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## Tourism Service

1 April 2022 – 31 March 2023

Head of Service signature	<i>Sharon Mahaffy</i>
Date	26/01/2022
Peer Review signature	<i>Clare McGill</i>
Date	27/01/2022
Director signature	<i>Susie McCullough</i>
Date	17/02/2022

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## 1. Introduction

Name of Service	Tourism
Included Service Units	<ul style="list-style-type: none"> <li>• Tourism Development including Experience Development, Visitor Servicing, Food and Drink Destination Development and Tourism Administration.</li> <li>• Events including delivery of Council tourism events and management of grants to third part event organisers and capacity building. The management of Open House SLA transferred from Economic Development to Tourism in 21/22.</li> <li>• Borough Marketing, previously included as a service unit within Tourism will move to Corporate Communications by April 2022, as part of the centralisation of Marketing. However, direct Corporate Communications support for the Tourism service will be provided with necessary resource retained.</li> </ul>
Directorate	Regeneration, Development and Planning
Purpose of Service	Our purpose is to facilitate, sustainably grow and promote the tourism offering within the Borough, focusing on key strengths that resonate with identified markets, to increase the overall NI visitor market share and economic return to the Borough in line with the targets set by the ITRDS and the Prosperity priority within the Corporate Plan.
Key customers/ stakeholders and their needs	<p>Our <b>key customers/stakeholders</b> include</p> <ul style="list-style-type: none"> <li>• Visitors</li> <li>• Tourism sector and Food sector</li> <li>• Elected members</li> <li>• Tourism NI, TIL and Visit Britain</li> <li>• Event and experience delivery partners</li> <li>• Other councils</li> <li>• Other services</li> <li>• Staff</li> </ul> <p>A full analysis of needs is included in Appendix 1</p>
Context, challenges & key assumptions	<p><b>Context:</b> The Tourism service continues to operate within the framework of the ITRDS, launched In March 2018. This sets a series of outcomes/targets in the context of a visitor, investor and place proposition. The first of these, the visitor, is the priority proposition for the Tourism service. The service has four key thematic priorities which will enable the Council, working with external partners, to develop tourism against the requirement to deliver an increase in visitor share and spend – especially of/by overnight visitors.</p> <p>In collaboration with all relevant Council services, the Tourism service feeds into action plans to deliver on the integrated actions and sub-actions identified within the ITRDS, across the short and medium-to-long term.</p> <p>See Appendix 2 for PESTLE analysis.</p>

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**Key challenges:** The most significant aspect of the current tourism context is the impact of the Covid 19 pandemic on:

- the AND tourism sector's ability to welcome visitors
- visitors' intention and ability to travel, as reflected in actual tourism journeys to be taken in 2022/23.

Uncertainty arising from these factors will continue to impact all or most elements of the service's operations and budgets, with both likely to have to be reconfigured on a continual basis throughout 2022/23.

Ultimately the recovery of all parts of the tourism sector, including in AND, will depend on the interlinked consequences of the pandemic.

At the time of writing this document the most recent Tourism NI Tourism Barometre released in December 2021, indicated that although some sectors had been showing quicker signs of recovery, others were impacted by international travel and changes of consumer behaviour related to the pandemic, with many still operating at reduced capacity. For the minority of businesses that had seen an uplift when compared to 2019, NI and ROI were driving this increase. Key challenges cited include attracting and retaining a skilled workforce, supply chain issues, energy and overhead costs. Industry cited marketing (other than direct financial support) as the type of support most likely beneficial into 2022<sup>1</sup>.

Tourism NI's most recent Consumer Sentiment Analysis (NI and ROI markets) provides analysis on consumer confidence, propensity to travel and consumer concerns. This research indicated that there continues to be a pessimistic outlook regarding the likely continuing impact of the pandemic. Consumers in both markets are more content to engage in outdoor activities, and motivations to travel centre around relaxation and escape from it all and being able to enjoy great food and drink. Good value for money and Covid secure environments are motivators, with the ability to make flexible bookings a priority. Aligning products and experiences to appeal to the younger market is likely to yield better results as intentions to take short and long breaks is highest amongst Social Instagrammers and Aspiring families, with greatest confidence on intent to travel from March 22 onwards<sup>2</sup>.

The Tourism service will have to remain agile to react to potential restrictions: the impact this has on the industry once again and AND direct delivered activity. Sustainability is now key in travellers' decision making and must remain to the forefront of the work the Tourism service delivers.

**Assumptions:** There may be a period/s of restrictions in 22/23 with tourism businesses continuing to face challenges.

The Tourism service will retain at least its current level of resource, both financially and staffing, to deliver the actions as outlined in this plan and that

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<sup>1</sup> Tourism Barometer – trade insights, survey of 369 businesses undertaken 30 September – 9 November 2021 (survey undertaken prior to Omicron variant).

<sup>2</sup> Consumer Sentiment Analysis fieldwork undertaken 11 November – 1 December 2021. Covid cases were increasing in both markets at this time; media coverage relating to the Omicron variant did not emerge until the latter stages of the research.

	<p>internal resource in other supporting services will remain. The resource/support to deliver marketing will remain at the current level.</p>
<p><b>Reflection on previous performance – successes and lessons learned</b></p>	<p>The Tourism Service continued to have a challenging year in 2021/22. A number of staff remained on furlough in redeployed posts within Council until later in the year (leading in some cases to permanent moves and reduction to VIC staff). All staff, excluding the VIC staff, have remained home working with site visits and meetings only necessitating face to face activities.</p> <p>Once some restrictions were removed Tourism was able to deliver tourism experiences which were greeted favourably by locals and visitors. The development of these experiences has increased relationships with the sector and has provided a pilot model for further development. The Tourism Development Service has secured 3 more experiences in the Embrace a Giant Experience portfolio and has been used as an exemplar model with other local authorities. This brings a total of 9 within the EAGS portfolio for Ards and North Down. It has also secured funding via Tourism NI for the delivery of experiences in the remainder of 21/22 financial year.</p> <p>The Ards VIC reopened in May and Bangor in June with the Local Visitor Information provision successfully opened in Exploris once attractions were able to reopen in May. Some outreach was possible at two of the direct delivered events, however due to restrictions this has not progressed to date as intended. Unfortunately, Cockle Row Cottages have remained closed due to restrictions. This will be kept under review in line Covid restrictions and Transformation of Visitor Servicing.</p> <p>Events, although restricted in the delivery of direct delivered events (one recovery event and one event as programmed ‘Tide and Turf’, one Switch On event), the Unit has successfully supported all Tourism Event Grant applicants throughout the year, plus year one of the EuroPro Golf NI Masters tournament at Clondeboy Golf Club. It has also developed and delivered with SERC an Event Management course, piloted by internal staff.</p> <p>Marketing resource was significantly stretched during the year with a 3-prong approach for marketing – recovery, investor and destination promotion. However, the successful delivery of two key visitor seasonal campaigns plus food and experiential campaigns has paid dividends with increases in engagement levels on the newly launched visit social channels. Partnership activity with TNI and Visit Belfast (VB) continue to grow and yield good results – funding direct from TNI to deliver the newly launched Visit website, campaign supports and added value packages attributed to the AND VB membership.</p> <p>Relationships through collaborative work in all sections of the Tourism service have developed and strengthened, through increased direct communications and access to wide number of participants available for digital meetings, not normally the case with ‘in person’. Key lessons are that the service is operating in a volatile, uncertain, complex and ambiguous world and it must prepare and deliver services with that in mind at all times, with relevant contingencies and unknown outcomes a likelihood.</p>

## 2. How does our Service contribute to community planning outcomes and PEOPLE priorities?

The Tourism Service can be expected to have a direct impact on the following:

Community Planning Outcome	PEOPLE priority	Our focus for 2022/2023
Benefit from a prosperous economy	<p><b>Prosperity</b></p> <p>Growing our local economy</p>	<p>The tourism service will focus on contributing to a prosperous economy by:</p> <p>Growing:</p> <ul style="list-style-type: none"> <li>growing the tourism offering (experiences, events and visitor services)</li> <li>promoting it to key markets</li> </ul> <p>Better:</p> <ul style="list-style-type: none"> <li>improving services in line with identified trends/needs of customers</li> </ul> <p>Together:</p> <ul style="list-style-type: none"> <li>work in partnership with key stakeholders</li> </ul> <p>In doing so the service will attract visitors, especially on overnight trips, to spend in the local economy.</p>
	<p><b>Excellence</b></p> <p>Growing a high-performing Council</p>	<ul style="list-style-type: none"> <li>manage our resources and budget to optimise costs and efficiencies.</li> </ul>
<b>Tourism has indirect impact on the below</b>		
Feel pride from having access to a well-managed sustainable environment	<p><b>Environment</b></p> <p>Growing a cleaner, greener local and global environment</p>	Ensuring all tourism experiences, events and promotional activity have sustainability to the fore in both planning and execution.
Fulfil their lifelong potential	<p><b>Opportunity</b></p> <p>Growing the lifelong potential of our community</p>	Continuing to provide support (information, advice, collaborative platforms and promotional opportunities) to local tourism sector businesses. Developing the capacity of the local events sector.
Live in communities where they are respected, are safe and feel secure	<p><b>Pride</b></p> <p>Growing empowerment, respect, and safety of our community</p>	Ensuring all communities can see their communities represented positively to visitors through tourism products and experiences developed across the Borough.

### 3. Key activities for 2022/2023

<b>SERVICE:</b>	<b>Tourism</b>			
<b>Community Plan Outcome:</b>	All people in Ards and North Down benefit from a prosperous economy (The Big Plan - Outcome 4)			
<b>Corporate Plan PEOPLE priority:</b>	Prosperity and Excellence			
<b>Council KPI(s):</b>	£ increase in the visitor economy			
<b>Service Objective:</b>	To promote Ards and North Down as a tourism destination			
<b>What difference will it make?</b>	Increase visitors to the Borough and increase visitor revenue			
<b>Underpinning strategies:</b>	Integrated Tourism, Regeneration and Economic Development Strategy 2018 - 2030			
Business as Usual activities we will deliver in 2022/2023 (actions)		Due Date	Lead Officer(s)	Who do we need to help us? (Internal/External partners)
Experience Tours		Ongoing	Tourism Development Officer (TDO)	Tour guides, suppliers, Marketing, Corporate Comms, other services within Council
"Taste of AND" Food Tours/Showcases		Ongoing	Food and Drink Development Officer (FDDO)	Food providers, entertainers, Marketing, Corp Comms, other services within Council
Delivery of tour operator familiarisation visits to the Borough (including virtual)		Ongoing	TDO	Local tourism providers, tour operators, Tourism NI, Visit Belfast
Development of bookable visitor experiences		Ongoing	TDO	Local business suppliers, tour guides, Marketing,

			Council services, TNI
Continued support for development of existing Cluster/Network groups	Ongoing	Tourism Manager (TM) and TDO	Strangford Lough Tourism Cluster, Green Network
Continued management of Ice Cream and Hot Drinks Licences	Ongoing	TM/TDO	Lands, Environmental Health, Licensing, Vendors
Visitor information provision via VICs (Ards and Bangor), Local Visitor Information Office (Portaferry Exploris and Local Information Office (Pier 36), tourism information points (TIPs) and outreach.	Ongoing	TDO	Pier 36, Exploris and stakeholders with TIPs
Running of tourism/food webinars/seminars	March 23	TDO / FDDO	Economic Development, tourism trade, training facilitators
Promote the borough as a tourism destination via the Visit AND Destination Social Media Strategy with key messaging focused on potential visitors, including digital media campaigns with calls to action	Ongoing	Borough Marketing Manager (BMM)	Corp Comms, Tourism NI (TNI) Tourism Ireland (TIL) Visit Belfast (VB)
Develop proactive partnership programmes with key strategic partners to leverage reach for AND destination campaigns	Ongoing	BMM	TIL, TNI, VB, NMNI, National Trust (NT)
Deliver an up-to-date Visitor What's on Guide available in digital and /or print formats, aligned to the ITDRS and reflecting Visitor Proposition	March 23	Marketing Officer (MO)	TDO team, Events team, Corp Comms, Arts, Community, tourism trade partners

Implement key deliverables laid out in Year 2 of Borough Marketing and Communications Strategy (BMCS) through key campaigns via selected promotional communications channels and web enhancement	Ongoing	BMM/MO	Corporate Comms, Economic Development, Regeneration
Management of Grant Aided Events Programme	Ongoing	Events Manager (EM)	Event Organisers, Marketing and Corporate Comms
Management of Open House Festival Contract	Ongoing	EM	Open House Festival Board Procurement
Continued Development of Bid For Event Strategy	Ongoing	EM	TNI, event organisers, Events team, Leisure, Tourism Marketing
Market Research at Events	Ongoing	EM/ Events Officer	Appointed company Event attendees
Delivery of Tourism Events Programme	Ongoing	EM	Town Chambers, PSNI, P&A, Cleansing, Lands, Licensing, Environmental Health, Risk Manager, Translink, FDDO
Adhere to finance policies and manage and report on budgets, being conscious of the need to deliver value for money for our ratepayers (applies to all teams within Tourism Service)	Ongoing	HOS/TM/EM/BMM	Finance
Deliver team engagement/briefings and conduct Pride in Performance Conversations	Ongoing	HOS/SUMs	OD &HR

**Service Objective:**

What service development/improvement will we undertake in 2022/2023?	Which of the specified aspects will this improve?	Rationale	Due Date	Lead Officer(s)	Who do we need to help us? (Internal/External partners)
Delivery of planned programme of Visitor Servicing outreach across the borough	Service Quality, Availability, Innovation,	Users are increasingly obtaining visitor information via alternative means. As part of the transformation of the Visitor Information service it will adapt to a flexible mixed provision of centre and mobile outreach delivery of services.	March 23	TDO (VS)	Non-Council partner sites
Review and development of and updated Food Destination Development Plan	Strategic Effectiveness, Service Quality, Availability, Sustainability, Efficiency, Innovation	The delivery of the FDDP 2018-2021 has been heavily impacted in the last 2 years due to the pandemic. A review and re-shaping of the plan is now required.	March 23	FDDO, TM	External food and drink providers, strategic partners e.g. Food NI, Hospitality Ulster, Marketing, Corporate Comms., other council departments
Creation of online mapping of a AND coastal driving trail	Service Quality, Availability, Efficiency, Innovation	The creation of this sustainable map will highlight the key sites/amenities across the borough in a digital format to provide visitors with a 'holistic' view of the coastal experience	March 23	TM/TDO	External developer, Web provider, Marketing
Develop a PR plan to target and secure thought leadership pieces and press releases in key markets	Innovation	Developing a PR plan to proactively gain editorial exposure in key markets in travel and destination media will lead to stronger target audience awareness of AND and stimulate visitor stays and spend.	March 23	BMM	TNI, TIL, relevant media
Develop new visitor-centric blog content for the new website for visitardsandnorthdown.com	Innovation & Service Quality	Continue to develop the new VAND website and web platform database, aligned with and funded by Tourism NI.	March 23	BMM	TNI

What service development/improvement will we undertake in 2022/2023?	Which of the specified aspects will this improve?	Rationale	Due Date	Lead Officer(s)	Who do we need to help us? (Internal/External partners)
Creation and implementation of a Sustainability Action Plan for events delivery	Sustainability	A sustainability audit was carried out at 2021 Tide and Turf event. The findings from this will be used to develop an Action Plan which will be tested at key events in the 2022 programme.	March 23	EM, EO	Compliance Officer, TNI Mentoring, Waste
Capacity Building for External Events organisers	Service Quality	Following the completion and implementation of the pilot OCN Event Management to internal staff, this plus a series of bespoke courses eg market research and others will be developed.	March 23	EM/EO	Event Organisers, trainer, IT, ED

#### SPECIFIED ASPECTS OF IMPROVEMENT

What will this improve?	Definition
Strategic Effectiveness	<i>is key to <b>linking</b> the community plan, and the ongoing processes that underpin it, with a council's improvement processes. The Department would expect that a council's strategic community planning outcomes and objectives should be central to that council's improvement activity and clearly contribute to the strategic effectiveness aspect.</i>
Service Quality	<i>all relate to service provision by aiming to meet the needs of citizens and ensuring fair ease of access to the most suitable services that meet their needs. Clearly, all of these objectives can be demonstrated individually or collectively. Fairness can also be demonstrated by exercising non-service functions in ways which reduce disadvantage and improve social well-being, for instance by improving citizens' access to information or by addressing inequalities experienced by Section 75 groups.</i>
Service Availability	
Fairness	
Sustainability	<i>When carrying out its functions or providing services, a council may demonstrate improvement when it operates in a way that contributes towards the sustainability of its area, as required under the Northern Ireland (Miscellaneous Provisions) Act 2006 and the associated Northern Ireland Executive Sustainable Development Strategy. on-going efficiency may also be shown if fewer resources are utilised while maintaining provision of substantially similar or better services. Should a council choose to alter the manner by which a service is provided and in so doing it uses fewer resources or more integrated services, it will not only be demonstrating efficiency, but may demonstrate improved sustainability as well</i>
Efficiency	
Innovation	<i>any changes to service design and delivery methods that are intended to yield improvement under any other aspect and are reasonably likely to do so. This allows councils to make changes which may not have tangible effects within the same reporting year, but are likely to in subsequent years, and still count them as improvements.</i>

**Service Objective:**

What service / activities will we be stopping / changing in 2022/2023	Reason for stopping / changing activity	Savings	Impact on Performance	Impact on the Public	Impact on staffing
Food Destination Development Plan 2018-2021 delivery	3 year plan up to 2021. Elements delivered to date but huge impact of Covid on the industry and subsequent delivery. New plan.	n/a	Will allow for re-evaluation of the FDDP in line with the impact of Covid and continuation of food and drink development in borough.	Minimal as a new fit for purpose plan will be devised. The current plan will progress in the development timeframe, taking cognisance of new opportunities.	Staff focus on updated delivery plan and support to industry.
Accommodation audit to provide an investors' guide to potential accommodation development opportunities in the borough	Workstreams aligned to BAU TD activity. Future development opportunities to come forward from industry pre planning to determine investor opportunity.	n/a	Focus on daily TD advisory activity in this area.	n/a	Normal advisory duties and provision of proposition data.
Exploris developed as a new Local Visitor Information Office	Centre has been established	Reduction in annual running costs.	n/a as centre will continue to operate	n/a as the centre will maintain same provision	Support from ANDBC on outreach basis
Creation of green/sustainable tourism cluster	Network has been established	n/a	Work will now focus on BAU support.	n/a	n/a
Management of Ice Cream and Hot Drinks Licences	Contract remains as 21/22 for 22/23	n/a	n/a	n/a	n/a
Develop Borough Marketing and Communications Strategy	Borough Marketing and Communications Strategy completed in 2021	Staff resource	Improved planning	n/a	n/a

What service / activities will we be stopping / changing in 2022/2023	Reason for stopping / changing activity	Savings	Impact on Performance	Impact on the Public	Impact on staffing
Tourism web platform transition - VAND website will be changing to new web platform aligned to the discoverni.com website	Visitardsandnorthdown.com new website was launched in October 2021.	Overall project will save £10k over 5 years while leveraging almost £25k added value via the TNI funding (compared to the status quo – retaining the current VAND site, with no upgrades or inflationary allowance).	Will raise AND's online profile as a visitor destination gaining an enhanced, tourism-specialised website with leading edge functionality. Strong alignment and collaboration with the national tourism body Tourism NI – will enhance presentation of AND to potential visitors.	Enhanced communications online for potential visitors to the borough, including ease of itinerary planning, generating interest in AND as a tourism destination and driving visits and visitor spend.	n/a
Capacity Building at Events will focus on external organiser training programme as pilot complete	Pilot Scheme delivered to internal staff cohort of 12 in Dec 21	n/a	ONC Level 4 course set up at SERC, to be offered to external organisers (criteria to be determined).	Volunteers organising events will have the opportunity to improve their skills and gain a qualification	Events Officer to attend 8 week evening course to support and feedback
Develop a Transformational Action Plan for the delivery of the Borough Events Strategy	Action Plan 'Heart and Soul 2021-26' complete.	n/a	Creates key workstreams for events for the next 5 years	n/a	n/a
Sustainability Audit at 1 event in 2021 programme	Audit complete at Tide and Turf Festival in September 2021	n/a	Findings to feed into Sustainability Action Plan for key events in 2022. Improved processes.	Market research conducted at events in 2021 highlighted sustainability as an important factor for attendees at events.	n/a

<b>Performance Measures</b> (should include those for the Business as Usual and Service Improvement actions outlined above and relevant measures from Community, Corporate and Statutory)	<b>Is the measure Statutory, Corporate, Existing or New?</b>	<b>Reporting frequency</b>	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Actual</b>	<b>2020/21 Actual</b>	<b>2021/22 YTD</b>	<b>2022/23 Target</b>
Number of Experience Tours	Existing	Quarterly	n/a	n/a	n/a	n/a	n/a	6	16	15
% of Out of Borough (OoB) sales of Exp Tours	Existing	Quarterly	n/a	n/a	n/a	n/a	n/a	20%	7%	10%
Number of Food Tours/Showcases	Existing	Quarterly	n/a	n/a	n/a	n/a	n/a	5	4	8
% of OoB sales of Food Tours/Showcases	Existing	Quarterly	n/a	n/a	n/a	n/a	n/a	0%	7%	33%
Delivery of tour operator FAM visits to the Borough (including virtual)	Existing	Annual	n/a	n/a	n/a	n/a	n/a	1	10	10
Number of new bookable experiences	Existing	Quarterly	n/a	n/a	n/a	n/a	n/a	5	15	10
% of OoB sales of bookable experiences	Existing	Quarterly	n/a	n/a	n/a	n/a	n/a	0%	51%	35%
Number of Tourism and Food and Drink Clusters/ Networks supported	Existing	Annual	n/a	n/a	n/a	n/a	n/a	2	3	3
Number of maintained TIPs across the Borough	Existing	Annual	35	38	38	38	38	38	38	38
Number of visitor servicing outreach activities	New	Annual	n/a	n/a	n/a	n/a	n/a	n/a	n/a	15
Number of tourism / food webinars/seminars	Existing	Annual	n/a	n/a	n/a	n/a	n/a	n/a	3	3
Completion of updated Food and Drink Destination Plan	New	Annual	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Feb 23

<b>Performance Measures</b> (should include those for the Business as Usual and Service Improvement actions outlined above and relevant measures from Community, Corporate and Statutory)	<b>Is the measure Statutory, Corporate, Existing or New?</b>	<b>Reporting frequency</b>	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Actual</b>	<b>2020/21 Actual</b>	<b>2021/22 YTD</b>	<b>2022/23 Target</b>
Creation of online coastal driving route	New	Annual	n/a	n/a	n/a	n/a	n/a	n/a	n/a	1
Number of campaigns – Key output Year 2 of BMCS	Existing	Quarterly	n/a	n/a	n/a	n/a	n/a	n/a	n/a	2
% Increase in social media (revised target) - Key output Year 2 of BMCS	Existing	Quarterly	n/a	n/a	n/a	n/a	7631 page views	11,805 page views 1302 Facebook Fwrs	2765 FB Fwr 1105 IG likes	10%
Number of PR pieces - Key output Year 2 of BMCS	Existing	Quarterly	n/a	n/a	n/a	n/a	n/a	n/a	n/a	10
Number of blogs - Key output Year 2 of BMCS	Existing	Quarterly	n/a	n/a	n/a	n/a	n/a	n/a	n/a	10
Number of print publications - Key output Year 2 of BMCS	Existing	Quarterly	n/a	n/a	n/a	n/a	n/a	n/a	n/a	1
Management of SLA with Visit Belfast (revised target)	Existing	Annual	1	1	1	1	1	1	1	100%
Enhance new VAND web platform – one initiative - story and event submission sections	New	Annual	n/a	n/a	n/a	n/a	n/a	n/a	n/a	July 22
% engagement rate of ezines to tourism trade and consumer database (revised target from number of ezines to % engagement)	Existing	Annual	n/a	n/a	4	4	4	84 NB C19 impact	25	25%
Number of attendees at Grant Aided Events	Existing	Quarterly	n/a	91,160	121,482	81,494	60,656	n/a cancelled due to C19	90,506 (one grant to finalise)	78,175

<b>Performance Measures</b> (should include those for the Business as Usual and Service Improvement actions outlined above and relevant measures from Community, Corporate and Statutory)	<b>Is the measure Statutory, Corporate, Existing or New?</b>	<b>Reporting frequency</b>	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Actual</b>	<b>2020/21 Actual</b>	<b>2021/22 YTD</b>	<b>2022/23 Target</b>
Cost per attendee – Grant Aided Events	Existing	Quarterly	n/a	91,160	121,482	81,494	£1	n/a cancelled due to C19	£1.13 (one grant to finalise)	£1.04
Management of Open House Contract – monitoring of SLA	New	Annual	n/a	n/a	n/a	n/a	n/a	n/a	n/a	100%
Development of Bid for Strategy	Existing	Annual	n/a	n/a	n/a	n/a	n/a	n/a	1	March 23
Market Research Plan implemented at key tourism events	Existing	Annual	n/a	n/a	n/a	n/a	n/a	n/a	1	1
Number of attendees at Tourism Events	Existing	Quarterly	n/a	146,500	168,700	157,000	147,500	Cancelled C19	19500	75,000
% Customer satisfaction at Events	Existing	Quarterly	n/a	90%	80%	96%	96%	n/a events cancelled	77%	85%
% of attendees from OoB at tourism events	Existing	Quarterly	n/a	n/a	n/a	n/a	16%	n/a events cancelled due to Covid	28%	20%
% of attendees at tourism events from outside NI	Existing	Quarterly	n/a	n/a	n/a	n/a	1.67%	n/a events cancelled due to Covid	0%	1%
Average spend per event attendee	Existing	Quarterly	n/a	n/a	n/a	n/a	£16.75	events cancelled due to Covid	£11.26	£16.00

<b>Performance Measures</b> (should include those for the Business as Usual and Service Improvement actions outlined above and relevant measures from Community, Corporate and Statutory)	<b>Is the measure Statutory, Corporate, Existing or New?</b>	<b>Reporting frequency</b>	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Actual</b>	<b>2020/21 Actual</b>	<b>2021/22 YTD</b>	<b>2022/23 Target</b>
Develop Sustainability Action Plan	New	Annual	n/a	n/a	n/a	n/a	n/a	n/a	n/a	June 22
Number of event organisers receiving support/training	Existing	Annual	n/a	n/a	n/a	36	40	n/a due to Covid	24	20
% staff attendance	Corporate	Quarterly	n/a	n/a	95%	97.91%	95.73%	94.38%	93.93% Q3	95%
% spend against budget	Corporate	Quarterly	88%	89.3%	95%	92.33%	87.08%	97.07%	87.2% Q3	95%
% staff reporting regular receipt of team engagement/briefings	Corporate	Quarterly	n/a	n/a	n/a	n/a	n/a NB C19 impact	n/a NB C19 impact	100%	100%
% staff receiving Pride in Performance conversations	Corporate	Annual	n/a	n/a	n/a	n/a	n/a NB C19 impact	n/a NB C19 impact	100%	95%

## 4. Risks

Ref:	Risk Description	Gross Risk			Current controls	Residual Risk			Risk Status	Further Action Required	Action Due by	Risk Owner	Notes to explain rationale for scoring, etc.
		I	L	R		I	L	R	Tolerate / Action				
CR2	Failure to maintain human resource to effectively deliver services & optimise opportunities	4	4	16	<p>HOS and Manager one to ones and Manager and Team updates/one to ones</p> <p>New staff inducted and supported</p> <p>Staff team day</p> <p>Monthly team meetings</p> <p>Utilise more effective resourcing pathways to fill vacancies</p>	4	3	12	Action	<p>Monitor staff and apply and adhere to good team communication</p> <p>Regular phone calls and Teams meetings to maintain communication while working from home (WFH)</p> <p>WFH RAs completed and WFH interim arrangements reviews conducted.</p>	WFH interim arrangement reviews at appropriate 1/4ly 1/2yearly internals as per C19 environment.	<p>Head of Tourism</p> <p>Tourism Manager</p> <p>Events Manager</p>	
CR5	Failure to engage key stakeholders fully in outputs relevant and deriving from the ITRDS, impacting on Borough experience/product	4	4	16	<p>Industry updates (monthly ezines)</p> <p>Engagement platforms</p> <ul style="list-style-type: none"> <li>- TAGs &amp; Chambers (events where applicable)</li> <li>- Event one to ones re C19</li> </ul>	4	3	12	Tolerate	Continue as per C19 environment	Throughout 2022/23	<p>Borough Marketing Manager</p> <p>Tourism Manager/Events Manager</p>	

Ref:	Risk Description	Gross Risk			Current controls	Residual Risk			Risk Status	Further Action Required	Action Due by	Risk Owner	Notes to explain rationale for scoring, etc.
		I	L	R		I	L	R	Tolerate / Action				
					<ul style="list-style-type: none"> <li>- Tourism one to one business support re C19</li> <li>- Food Network adapted to Teams C19 and one to ones</li> </ul>								
CR3	Failure to secure funding to deliver projects/ programmes	3	5	15	Review budgets aligned to projects.	3	4	12	Action	Monitor and review per project. Identify all available streams of funding.	Throughout 2022/23	Head of Tourism Tourism Manager Events Manager Borough Marketing Manager	
CR3	Failure to deliver against performance targets	4	4	16	<p>Monitoring against financial targets as per Finance schedule</p> <p>Quarterly reviews against KPIs by managers</p> <p>Annual review and reporting of Service Plan to Council</p> <p>Monthly HOS-SUM meetings at which performance against KPIs are discussed</p>	4	2	8	Action	Monitor and review Addition of Risk review on monthly agenda	Ongoing  Throughout 2022/23	Head of Tourism Tourism Manager Events Manager Borough Marketing Manager	

Ref:	Risk Description	Gross Risk			Current controls	Residual Risk			Risk Status	Further Action Required	Action Due by	Risk Owner	Notes to explain rationale for scoring, etc.
		I	L	R		I	L	R	Tolerate / Action				
CR6 and CR3	Theft of stock and cash from Visitor Information Centres. Risk to staff.	3	3	9	Daily cashing-up routine Spot checks monthly basis CCTV in larger centre No or managed lone working Staff training	1	2	2	Tolerate	n/a	Ongoing	Tourism Manager/TDO VS	
CR2	Poor staff morale causing poor service performance	3	4	12	Team Briefings, investment in staff development, focus on positive working environment Team Day All staff updates circulated	3	2	6	Action	Maintain focus on communication and engagement and training internally Fortnightly SUM/HOS meeting catch up. One to one meetings as per SUM request. Return to monthly all team meetings via Teams now staff returned to work post furlough.	Throughout 2022/23	Head of Tourism Tourism Manager Events Manager	
CR3	Non-adherence to procurement/governance requirements leading to financial cost,	4	3	12	Governance arrangements, Audits Monitoring against financial targets as per Finance schedule	4	2	8	Action	Continue to review tenders/quotes. Staff training if required on panels	Ongoing	Tourism Manager Events Manager All relevant officers	

Ref:	Risk Description	Gross Risk			Current controls	Residual Risk			Risk Status	Further Action Required	Action Due by	Risk Owner	Notes to explain rationale for scoring, etc.
		I	L	R		I	L	R	Tolerate / Action				
	audit and public criticism  Inadequate controls over financial management and resource planning resulting in poor service delivery and financial loss to the Council									Monthly HOS/SUM financial monitoring		HOS	
CR4	Inadequate contingency / emergency plans for tourism events	5	4	20	RA and Safety Plans for individual events  Effective Communication process in place with key stakeholders/agencies  Event cancellation insurance being investigated re suitability  Insurance in place for all events	4	2	8	Action	Event Management Plan per event including RA  Interagency/ stakeholder communication per event with post evaluation debrief meetings completed  Promote Events Toolkit to relevant groups	Throughout 2022/23	Events Manager	

Ref:	Risk Description	Gross Risk			Current controls	Residual Risk			Risk Status	Further Action Required	Action Due by	Risk Owner	Notes to explain rationale for scoring, etc.
		I	L	R		I	L	R	Tolerate / Action				
										Tourism events to work under Covid restrictions and RA's included in EMPs			
CR1	Failure to respond to the challenges of Brexit	3	2	6	Monitoring of advice related to Brexit.	2	1	2	Tolerate	Maintain and monitor to respond to negative impacts in some markets, opportunities created from others.	Ongoing	Head of Tourism Tourism Manager	
CR7	Failure to adhere and monitor GDPR requirement	3	5	15	Controls include password and minimised access to databases, GDPR permission forms for photography and imagery in place with content to be reviewed in line with data compliance officer guidance. GDPR to be added as regular agenda item on team monthly meetings.	3	3	9	Action	Implement all required GDPR related measures as per guidance from Compliance officer-ongoing.	Throughout 2022/23	Tourism Manager Events Manager Borough Marketing Manager	

Ref:	Risk Description	Gross Risk			Current controls	Residual Risk			Risk Status	Further Action Required	Action Due by	Risk Owner	Notes to explain rationale for scoring, etc.
		I	L	R		I	L	R	Tolerate / Action				
CR6	Failure to adhere to government guidance re Covid 19	4	4	16	Application of C19 SD and Government Guidance and legislation as per service delivery.  Work from home whilst guidance dictates and any return to office post RA's and mitigations implemented.	4	3	12	Action	RA C19 required across operations as required e.g. Office space, experience and event delivery.  RA any face to face meeting scenarios dependent upon C19 environment.  Follow Council guidance as issued.	Ongoing	Tourism Manager for VIC  Tourism Manager and Events Manager for experience and event delivery  HOS/SUMs for office/meetings	
CR3	Risk of Fraud in administering grant applications	5	3	15	Develop robust systems with advice from other relevant departments. Formalise process, have staff trained	4	3	12	Action	Source staff training, adopt and agree new process for Tourism Grants	Ongoing	Events Manager and Events Officer (Grants and Evaluation)	

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## 5. Resources

<b>Are all actions resourced within the current (2022/23) budget plan?</b> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
<b>Will additional resources be required?</b> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> (If no please comment in Section A below how the actions will be funded, ie Staff Resources, Equipment, Revenue Budget, Capital Budget.) (If yes please detail additional resources in Section B below.)
<b>Section A:</b> The service budget has been approved via the Rates Setting process via Revenue and Capital Budgets. Staffing resource is aligned to deliver as set out in the service plan. It is anticipated however, that flexibility within the Revenue Budget may be required to manage any further requirements on service delivery with regard to Covid-19. Staff will continually seek to identify and apply for external funds when these appear.
<b>Section B:</b>
<b>Staff:</b> n/a current staffing
<b>Financial:</b> The total Tourism 22/23 budget is £1,903,200.
<b>Other:</b> n/a
<b>If the required additional resources are NOT available, please state:</b>
What is the likely impact on performance?  n/a
What is the likely impact on the public?  n/a
What is the likely impact on staffing?  n/a

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## 6. Monitoring and Review

- Regular communication between HOS and SUMS to address challenges to the plan as soon as they arise
- Monthly updates meetings between HOS and SUMs at which reporting on progress against KPIs is a standard agenda item
- Quarterly reporting of performance to the Regeneration and Development Committee, via reports generated from the Pentana system.

## 7. Conclusions

This plan has been written with an optimistic view on what the tourism environment may present for 2022/23, however it is anticipated that there will be a likelihood that a level of adaptable will be required for the Service and regular adjustments made during the year.

## 8. Appendices

Appendix 1 – List of Key Customers/Stakeholder and Needs

Appendix 2 – PESTLE Analysis

## Appendix 1 – Full list of key customers/stakeholders and needs

Customers	Needs
Visitors	(Globally, but especially from rest of NI, GB, and the Republic of Ireland) Information and promotional offers for trip planning; easily accessible quality products and experiences, Covid-safe.
Tourism Sector (tourism providers)	(Includes hospitality businesses, attractions, activity and experience providers. Information, advice, marketing and networking opportunities and support for collaborative working to attract visitors.
Food Sector (tourism providers and producers)	(Includes hospitality businesses, food and drink producers and producer/retailers. Information, advice, marketing and networking opportunities, support for collaborative working, retail opportunities.
Elected Members	Information, responses to ratepayer queries and complaints, delivery of agreed strategies, observance of agreed policies, formal reports for governance purposes.
Tourism NI	Collaborative/partnership working with ANDBC, including guidance on local tourism products and experiences, to support the national strategic vision for tourism. Distribution of information and promotion of training and national marketing campaign opportunities, including securing AND trade offers.
Tourism Ireland	Marketing information on AND to support the all-Ireland strategic vision for tourism in global markets.
Visit Belfast	Information on AND experiences and marketing messages to aid promotion of AND as part of “Belfast Plus” region, including via travel operator and travel writer engagement platforms.
Event Delivery Partners	(Including event organisers, Town Advisory Groups, Chambers, internal Events Group, emergency services, Translink and SERC etc.) Collaborative/partnership working to ensure successful and safe tourism events.
Other external agencies/ organisations	(Includes funders, central government departments, statutory agencies and various relevant partners - National Trust, ORNI, KNIB, HU, Boat Folk, Open House, Chambers of Commerce, SLLP, NITA, Clondeboy Estate, Invest NI, Strangford Lough Tourism Cluster) Collaborative/partnership working with ANDBC to ensure ongoing provision of sustainable tourism products and experiences, for mutual gain.
Other Councils	Collaboration/partnership working to achieve shared funding and/or economies of scale; mutual benchmarking and sharing of ideas and knowledge.
Service Units	Council-wide – Needs centred around integrated working and good communication to ensure best performance outcomes for ANDBC across all services.
Residents/Community Groups	General awareness of new tourism projects and experiences, and of promotion of all regions of the borough to visitors; engagement/consultation on new tourism products where impacted.
Staff	Resources, training, development opportunities, mentoring and support.

## Appendix 2: PESTLE Analysis

<p><b>Political</b></p> <ul style="list-style-type: none"> <li>• Covid restrictions on travel imposed by national governments</li> <li>• Brexit –in some markets creating negative sentiment re travel to the UK (but this may also boost travel to Ireland, including NI, by visitors arriving in Dublin).</li> <li>• NI Executive budget may reduce ability to deliver Tourism Recovery Plan</li> <li>• Additional funds for recovery via NI Executive to be confirmed at time of writing report</li> <li>• ANDBC Transformation agenda – pressure for efficiencies</li> </ul>	<p><b>Economic</b></p> <ul style="list-style-type: none"> <li>• Potential failure of local tourism businesses as government support schemes end or do not re-emerge if restrictions are reimposed</li> <li>• Restricted capacity of reopened tourism businesses due to Covid restrictions</li> <li>• Potential reduction of internal budgets, due to continuing C-19 challenges</li> <li>• External funding opportunities with very short deliver timelines – very difficult to deliver best return with resource and governance processes in place</li> <li>• Strength of other currencies vs £</li> <li>• Status of air access/routes to NI</li> <li>• Cut in APD on domestic routes</li> <li>• Recovery of aviation sector, especially long-haul</li> <li>• City Deal funding for Bangor Waterfront</li> </ul>
<p><b>Social</b></p> <ul style="list-style-type: none"> <li>• Continuing uncertainty on travel re Covid</li> <li>• Strong demand for tourism remains but curtailed by restrictions</li> <li>• Increased traveller caution - seeking Covid-safe locations and flexible travel options, including re cancellation</li> <li>• Visitor sentiment in favour of closer-to-home holidays and staycations</li> <li>• Heightened demand for “slow travel” – fewer and shorter trips with more relaxed itineraries boosting physical and mental wellbeing – shorter lead times, uncertainty for bookings for businesses</li> </ul>	<p><b>Technological</b></p> <ul style="list-style-type: none"> <li>• Continued development of vaccine programme and medicines boosting traveller confidence</li> <li>• Continuing shift to mobile/online information digital channels/services for our tourism research and booking.</li> <li>• Digital transformation including virtual travel experiences, booking while still at home and touchless tech solutions</li> <li>• Pandemic has accelerated remote working for staff and use of wider engagement</li> <li>• Expectation that governance arrangements can meet industry demand on digital platforms of ‘choice’.</li> </ul>
<p><b>Legal</b></p> <ul style="list-style-type: none"> <li>• Covid restrictions impacting travel, including required quarantine</li> <li>• Vaccine passports for travel</li> <li>• Carbon targets and offsetting</li> <li>• Legislative changes due to Brexit</li> <li>• Compliance with relevant legislation re GDPR, procurement, land use, road closures, safety and risk etc</li> </ul>	<p><b>Environmental</b></p> <ul style="list-style-type: none"> <li>• Emergence of new Covid mutations/variants</li> <li>• Potential new wave/s of Covid in 2022</li> <li>• Heightened awareness of and demand for sustainable travel and tourism/ “green” credentials</li> <li>• Crowded and highly competitive tourism marketplace</li> <li>• ANDBC drive to integrate sustainable materials and processes across all services</li> <li>• Climate change and impacts</li> </ul>

