

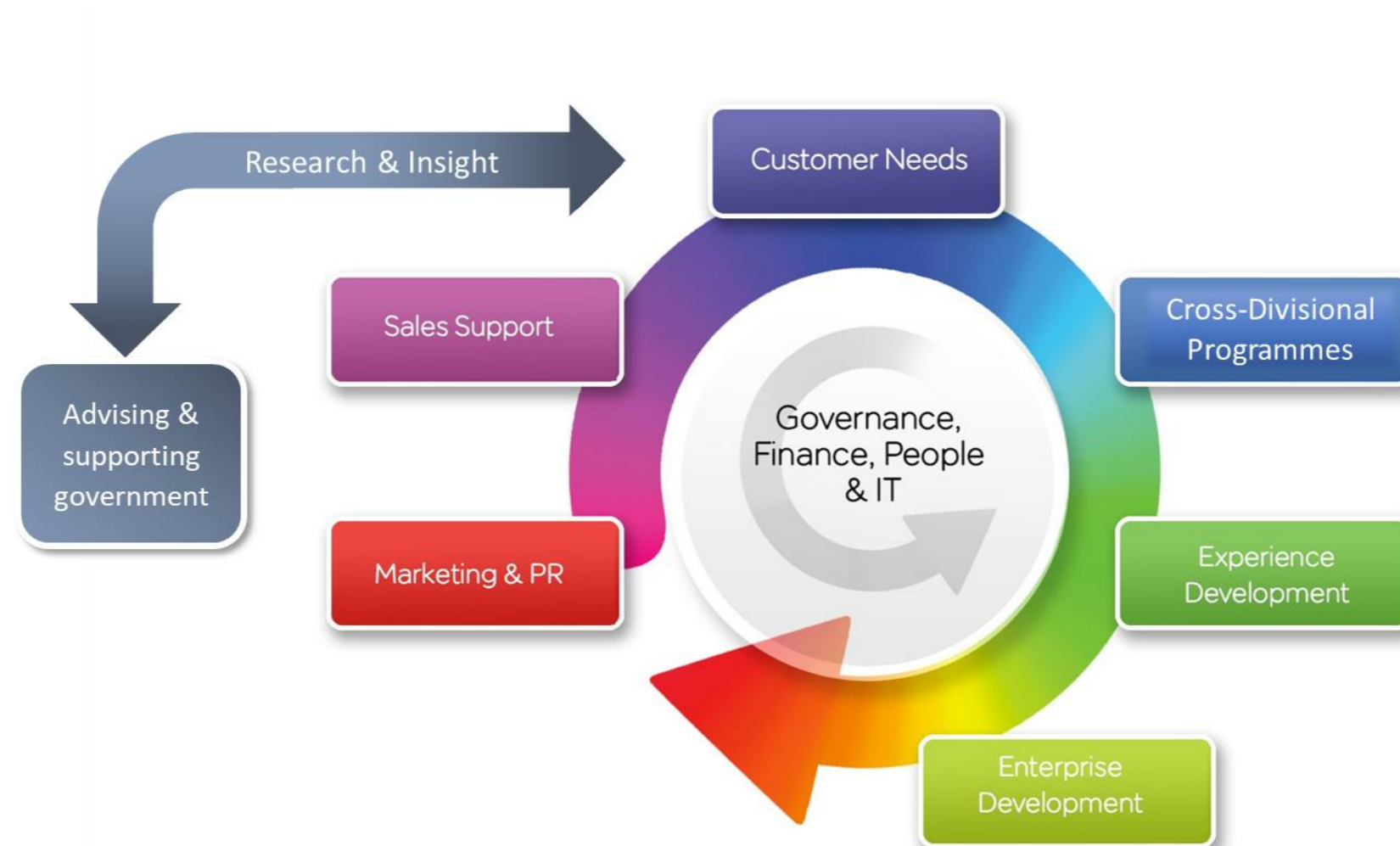
## TOURISM NI – 2021/22 OPERATING PLAN

**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	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 recover</b></p> <p><i>Supporting key outcomes:</i></p> <ul style="list-style-type: none"> <li>• <b>A Supportive Policy Environment created</b></li> <li>• <b>Connectivity safeguarded</b></li> <li>• <b>Business capability enhanced</b></li> <li>• <b>Regional competitiveness enhanced</b></li> <li>• <b>Consumer confidence created</b></li> <li>• <b>Skills of the workforce enhanced</b></li> </ul>	<ul style="list-style-type: none"> <li>• Put in place an Industry Consultation Forum to support the delivery of the Tourism Recovery Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Consultative Forum in Place and meeting regularly throughout 2021/22</li> </ul>
	<ul style="list-style-type: none"> <li>• Work in collaboration with DfE, Government Departments, representative bodies and industry 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>• Input provided to shape NI Executive Reopening Plan</li> <li>• Guidelines agreed produced and rolled out to industry</li> </ul>
	<ul style="list-style-type: none"> <li>• Support the Lobby for extension of the Job Retention Scheme until the requirement for restrictions requiring business closures are removed</li> </ul>	<ul style="list-style-type: none"> <li>• Job Retention Scheme has been extended</li> </ul>
	<ul style="list-style-type: none"> <li>• Support the lobby for extension of VAT reduction until 31 March 2023</li> </ul>	<ul style="list-style-type: none"> <li>• VAT Rate retained at 12.5% until 31 March 2023</li> </ul>
	<ul style="list-style-type: none"> <li>• To support any lobby for the suspension of APD on flights within the UK</li> </ul>	<ul style="list-style-type: none"> <li>• APD on UK flights suspended</li> </ul>
	<ul style="list-style-type: none"> <li>• Work in collaboration with DfE in the production of a medium to long term Regenerative Tourism Strategy for NI</li> </ul>	<ul style="list-style-type: none"> <li>• Regenerative Tourism Strategy for NI delivered</li> </ul>
	<ul style="list-style-type: none"> <li>• Secure funding for a Business Events Support Scheme</li> </ul>	<ul style="list-style-type: none"> <li>• Funding has been secured</li> </ul>
	<ul style="list-style-type: none"> <li>• Secure funding for a Post COVID-19 Kick Start Programme for Experience and Activity Providers</li> </ul>	<ul style="list-style-type: none"> <li>• Funding has been secured</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop and launch a Visitor Charter</li> </ul>	<ul style="list-style-type: none"> <li>• Launch a Visitor Charter upon re-opening</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop and submit Business Cases for any additional funding to the NI tourism sector, as required</li> </ul>	<ul style="list-style-type: none"> <li>• Additional funds to support Tourism NI COVID-19 response activities</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop and implement an Experience Development Fund to support businesses in adapting to changing consumer demands, new market opportunities and a changing business operating environment</li> </ul>	<ul style="list-style-type: none"> <li>• Experience Development Programme 20/21 completed</li> </ul>
		<ul style="list-style-type: none"> <li>• Experience Development Programme 21/23 approved and launched</li> </ul>
	<ul style="list-style-type: none"> <li>• Work in partnership to secure extension to the We're Good to Go Scheme in 2021</li> </ul>	<ul style="list-style-type: none"> <li>• Extension to scheme secured with UK Partners</li> </ul>
	<ul style="list-style-type: none"> <li>• Support the development of an industry wide training programme to provide businesses with the skills required to respond to new market opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• An Industry wide Training Programme exists</li> </ul>
<ul style="list-style-type: none"> <li>• Work in collaboration with DfE in the formalize the Tourism Events Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Events Strategy published</li> </ul>	

Priority 2: Customer Needs (Research & Insights)		
Objective	Initiative	Deliverable
<p><b>To ensure that Tourism NI and its stakeholders fully understand its customers in the domestic and ROI marketplace</b></p> <p><i>Supporting key outcomes:</i></p> <ul style="list-style-type: none"> <li>Consumer confidence created</li> </ul>	<ul style="list-style-type: none"> <li>Deliver an agile Research and Insights Programme to provide a robust evidence base for TNI, industry and stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Consumer sentiment and behaviour metrics for NI and ROI consumers and key target segments effectively monitored</li> </ul>
		<ul style="list-style-type: none"> <li>Industry Panel as part of the TRWG progression to a consultative group established and a regular cycle of industry feedback developed</li> </ul>
		<ul style="list-style-type: none"> <li>A suite of insights materials developed to share both internally and with stakeholders to promote the Tourism 360 brand and deliver tourism insights to become a recognised official source</li> </ul>
		<ul style="list-style-type: none"> <li>A research and insights procurement framework developed through CPD to allow agile commissioning of projects</li> </ul>
<p><b>To ensure that Tourism NI and its stakeholders fully understand its customers in the domestic and ROI marketplace</b></p>	<ul style="list-style-type: none"> <li>Develop Phase 2 of the Tourism NI Data Hub to provide the essential data analytics required by the industry to respond to market conditions</li> </ul>	<ul style="list-style-type: none"> <li>Data model and first iteration of industry self-service dashboard in place</li> </ul>

Priority 3: Cross - Divisional Programmes		
Objective	Initiative	Deliverable
<p><b>To deliver a range of cross functional strategic programmes</b></p> <p><i>Supporting key outcomes:</i></p> <ul style="list-style-type: none"> <li>Consumer confidence created</li> <li>Business capability enhanced</li> </ul>	<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</li> </ul>
		<ul style="list-style-type: none"> <li>TNI applying segmentation to all marketing activities</li> </ul>
		<ul style="list-style-type: none"> <li>Community Engagement Programme in place</li> </ul>
	<ul style="list-style-type: none"> <li>Review of ROI Recovery Taskforce</li> </ul>	<ul style="list-style-type: none"> <li>Roll out of ROI Recovery Taskforce recommendations in light of consumer sentiment research</li> </ul>
		<ul style="list-style-type: none"> <li>TNI applying segmentation to all marketing activities</li> </ul>
	<ul style="list-style-type: none"> <li>EAGS Implementation Plan</li> </ul>	<ul style="list-style-type: none"> <li>Review Embrace a Giant Spirit in light of COVID-19</li> </ul>
<ul style="list-style-type: none"> <li>Agree and implement 2021/22 priorities</li> </ul>		
<ul style="list-style-type: none"> <li>Development and Roll-out of CRM System</li> </ul>	<ul style="list-style-type: none"> <li>Identify and implement top 3 priority areas</li> </ul>	

## Priority 4: Experience Development

Objective	Initiative	Deliverable
<p><b>To develop and grow the collection of NIEAGS experiences and collaborative networks</b></p> <p><i>Supporting key outcomes:</i></p> <ul style="list-style-type: none"> <li>Regional competitiveness enhanced</li> </ul>	<ul style="list-style-type: none"> <li>Continue to embed the Experience Development Framework to support industry developed market-led experiences across NI with Brand Ambassadors across all 11 local Authorities</li> </ul>	<ul style="list-style-type: none"> <li>Local Authority Brand Ambassador Forum on a quarterly basis</li> <li>11 Partnership Programmes agreed</li> <li>40 Health checks undertaken</li> <li>Experience Development Support Programmes agreed:               <ul style="list-style-type: none"> <li>EAGS Business Support Programme</li> <li>Food and Drink Programme, including Distillery Programme</li> <li>Outdoor and Activities</li> <li>Culture and Heritage / Storytelling</li> </ul> </li> <li>Support programme delivered</li> </ul>
	<ul style="list-style-type: none"> <li>Support the delivery of the City and Growth Deal Programmes</li> </ul>	<ul style="list-style-type: none"> <li>Research and Scoping Studies to inform major investment in tourism experiences completed</li> <li>Complete full appraisal including economic and commercial appraisals to support the casework process</li> <li>Support DfE as Sponsor on the tourism investments as they are appraised for investment decision through the casework process</li> </ul>
	<ul style="list-style-type: none"> <li>Inform, shape and support proposals to the Complementary Fund</li> </ul>	<ul style="list-style-type: none"> <li>Tourism proposals submitted</li> </ul>
	<ul style="list-style-type: none"> <li>Inform, shape and support other major project developments</li> </ul>	<ul style="list-style-type: none"> <li>Filming locations project</li> <li>Redevelopment at Ulster Folk Museum</li> </ul>
	<ul style="list-style-type: none"> <li>Work with strategic partners to align work plans and investment projects with Tourism NI objectives e.g. DAERA, DfC, Arts Council, National Lottery Heritage Fund, Food NI</li> </ul>	<ul style="list-style-type: none"> <li>Two Funding Plans and Programmes informed and influenced by, and / or co-created with TNI</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>
	<ul style="list-style-type: none"> <li>Undertake a review of the overall funding framework under which Tourism NI operates (legislation, guidelines and delegations) to deliver a fit for purpose funding framework for the recovery and future growth of the NI tourism sector, including support to the private sector</li> </ul>	<ul style="list-style-type: none"> <li>Internal audit consultancy advice obtained</li> <li>Request submitted to DfE to review the overall funding framework</li> </ul>
	<ul style="list-style-type: none"> <li>Commission a comprehensive review of the Northern Ireland tourism product offer to identify strengths, gaps, opportunities and impediments to inform future investment in the development of the visitor offering, including a number of major investment opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Review commissioned</li> <li>Review complete</li> </ul>

## Priority 5: Enterprise Development

Objective	Initiative	Deliverable	
<p><b>Support the development of sustainable tourism businesses and sales growth in core markets</b></p> <p><i>Supporting key outcomes:</i></p> <ul style="list-style-type: none"> <li>Regional competitiveness enhanced</li> <li>Consumer confidence created</li> <li>Business capability enhanced</li> </ul>	<ul style="list-style-type: none"> <li>Deliver a comprehensive online business advisory platform - Tourismni.com</li> </ul>	<ul style="list-style-type: none"> <li>250 Businesses registered on TNI.Com</li> <li>260,000 visits to tourismni.com</li> <li>90% User Satisfaction Rating</li> </ul>	
	<ul style="list-style-type: none"> <li>Deliver a COVID-19 Recovery Tourism Enterprise Development Programme to support tourism businesses adapt their products and business models to market opportunities and the new operating environment</li> </ul>	<ul style="list-style-type: none"> <li>500 Businesses supported through TED</li> <li>90% of Businesses Reporting Business Improvements</li> <li>100 Business Health Checks completed to qualify recipients for targeted support</li> </ul>	
	<ul style="list-style-type: none"> <li>Continue to encourage registration on We're Good to Go, from across the NI tourism and hospitality sectors and conduct monitoring regime</li> </ul>	<ul style="list-style-type: none"> <li>Increased participation in WGTG (+50%)</li> </ul>	
	<ul style="list-style-type: none"> <li>Continue to deliver the Website Development Programme to improve capacity of the sector to secure business online</li> </ul>	<ul style="list-style-type: none"> <li>Programme launched</li> <li>Letters of Offer issued to businesses</li> </ul>	
	<ul style="list-style-type: none"> <li>Support event businesses with capacity to attract local and "out of state" visitors and enhance Northern Ireland's reputation as a tourism destination</li> </ul>	<ul style="list-style-type: none"> <li>9 International Events Supported</li> <li>Minimum 13 National Events Supported</li> <li>Business Support Programme delivered</li> </ul>	
	<p><b>Enhance the competitiveness of the businesses through quality assurance</b></p> <p><i>Supporting key outcomes:</i></p> <ul style="list-style-type: none"> <li>Regional competitiveness enhanced</li> </ul>	<ul style="list-style-type: none"> <li>Accommodation and Visitor Experience Quality Assurance schemes aligned with the NIEAGS brand</li> </ul>	<ul style="list-style-type: none"> <li>Revised Grading Schemes rolled-out</li> <li>95% Rating positive satisfaction of service</li> </ul>
		<ul style="list-style-type: none"> <li>Support minimum standards in accommodation through certification service</li> </ul>	<ul style="list-style-type: none"> <li>90% properties certified within 4 weeks of the coming due date</li> </ul>
		<ul style="list-style-type: none"> <li>Support DfE to make legislative change recommended in the review</li> </ul>	<ul style="list-style-type: none"> <li>Legislative amendments adopted as required</li> </ul>
	<p><b>Develop and roll out programmes to advise and support the NI tourism industry</b></p> <p><i>Supporting key outcomes:</i></p> <ul style="list-style-type: none"> <li>Business survival ensured</li> <li>Business capability enhanced</li> <li>Consumer confidence created</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 www.tourismni.com</li> </ul>	<ul style="list-style-type: none"> <li>Monthly issues of Spotlight to the industry</li> <li>3,000 businesses / individuals engaged</li> <li>Increase open rates</li> </ul>
		<ul style="list-style-type: none"> <li>Maintain the Tourism NI COVID-19 Business Helpline, for as long as is appropriate</li> </ul>	<ul style="list-style-type: none"> <li>Agreed framework and resource in place for ongoing delivery</li> <li>Access to specialist advice in place</li> </ul>
<ul style="list-style-type: none"> <li>Deliver Post COVID-19 Kick Start Programme for Experience and Activity Providers</li> </ul>		<ul style="list-style-type: none"> <li>Launch Scheme</li> </ul>	

	<ul style="list-style-type: none"> <li>Deliver a Sustainable Tourism Awareness Programme for key stakeholders across the tourism sector</li> </ul>	<ul style="list-style-type: none"> <li>Programme of engagement in place</li> </ul>
		<ul style="list-style-type: none"> <li>Plan agreed to incorporate sharing of information and research and any potential collaborative initiatives</li> </ul>
		<ul style="list-style-type: none"> <li>Key resources published online</li> </ul>
		<ul style="list-style-type: none"> <li>Cross divisional implementation plan developed</li> </ul>
	<ul style="list-style-type: none"> <li>Develop an Industry Charter to provide assurance of flexibility to visitors booking a holiday or short break in NI</li> </ul>	<ul style="list-style-type: none"> <li>Industry Charter in place</li> </ul>
	<ul style="list-style-type: none"> <li>Develop and launch a Service Excellence Programme</li> </ul>	<ul style="list-style-type: none"> <li>Service Excellence Programme in place</li> </ul>
	<ul style="list-style-type: none"> <li>Deliver Business Events Support Scheme</li> </ul>	<ul style="list-style-type: none"> <li>Launch Scheme</li> </ul>
<ul style="list-style-type: none"> <li>Continue with the COVID Digital Innovation and Productivity Programme to support businesses across the tourism sector to enhance their digital capability</li> </ul>	<ul style="list-style-type: none"> <li>Launch Programme</li> </ul>	
<ul style="list-style-type: none"> <li>Work with strategic partners/organisations to support sectoral &amp; skills development</li> </ul>	<ul style="list-style-type: none"> <li>4 initiatives supported</li> </ul>	
<p><b>Drive increased positive international profile of Northern Ireland and significant tourism benefit through major events.</b></p> <p><i>Supporting key outcomes:</i></p> <ul style="list-style-type: none"> <li><b>Regional competitiveness enhanced</b></li> </ul>	<ul style="list-style-type: none"> <li>Support the marketing and delivery of the ISPS Handa World Invitational</li> </ul>	<ul style="list-style-type: none"> <li>Safe and successful event delivery aligned to restrictions in place at that time</li> </ul>
		<ul style="list-style-type: none"> <li>Positive Economic and Media Benefit in business case</li> </ul>
	<ul style="list-style-type: none"> <li>Support development of major event plans for 2021-2030 in partnership with partner agencies</li> </ul>	<ul style="list-style-type: none"> <li>3 Strategic Outline Cases submitted to DfE</li> </ul>
		<ul style="list-style-type: none"> <li>1 Business Case developed &amp; approval secured</li> </ul>
		<ul style="list-style-type: none"> <li>Delivery plans for supporting major events approved</li> </ul>

**Priority 6: Marketing & PR**

Objective	Initiative	Deliverable
<p><b>Generate visitor revenue in NI and ROI markets through promotion of NI as a short break destination</b></p> <p><i>Supporting key outcomes:</i></p> <ul style="list-style-type: none"> <li>• Consumer confidence created</li> <li>• Demand stimulated</li> <li>• Business capability enhanced</li> </ul>	<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 consumer marketing programme in NI &amp; ROI including campaigns, social media, destination PR and influencer marketing</li> </ul>	<ul style="list-style-type: none"> <li>• Generate £6.5 million positive PR Value and Impact score of &gt;75</li> <li>• Deliver a digital marketing programme</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>• Support Corporate and Industry Communication</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder Engagement Strategy completed and approved by Board</li> <li>• Roll-out of Stakeholder Engagement Programme as per plan</li> </ul>
	<ul style="list-style-type: none"> <li>• Deliver “NI Holiday at Home” Voucher Scheme</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver the NI Holiday at Home Voucher Scheme to generate 100,000 bed nights by Q4</li> </ul>
	<ul style="list-style-type: none"> <li>• Continue to reassure consumers of the safety of NI through ongoing promotion of We’re Good to Go</li> </ul>	<ul style="list-style-type: none"> <li>• We’re Good to Go campaign to be delivered upon reopening</li> </ul>
	<ul style="list-style-type: none"> <li>• Explore ways for TNI and NI businesses to maximise the capability of Tourism Ireland’s new Ireland.com website and digital technology platform</li> </ul>	<ul style="list-style-type: none"> <li>• Alignment roadmap and timelines</li> <li>• Identify and run initial PoC</li> </ul>
	<ul style="list-style-type: none"> <li>• Explore the integration of the Visit Britain GB-TX platform into Tourism NI’s systems to enhance international market accessibility</li> </ul>	<ul style="list-style-type: none"> <li>• Commercial model confirmed</li> <li>• Defined proposition agreed</li> </ul>
<p><b>Promote NI as a world class short break destination</b></p> <p><i>Supporting key outcomes:</i></p> <ul style="list-style-type: none"> <li>• Demand stimulated</li> </ul>	<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 200 international media on fam trips if appropriate</li> </ul>



Priority 7: Sales Support		
Objective	Initiative	Deliverable
<b>To support our industry to secure future business from the travel trade</b>  <i>Supporting key outcomes:</i> <ul style="list-style-type: none"> <li>Demand stimulated</li> </ul>	<ul style="list-style-type: none"> <li>In partnership with Tourism Ireland, develop a virtual seasonal engagement programme</li> </ul>	<ul style="list-style-type: none"> <li>Implement a seasonal virtual educational programme, providing a minimum of 100 industry opportunities</li> </ul>
	<ul style="list-style-type: none"> <li>Develop a series of TNI led workshops (online or face to face as appropriate)</li> </ul>	<ul style="list-style-type: none"> <li>Develop and deliver -a new approach to fam trips on a market by market basis</li> </ul>
	<ul style="list-style-type: none"> <li>Continue to work in close partnership with travel trade organisations and operators</li> </ul>	<ul style="list-style-type: none"> <li>Virtual Meet the Buyer 21, Meet the Industry, ITOA Workshop , and others as opportunities arise</li> </ul>
		<ul style="list-style-type: none"> <li>Build mutually beneficial partnerships with organisations such as ITOA, ETOA, UK Inbound and operators</li> </ul>
<b>To support our industry to secure future business from MICE</b>  <i>Supporting key outcomes:</i> <ul style="list-style-type: none"> <li>Demand stimulated</li> </ul>	<ul style="list-style-type: none"> <li>Support the development and delivery of an action plan to implement the recommendations of the independent Business Tourism Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Action Plan developed and Year 1 implemented</li> </ul>
	<ul style="list-style-type: none"> <li>Develop appropriate MICE financial supports</li> </ul>	<ul style="list-style-type: none"> <li>Provide a conference support fund in partnership with Belfast City Council</li> </ul>
		<ul style="list-style-type: none"> <li>SLAs in place for associated work programmes with V Belfast and V Derry</li> </ul>
		<ul style="list-style-type: none"> <li>Support the development and launch of a new NI Ambassador Programme</li> </ul>
	<ul style="list-style-type: none"> <li>Continued support from TNI to Destination Management Companies to promote NI</li> </ul>	<ul style="list-style-type: none"> <li>Continued support from TNI to Destination Management Companies to promote NI</li> </ul>
	<ul style="list-style-type: none"> <li>Continue to work in close partnership with key MICE stakeholders, industry organisations and MICE buyers</li> </ul>	<ul style="list-style-type: none"> <li>Delivery of agreed programme of work with Failte Ireland and / or Tourism Ireland, SITE, PCMA and buyers</li> </ul>
<b>Maximise sales and marketing opportunities</b>  <i>Supporting key outcomes:</i> <ul style="list-style-type: none"> <li>Demand stimulated</li> </ul>	<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>
	<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</li> </ul>
		<ul style="list-style-type: none"> <li>Year 1 of action plan implemented</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	Initiative	Deliverable
<b>Revise existing services to mitigate the impact of the COVID-19 pandemic on the NI Tourism Industry</b> <i>Supporting key outcomes:</i> <ul style="list-style-type: none"> <li>• Demand stimulated</li> <li>• TNI working effectively and efficiently</li> </ul>	<ul style="list-style-type: none"> <li>• Implement all guidance issued by DoF in response to COVID-19 which relaxes rules around payments to suppliers</li> </ul>	<ul style="list-style-type: none"> <li>• Payments made frequently to ensure suppliers get paid without delay</li> </ul>
	<ul style="list-style-type: none"> <li>• Accounts completed accurately and on time</li> </ul>	<ul style="list-style-type: none"> <li>• Unqualified audit opinion</li> <li>• Production of accurate management accounts</li> </ul>
	<ul style="list-style-type: none"> <li>• Effective Governance arrangements in place across TNI</li> </ul>	<ul style="list-style-type: none"> <li>• No Limited audit opinions</li> </ul>
	<ul style="list-style-type: none"> <li>• Pause Tourism NI's Certification and Grading Service in line with Government COVID-19 regulations</li> </ul>	<ul style="list-style-type: none"> <li>• Certification and Grading Service paused/modified, as required</li> </ul>
	<ul style="list-style-type: none"> <li>• Abatement of Certification Fees until 31 March 2022</li> </ul>	<ul style="list-style-type: none"> <li>• 12-month payment holiday implemented</li> </ul>
<b>Looking after the wellbeing of TNIs workforce</b> <i>Supporting key outcomes:</i> <ul style="list-style-type: none"> <li>• TNI working effectively and efficiently</li> </ul>	<ul style="list-style-type: none"> <li>• Continue with the delivery of the Health &amp; Wellbeing Programme</li> </ul>	<ul style="list-style-type: none"> <li>• Employee survey undertaken in March 2021</li> </ul>
		<ul style="list-style-type: none"> <li>• Revised Wellbeing Programme in place</li> <li>• Increased participation by 10%.</li> </ul>
		<ul style="list-style-type: none"> <li>• Review of employee recognition at Tourism NI</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop and Implement a Staff Recognition Scheme</li> </ul>	<ul style="list-style-type: none"> <li>• Scope and agree Recognition Scheme based upon review</li> </ul>
		<ul style="list-style-type: none"> <li>• Launch Recognition Scheme</li> </ul>
<b>Develop the skills and capability of the Management Team</b> <i>Supporting key outcomes:</i> <ul style="list-style-type: none"> <li>• TNI working effectively and efficiently</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver Learning &amp; Development programme</li> </ul>	<ul style="list-style-type: none"> <li>• Skills audit aligned to the Transformation Programme complete</li> <li>• Learning &amp; Development plan in place for 2022 onwards</li> </ul>
	<ul style="list-style-type: none"> <li>• Deliver Leadership Development Programme</li> </ul>	<ul style="list-style-type: none"> <li>• Coaching Programme in place for new senior leadership team</li> </ul>
	<ul style="list-style-type: none"> <li>• Create a Tourism Development Academy within Tourism NI</li> </ul>	<ul style="list-style-type: none"> <li>• Academy in place</li> </ul>
<b>Transforming the way we work</b> <i>Supporting key outcomes:</i> <ul style="list-style-type: none"> <li>• TNI working effectively and efficiently</li> </ul>	<ul style="list-style-type: none"> <li>• Implement Organisational Transformation Programme</li> </ul>	<ul style="list-style-type: none"> <li>• Phase 1 completed</li> </ul>
	<ul style="list-style-type: none"> <li>• Explore potential future working practices at Tourism NI</li> </ul>	<ul style="list-style-type: none"> <li>• Options Paper presented to the Board</li> </ul>
		<ul style="list-style-type: none"> <li>• Develop and introduce a ways of working Policy</li> </ul>
<b>IT Transformation</b> <i>Supporting key outcomes:</i> <ul style="list-style-type: none"> <li>• TNI working effectively and efficiently</li> </ul>	<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>Digital Transformation</b> <i>Supporting key outcomes:</i> <ul style="list-style-type: none"> <li>TNI working effectively and efficiently</li> </ul>	<ul style="list-style-type: none"> <li>Rollout of more sensors / people counting technology and development of regional dashboards</li> </ul>	<ul style="list-style-type: none"> <li>Onboarding of additional existing council datasets</li> </ul>
		<ul style="list-style-type: none"> <li>Rollout of sensor projects at identified sites to support city deal and growth projects</li> </ul>
		<ul style="list-style-type: none"> <li>Launch of regional dashboard</li> </ul>
	<ul style="list-style-type: none"> <li>Rollout of DMS platform to 7 council regions</li> </ul>	<ul style="list-style-type: none"> <li>DNI replication tourism websites live</li> </ul>
		<ul style="list-style-type: none"> <li>Collaborative data management across regions</li> </ul>
	<ul style="list-style-type: none"> <li>Rollout of digital visitor maps and touchscreen technology across NI VICs</li> </ul>	<ul style="list-style-type: none"> <li>Rollout across all 11 council areas</li> </ul>
	<ul style="list-style-type: none"> <li>Identify collaboration opportunities with TIL and FI</li> </ul>	<ul style="list-style-type: none"> <li>Alignment roadmap and timelines</li> </ul>
		<ul style="list-style-type: none"> <li>Identify and run initial PoC opportunities</li> </ul>
	<ul style="list-style-type: none"> <li>Rollout of CRM across organisation</li> </ul>	<ul style="list-style-type: none"> <li>Corporate rollout plan</li> </ul>
		<ul style="list-style-type: none"> <li>Implementation in line with rollout plan</li> </ul>
		<ul style="list-style-type: none"> <li>GDPR and Data Retention policies implemented</li> </ul>
	<ul style="list-style-type: none"> <li>Supporting development of TNI.com self-service business hub capability</li> </ul>	<ul style="list-style-type: none"> <li>Integrated development roadmap for TNI.com and corporate CRM rollout</li> </ul>
		<ul style="list-style-type: none"> <li>Implementation in line with development roadmap</li> </ul>
	<ul style="list-style-type: none"> <li>Implementation of Digital Programme and Prioritisation Board</li> </ul>	<ul style="list-style-type: none"> <li>Priority digital projects identified</li> </ul>
<ul style="list-style-type: none"> <li>Priority projects delivered</li> </ul>		