



December 9th, 2016

**Notice Of Meeting**

You are invited to attend the Enterprise, Regeneration and Tourism Committee meeting to be held on **Monday, 12th December 2016** at **3:00 pm** in the **Boardroom District Council Offices Monaghan Row Newry.**

**Chair:** Cllr R Burgess

**Vice:** Cllr D Curran

**Members:** Cllr T Andrews

Cllr N Bailie

Cllr P Brown

Cllr W Clarke

Cllr S Ennis

Cllr G Hanna

Cllr H Harvey

Cllr T Hearty

Cllr D McAteer

Cllr B Quinn

Cllr M Ruane

Cllr G Stokes

Cllr Tinnelly

# Agenda

## 2.45pm Presentation - Light 2000.

Please note Light 2000 will make a 15 minute presentation (at 2.45pm in the Boardroom) prior to the commencement of the ERT Committee Meeting.

### 1) Apologies.

### 2) Declarations of Interest.

### 3) Action Sheet arising out of Minutes of Enterprise Regeneration & Tourism Committee Meeting held on Monday 14 November 2016. (Copy enclosed)

[Item 3 Action sheet ERT Nov 2016.pdf](#)

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Tourism, Culture and Events Items

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### 4) This item has been removed.

### 5) Coastal Communities Fund. (Copy enclosed)

[Item 5 Rpt re Coastal communities fund.pdf](#)

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### 6) St Patrick's Festival Parade 2017. (Copy enclosed)

[Item 6 Re St Patricks Festival Parade 2017.pdf](#)

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### 7) Down Museum Accreditation. (Copy enclosed)

[Item 7 Rpt re Down Museum Accreditation.pdf](#)

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[Item 7 APPENCIX DCM Collections Development Policy 2016.pdf](#)

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[Item 7 APPENDIX DCM Documentation Policy 2016.pdf](#)

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[Item 7 APPENDIX DCM Environmental Sustainability Policy 2016.pdf](#)

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[Item 7 APPENDIX DCM Collections Care and Conservation Policy.pdf](#)

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[Item 7 APPENDIX DCM Access Policy.pdf](#)

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**8) Reconstruction of an Armstrong Hut from Ballykinler Camp at Down County Museum. (Copy enclosed)**

*Item 8 re Reconstruction of an Armstrong hut from Ballykinler Camp.pdf*

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**9) Tourism Travel Trade Opportunities. (Copy enclosed)**

*Item 9 Rpt re Travel trade opportunities.pdf*

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**10) Tourism Strategy. (Copy enclosed)**

*Item 10 Rpt re (DRAFT) Tourism Strategy.pdf*

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*Item 10 - APPENDIX Newry, Mourne & Down Tourism Strategy DRAFT V1 16.12.08.pptx.pdf*

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*Item 10 - APPENDIX Tourism Strategy Summary Action Plan.pdf*

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*Enterprise, Employment and Regeneration Items*

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**11) Land at Slieve Croob. (Copy enclosed)**

*Item 11 Rpt re Land at Slieve Croob.pdf*

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*Item 11 Appendix re Slieve Croob ASSI map.pdf*

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**12) DOE Environment Fund for Ring of Gullion Funding. (Copy enclosed)**

*Item 12 re Rpt DOE Environment Fund Ring of Gullion.pdf*

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**13) NI Chamber Membership. (Copy enclosed)**

*Item 13 Rpt re NI Chamber Membership.pdf*

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**14) Overseas Results. (Copy enclosed)**

*Item 14 Rpt re Overseas Results.pdf*

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**15) St Patrick's Cross. (Copy enclosed)**

*Item 15 Rpt re St Patrick's Cross.pdf*

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*Item 15 Appendix re St Patricks Cross.pdf*

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**16) Camlough Lake Project Task & Finish Working Group. (Copy enclosed)**

A Presentation document re: Camlough Lake can be found as follows:

MENU<DOCUMENTS<ENTERPRISE REGENERATION & TOURISM< Presentation Paper re: Camlough Lake.

*Item 16 Rpt re Camlough Lake working group.pdf*

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**17) Progress Report re: Performing Arts Project at Newry & Mourne Museum. (Copy enclosed)**

*Item 17 re Performing Arts Project at Newry & Mourne Museum Progress Report.pdf*

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# Invitees

Cllr Terry Andrews	<a href="mailto:terry.andrews@downdc.gov.uk">terry.andrews@downdc.gov.uk</a>
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**ACTION SHEET – ENTERPRISE REGENERATION & TOURISM COMMITTEE – MONDAY 14 NOVEMBER 2016**

AGENDA ITEM	SUBJECT	DECISION	FOR COMPLETION BY DIRECTOR – including actions taken/date completed or progress to date if not yet completed
<b>ERT/167/2016</b>	Public Realm Scheme Newry Cathedral Corridor	<p>(a) Transport NI to ensure that all relevant media sources are used in regards to communicating their forthcoming Road Resurfacing Programme for Hill Street Newry.</p> <p>(b) The Task &amp; Finish Committee set-up for delivery of the Public Realm Scheme, will now be renewed with new Trader Rep's so that it can oversee delivery of the 'Newry Cathedral Corridor Revitalisation Programme'.</p>	<p>All Hill Resurfacing Works completed during the last 2 weeks of October 2017.</p> <p>Following Trader Public meeting at start of Nov 2017, first meeting of the T&amp;F committee to be held in early Dec 2017.</p>
<b>ERT/168/2016</b>	Warrenpoint Public Realm Scheme	<p>(a) Contractor to ensure that all relevant media sources, including WBR Chamber of Commerce contacts are used in regards communicating their forthcoming Road Resurfacing Programme for Dock Street Warrenpoint.</p> <p>(b) The Task &amp; Finish Committee set up for delivery of the Public Realm Scheme at Warrenpoint, will be renewed early in the new year in order that it can oversee the delivery of the Warrenpoint Revitalisation Programme.</p> <p>(c) Council and WBR Chamber of Commerce asked that the thoughts of both organisations are relayed to the family and</p>	<p>All sources used and the Dock Street resurfacing works were successfully completed on 20.11.16.</p> <p>Trader Meeting set-up for 1<sup>st</sup> Dec 2017, after which the new Revitalisation Committee will be set-up.</p> <p>All condolences have been passed on.</p>

		<p>contractor/employee colleagues of the young man who tragically lost his life carrying out site works as part of the scheme.</p> <p>(d)An apology be recorded for Councillor D McAteer for the Task &amp; Finish Public Realm Steering Group Meeting held on 24 October 2016.</p>	Minutes have been altered.
<b>ERT/169/2016</b>	Derrymore Estate Partnership	<p>(a)Council Officials to continue to progress the delivery of projects that seek to develop the recreational potential of Derrymore Estate.</p> <p>(b)Council to submit an application for Trail facility development to Sport NI before the deadline of February 2017, and if successful, to make available the required match funding towards this project of approximately £140,000 in 2017/18.</p> <p>(c)Council Officials to commence work on preparation and submission of a planning application for above project to ensure project delivery is not delayed if a Letter of Offer for funding is awarded.</p>	Progress is underway for submitting a Sport NI application in Feb 17.
<b>ERT/170/2016</b>	Business Engagement Programmes	Agreed to deliver future business engagement activity which has as its focus, the up-skilling of employees / entrepreneurs, and knowledge transfer activity that will encourage business sustainability and growth, as per Report dated 14 November 2016 from Mr J McGilly, Assistant Director of Enterprise, Regeneration & Tourism.	Programme detail currently being developed and delivery agents appointed with a view to programmes to be implemented Jan - Dec 2017



<b>ERT/171/2016</b>	Newry River Clean Up DFC Funding	<p>Agreed that £25,000 of the funding received by Department for Communities towards the Clean-up of the Clanyre River, be transferred to Rivers Agency as the responsible government agency to carry out an element of the works.</p> <p>Agreed that the issue of the clean-up of rivers in the District be referred to the Thematic Working Groups.</p> <p>Agreed Ms M Ward Director of ERT to report back to Councillor G Hanna regarding a clean-up of the pond at Annalong Mill.</p>	Rivers Agency have now started to carry out the Clanrye River Works.
<b>ERT/172/2016</b>	Castlewellan Forest Park	<p>(a) To procure and pay facilitators for the purposes of consultation workshops, events and road-shows.</p> <p>(b) To plan and hold a number of consultation workshops, events and road shows.</p>	Progressing, next steering group meeting on Friday 9 Dec
<b>ERT/173/2016</b>	Membership – Connect Programme	Agreed to engage with Catalyst Inc via the Connect Programme, on a 12 month silver membership programme at a cost of £2,000 pa, as per Report dated 14 November 2016 from Mr J McGilly Assistant Director of ERT.	Actioned
<b>ERT/174/2016</b>	Social Enterprise Programme	Agreed to fund the extension of the Social Enterprise Programme (Phase II) for a period of 6 months from November 2016 until April 2017, to be delivered throughout the Council District by Newry & Mourne Co-Operative and Enterprise Agency and Down Business Centre.	Actioned

<b>ERT/175/2016</b>	Downpatrick PSNI Station	Agreed the Council support Downpatrick Community Collective Group in their efforts to secure the site via Community Asset Transfer and Council to offer advice and support to the Group to develop the initiative, as per Report dated 14 November 2016 from Mr J McGilly, Assistant Director of Enterprise, Regeneration & Tourism.	Progressing
<b>ERT/176/2016</b>	Sean Hollywood Arts Centre Café Franchise	<p>(a)The Council to not proceed on the basis as outlined in Point 2.0 for the reasons as outlined in Point 3.0 in Report dated 14 November 2016 from Ms J Turley Facilities Administrator.</p> <p>(b)Council Officials to enter back into negotiations regarding the Café franchise at Sean Hollywood Arts Centre.</p>	Meeting with OCS on 05/12/16: Representative from OCS advised that Profit/Loss proposal presented is not fit for purpose, and that they should advise by Friday 09/12/16 if they wish to proceed with the rental agreement amount sought, and provisionally awarded, in the original tender.
<b>ERT/177/2016</b>	NIRDP Rural Tourism Scheme Slieve Gullion Forest Park	<p>(a) Submit an application for the funding deficit to potential funders, ie, Heritage Lottery Fund, when the Slieve Gullion Forest Park Economic Appraisal is complete.</p> <p>(b)Invite to tender to prepare a planning application for the project, assess tenders, appoint supplier using the MEAT process.</p> <p>(c)Submit planning application for project.</p> <p>(d)Proceed to tender the proposed Augmented Reality Project.</p>	Officials working on application ahead of submission date

		(e) Submit the round two application to NIRD 2014-2020 Priority 6 Rural Tourism Scheme.	
<b>ERT/178/2016</b>	Caravan and Campsite Management	<p>(a) To agree a joint process between Council and Forest Service to appoint external expertise to prepare the Business Rationale and Specification to seek competent providers for the management of Tollymore Castlewellan and Kilbroney Park Caravan/Camping provision with the option to consider some additional tourism recreational services which would enhance the tourism offering.</p> <p>(b) To revert to Council with the completed Business Rationale and Specification prior to progressing to seek Expression of Interest.</p>	To be progressed following Council meeting
<b>ERT/179/2016</b>	Slieve Croob Walking Trails	Agreed that both of the Council's Countryside Access Officers will have input into the study being carried out by Outdoor Recreation NI regarding a Community Trails Plan to examine potential trails within the Slieve Croob and Mourne District Electoral Area, as per Report dated 14 November 2016 from Ms H Wilson, Countryside Access Officer regarding Community Trails Plan to examine potential trails within Slieve Croob and Mourne DEA.	Progressing via AHC
<b>ERT/180/2016</b>	2017 Events	(a) To approve the schedule of Council tourism events and dates which will enable the official launch of the events to be held in January 2017 which will provide time for the effective organisation and development of the events and allow the businesses in the District the opportunity to build packages around these core events.	To be progressed following Council meeting

		<p>(b) To approve the schedule of Signature and Major Events to be supported through the events budget 2017.</p> <p>Also agreed Council Officials to arrange a meeting with the organising Committee of the Maiden of the Mourne Festival to discuss plans for the festival and identify how the Council can provide assistance.</p>	
<b>ERT/181/2016</b>	Delamont Railway Tearooms	<p>Agreed the Council approve the proposal to construct Tea Rooms at Delamont Railways, but not extend the current Lease, as recommended in Report dated 14 November 2016 from Mr S Boyle Delamont Country Park Manager.</p> <p>The above decision be subject to:</p> <ol style="list-style-type: none"> <li>(1) Council's Valuer reviewing the Rent to take into account additional investment and extended facilities on offer at Delamont.</li> <li>(2) The completion of legal formalities.</li> </ol>	This item will return to ERT Committee to agree the details of the lease
<b>ERT/182/2016</b>	Update re: recruitment process	To note update provided by Ms M Ward Director Enterprise Regeneration & Tourism regarding the recruitment process for post of Assistant Director of Tourism, Arts and Culture.	Noted
<b>ERT/184/2016</b>	Maintenance – Struell Wells	This issue would be reported back to the ERT Committee following completion of discussions between Historic Environment Division and Council.	Report to follow in due course
<b>ERT/185/2016</b>	Update RDP Village Plans	Note the process undertaken to date in preparation for submitting an application for funding to the Mourne Gullion Lecale Rural Development Partnership for new and updated	Business plan has been submitted to MGL LAG. a consultancy team has been

		Village Plans, as outlined in Report dated 14 November 2016 from Mr J McGilly Assistant Director of Enterprise Regeneration & Tourism.	procured and will be appointed subject to the award of funding
<b>ERT/186/2016</b>	Adventure Tourism Project	Note that Newry Mourne & Down District Council, in partnership with relevant stakeholders, will submit the Growth for Adventure Tourism Entrepreneurs application to the Northern Periphery and Arctic Programme by the closing date of Friday 30 November 2016, as outlined in Report dated 14 November 2016 from Mr M Patterson Enterprise Development Officer.	Application submitted
<b>ERT/187/2016</b>	Newry Chamber Christmas Dinner	Agreed the Council purchase a table of 10 at a cost of £500, at the Newry Chamber of Commerce 17 <sup>th</sup> Christmas Charity Dinner on Thursday 1 December 2016 at 5.30pm in the Canal Court Hotel, Newry.  Also agreed any Councillor wishing to attend this event should advise Ms L Dillon Democratic Services Officer.	Completed
<b>END</b>			

<b>Agenda Item:</b>	Coastal Communities Fund – Stage 2 Application
<b>Report to:</b>	Enterprise Regeneration and Tourism Committee
<b>Subject:</b>	Coastal Communities Fund – Stage 2 Application
<b>Date:</b>	12 December 2016
<b>Reporting Officer:</b>	Marie Ward, Director of Enterprise, Regeneration and Tourism
<b>Contact Officer:</b>	Mark Mohan, Senior Tourism Initiatives Manager

### Decisions Required

The committee approves the request to:

- Advance the Coastal Communities Fund application to stage 2 of the process
- Go to tender to appoint a delivery agent if successful at stage 2 of the process

<b>1.0</b>	<p><b>Purpose and Background</b></p> <p>In August 2016 an Expression of Interest was made to the Coastal Communities Fund to support a Tourism/Services industry capacity building initiative within the coastal community of Rostrevor and surrounding area. A grouping of proactive businesses in the village had come together to form a 'business cluster' to work collaboratively for the common good of the village. This initiative on the part of the businesses sat very neatly with the criteria of the fund and it is in that context that an expression of Interest was made. <i>Rostrevor - A Coastal village in the Mourne Mountains exporting it's tourism</i>. The aim of the project is to help the tourism/service enterprises in the village and surrounding area plan and prepare for market and develop their businesses to increase efficiency, profitability and an ability to appeal to a variety of important market sectors.</p>
<b>2.0</b>	<p><b>Key Issues</b></p> <p>The project plans to enhance competitiveness, performance and the sustainability of the tourism/services businesses in the village and prepare them to export their tourism businesses and services to out of state markets. This will be done through developing and adopting best marketing practices as advised and developed by marketing professionals and the Incoming Tour Operators Association. The programme will help develop and build the capacity of the participating businesses to become more competitive in the export of their business to out-of-state markets and visitors, and to establish, manage and maintain working partnerships.</p> <p>This will entail the following:</p> <ul style="list-style-type: none"> <li>- Agree a destination specific (match of destination products/attributes with operator requirements) and develop specific destination focused training programmes. Programmes will be designed and agreed by the tourism destination management structures in line with the councils emerging tourism strategy &amp; Incoming Tour Operators association.</li> </ul>

	<ul style="list-style-type: none"> <li>- Target and recruit industry participation. The Proposed Project will target all existing small-medium sized tourism related businesses across the tourism destination. Specific target groups include Accommodation sectors (Hotels, Guest Houses, B&amp;B's, Self /Catering and Alternative accommodation eg.ie Camp, Caravan), Attractions, Activity providers, support service providers ie Restaurants, Cafes, Transport providers, Tour guides etc.</li> <li>- Deliver a series of workshops with industry across the tourism destination. Organise and deliver good practice benchmark visits in line with participating industry sectors.</li> <li>- Develop a 'Preparing for Market' educational/reference guides and web portal for participating industry sectors.</li> <li>- Develop and implement a marketing plan that meets the needs of the participating industry sectors</li> <li>- Deliver a series of Incoming Tour Operator Familiarisation/educational trips to the tourism destination. This familiarisation trip programme will be designed and agreed by the Tourism Destination Management Structures &amp; Incoming Tour Operators association in line with destination/industry product and operator requirements.</li> </ul> <p>This proposed project complements the councils emerging tourism strategy 2017-22.</p>
<b>3.0</b>	<p><b>Resource Implications</b></p> <p>The project whilst subject to a successful stage 2 application process could draw support to a maximum of £100,000 over a 2 year period and would require a maximum contribution of £10,000 from council over a 2 year period. A council match contribution of £5,000 per year will be provided for in the budget estimates for 2017/8 &amp; 2018/19</p>
<b>4.0</b>	<p><b>Appendices</b></p>

<b>Agenda Item:</b>	The Home of St Patrick's Festival – Down & Armagh 2017
<b>Report to:</b>	Enterprise Regeneration and Tourism Committee
<b>Subject:</b>	The Home of St Patrick's Festival – Down & Armagh 2017 – Permission to go to tender for services related to the production, development and delivery of the St Patrick's Festival Parades in Downpatrick and Newry 2017
<b>Date:</b>	12 December 2016
<b>Reporting Officer:</b>	Marie Ward, Director of Enterprise, Regeneration and Tourism
<b>Contact Officer:</b>	Mark Mohan, Senior Tourism Initiatives Manager

### Decisions Required

The committee approves the request seeking permission to:

- Go to tender for services related to the production, development and delivery of the St Patrick's Festival Parades in Downpatrick and Newry 2017.
- Progress the associated procurement process in advance of full council ratification on the basis that NO appointment will be made until after council ratification in January 2017.

<b>1.0</b>	<p><b>Purpose and Background</b></p> <p>Newry Mourne &amp; Down District Council is now in the 2<sup>nd</sup> year of a partnership arrangement with Armagh City, Banbridge &amp; Craigavon Borough Council and TourismNI to deliver a joint Saint Patricks festival in Downpatrick, Newry, and Armagh City. This arrangement is governed by an SLA already in place between the 2 councils and supported by a 3 year funding Letter of Offer from TourismNI. In addition a working group of Elected Representatives from the Newry &amp; Downpatrick DEA's oversee the implementation of the project.</p>
<b>2.0</b>	<p><b>Key Issues</b></p> <p>A key part of the festival in both centres is the 'Community Parade'. In the past the parade was organised, developed and delivered by the Community Relations section of council. However, given the ongoing restructuring within council the officer formally responsible for this has moved to a new position and is no longer available to deliver on this part of the festival, but will continue to assist and advise where possible. Furthermore the existing Events staff resource within the ERT department does not have the where with all nor expertise to carry out this important community development function as part of our festival.</p>
<b>3.0</b>	<p><b>Resource Implications</b></p> <p>Funds have been allocated in current council budgets to deliver an enhanced St Patrick's Festival in Downpatrick, and Newry in 2017, supported by additional funds from TourismNI, and OFMDFM for the associated development and delivery of the respective community parades.</p>



<b>4.0</b>	<b>Appendices</b>
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<b>Report to:</b>	ERT Committee
<b>Date of Meeting:</b>	12 <sup>th</sup> December 2016
<b>Subject:</b>	Policies for Down County Museum Accreditation application (February 2017)
<b>Reporting Officer (Including Job Title):</b>	Marie Ward, Director, ERT
<b>Contact Officer (Including Job Title):</b>	Michael King, Museum Curator, Down County Museum

### Decisions required:

Approval of Down County Museum's Collection Development Policy, Documentation Policy, Collections Care and Conservation Policy, Access Policy and Environmental Sustainability Policy to meet the requirements of Museum Accreditation

<b>1.0</b>	<b>Purpose and Background:</b>
1.1	Down County Museum needs the above policies to be approved in order to re-apply for Museum Accreditation in February 2017. Newry, Mourne and Down District Council requires its museums to be sustainable, focused and trusted organisations, which offer their visitors a great experience. The Accreditation Scheme sets out nationally-agreed standards, which encourage development and inspire the confidence of the public and funding and governing bodies. It enables museums to assess their current performance, as well as supporting them to plan and develop their services.
1.2	Museum Accreditation is a quality standard scheme that helps guide museums to be the best they can be, for current and future users. The Scheme is regarded as one of the most innovative and effective developments in the museum sector and has led the way in raising museum standards. There are currently more than 1,700 museums participating in the Scheme across the UK. The Scheme is managed locally by the Northern Ireland Museum's Council.
1.3	The vision for accreditation is to build trust in UK museums by maintaining a shared understanding of professional standards and encouraging their sustainable development through effective planning, responsible collections management and active engagement with communities. The achievement of a national standard gives confidence to all stakeholders.
1.4	Only Accredited Museums may apply for grant funding from the Northern Ireland Museums Council for museum projects. Down County Museum has successfully applied for a total of <b>£21,430</b> for 9 separate projects from NIMC during the period 2011-2016, showing that there are financial as well as developmental benefits to this confidence-building Scheme.
<b>2.0</b>	<b>Key issues:</b>
2.1	Down County Museum requires the approval of Council for a number of policies in order to meet the Accreditation standard when it re-applies in February 2017,.
2.2	The Collections Development Policy outlines the scope and ethical framework for the collection and disposal of artefacts.
2.3	The Documentation Policy outlines the professional standards of documentation in use by the Museum.
2.4	The Collections Care and Conservation Policy outlines the Museum's standards in relation to the care and conservation of the collections.
2.5	The Access Policy outlines the Museum's strategies for maximising access to the

	collections and museum buildings.
2.6	The Environmental Sustainability Policy outlines the Museum's standards in relation to the protection of the environment.
2.7	Every museum is invited to apply for Accreditation as a separate entity owing to the unique nature and size of each individual museum's collections, their access, conservation and documentation needs, the specific databases, buildings and facilities available, the local/non-local users and audiences, and the museum's capacity to meet local needs, and therefore the above policies reflect the specific conditions in which Down County Museum operates.
<b>3.0</b>	<b>Recommendations:</b>
3.1	It is recommended that Committee and Council approve these policies so that they may be supplied, with a signed copy of the Council Minutes of 9 <sup>th</sup> January 2017, to the Northern Ireland Museum Council as a central part of the Museum's Accreditation application in February 2017.
<b>4.0</b>	<b>Resource implications</b>
4.1	There are no resource implications if the present establishment is in place to carry out the collecting, documentation, care and conservation, access and environmental work required of the Museum by Accreditation.
<b>5.0</b>	<b>Equality and good relations implications:</b>
5.1	The Museum is a neutral venue for cross-community programmes and activities and is active in maintaining good relations. The policies reflect the Museum's approach of providing the highest standards of professionalism and equal access to all members of the public.

## Down County Museum

### Collections Development Policy

**Name of museum:** Down County Museum

**Name of governing body:** Newry, Mourne and Down District Council

**Date on which this policy was approved by governing body:** For approval by Enterprise, Regeneration and Tourism Committee on 12th December 2016 and by Newry, Mourne and Down District Council on 9<sup>th</sup> January 2017

**Policy review procedure:** For review every 5 years

The collections development policy will be published and reviewed from time to time, at least once every five years.

**Date at which this policy is due for review:** December 2021

The Northern Ireland Museums Council will be notified of any changes to the collections development policy, and the implications of any such changes for the future of collections.

#### 1. Relationship to other relevant policies/plans of the organisation:

- 1.1. The museum's statement of purpose is 'to enhance appreciation of the history, culture and environment of County Down'. Its purpose is 'to collect, conserve, interpret, and display those objects which best serve to illustrate the history, culture, and environment of County Down, and to research related subjects. This involves study, promotion, and active practice in relation to human history, the natural environment, the arts and crafts, past and present.'

The Museum aims to balance its duty of care to preserve its historic site and genuine artefacts, mainly donated by local people to benefit the community, with the provision of access to the site and collections to as wide an audience as possible, for the purposes of education, enlightenment and entertainment. The Museum's activities reflect these two core aims of the service.

- 1.2. The governing body will ensure that both acquisition and disposal are carried out openly and with transparency.
- 1.3. By definition, the museum has a long-term purpose and holds collections in trust for the benefit of the public in relation to its stated objectives. The governing body therefore accepts the principle that sound curatorial reasons must be established before consideration is given to any acquisition to the collection, or the disposal of any items in the museum's collection.

- 1.4. Acquisitions outside the current stated policy will only be made in exceptional circumstances.
- 1.5. The museum recognises its responsibility, when acquiring additions to its collections, to ensure that care of collections, documentation arrangements and use of collections will meet the requirements of the Museum Accreditation Standard. This includes using SPECTRUM primary procedures for collections management. It will take into account limitations on collecting imposed by such factors as staffing, storage and care of collection arrangements.
- 1.6. The museum will undertake due diligence and make every effort not to acquire, whether by purchase, gift, bequest or exchange, any object or specimen unless the governing body or responsible officer is satisfied that the museum can acquire a valid title to the item in question.
- 1.7. The museum will not undertake disposal motivated principally by financial reasons.

## **2. History of the collections**

- 2.1. The Down County Museum collection has been created since its foundation in 1981 and consists mainly of individual items or small groups of objects donated by members of the public, numbering over 11,000 items.
- 2.2. The bulk of the collections were acquired in the period 1981-2000, including significant collections of farming, social history and costume/textile material.
- 2.3. Archaeological material was also collected during this period as a result of donations by local fieldwalking enthusiasts.
- 2.4. Major acquisitions include the Patsy Mullen collection of 627 items relating to the social history of the town of Castlewellan (1994), and important 20<sup>th</sup> century photographic collections, such as that given by D J McNeill (1988).
- 2.5. The Museum has acquired an excellent and representative collection of fine and applied art relating to County Down, and published its fine art collection in 2012.
- 2.6. Focused collecting has facilitated the planning and creation of major permanent galleries in the period 2000-2015. These include the 'Down through Time' exhibition (2006) showcasing archaeological and historical objects telling County Down's story from 7000BC to 2000AD in the Governor's Residence of the Old Gaol of 1796, in which the Museum is located; also exhibitions dedicated to the story of the gaol, County Down farming and maritime history, and Early Christian Down in a new extension opened in 2015.

- 2.7. The construction of the Museum's new extension has facilitated the reorganisation of large items in store, with a view to improving accessibility and providing space for new acquisitions in accordance with this Policy.
- 2.8. Recent acquisitions include a significant medical collection relating to the Downe Hospital, a collection relating to World War Two from the former Urban District Council, and an archaeological/military collection relating to a hut from Ballykinler Camp.

### **3. An overview of current collections**

- 3.1. The existing Collection comprises a significant photographic archive as well as a wide range of objects, from prehistoric flint to contemporary art.
- 3.2. Objects and photographs must have a clear local context, ie County Down, although they may have wider relevance and significance.
- 3.3. The emphasis is on human history although there is a small natural history collection, comprising geological samples, mounted specimens and two historic egg collections.
- 3.4. There are especially good collections of agricultural tools and machinery, cameras, bedcovers, costume, fine art, medical instruments and toys.
- 3.5. Since the museum is located in a former gaol, and the area has close connections with St Patrick, there are significant groups of items relating to prisoners, such as Thomas Russell, and the Early Christian period represented in the collections
- 3.6. Major strengths of the Collection are the high percentage of donations and the good background information.
- 3.7. Collecting is not limited by date, although the bulk of the Collection is currently later 19<sup>th</sup> and 20<sup>th</sup> century.

### **4. Themes and priorities for future collecting**

- 4.1. Future collecting will focus mainly on filling gaps in the Collection and concentrating on specialist subject areas. Details are provided in the Collections Management Plan but key areas are:
- 4.2. Archaeological material to which legal title can be secured.
- 4.3. Objects, artworks and books relating to St Patrick and Early Christianity.

- 4.4. Objects, documents and books relating to gaols in Downpatrick, crime, punishment, transportation and prison history in general.
- 4.5. 16<sup>th</sup> - 18<sup>th</sup> century material.
- 4.6. 18<sup>th</sup> - 20<sup>th</sup> century paintings with a County Down connection.
- 4.7. Portraits of County Down people.
- 4.8. Applied art.
- 4.9. Works of art by artists with a County Down connection, and who are not yet represented in the Collection.
- 4.10. Objects which relate to the period 1912-1922.
- 4.11. Commemorative medals.
- 4.12. Material connected with Ballykinler Camp, c.1900-present.
- 4.13. Material relating to the medical history of County Down.
- 4.14. Contemporary material.
- 4.15. Photographs and postcards of places and subjects with a link to County Down.

## **5. Themes and priorities for rationalisation and disposal**

- 5.1 The museum does not intend to dispose of collections during the period covered by this policy, as it is not a priority for this policy period; disposals will only be undertaken for legal, safety or care and conservation reasons (for example, spoliation, radiation, infestation, repatriation).

## **6. Legal and ethical framework for acquisition and disposal of items**

- 6.1 The museum recognises its responsibility to work within the parameters of the Museum Association Code of Ethics when considering acquisition and disposal.

## **7 Collecting policies of other museums**

- 7.1 The museum will take account of the collecting policies of other museums and other organisations collecting in the same or related areas or subject fields. It will consult with these organisations where conflicts of interest may arise or to define areas of specialism, in order to avoid unnecessary duplication and waste of resources.

7.2 Specific reference is made to the following museums and organisations:

- North Down Museum
- Downpatrick and County Down Railway
- Lisburn Linen Centre and Museum
- Newry and Mourne Museum
- The Ulster Museum
- The Ulster Folk and Transport Museum
- Public Record Office Northern Ireland

## 8 Archival holdings

8.1 The Museum accepts archival material relating to County Down, mainly as part of larger collections of objects and associated records, and where they may be considered as artefacts which shed light on the history of County Down, in accordance with the requirements of this Policy.

## 9 Acquisition

9.1 The policy for agreeing acquisitions is:

The Curatorial staff of Down County Museum, as Newry, Mourne and Down District Council's appointed museum professionals, and drawing on their knowledge of the Collection, will have delegated authority and responsibility for the acceptance or rejection of potential gifts or bequests to Down County Museum and for making purchases and soliciting gifts in accordance within the terms of this Policy. Newry, Mourne and Down District Council accepts the general principle that it is their responsibility, drawing on the advice of their Curatorial staff, to ensure to the best of their ability that all of the Collection in their care is adequately housed, conserved and documented.

9.2 The museum will not acquire any object or specimen unless it is satisfied that the object or specimen has not been acquired in, or exported from, its country of origin (or any intermediate country in which it may have been legally owned) in violation of that country's laws. (For the purposes of this paragraph 'country of origin' includes the United Kingdom).

9.3 In accordance with the provisions of the UNESCO 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, which the UK ratified with effect from November 1 2002, and the Dealing in Cultural Objects (Offences) Act 2003, the museum will reject any items that have been illicitly traded. The governing body will be guided by the national guidance on the responsible acquisition of cultural property issued by the Department for Culture, Media and Sport in 2005.



## 10 Human remains

- 10.1 As the museum holds or intends to acquire human remains under 100 years old, it will obtain the necessary licence under the Human Tissue Act 2004 and any subordinate legislation from time to time in force.
- 10.2 As the museum holds or intends to acquire human remains from any period, it will follow the procedures in the 'Guidance for the care of human remains in museums' issued by DCMS in 2005.

## 11 Biological and geological material

- 11.1 So far as biological and geological material is concerned, the museum will not acquire by any direct or indirect means any specimen that has been collected, sold or otherwise transferred in contravention of any national or international wildlife protection or natural history conservation law or treaty of the United Kingdom or any other country, except with the express consent of an appropriate outside authority.

## 12 Archaeological material

- 12.1 The museum will not acquire archaeological material (including excavated ceramics) in any case where the governing body or responsible officer has any suspicion that the circumstances of their recovery involved a failure to follow the appropriate legal procedures.
- 12.2 In England, Wales and Northern Ireland the procedures include reporting finds to the landowner or occupier of the land and to the proper authorities in the case of possible treasure (i.e. the Coroner for Treasure) as set out in the Treasure Act 1996 (as amended by the Coroners & Justice Act 2009).

## 13 Exceptions

- 13.1 Any exceptions to the above clauses will only be because the museum is:
  - acting as an externally approved repository of last resort for material of local (UK) origin
  - acting with the permission of authorities with the requisite jurisdiction in the country of origin

In these cases, the museum will be open and transparent in the way it makes decisions and will act only with the express consent of an appropriate outside authority. The museum will document when these exceptions occur.

## 14 Spoliation

- 14.1 The museum will use the statement of principles 'Spoliation of Works of Art during the Nazi, Holocaust and World War II period', issued for non-national museums in 1999 by the Museums and Galleries Commission.

## 15 The Repatriation and Restitution of objects and human remains

- 15.1 The museum's governing body, acting on the advice of the museum's professional staff, if any, may take a decision to return human remains (unless covered by the 'Guidance for the care of human remains in museums' issued by DCMS in 2005), objects or specimens to a country or people of origin. The museum will take such decisions on a case by case basis; within its legal position and taking into account all ethical implications and available guidance. This will mean that the procedures described in 16.1-5 will be followed but the remaining procedures are not appropriate.
- 15.2 The disposal of human remains from museums in England, Northern Ireland and Wales will follow the procedures in the 'Guidance for the care of human remains in museums'.

## 16 Disposal procedures

- 16.1 All disposals will be undertaken with reference to the SPECTRUM Primary Procedures on disposal.
- 16.2 The governing body will confirm that it is legally free to dispose of an item. Agreements on disposal made with donors will also be taken into account.
- 16.3 When disposal of a museum object is being considered, the museum will establish if it was acquired with the aid of an external funding organisation. In such cases, any conditions attached to the original grant will be followed. This may include repayment of the original grant and a proportion of the proceeds if the item is disposed of by sale.
- 16.4 When disposal is motivated by curatorial reasons the procedures outlined below will be followed and the method of disposal may be by gift, sale, exchange or as a last resort - destruction.

- 16.5 The decision to dispose of material from the collections will be taken by the governing body only after full consideration of the reasons for disposal. Other factors including public benefit, the implications for the museum's collections and collections held by museums and other organisations collecting the same material or in related fields will be considered. Expert advice will be obtained and the views of stakeholders such as donors, researchers, local and source communities and others served by the museum will also be sought.
- 16.6 A decision to dispose of a specimen or object, whether by gift, exchange, sale or destruction (in the case of an item too badly damaged or deteriorated to be of any use for the purposes of the collections or for reasons of health and safety), will be the responsibility of the governing body of the museum acting on the advice of professional curatorial staff, if any, and not of the curator or manager of the collection acting alone.
- 16.7 Once a decision to dispose of material in the collection has been taken, priority will be given to retaining it within the public domain. It will therefore be offered in the first instance, by gift or sale, directly to other Accredited Museums likely to be interested in its acquisition.
- 16.8 If the material is not acquired by any Accredited museum to which it was offered as a gift or for sale, then the museum community at large will be advised of the intention to dispose of the material normally through a notice on the MA's Find an Object web listing service, an announcement in the Museums Association's Museums Journal or in other specialist publications and websites (if appropriate).
- 16.9 The announcement relating to gift or sale will indicate the number and nature of specimens or objects involved, and the basis on which the material will be transferred to another institution. Preference will be given to expressions of interest from other Accredited Museums. A period of at least two months will be allowed for an interest in acquiring the material to be expressed. At the end of this period, if no expressions of interest have been received, the museum may consider disposing of the material to other interested individuals and organisations giving priority to organisations in the public domain.
- 16.10 Any monies received by the museum governing body from the disposal of items will be applied solely and directly for the benefit of the collections. This normally means the purchase of further acquisitions. In exceptional cases, improvements relating to the care of collections in order to meet or exceed Accreditation requirements relating to the risk of damage to and deterioration of the collections may be justifiable. Any monies received in compensation for the damage, loss or destruction of items will be applied in the same way. Advice on those cases where the monies are intended to be

used for the care of collections will be sought from the Northern Ireland Museums Council.

- 16.11 The proceeds of a sale will be allocated so it can be demonstrated that they are spent in a manner compatible with the requirements of the Accreditation standard. Money must be restricted to the long-term sustainability, use and development of the collection.
- 16.12 Full records will be kept of all decisions on disposals and the items involved and proper arrangements made for the preservation and/or transfer, as appropriate, of the documentation relating to the items concerned, including photographic records where practicable in accordance with SPECTRUM Procedure on deaccession and disposal.
- 16.13 The museum will not dispose of items by exchange.

***Disposal by destruction***

- 16.14 If it is not possible to dispose of an object through transfer or sale, the governing body may decide to destroy it.
- 16.15 It is acceptable to destroy material of low intrinsic significance (duplicate mass-produced articles or common specimens which lack significant provenance) where no alternative method of disposal can be found.
- 16.16 Destruction is also an acceptable method of disposal in cases where an object is in extremely poor condition, has high associated health and safety risks or is part of an approved destructive testing request identified in an organisation's research policy.
- 16.17 Where necessary, specialist advice will be sought to establish the appropriate method of destruction. Health and safety risk assessments will be carried out by trained staff where required.
- 16.18 The destruction of objects should be witnessed by an appropriate member of the museum workforce. In circumstances where this is not possible, eg the destruction of controlled substances, a police certificate should be obtained and kept in the relevant object history file.

## Down County Museum

### Documentation Policy

#### 1. Context

Documentation has a central role in the management of museums. It is of strategic importance in planning for the future of collections, and is crucial for establishing accountability, adherence to standards, access to the collections, security and preservation of information. Documentation facilitates efficient management, and effective research, study and use of collections.

Down County Museum's policy for documentation of the collections is to ensure that the information we hold relating to the collections is accurate, secure, reliable and accessible.

#### 2. Aims and Objectives

The aim of this Policy is to ensure that we fulfill our guardianship, stewardship and access responsibilities. Through implementation of this policy, our objectives are to:

- Embed documentation in the Museum's strategic planning process
- Improve accountability for the collections
- Maintain at least minimum SPECTRUM standards in documentation procedures and collection information and attain the very highest standards wherever possible
- Improve access to collection information to benefit users
- Control access to sensitive information
- Ensure the security and preservation of collections information
- Review the policy regularly

#### 3. Strategic Planning

Documentation is one of the key activities of Down County Museum. The Museum's purpose is 'to collect, conserve, **record**, interpret and display those objects which best serve to illustrate the history, culture and environment of County Down, and to carry out related research. This involves study, development of collections, provision of access and promotion in relation to archaeology, history, the natural environment and the art and craft of County Down and its people'.

The Museum includes documentation as a core activity within its Forward Plan, and will ensure that it is central to the management of collections.

Aim 1 of the Museum's Forward Plan for the period 2016-2019 is: 'To look after the collections' and includes as a special priority Strategic Objective 3: 'To document the collections on ADLIB for efficient retrieval of artefact data'

In addition, a detailed Documentation Plan will outline a programme of documentation tasks and projects, and address any documentation backlogs that require attention by means of annual action plans. The Museum will seek the necessary resources to update documentation records to meet professional standards and both internal and external audit requirements.

#### **4. Accountability**

The museum will fulfill its fundamental responsibility for the collections and the information associated with them, so that it is able to identify those items for which it is legally responsible, including both permanent collections and loans, and where each item is located.

The Museum will plan to keep its documentation records up-to-date and to meet the requirements of current legislation in relation to collections, including that relating to copyright, data protection and freedom of information. The Museum will carry out documentation work in accordance with the Museums Association Code of Ethics.

#### **5. Standards**

The Museum places a high level of importance on achieving the objectives outlined in its Documentation Plan and following established documentation procedures.

The Museum applies SPECTRUM, the UK Museum Documentation Standard, to all areas of Museum documentation. The museum will meet, but aims to exceed, the minimum standards for SPECTRUM primary procedures.

#### **6. Access to information**

The Museum's documentation system will be developed to maintain and extend access to collections information, so that it can be made available to internal and external users as appropriate

Currently details of all accessioned objects are entered on the Museum's ADLIB database. All items added to the collection will be entered on this database as part of the accessioning process.

In order to ensure that our current system does not become obsolete, the Museum will regularly upgrade its database as updates become available, and remain informed of system improvements and technological advances to ensure the long term accessibility of the information held.

Basic training of new staff and refresher/advanced training of existing curatorial staff in the use of the database is carried out regularly to ensure that the database is used effectively and to its full potential.

### **7. Controlled Access to Sensitive Information**

All requests for information will be considered in terms of compliance with the Freedom of Information Act (2000) and Data Protection Act (1998) and the Environmental Information Regulation (2004). We will review requests for confidential data such as donor information, environmental information, valuations or site details on a case-by-case basis, and in accordance with the applicable legislation and any legal agreements or conditions of gift.

### **8. Security of Information**

The Museum has in place measures to ensure the physical security and long-term preservation of all documentation records, whether paper-based or digital. Staff will update all manual and computerised records as appropriate. Regular backups will be made to secure digital data. The Museum has scanned the accession registers and regularly makes updates and houses them securely off-site in order to maintain a recoverable copy of all museum object records.

### **9. Implementation and Review**

The Documentation Policy will be submitted to Newry, Mourne and Down District Council for approval. It will be used to inform a Documentation Plan and will be reviewed every five years.

Policy Established: December 2016

Review date: December 2021

## Down County Museum

### Environmental Sustainability Policy

#### 1. Context

The conservation and protection of the environment forms an important part of the ethos of Down County Museum. The Museum currently holds a Silver Award in Green Tourism Business Scheme, and aims to continually improve its performance in terms of environmental sustainability.

#### 2. Strategic Planning

The protection and interpretation of the environment is one of the key activities of Down County Museum. The Museum's purpose is 'to collect, conserve, record, interpret and display those objects which best serve to illustrate **the history, culture and environment of County Down**, and to carry out related research. This involves study, development of collections, provision of access and promotion in relation to **archaeology, history, the natural environment and the art and craft of County Down** and its people'.

The Museum has committed to a Green Statement and Green Action Plan to carry out continual improvements by reducing the environmental impacts that arise from its business activities and delivery of services. The key objectives of this Plan are included below.

#### 3. Aims

The overall aim of this policy is to provide a rationale and framework to assist the Museum to improve its environmental performance.

Down County Museum aims to set an example in the cultural sphere in order to reduce the negative impact that we have on the natural environment, and encourage the conservation of the historic and natural environment around us for future generations to enjoy.

#### 4. Objectives

Down County Museum will consider environmental sustainability in all its actions and in particular will:

- Establish and periodically review and update a Green Action Plan, and support staff to manage and carry out incremental Green improvements on site
- Communicate information on our Green activities and improvements to visitors and stakeholders



- Play a leadership role in the local community to protect the local natural and historic environment
- Acquire objects relating to local heritage according to our Collections Development Policy
- Make the Museum, its mission and its content universally accessible
- Take measures to use energy in its activities as efficiently as possible
- Take measures to minimise water use and prevent pollution
- Endeavour to source local products and organic local food for consumption and resale
- Increase the use of recycled materials in its activities, and re-use and recycle waste wherever possible
- Encourage walking, cycling, use of public transport and the use of eco-friendly vehicles
- Actively conserve and celebrate our built, cultural and natural heritage
- As part of Newry, Mourne and Down District Council, progressively reduce the Museum's carbon footprint
- Maintain minimum standards in sustainable, high quality, safe Green management

## **5. Communication**

This policy will be communicated, understood and practiced by all our staff. We shall raise awareness of environmental improvements and sustainability issues among all those working for or on behalf of the Museum through appropriate training and dissemination of information.

## **6. Implementation and Review**

The Environmental Sustainability Policy will be submitted to Newry, Mourne and Down District Council for approval and will be reviewed every five years.

Policy Established: December 2016

Review date: December 2021

## Down County Museum

### Collections Care and Conservation Policy

#### 1. Context

The care and conservation of collections is fundamental to the mission of Down County Museum, which has been collecting artefacts and photographs relating to the history of County Down since 1981.

Down County Museum's policy is to ensure that the collections are cared for and conserved according to established benchmarks while in storage, on display and on loan, and that proper procedures are in place to prevent deterioration of objects and to provide remedial treatment according to a planned programme.

#### 2. Aims and Objectives

The aim of this Policy is to ensure that we fulfill our guardianship and stewardship responsibilities in relation to the Museum's collections. Through implementation of this policy, our objectives are to:

- Embed collections care and conservation in the Museum's strategic planning process
- Establish principles of care and conservation recognised by internal staff and external organisations
- Meet minimum standards of care in all our buildings
- Outline requirements for objects on display and on loan
- Set out standards for preventative and remedial conservation work in relation to the collections
- Ensure that plans are in place to rescue objects in an emergency
- Review the policy regularly

#### 3. Strategic Planning

Conservation is one of the key activities of Down County Museum. The Museum's purpose is 'to collect, **conserve**, record, interpret and display those objects which best serve to illustrate the history, culture and environment of County Down, and to carry out related research. This involves study, development of collections, provision of access and promotion in relation to archaeology, history, the natural environment and the art and craft of County Down and its people'.

The Museum will include collections care and conservation as a core activity within its Forward Plan, and ensure that it is central to the management of collections.

Aim 1 of the Museum's Forward Plan for the period 2016-2019 is: 'To look after the collections' and includes as a special priority Strategic Objective 4: 'To care for the

collections and manage conservation work on the collections.'

A detailed Collections Care and Conservation Plan will outline a programme of tasks both to ensure the care of collections and to carry out remedial conservation as prioritised for Museum projects on an annual basis. The Museum will seek the necessary resources to maintain and improve preventative conservation standards and to contract professional conservators to treat Museum objects as required.

#### **4. Principles of collections care and conservation**

The Museum aims to preserve the cultural assets for which it has responsibility according to published standards and benchmarks, taking measures to prevent damage and deterioration to objects and to carry out remedial conservation as required.

Objects will be assessed and cleaned as required by trained curatorial staff on arrival in the Museum and will be presented in the best possible condition. Information on their condition and treatment will be documented according to SPECTRUM standards, and conservation information will be made accessible in paper and digital format in order to maximise future collections care.

Physical access to collections will be promoted while minimising risks to objects and Museum users. Curatorial staff and experienced/specialist contractors will be employed to handle and transport large and/or fragile objects. The safety of staff and users will be ensured by means of Risk and COSHH Assessments where applicable to conservation processes and materials.

Security and conservation of collections while in storage and on display will be a top priority for all Museum staff, and regular training will be provided to underpin these principles.

Planned and careful investment in the conservation of the collections and buildings will ensure the long-term sustainability of the Museum in relation to its users and conform with its Policy on Environmental Sustainability.

#### **5. Buildings and environments**

Down County Museum is housed in a County Gaol of 1796, which has been refurbished for museum purposes in 1984, 1987, 1990 and 2006, with the addition of a new extension in 2015. The Museum recognises that the regular inspection and maintenance of the fabric and services of both historic and more recent buildings is fundamental to the preservation of buildings and the collections they house.

The Museum will seek listed building consent and conservation advice when planning building developments as required, and will ensure that all collections are housed in buildings that meet agreed minimum standards of construction and condition.

The internal environments of buildings will be regularly inspected in order to detect water leaks, fire hazards or other potential threats to people, buildings and collections. Regular monitoring of temperature, humidity and light levels in buildings by curatorial staff will be central to our approach to preventative conservation.

## **6. Exhibitions and loans**

When new exhibitions and building developments are planned, curatorial staff will consider the conservation implications at an early stage. They will be responsible for the selection of display cases, materials, mounting and presentation of objects in order to ensure that these meet the required display standards and will not cause damage to collections.

Curatorial staff will assess the condition of objects as part of the process of exhibition development, and will ensure that in-house cleaning to the correct standard, or remedial treatment by professional conservators is provided as required.

Records will be kept of exhibition and loan activity in line with SPECTRUM standards, and these will be added to object entries on the ADLIB database. Curatorial staff will ensure that the Museum is able to meet lenders' requirements and provide appropriate environmental data before accepting loans for display. Objects placed on loan to the Museum will be condition checked on arrival and departure, and records made for reference purposes.

Curatorial staff will ensure that the required security and environmental conditions will be provided, and that condition reports on objects are completed, prior to agreeing to lend objects for display in other locations.

## **7. Preventative conservation**

The prevention of damage to objects in the collection, on display and on loan will be the central concern of all Museum staff.

Curatorial staff check objects for infestations on arrival in the Museum and immediately isolate affected items and ensure they are treated, in order to prevent damage to existing collections. A range of pest control measures are in place in stores and exhibition areas in order to prevent damage to Museum objects and materials.

The control of the internal environments of buildings is crucial to the preservation of objects, in particular the control of temperature, humidity, light and UV in exhibition spaces and stores. A number of methods of controlling the environment are used in the Museum, including air handling plant, heating and local humidification and de-humidification equipment. This equipment will be regularly checked and maintained in order to ensure that it is working effectively.

Curatorial staff aim to continually monitor the environment of the 3 storage areas and 10 exhibition galleries using a combination of mechanical and electronic monitoring devices, measuring humidity and temperature levels on a weekly basis. Light and UV levels are checked regularly, and in particular during the installation of exhibitions, in order to ensure that sensitive material is not exposed to excessive lux or UV levels, which may cause damage to objects.

## **8. Remedial conservation**

Curatorial staff will select objects or collections for remedial conservation treatment by approved specialist external conservators as required for display purposes, or as a result of a programme of work to conserve a large collection or to treat objects in particular need of treatment due to a deterioration in condition.

The Museum will only employ trained and approved conservators to treat Museum objects. Conservation surveys of objects will be carried out in advance of remedial treatment in order to prioritise those objects most in need or most in demand for display purposes, and to aid planning and the allocation of resources and external grants for the completion of remedial conservation work.

Volunteers may be employed in basic object cleaning, but only under the instruction/supervision of trained curatorial staff. All internal cleaning and external conservation work will be recorded in a conservation diary and added to individual object entries on the ADLIB database.

## **9. Emergency Planning**

Measures for the protection and salvage of objects will be included in the Museum's Emergency Plan. The emergency services will be made aware of the location of collection stores and displays, and joint exercises will be undertaken to replicate an emergency situation, and the identification and salvage of items according to an agreed priority list.

An emergency toolkit including basic conservation materials will be regularly updated and checked for use only in emergency situations. Curatorial staff will be notified immediately of any incident relating to a threat to the collections.

## **10. Implementation and Review**

The Collections Care and Conservation Policy will be submitted to Newry, Mourne and Down District Council for approval. It will be used to inform a Collections Care and Conservation Plan and will be reviewed every five years.

Policy Established: December 2016

Review date: December 2021

## Down County Museum

### Access Policy

#### 1. Context

Down County Museum was established in 1981 to serve as a resource for the people of County Down to explore and understand their past, their cultural heritage and their material culture. The Museum is based in the historic buildings of the late eighteenth-century gaol of Down, and restoring and making these buildings accessible was achieved in stages between 1984 and 2006. In tandem with the programme of building restoration the Museum's collection was established and today that collection numbers 11,000 objects and 50,000 photographic images.

In 2006 the Museum undertook a major £1.5 million Heritage Lottery funded refurbishment of the Governor's Residence building and its exhibitions to provide universal access to the permanent galleries, and in 2015 opened three more permanent galleries (funded by a grant of £0.5 million from the European Union INTERREG IVA programme) to the rear of the cell block which were also designed to provide universal access to key elements of the Museum's collections.

#### 2. Strategic planning

The Museum's mission is to 'enhance appreciation of the history, culture and environment of County Down' and aims to provide **universal access** to its collections and services for the widest possible number of people to meet the needs of the local community and the fostering of understanding of local cultural traditions and appreciation of cultural diversity.

The Museum continuously develops its plans and policies, reviews its exhibition and educational programmes and marketing tools to ensure that its work continues to be relevant to local needs and widens community access to our collections, our educational programmes and our facilities.

Then Museum's Forward Plan for 2016-2019 includes access measures under:

- Aim 2: To make the collections more accessible
- Aim 3: To inspire learning for all
- Aim 4: To reach out to local communities
- Aim 5: To get the message out to our audiences

#### 3. Aims

We aim to provide all members of our community with the resources to explore our rich cultural heritage. Our collections represent different aspects of our history and

are an excellent resource which can help illuminate the story of who we are and how our past has shaped our present, and how understanding our past can help us build a better future. It is a primary objective of this policy and of our Forward Plan that all of our interpretative programmes will encourage people to undertake a real engagement with history. As a community museum we also have a responsibility to provide welcoming spaces where local people can interact with our collections and historic buildings, and where they can enjoy a diverse range of events in a secure shared environment. Our Access Policy is a vital tool in helping us to realise these aims.

#### 4. Physical access

The Museum seeks to provide all visitors with access to the restored gaol buildings, museum galleries, historic gaol site and visitor facilities, making alternative provision where required, within the constraints of a Grade Two listed building.

We provide the following facilities in the Museum:

- entrance with level access at the front and alternative access for large groups through the main gateway
- ramped exit from shop
- tactile orientation model of the museum site
- wheelchair available at the entrance for use
- provision of toilets for wheelchair users
- assistance dogs are welcome
- special tours for groups with physical and intellectual access needs
- tactile objects
- specialist temporary exhibitions
- level access to the Museum shop and tearoom
- baby changing facilities
- lift access to all levels
- level access to school lunchroom and small classroom
- off-site services (talks, tours, handling sessions) for groups who cannot access the site

Physical access to the Museum's main permanent galleries has been greatly improved with the refurbishment of the Governor's Residence in 2006. As a result of an Access Audit and architectural adjustments, this building includes:

- entrance with level access
- lift access to all areas of the new galleries, as well as to office accommodation in the building
- provision of toilets for wheelchair users
- adoption of improved interpretative techniques including the use of larger point sizes for text, audio points and audio tours of the galleries
- booklets of large print labels for visitors with visual impairments
- stools which can be carried around the galleries

- assistance dogs are welcome
- fire refuge point
- special tours for groups with physical and intellectual access needs
- tactile objects
- baby changing facilities
- automatic doors to entrance and galleries

The new permanent galleries at the rear of the cell block were opened in 2015 and also have:

- entrance with level access
- lift access down to the new farming and maritime gallery
- adoption of improved interpretative techniques including the use of larger point sizes for text, the inclusion of audio points
- stools which can be carried around the galleries
- assistance dogs are welcome
- fire refuge point
- special tours for groups with physical and intellectual access needs
- tactile objects

We will be providing revised booklets of large print labels for visitors with visual impairments in a number of different languages in 2017.

## 5. Intellectual and community access

Innovative and successful educational programmes are crucial in the overall development of the museum as a community resource. Our current range of learning services is designed to enhance understanding of the museum's collections and historic buildings and the history and culture of our local area. The Museum runs a comprehensive outreach service which includes workshops for children and adults with special learning needs. The Museum also works in partnership with a wide range of community and youth groups whose members have a wide variety of educational attainments and learning styles. In a variety of community projects the Museum has assisted a number of community groups to produce their own heritage resources including exhibitions, books, films and information leaflets.

We provide the following services for groups and individuals:

- curriculum-linked collections-related school sessions in the Museum and off-site for primary and secondary schools
- tours, talks and handling sessions for community and cultural groups
- events and activities for family, youth, community and tourist groups
- assistance and advice for groups undertaking heritage projects
- partnership projects with other council departments, other organisations and the voluntary sector
- work experience programmes for local schools



- website with information on the collections and local history
- adapted curriculum linked sessions for special schools, MLD and SLD units of schools
- handling sessions and activities for children's and adult's groups of people with learning disabilities
- handling sessions for people with visual impairments
- handling sessions for older adults with dementia
- information leaflets for NI's main immigrant communities - in Polish, Lithuanian, Slovakian, Cantonese, Urdu, Hindi and Portuguese
- publications in booklet and leaflet form
- temporary exhibitions that can be borrowed by local groups
- exhibition space for community groups

## **6. Other access issues**

We also aim to provide access to visitor facilities for the widest possible number of people. We have worked to improve this element of our services over the past number of years and provide the following:

- in addition to 7 days a week opening hours, we can accommodate groups outside of normal opening hours by arrangement
- free 'jail break' facilities for charitable groups
- by arrangement, nursing homes and other residential facilities can borrow objects from the handling collection for use with residents
- The museum tearoom is run by a local charity, Mainstay DRP, who provide services and employment opportunities for adults with learning disabilities

## **7. Recruitment, staff training and development**

The Museum is part of Newry, Mourne and Down District Council and adheres to recruitment practices to ensure that people with disabilities are not discriminated against in recruitment and that equality legislation is adhered to. Staff training includes regular refresher training in disability awareness, equality and diversity. The Museum also adheres to Council policy in child and vulnerable adult protection/safeguarding, health and safety and data protection.

## **8. Implementation and review**

The Access Policy will be submitted to Newry, Mourne and Down District Council for approval and will be reviewed every five years.

Policy Established: December 2016

Review date: December 2021

<b>Report to:</b>	ERT Committee
<b>Date of Meeting:</b>	12 <sup>th</sup> December 2016
<b>Subject:</b>	Reconstruction of an Armstrong hut from Ballykinler Camp at Down County Museum
<b>Reporting Officer (Including Job Title):</b>	Marie Ward, Director, ERT
<b>Contact Officer (Including Job Title):</b>	Michael King, Museum Curator, Down County Museum

### Decisions required:

This report is to:

1. Inform Committee and Council of the proposal to rebuild a hut from Ballykinler Camp in the courtyard of Down County Museum as a shared space to tell the history of the Camp, including the use of the Camp in the First World War (1914-18) and for internment (1920-21).
2. Request approval for developing initial plans and seeking costs for the project in anticipation of European PEACE IV or alternative funding becoming available.

<b>1.0</b>	<b>Purpose and Background:</b>
1.1	Down County Museum's Ballykinler Hut Project involves the reconstruction and interpretation of a 1900 era timber hut salvaged from Ballykinler Camp when they were demolished in 2013. The Camp has donated the 18m x 6m gabled 'Armstrong' hut to the Museum in order to preserve it for posterity. The site of the hut was excavated after removal of the hut and many finds collected for future display. The building will need to be repaired, rebuilt and made safe, weatherproof and accessible, with internal displays of sets and material from the era of the Camp.
1.2	It is proposed that the hut be rebuilt in the Museum courtyard to create a shared space to interpret its use during the period 1900-present, including for military training during the First World War and for internment during the Irish War of Independence.
1.3	The Museum has already published a booklet about the first 70 years of the camp as part of a PEACE III project. The Museum (a gaol from 1796-1830) was also used as a barracks during the period 1840-1946, and housed similar Armstrong huts – for which evidence of their gables still survives on the gaol walls. Huts like the salvaged Ballykinler example therefore once existed in the gaol/Museum courtyard.
1.4	The estimated cost of rebuilding and interpreting the hut is £150,000, and this funding is part of a Council application for EU PEACE IV funding under the Shared Spaces programme .
<b>2.0</b>	<b>Key issues:</b>
2.1	The hut played a crucial role in local and international history as it is one of the last remaining examples and housed those being trained to fight in the trenches in World War One, and those interned during the Irish War of Independence. This is a unique opportunity to interpret the stories of those who used the huts and their part in making history.
2.2	The hut reflects the identities of key groups living in the district, and it is an opportunity for them to share their history. The Museum wishes to work with local groups with an interest in the Camp, and to collect information, photographs and

	objects that could help tell the story of these huts and their occupiers.
2.3	This project will attract those with an interest in the major events of 1912-1922, and will add a further dimension to the visitor profile of the Museum and Downpatrick, attracting an international audience, leading to increased spend in the local economy.
2.4	At present the hut is stored in a temporary external location, but cannot be kept in this state indefinitely without suffering deterioration. The hut will require to be refitted and refurbished in order to be accessible, safe and weatherproof, and will be preserved for posterity and represent a sustainable use of a heritage asset, managed within a larger more secure heritage institution, in the future.
2.5	The move and reconstruction of the hut should be carried out in good time in order to benefit from the current local and international interest in the Decade of Centenaries 1912-1922.
2.6	As with the existing museum buildings, the hut should be made universally accessible and be provided with a ramp. Power is available from conduits under the courtyard, and drainage also exists. A new surface will be required to the middle courtyard to facilitate a level area for construction, also covering dangerous cobbles laid only in the 1980s.
2.7	A planning application (free) and request for listed building consent have been lodged. The hut is classed as a temporary building as it does not have foundations – it is constructed on pads supporting upright timbers. This explains the discovery of many historical finds under the hut by archaeologists.
2.8	The sum of £10,000 has been allowed in this year's capital budget to fund the assessment of the dismantled hut and a detailed plan and outline costings for its reconstruction, and the detailed design and outline costing of the displays and sets that will be installed inside the hut to interpret its history. These plans and costings will then be used to put the works out to tender, should EU PEACE IV funding of £150,000 be made available.
2.9	The completion of this project would have a significant political, social, economic, community and conservation impact on Downpatrick, and add another dimension to it as a heritage town which cares about its past for the benefit of future generations, and attracts tourist seeking genuine experiences of local culture and history.
2.10	The development of this project would allow the Museum to launch a programme of outreach activities working with local communities and organisations to accompany and promote the project, and to encourage participation by interested members of the public. It would also lead to new donations or loans of material for display.
<b>3.0</b>	<b>Recommendations:</b>
3.1	It is recommended that Committee and Council support the initial stages of the project, so that it can proceed if the necessary funding becomes available. Further reports will update Committee on progress.
<b>4.0</b>	<b>Resource implications</b>
4.1	Up to £10,000 is currently in the 2016-17 Capital budget to develop this project, in order to establish detailed plans and indicative costs for future tender action. The Planning Application is free as this is a temporary building.
<b>5.0</b>	<b>Equality and good relations implications:</b>
5.1	The Museum is a neutral venue which will facilitate this project as a shared space. The project is envisaged as a cross-community project to promote mutual understanding.

<b>Agenda Item:</b>	[This is the number the item will be given]
<b>Report to:</b>	Enterprise Regeneration and Tourism Committee
<b>Subject:</b>	Tourism Travel Trade Opportunities
<b>Date:</b>	Monday 10 <sup>th</sup> October 2016
<b>Reporting Officer:</b>	Ms Marie Ward Director Enterprise Regeneration & Tourism
<b>Contact Officer:</b>	As above.

### Decisions Required

To note the contents of this paper.

#### 1.0 Purpose and Background

In January 2017 the **Incoming Tour Operators Association of Ireland** will host their Annual General Meeting in Newcastle, Co Down. This represents a significant opportunity to showcase the Newry, Mourne and Down region to key influencers within the travel trade.

In February 2017, Tourism NI will host the **Great Days Out for Groups Fair** in Newcastle. This event will bring together 500 group organisers to a showcase event in the Slieve Donard Resort and Spa, and will include familiarisation trips for up to 200 delegates to local tourism businesses.

This paper is to inform council members of these group and travel trade opportunities, that form part of the ongoing partnership work plan between Tourism NI and the council.

#### 2.0 Key Issues

##### ITOA AGM

The Incoming Tour Operators Association Ireland (ITOA) consists of over 30 leading companies that operate incoming tours to the island of Ireland. ITOA members package and promote various elements of the tourism product on the Island of Ireland for marketing overseas. Members are responsible for handling over 467,000 holiday and business visitors to the Island of Ireland each year. ITOA membership comprises of Destination Management Companies, Professional Conference Organisers, and Ground Handling Agencies.

The ITOA AGM will be held in the Slieve Donard Resort and Spa on 20<sup>th</sup> and 21<sup>st</sup> January. This represents a significant opportunity to showcase the region to key influencers within the travel trade. ITOA last held their AGM in Northern Ireland five years ago in Belfast.

	<p>In order to maximise the opportunity that this event represents, Tourism NI and the council are currently preparing a portfolio of product experiences to present to ITOA members at their AGM. These new product opportunities could be programmed by the respective ITOA members in future years.</p> <p>As part of ITOA's visit to the region, Tourism NI and the council will host a series of familiarisation visits for ITOA members to showcase some of our best local tourism experiences, and will host a dinner and networking event for the ITOA members in the Slieve Donard Resort and Spa.</p> <p>Following on from the AGM, an ongoing engagement plan is currently being developed with ITOA's Chief Executive to build stronger working partnerships between the council, the local tourism industry, and key ITOA members, with the aim of growing group travel trade opportunities in the immediate future.</p> <p><b><u>Great Days Out for Groups Fair</u></b></p> <p>Tourism NI host 500 delegates at the 'Great Days Out for Groups Fair' in Newcastle on 15<sup>th</sup> February. The event is an opportunity for the NI tourism industry to showcase the best that Northern Ireland and Newry, Mourne and Down have to offer with a range of ideas for group day trips. The Fair will include familiarisation trips for up to 200 delegates to local tourism businesses.</p> <p>This year 200 members of 'Active Retirement Ireland' will attend the Fair to gather product information for group days out. Active Retirement Ireland (ARI) is a representative organisation for older people throughout Ireland, with a membership of over 24,500 people and over 550 local associations. Targeting ARI members represent an valuable opportunity to increase the group days out business for the local tourism industry.</p>
<b>3.0</b>	<p><b>Recommendations</b></p> <p>To note the contents of this paper.</p>
<b>4.0</b>	<p><b>Resource Implications</b></p> <p>The cost of hosting and facilitating these events will be met by Tourism NI and the council within current budget allocations.</p>
<b>5.0</b>	<p><b>Equality and Good Relations implications</b></p> <p>N/a</p>
<b>6.0</b>	<p><b>Appendices</b></p> <p>N/a</p>

<b>Agenda Item:</b>	Tourism Strategy
<b>Report to:</b>	Economic Regeneration and Tourism Committee
<b>Subject:</b>	Tourism Strategy – Draft for Approval
<b>Date:</b>	6 December 2016
<b>Reporting Officer:</b>	Marie Ward
<b>Contact Officer:</b>	Michelle Boyle

### Decisions Required

1. To adopt the Tourism Strategy 2017-2021
2. To consider the Summary Action Plan for 2017/18 and agree the review of the ERT Directorate Business Plan in early 2017.
3. To arrange an official launch of the Tourism Strategy in early 2017.

#### Purpose and Background

The Tourism Strategy sets out the strategic direction for the Tourism Industry within the District of Newry, Mourne and Down and has been developed to complement the Newry, Mourne and Down Corporate Plan, Newry Mourne and Down Economic Regeneration & Investment Strategy and in alignment with key national tourism and economic development policies

Strengthening tourism is a high priority for the Council, and it has set the goal of the District becoming one of the premier tourism destinations on the Island. This Strategy is designed to be the road –map to achieve this goal. It provides direction for the development of tourism within the District of Newry, Mourne and Down, and a framework for Council to work in partnership with a wide range of stakeholders towards realising a shared vision

The Strategy has been developed following extensive research, consultations and workshops held throughout 2016

#### 2.0

#### Key Issues

Attached is  
Summary Tourism Action Plan for 2017/18  
Newry Mourne and Down Draft Tourism Strategy 2017 – 2021

<b>3.0</b>	<b>Recommendations</b>  <b>1. To adopt the Tourism Strategy 2017-2021</b>  <b>2. To consider the Summary Action Plan for 2017/18 and agree the review of the ERT Directorate Business Plan in early 2017.</b>  <b>3. To arrange an official launch of the Tourism Strategy in early 2017.</b>
<b>4.0</b>	Resource Implications  Provision available in this financial year for Strategy completion
<b>5.0</b>	Equality Assessment  All necessary consideration will be taken account of as part of the final report
<b>6.0</b>	Appendices Summary Tourism Action Plan for 2017/18 Newry Mourne and Down Draft Tourism Strategy 2017 – 2021



Comhairle Ceantair  
**an Iúir, Mhúrn  
agus an Dúin**  
**Newry, Mourne  
and Down**  
District Council

# Newry, Mourne & Down

## DRAFT Tourism Strategy 2017-2021

**Working Document**

DECEMBER 2016







*I have seen landscapes which, under a particular light, made me feel that at any moment a giant might raise his head over the next ridge. C.S. Lewis*

(in reference to the Mourne Mountains – the 'setting' for his Narnia Tales)



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**team** 

## EXECUTIVE SUMMARY OF STRATEGY FRAMEWORK

This five-year Strategy sets out the strategic direction for the tourism industry within the District of Newry, Mourne and Down. The document outlines the current situation, the strategy framework, and a series of recommendations that are designed to achieve the vision and goals, and to ensure that industry is in the business of *delivering EPIC moments*.

### VISION 2021

***Newry, Mourne & Down is a premier, year-round mountain and maritime destination in Ireland recognised for its EPIC experiences in outdoor adventure, its rich tapestry of cultural heritage, myths and unique stories, and its authentic local life.***

**OUR PROMISE** – Delivering EPIC moments

### GOALS

**To work collaboratively toward assisting N.I. achieve its targeted growth rate of 6% per annum in overnight expenditure by:**

1. Focusing on developing visitor destination experiences that will deliver 'EPIC moments'.
2. Building a unified and entrepreneurial industry that is customer-focused.
3. Ensuring that the development of tourism is undertaken sustainably and contributes to the enhancement of social, cultural and environmental values.

### ***Our headline: Mountains, myths and maritime***

Newry, Mourne and Down has long been recognised for its spectacular scenery; the dramatic relationship between the mountains and the sea; the myths and stories that highlight the rich cultural heritage of the region; and the unique opportunities to experience the outdoors against this composite backdrop of landscape and culture.

Our headline, *mountains, myths and maritime*, helps to develop a shared story that will begin to create a stronger image of what makes NMD distinctive - both in the minds of industry and ultimately within the marketplace. It sets the stage for the Strategy's focus on creating destination experiences that are associated with the mountains and the coastline, and for its emphasis on the stories that give the destination experiences a unique quality.

### **A focus on "EPIC" – – the underlying approach**

The concept of "EPIC" underlies the Strategy framework. It relates to **a new approach to developing experiences and working together**. It has been used as both a concept and an acronym, and is designed to act as a 'cue' to inspire new thinking. Delivering EPIC moments means delivering impressively great experiences. It means working in partnership to 'join up' existing disparate products to create experiences that are EPIC. Taken as an acronym, it challenges industry to think in terms of delivering tourism products that are:

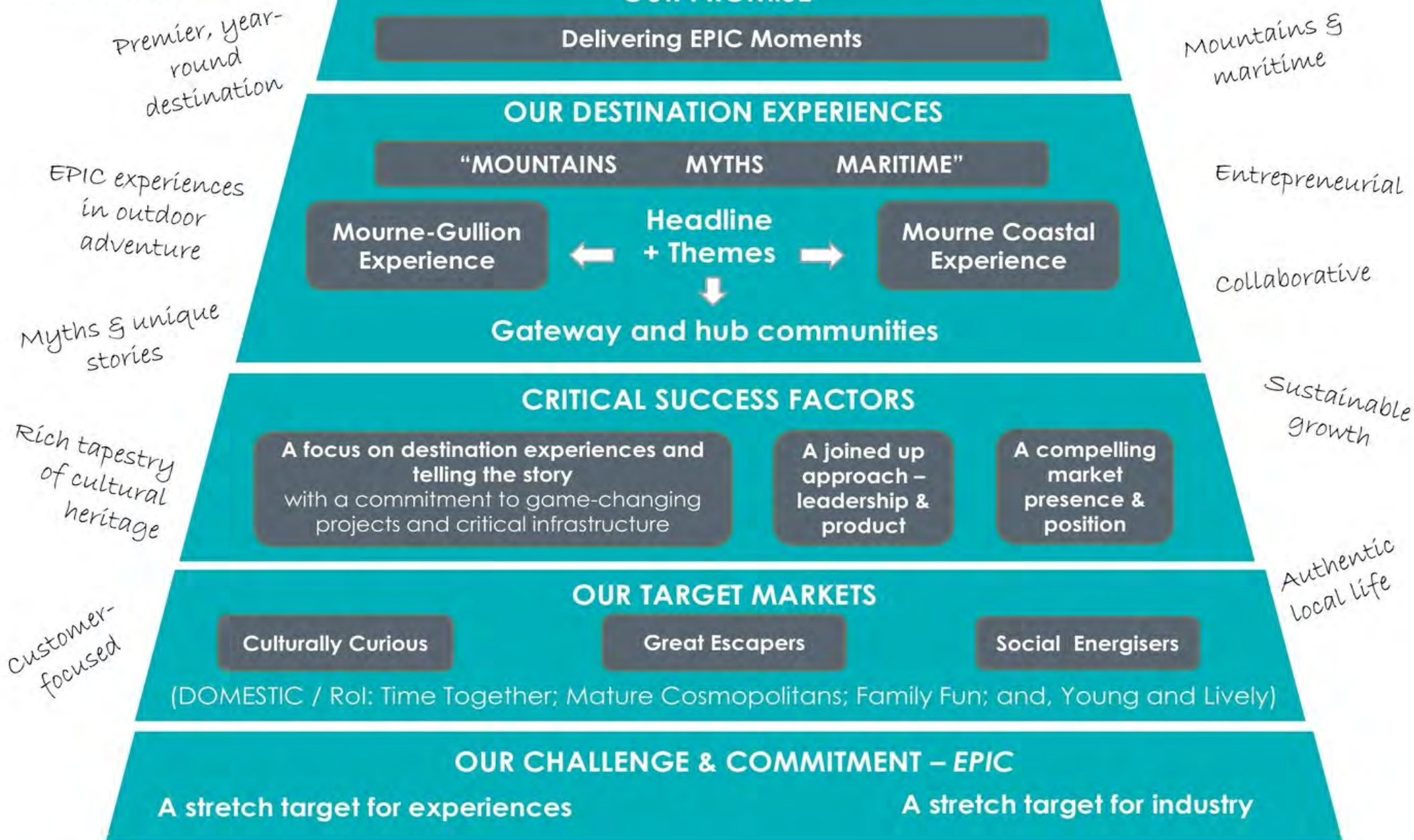
**E**xperiential

**P**ersonalised

**I**conic and immersive

**C**reative

**The strategic framework**



## 1. INTRODUCTION

This five-year Strategy sets out the strategic direction for the tourism industry within the District of Newry, Mourne and Down. It has been developed to support the *Newry, Mourne and Down Corporate Plan 2015-2019* and the *Newry, Mourne and Down Economic Regeneration & Investment Strategy 2015-2020*, and is in alignment with key national tourism and economic development policies.

### The significance of tourism

Tourism is a key economic driver within the District and was worth £47.7 million to the local economy in 2015. The sector supports almost 5,000 jobs, many of which are within small and medium sized industries distributed throughout the entire District.

Globally tourism has become a critical force for prosperity, well-being and overall development. It continues to grow despite occasional 'shocks', with 2015 representing the sixth consecutive year of above-average growth in international travel.

Within Northern Ireland, there is a strong commitment to leverage these global trends. The sector is currently worth 5.2% of the country's Gross Domestic Product (GDP), and generates revenue of £723 million while sustaining 43,000 jobs<sup>1</sup>. In 2015 visitors arriving from outside of N.I. rose by 5%, and hotels are continuing to report growth in the first half of 2016<sup>2</sup>. Maintaining this growth trajectory has become a central focus of the N.I. Assembly and the forthcoming N.I. Tourism Strategy.

The development of the NMD Tourism Strategy has been undertaken with the intent of building on this momentum, and identifying new opportunities to strengthen the District's tourism industry, the competitiveness of its core destination experiences, and its international appeal.

### Newry, Mourne and Down District

The Review of Public Administration in 2015 resulted in the redrawing of local government boundaries and the establishment of the Newry, Mourne and Down District. It is located in the south-east of the country and is the gateway from Dublin into the North. The new jurisdiction is an area rich with tourism assets and natural beauty, and is characterised by the unique juxtaposition of mountains and sea. The area's natural beauty is well recognised in its three Areas of Outstanding Natural Beauty – the Mourne Mountains, the Ring of Gullion, and Strangford and Lecale.

The coastal experiences, the market towns and fishing villages, the world famous golfing and the array of outdoor adventure opportunities are layered upon an incredibly rich cultural heritage.

Visitor gateways and hubs are associated with Downpatrick, Newcastle, Newry, Warrenpoint/ Rostrevor, and the Crossmaglen area, and by numerous smaller settlements. The District lies in close proximity to the island of Ireland's two major urban centres – Belfast and Dublin – and is well served by the arterial A1/M1 corridor. The area is highly attractive to the domestic market and is one of the country's top holiday destinations for N.I. residents.

## Strategy development process

The process was initiated by the Newry, Mourne and Down District Council (NMDDC) and facilitated by TEAM-Tourism Consulting.

Strengthening tourism is a high priority for the Council, and it has set the goal of the District becoming one of the premier tourism destinations on the island of Ireland.

This Strategy is designed to be the road-map to achieve this goal. It provides direction for the development of tourism within the District of Newry, Mourne and Down, and a framework for the Council to work in partnership with a range of stakeholders toward realising a shared vision and pursuing consensus-based strategic priorities.

The planning process involved:

Extensive desk research on national, regional and local policies, strategies, and plans relating to tourism, economic development, infrastructure, land-use planning, and additional areas such as heritage and culture; and, the preparation of a Background Report.

Participation in the Department for the Economy/ Tourism N.I. planning process for the forthcoming N.I. Tourism Strategy.

A regional industry forum attended by xx participants, and discussion-presentations with key national and District stakeholders, and with the NMD Tourism Task and Finish Group.

Extensive one-on-one consultation with national governmental organisations and agencies, and key players within the District; and, a stakeholder electronic survey with 86 respondents.

Site visits to towns, villages, and attractions.

The development of a Strategy Framework discussion paper.

Six action planning workshops and five drop-in sessions in Downpatrick, Mullaghbane, Newcastle, Newry, Strangford and Warrenpoint involving 140 participants

The presentation of the draft Tourism Strategy to the NMD Tourism Task and Finish Group, and the circulation of the draft document to national and regional key agencies and stakeholders for feedback

To be completed

## 2. THE CURRENT SITUATION

An assessment of the current situation provides the context for the Tourism Strategy and the rationale for its implementation. This assessment is based on answering the overarching question: "Where are we now?"

The background research and the stakeholder consultation focused on identifying the following:

- Market and industry trends and factors that are influencing tourism today in 2016 and need to be taken into consideration in developing strategic priorities for the coming five years;
- The relevant national and regional planning policies and their implications for tourism within the District;
- The current visitor markets and industry performance; and,
- The strengths and the key issues facing the tourism industry that need to be maximised or addressed moving forward.

### Market and industry trends

There are a range of factors and trends that are impacting tourism within the destination. Many are global in nature and not unique to NMD. Nevertheless, they need to be understood and taken into account in developing a strategy.

1. **Increase in demand for experiences.** Visitors today are seeking deeper, authentic and memorable experiences that allow them to connect emotionally with the local destination and community culture.
2. **Growth in themed tourism.** Themes can differentiate a destination, highlight its unique selling propositions, provide a framework for experience development, clustering, packaging and marketing, and have become increasingly important in positioning and branding a destination.
3. **Changing demographics and generational trends.** There are certain demographic characteristics associated with key cohorts – particularly the Baby-Boom Generation and the Millennials that influence preferences and trip planning behaviour.
4. **Customer segmentation research** has provided greater understanding of travel values and preferences, and has assisted in identifying niche segments that are likely to have an interest in visiting NMD.
5. **Technology and technological innovation** continues to have an impact on the creation of compelling experiences, and how visitors participate in these experiences or select tourism products.
6. **Volatility of global affairs**, such as fluctuations in currency exchange, and issues impacting traveller security and well-being are all factors that can cause unexpected changes in market trends, and need to be fully understood. Brexit is a prime example of events that can have an immediate effect on visitation trends.

## The national strategic context – tourism in N. Ireland

### 2015 Performance



**4.5m  
trips**

No change on 2014 on total overnight trips in N.I. Domestic visitors fell by 4% and external visitors rose by 5%.



**15.4m  
nights**

Total overnight trips in N.I. rose by 2%. Domestic overall nights fell by 5%, while external visitors rose by 6%.



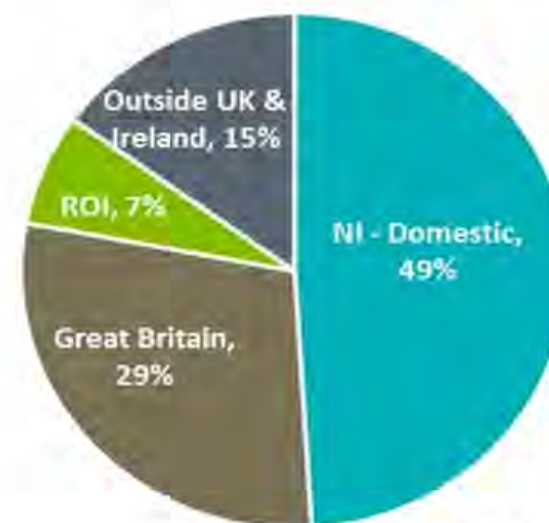
**£760m  
spend**

An increase of 1% on 2015. The domestic market fell by 8% in its value, while external visitors' expenditure rose by 5%.



**Supports  
58,000 jobs**

### Visitor geographic markets – place of origin 2015



Source: Northern Ireland Annual Tourism Statistics 2015 – published May 2016

### The strategic emphasis

#### GOAL: grow tourism to a £1 billion export industry by 2025

Tourism N.I. and the Department for the Economy are currently in the process of developing a NEW ten-year tourism strategy for N.I. The vision for the country is that it will become an internationally competitive and inspiring destination.

Anticipated areas of strategic emphasis include:

- The **need for a major proposition** that will have high international appeal and can readily complement the three key propositions in the Republic of Ireland – The Wild Atlantic Way, Ireland's Ancient East, and Dublin.
- The **importance of developing unique and compelling experiences** that will align with the major proposition and are rooted in a 'sense of place'.
- A **visitor-centric approach** that is based on a strong understanding of visitor expectations and motivations.
- A **partnership-based model for the delivery of tourism** that creates a high level of synergy through the effective collaboration of the public and private sectors, with government continuing to play a key enabling role.
- A particular **focus on strategic export markets**, which in turn will require a commitment to quality and to leveraging unique attributes that differentiate the destination.
- An emphasis on **ensuring longer-term relevant skill-sets**.



## The national enabling context

In addition to the forthcoming Tourism Strategy for N.I., there are a number of key overarching national and regional strategic planning policies and programmes that support the sustainable development of tourism<sup>3</sup>.

Policies of particular relevance include:

- The **Draft Programme for Government Framework 2016-2021** which stresses the importance of nurturing tourism as a high-performing export-led sector. A greater emphasis on co-designing and co-delivering the Programme and securing strategic alignment between outcomes at all levels is anticipated.
- The **Strategic Planning Policy Statements for N.I.** published in 2015 that facilitate sustainable tourism development, safeguard tourism assets, support its role in growing the regional economy, and promote a high standard of quality and design.
- The **Regional Development Strategy 2035** which provides the Government's strategic planning framework, and the Regional Guidance statements. The Strategy promotes a sustainable approach to the provision of tourism infrastructure.
- The **Rural Development Programme** supporting an enhanced level of tourism infrastructure in rural areas to assist in diversifying rural economies.

The impact of these specific Government strategic planning policies on tourism are further complemented by:

- The **revitalised approach to the use of forest settings for recreation**. Following a recent review<sup>4</sup>, there is now a significant emphasis on developing new visitor experiences. The potential to make a tangible difference was particularly noted in relation to the NMD District.
- The development of a **new vision that has positioned events firmly as a driver of growth for the country**. These are to be *visitor inspired, showcasing Northern Ireland as a unique destination on a global stage, as a place to live, work, study and visit*<sup>5</sup>.
- A heightened emphasis on seven sectors of significance to Tourism N.I., including **music; food; gardens; activities; literature, theatre and screen; golf; and craft**<sup>6</sup>.
- The forthcoming **N.I Visitor Information Strategy 2016-2020** which is designed to achieve more streamlined and cost-effective visitor information provision, and a strategic and operational framework for the new Local Authorities to use in shaping their own policies and structures for visitor information provision.

At the regional level, there is also a series of **local Area Plans and Masterplans**, many of which highlight proposals aimed at strengthening local and regional tourism assets.

## The Newry, Mourne and Down District Council corporate context

Tourism has been clearly identified by NMD District Council as a key area of priority within the **Corporate Plan 2015-2019**. The further development of tourism is seen as pivotal in achieving NMDDC's corporate vision *to create opportunities for local people and local communities to thrive by supporting sustainable economic growth over time and helping them to lead fulfilling lifestyles*.

To this end, the Council has set the goal of becoming *one of the premier tourism destinations on the island of Ireland* and is looking to focus on ensuring that it has the cultural and tourism infrastructure in place that will attract and serve the expectations of a growing number of local and international visitors.

This commitment is further emphasised in the **Economic Regeneration & Investment Strategy 2015-2020** where tourism is both a standalone and an integrated theme<sup>7</sup> – one of five: Tourism; Economic Development; Urban Regeneration, Rural Regeneration; and Arts, Culture and Heritage – where progress on one theme will positively impact all or a range of other themes. The overarching tourism related objectives identified in this strategy are:

1. To become the destination of choice in N.I.
2. To become N.I.'s premier outdoor/adventure destination
3. To become one of N.I.'s finest events destinations

This Tourism Strategy will provide the framework for progressing these goals.

Tourism by its nature is not just a cross-cutting theme within economic regeneration and investment, but it is equally a theme that is impacted by virtually all local government activity – from local and community development planning to the management of bus shelters and corporate facilities, and the implementation of corporate innovation and transformation.

**The NMDDC therefore recognises that sustainable growth of tourism will be a function of an integrated approach involving ALL departments**, with all divisions needing to develop an awareness of the linkages between their divisional mandates and the factors contributing to destination competitiveness. A collaborative internal local government approach is as critical to the implementation of this Strategy, as is an effective public private partnership.

### NMDDC Corporate Plan Strategic Objectives

By **2019** we will have:

1. **Become one of the premier tourism destinations** on the island of Ireland
2. **Attracted investment** and supported the creation of **new jobs**.
3. Supported improved health and well-being outcomes.
4. **Protected our natural and built environment**.
5. Led the **regeneration of our urban and rural areas**.
6. Advocated on your behalf specifically in relation to those issues which really matter to you.
7. **Empowered and improved the capacity of our communities**.
8. Transformed and modernised the Council, providing accessible as well as value for money services.

## Overview summary of strategic context

### NATIONAL

**Programme for Government Framework 2016-21** (Draft) – recognises the economic importance of tourism and the potential to grow the tourism industry into a high-performing export-led sector

**Tourism 2025** – forthcoming ten-year strategy for tourism in NI: GOAL – **grow tourism to a £1 billion export industry by 2025** (i.e. a target growth rate of 6% per annum)

**Rural Development Programme** + enabling policies – e.g. **Strategic Planning Policy Statements**

**Sector plans and policies** – N.I. Forests, golf, cycling, food tourism, literature and screen tourism

**N.I. Visitor Information Strategy 2016-2020** (Draft)

### NMD CORPORATE

#### Living Well Together (Draft)

Newry, Mourne and Down is a place with strong, safe and vibrant communities where everyone has a good quality of life and access to opportunities, choices and high quality services which are sustainable, accessible and meet people's needs

Our Values:

- Effective leadership
- Collective ownership
- Good governance
- Democratic accountability

### Newry, Mourne & Down Tourism Strategy 2017-2021

#### NMD Corporate Plan 2015-2019

... goal of becoming one of the premier tourism destinations on the island of Ireland

#### NMD Economic Regeneration & Investment Strategy 2015-2020

1. To become the destination of choice in NI
2. To become NI's premier outdoor/adventure destination
3. To become one of NI's finest events destinations

### REGIONAL - NMD

**Regional tourism plans** – e.g. Destination Mourne Mountains Tourism Management Plan 2013-2018

**AONB and designated landscape plans**

**Local and regional outdoor recreation and access plans** – e.g. Camlough Lake Masterplan

**Tourism product development plans** – e.g. Mourne Coastal Route draft Masterplan; Maximising the Tourism Potential of St Patrick

**Feasibility studies** – e.g. Slieve Donard Gondola Lift Project

**Infrastructure studies** – e.g. Tourist Accommodation Scoping Study

**Local area regeneration plans and masterplans** – e.g. Downpatrick Town Centre Masterplan; Newry City Centre Masterplan; South East Coast Masterplan

**Event plans and policies**

## Tourism performance in NMD District 2015



**404,442  
overnight  
trips**

- NMD accounts for 9% of all overnight trips in N.I.
- NMD accounts for 7% of all nights in N.I.
- Average length of stay in NMD is 2.6 days (2014 data), which is the lowest in N.I.
- Total visitor spend in NMD is £47.7 million representing 6% of all visitor spend in N.I.



**1.06m  
nights**

- In 2015 visitor spend in NMD declined by 12% over 2014, while N.I. as a whole experienced a 1% increase
- In 2014 the average spend per night is £36, which is the second lowest for a Local Government District in N.I.



**£47.7m  
spend**

- NMD accounts for 9% of all tourism jobs in N.I. (2013 data)
- In 2015 the average hotel occupancy rate for hotel rooms is up 3 points on the previous year to reach 55%. The average rate for N.I. overall is 67%.
- B&B room occupancy for the District in 2015 is 17% (second lowest LGD) and 29% for self catering rooms



**Supports  
4,780 jobs**

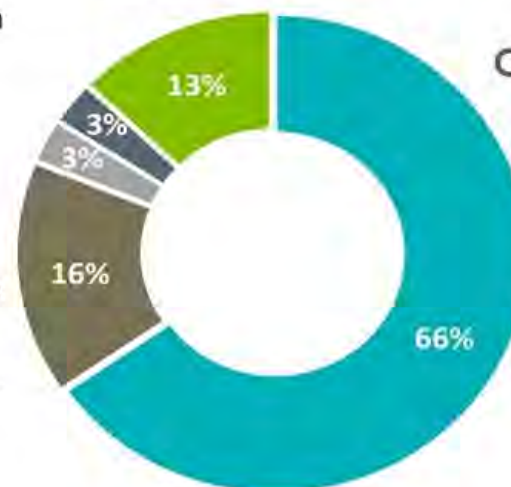


**55% room  
occupancy**

Source: Local government District tourism statistics (additional Tables) NISRA, 2015.

## NMD District market analysis in 2015

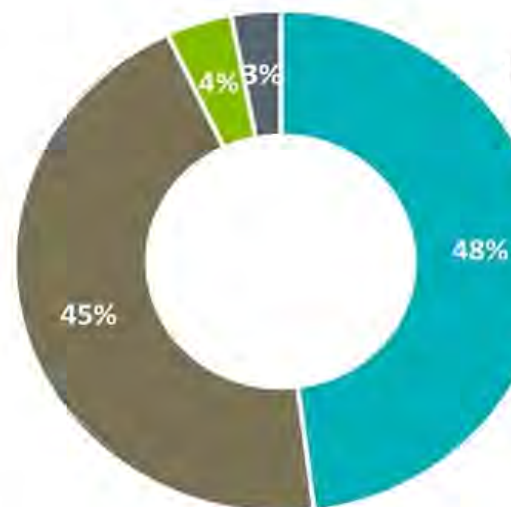
- 66% of all visitors to NMD in the period 2013-15 were domestic visitors.
- 48% of the trips to NMD were for holiday/pleasure/leisure and 45% were for the purposes of visiting friends and relatives.



**Origin of Visitors 2013-2015**

3-Year Rolling Average

- N. Ireland
- Gt. Britain
- Mainland Europe
- N. America
- ROI & Other



**Reason for Visit 2013-2015**

(3-Year Rolling Average)

- Holiday/pleasure/leisure
- Visit friends/relatives
- Business
- Other

## Strengths and opportunities

An assessment of the destination and the industry has highlighted significant strengths and a strong basis for building a destination that can compete more effectively in the external markets.

### The strengths of NMD as the 'destination'

- **Outstanding and diverse scenic beauty** with the unique combination of mountains, forests, coast, waterways, market towns and fishing villages. This beauty is officially recognised within the three designated Areas of Outstanding Natural Beauty – the Mourne Mountains, the Ring of Gullion, and Strangford and Lecale.
- **An exceedingly rich cultural heritage** that embraces the 'story of Ireland in microcosm'. An intricate tapestry of human history dating back over 6,000 years from the Stone Age, through the waves of dynasties and invasions to the story of St. Patrick and the birth of Christianity within Ireland, including today's wealth of authentic arts, culture and music. This 'culturescape' is further enriched with the intermix of legends, stories and a 'touch of magic'; and, its association with literary works such as the writings of C.S. Lewis and the film industry – notably the Game of Thrones.
- **Unique diversity of ecosystems, geology and topography** that are officially recognised in the AONBs and through a range of designations such as Murlough National Nature Reserve and the Slieve Gullion Special Area of Conservation – which offer related opportunities for **wildlife viewing**.
- A living landscape that is shaped by its centuries of **maritime, industrial and farming heritage** and is increasingly promoting its local foods and products.
- Strong domestic recognition for **adventure and outdoor-based recreation**, that includes increasing strengths in **mountain biking, motorised sports**, and an array of **marine and inland water-based recreational opportunities** associated with the diverse range of beaches and inland water areas. Ongoing improvements to access infrastructure on public lands and recent enhanced cooperation between public land owners, together with activities of voluntary interest groups and NMDDC are gradually increasing the potential opportunities.
- World renowned **golf** courses.
- Extensive range of **Council tourism events and community festivals and events**, with a number playing a significant role in strengthening the District's positioning in certain sectors such as the Red Bull Foxhunt, the Nature & Sports Euro'meet and the Irish Open, while others highlight the local stories and cultural heritage.
- A range of **gateway communities** that can be further strengthened as destination hubs.
- Good **transportation linkages** and close proximity to the Belfast-Dublin markets and ports of arrival.
- Capacity to grow the **yachting and cruise** markets.

## The strengths of the 'industry'

The tourism industry is essentially a composite 'community' of business sectors, agencies, local organisations and national and local governments that work on various aspects of the destination experience from the aesthetics of the towns and countryside, to transportation, accommodation, and retail – through to businesses that are directly facilitating experiences at visitor sites and attractions. The following strengths are characteristic of this composite community of interests, and provide a solid platform for more effective destination management and development.

- With the District Council's new roles and responsibilities in relation to the development of tourism, there is now a **greater level of local government involvement and commitment** to facilitate the development of tourism. The cross-department activities of NMDDC touch many aspects of developing a competitive destination, and there is significant potential to build on these linkages.
- A wide **range of national agencies and government bodies are playing a proactive role in tourism** within the District. Tourism N.I., for example, has seconded a Senior Officer to NMDDC, and N.I. Forest Service and the National Trust are looking to strengthen their respective visitor experiences and to explore opportunities for more effective collaboration in the development of tourism.
- The **private sector has a strong element of entrepreneurship** and is highly motivated to build capacity and work together in building new visitor experiences.
- At the community level, there are **local and regional voluntary interest groups**, such as the Newry & Portadown branch of the Inland Waterways Association of Ireland that are active in both advocacy and destination development.
- The **AONB management structures** have all played a strategic role in developing a **focus on experiential tourism** through the respective training programmes in visitor guiding, story-telling and the delivery of memorable experiences. The Mourne Heritage Trust and the Ring of Gullion Landscape Partnership Scheme have played a particularly prominent role in facilitating increased access to the countryside and offering new and innovative experiences that combine the natural setting with arts and culture, and new opportunities for outdoor recreation.
- The industry's **commitment to sustainability has grown** with initiatives such as the Green Tourism Business Accreditation scheme. This emphasis on sustainability is a key underlying principle to the work of the AONB management structures, and has raised awareness of factors that need to be taken into consideration in maintaining the integrity of the District's inherent social, cultural, and environmental values.



## The strategic challenges

In analysing the opportunity there is a need to assess it strategically from the consumer's perspective, and to keep this assessment in alignment with the strategic approach of the Department for the Economy and Tourism N.I. While there are significant strengths and opportunities, the research and consultation identified a range of challenges and factors that are currently constraining growth and need to be addressed in the Tourism Strategy.

- There is **an over-dependence on N.I. visitors** and a **high degree of seasonality**. Sixty-six per cent of visitation is domestic, while the average for N.I. is 48%. While this domestic market will remain important, it is characterised by a lower spend and a shorter stay in comparison to other markets. The District's proximity to Belfast and its recognition for outdoor recreation day-visits compounds the issue of **short stays**. The issue is accentuated by the **absence of a strong flagship product** or experience and **limited wet weather product**. The combination of these issues highlights the importance of exploring ways of attracting the higher-yield external markets, addressing the challenge of seasonality for all markets, and identifying opportunities to increase length of stay.
- While the District has significant tourism products and assets, there is no unified market identity. There is a long list of 'things to do', but **no cohesive sense of 'promise' or strategic positioning** which has the effect of a seemingly disjointed destination experience in the market place. This in turn limits the ability to encourage visitors to move around and disperse further within the destination.
- In the absence of a unified identity **the messaging in the marketplace is fragmented**, varies in quality, and at times is duplicated. This fragmentation carries over into the digital promotion of the area.
- There is a wealth of **stories and themes** that can be utilised for the development of immersive experiences. The value of these stories and themes has been recognised by stakeholders such as the Mourne Heritage Trust and the Ring of Gullion Landscape Partnership Scheme, and there has been a substantial effort to build new themed experiences, enhance interpretation and develop story-telling skills. However, there has not been a regional approach to developing consensus on these key stories nor a wider strategic commitment to the development of experiential tourism. Given that the District has the potential to present 'the story of Ireland in microcosm', this aspect of product development needs strategic consideration.
- NMD has a range of **access challenges** that relate to:
  - The condition of minor roads;
  - Public transportation linkages within NMD;
  - Accessing the water in Strangford Lough and beach access in the Carlingford Lough area;
  - Signage on and off road, including signage on the A1; and,
  - Parking in upland honey-pot areas and coach parking in Newry.

- The need for a more **joined-up approach** is a pervasive issue that relates not just to access, but to almost every element of tourism relating to the District. This includes the need for increased connectivity and a more joined-up approach in relation to:
  - The existing trail networks and canoe trail experiences;
  - The development of new product and experiences through innovative partnerships, including collaborative partnerships with neighbouring Councils both North and South, and national agencies, such as N.I. Water;
  - The planning of countryside infrastructure and the development of a more strategic and streamlined approach to responding to planning applications;
  - Countryside and destination management on the ground;
  - Wi-Fi connectivity; and,
  - The role of towns as gateways and strategic hubs, with specific consideration of visitor information services, the sense of place, and the spectrum of related visitor services.
- Equally there is a need to address the **current sense of fragmentation within the industry** and to bring it together into a more cohesive networking and collaborative 'community' with enhanced supporting mechanisms and communications.
- The **accommodation base** has inherent weaknesses relating to the type, quantity, quality and location. Considerable effort has been put toward identifying accommodation needs, particularly where the absence of adequate accommodation is clearly constraining growth. Downpatrick is a prime example of an area that needs further investment in new room stock, although the issue is pervasive across much of the District.
- **Tourism** plays a key role in the regional economy, but its **significance is not fully understood** by the wider community and this can constrain the pursuit of visionary goals that require wider buy-in from residents and other businesses.

A key objective of this strategy is to address each of these concerns, while leveraging the strengths and opportunities. In doing so, there will need to be an emphasis on the cross border partnerships with Louth County Council and Monaghan County Council, and the partnerships with Armagh City, Banbridge and Craigavon Borough Council and Ards and North Down Borough Council to maximise visitor opportunities that extend across administrative and national boundaries.



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### 3. THE STRATEGY OVERVIEW

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#### VISION 2021

***Newry, Mourne & Down is a premier, year-round mountain and maritime destination in Ireland recognised for its EPIC experiences in outdoor adventure, its rich tapestry of cultural heritage, myths and unique stories, and its authentic local life.***

**OUR PROMISE** – Delivering EPIC moments

#### GOALS

**To work collaboratively toward assisting N.I. achieve its targeted growth rate of 6% per annum in overnight expenditure by:**

1. Focusing on developing visitor destination experiences that will deliver 'EPIC moments'.
2. Building a unified and entrepreneurial industry that is customer-focused.
3. Ensuring that the development of tourism is undertaken sustainably and contributes to the enhancement of social, cultural and environmental values.



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OUR PROMISE  
Delivering EPIC moments

## Our headline: *Mountains, myths and maritime*

Newry, Mourne and Down has long been recognised for its spectacular scenery; the dramatic relationship between the mountains and the sea; the changing moods of the landscape; the myths and magic of its rich association with bygone eras; its megaliths, tombs and cairns; its vibrancy of music and song; its ballads and poets; and the unique opportunities to experience the outdoors against this rich backdrop of natural and cultural heritage.

Developing a shared story will begin to create a stronger image of what makes NMD distinctive - both in the minds of industry and ultimately within the marketplace. A headline summarises a story and will assist stakeholders in identifying and understanding the essence of the destination. The underlying themes bring the headline to life. They build on the unique inter-relationship between the area's cultural heritage, the landscape and the activities that take place within this setting, while elevating the linkages between the past and the present.

Our underlying themes:

- ***Outdoor adventures to challenge the body, spirit and mind***
- ***Unique cultural heritage in inspirational settings***
- ***The storybook of Ireland***



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## Redefining our destination experience focus – 'mountains, myths and maritime'

Clarifying the headline provides a basis for redefining the 'destination'. Newry, Mourne and Down is an administrative entity – something that is distinctly different to a visitor destination. The visitor destination experience has to embody the headline and bring it to life. This destination experience has to be easily understood by the marketplace.

In this context the primary focus has to be on the '**mountains**' and their unique integration of myths, legends, contemporary culture and inspirational settings with outdoor adventure. This is what distinguishes the Mourne Mountains and the Ring of Gullion as a destination from other comparable upland destinations.

At the same time, the coastal or '**maritime**' theme is strong and resonates with many visitors. The coast, as with the mountains, offers a range of opportunities for outdoor adventure – both land and marine-based. It has a story to tell that contributes to the storybook of Ireland – from ancient times, to the landing of St. Patrick, and through to modern maritime activities.

These destination experiences complement each other. They provide a basis for profiling the rich bio and geodiversity of the landscape, and they offer the potential of bringing all the 'headline' and underlying themes to the forefront. In many ways they build on existing branding for 'The Mourne Mountains and the Ring of Gullion' and 'The Mourne Coastal Route'. Under this approach the Strangford and Lecale Coast is integrated into the overall coastal destination experience that stretches from Strangford to Warrenpoint.

The concept of '**myths**' relates to storytelling and to enriching the visitor experience through animating the key underlining themes that make up the storybook of Ireland. This concept relates to all of NMD and is the basis for 'stitching' much of the rich cultural tapestry together.

Undoubtedly, the story and heritage of St. Patrick is one of the key themes that has the potential to differentiate NMD and to provide a foundation for a visitor experience that is both unique to the District and capable of being extended country-wide.

## Gateway and hub communities

While the headline 'mountains, myths, and maritime' personify the essence of the destination experience within NMD, there are a number of communities that have the capacity to strengthen their role as gateway to the destination experiences or as smaller service hubs. Towns such as Downpatrick, Newcastle, the City of Newry, and Warrenpoint can all play a gateway function, while many of the coastal towns and villages and smaller settlements such as Crossmaglen can increase their profile through strengthening their role as a hub for the two primary destination experiences.



**Mourne  
Mountains  
& Ring of Gullion**



**Mourne  
Coastal  
Route**

## A focus on “EPIC” – – the underlying approach

The concept of “EPIC” underlies the Strategy framework. It relates to **a new approach to developing experiences and working together**. It has been used as both a concept and an acronym, and is designed to act as a ‘cue’ to inspire new thinking. As such, it should not be considered within the context of either branding or marketing.

Taking EPIC as a descriptive term, it conjures up impressions of ‘heroic’; ‘majestic’; ‘impressively great’; ‘remarkable’ – all words that industry should aspire to in providing services and experiences for the visitor.

Equally the concept of EPIC can be regarded as **a stretch target** in the development and delivery of experiences – from EPIC trails and adventure to EPIC events and attractions. It implies a **‘joining up’** of what already exists, to create the basis for impressively great products and experiences.

Finally, as an acronym, EPIC provides a new focus for industry – one that emphasises the importance of delivering tourism products that are:

- E**xperiential
- P**ersonalised
- I**conic and immersive
- C**reative

**A promise to deliver EPIC moments embraces all aspects of this approach.**



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EPIC – “heroic” “impressively great”  
“remarkable” “majestic”



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## Critical success factors

**Tourism is a critical economic driver in NMD.** It plays a key role in creating jobs; diversifying the rural economy; ensuring the viability of smaller community businesses; celebrating the local cultural heritage values; providing a rationale for maintaining the integrity of landscapes and ecosystems; and, establishing a business case for investing in community infrastructure and sense of place.

Achieving the vision and goals will be the basis for realising these benefits and improving the overall well-being of NMD residents. To be successful in building dynamic destination experiences that personify the 'headline' and communities that are more fully integrated into the tourism economy, there will need to be an emphasis on three critical success factors or strategic priorities. Progress on these priorities will provide the basis for new momentum that is needed to make a difference.

The three critical success factors identified in the planning process are to develop:

1. A focus on destination experiences and telling the story – with a commitment to game-changing projects and critical infrastructure
2. A joined-up approach (this applies to both the industry and to the products and experiences)
3. A compelling market presence and position.

The actions that follow in the Strategy are the outcome of intensive discussions with stakeholders on each of the priority areas. These actions seek to build on previous initiatives and strategies, and remain focused on realising the corporate vision of NMDDC for tourism.



*"All our dreams can come true, if we have the courage to pursue them." (Walt Disney)*

*"A dream doesn't become reality through magic; it takes sweat, determination and hard work."*

*(Colin Powell, former US Secretary of State)*

## Target markets for growth

With a growing emphasis on strengthening the experiential offer and bringing the 'headline' to life, and a more sophisticated approach to servicing the visitor in the gateway and hub communities, NMD will be in a much stronger position to pursue external markets that have a propensity to travel and are seeking authentic cultural experiences and landscape beauty. These are the markets that are likely to stay longer and spend more.

The Great Britain and overseas market segments detailed in this section present the best prospects for international tourism growth at a Northern Ireland level and within the NMD region. The targeting of these key segments will provide a strong alignment with the N.I. Tourism Strategy once it is published by the Department for the Economy. The three key markets are the Cultural Curious, Great Escapers and Social Energisers

### CULTURALLY CURIOUS



**KEY WORDS** – Curiosity, authenticity, insight, independence, immersion in culture, off the beaten track, exploration

**FOCUS** – Broadening the mind, active sightseeing, historical buildings and attractions, World Heritage sites, events, artisan food and local specialities

**WHO ARE THEY** – The age group for this demographic is 40 plus. They are independent active sightseers and rarely travel in a family group

### GREAT ESCAPERS



**KEY WORDS** – Slow travel, relaxation, rebalancing, getting away from it all, connecting with loved ones

**FOCUS** – Breath-taking landscapes, ancient sites, remote places, landmarks, restaurants offering fresh and local food, authentic pubs, ease of getting away

**WHO ARE THEY** – They are often couples, approximately 30 years old – sometimes travelling with children. They are seeking to reconnect with nature and their partner

### SOCIAL ENERGISERS



**KEY WORDS** – Excitement, energy, fun & laughter, adventure, spontaneous, social, the 'wow' factor

**FOCUS** – Entertainment, festivals, contemporary culture and music, clubbing, water sports, the pub experience, shopping, sightseeing

**WHO ARE THEY** – Generally young couples and adult groups looking for excitement, new experiences, and a fun, social holiday in somewhere different

In addition to these markets, the following RoI and domestic market segments remain important: Time Together; Mature Cosmopolitans; Family Fun; and, Young and Lively. There are many overlaps between the two sets of target markets.