



UGU SOUTH COAST TOURISM TOURISM STRATEGY 2017-2021

APPROVED by BOARD	i) 23 March 2017 ii) 25 May 2017
Draft Strategy Consultation	Phase 1- DM and LM Stakeholders Phase 2- Private Sector Members/Stakeholders Phase 3- Meeting with 4 MM's and Delegates (PENDING) Phase 4- USCT Board Ratification
Submitted to Ugu District Municipality	23 March 2017 25 May 2017
PUBLISHED ON WEBSITE	23 March 2017 25 May 2017

Table of Contents

1	PREAMBLE	3
1.1	Strategic Alignment	3
2	STRATEGY PRINCIPLES AND PURPOSE.....	15
3	UGU SOUTH COAST TOURISM VISION AND MISSION.....	16
4	ORGANISATIONAL STRUCTURING	18
5	SWOT ANALYSIS	24
6	RATIONALES FOR KEY STRATEGIC OUTCOMES	26
6.1	Operations.....	26
6.2	Destination Marketing and Communications	27
6.3	Development.....	35
7	STRATEGIC FRAMEWORK.....	42
8	WAY FORWARD	58

1 PREAMBLE

Ugu South Coast Tourism (Pty) Limited (hereinafter referred to as USCT) 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.

In 2013 USCT crafted its Tourism Strategy (2013-2017) during which period, annual reviews were conducted to ensure that change dynamics were considered and to assess performance related targets within each Strategic Objective (SO).

This approach has proved to be successful in that subsequent to the introduction of the Tourism Strategy, USCT has achieved three consecutive Clean Audits from the Auditor General. Personnel have found targeted objectives practical and achievable in order to ensure focused attention towards our mandates.

These mandates have been devolved by Ugu District Municipality and through the associated Service Level Agreements with Umdoni, Umzumbe, Ray Nkonyeni, Umzumbe and Umuziwabantu Local Municipalities.

Besides this strategy providing USCT management and personnel with purpose driven direction, it also acts as a base resource for oversight by the USCT Board, Audit Committee, Ugu DM Internal Audit and the Auditor General.

1.1 Strategic Alignment

Through analysis of relevant legislation, strategies and reports (at National and Provincial levels), USCT has aligned its strategies to the fundamental principles within the consulted resources.

The strategy has also been considerate of key risk considerations that may have an impact on USCT's operations over the next five year period.

Some risk considerations include:

- A depressed economy due to low growth rates and high levels of unemployment.

- Unacceptable levels of crime and perceptions of unsafe tourism destinations.
- Socio-political instability resulting in consumer reticence and investor cautiousness.
- Fiscal constraints on local authorities to implement urban renewal projects, tourism infrastructure support programmes and amenity maintenance actions.
- Complacency in terms of traditional market focus as opposed to recognition of new and main market segments and niches.
- Reduction in funding of USCT by organs of state and local authorities.
- Inconsistent relationships between and within the tourism sector and various levels of public administration.

Bearing the above in mind the following resources were consulted for the 2017-2021 Tourism Strategy:

National Tourism Sector Strategy (2012)
 National Department of Tourism- Strategy 2015-2020
 National Heritage and Cultural Tourism Strategy (2012)
 KZN Tourism Master Plan (2013)
 Green Paper for the Promotion and Development of Tourism in KZN

National Rural Tourism Strategy (2012)
 NDT Domestic Tourism Growth Strategy (2012)
 SA Tourism Review (2015)
 TKZN Strategic Plan (2013-2017)

Extraction of key and common focus points and thrusts from the above resources can be summarised as per the table below and from which the USCT's Strategic Objectives have been formulated:

Focus Points/ Strategic Thrust- Management/Operations	Implication to USCT Strategy (O= Operational, M = Marketing/Communications and D = Developmental)
Policy and a Legislative Framework	<p>USCT needs to sustain its compliance with both external frameworks, legislation and internal policies that apply to an entity (O).</p> <p>USCT Is required to adjust from being a Municipal Entity to a State Owned Company (SOC) (O).</p>
Organisational Enablement	<p>USCT through its operational functionality and alignment to all regulatory frameworks must apply controls and administrative efficiency to ensure that the entity meets performance targets and reporting requirements to Board and municipalities with which Service Level Agreements have been formalised. (O).</p> <p>Such compliance should align with the Municipal Systems Act Municipal Structures Act, Municipal Finance Management Act and associated Treasury Regulations (O).</p> <p>USCT Personnel should be capacitated in terms of their responsibility portfolio and where possible provided with opportunity to grow professionally within the entity (O).</p>
Efficient Management of Tourism	<p>The present public/private tourism management model should be sustained but with higher degrees of financial support from the private sector (O).</p>

	Collaborative relations with organs of state and local authorities shall be continued (O).
Collaborative Partnerships	<p>Such partnerships within the principle of strategic alliances shall be attained via Area Committees, USCT members, NGOs and other community orientated organisations (O/D).</p> <p>Tourism projects and programmes shall also be considered with organs of state as well. (O/D).</p> <p>Tourism specific organisations such as National department of Tourism, SA Tourism, Edtea and TKZN form part of the partnership paradigm.</p>
Monitoring and Evaluation	<p>Oversight of USCT's operations will be conducted by USCT Board, its Audit Committee and UDM as de facto owner of the entity (O).</p> <p>Internal Performance Management Systems will be applied for institutional evaluation and in relation to USCT Performance contracts for management personnel (O).</p>
Adequate Funding for Tourism Function	<p>Ugu SCT should ensure that District and Local Municipality contributions are continued and in the case of our key LMs reasonably increased (O)</p> <p>Project, event and developmental funding should if required be directed to higher levels of government for consideration and support and using the appropriate protocols (O/D/M)</p>

Tourism Funding Support	USCT will need to determine with DM and LM stakeholders which projects will require funding support conditional on clear evidence of sustainability O/D)
Alignment and Synergy Within the Industry	Trends and industry cohesion will be a communication aspect with stakeholders and emerging tourism related enterprises (O/M/D)
Prioritising Tourism at National, Provincial and Local Government Level	Partner DM/LMs should be continually updated as to the tourism sector within the principles of LED and socio-economic beneficiation (O /M)
Relevant Capacity Building	This should be an important empowerment and transformation aspect both as an institution (personnel) and externally in the community and formal tourism sector (O/D)
Responsible Tourism	Through member protocols and codes of conduct the entity will enhance responsible tourism within stakeholder groupings and considerate of the broad human and natural environments in which our tourism functions (O/M/D)
Quality Assurance	Members and enterprises need to be encouraged to meet sector standards and regulatory requirements (O/M)
Transformation	Both institutionally and within the broader tourism industry this aspect will form part of the developmental requisite (OM/D)
Community Beneficiation	Within the transformation principle communities (rural and peri urban) will be a beneficiation pillar within a dualistic approach and within possible employment prospects and training O(M/D)

Focus Points/ Strategic Thrust- Marketing, Communications and Events	Implication to Ugu SCT Strategy (O= Operational, M = Marketing/Communications and D = Developmental)
Marketing and Brand Management	Brand presence and reinforcement is an imperative within the context of the South Coast generic brand and slogan (M)
Investment Promotion	Where applicable tourism and leisure projects may need external public and/or private sector investment which will be conducted on a project/programme basis and where appropriate transferred to the Ugu South Coast Development Agency (M/D)
Product Information	The hierarchy of primary and secondary attractions and services require to be well researched and presented in all marketing and communications collateral (M)
Brand Positioning	Brand alignment remains within the context of the provincial TKZN brand and subsequently the national brand identity. This should not detract however from the importance of the South Coast Brand being strongly self evident (M)
Market Distribution	<p>Dissemination of tourism and leisure information must be contemporary, vibrant and utilising modern techniques and technologies.</p> <p>Distribution should be predominantly targeted according to desired main segments and niches (M)</p>
Business and Events Tourism	MICE Market for the South Coast should be a forefront consideration with events acting as visitor draw cards and or experiential value adding (M/D)

Create Joint Marketing Arrangements	Joint marketing arrangements should be seen as cost and effect beneficial and with regards to organisations such as the Southern Explorer Association, destination marketing agencies, NGOs and organs of state at national through to local levels and using multiple platforms and opportunities (M)
Regional Tourism	Broadening the brand and destination sell reach into our main SADC markets should be aspired to in terms of their own resident and ex pat populations. A USCT relationship with the Regional Tourism Organisation of Southern Africa (RETOSA) will be established (M)
Generic Promotion	<p>Principles relating to the generic promotion should be based on the Unique Selling Propositions (USPs) for our destination.</p> <p>Primarily beach and oceanic activity will be a thrust however important emphasis will be placed towards the eco-activity and cultural heritage orientations and including offerings at coast and hinterland.</p> <p>Whilst the main investment in promotion will be towards our domestic markets in provinces such as KZN, Gauteng and Free State, some 20-25% of focus should be towards our SADC and main European source markets.</p> <p>USCT Should ensure that our marketing message and content is accurately infused into own and partner (e.g. TKZN and Southern Explorer Association) organisation platforms. (M)</p>

<p>Research, Information and Knowledge Management</p>	<p>This sort of activity should be geared as informants and trend determination via databases, seasonal surveys, consumer research and sector economy analysis. (M)</p> <p>USCT Will need to ensure that macro and micro tourism industry dynamics are noted, evaluated and imparted internally and externally to ensure that our tourism sector is at the forefront of change dimensions. (M)</p> <p>Contemporary communications platforms and user trends should be at the forefront of our communications actions. (M)</p>
<p>Promotion of Green Principles in Tourism</p>	<p>The presentation of the district should be underpinned by a universal (institutional and communal) paradigm whereby the built and natural landscapes are not compromised to the detriment of the destination reputation and particularly the land and sea environments (D/M)</p>
<p>Social Tourism Beach Facilities</p>	<p>Within provincial master planning and district/local coastal management planning it is critical and our beach presentation and amenities are maintained and/or upgraded to outstanding levels of excellence (aesthetics and amenities). (M/D)</p> <p>Such improvements and features should utilised to the full within marketing and media actions (M/D)</p>
<p>Responsible Tourism</p>	<p>USCT should retain the principles of this type of approach within its existing members code of conduct, engagement with public sector stakeholders and public awareness programmes (M)</p>

Integrate Heritage Within Cross Core experiences	<p>This is the principle in which non stand alone heritage attractions/experiences can be incorporated into an existing or proposed product mix.</p> <p>USCT Will be in a position to do such via developmental programmes (e.g. Umzumbe River Trail, Nyandezulu and other newly identified rural nodes that have distinct sustainability potentials) and subsequently market (M/D)</p>
Enhance General Scenic Experiences Throughout KZN	Eco-adventure/activity and drive/ride out experiences will remain a promotional aspect within the context on mainly hinterland touring options (D/M)
Focus and Enhance the Rural Tourism Experience	This aspect is a forefront focus within USCT's development focus and besides research recommendations carried out by Haley Sharpe SA in 2014, USCT has identified key nodal tourism development options within this strategy cycle.
Tourism Awareness and Understanding	Through communal events and specific outreach programmes USCT will continue with programmes geared towards an awareness of tourism, its dynamics, opportunities, capacity building, mentorship, skills development and features and host community conduct (M/D)

Focus Points/Strategic Thrust- Development	Implication to Ugu SCT Strategy (O= Operational, M = Marketing/Communications and D = Developmental)
Tourism Infrastructure Strategy	Tourism infrastructure support is arguably the most critical element for our destination to present to the highest possible standards. USCT Will need to encourage LMs and higher level

	<p>organs of state to support infrastructure maintenance and development which should include:</p> <p>Road, rail and air access; Beach and all public space amenities; Reliable provision of essential services (e.g. water); Signage and dissemination of information (e.g. VICs); Sports and leisure facilities (D)</p>
<p>Tourism Route Coordination and Development</p>	<p>USCT has an already established route system via 9 Southern Explorer Routes which should continue and within which new rural tourism options will be incorporated (M/D)</p> <p>The proposed Umzumbe River Trail shall be a new introduction to this mix as a stand-alone attractions however other nodes for further for attention are recommended as being:</p> <p>Oribi Gorge; Nyandezulu; Kwa Nzimakwe; Wild to South Coast Trail; Gamalakhe Experience; Port Shepstone to Shelly Beach Trail (along the disused rail route);</p> <p>In each instance a concept and tourism node planning exercise will be conducted.</p>
<p>Maintain Upgrade Enhance Existing Beach Product (North and South Coast)</p>	<p>Within KZN's Tourism Master Plan this is cited and will need to be given elevated importance by our coastal LMs. In</p>

	<p>comparison to competitor destinations (e.g. Durban, Umhlanga Rocks, Garden Route and Cape Town) our aesthetics and facilities have lagged.</p> <p>For example a “new” Margate plan as envisaged by Ray Nkonyeni Municipality could include an exclusive Beach Club concept that incorporates the underutilised Olympic Pool and derelict water activity area at main beach.</p> <p>This principle should apply to our satellite beach leisure amenities and in particular LM plans for Scottburgh, Port Shepstone and Turton Beach (D)</p>
Responsible and Demand Driven Development	<p>In any tourism/leisure product development, feasibility exercises and subsequent planning must ensure that products are desirable, affordable, environmentally compatible, ethically presented and managed and capable of financially sustaining themselves.</p> <p>Public and private investment should be void of continued subsidy of any public sector sources unless it is considered iconic (e.g. Robben Island (Western Cape) and Ushaka Marine World (Durban)) (D)</p>
Investment Promotion	<p>Projects deemed to be of higher levels of tourism/leisure importance than just local initiatives may require external funding. In such instances the Ugu South Coast Development Agency and other provincial and/or national state agencies can be sourced for such purposes and via the appropriate protocols.</p>

	There may be instances whereby USCT can source own investments in aspects such as certain capital expenditure items, events etc. via the private and corporate sector (D/M)
Transformation	<p>To date the provincial authority and TKZN have yet to release a stated Transformation Plan which has been referenced for conclusion by 2018.</p> <p>Notwithstanding this USCT in 2013 developed its own empowerment protocol and going forward, within this strategy's developmental objectives will pay specific attention to the principle and application spheres within the transformation requisite and national preferences (D)</p>
Service Excellence	In developing destination reputation and associated standards, USCT will facilitate programmes and sessions to ensure that existing and emergent practitioners aspire to meet or better tourism sector expectations (D/M)

The draw downs of the cited tourism planning and management resources and aligned to the USCT's operational functionality affords the company a base framework for the restating and/or insertion of new Strategic Objectives (SOs) within the required Key Performance Indicators (KPIs).

Where possible they have been compartmentalised in accordance with our key operational pillars namely operations, marketing and development and as such where possible SOs will be housed within each of these three spheres.

2 STRATEGY PRINCIPLES AND PURPOSE

This new five year strategy has been formulated on the principles that it would act as a benchmarking and monitoring resource in the interests of continuity and performance assessments.

This resource is predicated to provide the entity's direction in:

- Administrative and control functions within financial allocations, regulatory frameworks and policy.
- Apportionment of human resources towards specific SOs and desired outcomes for implementation, programmes and projects.
- Decision making tourism related issues within the sector's dynamic.
- Attainment of efficiency of personnel and application processes,
- Determining measures towards successful audits and evaluations of our operations and performances.
- Presenting our services via a practical operational organogram.
- Preparing annual and quarterly schedules and associated budgets.
- Engagement and communication with strategic partners within government, non-government, private sector and tourism trade.
- Ensuring operational continuity in the short, medium and long term.

Strategy and associated actions are based on a set of criteria that in most cases will benchmark the outcomes within the implementation actions for each SO.

Objectives and associated sub actions thus will need to be:

Realistic	Within an unbiased, pragmatic and practical paradigm and acknowledging that demand and customer related actions and associated projects/programmes are feasible with without unreasonable prescription
Achievable	Within set time frames and financial parameters
Acceptable	Within community and the tourism/leisure sector and in accordance with the sector norms of ethical and responsible tourism throughout the tourism value chain

Durable	Within the requisite that legacies of action sustain and that outcomes result in universal appreciation of USCT’s work which also accords with the mandates as provided to it by our contributing municipalities
----------------	--

Based on this recipe for the period 2013-2017 which played a role in USCT attaining three consecutive Clean Audits (financial, operational and performance orientated) the key components have been retained as the fundamental elements for strategy and roll out programmes.

This strategic plan is therefore structured and provide:

- Definition of the entity’s destination Vision and operational Mission.
- Confirmation the entity’s organogram and private sector linkages for the next strategy cycle.
- Identification of gaps and desired attention spheres via a SWOT from which strategy will be retained or new elements added.
- Provision of SOs which comply with overarching KPIs which is a requisite for our entity within the Municipal Finance Management Act and the Municipal Systems Act.
- Presentation of SOs with associated targets and from which 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 retained 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:

- Be professionally accountable for all its mandated functions.
- Conduct its operations in an impartial and transparent manner.

- Align internal decision making structures with external constituted bodies in both the private and public sectors.
- Sustain and grow relationships and strategic alliances with organs of state, the private sector and NGOs.
- Apportion responsible allocation of human and financial resources towards strategic objectives within strategy.
- Establish a tourism environment /economy that is conducive for community beneficiation across the economic spectrum.
- Ensure that the public/private tourism management model as adopted by USCT is retained and strengthened via proactive communications and decision making mechanisms.

The outcome of these broad mission pronouncements is to ensure that there is:

- Wider geographic spread of tourism revenue yields and socio-economic opportunity.
- Sustaining and preferably growth in the tourism economy to address employment challenges.
- Growth in visitor numbers during peak and non -seasonal periods.
- Product development in coastal and rural areas that fit consumer demand trends.
- A destination paradigm focused on service excellence, standards setting and consideration of the environment.
- A broad basket of presentable, well managed and appealing products, services and public amenities.
- Due attention to visitor and resident prerequisites of ease of access and comfort of stay.

Institutionally USCT remains committed to its core values that will underpin its intent to secure reputation as an organisation representing: This mission will be attainable through **core values** that include:

- **Integrity**- in conducting its business and operational mandates.
- **Commitment**- to achieving strategic objectives in an unbiased and professional manner.
- **Diligence**- to prohibit disruptive conduct such as crime, corruption and unscrupulous influences.
- **Dedication**- to the directives of Board and management and strategy.
- **Consideration**- of realistic expectations of residents, tourism consumers, funders and USCT membership.
- **Respect**- of individual and collective rights as enshrined in our national constitution.

Through USCT management and performance monitoring of staff activity, the aspired Vision and Mission will be at the forefront of our operations and as per our organogram as indicated in Section 4.

4 ORGANISATIONAL STRUCTURING

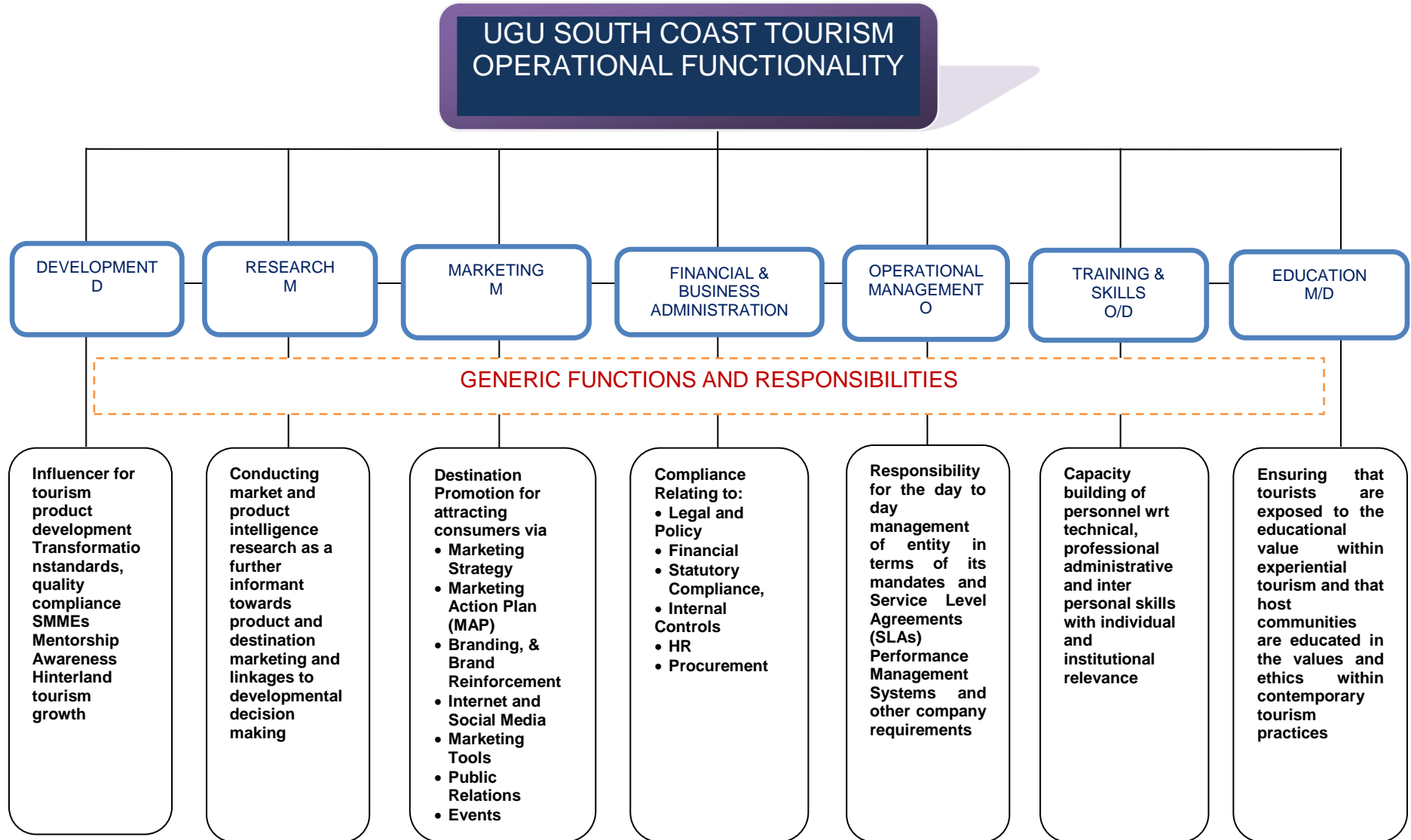
The organogram as presented indicates the desired allocation of human resources to meet the requirements of our mandate and operational functionality.

This has been established and based on:

- Short to medium term requirements.
- The fact that each year we have additional resources through our mentorship programme whereby suitably qualified youth are capacitated at USCT Head Office and at our VICs.
- Consideration that cost of personnel and administration should be maintained to appropriate levels in relation to total expenditure.
- The requirement for balance between marketing and development responsibilities.

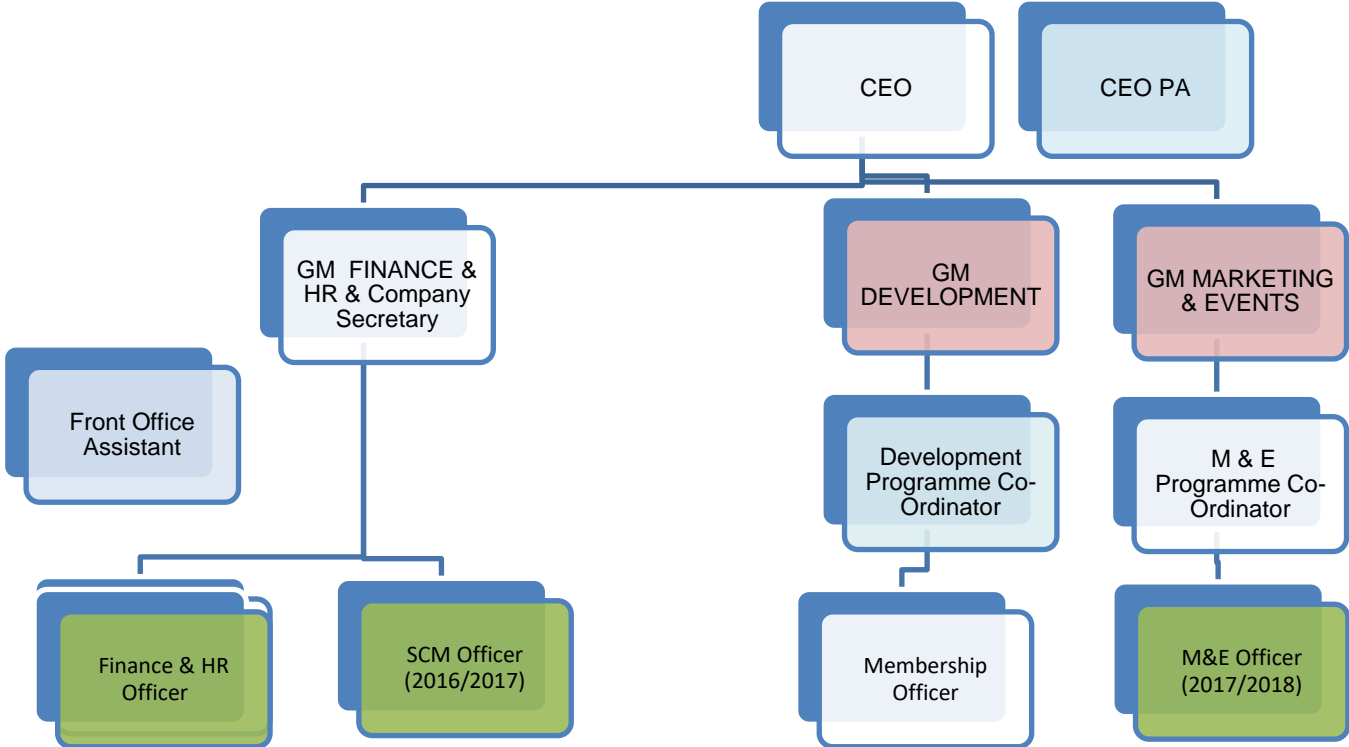
As a point of departure, USCT's operational functionality establishes the broad service and output elements required from an operational, marketing and development perspective. From this collective of responsibilities each position within USCT has been crafted and subsequently is a road map from a Human Resource Management perspective.

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



The organogram indicates the requirements from 2017:

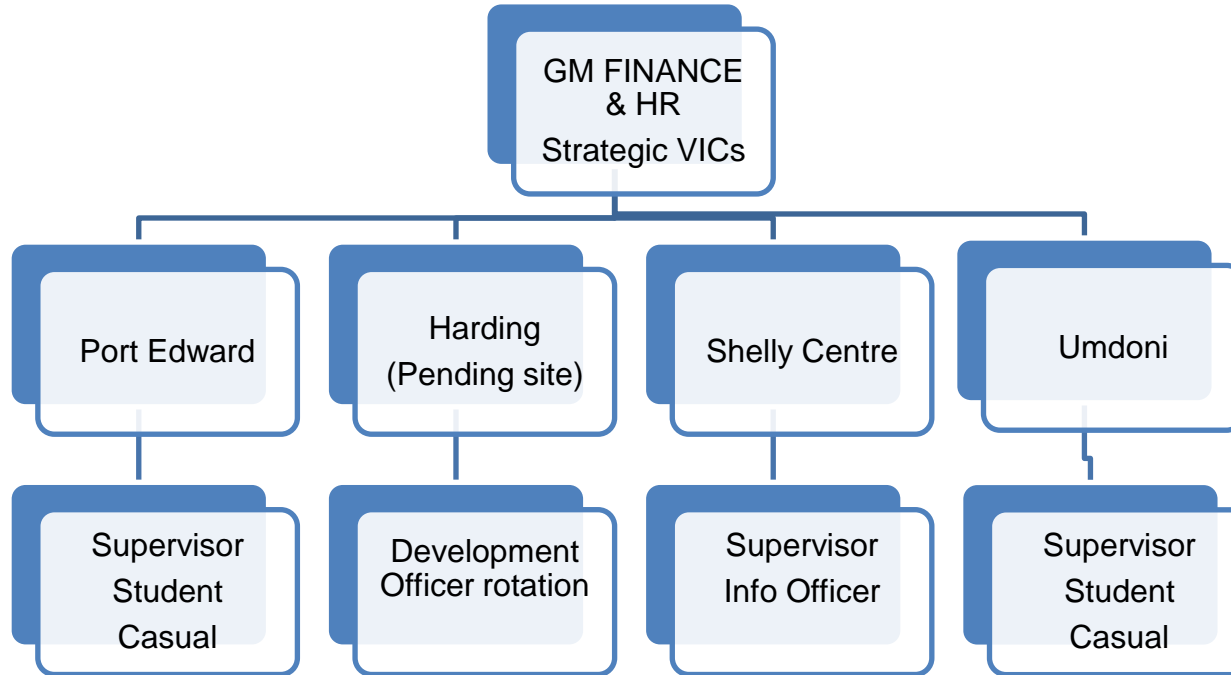
Proposed Organogram –Ugu South Coast Tourism Head Office



S/O #	KPA	Programme	Project	KPI	Annual Target	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	POE
-------	-----	-----------	---------	-----	---------------	-----------	-----------	-----------	-----------	-----------	-----

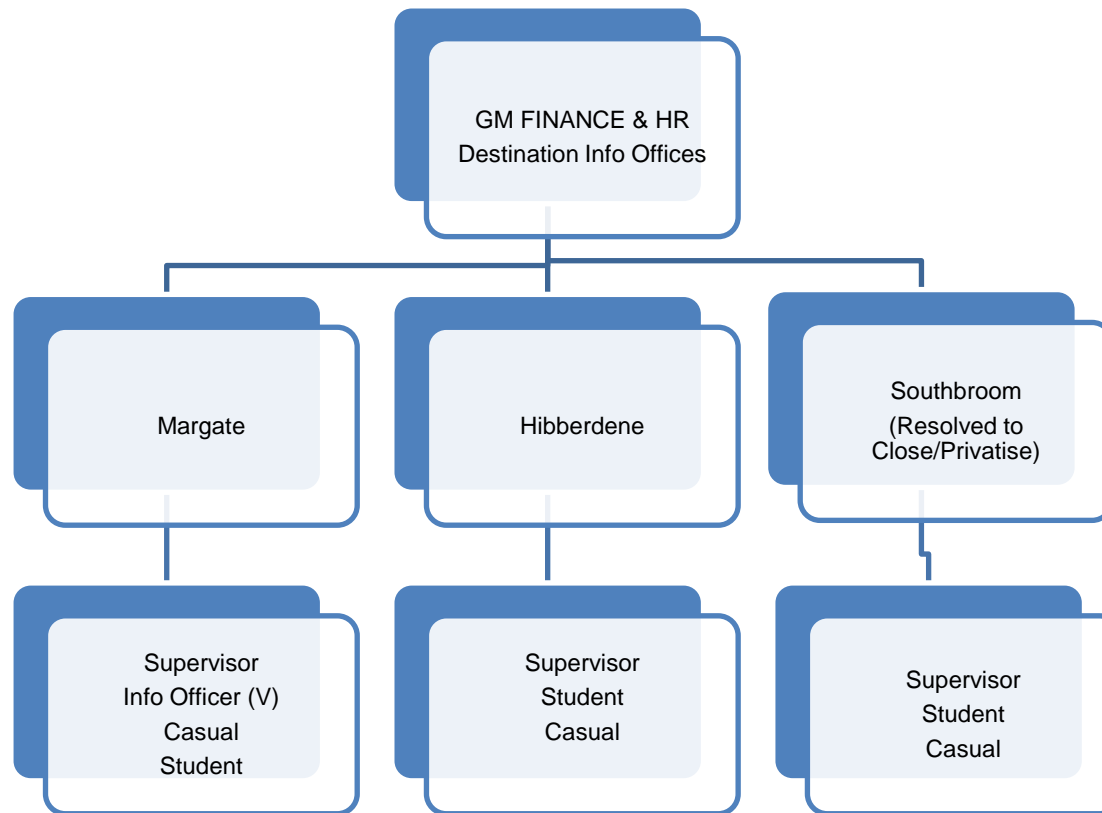
The following organogram/s relates to the VIC's managed and operated by USCT:

Organogram- Strategic Information Offices



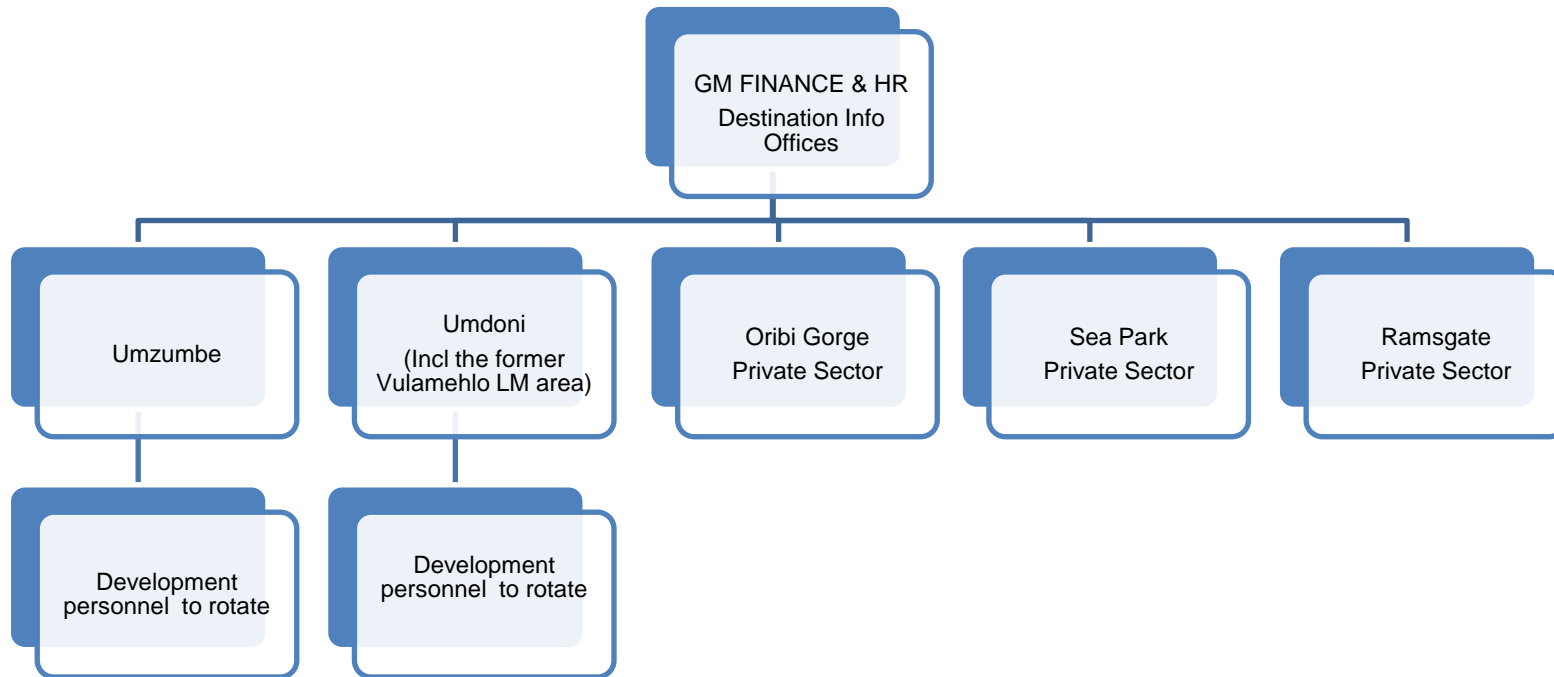
S/O #	KPA	Programme	Project	KPI	Annual Target	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	POE
-------	-----	-----------	---------	-----	---------------	-----------	-----------	-----------	-----------	-----------	-----

Organogram- Destination Information Offices



S/O #	KPA	Programme	Project	KPI	Annual Target	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	POE
-------	-----	-----------	---------	-----	---------------	-----------	-----------	-----------	-----------	-----------	-----

Organogram Community Info Offices



Based on the principle of change dynamics, USCT will continually review human resource requirements and if adjustments or additions are required, motivations for such will be considered by USCT Board.

S/O #	KPA	Programme	Project	KPI	Annual Target	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	POE
-------	-----	-----------	---------	-----	---------------	-----------	-----------	-----------	-----------	-----------	-----

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)
Strengths (To Sustain)	
Definitive beach and ocean product base- Blue Flag/ proposed Marine Protected Areas (MPAs)	M
Traditionally a strong destination brand	M
Appeal to mainstream middle income/working class groups	M/D
Experienced and skilled tourism practitioners	M/D
Year round favourable climatic conditions	M
Pockets of rural/hinterland eco-cultural assets	M/D
Reputation as a value for money destination	M
USCT In satisfactory financial situation	O
Diverse experiential offerings	M
Direct Margate- Johannesburg air route	M/D
Golf tourism with 11 courses	M
Board base of sports and leisure amenities (e.g. Ugu Sport & Leisure Centre)	M
Multiple VICs, Info laphas and private sector info outlets	M
Multiple hospitality options within high bed/accommodation stocks	M/D
High incidence of events	M/D
Excellent Adventure Tourism offerings	
Weaknesses (To Reduce)	
Lack of community belief in the destination	O/M
Limited unique product propositions in deep rural areas	D/M
Reputation as being a crime and grime destination	O/M
Outdated internet and social media communications	M
Pockets of possible tarnishing of reputation (e.g. Margate)	D/M
Insufficient product/itinerary packaging	M
Institutional partners not working in a principle of collaboration	O/M/D

S/O #	KPA	Programme	Project	KPI	Annual Target	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	POE
-------	-----	-----------	---------	-----	---------------	-----------	-----------	-----------	-----------	-----------	-----

											O/D
											O/M/D
											M/D
											Opportunities (To Grasp)
											M
											M
											D/M
											D/M
											D
											M
											D/M
											M
											M
											D/M
											O/M/D
											D/M
											M/D
											M/D
											Threats (To Negate)
											O/M/D
											M
											O/D/M
											D/M
											D
											D/M
											M/D
											O/M/D
											O
											D/M
											D
											M/D

S/O #	KPA	Programme	Project	KPI	Annual Target	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	POE
-------	-----	-----------	---------	-----	---------------	-----------	-----------	-----------	-----------	-----------	-----

These SWOT factors form the basis and logic as infused into the KSOs that follow within Sections 6 and 7.

6 RATIONALES FOR KEY STRATEGIC OUTCOMES

The rationales that follow give USCT an indication as to the logic that underpins subsequent KSOs and targeted sub actions within mandate.

Based on outcomes of stakeholder engagement and linked to the rationales, the Strategic Framework will subsequently act as the guiding resource towards attainment of annual and quarterly objectives.

Within the Strategic Framework will be the base KSOs and also the associated roll out actions within each (as per Section 7).

This approach has proved successful during the last strategy phase and has resulted in USCT realising favourable operational and performance audits.

6.1 Operations

The operations of Ugu SCT generally cover the administrative and compliance processes applicable to all aspects of the company's functionality.

Operationally USCT is bound to ensure that there is adherence to requirements relating but not limited to:

- Legislation and founding articles that apply to an entity.
- Municipal Finance Management Act and Municipal Systems Act.
- Treasury and Auditor General directives (e.g. MSCOA).
- National and Provincial Tourism Acts.
- Board decisions and directives;
- Recommendations from the entity's Audit Committee and Internal Audit of Ugu DM as parent.
- Contractual responsibilities within Service Level Agreements with funding institutions and municipalities.
- Company policies.
- Inter-governmental forums and ad hoc committees.
- Requirements emanating from the CEO/Area Committee Chairs Forum and local Area Committees.

S/O #	KPA	Programme	Project	KPI	Annual Target	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	POE
-------	-----	-----------	---------	-----	---------------	-----------	-----------	-----------	-----------	-----------	-----

In utilising human and financial capital within USCT’s organogram and delegated responsibilities it is envisaged that for the ensuing period, strategy is geared towards:

- Effective interpretation and application of actions that comply with overarching regulations, directives and policies.
- Prudent and cost efficient management of budgets and cost centres.
- Cohesive engagement with organs of state, local authorities and the private sector.
- Attainment of targets and completion of task within the Strategic Framework.
- Empowering and capacitating personnel throughout the organisation.
- Presentation of efficiently managed Visitor Information Centres (VICs).

On the basis of the above, the recommended base operational KSOs are:

<u>Strategic Objective #1:</u> To Ensure that the company operations are compliant with all regulatory frameworks
<u>Strategic Objective #2:</u> To Capacitate the company in terms of personnel in accordance with the organisational organogram
<u>Strategic Objective #3:</u> Sustain and develop operations of district wide Visitor Information Centres
<u>Strategic Objective #4:</u> Provide staff development

6.2 Destination Marketing and Communications

Within this context there are two main elements viz.

- The brand and destination marketing and promotion of the greater South Coast and the Ugu District.
- The communications actions that underpin the Destination Marketing function and actions of USCT as an implementing agency. This aspect also encompasses marketing and communication within the developmental mandate of the company.

This function is deemed critical in that it affords multi market and stakeholder groupings access to information pertinent to:

- Existing and emergent tourism/leisure product, services, events and experiences.

S/O #	KPA	Programme	Project	KPI	Annual Target	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	POE
-------	-----	-----------	---------	-----	---------------	-----------	-----------	-----------	-----------	-----------	-----

- Mechanisms whereby the consumer-purchase process occurs to the benefit of enterprise and community.
- Inter- stakeholder relations (government, UCT members, media and public in general).
- Tourism development and tourism sector projects and programmes.
- Main and niche market segmentation.
- The generic aspects of destination and locally orientated tourism geography/product features.
- Tourism/leisure industry trends and norms.
- USCT Operations and action outcomes.

The application of marketing and communications functions in a variety of formats, platforms and towards multiple recipients and aligned to the principles that:

- Destination/project marketing must be geared towards experiences within wholesome natural (oceanic and terrestrial), communal and built environments.
- Contemporary technology (i.e. social media) has to be at the forefront of marketing and communication.
- Focus should be towards key domestic source markets namely in KZN and Gauteng.
- Consumer and tourism trade orientated communication is pivotal.
- The future of our tourism be vested in market transformation that is considerate of the national demography within associated LSM affordability indices.
- Local tourism sector stakeholders need to be regularly informed as to USCT activity and tourism/leisure initiatives and industry news.
- Key decision making bodies and influencers (institutional and political) must form part of the communications mix.
- Personnel in the employ of state should be included in projects and inter-government communication channels.

Key experiential bundling (from which main and niche market segmentation evolves) is submitted as follows:

Key Experience Proposition	Aligned Market Segment and Niche
Oceanic Activity & Beach Lifestyle	<i>Beach and Leisure Lover</i> * value for money seeker with family orientation and from mid to upper Living Standards Measure (LSM) categories.

S/O #	KPA	Programme	Project	KPI	Annual Target	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	POE
-------	-----	-----------	---------	-----	---------------	-----------	-----------	-----------	-----------	-----------	-----

						<p><i>Adrenaline and Enduro Junkies*</i> from all LSM levels and genders seeking the outdoors and competitive options.</p> <p><i>Marine Explorer*</i> in terms of fishing, diving and aqua sports.</p> <p><i>Avitourists*</i> within conservation and other birding hot spots.</p> <p><i>Mature Mobiles*</i> - 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.</p> <p><i>Adventurists*</i> seeking outward exploration options along routes with eco-culture-activity orientation.</p> <p><i>Informal Relaxer</i> with preference for camping, caravan and less sophisticated hospitality environments.</p> <p><i>Sports and Leisure participator*</i> - regional, provincial, national and international event responders and bodies.</p>					
			Eco and Outdoor Adventure/Sports			<p><i>Adrenaline and Enduro Junkies*</i> from all LSM levels and genders seeking the outdoors and competitive options.</p> <p><i>Marine Explorer*</i> in terms of fishing, diving and aqua sports.</p> <p><i>Meetings, Incentives, Conferences and Events (MICE) Responder- team building.</i></p> <p><i>Avitourists*</i> within conservation and other birding hot spots.</p>					

S/O #	KPA	Programme	Project	KPI	Annual Target	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	POE
-------	-----	-----------	---------	-----	---------------	-----------	-----------	-----------	-----------	-----------	-----

						<p><i>Adventurists* seeking outward exploration options along routes with eco-culture-activity orientation.</i></p> <p><i>Sports and Leisure participator*- regional, provincial, national and international event responders and bodies.</i></p>					
			Participatory Events			<p><i>Adrenaline and Enduro Junkies* from all LSM levels and genders seeking the outdoors and competitive options.</i></p> <p><i>Marine Explorer *in terms of fishing, diving and aqua sports.</i></p> <p><i>Meetings, Incentives, Conferences and Events (MICE) Responder.</i></p> <p><i>Avitourists *within conservation and other birding hot spots.</i></p> <p><i>Adventurists* seeking outward exploration options along routes with eco-culture-activity orientation.</i></p> <p><i>Golfing Activator*- for leisure and/or competitive and/or corporate events.</i></p> <p><i>Sports and Leisure participator*- regional, provincial, national and international event responders and bodies.</i></p>					
			Business & Convention Tourism			<p><i>Adrenaline and Enduro Junkies* from all LSM levels and genders seeking the outdoors and competitive options.</i></p> <p><i>Marine Explorer *in terms of fishing, diving and aqua sports-conference activity.</i></p> <p><i>Meetings, Incentives, Conferences and Events (MICE) Responder.</i></p>					

S/O #	KPA	Programme	Project	KPI	Annual Target	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	POE
-------	-----	-----------	---------	-----	---------------	-----------	-----------	-----------	-----------	-----------	-----

						<p><i>Golfing Activator</i>*- for leisure and/or competitive and/or corporate events- conference option.</p>					
			Sport & Health Tourism			<p><i>Adrenaline and Enduro Junkies</i>* from all LSM levels and genders seeking the outdoors and competitive options.</p> <p><i>Marine Explorer</i> *in terms of fishing, diving and aqua sports.</p> <p><i>Meetings, Incentives, Conferences and Events (MICE) Responder.</i></p> <p><i>Avitourists</i> *within conservation and other birding hot spots.</p> <p><i>Mature Mobiles</i>*- 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.</p> <p><i>Adventurists</i>* seeking outward exploration options along routes with eco-culture-activity orientation.</p> <p><i>Informal Relaxer</i> with preference for camping, caravan and less sophisticated hospitality environments.</p> <p><i>Golfing Activator</i>*- for leisure and/or competitive and/or corporate events.</p> <p><i>Sports and Leisure participator</i>*- regional, provincial, national and international event responders and bodies.</p>					
			Cultural Heritage & History			<p><i>Beach and Leisure Lover</i> * value for money seeker with family orientation and from mid to upper Living Standards Measure (LSM) categories.</p>					

S/O #	KPA	Programme	Project	KPI	Annual Target	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	POE
-------	-----	-----------	---------	-----	---------------	-----------	-----------	-----------	-----------	-----------	-----

						<p><i>Adrenaline and Enduro Junkies*</i> from all LSM levels and genders seeking the outdoors and competitive options.</p> <p><i>Meetings, Incentives, Conferences and Events (MICE) Responder.</i></p> <p><i>Avitourists</i> *within conservation and other birding hot spots.</p> <p><i>Mature Mobiles*</i>- 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.</p> <p><i>Adventurists*</i> seeking outward exploration options along routes with eco-culture-activity orientation.</p>					
		Nature Based Tourism				<p><i>Beach and Leisure Lover</i> * value for money seeker with family orientation and from mid to upper Living Standards Measure (LSM) categories.</p> <p><i>Adrenaline and Enduro Junkies*</i> from all LSM levels and genders seeking the outdoors and competitive options.</p> <p><i>Marine Explorer</i> *in terms of fishing, diving and aqua sports.</p> <p><i>Meetings, Incentives, Conferences and Events (MICE) Responder- eco venues.</i></p> <p><i>Avitourists</i> *within conservation and other birding hot spots.</p> <p><i>Mature Mobiles*</i>- mature and retired people with disposable income and a zest for exploration and activity or merely visiting</p>					

S/O #	KPA	Programme	Project	KPI	Annual Target	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	POE
-------	-----	-----------	---------	-----	---------------	-----------	-----------	-----------	-----------	-----------	-----

			Hinterland Cross Activity Offerings								

friends and relaxation- they could transpose into property investors.

*Adventurists** seeking outward exploration options along routes with eco-culture-activity orientation.

Informal Relaxer with preference for camping, caravan and less sophisticated hospitality environments.

*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.

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.

Informal Relaxer with preference for camping, caravan and less sophisticated hospitality environments.

S/O #	KPA	Programme	Project	KPI	Annual Target	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	POE
-------	-----	-----------	---------	-----	---------------	-----------	-----------	-----------	-----------	-----------	-----

<p>Millennial Vibe (the market for growth)</p>	<p><i>Adrenaline and Enduro Junkies*</i> from all LSM levels and genders seeking the outdoors and competitive options.</p> <p><i>Marine Explorer*</i> in terms of fishing, diving and aqua sports the adrenaline factor.</p> <p><i>Meetings, Incentives, Conferences and Events (MICE) Responder.</i></p> <p><i>Pleasure Seekers-</i> the youth market seeking entertainment (e.g. music, festivals etc.)</p> <p><i>Emergent Spender</i> seeking quality hospitality and entertainment options.</p> <p><i>Golfing Activator*-</i> for leisure and/or competitive and/or corporate events.</p> <p><i>Adventurists*</i> seeking outward exploration options along routes with eco-culture-activity orientation.</p> <p><i>Sports and Leisure participator*-</i> regional, provincial, national and international event responders and bodies.</p>
--	---

Marketing and communications processes should also be considerate of:

- Linguistic variances and preferences within key market segments.
- Bias towards our domestic markets yet specific actions geared towards mainly long haul international market responses from the United Kingdom, EU, Slavic countries and North America.
- The principle that our district is considered a value for money destination – albeit the product base also presents bespoke to economy options.
- Youth in tourism is a nursery towards adult allegiance for the greater South Coast.

S/O #	KPA	Programme	Project	KPI	Annual Target	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	POE
-------	-----	-----------	---------	-----	---------------	-----------	-----------	-----------	-----------	-----------	-----

- The influencer markets- via the tourism trade and media (print and electronic).
- Internal and external communications and engagements with USCT members, organs of state, funding municipalities and associated structures.

Guidelines and action advisories are contained in USCT’s internal Marketing Action Plan which is aligned to overarching strategies.

The recommended KSOs for marketing and communications are reiterated to include:

<p><u>Strategic Objective #5:</u> To contribute to the growth in the District tourism economy through visitor volume growth and the application of a Marketing Action Plan (MAP)</p>
<p><u>Strategic Objective #6:</u> Utilise Events as a Conduit for Profiling the South Coast and Contribution to Visitor Volume Growth</p>
<p><u>Strategic Objective #7:</u> Establish and Sustain Stakeholder Communications</p>

In Section 7, each KSO will contain multiple sub actions and associated targets for the ensuing strategy period.

6.3 Development

The multi faceted aspect of development function is approached to include the base principle of transformation.

The fundamental aspect of transformation is to enhance the degrees that disadvantaged individuals, groups and entities actively participate in and benefit from the formal tourism economy and associated structures/ opportunities.

Albeit that provincially KZN (according to the KZN Tourism Master Plan) is yet to conclude its proposed Tourism Transformation Plan, USCT through development function will be undertaking additional actions over and above transformative objectives already undertaken up to 2017.

S/O #	KPA	Programme	Project	KPI	Annual Target	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	POE
-------	-----	-----------	---------	-----	---------------	-----------	-----------	-----------	-----------	-----------	-----

Transformation from a USCT perspective will strategically be aligned to the following base attention spheres:

Transformation Sphere	Implications, Attention Areas and Notes
Institutional Arrangements	<p>Board composition should reflect a transformed demographic- this has already been achieved.</p> <p>Company employment should address ethnicity, gender and youth considerations- where possible all new appointments are approached with this preference and most existing middle to upper management appointments concur with this principle.</p> <p>Decision making bodies are required to have more representation at local Area Committee (ACs) levels. For the new strategy cycle there will be a requisite that committees have more HDIs on each. Besides having one committee being fully representative of emergent practitioners USCT. As certain rural areas are presented, USCT will constitute more such committees.</p> <p>Emerging members of USCT will be proactively recruited by the Memberships Officer and development team.</p> <p>Personnel through their portfolios will be empowered to attend higher levels of tourism management forums and undergo training for advancement.</p> <p>All new and remunerated interns will be recruited locally and be according to the national demographic.</p> <p>USCT Will remain committed to its 2013 Empowerment Protocol.</p>

S/O #	KPA	Programme	Project	KPI	Annual Target	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	POE	
					Awareness and Exposure	<p>New enterprises will be exposed to tourism norms and practices and be afforded opportunity to promote their services via media and USCT generated marketing collateral.</p> <p>Selected enterprises and tourism related services will be provided with free advertising within official USCT platforms and in some instances short term gratis membership.</p> <p>Youth and educational institutions will form part of awareness programmes geared towards product/industry knowledge, careers in tourism, employment spheres, and community in tourism.</p> <p>Market transformation towards the main market and thus providing opportunity for growth in visitor volumes, tourism revenue yields and subsequent sustaining and/or growth in employment within the local populace.</p>						
					Enterprise Opportunity and Development	<p>USCT Will conduct regular rural/hinterland programmes to inform prospective enterprises on opportunity, compliance/registration advisories and access to support/funded programmes.</p> <p>Prospective SMMEs and businesses will be provided with feasibility advisories, mentorship and opportunity to enhance operational capability through skills training.</p> <p>Tertiary study bursaries will be afforded to a certain number of local students attending the tourism courses at Esayidi TVET College.</p> <p>Commercial opportunity will be afforded to emerging enterprises via events and occasions directly and indirectly supported by USCT or presented by third parties and/or organs of state.</p>						

S/O #	KPA	Programme	Project	KPI	Annual Target	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	POE
-------	-----	-----------	---------	-----	---------------	-----------	-----------	-----------	-----------	-----------	-----

											Events deemed to be sustainable or value adding and presented by HDIs/ new enterprise will be supported by USCT in order for event managers to grow their concepts, realise income and employ locally recruited service providers and employees.
Supply Chain											<p>Internal and policy compliant procurement of services by USCT will be attentive to the developmental prerequisites within function.</p> <p>This encompasses preferential apportionment to SMMEs for outlays within the tourism value chain which includes but not limited to:</p> <ul style="list-style-type: none"> Hospitality and catering Accommodation Transportation Entertainment Craft and merchandise Venue hire and infrastructure Media contracts Eventing Tour guiding Site hosting Consultancy services Other retail

S/O #	KPA	Programme	Project	KPI	Annual Target	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	POE
-------	-----	-----------	---------	-----	---------------	-----------	-----------	-----------	-----------	-----------	-----

<p>Product and Services Development</p>	<p>USCT Will encourage issuing authorities and event planners to recommend efficient emergent enterprises with concessions and rights at key sites and within event commercialisation.</p> <p>Developmental planning undertaken by USCT regarding identified “new” tourism nodes (mainly rural-hinterland) and sites will focus on transformed ownership, management and presentation within the community –in-tourism principle.</p> <p>Private sector enterprise will be encouraged to conform to BEE Tourism Charter frameworks – the latest version has already been provided to all USCT members.</p> <p>It is recognised that tourism in rural areas is evident due to the VFR market (visiting friends and relatives) and is apparent mainly via ad hoc events (traditional, weddings, family gatherings, political/ government events, home stays, funerals etc. Each have their own supply chain linkages which are usually unrecorded and within an informal economy- the challenge is to transpose elements of this into the main stream tourism economy and where possible into presentation tools and area tourism offerings.</p>
---	--

Development and transformation approaches are based on three key components

Developmental Focus	Developmental Context
People	<p>Tourism business skills and capacity building.</p> <p>Elevation from the informal to the formal tourism economy.</p>

S/O #	KPA	Programme	Project	KPI	Annual Target	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	POE
-------	-----	-----------	---------	-----	---------------	-----------	-----------	-----------	-----------	-----------	-----

Product											
Place											

S/O #	KPA	Programme	Project	KPI	Annual Target	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	POE
-------	-----	-----------	---------	-----	---------------	-----------	-----------	-----------	-----------	-----------	-----

												<p>Ease of access services provided by organs of state- road, rail and air services.</p> <p>Accessibility and consumer comfort perspectives.</p> <p>Destination aesthetics- main conduits and use areas in urban and rural areas.</p>
--	--	--	--	--	--	--	--	--	--	--	--	---

To incorporate the above aspects the recommended developmental KSOs include:

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

S/O #	KPA	Programme	Project	KPI	Annual Target	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	POE
-------	-----	-----------	---------	-----	---------------	-----------	-----------	-----------	-----------	-----------	-----

7 STRATEGIC FRAMEWORK

The framework that follows represents a five year schedule based on desired strategy implementation outcomes and associated targets.

Each sub action SO has been compartmentalised into each of the KSOs already presented within our key spheres of business and namely operations, marketing and development. Besides this framework acting as a guiding resource for subsequent annual and quarterly planning, is the basis from which our organisation’s performances can be quantified and evaluated by Board, Audit Committee, Internal Ugu DM Audit and subsequently the Auditor General.

Each year this strategy will be reviewed and based on such and any ad hoc requirement that may arise adjustments to the strategy will be submitted to Board for approval.

Furthermore, this resource is in effect USCT’s IDP and from which alignment with the parent’s (Ugu DM) IDP is as per that IDP Chapter 3.

Each programme is linked to one of the National Key Performance Areas, as indicated in the Local Government: Municipal Planning & Performance Regulation 2001, these being

KPA 1: Service Delivery

KPA 2: Municipal Transformation and Institutional Development

KPA 3: Local Economic Development

KPA 4: Municipal Financial Viability and Management

KPA 5: Good Governance and Public Participation

KPA 6: Social Development Services

S/O #	KPA	Programme	Project	KPI	Annual Target	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	POE
1.1	2	Enterprise Risk Management &	Comprehensive Risk Register	Completed Risk Register by deadline	3 Oct	31 Oct 2017	31 Oct 2018	31 Oct 2019	31 Oct 2020	31 Oct 2021	Register adopted by Board by date
1.2	2	Risk Management Policy	Risk Policy Review	Reviewed Risk Management Policy by deadline	31 October	31 Oct 2017	31 Oct 2018	31 Oct 2019	31 Oct 2020	31 Oct 2021	Risk policy reviewed by Board by 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 to Audit Committee
1.4	5	In-year Performance Plan revision:2018/2022 Tourism Strategy	Annual Performance Plan / Organisational Scorecard Revision	Revised scorecard by deadline	31 Dec	31 Dec 2017	31 Dec 2018	31 Dec 2019	31 Dec 2020	31 Dec 2021	Performance Plan approved by Board
1.5	5	Performance Management System(PMS)	Q1 & Q3 verbal; Half-year and Annual performance appraisals	Periodic performance appraisals by deadline	Quarter specific: Annual by 30 Jan	All Sect 57 reviewed	All Sect 57 reviewed	All Sect 57 reviewed	All Sect 57 reviewed	All Sect 57 reviewed	Record of evaluations completed and proof of dates
1.6	5	Stakeholder and Area Committees Participation via CEO's Forum	Needs extraction for 2017/2018 adjusted budget, 2018/2019 budget and annual PMS tools	Number of presentation to CEO Forum	2	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	31 July 2017	31 July 2018	31 July 2019	31 July 2020	31 July 2021	Annual PMS tools submitted for uploading and proof of date.
1.8	5	IT and Communication Policy	Policy Review	Policy review by deadline	31 Dec	31 Dec 2017	31 Dec 2018	31 Dec 2019	31 Dec 2020	31 Dec 2021	IT Policy reviewed by Board by date

S/O #	KPA	Programme	Project	KPI	Annual Target	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	POE
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	S87 Financial Reporting	Monthly financial report production	Number of Monthly reports by deadline (7 working days)	12	12	12	12	12	12	Reports and proof of submission dates to Parent and Treasury
1.11	4	PMS Reporting	Quarterly performance report production	Quarterly reports by deadline	4	4	4	4	4	4	Report submission to Parent and date
1.12	4	Financial Planning	Mid-year adjusted budget review	S88 report produced by deadline	20 Jan	20 Jan 2018	20 Jan 2019	20 Jan 2020	20 Jan 2021	20 Jan 2022	Board approval of Mid-Year budget review report and proof of submission date to Parent
1.13	4	Budget Policy	Budget Policy review	Reviewed policy by deadline	31 May	31 May 2018	31 May 2019	31 May 2020	31 May 2021	31 May 2022	Budget policy approved by Board by date
1.14	4	Annual Financial Statements	Annual Financial Statements production	AFS adoption by deadline	31 Dec	31 Dec 2018	31 Dec 2019	31 Dec 2020	31 Dec 2021	31 Dec 2022	AFS adopted by Board by 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 2018	31 Aug 2019	31 Aug 2020	31 Aug 2021	31 Aug 2022	Submission and confirmation from the AG(SA)

S/O #	KPA	Programme	Project	KPI	Annual Target	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	POE
1.16	4	Audit Compliance	AG Report	Unqualified Audit opinion	Unqualified Audit Opinion	Unqualified Audit opinion	Unqualified Audit opinion	Unqualified Audit opinion	Unqualified Audit opinion	Unqualified Audit opinion	Audit report from the AG(SA)
1.17	4	MFMA Compliance	Fruitless and Wasteful expenditure	Controlled Fruitless and Wasteful expenditure as a % of total expenditure reported to Board	>1%	>1%	>1%	>1%	>1%	>1%	Board reports with register of fruitless & wasteful expenditure with calculation
1.18	4	Budget planning in terms of the MFMA	Annual draft budget	Draft budget by deadline	25 Mar	25 Mar 2018	25 Mar 2019	25 Mar 2020	25 Mar 2021	25 Mar 2022	Entity budget approved by Board and submission to Parent by 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 2018	31 Mar 2019	31 Mar 2020	31 Mar 2021	31 Mar 2022	Board approved policy by date
1.20	4	Supply Chain Management Policy	Supply Chain Management Policy review	Reviewed SCM Policy by deadline	30 June	30 Jun 2018	30 Jun 2019	30 Jun 2020	30 Jun 2021	30 Jun 2022	Board approved policy by date
1.21	4	Treasury Compliance	MSCOA implementation	MSCOA ready for implementation by deadline	1 July	1 July 2017	-	-	-	-	MSCOA live by date
1.22	4	Expenditure Management	Expenditure Management : Operational	Percentage of annual operational expenditure spent	90%	90%	90%	90%	90%	90%	Quarterly calculation report
1.23	4	Expenditure Management	Expenditure Management: Capital	Percentage of annual capital expenditure spent	90%	90%	90%	90%	90%	90%	Quarterly calculation report

S/O #	KPA	Programme	Project	KPI	Annual Target	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	POE
1.24	4	Revenue Management	Revenue Management: Grant income	Percentage of Grant revenue received	100%	100%	100%	100%	100%	100%	Quarterly calculation report
1.25	4	Revenue Management	Revenue Management: Other income	Percentage of Other Revenue received	95%	95%	95%	95%	95%	95%	Quarterly calculation report
1.26	4	Expenditure Management	Expenditure Management: Board fees paid	Board fees paid on 25 th of each month	12 monthly payments	12 monthly payments	12 monthly payments	12 monthly payments	12 monthly payments	12 monthly payments	Salary reports
1.27	4	Expenditure Management	Expenditure Management: S57 salaries paid	S57 Salaries paid on 25 th of each month	12 monthly payments	12 monthly payments	12 monthly payments	12 monthly payments	12 monthly payments	12 monthly payments	Salary reports
1.28	4	Expenditure Management	Expenditure Management: Staff salaries	Monthly Salaries paid on 25 th of each month	12 monthly payments	12 monthly payments	12 monthly payments	12 monthly payments	12 monthly payments	12 monthly payments	Salary reports
Strategic Objective #2:											
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	1	1				Signed contracts
Strategic Objective #3:											
Sustain and develop operations of district wide Visitor Information Centres (VIC's)											
3.1	2	Visitor Information Centres	VIC's Operations	Visitor Information Centres maintained (6)	Number	6	6	6	6	6	Monthly VIC Office reports summarised and tabled to Board
3.2	2	Satellite VIC's	Satellite VIC's Operations	Number of Satellite VIC's maintained as Operational task	Number	3	5	7	7	7	Monthly report summarised and tabled to Board
3.3	2	New development Community Tourism Office's at strategic	Community Tourism Offices Operational	Number of new satellite CTO's	Number	2 Umzumbe / Vulamehlo	2				On-site inspections and report by Manager

S/O #	KPA	Programme	Project	KPI	Annual Target	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	POE
		geographic sites									
Strategic Objective #4:											
Provide staff development											
4.1	2	Staff development	Short course attendance	Number of training courses	Number	5	7	9	11	13	Training registration documents

Strategic objective # 5:											
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)		31 Mar		31 Mar 2019	-	31 Mar 2021	-	Board minutes Noting MAP and proof of submission date
5.2	3	South Coast brand & slogan consistency	Brand manual for SCT including the SC brand	Base manual by deadline	31 Mar		31 Mar 2019		31 Mar 2021		Board resolution
5.3	3	Brand Application	Branded collateral	Number of promotional tools	100%	100%	100%	100%	100%	100%	Quarterly calculation report
5.4	3	Official Tourism Guide	Southern Explorer Route Guide	Annual application by deadline	30 April	30 April 2017	30 April 2018	30 April 2019	30 April 2020	30 April 2021	Southern Explorer Route Guide by deadline
5.5	3	Visual Library	Image library development	Number of images	Number	100	100	100	100	100	Annual Image portfolio
5.6	3	Visual Library	Video library development	Number of videos	Number	15	20	25	30	35	Annual Video portfolio
5.7	3	Tourism Databases	Database library	Updated database library by deadline	30 June	30 Jun 2018	30 Jun 2019	30 Jun 2020	30 Jun 2021	30 Jun 2022	Database portfolio with dates
5.8	3	Publication distribution	Distribution agreement for	Agreement by deadline	30 June	30 June 2018	30 June 2019	30 June 2020	30 June 2021	30 June 2022	Final agreement

S/O #	KPA	Programme	Project	KPI	Annual Target	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	POE
			the Southern Explorer Route Guide								& proof of date
5.9	3	Free media editorial	Free media editorial	Free media exposure through local channels	Number	40	40	40	40	40	Evidence of exposure received
5.10	3	Free media editorial	Free media produced	Press releases produced for various channels	Number	40	40	40	40	40	Copy of release with date / emailed out to recipients
5.11	3	Free and Paid TV / Video and or Live streaming exposure – generic and niche	TV and or Video livestreaming	Number of broadcasts	Number	8	8	8	8	8	Confirmation / Notification schedule
5.12	3	Free and Paid Radio exposure – generic and niche	Radio coverage	Record of Broadcast	Number	12	12	12	12	12	Confirmation: Email communication / Notification schedule
5.13	3	Local community radio – multi lingual	Community Radio Coverage	Local community radio broadcasts per year	Number	24	24	24	24	24	Confirmation / Notification schedule
5.14	3	Domestic Market : Application of a Strategic Advertising Campaign	Print and online media	Number of inserts or activations	Number	24	35	35	37	37	Publication/ Electronic insert or activation

S/O #	KPA	Programme	Project	KPI	Annual Target	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	POE
5.15	3	Overseas Market & International media exposure	Print and online media	Number of inserts or activations	Number	6	8	12	13	14	Publication / Electronic insert
5.16	3	Billboard type or specific marketing tools	Use of bill boards and similar tools	Number of billboards utilised	Number	3	6	8	8	8	Photograph and supplier confirmation of installation
5.17	3	Marketing campaigns	Annual strategic Campaigns	Number of annual seasonal campaigns	Number	2	2	2	2	2	Campaign report
5.18	3	Marketing campaigns	Niche Marketing Campaigns	Number of niche marketing campaigns	Number	8	8	8	8	8	Campaign report
5.19	3	Tourism Consumer, Trade, Niche Mass Participation Events	Promotion at events	Number of events	Number	17	17	17	17	17	Participation report
5.20	3	Media Familiarisation Trips	Trips facilitation for Local & International Media	Number of Trips	Number	4	10	10	10	10	Participation report / email correspondence
5.21	3	Tour Operators / Wholesalers Familiarisation Trips	Trip facilitation (FAM. TRIPS)	Number of Trips	Number	4	4	4	4	4	Participation report / email correspondence
5.22	3	Staff Familiarisation Trips	Destination awareness for tourism staff	Number of Trips	Number	4	2	2	2	2	Trip itinerary and Participation register
5.23	3	Newsletters	Members newsletters	Newsletters released with dates	Number	4	4	4	4	4	Copy of Newsletter & Email instruction

S/O #	KPA	Programme	Project	KPI	Annual Target	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	POE
5.24	3	Newsletters	Members & Industry News Flashes	Number of news flashes	Number	20	20	20	20	20	Copy of News Flash & Email instruction
5.25	3	Newsletters	CEO report to members	Number of CEO reports released with dates	Number	6	6	6	6	6	Copy of CEO Report & Email instruction
5.26	3	Newsletters	Tourism Trade newsletters distributed	Number of Trade Newsletters released with dates	Number	4	4	4	4	4	Copy of Trade Newsletter & Email instruction
5.27	3	Distribution of newsletters	Consumer Newsletters	Number of Consumer Newsletters by date	Number	4	4	4	4	4	Copy of Newsletter & Email instruction
5.28	3	Sponsorships	Sponsorship agreements & other Marketing sponsorships	Number of Sponsorship Agreements	Number	2	2	2	2	2	Physical document
5.29	3	Summer Season Performance	Research Report	Report by deadline	31 Mar	31 Mar 2018	31 Mar 2019	31 Mar 2020	31 Mar 2021	31 Mar 2022	Report tabled at Board and submission date
5.30	3	Visitor Perception Study (Consumer Survey)	Research Report	2 Reports by deadline	30 Jun	30 Jun 2018	30 Jun 2019	30 Jun 2020	30 Jun 2021	30 Jun 2022	Report tabled at Board and submission date
5.31	3	Seasonal Status Quo Snap Shots	Snapshot reports	Report by deadline	Number	4	4	4	4	4	Snapshot reports
5.32	3	Tourism product audit	Tourism Product Audit.	Concluded Product Audit report by deadline	30 Jun	-	30 June 2019	-	-	30 Jun 2022	Product Audit report and date
5.33	3	Holistic South Coast LED Tourism Study	Completed study	1 Completed LED Study by deadline	30 June	30 June 2018	-	30 June 2020	-	30 June 2022	Completed LED study and date

S/O #	KPA	Programme	Project	KPI	Annual Target	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	POE
5.34	3	Website	Relaunch of website	Launch new website by deadline	30 June	30 June 2018	-	-	-	-	New website 'Go Live' date Email Confirmation
5.35	3	Website	Website content	New optimised content	Number	200	200	100	100	100	Articles with dates
5.36	3	Website	Maintained website content	Updated content by date	30 Oct	-	-	30 Oct 2020	30 Oct 2021	30 Oct 2022	Update verified by date
5.37	3	Social Media marketing	Social media content	Quarterly social media content calendar	Number	4	4	4	4	4	Quarterly social media content calendars with date
5.38	3	Search Engine Marketing	Search Engine Optimisation	Number of keywords to optimise for (SEO)	Number	100	300	300	300	300	Primary keyword list for optimisation
Strategic Objective #6: 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											
6.1	3	In Season Events	Seasonal Beach Event Support	Number of holiday beach activations	Number	4	4	4	4	4	Co-ordinator Closeout report
6.2	3	Internationally orientated events	Individual events support	Number of events	Number	4	4	4	4	4	Closeout report
6.3	3	South African orientated events	Individual events support	Number of events	Number	14	12	12	12	12	Closeout report
6.4	3	Ugu District Tourism	Individual events support	Number of events	Number	8	8	8	8	8	Closeout report

S/O #	KPA	Programme	Project	KPI	Annual Target	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	POE
		orientated events									
6.5	3	Developmental events support	Ad hoc support	Number of events	Number	7	12	12	12	12	Closeout report
6.6	3	Event concept planning	Concept descriptions, feasibility and recommendation	Number of Event concepts by deadline	2 Concepts by 30 June 2017	30 June 2018	30 Jun 2019	30 Jun 2020	30 Jun 2021	30 Jun 2022	Concept and proof of date for submission
Strategic Objective #7:											
Establish and Sustain Stakeholder Communications											
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 Ugu DM as sole shareholder	Board AGM	AGM by deadline	30 June	30 June 2018	30 June 2019	30 June 2020	30 June 2021	30 June 2022	Agenda and Prior year Minutes
7.3	3	CEO / Area Committee Chairs Forum	CEO Forum meetings	Number of meetings	Number	6	6	6	6	6	Minutes
7.4	3	Area Committee compliance	Collation of AGM records	Area Committee record packs by deadline	31 Mar	31 Mar 2018	31 Mar 2019	31 Mar 2020	31 Mar 2021	31 Mar 2022	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 operations through Operational meetings with staff	Number of meetings	Number	6	6	6	6	6	Operations notes and presentation / minutes
7.7	3	CEO Tourism presentation to	Cohesion with political principals	Number of meetings	Number	5	5	5	5	5	DM & LM Agendas and

S/O #	KPA	Programme	Project	KPI	Annual Target	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	POE
		DM and LM Councils									presentations
7.8	3	DM/LM/USCDA officials engagement	Inter institutional cohesion	Number of engagements	Number	28	38	28	28	28	Contact record
7.9	3	Provincial / DM/LM LED & IDP Forum meetings	Inter-sectoral cohesion	Number of meetings	Number	25	25	25	25	25	Attendance register / Contact record
7.10	3	VIC Visitation	Head Office / VIC ops cohesion	Number of visits	Number	175	175	175	175	175	Contact record
7.11	3	New member prospects	Membership recruitment	Number of calls on prospective members	Number	150	150	150	150	150	Call log
7.12	3	Direct Calls to existing members	Member satisfaction and relations	Number of Calls	Number	175	175	175	175	175	Call log
7.13	3	Recruitment of new members	Confirmation of New Paid Up Members	Number of new members	Number	100	100	100	100	100	New members list
Strategic Objective #8: Ensure Effective Awareness of Socio-Economic Conditions Through Tourism											
8.1	3	District wide programmes	District Tourism Awareness Programme (TAP)	TAP Completed by deadline	31 March	-	31 Mar 2019	-	30 Mar 2021	-	TAP document and proof of submission date
8.2	3	District wide programmes	Schools information sessions	Number of school sessions in LM's	Number	28	28	28	28	28	Record of presentation/Official to sign-off
8.3	3	District wide programmes	School and/or tertiary tours within the South Coast	Record of tours	Number	12	12	12	12	12	Record of tours / Attendance registers

S/O #	KPA	Programme	Project	KPI	Annual Target	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	POE
8.4	3	District wide programmes	Updated presentations to prospective tourism practitioners	Number of Presentations	Number	10	10	10	10	10	Record of presentation / Attendance register
Strategic Objective #9:											
Capacitate People for Sustaining Livelihoods Through Tourism											
9.1	6	Emerging Tourism Practitioners	Mentorship and skills development	Number of training events	Number	16	16	16	16	16	Record of Engagement
9.2	6	Emergent business	Emerging enterprise participation at events – facilitation	Number of events	Number	24	24	24	24	24	Record of promotion
9.3	6	Graduates for the tourism sector	Mentoring / Placement of graduates	Number of graduates placed	Number	12	12	12	12	12	Record of graduate placed
9.4	6	Emergent businesses within Southern Explorer	Free advertising for emerging tourism practitioners	Number of adverts	Number	20	20	20	20	20	Record of Placement
9.5	6	South Coast Tourism Empowerment Protocol	Adoption of Protocol	Adoption by deadline	30 June	-	30 June 2019	-	30 June 2021	-	Adopted Protocol and proof of date
9.6	6	Tourism Scholarship	Annual Tourism Scholarship awarded to TVET student	Annual Scholarship awarded to top TVET student	Number	1	1	1	1	1	Record of annual scholarship awarded
Strategic Objective #10:											
Ensure participation in tourism management and ownership of tourism products by local communities											
10.1	5	Emerging practitioner's representation on Tourism Area Committees	Emerging Practitioners participation on Area Committees	2 Emerging Practitioners representation on each Area Committee	Number	22	22	22	22	22	Record of Emerging product representation on Area Committee per

S/O #	KPA	Programme	Project	KPI	Annual Target	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	POE
											attendance register
10.2	5	Emergent products and services (mainly hinterland) within each LM	Feasibility / viability template utilisation	Number of templates completed	Number	16	16	16	16	16	Hard copies of template completed
10.3	5	Emergent products and services within Tourism	Annual products and services audit	Annual Audit report by deadline	30 Jun	30 June 2018	30 June 2019	30 June 2020	30 June 2021	30 June 2022	Annual emergent products & services report and date
10.4	5	Emerging product support	Mentorship of emerging tourism businesses by membership	Number of emerging Tourism Businesses in Mentorship	Number	4	5	6	7	8	Membershi p progress report to Board
Strategic Objective #11:											
Develop unique and sustainable tourism products and events											
11.1	3	Product development	Umzumbe River Trail	Number of project progress reports to Board	Number	4	4	4	4	4	Project progress reports to Board
11.2	3	Product development	KwaXolo Caves	Number of progress reports to Board	Number	4	4	4	4	4	Project progress reports to Board
11.3	3	Product development	Ntelezi Msani Heritage Project	Number of progress reports to Board	Number	4	4	4	4	4	Project progress reports to Board
11.4	3	Product development	Area Tourism Development Plan: Kwa Nzimakwe	Completed plan by date	30 Oct	30 Oct 2017	-	-	-	-	Completed plan by date
11.4.1	3	Product development	Implementation plan:	Number of Progress reports to Board	Number	-	4	4	4	4	Project progress reports to Board

S/O #	KPA	Programme	Project	KPI	Annual Target	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	POE
			Kwa Nzimakwe Development Plan								
11.5	3	Product development	Area Tourism Development Plan: Nyandazulu	Completed plan by date	30 Oct	30 Oct 2017	-	-	-	-	Completed plan by date
11.5.1	3	Product development	Implementation plan: Nyandazulu Development Plan	Number of Progress reports to Board	Number	4	4	4	4	4	Project progress reports to Board
11.6	3	Product development	Area Tourism Development Plan: Oribi/Paddock/Ezinqoleni corridor	Completed plan by date	31 Mar	31 March 2018	-	-	-	-	Completed plan by date
11.6.1	3	Product development	Implementation plan: Oribi/Paddock/Ezinqoleni corridor	Number of Progress reports to Board	Number	-	4	4	4	4	Project progress reports to Board
11.7	3	Product development	Area Tourism Development Plan : Gamalakhe	Completed plan	31 Mar	31 Mar	-	-	-	-	Completed plan by date
11.7.1	3	Product development	Implementation plan: Gamalakhe	Number of Progress reports to Board	Number	-	4	4	4	4	Project progress report to Board
11.8	3	Product Audit	Product Audit Umuziwabantu LM	Product report by date	31 Dec	31 December 2017	-	-	-	-	Product report by date
Strategic Objective #12:											
Ensure that DM/LM coastal management/ development projects are activated											
12.1	3	Beach product development and upgrades	Oversight contribution to beach upgrades	CEO's collation of Annual status quo reports for 3 LM's with beaches by deadline.	30 June	30 Jun 2018	30 Jun 2019	30 Jun 2020	30 Jun 2021	30 Jun 2022	Record of status quo reports from DM/LMs and communicati

S/O #	KPA	Programme	Project	KPI	Annual Target	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	POE
											on with DM/LMs and other facilitating agencies
Strategic Objective #13:											
Create an enabling environment for tourism investment											
13.1	3	Institutional partnerships	Maintain & Publicise portfolio of investment	Portfolio of prospective investment opportunities referred to relevant stakeholders	Number	4	4	4	4	4	Record of portfolio of investment maintained and publicised
Strategic Objective #14:											
Ensure that tourism support infrastructure is adequately provided and/or maintained											
14.1	3	Partnership with stakeholders	Tourism support infrastructure support	Percentage of ad hoc requests for tourism support infrastructure that are taken to conclusion	80%	80%	80%	80%	80%	80%	Record of requests and facilitation assistance

8 WAY FORWARD

Once ratified by USCT Board, this strategy will have been scrutinised and work shopped by the key stakeholders involved in the company's mandates.

These include:

- Our primary funders being Ugu DM and the Ray Nkonyeni, Umdoni, Umzumbe and Umuziwabantu LMs;
- USCT Board;
- USCT Membership from the private sector.

The roll out of the strategy will commence in the 2017/2018 financial year by which time actions and processes will be streamlined in accordance with Treasury regulations and the Municipal Standard Charter of Accounts.

During the first year of implementation the contracts for the CEO and GM Finance and Human Resources will conclude and should new rather than renewed appointments be the outcome, this strategy will afford the organisation a measure of continuity.

From this strategy USCT's Annual Plans will comply with the required Organisational Performance Management System (OPMS) and subsequently the Individual Performance Management System (IPMS) for personnel in senior management.

This strategy is submitted as being attentive to actions and outcomes that have and will continue to work for our tourism/leisure sector and to address new needs for innovation and the on-going prescript for development in a transforming tourism environment.

In conclusion USCT thanks the institutions, individuals and USCT personnel who have contributed towards the crafting of the strategy.

Ends

Justin Mackrory
CEO- Ugu South Coast Tourism
25 May 2017