

TOURISM NI – 2022/23 OPERATING PLAN

MISSION: Our role is to support the development of a thriving tourism ecosystem that enriches Northern Ireland, its people and its guests. We will do this through:

- Supporting our industry to rebuild its customer base following the pandemic;
- Promoting Northern Ireland as a must-see destination to markets which offer the greatest potential for growth;
- Supporting our tourism businesses to grow sustainably;
- Supporting the development of authentic tourism experiences which bring our unique heritage to life in an invigorating, responsible and sustainable way;
- 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: Customer & Market Insights		
Objective	Initiative	Deliverable
<p>To ensure that Tourism NI and its stakeholders fully understand its customers in the domestic and ROI marketplace</p>	<ul style="list-style-type: none"> Deliver a robust evidence base for TNI, industry and stakeholders to ensure a strong evidence base for policy and strategy making and operational decisions 	<ul style="list-style-type: none"> Consumer sentiment and behaviour metrics for NI and ROI consumers and key target segments effectively monitored with a minimum of two consumer surveys per market
		<ul style="list-style-type: none"> Develop a regular cycle of industry feedback through a minimum of two surveys and establishment of a quarterly Industry Panel
		<ul style="list-style-type: none"> Reestablish a Statistics working Group including DfE, NISRA and other key stakeholders to ensure data use is maximised and data gaps are addressed
		<ul style="list-style-type: none"> A suite of insights materials is continually reviewed and developed to share both internally and with stakeholders to promote the Tourism 360 brand and deliver tourism insights with TNI being recognised as an official source
		<ul style="list-style-type: none"> A research and insights procurement framework developed through CPD to allow agile commissioning of projects
	<ul style="list-style-type: none"> Review of NI tourism product offer to inform future investment 	<ul style="list-style-type: none"> Review commissioned
		<ul style="list-style-type: none"> Review complete
	<ul style="list-style-type: none"> Develop and implement a process to evaluate tourism industry programmes to identify the impact of interventions on the participating businesses and the effectiveness of budget spending 	<ul style="list-style-type: none"> Programme evaluation framework designed and embedded
		<ul style="list-style-type: none"> Evaluation of ERAP programmes completed

Priority 2: Cross Divisional Programmes

Objective	Initiative	Deliverable
<p>Deliver a range of cross functional strategic programmes</p>	<ul style="list-style-type: none"> Assess progress against the NI Domestic Market Review and develop community engagement programme 	<ul style="list-style-type: none"> NI Domestic Market Review rolled out to industry through a programme of webinars and toolkits
	<ul style="list-style-type: none"> Continue to drive implementation of the ROI Market Review and implement stakeholder engagement programme 	<ul style="list-style-type: none"> TNI applying segmentation to all marketing activities ROI Market Review Action Plan Implemented
	<ul style="list-style-type: none"> Delivery of Implementation Plan and review of 22/23 priorities 	<ul style="list-style-type: none"> EAGS refreshed & stakeholders bought in
	<ul style="list-style-type: none"> Re-establish Bi-lateral NIEAGs Working Group 	<ul style="list-style-type: none"> Agree and implement 2022/23 priorities
	<ul style="list-style-type: none"> Deliver a Sustainability Action Plan to provide leadership to the industry in becoming more sustainable and competitive 	<ul style="list-style-type: none"> Research the green accreditation / certification landscape and train an initial cohort of staff in the selected accreditation
		<ul style="list-style-type: none"> Review all funding / support schemes and embed sustainability criteria into aims and funding criteria for all support schemes
		<ul style="list-style-type: none"> Develop sustainable policy / criteria for procurement and contract management
		<ul style="list-style-type: none"> Establish sustainability baselines – TNI B Impact Assessment, TNI carbon footprint, TNI participation in the NI Environmental Benchmarking Survey, and NI tourism industry carbon footprint
	<ul style="list-style-type: none"> Appoint Corporate Comms Advisors 	<ul style="list-style-type: none"> Develop a corporate waste reduction / elimination policy Procurement successfully completed and advisors appointed
	<ul style="list-style-type: none"> Roll-out Stakeholder Engagement Programme 	<ul style="list-style-type: none"> Stakeholder Engagement Strategy completed and approved by Board
		<ul style="list-style-type: none"> Roll-out of Stakeholder Engagement Programme as per plan
	<ul style="list-style-type: none"> Develop a 'Friends of Northern Ireland' Influencers Network in ROI 	<ul style="list-style-type: none"> Establish the Network in partnership with Invest NI and The Executive Office

Priority 3: Experience Development

Objective	Initiative	Deliverable
<p>To develop and grow sustainable tourism experiences and collaborative networks across Northern Ireland</p>	<ul style="list-style-type: none"> Continued engagement with Brand Ambassador network in councils, and extend to other key agencies 	<ul style="list-style-type: none"> Local Authority Brand Ambassador Forum on a quarterly basis
	<ul style="list-style-type: none"> Refresh the Experience Development Framework – 3 tier approach aligned to business support (TNI or other agencies) 	<ul style="list-style-type: none"> Partnership Programmes agreed Revised Framework published & communicated Experience Development Support Programmes agreed 15 Market Ready Experiences in line with market needs
	<ul style="list-style-type: none"> Develop a series of sustainable experiences meeting the needs of international tour operators for promotion in the international marketplace 	<ul style="list-style-type: none"> 5 Sustainable experiences developed within the NIEAGS framework
	<ul style="list-style-type: none"> Three Visitor Experience Development Plans developed 	<ul style="list-style-type: none"> Food & Drink Development Plan Outdoors & Activities Experience Framework Culture & Heritage Experience Framework
	<ul style="list-style-type: none"> Development and agreement of SLAs with key delivery partners 	<ul style="list-style-type: none"> SLAs currently in place with Mourne and Causeway Heritage trust. These will be used as templates for appropriate partners identified
	<ul style="list-style-type: none"> Collaborate with strategic partners to develop proposals for external funding sources including Peace Plus, and Levelling Up/ Shared Prosperity & Shared Island 	<ul style="list-style-type: none"> To support at least 2 tourism related bids to Round 2 of the Levelling Up Programme, should Local Authorities or other partners decide to progress Tourism focused bids
	<ul style="list-style-type: none"> To shape and guide NI submissions to third party funding programmes (e.g., Peace Plus) 	<ul style="list-style-type: none"> To shape and guide NI submissions to third party funding programmes (e.g., Peace Plus)
	<ul style="list-style-type: none"> Roll out of Experience Development Programme 21 -23 	<ul style="list-style-type: none"> Progress at least 15 applications through independent appraisal and issue LOO for completing by 31 March 2023, subject to capital budget being in place
	<ul style="list-style-type: none"> Support programme delivery for Belfast City Deal, Derry & Strabane City Deal, and Mid South-West and Causeway Growth Deals programmes 	<ul style="list-style-type: none"> Research and Scoping Studies to inform major investment in tourism experiences completed Create an overarching business case which sets out the collective value of City Deals projects, and demonstrates their contribution to the long term sustainable and regionally balanced growth of the sector Complete Business Cases to support the casework process for all tourism projects as identified as part of each deal Post casework approval, to work with each Project Promoter on the roll out of each tourism project, maximising the added value for tourism

Priority 4: Enterprise Development

Objective	Initiative	Deliverable
Support the development of sustainable tourism businesses and sales growth in core markets	<ul style="list-style-type: none"> Deliver Tourism Enterprise Development Programme (TED) supporting TNI strategic workstreams as identified, with a specific focus on sustainable tourism practices and current issues for the NI Tourism Industry (e.g. Rising costs / Cost Management / Staff Retention) 	<ul style="list-style-type: none"> Review of current TED provision completed Hybrid TED programme delivered engaging 500 businesses 90% of participating businesses reporting Business Improvements 90% of respondents taking action as a result of attending TED programme.
	<ul style="list-style-type: none"> Deliver an easily accessible, comprehensive online business advisory platform with pertinent and engaging content – tourismni.com (e.g. Rising costs / Cost Management / Staff Retention) 	<ul style="list-style-type: none"> 250 additional Businesses registered on TNI.Com Content plan developed and socialised with tracking metrics on key content 200,000 visits to tourismni.com Increase average dwell time on tni.com by 10% to 1.45 minutes
	<ul style="list-style-type: none"> Deliver an integrated programme of industry communications to drive traffic to tourismni.com and engagement with content 	<ul style="list-style-type: none"> Monthly issues of Spotlight to the industry 3,000 businesses/ individuals engaged A minimum of 40% 'open rate' achieved
	<ul style="list-style-type: none"> Support deployment of TXGB platform enhancing international market accessibility 	<ul style="list-style-type: none"> Complete pilot integration of TXGB
	<ul style="list-style-type: none"> Provide targeted support for national and international events (non-major) that can support growth in key markets 	<ul style="list-style-type: none"> National Tourism Events Sponsorship Scheme delivered & KPIs achieved, including 4:1 ROI International Tourism Events Fund delivered & KPI's achieved, including 4:1 ROI
	<ul style="list-style-type: none"> Deliver an EAGS Service Excellence Programme to improve the quality of service and the overall visitor experience 	<ul style="list-style-type: none"> EAGS Service Excellence Programme in place
	<ul style="list-style-type: none"> Work with partners to support sectoral and skills development across key industry wide initiatives 	<ul style="list-style-type: none"> 4 industry led initiatives supported Work in partnership with HATS and Trade Bodies to promote the sector as an employer of choice Support the continued promotion of 'Employers Charters'
	<ul style="list-style-type: none"> Deliver an effective corporate & industry communications programme 	<ul style="list-style-type: none"> Stakeholder Engagement Strategy completed and approved by Board Roll-out of Stakeholder Engagement Programme as per plan
	<ul style="list-style-type: none"> Deliver a Tourism Awards Programme 	<ul style="list-style-type: none"> Face to face awards event held to celebrate the industry's resilience and promote good practice
	<ul style="list-style-type: none"> Scope the potential transfer of accommodation responsibilities from Invest NI 	<ul style="list-style-type: none"> Agree the transfer of budget cover from Invest NI

Enhance the competitiveness of businesses through quality assurance	<ul style="list-style-type: none"> Review the Visitor Experience Grading Scheme to align with the EAGS brand and the Regenerative Tourism Strategy 	<ul style="list-style-type: none"> Review and rollout the new visitor experience grading scheme
	<ul style="list-style-type: none"> Develop an extended Certification Service which addresses the growing diversity in the accommodation offering across Northern Ireland and promotes high quality provision 	<ul style="list-style-type: none"> New accommodation categories developed and agreed with DfE Secure additional advisor resource Amendments completed to secondary legislation
Drive increased positive international profile of Northern Ireland and significant tourism benefit through major events	<ul style="list-style-type: none"> Support development of major events plans, which have been endorsed by DfE 	<ul style="list-style-type: none"> Feasibility Studies completed Business Case developed & submitted for approval
	<ul style="list-style-type: none"> Support DfE to develop an Events Policy and agree a sustainable delivery model 	<ul style="list-style-type: none"> Support provided to DfE
	<ul style="list-style-type: none"> Support delivery of The Open championship and One Young World 	<ul style="list-style-type: none"> Delivery Plans developed & agreed with partner agencies Year 1 Plans delivered

Priority 5: Marketing & PR		
Objective	Initiative	Deliverable
Generate visitor revenue in NI and ROI markets through promotion of NI as a short break destination	<ul style="list-style-type: none"> Deliver consumer marketing programmes in NI and ROI, aligned to Regenerative Tourism messages, including campaigns, social media, destination PR and influencer marketing 	<ul style="list-style-type: none"> Two campaigns in NI & ROI markets reaching over 75% adults Generate £6.5 million positive PR Value and Impact score of >75 Deliver a digital marketing programme which achieves 2.2m engagements
	<ul style="list-style-type: none"> Review and re-energise promotion of the Visitor Charter 	<ul style="list-style-type: none"> Review and develop visitor charter and associated campaign
	<ul style="list-style-type: none"> Develop and deliver a co-operative marketing fund for industry 	<ul style="list-style-type: none"> Co-operative marketing fund for industry, supporting 80 businesses
	<ul style="list-style-type: none"> Work with Tourism Ireland to maximise the capability of Tourism Ireland's Ireland.com website and digital technology platform 	<ul style="list-style-type: none"> Alignment roadmap and timelines Identify and run initial PoC
Promote NI as a world class short break destination	<ul style="list-style-type: none"> Develop and deliver itineraries for international media visits 	<ul style="list-style-type: none"> Host 400 international media on fam trips

Priority 6: Sales Support		
Objective	Initiative	Deliverable
To support our industry to secure future business from the travel trade	<ul style="list-style-type: none"> Continue to build partnerships with travel trade organisations and operators 	<ul style="list-style-type: none"> Build mutually beneficial partnerships with organisations such as ITOA, ETOA, UK Inbound and operators
	<ul style="list-style-type: none"> Develop and deliver a series of TNI B2B workshops including Meet the Buyer, ITOA Workshop, GB Workshop and Global Inbound (budget dependent) 	<ul style="list-style-type: none"> Meet the Buyer 2022, ITOA Workshop and others as opportunities arise
	<ul style="list-style-type: none"> Deliver a programme of familiarisation visits 	<ul style="list-style-type: none"> Programme of 16 familiarisation visits delivered
To support our industry to secure future business from MICE	<ul style="list-style-type: none"> Continue to work in collaboration with key MICE stakeholders, industry organisations and MICE buyers 	<ul style="list-style-type: none"> Delivery of agreed programme of work with Failte Ireland and/ or Tourism Ireland, SITE, PCMA and buyers
	<ul style="list-style-type: none"> Develop and continue to support MICE financial support programmes 	<ul style="list-style-type: none"> Provide a conference support fund in partnership with Belfast City Council
		<ul style="list-style-type: none"> SLAs in place for associated work programmes with Visit Belfast and Visit Derry
		<ul style="list-style-type: none"> Continue to support the NI Ambassador Programme
		<ul style="list-style-type: none"> Continued support from TNI to Destination Management Companies to promote NI
	<ul style="list-style-type: none"> Continue to implement the recommendations of the Business Tourism Strategy 	<ul style="list-style-type: none"> Continue to implement the recommendations (subject to resources being available)
<ul style="list-style-type: none"> Deliver a programme of familiarisation visits 	<ul style="list-style-type: none"> Programme of familiarisation visits delivered, to include a minimum of 2 fam trips and support for a minimum of 8 DMC fam trips 	
Maximise sales and marketing opportunities	<ul style="list-style-type: none"> Deliver an agreed work programme with Visit Britain 	<ul style="list-style-type: none"> Memorandum of Understanding (MOU) in place for agreed programme with Visit Britain
	<ul style="list-style-type: none"> Agree and deliver a promotional support programme with sustainable itineraries with Tourism Ireland 	<ul style="list-style-type: none"> Marketing support programme agreed with Tourism Ireland
	<ul style="list-style-type: none"> Continue implementation of the Golf Tourism Strategy 	<ul style="list-style-type: none"> Publish Review of Golf Tourism Strategy 2022 – 2027
		<ul style="list-style-type: none"> Year 1 of action plan implemented
<ul style="list-style-type: none"> Conduct sales programmes with IAGTO and IGTOA 	<ul style="list-style-type: none"> Agreed programme of sales appointments developed and delivered QTR 4 	

Priority 7: Advising & Supporting Government

Objective	Initiative	Deliverable
Act as the interface between the NI Tourism Industry and Government, advising on the policy interventions needed to support sustainable industry recovery and growth	<ul style="list-style-type: none"> Establish Industry Consultation Forum 	<ul style="list-style-type: none"> Consultative Forum in Place and meeting quarterly in 2022/23
	<ul style="list-style-type: none"> Establish a Strategic Sustainable Tourism Action Group 	<ul style="list-style-type: none"> Sustainable Tourism Action Group in place
	<ul style="list-style-type: none"> Roll out of agreed Covid-19 guidelines if/ when required 	<ul style="list-style-type: none"> Working Safely guidance to be updated and refreshed as required
	<ul style="list-style-type: none"> Support lobbying on APD and the Nationalities and Borders Bill 	<ul style="list-style-type: none"> Liaise with the Home Office and Tourism Ireland on the introduction of the ETA
	<ul style="list-style-type: none"> Work in partnership with DfE to develop a Regenerative Tourism Strategy, which aligns with 10X, and meets the requirements of the NI Tourism sector 	<ul style="list-style-type: none"> Regenerative Tourism Strategy for NI completed
	<ul style="list-style-type: none"> Produce 3 Year Corporate Plan when Strategy and 3-year Budget is agreed 	<ul style="list-style-type: none"> 3 Year Corporate Plan produced (dependent on delivery of Tourism Strategy / 3 year Budget)
	<ul style="list-style-type: none"> Develop a compelling vision that demonstrates the contribution of tourism to both DfE and other Government Department/ ALB's objectives and the rationale for investment in the sector 	<ul style="list-style-type: none"> 'Case for Tourism' Paper developed
	<ul style="list-style-type: none"> Review of legislation and guidelines to support delivery of the Regenerative Tourism Strategy 	<ul style="list-style-type: none"> Legislative amendments adopted as required
	<ul style="list-style-type: none"> Business Events Strategy 	<ul style="list-style-type: none"> Continue to implement the recommendations subject to resources being available

Priority 8: Governance

Objective	Initiative	Deliverable
Ensure effective governance arrangements across the organisation	Prepare the financial accounts with an unqualified audit opinion	<ul style="list-style-type: none"> Unqualified audit opinion
	Review reporting capability of Finance System and develop new reports	<ul style="list-style-type: none"> Produce monthly accurate and timely management reports to stakeholders
	Reintroduce charging for Certification Fees	<ul style="list-style-type: none"> Issue sales invoices in respect of Certification fees from April 2022
		<ul style="list-style-type: none"> Ensure debt management policy adhered to

	Review of current scheme delegations and associated programme approvals guidelines	<ul style="list-style-type: none"> • Internal audit consultancy advice obtained • Request submitted to DfE to review the overall funding framework
	Review the relationship and processes between CPD and TNI to improve the service and turnaround times in respect of procurement guidance for Investment Programmes	<ul style="list-style-type: none"> • Clearly defined agreement in place between TNI and CPD on service delivery
	Develop and rollout training on procurement guidance for project promoters	<ul style="list-style-type: none"> • Training programme delivered by CPD
	Review and update financial Instructions and amend associated policies	<ul style="list-style-type: none"> • Revised Financial Instructions in place
		<ul style="list-style-type: none"> • Amended associated policies in place
	Review Business Case Processes to reflect new 5 Step Process	<ul style="list-style-type: none"> • Develop and roll-out training on the new Business Case process guidance
	Address issues in relation to the time required to obtain approvals from DfE and DoF	<ul style="list-style-type: none"> • Develop a Partnership Agreement with DfE Sponsor Branch to ensure a timelier response
	Ensure Audit recommendations are dealt with within agreed timescale	<ul style="list-style-type: none"> • Audit recommendations completed
	Complete review of HR policies and practices to ensure alignment with NICS	<ul style="list-style-type: none"> • Complete review of pay policies and align all existing TNI policy/procedure to NICS
		<ul style="list-style-type: none"> • Develop a Holiday Pay policy for implementation in Tourism NI as required by NICS
	Work closely with DfE to address any outstanding approvals e.g. Pay and Grading issues	<ul style="list-style-type: none"> • Pay remit for current staff and leavers processed
	Ongoing monitoring and review of security protocols, including the National Cyber Security Centre, Active Cyber Defense Hub and implementing enhanced infrastructure, tools, and processes	<ul style="list-style-type: none"> • NCSC (National Cyber Security Centre) recommendations implemented
		<ul style="list-style-type: none"> • Cyber essentials & GDPR Certification renewed
		<ul style="list-style-type: none"> • Review of cyber security & information Governance policies and processes completed
	Systems security: <ul style="list-style-type: none"> - firewalls on servers - only required services running on servers - good patching practices - good administrator password practices - systems monitoring tools 	<ul style="list-style-type: none"> • Microsoft best practice monitoring implemented, and best practice recommendations undertaken where it is feasible to do so
	Good anti-virus and anti -spam practices & tools in place	<ul style="list-style-type: none"> • DarkTrace AI monitoring to all staff notebooks deployed to actively stop threats to the network
		<ul style="list-style-type: none"> • Sophos and Fortinet Firewalls maintained to their latest supported versions
	Regular awareness updates of security issues among the user population	<ul style="list-style-type: none"> • Ongoing Cybersecurity & Information Governance awareness campaigns delivered for all staff
		<ul style="list-style-type: none"> • A minimum of 4 phishing exercises to test staff cyber awareness undertaken

Priority 9: Transformation Programme		
Objective	Initiative	Deliverable
Organisational Transformation Programme	<ul style="list-style-type: none"> Integrate the range of ongoing activity into an Organisational Transformation Programme 	<ul style="list-style-type: none"> Develop overarching programme incorporating all ongoing activity
		<ul style="list-style-type: none"> Establish an OTP Programme Board to oversee Transformation Projects
Looking after the wellbeing of TNIs workforce	<ul style="list-style-type: none"> Continue to deliver a Staff Health & Wellbeing Programme 	<ul style="list-style-type: none"> Employee survey undertaken
		<ul style="list-style-type: none"> Revised Wellbeing Programme in place
		<ul style="list-style-type: none"> Increased participation in health and wellbeing initiatives by 10%
	<ul style="list-style-type: none"> Develop and Implement a Staff Recognition Scheme 	<ul style="list-style-type: none"> Review of employee recognition at Tourism NI Scope and agree Recognition Scheme based upon review Launch Recognition Scheme
Develop the skills and capability of the Management Team	<ul style="list-style-type: none"> Deliver a Learning and Development Programme 	<ul style="list-style-type: none"> Skills audit aligned to the Organisation Restructure complete Learning & Development plan in place for 2022 onwards
	<ul style="list-style-type: none"> Deliver a Leadership Development Programme 	<ul style="list-style-type: none"> Coaching Programme in place for new senior leadership team
	<ul style="list-style-type: none"> Establish a Tourism Development Academy within Tourism NI 	<ul style="list-style-type: none"> Academy in place
Recruitment & Retention	<ul style="list-style-type: none"> Develop and deliver a Recruitment and Retention Plan 	<ul style="list-style-type: none"> Review of recruitment and onboarding processes
		<ul style="list-style-type: none"> Development of a talent management plan
		<ul style="list-style-type: none"> Review of turnover rates and analysis of ` exit interview data
Transforming the way we work	<ul style="list-style-type: none"> Complete organisational restructure 	<ul style="list-style-type: none"> Phase 1 of the Organisational Restructure plan is complete
	<ul style="list-style-type: none"> Implement Future Ways of Working Policy 	<ul style="list-style-type: none"> Options Paper presented to the Board Develop and introduce a 'ways of working' Policy
IT Transformation	<ul style="list-style-type: none"> Management and ongoing development of secure cloud-based infrastructure 	<ul style="list-style-type: none"> Implementation of cloud-based IT strategy to support information governance and digital and business transformation requirements
	<ul style="list-style-type: none"> Development of resourcing plan to support IT, digital, and organisational change work programmes 	<ul style="list-style-type: none"> IT staff to undertake at least 1 training course to maintain competency in cloud infrastructure and cyber security
Digital Transformation	<ul style="list-style-type: none"> Ongoing provision of data analytics service 	<ul style="list-style-type: none"> Continue to process data from a range of sources to support the insights service
		<ul style="list-style-type: none"> Commence procurement of long-term Data Hub partner
	<ul style="list-style-type: none"> Develop Phase 2 of the Tourism NI Data Hub 	<ul style="list-style-type: none"> Data model in place
		<ul style="list-style-type: none"> Complete a pilot project to develop first iteration of data hub front end

	<ul style="list-style-type: none"> • Roll-out of the CRM system across the organisation to maximise user adoption and transform key business processes 	<ul style="list-style-type: none"> • User adoption roadmap developed • Event Management App live • Business Solutions and Golf teams onboarded • ReviewPro integration with CRM complete • Dynamics development long-term contract in place • Commence onboarding of Q&S to CRM
	<ul style="list-style-type: none"> • Provide Digital Leadership to tourism stakeholders 	<ul style="list-style-type: none"> • Ongoing quarterly round table meetings with councils
Corporate Brand	<ul style="list-style-type: none"> • Roll out new Tourism NI corporate brand 	<ul style="list-style-type: none"> • New corporate brand launched