
Delivery Agreement

PSA 5: Develop our tourism sector and promote Northern Ireland as a must-visit destination to facilitate growth in business and leisure visitors

[DRAFT IN PROGRESS]

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1. Vision

- 1.1 The overarching vision for tourism is that “Northern Ireland tourism will be an integrated, competitive and sustainable industry that makes an increasingly significant contribution to the Northern Ireland economy by providing distinctive, quality and value for money experiences to targeted customers”. In line with this vision, PSA 5 seeks to “develop our tourism sector and promote Northern Ireland as a must visit destination to facilitate growth in business and leisure visitors.
- 1.2 The Northern Ireland tourism industry has some way to go before it reaches its full potential. This unfulfilled potential reflects the fact that it lost some three quarters of its global market share of incoming visitors at the start of the Troubles. It currently gains barely a fifth of the out of state visitors to the island of Ireland, whereas before the Troubles it reached almost two fifths of all island inbound tourism. Northern Ireland has between 5-7 per cent of the non resident holiday visitors and half of the business visitors from Great Britain that a country of Northern Ireland's size and economy would warrant. There is also significant potential to attract visitors from the Republic of Ireland.
- 1.3 Direct Tourism Gross Value Added in Northern Ireland is 1.9%, lower than any other country of the United Kingdom and lower than the UK figure of 3.2%. The NI figure is also lower than the Republic of Ireland figure of 3.4%. Delivering the vision for tourism will assist helping NI to realise its full tourism potential.
- 1.4 How fast Northern Ireland achieves its true market share potential will be due in large part to the quality of the tourism product on offer. World class attractions and accommodation will be necessary to increase holiday visits by non-residents and this in turn will require considerable investment to achieve the accelerated growth necessary.
- 1.5 The key strategy for achieving the vision for tourism (and PSA 5) is the Tourism Strategic Framework for Action (SFA). The SFA provides guidance on the development of tourism and adopts a sustainable approach by seeking to strike a balance between economic growth, impact on the environment and community support.
- 1.6 The approach is customer focused and market driven in that it recognises the need for high quality, excellence and a personal approach. Success depends on everyone involved in tourism working together, focusing and resourcing efforts and measuring results.
- 1.7 A key measure of success will be delivering increased visitor number and tourism revenue. The objective is to:
 - (i) increase the number of out-of-state tourists visiting each year to 2.5 million from a baseline of 1.98 million in 2006; and
 - (ii) increase tourism revenue from out-of-state visitors to £520 million by 2011 from a baseline of £370 million in 2006.

1.8 Key milestones in achieving these targets are contained in the following table:

Target (calendar year)	2006	2007	2008	2009	2010
Visitors	1,979k	2,052k	2,190k	2,340k	2,500k
Total Revenue	£371m	£366m	£410m	£461m	£520m

2. Measurement of the PSA and DSOs

2.1 The main method for measuring performance against PSA 5 and the DSOs will be monitoring the implementation of the Tourism Strategic Framework for Action 2008-2011. The SFA will be underpinned with appropriate accountability mechanisms to monitor performance.

2.2 The two key indicators for PSA 5 are:

Indicator 1 Out-of-state tourism visits

Indicator 2 Out-of-state tourism revenue

2.3 Detailed information on these indicators is provided in the table below.

INDICATORS 1 - 2	TOURISM VISITS AND REVENUE
Data provider	NITB
Data set used	Indicators are sourced from a combination of 3 surveys: (i) The Northern Ireland Passenger Survey (NIPS), implemented by NITB (ii) The Household Travel Survey, implemented by Central Statistics Office (CSO) (iii) The Survey of Overseas Travellers (SOT), implemented by Failte Ireland
Baseline	Baseline year is 2006
Frequency of reporting	Each year results will be published at based on 6 months data (August), 8 months (November) which is used for forecasts and 12 months (March).
95% confidence interval	At a 95% level of confidence for the Northern Ireland Passenger Survey (NIPS), based on 2006, the relative confidence interval is 2.2% in relation to the number of visitors and 3.5% for associated revenue. Confidence levels are not available in relation to the NI data provided from the HTS and the SOT.

2.4 **Indicator 1** Out-of-state tourism visits are defined as visitors (ie non-Northern Ireland residents) staying at least one night in Northern Ireland)

Indicator 2 Out-of-state tourism revenue is defined as revenue generated by visitors (ie non-Northern Ireland residents) staying at least one night in Northern Ireland)

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- 2.5 The visitor number and revenue contribution data is collected throughout the calendar year through the following sources:
- (i) NI Passenger Survey (NITB). This collects data on the value and volume of visitors who enter Northern Ireland through NI's air and sea ports, who stay at least one night
 - (ii) Household Travel Survey (Central Statistics Office, Republic of Ireland). This collects data on the value and volume of Republic of Ireland residents visiting NI, staying at least one night
 - (iii) Survey of Overseas Travellers (Failte Ireland, Republic of Ireland). This survey identifies the value and volume of visitors, staying at least one night in Northern Ireland who enter via the border from the Republic of Ireland
- 2.6 DETI and NITB will update the NI Tourism Satellite Accounts to enable continued assessments to be made in respect of the total contribution of tourism to the Northern Ireland economy (Gross Value Added, jobs supported by tourism etc).

3. Delivery Strategy

- 3.1 The key strategy for achieving the vision for tourism (and delivering PSA 5) is the Tourism Strategic Framework for Action 2008-2011 (SFA). This will be delivered through ten programme areas – four relating to attracting visitors, four relating to business enhancement and two relating to communication. Actions will be identified for each programme and these will be used by DETI to monitor progress. The programme areas are:
- Programme 1: Know the Visitor
 - Programme 2: Develop a Compelling Proposition
 - Programme 3: Reach the Consumer
 - Programme 4: Take Care of our visitors every step of the Way
 - Programme 5: Develop Signature Projects
 - Programme 6: Focus on Winning Themes
 - Programme 7: Develop Internationally Competitive Businesses
 - Programme 8: Deliver Memorable Experiences
 - Programme 9: Share Information
 - Programme 10: Strengthen Effective Relationships for Delivery.
- 3.2 DETI is the Department with lead responsibility for delivering the SFA. However, successful delivery of the SFA (and increased visitor numbers and tourism revenue) will require the combined efforts of a number of Government Departments and Agencies as well as Local Government and the Private Sector. Key partners will be, DARD, DCAL, DEL, DOE, DRD, DSD, OFMDFM, Regional Tourism Partnerships, Local Government, industry bodies and private sector
- 3.3 The next phase of the SFA for the period 2008-2011 is currently being developed. The new SFA will be critical in terms of defining the contribution of the key partners (public and private sector) and establishing appropriate accountability mechanisms to monitor performance.
- 3.4 Actions and milestones will be identified for the key partners in the SFA as part of the development of the next phase of the Framework. Delivery tables for NITB and Tourism Ireland (two of the principal delivery partners) are included as an Annex. The specific actions, activities and outputs detailed in relation to the two DSOs are included in the existing corporate plans for NITB and Tourism Ireland.
- 3.5 The delivery of this PSA will be achieved through two Departmental Strategic Objectives (DSOs):

DSO 1: ENHANCE NORTHERN IRELAND TOURISM INFRASTRUCTURE

The delivery tables for DSO1 show the detailed actions that will be carried out to enhance tourism infrastructure in a wide range of product areas. These actions will seek to improve and develop a range of new product facilities, attractions and activities in a way that will encourage visitors to come and stay longer. The public sector has a key role in focusing intervention to accelerate the process of developing these and a co-ordinated approach to delivery is crucial in partnership with investment by the private sector.

Signature Projects are the key to delivering world class visitor experiences. Each project offers characteristics that are unique and drive the brand through presenting what is distinctive and iconic about Northern Ireland. They provide core attractions for the wider destination and opportunities for the private sector to develop services and products for the visitor.

Fully realised they have the potential to achieve a step change for Northern Ireland driving the local economy and making a key contribution to growing visitor numbers and spend.

Key successes have been achieved to date and each project has already established its own identity and momentum. Significant funding for delivery of the projects has been identified in the Programme for Government and new EU programmes. A key priority for Northern Ireland now is to realise these projects and their development as '*destinations*' within the overall Northern Ireland brand.

The forecast rate of growth in tourism numbers will create pressures on current capacity and require investment in the **tourism infrastructure** in the key areas such as accommodation, golf resorts and conferencing & exhibition facilities.

In addition, Northern Ireland's ability to differentiate itself and create unique visitor experiences to meet and exceed expectations will depend on its development, management and promotion of its product around key themes. To focus on strengths and to help potential visitors understand how Northern Ireland can provide their kind of holiday 5 key product areas have been identified as the focus for product development and marketing – city breaks, natural NI, culture & heritage, sports tourism & activities and business tourism. The NITB focus on product development will be a key driver in delivering this DSO and its corporate plan will have a clear focus on product development activities.

DSO 2: PROMOTE THE GROWTH OF THE TOURISM INDUSTRY

The activities in DSO 2 will seek to grow the tourism industry through development of markets and gateways and delivery of world class visitor experiences.

In terms of markets, targeted promotions and campaigns will be delivered in all key markets by NITB and TIL. Dublin and Belfast identified as key gateways based on passenger numbers need to be developed through improved visitor servicing and orientation, product development to encourage greater regional and seasonal spread.

Providing appropriate information, signposting and orientation are all critical in encouraging the visitor to stay longer, do more and visit again. Ongoing investment is required in the

tourist information network; the signage of scenic and cultural routes; interpretation and telling the story and enhancing guides and guiding opportunities in line with key products.

This in turn must be supported by good quality timely information to inform choice, easy access to the means to buy when the choice is made. Within this context development of the web content in terms of the breadth and depth of real time information is of paramount importance for the future.

The successful promotion of Northern Ireland and associated growth will depend on its ability to deliver world class excellence in service delivery and visitor experience. This is critical to both compete globally and to secure repeat and referral visits on which the agreed targets are dependent if they are to be delivered and is underpinned by:

- **Quality & Standards** – a culture of quality must pervade everything that we do and Northern Ireland must develop a more structured approach to assuring standards by for example extending accreditation schemes.
- **Developing Tourism Capability & Learning** – increasingly we must expose ourselves to learning from elsewhere and raising our capability in terms of customer service and marketing skills. This must then be supported with appropriate skills and development programmes to promote opportunity and commitment.
- **Developing Business** – There is a constant need to excite visitors and potential visitors with innovation and new product. The activities will aim to build on our many strengths and identify ways to improve development, packaging and presentation, particularly in niche areas.

The marketing activities within this DSO reflect the detailed actions and targets within Tourism Ireland's corporate plan and the NITB will promote growth through activities which seek to improve quality and capability across a number of key areas of the industry.

4. Risks

- 4.1 There are a number of risks which could impede the delivery of the targets contained in PSA 5 are:
- (i) fragmentation in tourism delivery structures, duplication of effort and inefficiency in use of resource;
 - (ii) lack of buy-in and commitment by key partners in tourism (public and private sector);
 - (iii) capacity restrictions – limit of current accommodation stock and lack of identified opportunities or ability to implement proposals;
 - (iv) planning policies – no agreed timescale for the development and implementation of Planning Policy Statement (PPS) 16 - Tourism;
- 4.2 Risks (i) and (ii) should be addressed by development of the next phase of the Strategic Framework for Action 2008-2011. This Framework will define responsibility, be formally agreed by all parties and have clearly established accountability mechanisms. In addition, NITB will further develop its Corporate & Industry Communications Strategy and investigate and test alternative mechanisms to increase private sector engagement and buy-in.
- 4.3 Risk (iii) – DETI and NITB will work with Invest NI to develop more a proactive approach to tourism development and Foreign Direct Investment in this respect.
- 4.4 Risk (iv) – DETI will work with DOE to bring forward the agreement of PPS 16.

5. Management Arrangements

- 5.1 DETI is the lead Department with responsibility for the Tourism Strategic Framework for Action. DETI is accountable to the Minister for Enterprise, Trade and Investment and will ensure that in developing the next phase of the SFA for 2008-2011, appropriate management and monitoring mechanisms are put in place. These will be refined and enhanced versions of the mechanisms in place in respect of the current phase of the SFA, eg Tourism Strategy Forum (chaired by DETI Minister) and effective mechanisms for inter-Departmental co-ordination.
- 5.2 DETI will ensure that regular performance reports are available on the progress being made against the Framework at an activity level but also that there is an ongoing review of performance at an impact level.
- 5.3 There are a number of existing management arrangements in place to monitor progress against targets and milestones. Quarterly liaison meetings and regular financial/project monitoring meetings and highlight/exception reports will also be used to measure progress against targets for the NITB and TIL.

Annex: Delivery Tables

DSO 1: ENHANCE NORTHERN IRELAND'S TOURISM INFRASTRUCTURE				
ACTIONS	ACTIVITIES / PROGRAMMES	OUTPUTS	MILESTONES	RESPONSIBILITY
TAKE FORWARD KEY TOURISM SIGNATURE PROJECTS TO IMPROVE NORTHERN IRELAND'S TOURISM PRODUCT	STRATEGIC FRAMEWORK FOR ACTION Development and implementation of Tourism Strategic Framework for Action 2008-2011 (this is the Framework for the development of tourism over the period 2008-2011. In adopting a sustainable approach it will seek to strike a balance between economic growth, impact on the environment and community support. The approach is customer focused and market driven in that it recognises the need for high quality, excellence and a personal approach. While DETI will lead on the development and management of the SFA, success will depend on effective co-operative working by all the key partners involved in tourism).	Completed Tourism Strategic Framework for Action 2008-2011 to include: <ul style="list-style-type: none"> - Confirmation of the roles of key delivery partners – NITB, Invest NI, Tourism Ireland, DARD, DCAL, DEL, DOE, DRD, DSD, OFMDFM, Regional Tourism Partnerships, Local Government, industry bodies and private sector. 	Agreed Tourism Strategic Framework for Action by 31 March 2008 will identify appropriate project milestones.	DETI
	SIGNATURE PROJECTS Managing the allocation of capital funding resources identified in the PfG to drive delivery and wider destination development through five tourism Signature Projects: <ul style="list-style-type: none"> • Titanic (<i>a hugely significant concept based in the iconic</i> 	All signature projects significantly progressed towards completion: <ul style="list-style-type: none"> § Titanic – iconic visitor centre delivered § Causeway – interpretation strategy implemented, visitor centre delivered 	<ul style="list-style-type: none"> • Titanic: <ul style="list-style-type: none"> - funding in place 2008 - procurement completed 2008 - build complete 2011 • Causeway: <ul style="list-style-type: none"> - planning approval for visitor centre 2008 - build complete 2011 - interpretation strategy agreed 	DETI and NITB

	<p><i>Titanic brand)</i></p> <ul style="list-style-type: none"> • Causeway (including provision of a new visitor centre at the Causeway in addition to the a Masterplan for the Causeway Coast and Glens) • Walled City (given its unique history) • St Patrick's / Christian Heritage (based on that theme and embracing much of the Counties of Armagh and Down) • The Mournes (in the context of the award of National Park Status) <p>These five Signature Projects offer the potential to deliver world class excellence, drawing visitors from at home and overseas. In achieving international stand-out the projects will have a significant impact on Northern Ireland's tourism performance.</p>	<p>§ Walled City – Phase II fully implemented</p> <p>§ St Patricks/Christian Heritage – trail erected and interpretation strategy implemented</p> <p>§ Mournes – draft Action Plan agreed and 60% implemented</p>	<p>2008, implemented by 2010</p> <ul style="list-style-type: none"> • Walled City: <ul style="list-style-type: none"> - 30% complete 2008 - 70% complete 2009 - 100% complete 2010 • St Patricks/Christian Heritage: <ul style="list-style-type: none"> - signage erected 2008 - interpretation strategy agreed 2009, implemented by 2012 • Mournes: <ul style="list-style-type: none"> - action plan agreed with key stakeholders 2008 - 20% by 2009 - 40% by 2010 - 60% by 2011 	
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	<p>LOCAL PRODUCT DEVELOPMENT</p> <p>Regional and product development– local product development through managing the Tourism Development Scheme (TDS) allocation. TDS will be used assist projects aimed at furthering the implementation of the Signature Projects in addition to assisting visitor attractions, coastal and countryside activity tourism and public realm tourism projects across Northern Ireland.</p>	<p>Establishment and development of a product portfolio</p>	<p>Agreed by 2008</p> <p>Implemented by 2011</p>	<p>DETI and NITB</p>
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DSO 2: PROMOTE THE GROWTH OF THE TOURISM SECTOR

ACTIONS	ACTIVITIES / PROGRAMMES	OUTPUTS	MILESTONES	RESPONSIBILITY
<p>THROUGH THE DEVELOPMENT OF THE TOURISM STRATEGIC FRAMEWORK FOR ACTIONS 2008-11 A PROGRAMME OF ACTIVITIES AND SECTOR SPECIFIC SUPPORT WILL BE IDENTIFIED THAT WILL DEVELOP THE LONG-TERM AND SUSTAINABLE COMPETITIVENESS AND ENTREPRENEURSHIP OF THE TOURISM INDUSTRY</p>	<p>STRATEGIC FRAMEWORK FOR ACTION</p> <p>Development and implementation of Tourism Strategic Framework for Action 2008-2011 (as per DSO 1)</p>	<p>As per DSO 1</p>	<p>As per DSO 1</p>	<p>DETI</p>
	<p>COMPETITIVENESS AND INNOVATION</p> <p>Development and implementation of competitiveness and innovation plan to include defined programmes to increase the innovation and competitiveness of the tourism industry.</p> <p>Programmes include:</p> <ul style="list-style-type: none"> • Masterclasses (<i>aimed at motivating and inspiring tourism business leaders on areas such as customer satisfaction, customer service and changing consumer trends</i>) • “Learning Journey” Visits (<i>providing opportunities for NI tourism industry representatives to benchmark against a range of high quality tourism businesses at the ‘top end’ of the market</i>) • Innovation Competitiveness Programme (<i>aimed at facilitating improved competitiveness within the tourism industry</i>) 	<ul style="list-style-type: none"> • To deliver a Masterclass series • To arrange and carry out 4 “Learning Journey” benchmarking visits per year • Development of an innovation competitiveness programme aimed at the tourism industry 	<ul style="list-style-type: none"> • 1 Masterclass series annually • At least 1 “Learning Journey” visit per quarter • Development work on innovation competitiveness programme completed April-June 08 • Implementation commences July-September 08. 	<p>NITB</p>
	<p>CERTIFICATION AND CLASSIFICATION</p> <ul style="list-style-type: none"> • Certification Inspection Visits – carry out a programme of certification inspection visits to ensure that accommodation premises meet minimum 	<ul style="list-style-type: none"> • To complete over 1700 certification visits in each year in accordance with the statutory requirement. 	<ul style="list-style-type: none"> • 425 certification visits per quarter • 425 classification visits per quarter 	<p>NITB</p>

	<p>standards defined under the Tourism (NI) Order 1992.</p> <ul style="list-style-type: none"> • Classification Assurance Visits – carry out a programme of classification assurance visits to ensure that accommodation premises meet standards required under voluntary classification scheme. • Review and update of the Certification & Classification Schemes for accommodation and development of new non-accommodation accreditation schemes. 	<ul style="list-style-type: none"> • Carry out classification assessment visits on 100% of participating establishments. • Reviews complete and implemented • New schemes identified and implemented 	<ul style="list-style-type: none"> • Review complete 2008, implemented 2009 • News schemes identified 2008, implemented on staged basis 2009, 2010, 2011 	
	<p>TOURISM INFORMATION</p> <p>To keep tourism industry and other stakeholders updated on trends/developments and performance</p> <p>Conduct a range of surveys to inform and influence Government Strategy and Policy on tourism, to maximise the potential of tourism within NI and improve accountability and contribute to the needs of the private sector. These include:</p> <ul style="list-style-type: none"> • NI Passenger Survey • UK Tourism Survey • Accommodation Surveys • Tourism Barometer Survey • Tourism Performance • Survey of Visitor Attractions • Business Attitude Survey 	<ul style="list-style-type: none"> • Publication of e-zine • Completion and analysis of surveys 	<p>Published every two weeks</p> <p>Each year results will be published at 6 months (August), 8 months (November) which is used for forecasts and 12 months (March)</p>	NITB
	<p>BUSINESS DEVELOPMENT & CAPACITY SUPPORT</p> <p>Help ensure that tourism businesses are properly equipped to service international visitors by assisting in</p>			Invest NI

	<p>the development of business expertise and accommodation capacity.</p> <p>Invest NI will develop capacity support for tourism businesses through:</p> <ul style="list-style-type: none"> • Selective Financial Assistance (<i>financial assistance for tourist accommodation businesses</i>) <p>Capability support for tourism business will be delivered by:</p> <ul style="list-style-type: none"> • Visa Marketing Programme (<i>assisting businesses to market in the international market place</i>) • Business Improvement Training Programme (<i>support for businesses with training and development needs</i>) • Management Information System / ICT (<i>development of management information systems within businesses</i>) • Energy Efficiency (<i>increasing the profitability of businesses at the same time as becoming more energy efficient</i>) <p>Business development support for tourism businesses will be delivered through:</p> <ul style="list-style-type: none"> • Management Salary Grant / People Excellence (<i>wide ranging solutions for people management issues</i>) • Strategic Excellence (<i>helping businesses with the development of strategic plans</i>) • Business Health Check (<i>reviewing business performance against similar businesses in the UK, Europe and beyond</i>) 	<p>15 tourism businesses assisted under Selective Financial Assistance</p> <p>180 tourism businesses assisted with Marketing, Training, Information and Communication Technology and Energy Efficiency</p> <p>20 tourism businesses assisted with Human Resources, Strategy and under Business Health Check</p>		
<p>SPECIFIC ACTIONS WILL FOCUS ON</p>	<p>PR ACTIVITIES</p>	<ul style="list-style-type: none"> • Measurable 	<ul style="list-style-type: none"> • Agreed PR 	<p>NITB</p>

CHALLENGING PERCEPTIONS REGARDING SAFETY, COST, EASE OF ACCESS AND AWARENESS OF WHAT TO SEE AND DO. CAMPAIGNS AND PR ACTIVITIES WILL BE TARGETED AT BOTH ROI RESIDENTS AND VISITORS ACCESSING THE ISLAND VIA THE ROI WHO COULD BE ENCOURAGED TO COME NORTH.	<p>PR activities to address ongoing concerns re perception of NI plc; and raise awareness of NI as a tourist destination through marketing and campaigning initiatives. Main focus of activity will be marketing and PR campaigns and surveys to measure change.</p>	<p>improvements in the perception of NI plc</p>	<p>campaigns implemented in each year</p>	
	<p>SUPPORT TOURISM IRELAND LTD (TIL)</p> <p>Supporting TIL in attracting visitors to NI from GB & overseas through:</p> <ul style="list-style-type: none"> • Maintaining NI consumer website (www.discovernorthernireland.com) and its accommodation bookings facility; • Extending breadth and depth of NI web content and real time information; • Annual programme of Press Familiarisation trips to NI (enabling the international press to experience, and write about, Northern Ireland as a tourist destination) • Meet the buyer workshops to bring together key international tour operators for business meeting with local tourism organisations. 	<ul style="list-style-type: none"> • To achieve at least 1.5million unique hits annually and at least £1m of accommodation bookings • Update content and real time information on a daily/weekly/ monthly basis • In excess of £15m of press coverage achieved each year • At least 100 key international tour operators 	<p>N/A</p>	
	<p>ATTRACTING VISITORS TO THE ISLAND OF IRELAND</p> <p>Tourism Ireland will carry out a wide range of activities over the period 2008-10, under the broad themes of:</p> <ol style="list-style-type: none"> 1. Marketing to the Overseas Consumer 2. Delivering Growth to Northern Ireland 3. Exploiting Access Opportunities 4. Continuing to Provide Overseas Marketing Opportunities to the Industry 	<p>By 2010 Tourism Ireland will deliver to the island of Ireland:</p> <ul style="list-style-type: none"> • 10.5 million visitors (of which 4.9 million will be promotable visitors) • £3.8 billion in overseas revenue 	<p>9.6 million in 2008</p> <p>Increasing to 10.1 million in 2009</p> <p>Increasing to 10.5 million in 2010</p>	<p>Tourism Ireland Ltd</p>

	<p>5. Act as an Advocate for Overseas Consumer and Trade</p> <p>All the activities carried out by TIL under these themes will contribute to increased growth in tourism in the Island of Ireland, and therefore also in Northern Ireland. However, a number of specific activities are being taken forward which focus specifically on delivering growth to the Northern Ireland market.</p> <p>TIL will continue to create and deliver a focused overseas marketing programme in association with the Northern Ireland Tourist Board, the tourism industry in Northern Ireland and the trade in our target markets. Specific marketing activities include:</p> <ul style="list-style-type: none"> • Featuring Northern Ireland in the full range of island of Ireland marketing. • Engaging in tactical marketing activity to promote Northern Ireland in selected markets in order to move consumers from interest to purchase. • Encouraging greater participation by Northern Ireland industry in overseas marketing through incentives. • Undertaking co-operative marketing for strategically-important routes, especially those providing Northern Ireland and regional access. • Encouraging greater participation by Northern Ireland trade in our overseas marketing activity. <p>Activities relating to improving opportunities include:</p> <ul style="list-style-type: none"> • Focusing activity around access opportunities to Northern Ireland. • Exploiting the opportunities presented by the recent announcements from Aer Lingus, Ryanair, Easyjet, 			
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	<p>and Jet2 as well as existing access levels.</p> <p>Other activities being taken forward to specifically deliver increased tourism growth are:</p> <ul style="list-style-type: none"> • Working with the Northern Ireland Tourist Board to implement their strategy and promote the Signature Projects and Winning Themes • Continue with our Car Touring/ Longer Holiday campaign in Great Britain to encourage an increase in length of stay. • Monitoring the interest in Northern Ireland through our Brand Tracking research which will test the advertising recall among consumers of our Northern Ireland specific advertisements. 			
<p>DEVELOPMENT AND IMPLEMENTATION OF STRATEGIES TO GROW TOURISM THROUGH KEY DRIVERS SUCH AS BUSINESS TOURISM, ACTIVITIES (GOLF & WALKING), CULTURE & HERITAGE AND EVENTS.</p>	<p>CULTURE / HERITAGE</p> <p>Developing distinctiveness through development of key and new products – culture & heritage, sport, signature destinations and business tourism.</p> <p>Key areas in line with market demand include include:</p> <ul style="list-style-type: none"> (i) Heritage – houses, castles, gardens and museums, historic landscapes and monuments, industrial heritage, myths and legends, Christian heritage. (ii) Living Culture; Northern Ireland Today – food and eating out, festivals, language, music and dance, political tourism and recent history, and indigenous tourism (urban and rural). (iii) Creative – arts and crafts, cookery schools, genealogy, tracing roots, language and dance workshops, shopping. (iv) The Arts – visual and performing arts, 	<ul style="list-style-type: none"> • Completion of a Cultural/Heritage Strategy by April – June 2008 	<p>N/A</p>	<p>NITB</p>

	<p>literature and poetry and film tourism.</p> <p>Responsibility for developing the cultural tourism product rests with a number of bodies and agencies other than NITB, including local authorities, The Ulster Scots Agency, Arts Council etc. NITB encourages the product suppliers to develop and promote their core interest in order that it is suitable to attract tourists/visitors and meet their expectations.</p>			
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