



Tourism Industry Council SA

Strategic Plan

2023-26



Our Vision

A strong and valued voice for South Australia's tourism industry.

Our Purpose

Building capabilities, advocating for, and bringing together South Australia's diverse tourism industry to enable a sustainable and growing visitor economy.

Our Strategic Intent

Over the next four years, TiCSA will focus on developing coherence and mutuality across the tourism industry as a whole so that:

- South Australian tourism businesses are more empowered to build capability for their own wellbeing and prosperity.
- We can further influence and partner with all levels of government.

This will be achieved by:

- Positioning TiCSA as being for the industry overall, not just for members.
- Evolving membership to reflect how industry wants to engage with us.
- Continuing to build the TiCSA community.
- Partnering and collaborating with other industries and sectors that contribute to visitor economy outcomes.



Strategic Pillars

1. The Value of TiCSA

Strategies

- 1.1 Review TiCSA membership model and programs to ensure they deliver value and meet the needs of tourism businesses and other contributing industries.
- 1.2 Identify new opportunities for engaging and delivering value to all collaborators, partners and members into the future.
- 1.3 Continue to maintain a baseline value offering to current members and partners while supporting an evolution of memberships and partnerships and broadening TiCSA's value to non-members.

Supporting Initiatives

- 1.4 Lead and contribute to improvements in the Quality Tourism Framework (QTF) to ensure that it establishes and reflects modern and best practice tourism business standards and delivers appeal for tourism businesses.
- 1.5 Promote QTF (and associated programs) as being the bench-mark for tourism industry best practice and sustainability.
- 1.6 Deliver a high-quality, multi-dimensional Business Capability Program that responds to industry need and contributes to growth in South Australia's visitor economy.

Measures

- Level of engagement and participation (numbers) by industry in programs.
- Breadth and diversity of membership offering (number of activities delivered, locations, sub-sectors represented).
- Satisfaction with TiCSA programs (member and program surveys).
- Number of accredited businesses (including niche models).
- Tourism Award program participation and outcomes.
- Program participation revenue targets achieved.
- Ongoing State Government investment to deliver core programs (Business Capability, Awards, Conference) and priority projects (ie Careers in Tourism, Aboriginal Cultural Tourism) including achieving agreed outcomes identified via agreements.



2. Industry Supporting Industry

Strategies

- 2.1 Identify, engage and leverage tourism industry leaders to empower and lead the growth of the tourism industry.
 - 2.2 Strengthen TiCSA's connection with the dynamic aspects of the visitor economy sector.
 - 2.3 Shift our language to better reflect the holistic value of the tourism industry overall and drive more sustainable businesses.
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Supporting Initiatives

- 2.4 Enable the TiCSA community, including members, non-members, partners, sponsors and collaborators to realise benefits through their contribution.
 - 2.5 Communicate role, purpose and scope of TiCSA to ensure our purpose is understood and valued by partners.
 - 2.6 Bring the tourism industry together through key events.
 - 2.7 Support the TiCSA community to access benefits including services at reduced costs through request of suppliers and business-to-business support.
 - 2.8 Support Aboriginal tourism operators to explore and determine the formation of an independent tourism association.
 - 2.9 Work with industry and government to implement initiatives that increase the profile of tourism as a career and engage more and diverse people in the tourism industry.
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Measures

- Recruitment and retention of TiCSA community, including members, non-members, partners, sponsors and collaborators.
- Targets (revenue, in-kind and activities) are achieved.
- Partner/sponsor satisfaction.
- Membership, partnership and industry engagement and participation reflects the diverse makeup of South Australia's tourism industry.
- Empowerment activities and outcomes delivered by industry leaders.
- Achievement of agreed outcomes under State Government agreements for 'Careers in Tourism' and Aboriginal Tourism Operators association.



3. Government Influence

Strategies

- 3.1 TiCSA is recognised as a credible and unified voice for the tourism industry.
 - 3.2 Support Government to make wise investments in the tourism industry, and other partner industry initiatives, based on data and sound insights.
 - 3.3 Collaborate with State, Federal, and Local Government, the Australian Tourism Industry Council, Austrade, the South Australian Tourism Commission, and other key stakeholders to lead responses to critical tourism industry issues and need.
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Supporting Initiatives

- 3.4 Produce an Industry Agenda which identifies priority policy issues.
 - 3.5 Deliver strong advocacy communications.
 - 3.6 Provide opportunities for the TiCSA community to influence Government.
 - 3.7 Collaborate with the Government via the annual SA Government – TiCSA agreement for the betterment of the tourism industry.
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Measures

- Level of engagement and number of advocacy opportunities provided to industry.
- Annual policy leadership event.
- Quarterly Tourism Barometer.
- Media coverage of TiCSA activity.
- Number of representations, and outcomes, made to government on behalf of the TiCSA community.



4. Sustainability & Governance

Strategies

- 4.1 The evolution of TiCSA as a strong and relevant industry association is underpinned by financial sustainability and 'best for industry' mentality.
 - 4.2 TiCSA's operations are supported by sound governance systems practices.
 - 4.3 TiCSA's internal capacity and capability is maintained and enhanced to deliver value to members and the TiCSA community.
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Supporting Initiatives

- 4.4. Utilise collaborative partnerships to deliver joint programs that provide outcomes for industry and strategic and financial benefit to TiCSA.
 - 4.5. Maintain and continuously improve business operations and financial management.
 - 4.6. Constitution is continuously reviewed and reflects expectations of TiCSA community.
 - 4.7. Board meets in accordance with constitution, and performance of CEO, Chair and Board (as an entity) is appraised.
 - 4.8. Meet, and where possible exceed, all workplace obligations to provide a safe and inclusive workplace for staff, board members and volunteers.
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Measures

- Number of board and sub-committee meetings held, and board member participation.
- Engagement in annual board member elections.
- AGM participation.
- TiCSA is financially solvent.
- Annual budget targets, including sponsor and partner recruitment and retention, met or exceeded.
- Organisational risk and work health and safety reporting.
- Staff performance, satisfaction and turnover.



How TiCSA Works

TiCSA establishes and sustains strong partnership and provides an operating environment that delivers commercial and organisational effectiveness.

The following measures are to be retained over the four-year period of this plan:

- Membership revenue
- Membership numbers
- Sponsorship revenue
- Total revenue
- Net profit
- Liquidity
- Aged receivables by months and percentage of income owing

Staff will provide a baseline measurement for each of these and propose a target to be achieved within a specified timeframe. The Board will consider and endorse those targets.

Quality Tourism Framework: This national program, delivered in South Australia by TiCSA, combines Tourism Accreditation, Star Ratings and the Australian Tourism Awards into a single pathway for business development. There are four levels of accreditation available, aligned with key learning and development stages, and several niche models that assist businesses to further develop specific capabilities.

