall notify each member of the Chapter of all meetings and shall do any and all other things normally required of a Secretary to keep the Joongai, the Chapter Committee, the Chapter President and other Chapter officers and members informed of the affairs of the Chapter.

At the conclusion of his/her term of office the Chapter Secretary shall turn over to his/her duly elected successor, all records, papers, books, documents and other property of the Chapter which may have come into his/her possession or been compiled or created during his/her term of office.

- (c) The Chapter Treasurer shall be charged with the custody of all funds of the Chapter and their proper collection and disbursement under the By-laws and Regulations affecting Chapters. The Chapter Treasurer shall make periodic reports to the Secretary and Treasurer of the Company as required and any other reports which the Chapter Committee shall require.

The Chapter Treasurer shall be the disbursing officer of the Chapter. The Chapter Treasurer shall strictly adhere to all accountability procedures as so determined by the Company's Treasurer and appointed Auditor from time to time. At the conclusion of his/her term of office, the Chapter Treasurer shall turn over to his/her duly elected successor and to the Chapter Committee all the funds, records, papers, books, documents and all other property of the Chapter having to do with the financial or other transactions or business of the Chapter which may have come into his/her possession or been compiled or created during his/her term of office.

- (d) If, at any meeting of the Chapter or Chapter Committee, the Chapter President shall be absent and no officer authorised to perform the duties of the Chapter President be present or, if the Chapter Secretary be absent, then a Chairperson and/or a Secretary as may be needed shall be appointed by a majority vote of the Chapter Members present and voting.
- (e) The officers of the Chapter shall receive no remuneration for their services but shall be entitled to be reimbursed for services actually rendered to the Company and such payments are approved by the Joongai.

1.6 Chapter Sub-Committees

Within Chapters there shall be these Sub-Committees:

- (a) A Membership Sub-Committee whose duties shall consist of determining the eligibility, checking references and checking the qualifications of applicants for membership in accordance with the Memorandum and Articles of Association of the Company; such by-laws and regulations that affect membership as may be in effect at the time; and such guidelines as may, from time to time, be issued by Joongai.
The conclusions of the Chapter Membership Sub-Committee shall be submitted to the Chapter Committee for review.

The Chapter Membership Sub-Committee shall consist of members approved by the Chapter Committee or nominated by the Chapter President. The Chapter Membership Sub-Committee should comprise at least two members of which at least one is an accredited Savannah Guide. The chair of the committee will be a current member of the Chapter Committee (and preferably a Savannah Guide). The committee should be familiar with the Code of Conduct, Memorandum and Articles of Association, By-Laws and be capable of explaining the objectives of the Company, benefits of membership and range of activities.

The chair of the committee shall also liaise closely with the member of the Joongai who has assumed responsibility for membership matters.

- (b) A Training Sub-Committee should exist in each Chapter and should normally be the initiating body for the review of candidates for the upgrade of ordinary membership; although the Joongai has the right to initiate reviews and to request relevant information on individuals from Chapters. The responsibilities of Chapters, therefore, include the identification of potential candidates for Savannah Guides, preliminary screening and examination of an individual's qualifications and the submission of recommendations to the Joongai on candidate's upgrading to Site / Roving Interpreter or Savannah Guide.

The Chapter Training Sub-Committee can assist in preparing submissions on behalf of Chapter members for Recognition of Prior Learning and exemptions to the formal learning program, although the final determinations on these matters are the responsibility of the relevant Registered Training Organisation or the Joongai.

The Chapter Training Sub-Committee is also responsible for organising the peer group assessment component of guide training programs under guidance from the Joongai or Joongai's representative.

The Chapter Training Sub-Committee should consist of three persons from the Chapter Committee, including, at the Chapter President's discretion, a Savannah Guide with Workplace Assessor status who is not necessarily an incumbent member of the Chapter Committee or Chapter.

- (c) An Activities Sub-Committee whose duties shall be to develop linkages with the local community, including businesses, government representatives / officers, regional tourist organisations, and relevant private and public research institutions. This Committee, among other matters, is responsible for organising guide schools (independent from other Chapters), preparation of marketable tour packages (in conjunction with the Joongai) and general fund-raising activities.

The Chapter Activities Sub-Committee shall consist of no less than three persons, of which one shall be the Chapter President. The other persons may not be incumbent members of the Chapter Committee but shall be members of the Chapter.

1.7 Application Fees, Annual Subscriptions and Funds Raised

All funds raised through application fees, annual subscriptions and general fund-raising activities by a Chapter are to be paid to the Company Treasurer within 21 days of receipt by the relevant Chapter.

1.8 Disbursements

Funds raised by Chapters are owned by the Company and must be submitted to the Company as stipulated in By-Law 1.7.

Annual Financial Support

Chapters shall each receive annual financial support from the Company based on the following formula:

Enterprise Members:

- \$20 per new member, regardless of category.

In addition, Chapters will receive annual budgetary support as follows:

- \$35 per Savannah Guide Station or Savannah Guide Master Operator.
- \$20 per Savannah Guide Site or Savannah Guide Operator.

Individual Members:

- \$15 per new member, regardless of category.

In addition, Chapters will receive annual budgetary support as follows:

- \$30 per Savannah Guide.
- \$15 per Site Interpreter or Roving Interpreter.

Special Members:

- \$10 per new member.

In addition, Chapters will receive annual budgetary support of \$10 per Special Member.

Social Members:

- \$10 per new individual member.
- \$30 per new enterprise member.

These disbursements are based on the Company's Membership Register at each Annual General Meeting and are to be allocated within 21 days of the Annual General Meeting or receipt of funds by the Company's Treasurer, whichever the latter. No allocation shall be made until all funds are received in full in accordance with the Company's Membership Register.

Fund-Raising

75 % of all funds raised by a Chapter through general fund-raising activities (excluding annual fees and subscriptions) are to be disbursed back to that Chapter within 21 days of being received by the Company's Treasurer.

1.9 Interpretation of By-laws and Regulations affecting Chapters

All questions of interpretation of By-Laws and Regulations shall be decided by the Joongai. In cases of doubt, Chapter Officers shall refer their questions, through the Chapter President, to the Joongai for resolution.

2.0 FEES

2.1 Annual Membership Fees

Membership Category	Joining Fee	Annual Fees
<u>Enterprise Members:</u>		
Savannah Guide Station (1)	\$700	\$500
Savannah Guide Master Operator	\$700	\$500
Savannah Guide Site	\$400	\$350
Savannah Guide Operator	\$400	\$350
<u>Individual Members:</u>		
Savannah Guide	\$50	\$150
Site / Roving Interpreter	\$50	\$50
Special Members	\$50	\$75
<u>Social Members</u>		
Individual		\$50
Enterprise (2)		\$150
<u>Honorary Members</u>		

- (1) This excludes any allowance for signage which is to be charged to an enterprise member purchasing the necessary signage in accordance with its *Savannah Guide Station* status.
- (2) A Social Enterprise Member, referred to as a "Friend of Savannah Guide", is typically described as a small business, generally less than 10 employees, based in the Company's Area of Operations.

Annual membership fees shall be paid in accordance with Article 19 (d) of the Company's Articles of Association. Voting entitlement in association with part-payment of annual membership fees is stipulated in Article 19 (c).

Action in regard to non-payment of membership fees is also outlined in Articles 20, 21 and 22.

2.2 Training Fees

Training fees shall be determined by the Joongai as and when required, and recorded by the Company's Secretary in the Joongai minutes.

2.3 Marketing Contribution

The annual marketing contribution shall be determined by the Joongai as and when required, and recorded by the Company's Secretary in the Joongai minutes.

2.4 Royalties

The Trademark cannot be used for merchandising purposes unless express permission has been granted by the Joongai, which shall be granted at the discretion of the Joongai. The Company is

entitled to seek royalties when the Trademark is used by a third-party, including members of the Company, for the purpose of merchandising. The royalty shall be as so determined by the Joongai from time to time.

3.0 Corporate Imagery

3.1 Use of Corporate Imagery

- (a) The logo currently adopted by the Company and any other logo, name or mark adopted by the Company from time to time is the property of the Company. The Company shall permit each ordinary or special member of the Company to use the logo and any other logo, name or mark in the manner permitted by these By-Laws with the cost being borne by the individual or enterprise member. Any logo, name or mark adopted by the company from time to time must be displayed on uniforms, vehicles and stationery in accordance with the requirements of the Joongai. The permission to use any logo, name or other mark of the Company shall be personal to the respective individual or enterprise member to whom the permission is granted, although the permission is not exclusive to that member and may be granted to other members of parties as the Joongai may determine. The permission is not assignable and shall be terminated immediately upon the person or enterprise to whom the permission is granted ceasing for any reason whatsoever to be a member of the Company. All logos, names or other marks of the Company shall be removed from clothing and vehicles or if removal is not possible, painted over immediately after the permission is terminated. Furthermore, all stationery or signage displaying the logo must be returned to the company. The use of any logo, name or other marks of the company is prohibited to persons who are not members of the company except as otherwise determined by the Joongai.
- (b) An individual member, who ceases to work for an enterprise member but retains their individual membership, can continue to wear the uniform and use the logo and any other logo, name or mark in the manner permitted by these By-Laws as long as they abide by the Code of Conduct and adhere to annual membership and training requirements as so determined by the Joongai from time to time. They cannot continue to 'practice' as a Savannah Guide, Site Interpreter or Roving Interpreter for any form of remuneration, unless they establish a new enterprise, which is afforded Company membership, or they are granted special permission by the Joongai.
- (c) A special member, who ceases to work for an enterprise member, shall have their special membership transferred over to social membership and shall be entitled to rights and privileges afforded to social members as so determined by the Joongai from time to time.
- (d) An enterprise member shall retain copyright of its enterprise / site patch although its use in association with the Company's dress code and other corporate imagery shall be at the determination of the Company. Members are entitled to sell their enterprise / site patch - applicable to their enterprise or location only - and retain the proceeds from the sale.

3.2 Corporate Imagery Manual

The Joongai, or Sub-Committee nominated by the Joongai, shall prepare a Corporate Imagery Manual, which shall contain and outline the use of the Company's logo, name or mark, including Company approved:

- (i) individual membership badges / patches;
- (ii) enterprise site badges / patches (shape, size and quality only);
- (iii) designs for letterheads, business cards or other corporate stationery;
- (iv) enterprise vehicle patch / sticker (and preferred locations for placement);
- (v) uniform specifications;
- (vi) special and social membership imagery.

All Company members shall adhere to the corporate imagery specifications as stipulated in the Corporate Imagery Manual. Amendments to the Corporate Imagery Manual shall be at the discretion of the Joongai, as so determined from time to time, but only after a consultation process comprising:

- (i) all members shall be advised of the proposed amendments in writing;
- (ii) all members shall be invited to comment on the proposed amendments and such comments shall be written and received by the Joongai within the consultation period;
- (iii) a consultation period of no less than 60 days which shall commence as per the date on the documentation advising members of the proposed amendments.

Any variation to the specifications contained in the Corporate Imagery Manual may be deemed a breach of By-Law 7 and thereby risk disciplinary action, unless written approval has been granted by the Joongai.

3.3 Stationery and Letterheads

Enterprise members shall be entitled to use the Company's logo or mark on their stationery and letterheads. The size and style of the logo or mark shall be as stipulated in the Corporate Imagery Manual.

4.0 DRESS STANDARDS

4.1 Standards Sub-Committee

The Company's Standards Sub-Committee shall be nominated by the Joongai each year at the Company's Annual General Meeting. The Standards Sub-Committee's responsibility shall be to oversee the adherence to the dress code and use of corporate imagery as outlined in these By-Laws and recommend changes to the Joongai, as and when required. The Standards Sub-Committee shall comprise no less than three persons, of which the chairperson shall be a member of the Joongai.

4.2 Dress Code and Uniform

Members, whether in the 'practice' of guiding, formally representing the Company or attending a Savannah Guides function, shall at all times present themselves in a tidy and orderly fashion and shall wear the proper uniform prescribed by the Joongai from time to time. All uniform items shall be kept in good repair.

All costs and expense in connection with the supply of uniforms shall be borne by the members themselves but in accordance with their membership requirements shall abide by conditions of use as stipulated in the Membership Application.

All ordinary individual members shall have two uniforms:

- Work Uniform.
- Dress Uniform.

The Work Uniform is to be worn when representing the enterprise during all guiding activities.

The Dress Uniform is to be worn on all occasions when representing the Company or attending a Savannah Guides function. The Dress Uniform can be worn as a Work Uniform.

Uniform specifications shall be contained in the Corporate Imagery Manual and all members shall adhere to these specifications.

4.3 Cost of Badges

Cost of badges shall be borne by members themselves but in accordance with their membership requirements shall abide by conditions of use as stipulated in the Membership Application.

4.4 Patch Design

- (a) The shape, size and quality of the enterprise / site patch will be as determined by the Joongai from time to time, in conjunction with the Company's Standards Sub-Committee, but the design shall be the responsibility of the enterprise.
- (b) The design of the individual guide patch will be as determined by the Joongai from time to time, in conjunction with the Company's Standards Sub-Committee.

4.5 Vehicle Imagery

An enterprise member is entitled to incorporate their own particular imagery onto their vehicle, as they so determine from time to time, but the Company approved vehicle patch / sticker shall be the only "Savannah Guides" imagery affixed to the enterprise's vehicle. No imitations shall be allowed.

5.0 TRAINING

5.1 Training Sub-Committee

The Company's Training Sub-Committee shall be nominated by the Joongai each year at the Company's Annual General Meeting. The primary responsibility of the Training Sub-Committee shall be to operate the Joongai endorsed training program for all Chapters so as to maintain the Company's commitment to high levels of interpretation, personal safety, service provision and protection of the environment. The Training Sub-Committee, which shall make recommendations to the Joongai to make the necessary training program changes, as and when required, shall comprise no less than three persons, of which the chairperson shall be a member of the Joongai. Preference shall be given to other Sub-Committee members who either possess or are completing Workplace Assessor qualifications.

The operational responsibilities of the Training Sub-Committee are:

- ❑ Facilitate members' participation in the training program's Formal Qualification Component.
- ❑ Facilitate and formalise Peer Group Assessment which is consistent in all Chapters.
- ❑ Maintain a record of all members' training and qualifications.
- ❑ Assist members to access further training.

5.2 Training Requirements

- (a) For an individual member to attain Savannah Guide accreditation they must have:
- (i) Successfully completed the Formal Qualification Component, including Recognised Prior Learning and / or exemptions.
 - (ii) Attended at least two Guide Schools.
 - (iii) Successfully completed the Savannah Guide level of Peer Group Assessment, which includes a formal interview by the Company's nominated Assessor.

Upon successfully completing this accreditation process, the member will be issued with a certificate to confirm their Savannah Guide status. They will also be issued with a Savannah Guide patch which is to be affixed to the member's uniform (refer Corporate Imagery Manual).

- (b) For an individual member to attain Site / Roving Interpreter accreditation they must have:
- (i) Commenced the Formal Qualification Component, including Recognised Prior Learning and / or exemptions.
 - (ii) Attended at least one Guide School.
 - (iii) Successfully completed the Site / Roving Interpreter level of Peer Group Assessment, which includes a formal assessment of a tour presentation by the Company's nominated Assessor.

Upon achieving the above requirements, the member will be issued with a certificate and guide patch to confirm their Site / Roving Interpreter status, which is to be affixed to the member's uniform (refer Corporate Imagery Manual).

5.3 Formal Qualification Component

The Company, on instruction from its Training Sub-Committee, shall determine the content, format and timeframe of a recognised guide training program, accreditation or qualification, which may not necessarily be administered by the Company and may change from time to time. The cost of the Formal Qualification Component shall be borne by the individual members.

Some members may be eligible for advanced standing in the Formal Qualification component.

Recognised Prior Learning is a process of assessment to grant formal recognition to life skills or experiences, or other courses taken. The granting of Recognised Prior Learning shall be at the discretion of the Assessor administering the Formal Qualification Component, who may not necessarily be an incumbent member of the Company. Costs, which may be incurred in the granting of Recognised Prior Learning, shall be borne by the individual members.

5.4 Peer Group Assessment

All individual members shall undergo assessment by their peers as part of their accreditation process. As part of the Peer Group Assessment, members seeking Site / Roving Interpreter status are required to undergo an assessment of an actual tour presentation by an Assessor nominated by the Company. Members seeking Savannah Guide status are required to partake in a formal interview by an Assessor nominated by the Company. In each case, the applicants will be provided with the assessment criteria at least 30 days before assessment.

Where possible, Peer Group Assessment will take place at Savannah Guides schools.

5.5 Exemptions

Exemptions for any elements of the Company's training program shall be at the discretion of the Training Sub-Committee. These shall only be granted in extraordinary circumstances.

5.6 Members' Training and Qualification records

The Training Sub-Committee will maintain a record of all members' training within the organisation and other formal qualifications as advised by the member. This record is required documentation for the granting of member status, and at the member's discretion be used to offer potential employment opportunities and for use in Savannah Guides' marketing. Members will be asked to update or verify their record at each membership renewal.

5.7 Assisting Members' Access to Further Training

The Training Sub-Committee is required to keep all members updated on relevant training opportunities, both within and outside the Company. This will be done through the Company's newsletter, at Savannah Guides Schools and through additional correspondence when required.

These responsibilities are central to the Training Sub-Committee's fostering of a "culture of training" within the network.

Enterprise members should be encouraged and assisted in developing specific programs for training at their own sites. Individual members should be made aware of professional development opportunities.

6.0 LICENCES & INSURANCES

It is the responsibility of the ordinary member (enterprise or individual) to ensure that all the necessary licences and insurances which enable the enterprise or individual member to lawfully conduct an enterprise and/or operate as a tour guide within the region in which the enterprise or individual member intends to operate.

7.0 CODE OF CONDUCT

All members of the Company shall agree to abide by the following ethical principles:

(a) Adherence to By-Laws and Standards

A member will abide by the standards, requirements and dress codes as set out by the Company that are designed to ensure the level of interpretation, service provision and commitment to sustainable tourism is consistent throughout the network and at the forefront of the guiding profession.

(b) Unrealistic Expectations

A member will refrain from encouraging unrealistic expectations or promising guests experiences or services that are either unattainable or uncertain.

(c) Professional Standards

A member will only conduct tours when they have the necessary knowledge and equipment to do so to ensure the standard of interpretation does not discredit the Company or the guiding profession.

(d) Duty of Care

A member will ensure guests' personal safety is held in the highest regard at all times and be proactive in implementing appropriate and reasonable measures which maximise guests' personal safety when in their care.

(e) Prices

A member will advertise tour prices on appropriate marketing material in advance or, where special tours are involved, finalise negotiations prior to the acceptance of engagement by both parties.

(f) Approach

A member will maintain a fully professional approach in all dealings with guests and the general public.

(g) Appropriate Avenue for Criticism

A member will refrain from public or personal criticism of another member's business or expertise and recognise the appropriate avenue for raising such concerns is through the Joongai.

(f) Code of Conduct

A member will ensure all personnel conducting guiding activities on their behalf are conversant with and abide by the Code of Conduct.

It is the responsibility of the Joongai and Chapter Committees to ensure members are presented with the Code of Conduct and fully understand the ethical principles.

It is the responsibility of all members to ensure they abide by the Code of Conduct. Members will be subject to disciplinary proceedings if they breach these ethical principles or partake in discreditable behaviour.

8.0 DISCIPLINARY PROCESS

Upon joining the Company, every member agrees to abide by the Code of Conduct. It is the responsibility of the Joongai and accredited Savannah Guide members to act as mentors and encourage all members to operate in accordance with the Code of Conduct as well as embrace the spirit of the principles.

Breaches of the Code of Conduct or discreditable behaviour may result in members undergoing a disciplinary process which is detailed in Article 22 of the Company's Articles of Association.

8.1 Disciplinary Sub-Committee

The Company's Disciplinary Sub-Committee shall be nominated by the Joongai each year at the Company's Annual General Meeting. The primary responsibility of the Disciplinary Sub-

Committee shall be to adjudicate on disputes between members and matters of discreditable behaviour, investigate complaints received from the public and recommend disciplinary action. The Disciplinary Sub-Committee shall comprise no less than three persons, of which the chairperson shall be a member of the Joongai.

In the case of disputes or complaints being directed at or involving a member of the Sub-Committee, then that member shall vacate their position on the Sub-Committee until the dispute or complaint is resolved. The appointment of a replacement member shall be at the discretion of the Joongai.

The Disciplinary Sub-Committee, which shall hear and determine matters brought before it in accordance with the Constitution and the By-Laws and shall exercise the powers conferred upon it by the Joongai under Article 50 (a), may only recommend disciplinary action. The Joongai has the sole authority to initiate disciplinary action, but with regard to the Disciplinary Sub-Committee's recommendations and in accordance with Article 22.

8.2 Discreditable Behaviour

Discreditable behaviour for members is defined as:

- (a) Breaching the ethical principles detailed in By-Law 7.
- (b) Misleading or 'holding out' to other members and / or tourist operators, agents, government officers and the general public, as to personally having, or staff having guiding qualifications, whether they be the Company's or from elsewhere, which is, indeed, false.
- (c) Conducting guide activities without all the reasonable skill, care and attention expected of members or guiding when their judgement is impaired.
- (d) Being found or pleaded guilty before a court of law in any jurisdiction in Australia or elsewhere, of any criminal offence which has not been set aside on appeal.
- (e) Being found to have acted dishonestly in any civil proceedings before any court of law in any jurisdiction in Australia or elsewhere, and such findings have not been set aside on appeal.
- (f) Failing to comply with any reasonable and lawful instruction from the Joongai, or a member appointed to act as the Joongai's representative, acting with the powers conferred by the Company's Constitution or By-Laws and which relates to a matter concerning the good order and administration of the Company.
- (g) Becomes bankrupt or makes any arrangement or composition with his creditors generally.
- (h) Committed an act, which in the opinion of the Joongai, or a Sub-Committee which has been established by the Joongai under Article 50 (a), which is likely to bring discredit to that member, the enterprise, the Company or the guiding profession.

8.3 Dispute / Complaint Process

Subject to compliance with the Constitution and the By-Laws, the Disciplinary Sub-Committee may regulate their own procedures as they think fit including whether or not to hear any witness or admit any material and without giving any reason therefor.

In accordance with the powers conferred upon it by the Joongai under Article 50 (a), the Sub-Committee may, if it thinks fit:

- (a) Intervene in a dispute between members of the Company without their invitation, if in their opinion, the dispute places the good name and order of the Company at risk.
- (b) On invitation, adjudicate on a dispute between members of the Company, if in their opinion, the dispute places the good name and order of the Company at risk.
- (j) On invitation, elect not to involve the Company in the dispute but encourage the members to resolve the matter between them, if in their opinion, the dispute does not warrant their involvement.
- (k) Gather evidence of any facts within its knowledge which relate to any dispute or complaint against a member and / or their staff.
- (l) Investigate any written complaint made by a member of the Company or by a member of the public concerning the conduct of a member and / or their staff. The member shall be provided with a copy of the written complaint but they shall not be allowed to make direct contact with the complainant during the process of the investigation.
- (f) Request the member to respond in person or writing, or to proceed with a hearing or discussion on the matter in the member's absence or without their written response, after giving the member no less than 21 days to attend or respond.

If a complaint made by a member of the Company or by a member of the public is subsequently withdrawn by the person who made it, the Chairperson of the Disciplinary Sub-Committee may in his / her sole discretion at any time prior to any hearing or discussion on the matter determine that no further action be taken.

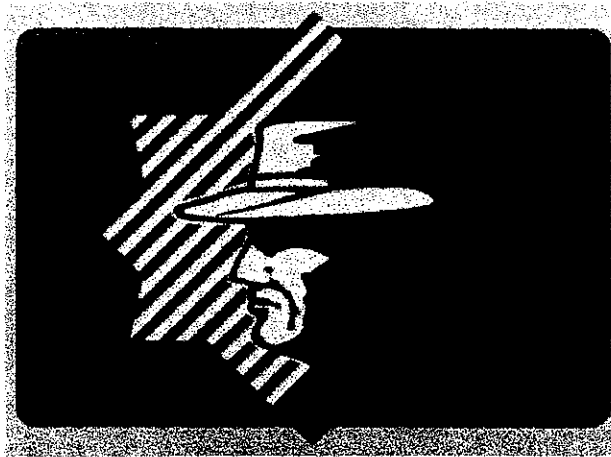
If a determination is made by the Disciplinary Sub-Committee that there are grounds for disciplinary action, they shall recommend to the Joongai of the preferred sanction, which may include:

- (a) Exclusion of membership.
- (b) Suspension of membership.
- (c) A severe reprimand.
- (d) A reprimand.
- (e) An instruction that the member obtain advice relating to their conduct or the conduct of their staff involving their operation.
- (f) An instruction that the member attend further training as specified by the Disciplinary Sub-Committee.
- (g) A direction for payment for all or any portion of the costs and expenses incurred by the Company in dealing with this disciplinary matter.

APPENDIX H

STRATEGIC PLAN FOR THE PROPOSED EXPANSION OF THE SAVANNAH GUIDE NETWORK

Savannah Guides Limited



Strategic Plan for the Proposed Expansion of the Savannah Guide Network

May 1998

 ***Kleinhardt-FGI Pty Ltd***

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Executive Summary

Savannah Guides is an award-winning network of ecotourism related enterprises located in the Gulf region of Queensland. After ten years the network has achieved a reputation in the market place for delivery of high quality interpretation of the savanna environment.

Savannah Guides evolved in the mid 1980s as a way of providing public access to natural attractions on private or leased property whilst maintaining the conservation values of the region. Members were drawn from local communities and Gulf Local Authorities Development Association (GLADA) assisted greatly in the development of the organisation. In 1993, members cut ties with GLADA after establishing their own company, which was named Savannah Guides Limited. The company registered its own trademark which is now well recognised in the market place.

As a group, members concentrated on educating individuals on guide skills, interpretive knowledge and sustainable tourism principles. The network expanded into the Northern Territory and grew to eight guide stations by 1996 but has since retracted back to four after a number of businesses were sold. A fifth location commenced in August 1997 but has yet to be afforded guide station status. Another enterprise, which is based in Cairns but provides tours to the Gulf region and beyond, is not afforded guide station status although it is referred to as an "Accredited Preferred Operator".

Training, which focuses solely on peer group assessment, has now become an integral part of the Savannah Guides ethos and there are now four levels of guiding accreditation:

- Savannah Guide
- Site Interpreter
- Roving Interpreter
- Trainee Interpreter

Guide schools, which are held every six months, are central to the peer group assessment of individuals. Guide schools are also critical to individuals learning to appreciate the ethos and values of Savannah Guides.

All guides are required to abide by a standard dress code although different badges for each of the Savannah Guide Stations are allowed.

Currently, Savannah Guides has a membership of 27 people in the following membership categories:

- 13 x Savannah Guides
- 9 x Site Interpreters
- 4 x Roving Interpreters
- 1 x Honorary Members

All the company's income is derived from its membership base. The board, referred to as the Joongai, is made up of six members who act in an honorary role. No personnel are employed by the company.

The purpose of this report is to assess whether it is feasible for Savannah Guides to expand the network beyond its current area of operation - essentially the Gulf regions of north Queensland and east Northern Territory - and prepare a strategic framework which would enable the network to expand whilst retaining the principal strengths and values of the existing network.

Key outcomes are summarised as:

- The Memorandum and Articles of Association need to be altered to protect the original philosophy and vision as well as to eliminate confusion with regard to membership categories, rights and privileges
- Training will need to incorporate national standards of competency to achieve national recognition and establish minimal levels of knowledge throughout an expanded network
- Peer group assessment will need to incorporate more objective assessment of competency to both enhance the credibility of accreditation and standardise the level of interpretation throughout an expanded network
- The existing legal structure is entirely suitable to not only receive government funds but to establish the necessary structures for expansion purposes
- An expanded network offers considerable marketing benefits for ecotourism operators located in regional and remote locations of Australia
- Marketing emphasis will be on members who have achieved the levels of interpretation and service essential for market credibility
- New members will be required to meet mandatory entry requirements
- Members seeking access to the higher membership categories will need to meet additional levels of accreditation
- Membership categories will allow new members the option to reach the higher membership categories at either an accelerated rate or a slower pace, subject to their level of experience, expertise and resources
- Social membership will be offered to enterprises and individuals who want to be associated with Savannah Guides
- Members will be required to abide by a Code of Conduct
- A new fee structure is to be introduced to improve revenue generation capabilities.

An expanded and vibrant network will offer a diverse range of benefits and opportunities to communities in regional and remote locations (including aboriginal communities), governments and relevant research and education institutions. In particular, will be the economic benefits through increased business and employment opportunities as well as the enhanced linkages for small tourism operators with key players in the tourism industry.

The company's current income of less than \$5,000 per annum is insufficient for the company to embark upon any meaningful expansion. This level of income is also insufficient to either recruit or outsource the services of a secretariat which is critical, not only for the network's immediate effectiveness, but also for assisting the network to expand in the medium and longer term. Forecasts for the next five years project significant growth in membership and annual income - based on new fee structure - but despite this growth, the annual income is still inadequate to secure the services of a secretariat.

Annual Revenue and membership forecasts for the next five years are disclosed as:

	Year 1	Year 2	Year 3	Year 4	Year 5
Annual Revenue*	\$9,450	\$12,050	\$19,150	\$23,700	\$26,650
Enterprise Members	11	15	19	25	30
Individual Members	34	42	54	66	76

*These figures refer only to income derived through the membership and not from income that is required for funding the marketing and training activities. No corporate sponsorship or government funding has been considered.

Despite the value of an expanded Savannah Guides network throughout regional and remote Australia, the expansion of the network is unlikely to be a viable proposition without additional funding sources. Whilst expansion may still occur without additional funding it is unlikely to be controlled and managed in an appropriate manner without the assistance of a professional secretariat. The real potential of the network would, therefore, remain elusive and, ultimately, the lack of control and effective management would prove to be counter-productive.

Therefore, considerable emphasis must be given in the short term to secure funding through either corporate sponsorship or government assistance. Government assistance could be secured through either seed grants in regional development programs or through "in-kind" assistance from government funded agencies with similar regional development objectives.

1.0 Introduction

1.1 Purpose and Format of Report

The report was commissioned to principally assess the feasibility of expanding the network of Savannah Guide locations to other regions and to propose a strategic framework in which such an expansion could be optimally achieved.

Firstly, in the **Organisational Review: Savannah Guides Limited**, the report undertakes a critical review of Savannah Guides' current structures with specific regard to:

- Purpose and Vision
- Administration and Coordination
- Membership and Standards
- Training and Education

The critical review identifies the areas that are effecting Savannah Guides' efficiency and growth and then presents a course of action that not only addresses these problem areas but also gives regard to the implications of an expanded network.

The strategic framework, which is set out in **Proposed Strategic Developments**, expands on key issues arising from the critical review. These issues, which are listed below, are identified as critical elements of the strategic framework necessary for successful expansion:

- Organisational Structure
- Marketing Strategy
- Membership Categories
- Entry Requirements
- Training and Education
- Code of Conduct
- Fee Structure

Other key segments contained within the report include:

- Compilation of potential members to the network - **Inventory of Potential Guide Stations and Roving Operators**
- The impact an expanded network would have on regional and remote areas - **Benefits to Regional and Remote Areas**
- Discussion and analysis of the *Savannah Way* concept and the potential benefits to Savannah Guides - **Savannah Way Tourism Route**

- Analysis of revenue capabilities and funding options - **Funding Options**

The final section, the **Action Plan**, details the courses of action and timeframe that need to be undertaken to address current problem areas as well as place Savannah Guides in a far greater position to embark upon any network expansion.

1.2 Background

The Savannah Guides concept evolved in the mid 1980s in the Gulf region of Queensland. The principal objective was to establish an organisation that would:

- act as professional interpreters of a remote environment
- act as protectors of the natural environment
- manage visitor impacts on private or leased property by negotiation whilst maintaining the conservation values of the region
- harness tourism for the benefit of remote communities, including aboriginal communities

Initially, Savannah Guides went under the auspices of Gulf Local Authorities Development Association (GLADA) where it developed a structured format and had access to administration support and management. Members to the network were generally drawn from local communities. In 1991, members under the umbrella of Savannah Guides established their own constitution and legal entity and named it Savannah Guides Limited (SGL). All official ties with GLADA were severed in 1993.

Since then, SGL has concentrated on educating individuals on guide skills, interpretive knowledge and sustainable tourism in sensitive environments as well as building the number of guide stations throughout the Gulf region of the Northern Territory and North Queensland. During this time, Savannah Guides received an award from QTTC for private industry training in the tourism industry. They also received an honorable mention in the Pacific Division of the British Airways Global Awards, *Tourism for Tomorrow*.

The network of guide stations grew to eight by 1996 but has since retracted back to four after a number of businesses were sold. These four guide stations are all based in Queensland and are located at:

- Hells Gate, Burketown-
- Adels Grove, Lawn Hill
- Cobbold Gorge, Forsayth
- Undara Experience, Mt Surprise

A fifth location was established in 1997 at Tyrconnell Gold Mine in Queensland but has yet to be afforded "Guide Station" status. The network also incorporates a tourism enterprise - Wilderness Challenge - which is based in Cairns but conducts tours through the region. Wilderness Challenge is not a guide station but is referred to as an "Accredited Preferred Operator".

The number of individual members currently stands at:

- 13 x Savannah Guides
- 9 x Site Interpreters
- 4 x Roving Interpreters
- 1 x Honorary Member

SGL receives all its income from membership and entry fees and is managed by a board of six members referred to as the Joongai.

The administrative base of SGL is currently based in Cairns, Far North Queensland.

2.0 Organisational Review: Savannah Guides Limited

2.1 Purpose/Vision

The current objects in Savannah Guides' Memorandum of Association offer little insight into the principal purpose of Savannah Guides. Indeed, only Clause 2 (b) gives any indication as to what the purpose of the organisation is:

"To promote a high standard of tour guide services offered by tour guides throughout all areas in Northern Queensland and the Northern Territory."

The company's Mission Statement, however, offers far more insight into Savannah Guides' philosophy and purpose and indicates a broader purpose than referred to in Clause 2 (b):

"To be an economically sound, community based, identifiable professional body maintaining high standards of interpretation, public education, tourism and resource management, leadership and training, and through the promotion of ecologically sustainable tourism principles, enhance and maintain the regional lifestyle whilst encouraging protection and conservation of the environment and cultural resources of the Gulf Savannah Region."

Whilst the Mission Statement is important to define the philosophy and purpose, not only for the wider community but also for existing and future guides, it should be consistent with the Constitution. It was likely the Mission Statement was developed to further encapsulate the original philosophy and purpose of Savannah Guides which was not articulated adequately when the Constitution was initially prepared; therefore, the Mission Statement is perhaps a better description of Savannah Guides' purpose. Nonetheless, the Mission Statement has no legal standing and is vulnerable to changes without the full involvement of the membership.

To enhance the protection of the original philosophy and purpose, the Mission Statement needs to be dissected and the appropriate clauses included in the Memorandum of Association so they are enshrined in the Constitution. Any future attempts to amend these clauses must be undertaken via a *special resolution* which requires no less than 75% of the membership base (in person or by proxy) to vote in support of the motion.

2.1.1 Action Required - Purpose/Vision:

It is recommended that the following sub-clauses be inserted into Clause 2 in the Memorandum of Association to enshrine the original philosophy and purpose of Savannah Guides as well as allow for any

expansion of the network into other States and parts of northern Australia:

- *To promote and foster the development of diverse nature and culturally based tour guide enterprises which embrace ecologically sustainable tourism principles and actively participate in the protection and conservation of natural and cultural resources within Savannah Guides' designated area of operation (refer 3.4.1.2 Area of Operation for definition).*
- *To protect and promote the heritage, customs and unique values of people living within Savannah Guides' designated area of operation.*
- *To facilitate the marketing of tour guide enterprises within the Savannah Guides' network that have satisfied the mandatory entry requirements as so determined by the Joongai from time to time.*
- *To encourage the study and practice of ecologically sustainable tourism principles in sensitive environments and to improve and elevate the general and technical knowledge of the environment by persons guiding or intending to engage in the guiding profession.*
- *To manage and deliver programs and projects that enhance the protection and conservation of natural and cultural resources within Savannah Guides' designated area of operation.*
- *To promote, implement and attain "Best Practice" standards in the provision and delivery of tourism services throughout the Savannah Guides network.*
- *To provide for the delivery of training that is designed to elevate the practice of tour guiding by increasing the knowledge and skills of persons guiding or intending to engage in the guiding profession.*
- *To test by peer group assessment, formal examination or otherwise the competence and appropriateness of persons guiding or intending to engage in the guiding profession.*

2.2 Administration & Coordination

Savannah Guides is managed by a committee of six, referred to as the Joongai, with the following three executive and three non-executive positions:

- President
- Secretary
- Treasurer
- 3 x Directors.

All positions are honorary and the Constitution requires one third of the Joongai to retire each year at the Annual General Meeting. A retiring member of the Joongai is eligible for re-election.

No persons are presently engaged by Savannah Guides to undertake any administrative tasks, all of which are handled by the office bearers on a voluntary basis. In the early years of Savannah Guides, when still under the auspices of GLADA, administrative support was provided by GLADA personnel. However, since evolving into their own organisation in 1991 this support has not been available and the members of the Joongai, who are severely restricted by the demands of their own businesses/jobs and the tyranny of distance, have found it increasingly difficult to focus on the managerial and administrative needs of the organisation. Although tele-conferences are held intermittently throughout the year, critical management and administration matters are generally held over until the members of the Joongai have the opportunity to meet face-to-face at the twice-yearly guide schools. The Joongai recently put forward a *special resolution* to amend the constitutional requirement of holding Joongai meetings at least once every two months (*Article 48*) to at least once every six months. The motion was upheld by the membership but the Joongai failed to submit the alteration to the Australian Securities Commission within the fourteen day period of notification so that the Constitution could formally be amended. Consequently, *Article 48* remains unaltered and the Joongai are unwittingly in breach of their own Constitution.

Whilst there are virtually no management information systems in place, except for financial records, there is presently little need for such systems by the organisation. Individual Guide Stations record their own essential information and this can be made available to the organisation for collaborative purposes when necessary.

Management time and distance constraints have obviously hampered the growth of Savannah Guides but the most significant factor has been the lack of financial resources. The revenue base has been insufficient to enable the services of personnel to be engaged to assist in the coordination and administration of the organisation and, furthermore, even when key issues were identified and prioritised by the Joongai, there were insufficient funds to implement the appropriate strategy.

Alternative fund-raising sources have been sought through corporate sponsorship and government grants but there has only been limited success which, in part, can be attributed to the lack of management time and administrative support currently available.

2.2.1 Action Required - Administration & Coordination:

2.2.1.1 Funding Options

The options to improve the revenue generation capabilities of Savannah Guides are discussed in greater detail in **7.0 Funding Options**; however, they are broadly outlined as follows:

- Seek part-time secretarial support from GLADA
- Broaden membership base and increase fees
- Secure corporate sponsorship or visitor donations
- Secure relevant grants from government funded programs

2.2.1.2 Joongai Meetings

The Joongai needs to re-submit the *special resolution* to amend *Article 48* at the next opportunity and, if upheld, notify the Australian Securities Commission of the alteration within the 14 day period. However, it is perhaps prudent that the Joongai word the *special resolution* so that meetings are held at least every three months rather than six. More regular management meetings will obviously provide the Joongai more opportunity to monitor the company's progression and, as a result, become more productive.

In addition, for the purpose of ensuring better understanding of such constitutional requirements, new clauses need to be inserted into the Articles of Association in the following manner under the heading *Alterations of Objects and Articles*:

- *The objects and articles of the Company may be altered by a special resolution passed by a majority of not less than three-quarters of the total number of Company members present, in person or by proxy, and entitled to vote at the meeting. The proposed alteration must be specified in the notice of the general meeting in writing.*
- *The Secretary of the Joongai shall, within fourteen days after the making of the alteration, lodge notification of the alteration with the Australian Securities Commission.*
- *The alteration shall not take effect unless and until approved by the making of the alteration, lodge notification of the alteration the Australian Securities Commission.*

2.3 Membership & Standards

Supporting the Constitution are the Rules which give direction to the Joongai and members when interpreting key matters such as:

- Membership
- Area of operation
- Dress standards, uniforms and vehicle livery
- Training requirements (refer 2.4 Training & Accreditation)
- Use of corporate imagery
- Guide fees

2.3.1 Membership

The Articles of Association outlines two membership categories only - ordinary and honorary - although ordinary membership is in fact separated into enterprise and individual membership categories, each with numerous sub-categories.

Enterprise membership, which refers to the commercial enterprises making up the network, is separated into three sub-categories, each with a different entry fee and minimal entry requirement. Refer the following table:

Table 1 - Enterprise Membership

Category Level	Entry Fee	Entry Requirement	Entry Description
Savannah Guide Station	\$1,000	<ul style="list-style-type: none"> • Tour of substance involving natural and/or cultural assets • Camping and/or accommodation facilities • More than 100 kms from another Savannah Guide location 	A location of major significance and high level commitment to Savannah Guides' philosophy
Savannah Guide Site	\$500	<ul style="list-style-type: none"> • Part time tour involving natural and/or cultural assets 	A location of developing importance
Accredited Preferred Tour (Roving Guide)	\$500	<ul style="list-style-type: none"> • Tours into the Savannah Gulf region 	A promoter of Savannah region through tour/transport operations

Membership entitles each category to display the Savannah Guides corporate imagery. It also entitles the enterprise to participate in joint marketing endeavours involving the network, such as:

- brochures (each enterprise member equally contributes to the brochure cost)
- familiarisation tours by visiting journalists and agents
- trade and consumer shows.

Most importantly, the membership entitles the enterprise to become part of a network that has a well recognised logo and an established profile in the marketplace which already generates considerable public confidence in the quality of its products. Furthermore, the membership of Savannah Guides has enabled small tour operators in remote locations of northern Australia to be part of a network, which as a result of its strong links with regional, state, national and international tourism bodies, has a respected “voice” in regional tourism development.

Individual membership relates to the guides themselves and is also separated into four categories. Refer the following table:

Table 2 - Individual Membership

Category Level	Annual Fee	Description
Savannah Guide	\$250	Senior guide with supervisory duties or capabilities
Site Interpreter	\$50	High level professional guide with indepth regional knowledge
Roving Interpreter	\$50	High level professional guide with indepth knowledge across a wide area
Trainee Interpreter	No fee	A guide with a career vision committed to Savannah Guides and continued training with a Savannah Guide mentor

Refer Table 3 for Accreditation Requirements

There is currently an additional “membership” category being proposed which would allow for an individual or an enterprise to be associated with Savannah Guides without actually being an enterprise or individual member. This category will cater for either an individual or an enterprise, who is supportive of the Savannah Guides philosophy, to make donations and acquire some special benefits. The category is likely to be titled “*Friends of Savannah Guides*”.

2.3.2 Area of Operation

All accredited Savannah Guides are allowed to conduct guided tours throughout the designated area of operation, which currently extends west to Tenant Creek (Northern Territory), east to Mareeba (Queensland), south to Charters Towers (Queensland) and north to Palmerville (Queensland) and Cape Crawford (Northern Territory). The restrictions on guided tours are they cannot be undertaken into an area where another Guide Station is located and roving guides must use the services of the Savannah Guide or Site Interpreter based at that location. Tour income is shared between the roving guide and local guide.

The Site Interpreter can only conduct tours in the area they have been accredited in.

2.3.3 Dress Standards, Uniforms & Vehicle Livery

A set uniform for guides has been established by the organisation along with vehicle livery. The uniform must be worn during guided tours and any official guide business and consists of:

- dark green shirt/blouse (permanent press)
- dark green shorts/long trousers
- appropriate bush-walking boots with green bowyangs
- brown belt with compass/knife pouch
- sand coloured akubra with message-stick hat band
- Savannah Guide/Site Interpreter insignia (with logo)
- location badge

The location badge reflects a feature or features that is significant to the particular station or site where the guide is based. These badges and the insignia must be worn on specific areas of the uniform as designated by the organisation. Any variances to the uniform requires formal approval from the Joongai.

All vehicles utilised by the stations or sites must be white and must carry the corporate logo.

2.3.4 Use of Corporate Imagery

The entitlement to use the corporate imagery is granted to the enterprise and individual members. This entitlement is granted by SGL in the form of a unofficial license, under the direction of the Joongai. The entitlement is not assignable and is immediately withdrawn when the enterprise or individual member terminates their membership with SGL. All materials or items embossed with corporate imagery must then be returned.

2.3.5 Guide Fees

SGL takes on the role to regulate guiding fees with the members. Current fees are set at \$150 per day or \$20 per hour for an accredited guide. Members are required not to exceed these charges.

2.3.6 Action Required - Membership:

2.3.6.1 Articles

The articles need to be edited and key words amended to reflect current matters associated with SGL. For instance, there is frequent use of the title "Vice President" which does not apply to SGL. Removing irrelevant terms and words are vital to minimise confusion when interpreting the Constitution.

2.3.6.2 Membership Categories

Whilst the Rules make reference to membership categories when stipulating fees there is no definition on the qualifications and experience relevant to these categories. The Articles of Association also fails to define the categories of membership as outlined previously in this Organisational Review apart from the fact there are two categories comprising ordinary and honorary members. In the definition of Ordinary Members (*Article 7*), there is only reference to individuals with the following clauses:

- (a) *over the age of eighteen years of age*
- (b) *employed or customarily employed or operates as a tour guide or wishes to be employed or operate as a tour guide in the region in which the Company conducts its operations*

- (c) prepared to be bound by the Memorandum and Articles of Association of the Company and any rules, regulations or by-laws made thereunder.

Additional clauses need to be inserted to define the categories of ordinary membership, which in this case are:

- Enterprise:
 - ⇒ Savannah Guide Station
 - ⇒ Savannah Guide Site
 - ⇒ Roving Operator
- Savannah Guide
- Site Interpreter
- Roving Interpreter

These clauses must describe the qualifications and experience necessary for admission as well as their rights and privileges, especially with regard to voting.

In addition, *Article 7 (b)* needs to be amended as it restricts members to be either working or generally working as a guide or wishing to be a guide. Such a clause is too restrictive and will force existing members to resign who no longer actively guide but remain an integral part of the network with their wealth of experience. The wording should be altered to include people who have previously worked as a guide within the Savannah Guides' network for no less than two years and continue to attend guide schools as per professional development requirements.

New articles will also need to be inserted for the proposed "Friends of Savannah Guides" membership categories to ensure definition of rights and privileges, particularly with regard to access of the corporate imagery.

These issues are outlined in greater detail in **3.3 Membership Categories**.

2.3.6.3 Voting Rights & Privileges

At present, there is some confusion as to whether Site Interpreters can vote. There is also the belief that members seeking election to the Joongai must have achieved Savannah Guide status. The articles fail to make reference to these issues, therefore, it is reasonable to assume that as there is no distinction between ordinary membership, all current members, other than honorary members, have the same voting rights and can also seek election to the Joongai. An Extraordinary General Meeting of the membership is required to resolve these matters and the outcomes written into the articles.

2.3.6.4 Honorary Membership

Article 8 (a)(ii) states the opportunity to appoint an honorary member to fill the role as an honorary financial or legal adviser for a period not exceeding twelve months. With regard to SGL's current needs, there is merit in extending these positions to include people who are specialists in landcare and/or regional tourism development.

2.3.6.5 Use of Corporate Imagery

Some confusion also appears to surround the ownership of site patches and badges. The Rules (12 and 13) clearly state that the entitlement to use these site patches and badges is granted by SGL upon acceptance of membership. Ownership effectively remains with SGL even though members are required to purchase these items at their own expense. The income from selling the site patches and badges to members eases the financial burden on SGL with its limited financial resources. Whilst the Rules also state members must return all corporate imagery on termination of membership the reality is that SGL has limited resources and capabilities to enforce this requirement. It relies very much on the goodwill of the members who may be exiting the network to comply with this request.

However, if ex-members persist in using Savannah Guides imagery without permission from SGL then they are in breach of the law and risk litigation.

2.3.6.6 Guide Fees

The current guidelines on guide fees have the potential to be too restrictive on the level of fees charged by the different enterprises. Individual enterprises require greater flexibility in determining their price structure for guide services; therefore, consideration should be given to either deleting this rule completely or amending the wording so that there are no restriction on fee levels.

Furthermore, any attempt by SGL to set fee levels for its members is likely to be seen as establishing a cartel of guides and be in breach of the Trade Practices Act (1974) - Section 45 A-D.

2.3.6.7 Guide Uniforms & Vehicle Livery

Adherence to guide uniform and vehicle livery requirements is proving to be difficult, particularly with new enterprises taking up membership. Consistency of guide uniform and vehicle livery throughout the network is a critical component to achieving a professional image in the marketplace; therefore, it is vital that the issue of adherence be addressed at the next general meeting and all membership concerns tabled so that genuine difficulties can be resolved. Continued non-conformance will result in a "mish-mash" of dress standards which will seriously jeopardise the professional image the organisation is endeavouring to achieve.

2.3.6.8 Area of Operation

The definition for SGL's Area of Operation should be amended to allow for the possible expansion of the network beyond the current boundaries. A new definition is outlined in **3.4.1.2 Area of Operation**.

2.3.6.9 Developmental Issues

Further consideration to the following three key issues is required prior to inserting clauses referring to Enterprise membership. An expansion of the network is likely to result in greater scrutiny in the market value of the Savannah Guides name and the associated corporate imagery, especially by enterprises contemplating entry into the network, therefore, membership clauses will need to address the potential impact on the current market value of Savannah Guides name in an expanded network:

Generic Brand Name

To maximise the marketing appeal of the network and to minimise market confusion, each region within the network needs to be marketed under a generic brand name. Supporting the generic brand name would be symbols linked to facilities to enable the travelling public and the tourism industry to be aware that locations within the network may differ in the facilities they provide.

New Entry Requirements

Entry requirements for enterprises into the network will have to be amended and documented to ensure the value of the Savannah Guides name is maintained and the marketing strength of the network enhanced and protected. Any new entry requirements should reflect the capabilities of enterprises likely to seek entry into the network without risking the Savannah Guides' market credibility. These entry requirements are likely to comprise:

- Financial capabilities (short term focus only)
- Tour and product quality (emphasis on eco-tourism)
- Personal commitment to Savannah Guides' philosophy and network development
- Preparedness to comply with Savannah Guides' mandatory training requirements
- Personal commitment to sustainable site management and preparedness to undertake a site management plan within an agreed time frame (locations only)

Accreditation Timeframe

In the event more stringent entry requirements are put in place then it is likely greater pressure will be exerted by new entrants for minimum accreditation periods (for enterprises) to be waived or accelerated.

Timeframes for individual accreditation may also be adjusted in accordance with any changes to minimum training requirements.

These key issues are outlined in greater detail in **3.4.2.1 Sequence of Entry: Enterprise Members** and **3.2 Marketing Strategy**.

2.4 Training & Accreditation

Training is an extremely important function of Savannah Guides. The pinnacle of industry recognition was attained in 1996 when Savannah Guides received the *Private Industry Training Award* from the Queensland Tourist and Travel Corporation.

The core principal of training is for members to achieve and maintain a high level of competence in interpretation that is generally consistent throughout the network. The critical components of the training are the twice yearly guide schools and peer group assessment.

The four stages of accreditation are described in the following table:

Table 3 - Accreditation Requirements

Category	Accreditation Requirements
Savannah Guide	<ul style="list-style-type: none"> • Attendance of at least 2 guide schools over a 2 year period • Minimum 2 years as a Roving/Site Interpreter • Current First Aid Certificate • AussieHost attendance • Met all requirements to be a Savannah Guide
Site Interpreter	<ul style="list-style-type: none"> • Attendance of at least 1 guide school • Current First Aid Certificate • AussieHost attendance
Roving Interpreter	As Above
Trainee Interpreter	<ul style="list-style-type: none"> • Potential acknowledged by 1 Joongai to progress to higher level • Attendance at 1 guide school • Current First Aid Certificate • AussieHost attendance

A member must apply for Savannah Guide or Site/Roving Interpreter accreditation before partaking in the accreditation process. Field assessment is currently undertaken by either two members of the Joongai or three Savannah Guides.

The assessment gives emphasis to:

- Interpretation skills
- Professionalism
- Personal presentation and interpersonal skills
- Commitment to Savannah Guides' philosophy

Field assessment for a trainee interpreter is undertaken by either a member of the Joongai or a Savannah Guide. A traineeship is not supposed to extend beyond six months.

The importance of training to Savannah Guides is supported by the Rules, wherein it states a member is only excused from training as a result of serious illness or other just causes (as determined by the Joongai). Failure to attend training as required may result in membership being terminated.

Peer group assessment underpins Savannah Guides' training methodology and whilst closer scrutiny is likely to reveal that this form of assessment is subjective, ad hoc and largely lacking in formal processes, it has not prevented the guides from being praised for their quality of interpretation by the vast number of visitors who have undertaken their tours. This form of assessment is similar to the Aboriginal way of elders verbally passing on tribal traditions and history. However, the most significant factor contributing to the high standard of guiding appears to be the effectiveness of guide selection. Careful selection has generally ensured the individuals entering the Savannah Guide network have had essential communication skills, a reasonable knowledge of technical matters and a strong commitment to Savannah Guides' philosophy. The natural ability of the individual guides has been a critical factor with much of the learning process involving experienced guides acting as mentors and instilling an ethos of self-learning, self-improvement and a strong desire to elevate the profession of guides.

2.4.1 Action Required - Training & Accreditation:

The need to change the current training methodology will be dependent on the following three issues:

2.4.1.1 Effectiveness of the Current Training Methodology in a Larger Network

With regard to the objective to establish and maintain uniform standards of service delivery, there will be considerable pressure to develop core competencies throughout the network which place greater emphasis on objective assessment.

This will be of particular importance if the different regions - within an expanded network - attend their own guide schools and undertake their own training. Standardised competencies will be critical to the training evolving to a consistent standard across the network and will need to be documented for effective management purposes.

2.4.1.2 Broader Recognition of Savannah Guides' Training Methods and Levels of Accreditation

In the event broader recognition for the Savannah Guide accreditation is desired by the membership base then it is likely a training program with greater emphasis on formal learning will be necessary to obtain valid acceptance outside the Savannah Guide network.

2.4.1.3 Access to Federal and State Government Training Grants

Criteria for accessing training grants from Federal and State government programs require a documented core curriculum for the key competencies, as well as stated outcomes for the training. Such outcomes must be measurable.

Training and educational strategies are discussed in greater detail in **3.5 Training & Education**.

3.0 Proposed Strategic Developments

3.1 Organisational Structure

3.1.1 Legal Structure

The current legal structure for Savannah Guides Limited (A.C.N. 055 771 054) is a company limited by guarantee which, with amendments as outlined in this report, is readily suitable and appropriate to cater for the proposed expansion of the Savannah Guide network.

Among the advantages of the existing legal structure is its flexibility to cater for the key issues of concern to the existing membership, particularly with its ability to:

- Receive and administer government funds
- Establish additional internal structures
- Enter into legal arrangements with external entities.

Receive and Administer Government Funds

Whilst being a company under the Corporations Law (1989) it is not a private company as it has no proprietary company provisions in its Memorandum and Articles of Association and is without share capital. In fact, SGL is recognised by the Australian Securities Commission and the Australian Tax Office as an "Australian Public Company" and a "Non-Profit Company" with a tax free status.

The structure is appropriate for a community-focused organisation, such as Savannah Guides, and entirely suitable for governments to fund as distinct from private enterprises run-for-profit. In fact, SGL's Memorandum of Association states its ability to enter into arrangements with government sources whilst preventing any funds from being distributed to individual members in the way of a dividend, although members of the company may receive fair payment for services rendered. Any funds received by the company must be solely applied to the attainment of Savannah Guides' Objectives as set out in the Memorandum of Association. Refer the following clauses:

Clause 2(e):

"To enter into arrangements with any government or authority local or otherwise that may seem conducive to the Company objects or any of them; and rights privileges and concessions which the Company may think is desirable to obtain; and to carry out exercise and comply with any such arrangements rights privileges and concessions."

Clause 3:

“The income and property of the Company whencesoever derived shall be applied solely towards the promotion of the objects of the Company as set forth in this Memorandum of Association and no portion thereof shall be paid or transferred directly or indirectly by way of dividend bonus or otherwise howsoever by way of profit to the members of the Company. Provided that nothing herein shall prevent the payment in good faith of reasonable and proper remuneration to any director officer or servant of the Company or to any member of the Company in return for any services actually rendered to the Company nor prevent the payment of interest at a rate not exceeding interest at the rate for the time being charged by Bankers in Cairns for overdrawn accounts on money lent or reasonable and proper rent for premises demised or let by any member to the Company.”

These clauses clearly stipulate that Savannah Guides' Constitution is appropriate for the company to receive and administer government grants from all levels of government. Furthermore, its non-profit status does not impede its ability to generate profits from activities involving non-members although any income generated through non-members will be taxable.

Establish Additional Internal Structures

The current legal structure allows additional internal structures, such as Chapters, to be established if and when deemed necessary by the membership or the Joongai. They can also be dismantled. It is matter of amending the Articles of Association through a *special resolution* for the following article to be inserted:

“The Joongai may from time to time designate any group of members to be a Chapter of the Savannah Guides network and the Committee of any such Chapter shall exercise the powers, authorities and discretions imposed on it by these Articles and any By-Laws made from time to time by the Joongai”.

Thereafter, the Joongai can further state the parameters in which these Chapters can operate by making a By-Law as outlined in *Article 46 (b)*. The By-Law would be an addendum to the Constitution and most likely read as follows:

“Pursuant to Article 46 (b) of the Articles of Association of Savannah Guides Limited the Joongai of Savannah Guides may make By-Laws binding on members. The Joongai has made the following By-Laws:.....”

The flexibility of establishing Chapters within the existing management structure will become particularly critical in an expanding Savannah Guides network. If membership increases in significant numbers in locations other than the Queensland Gulf region then additional Chapters will become necessary to ensure greater member participation in guide schools and network management.

Chapters are discussed in greater detail in **3.1.2 Chapters**.

Enter into Legal Arrangements with External Entities

The current legal structure also presents no legal impediments to SGL entering into legal arrangements with external entities for it has all of the rights, abilities and obligations of a natural person.

An SGL Working Group raised trusts as an option where valuable assets could be transferred into for greater protection. These assets would be owned by the trust under the auspices of a Board of Trustees but could still be available for company use via a Management Agreement.

Presently, the company has only one significant asset - its trademark. The trademark is registered to SGL and, while it is still legally exposed to any commercial risk undertaken by the company, the trademark has intrinsic value only to SGL due to the strong link between the Savannah Guides name and the trademark. In the event SGL is ever wound-up, it is more than likely the trademark would have limited or no value to any creditor. Consequently, the trademark does not justify the establishment of a trust.

Furthermore, the value of a trust is questionable even if SGL accrues a substantial asset holding in the future. Additional structures such as trusts incur further costs and are cumbersome from a management perspective; therefore, their value should be assessed in context with the level of actual risk and the practical need for retaining assets if SGL was ever wound up.

3.1.2 Chapters

SGL members raised the need to identify suitable structures to enable the decentralising of tasks to different regions, particularly in an expanding network across Australia.

The primary benefits of decentralising tasks through formal or informal structures are:

- to generate and maintain local enthusiasm and ownership
- “minimise” the tyranny of distance for members
- spread workload of managerial responsibilities

- to ensure appropriate emphasis is given to issues that may be peculiar to regional areas
- to provide members the opportunity for greater participation in developmental issues.
- to enhance mutual business networking opportunities
- to enhance linkages with regional and state governments.

The model adopted by other professional bodies in this regard has been the establishment of regionally based Chapters (usually on a state by state basis, and sometimes incorporating a third tier sub-chapters).

3.1.2.1 Definition of a Chapter

A Chapter is defined as a cluster of members within an association who have been instigated with the “*powers, authorities and discretions*” by an association’s premier ruling body to establish a formal structure and carry out managerial functions on its behalf.

A location of a Chapter is generally defined by regions, environments or by membership categories (ie. Savannah Guide Stations or Roving Operators); however, it is recommended that if Chapters are adopted by SGL they be established on a regional cluster basis. For instance, if the network expanded to include members in south-western Queensland, the Kimberleys in West Australia, the Northern Territory as well as the current members in the Gulf, then it would be sensible for each of these regions to become a Chapter (refer map annexed as Appendix I).

A major factor in establishing Chapters is whether the number of members within the cluster is sufficient for a Chapter to be effective, particularly with regard to the formal structures generally involved. The minimum number of members required for a Chapter to be effective should be no less than ten individual members.

In the case where there are insufficient members within a cluster to establish a Chapter, then it is recommended consideration be given to establishing an informal structure referred to as a Local Business Hub (refer **3.1.3 Local Business Hub**).

3.1.2.2 Developmental Guidelines - Chapters

When establishing Chapters the following guidelines must be taken into consideration:

- A Chapter’s level of authority and power will be at the Joongai’s discretion and its affiliated members bound by SGL’s Constitution

- Chapters will have their own management committees which should comprise no less than a President, Secretary and Treasurer
- Chapter presidents can become part of the Joongai as this would encourage greater linkages but they cannot seek election to the Joongai executive. The number of positions on the Joongai will need to be altered to accommodate Chapter presidents.
- Management committee members can either be appointed by the Joongai or elected by members linked to that Chapter
- These management committees must operate their meetings and procedures in a manner that is consistent with the Joongai's own proceedings
- Chapters must keep the Joongai fully informed of its affairs and consult regularly on matters regarding general business and activities of the Chapters
- In accordance with Savannah Guides' entry, accreditation, training requirements and rules, each Chapter will be responsible for:
 - development of its membership base
 - accreditation of guide members
 - training of guide members
 - maintenance of standards
- Chapters will also undertake its own fund-raising through sponsorship and donations and, whilst these funds are legally owned by SGL, it is preferred they largely be expended in the appropriate manner by the relevant Chapters (less a contribution to Savannah Guides' administrative costs)
- Chapters will receive financial assistance (when available) in a manner that reflects the number of members affiliated to each Chapter
- Any matters relating to corporate imagery, particularly the use of the logo, must be channelled through to the Joongai.
- Management committees of Chapters must be entirely accountable to the Joongai.

3.1.2.3 Role of Chapters

A Chapter is to assist the Joongai in attending to the following key functions:

- oversee member adherence to standards
- organise guide schools (independent from other Chapters)
- training matters including peer group assessment (independent from other Chapters)
- develop linkages with levels of government and local communities
- develop linkages with research institutions
- recruit local "Friends of Savannah Guides"
- undertake fund-raising activities
- identify potential enterprise members

Other key roles for Chapters are recommended to include:

- Assist the Joongai in collecting annual membership subscriptions and interviewing new members. The final decision to invite people and enterprises to join the Savannah Guides network, however, is to remain with the Joongai although the opinion of the local Chapter would obviously be a major influential factor in such a decision.
- Contribute to policy development by the Joongai, especially on matters unique to the Chapter's region.

3.1.2.4 By-Laws & Procedures

By-Laws

The powers and authorities of Chapters must be drafted into the Constitution in the form of By-Laws under the following headings:

- Establishment of Chapters:
 - ⇒ establishment procedures
 - ⇒ minimum number of members required
 - ⇒ rules governing jurisdiction
- Administration of Chapters:
 - ⇒ meeting procedures
 - ⇒ frequency of meetings
 - ⇒ reporting requirements

- Chapter Committee:
 - ⇒ structure of committee
 - ⇒ election/appointment of committee
 - ⇒ length of election/appointment of committee
 - ⇒ powers and duties of committee members
 - ⇒ committee procedures

- Financial Support:
 - ⇒ allocation formula per Chapter
 - ⇒ administration charge formula per Chapter

- Interpretation of By-Laws and Regulations:
 - ⇒ dispute procedures

These By-Laws can be added to and amended when deemed necessary by the Joongai.

Procedures

In addition to the By-Laws being drafted into the Constitution with regard to the above headings, procedures need to be documented to ensure Chapter management committees have a clear understanding of their role in carrying out key functions. These procedures need to give principal focus to the four main areas of responsibility with detailed guidelines to the following sub-groups:

- Standards:
 - ⇒ entry requirements
 - ⇒ uniforms
 - ⇒ vehicle livery
 - ⇒ use of corporate imagery

- Training:
 - ⇒ course outline
 - ⇒ assessment options (ie. external, in-house, oral, written)
 - ⇒ peer group assessment competencies and format
 - ⇒ local Registered Training Organisations
 - ⇒ necessary training materials
 - ⇒ criteria for Recognition of Prior Learning
 - ⇒ criteria for exemptions
 - ⇒ guidelines for training of non-SGL guides

- Accreditation of Members
 - ⇒ register of individual affiliated members (per Chapter)

- ⇒ accreditation levels of individual affiliated members
- ⇒ guide school attendance record

- Membership Fees
 - ⇒ collection register
 - ⇒ deposit books

3.1.2.5 Movement Between Chapters

There will be no restriction of movement between Chapters as membership is with SGL and not with the Chapters. However, in the case of guides moving to work in a new Chapter with a different environment, then they must become familiar with the four critical areas unique to that region/environment:

- Fauna
- Flora
- Culture/History
- Geology/Geography

The responsibility for guides to learn these competencies prior to guiding in a new environment should rest with the relevant enterprise and the individual guide. Nevertheless, Savannah Guides should encourage “multi-skilling” by assisting guides to attend schools in other Chapters, particularly Chapters in different environments to their own. Such encouragement could be in the form of additional accreditation.

3.1.3 Local Business Hub

A Local Business Hub is defined as a cluster of SGL members within the same region without a formal structure. They are particularly suitable if the number of members in a particular region are insufficient to establish a formal Chapter although they can still operate effectively within a Chapter.

The principal activities anticipated to be undertaken by a Local Business Hub are:

- Networking with:
 - regional tourism agencies
 - other regional businesses
 - local and state government bodies
 - local politicians.
- Joint marketing with other enterprise members for specific activities
- Joint product packaging with other enterprise members

- Independent research activities with local educational institutions (research institutions from outside the region are also to be encouraged to work directly with a Local Business Hub)
- Resource sharing
- Staff interchanges
- Assist members both entering and exiting the network.

In the case when no Chapter exists, a member is to be appointed by the Joongai as the network's "spokesperson" for ease of communication as well as be SGL's representative for initiating close relationships with the local business community, residents, tourism agencies, educational institutions, national parks' personnel and local and state governments. Joongai members must also work closely with all members of a Local Business Hub with regard to their individual Sub-Committee responsibilities (refer **3.1.4.4 Role of Sub-Committees**).

Furthermore, members in a Local Business Hub without a Chapter must attend the guide schools of the nearest Chapter unless special arrangements are made with the Joongai for either attendance to another guide school or have one held within that region.

3.1.4 Secretariat (Central Management System)

The Joongai will remain the premier ruling body of SGL but will be assisted in its governing role by the management committees of Chapters. The Joongai will remain an elected body and these positions will continue to be honorary. However, the Joongai is already finding it increasingly difficult to attend to the growing administrative and developmental demands of the existing network, let alone an expanded network, which will increase these demands substantially; therefore, it is unlikely the Joongai can continue to attend to these tasks in its current capacity. The support of a secretariat is no doubt critical if the network is not only to remain intact but to expand as well.

3.1.4.1 Role of a Secretariat

The principal role of the secretariat is to provide administrative support to the Joongai and the members. In an expanded network involving Chapters, the administrative support role will also be extended to management committees. The secretariat's role is separated into two primary roles:

- Administrative
- Developmental

Administrative

The administrative role will mainly comprise the following tasks:

- coordination, facilitation and dissemination of information and correspondence
- bookkeeping and financial report preparation
- maintaining membership register including payments, training and accreditation details
- newsletter production and distribution
- secretarial support in guide school preparation
- secretarial support to the Joongai and Chapters
- point of inquiry
- general administrative and coordinating tasks

Developmental

In addition to the administrative tasks, which will keep the network intact and more productive, the developmental tasks focus on building the network. In essence, these tasks involve:

- developing and implementing promotional strategies to secure corporate support or sponsorship
- identifying suitable State and Federal Government grants and submitting applications
- developing alternative methods of fund-raising
- coordinating marketing endeavours with network enterprise members
- cultivating linkages with regional, state, national and international tourism bodies and all levels of government

3.1.4.2 Method of Operation

Location

It is anticipated that the secretariat be based in a location that allows the network to maximise the linkages with:

- members
- tourism bodies
- relevant government agencies
- research institutions
- regional training organisations

Other considerations for the location of the secretariat include:

- proximity to the existing Savannah Guide locations and membership
- access to representative tourist agencies at all levels (ie. regional, state, national and international)
- access to research institutions and regional training organisations
- air and road linkages
- cost of establishment and operating costs.

Suitable locations are either Cairns (Queensland) or Katherine (Northern Territory), although for the short to medium term, Cairns is the more preferable location as it rates highly with the above criteria, particularly its close proximity to the existing guide stations and membership. Location costs in Cairns are anticipated to be higher than Katherine but these additional costs should be assessed with regard to the other short to medium term advantages of having the secretariat based in Cairns.

In the longer term the location of the secretariat is not critical as modern communications should allow the secretariat to undertake the tasks and duties from any location. However, it is preferable that the secretariat be in convenient proximity to the network so that any required face-to-face contact doesn't become an unreasonable proposition.

Plant & Equipment

It is envisaged that contact between the secretariat and the membership, particularly the Joongai and the Chapters' management committees, would mostly be undertaken via the telephone, e-mail and facsimile with face-to-face contact being limited to essential planning sessions, guide schools and annual general meetings. Accordingly, essential operational tools would be limited to these mediums whilst the need for other office equipment (ie. desk, chairs) would also be minimal.

Personnel

The secretariat role can be undertaken through either engaging an employee or outsourcing.

An Employee

In the initial stages of the network the role of the secretariat should require only one person who would most likely be engaged in a part-time capacity. The progression to full-time and additional personnel would be dependent on the growth of the network and SGL's ability to finance additional hours.

Outsourcing

Alternatively, consideration should be given to separating the administrative and developmental tasks and outsourcing to appropriate firms or persons with the necessary expertise to undertake these different tasks. Charges for outsourcing would be based on the hours allocated for each task on a week or monthly basis which would ultimately be determined by SGL's financial capabilities. These hours would be agreed upon in contractual arrangements which would also include performance indicators.

Outsourcing is the preferred method for engaging the secretariat in the short to medium term as it will allow considerably more cost flexibility. It also avoids the Establishment Costs involved in securing essential operational equipment as well as ongoing overhead costs such as rent (refer **Estimated Costs** below).

Outsourcing may not necessarily involve private firms as government funded organisations with similar regional development objectives may be more suited in providing the necessary services (ie. GLADA).

Estimated Costs

The cost of a full-time position with a small office is estimated to be in the order of \$50,000 per annum. This calculation is based on:

Salary and On-costs	\$40,000
Overheads	\$10,000
	<hr/>
	\$50,000

Initial equipment costs are estimated to be in the order of \$11,400

Computer and Software	\$4,000
Printer	\$600
Mobile Telephone	\$500
Photocopier	\$1,500
Facsimile	\$800
Other Equipment and Accessories	\$4,000
	<hr/>
	\$11,400

Total Establishment Funds Required: \$61,400

Salary and on-costs can be substantially reduced if a person is engaged on a part-time basis.

If services are outsourced then overheads and equipment costs can be avoided whilst on-going costs are capable of being reduced due to flexibility work arrangements (ie. work is charged for only when undertaken).

3.1.4.3 Role of the Joongai

The secretariat must work closely with the Joongai who will continue to undertake a central role in managing all the Chapters and the network at large. The principal tasks of the Joongai will remain as follows:

- policy formulation
- ruling on disputes
- entering into legal agreements
- managing use of assets (ie. corporate imagery)
- monitoring adherence to standards
- monitoring training programs and outcomes
- monitoring attendance of guide schools
- approving new members
- managing financial resources and setting fee levels
- protecting the Savannah Guides' philosophy

3.1.4.4 Role of Sub-Committees

Even with the establishment of Chapters and/or Local Business Hubs the managing of key functions will remain the responsibility of the Joongai; however, sub-committees can play a critical role in undertaking these functions effectively. Sub-committees have the capability to ease the Joongai's workload as key functions can be delegated to individual members of the Joongai. In turn, these Joongai members must head each sub-committee and recruit other members or, in some cases, non-members with particular expertise to oversee all significant issues of relevance to that committee. Key findings and recommendations for specific courses of action should be brought back to the Joongai for discussion and ratification.

The principal benefits of sub-committees to the Joongai are:

- Sharing of work-load by all members of the Joongai
- Reduction in time commitment by the Joongai as a whole to all function areas
- Involvement of other network members in the decision-making process

- Joongai become better decision-makers because they are better informed
- Reduction in the number of tasks delegated to the secretariat

Sub committees should be established for the following key managerial functions:

- Membership
- Standards
- Training
- Fund-raising
- Chapter coordination
- Marketing

The secretariat will be able to assist in many tasks but it is anticipated much of the work-load will still require direct input from the Joongai as it involves policy formulation, strategy development and implementation, and dispute resolution. However, sub-committees will play a critical role in keeping the secretariat costs at sustainable levels whilst contributing enormously to the Joongai's overall effectiveness and productivity.

3.2 Marketing Strategy

3.2.1 Marketing Benefits

The principal marketing strength of SGL will primarily lay in the consistent delivery of quality interpretation and the commitment to sustainable environmental principles throughout the network. The attraction of this strength is twofold:

- Greater market acceptance by the travelling public, tour agents, wholesalers and inbounders seeking a quality eco-experience
- Greater market appeal for ecotourism enterprises, people in rural communities, regional tourism agencies, governments, corporations and small businesses to be part of or to be associated with the network

The key to maximising this strength is through careful selection of new members as per the entry requirements and strict adherence to the Rules with particular regard to standards and training.

However, SGL is also acutely aware of its social responsibility to accommodate and nurture new ecotourism ventures in regional and remote locations. Consequently, there will be enterprise members at different stages of development and, more importantly, at different levels of ability. These differences in standards have significant implications to the marketing message SGL can promote in the marketplace.

As referred above, SGL will maximise its marketing potential when the standards of interpretation, service provision and commitment to ecotourism principles are consistently high throughout the network. The reality is that these standards are not consistent throughout the network and are unlikely to be in the short to medium term with new enterprise members entering the network at different stages of development.

To avoid market confusion and potential exposure to legal risk, SGL will need to focus its marketing endeavours on the enterprise members who are fully accredited and consistently provide high standards. All existing fully accredited members will need to ensure their standards are brought up to the acceptable level within a set time frame. New enterprise members will be given the opportunity to build up their standards but until they become a fully accredited member their marketing exposure as part of the network should be minimal.

Membership categories and their marketing privileges are outlined in **3.3 Membership Categories** and **3.4.2.1 Entry Sequence: Enterprise Members**.

3.2.2 Marketing Emphasis

Marketing of the network has two primary objectives:

- Increase the number of visitors utilising the services and facilities provided by enterprise members.
- Increase both enterprise and individual membership, as well as corporate involvement in the network.

3.2.2.1 Marketing the Network: More Visitors

The marketing message will need to promote the strengths of the network as well as ensure they cater to the expectations of the customers most likely to visit the savanna and outback regions.

Documentation from QTTC, NTTC and the James Cook University indicate the profile of a holiday traveller into the savanna and outback regions varies between the domestic and international visitor. The domestic visitor, which is the larger segment, is likely to be a traveller who is 45 years and over. The dominate international visitor is generally between 25 and 34 years. The most common domestic visitor to the Northern Territory comes from Victoria whilst the most common domestic visitor to outback and northern Queensland comes from within Queensland. The more common international visitor to both areas came from northern Europe and the United Kingdom. In both segments, the most common form of transport is a private vehicle, the visit is mainly for leisure and recreational purposes and they prefer camping and caravan parks for accommodation.

When visiting the savanna and outback regions, the above customer types base their travel itinerary on the following four factors, which are listed in the order of priority (*A Critical Evaluation of Tourism in the Gulf Savannah* - JCU, November 1996):

- Learning new things and increasing knowledge
- Travelling through places that are important in history
- Outstanding scenery
- Experiencing new and different lifestyles

Safety has also been identified through private surveys as an important factor for visitors when travelling to rural and remote locations.

Accordingly, SGL's marketing message is to give emphasis to the following network features in order to generate greater visitation from the domestic and international visitors to the savanna and outback regions:

- Tours with guides will significantly enhance the experience for visitors to remote locations as they are professional guides and have a wealth of knowledge in the region's fauna, flora, geology, culture and history
- Guides as "protectors of the environment" - an environment which includes unique and spectacular natural attractions
- Guides as authentic characters of the savanna and outback regions
- Commitment to ecotourism and sustainable tourism principles
- Services and facilities available within the network of guide stations to the travelling public with particular regard to tours, accommodation, first aid treatment and *Flying Doctor* access

The principal marketing techniques to be utilised by the network are brochures and a web site.

3.2.2.2 Marketing the Network: "What's in it for me?"

Potential enterprise and individual member candidates will most likely ask "What's in it for me?". Accordingly, the marketing message in this regard will give emphasis to the following benefits of network membership:

- Access to training that substantially enhances the skills of people seeking to be part of the guiding profession
- Access to a network that has an established and well regarded market profile in interpretative ecotourism
- Being part of a network of tourism operators where considerable marketing advantages can be achieved
- Being part of a network of tourism operators with a respected "voice" in regional tourism development
- Being associated with a network that has a strong commitment to land care management, protection of natural assets, regional development and elevating the skills and standards of people involved in tourism.

Most of these benefits are well beyond the reach of single operators, particularly operators in remote locations.

Buying Group

An expanded network with a reasonable number of enterprise members will be in a position to flex its purchasing power as a buying group and secure better purchasing arrangements with suppliers. Suppliers may

well be enticed to squeeze margins if given access to a greater number of buyers and, therefore, cost advantages in many essential operational areas can be secured, for instance:

- Brochure production
- Uniforms and accessories
- Badges and patches
- Souvenirs
- Insurance
- Tyres and vehicle accessories
- Camping accessories
- Computer hardware, software and accessories
- Telecommunication equipment and accessories

Individual operators, particularly operators in remote locations, are unlikely to secure these cost advantages without the benefit of being part of larger buying group, such as SGL.

The ability for SGL to become a buying group will add value to the membership with dividends being derived through higher membership fees or through commissions paid by the suppliers.

Other Membership Benefits

Other benefits of a strong Savannah Guides network is the ability to assist members in managing their businesses in time of need. For instance, when a particular member, for reasons such as illness, important business matters or unplanned personal circumstances, must leave the business for an indefinite period, they can call on the network to provide suitably qualified and skilled guides from another enterprise to run the business while they are away. Such a service could also apply when members wanted to take holidays outside the “quiet” period. This form of assistance would be particularly useful to a one-person or husband and wife operation in a remote location.

A strong financial network could also assist in circumstances where a proprietor no longer desires to run the business but is unprepared to sell. SGL could either pay the proprietor an appropriate rental, appoint a suitably experienced and skilled member to manage the business and partake in the profits; or enter into a partnership arrangement with a suitably experienced and skilled member to run the business and share the profits. In either case, the financial position of the business would have to be closely analysed to ensure SGL is not exposed to an unreasonable risk, particularly if legal arrangements are entered into.

3.2.3 Generic Brand Name

Linking the network together will be the name "Savannah Guides" which needs to continue its evolution from a geographical term to a generic brand name. Whilst in the short to medium term the network is likely to be situated in the savanna region's of northern Australia, the real value of the name is its recognition as a product synonymous with ecotourism in remote areas of Australia. Consequently, it is important that the name "Savannah Guides" be given prominence and retained throughout the network despite the location. In fact, the marketing of the network will be similar to a national franchise.

The development of Chapters is likely to result in each Chapter given a geographical name relevant to its location; however, whilst this development is sensible, the name "Savannah Guides" and its corporate imagery must be given the greater prominence. There is a considerable risk of confusion in the marketplace, which could threaten the marketing strength of the network, if the geographical names for the various Chapters were given equal billing. The preferred outcome would be for the various Chapters to promote the name "Savannah Guides" wherever appropriate but, if desired, use the local Chapter name in smaller font. For instance:

**Savannah Guides
(Gulf Region)**

3.2.4 Symbols

Network brochure and web site maps will highlight fully accredited members with the Savannah Guide logo as well as recognisable symbols to signify the different facilities available at each Savannah Guide Station. Many symbols already exist in the travel market for these facilities and should be assessed for their suitability to Savannah Guides. Separate symbols need to be developed or adopted for the following key services:

- a tour
- camping facilities
- accommodation facilities (i.e. cabins, carriages, etc)

Additional symbols must also be developed or adopted to highlight the availability of other important services such as food and fuel.

The symbols educate the tourism industry that Savannah Guide Stations offer different facilities by clearly indicating what each location has to offer (supported by a brief explanation or legend on maps, brochures and other marketing material). This has the added benefit of minimising the possibility of visitors being inadvertently misled when the network is marketed as a whole.

The promotion of specific facilities becomes particularly important to the self drive market due to the remote nature of the sites and the diverse age range and expectations of the market segments likely to visit the savanna and outback regions.

3.2.5 Brochure

In the short to medium term it will be prudent for one brochure to be prepared for the whole network. As Chapters become established it is then recommended that each Chapter prepare its own brochure but include a map that portrays the whole network.

3.2.6 Cooperative Marketing

In addition to cooperative marketing endeavours achieved through the network brochure, each enterprise member is in a strong position to add to the marketing strength of the network. With the likelihood of tens of thousands of guests moving through the network each year, there is a significant marketing advantage for members to support each other by promoting the tours and services of other members throughout the network to their own guests, particularly guests travelling into areas where other members are established.

There is also the likelihood of Roving Operators delivering guests into the network of stations or sites or even linking up with another Roving Operator with a different product or range of products.

Positive word-of-mouth promotion or a network of productive agents are what many tourism operators work hard and expend substantial amounts of money to establish on an annual basis. An expanded Savannah Guides network can deliver these benefits to each member at a fraction of the cost.

3.2.7 Patron

Consideration should be given to appointing a patron of the network whose image is synonymous with the Savannah Guides image and supports the philosophy, particularly as protectors of the outback environment. Ideally, this person will have a significant domestic and international profile and, therefore, give impetus to other marketing endeavours.

3.2.8 Tourism Associations

Representative tourism associations at all levels, particularly regional and state agencies, already assist with:

- familiarisation visits by travel journalists
- trade show participation
- brochure distribution
- regional and state tourism promotional material
- destination marketing

It is anticipated that this role will continue to be undertaken by the tourism agencies. This assistance will complement the supportive relationship that individual enterprise members may have or develop with these tourism agencies.

The *Destination Outback Domestic Leisure Marketing Strategy (1997-1999)* prepared on behalf of QTTC and the Outback Queensland Tourism Authority Inc. identified a variety of potential growth niche markets which included:

- Cultural/Historical
- Educational tourism
- Nature based tourism

Accordingly, a range of Product and Destination Development strategies were developed to target these niche market opportunities. The more relevant of these strategies to Savannah Guides have been extracted from that report and include:

- To develop an image for Outback Queensland as an adventure destination with an emphasis on Australian culture, lifestyle and heritage
- Strengthen awareness of Outback by developing promotional links across Regional Tourist Association boundaries and interstate borders
- Promote special interest activities highlighting the diversity of experiences available in the Outback
- Encourage development of nature based experiences
- Support the development of infrastructure that encourages the growth of tourism in the Outback.

If these strategies are successful then the network will benefit enormously; therefore, SGL must work with the relevant regional and state tourism agencies to ensure its own marketing endeavours complement these broader strategies and maximise the marketing outcomes.

3.3 Membership Categories

Ordinary membership is to be formally separated into two categories as referred to previously in **2.3.1 Membership**:

- Enterprise
- Individual

These categories of ordinary membership are to be further broken down into the following sub-categories:

- Enterprise:
 - ⇒ Savannah Guide Station
 - ⇒ Roving Operator
 - ⇒ Preferred Site
 - ⇒ Preferred Operator
- Individuals:
 - ⇒ Savannah Guide
 - ⇒ Site Interpreter
 - ⇒ Roving Interpreter
 - ⇒ Trainee Interpreter

3.3.1 Category Definition: Enterprise Membership

These categories are defined as:

Savannah Guide Station

A Savannah Guide Station is defined as an enterprise which offers a guided tour and accommodation facilities or a guided tour only within SGL's area of operation. It is preferred a Savannah Guide Station not be located within the precincts of a town or regional city unless they have a cultural and/or historical tour within that town's or regional city's precinct.

Roving Operator

A Roving Operator is defined as an enterprise based outside SGL's area of operation but conducts guided safaris or eco-related activities into SGL's area of operation.

A Roving Operator is also defined as an enterprise based in a town or regional city within SGL's area of operation but conducts guided safaris or eco-related activities outside those towns' or regional cities' precincts.

Preferred Site/Preferred Operator

A Preferred Site is a term for an enterprise seeking Savannah Guide Station status but has yet to acquire all the necessary accreditation or not in a financial position to contribute to all expenditure involved in marketing the network.

The “Preferred Operator” category is similar to the “Preferred Site” category but applies to an enterprise seeking Roving Operator status.

These categories are primarily there to allow enterprise members the opportunity to join SGL and be given assistance in developing their tours, knowledge and skills to the required standards set by the network. Whilst there is no “official” restriction on the time an enterprise member may remain in these categories all encouragement should be given to moving them through the proposed sequence of entry to attain either Savannah Guide Station or Roving Operator status.

The rights and privileges of each membership category is outlined in **3.4.2.1 Entry Sequence: Enterprise Member.**

3.3.2 Category Definition: Individual Membership

These categories are described as:

Savannah Guide

A Savannah Guide is described as a person who intimately knows the savanna and outback environment. He/she is seen as a protector of this environment and is a wealth of knowledge in the fauna, flora, geology and history relevant to his/her region. He/she is an excellent communicator and a great ambassador for people who live in the savanna and outback regions of Australia. He/she is seen as a person at the pinnacle of the guiding profession.

The status of Savannah Guide is achieved by persons who have met all the training and professional development requirements outlined in **3.5.6 Sequence of Training.**

Site/Roving Interpreter

A Site Interpreter is a person who embodies the qualities of a Savannah Guide but whose knowledge on the environment is generally limited to their own location and has yet to meet all the training and professional development requirements necessary to be accredited as a Savannah Guide. A Site Interpreter works for an enterprise which is either a Savannah Guide Station or a Preferred Site.

A Roving Interpreter is the same as a Site Interpreter but is engaged by either a Roving Operator or a Preferred Operator.

Trainee Interpreter (change from Trainee Guide)

A Trainee Interpreter also embodies the qualities of a Savannah Guide but has only recently taken up guiding as a profession. They have yet to achieve Site/Roving Interpreter status but is encouraged to achieve status after approximately six months.

3.3.3 Category Definition: Friends of Savannah Guides

Ordinary membership is not available to people who do not work for one of the enterprise member categories. However, they will be encouraged, along with corporations and small businesses who want to be associated with Savannah Guides, to become a "*Friends of Savannah Guides*".

Entitlements for people becoming a "*Friends of Savannah Guides*" are likely to include:

- T-shirts
- Newsletters
- Attendance of guide schools
- Use of the trademark with the words "*Friends of Savannah Guides*".

The level of fee will vary according to the individual's desire although access to the trademark by a corporation or enterprise will require a higher fee. Use of the trademark by a corporation or an enterprise will be strictly controlled and be limited to corporate material such as letterheads or profiles. The controls on the use of the trademark are to ensure it cannot be used in a manner which may imply the corporation or enterprise is part of the Savannah Guides' network.

This category can also be used for enterprises involved in other activities but are seeking a form of social membership as they intend to develop a guided tour in the medium to long term (refer **3.4.2.1 Entry Sequence: Enterprise Members**).

3.3.4 Category Definition: Special Membership

As with the case with some existing members who are no longer guiding due to managerial responsibilities, there will likely be proprietors of new enterprise members who have not previously been a Savannah Guide and are unlikely to be guiding due to business commitments.

To enhance the market appeal of the network it is essential that these people be given the opportunity to become members and ultimately have the normal rights and privileges of other members. This is of strategic importance because this is most likely the type of person who will make the decision as to whether their enterprise should become part of the network. Any unreasonable restriction on their ability to become a member, particularly the ability to vote, may deter them from seeking membership for their enterprise.

It is proposed that once their enterprise achieves either Savannah Guide Station or Roving Operator status, and they have personally attended at least two guide schools, they be given voting rights. Elevation to the Joongai should also be possible although this outcome is dependent on whether they will need to be an accredited Savannah Guide.

3.4 Entry Requirements

The issue of entry into the network has the potential to be the critical point on whether the proposed network expansion becomes successful. The key is to establish a set of entry requirements that doesn't deter suitable candidates from being part of the network without risking Savannah Guides' current profile and credibility in the marketplace.

3.4.1 Entry Requirements: Enterprise Member

The basic thrust of the entry requirements for enterprises is to ensure a new entrant can meet four core principles:

- Commitment to Savannah Guides' philosophy of sustainable ecotourism
- Provision of quality interpretation
- Provision of quality services (other than guiding) incorporated within an enterprise's tourism operation
- Financial capability to be a legitimate member of the network

Accordingly, mandatory entry criteria have been identified and are described as follows:

Commitment to Savannah Guides' Vision

A new applicant must have read the Constitution and the Rules, particularly the Memorandum of Association where the objects of SGL are documented. The application form for entry into the network must have a section which requires the new applicant to acknowledge their understanding of the objects and state their commitment to the Rules and the Code of Conduct (refer **3.6 Code of Conduct**).

They must also acknowledge the training requirements for individual members.

Tour

A new applicant must have an environmental or cultural tour of some substance which involves interpretation from a guide and the tour must be of a regular pattern and be promoted accordingly.

Proof of Financial Capability

This entry requirement refers only to existing businesses that have been operating for less than two years or new ventures.

An existing business should be able to supply financial statements (ie. Profit & Loss and Balance Sheet) so that a financial snapshot can be undertaken. A new venture must prepare and submit a preliminary business plan that outlines their financial resources and prospects, marketing strategy and operational methodology.

This requirement does not involve an indepth financial analysis but is designed to gauge a broad "feel" of the applicant's ability to meet all the financial commitments to SGL in a twelve month period as well as take out essential insurance (ie. Public Liability). In the case of a new venture, the focus will also include a cursory assessment on whether the applicant has an appropriate marketing and operational strategy to successfully commence the proposed venture.

Attendance of Guide School

All new applicants must have attended at least one guide school either as an observer or an active participant prior to formally seeking membership into SGL for their enterprise.

Area of Operation

The enterprise's location or area of operation must be consistent with the SGL's declared area of operation (refer **3.4.1.2 Definition: Area of Operation**).

Licenses

The enterprise must have acquired all the necessary licenses required by the various levels of government to commence operations.

Joongai Approval

The Joongai can still reject an applicant even if all other mandatory entry requirements are met. The rejection is likely be on the grounds that the new applicant is an undesirable person and/or their commitment to the Savannah Guides' philosophy and Code of Conduct is questionable. No explanation is to be offered when an application is rejected by the Joongai.

Character references from reputable agencies or persons may be requested to assist in determining an applicant's character or commitment to sustainable environmental tourism.

In addition, when considering an application for membership by new enterprise candidates the Joongai will need to ensure any existing agreements with Roving

Operators are fully observed and not breached. An applicant may be rejected if their enterprise's operation contravenes an existing agreement in which the holder of the agreement is not prepared or in a position to re-negotiate.

3.4.1.2 Definition: Area of Operation

It is recommended that the area of operation for SGL be expanded to not only include all parts of Australia incorporated in the bio-regional definition of tropical savannas but consideration should also be given to further extending the boundaries to include areas of Australia defined as outback rangelands.

The extended boundaries will provide SGL greater flexibility to build the network throughout a substantial portion of Australia but retain the focus on regional and outback areas where the "Savannah Guide" image is closely associated with by the tourism industry.

Maps displaying these bio-geographical regions are annexed as Appendix II.

3.4.2 Sequence of Entry

Once having met the entry requirements and being invited to become a member of SGL, an enterprise or individual member must undertake a sequence of steps that are designed to provide time for members to:

- appreciate and embrace Savannah Guides' ethos and principles
- achieve the necessary standards of guiding expertise and accreditation levels
- develop their tour and associated services to a professional level
- develop their financial capability so they can contribute to all network marketing activities

With regard to enterprise members, it is anticipated that many prospects will prefer to become either a Preferred Site or a Preferred Operator initially and have the opportunity to develop the above attributes; however, there is likely to be a number of enterprise members who will find a prolonged entry sequence a deterrent. Consequently, it is prudent to offer an "accelerated" entry sequence for enterprises who would be a valuable addition to the network.

3.4.2.1 Entry Sequence: Enterprise Members

Goal

The goal for all enterprise members is to become either a Savannah Guide Station or a Roving Operator. At this level, an enterprise has

embraced Savannah Guides' ethos and attained the standards of interpretation, provision of services and the financial capability necessary to be an integral part of the network.

Enterprise members achieving the status of either a Savannah Guide Station or a Roving Operator will be given greater marketing exposure in marketing material.

There will be three methods for an enterprise member to become either a Savannah Guide Station or a Roving Operator. They are outlined as follows:

Method 1: Entry Sequence (Minimum 12 Months)

As referred to previously, the entry sequence is designed to give enterprise members reasonable time to attain the necessary standards set by SGL to ensure market credibility.

Enterprise members undertaking this sequence must send key personnel to partake in all guide schools as well as ensure all guide personnel commence training as required.

They will have access to corporate imagery which will have the wording - "*Preferred Site*" or "*Preferred Operator*" - underneath the logo (refer Appendix III for Corporate Imagery). The corporate imagery can be used for the enterprise's own marketing endeavours but as they are not a fully accredited member of the network they will be given only limited access to the network's brochure and web site. They will be afforded minimal exposure as part of the network on the brochure and web site maps but will not be given any pictorial and copy coverage. Recognition as a fully accredited member of the network will only be forthcoming when the enterprise reaches Savannah Guide Station or Roving Operator status.

After twelve months, an enterprise can be formally admitted into the network if:

- the proprietor is already an accredited Savannah Guide or at least engages the services of one
- they have achieved National Ecotourism Accreditation Program (NEAP) accreditation for at least one product*
- they have completed a training manual (refer **3.5.6 Sequence of Training**) to the satisfaction of the Joongai

*A product is defined as a chargeable tourism activity

This status could be removed if the engaged Savannah Guide leaves the employ of the enterprise member prior to the proprietor/s endorsement as a Savannah Guide (approximately around two years) .

Once fully accredited, an enterprise member will have greater access to the brochure and web site which will afford their sites and tours significantly more profile on the maps. Furthermore, they will have valuable pictorial and copy exposure in both the brochure and web site which was not available previously.

The wording attached to the trademark will then be amended to either - "Savannah Guide Station" or "Roving Operator". The enterprise becoming a Savannah Guide Station will also be given the wooden "Savannah Guide Station" sign.

Summary of Key Points:

Requirements to be a Savannah Guide Station or Roving Operator:

- Key personnel must attend at least two guide schools
- Proprietor/s must be an accredited Savannah Guide or have engaged the services of one
- NEAP accreditation for at least one product
- A Training Manual

Note: An enterprise member can be fully accredited as either a Savannah Guide Station or a Roving Operator after 12 months if they have satisfied the above requirements at this stage.

Marketing Privileges: Preferred Site/Preferred Operator

- Access to corporate imagery (reduced size)
- Access only to the network's brochure and web site maps with minimal profile only

Marketing Privileges: Savannah Guide Station/Roving Operator

- Access to corporate imagery (enlarged size)
- Greater profile of sites or tours on the brochure and web site maps
- Access to pictorial and copy exposure in the brochure and web site

Note: All enterprise members will have access to the privileges that SGL can derive as a buying group, refer **3.2.2.2 Marketing the Network: "What's in it for me?"**.

Method 2: Accelerated Sequence (Approx. 6 Months)

This sequence of entry is designed for enterprises who have been running tour guide-style operations within SGL's declared area of operation for greater than three years and have already established an excellent reputation in the marketplace for the quality of their tours.

Key Requirements:

- Key person or personnel must attend at least two guide schools. The first school, which is usually attended as an observer, can be included as one of the schools.
- Key person or personnel must become an accredited Savannah Guide through either (refer **3.5 Training & Education**):
 - ⇒ being granted RPL for the formal learning component by the RTO and have completed peer group assessment with designated assessors
 - ⇒ exemption from the formal learning component by the Joongai and have completed peer group assessment with designated assessors
 - ⇒ completing the formal learning component with the RTO and peer group assessment with designated assessors
- Key person or personnel must have a First Aid certificate and completed an interpersonal skills course (AussieHost or an equivalent course).
- Must have a Training Manual (to the satisfaction of the Joongai).

This method is anticipated to take approximately six months but is subject to the time period between two schools and the time taken in meeting all the requirements to become an accredited Savannah Guide.

An enterprise undertaking the "Accelerated Sequence" will be treated as either a Preferred Site or a Preferred Operator until they are fully accredited as either a Savannah Guide Station or a Roving Operator. Entry and Annual fees will be paid accordingly (refer **3.7 Fee Structure**).

Method 3: "Friends of Savannah Guides"

This third option of entry is especially designed to accommodate the small businesses who are involved in other activities (ie. pastoral, hospitality) but want to develop a guided tour over a longer period of time than what is perhaps acceptable by other members' standards.

This category is to be treated as social membership only and members in this category will not be part of the network until the enterprise nominates to become either a Preferred Site or Preferred Operator. Personnel associated with an enterprise in this category cannot become individual members of SGL and, therefore, are not required to attend guide schools or training although they are invited and encouraged to do so. Once the enterprise nominates to become either a Preferred Site or Preferred Operator, the proprietor and personnel working as guides are then at liberty to become individual members.

The primary motivation behind this category is to draw in small operators who are in possession of a natural or cultural asset with tour potential but feel the training and financial commitments are beyond their resources. These enterprises are invited to participate in all Savannah Guides' activities (except marketing endeavours) so they get the opportunity to be exposed to the ethos, guiding principles and levels of professionalism. The intention is to nurture and encourage them to become a fully accredited member of the network at a pace that is suitable to them without risking SGL's market profile.

They will have access to the corporate imagery as outlined **3.3.3 Category Definition: Friends of Savannah Guides.**

3.4.2.2 Entry Sequence: Individual Members

The only mandatory entry requirement for an individual member who is seeking ordinary membership is that they must be working at or with:

- a Savannah Guides Station
- a Roving Operator
- a Preferred Site
- a Preferred Operator

The progress from a trainee interpreter through to a Savannah Guide is outlined in **3.5.6 Sequence of Training.** Upon accreditation as a Savannah Guide the individual is then entitled to use the wording where appropriate - "*Savannah Guide*".

All ordinary members are allowed to vote unless the articles are amended as per matters outlined in **2.3.6.2 Voting Rights & Privileges.**

3.5 Training & Education

3.5.1 Primary Training Objectives

The Organisational Review highlighted training as an integral part of Savannah Guides' commitment to a uniform standard of interpretation. The Review also suggested that the current training methodology will have to undergo an overhaul if it is to achieve the following primary objectives:

- Development of core competencies that establish uniform standards across an expanding network whilst reflecting the differing environments throughout the various regions
- Development of a training program to meet national vocational education and training requirements so that a broader recognition is afforded to Savannah Guides accreditation
- Increase opportunities to access State and Federal Government training grants and traineeship subsidies

The current training methodology focuses on peer group assessment which is generally undertaken during the guide schools. Whilst this methodology has been well received by members to-date it is generally accepted that greater emphasis on formal learning is now required to achieve the above primary objectives.

Underpinning these objectives is the desire to develop a training program that utilises the strengths of peer group assessment whilst incorporating the benefits of formal learning methods.

3.5.2 Training Methodology

The key to achieving the above primary objectives is to introduce formal learning that complies with national competency standards, and to do so, SGL must either become a Registered Training Organisation (RTO) or appoint one to prepare a suitable training package (refer **3.5.3 Registered Training Organisation**).

In deciding to become a RTO, SGL must objectively assess whether it has the expertise and resources to remain a training provider. The "expertise and resources" are defined as:

- employing a full-time trainer (Certificate IV - Workplace Trainer, Category II)
- capability to develop a training program that complies with national competency standards
- capability to provide the necessary training materials
- capability to deliver the training to members in remote locations

In the short to medium term, this option is likely to be unattainable due to SGL's limited financial resources and the small numbers anticipated to take up formal learning in the initial stages. However, this option may have merit in the longer term as numbers build up to more justifiable levels and SGL is in a stronger financial position due to higher revenues and better access to government training grants. Furthermore, revenue and numbers may be increased by opening Savannah Guides training to people other than SGL members.

However, the more feasible option in the short to medium term is for SGL to appoint an RTO who already has the necessary accreditation to prepare a suitable program of training that will deliver learning outcomes relevant to the needs of Savannah Guides.

The selection of an RTO will be dependent on its ability to deliver the formal learning program to members who are likely to be in remote locations and within a time frame that complies with SGL's accreditation periods. In addition, the training would need to be delivered at a cost that is reasonable and affordable to small businesses and individuals.

3.5.3 Registered Training Organisation

Presently, Australia's vocational education and training bodies are being brought under a national framework to ensure a better approach to the registration of training organisations seeking to deliver competency based training and issue qualifications throughout Australia. The new framework is now known as Australian Recognition Framework (ARF) and should ensure greater national recognition of vocational education and training.

An RTO is any organisation registered in accordance with the ARF to deliver vocational education, training and/or assessment services. They can either be a private or a government funded training provider, including TAFE colleges, or a commercial enterprise.

The TAFE system is in an ideal position to be the selected RTO, as SGL has already worked extensively with Queensland TAFE in developing modules for a TAFE course - Heritage and Interpretive Tourism (HIT), certificate level III. The advantages of the HIT course for SGL are:

- self-paced course specifically designed for eco-tour guides seeking formal learning and is focused on Competency Based Training which is now the direction of vocational training in Australia
- prior workplace experience is recognised through the process of Recognition of Prior Learning (RPL)
- endorsed by such bodies as Pacific Asia Travel Association (PATA), the Wet Tropics Management Authority (WTMA) and Great Barrier Reef Marine Park Authority (GBRMPA).

As the full HIT course involves 35 modules of competency standards and approximately 700 nominal course hours it may not be entirely suitable for SGL. However, there are a number of modules within the course that are directly relevant to the core components identified by SGL (refer 3.5.4 **Core Components**) and discussions with personnel from within Queensland TAFE and Tourism Training Queensland indicate considerable flexibility in selecting specific modules from the HIT course to suit the training needs of SGL. Furthermore, the TAFE system appears capable of addressing all the essential elements that SGL are seeking with regard to the formal learning component. These elements revolve around the learning program's ability to:

- blend in with the existing peer group assessment component
- offer Recognition of Prior Learning
- comply with Commonwealth traineeship criteria enabling access to wage subsidies
- offer a certificate with national recognition
- comply with the accreditation time frames as set out by SGL
- deliver externally throughout Australia (in-house attendance to be optional)
- provide an oral assessment option to individuals if literacy skills prevent written examination
- provide essential educational material to assist in external learning
- affordable course fees

The advantages of SGL working with the TAFE as the RTO in the short to medium term are:

- no need to secure the services of a full-time trainer
- no need to design a formal program of learning
- delivery of a formal learning package that enhances the credibility of SGL's training
- capable of addressing all essential training requirements

Although the matter of proprietary rights on the course is unlikely to prevent other TAFE colleges throughout Australia in delivering the formal learning program, there is the potential for the proprietary rights on the course to be "blurred" if SGL plays a vital field role in the development and maintenance of databases that reflect each region's fauna, flora, history and geology. Consequently, this matter of proprietary rights must be resolved with Queensland TAFE if the TAFE system is selected as the RTO.

Notwithstanding this issue, it will be important for SGL to retain a strong influence on the content of the program as well as final approval on whether members have achieved the appropriate level of Savannah Guides accreditation.

3.5.4 Core Components

Six core components have been identified by SGL and any future training program must ensure the learning outcomes deliver the appropriate level of competency in each category. The six core components being:

- Fauna (animals)
- Flora (plants)
- Geology (land)
- Culture/History
- Interpersonal skills
- Field skills

The competencies for each component are outlined as follows:

Fauna

Members must acquire the appropriate level of knowledge of mammals, birds, reptiles, amphibians, insects and spiders found in the various regions worked by Savannah Guides and be able them to explain the diversity as well as identify features of the various species. In addition, members must also acquire knowledge of the past and current impact humans, fire and feral animals have had on such species and what current habitat protection practices are available to protect species at risk.

Flora

Members must acquire the appropriate level of knowledge of the forms of plants and trees found in the various regions worked by Savannah Guides and enable them to explain the diversity as well as identify features of these various species. In addition, members must also acquire knowledge of the past and current impact humans, fire and feral animals have had on such species and what the current land management practices are available to protect species at risk.

Geology

Members must acquire the appropriate level of knowledge in the composition and interaction of soil, geology and water catchment areas found in the various regions worked by Savannah Guides. They must also acquire the knowledge of the past and current impact humans, climatic factors and feral animals have had on soil and water catchment areas and what the current land management practices are available to rehabilitate degraded land and minimise future impact.

Culture/History

Members must acquire the appropriate level of knowledge on aboriginal (and other indigenous groups, if relevant) culture and history, European settlement and current communities in the various regions worked by Savannah Guides.

Interpersonal Skills

Members must develop the appropriate level of communication and presentation skills to be able to effectively conduct tours with diverse groups of people with differing levels of knowledge and understanding. This is a critical competency because it is the guide's ability to impart their knowledge in a professional and entertaining manner which could ultimately determine a tour's success or failure.

Field Skills

Members must acquire the necessary skills to be able to attend to field emergencies. The skills would apply to first aid, basic motor vehicle repairs, using equipment in the recovery of vehicles, using radios and basic field rescue strategies and techniques.

The above components have been identified as critical to guiding but there is no restriction on additional components being included if so demanded. For instance, the following areas may be included as optional components:

- Financial and/or small business management
- Leadership
- Planning and organisation
- Train the Trainer

3.5.5 Training Strategy

The training strategy is set out as follows:

3.5.5.1 Formal Learning

Assuming the TAFE is selected as the RTO, then the formal learning component of the program will be delivered externally through the TAFE system, thus enabling members to continue to work actively as guides, despite their location. Members will also have the option to do the course on-campus. Delivery of modules at guide schools may also be a future option if the duration of guide schools can be extended.

The focus of the formal learning program will be on the three environmental components:

- Fauna
- Flora
- Geology

The proposed course is estimated to be 120 nominal course hours in duration.

As the formal learning program is critical to achieving the primary training objectives it must be acknowledged by the Joongai as an integral part of SGL's future training strategy. Accordingly, all new members must partake in formal learning as soon as it is practically possible to do so otherwise SGL's claim to have uniform standards throughout the network will be questionable. Only members who are granted RPL or exemptions will be allowed to by-pass the formal learning component (refer **3.5.5.3 Recognition of Prior Learning** and **3.5.5.4 Exemptions**).

It is preferred that TAFE colleges in the Northern Territory and other states become involved in the delivery of training as this will significantly ease potential difficulties in developing and maintaining databases which accurately reflect the diversity of each region's fauna, flora and geology.

3.5.5.2 Peer Group Assessment

Peer group assessment is essential to the mentoring process and the cultivation of the ethos that is important to the guides; therefore, it will remain an integral part of the training methodology. However, greater emphasis will need to be given to more objective assessment, particularly in regard to:

- culture/history
- field skills
- tour design and format
- level of interpretation
- presentation of site
- personal appearance of guide

Specific assessment criteria will need to be developed for these components, or any other component needing to be evaluated through peer group assessment, so that designated assessors have set guidelines. A set format is essential to avoid a subjective and random approach to peer group assessment. It is a fundamental part of the strategy to establishing uniform training standards across the network as it will give

designated assessors in the various regions standardised guidelines by which peer group assessment will be conducted.

It is preferred a designated assessor be an accredited Savannah Guide with Workplace Assessor status to give additional credibility to the peer group assessment. SGL will need to encourage a number of Savannah Guides to achieve this additional accreditation so as to ensure there is a pool of accredited Savannah Guides to take on the role of an assessor. They will be part of a Training Sub-Committee who will oversee all training issues, including the peer group assessment of individual guides. It is preferred, but not essential, to have at least one assessor in each Chapter specifically to avoid the difficulties involved in travelling enormous distances. However, when travelling extensive distances is unavoidable then SGL should reimburse the time and travelling costs of the enterprise or assessor involved.

It is also preferred that peer group assessment be undertaken during guide schools at the particular individual member's own site or tour location. However, with the limited number of guide schools per year it is likely that in the medium and longer term designated assessors will need to undertake peer group assessment outside guide schools.

3.5.5.3 Recognition of Prior Learning

A member seeking recognition of prior learning or experience must apply to the RTO for this recognition to be granted and it is the responsibility of the RTO to grant RPL, not the Joongai or the Training Sub-Committee. Even when granted RPL, course fees will still apply to a member as a certificate will be issued in due course to formally recognise this prior learning or experience. They must, however, undergo peer group assessment before this certificate can be issued by the RTO.

The granting of RPL by the RTO must be undertaken with strict regard to the core components outlined previously.

3.5.5.4 Exemptions

A member with existing qualifications equivalent to or greater than Certificate III level can apply for an exemption to the formal learning program. The application for exemption will be assessed by members of the Training Sub-Committee through either oral or written assessment with regard to the core components. If granted, the member will receive a written acknowledgment of the exemption from SGL. No fees will apply.

Members with exemptions must still undergo peer group assessment.

3.5.5.5 Accreditation

Once the member has met all requirements in regard to guide school attendance, formal learning and peer group assessment then SGL is in a position to grant final approval to the RTO to issue a certificate to the individual member. SGL will also issue documentation to the member acknowledging their Savannah Guide status.

Members who have been granted exemptions will also receive official documentation from SGL indicating their Savannah Guide status when they have met all the other requirements.

3.5.6 Sequence of Training

The training sequence is outlined as follows:

Individuals:

Step 1 - Introductory

All members must attend a guide school prior to seeking membership into SGL.

In the case of an existing enterprise, designated assessors must observe the guided tour operation to determine whether an introductory training session is warranted.

All members of new ventures must undergo an introductory training session at time of entry if no accredited Savannah Guide is engaged by that enterprise. This session will give emphasis to:

- basic environmental assessment
- sources of relevant material for knowledge development
- basic tour design and format assessment
- preliminary assessment of tour presentation

All new individual members will immediately become trainee interpreter unless they have prior guiding experience. Those with prior guiding experience may be appointed to be a Site/Roving Interpreter by a designated assessor if they meet the requirements as outlined in **Step 2, Item C - Site/Roving Interpreter**.

Step 2 - Commencement of Learning

Item A - Formal Learning:

Unless members are seeking an exemption from the formal learning component they must register with the RTO and pay course fees at the time of acquiring

membership. Members not seeking an exemption must commence the RTO's formal learning component within three months or apply for RPL. It is preferred that all members complete the formal learning component in approximately twelve months of becoming a member otherwise the claim of uniform interpretive standards throughout the network will lack credibility and the marketing benefit lost. However, the Joongai will have the discretion to grant exemptions to this preferred time frame if reasonable circumstances apply.

The appointed RTO will liaise closely with members who have requested oral assessment as the preferred method of examination for the formal learning component.

Item B - First Aid & Interpersonal Skills:

Enrollment and completion of first aid and interpersonal skill courses is also preferred to occur at the time of acquiring membership or shortly thereafter, unless members have previously undertaken these courses*. Once again, the Joongai will have the discretion to grant exemptions if members are having difficulty in attending such courses. Significant variances to the preferred time frame, however, will seriously jeopardise any claim the network has made in regard to guides having these qualifications and, once again, the marketing benefit will be lost.

Furthermore, if an accident occurs and a member is found to lack appropriate first aid training, then SGL and the enterprise member could be at legal risk if it is implied through marketing material that all guides within the network are trained in first aid.

*First Aid Certificates are recommended by the relevant bodies to be renewed every three years

Item C - Site/Roving Interpreter:

A trainee guide can achieve Site/Roving Interpreter status even though they may not have completed the formal learning component. Other key requirements include the completion of:

- a basic and structured examination on the level of competency in environmental knowledge specific to the members' site or tour area by a designated assessor (can be undertaken orally)
- a First Aid certificate (can be undertaken externally)
- an interpersonal skill courses (preferred)

The Joongai will advise the member of their Site/Roving Interpreter status in writing. It is preferred that new members without previous guiding experience

attend at least one guide school after becoming a member before seeking Site/Roving Interpreter status.

Item D - Traineeship Subsidies:

If desired, enterprise members can apply for traineeship subsidies for trainee interpreters once the trainee has commenced the formal learning component.

Step 3 - Continued Learning

All members must attend guide schools as required regardless of whether they are seeking guide accreditation or already have achieved Savannah Guide status. The on-going attendance of guide schools is a professional development requirement.

Step 4 - Savannah Guide Status

Before a member is accredited as a Savannah Guide and issued with a certificate they must have:

- completed the formal learning component (or have been granted RPL or an exemption)
- a First Aid certificate (renewable every three years)
- attended an interpersonal skill course (ie. AussieHost)
- attended the appropriate number of guide schools
- undergone the peer group assessment and attained the relevant competencies

Unless the member is part of an enterprise who has sought the “Accelerated Sequence” for entry to Savannah Guide Station or Roving Operator status this process is expected to take approximately two years.

Enterprise:

Enterprise members are required to prepare, or have a third-party prepare on their behalf, a training manual to the Joongai’s satisfaction, that comprises of:

- tour format plan
- bird, plant and animal lists
- geological descriptions
- local culture and history

- relevant landcare strategies
- map of area
- other key points of interest

The training manual will become a requirement of an enterprise member seeking to become fully accredited as either a Savannah Guide Station or a Roving Operator.

3.5.7 Existing Accredited Guides

Existing accredited Savannah Guides will retain all the rights and privileges currently afforded to them by SGL. However, if they seek broader recognition of their status they will need to undertake the formal learning program or apply for RPL as the RTO is unable to issue a certificate unless they do so. They may also apply for an exemption if they have existing qualifications to a Certificate III level.

The Joongai will need to determine an appropriate date where thereafter all guides seeking Savannah Guide status must undertake the formal learning component.

3.6 Code of Conduct

In its role as the premier ruling body the Joongai must introduce a Code of Conduct to further elevate the public's confidence in participating or using the services of a Savannah Guide. Members of SGL must agree to abide by this Code of Conduct which in essence promotes moral and ethical conduct whilst discouraging behaviour which may discredit the guiding profession or SGL. The core principles are proposed as follows:

Unrealistic Expectations

A member will refrain from encouraging unrealistic expectations or promising guests experiences or services that are either unattainable or uncertain.

Professional Standards

A member will only conduct tours when they have the necessary knowledge and equipment to do so to ensure the standard of interpretation doesn't discredit Savannah Guides or the guiding profession.

Duty of Care

A member will ensure guests' personal safety is held in the highest regard at all times.

Prices

A member will advertise tour prices on appropriate marketing material in advance or, where special tours are involved, finalise negotiations prior to the acceptance of engagement by both parties.

Approach

A member will maintain a fully professional approach in all dealings with guests and the general public.

Appropriate Avenue for Criticism

A member will refrain from public or personal criticism of another member's business or expertise and recognise the appropriate avenue for raising such concerns is through the Joongai.

3.7 Fee Structure

The new fee structure for the expanded network is proposed as follows:

Membership Category	Current Entry Fee	Proposed Entry Fee	Current Annual Fee	Proposed Annual Fee
Enterprise Members:				
Savannah Guide Station	\$1,000	\$1,200		\$500
Roving Operator		\$700		\$500
Preferred Site	\$500	\$400		\$350
Preferred Operator	\$500	\$400		\$350
Friends of Savannah Guides				\$100
Individual Members:				
Savannah Guide			\$250	\$150
Site/Roving Interpreter			\$50	\$50
Special Membership				\$75

Notes:

- The \$1,200 proposed entry fee for a Savannah Guide Station includes the cost of the wooden "Savannah Guide Station" sign which is estimated at \$500. When a Preferred Site or Preferred Operator achieves the higher membership category they will then pay the remaining balance of the entry fee which will either be \$800 for a Savannah Guide Station or \$300 for a Roving Operator.
- At time of entry into the network the enterprise will be expected to pay both the entry fee and the annual fee. For instance, a Preferred Operator will pay \$750 in its first year. This amount may be payable through a time-payment arrangement but must be paid in full within the twelve month period.
- "Friends of Savannah Guides" category in this regard refers only to an enterprise wanting to develop a guided tour but is unlikely to develop at a pace that is acceptable to other members. They are not a member of the network but will pay an annual fee for services provided and access to corporate imagery.
- The proposed fees exclude training costs and marketing costs.

4.0 Inventory of Potential Guide Stations & Roving Operators

Potential candidates for admittance into the Savannah Guides network as either guide stations or roving operators have been compiled and are annexed as Appendix IV.

The candidates have been collated in consultation with personnel from NTTC, Katherine Region Tourist Association and QTTC. The order that they have been presented does not suggest any order of priority and no attempt been made to gauge the level of interest of the enterprises and individuals who are listed. It is also acknowledged there are individuals who may be interested in joining the network as an enterprise member but have yet to establish a tourism enterprise and, therefore, no attempt has been made to identify these individuals.

The main purpose of identifying potential candidates is to gain an insight into the number, their location and variety of the rural tourism operators in existence in Queensland and the Northern Territory who are likely to benefit from being part of an extended Savannah Guides network.

5.0 Benefits to Regional and Remote Areas

The beneficiaries of an expanded Savannah Guides network throughout regional and remote areas in Australia are the principal stakeholders - regional and remote communities, governments, research and educational bodies. The benefits and opportunities for these beneficiaries are anticipated to be:

Regional and Remote Communities (including Aboriginal Communities)

- Attracting visitors to the region*
- Creating business and employment opportunities
- Creating wealth for rural communities
- Establishing healthy local eco-systems
- Protecting significant natural assets, including matters of aboriginal significance
- Attract more funding for road construction and maintenance
- Promoting the heritage, customs and values of rural life-styles
- A business activity that compliments pastoral activities
- Developing partnerships with research and educational bodies through informal and formal associations

*Research undertaken by James Cook University (*A Critical Evaluation of Tourism in the Gulf Savannah* - November 1996) indicated over 40% of all visitors - estimated 120,000 per annum - to the Queensland Gulf region visited the five Savannah Guide locations within that region.

Governments

- Vast private organisation committed to sustainable and natural resource management
- Development in rural communities
- More employment opportunities
- Better skilled workforce
- Vibrant rural communities
- Additional tourism destinations
- An alternative business activity to marginal pastoral activities
- Additional tax revenue to assist in infrastructure development

Governments and their associated tourism agencies could potentially view SGL in a peak-body role for interpretative ecotourism, particularly in relation to regional and remote locations of Australia. It would have the capability to speak to Governments and representative tourism agencies on behalf of a unique membership base potentially spread across Australia but, most importantly from the government perspective, it would have the capability to:

- elevate and maintain high standards of guiding in ecotourism
- elevate and maintain high standards of general tourism services
- elevate and maintain high standards of environmental protection

Furthermore, these benefits would be private industry driven and, in most part, private industry funded, thus providing significant advantages for Governments aspiring to these same goals. In effect, Governments could utilise SGL to achieve their own goals in regard to:

- controlling tourism operator standards without direct government involvement
- enhancing environmental protection to vast tracts of private land without government legislation
- enhancing environmental protection to vast tracts of public land at minimal expense to governments
- developing alternative business and employment opportunities for regional and remote communities at minimal expense to governments

Research & Educational Bodies

- Vast resource of living laboratories in different regions of Australia
- Opportunities to develop strong links with rural and remote business networks
- Vast network of informants on fauna, flora, geology and history throughout rural and remote locations
- Vast network of people committed to sustainable and natural resource management
- Opportunities to conduct joint-research activities and maximise research and outcomes

In summary, these benefits and opportunities clearly indicate the value of such an organisation to regional and remote Australia. Most important are the economic benefits and the linkages the network would bring to regional and remote areas where the isolation severely limits growth opportunities for businesses and their ability to remain in close contact with industry trends.

6.0 Savannah Way Tourism Route

The concept of a route called *Savannah Way*, which would stretch from near Mount Garnet in the east, through the Gulf regions in both Queensland and Northern Territory, up to Katherine and then across to Broome in Western Australia, has the potential to bring enormous benefits to all the communities and businesses in close proximity to its path.

From a marketing aspect, it is essential a single name apply for the full length of the route so a brand name can be established. If the route is separated into various names to satisfy regional interests, then the ability to treat the route as a single product is significantly hampered, if not impossible, and the marketing opportunity lost.

The term "Savannah" is common to all the regions in which the route will pass through as they are all encompassed within the same bio-geographic region of tropical savannas. Hence, the name *Savannah Way* has the potential to link a vast array of stakeholders in the different states and regions to a common purpose. The common purpose being to establish a "branded" tourism route which would encourage the travelling public and tourism industry to treat as a genuine travel destination. It is a similar concept to other successful tourism routes such as the Matilda and Explorer Highways in Queensland, Northern Territory and South Australia.

The main benefits to communities and businesses along a tourism route would be:

- Increased tourism visitation to communities
- Increased demand for tourism related services
- Increased demand for vehicle and hospitality related services
- Increased business and employment opportunities

A tourism route also provides more opportunities for communities and local councils along its path to seek grants for special projects through regional development programs. For instance, communities and local councils associated with other tourism routes have been successful in securing grants from Commonwealth agencies, such as the National Office of Tourism and the Department of Transport and Regional Development, for a diverse range of projects which have included:

- Refurbishment of public buildings with heritage value
- Museums with regional cultural and historical significance
- New bridges and better roads
- New by-roads and scenic loops
- Roadside parks and nature walks
- Visitation Information Centres

Savannah Guides would directly benefit from *Savannah Way* with its east/west linkages to popular tourism destinations such as the Kimberleys in Western Australia and the Cairns and nearby region in Far North Queensland. *Savannah Way* would also link with existing high profile tourism routes such as the Explorer and Matilda Highways which are already important “feeders” into the Northern Territory and Outback Queensland for self-drive visitors from major southern centres.

Once established, a tourism route is promoted by regional tourism authorities along with State tourism agencies and motoring bodies. The Savannah Guides’ network, with members likely to be located within close proximity to the *Savannah Way*, would significantly benefit from this market exposure. In addition, Savannah Guides is likely to be the only stakeholder who could genuinely claim to represent businesses and people along the whole route and, therefore, has the potential to become an important stakeholder in its on-going development.

Even in its current position, Savannah Guides has the capability to give considerable impetus to establishing the *Savannah Way* tourism route. It is essential the network pursue the concept through the appropriate channels to ensure all the necessary processes are commenced and to overcome sectional interests that have the potential to derail the concept.

7.0 Funding Options

Whilst SGL's vision and objectives are worthwhile and there is much enthusiasm in what can be ultimately achieved with an expanded network, the reality is that the network has insufficient funds to embark upon any meaningful expansion.

SGL's income is limited to the one-off entry fees and annual membership subscriptions currently generated through its 26 individual and six enterprise members. Annual Gross Revenue is less than \$5,000 per annum and cash reserves are virtually nil.

The annual income is inadequate to secure even the services of a part-time secretariat (as discussed in **3.1.4 Secretariat**) which has been identified as a vital ingredient in, not only maintaining the network's effectiveness in the short term, but in managing the network's expansion in the medium and longer term.

The Revenue Forecasts indicate significantly improved annual revenues due to the new fee structure and projected growth in membership; however, even after five years the projected level of annual revenue still remains insufficient to secure the full-time services of a secretariat.

The Five Year Revenue Forecasts are summarised as follows:

	Year 1	Year 2	Year 3	Year 4	Year 5
Annual Revenue	\$9,450	\$12,050	\$19,150	\$23,700	\$26,650
Enterprise Members	11	15	19	25	30
Individual Members	34	42	54	66	76

These Forecasts are calculated with regard to the fee structure outlined in **3.7 Fee Structure**. Detailed calculations are annexed as Appendix V.

Alternative funding methods are essential otherwise expansion plans as per this report will be significantly hampered, especially the ability to secure the services of a secretariat. Whilst the Joongai's workload can be substantially eased through the use of sub-committees, it is imprudent to suggest that the network can remain effective, let alone successfully expand, without the services of a professional secretariat. Therefore, immediate attention must be given to securing funds or "in-kind" assistance that enable the services of a secretariat to be engaged or carried out in the near future.

Funding strategies for the short term need to focus on:

- Securing seeding grants from relevant Commonwealth and State Government departments and agencies with regional development programs, especially regional tourism development programs. Most likely departments and agencies able to assist in seeding grants for regional development and training include:
 - ⇒ National Office of Tourism (Commonwealth)
 - ⇒ Department of Tourism Small Business and Industry (Qld)
 - ⇒ Northern Territory Tourist Commission (Northern Territory)
 - ⇒ Cooperative Research Centre (Commonwealth - must be linked to research and education into sustainable and nature-based tourism)
 - ⇒ Department of Education, Employment, Training and Youth Affairs (Commonwealth)
- Securing “in-kind” secretarial support from other government-funded agencies with similar regional development objectives. These agencies are likely to include:
 - ⇒ GLADA (development association - Gulf region, Qld)
 - ⇒ Tourism Tropical North Queensland (regional tourism agency - Far North Queensland)
 - ⇒ Katherine Region Tourist Association (regional tourism agency - Northern Territory)

Medium to longer term strategies need to include:

- Corporate sponsorship from corporations and enterprises whose area of operations include the savanna and outback environments of Australia
- Corporate sponsorship from corporations and enterprises whose products are either synonymous or likely to benefit from an association with Savannah Guides (ie. Toyota, Australian Geographic, Australasia Geo, etc)
- Encouragement of guests visiting the Savannah Guide network to make donations and/or become “Friends of Savannah Guides”
- Sales Revenue from branded merchandise to enterprise members and other retail outlets within Savannah Guides’ area of operation
- Social membership fees from regional, state and national representative tourism agencies
- Grants from education and research institutions for joint-venture projects regarding regional development, sustainable tourism, landcare and fauna/flora database development
- Grants through the Rural Communities Program (Commonwealth Department of Primary Industries and Energy)
- On-going grants from Commonwealth and State Government departments with responsibilities in regional development and training
- Entering into commercial arrangements that are likely to generate profits.

8.0 Action Plan

8.1 Membership Endorsement of Strategy

Task - Membership Endorsement of Strategy	Report Reference	When By
<p>Seek endorsement of proposed expansion strategy from current membership. Existing enterprise members to determine timelines for:</p> <ul style="list-style-type: none"> • all standards to become consistent throughout the current enterprise members with regard to: <ul style="list-style-type: none"> ⇒ tour availability ⇒ level of interpretation/competency ⇒ training and training manuals ⇒ dress codes and vehicle livery* • commencement of new entry requirements • commencement of new fee structure • implementation of new code of conduct <p>* Joongai to discuss dress code and delivery vehicle compliance with membership. Allow reasonable time frame for all members to bring dress code and vehicle livery in line with new dress standards once agreed upon.</p>	<p>2.3.6.7</p>	

8.2 Amendments to Memorandum & Articles of Association

Task - Memorandum & Articles of Association	Report Reference	When By
<p>Conduct an Extraordinary General Meeting of members to submit a <i>special resolution</i> in regard to:</p> <ul style="list-style-type: none"> • Insert new objects into the Memorandum of Association • Amend <i>Article 48</i> for meetings to be held every three months rather than once every two months • Insert into the Articles of Association clauses referring to <i>Alterations of Objects and Articles</i> • Remove wording within the Articles of Association that are irrelevant to SGL 	<p style="text-align: center;">2.1.1</p> <p style="text-align: center;">2.2.1</p> <p style="text-align: center;">2.2.1</p> <p style="text-align: center;">2.3.6.1</p> <p style="text-align: center;">2.3.6.1</p>	

Task - Memorandum & Articles of Association	Report Reference	When By
<ul style="list-style-type: none"> • Amend <i>Article 7</i> to reflect: <ul style="list-style-type: none"> ⇒ new membership categories ⇒ entry requirements ⇒ new fee structure ⇒ rights and privileges • Amend <i>Article 7(b)</i> allow guides to be members who are no longer guides • Extend additional Honorary Membership categories • Amend Area of Operation definition. • Amend Rules 	<p>3.3</p> <p>3.4</p> <p>3.4.2.1</p> <p>3.7</p> <p>3.4.2.2</p> <p>2.3.6.2</p> <p>2.3.6.4</p> <p>3.4.1.2</p> <p>2.3.6.6</p>	

8.3 Funding / Secretariat

Task - Funding / Secretariat	Report Reference	When By
<p>Joongai to commence discussions with government representatives and government funded organisations with similar regional development objectives. Discussions to give regard to:</p> <ul style="list-style-type: none"> • seed grants • “in kind” assistance • ongoing funding <p>Joongai to finalise specific tasks to be undertaken by secretariat and determine manner of engagement subject to availability of funds and/or “in-kind” arrangements.</p>	<p>7.0</p> <p>3.1.4.2</p>	

8.4 Establishment of Sub-Committees

Task - Establishment Sub-Committees	Report Reference	When By
<p>Establish Sub-committees with regard to the following key managerial functions:</p> <ul style="list-style-type: none"> • Membership • Standards • Training • Fund-raising • Marketing 	3.1.4.4	
<p>The Training Sub-committee to prepare and submit to TAFE and Tourism Training Queensland a formal proposal with regard to the Formal Learning Program.</p> <p>Ensure the RTO learning program package complies with essential training elements, including acceptable course costs. Seek prices from other suitable RTOs for price comparison.</p> <p>On finalisation of program, draft training manual and standardise assessment guidelines. Guidelines to give specific attention to:</p> <ul style="list-style-type: none"> • RPL and exemption format • competency levels for peer group assessment: <ul style="list-style-type: none"> ⇒ Savannah Guide ⇒ Site/Roving Interpreter • introductory course - trainee interpreters • course for interpersonal skills - trainee interpreters <p>Finalise timelines for commencement of formal learning and establish corresponding "start-date" for new accreditation requirements for all new members.</p> <p>Accredited Savannah Guides are to be encouraged to acquire Workplace Assessor status for peer group assessment purposes.</p>	<p>3.5 3.5.5.2</p> <p>3.5.5 3.5.5.3 3.5.5.2 3.5.5.4 3.5.6</p> <p>3.5.7</p> <p>3.5.5.2</p>	
<p>The Membership Sub-committee is to commence discussions with candidates as per <i>Inventory of Potential Guide Stations & Roving Operators</i>.</p> <p>Sub-committee to liaise closely with NTTC, KRTA, QTTC and The Outback Queensland Tourism Authority Inc. with to this list and prepare a Corporate Profile for distribution to interested</p>	4.0	

Task - Establishment Sub-Committees	Report Reference	When By
<p>parties.</p> <p>The Corporate Profile will comprise a summary of the following key topics:</p> <ul style="list-style-type: none"> • Savannah Guides' History and Structure • Mandatory Entry Requirements • Membership Categories (Enterprise and Individual) • Membership Privileges • Training Requirements • Code of Conduct • Fee Structure <p>An application form is to be designed with emphasis on self-assessment and forwarded with the Corporate Profile to interested parties. All membership enquiries to be recorded and followed-up by the Sub-committee.</p>	<p>3.4.1</p> <p>3.3</p> <p>3.2.2.2</p> <p>3.5</p> <p>3.6</p> <p>3.7</p>	
<p>The Fund-raising Sub-committee is to prepare a Fund-raising Strategy (in conjunction with a secretariat if engaged) and implement after the Joongai's approval.</p>	<p>7.0</p> <p>3.1.4.1</p>	
<p>The Marketing Sub-committee to prepare brochures and oversee any amendments to the web site. Maps on the new brochures and the web site to include symbols.</p> <p>Sub-committee to arrange a communication program targeting relevant key stakeholders in the tourism industry to advise on changes to Savannah Guides, specifically changes in membership categories and the new training program.</p>	<p>3.4.2.1</p> <p>3.2.4</p>	
<p>Establish Sub-committee or individual to pursue the concept of the <i>Savannah Way</i> tourism route with the appropriate Government authorities.</p> <p>The chair of the Sub-committee or individual to seek Savannah Guide participation in any committee or agency likely to be established by the relevant government authorities to oversee the development of the <i>Savannah Way</i> tourism route.</p>	<p>6.0</p>	

8.5 By-Laws & Procedures - Chapters

Task - By-Laws & Procedures: Chapters	Report Reference	When By
<p>On acceptance of the Strategy an additional Sub-committee will need to be established to draft By-Laws and Procedures for Chapters. Amend Articles of Association accordingly.</p> <p>In addition, when Chapters emerge the Joongai will need to “sever” the ties with the Gulf region and become a separate body. A Management Committee will need to be established for the Gulf region.</p> <p>This Sub-committee should remain to oversee the development of Chapters and Local Business Hubs.</p>	<p>3.1.1 3.1.2.2 3.1.2.3 3.1.2.4 3.1.2.5 3.1.3</p>	

9.0 Footnote

We have endeavoured in this report to refer to those matters we believe to be of principal importance and interest in regard to this Strategic Proposal. However, in the course of work undertaken a great deal of peripheral information has been accumulated. Requests for further information, explanation or elaboration can be made contacting Mr Philip Whish-Wilson of Kleinhardt-FGI Pty Ltd on (07) 4041 1120.

Alternatively, inquiries can be directed to the President of Savannah Guides, Mr Bram Collins, as per the following details:

Phone: (07) 4031 7933

Fax: (07) 4031 7939