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| Embed a collaborative framework in the destination: Objective 1 / O1 | | | | | | | | | | |
| No. | Actions to achieve | | IT | ST | MT | LT | Lead | Partner | Pillar | KPI |
| 1. | Invite industry and key stakeholders to an event to a) learn about the outcomes of this plan, b) set the context for the future and c) emphasise how collaboration will be key for success | |  |  |  |  | LCCC | LCIND, TNI, TI, LNP, VB, LNP | Collaborate  Nurture Grow | Min. 50 guests |
| 1.1 | Explain how this is day 1 of an annual collaborative network framework to include:   1. 1 industry forum (in-person): industry / stakeholder update, speakers, networking 2. 2 half day events (in-person): industry-relevant topic/s followed by networking 3. One annual industry FAM Trip: this can include other stakeholders such as Visit Belfast visitor information team members 4. A suite of enterprise development supports that will be scheduled to support economic growth 5. Account Management: to include annual meetings with a member of the LCCC tourism   team | |  |  |  |  |
| 1.2 | Explain that this collaborative framework will promote the development of connections, partnerships and information sharing a) across industry (accommodation, visitor attractions, experience/activity providers, festival organisers, places to eat, drink & socialise), b) between industry and stakeholders and c) between industry and community | |  |  |  |  |
| 1.3 | Promote the dates for all events in year one, outlining the focus topics for each year (taking inspiration from the list below)- advising industry that they are welcome to share their views on topics they would like to explore: | |  |  |  |  |
| * Sustainability and regeneration * Leave No Trace * Accessible Tourism * Sharing the story of people & place through exceptional services & compelling experiences * Tourism-relevant capital grant aid/funding * Data capture: industry and destination | * Travel buyers: opportunities and needs * Engaging community in tourism * Festivals: annual calendar and new programming * Local, regional, national stakeholders: their functions, ways they can support tourism * Enterprise development: needs, maximising social & economic opportunities |  |  |  |  |
| 1.4 | End with a networking event and meal showcasing local produce | |  |  |  |  |
| 2 | Establish the account management process a) assigning one LCCC team member to each local business, b) ensuring that each business if informed of their assigned team member and contact details, c) that an annual process is initiated whereby min. 2 meetings take place annually to catch upon on progress and needs | |  |  |  |  | LCCC | LCIND | Collaborate Nurture Grow | Each tourism business is assigned one dedicated  account manager |
| 2.1 | Continue this process annually | |  |  |  |  |

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| No. | Actions to achieve | IT | ST | MT | LT | Lead | Partner | Pillar | KPI |
| 3 | Ensure that the role of tourism and how it aligns with community (sharing the story of people and place) is promoted throughout all communications including policies and strategies so that  a) the value of tourism and how it generates social and economic benefits is valued and b) the community is encouraged to promote and support local tourism services and experiences |  |  |  |  | LCCC | LCCOM | Collaborate Nurture Grow | Encourage the local community to be champions of tourism |
| 4 | Foster a collaborative culture between LCCC tourism team and external stakeholders |  |  |  |  | LCCC |  | Collaborate  Nurture Grow | Collaborate with stakeholders that can support the growth of tourism in L&C |
| 4.1 | Work collaboratively with Visit Belfast across to ensure that there is clarity about   * the ambition and vision to position Lisburn & Castlereagh (L&C) as a renowned leading tourism destination with a unique identity and unparalleled experiences * the product offering in the L&C district and how to promote same |  |  |  |  | LCCC | VB |
| 4.1.1 | Arrange annual meetings with Visitor Services Information teams to ensure they have up to date  communications and product knowledge. Invite team members on the annual industry FAM trip |  |  |  |  |
| 4.2 | Work collaboratively with Tourism Northern Ireland to ensure that there is clarity about the   * ambition and vision to position L&C as a renowned leading tourism destination with a unique identity and unparalleled experiences * product offering in the L&C district * desire to avail of all TNI opportunities that can maximise opportunities for L&C in the domestic and international marketplace * availability of funding and enterprise development supports that can benefit L&C |  |  |  |  | LCCC | TNI |
| 4.3 | Work collaboratively with Tourism Ireland to ensure that there is clarity about the   * ambition and vision to position L&C as a renowned leading tourism destination with a unique identity and unparalleled experiences * product offering in the L&C district * desire to avail of all TNI opportunities that can maximise opportunities for L&C particularly in the GB, North American, German and French markets |  |  |  |  | LCCC | TI |
| 4.4 | Collaborate with professional leisure tourism travel buyers that are best suited to L&C: a) introducing these buyers to L&C tourism businesses that meet their needs, b) ensuring that the buyers have a key point of contact in the LCCC tourism team, c) responding to buyer queries promptly and d) inviting buyers to attend L&C FAM trip opportunities |  |  |  |  | LCCC | TNI, TI, ITOA, IGTOA |
| 4.4.1 | As product and opportunities for business tourism expand, engage with travel buyers that are specialists in this field – supported by guidance from national tourism bodies |  |  |  |  | LCCC | TNI, TI,  AIPCO |
| 4.5 | Collaborate with local, regional, national organisations that can support tourism in L&C |  |  |  |  | LCCC | AVEA, IAAT |
| 5 | Promote a collaborative culture within LCCC ensuring that a) all departments are aware of the value of tourism and b) the LCCC tourism team is made aware of funding opportunities available  via other departments and other sources that can support tourism development |  |  |  |  | LCCC |  |  | Maximise opportunities within LCCC to support tourism development |
| 5.1 | To achieve the ambition set out in this plan and to maximise social and economic opportunities, refocus LCCC’s tourism team within the context of the Economic Development Efficiency Review giving due consideration to resourcing the following functions and activity: product and partnership development, digital marketing |  |  |  |  |
| 6 | Consider expanding the Royal Hillsborough and Historic Moira tourism and hospitality business  cluster to include a dedicated food and drink narrative |  |  |  |  |  |  |  |  |

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| Invest in tourism product, new experience and events & festival development: Objective 2 / O2 | | | | | | | | | |
| No. | Actions to achieve | IT | ST | MT | LT | Lead | Partner | Pillar | KPI |
| 1. | Invest in the development of large-scale tourism products include   * 1. Royal Hillsborough, Hillsborough Castle & Gardens (RHHCG)   2. Ulster Aviation Society (UAS)   3. EIKON exhibition centre   4. Down Royal Racecourse (DRR)   5. Dundonald International Ice Bowl (DIIB)   6. Lagan Valley Regional Park AONB (LVRP)   7. Accommodation growth   8. Irish Linen Centre & Lisburn Museum |  |  |  |  | LCCC |  | Position  Innovate Grow |  |
| 1.1 | Manage the £26 million development of Royal Hillsborough village to include a) upgrading public  realm across the streetscape, square and historic Courthouse and b) upgrades at Hillsborough Castle and Gardens – enhancing and preserving this historic area and attraction for future generations |  |  |  |  | LCCC | LCIND | Position  Innovate Nurture Grow | Promote  RHHCG as  an iconic attraction in a way that maximises social and economic opportunities across L&C |
| 1.1.1 | Raise the profile of this attraction so that it enters the league of top 10 paid visitor attractions as defined by NISRA - leveraging the attraction’s potential to welcome leisure and business tourism visitors |  |  |  |  | LCCC | LCIND | Position Grow |
| 1.1.2 | Leverage this iconic attraction to raise the profile of L&C’s tourism offering across urban and rural areas to spread social and economic benefits |  |  |  |  | LCCC | LCIND, TNI, TI, VB | Position Collaborate Innovate Grow |
| 1.1.3 | Determine the potential to curate immersive experiences (e.g., delivered by the Fort Guards) to raise the profile of this attraction and generate new opportunities for L&C |  |  |  |  | LCCC | LCIND, TNI |
| 1.2 | Ulster Aviation Society: work with the team of volunteers to position UAS as a leading visitor attraction in L&C determining the potential to a) develop bespoke immersive experiences and b) support enterprise development with training and mentoring that empowers UAS to grow leisure and business tourism opportunities |  |  |  |  | LCCC | LCIND, TNI | Position Innovate Grow | Support organisations with the potential to grow tourism opportunities in L&C |
| 1.3 | EIKON exhibition centre: work with the team to determine the potential to grow L&C’s reputation for the delivery of exhibitions and any supports that may be required to achieve this goal such as a communications, commercial and operational plan |  |  |  |  | LCCC | LCIND, TNI | Position Innovate Grow |
| 1.4 | Down Royal Racecourse: work with the team to position DRR as a compelling tourism experience determining the potential to a) develop bespoke immersive experiences (e.g., engaging a local tipster, behind the scenes experiences etc.) and b) support enterprise  development with training and mentoring that empowers DRR to grow leisure and busines s tourism opportunities |  |  |  |  | LCCC | LCIND, TNI | Position Innovate Grow |

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| No. | Actions to achieve | IT | ST | MT | LT | Lead | Partner | Pillar | KPI |
| 1.5 | Dundonald International Ice Bowl: with the team to manage the £52 investment to include an Olympic sized ice rink, a 24-lane bowling alley and catering facilities |  |  |  |  | LCCC |  | Position Innovate Grow | Support DIIB to maximise opportunities and determine if DIIB is  tourism- relevant |
| 1.5.1 | Achieve the target to welcome 700,000 visitors to DIIB post redevelopment, promoting this experience to the local, NI and ROI markets – embedding data collation processes so that the visitor’s location/market of origin can be determined |  |  |  |  | LCCC | LCIND |
| 1.5.2 | Determine if DIIB can be positioned as a sports and recreation offering and a viable tourism offering with the potential to attract out of state visitors |  |  |  |  | LCCC | LCIND, TNI |
| 1.6 | Lagan Valley Regional Park AONB: as two thirds of LVRP’s expanse is under the jurisdiction of LCCC and one third is under the jurisdiction of Belfast City Council, consider the opportunity to work in partnership to conduct an independent study to assess the potential for tourism development to include   * how the park can be positioned as a tourism asset with a sustainable and regenerative ethos at its heart * what experiences and services can be developed to meet the needs of the local community, leisure and business tourism customers in Ireland and internationally * what events can be curated * what customer segments and markets are suited to the offering * how the park generates social and economic benefits as a tourism offering * what communications are required for tourism purposes * what enterprise development supports are required to achieve success * how LVRP could be best managed via a partnership between LCCC and BCC to maximise opportunities |  |  |  |  | LCCC, BCC | LCIND, TNI | Position Innovate Collaborate Nurture Grow | Determine the opportunity for LVRP to support tourism development in L&C as NI’s only National Park |
| 1.7 | Explore the potential for Greenway and Blueway development on the Comber Greenway   * connecting the Lagan towpath to Royal Hillsborough * animating the Lagan towpath with services including places to eat and drink (e.g., cafes),   sustainable travel rental services (e.g., bike hire), compelling tourism experiences (e.g., exploring the area with a Park Ranger), signage and wayfinding |  |  |  |  | LCCC | BCC | Innovate Collaborate Nurture Grow |  |
| 1.8 | Accommodation growth: create an integrated team to include LCCC’s tourism team and representatives from other council departments to   * define communications targeted at potential investors, emphasising an interest in sustainable development across all categories: quality hotels, guesthouses, self-catering (e.g., lodges in nature), caravaning and glamping * define if a professional needs to be engaged to support this activity |  |  |  |  | LCCC | PS | Position  Innovate Collaborate Nurture Grow | Achieve  growth to maximise dwell time |
| 1.8.1 | Lean on the Collaborative Framework (O1) to promote opportunities along with capital grant and  funding programmes among L&C tourism businesses to determine if there are local investors |  |  |  |  | LCCC | LCIND |
| 1.9 | Irish Linen Centre & Lisburn Museum: reimagine this tourism offering to increase domestic and  international visitors aligned with enhancing Visitor Information Services (see O6) |  |  |  |  |  |  |  |  |

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| No. | Actions to achieve | IT | ST | MT | LT | Lead | Partner | Pillar | KPI |
| 2 | Deliver three separate programmes focused on the development of new immersive experiences across the following theme categories: culture and heritage; outdoor recreation, adventure and activities; food and drink |  |  |  |  | LCCC | TNI, LCIND, LCCOM | Innovate Nurture Grow |  |
| 2.1 | Ensure the programme approach is informed by outcomes that have emerged from this plan:   * *NI destination experience branding:* experiences must align with NI’s EAGS brand * *L&C branding;* experiences must align with L&C *you’re welcome* brand * *Achieve geographic spread:* experience collection must represent urban and rural areas/communities * *Champion innovation:* fresh ideas/new angles that make L&C standout * *Meet the needs of independent visitors and private bookings/groups:* experiences must be bookable a) by independent visitors (online) and b) privately by groups * *Maximise economic opportunities:* the collection must represent year-round experiences; experiences that benefit the day (early morning, daytime) and evening/nighttime economy |  |  |  |  | LCCC | TNI, LCIND, LCCOM | Position Innovate Collaborate Nurture Grow | *Across all 3 programmes* 15  experiences suited for sale in the international  / domestic marketplace: min. 5 per theme category |
| 2.2 | Create an EOI outlining a) the programme purpose, ambition and conditions, b) sample experiences sought via the programme – emphasising the focus on new experience development, c) who the programme is open to community members (with no/low tourism experience) capable of delivering an experience and tourism businesses with a new idea, d) how to register for a virtual information session to find out more |  |  |  |  |
| 2.2.1 | Promote the programme across social media channels, tourism industry and via channels open to local stakeholders connected with community |  |  |  |  |
| 2.2.2 | Deliver a facilitated virtual information session: guiding registrants to understand the  expectations and commitment required so that they can make an informed decision about whether the programme is suited to them |  |  |  |  |
| 2.3 | Once participants are qualified, deliver the programme to include training, mentoring and market testing to verify the quality of experience delivery |  |  |  |  |
| 2.4 | Post the programme (using acquired learnings) the participants bring their experiences for sale  to the market – taking commercial responsibility for their success |  |  |  |  |
| 2.5 | For participants ready for growth, guide/support their progression onto a) local and/or b) national programmes to expand commercial opportunities |  |  |  |  |
| 2.6 | Embed experience providers into L&Cs annual collaborative framework |  |  |  |  |
| 3 | Identify the concept and programming for a signature L&C event & festival, noting that this should   * have the capacity to attract out of state visitors * align with a theme that is authentic to Lisburn & Castlereagh: e.g., food and drink, heritage, Christmas markets * ideally take place during the low or shoulder season to maximise economic advantages when most needed * align with TNI’s definition of what constitutes a tourism event |  |  |  |  | LCCC |  | Position Innovate Collaborate Grow | Identify a festival with the potential to win domestic and international |

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| No. | Actions to achieve | IT | ST | MT | LT | Lead | Partner | Pillar | KPI |
| 3.1 | Seek the advice of TNI to ensure that the considered concept/s are of interest and can support |  |  |  |  |  |  | Position | visitors for |
| the growth of visitors to L&C and NI | Innovate |  |
| 3.2 | Once the event is identified, trial it over a defined period (e.g., 2 years) supporting its promotion |  |  |  |  |  |  | Collaborate |  |
|  | and growth | Grow |  |
| 4 | As part of this activity, determine opportunities to develop new product and experiences via the |  |  |  |  |  |  |  |  |
|  | Lough Neagh Partnership |  |  |

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| Invest in enterprise development and data analysis processes: Objective 3 / O3 | | | | | | | | | | | | |
| No. | Actions to achieve | | | | IT | ST | MT | LT | Lead | Partner | Pillar | KPI |
| 1. | Lean on the collaborative framework (O1) to determine supports required by industry to maximise opportunities for businesses and destination L&C. These supports could include   * Understanding the tourism landscape to maximise opportunities * Commercial planning across B2C and B2B sales channels * Pricing and contracting across B2C and B2B sales channels * How to align with sustainable and regenerative tourism development * How to create communications that are mindful of social inclusion * How to deliver a customer-centric experience * Mastering data collation and analysis | | | |  |  |  |  | LCCC | LCIND | Innovate Collaborate Grow | Empower L&C’s tourism industry to make strategic choices that can maximise economic opportunities and support livelihoods |
| 1.1 | Engage with TNI to determine if there are national programmes that can help support requirements or if these supports need to be delivered independently by L&C | | | |  |  |  |  | LCCC | TNI |
| 1.2 | Determine who should attend these supports and (depending on numbers), when these supports should roll out: for example, on an annual basis or every two years | | | |  |  |  |  | LCCC | LCIND, TNI |
| 1.3 | Be strategic, ensuring that these supports target the opportunities best suited to L&C | | | |  |  |  |  | LCCC | LCIND, TNI | Innovate Collaborate Grow |
| *Ireland:* local market, NI, ROI | *International* GB, North America, France, Germany | *Visitors*   * individuals, groups * couples, families * inter-generational travellers * soft adventurers, golfers * enthusiasts of nature, culture and heritage, food and drink, soft adventure and outdoor activities | *Opportunities:*   * Leisure Tourism   - a priority   * Luxury Tourism * Business Tourism: for relevant businesses |
| 1.3.1 | Raise awareness of the roles of key stakeholders, ensuring that L&C’s tourism industry is informed about how to maximise opportunities by leaning on their support | | | |  |  |  |  | LCCC, LCIND | VB, TNI, TI |  |  |

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| No. | Actions to achieve | IT | ST | MT | LT | Lead | Partner | Pillar | KPI |
| 2. | * Informed by the outcomes of this plan, create a questionnaire to capture L&C-wide data, ensuring that this includes businesses with robust and weaker data capture processes * Review the data fields that have emerged (business category, visitor numbers, markets, channels) deciding if others should be added – e.g., area (urban, rural, coastal) |  |  |  |  | LCCC | LCIND | Innovate Grow | Empower tourism businesses to  a) measure growth and b) swiftly identify strengths, weaknesses and opportunities.  Empower L&C to measure performance and to benchmark progress against the growth targets in this plan. |
| 2.1 | Decide if this activity should be conducted internally by LCCC or with the support of an  independent research agency to include crafting the questionnaire, issuing this to industry, collating outcomes |  |  |  |  | LCCC | PS |
| 2.2 | At one of the events identified under collaborative framework (O1) ensure that data capture is a  theme focus, inviting an expert speaker to guide industry on this topic. |  |  |  |  | LCCC | LCIND |
| 2.2.1 | Show industry the questionnaire intended to capture this data – advising that it has been  designed to a) be as simple as possible, b) include all businesses / organisations across all sectors – including those with limited data collation processes and c) for completion on an anonymous basis – invite feedback. |  |  |  |  | LCCC | LCIND |
| 2.2.2 | Explain the intention to create an annual performance overview collating outputs from this  questionnaire and other LCCC and national sources |  |  |  |  | LCCC | LCIND, TNI |
| 2.2.3 | Advise that the aim is for this questionnaire to be completed on a quarterly basis: seeking industry feedback in this regard – making a case for this approach by explaining how this would  allow for an assessment of seasonal and annual performance |  |  |  |  | LCCC | LCIND, TNI |
| 2.2.4 | Explain that the proposed data collation process is separate to other processes, emphasising  the importance of responding to requests for insights/data at a national level via TNI |  |  |  |  | TNI | LCIND,  LCCC |
| 2.3 | Once the final approach is agreed, initiate the process – issuing the questionnaire and monitoring outcomes |  |  |  |  | LCCC | LCIND |
| 2.3.1 | By Y4 – aim for this process to be embedded in the tourism culture – repeated annually thereafter |  |  |  |  | LCCC | LCIND |
| 2.4 | Promote education and awareness - encouraging industry to understand the importance of data  capture and how to master this process |  |  |  |  | LCCC | LCIND, TNI |
| 2.4.1 | For businesses that need assistance, direct them to local and national enterprise development  supports that can provide them with expert guidance aligned with their capabilities |  |  |  |  | LCCC | LCIND, TNI |
| 2.4.2 | As responses to the questionnaire will determine the level of businesses with no/low/partial data  collation processes, an assessment can be made about whether L&C’s industry needs dedicated support to improve data collation capabilities |  |  |  |  | LCCC | LCIND |
| 2.5 | At the annual industry forum (O1), update attendees on progress and on data capture outcomes,  once available |  |  |  |  | LCCC | LCIND |
| 2.5.1 | Ensure that other relevant insights and metrics available nationally (via TNI, TI) and to L&C (e.g.,  visitor engagement metrics, user engagement on L&C digital channels) are shared annually |  |  |  |  | LCCC | TNI, TI |

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| Invest in communications, positioning L&C as a destination with a distinct identity: Objective 4 / O4 | | | | | | | | | | |
| No. | Actions to achieve | | IT | ST | MT | LT | Lead | Partner | Pillar | KPI |
| 1. | Across communications, position L&C as a destination with a unique identity aligned with the plan’s vision statement and defined by   * a slower pace and quality of life * a deep sense of community across urban and rural areas * vibrant hubs across city, town, villages and hamlets * people who take the time to welcome visitors and engage in conversation * natural beauty * rich architectural and cultural heritage * experiences that are unparalleled in Ireland, inc. Ireland’s only Royal Residence * a vibrant calendar of events, festivals and farmer’s markets * a prime east coast location with easy access to Belfast and Dublin * the unexpected: e.g., the opportunity to walk from Lisburn to Belfast via a towpath * a destination that champions responsible tourism | |  |  |  |  | LCCC | LCIND | Position Innovate Collaborate Nurture Grow | Motivate visitors to engage by positioning L&C as a destination with a compelling tourism offering and a distinct identity |
| 2. | Ensure that communications speak to visitors who are best suited to L&C   * individuals, groups, couples, families, inter-generational travellers * soft adventurers (walkers, cyclists, boaters) and golfers * enthusiasts of nature, culture and heritage, food and drink, outdoor activities * leisure and luxury tourism * business tourism | |  |  |  |  |
| 3. | Ensure that the full breadth of L&C’s tourism offering is promoted across the following categories   * natural assets: places of natural beauty across urban and rural landscapes * culture, history and heritage * outdoor recreation, adventure and activities * food and drink * events and festivals * places to eat and drink * places to stay * exclusive venues | |  |  |  |  |
| 4. | Ensure that key stakeholders are clear on how L&C is positioned and the ask by local industry to position L&C as a unique destination with its own identity and story – ensuring that relevant stakeholder platforms are updated accordingly | |  |  |  |  | LCCC | VB, TNI, TI |
| 5. | Align communications with regional and national branding | |  |  |  |  | LCCC | LCIND |
| A close up of a sign  AI-generated content may be incorrect. | A logo with a paint brush  AI-generated content may be incorrect. |

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| No. | Actions to achieve | IT | ST | MT | LT | Lead | Partner | Pillar | KPI |
| 6 | Develop itineraries that showcase how to experience L&C over diverse time periods: 24 hours, 48 hours, 72-hours, 5 days, 7 days so that the destination’s compelling tourism offering, and geography is understood by visitors starting from the holiday research phase |  |  |  |  | LCCC | LCIND | Position Innovate Collaborate Nurture Grow | Inspire visitors via captivating communications, emphasising the full breadth of the destination to encourage exploration |
| 6.1 | Ensure that L&C communications – inc. these itineraries – share tips from a local perspective,  with insights into locally known gems and beloved spots for exploration |  |  |  |  | LCCC | LCIND,  LCCOM |
| 7 | Ensure that communications reflect the full breadth of L&C’s geography across urban and rural areas: from the shores of Lough Neagh in the west to the hills above Dundonald in the east, and from the Belfast Hills in the north to the source of the River Lagan in the south |  |  |  |  | LCCC | LNP |

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| Embed a culture of responsible tourism in all activity: Objective 5 / O5 | | | | | | | | | |
| No. | Actions to achieve | IT | ST | MT | LT | Lead | Partner | Pillar | KPI |
| 1. | *Sustainable and regenerative tourism:* support education and awareness, aligning activity with UN Sustainable Development Goals, and the VICE model for sustainable tourism |  |  |  |  | LCCC | LCIND, TNI | Position Nurture Grow |  |
| 1.1. | Use the collaborative network framework (O1) to promote education and awareness |  |  |  |  | LCCC |  |
| 1.1.1 | Programme inspiring speakers (industry and stakeholders) who   * *are champions of this ethos and approach:* sharing practical guidance and learnings * *can share best practice communications:* how to make sustainability visible |  |  |  |  | LCCC |  |
| 1.2 | Embed Leave No Trace ethos and principles across industry - creating an industry of LNT  champions through an annual education awareness training programme |  |  |  |  | LCCC | LCIND, LNT | LNT training:  Y2: 2 X 15 pax: 30  in total |
| 1.2.1 | Consult with LNT to identify a suitable LNT trainer |  |  |  |  | LCCC | LNT |
| Y3: 3 X 15 pax:  45 in total  Y4: 2 2 X 15 pax:  30 in total |
| 1.2.2 | Liaise with LNT to deliver an introductory information session for the tourism industry to learn about this positive, proactive and ground-up approach before training initiates |  |  |  |  | LCCC | LNT |
| 1.2.3 | LCCC to advise that LNT awareness training will be delivered for industry   * the aim is for one team member per business to become an LNT champion – promoting the ethos across the business and wider L&C community * commitment: training takes place over one day in an indoor/outdoor location (6hr period) * process: invitation extended via email with places filled on a first come first serve basis |  |  |  |  | LCCC | LCIND, LNT |
| Y5: 1 X 15 pax:  15 in total |
| Y6: 1 X 15 pax: 15  in total |
| 1.2.4 | * Deliver LNT training * Collate feedback via evaluation forms to gauge satisfaction and gain learnings |  |  |  |  | LNT | LCCC |
| 1.3 | Make sustainability visible across L&C and industry tourism channels |  |  |  |  | LCCC | LCIND | By Y6: 135 LNT  champions |
| 1.3.1 | Add compelling sustainable tourism communications across the Visit Lisburn & Castlereagh  website: refreshing content with new updates on an annual basis |  |  |  |  | LCCC |  | 6 |
| 1.3.2 | Identify L&C champions of sustainable and regenerative tourism - promote their practices,  experiences and stories through LCCC channels |  |  |  |  | LCCC | LCIND |

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| No. | Actions to achieve | IT | ST | MT | LT | Lead | Partner | Pillar | KPI |
| 1.4 | Deliver industry-wide training on how to craft effective and compelling communications online |  |  |  |  | LCCC | LCIND | Position |  |
| and offline: inc. sustainability pledge, policy, core values, customer/visitor tips | Nurture |
| 1.5 | Encourage industry to engage with national Climate Action programmes and initiatives |  |  |  |  | LCCC | LCIND, TNI | Grow |
| 1.6 | Promote sustainable travel solutions and opportunities to explore L&C sustainably inc. on foot |  |  |  |  | LCCC | LCIND |  |
| and by bicycle |  |
| 2 | *Accessible tourism development and social inclusion*: promote education and awareness across |  |  |  |  | LCCC | LCIND |  | By Y3, |
| industry: what is meant by accessible tourism, who is the accessible tourism visitor, why is this |  | succeed in |
| market important, what are the needs and how can these be addressed |  | embedding an |
| 2.1 | Promote awareness of section 75 of the Northern Ireland Equality Act and its role in tourism  businesses |  |  |  |  | LCCC | LCIND |  | industry-wide  understanding |
| 3 | Use the collaborative network framework (O1) to promote education and awareness |  |  |  |  | LCCC | LCIND, TNI |  |  |
| 3.1 | Programme inspiring speakers (industry and stakeholders) who   * *are champions of this ethos and approach:* sharing practical guidance and learnings * *can share best practice communications:* how to guide accessible tourism visitors; how to share this ethos / approach online and offline * *have experience of accessible design:* a) Universal Design and b) no / low-cost ideas   solutions |  |  |  |  | LCCC |  |  |  |
| 3.2 | Make accessibility visible across L&C and industry tourism channels |  |  |  |  | LCCC | LCIND |  |  |
| 3.3 | Include communications across the Visit Lisburn & Castlereagh website: refreshing content with |  |  |  |  | LCCC | LCIND |  |  |
| new updates on an annual basis |  |  |
| 3.4 | Identify L&C champions of accessible tourism development - promote their practices, experiences |  |  |  |  |  |  |  |  |
| and stories through L&C channels |  |  |
| 3.5 | Deliver industry-wide training on how to craft accessible communications: inc. how to |  |  |  |  | LCCC | LCIND |  |  |
| communicate when an environment is/is not accessible – providing clear/thoughtful guidance so |  |  |
| visitors can make informed decisions |  |  |
| 4 | Support the needs of non-English speakers translating content where possible for key markets |  |  |  |  | LCCC | LCIND |  |  |
| (Germany and France) – leaning on the convenience of QR code |  |  |

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| Reimagine Visitor Services to inspire visitors: Objective 6 / O6 | | | | | | | | | |
| No. | Actions to achieve | IT | ST | MT | LT | Lead | Partner | Pillar | KPI |
| 1. | Scope the potential to fund the enhancement of the Visitor Information Centre (VIC) in the Irish  Linen Centre & Lisburn Museum to include a) improving visitor services, b) addressing the Irish Linen Centre & Lisburn Museum so that it becomes a leading attraction and c) determining other services (e.g., community services) that can be located here. |  |  |  |  | LCCC |  | Position  Innovate Grow |  |
| 1.1 | *Improve Visitor Services:* consider the outcomes in this plan inc. a) moving the welcome desk to greet visitors upon arrival, b) installing large screens with rolling content to promote L&C and occupy the visitor during high demand periods, c) installing compelling window displays that promote L&C and inspire the visitor, d) installing compelling communications inc. QR codes and photographable content, e) addressing shelving – ensuring that the entire space is well laid out,  visually pleasing and uncluttered |  |  |  |  | LCCC |  |  | Reimagine the VIC, Irish Linen Centre & Lisburn Museum to maximise social and economic opportunities |
| 1.2 | *Address the Irish Linen Centre & Lisburn Museum so that it becomes a leading attraction:* develop a masterplan so that a) L&C’s heritage and expertise in fine linen making is celebrated and preserved for future generations and b) this tourism offering can achieve growth across domestic and international markets, generating social and economic benefits |  |  |  |  | LCCC |  |  |
| 1.3 | *Determine other services that can be positioned here:* such as City Centre Management and Community Services – ensuring that these services are positioned in a way that is mindful of a) growing tourism and b) inspiring and providing clarity for visitors who are specifically interested in tourism services |  |  |  |  | LCCC |  |  |
| 2 | Address the mobile Visitor Information Service (trailer) currently located at Hillsborough Forest  a) ensuring that the trailer is equipped to optimise staff productivity, b) adding compelling communications to the exterior and c) determining how this trailer can be used as a mobile service that benefits all communities in L&C on the basis that a permanent VIC is installed at Hillsborough Forest |  |  |  |  | LCCC |  |  | Address the  mobile VIC to maximise productivity and inspire visitors to explore the full breadth of L&C’s geography.  Develop a fixed VIC at HF to service 600,000  visitors |
| 2.1 | *Ensure that the trailer is equipped to optimise staff productivity:* install a power point and WIFI  so that work (e.g., social media management) can be conducted during quiet times |  |  |  |  | LCCC |  |  |
| 2.2 | *Add compelling communications to the exterior:* branding and compelling content (QR codes,  local tips, maps) to inspire visitors during open and closing hours |  |  |  |  | LCCC |  |  |
| 2.3 | *Determine how this trailer can be used as a mobile service:* decide if a) the mobile VIC can be retained as a flexible option that can be positioned throughout the destination on the basis that  b) a permanent VIC can be installed at Hillsborough Forest (HF) to service the 600,000 annual visitors at this site |  |  |  |  | LCCC |  |  |
| 3 | Scope the potential to develop a permanent VIC at Hillsborough Forest (HF) |  |  |  |  | LCCC |  |  |
| .4 | Minimise paper communications at all VICs: a) conduct a monthly audit to ensure that only essential paper communications are stocked and b) engaged with suppliers to encourage the |  |  |  |  | LCCC |  |  | Champion sustainability |

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| No. | Actions to achieve | IT | ST | MT | LT | Lead | Partner | Pillar | KPI |
| .5 | Ensure that services champion a hybrid model: combining human interaction with the convenience of digital supports |  |  |  |  | LCCC |  | Position Innovate Grow | Invest in VIC training to maximise opportunities for L&C, ensuring that performance is tracked to measure outcomes. |
| 5.1 | Invest in training so that VIC staff are equipped to meet visitor needs to maximise promotional and economic opportunities for L&C. Ensure that this training includes   * guiding visitors about making strong choices based on their unique needs and interests * how to promote L&C’s unique identity and unparalleled experiences * how to make recommendations to spread economic advantage across large- and small- scale experiences throughout L&C * how to guide the visitor to behave responsibly while in the destination |  |  |  |  |
| 5.2 | To maximise opportunities via digital channels, invest in a dedicated digital marketing resource that is key for optimising opportunities for L&C’s industry and economy. |  |  |  |  |
| 5.3 | To ensure that the VIC achieves a strong return on investment, determine KPIs against which performance can be measured to include tracking the   * number of annual visitor engagements * revenue generated via bookings * spread of revenue generated across the destination * number of bookings achieved offline versus online * increase in followers via social media channels * digital analytics   Ensure that this data is recorded via a quarterly summary report so that strengths, challenges, opportunities and threats can be swiftly addressed |  |  |  |  |
| 6 | Collaborate with other VICs (inc. Visit Belfast) on a consistent basis to ensure that L&C is top on referral list to maximise economic opportunities |  |  |  |  | LCCC | VB |  | Collaborate to maximise opportunities for L&C |
| 7 | Encourage the VIC to work closely with local tourism businesses that interface with visitors to maximise referral opportunities. Ensure that the VIC team attends annual networking events to build relationships. |  |  |  |  | LCCC | LCIND |  |
| 8 | Particularly during high demand periods, consider the benefit of investing in flexible visitor information services delivered (e.g.,) on a branded destination bike or by foot   * assess costs and who should deliver this service: e.g., a VIC staff member or community representative * provide relevant supports according to the chosen solution |  |  |  |  | LCCC | LCCOM |  | Be creative by considering a) flexible VIC services and  b) including community in the delivery of VIC services |
| 9 | Consider the benefits of widening VIC services by including non-tourism businesses (e.g., newsagents), working with providers that are relevant for this initiative to   * promote L&C’s tourism offering to the local community and visitors * display tourism-relevant communications: e.g., QR codes and photographable maps |  |  |  |  | LCCC | LCCOM |  |

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| Work in partnership with Visit Belfast to maximise opportunities: Objective 7 / O7 | | | | | | | | | |
| No. | Actions to achieve | IT | ST | MT | LT | Lead | Partner | Pillar | KPI |
| 1. | Create a revised SLA with Visit Belfast over a mutually agreed duration of between 3 and 5 years |  |  |  |  | LCCC | VB | Position  Innovate Collaborate Grow | Create a clearly define SLA so that responsibilities and metrics are pre- determined to maximise opportunities |
| 1.1. | Ensure that this SLA clearly defines   * the objectives, actions and KPIs that Visit Belfast is responsible for achieving on behalf of LCCC: including the baselines and metrics against which progress can be measured * commitments that LCCC is responsible for |  |  |  |  |
| 1.2 | As part of the SLA, define   * how L&C should be positioned via communications * how L&C can benefit from Visit Belfast’s approach to “neighbourhood tourism” * if L&C should continue to be promoted under the Belfast Plus model or via another mechanism * the opportunities that Visit Belfast commits to target on behalf of L&C e.g., B2C, B2B, leisure and business tourism opportunities in Ireland and internationally * the channels, markets and customer segments that Visit Belfast commits to target on behalf of L&C across online and offline opportunities * all benefits that Visit Belfast can bring to L&C such as referral opportunities via   Visit Belfast’s VICs and tourism providers located in Belfast |  |  |  |  |
| 1.3 | Agree a process for reviewing the SLA and associated activity and metrics: e.g., quarterly, annually |  |  |  |  |
| 1.4 | Before embarking on a new SLA, decide if any amendments are required for this agreement |  |  |  |  |
| 2 | Ensure that there is clarity about how opportunities can be maximised via a dual approach via activity conducted by a) LCCC’s tourism team and b) LCCC’s tourism team in collaboration with Visit Belfast |  |  |  |  | LCCC | VB |

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| No. | Actions to achieve | IT | ST | MT | LT | Lead | Partner | Pillar | KPI |
| 2.1 | Noting that LCCC’s tourism team is responsible for targeting leisure tourism in the NI and ROI  marketplaces, ensure that targeted Integrated Marketing Campaigns are conducted to maximise promotional and commercial opportunities via visitors across local, national and ROI markets:   * individuals, groups, couples, families, inter-generational travellers * soft adventurers (walkers, cyclists, boaters) and golfers * enthusiasts of nature, culture and heritage, food and drink, outdoor activities * leisure and luxury tourism |  |  |  |  | LCCC |  |  | Target opportunities in a targeted, goal-focused and solution driven manner to maximise opportunities |
| 2.2 | Noting that Visit Belfast is responsible for targeting the NI, ROI and international marketplaces, work with VB to maximise B2C promotional and commercial opportunities via leisure visitors across local, national and ROI and priority markets (North America, Great Britain, France and Germany) |  |  |  |  | LCCC | VB |  |
| 2.3 | Work with Visit Belfast to maximise B2B promotional and commercial opportunities via leisure  tourism professional travel buyers to grow international opportunities |  |  |  |  | LCCC | VB |  |
| 2.3.1 | Proactively target B2B opportunities by developing relationships with professional travel buyers  and inviting buyers that are best suited to L&C on FAM trips |  |  |  |  | LCCC | VB, TNI |  |
| 2.4 | Work with Visit Belfast to maximise promotional and commercial opportunities for business tourism inc. via B2B professional travel buyers |  |  |  |  | LCCC | VB |  |
| 2.4.1 | Proactively target B2B opportunities by developing relationships with professional travel buyers and inviting buyers that are best suited to L&C on FAM trips |  |  |  |  | LCCC | VB, TNI |  |
| 2.4.2 | Raise the profile of L&C’s business tourism offering among local non-tourism businesses to  encourage bookings from the local marketplace |  |  |  |  | LCCC, LCIND | LC |  |
| 3 | Work closely with Visit Belfast and national tourism agencies so that they can support L&C to grow targeted opportunities |  |  |  |  | LCCC | VB, TNI, TI |  |