



Local Tourism in Belfast:

Developing the Offer

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1 Introduction

1.1 Background

While Belfast has enjoyed tourism growth in recent years for the city to take the 'next step' in growth, the depth and range of the tourism offering must increase. This could encourage visitors to stay for longer, and explore more areas of the city – spreading the economic benefits which tourism can bring across a greater area of the city. This is fundamentally important to the city's (and Northern Ireland's) ambitions and outcomes, as set-out in key policy documents (e.g. draft PfG and the Belfast Agenda) and is forming a key strand of the Belfast Region City Deal submission.

It is within this context that the importance of driving-up capacity and quality of product and experiences in local areas and neighbourhoods outside of the city centre has been highlighted¹. There are a number of dynamics to be aware of:

- **Understanding the value of local tourism through the eyes of the visitor** – Visitors are increasingly motivated by unique and authentic experiences – How can you experience the city like a local? What can you do and experience in Belfast that you cannot do anywhere else? These are opportunities for visitors to dig deeper into the stories of the people and the city, immerse yourself in local communities and interact with local people;
- **Local tourism products and experiences work within the wider tourism ecosystem** - Few visitors make decisions to visit cities because of particular local areas or neighbourhoods – these tend to be secondary factors. They likely choose to visit based on flagship attractions and experiences. For example in Belfast this may be to visit Titanic Belfast or in the future to visit the 'Belfast Story'. Once they have made the decision to visit the city (or once they have arrived) they have choices to make about what else to do. How do local tourism products make these visitors aware of their existence? How can other stakeholders trust the quality of the experience visitors will have in order to signpost them to neighbourhood products? and
- **Local tourism is important for wider socio-economic reasons than tourism alone** - Inclusive growth and local areas visibly benefiting from tourism are critical to minimising potential of antipathy towards tourism from local communities (an issue that many cities around the world who receive large numbers of tourists are wrestling with), so that the industry can develop in a sustainable manner. Therefore this should mean opportunities to develop employability, skills and jobs, alongside the potential to build community capacity and local pride.

1.2 Aim of this paper

This paper aims to inform Belfast City Council on the way forward for supporting local tourism product development across Belfast.

¹ Mid-term review of the Belfast Integrated Tourism Strategy 2015-2020 (Jan 2018)

1.3 Outline of this paper

The contents and objectives of this paper can be summarised as follows:

- **Section 1: Introduction** – Background and aim;
- **Section 2: Some Context** – a story of tourism growth and opportunity;
- **Section 3: The Current Picture** - Investment to date and feedback gathered during initial consultation sessions;
- **Section 4: An Emerging Framework** - Define the key principles which will set behind future investment in local tourism and embody these in a potential assessment tool; and
- **Section 5: Moving Forward**: Next Steps.

2 Some context

2.1 Global growth in tourism

Since the advent of commercial air travel the numbers of people who travel internationally – for recreation and for business - has grown enormously. As a result, across the globe, tourism has become a major economic driver. Tourism spend has the potential to create jobs, prompt investment, and broaden the social and cultural horizons of those who travel.

Figure 1 indicates the scale of tourism and industry worldwide.

Figure 1. Global Tourism in Numbers



2.2 Belfast's rapid ascent

During the initial boom in low cost airline travel through the 1990s and into the 21st century, Belfast was largely overlooked as a tourism destination due to ongoing conflict and division. More recently this has begun to change at a rapid pace. **Figure 2** below illustrates the growth of overnight visitor tourism expenditure, for all visitors and just for those who come from outside Northern Ireland, in Belfast over a seven year period².

² Figure 1 created using statistics from the Northern Ireland Statistics and Research Agency (NISRA). Please note this does not include spend by day trippers.

Figure 2: Tourism Expenditure by Overnight Visitors in the Belfast City Council area, and as a Percentage of Total Overnight Visitor Expenditure in Northern Ireland 2011 - 2017

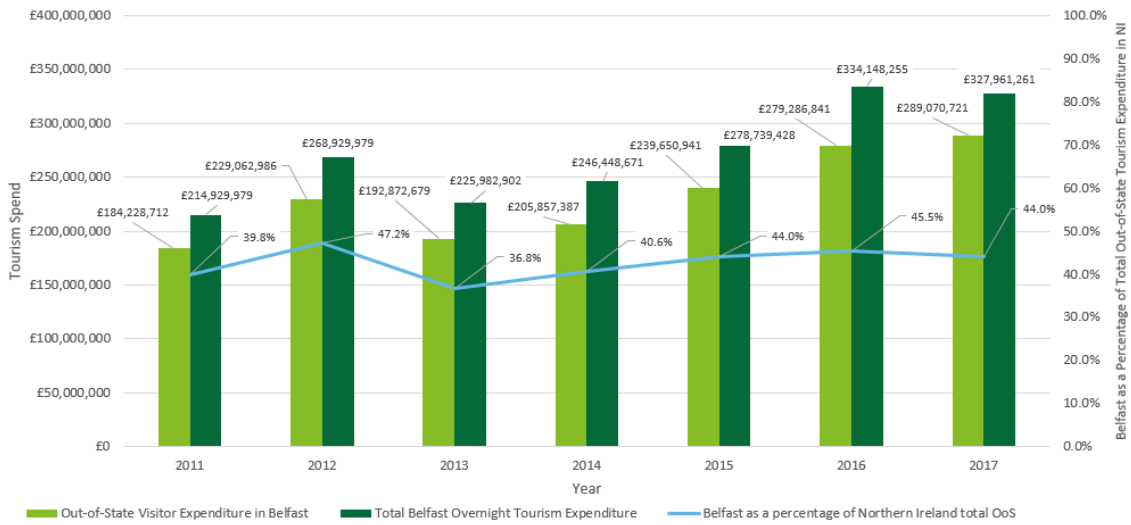
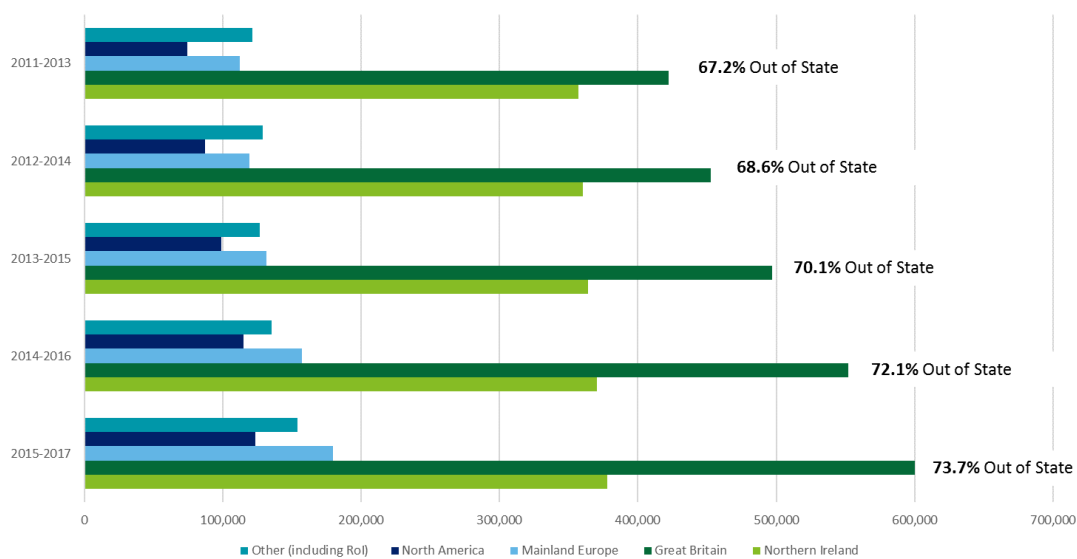


Figure 2 also shows what percentage of total expenditure by overnight visitors to Northern Ireland was made in Belfast during each year. Between 2011 and 2017 a total of over £1.5 billion was spent by overnight visitors to Belfast. **Spend in 2017 was £113 million greater than in 2011, representing an increase of almost 50 per cent. Almost of this growth (£105m) was due to out-of-state visitor expenditure.** The total overnight out-of-state visitor spend which was in Belfast has been between 37% and 45% of the Northern Ireland total, demonstrating Belfast’s importance.

Figure 3 illustrates that the absolute number of visitors to Belfast has increased 347,000 since 2011 (through to 2017, based on NISRA rolling average). The **out-of-state visitors have accounted for 94% of visitor number growth in Belfast between 2011 and 2017.**

The chart shows the GB market as consistently the largest segment, and growing 42% between 2011 and 2017. Over 600,000 GB visitors came to Belfast in 2017. Other markets have grown significantly, for example the North America market growth of 66% between 2011 and 2017, translating to 50,000 more visitors. The number of visitors from mainland Europe has increased by 67,000 over the same time period, representing almost 60% growth.

Figure 3: Three-year Rolling Average Breakdown of the Origin of Visitors to the Belfast City Council area, and percentage of out-of-state 2011-2017



Appendix 1 contains further analysis of the strategic context surrounding tourism development in Belfast.

2.3 No room for complacency

The outlook for tourism internationally is very positive, and the World Tourism Organisation is forecasting sustained growth in international travel demand for the period up to 2030. It is within this out-of-state visitor market that greatest potential for growth exists.

Tourism NI is seeking increase visitor stays to 3-5 days and to double the value of NI Tourism by 2030 and create 30,000 new jobs. Belfast will be hugely significant to this growth ambition – both in terms of visitor spend and additional jobs.

It is, however, a highly competitive market place. Belfast needs to be internationally competitive in the eyes of visitors if it is to grow, and to realise its full potential.

There is a need to invest in the things that will continue to drive growth – this will require the continued development of the tourism product. What are the compelling reasons for people to visit Belfast? At the heart of the answer are the unique and authentic experiences that you can only do here. This is where tourism product development, both large scale and local, needs to be focused. In addition there is a need for coherence in the development between large scale and local developments.

Previous studies have shown Belfast has limited numbers of large scale attractions (e.g. attractions with >500,000 visitors) when compared with cities such as Liverpool. The next section picks up on lessons from elsewhere on more local, neighbourhood based products.

2.4 Learning from elsewhere

We have considered what other cities have been doing in this space. **Appendix 2** contains three cases studies, featuring San Sebastian, Ljubljana, and Berlin. We examined how these cities are employing 'local tourism', and developing sustainable growth in visitor numbers and product development. The key findings from these are summarized below:

- Neighbourhoods contain clusters of products along a theme – e.g. bars and restaurants, museums and heritage, or parks and gardens. Neighbourhoods can then be packaged within the city's broader tourism offering and marketed based on their distinct clusters;
- The clusters build on the historical usages and customs of the neighbourhood in which they are based – e.g. Potsdamer Platz in Berlin was historically a trading post and is today a bustling modern commercial hub; and
- There is a recognition that tourism growth must; a) impact positively on the city and local environment; and b) impact positively on local people and businesses. To this end, projects such as the creation of low-emission transport (e.g. bicycles) for visitors to use, and the development of locally sourced supply chains, have been developed.

2.5 The size of the opportunity

The city has set an ambitious target to grow out of state visitor expenditure by over £200 million³ in coming years.

This is an opportunity for the whole city, including local tourism providers, that will sustain large numbers of jobs as well as creating wealth.

2.6 Understanding the opportunity and the challenge

The starting point for this paper is the need for Belfast to develop more of these product and experiences in local areas and neighbourhoods. The challenge for local tourism is to respond to this opportunity. The following are key tenets for local tourism product development to consider:

- Visitors want unique and authentic experiences for visitors to Belfast, and opportunities to encourage visitors to dig deeper into specific stories in local areas;
- It is necessary to develop the relationship between local tourism and the overarching storylines of the city, and related larger scale tourism visitor experiences. This helps in framing local product development and makes sense for a visitor moving around the city;
- The economic impact of increased visitor economy in Belfast must be inclusive and make a positive social impact;
- Capacity will need to be built amongst local tourism product operators and originators across Belfast; and
- Developments must be sustainable.

³ Belfast Agenda "Increase the value of out-of-state tourism spend to £500 million by 2021". In 2017 NISRA LGD data showed OOS visitor expenditure in Belfast to be £289m.

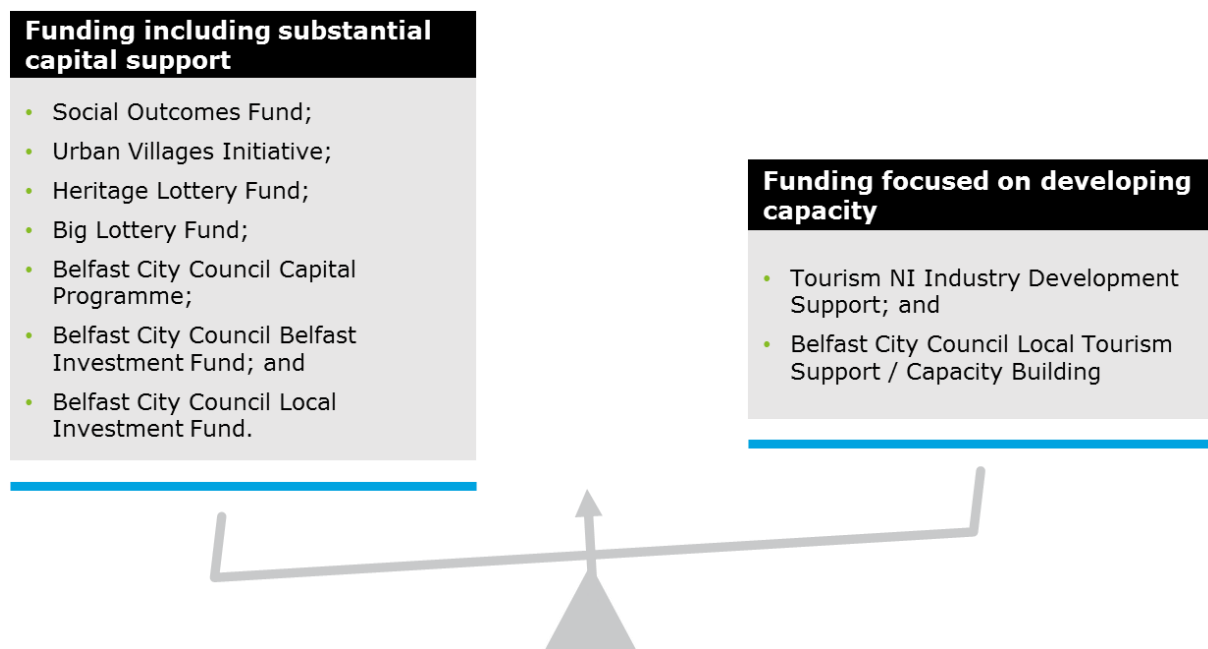
3 The Current Picture

3.1 Investment and Funding

3.1.1 A story of substantial investment

There has been substantial investment made in recent times to support the development of products related to spreading the wealth of tourism across the city.

The diagram below illustrates the key investment programmes and investors impacting on tourism:



The diagram illustrates that the majority of the support has a focus upon capital development (this is notable given observations on current capacity – see section 3.2).

Within the list of funding support provided, **Belfast City Council has itself provided / committed £36m of funding** on projects relating to tourism.

3.2 Engagement with local tourism stakeholders

3.2.1 The process

To inform our proposals and ensure that local voices were heard, we conducted programme of five workshops, in addition to liaison with Council stakeholders, Visit Belfast and Tourism NI.

Each of our five sessions covered a different area of the city (South, East, West, North, and Shankill).

Over 40 individuals participated a workshop. A full list of workshop attendees (by session) can be found in **Appendix 3**.

At each session attendees were asked to answer two core themes:

1. What is local / neighbourhood tourism and why is it important?
2. Identify opportunities in local areas

3.2.2 Overview of workshop feedback

We have captured the ideas and thoughts collected during the workshops and collated the key messages below:

1. What is Local Tourism and why is it important?

We have identified the following key themes which workshop consultees brought up when considering how to define local tourism:



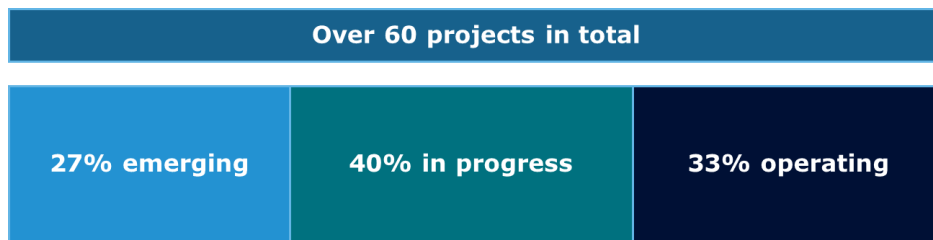
Local tourism as a concept could be interpreted as a mechanism for ensuring that traditional cultural activities and the heritage of local people is preserved and celebrated – in the same manner that eco-tourism supports the conservation of environmentally sensitive areas.

2. Identify opportunities in local areas

Over sixty projects were raised and discussed during our workshop sessions. We classified these projects into:

- **Emerging:** projects which have not yet progressed beyond the planning phase;
- **In progress:** projects which are in the process of being completed; and
- **Operating:** projects which are already in operation / may need support to be sustainable / grow.

Our findings are summarised in the graphic below:



3. Key reflections from workshops

- Ideas and products which were proposed during engagement ranged from the more traditional tourism fare; such as the celebration of famous figures, language and cultural tours and activities, and outdoor activity centres, through to novel proposals such as innovative accommodation for tourists and virtual reality tours;
- There is limited connectivity between products and product owners in some areas of the city. This is a weakness in a sector that does best with high levels of collaboration;
- There was an obvious sense of enthusiasm in each workshop for ensuring that the benefits of tourism growth in Belfast are felt throughout the city. Local areas want to be a part of the Belfast tourism story, and want to welcome the wider world to their localities. It was expressed that local areas have their own stories to tell, that link well to the wider Belfast storylines;
- Participants were primarily community based stakeholders, with more limited input from larger organisations, or related sectors e.g. hospitality businesses or creative industries; and
- While there was no shortage of enthusiasm, it was apparent that experience of tourism and running businesses was limited. A core challenge is addressing this limited capacity.

4 An Emerging Tourism Framework

4.1 Key principles

It is important to ensure coherence and consistency across the approach to developing tourism in Belfast. These principles have been developed in relation to the Belfast Region City Deal and engagement with local tourism stakeholders:

- a) A clear focus on authentic experiences involving local people (e.g. storytelling);
- b) Use of market intelligence to develop what the visitor wants;
- c) An emphasis on out-of-state visitors;
- d) Broadening the Belfast tourism offer to include more local areas and neighbourhoods outside of the city centre;
- e) Harness leading edge digital technology from website design to on-site visitor experience;
- f) Ensuring that growth is sustainable and inclusive of local communities;
- g) Nurture and develop skills in local communities; and
- h) Ensure that positive economic and social outcomes are realised (e.g. visitor spend, skills development, jobs).

4.2 An overarching framework

Figure 3a illustrates the proposed context for developing local tourism products and experiences. In particular the emphasis is that there is a bigger picture in which local products and experiences need to relate to. Starting with understanding there is a visitor and it is important to understand what they want. The city has some key themes or storylines – how does the local product and experience complement these? There are existing large scale visitor attractions – referred to here as anchors⁴ – that relate to the aforementioned key themes / storylines. What might the relationship be with them? The arrows on the sides communicate that we are being strategically led by what the visitor wants and the city themes and secondly building the capacity of local tourism stakeholders is critical to the success of this model.

Big picture tourism success for Belfast will be underpinned by smaller scale authentic experiences across the city... and those smaller scale local tourism products and experiences will be better positioned to succeed if they fit with the bigger picture...

Figure 3a: Local Tourism Framework – Belfast-wide



⁴ The list identified are those with visitor numbers of greater than 200,000 according to NISRA data. The exception being Crumlin Road Gaol (data provided by operator) and Belfast Story (based on projections).

4.3 Draft assessment tool

Given the breadth and scale of ideas and potential initiatives relating to local tourism product and experiences there is a need to prioritise resources on those with most potential. Using the principles above, we have developed an assessment tool for use in prioritising local tourism projects.

As an initial step, the project being put forward for consideration, must be assessed for each of the steps and the outputs used to demonstrate whether it has a preliminary high-level viability.

Projects can then be scored, using the assessment tool as a mechanism, with projects then graded for prioritisation.

The assessment tool is contained in **Appendix 4**.

5 Moving Forward

5.1 Recommendations

In this section recommended next steps are listed for the development of local tourism products in Belfast.

1. Communicate with local tourism stakeholders (including local tourism structures) to update on approach and progress. Provide guidance that the approach will include capacity building to ensure projects are investment ready as well as support for existing investments

Suggested Timing: September / October 2018

2. Share and engage with key partners on approach (e.g. Tourism NI, Visit Belfast);

Suggested Timing: September 2018

3. Develop a more detailed thematic narrative for the city – this will frame and drive coherent development of tourism products and experiences. The detail will identify which local products and experiences (or potential products and experiences) relate to key anchors (e.g. Belfast Story);

Suggested Timing: September – December 2018

4. Agree projects within which to pilot the draft framework assessment. Subsequently apply the assessment tool to potential tourism products and experiences;

Suggested Timing: Piloting September / October 2018. Detailed timetable for assessment to be established following pilot.

5. Use the results of the assessment to articulate the investment required to develop the local tourism products and experiences. This will include a detailed breakdown of what capacity building is required – relationships and collaborations, training, technical support etc. This will help move the stakeholders into an 'investment ready' status;

Suggested timing: Programme of support to be defined and costed using results from pilot assessment by December 2018.

6. Building on regional tourism experience (e.g. Causeway Coastal Route) develop a cluster approach structure to support and underpin the steps above. These clusters would be facilitated and could be developed on a thematic basis. TNI and existing cluster members (e.g. from Causeway Coastal Route) to support with presentation of previous clustering experience to local tourism stakeholders.

Suggested timing: Cluster experience presentation to local tourism stakeholders October 2018. Prepare to launch facilitated cluster approach early 2019.

Appendix 1: Strategic Context

The Strategy for Growing Tourism in Belfast

Background

Considerable work has been invested into developing a strategic approach to sustainably scaling the tourism offering in Belfast while meeting ambitious growth targets. Key documents include:

- The Belfast Agenda (Belfast City Council);
- Local Development Plan 2020-2035 (Belfast City Council);
- Belfast Tourism Strategy 2015-2020 (Belfast City Council); and
- The Future of Sustainable Tourism (Tourism NI).

These documents are summarised below.

Key Points relating to Local Tourism

Belfast Agenda	<ul style="list-style-type: none"> • Increase the value of out-of-state tourism spend to £500 million by 2021. • Create 3,000 new hotel bed spaces by 2021. • Develop workforce skills and capacity to serve growing the growing number of visitors. • Develop Belfast as a world class international tourism destination.
Local Development Plan 2020-2035 – Tourism topic paper	<ul style="list-style-type: none"> • Potential to convert vacant or underused historical buildings to provide unique hotel experiences. • Necessity to protect unique built and industrial heritage as tourism assets. • Necessity to improve transport links, gateways, and green linkages into the City Centre. • Necessity to connect open spaces within the City Centre and beyond.
Belfast Tourism Strategy 2015-2020 (and interim review)	<ul style="list-style-type: none"> • Opportunity to develop association with Belfast genius through famous personalities, e.g. C.S. Lewis, George Best, Seamus Heaney, etc. • Promoting and pioneering 'Beyond Peace' tourism, recognising and celebrating Belfast's journey from conflict to peace – potentially a business tourism asset; • CSR Agenda – styling Belfast as 'The Giving City', with the ambition of becoming the first city in the world whose tourism industry collaborate in a unique, collective social responsibility initiative to raise money to invest in community related peace projects at home and around the world • Potential projects to: <ul style="list-style-type: none"> - Tailor a support programme delivered at future leaders utilising international best practise; - Review existing tourism and hospitality training provision in NI; and

	<ul style="list-style-type: none"> - Tailored programmes designed to encourage opportunities at every level of the hospitality sector. <p>Interim Review Findings</p> <p>The core finding that there is a need to place increased importance on ensuring high quality tourism product development to back up the investment in hotels and the wider hospitality sector in Belfast. The rationale for this is based on having more unique, authentic Belfast “things to see and do” that will attract more visitors to the city, get them to stay longer and spend more.</p>
<p>The Future of Sustainable Tourism (Tourism NI)</p>	<p>Up-and-Coming Trends (Selected)</p> <p>1) Keeping it local: Building on increased focus on authentic and experiential tourism, the next phase in the journey will be driven by local needs rather than consumer demand – e.g. locally sourced supply chains, and labour hire.</p> <p>2) Opportunities ahead: Eco-conscious tourism driven by well-educated tourists, which could emerge as the industry’s new premium sector. Tourism products which are environmentally sustainable, and respect local cultures will be best positioned.</p> <p>3) Labelling your credentials: Similar to how the food industry has adapted to marketing Fair Trade, organic, and locally sourced produce, it is anticipated that tourism destinations will also increase their marketability to consumers by achieving sustainability certifications and credentials.</p>

The key message emerging is the need for Belfast to develop further tourism products with a view to getting visitors to stay longer in Belfast, and therefore spend more money.

Development of a deeper and higher quality tourism offering, with more for visitors to see and do beyond the landmark attractions such as Titanic Belfast, could entice tourists to spend a longer period of time in Belfast – particularly those who are deciding how to apportion their time when making a visit around the entire island of Ireland.

Appendix 2: Case Studies in Local Tourism

1) San Sebastian, Spain

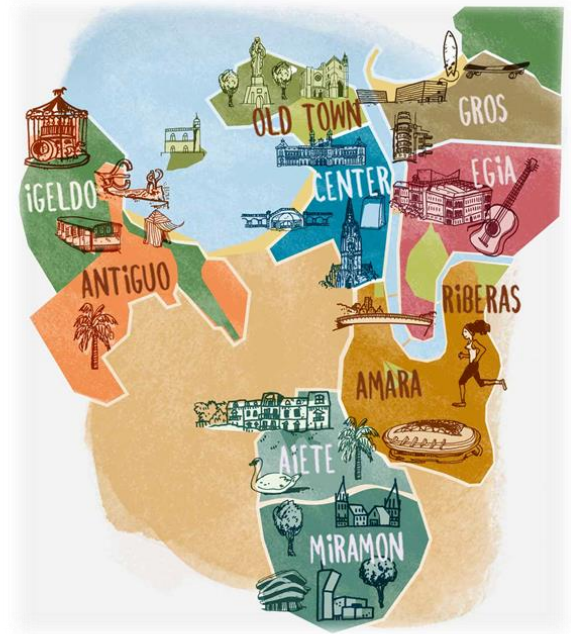
San Sebastian is a town of c.200,000 people located in the Spanish Basque country.

The local tourism authority markets the town as containing six distinct neighbourhoods for tourists to visit.

The distinct features of each district are highlighted, as described below:

- **City Centre:** Gastronomy and shopping areas;
- **Gros:** Young, surfing neighbourhood;
- **Antiguo – Igeldo:** Amusement park and park land;
- **Amara – Anoeta – Riberas:** Local bars and restaurants;
- **Egia:** Art and culture; and
- **Aiete – Miramon:** peaceful parks and gardens.

Recognition which San Sebastian has received includes being named TripAdvisor Expert's Choice destination for 2018.



2) Ljubljana, Slovenia

Ljubljana has seen a rapid growth in tourism over a relatively short time period. Between 2007 and 2017 visitor numbers more than doubled – with 96% of all visitors being from out-of-state.

In order to ensure that this growth is sustainable and beneficial to the city and local people, authorities have made a concerted effort to integrate sustainability and responsibility into development planning. This has been achieved in a number of ways:

- **Sustainable mobility:** Installation of bike-rentals and free electric vehicle transportation around the city centre
- **Green supply chain:** to increase the use of locally produced food and drinks in restaurants and hotels in Ljubljana; and
- **Destination management:** creation and promotion of new attractions outside the city centre in order to **manage tourist flows** and loosen the pressure of visitors on the main sights. The city hosts over 14,000 events per year, across its neighbourhoods.

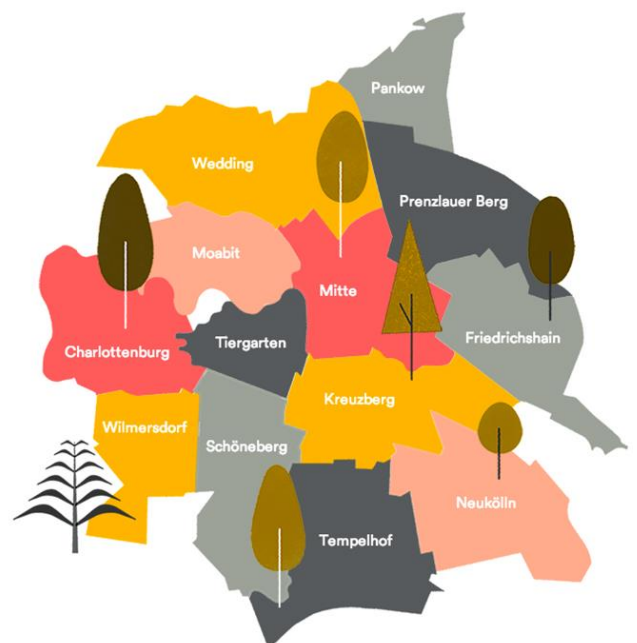


3) Berlin, Germany

Formerly divided, Berlin has retained distinctive characteristics across the neighbourhoods which make up the city. Examples of neighbourhoods in the city include:

- **Charlottenburg:** Filled with theatres, museums, and fine dining establishments and well suited for sophisticated evening entertainment;
- **Schöneberg:** Outdoor markets, rolling park spaces, and cheeky bars and clubs that welcome a thriving gay community;
- **Wedding:** Graffiti-clad factory buildings, and a growing population of young artists; and
- **Potsdamer Platz:** A centre for traffic, trade, and commerce.

Berlin is an example of a city which has recovered from a phase of conflict and division, and celebrates the legacy of peace which has blossomed in the ensuing years.



Appendix 3: List of Consultees

The table below contains the consultees whom we have engaged with and which session they attended.		
South		3rd May
Name		Organisation
Fionntan	Hargey	Markets Development
Angela	Johnston	Greater Village Regeneration Trust
Martin	Craigs	South Belfast Partnership Board
Glenda	Davies	Sandy Row Community Forum
Claire	Kiaran	An Droichead
Angela	Johnston	GVRT
Apologies		
Briege	Arthurs	South Belfast Partnership Board
West		8th May
Name		Organisation
Harry	Connolly	Failte Feirste Thiar
Sean	Quinn	Failte Feirste Thiar
Peadar	Whelan	Coiste
Stephen	Savage	Belfast Taxis CIC
Joe	Austin	Failte Feirste Thiar
Caoimhin	Shannon	An Culturlann
Ruth	Quigley	Farset International
Kevin	Crawford	Roddy McCorleys
Apologies		
Kevin	Gamble	Feile
East		10th May
Name		Organisation
Mervyn	Gibson	Titanic People
Maurice	Kinthead	Eastside Partnership
Wayne	Irvine	Urban Villages
Jonathan	McAlpin	East Belfast Enterprise
Chris	Armstrong	Eastside Tourism
Martin	Graham	Tourism NI
Stephen	McGowan	Urban Villages
Mandy	Patrick	Park Avenue Hotel
Jim	Moore	Aunt Sandra's
Peter	McCabe	EastSide Greets
Jim	McNicholas	EastSide Greets
Kenny	Rogers	East Belfast A/R Story
Robert	Scott	Eastside Voices

Apologies		
Gavin	Robinson	MP
Laura	Spence	Tour guide
Sandy	Smyth	Tour guide
Rachel	Kennedy	Eastside Arts
North		3rd May
Name		Organisation
Phelim	Grant	Crumlin Road Gaol
Ray	Griffen	Duncairn Centre
Conor	Maskey	Intercomm
Shane	Quinn	Belfast Building Trust
Janice	Beggs	Lower Oldpark Community Association
Maria	Morgan	Ligoneil Improvement Association
Katherine	Redpath	EPIC
Jamie	Curran	Freelance, working for Intercomm
Gordie	Walker	Intercomm
Rosemary	McGreevey	Thorndale, Duncairn, Kinard Residents Association
Apologies		
Bernard	Jaffa	Unitorah
Joe	Baker	Glenravel
Paula	Reynolds	Clifton House
Shankill		25th May
Name		Organisation
Jackie	Redpath	Shankill Partnership
Nicola	Verner	Shankill Partnership

Appendix 4: Draft Assessment Tool

Draft Assessment Tool

Question	Indicator	Scoring				Data Sources
		0	1	2	3	
Is it tourism?	Anticipated proportion of visitors from outside of the local community	Zero visitors from outside the local area	<20% of visitors from outside the local area, and limited appeal to international visitors	>20% but <50% of visitors outside the local area, and moderate appeal to international visitors	50%> of visitors from outside of the local area, and marketable appeal to international visitors	Promoter business plan, Economic Test (visitor number test), Evidence from comparator projects
Alignment to key Belfast themes and strategic policy?	Fit with the key strategies present at a local, regional, and national level - and alignment to an anchor (and theme) for neighbourhood tourism	No strategic fit with relevant strategies and theme	The product is not referenced and it is unclear how it may link to a theme	The product falls under a general reference and could potentially link to a theme	The product is specifically referenced and can naturally be linked to a theme	Tourism NI, Tourism Ireland, Belfast Region strategic plans, Local Council Strategic Plans
Promoter Skills and Capability	Experience and background of promoter and their support network	Zero previous experience in the tourism market product development and limited expertise	Zero previous experience in the tourism market product development however expertise in relevant activities	Previous experience in the tourism market product development	Strong previous experience in the tourism market product development	Promoter business plan / CV
Does market testing support?	Depth of market testing and findings	No market testing / findings are not favourable	Limited market testing and positive findings (e.g. primarily based on desk research and stakeholder engagement)	Moderate market testing and positive findings (e.g. use of proxies, consultation with tour operators)	Extensive market testing and positive findings (e.g. international consumer research)	Promoter business plan, Tourism NI
		0		3		
Social Impact	Social test	Fail		Pass		Social test
Economic Impact	Economic test	Fail		Pass		Economic test

The scoring could be banded for prioritisation.

For example:

Total Score	
0 - 6	Do not proceed with this as a tourism project
7 - 12	Hold for further consideration and potential revision
13 - 18	Prioritise for further support / analysis



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