

## TOURISM NI – 2020/21 OPERATING PLAN

**MISSION:** Our role is to support the recovery of the Northern Ireland tourism industry from the impact of COVID-19 so that it once again becomes one of the most successful sectors of the Northern Ireland economy. We will do this through:-

- Supporting our industry to come through COVID-19 and rebuild through recovery;
- Promoting Northern Ireland as a must-see destination to markets which offer the greatest potential for growth
- Acting as the interface between industry and Government;
- Looking after our people;
- Transforming the way we work.

**VISION:** Our vision is that Northern Ireland is an internationally competitive destination renowned for world class 3-5 day breaks.

**VALUES:** Tourism NI aspires to be enterprising, with an entrepreneurial culture. Our Core Values are: We act with **Integrity, Passion and Excellence** and We deliver through **Leadership, Innovation and Collaboration**.



## Priority 1: Advising & Supporting Government

Objective	Key Initiative	Deliverable
<p><b>Act as the interface between the NI Tourism Industry and Government, advising on the policy interventions needed to support the industry to recovery</b></p>	<ul style="list-style-type: none"> <li>Put in place a Tourism Recovery Taskforce to oversee the recovery of the NI Tourism Industry from the impact of the Covid-19 crisis to include:-                             <ul style="list-style-type: none"> <li>Ministerial Led Steering Group</li> <li>TNI Led Working Group</li> <li>Digital Engagement Platform</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Tourism Recovery Plan agreed with Minister</li> </ul>
	<ul style="list-style-type: none"> <li>Working in partnership with DfE to develop a roadmap and timetable for the re-opening of the tourism industry post the COVID-19 Lockdown.</li> </ul>	<ul style="list-style-type: none"> <li>Timetable agreed with the Northern Ireland Executive for the re-opening of all segments of the industry</li> </ul>
	<ul style="list-style-type: none"> <li>Working in partnership with DfE and in collaboration with industry and its representative bodies to develop operational guidelines to allow the safe opening of tourism and hospitality facilities</li> </ul>	<ul style="list-style-type: none"> <li>Overarching Guidelines and a suit of sector specific guidelines agreed with PHA and the NI Executive and published</li> </ul>
	<ul style="list-style-type: none"> <li>Working in partnership with DfE and industry representatives to develop a safety Charter Mark for the NI tourism and hospitality sectors.</li> </ul>	<ul style="list-style-type: none"> <li>Safety Charter Mark agreed with NI Executive and adopted by the Industry</li> </ul>
	<ul style="list-style-type: none"> <li>Conduct an evaluation of the tourism sector's ability to access Covid-19 Business Grant Schemes, and escalate key findings to DfE for consideration as part of the Government-wide response.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluation of Impact of Existing Grants Programme Undertaken Put in place a Tourism Recovery Taskforce to oversee the recovery of the NI Tourism Industry from the impact of the Covid-19 Crisis</li> </ul>
	<ul style="list-style-type: none"> <li>Develop and submit a Business Case for additional funding to the NI tourism sector.</li> </ul>	<ul style="list-style-type: none"> <li>Additional funds to support Tourism NI Covid-19 response activities.</li> </ul>

Priority 2: Customer Needs (Research & Insights)		
Objective	Key Initiative	Deliverable
<b>To ensure that Tourism NI and its stakeholders fully understand its customers in the domestic and ROI marketplace</b>	<ul style="list-style-type: none"> <li>Establish and monitor consumer sentiment and behaviour metrics for NI and ROI consumers and key target segments</li> </ul>	<ul style="list-style-type: none"> <li>Consumer KPIs and tracking methods established to provide in depth understanding of consumer attitudes and behaviours for NI and ROI markets to inform Stakeholder and TNI strategies and plans</li> </ul>
<b>To be able to measure the impact of interventions undertaken by Tourism NI</b>	<ul style="list-style-type: none"> <li>Establish and maintain a methodology to engage with the tourism industry to capture industry intelligence</li> </ul>	<ul style="list-style-type: none"> <li>Industry panels and mechanisms established to engage with the tourism sector and capture industry intelligence to inform industry and TNI planning</li> </ul>
	<ul style="list-style-type: none"> <li>Define TNI intervention impact assessment methodology and key metrics utilising CRM</li> </ul>	<ul style="list-style-type: none"> <li>TNI intervention impact assessment methodology and data capture techniques and reporting structure established on CRM</li> </ul>

Priority 3: Work Programme Prioritisation		
Objective	Key Initiative	Deliverable
<b>To develop action plans in agreed priority markets</b>	<ul style="list-style-type: none"> <li>Implementation of NI Domestic Market Review</li> </ul>	<ul style="list-style-type: none"> <li>NI Domestic Market Review rolled out to industry through a programme of webinars and toolkits QTR 2</li> </ul>
		<ul style="list-style-type: none"> <li>TNI incorporating recommendations into its campaigns QTR 2</li> </ul>
	<ul style="list-style-type: none"> <li>Review of ROI Recovery Taskforce</li> </ul>	<ul style="list-style-type: none"> <li>Review of ROI Recovery Taskforce recommendations in light of consumer sentiment research QTR 2</li> </ul>
		<ul style="list-style-type: none"> <li>Updated recommendations shared with industry and implemented by TNI QTR 4</li> </ul>
	<ul style="list-style-type: none"> <li>EAGS international brand development</li> </ul>	<ul style="list-style-type: none"> <li>Embrace a Giant Spirit relaunch plans for international markets developed in partnership with Tourism Ireland for 2021</li> </ul>

## Priority 4: Experience Development

Objective	Key Initiative	Deliverable
<b>To develop and grow the collection of NIEAGS experiences and collaborative networks</b>	Experience Development Framework in place to support industry developed market-led experiences: <ul style="list-style-type: none"> <li>• Brand Ambassadors across all 11 local Authorities</li> <li>• Experience Development Partnership programmes in place with 11 Local Authorities and other major stakeholders (e.g. National Trust)</li> <li>• Experience Development Executives assigned to each priority experience provider</li> <li>• Health Checks undertaken and Support Programme in place for key experience providers</li> <li>• Publish a NIEAGS Collaboration Toolkit to stimulate and support collaboration across NI</li> <li>• Industry wide initiatives to support experience development e.g. storytelling masterclasses and toolkits</li> </ul>	<ul style="list-style-type: none"> <li>• 11 Brand Ambassadors in place</li> <li>• Brand Ambassador Forums operational</li> <li>• 14 Partnership Programmes agreed</li> <li>• 40 brand aligned experiences</li> <li>• Health checks undertaken and Programme agreed (N=40)</li> <li>• NIEAGS collaboration toolkit published</li> </ul>
	Research and Scoping Studies to inform major investment in tourism experiences: <ul style="list-style-type: none"> <li>• City Deal Programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Experience Benchmarking Programme undertaken (all proposed major investment tested in market)</li> </ul>
	<ul style="list-style-type: none"> <li>• Game of Thrones Legacy Project and Filming locations</li> </ul>	<ul style="list-style-type: none"> <li>• 2 Scoping Studies completed (Game of Thrones filming locations, Titanic Dock and Pumphouse)</li> </ul>
	<ul style="list-style-type: none"> <li>• Other strategic initiatives e.g. Titanic Dock and Pumphouse, National Museums Northern Ireland Estate</li> </ul>	<ul style="list-style-type: none"> <li>• Input to all major capital investment projects OBCs/FBCs including 6 BRCD projects and LMS GOT Legacy Project</li> </ul>
	<ul style="list-style-type: none"> <li>• Work with strategic partners to align workplans and investment projects with Tourism NI objectives</li> <li>• Work with other Government Departments and key stakeholders including DAERA, DfC, Arts Council, National Lottery Heritage Fund, Food NI to align work plans and investment projects with tourism objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Funding Plans and Programmes informed and influenced by, and/or co-created with TNI (N=2 programmes)</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop and agree Service Level Agreements with key delivery partners (Local Authorities and Heritage Trusts)</li> </ul>	<ul style="list-style-type: none"> <li>• Service Level Agreements in place as required</li> </ul>
	Deliver TNI Capital Investment Programme: <ul style="list-style-type: none"> <li>• Open and Deliver Capital Investment Programme (year 1 activity)</li> <li>• Complete Investment in Open Capital Projects</li> </ul>	<ul style="list-style-type: none"> <li>• Open Capital Investment Programme and deliver Year 1 activity in line with agreed budget profile</li> <li>• Visit Derry TIC complete in accordance with LOO and open to public</li> </ul>

	<p>TNI Events Strategy 2030 agreed by Minister, published and rolled out</p> <ul style="list-style-type: none"> <li>• Publish strategy</li> <li>• Engage with stakeholders</li> <li>• Align Funding Programmes to strategic objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Events Strategy published</li> <li>• Funding Programmes aligned and published</li> </ul>
	<ul style="list-style-type: none"> <li>• Events delivering positive return on investment (tourism benefits &amp; economic return) are supported through funding and developmental support</li> </ul>	<ul style="list-style-type: none"> <li>• Events Supported Economic Benefit/Return on Investment Achieved</li> </ul>

Priority 5: Enterprise Development		
Objective	Key Initiative	Deliverable
<b>Develop and roll out programmes to advise and support the NI tourism industry</b>	<ul style="list-style-type: none"> <li>• Establish the Tourism NI Covid-19 Business Helpline.</li> </ul>	<ul style="list-style-type: none"> <li>• Business Helpline in place.</li> </ul>
	<ul style="list-style-type: none"> <li>• The development of a new Covid-19 Business Support Hub on <a href="http://www.TourismNI.com">www.TourismNI.com</a></li> </ul>	<ul style="list-style-type: none"> <li>• Covid-19 Business Support Hub in place.</li> </ul>
	<ul style="list-style-type: none"> <li>• Redevelop the Tourism Enterprise Development (TED) programme to provide online access to resources to support industry dealing with issues arising from Covid-19.</li> </ul>	<ul style="list-style-type: none"> <li>• Businesses participating in online business support activity.</li> </ul>
	<ul style="list-style-type: none"> <li>• Regular communication across various digital platforms to keep the industry up to date with developments as they happen, all directing back to the Covid-19 Hub on <a href="http://www.tourismni.com">www.tourismni.com</a>.</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly issues of Spotlight to the industry.</li> </ul>
	<ul style="list-style-type: none"> <li>• Conduct an Industry Impact Survey.</li> </ul>	<ul style="list-style-type: none"> <li>• Key issues affecting the industry identified via survey.</li> </ul>
<b>Support the development of sustainable tourism businesses and sales growth in core markets</b>	<ul style="list-style-type: none"> <li>• New Tourismni.com Business Hub launched</li> </ul>	<ul style="list-style-type: none"> <li>• Business Hub launched</li> <li>• 260,000 visits to <a href="http://tourismni.com">tourismni.com</a></li> </ul>

	<p>Deliver a Tourism Enterprise Development Programme, including:</p> <ul style="list-style-type: none"> <li>• Management Development <ul style="list-style-type: none"> <li>— Financial Planning</li> <li>— Operational Efficiency &amp; Revenue Management</li> <li>— People Development &amp; Management</li> <li>— Market Retention &amp; Growth</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• 500 Businesses supported through TED</li> <li>• 100 Business Health Checks completed</li> </ul>
	<ul style="list-style-type: none"> <li>• Market Awareness (NI, ROI &amp; GB)</li> <li>• Digital Skills</li> <li>• Food Development</li> <li>• Events Management</li> </ul>	<ul style="list-style-type: none"> <li>• 95% service satisfaction rate</li> <li>• 70% of businesses reporting positive impact due to support</li> </ul>
<p><b>Ensure tourism experiences are aligned to the Northern Ireland Experience Brand</b></p>	<ul style="list-style-type: none"> <li>• Review the NI Experience Quality Assurance Scheme</li> </ul>	<ul style="list-style-type: none"> <li>• Quality Assurance Scheme aligned with NIEAGS</li> </ul>
<p><b>Enhance the competitiveness of the businesses through quality assurance</b></p>	<ul style="list-style-type: none"> <li>• Drive the quality of visitor experience, in line with the NI Experience brand through the NI Accommodation Grading Scheme</li> <li>• Support minimum standards in accommodation through the delivery of the statutory inspection and certification service for Northern Ireland Tourism Accommodation</li> <li>• Support DfE to consider any legislative change falling out of the review</li> </ul>	<ul style="list-style-type: none"> <li>• NI Accommodation Grading Service delivered</li> <li>• % Satisfaction of Service (95%)</li> <li>• Certification Service delivered in line with current legislation</li> <li>• Recommendations on Certification Legislation Provided</li> <li>• Legislative amendments adopted as required</li> </ul>

## Priority 6: Marketing & PR

Objective	Key Initiative	Deliverable
<b>Generate visitor revenue in NI and ROI markets through promotion of NI as a short break destination</b>	<ul style="list-style-type: none"> <li>• Deliver a minimum of two campaigns in the NI &amp; ROI markets</li> </ul>	<ul style="list-style-type: none"> <li>• Two campaigns in NI &amp; ROI markets reaching over 75% adults</li> </ul>
	<ul style="list-style-type: none"> <li>• Deliver a co-operative marketing fund for industry</li> </ul>	<ul style="list-style-type: none"> <li>• Co-operative marketing fund for industry, supporting 80 businesses</li> </ul>
	<ul style="list-style-type: none"> <li>• Deliver an “always on” programme of marketing support</li> </ul>	<ul style="list-style-type: none"> <li>• Programme of digital marketing - 3 million social media engagements and generating £6m PR</li> </ul>
	<ul style="list-style-type: none"> <li>• Redevelop discovernorthernireland.com</li> </ul>	<ul style="list-style-type: none"> <li>• New website launched QTR 2</li> </ul>
	<ul style="list-style-type: none"> <li>• Support Corporate and Industry Communication</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of Stakeholder Engagement Strategy</li> <li>• Sponsorship of Corporate Events</li> </ul>
<b>Promote NI as a world class short break destination</b>	<ul style="list-style-type: none"> <li>• Develop and deliver itineraries for international media visits as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• Host 300 international media on fam trips if appropriate</li> </ul>

## Priority 7: Sales Support

Objective	Key Initiative	Deliverable
<b>To support our industry to sell to the travel trade</b>	<ul style="list-style-type: none"> <li>Support Tourism Ireland's travel trade programme of fam trips and online sales presentations</li> </ul>	<ul style="list-style-type: none"> <li>A programme of travel trade fam trips to be delivered in support of Tourism Ireland as appropriate</li> <li>Support TI's programme by attendance on all virtual updates with EAGS presentations</li> <li>Host a series of online workshops</li> </ul>
	<ul style="list-style-type: none"> <li>Prepare to host a series of workshops (online or face to face as appropriate) providing sales opportunities for industry</li> </ul>	<ul style="list-style-type: none"> <li>Preparations for Meet the Buyer 2021 and Explore GB 2021</li> <li>Host GB Coach &amp; Group Workshop</li> <li>Host ITOA workshops</li> <li>Host UK Inbound workshops.</li> </ul>
	<ul style="list-style-type: none"> <li>Continue to work in close partnership with travel trade organisations</li> </ul>	<ul style="list-style-type: none"> <li>Host a series of online sales appointments with trade organisations, ITOA, ETOA, UK Inbound</li> <li>Scope a support programme to facilitate in reprogramming NI and aligned with 'Embrace a Giant Spirit' and recommendations of recovery working group</li> </ul>
<b>To support our industry to attract MICE business to NI</b>	<ul style="list-style-type: none"> <li>Support the development of an independent Business Tourism Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Business Tourism Strategy interim findings presented QTR 1 and project completed QTR 4</li> </ul>
	<ul style="list-style-type: none"> <li>Agree a conference support programme of activity with V Belfast and V Derry</li> </ul>	<ul style="list-style-type: none"> <li>Provide a conference subvention fund in partnership with Belfast City Council</li> <li>SLAs in place for associated work programmes with V Belfast and V Derry</li> </ul>
<b>Support the Meet in Ireland platforms in partnership with Failte Ireland</b>	<ul style="list-style-type: none"> <li>Attendance at programme of face to face or virtual sales platforms as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>Attendance at all Tourism Ireland sales platforms</li> </ul>
<b>Maximise sales and marketing opportunities in partnership with Visit Britain</b>	<ul style="list-style-type: none"> <li>Agree programme of activity with Visit Britain</li> </ul>	<ul style="list-style-type: none"> <li>Memorandum of Understanding (MOU) in place for agreed programme with Visit Britain</li> </ul>
<b>To support our industry to attract golf tourism business to NI</b>	<ul style="list-style-type: none"> <li>Conduct a programme of enterprise development supports for the golf tourism industry</li> </ul>	<ul style="list-style-type: none"> <li>Programme of workshops, webinars, and mentoring delivered</li> </ul>
	<ul style="list-style-type: none"> <li>Development of toolkit for golf tourism industry aligned to working group recommendations</li> </ul>	<ul style="list-style-type: none"> <li>Toolkit delivered QTR 2</li> </ul>
	<ul style="list-style-type: none"> <li>Conduct a programme of online and/ or face to face sales appointments as appropriate in partnership with IAGTO and IGTOA</li> </ul>	<ul style="list-style-type: none"> <li>Agreed programme of sales appointments developed and delivered QTR 4</li> </ul>
	<ul style="list-style-type: none"> <li>Develop a Golf tourism strategy 2020 - 2030 aligned to recovery working group recommendations</li> </ul>	<ul style="list-style-type: none"> <li>Strategy completed QTR 4</li> </ul>
	<ul style="list-style-type: none"> <li>Agree promotional marketing support programme with Tourism Ireland as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>Marketing support programme agreed with Tourism Ireland</li> </ul>



## Priority 8: Governance, Finance, People & IT

Objective	Key Initiative	Deliverable
<b>Revise existing services to mitigate the impact of the Covid-19 pandemic on the NI Tourism Industry</b>	<ul style="list-style-type: none"> <li>Finance team to make daily payments to ensure that much needed cash is sent to our suppliers without delay, included those to event organisers</li> </ul>	<ul style="list-style-type: none"> <li>Payments made on a daily basis.</li> </ul>
	<ul style="list-style-type: none"> <li>Implement the guidance issued by DoF in response to Covid-19 which relaxes rules around payments to suppliers (PGN01/20 – Supplier Relief Due to Covid-19) and the payment of grants (DAO (DoF) 03/20 – Payment of Grants during the Covid-19 Response)</li> </ul>	<ul style="list-style-type: none"> <li>Payments made in line with DoF guidance.</li> </ul>
	<ul style="list-style-type: none"> <li>Pause Tourism NI's Certification and Grading Service and put in place a 6-month payment holiday for businesses</li> </ul>	<ul style="list-style-type: none"> <li>Certification and Grading Service suspended and 6-month payment holiday implemented.</li> </ul>
	<ul style="list-style-type: none"> <li>Immediate payment of all grants for events during the 2019-2020 financial year on the basis of acceptance of a revised Letter of Offer</li> </ul>	<ul style="list-style-type: none"> <li>Payments made to all event organisers.</li> </ul>
<b>IT Transformation</b>	<ul style="list-style-type: none"> <li>Management and ongoing development of secure Cloud based infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of cloud based IT strategy to support information governance and digital and business transformation requirements</li> </ul>
<b>Organisational Transformation</b>	<ul style="list-style-type: none"> <li>Organisation Structure</li> </ul>	<ul style="list-style-type: none"> <li>Structure organisation to support the industry</li> <li>Secure departmental approval for Grade 5 posts</li> </ul>
	<ul style="list-style-type: none"> <li>Learning &amp; Development Programme</li> </ul>	<ul style="list-style-type: none"> <li>Develop a new Learning &amp; Development strategy</li> <li>Audit existing capabilities</li> <li>Analysis of learning needs for 20/21</li> <li>Learning plan for 20/21</li> </ul>
	<ul style="list-style-type: none"> <li>Leadership</li> </ul>	<ul style="list-style-type: none"> <li>A dedicated coaching plan for SMT and others</li> <li>A new Tourism Development Academy developed</li> </ul>
	<ul style="list-style-type: none"> <li>Employee Engagement Programme</li> </ul>	<ul style="list-style-type: none"> <li>Development of employee engagement programme aligned to survey/focus group feedback.</li> <li>Deliver employee engagement programme</li> </ul>
	<ul style="list-style-type: none"> <li>Continuous Improvement</li> </ul>	<ul style="list-style-type: none"> <li>Investors in People Accreditation</li> </ul>