



## UGU SOUTH COAST TOURISM

### TOURISM STRATEGY 2013-2017

<b>APPROVED by BOARD</b>	<b>10 October 2013</b>
<b>Draft strategy consultation</b>	<b>2014/2015 Review: 25 November 2014/30 January 2015</b>
<b>Tabled for Board Approval</b>	<b>27 November and 5 February 2015 APPROVED</b>
<b>Submitted to Ugu District Municipality</b>	<b>11 February 2015</b>
<b>PUBLISHED ON WEBSITE</b>	<b>11 February 2015</b>

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# 1 PREAMBLE

Ugu South Coast Tourism (Pty) Limited (hereinafter referred to as Ugu SCT) is the de facto municipal entity (hereinafter referred to as the entity or company) functioning in the main as a Destination Management Organisation/Community Tourism Organisation responsible through its mandates to grow, promote and develop tourism within the area of jurisdiction of the Ugu District Municipality.

Imperative within this mandate is for Ugu SCT to determine the operational direction of the entity through the crafting of a Tourism Strategy at periodic junctures as determined by the Ugu SCT Board (hereinafter referred to as the Board).

This strategic resource developed through stakeholder engagement at a Strategic Workshop hosted by Ugu SCT at The Margate Hotel on 30 September 2013, and is reviewed as required on: 25 November 2014.

## 1.1 Strategic Alignment

There is an imperative that where possible Ugu SCT should strive to align its own strategies to those being applied by entities such as the National Department of Tourism (NDT) and our provincial department (The Department of economic development and Tourism) and its implementing agency Tourism KwaZulu-Natal (TKZN).

The framework below identifies from available resources which strategies/and or approaches have been infused into the thinking applied to the crafting of the Strategic Framework as contained in Section 7.

This strategy does in its formulation need to be aware of the innate risks within strategic planning and as such, regular reviews will be built into the Ugu SCT strategy. Such risk includes:

- Global currency exchange rates (in the event of strong Rand) may preclude favourable overseas markets responding to the South African offerings.
- Continued economic downturns which can impact on International and Domestic tourism trends.
- Political and societal instability (e.g. strikes/ communal protests) acts as a deterrent to suitable tourism growth.

- Sporadic natural disasters and longer term climatic change (effects on coastal tourism).
- Over dependence on certain market segments which can be mitigated against through market diversification and presentation of a broader variety of tourism products and experiences.
- Crime and safety.
- Inappropriate and unconstructive stakeholder relationships between public and private sector practitioners.

Bearing the above in mind the following resources act as informants towards the 2013-2017 Ugu SCT strategy:

<b>Resource: National Tourism Sector Strategy (2012)</b>	
<b>Strategic Thrust</b>	<b>Implication to Ugu SCT Strategy (O= Operational, M = Marketing/Communications and D = Developmental)</b>
Policy and a Legislative Framework	Operations needs to be aligned with key legislation and regulatory frameworks applicable to a State Owned Enterprise (O)
Collaborative Partnerships	Public and private partner relationships are fundamental in within the mandates for the entity (M)
Prioritising Tourism at National, Provincial and Local Government Level	Through reporting compliance and communications actions, the sector and operational performances can be conveyed to National, Provincial and our District and Local Municipalities (O /M)

Marketing and Brand Management	This is fundamental in terms of strengthening the South Coast brand within a broader geographic context (M)
Regional Tourism	The destination should to some degree seek new markets from within some SADC countries (M)
Business and Events Tourism	Marketing should use these segments and niches as a forefront part of applied actions (M/D)
Relevant Capacity Building	Internal (personnel) and external development of people within tourism should be applied throughout each municipal area (D)
Product Information	Awareness of tourism product needs to be quantified for presentation to the destination's captive markets and niches and via Visitor Information Centres and hard/soft marketing tools (M)
Responsible Tourism	Through member protocols and codes of conduct the entity will enhance responsible tourism within stakeholder groupings (M)
Investment Promotion	The entity will need to assist the newly formed development agency for the Ugu District through packaged investment opportunities within the tourism sector (M/D)
Quality Assurance	Members will need to be encouraged to meet sector standards (M)
Transformation	Stakeholders through protocols should aspire towards compliance with transformation and empowerment directives for the sector (M)

Community Beneficiation	Community orientated tourism and tourism awareness should be included in strategies towards 2017 and beyond (M/D)
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<b>Resource: KwaZulu Natal Tourism Master Plan (September 2013)</b>	
<b>Strategic Thrust</b>	<b>Implication to Ugu SCT Strategy (O= Operational, M = Marketing/Communications and D = Developmental)</b>
Efficient Management of Tourism	<p>Ugu SCT operations model should be sustained within the principle of a public private partnership (O)</p> <p>Intergovernmental relations and communications need to be entrenched at District and Local Municipality, provincial and if applicable at national levels (O/M)</p> <p>An inclusive principle should underpin tourism management principles within the unified Ugu SCT management model- splintering within the tourism stakeholder groupings should be avoided (O)</p>
Collaborative Effective Partnerships	<p>Decision making mechanisms for tourism management should have an element of flow between Area Committees, the Area Committee/CEO Forum and the Ugu SCT Board (O)</p> <p>Organs of state and multi- tier departments should support private sector initiatives (D)</p>

	Ugu SCT must form part of higher levels of decision making (i.e. DEDT and TKZN(O))
Adequate Funding for Tourism Function	<p>Ugu SCT should ensure that District and Local Municipality contributions as sustained (O)</p> <p>Project, event and developmental funding should if required be directed to higher levels of government for consideration and support (O/D/M)</p>
Research and Knowledge Management	<p>Contribute to and draw from DEDT programmes in terms of academic and applied research, sector related databases and the distribution of tourism sector information and market intelligence (D/M)</p> <p>At a localised level, own research exercises need to be conducted to determine tourism sector performance, consumer trends and economic impacts. (M)</p>
Monitoring and Evaluation	Ugu SCT has a Performance Management System in place which will be managed in accordance with institutional requirements via the parent body and other legislating entities (O)
Promotion of Green Principles in Tourism	Through an overarching membership protocol, Ugu SCT will encourage responsible developmental and operational practices in the best interests of the environment and tourism activity landscapes (D/M)

Social Tourism Beach Facilities	Whilst new resort nodes have only been earmarked for the coast north of Durban, it is possible that social/budget facilities could be identified on state land situated along the South Coast (e.g. Ingonyama Trust land (D)
Maintain Upgrade Enhance Existing Beach Product (North and South Coast)	Our District and Local Municipalities which have established beach/coastal plans should energise these programmes with financial support from DEDT and other funding programmes (D)
Responsible Tourism	Through member protocols and codes of conduct the entity will enhance responsible tourism within stakeholder groupings (M)
Integrate Heritage Within Cross Core experiences	Through the development of a multi experiences trails system in the Ugu District, hinterland and coastal heritage prospects can be brought into the product mix for destination marketing purposes (D/M)
Enhance General Scenic Experiences Throughout KZN	The hinterland valley and upland landscapes (i.e. Oribi Gorge and Weza-Ingeli Forests) with linkages to the trails system provides an appropriate alternative for pure beach and sea tourism (D/M)
Focus and Enhance the Rural Tourism Experience	<p>Ugu SCT through its developmental programmes will need to ensure that there is integration of aspects such as trails and itinerary planning, training and capacity building and product/experience projects (D)</p> <p>This will need to be done in conjunction with partners to include communities, NGOs, professional service providers, municipalities and funding entities (D)</p>



Tourism Infrastructure Strategy	Based on needs analysis and stakeholder inputs, provincial and municipal entities will be required to roll out bulk services, transportation modes and tourism signage (D)
Tourism Funding Support	When activated by DEDT, Ugu SCT will need to identify funding requirements from what has been suggested as the Tourism Development Fund (D)
Tourism Route Coordination and Development	The proposed provincial Tourism Route Strategy should be considerate of the 9 Southern Explorer Routes and the proposed multi-faceted tourism routings envisaged mainly to the interior (D)
Transformation	Once DEDT has completed a base study on transformation in KZN, Ugu SCT will be able to ascertain the degree of contribution it will need to make towards a finalised KZN Transformation Plan (D)
Tourism Awareness and Understanding	Tourism awareness will be a fundamental component within Ugu SCT's communications and developmental actions going forward and via a proposed Tourism Awareness Plan (TAP) (M/D)
Brand Positioning	The South Coast brand already utilises the KZN brand with the tagline Zulu Kingdom- Exceptional. (M)
Market Distribution	The broader packaging, utilisation of marketing channels and application of marketing tools by TKZN should where possible be inclusive of the South Coast brand, destination information and product offerings (M)

	This upward integration should fall within the ambit of a proposed Marketing Action Plan (MAP) for Ugu SCT (M)
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Although the KwaZulu-Natal Tourism Master Plan has a projected roll out to 2029/2030, the 2013-2017 Strategic Plan as below indicates shorter term approaches to be undertaken by the DEDT and/or TKZN.

<b>Resource: Tourism KwaZulu-Natal Strategic Plan (2013- 2017)</b>	
<b>Strategic Thrust</b>	<b>Implication to Ugu SCT Strategy (O= Operational, M = Marketing/Communications and D = Developmental)</b>
Generic Promotion	<p>Domestic tourism is the basis of the province’s tourism economy with the marketing focus being KZN, Gauteng, Western Cape, Eastern Cape and Mpumalanga</p> <p>Actions should be geared towards better tourism trade relations and well executed trade/media familiarisation trips</p> <p>Consumer and trade expositions and promotions should be sustained</p> <p>For the Greater South Coast marketing synergies for these focus source areas should be sought in order to work collaboratively with TKZN (M)</p> <p>International tourism for the destination should “fit” the TKZN objectives but initially focus on UK, European Union and North American markets- this could be reconsidered to contemplate the BRIC markets (M)</p>

	<p>Marketing of the Greater South Coast should be based on the experiential (year round) rather than destination specific and also within the context of brand alignment with the KZN brand but not at the expense of the existing South Coast brand (M)</p> <p>Gap filling to reduce seasonality (via events and niche campaigns) must be contemplated (M)</p>
Business Tourism and Events	Marketing should use these segments and niches as a forefront part of applied actions to ensure a stronger MICE market supports the destination areas (M)
Create Joint Marketing Arrangements	Ugu SCT will need to identify strategic destination marketing alliances at local, provincial and national levels (private and public sector) (M)
Alignment and Synergy Within the Industry	Ugu SCT strategy will be geared towards this construct and associated action planning from a macro level to local tourism stakeholders (M)
Responsible and Demand Driven Development	<p>Diversity of product is required particularly in hinterland/rural areas as long as they meet demand trends and consumer interests (D)</p> <p>Products should be sustainable within the context of responsible and ethical tourism practices (D)</p>

Investment Promotion	In conjunction with the Ugu District's Development Agency, investment prospects that could be elevated to provincial agency attention should be contemplated (D)
Transformation	<p>Skills development should be used as a means of capacitating people through training and SMME empowerment (D)</p> <p>Ugu SCT should identify funding entities and developmental support programmes within communities (D)</p>
Service Excellence	<p>Improve on the reputation of the Greater South Coast through internal and external tourism awareness actions, publicity and media scheduling (D/M)</p> <p>Ensure that stakeholders aspire towards meeting sectoral standards and customer care considerations- all within safe and secure environments (D/M)</p>
Research, Information and Knowledge Management	<p>LED (Tourism) and tourism performance (seasonal/events) should use as informants to Ugu SCT (M)</p> <p>Database development and maintenance should be used for strategic marketing actions (M)</p> <p>Staff should be regularly informed as to aspects of product and customer care at VIC's (M/D)</p> <p>Marketing actions should have indicators on reach and impact (M)</p>

	Contemporary social and general electronic communications should be forefront actions going forward (M)
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Organisational Enablement	<p>Ugu SCT should comply with all relevant policies and procedures within its operational mandates and through risk/internal controls and performance incentives (O)</p> <p>Internal human resource development should be encouraged (O/D)</p> <p>Financial management should align with regulatory frameworks akin to Ugu District Municipality as parent body and other institutions such as the Municipal Systems Act, Municipal Finance Management Act and the Municipal Structures Act (O)</p>
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These three principle resources determine a first step guideline towards the strategies, principles and objectives encompassed within this document.

## 2 STRATEGY PRINCIPLES AND PURPOSE

This strategy has been formulated on the principles that it would assist Ugu SCT, the Board and its members/stakeholders in:

- Assessing operational and policy decisions and the direction of the entity.
- Determining the allocation of financial resources and personnel towards operational objectives and outcomes.
- Providing structure towards short, medium and long term direction for the entity within its agreed mandates.
- Addressing key tourism management, development and promotional issues and challenges.
- Achieving objectives within the principles of efficiency and gearing for success.
- Being operationally proficient within the multi tasked requirements within the entity's organogram.
- Being proactive within internal and external institutional and private sector environments.
- Forming the fundamental basis of an Operational Business Plan.

- Monitoring and evaluating entity performance.

On the basis of the above, this strategy has been crafted to ensure that desired outcomes through strategy implementation are:

- **Realistic** within the context of tourism business and sustainability.
- **Achievable** within this realism **and** financial as well as human resource confines.
- **Acceptable** within the principles of ethical, responsible and community orientated tourism management.
- **Durable** for at least a five year period to allow for consistency of effort and resourcing.

The structure of this strategic plan is in summary towards:

- Definition of the entity's Vision and Mission.
- Confirming the entity organogram with inter-governmental and private sector linkages.
- Identifying (through a SWOT Analysis) core areas of attention within strategy.
- Provision of the rationales for each recommended desired Key Strategic Objective (KSO)
- Presentation of KSOs within a strategic framework that also acts as the entity's operational business plan and to which subsequent budget planning can be aligned.

### 3 UGU SOUTH COAST TOURISM VISION AND MISSION

Ugu South Coast Tourism's **vision** is proposed as being:

**“To Become The Most Visited Non Metropolitan Tourist Destination In Kwa-Zulu Natal Province”**

In achieving the vision, Ugu SCT will aspire through its **mission** to:

- Responsibly manage the tourism sector within the principles of transparency and accountability.

- Establish and maintain tourism structures that accord with tourism legislation and regulations via appropriate communication and decision-making channels.
- Create strong relationships in tourism with both state and private sector entities as well as the tourism trade.
- Invest financial and human resources towards meeting its operational, marketing and development mandates.
- Have a tourism environment that provides economic opportunity for all its communities.
- Work within the principles that tourism leadership is provided by the Ugu SCT as institution and driven by collaboration with the private sector/communities through its operational and constituted business model.

These mission elements collectively conspire towards a set of fundamental purposes which include requirements for the Greater South Coast through tourism to:

- Have a broader geographic spread of tourism activity with associated socio economic beneficiation for host communities.
- Experience an expansion of visitor numbers with increased tourism revenue yields.
- Improve the tourism product mix via responsible and sustainable development programmes.
- Continual awareness of demand orientated tourism development and services provision.
- Meet with national and international standards and service excellence requirements.

This mission will be attainable through the sustained adoption of **core values** that include:

- Integrity amongst peers and all tourism stakeholder groupings.
- Transparency throughout operational and external business functionality.
- Dedication to meeting public and private sector expectations.
- Consideration of staff and the external public within a principle of professional civility.
- Honesty in terms of business transaction and compliance with regulatory frameworks.

The application of these vision and mission statement can only be done via the operations of Ugu SCT as an entity with institutional responsibilities and as per its operational organogram as presented in Section 4.



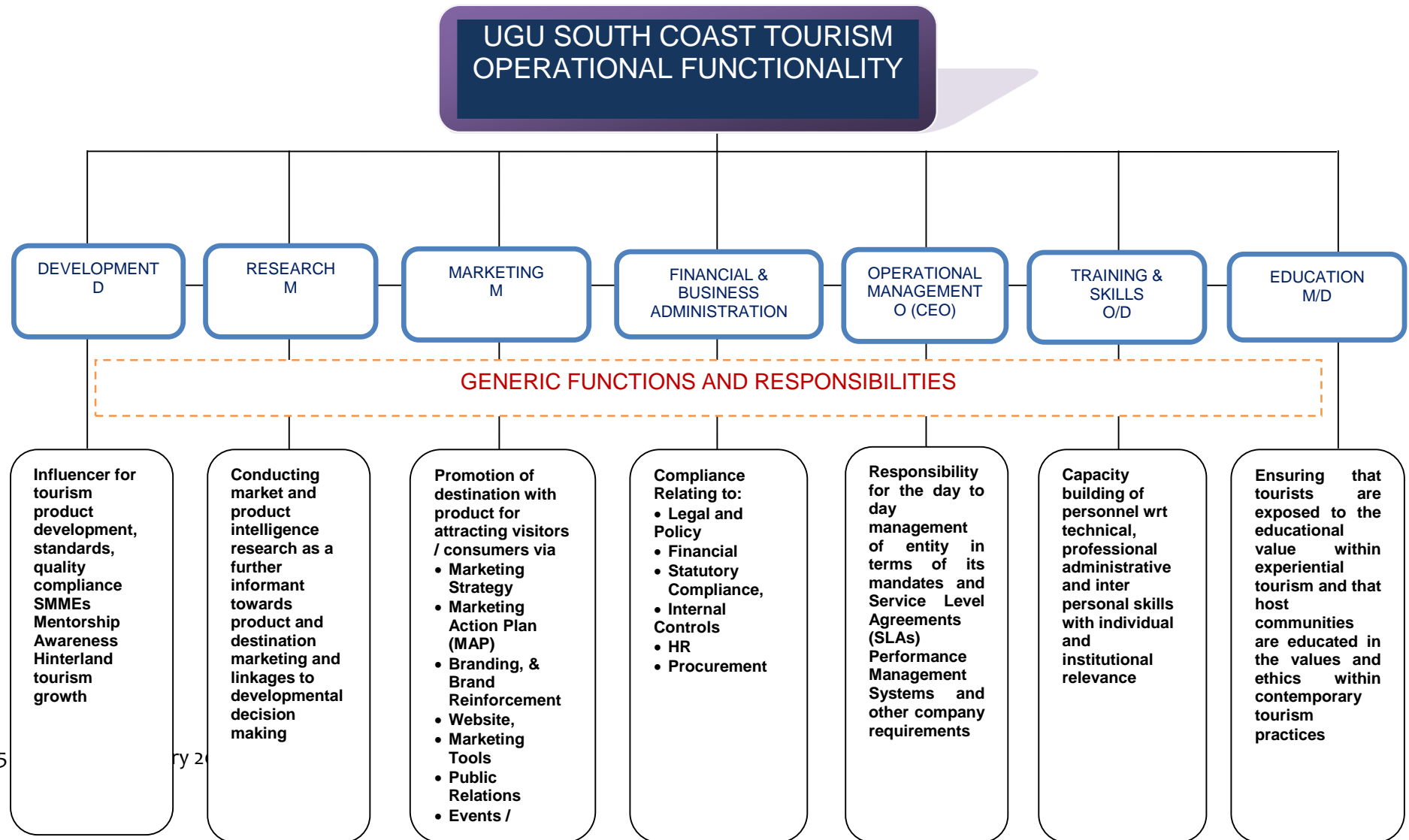
## 4 ORGANISATIONAL STRUCTURING

The company organogram as depicted below represents a present expectation in terms of job profiling and the probable filling of positions.

This has been done in consideration of:

- Immediate primary needs (i.e. 2013/2014), secondary needs (2014/2015).
- Prospects of possible financial constraints via adjusted funding from partner municipalities.
- Possible integration of VIC's into privately operated outlets as a cost saving prospect without compromising service standards.
- The Operational Functionality of Ugu SCT itself.

Generically the Operational Functionality for Ugu SCT can be summated as per the diagram below:



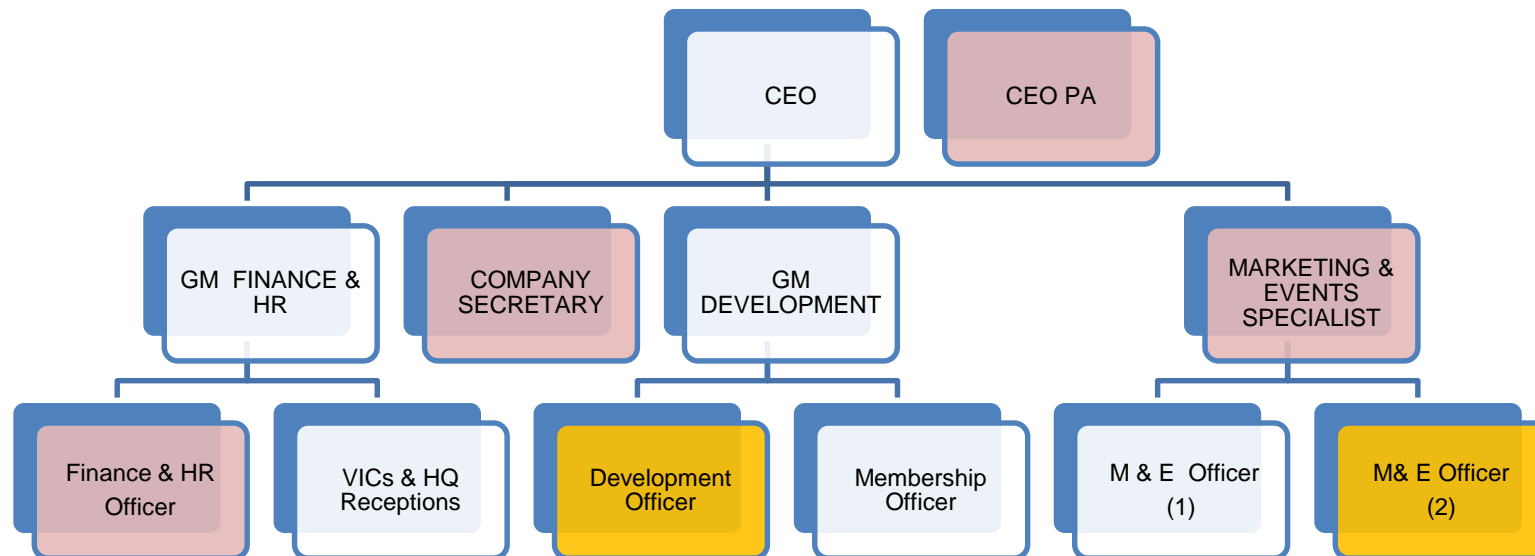
From this requirement in functionality stems the company organogram/s follow as a means of meeting the mandates for the entity.

The organogram indicates an immediate requirement (2013/2014) for a:

- Personal Assistant to the CEO.
- Company Secretary (a requirement for a State Owned Entity) who would also oversee all compliance requirements.
- Marketing and Events Specialist who would act as a retainer based service provider.
- Finance and HR Officer to assist the GM Finance and HR on a full time basis.

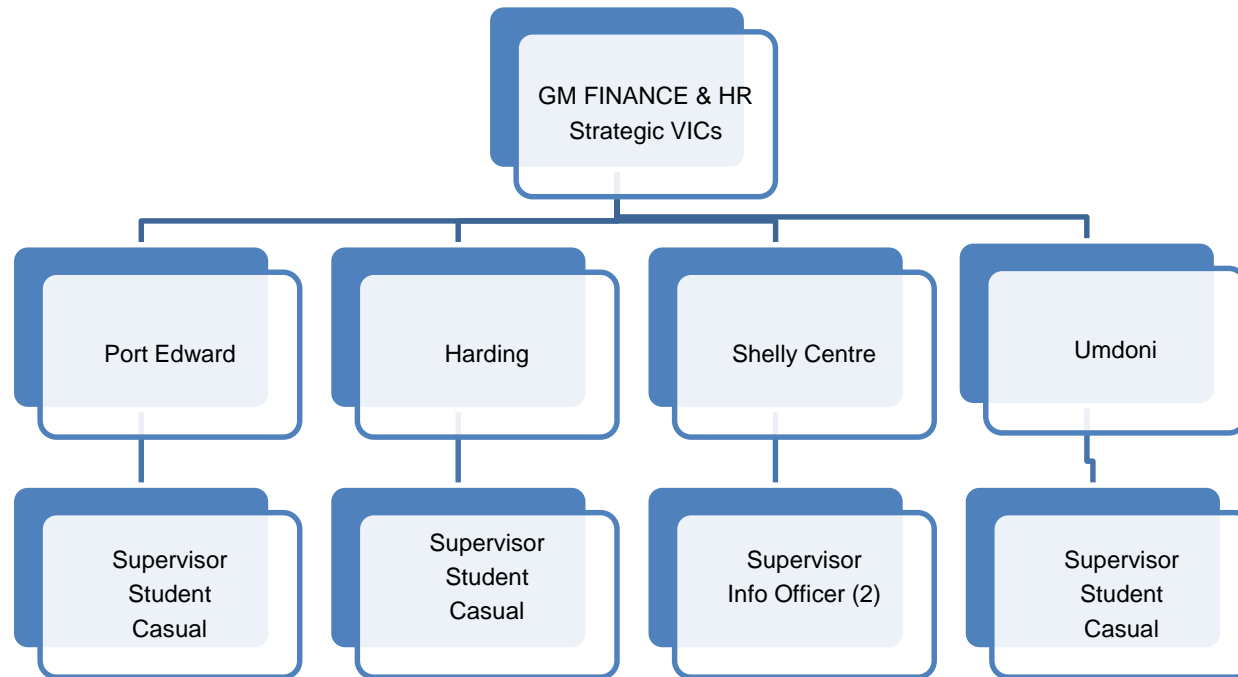
For 2014/2015, the appointment of a Development Officer and Marketing Officer is envisaged.

Proposed Organogram –Ugu South Coast Tourism

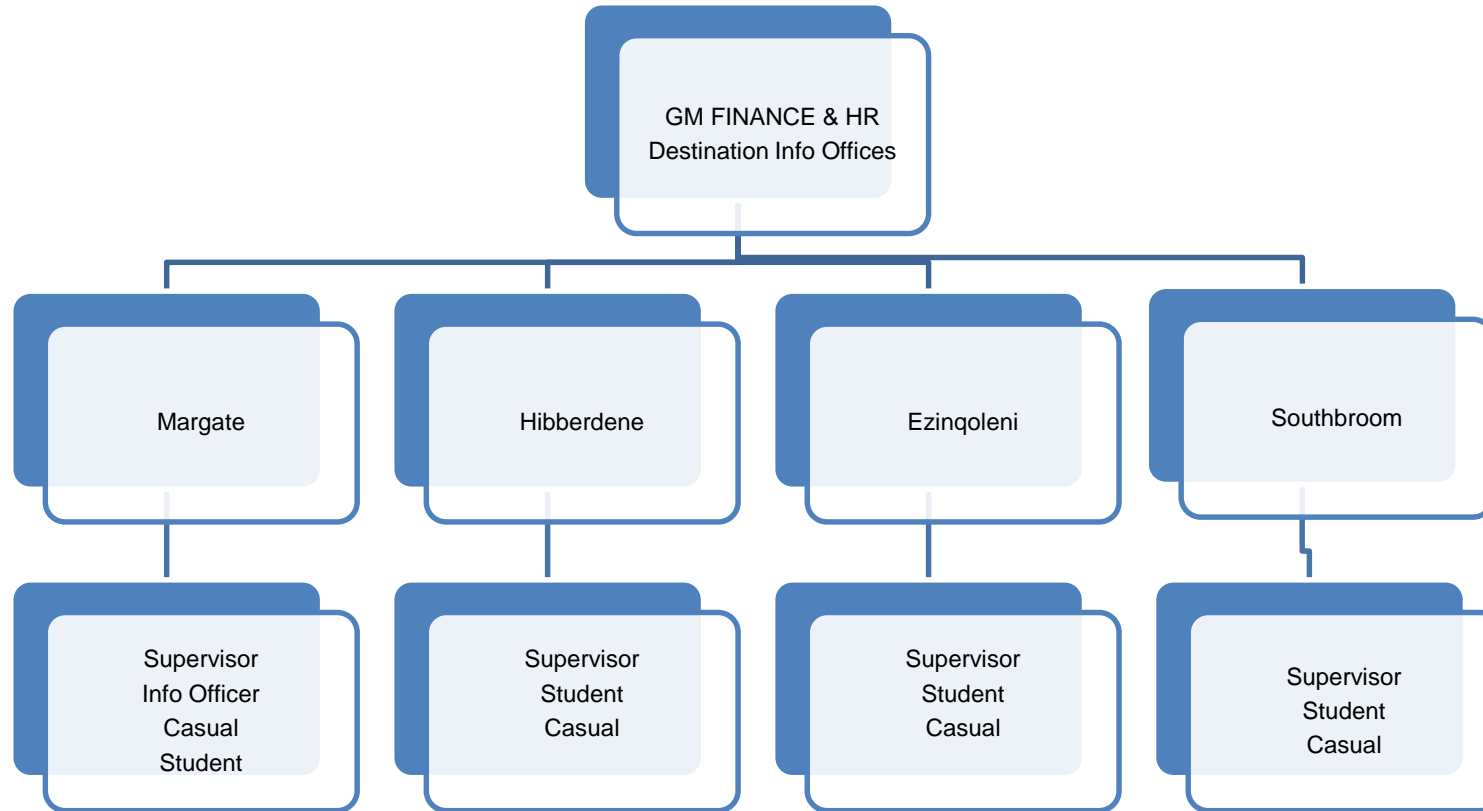


The following organogram/s relates to the VIC's (at locations within the District).

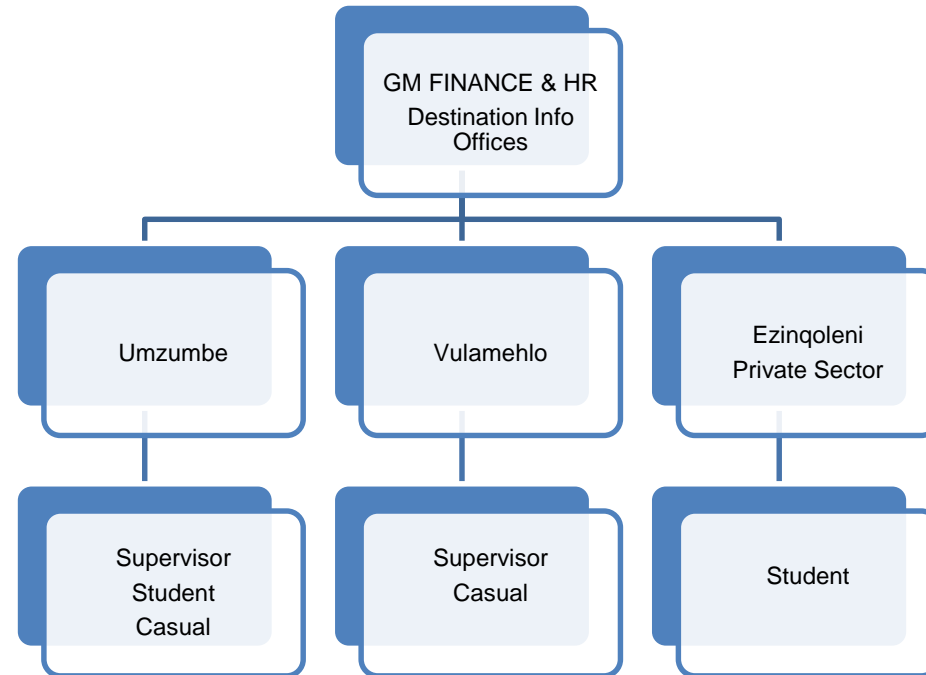
Organogram- Strategic Information Offices



Organogram- Destination Information Offices



Organogram- Community Info Offices



Based on financial and operational constraints that may emerge, Ugu SCT will within review periods need to determine whether changes in personnel and structures may be required.

## 5 SWOT ANALYSIS

This SWOT has been developed as an informant to the presentation of strategies contemplated within the Strategic Framework as contained in Section 7.

Component	Issue: Management/Ops (O) Marketing (M) Development (D)
<b>Strengths (To Sustain)</b>	
Definitive beach and ocean product base	M
Strong destination brand	M
Traditional reputation as a value for money destination	M
Good Climate all year round	M
Well-resourced DMO entity	O
N2 as an access component	M
High degree of bed stock within main areas	M
Blue Flag status beaches	O/M
Active Area Committees	O
Golf courses as conduit for tourism	M
Expansive tourism expertise in the private sector	O
Certain sports facilities (e.g. Ugu Sports and Leisure Centre)	M/D
Hinterland as a platform for eco-cultural and adventure tourism base	M/D
Broad positioning of VIC's in the district	O/M
Sector as the major contributor to the district economy	O/M
<b>Weaknesses (To Reduce)</b>	
Societal belief in tourism management capability	O/M
Lack of hinterland product development	D/M
Perception of high levels of crime	O/M
Margate Airport not used for scheduled flights	D
Trends of market share losses	D/M
Lack of product and experiential packaging	M

Stakeholder groups working in silos	O/M
Aesthetics and facilities quality in urban/peri urban areas	O/D
Inter-governmental cohesion	O/M
Inconsistency in LM bye-laws	O/M
Growth in niche and international visitors	M
Small number of emergent enterprises within peri urban and rural areas	D
<b>Opportunities (To Grasp)</b>	
Increased MICE and niche events	M
Development of a multi activity routing in the District	D/M
Ocean and terrestrial activity sell within a responsible paradigm	M
Possible "Big 5" Game Reserve	D
Doorstep marketing in KZN and Gauteng	M
Greater collaboration with private sector	O/M
Margate Airport as scheduled flight facility	D/M
Collaboration with TKZN and other organs of state	O/M
Coordinated and increased events calendar	M
<b>Threats (To Negate)</b>	
Crime and visitor safety	O/M
Competitor destination areas- e.g. North Coast	M
Consumer perception that the Greater South Coast is tired and run down	O/D/M
Socio political instability (i.e. election periods and strike "seasons")	O/M
Financial status of funding institutions	O
Fracturing of the tourism sector	O/M
No direct management of grant funding for certain projects	O
Dictatorial approach from funders relating to grant allocations	O
Sustained economic slump	M
Lack of inward investment in tourism	O/M

These SWOT factors will be fused into the rationales required for the Key Strategic Objectives (KSOs) that follow.



## 6 RATIONALES FOR KEY STRATEGIC OUTCOMES

As a precursor to the provision of Key Strategic Objectives for Ugu SCT, a fundamental platform and rationale needs to be established as a means to establish substance to those KSOs and in so doing, provide the framework for action and implementation.

From a practical perspective, the strategic collective has been categorised into three segments which will at times have measures of inter dependence as roll out phases are activated.

These include

- The operations of Ugu SCT.
- Destination marketing.
- Development.
- Within Ugu SCT's mandates, it needs to be stated that besides the operational management requirements, the entity's focus should be shared on an equal basis between destination marketing and development.

### 6.1 Operations

The operations of Ugu SCT are largely determined by a combination of and through corporate governance mechanisms responsive to:

- Legislated compliance regulatory frameworks and founding articles that apply to a State Owned Entity such as Ugu SCT.
- Decision making, direction and monitoring mandates via Ugu SCT's Board as a representative body comprising of members from both the private and public sectors.
- Outcomes emanating from the CEO/Area Committee Forum.
- Area Committees established to ensure that local stakeholder (i.e. members) participation is sustained.
- Terms and conditions within Service Level Agreements (SLAs) between Ugu SCT and Ugu District Municipality and its partner Local Municipalities and namely Hibiscus Coast, Umndoni, Vulamehlo, Umzambe, Eziqoleni and Umuziwabantu.
- Inter-governmental collaboration through the Inter-Governmental Relations Technical Forum as established by Ugu District Municipality.

The operational functionally and organogram already cited, provides the structure for the application and management of all Ugu SCT's mandates however operationally our strategy will be aligned towards:

- Ensuring that financially and administratively Ugu SCT is compliant with all relevant institutional arrangements, regulatory frameworks and relevant policy requirements.
- Increasing the effectiveness of each level of public and/or private sector engagement.
- Conducting business within the principles of ethical transparency, administrative responsibility and multi-party collaboration.
- Higher degrees of communication between organs of state and/or tourism in business practitioners from the private sector.

On the basis of the above, the recommended KSOs and sub objectives to include:

<b>Strategic Objective #1:</b> <b>To Ensure that the company operations are compliant with all regulatory frameworks</b>
Key Sub Objectives within SO#1
Institutional Development & Transformation
Good Governance & Public Participation
Financial Viability and Management
Promote Sound financial Management and Reporting, Effective Budgeting & Revenue Enhancement
<b>Strategic Objective #2:</b> <b>To Capacitate the company in terms of personnel in accordance with the organisational organogram</b>
<b>Strategic Objective #3:</b> <b>Sustain and develop operations of district wide Visitor Information Centres (VIC's)</b>
<b>Strategic Objective #4:</b> <b>Provide staff development</b>

## 6.2 Destination Marketing and Communications

Fundamentally, Ugu SCT as a combination of being a Destination Management Organisation (DMO) and a Community Tourism Organisation (CTO) has a pivotal responsibility for destination marketing for the Greater South Coast.

It can be submitted that of all our functions, marketing and communication is probably the most important in that it:

- Activates consumer and trade responses to both the South Coast tourism brand and destination product offerings.
- Enhances greater awareness and support of established and developmental tourism products, attractions and experiences.

- Sustains various communications channels between Ugu SCT and its partner stakeholders and market and general publics.
- Establishes a form of dynamism for all destination areas to which market segments and niches respond and contribute to the tourism revenue yield within the tourism value chain.
- Informs, negates critique and enhances the principles of community in tourism.
- Is a means of presenting and promoting developmentally orientated programmes as they enter the tourism product mix.

On the basis of the above and strategically Ugu SCT intends to apply its marketing and communications actions in order to focus on:

- Experiential tourism that is predominantly aligned to domestic tourism from primarily the key source markets of KZN and Gauteng.
- Key attention spheres (using extrapolated Unique Selling Propositions (USPs) as basis) to include:
  - Oceanic activity and beach lifestyle.
  - Eco and outdoor adventure/sports.
  - Events mainly of a participatory nature but with iconic “franchised” events forming a backbone of an events programme.
  - Business and convention tourism.
  - Sports and health tourism.
  - Cultural heritage.
  - Nature based tourism.
  - Hinterland cross activity/experience offerings.
- Market segments and niches for what we would term the:
  - *Beach and Leisure Lover* \* value for money seeker with family orientation and from mid to upper Living Standards Measure (LSM) categories.
  - *Adrenaline and Enduro Junkies* \* from all LSM levels and genders seeking the outdoors and competitive options.
  - *Marine Explorer* \* in terms of fishing, diving and aqua sports.
  - *Meetings, Incentives, Conferences and Events (MICE) Responder*.
  - *Avitourists* \* within conservation and other birding hot spots.
  - *Mature Mobiles* \* - mature and retired people with disposable income and a zest for exploration and activity or merely visiting friends and relaxation- they could transpose into property investors.
  - *Adventurists* \* seeking outward exploration options along routes with eco-culture-activity orientation.
  - *Pleasure Seekers* - the youth market seeking entertainment (e.g. music, festivals etc.).

- *Informal Relaxer* with preference for camping, caravan and less sophisticated hospitality environments.
- *Emergent Spender* seeking quality hospitality and entertainment options (e.g. Ugu Jazz Festival).
- *Golfing Activator\**- for leisure and/or competitive and/or corporate events.
- *Sports and Leisure participator\**- regional, provincial, national and international event responders and bodies.
- Other considerations include marketing attention towards:
  - Value for money packaging for consumers from lower levels within the economic spectrum.
  - Second home/holiday property owners.
  - The predominance of linguistic groups such as Nguni languages and Afrikaans speakers.
  - Youth in events as a means of recruiting parent/supporter visitation to the Greater South Coast.
- International focus initially towards UK, European Union and North America as FIT visitors and/or within packaged itineraries with an attention focus on niche/experiential tourism as indicated with a \* as above.
- Domestic and overseas Tourism trade (wholesalers, agents and operators) as influencers in securing packaged tours and direct engagement with members according to client needs.
- Operational and member stakeholders as an internal mechanism towards tourism sector collaboration.

On the basis of the above, the recommended KSOs and sub objectives to include:

<b>Strategic Objective #5:</b>
<b>To contribute to the growth in the District tourism economy through visitor volume growth and the application of a Marketing Action Plan (MAP)</b>
Key Sub Marketing Objective within SO#5 (MAP)
Standardisation of South Coast Brand Marketing Tools
Upgrading of Existing Marketing Tools
Production of South Coast Brochure
Establishment of a South Coast Video/Image Library
Installation of Static Information Kiosks
Development and Maintenance of Tourism Databases
Distribution of South Coast Marketing Information
Application of a Publicity Drive
Application of a Strategic Advertising Campaign

Conducting of Strategic Destination Promotions
Facilitation of a Film Industry Prospectus
Hosting of Familiarisation Trips
Application of Membership Communications
Application of Tourism Trade Communications
Sourcing of Private Sector Sponsorship for Tourism
Conducting of Tourism Research
<b>Strategic Objective #6:</b>
<b>Utilise Events as a Conduit for Profiling the South Coast and Contribution to Visitor Volume Growth</b>
Key Sub Events Objectives Within SO#6
Sustaining Primary Seasonal Events
Facilitating and/or Direct Support for Inter /Shoulder Season Events
Host or Support Internationally Orientated Events
Host or Support National and/or Regionally Orientated Events
Host or Support Locally Initiated Events
Host or Support Emergent/Developmental Events
Institute Planning For New Events
<b>Strategic Objective #7:</b>
<b>Establish and Sustain Stakeholder Communications</b>
Key Sub Objectives Within SO#7
Conduct Board Meetings
Engagement With All Area Committees
Application of Operations Forum Meetings
Sustain Activity of Tourism Development Forum
Inter Government Relations
District Engagement
Membership Communications

These internal and external marketing and communications bases will be underpinned by a Marketing Action Plan (MAP) which will be an Ugu SCT action guideline used to achieve KSO related targets within PMS requirements.

## 6.3 Development

The guiding principle for Ugu SCT's tourism development function is geared towards the enhancement of:

- **People** within the context of:
  - Capacity building and empowerment.
  - Inclusion and fusion from an informal tourism economy into the main stream tourism sector.
  - Awareness of the tourism industry, host community engagement with tourists and prospects for employment.
  - Socio-economic beneficiation through tourism within rural and hinterland areas and within each of our constituent municipal areas.
- **Product** in relation to:
  - Demand rather than supply driven needs and within a principle of feasibility and sustainability.
  - Ownership and/or equity prospects within emergent practitioner groups.
  - Value adding from an experiential perspective.
  - Integrated Development Planning (IDP) priorities at District and Local Municipality levels.
  - Collation of product development potentials into a routed coastal and hinterland trails network.
  - Compliance with regulations and accepted standards and practices.
- **Place** from a position of:
  - Tourism support infrastructure.
  - Destination and/or attraction footprints.
  - Accessibility and consumer comfort perspectives.
  - Urban and peri urban aesthetics.

Within our mandate, Ugu SCT will need to continue to activate developmental programmes within the three P's (as above) with the understanding that developmental tourism must be considerate of:

- Application of projects that are viable and sustainable within a tourism business environment as opposed to wasteful wish list type of initiatives.
- Diminishing rather than continued support from organs of state and Ugu SCT.
- Societal norms and customs and protocols especially within traditional areas.
- Being marketable and promotable within tourist demand trends and preferences.

On the basis of the above, the recommended KSOs and sub objectives to include:

<b>Strategic Objective #8:</b> <b>Ensure Effective Awareness of Socio-Economic Conditions Through Tourism</b>
Key Sub Objectives Within SO#8
Schools Information Sessions
Tertiary Institution Engagement
Tourism Familiarisation Tours
<b>Strategic Objective #9:</b> <b>Capacitate People for Sustaining Livelihoods Through Tourism</b>
<b>Strategic Objective #10:</b> <b>Ensure participation in tourism management and ownership of tourism products by local communities</b>
<b>Strategic Objective #11:</b> <b>Develop unique and sustainable tourism products and events</b>
<b>Strategic Objective #12:</b> <b>Ensure that DM/LM coastal management/ development projects are activated</b>
<b>Strategic Objective #13:</b> <b>Create an enabling environment for tourism investment</b>
<b>Strategic Objective #14:</b> <b>Ensure that tourism support infrastructure is adequately provided and/or maintained</b>

The above KSOs encompass the broad developmental parameters that are required within national and provincial development and promotion strategies as already cited.

## 7 STRATEGIC FRAMEWORK

This framework is an expanded version of the KSOs already indicated in Section 6 and within which are indicated proposed targets for attainment which will be evaluated within Ugu SCT's Performance Management System requirements. These are aligned to the Ugu District Municipality IDP, Chapter 3.7.6

Should there be any requirement for adjustment and change, subsequent reviews will accommodate such alternation which will also apply to our Organisational Performance Management and Individual Performance Management outcomes.

S/O #	KPA	Programme	Project	KPI	Annual Targets	2013/14	2014/15	2015/16	2016/17	2017/18	POE
<b>Strategic Objective #1:</b>											
<b>To ensure that the company operations are compliant with all regulatory frameworks</b>											
1.1	2	Enterprise Risk Management &	Comprehensive Risk Register	Completed Risk Register by deadline	30 Nov	100%	30 Nov 2014	30 Nov 2015	30 Nov 2016	30 Nov 2017	Register & proof of completion date
1.2	2	Risk Management Policy	Risk Policy Review	Reviewed Risk Management Policy by deadline	30 October	100%	30 Oct 2014	30 Oct 2015	30 Oct 2016	30 Oct 2017	Record of Review and recommendation to Board with proof of date
1.3	2	Internal Audit & Auditor General queries	AG & Internal Audit queries resolution	Percentage of AG / Internal Audit queries resolved per quarter	100%	100%	100%	100%	100%	100%	Corrective Actions Summation
1.4	5	In-year Performance Plan revision:2013/2017 Tourism Strategy	Annual Performance Plan / Organisational Scorecard Review	Revised scorecard by deadline	30 Nov	100%	30 Nov 2014	30 Nov 2015	30 Nov 2016	30 Nov 2017	Approved Performance Plan and proof of date.
S/O #	KPA	Programme	Project	KPI	Annual Targets	2013/14	2014/15	2015/16	2016/17	2017/18	POE



1.6	5	Stakeholder and Area Committees Participation via CEO's Forum	Needs extraction for 2014/2015 adjusted budget, 2015/2016 budget and annual PMS tools	Number of presentation to CEO Forum	2		2	2	2	2	CEO Forum minutes and dates
1.7	5	Annual PMS Tools – Public Accessibility	Annual PMS tools migration to entity's website	Website appearance of in-year review of annual performance plan by deadline	31 July	100%	31 July 2014	31 July 2015	31 July 2016	31 July 2017	Annual PMS tools submitted for uploading and proof of date.
1.8	5	IT and Communication Policy	Policy Review	Policy review by deadline	30 Nov	100%	30 Nov 2014	30 Nov 2015	30 Nov 2016	30 Nov 2016	Reviewed policy and proof of date
1.9	5	Municipal Entity Website	Legislated SCM notices publication	Percentage potential notifications actually uploaded	100%	100%	100%	100%	100%	100%	Instruction record to service provider
1.10	4	S71 Financial Reporting	Monthly financial report production	Monthly reports by deadline	10 days after month end	12	12	12	12	12	Reports and proof of submission date
1.11	4	PMS Reporting	Quarterly performance report production	Quarterly reports by deadline	number specific: Annual – 20 July	20 July 2014	20 July 2015	20 July 2016	20 July 2017	20 July 2018	Report submission and date
1.12	4	Financial Planning	Mid-year adjusted budget review	S72 report produced by deadline	20 Jan	20 Jan 2014	20 Jan 2015	20 Jan 2016	20 Jan 2017	20 Jan 2018	Mid-year budget review report and proof of submission date
<b>S/O #</b>	<b>KPA</b>	<b>Programme</b>	<b>Project</b>	<b>KPI</b>	<b>Annual Targets</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>POE</b>
1.14	4	Annual Financial Statements	Annual Financial Statements production	AFS adoption by deadline	31 Dec	31 Dec 2014	31 Dec 2015	31 Dec 2016	31 Dec 2017	31 Dec 2018	AFS adoption

											and proof of date
1.15	4	Annual Financial Statements	Draft Annual Financial Statements and Annual Performance report availability to the Auditor General	AFS and Annual PMS report by deadline	31 Aug	31 Aug 2014	31 Aug 2015	31 Aug 2016	31 Aug 2017	31 Aug 2018	Submission and confirmation from the AG(SA)
1.16	4	Audit Compliance	AG Report	Unqualified Audit opinion	Unqualified Audit Opinion	Unqualified Audit opinion					Audit report from the AG(SA)
1.17	4	MFMA Compliance	Fruitless and Wasteful expenditure	Maintain nil fruitless and wasteful expenditure reported to Board	Nil	Nil	Nil	Nil	Nil	Nil	Board reports
1.18	4	Budget planning in terms of the MFMA	Annual draft budget	Draft budget by deadline	25 Mar	25 Mar 2014	25 Mar 2015	25 Mar 2016	25 Mar 2017	25 Mar 2018	Entity budget submission to Ugu DM and proof of date
1.19	4	Credit Control and Debt Collection Policy	Adopted reviewed Credit Control and Debt Collection Policy by 31 Mar	Date of reviewed and approved policy	31 Mar	31 Mar 2014	31 Mar 2015	31 Mar 2016	31 Mar 2017	31 Mar 2018	Approved policy and date
1.20	4	Supply Chain Management Policy	Supply Chain Management Policy review	Reviewed SCM Policy by deadline	30 June	30 Jun 2014	30 Jun 2015	30 Jun 2016	30 Jun 2017	30 Jun 2018	Approved policy and date
<b>Strategic Objective #2:</b>											
To Capacitate the company in terms of personnel in accordance with the organisational organogram											
2.0	2	Recruitment	Appointments of personnel	Number of appointments made	Number	3	2	-	-	-	Signed contracts
<b>S/O #</b>	<b>KPA</b>	<b>Programme</b>	<b>Project</b>	<b>KPI</b>	<b>Annual Targets</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>POE</b>

<b>Strategic Objective #3:</b>											
Sustain and develop operations of district wide Visitor Information Centres (VIC's)											
S/O #	KPA	Programme	Project	KPI	Annual Targets	2013/14	2014/15	2015/16	2016/17	2017/18	POE
3.1	2	Visitor Information Centres	VIC's Operations	Number of VIC's maintained as operational	Number	10	12	13	13	13	Referral to payroll and operational spend
3.2	2	New developmental VIC's at strategic geographic sites	New / Privatised satellite VIC's	Number of new VIC's	Number	2	1				On-site inspections
<b>Strategic Objective #4:</b>											
Provide staff development											
4.1	2	Staff development	Short course attendance	Number of days	Number	20	20	20	20	20	Training registration documents

<b>Strategic objective # 5:</b>											
To contribute to the growth in the District tourism economy through visitor volume growth and the application of the Marketing Action Plan (MAP)											
5.1	3	Application of marketing actions	Marketing Action Programme (MAP)	MAP / Staff guideline document by deadline with relevant review	31 Mar	31 Mar 2014		31 Mar 2016		31 Mar 2017	Board minutes Noting MAP and proof of submission date
5.2	3	South Coast brand & slogan consistency	Brand manual for UGUSCT including the SC brand	Base manual by deadline	31 Mar	31 Mar 2014					Board resolution
5.3	3	Brand Application	Brand translation into tools such as: <i>Letterheads Business Cards Office and VIC Outlets Templates for Media Releases, Memos and Contact Reports Compliments Slips Website</i>	Percentage utilisation of selected marketing tools	80%	80%	80%	80%	80%	80%	Record of selected tools using brand DNA

			<i>Member Newsletter</i> <i>Trade Newsletter</i> <i>Promo CDs/DVDs</i> <i>Promotion</i> <i>Displays/Expos</i> <i>PowerPoint Templates</i> <i>Generic Advertising</i> <i>Templates</i> <i>VIC Presentation</i> <i>Areas</i> <i>Static Information</i> <i>Kiosks</i> <i>Vehicle Decals</i> <i>Membership</i> <i>Certificates</i> <i>Proud Member</i> <i>Stickers</i>								
5.4	3	Official Tourism Guide	Southern Explorer Route Guide	Number of editions per financial year	2	2	2	2	2	2	Southern Explorer Route Guide publication
<b>S/O #</b>	<b>KPA</b>	<b>Programme</b>	<b>Project</b>	<b>KPI</b>	<b>Annual Targets</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>POE</b>

S/O #	KPA	Programme	Project	KPI	Annual Targets	2013/14	2014/15	2015/16	2016/17	2017/18	POE
5.5	3	Video / Image library	Library development	Number of images	50	50	50	50	50	50	Image portfolio with dates
5.6 (i)	3	Information kiosks	Kiosk application : 2 per Local Municipality per annum	Concept by deadline	30 June 2014	30 June 2014	-	-	-	-	Concept impression and proof of date
5.6 (ii)	3	Information kiosks	Kiosk application: 2 per LM per annum	Number	12		12	12	12	12	Proof of installation date
5.7	3	Tourism Databases	Centralised database library: Examples to include: : Tour Operators/Agencies : Tour Guides : Professional Conference Organisers : Tourism Organisations /Global & SA : Consumer and Trade Expositions : Booking Agencies : Visitor Information outlets : Community Tourism Organisations : Media Houses/Publications : Ad agencies : Film Commissions : Film / TV Production entities : Government Tourism departments : Prov Tourism department / agencies	Centralised database library	30 June	30 Jun 2014	30 Jun 2015	30 Jun 2016	30 Jun 2017	30 Jun 2018	Database portfolio with dates

			: National Sporting, Cultural & Arts bodies : Local Arts, Entertainment & Cultural groups : Events – SA & SC								
S/O #	KPA	Programme	Project	KPI	Annual Targets	2013/14	2014/15	2015/16	2016/17	2017/18	POE
5.8	3	Publication distribution	Distribution agreement: : Strategic distribution of Southern Explorer to Tourist Info Outlets and promotions – indicative outlets : <b>Domestic:</b> KZN / Gauteng/ Free State/ Limpopo / Mpumalanga / North West / Eastern, Western & Northern Cape <b>International:</b> Lesotho / Swaziland/ Zimbabwe / Botswana / UK / EU / North America : Airports : Trade & Consumer Shows	Agreement by deadline	31 Dec	31 Dec 2013	31 Dec 2014	31 Dec 2015	31 Dec 2016	31 Dec 2017	Final agreement & proof of date
5.9	3	Free media exposure	Free media exposure through targeted print media- generic and niche:	Number of articles	Number	42	42	45	45	49	Physical clippings / Extracts / Articles
			<i>International</i>			2	2	4	4	6	
			<i>National</i>			2	2	3	3	5	
			<i>Regional KZN</i>			8	8	8	8	8	
			<i>Local – Tourism 360</i>			30	30	30	30	30	

S/O #	KPA	Programme	Project	KPI	Annual Targets	2013/14	2014/15	2015/16	2016/17	2017/18	POE
5.10	3	Ad hoc media releases	Media releases through media databases:	Media releases	Number of media releases submitted	60	60	60	64	64	Copy of release with date / emailed out to database
			<i>International</i>			4	4	4	4	4	
			<i>National</i>			8	8	8	12	12	
			<i>Regional (KZN)</i>			24	24	24	24	24	
			<i>Local</i>			24	24	24	24	24	
5.11	3	Free TV exposure – generic and niche	TV	Number of broadcasts	Number	2	4	4	8	8	Confirmation / Notification schedule
5.12	3	Radio exposure – generic and niche	Radio	Record of Broadcast	Number	5	10	12	12	12	Confirmation: Email communication / Notification schedule
			<i>:National multilingual</i>			1	2	4	4	4	
			<i>:Regional English</i>			2	4	4	4	4	
			<i>: Regional IsiZulu / Xhosa</i>			2	4	4	4	4	
5.13	3	Local community radio – multi lingual	Community Radio :Ugu Youth Radio :Radio Sunny South :Radio Gagazi	Number of Broadcast	Number	4	8	8	12	12	Confirmation / Notification schedule
5.14	3	Domestic Market : Application of a Strategic Advertising Campaign	Print and online media	Number of inserts	Number	33	35	35	37	37	Publication
			<b>Generic: (sampling or equivalent)</b>								
			<i>Country Life</i>			2	4	4	4	4	
			<i>Getaway Magazine</i>			2	4	4	4	4	
			<i>Farmer's Weekly</i>			2	2	2	2	2	
			<i>Huisgenoot</i>			2	4	4	4	4	
			<i>You Magazine</i>			2	2	2	2	2	
			<i>Explore Magazine</i>			2	2	2	2	2	
			<i>Drum</i>			1	2	2	2	2	
<i>Other</i>			2	2	2	2	2				
			<b>Niche: (sampling or equivalent)</b>								

			Outdoor and Adventure Publications			2	2	2	2	2	
			Golf			2	4	4	4	4	
			Nature Based			2	2	2	2	2	
			Business/MICE			1	2	2	2	2	
			Birding			1	1	1	1	1	
			Ocean Recreation			2	2	2	4	4	
S/O #	KPA	Programme	Project	KPI	Annual Targets	2013/14	2014/15	2015/16	2016/17	2017/18	POE
5.15 / 5.18 merged	3	Overseas Market & International media exposure	Print and online media	Number of inserts	Number	1	8	12	13	14	Publication
			<b>Generic:</b>								
			General Travel (TBC)			-	1	1	1	1	
			WTM - Explore SA-				1	1	1	1	
			<b>Niche: (sampling or equivalent)</b>								
			Outdoor & Adventure			-	1	2	2	2	
			Golf			1	2	2	2	2	
			Nature Based			-	-	2	2	2	
			Cultural Heritage					1	1	1	
			Birding			-	1	1	2	2	
			Ocean Recreation			-	2	2	2	3	
5.16	3	Billboard type or specific marketing tools	Use of bill boards and similar tools	Number of billboards utilised	Number	3	6	6	8	8	Photograph and supplier confirmation of installation
			SADC		As per number	-	1	1	1	1	
			International		As per number	1	1	1	1	1	
			National		As per number		2	2	4	4	
			Provincial Gateways/Info Hot Spots		As per number	2	2	2	2	2	
5.17	3	Domestic market radio campaigns	Radio Campaigns	Record of Broadcast	As per number	2	2	2	2	2	Confirmation / Notification schedule
			Generic- OFM/Radio Jacaranda / Radio 5 / East Coast			2	2	2	2	2	
5.18 Merged to 5.15	3	International Media exposure	Print inserts	Number of inserts	As per number	5	5	7	7	7	Publication
			<b>Generic: (sampling or equivalent)</b>								
			Explore SA-WTM Edition			4	4	4	4	4	



			<i>Niche: (sampling or equivalent)</i>								
			<i>Outdoor and Adventure Publications</i>			4	4	4	4	4	
			<i>Golf</i>			4	4	4	4	4	
			<i>Cultural Heritage</i>			-	-	4	4	4	
			<i>Nature Based</i>			-	-	4	4	4	
			<i>Birding</i>			4	4	4	4	4	
			<i>Ocean Recreation</i>			4	4	4	4	4	
			<i>Other:</i>								
<b>S/O #</b>	<b>KPA</b>	<b>Programme</b>	<b>Project</b>	<b>KPI</b>	<b>Annual Targets</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>POE</b>
5.19	3	Tourism Consumer, Trade, Niche Mass Participation Events	Promotion at events	Number of events	Number	15	17	17	17	17	Participation report
			<i>Consumer Shows and Expositions-selection of: Getaway Show (Johannesburg) Getaway Show (Cape Town) Beeld Holiday Show (Midrand) Outdoor Expo (Johannesburg) Johannesburg Boat Show Other</i>			4	5	5	5	5	
			<i>Trade Shows: Indaba World Travel Market (WTM) London</i>			2	2	2	2	2	
			<i>Niche Shows and Expositions- selection of but not limited to: Johannesburg Boat Show Golf Indaba Garden and Leisure Show (Pmb) Grahamstown Arts Festival</i>			3	4	4	4	4	

			<i>Klein Karoo Kunste Fees Hilton Drama Festival Sports and Events Expo</i>								
			<i>Promotion of the South Coast at Mass Events- selection of: Soweto Festival Rand Easter Show Royal Show Nampo Pretoria Show Garden and Leisure Show</i>			4	4	4	4	4	
			<i>Promotion of the South Coast at Retail Venues e.g. Gateway Midlands Mall Pavilion Sandton City</i>			2	2	2	2	2	
5.20	3	Film Prospectus	<b>Sample prospectus</b> <i>Development of a prospectus (in conjunction with Ugu DM Development Agency) relating to locations, institutional support, local service providers and policy compliance is required to synergise with the KZN Provincial Film Commission and associated agencies</i>	<b>Sample prospectus by deadline</b> <i>(Includes Annual Upgrades)</i>	30 June 2014	30 Jun 2014	30 June 2015	30 Jun 2016	30 Jun 2017	30 Jun 2018	Prospectus and proof of date of submission
5.21	3	National / regional Media	<b>Trips facilitation</b> <i>(FAM. TRIPS)</i>	<b>Number of Trips</b>	Number	2	4	4	8	8	Participation report / email correspondence
<b>S/O #</b>	<b>KPA</b>	<b>Programme</b>	<b>Project</b>	<b>KPI</b>	<b>Annual Targets</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>POE</b>

S/O #	KPA	Programme	Project	KPI	Annual Targets	2013/14	2014/15	2015/16	2016/17	2017/18	POE
5.22	3	International Media	Trips facilitation (FAM. TRIPS)	Number of Trips	Number	2	2	2	2	2	Participation report / email correspondence
5.23	3	Tour Operators / Wholesalers	Trip facilitation (FAM. TRIPS)	Number of Trips	Number	2	2	4	4	4	Participation report / email correspondence
5.24	3	Members Newsletters	Newsletters	Number of releases	Number	4	4	4	4	4	Copy of Newsletter & Email instruction
5.25	3	Member News Flashes	News Flashes	Number of releases	Number	8	12	12	12	12	Copy of Newsletter & Email instruction
5.26	3	Distribution CEO letters to members	CEO communication	Number of releases	Number	4	4	4	4	4	Copy of Newsletter & Email instruction
5.27	3	Distribution of tourism trade newsletters	Tourism Trade	Number of releases	Number	2	4	4	4	4	Copy of Newsletter & Email instruction
5.28	3	Sponsorships	Sponsorship agreements : 1 Primary Tourism Sponsor & 6 South Coast Tourism Patrons	Number of Sponsorship Agreements	Number	-	3	4	4	4	Physical document
5.29	3	Summer Season Performance	Research Report	Report by deadline	31 Mar	31 Mar 2014	31 Mar 2015	31 Mar 2016	31 Mar 2017	31 Mar 2018	Report tabled at Board and submission date

S/O #	KPA	Programme	Project	KPI	Annual Targets	2013/14	2014/15	2015/16	2016/17	2017/18	POE
5.30 / 5.32 merged	3	Visitor Perception Study (Consumer Survey)	Research Report <i>Event Performance-LED and Visitor Perception study</i>	Report by deadline // Number	30 Jun	30 Jun 2014	30 Jun 2015	30 Jun 2016	30 Jun 2017	30 Jun 2018	Report tabled at Board and submission date
5.31	3	Seasonal Status Quo Snap Shots	Snapshot reports	Number of snapshot reports	Number	3	4	4	4	4	Snapshot reports
5.32	3	Consumer survey	Consumer Survey	Number of reports	Number	-	4	4	4	4	Consumer survey report
5.33	3	Tourism product audit	Tourism Product Audit. <i>(In association with Area Committees)</i>	Concluded Product Audit report by deadline	30 Jun	-	30 Jun 2015	-	-	30 Jun 2018	Product Audit report and date
5.34	3	Holistic South Coast LED Tourism Study	Completed study	Completed LED Study	Number	-	-	1	-	1	Completed LED study
<b>Strategic Objective #6:</b>											
<b>Utilise Events as a Conduit for Profiling the South Coast and Contribution to Visitor Volume Growth: The hosting and presentation of events in conjunction with South Coast stakeholders and/or third party entities directly or through facilitation will be a fundamental thrust for the South Coast and hinterland</b>											
6.1	3	In Season Events	Event support	Number of seasonal campaigns : : Spring / Summer / Autumn (Easter) / Winter	Number	4	4	4	4	4	Co-ordinator Closeout report
6.2	3	Assistance to adhoc events	Adhoc events : <i>Presentation assistance of events to include but not limited to: Sardine Festival Portuguese Festival Ugu Jazz Festival</i>	Number of events supported	Number	4	4	4	4	4	Closeout Report
6.3	3	Internationally orientated events	Individual events support: <i>:Woman's Golf- SA Open Africa Bike Week</i>	Number of events	Number	1	2	4	4	4	Closeout report

S/O #	KPA	Programme	Project	KPI	Annual Targets	2013/14	2014/15	2015/16	2016/17	2017/18	POE
6.4	3	South African orientated events	Individual events support: <i>SA Schools Netball Other: Sports, cultural and adventure</i>	Number of events	Number	2	4	4	6	8	Closeout report
6.5	3	Ugu District orientated events	Individual events support : <i>Through Area Committees support for a minimum of 1 event per municipal area</i>	Number of events	Number	6	6	6	6	6	Closeout report
6.6	3	Developmental events support	Adhoc events support: <i>Through Area Committees and/or Development GM recommendation support for: Siphofu Arts &amp; Heritage Maidens Ceremony Inkundla Arts Festival</i>	Number of events	Number	3	4	4	5	5	Closeout report
6.7	3	Event concept planning	Concept descriptions, feasibility and Plan. <i>(New niche orientated events orientated towards: Ocean Activity Golf Cultural Events Dance and Entertainment Sports and Outdoor Pursuits)</i>	Event concept by deadline  //  Number of events	30 June	30 June 2014	30 Jun 2015  2	30 Jun 2016  2	30 Jun 2017  2	30 Jun 2018  2	Board minutes tabling concept

S/O #	KPA	Programme	Project	KPI	Annual Targets	2013/14	2014/15	2015/16	2016/17	2017/18	POE
<b>Strategic Objective #7:</b>											
<b>Establish and Sustain Stakeholder Communications</b>											
7.1	3	Hosting of Board meetings between DM and LM officials and the Private Sector	Board meetings	Number of meetings	Number	6	6	6	6	6	Minutes
7.2	3	AGM with UGUDM as sole shareholder	Board AGM	AGM by deadline	31 Mar	31 Mar 2014	31 Mar 2015	31 Mar 2016	31 Mar 2017	31 Mar 2018	Minutes
7.3	3	CEO / Area Committee Chairs Forum	Forum meetings	Number of meetings	Number	6	6	6	6	6	Minutes
7.4	3	Area Committee compliance	Collation of AGM records	Number of Area Committee record packs	Number	10	10	10	10	10	Physical documents
7.5	3	Area Committee Cluster functions	Member engagements	Number of functions	Number	6	6	6	6	6	Function record
7.6	3	Operational management meetings	In-year monitoring of ops and prospects of referral to board	Number of meetings	Number	6	6	6	6	6	Operations notes and presentation / minutes
* 7.7 Merge 7.14	3	Tourism Development Forum	Coordination of developmental prospects	Number of meetings	Number	4	4	4	4	4	Attendance register / Minutes
* 7.8 Merge 7.14	3	IGR Technical Forum	Maintenance of inter-governmental cohesion	Number of meetings	Number	4	4	4	4	4	Attendance register
7.9	3	Ugu DM Development Agency Meetings	Inter entity cohesion	Number of meeting	Number	4	4	4	4	4	Attendance register
7.10	3	CEO Tourism presentation to DM and LM Councils	Cohesion with political principals	Number of meetings	Number	7	7	7	7	7	DM & LM Agendas and presentations

S/O #	KPA	Programme	Project	KPI	Annual Targets	2013/14	2014/15	2015/16	2016/17	2017/18	POE
* 7.11 Merge 7.14	3	Provincial Tourism Committee Meetings	Provincial Tourism management cohesion	Number of meetings	Number	4	4	4	4	4	Attendance registers
* 7.12 Merge 7.14	3	Provincial Tourism Forum meetings	Provincial Tourism management cohesion	Number of meetings	Number	4	4	4	4	4	Attendance registers
7.13	3	DM/LM officials engagement	Inter institutional cohesion	Number of engagements	Number	28	28	28	28	28	Contact record
7.14 Merge 7.11/ 7.12	3	Provincial / DM/LM LED & IDP Forum meetings	Inter-sectoral cohesion	Number of meetings	Number	4	4 to 8	4 to 8	4 to 8	4 to 8	Minutes
7.15	3	VIC Visitation	Head Office / VIC ops cohesion	Number of visits	Number	120	120	120	120	120	Contact record
7.16	3	New member prospects	Membership recruitment	Number of calls on prospective members	Number	120	120	120	120	120	Call log
7.17	3	Direct Calls to existing members	Member satisfaction and relations	Number of Calls	Number	150	150	150	150	150	Call log
7.18	3	Recruitment of new members	Confirmation of New Paid Up Members	Number of new members	Number	50	50	50	50	50	New members list
<b>Strategic Objective #8:</b>											
Ensure Effective Awareness of Socio-Economic Conditions Through Tourism											
8.1.1	3	District wide programmes	District Tourism Awareness Programme (TAP)	TAP Completed by deadline	31 March 2014	31 Mar 2014	-	-	-	-	TAP document and proof of submission date
8.1.2	3	District wide programmes	TAP implementation	TAP implementation report by deadline	30 June	30 Jun 2014	30 Jun 2015	30 Jun 2016	30 Jun 2017	30 Jun 2018	Report and proof of submission date

8.2	3	District wide programmes	Schools information sessions	Number of school sessions in LM's	Number	24	24	24	24	24	Record of presentation/Principal sign-off
<b>S/O #</b>	<b>KPA</b>	<b>Programme</b>	<b>Project</b>	<b>KPI</b>	<b>Annual Targets</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>POE</b>
8.3	3	District wide programmes	Updated presentations to prospective tourism practitioners	Number of Presentations	Number	4	4	4	4	4	Record of presentation / Attendance register
8.4	3	District wide programmes	School and/or tertiary tours within the South Coast	Record of tours	Number	6	6	6	6	6	Record of tours / Attendance registers
<b>Strategic Objective #9:</b>											
<b>Capacitate People for Sustaining Livelihoods Through Tourism</b>											
9.1	6	Emergent tourism practitioners	Mentorship and skills development	Number of training events	Number	6	6	6	6	6	Record of Engagement
9.2	6	Emergent business	Emerging enterprise participation at events – facilitation	Number of events	Number	3	3	3	3	3	Record of promotion
9.3	6	Graduates for the tourism sector	Mentoring / Placement of graduates	Number of graduates listed for placement	Number	75	75	75	75	75	Record of mentorship/ placement capability
9.4	6	Emergent businesses within Southern Explorer	Free advertising for emerging tourism practitioners	Number of adverts	Number	40	40	40	40	40	Record of Placement
9.5	6	South Coast Tourism Empowerment Protocol	Adoption of Protocol	Adoption by deadline	30 June 2014	30 Jun 2014	-	-	-	-	Adopted Protocol and proof of date



S/O #	KPA	Programme	Project	KPI	Annual Targets	2013/14	2014/15	2015/16	2016/17	2017/18	POE
<b>Strategic Objective #10:</b>											
Ensure participation in tourism management and ownership of tourism products by local communities											
10.1	5	PDI rep. on Ugu South Coast Tourism Area Committees	Appropriate reps identification	Number of PDI reps on area committees	Number	11	11	11	11	11	Record of PDI rep. on Area Committee in minutes
10.2	5	Emergent products and services (mainly hinterland) within each LM	Feasibility / viability template utilisation	Number of templates completed	Number	12	12	12	12	12	Hard copies of template completed
<b>Strategic Objective #11:</b>											
Develop unique and sustainable tourism products and events											
11.1	3	Eco-Cultural / Activity Trails Network (hinterland and coastal) for the District	Concept document formulation for stakeholder engagement	Concept document by deadline	31 Mar 2014	31 Mar 2014	-	-	-	-	Concept document completed for stakeholder engagement
11.2	3	Roll out phases for 11.1: Eco-cultural Activity Trails Network for the South Coast	Project management reports:  <i>Introduce Roll Out Phases To Include trails relating but not limited to: Cultural- Heritage- Umzumbe/ Ezingoleni South Coast Birding Route Shoreline Challenge Cycling Mission Tourism Forest Activity- Ingeli/ Weza Outdrives</i>	Number of reports	Number		4	4	4	4	Project management reports

* 11.3	3	Tourism products development to the interior of the South Coast	Development of tourism products to the interior of the South Coast									
* 11.4	3		Monitor developmental progress through LMs and/or via Project Steering Committees for:	Target Completion by end of Year 3								
S/O #	KPA	Programme	Project	KPI	Annual Targets	2013/14	2014/15	2015/16	2016/17	2017/18	POE	
11.5	3	Product development	KwaXolo Caves	Number of progress reports to Board	Number	4	4	4	-	-	Quarterly reports	
11.6	3	Product development	Ntelezi Msomi Heritage Project	Number of progress reports to Board	Number	4	4	4	-	-	Quarterly reports	
11.7	3	Product development	Proposed Big 5 Project	Completion by deadline	31 March 2014	31 Mar 2014	-	-	-	-	Closeout report with proof of date	
11.7.2	3	Product development	Big 5 Project reports of project progression	Quarterly reports	Number	-	4	4	4	4	Quarterly reports	
11.8	3	Development events	Responses to requests for support	Percentage of ad hoc requests that are supported	80%	80%	80%	80%	80%	80%	Quarterly reports	
<b>Strategic Objective #12:</b>												
Ensure that DM/LM coastal management/ development projects are activated												
12.1	3	Beach product development and upgrades	Oversight contribution to beach upgrades.  <i>DM/LMs needed to activate long outstanding coastal</i>	CEO's collation of Annual status quo reports for 3 LMs with beaches by deadline.	30 June	30 Jun 2014	30 Jun 2015	30 Jun 2016	30 Jun 2017	30 Jun 2018	Record of status quo reports from DM/LMs and communica	

			<i>development/upgrade programmes to instil new vibrancy on beach tourism offerings</i>									tion with DM/LMs and other facilitating agencies
<b>Strategic Objective #13:</b>												
Create an enabling environment for tourism investment												
<b>S/O #</b>	<b>KPA</b>	<b>Programme</b>	<b>Project</b>	<b>KPI</b>	<b>Annual Targets</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>POE</b>	
13.1	3	Partnership with Development Agency	Portfolio of desired Tourism Investment Initiatives / Projects	Portfolio of potential projects by deadline	31 Mar	31 Mar 2014		-	-	-	Portfolio of desired Tourism Investment Initiatives / Projects collated	
13.2	3	Partnership with Development Agency	Tourism Investment Prospectus be developed and annual review	Prospectus Completed by deadline	30 June	-	30 Jun 2014	30 Jun 2015	30 Jun 2016	30 Jun 2017	Tourism Investment Prospectus	
13.3	3	Partnership with Development Agency	Tourism sector support to development Agency	Percentage of ad hoc requests for input that are met	80%	80%	80%	80%	80%	80%	Record of request and support	
<b>Strategic Objective #14:</b>												
Ensure that tourism support infrastructure is adequately provided and/or maintained												
<b>14.1</b>	<b>3</b>	Partnership with stakeholders	Tourism support infrastructure support	Percentage of ad hoc requests for tourism support infrastructure that are facilitated for institutional action	80%	80%	80%	80%	80%	80%	Record of requests and facilitation assistance	

## 8 WAY FORWARD

Based on the strategic framework and associated targets, Ugu SCT is now in a position to:

- Utilise this framework as the underpinning basis for its Organisational Performance Management System (OPMS) via associated Annual Plans.
- Translate aspects of the OPMS into the requirements pertinent to Individual Performance Management System outcomes (IPMS) and reporting within specified timeframes.
- Utilise review process to determine adjustments and changes as the dynamics of operations and compliance present themselves.

Towards the end of 2017 it is recommended that a next phase of strategy (i.e. for the period 2018-2022) be formulated which will also coincide with the renewal periods for the CEO, GM Finance and Human Resources and GM Development.

Once this strategy has been ratified by the Board, this resource will be activated as the definitive working document for operations and actions.

**Ends**

**Justin Mackrory**  
**CEO- Ugu South Coast Tourism**