



Department for the  
**Economy**  
An Roinn  
**Geilleagair**  
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**10**

**YEAR PLAN**

**Tourism  
Vision  
& Action  
Plan**





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## Ministerial Foreword



This Vision and Action Plan sets out my ambition for growth in our tourism sector over the next 10 years.

Tourism is a vital contributor to my Economic Vision and key to dispersing wealth right across the north, enriching our communities and bringing social benefits to our towns and cities. It also creates opportunities in rural areas and is a source of pride for local people.

Our world class visitor attractions, widely renowned golf courses, outstanding hospitality offering and a reputation for delivering global events has made the North an increasingly attractive holiday destination and created a sense of pride in the place we call home. We must build on this success and create a thriving, sustainable tourism industry for the future, enriching local quality of life and creating a year-round destination that will stand out in international markets.

To drive our ambition to grow this already world class industry and make the coming years the best ever for our tourism sector, I am setting a Strategic Goal that the tourism expenditure from our overnight visitors will exceed £2 billion by 2035.

I am indebted to the Tourism Partnership Board which has helped to identify 17 activities which are critical to achieving this ambition in a way that promotes regional balance, raises productivity, creates good jobs, and lowers carbon emissions. I want to thank all those involved for the drive and dedication displayed which has resulted in this Vision and Action Plan through a truly collaborative co-design approach. I also want to thank all our tourism and hospitality businesses and the committed people who work in them who are the linchpin of our tourism offering.

We have a unique story to tell – we are renowned for our authentic experiences, landscape, heritage and culture and our welcoming people. I look forward to continuing to work together with the Tourism Partnership Board and the whole sector to implement the Action Plan and deliver the Vision to make our tourism industry thrive and give our visitors an experience they will never forget.

**CONOR MURPHY MLA**  
Minister for the Economy



# Foreword from the Chair and Deputy Chair of the Tourism Partnership Board

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Tourism is one of our most important industries. It contributes to the regeneration of our cities and towns, the sustainable development of our stunning landscapes, the transformation of our communities and showcases our vibrant culture to visitors from around the world.

On behalf of the Tourism Partnership Board (TPB) we are delighted to endorse this Tourism Vision: 10 Year Plan, which reflects our shared ambition to create a thriving, sustainable, and inclusive tourism sector that benefits our people, businesses and communities. We are grateful to Minister Murphy for inviting us to steer the work of the TPB which has been most rewarding especially given the extensive breadth of industry experience across the group.

Collaboration has been central to shaping this Vision. The TPB has welcomed the opportunity to engage with Minister Murphy and his Department to help shape this important document. The TPB members have contributed their insights, expertise and commitment throughout the process, and their invaluable input has resulted in bringing the Vision to this stage. We are very grateful to all the members who gave up a significant amount of time and provided such valuable inputs into the process. Looking ahead we are excited about the opportunities that implementing this Vision and Action Plan will present.

The TPB looks forward to continuing engagement with the Minister and his Department on implementation. Working together to deliver on the Action Plan will lay the foundation for development of the sector over the next decade.

By working collectively and enthusiastically, we can unlock our full tourism potential and ensure long-term economic, social, and environmental benefits for future generations.



**STEPHEN MCNALLY**  
Chair  
Tourism Partnership Board



**KATY BEST**  
Deputy Chair  
Tourism Partnership Board

# Introduction

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Tourism is one of the North's most important economic sectors consisting primarily of indigenous businesses helping to create wealth and jobs across the region and generating substantial export earnings in the form of visitor spend. The sector plays a key role in the economy; contributes significantly to good jobs and thriving communities; supports local and regional development; and enables visitors and residents alike to experience the incredible offer that exists.

In addition to the revenue and job creation, development of the tourism sector has the capacity to cultivate and showcase local history, culture and natural and built heritage, making the north not only a great place to visit but also a great place to live.

Tourism is one of the success stories of the Good Friday Agreement. Between 1998 and 2019 the number of external overnight visitors more than quadrupled. Our most recent Annual Performance and Statistics publication (for 2023) also shows the sector's recovery from the Covid pandemic with visitors making 5.4 million overnight trips and spending a record £1.2 billion here. Spending by these visitors increased more than six-fold since 1998, after taking inflation into account, and with 70% of tourism jobs located outside of Belfast, the benefits of this spending were spread throughout the region. In addition to this economic boost, tourism has enriched our culture and brought diversity into our society.





With new international destination choices and visitor experiences continually emerging, we require a shared vision for the future. A vision which recognises the vital role tourism plays in showcasing the very best experiences of our incredible landscape and the warm welcome offered by our people. Not only for our international visitors but also for our domestic visitors who can enjoy world class visitor experiences at home.

Over the next decade, the Tourism Vision: 10 Year Plan will be at the heart of everything we do, in line with the Department's Economic Vision<sup>1</sup> to generate more good jobs throughout the North while putting us on the path to delivering our net zero goals; putting an emphasis on raising productivity; and expanding access to education and career opportunities by ensuring that our skills system provides people with the tools and know-how needed by current and future employers.

This Vision brings together the ambitions and insights of a wide range of stakeholders, working together to identify what we want our tourism offering to look like over the next decade. Alignment with the Vision provides an opportunity to shape the future growth of tourism, harness the full potential of the industry; build on the strengths we have; add to our appeal to both overseas and domestic visitors; and create opportunities to spread sustainable economic, social and environmental benefits around the region, so that our citizens and communities in **all** parts of the region benefit, **all** year round.

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1 [DfE Minister Economic Vision](#)





## The Policy Context

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The importance of tourism is fully recognised by Government and this Vision seeks to complement the aims and objectives of other key strategies and policies, both published and emerging, across a wide range of sectors which have an interest in shaping the future direction of the growth of the sector.

The **draft Programme for Government 2024-27** includes a key action to boost tourism's sub-regional impact through an innovative **Tourism Strategic Action Plan** that will showcase Northern Ireland as a great place to visit, making our visitors feel welcome while at the same time generating sustainable and inclusive economic growth<sup>2</sup>.

The **Department for the Economy's Business Plan 2024-25**<sup>3</sup> committed to the establishment of a **Tourism Partnership Board** to support development and delivery of the 10-year Tourism Action Plan. In addition, the **Department's Sub Regional Economic Action Plan** acknowledges the Action Plan which will be the foundation for the development of local action plans based on community strengths and potential<sup>4</sup>.

Although the Department for the Economy has lead responsibility for development of our tourism sector, the work of other departments will also support us in our journey to realising our vision. Our culture and heritage assets are a key part of our tourism offer and our visitors help to support our cultural and arts sectors. The **Department for Communities'** Heritage, Culture & Creativity (HCC) Programme is seeking to develop a comprehensive collection of culture-related policies (e.g. in relation to historic environment, arts, public libraries and museums) that will make an important contribution to tourism. The **Department for Infrastructure's** work on developing transport plans together with maintaining and strengthening our transport system is crucial for meeting the travel experience needs of our visitors and citizens. A well-integrated and sustainable transport network not only improves accessibility to key attractions but also minimizes the environmental impact of travel. By future proofing and investing in our transport system, destinations can attract more visitors, reduce congestion, and promote local economies. The **Department of Agriculture, Environment and Rural Affairs** also has an important role given its vision of 'Sustainability at the heart of a living, working, active landscape valued by everyone'.

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2 [Draft PfG 2024-27 'Doing What Matters Most'](#)

3 [3-Year-Forward-Look-2024-2025-Business-Plan](#)

4 [Sub-Regional-Economic-Plan](#)



## The Strategic Goal

In August 2024, NISRA published its annual tourism statistics for 2023, the first set of such statistics since before the COVID pandemic. It was encouraging to see that this recorded tourism expenditure from overnight visitors in 2023 was over £1.2 billion coming into our local economy and also suggested that the sector was recovering well from the challenges of the pandemic. To drive our ambition, we are setting a **Strategic Goal** that the economic value of our tourism expenditure from overnight visitors will **exceed £2 billion** by the end of our 10 Year Plan in 2035.

We believe this is ambitious but achievable. 56% of the £1.2 billion figure in 2023 comes from international visitors. Tourism Ireland's target is to grow this figure by 6.5% each year until 2030. While growth may slow a little after that, we believe that growing the expenditure from international visitors to exceed £1.3 billion is achievable. 44% of the £1.2 billion figure in 2023 comes from domestic visitors (split 50:50 between the North and the South). Tourism NI estimate that expenditure from these markets can grow by 36% meaning that the overall expenditure from the Island of Ireland could exceed £700 million by 2035.

In November 2024, NISRA for the first time published an estimate on day trips taken in the North. This showed that in the twelve months to March 2024, there were an estimated 16.3 million day trips taken with an associated £1.1 billion spend.

This is the first time this figure has been published and is subject to sampling errors and hence it is not straightforward to project where it will be in 10 years. However, given that the vast majority (98%) of day trips are made by residents from within the island of Ireland, we would estimate this expenditure could also grow by 36% to a value of £1.5 billion by 2035, leading to an overall tourism expenditure (overnight trips and day trips) of £3.5 billion by 2035.

We want to achieve our Strategic Goal of tourism expenditure from overnight visitors exceeding £2 billion by 2035 by growing the sector in a way that supports the Minister's and the Executive's four priorities of Productivity, Regional Balance, Good Jobs and Decarbonisation. Many of the actions deliver on more than one of these priorities, as outlined in the Action Plan. Being aligned around a common goal will **support** continued growth in our local tourism industry, **shape** our tourism landscape of the future and this vision **shows** how we plan to get there.





## **PRODUCTIVITY:**

**Tourism...contributes to economic growth**

Now regarded as one of the most important export sectors of the region's economy, the tourism sector is a key pillar of economic growth. Tourism has a major role to play in delivering inclusive, balanced, sub-regional growth and has the potential to address economic inactivity in both our urban and rural communities and within every section of our society.

It remains one of the largest, locally owned, internationally traded sectors of our economy, directly impacting the economy by generating demand for tourist services such as accommodation, recreational and cultural activities and transport services. As visitor numbers and spend increase, so too does the direct economic impact for the local economy. More widely, indirect benefits are also generated as tourism generates demands on sectors across the economy, such as construction and agriculture.

The sector has demonstrated its resilience and ability to successfully respond to the toughest of challenges, displaying creativity and agility to move with changing consumer trends. Research, insights and data analytics have allowed the sector to develop products aligned to market needs, including digitisation and using new technologies to attract tourists, maturity of VR and IR and sector diversification providing new and innovative experiences

and activities for visitors and local communities alike. However, new challenges have the potential to put significant pressure on the industry again.

To meet rapidly changing demands from international and domestic tourists it will be important to support small businesses – who make up 89% of the Northern Ireland economy - to operate online and have the ambition to reach new international markets, to create a sustainable sector where everyone can use technology ensuring our tourism offer remains competitive internationally.

Business events play an important role in building our international reputation by showcasing the region as a place to visit, study, live, work, do business and invest in. The benefits of business events go far beyond the traditional measurements of the financial impact on the North in terms of delegate spend, room nights, retail, food, etc. They contribute to our economic development and transformation and support our wider higher education, research and tourism objectives. We want to deliver on our Business Events Strategy so that the North is recognised as an authentic and exciting business events destination, offering a variety of opportunities for unforgettable and valuable experiences to conference, meeting and incentive delegates.





**ACTION: Deliver NI Integrated Business Events Strategy to maximize the economic potential of business events and incentive travel by boosting our overall share of the MICE market including attracting international conferences in our priority economic sectors.**

**In short, a flourishing tourism sector helps to spread prosperity right across the island.**

There is, however, still significant potential for further growth. Growing our tourism industry will require diversification both in the length of the season and in geographic spread. Tourism Ireland's work in marketing the island of Ireland internationally as a single destination is critical to this growth and hence it is vital that it receives sufficient resources to continue to deliver effective marketing within core key markets and key segments.

**ACTION: Restore funding to TI to allow it to enhance the appeal and increase overseas tourism revenue to the North through a comprehensive programme of effective marketing within core key markets and key segments.**

This importance of marketing the island as a single destination is why there is such concern across the industry at the introduction of the British Government's Electronic Travel Authorisation (ETA) scheme which will require all international visitors to the North who do not currently need a visa for short stays to apply for an ETA before they travel. We continue to work with the Home Office on this issue

and Minister Conor Murphy met with the Home Office Minister for Migration and Citizenship in November 2024 to push for a solution that will protect our tourism sector.

**ACTION: Continue to press for a solution to the ETA scheme's impact on the North.**

Considering opportunities that come from collaboration across the island will help to create a strong all-island economy and sustainable communities across Ireland. As a first step, we have established an all-island Strategic Tourism Group with representatives from the Department for the Economy, the Southern tourism department and all three tourism agencies. An early output from this Group is exploring the potential to increase visitor numbers and visitor spend (especially from international markets) by extending Failte Ireland's regional experience brands into the North to complement and build upon the success of the "Embrace A Giant Spirit" brand in growing the value from visitors coming to the North via the South.

**ACTION: Extend Failte Ireland's regional experience brands into the North and build upon the success of the 'Embrace a Giant Spirit' brand to encourage consumers to holiday and take short breaks in the North**



## REGIONAL BALANCE

Tourism is...about placemaking

Tourism was identified as an area of co-operation under the 1998 Good Friday/Belfast Agreement, recognising the potential for growth of the sector on an all-island basis. Since then, our tourism industry has become one of the greatest success stories of the wider peace process. We have a unique story to tell, with outstanding scenery, strong culture and heritage, authentic experiences and warm people. We are already strong at developing and marketing our offer around food & drink, outdoor tourism and culture & heritage. People also want to learn more about our history and this offers an opportunity to grow peace tourism and ensure that communities which suffered most share in the peace dividend.

**ACTION: Expand our Visitor Experience portfolio through the development and promotion of Peace Tourism (Including Marketing Strategy)**

Understanding what motivates our visitors and growing our range of compelling visitor experiences that offer variety, quality and authenticity, will increase our competitiveness on a global stage and our reputation as an attractive holiday destination, all year round. It will therefore be important that we invest in enhancing existing attractions and creating new facilities across the North. The best way to deliver such projects will be through developing and delivering a multi-annual scheme to fund small scale capital projects.

A seamless, hassle-free experience, including ease of getting around the region from the moment visitors arrive until they leave is essential to creating a world-class visitor experience and more likely to encourage repeat visits and longer stays. Improvement in our transport infrastructure also leads to safer travel and connected communities at home.

**ACTION: Develop and deliver a multi-annual Experience Development Programme to encourage visitors to travel further, stay longer and make a greater contribution to the regional economy.**

Investment in our tourism infrastructure and development of accommodation outside the Belfast area supports regional balance and leads to wider geographical dispersion of visitors and more nights spent on trips. Over the next few years, we will benefit from a package of investment from four City and Growth Deals with government funding totalling £1.3bn which will also be complemented by private sector and other sources of funding. This investment package includes a number of significant tourism projects and provides an opportunity for a further step change in the visitor offering, helping to deliver benefits across the region in an inclusive and sustainable way.



**ACTION: Deliver the City and Growth Deals Programme to create new tourism offerings across the North.**

The review of Invest NI recommended that capital support for development of new tourist accommodation should transfer from Invest NI to Tourism NI. The implementation of this, the only tourism related recommendation from the review, is important to ensure that departmental policy on tourism accommodation, including any future support schemes to be delivered by Tourism NI, is fit for purpose and addresses the changing needs of overnight visitors. It will be a significant piece of work which will be taken forward by a DfE/TNI/INI Working Group, and will deliver against the Minister's four economic priorities, particularly in relation to Regional Balance and Good Jobs. There will be further positive impacts as a result of the changes emanating from the independent review of Tourist Accommodation which has been commissioned to inform the implementation of the action, and these will see improvements from changes to financial and non-financial support mechanisms and the policy and legislative framework associated with such support.

**ACTION: Ensure that there is an adequate mix and scale of tourist accommodation across the North which meets visitor expectations. DfE will review its policy to support this and transfer the accommodation support scheme from Invest NI to Tourism NI.**

As the Tourism (Northern Ireland) Order 1992 is over 30 years old, and was last amended in 2011, DfE will work with Tourism NI to

review all its delivery structures and mechanisms to ensure that they remain fit for purpose and address the changing needs of the tourism sector. This review will identify what changes will be required, including to any primary and secondary legislation, and Tourism NI's financial assistance schemes guidelines etc.

**ACTION: Review tourism delivery mechanisms required to meet the future needs of the tourism sector, including the Tourism Order, funding schemes and delivery structures.**

To ensure tourism delivers benefits across all of the region, Tourism NI will apply a destination led approach to sub regional development by identifying visitor centric destinations; developing local action plans based on strengths and potential of each destination; and will pilot the development of a Stewardship Plan for one of these destinations in 2025. The Stewardship Plans will focus not just on the development of the region, but also on the delivery of core services and issues which impact upon the visitor experience within the destination or impact upon the potential to increase visitor spend. To support the development of these Stewardship Plans we will also undertake research to better understand the issues facing the night-time economy and use this to inform the development of the evening economy in these destinations to encourage people to stay and spend there.

**ACTION: Develop and implement a destination-led approach to destination management through the creation of Destination Stewardship Plans.**

Cultural and sporting events play an important role reaching global audiences, promoting brand and message and potential for new investment and visitors. We have already demonstrated our ability to host major events having supported delivery of the MTV Europe Music Awards, the Irish Open, Giro d'Italia, Women's Rugby World Cup and The Open Championship. The success of these events provides a global showcase of our music, dance and language, creates social connections and generates significant economic impact. We must continue to identify major events we can host, either on our own, or as part of an all-Ireland bid. We must also recognise importance of large local events which perform an important role in supporting regional balance and supporting seasonal spread.

**ACTION: Develop a long-term programme of events for the North capable of contributing to the delivery of the Minister's economic vision.**







## **GOOD JOBS**

**Tourism is...people oriented**

Tourism is one of the few sectors with the potential to create substantial employment opportunities right across the North and within every section of our society. It provides a career path for school leavers into management and leadership roles that is rarely found across other sectors; it provides a route to greater social mobility for many within our most deprived urban and rural communities; and the soft skills that young people are equipped with when working in the tourism and hospitality sectors are highly transferable to a wide range of careers.

However, the sector faces a challenge in reshaping its image as a career choice. We need to enhance the sector's reputation as a source of well-paid, rewarding jobs with clear career development prospects, regardless of age, social or economic background. A confident, well trained and professional workforce is essential for delivering exceptional visitor experiences that drive success. Achieving this requires a strong commitment to employee retention and development, as well as support for SMEs in building robust HR capabilities and fostering high performance cultures. Industry and education providers must collaborate to create fulfilling career pathways and develop a skilled workforce necessary for sustainable growth of our tourism industry.

**Motivated staff, proud to work in the industry, naturally create improved visitor experiences, leading to increased profitability and productivity.**

**ACTION: Deliver a bespoke Skills Action Plan to address skills gaps and improve career pathways.**



## DECARBONISATION

Tourism...fosters the conservation of our cultural and natural heritage

The growing global demand for responsible tourism has accelerated the need to develop new and innovative products and services which are more sustainable. Consumers are prioritising eco-friendly options that are affordable, accessible and sustainable. Promoting tourism developments with a low environmental footprint takes into consideration the UN Sustainable Development Goals (SDGs)<sup>5</sup> which strive for a better and more sustainable future for all through economic growth, reducing poverty, supporting cultural heritage and environmental sustainability. These can lead to improving the experience for our tourists and also the quality of life in our communities.

We recognise our high dependency on visitors arriving via sea and air for both business and leisure, and to remain competitive as a tourist destination we will need to strike the balance between managing the risks associated with rising carbon prices and developing sustainable routes and connectivity of airports between target markets. The sustainability of NI's future air connectivity is hugely important in light of the obligations of the Climate Change Act (NI) 2022<sup>6</sup> and air carriers will be expected to reduce or offset carbon emissions.

The Department will consult with key stakeholders, including our airports, as we develop an Aviation Policy that will seek to set out how we best balance increased connectivity from our key markets with sustainability concerns. We will also work in partnership with sea carriers and cruise operators to increase the economic impact of visitors who arrive by sea.

**ACTION: Improve our international connectivity by bringing forward an Aviation Policy in consultation with stakeholders on increasing number of air routes/seats from key markets to increase visitor spend from these markets.**

**ACTION: Increase the economic impact of visitors accessing the North through working in partnership with sea carriers and cruise operators.**

<sup>5</sup> <https://sdgs.un.org/goals>

<sup>6</sup> [Climate Change \(NI\) Act 2022](#)



Becoming more environmentally sustainable is both a challenge and an opportunity for the NI tourism industry. With a requirement to reach net zero by 2050, it is essential that all tourism businesses play their part, whether they have already a sustainability plan in place or whether they have yet to get started. In reducing their environmental impact, tourism businesses can become more efficient and boost profitability, through reducing their costs and presenting a more compelling proposition to the visitor.

**ACTION: Build the capacity of tourism businesses to take action to reduce their carbon footprint and become more sustainable.**

**ACTION: Launch and deliver a robust sustainability recognition scheme which communicates the sustainability credentials of the tourism industry and promotes good practice.**

## Delivering the Vision

This Tourism Vision: 10 Year Plan provides a shared vision and common clarity of purpose. It provides a foundation for the industry and public authorities to build their own local strategies and action plans that are based on local strengths and potential and which will support and guide the industry to prepare for future success for the benefit of all of our communities. Crucial to its success is a willingness for collaborative working to deliver continued growth for our tourism industry over the next decade.

**ACTION: Establish a Tourism Partnership Board consisting of cross-departmental, agency and industry representatives**








Oversight of the Action Plan will be monitored by the Tourism Partnership Board and delivered through collective action with the industry. Working together to deliver these actions will lay the foundation for development of the sector over the next 10 years and support the tourism economy to create a long term vision and realise its potential for the future.

As we move forward together, we acknowledge tourism is the responsibility of many stakeholders, all of whom have a part to play in delivering our vision. Those stakeholders are wide and varied and include regional and local government; delivery agencies; visitor attractions; and the accommodation and hospitality sectors. If our tourism industry is to be successful and sustainable, all partners must work together through the Tourism Partnership Board to meet and exceed the expectation of our visitors by giving them an experience they will never forget.

**This is our opportunity to write the next chapter together.**












# Tourism Action Plan

| Tourism Vision: 10-Year Action Plan |   |   |                                |           |
|-------------------------------------|---|---|--------------------------------|-----------|
| Activity Number                     | Link to Economic Priorities/ Objectives   | Proposed Activity   | Responsible/ Lead Organisation | Timeframe |
| 1                                   |  Regional Balance  | Establish a Tourism Partnership Board consisting of cross-departmental, agency and industry representatives   | DfE – Tourism Division         | Immediate |
| 2                                   |  Regional Balance  | Expand our Visitor Experience portfolio through the development and promotion of Peace Tourism (Including Marketing Strategy)   | TNI/TI                         | 0-3 yrs   |
| 3                                   |  Regional Balance  | Develop and deliver a multi-annual Experience Development Programme to encourage visitors to travel further, stay longer and make a greater contribution to the regional economy.   | TNI/TI                         | 0-3yrs    |
| 4                                   |  Regional Balance   | Develop and implement a destination-led approach to destination management through the creation of Destination Stewardship Plans. <sup>7</sup>  | TNI/TI                         | 0-3 years |
| 5                                   |  Regional Balance  | Review tourism delivery mechanisms required to meet the future needs of the tourism sector, including the Tourism Order, funding schemes and delivery structures.   | DfE – Tourism Division         | 3-5 yrs   |
| 6                                   |  Regional Balance<br> Good Jobs | Ensure that there is an adequate mix and scale of tourist accommodation across the North which meets visitor expectations. DfE will review its policy to support this and transfer the accommodation support scheme from Invest NI to Tourism NI. | DfE/TNI                        | 0-3 yrs   |









<sup>7</sup> [www.economy-ni.gov.uk/publications/sub-regional-economic-plan](http://www.economy-ni.gov.uk/publications/sub-regional-economic-plan)

**Tourism Vision: 10-Year Action Plan**

| Activity Number | Link to Economic Priorities/ Objectives  | Proposed Activity   | Responsible/ Lead Organisation                     | Timeframe |
|-----------------|--|---|--|-----------|
| 7               |  <b>Regional Balance</b><br> <b>Good Jobs</b>    | Develop a long-term programme of events for the North capable of contributing to the delivery of the Minister's economic vision.  | TNI/TI   | 0-3 yrs   |
| 8               |  <b>Regional Balance</b><br> <b>Good Jobs</b>    | Deliver the City and Growth Deals Programme to create new tourism offerings across the North.   | DfE – City Deals PMO and all partners <sup>8</sup> | 5-10 yrs  |
| 9               |  <b>Regional Balance</b><br> <b>Productivity</b> | Extend Failte Ireland's regional experience brands into the North and build upon the success of the 'Embrace a Giant Spirit' brand to encourage consumers to holiday and take short breaks in the North.      | DfE – Tourism Division/TNI/TI                      | 0-3 yrs   |
| 10              |  <b>Good Jobs</b><br> <b>Productivity</b>    | Deliver a bespoke Skills Action Plan to address skills gaps and improve career pathways.  | TNI/HATS/DfE-Skills Division                       | 0-3yrs    |
| 11              |  <b>Productivity</b>  | Restore funding to TI to allow it to enhance the appeal and increase overseas tourism revenue to the North through a comprehensive programme of effective marketing within core key markets and key segments. | DfE – Tourism Division                             | Immediate |

8 The City and Growth Deals Programme is being brought forward by Councils but overseen by DfE.

**Tourism Vision: 10-Year Action Plan**

| <b>Activity Number</b> | <b>Link to Economic Priorities/ Objectives</b>   | <b>Proposed Activity</b>  | <b>Responsible/ Lead Organisation</b>              | <b>Timeframe</b> |
|------------------------|--|---|--|------------------|
| 12                     |  <b>Productivity</b>  | Deliver NI Integrated Business Events Strategy to maximize the economic potential of business events and incentive travel by boosting our overall share of the MICE market including attracting international conferences in our priority economic sectors. | <b>DfE – Tourism Division/TNI/TI</b>               | <b>0-3 yrs</b>   |
| 13                     |  <b>Productivity</b>  | Continue to press for a solution to the ETA scheme’s impact on the North.   | <b>DfE – Tourism Division</b>                      | <b>0-3 years</b> |
| 14                     |  <b>Productivity</b><br> <b>Decarbonisation</b>  | Improve our international connectivity by bringing forward an Aviation Policy in consultation with stakeholders on increasing number of air routes/seats from key markets to increase visitor spend from these markets.                                     | <b>DfE – Air Connectivity/ Tourism Division/TI</b> | <b>0-3 yrs</b>   |
| 15                     |  <b>Productivity</b><br> <b>Decarbonisation</b> | Increase the economic impact of visitors accessing the North through working in partnership with sea carriers and cruise operators.   | <b>TNI/TI</b>                                      | <b>3-5yrs</b>    |
| 16                     |  <b>Decarbonisation</b>   | Build the capacity of tourism businesses to take action to reduce their carbon footprint and become more sustainable.   | <b>TNI</b>   | <b>0-3yrs</b>    |
| 17                     |  <b>Decarbonisation</b>   | Launch and deliver a robust sustainability recognition scheme which communicates the sustainability credentials of the tourism industry and promotes good practice.   | <b>TNI (in partnership with TI and FI)</b>         | <b>0-3yrs</b>    |

It should be noted that delivery of some initiatives within the Action Plan will be dependent on the ability to access additional funding.



## Tourism Partnership Board

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## TOURISM PARTNERSHIP BOARD - MEMBERS

| NAME                            | ROLE   | ORGANISATION                         |
|---------------------------------|--|--------------------------------------|
| <b>Stephen McNally (Chair)</b>  | CEO  | SERLS Hospitality Ltd                |
| <b>Michelle Scott</b>           | Director – Entrepreneurship & Partnership Division | DfE                                  |
| <b>Iain Greenway</b>            | Director of Culture                                | DfC                                  |
| <b>Teresa O’Neill</b>           | Director of Rural Affairs                          | DAERA                                |
| <b>Lynsey Moore</b>             | Director of International Relations                | TEO                                  |
| <b>Sian Kerr</b>                | Director of Transport Policy                       | DfI                                  |
| <b>Joanne Stuart</b>            | Chief Executive                                    | Northern Ireland Tourism Alliance    |
| <b>Janice Gault</b>             | Chief Executive                                    | Northern Ireland Hotel Federation    |
| <b>Roisin McKee</b>             | Director   | Hospitality & Tourism Skills Network |
| <b>Colin Neill</b>              | CEO  | Hospitality Ulster                   |
| <b>Katy Best (Deputy Chair)</b> | Commercial & Marketing Director                    | Belfast City Airport                 |
| <b>Deborah Harris</b>           | Public Relations & Marketing Manager               | Belfast International Airport        |
| <b>Brenda Morgan</b>            | Head of Business Development                       | City of Derry Airport                |
| <b>Joe O’Neill</b>              | CEO  | Belfast Harbour                      |

## TOURISM PARTNERSHIP BOARD - MEMBERS

| NAME                     | ROLE                        | ORGANISATION         |
|--------------------------|-----------------------------|----------------------|
| <b>Karen Magill</b>      | Chief Executive             | Bus and Coach NI     |
| <b>Judith Owens</b>      | CEO                         | Titanic Belfast      |
| <b>Heather McLachlan</b> | Regional Director           | National Trust       |
| <b>Nuala Saul</b>        | Managing Director           | Brack Tours          |
| <b>Laura McCorry</b>     | Head of Hillsborough Castle | Hillsborough Castle  |
| <b>Maeve McLaughlin</b>  | Director                    | Museum of Free Derry |
| <b>Mark Wylie</b>        | Owner                       | DC Tours             |
| <b>John McGrillen</b>    | CEO                         | Tourism NI           |
| <b>Alice Mansergh</b>    | CEO                         | Tourism Ireland      |
| <b>Marie Ward</b>        | Chair                       | SOLACE               |
| <b>Gerry Lennon</b>      | Chief Executive             | Visit Belfast        |
| <b>Odhran Dunne</b>      | Chief Executive             | Visit Derry          |













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If you would like to speak to a member of the team about the Tourism Vision & Action Plan, you can contact the Tourism Partnership Board Secretariat at [TPBSecretariat@economy-ni.gov.uk](mailto:TPBSecretariat@economy-ni.gov.uk)

