

## TOURISM NI – 2023/24 OPERATING PLAN

**MISSION:** Our mission is to support the development of an innovative, sustainable and inclusive tourism industry for all people and places in Northern Ireland which enriches its people, its economy and its guests

**We will do this through:**

- Supporting our industry to be innovative and creative;
- Promoting Northern Ireland as a must-see destination to markets which offer the greatest potential for growth;
- Supporting our tourism businesses to grow sustainably;
- Developing a tourism ecosystem that presents opportunities for all, bringing economic and community benefit to every part of Northern Ireland;
- Supporting the tourism sector to become greener and contribute to the sustainable development of our built and natural environment.
- 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 a tourism sector which positions Northern Ireland amongst the most competitive small advanced economies in the world

**VALUES:** Tourism NI aspires to be enterprising organisation with an entrepreneurial culture and a great place to work.

Our Core Values are: We act with **Integrity, Passion and Excellence** and We deliver through **Leadership, Innovation and Collaboration**.

**Delivery Areas - Linkages to DfE 10X Strategy:**

Category	Activity	10X Themes									
		Innovation				Inclusion				Sustainable	
		1	2	3	4	5	6	7	8	9	10
Marketing, Sales and Communication	Marketing and Promotion		█		█	█	█	█		█	
	B2B Sales		█		█	█	█	█		█	█
	Business Events	█	█		█	█	█	█	█		
	Visitor Servicing		█				█	█			
Product, Industry and Event Development	Tourism Enterprise Development Programme	█	█		█	█		█	█	█	█
	Innovation Growth Scheme	█	█		█		█	█		█	█
	Events (excluding Major)		█			█	█	█	█	█	█
	Quality and Standards (Grading)		█		█			█		█	█
	Experience Development - Revenue	█	█			█	█	█		█	█
	Experience Development Capital	█	█		█	█		█			█
	HATs collaboration - employability		█				█	█	█		
Certification		█					█		█	█	
City & Growth Deals		█				█	█	█	█	█	
Research and Insights	█	█	█	█	█	█	█	█	█	█	
Major Events					█	█	█	█	█	█	

**Key to colour coding:**

█	Likely to lead to a direct, unambiguous and significant improvement
█	Likely to at least indirectly contributor/ contribute directly in a minor way
█	No discernible impact
█	Potential to negatively impact on the NI performance and make it more difficult to achieve
█	More than likely going to negatively impact on the NI performance and make it more difficult to achieve

# 10X Delivery Areas

## Marketing, Sales & Communication

10X Activity Area	Initiative	Deliverable	Target for Delivery
Marketing and Promotion	<ul style="list-style-type: none"> <li>Deliver consumer marketing programmes in NI and ROI, including 1 campaign, social media, destination PR and influencer marketing</li> </ul>	<ul style="list-style-type: none"> <li>Two campaigns in the NI &amp; ROI markets achieving a return on investment of 25:1</li> </ul>	Q3/Q4
		<ul style="list-style-type: none"> <li>Provide a co-operative marketing fund to support 100 industry applications</li> </ul>	Q4
		<ul style="list-style-type: none"> <li>Generate £4.5 million positive PR Value and Impact score of &gt;75</li> </ul>	Q4
		<ul style="list-style-type: none"> <li>Deliver a digital marketing programme which achieves 2.2m engagements</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Deliver an integrated programme of industry communications to drive traffic to tourismni.com and engagement with content</li> </ul>	<ul style="list-style-type: none"> <li>Monthly issues of Spotlight to the industry</li> </ul>	Q4
		<ul style="list-style-type: none"> <li>3,000 businesses/ individuals engaged</li> </ul>	
		<ul style="list-style-type: none"> <li>A minimum of 40% 'open rate' achieved</li> </ul>	
<ul style="list-style-type: none"> <li>Support deployment of TXGB platform enhancing international market accessibility</li> </ul>	<ul style="list-style-type: none"> <li>Onboard 200 businesses onto TXGB; transacting £2 million sales per annum</li> </ul>	Q4	
<ul style="list-style-type: none"> <li>Develop and deliver itineraries for international media visits</li> </ul>	<ul style="list-style-type: none"> <li>Host 300 international media on fam trips</li> </ul>	Q4	
B2B Sales	<ul style="list-style-type: none"> <li>Continue to build partnerships with travel trade organisations and operators.</li> </ul>	<ul style="list-style-type: none"> <li>Build mutually beneficial partnerships with organisations such as ITOA, ETOA, UK Inbound, SITE and operators</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Deliver a series of TNI B2B workshops including Meet the Buyer, ITOA Workshop, and the GB Inbound Conference</li> </ul>	<ul style="list-style-type: none"> <li>Deliver ITOA Workshop and UK Inbound and Meet the Buyer achieving 80% satisfaction from industry and 50% of operators attending Meet the Buyer committing to increased programming of Northern Ireland.</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Deliver an agreed work programme 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>	Q4
	<ul style="list-style-type: none"> <li>Deliver a programme of familiarisation visits for international tour operators in partnership with Tourism Ireland</li> </ul>	<ul style="list-style-type: none"> <li>16 fam visits delivered for international tour operators</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Deliver a programme of B2B Golf sales</li> </ul>	<ul style="list-style-type: none"> <li>Deliver 10 sales and promotional initiatives, with Tourism Ireland, IAGTO IGTOA and Online Golf Tourism Agents</li> </ul>	Q4
Visitor Servicing	<ul style="list-style-type: none"> <li>Work in partnership with all 11 Councils of Northern Ireland to align the visitor information centre network</li> </ul>	<ul style="list-style-type: none"> <li>Visitor Information Plan developed and agreed</li> </ul>	Q4
Business Events	<ul style="list-style-type: none"> <li>Deliver recommendations within the Business Tourism Strategy that support the industry in securing conferences and business meetings for Northern Ireland</li> </ul>	<ul style="list-style-type: none"> <li>Conference support fund in place</li> </ul>	Q4
		<ul style="list-style-type: none"> <li>SLA in Place with Belfast City Council / Visit Belfast to secure conferences with a projected economic impact of £40M</li> </ul>	
	<ul style="list-style-type: none"> <li>Continue to work with DMC's and others to secure high value Incentive Business across NI</li> </ul>	<ul style="list-style-type: none"> <li>Continued support from TNI to Destination Management Companies securing business worth £3M</li> </ul>	Q4

## Product, Industry & Event Development

10X Activity Area	Initiative	Deliverable	Target for Delivery
Tourism Enterprise Development Programme	<ul style="list-style-type: none"> <li>Deliver a targeted Tourism Enterprise Development Programme (TED) with a specific focus on Innovation, Inclusion, Sustainability and Employability (Recruitment and Retention)</li> </ul>	<ul style="list-style-type: none"> <li>Hybrid TED programme delivered engaging 500 businesses</li> </ul>	Q1: 100
			Q2: 100
			Q3:100
			Q4: 200
	<ul style="list-style-type: none"> <li>Deliver Phase 1 of Tourism NI's Pilot E Learning Platform</li> </ul>	<ul style="list-style-type: none"> <li>90% of participating businesses reporting planned Business Improvements Actions</li> </ul>	Q4
		<ul style="list-style-type: none"> <li>90% Delegate overall satisfaction with Programme</li> </ul>	Q4
		<ul style="list-style-type: none"> <li>Internal Testing Complete</li> </ul>	Q1
	<ul style="list-style-type: none"> <li>Upgrade Tourismni.com to ensure that it is an easily accessible &amp; comprehensive online business advisory platform with pertinent and engaging content – focusing on Innovation, Inclusion, Sustainability, and Tourism Careers</li> </ul>	<ul style="list-style-type: none"> <li>30 modules in place</li> </ul>	Q3
		<ul style="list-style-type: none"> <li>100 tourism businesses registered and completing a minimum 5 modules each.</li> </ul>	Q4
		<ul style="list-style-type: none"> <li>300 additional Businesses registered on TNI.com</li> </ul>	Q4
		<ul style="list-style-type: none"> <li>Integrated Industry Content plan developed and socialised with tracking metrics on key content</li> </ul>	Q1 – Q4
		<ul style="list-style-type: none"> <li>127,000 visits to tourismni.com</li> </ul>	Q4
<ul style="list-style-type: none"> <li>Deliver a pilot brand Customer Service Excellence Programme resulting in Level 2 Accreditations. This will support Inclusion, develop skills, improve staff retention and enhance the overall visitor experience.</li> </ul>	<ul style="list-style-type: none"> <li>Increase average quality dwell time on tni.com by 10% to 2 minutes</li> </ul>	Q4	
	<ul style="list-style-type: none"> <li>Pilot brand Customer Service Excellence Programme in place achieving minimum 30 City &amp; Guild Level 2 Accreditations, funded through DfE Skill Up and Skills Focus.</li> </ul>	Q4	
	<ul style="list-style-type: none"> <li>Work in partnership with Invest NI on the upcoming Energy Efficiency Scheme to drive applications from tourism businesses, resulting in reduced carbon emissions and contribution to sustainability objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Industry communications plan in place</li> <li>Secure minimum 20 applications from tourism businesses</li> <li>2 x case studies developed to encourage further uptake.</li> </ul>	Q4
Tourism Innovation Growth Programme	<ul style="list-style-type: none"> <li>Scope a Tourism Innovative Growth Programme aligned to Innovate NI, which will continue to provide targeted mentoring around the key pillars of Innovation, Sustainability and Inclusion.</li> </ul>	<ul style="list-style-type: none"> <li>Programme scoped and guidelines in place</li> </ul>	Q3
Events (Excluding Major)	<ul style="list-style-type: none"> <li>International Tourism Events Scheme</li> </ul>	<ul style="list-style-type: none"> <li>International Tourism Events Fund delivered &amp; KPI's achieved, including 8:1 ROI</li> </ul>	Q4
Quality and Standards (Grading)	<ul style="list-style-type: none"> <li>Manage and deliver Northern Ireland's Quality Grading Schemes in partnership with National Tourist Boards across the UK</li> </ul>	<ul style="list-style-type: none"> <li>Grading fees reviewed and updated in line with MPMNI and prescribed in regulation, with support from Finance</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Establish an island of Ireland framework for recognition of businesses with sustainability commitments and/or credentials in collaboration with Failte Ireland and Tourism Ireland</li> </ul>	<ul style="list-style-type: none"> <li>Develop a consumer-facing programme that presents a credible and understandable means to choose sustainable tourism experiences.</li> </ul>	Q4

<b>Experience Development (Revenue)</b>	<ul style="list-style-type: none"> <li>Implement the revised Embrace a Giant Spirit Experience Development Framework and Stakeholder group delivery structures.</li> </ul>	<ul style="list-style-type: none"> <li>NI EAGS Portfolio initial cohort in place with supporting development plan.</li> <li>Stakeholder Delivery groups in place with quarterly meetings</li> <li>NI EAGS Regional industry engagement series delivered in partnership with local authorities to relaunch NI EAGS. Target 300 businesses.</li> </ul>	Q1 - Q4
	<ul style="list-style-type: none"> <li>Deliver new thematic Visitor Experience Development Plans (EDP) firmly focused on 10x themes - Innovation, Inclusivity &amp; Sustainability - throughout Northern Ireland</li> </ul>	<ul style="list-style-type: none"> <li>3 x Thematic Visitor Experience Development Plans socialised with key stakeholders and a set of prioritised actions implemented.</li> </ul>	Q1 - 4
	<ul style="list-style-type: none"> <li>Development and agreement of SLAs with key delivery partners</li> </ul>	<ul style="list-style-type: none"> <li>Develop and deliver sustainable development plans with Mournes and Causeway Heritage Trusts focused on 10x themes - Innovation, Inclusivity &amp; Sustainability.</li> </ul>	Q4
<b>Experience Development (Capital)</b>	<ul style="list-style-type: none"> <li>Develop new and enhanced tourism experiences to support tourism recovery and growth</li> </ul>	<ul style="list-style-type: none"> <li>Deliver final capital projects of EDP programme</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Implement recommendations of NI Tourism Product Review</li> </ul>	<ul style="list-style-type: none"> <li>Communicate Review with strategic partners and develop proposals to support applications for capital and third-party funds e.g., Peace+</li> </ul>	Q2
	<ul style="list-style-type: none"> <li>Collaborate with strategic partners to develop proposals for external funding sources including Peace Plus, and Levelling Up/ Shared Prosperity &amp; Shared Island</li> </ul>	<ul style="list-style-type: none"> <li>Deliver Shared Island, CCR / WAW collaboration programme in partnership with TI and FI</li> <li>Explore opportunities for funding and shape and guide NI submissions to third party funding programmes (e.g., Peace Plus, Levelling Up)</li> </ul>	Q4 Q4
<b>Tourism Careers</b>	<ul style="list-style-type: none"> <li>Develop a Tourism &amp; Hospitality Industry Support programme</li> </ul>	<ul style="list-style-type: none"> <li>Deliver Phase 2 of Make it Here Tourism &amp; Hospitality Careers Perception campaign, delivering 30k visitors to microsite with 30% conversion onto partner recruitment sites and a min of 1% increase in positive perceptions of careers in the sector tracked through Omnibus survey.</li> </ul>	Q4
		<ul style="list-style-type: none"> <li>Work in partnership with a minimum of 2 trade bodies to promote best practice recruitment and retention with tourism &amp; hospitality employers through an agreed Employers Charter targeting 200 tourism &amp; hospitality businesses.</li> </ul>	Q1 - Q4

## Certification

10X Activity Area	Initiative	Deliverable	Target for Delivery
Certification	Develop an extended Certification Service which addresses the growing diversity in the accommodation offering across Northern Ireland and promotes high quality provision	• New accommodation categories agreed and completed with DfE	Q4
		• Certification fees reviewed and updated in line with MPMNI and communicated to industry, with support from Finance	Q4
		• Conduct an external review of the Certification Scheme to better inform future ways of working	Q4

## City & Growth Deals

10x Activity Area	Initiative	Deliverable	Target for Delivery
City & Growth Deals	• Provide support, advice, challenge and monitoring for The Gobbins Phase 2, Belfast Stories, Gateway to the Mourne and Destination Royal Hillsborough projects.	• Complete all regulatory requirements and Council approvals required to progress OBCs, TNI & DfE approvals and Contracts for Funding.	Q4
	• Act as funder for the DNA project during Q1-4 and monitoring the project against agreed milestones on an ongoing basis.	• Develop Letter of Offer for DNA	Q1
		• Ensure all regulatory compliances and approvals are in place	Q2
		• Achieve signing of Letter of Offer with Council	Q3
	• Provide a review and economic appraisal function for the 3-5 SOC's planned for the Mid Southwest City & Growth Deal. Thereafter, supporting the projects through Department of Finance (DoF) approvals process.	• Advise MSW project promoters on project and SOC development	Q1
		• Appraise SOCs and make recommendations on approvals to proceed to OBC stage to TNI Board	Q3
	• Provide tourism expertise and part input on non-Departmental City & Growth Deal projects such as Carrickfergus Regeneration and Bushmills Regeneration.	• Attendance and engagement at 80% of steering and working group meetings	Q4
	• Active engagement and communication with DfE PMO to ensure good governance and effective stakeholder relationships.	• Attendance at 100% of DfE PMO Liaison meetings	Q4
• Ensuring that 100% of follow up actions are carried out or communicated to project partners			

## Research & Insights

10X Activity Area	Initiative	Deliverable	Target for Delivery
Research & Insights	<ul style="list-style-type: none"> <li>Deliver a robust evidence base for TNI, industry and stakeholders to help inform policy and strategy development and operational decisions</li> </ul>	<ul style="list-style-type: none"> <li>Effectively monitor consumer sentiment and behaviour metrics for NI and ROI consumers across two waves of research and disseminate effectively within TNI and industry stakeholders</li> </ul>	Q4
		<ul style="list-style-type: none"> <li>Establish an Industry Panel to deliver a regular cycle of feedback on performance and key issues, supplemented by Industry Surveys</li> </ul>	Q3
		<ul style="list-style-type: none"> <li>Produce a minimum of 4 editions of Tourism 360 insights publication to share both internally and with stakeholders to deliver tourism insights and promote TNI as a recognised source</li> </ul>	Q4
		<ul style="list-style-type: none"> <li>Undertake concept testing of 'Belfast Stories' concepts and stimuli with consumers on the island of Ireland and in key overseas markets to provide consumer-based insights and other evidence required to inform decision making around the development of new products and experiences</li> </ul>	Q4

## Major Events

10X Activity Area	Initiative	Deliverable	Target for Delivery
Major Events	<ul style="list-style-type: none"> <li>Support delivery and cross government coordination as required in relation to major events secured, namely One Young World 2023, World Invitational and The Open 2025</li> </ul>	<ul style="list-style-type: none"> <li>Delivery Plans developed &amp; agreed with partner agencies.</li> </ul>	Q2
		<ul style="list-style-type: none"> <li>One Young World hosted successfully hosted in 2023 and KPI's delivered.</li> <li>World Invitational Golf Tournament successful hosted and KPI's delivered.</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Support feasibility work relating to potential hosting of major sporting event in partnership with ROI</li> </ul>	<ul style="list-style-type: none"> <li>Feasibility Study completed. Business case developed, if required.</li> </ul>	Q3
	<ul style="list-style-type: none"> <li>Support ongoing work of mega event bid, including event step up phase should bid be won.</li> </ul>	<ul style="list-style-type: none"> <li>Bid support work programme completed; Year 1, set up phase activity completed if bid successful.</li> <li>Positive cross Government and Departmental engagement.</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Providing guidance &amp; support to DfE on the work being led by DfE to develop an overarching Strategic Events Framework for NI</li> </ul>	<ul style="list-style-type: none"> <li>Guidance &amp; support provided to DfE.</li> </ul>	Q3
	<ul style="list-style-type: none"> <li>Represent NI at UK Event Coordination Group; scope opportunities to leverage investment; maintain collaborative approach to key policy and operational best practice including events impact and sustainability.</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge Exchange; Policy Input; Investment Opportunities Identified; Impact &amp; Evaluation Tools developed</li> </ul>	Q4

# Business Support Functions

## Advising & Supporting Government

Support Area	Initiative	Deliverable	Target for Delivery
Advising & Supporting Government	<ul style="list-style-type: none"> <li>Support lobbying on APD and the Nationalities and Borders Bill</li> </ul>	<ul style="list-style-type: none"> <li>Liaise with DfE TLB, the Home Office and Tourism Ireland on the introduction of the ETA</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Work in partnership with DfE to develop a Tourism Strategy, which aligns with 10X, and meets the requirements of the NI Tourism sector</li> </ul>	<ul style="list-style-type: none"> <li>NI Tourism Strategy completed</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Produce 3 Year Corporate Plan when Strategy and 3-year Budget is agreed</li> </ul>	<ul style="list-style-type: none"> <li>3 Year Corporate Plan produced (dependent on delivery of Tourism Strategy/ 3-year Budget)</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Review of legislation and guidelines to support delivery of the Tourism Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Legislative amendments adopted as required</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Deliver an effective Corporate Communications and Stakeholder Engagement Programme to protect and enhance the public profile of Tourism NI and underpin key projects and events</li> </ul>	<ul style="list-style-type: none"> <li>Support the roll out of an effective Industry Communications Programme</li> <li>Deliver a target of £3 million PR value</li> </ul>	Q4



## Finance & Governance

Support Area	Initiative	Deliverable	Target for Delivery
Finance & Governance	<ul style="list-style-type: none"> <li>Prepare the financial accounts on a timely basis with an unqualified audit opinion, with the exception of any issues outside the control of Tourism NI e.g., Tourism Ireland payments and Grading Scheme</li> </ul>	<ul style="list-style-type: none"> <li>Accounts and audit progressed in line with deadlines outlined in NIAO strategy</li> <li>No other issues identified that would qualify accounts outside of the known issues of Tourism Ireland and Grading Scheme</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Provide accurate reporting on budget position</li> </ul>	<ul style="list-style-type: none"> <li>Produce accurate and timely monthly management reports</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Continue to embed the new Finance team structure</li> </ul>	<ul style="list-style-type: none"> <li>Review and update processes and procedures for Financial Accounts</li> </ul>	Q3
		<ul style="list-style-type: none"> <li>Review and update processes and procedures for Management Accounts</li> </ul>	Q3
		<ul style="list-style-type: none"> <li>Develop all staff training plan on new financial structure policies, procedures and governance to be delivered in Q1 2024/25</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Financial policy review to support Financial Instructions Manual</li> </ul>	<ul style="list-style-type: none"> <li>Review and update financial policies and procedures aligned to the new Financial Instructions Manual</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Ensure Audit recommendations are dealt with within agreed timescale</li> </ul>	<ul style="list-style-type: none"> <li>Management responses issued within 15 working day target and audit recommendations completed within agreed timeframes.</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Review of current scheme delegations and associated programme approvals guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Review completed and requested submitted to DfE</li> </ul>	Q2
		<ul style="list-style-type: none"> <li>Proposals agreed by DfE and DoF</li> </ul>	Q4
<ul style="list-style-type: none"> <li>Put in place a more collaborative approach to working with DfE</li> </ul>	<ul style="list-style-type: none"> <li>Develop a Partnership Agreement with DfE Sponsor Branch</li> </ul>	Q3	



## People & Organisational Development

Support Area	Initiative	Deliverable	Target for Delivery
Looking after the wellbeing of TNIs workforce	<ul style="list-style-type: none"> <li>Continue to deliver a Staff Health &amp; Wellbeing Programme</li> </ul>	<ul style="list-style-type: none"> <li>Establish a H&amp;W committee to engage with staff, develop activities and review and improve participation</li> </ul>	Q3
	<ul style="list-style-type: none"> <li>Develop and Implement a Staff Recognition Scheme</li> </ul>	<ul style="list-style-type: none"> <li>Engage with staff to review effectiveness of current approach</li> </ul>	Q3
		<ul style="list-style-type: none"> <li>Develop arrangements for staff recognition</li> </ul>	Q3
Transforming the way we work	<ul style="list-style-type: none"> <li>Continue to review and monitor the implementation of hybrid working arrangements, including Health and Safety arrangements</li> </ul>	<ul style="list-style-type: none"> <li>Pulse check staff following 1 year implementation of hybrid model including feeling connected opportunities for team/organisation engagement</li> </ul>	Q3
		<ul style="list-style-type: none"> <li>Develop processes to ensure effective H&amp;S arrangements are in place</li> </ul>	Q3
	<ul style="list-style-type: none"> <li>Organisational development and accreditations</li> </ul>	<ul style="list-style-type: none"> <li>Ensure liP accreditation is maintained and ensure actions taken in advance of 12-month review</li> </ul>	Q1
		<ul style="list-style-type: none"> <li>Secure Diversity Mark accreditation</li> </ul>	Q4
		<ul style="list-style-type: none"> <li>Establish a D&amp;I working group to develop a Diversity &amp; Inclusion action plan with SMART D&amp;I targets</li> </ul>	Q3
	<ul style="list-style-type: none"> <li>Legacy terms and conditions review</li> </ul>	<ul style="list-style-type: none"> <li>Develop options for consideration by DoF to address historic pay differentials</li> </ul>	Q4
		<ul style="list-style-type: none"> <li>Put plans in place to implement changes to carparking arrangements as instructed by DfE</li> </ul>	Q4
		<ul style="list-style-type: none"> <li>Resolve issues with historic temporary promotion policy misapplication</li> </ul>	Q2
	Talent Management	<ul style="list-style-type: none"> <li>Ensure risks associated with staff turnover are mitigated by developing capacity building and succession plans</li> </ul>	<ul style="list-style-type: none"> <li>Conduct a skills audit to identify hidden potential and risks</li> </ul>
<ul style="list-style-type: none"> <li>Identify critical roles and develop succession plans</li> </ul>			Q4
<ul style="list-style-type: none"> <li>Comprehensive onboarding of new board members</li> </ul>			Q2
<ul style="list-style-type: none"> <li>Further develop the employer brand, ensuring integration of corporate values</li> </ul>		<ul style="list-style-type: none"> <li>Source or develop a competency framework for Tourism NI ensuring desired behaviours are defined and review integration of values in recruitment and performance management practices</li> </ul>	Q4
<ul style="list-style-type: none"> <li>Deliver and evaluate a Learning and Development Programme to develop our people and build internal capacity, aligned with organisational need.</li> </ul>		<ul style="list-style-type: none"> <li>Publish a Corporate Learning &amp; Development plan for 2023-4</li> </ul>	Q2
		<ul style="list-style-type: none"> <li>Develop processes to monitor effectiveness of L&amp;D activity and impact on organisational performance</li> </ul>	Q4
		<ul style="list-style-type: none"> <li>Coaching Programme in place for new senior leadership team</li> </ul>	Q3
<ul style="list-style-type: none"> <li>Develop a soft skills development plan for managers in the hybrid world</li> </ul>		Q4	
<ul style="list-style-type: none"> <li>Ensure 2022-23 performance reviews are completed</li> </ul>		<ul style="list-style-type: none"> <li>Communicate expectations and provide support to facilitate completion by the deadline set by CEO</li> </ul>	Q1
<ul style="list-style-type: none"> <li>Establish a Tourism Development Academy within Tourism NI</li> </ul>	<ul style="list-style-type: none"> <li>Academy in place</li> </ul>	Q4	

## IT Transformation & Information Governance

Support Area	Initiative	Deliverable	Target for Delivery
IT Transformation & Information Governance	<ul style="list-style-type: none"> <li>New technological controls and NCSC (National Cyber Security Centre) recommended measures to assist with protecting corporate data assets and ensure compliance with legislation</li> </ul>	<ul style="list-style-type: none"> <li>Review design and develop robust measures to help protect corporate assets &amp; data using best practices and modern up to date appliances to protect the network</li> </ul>	Q3
	<ul style="list-style-type: none"> <li>Professional development of the team in technical, governance and latest legislation due to rapid technological change and legislative change post-Brexit</li> </ul>	<ul style="list-style-type: none"> <li>Undertake Technical &amp; Security Training in key areas relevant to identified corporate objectives.</li> </ul>	Q4
		<ul style="list-style-type: none"> <li>Information Governance – Horizon scanning of best practice advocated by privacy professionals as relevant to TNI’s operating environment and its remit.</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Support IT operations to ensure that staff have access to corporate data and services both on premises and remotely</li> </ul>	<ul style="list-style-type: none"> <li>Supporting staff, suppliers and key contacts with technical issues.</li> </ul>	Q3
		<ul style="list-style-type: none"> <li>Undertake a staff satisfaction survey on IT Support, identify and implement potential opportunities for improvement</li> </ul>	Q3
	<ul style="list-style-type: none"> <li>Review Information Governance to deliver continuous improvement and compliance with developments in legislation</li> </ul>	<ul style="list-style-type: none"> <li>Configuration of cloud services environment and support for Dynamics maintenance, Licensing and Cost management</li> </ul>	Q3
		<ul style="list-style-type: none"> <li>Information Management review of policies, retention and storage practices in line with Government legislation and best practice.</li> </ul>	Q2
	<ul style="list-style-type: none"> <li>Identify staff knowledge gaps in governance, security and use of systems to inform development of awareness and training programme</li> </ul>	Q4	

## Digital Transformation

Support Area	Initiative	Deliverable	Target for Delivery
Digital Transformation	<ul style="list-style-type: none"> <li>Develop prototype user interface for the Tourism NI Data Hub</li> </ul>	<ul style="list-style-type: none"> <li>Procure Data Analytics Service to develop and support tested Data Hub infrastructure and user interface</li> </ul>	Q3
		<ul style="list-style-type: none"> <li>Phase 1 of Data Hub User Interface live to staff, SMT, Board and key stakeholders</li> </ul>	Q4
		<ul style="list-style-type: none"> <li>Work with NITA to engage members in Hub rollout and data collection for integration into the Data Hub</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Roll-out of the CRM system across the agreed priority areas to maximise user adoption and transform key business processes</li> </ul>	<ul style="list-style-type: none"> <li>Workshop to agree operational priorities</li> </ul>	Q4
		<ul style="list-style-type: none"> <li>Commence project to make the CRM GDPR compliant</li> </ul>	Q4
		<ul style="list-style-type: none"> <li>Migrate Q&amp;S processes from TIDI to CRM</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Stakeholder engagement to improve digitisation and data usage</li> </ul>	<ul style="list-style-type: none"> <li>Undertake regular engagement with stakeholders, councils on digitisation and data</li> </ul>	Q4