

# Tourism NI Operating Plan & Summary Budget Allocation 2025/26

# Policy Context

Tourism Northern Ireland's annual Operating Plan is set in the context of a number of key government policies and departmental plans, including;

[Programme for Government 2024-2027 Our Plan: Doing What Matters Most](#)

[DfE Business Plan 2024-25](#)

[DfE Sub-Regional Economic Plan](#)

## Economy Minister's Economic Vision Objectives

1. Increase the proportion of working age people in **Good Jobs**.
2. Promote **Regional Balance** so that everyone, no matter where they live, should have the same opportunity to earn a living.
3. A fundamental driver of overall living standards is to **Raise Productivity**.
4. Reduce **Carbon Emissions** in order to transition to a greener and more **sustainable** economy, generating prosperity for all.

As part of the Minister's Economic Vision, a Tourism Partnership Board (TPB) was established in September 2024 to support the development and delivery of a Tourism Vision & Action Plan: 10-Year Plan. Tourism Northern Ireland was a member of the TPB and takes the lead in a number of actions in the [Tourism Vision & Action Plan: 10-Year Plan](#) that was launched in January 2025.

The Tourism Northern Ireland Corporate Plan for 2025/28 and the Operating Plan 2025/26 are aligned to the Tourism Vision & Action Plan: 10-Year Plan.

## Tourism Vision & Action Plan: 10-Year Plan: Goals

BY 2035:

GROW **OVERNIGHT TOURISM** EXPENDITURE

BY **67%** TO **£2BN**

(OVERNIGHT EXPENDITURE 2023: £1.2BN)

GROW **DAY TRIP** EXPENDITURE

BY **36%** TO **£1.5BN**

(DAY TRIP EXPENDITURE APRIL 2023 - MARCH 2024: £1.1BN)

*Source: NISRA*

# Tourism Northern Ireland's Mission

Our mission is to support the development of a productive, regionally balanced and sustainable tourism industry for all people and places in Northern Ireland which provides workers with good jobs and enriches its people, its economy and its guests.

## We will do this through:

- ❖ Supporting our industry to raise productivity and grow sustainably.
- ❖ Promoting Northern Ireland as a must-see destination to markets which offer the greatest potential for growth.
- ❖ Developing a tourism ecosystem that presents opportunities for all, bringing economic and community benefit through good jobs and regional balance across Northern Ireland.
- ❖ Supporting the tourism sector to become greener, working towards net zero and contributing to the sustainable development of our built and natural environment.
- ❖ Supporting the development of authentic tourism experiences which bring our unique landscape and heritage to life in an invigorating, responsible and sustainable way.
- ❖ Looking after our people ensuring they have good jobs and that we engage good management practices.
- ❖ Transforming the way we work.

# Tourism NI Strategic Framework 2025/28



<b>Tourism Northern Ireland Goal</b> <b>By 2028: Support the industry to grow the domestic market by 2% year on year and achieve a 10 percent value share of ROI trips on the Island of Ireland</b>			
<b>Five Strategic Objectives:</b>	<b>1. Regional Balance:</b> a balance between urban, rural, and coastal destinations - ensuring that investment and economic activity is spread broadly across Northern Ireland, and not overly concentrated in the capital city of Belfast and a concentration of honeypot areas.... Regional Balance is not about displacement – it is about generating new growth.		
	<b>2. Good Jobs:</b> secure, flexible, rewarding employment with supportive employers, offering opportunities for skills development and career progression where wellbeing is valued.		
	<b>3. Productivity:</b> a competitive tourism industry that offers a compelling proposition, is innovative, and maximises resources and the potential of our assets throughout the year.		
	<b>4. Sustainability:</b> a tourism industry that is economically, environmentally and socially sustainable.		
	<b>5. Strong Organisational Capability:</b> Tourism NI is an effective, diverse, innovative and impactful organisation for which people are proud to work.		
<b>Through the development and marketing of:</b>	<b>An internationally compelling destination focusing on our Landscape, Heritage, History &amp; Culture and world class Food &amp; Drink offer</b>		
<b>Resulting in:</b>	<b>Visitors Staying Longer, Spending More, All Year Round, Across the Region</b>		
<b>Enabled by:</b>	<ul style="list-style-type: none"> <li>All Island Collaboration</li> </ul>	<ul style="list-style-type: none"> <li>Insights and Data Analytics</li> </ul>	<ul style="list-style-type: none"> <li>Industry Capacity Building</li> </ul>
	<ul style="list-style-type: none"> <li>Local Network Building</li> </ul>	<ul style="list-style-type: none"> <li>Supportive Policy Environment</li> </ul>	<ul style="list-style-type: none"> <li>Supporting Sales Growth</li> </ul>
	<ul style="list-style-type: none"> <li>Strategic Leadership through Stakeholder Engagement</li> </ul>	<ul style="list-style-type: none"> <li>Product Development</li> </ul>	<ul style="list-style-type: none"> <li>Stimulating Consumer Demand</li> </ul>

# 2025/26 Budget & Operating Plan Reporting

## Budget

- For 2025/26, Tourism NI received an opening resource allocation of £23.9m.
- A capital allocation of £3.7m was made, the vast majority of the which is ring-fenced for the DNA project within the Derry City and Strabane City Deal.
- A further £18.5m has also been allocated to Tourism Ireland for Grant in Aid Expenditure.

## Reporting

The Operating Plan details the specific KPIs that each of the initiatives will be measured by. **These KPIs are both output and outcome based depending on the nature of the initiative.**

- Each initiative within the Plan is owned by a Directorate and Team who are responsible for delivery and reporting on progress on a quarterly basis. Individual Teams develop an annual Unit Plan to manage their workstreams across potentially multiple initiatives.
- Through the annual Performance Review process, individual team members have annual performance objectives that align with team, directorate, and ultimately corporate objectives.

- Managers, Heads of Departments and Directors provide **quarterly update reports on performance against initiative KPIs.** Performance for each initiative is reported on using the RAG system and a short narrative is provided.
- These reports **are reviewed and approved** by the Executive Leadership Team and are submitted to the Board for approval. The reports are discussed as a standing agenda item with DfE officials at the quarterly Oversight and Liaison meetings.
- Tourism NI's **Corporate Risk Register is aligned to the objectives in the Corporate Plan and Operating Plan** to ensure that any risk or uncertainty linked to delivery is identified, managed, and effectively controlled or mitigated where possible.
- The four directorates will report on KPIs for a total of **39 Initiatives** (45 in 24/25).

Initiatives by Directorate	
Strategic Development	19
Marketing	10
Events	2
Corporate Services	8
<b>Total</b>	<b>39</b>

# 2025/26 Operating Plan: Objectives

Each of the initiatives included in the Operating Plan is aligned to one or more of the five objective areas detailed below.

The first four are based on the Objectives in the Minister's Economic Vision and Tourism Vision & Action Plan: 10-Year Plan. The definitions provided below are Tourism NI's own interpretation. These Objectives are delivered by the Strategic Development, Marketing and Events directorates. Strong Organisational Capability refers to Tourism NI's performance as an organisation and the ambitions that we have. Initiatives here are delivered, in the main, by the Corporate Services directorate.

**1. Regional Balance:** a balance between urban, rural, and coastal destinations - ensuring that investment and economic activity is spread broadly across Northern Ireland, and not overly concentrated in the capital city of Belfast and a concentration of honeypot areas.... Regional Balance is not about displacement – it is about generating new growth.

**2. Good Jobs:** secure, flexible, rewarding employment with supportive employers, offering opportunities for skills development and career progression where wellbeing is valued.

**3. Productivity:** a competitive tourism industry that offers a compelling proposition, is innovative, and maximises resources and the potential of our assets throughout the year.

**4. Sustainability:** a tourism industry that is economically, environmentally and socially sustainable.

**5. Strong Organisational Capability:** Tourism NI is an effective, diverse, innovative and impactful organisation for which people are proud to work.

Workstreams/ sub themes are identified under each Objective, grouping related initiatives and KPIs together in alignment with the Corporate Plan. Several initiatives can deliver against more than one objective and where this occurs it is highlighted, e.g. + **Productivity**. Those initiatives/ actions where Tourism NI takes the lead or works in collaboration with partners, which are detailed in the Tourism Vision & Action Plan: 10 - Year Plan, are also highlighted, e.g. **(Action 4)**.

# Objective 1. Regional Balance

**Outcome:** *‘Regional Balance - a balance between urban, rural, and coastal destinations - ensuring that investment and economic activity is spread broadly across Northern Ireland, and not overly concentrated in the capital city of Belfast and a concentration of honeypot areas....*

*Regional Balance is not about displacement – it is about **generating new growth.**’*

## Stimulating Demand

Initiatives	KPIs (Target completion date is Q4 unless otherwise stated)
1 Promote Northern Ireland as a short-break destination in the domestic and the Republic of Ireland markets through integrated marketing campaigns that drive visitor growth and revenue and support regional and seasonal balance. + <b>Productivity</b>	1. Successfully appoint agency roster for advertising, design and marketing services (Q1). 2. Return on Marketing Investment of campaign(s) £45:£1; 80% of campaign content ex Belfast; generate positive PR reach with Impact score of 85 (£4 million weighted PR value equivalent); generate 3 million social media engagements. (minimum one campaign) 3. Joint plan agreed with FI how Fermanagh will be promoted within IHH (Q1). 4. Digital marketing and PR campaign aligned to peace tourism (Q3).
2 Continue to deliver discovernorthernireland.com, to inspire and drive interest and visits to Northern Ireland as a destination.	1. Migration of content complete and go live of new discovernorthernireland.com, and baseline tracking of agreed KPIs in place (Q3). 2. Content structured to align with agreed regional approach and tracking in place (Q2). 3. New dedicated section in place promoting peace tourism (Q2). 4. Mutual links between Fermanagh content on discovernorthernireland.com and IHH content on discoverireland.com (Q3). 5. New shared content pool in place in collaboration with TI and FI and baseline tracking of agreed KPIs.
3 In collaboration with Tourism Ireland, promote Northern Ireland in overseas markets through international media familiarisation (fam) trips.	1. Deliver 300 Media Familiarisation trips to generate £75 million positive PR or an equivalent measure. 2. Develop a programme of group fam trips aligned to the agreed regional approach. 3. Support Tourism Ireland with Slow Tourism Month fam trip itineraries. 4. Develop a suite of itineraries on the theme of peace tourism (Q2). 5. Move to peace/ brands activities (Q3).
4 Support Tourism Ireland to promote sustainable tourism experiences in overseas markets.	1. Promote NI tourism businesses who are best practice examples to consumers on discovernorthernireland.com, PR, social media and campaigns and to MICE and travel trade in line with legal advice.

# Destination & Product Development

Initiatives	KPIs (Target completion date is Q4 unless otherwise stated)
<p>5 Lead the development of stewardship plans for priority tourism destinations across NI, building on existing collaborative working with Councils and other key stakeholders. <b>(Action 4)</b></p>	<ol style="list-style-type: none"> <li>1. Agree a bespoke Destination Stewardship Framework for NI, including defined destination geographies.</li> <li>2. Establish a pilot Destination Stewardship Plan for one destination.</li> </ol>
<p>6 Oversee and support the successful delivery of the major new tourism investment projects identified within the four City and Growth Deals across NI on behalf of DfE. <b>+ Good Jobs (Action 8)</b></p>	<ol style="list-style-type: none"> <li>1. Develop and support all approved tourism related City &amp; Growth Deal projects to meet key milestones and fulfil conditions within their respective contracts for funding.</li> <li>2. Secure Approval for the Belfast Stories Outline Business Case (OBC) by March 2026.</li> <li>3. Support the Destination Royal Hillsborough project to secure DoF approval for changes to the scale and scope of the project by December 2025.</li> <li>4. Secure Full Business Case Approval for the Derry on the North Atlantic project by September 2025.</li> </ol>
<p>7 Develop new capital investment and development programmes to support new and enhanced tourism experiences drawing on the recommendations of the NI Product Review. <b>(Action 3)</b></p>	<ol style="list-style-type: none"> <li>1. Carry out creativity and ideation session(s) to identify and generate investment ideas and proposals.</li> <li>2. Scope out a new programme to assess the feasibility of new product development proposals.</li> </ol>
<p>8 Deliver an effective service for the certification and grading of visitor accommodation and visitor experiences in order to drive quality and good practice across the sector.</p>	<ol style="list-style-type: none"> <li>1. Consultation completed on new/revised visitor accommodation certification categories.</li> <li>2. Pilot phase launched of a new visitor experience grading scheme with 10-15 businesses (subject to approval and appropriate legislation being put in place).</li> </ol>
<p>9 Review the future regulation and classification of the visitor accommodation sector to inform DfE and related policy areas.</p>	<ol style="list-style-type: none"> <li>1. Complete a review of the visitor accommodation grading scheme.</li> <li>2. Implement the short-term recommendations arising from the external review of the accommodation certification scheme.</li> <li>3. Preparation work in place for the introduction of a new fee structure for Certification and Grading to be operational by 1st April 2026.</li> </ol>
<p>10 Encourage investment in, and the provision of, new and enhanced visitor accommodation which can support growth in visitor spend and regional spread across NI. <b>+ Good Jobs (Action 6)</b></p>	<ol style="list-style-type: none"> <li>1. External assessment completed (Q1).</li> <li>2. New powers adopted by Tourism NI (Q4).</li> </ol>

## Destination & Product Development

Initiatives	KPIs (Target completion date is Q4 unless otherwise stated)
<p>11 Support the development of innovative tourism experiences to underpin our brand proposition, with a particular focus on those businesses with significant growth potential, and the regional development of experiences in Food &amp; Drink, Culture &amp; Heritage, and Outdoor &amp; Activities. <b>+ Productivity</b></p>	<ol style="list-style-type: none"> <li>1. Experience Brand Portfolio: 75% of growth businesses located outside of Belfast, 6% annual growth in turnover on average of growth businesses. Baseline: 89 businesses 2023/24.</li> <li>2. Deliver year 2 actions set out in the Visitor Experience Development Plans for Food and Drink, Culture and Heritage, and Outdoors and Activities, KPIs to be agreed and baselines established.</li> </ol>
<p>12 Define and deliver a shared approach to realising the potential of Peace Tourism, in partnership with key stakeholders. <b>(Action 2)</b></p>	<ol style="list-style-type: none"> <li>1. Stakeholder working group established and TOR agreed.</li> <li>2. Shared approach &amp; priority markets agreed and shared with key industry.</li> <li>3. Experience gaps and opportunities identified.</li> <li>4. Principles of storytelling of the past co-designed and agreed for wider roll out in Q4.</li> </ol>
<p>13 Continue to optimise the potential of Screen Tourism to secure added value.</p>	<ol style="list-style-type: none"> <li>1. Facilitate the Game of Thrones Studio Tours Collaboration Group with quarterly meetings.</li> <li>2. Develop a shared plan with NI Screen on current and future opportunities.</li> <li>3. Deliver the SCENEic Locations Map.</li> </ol>
<p>14 Lead an NI development plan for the luxury segment in order to capitalise on opportunities in this area.</p>	<ol style="list-style-type: none"> <li>1. Deliver further luxury experience development programme with learnings from initial roll out.</li> <li>2. Partner with NIHF to provide opportunities for clustering of luxury accommodation and experiences to facilitate cross selling.</li> <li>3. Develop a holistic Luxury opportunity plan encompassing development work and marketing opportunity, with key partners such as TI, NIHF and industry.</li> </ol>

## Economic & Industry Development

Initiatives	KPIs (Target completion date is Q4 unless otherwise stated)
15 Deliver the NI Golf Tourism Strategy including a programme of B2B Golf sales missions.	<ol style="list-style-type: none"> <li>1. Deliver 4 x FAMS/30 specialist Golf Tour Operators across all key golf markets.</li> <li>2. Attend 6 Golf Trade Shows across all key markets and provide a minimum 50 industry opportunities.</li> <li>3. Attend a minimum of 5 golf consumer events to provide a minimum of 20 industry opportunities.</li> <li>4. Achieve 5% growth in golf tourism value in 2025 v 2024 (Baseline: £68.2m golf tourism value 2023)</li> </ol>
16 Develop a Travel Trade Strategy to maximise revenue for Northern Ireland.	<ol style="list-style-type: none"> <li>1. Travel Trade Strategy development complete.</li> <li>2. Report published and launched to industry.</li> <li>3. Work with DfE to scope and secure approvals for financial supports for operators to encourage regional programming across NI.</li> </ol>
17 Develop and deliver an industry focused Accessible & Inclusive Tourism Programme. + <b>Productivity</b> + <b>Sustainability</b>	<ol style="list-style-type: none"> <li>1. Deliver regional workshops on toolkits targeting min 100 attendees.</li> <li>2. Minimum 100 badges awarded on Inclusive Tourism modules on MyTourismNI.</li> <li>3. Delivery of a partner activity in this area - i.e. Tour Guiding for Deaf.</li> </ol>

## Cross Border Collaboration

18 Collaborate with Failte Ireland and Tourism Ireland to explore opportunities for NI tourism businesses aligned to the FI experience brands. + <b>Productivity (Action 9)</b>	<ol style="list-style-type: none"> <li>1. Work with Failte Ireland to allow use of Failte Ireland's experience brands by eligible industry members in NI and agree a plan for one of the experience brands (Q3).</li> </ol>
19 Work in partnership with Tourism Ireland and Failte Ireland to deliver a programme of activity to build synergies, brand collaboration and route development. + <b>Productivity (Action 9)</b>	<ol style="list-style-type: none"> <li>1. Agree and Communicate CCR audit findings with relevant stakeholders.</li> <li>2. Implement audit recommendations to include route infrastructure and Discover Point Development.</li> <li>3. Small Grants Scheme - Oversee Coast to Coast scheme for tourism business on CCR.</li> <li>4. Support assessment of applications to award Letters of Offer to successful projects in partnership with TI and FI.</li> <li>5. Manage and monitor project initiation on all projects within NI.</li> <li>6. Progress discussions on Shared Island proposals on potential IHH bid. Assess opportunities on IAE.</li> </ol>

## Cross Border Collaboration

Initiatives	KPIs (Target completion date is Q4 unless otherwise stated)
<p>20 Working with partners, develop and deliver an innovative B2B programme of sales and marketing activity to support the NI tourism industry to increase programming from international operators. + Productivity</p>	<ol style="list-style-type: none"> <li>1. Deliver Meet the Buyer event.</li> <li>2. Deliver ITOA Workshop.</li> <li>3. Fam programme delivered in collaboration with TI, aligned to regional approach. 80% satisfaction from industry /45% of operators committing to increased programming.</li> </ol>

## Major Events, Event Development & Delivery

<p>21 Develop a strategic approach to support the development of a long-term programme of events for the North capable of contributing to the delivery of the Minister's economic vision to maximise to benefits to Northern Ireland and support the ambitions set out in the Tourism Vision to 2035. <b>(Action 7)</b></p>	<ol style="list-style-type: none"> <li>1. Develop a strategic approach to support the development of a long-term programme of tourism events realise the ambitions set out in the Tourism Vision and Action Plan (Q2).</li> <li>2. Agree approach with DfE and secure necessary resources to deliver (Q3).</li> <li>3. Explore with partners the potential to develop all island event initiatives that will support the ambitions set out in the Tourism Vision and Action Plan.</li> <li>4. Feasibility study/ies to inform future bidding undertaken and prospective bids identified.</li> <li>5. Appraisals and preliminary activity as agreed with DfE taken forward. (subject to DfE agreement and securing necessary budget/resource to do so).</li> <li>6. Deliver bespoke KPIs for each major event from the following: economic impact achieved/ return on investment achieved/ Net Promoter Score achieved/ civic pride rating achieved.</li> </ol>
<p>22 Deliver a Tourism Events Support Programme to events, that will enhance the destination profile, increase visitor numbers and bednights from key markets, increase spend, and encourage regional spread. + Productivity</p>	<ol style="list-style-type: none"> <li>1. Shape and develop TNI support schemes and development activity where relevant (Q1).</li> <li>2. Launch and roll out schemes for future years (Q2).</li> <li>3. Work in collaboration with Tourism Ireland and Failte Ireland on the proposal to position the island of Ireland as the Home of Halloween:               <ul style="list-style-type: none"> <li>- Develop a three-year tri-agency plan to approval, securing necessary resources to deliver (Q2).</li> <li>- Deliver Year 1 Plan in partnership with FI, TI and NI partners (subject to budget).</li> </ul> </li> <li>4. All international level funded events to achieve a minimum 10% Out of State visitors, and a minimum return on TNI's investment of 10:1.</li> </ol>

# Objective 2. Good Jobs

*Outcome: ‘Good Jobs that offer secure, flexible, rewarding employment with supportive employers, offering opportunities for skills development and career progression where wellbeing is valued.’*

## Skills Development & Industry Support

Initiatives	KPIs (Target completion date is Q4 unless otherwise stated)
23 Support DfE in the development and delivery of a Tourism Skills Action Plan which can provide a blueprint for collective activity over the next 10 years. + <b>Productivity (Action 10)</b>	<ol style="list-style-type: none"><li>1. Skills Action Plan co-designed &amp; launched.</li><li>2. Establish a Tourism Skills Steering Group, to meet twice per year.</li><li>3. Develop a set of prioritised recommendations with an agreed action plan.</li></ol>
24 Continue to promote tourism careers in order to support employee recruitment and retention across the sector.	<ol style="list-style-type: none"><li>1. Increase positive perceptions of the sector by a minimum 1 percentage point and increase the percentage of respondents who consider that Tourism and Hospitality will grow as a provider of permanent jobs by a minimum of 1 percentage point.</li></ol>
25 Build individual and team capability and expertise and embed good practice in employee development across the sector.	<ol style="list-style-type: none"><li>1. MyTourismNI e-learning platform - 150 additional onboarded learners, 50% achieving badges, 70% of learners outside of Belfast.</li><li>2. Employer Excellence Programme procured and ready for launch (Q3).</li><li>3. 10 Tourism businesses recruited to commence Employer Excellence Programme.</li></ol>

# Objective 3. Productivity

*Outcome: a competitive tourism industry that offers a compelling proposition, is innovative, and maximises resources and the potential of our assets throughout the year.*

## Industry Capacity Building

Initiatives	KPIs (Target completion date is Q4 unless otherwise stated)
26 Work in collaboration with Tourism Ireland/ DMCs and stakeholders within the industry to help them to secure Incentive Business and Corporate meetings for operators. <b>(Action 12)</b>	<ol style="list-style-type: none"><li>1. Implement sales and marketing activity plan in international markets alongside Tourism Ireland.</li><li>2. Work with DfE to scope and secure approvals for additional financial supports to encourage regional programming of MICE (meetings, incentive, conferences and events) business across NI.</li></ol>

## Innovation in Tourism

27 Deliver an Innovate Tourism Growth Programme aligned to Innovate NI framework.	<ol style="list-style-type: none"><li>1. An additional 30 tourism businesses holding a level of recognition.</li><li>2. Deliver a series of regional roadshows attracting min 100 attendees.</li><li>3. Embed Innovation Recognition in a minimum two further TNI internal programmes. Baseline: 52 tourism businesses in 2024/25 holding an innovation recognition. Innovation Recognition embedded in Distillery Development Programme.</li></ol>
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## Growing Business Events & B2B Sales

28 Work with Visit Belfast and Visit Derry to deliver recommendations within the Business Tourism Strategy that support the industry in securing conferences and business meetings for NI, and to support cruise tourism. <b>(Action 12)</b>	<ol style="list-style-type: none"><li>1. Through Conference and Business meetings work with Visit Belfast and Visit Derry to:<ul style="list-style-type: none"><li>- Generate economic benefits of £37 million for Belfast.</li><li>- Generate economic benefits of £1.6 million in Derry.</li></ul></li><li>2. Explore with a range of stakeholders the potential to hold a peace tourism focussed conference in Northern Ireland.</li></ol>
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# Objective 4. Sustainability

*Outcome: A tourism industry that is economically, environmentally, and socially sustainable*

## Reducing the Sector's Carbon Footprint

Initiatives	KPIs (Target completion date is Q4 unless otherwise stated)
29 Deliver a Climate Action Programme to embed good practice across the tourism industry. <b>(Action 16)</b>	<ol style="list-style-type: none"><li>1. Phase 1 of Carbon Calculator programme - partner with a relevant stakeholder group to support a minimum 10 businesses engaged and progressing calculator (dependent on receiving calculator from FI in Q1).</li><li>2. Climate Action/ Sustainability Programme 2025 - relaunch of programme supports engaging min 100 businesses with 90% satisfaction.</li><li>3. Continue to deliver programme with a minimum 30 tourism businesses participating with a minimum of 25 Level 4 certifications awarded.</li><li>4. Sustainable Tourism Business Programme - Graduate Cluster initiative in place to support the development of sustainable champions.</li></ol>
30 Work in partnership with Failte Ireland and Tourism Ireland to develop a sustainability accreditation scheme or alternative in order to drive climate action and showcase the destination. <b>(Action 17)</b>	<ol style="list-style-type: none"><li>1. Monitor developments in sustainability accreditation.</li><li>2. Agree an updated approach with Failte Ireland and Tourism Ireland.</li></ol>

# Objective 5. Strong Organisational Capability

*Outcome: Tourism NI is an effective, diverse, innovative, and impactful organisation for which people are proud to work*

## People & Organisational Development

Initiatives	KPIs (Target completion date is Q4 unless otherwise stated)
31 Implement the Tourism NI People Strategy in response to industry demands, market conditions and technological change.	Implement the Tourism NI People Strategy: <ol style="list-style-type: none"><li>1. Deliver programme of activity detailed in action plans agreed for workplace accreditations.</li><li>2. Implementation of new values-based performance management processes.</li><li>3. Establish an SMT framework (Q1); review effectiveness.</li><li>4. Enhance capability at management level via tailored learning and development programmes.</li><li>5. Delivery of the Health and Wellbeing activity plan including employee Health Checks.</li></ol>

## Finance, Governance & Procurement

32 Ensure compliance with all DoF financial, governance guidance and risk management processes.	<ol style="list-style-type: none"><li>1. Unqualified Audit Opinion; Satisfactory rating in all Internal Audit Reports.</li><li>2. Achieve an overall Satisfactory IAS Procurement rating for the year.</li><li>3. Review all policies due for renewal as per Policy Review Schedule.</li><li>4. New Risk Register developed and implemented.</li></ol>
33 Work with DfE in the development of a new funding scheme, which includes provision for Selective Financial Assistance. <b>(Action 5)</b>	<ol style="list-style-type: none"><li>1. Obtain DfE and DoF approval of the new Funding Scheme, which includes provision for Selective Financial Assistance.</li></ol>
34 Explore ways of sharing Shared Services with other DfE ALBs in consultation with DfE.	<ol style="list-style-type: none"><li>1. Explore ways of sharing Shared Services with other DfE ALBs in consultation with DfE.</li></ol>

## Digital & IT Services

Initiatives	KPIs (Target completion date is Q4 unless otherwise stated)
35 Provide Digital & IT services to enable staff deliver the Corporate Plan objectives.	<ol style="list-style-type: none"><li>1. Successfully merge Digital and IT team.</li><li>2. Develop an updated Digital &amp; IT strategy and begin implementation.</li></ol>
36 Improve information management methodology to deliver improvement and compliance, and exploit AI technologies to improve organisational efficiencies.	<ol style="list-style-type: none"><li>1. Based on compliance work from 2024-25, develop a plan to address shortfalls.</li><li>2. Develop a framework for how TNI structures its information assets to make it easier to manage complex information and a taxonomy (metadata) to support how it describes the information.</li><li>3. Achieve all milestones of the Q&amp;S project to prepare for deployment in Q1 2026-27.</li><li>4. Identify AI use case scenarios to be tested for pilot projects (Q2).</li><li>5. Run selected pilot projects and determine business benefits.</li></ol>

## Communications & Stakeholder Engagement

37 Deliver a comprehensive communications and engagement plan to increase understanding of the impact of the organisation's work and the contribution of the tourism sector to the NI economy and local communities.	<ol style="list-style-type: none"><li>1. Annual stakeholder engagement plan delivered.</li><li>2. Stakeholder Satisfaction Survey Action Plan for 25/26 activities implemented.</li></ol>
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## Strategy & Policy

38 Deliver a high quality, robust evidence base for TNI, industry and stakeholders to help inform policy and strategy development and operational decisions.	<ol style="list-style-type: none"><li>1. Deliver a minimum of two waves of consumer sentiment research, two industry surveys, four editions of Tourism 360.</li><li>2. Develop infrastructure and framework and establish baseline for the Tourism Research &amp; Insights Platform KPIs.</li></ol>
39 Implement the Environmental, Social, Governance (ESG) Framework for Tourism NI.	<ol style="list-style-type: none"><li>1. Develop 3 Year ESG Action Plan and KPIs (Q2).</li><li>2. Implement 25/26 actions.</li></ol>