Ugu South Coast Tourism (Pty) Ltd
Annual Performance Plan 2018/2019
Includes: Quarter 2 Performance Targets : Achieved;
Organisational Scorecard Revision proposal 2018/2019

						YEAR UNDER REVIEW 2018 / 2019																	
						Q1		Q2						Mid Term Review:									
										Progress, Challenges & Remedial						Progress, Challenges & Remedial							
S/O #	PROGRAMME	PROJECT	KPI	ADJUSTED ANNUAL TARGET: 30 June 2019	ACTUAL ACHIEVEMENT	TARGET	ACTUAL	TARGET	ACTUAL	Achieved / Not Achieved	Blockages / Challenges	Measures to improve Performance	Revised timeframes to achieve	Mid Year Target	ACTUAL	Achieved / Not Achieved	Blockages / Challenges	Measures to improve Performance	Revised timeframes to achieve	ANNUAL BUDGET	OWNER	PORTFOLIO OF EVIDENCE	INTERNAL AUDIT COMMENTS
Strategic Objective #1 : To ensure that the company operations are compliant with all regulatory frameworks																							
S/O 1.1	Enterprise Risk Management & Compliance	Comprehensive Risk register	Completed Risk Register by deadline	31-Dec-18	07-Dec-18	NA	NA	31-Dec-18	07-Dec-18	ACHIEVED	-	-	-	31-Dec-18	07-Dec-18	ACHIEVED	-	-	-	Op. Task	GM: Fin & HR // CEO	Register adopted by Board by date	√
S/O 1.2	Risk Management Policy	Risk Policy review	Reviewed Risk Management Policy by deadline	31-Dec-18	07-Dec-18	NA	NA	31-Dec-18	07-Dec-18	ACHIEVED	-	-	-	31-Dec-18	07-Dec-18	ACHIEVED	-	-	-	Op. Task	GM: Fin & HR // CEO	Risk Policy reviewed by Board by date	√
S/O 1.3	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%	ACHIEVED	-	-	-	100%	100%	ACHIEVED	-	-	-	R 88,713	CEO // GM: Fin & HR/ GM: M&E / GM: Dev	Corrective actions summation submissions to Audit Committee	√
S/O 1.5	Performance Management System (IPMS)	Q1 & 3 verbal; Half-year and Annual performance appraisals	Percentage Individual Performance Management Systems implemented for S57 Managers	100%	100%	NA	NA	100%	100%	ACHIEVED	-	-	-	100%	100%	ACHIEVED	-	-	-	Op. Task	CEO // GM: Fin & HR/ GM: M&E / GM: Dev	Record of evaluations completed and proof of dates	√
S/O 1.6	Stakeholder and Area Committees Participation via CEOs Forum	Needs dissemination for 2017/2018 adjusted budget, 2018/2019 budget and annual PMS tools	Number of presentations to CEO Forums	2	1	NA	NA	1	1	ACHIEVED	-	-	-	1	1	ACHIEVED	-	-	-	Op. Task	CEO // GM: Fin & HR/ GM: M&E / GM: Dev	CEO Forum minutes and dates	√
S/O 1.7	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-Jul-18	31-Jul-18	31-Jul-18	31-Jul-18	NA	NA	-	-	-	-	31-Jul-18	31-Jul-18	ACHIEVED	-	-	-	Op. Task	GM: Fin & HR // CEO	Annual PMS tools submitted for uploading and proof of date	√
S/O 1.8	IT and Communication Policy	Policy review	Policy Review by deadline	31-Dec-18	07-Dec-18	NA	NA	31-Dec-18	07-Dec-18	ACHIEVED	-	-	-	31-Dec-18	07-Dec-18	ACHIEVED	-	-	-	Op. Task	GM: Fin & HR // CEO	IT Policy reviewed by Board by date	√
S/O 1.9	Municipal Entity Website	Legislated SCM notices publication	Percentage potential notifications actually uploaded to website	100%	100%	100%	100%	100%	100%	ACHIEVED	-	-	-	100%	100%	ACHIEVED	-	-	-	Op. Task	GM: Fin & HR // CEO	Instruction record to service provider & evidence of upload	√
S/O 1.10	S87 Financial Reporting	Monthly financial report production	Number of Monthly reports by deadline	12	6	3	3	3	3	ACHIEVED	-	-	-	6	6	ACHIEVED	-	-	-	Op. Task	GM: Fin & HR // CEO	Reports and proof of submission dates to Parent and Treasury	√
S/O 1.11	PMS Reporting	Quarterly performance report production	Quarterly reports by deadline	4	2	1	1	1	1	ACHIEVED	-	-	-	2	2	ACHIEVED	-	-	-	Op. Task	CEO // GM: Fin & HR/ GM: M&E / GM: Dev	Report submission to Parent and date	√
S/O 1.14	Annual Financial Statements	Annual Financial Statements production	AFS adoption by deadline	31-Dec-18	07-Dec-18	NA	NA	31-Dec-18	07-Dec-18	ACHIEVED	-	-	-	31-Dec-18	07-Dec-18	ACHIEVED	-	-	-	R 378,836	GM: Fin & HR // CEO	AFS adopted by Board by date	√
S/O 1.15	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-18	30-Aug-18	31-Aug-18	30-Aug-18	NA	NA	-	-	-	-	31-Aug-18	30-Aug-18	ACHIEVED	-	-	-	Op. Task	CEO // GM: Fin & HR/ GM: M&E / GM: Dev	Submission and confirmation from the AG (SA)	√
S/O 1.16	Audit Compliance	A-G Report	Unqualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion	NA	NA	Unqualified Audit Opinion	Unqualified Audit Opinion	ACHIEVED	-	-	-	Unqualified Audit Opinion	Unqualified Audit Opinion	ACHIEVED	-	-	-	Op. Task	GM: Fin & HR // CEO	Audit report from the AG (SA)	√
S/O 1.17	MFMA Compliance	Fruitless and wasteful expenditure	Controlled Fruitless & Wasteful expenditure as a % of Total Expenditure reported to Board	< 1%	0.0%	< 1%	0	< 1%	0	ACHIEVED	-	-	-	< 1%	0	ACHIEVED	-	-	-	Op. Task	CEO // GM: Fin & HR/ GM: M&E / GM: Dev	Board reports, with Register if fruitless & wasteful expenditure - with calculations	√
S/O 1.22	Expenditure Management	Expenditure Management: Op. Task	Percentage of annual Op. Task expenditure spent	90%	0%	15%	22%	40%	43%	ACHIEVED	-	-	-	40%	43%	ACHIEVED	-	-	-	R 2,635,294	GM: Fin & HR // CEO	Quarterly calculation report	√
S/O 1.23	Expenditure Management	Expenditure Management: Capital	Percentage of annual capital expenditure spent	90%	0%	15%	44%	40%	45%	ACHIEVED	-	-	-	40%	45%	ACHIEVED	-	-	-	R 173,595	GM: Fin & HR // CEO	Quarterly calculation report	√
S/O 1.24	Revenue Management	Revenue Management : Grant income	Percentage of Grant Revenue received	100%	0%	25%	9%	50%	58%	ACHIEVED	-	-	-	50%	58%	ACHIEVED	-	-	-	R 20,964,144	GM: Fin & HR // CEO	Quarterly calculation report	√
S/O 1.25	Revenue Management	Revenue Management : Other revenue	Percentage of Other revenue received	95%	0%	25%	64%	50%	94%	ACHIEVED	-	-	-	50%	94%	ACHIEVED	-	-	-	R 1,141,605	GM: Fin & HR // CEO	Quarterly calculation report	√
S/O 1.26	Expenditure Management	Expenditure Management: Board fees paid	Board fees paid on 25th of each month	12 monthly payments	9 Monthly payments	3 monthly payments	3 monthly payments	3 monthly payments	3 monthly payments	ACHIEVED	-	-	-	6 Monthly Payment	6 Monthly Payment	ACHIEVED	-	-	-	R 711,202	GM: Fin & HR // CEO	Salary reports	√
S/O 1.27	Expenditure Management	Expenditure Management: S57 Salaries paid	S57 Salaries paid on 25th of each month	12 monthly payments	9 Monthly payments	3 monthly payments	3 monthly payments	3 monthly payments	3 monthly payments	ACHIEVED	-	-	-	6 Monthly Payment	6 Monthly Payment	ACHIEVED	-	-	-	R 3,697,120	GM: Fin & HR // CEO	Salary reports	√
S/O 1.28	Expenditure Management	Expenditure Management: Staff Salaries paid	Staff Salaries paid by 25th of each month	12 monthly payments	9 Monthly payments	3 monthly payments	3 monthly payments	3 monthly payments	3 monthly payments	ACHIEVED	-	-	-	6 Monthly Payment	6 Monthly Payment	ACHIEVED	-	-	-	R 3,776,071	GM: Fin & HR // CEO	Salary reports	√
Strategic Objective #2 : To capacitate the Company in terms of personnel in accordance with the organisational organogram																							

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S/O 2.0	Recruitment	Appointments of personnel	Number of appointments made	2	2	1	1	NA	1	ACHIEVED	-	-	-	1	2	ACHIEVED	-	-	-	Op. Task	GM: Fin & HR // CEO	Signed Contracts	√
Strategic Objective #3 : Sustain and develop operations of district wide Visitor Information Centres (VIC's)																							
S/O 3.1	Visitor Information Centres	VICs Operations	Vsitor Information Centres maintained (6)	5	1	1	1	1	1	ACHIEVED	-	-	-	2	2	ACHIEVED	-	-	-	Op. Task	CEO	Monthly VIC Office reports summarised and tabled to Board	√
S/O 3.3	New developmental Community Tourism Office's at strategic geographic sites	Community Tourism Offices operational	Number of new satellite CTO's (Umzumbe / Vulamehlo-Umdoni)	1	0	NA	NA	1	0	NOT ACHIEVED	Municipal Striking at Umzumbe prevented the office relocation.	USCT will initiate the process in Q3.	31-Mar-19	1	0	NOT ACHIEVED	Municipal Striking at Umzumbe prevented the office relocation.	USCT will initiate the process in Q3.	31 Mar 19		GM: Dev // CEO	On-site inspections and report by Manager	**NOT ACHIEVED**
Strategic Objective #4: Provide staff development.																							
S/O 4.1	Staff development	Short course attendance	Number of training courses	4	4	2	0	1	4	ACHIEVED	-	-	-	3	4	ACHIEVED	-	-	-	R 84,402	GM: Fin & HR // CEO	Training registration documents	√
Strategic Objective # 5: To contribute to the growth in the District tourism economy through visitor volume growth and the application of a Marketing Action Plan (MAP)																							
S/O 5.3 EDITED	Brand application	Marketing Branded Collateral	% Annual Budget spent	100%	0%	25%	35%	50%	36%	NOT ACHIEVED	Promotional Items were not requited and therefor did not spend the anticipated budget	None	30-Jun-19	50%	36%	NOT ACHIEVED	Promotional Items were not requited and therefor did not spend the anticipated budget	None	30 Jun 19	R 283,574	GM: Mkt & GM:Dev // CEO	Quarterly calculation report	**NOT ACHIEVED**
S/O 5.5	Visual library	Image library development	Number of images	68	68	25	43	25	25	ACHIEVED	-	-	-	50	68	ACHIEVED	-	-	-	R 25,000	GM: Mkt // CEO	Annual image portfolio	√
S/O 5.6	Visual library	Video library development	Number of videos	10	11	5	2	5	9	ACHIEVED	-	-	-	10	11	ACHIEVED	-	-	-	R 50,000	GM: Mkt // CEO	Annual video portfolio	√
S/O 5.9	Free media editorial	Free media editorial	Free media exposure through channels	130	136	10	89	10	47	ACHIEVED	-	-	-	20	136	ACHIEVED	-	-	-	Op. Task	GM: Mkt // CEO	Evidence of exposure received	√
S/O5.10	Free media editorial	Free media produced	Press releases produced internally for various channels	20	20	10	10	10	10	ACHIEVED	-	-	-	20	20	ACHIEVED	-	-	-	Op. Task	GM: Mkt // CEO	Copy of release with date / Emailed out to relevant database(s)	√
S/O 5.11	Free and paid TV / Video and or Live streaming exposure – generic and niche	TV and or Video livestreaming	Number of broadcasts	12	12	2	8	2	4	ACHIEVED	-	-	-	4	12	ACHIEVED	-	-	-	R 60,000	GM: Mkt // CEO	Confirmation / Notification schedule	√
S/O 5.12	Free and Paid Radio exposure – generic and niche	Radio coverage	Record of Broadcast	6	6	3	1	3	5	ACHIEVED	-	-	-	6	6	ACHIEVED	-	-	-		GM: Mkt // CEO	Confirmation-Email communication / Notification schedule	√
S/O 5.13 EDITED	~~Local~~ Community radio – multi lingual	Community radio coverage	~~Local~~ Community radio broadcasts per year	12	6	6	0	6	6	ACHIEVED	-	-	-	12	6	NOT ACHIEVED	Suppliers non-compliance with SARS has caused the dela in the broadcasts	Continuous engagement to encourage suppliers to be compliant with legislation	20-Jun-19	R 94,456	GM: Dev // CEO	Confirmation / Notification schedule	**NOT ACHIEVED**
S/O5.14	Domestic market : Application of a Strategic Advertising Campaign	Print and online media	Number of inserts or activations	30	34	6	15	6	19	ACHIEVED	-	-	-	12	34	ACHIEVED	-	-	-	R 500,000	GM: Mkt // CEO	Publication/ Electronic insert or activation	√
S/O 5.15	Overseas market & International media exposure	Print and online media	Number of inserts or activations	15	15	2	7	2	8	ACHIEVED	-	-	-	4	15	ACHIEVED	-	-	-	R 175,000	GM: Mkt // CEO	Publication/ Electronic insert	√
S/O 5.16	Billboard type or specific marketing tools	Use of bill boards and similar tools	Number of billboards utilised	4	4	1	3	1	1	ACHIEVED	-	-	-	2	4	ACHIEVED	-	-	-	R 25,000	GM: Mkt // CEO	Photograph and supplier confirmation of installation	√
S/O 5.17	Marketing Campaigns	Annual Strategic Seasonal Campaigns	Number of annual seasonal campaigns	4	2	1	1	1	1	ACHIEVED	-	-	-	2	2	ACHIEVED	-	-	-	Op. Task	GM: Mkt // CEO	Campaign report	√

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S/O5.18	Marketing Campaigns	Niche Marketing Campaigns	Number of niche marketing campaigns	4	4	2	2	2	2	ACHIEVED	-	-	-	4	4	ACHIEVED	-	-	-	Op. Task	GM: Mkt // CEO	Campaign report	√
S/O5.19 EDITED	~~Tourism Consumer, Trade, Niche Mass Participation Events~~ Marketing Exhibitions	Participation at ~~events~~ Trade, Consumer and Niche Market Platforms	Number of ~~events~~ exhibitions attended	18	14	4	8	4	6	ACHIEVED	-	-	-	8	14	ACHIEVED	-	-	-	R 700,000	GM: Mkt // CEO	Participation report	√
S/O5.20	Media Familiarisation Trips	Trips facilitation for Local & International Media	Number of trips	6	6	2	4	2	2	ACHIEVED	-	-	-	4	6	ACHIEVED	-	-	-		GM: Mkt // CEO	Participation report / Email correspondence	√
S/O5.21	Tour Operators / Wholesalers Familiarisation Trips	Trip facilitation	Number of trips	2	2	1	1	1	1	ACHIEVED	-	-	-	2	2	ACHIEVED	-	-	-	R 40,000	GM: Mkt // CEO	Participation report / Email correspondence	√
S/O5.22	Staff Familiarisation Trips	Destination awareness for tourism staff	Number of trips	4	4	1	2	NA	2	-	-	-	-	1	4	ACHIEVED	-	-	-		GM: Mkt // CEO	Trip itinerary and participation register	√
S/O5.23	Newsletters	Members newsletters	Newsletters released with dates	4	2	1	1	1	1	ACHIEVED	-	-	-	2	2	ACHIEVED	-	-	-		GM: Mkt // CEO	Copy of Newsletter and Email instruction	√
S/O5.24	Newsletters	Members & Industry News Flashes	Number of news flashes	10	10	5	5	5	5	ACHIEVED	-	-	-	10	10	ACHIEVED	-	-	-		GM: Mkt // CEO	Copy of News flash and Email instruction	√
S/O5.25	Newsletters	CEO Report to members	Number of CEO reports released with dates	2	1	1	1	1	0	NOT ACHIEVED	Change in the way the CEO report is communicated	None, Programme will be reviewed in Q3	31-Mar-19	2	1	NOT ACHIEVED	Change in the way the CEO report is communicated	None, Programme will be reviewed in Q3	31-Mar-19	R 30,000	GM: Mkt // CEO	Copy of CEO Report & Email instruction	**NOT ACHIEVED**
S/O 5.26	Newsletters	Tourism trade newsletters distributed	Number of Trade Newsletters released with dates	2	2	1	1	1	1	ACHIEVED	-	-	-	2	2	ACHIEVED	-	-	-		GM: Mkt // CEO	Copy of Trade letter and Email instruction	√
S/O 5.27	Distribution of Newsletters	Consumer Newsletters	Number of Consumer Newsletters	2	2	1	1	1	1	ACHIEVED	-	-	-	2	2	ACHIEVED	-	-	-		GM: Mkt // CEO	Copy of Newsletter and Email instruction	√
S/O5.28	Sponsorships	Sponsorship Agreements & Other Marketing Sponsorships	Number of sponsorship agreements	1	1	NA	NA	1	1	ACHIEVED	-	-	-	1	1	ACHIEVED	-	-	-	Op. Task	GM: Mkt // CEO	Physical document	√
S/O5.31	Seasonal Status Quo Snapshots	Snapshot Reports	Reports by deadlines	2	1	1	1	1	0	NOT ACHIEVED	Need to review the method of the survey	Revised method to survey the influx of visitors	17-Jan-19	2	1	NOT ACHIEVED	Need to review the method of the survey	Revised method to survey the influx of visitors	17 Jan 19	Op. Task	GM: Dev // CEO	Snapshot reports	**NOT ACHIEVED**
S/O 5.35	Website	Website Content	New optimised content	112	112	22	10	90	102	ACHIEVED	-	-	-	112	112	ACHIEVED	-	-	-		GM: Mkt // CEO	Articles with dates	√
S/O 5.37	Social Media marketing	Social media content	Quarterly social media content calendar	2	2	1	1	1	1	ACHIEVED	-	-	-	2	2	ACHIEVED	-	-	-	R 750,000	GM: Mkt // CEO	Quarterly social media content calendars / reports with dates	√
S/O 5.38	Search Engine Optimisation	Search Engine Optimisation onsite & offsite	Number of primary keywords to optimise for (SEO)	215	216	75	100	75	116	ACHIEVED	-	-	-	150	216	ACHIEVED	-	-	-		GM: Mkt // CEO	Primary keyword list for optimisation	√
Strategic Objective #6: Utilise Events as a Conduit for Profiling the South Coast and Contribution to Visitor Growth Volume																							
S/O6.1 EDITED	~~In Season Events~~ Event Marketing	~~Seasonal Beach Event support~~ Beach Activations	Number of holiday beach activations	4	2	1	1	1	1	ACHIEVED	-	-	-	2	2	ACHIEVED	-	-	-	R 500,000	GM: Mkt // CEO	Co-ordinator Closeout report	√
S/O6.2	Internationally oriented events	Individual events support	Number of events	2	3	1	2	1	1	ACHIEVED	-	-	-	2	3	ACHIEVED	-	-	-	R 3,526,251	GM: Mkt // CEO	Closeout report	√
S/O6.3	South African oriented events	Individual events support	Number of events	10	7	3	3	3	4	ACHIEVED	-	-	-	6	7	ACHIEVED	-	-	-	R 525,000	GM: Mkt & GM:Dev // CEO	Closeout report / Implentation Report	√
S/O6.4	Ugu District Tourism oriented events	Individual events support	Number of events	6	6	1	4	1	2	ACHIEVED	-	-	-	2	6	ACHIEVED	-	-	-	R 230,000	GM: Mkt & GM:Dev // CEO	Closeout report / Implentation Report	√
S/O6.5 EDITED	Developmental events support	~~Ad hoc~~ Developmental events support	Number of events supported	12	3	3	3	3	0	NOT ACHIEVED	Events took place late in the quarter and closeout reports have not yet been received	None, reports will be submitted in Q3 cumulative targets	31-Mar-19	6	3	NOT ACHIEVED	Events took place late in the quarter and closeout reports have not yet been received	None, reports will be submitted in Q3 cumulative targets	31-Mar-19	R 370,000	GM: Dev // CEO	Closeout report / Implentation Report	**NOT ACHIEVED**
Strategic Objective # 7: Establish and Sustain Stakeholder Communications																							

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S/O 7.1	Hosting of Board Meetings between DM and LM officials and the private sector	Board Meetings	Number of meetings	6	2	1	1	1	1	ACHIEVED	-	-	-	2	2	ACHIEVED	-	-	-	Op. Task	CEO	Minutes	**√**
S/O 7.3	CEO / Area Committee Chairs Forum	Forum meetings	Number of meetings	6	3	1	1	2	2	ACHIEVED	-	-	-	3	3	ACHIEVED	-	-	-	Op. Task	CEO	Minutes	**√**
S/O 7.5	Area Committee Cluster Functions	Member engagements	Number of functions	6	6	2	2	2	4	ACHIEVED	-	-	-	4	6	ACHIEVED	-	-	-	Op. Task	CEO	Function record	**√**
S/O 7.6	Op. Task management meetings	In-year monitoring of operations through operational meetings with staff	Number of meetings	3	3	2	2	1	1	ACHIEVED	-	-	-	3	3	ACHIEVED	-	-	-	Op. Task	CEO	Operation notes and presentations / minutes	**√**
S/O 7.7	CEO Tourism Presentations To DM and LM Councils	Cohesion with political principals	Number of meetings	5	3	3	2	2	1	NOT ACHIEVED	CEO to present updated Tourism Stratgy and APP once approved by Board in Q3	None	31-Mar-19	5	3	NOT ACHIEVED	CEO to present updated Tourism Stratgy and APP once approved by Board in Q3	None	31-Mar-19	Op. Task	CEO	DM & LM Agendas and presentations	**NOT ACHIEVED**
S/O 7.8	DM / LM / USCDA officials engagement	Inter institutional cohesion	Number of engagements	38	20	10	12	8	8	ACHIEVED	.	-	-	18	20	ACHIEVED	-	-	-	Op. Task	GM: Mkt & GM:Dev // CEO	Contact record	**√**
S/O 7.9 EDITED	~~Provincial / DM / LM LED & IDP Forum meetings~~ Stakeholder Relations	~~Inter-sectoral cohesion~~ Provincial, Municipal and Private Sector Engagments	Number of meetings	25	19	6	10	6	9	ACHIEVED	.	-	-	12	19	ACHIEVED	-	-	-	Op. Task	GM: Mkt & GM:Dev // CEO	Attendance register / Contact record	**√**
S/O 7.10	VIC Visitation	Head office / VIC ops cohesion	Number of visits	99	99	44	55	44	44	ACHIEVED	.	.	-	88	99	ACHIEVED	-	-	-	Op. Task	GM: Dev // CEO	Contact record	**√**
S/O 7.11	New member prospects (To be removed to NR KPI : Membership drive activities)	Membership recruitment	Number of calls on prospective members	76	70	38	35	38	35	NOT ACHIEVED	Busineses feel that Tourism is a luxury and are not financially stable to become members	Focused advanced meetings to be set up	20-Jun-19	76	70	NOT ACHIEVED	Businesses feel that Tourism is a luxury and are not financially stable to become members	Focused advanced meetings to be set up	20-Jun-19	Op. Task	GM: Dev // CEO	Call log	**NOT ACHIEVED**
S/O 7.12	Direct Calls to existing members	Member satisfaction and relations	Number of calls	84	84	44	44	44	40	NOT ACHIEVED	Poor planning and monitoring of targets	IPMS for support staff to be implemented	20-Jun-19	88	84	NOT ACHIEVED	Poor planning and monitoring of targets	IPMS for support staff to be implemented	20-Jun-19	Op. Task	GM: Dev // CEO	Call log	**NOT ACHIEVED**
S/O 7.13	Recruitment of new members	Confirmation of New Paid Up Members	Number of new members	40	13	30	4	30	9	NOT ACHIEVED	Difficult economic times for businesses, seeing membership as a luxuary rather than a necessity	Additional benefits and parterships with TGCSA to encourage businesses to become members	20-Jun-19	60	13	NOT ACHIEVED	Difficult economic times for businesses, seeing membership as a luxuary rather than a necessity	Additional benefits and parterships with TGCSA to encourage businesses to become members	20-Jun-19	Op. Task	GM: Dev // CEO	New members list	**NOT ACHIEVED**
Strategic Objective #8 : Ensure Effective Awareness of Social-Economic Conditions through Tourism																							
S/O 8.2	~~District wide programmes~~ Tourism Awareness	Schools information Sessions	Number of school sessions in LMs	28	14	7	7	7	7	ACHIEVED	.	-	-	14	14	ACHIEVED	-	-	-	R 200,000	GM: Dev // CEO	Record of Presentations / Principal sign-off	**√**
S/O 8.3	~~District wide programmes~~ Tourism Awareness	School and/or tertiary tours within the South Coast	Number of tours	12	6	3	3	3	3	ACHIEVED	.	-	-	6	6	ACHIEVED	-	-	-			Record of tours / Attendance registers	**√**
S/O 8.4	~~District wide programmes~~ Tourism Awareness	~~Updated~~ Presentations to prospective tourism practitioners	Number of presentations	10	3	2	2	3	1	NOT ACHIEVED	.	-	-	5	3	NOT ACHIEVED	Needed to identify relevant practitioners requiring inforamtion	Early activation of presentations	31-Mar-19	R 100,000	GM: Dev // CEO	Record of Presentations / Attendance registers	**NOT ACHIEVED**
Strategic Objective #9: ~~Capacitate People for Sustaining Livelihoods Through Tourism~~ / SMME Development and Support																							
S/O 9.1	~~Emergent~~ Tourism SMME	Mentorship and skills development	Number of training events	12	1	4	1	4	0	NOT ACHIEVED	SMME training was identified, but insufficient planning for timeous training	Early activation for training programs	20-Jun-19	8	1	NOT ACHIEVED	SMME training was identified, but insufficient planning for timeous training	Early activation for training programs	43636.00	R 350,000	GM: Dev // CEO	Record of Engagement	**NOT ACHIEVED**

Ugu South Coast Tourism (Pty) Ltd
Annual Performance Plan 2018/2019
Includes: Quarter 2 Performance Targets : Achieved;
Organisational Scorecard Revision proposal 2018/2019

						Q1		Q2						Mid Term Review:									
										Progress, Challenges & Remedial						Progress, Challenges & Remedial							
S/O #	PROGRAMME	PROJECT	KPI	ADJUSTED ANNUAL TARGET: 30 June 2019	ACTUAL ACHIEVEMENT	TARGET	ACTUAL	TARGET	ACTUAL	Achieved / Not Achieved	Blockages / Challenges	Measures to improve Performance	Revised timeframes to achieve	Mid Year Target	ACTUAL	Achieved / Not Achieved	Blockages / Challenges	Measures to improve Performance	Revised timeframes to achieve	ANNUAL BUDGET	OWNER	PORTFOLIO OF EVIDENCE	**INTERNAL AUDIT COMMENTS**
S/O 9.2	~~Emergent businesses~~ Tourism SMME	~~Emerging enterprise participation at events – facilitation~~ SMME participation at events	Number of events	24	18	6	12	6	6	ACHIEVED	.	-	-	12	18	ACHIEVED	-	-	-		GM: Dev // CEO	Record of promotion	√
Strategic Objective #10: Ensure participation in tourism management and ownership of tourism products by local communities																							
S/O 10.2	Emergent products and services (mainly hinterland) within each LM	Feasibility/ viability template utilisation	Number of templates completed	8	6	4	2	4	4	ACHIEVED	-	-	-	8	6	NOT ACHIEVED	Businesses don't have the relevant documents to submit.	This Project will be removed from the APP from Q3	31-Mar-19	Op. Task	GM: Dev // CEO	Hard copies of template completed	**NOT ACHIEVED**
S/O 10.4	Emerging product support	Mentorship of Emerging Tourism Businesses by membership	Number of Emerging Tourism Businesses in Mentorship	4	4	1	0	1	4	ACHIEVED	-	-	-	2	4	ACHIEVED	-	-	-	R 10,000	GM: Dev // CEO	Mentorship progress report to Board	√
Strategic Objective #11: Develop unique and sustainable tourism products and events																							
S/O 11.1	Product development	Umzumbe River Trails	Number of project progress reports to Board	4	2	1	1	1	1	ACHIEVED	-	-	-	2	2	ACHIEVED	-	-	-	R 350,000	GM: Dev // CEO	Project progress report to Board	√
S/O 11.2	Product development	KwaXolo Caves	Number of project progress reports to Board	4	1	1	1	1	0	NOT ACHIEVED	Reports not forthcoming from USCDA	Timeous engagement with USCDA on project progress reports	31-Mar-19	2	1	NOT ACHIEVED	Reports not forthcoming from USCDA	Timeous engagement with USCDA on project progress reports	31-Mar-19	R 40,000	GM: Dev // CEO	Project progress report to Board	**NOT ACHIEVED**
S/O 11.3	Product development	Ntelezi Msani Heritage Project	Number of progress reports to Board	1	1	1	1	NA	NA	-	-	-	-	1	1	ACHIEVED	-	-	-	R 40,000	GM: Dev // CEO	Project progress report to Board	√
S/O 11.4.1	Product development	Implementation Plan: Kwa Nzimakwe Development Plan	Number of progress reports to Board	3	1	1	0	1	1	ACHIEVED	-	-	-	2	1	NOT ACHIEVED	Due to lack of understanding in Q1, timing became a challenge for the implementation of the plan	Proposed in Q1, that this would be on target by 31 March 2019, which remains target date	31-Mar-19	R 40,000	GM: Dev // CEO	Project progress report to Board	**NOT ACHIEVED**
S/O 11.5.1 EDITED	Product development	Implementation Plan: Nyandezulu Development Plan / **Ndwalane Traditional Authority**	Number of progress reports to Board	3	1	1	0	1	1	ACHIEVED	-	-	-	2	1	NOT ACHIEVED	Due to lack of understanding in Q1, timing became a challenge for the implementation of the plan	Proposed in Q1, that this would be on target by 31 March 2019, which remains target date	31-Mar-19	R 40,000	GM: Dev // CEO	Project progress report to Board	**NOT ACHIEVED**
S/O 11.6.1	Product development	Implementation Plan: Oribi/Paddock/Ezinq corridor Development Plan	Number of progress reports to Board	2	0	1	0	1	0	NOT ACHIEVED	Budget challenges	None, the Board have resolved to remove this from the APP 2019	NA	2	0	NOT ACHIEVED	Budget challenges	None, the Board have resolved to remove this from the APP 2019	NA	R 40,000	GM: Dev // CEO	Project progress report to Board	**NOT ACHIEVED**
S/O 11.7.1	Product development	Implementation Plan: Gamalakhe	Number of progress reports to Board	2	0	1	0	1	0	NOT ACHIEVED	Budget challenges	None, the Board have resolved to remove this from the APP 2019	To be reinstituted 2019/2020	2	0	NOT ACHIEVED	Budget challenges	None, the Board have resolved to remove this from the APP 2019	NA	R 40,000	GM: Dev // CEO	Project progress report to Board	**NOT ACHIEVED**
S/O 11.9	Product Audit	Product Audit Umzumbe	Product Audit by date	30-Sep-18	00-Jan-00	30-Sep-18	0	NA	NA	-	-	-	-	30-Sep-18	0	NOT ACHIEVED	Due to lack of understanding in Q1, timing became a challenge for the implementation of the plan	Proposed in Q1, that this would be on target by 31 March 2019, which remains target date	31-Mar-19	Op. Task	GM: Dev // CEO	Product audit report and date	**NOT ACHIEVED**
Strategic Objective #13 Create an enabling environment for tourism investment																							
S/O 13.1	Institutional partnerships	Maintain & publicise portfolio of investment	Portfolio of prospective investment opportunities referred to relevant stakeholder	4	2	1	1	1	1	ACHIEVED	-	-	-	2	2	ACHIEVED	-	-	-	Op. Task	CEO	Record of portfolio of investment maintained and publicised	√
Strategic Objective #14: Ensure that tourism support infrastructure is adequately provided and/or maintained																							

						Q1		Q2						Mid Term Review:									
										Progress, Challenges & Remedial						Progress, Challenges & Remedial							
S/O #	PROGRAMME	PROJECT	KPI	ADJUSTED ANNUAL TARGET: 30 June 2019	ACTUAL ACHIEVEMENT	TARGET	ACTUAL	TARGET	ACTUAL	Achieved / Not Achieved	Blockages / Challenges	Measures to improve Performance	Revised timeframes to achieve	Mid Year Target	ACTUAL	Achieved / Not Achieved	Blockages / Challenges	Measures to improve Performance	Revised timeframes to achieve	ANNUAL BUDGET	OWNER	PORTFOLIO OF EVIDENCE	**INTERNAL AUDIT COMMENTS**
S/O 14.1	~~Partnership with stakeholders~~ Reputational management in partnership with stakeholders	~~Tourism support infrastructure~~ Engage with relevant stakholders to address matters that impact the image of the destination	~~Percentage of ad hoc requests for tourism support infrastructure that are taken to conclusion~~ Percentage of matters reported to relevant stakeholders	80%	100%	80%	100%	80%	100%	ACHIEVED	-	-	-	80%	100%	ACHIEVED	-	-	-	Op. Task	CEO	Record of requests and facilitation assistance	√

Yeat to date	
Targets	98
Achieved	72
Not Achieved	26
Earky Activations	1

Yeat to date	
Targets	
Achieved	
Not Achieved	
Earky Activations	