
Tourism NI

Annual Report for the year ended 31 March 2017

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External visitors reached 2.6 million, the highest number on record.

Tourism is well on track to becoming an annual £1 billion industry.



Terence Brannigan
Chairman

Chairman's Introduction

It is my pleasure to present the Tourism NI Annual Report, which reflects a very positive performance for the tourism industry during 2016/17.

It was a strong year for tourism in many ways, with overnight trips into Northern Ireland standing at an estimated 4.6 million in the 2016 calendar year, and the total expenditure associated with these trips valued at a healthy £851 million.

I was particularly pleased that the number of external visitors reached 2.6 million. This is the highest number on record and a 12% increase on 2015.

One of the highlights of the period was the Northern Ireland Year of Food and Drink, which proved to be a remarkably successful initiative for the tourism industry. Food tourism in Northern Ireland is now thriving because of this initiative and there is much potential going forward for our enhanced food and drink offering to impact significantly on visitor spend.

Following a downturn in visitors from the Republic of Ireland in 2015/16, it was also satisfying to see a major recovery in this market during 2016/17. A 36% surge in visitor numbers resulted in a £70 million boost to the local economy.

It is worth noting that over the last number of years Tourism NI has been very successful in developing the tourism industry from being one that was highly dependent upon the domestic market to the point where it has become a key export sector within the Northern Ireland economy.

2016/17 has certainly underscored tourism's significance to the economy and continues the upward trend of recent years. There is every sign that growth can continue and indeed tourism looks to be well on track to achieve the target of becoming a £1 billion industry by 2020.

As our tourism offering continues to go from strength to strength, we have much to look forward to in 2017 and beyond. With many new hotels, attractions and experiences in the pipeline, our full potential within the global tourism landscape is beginning to be realised.

As Chairman of Tourism NI, I will continue to do my level best to ensure that Northern Ireland tourism maintains this momentum.

Terence Brannigan
Chairman
Tourism NI

I am proud to support the development of a sophisticated, vibrant and successful tourism industry.

The outlook is positive with yet more potential for growth.



John McGrillen
Chief Executive

Chief Executive's Message

Tourism NI had a busy and successful 2016/17, a year characterised by strong performance and optimism within the Northern Ireland tourism industry.

Our tourism offering continued to develop and grow, helping Northern Ireland to attract more visitors who generally stayed longer and spent more.

The growth in visitors, nights and spend was driven by record numbers of external visitors particularly from GB and overseas. Visitors from mainland Europe grew by 15%, from GB by 7% and from North America by 9%. This was in line with our strategic aim to grow average nights and average spend per night from external visitors and to grow the export value of tourism.

The positive performance was reflected in record hotel occupancy rates and a very strong sales performance from guesthouses, guest accommodation and B&Bs.

Other contributing factors to the year's success included more favourable exchange rates across the peak holiday season and the highly rewarding programme for the Year of Food and Drink, during which there were a wide range of excellent industry collaborations and partnerships, large increases in visitor satisfaction levels with local food, and many other positive outcomes.

Last year also saw the opening of the newly extended Belfast Waterfront with its state-of-the-art conference and exhibition facilities making Belfast a major destination for national and international conferences. It was an outstanding summer for the Causeway Coastal Route and many other tourism attractions across the country, all capped by Titanic Belfast earning the title of the 'World's Best Tourist Attraction' at the World Travel Awards in December 2016.

Going into 2017/18, tourism is becoming a major contributor to the Northern Ireland economy, generating substantial export earnings, providing much-needed employment in every part of Northern Ireland and sustaining local communities. The outlook remains positive and the sentiment right across the industry is that there is yet more potential for growth both next year and in the years ahead.

As Chief Executive of Tourism NI, I am proud to be part of an organisation supporting the development of what is an increasingly sophisticated, vibrant and successful tourism industry and one that is capable of attracting and holding the attention of visitors from anywhere in the world.

As an organisation, Tourism NI will remain deeply committed to working in collaboration with all of our partners across the tourism industry to ensure that visitors continue to come, enjoy their stay, and spend money for the benefit of everyone in Northern Ireland.

John McGrillen
Chief Executive
Tourism NI

Tourism is a major contributor to the Northern Ireland economy, generating substantial export earnings and providing much-needed employment.

Growth in average nights and spend was reflected in record hotel occupancy.

Statutory Background, Business Activities & Performance

The Northern Ireland Tourist Board (NITB) was set up in 1948 and operates under the Tourism (Northern Ireland) Order 1992. The Board is a 'Non-Departmental Public Body' (NDPB) sponsored by the Department for the Economy (DfE). It was renamed Tourism Northern Ireland in January 2015.

Tourism NI's principal functions are to encourage tourism, to encourage the provision and improvement of tourist facilities and amenities, and the certification of tourism accommodation. We invest in relationships with our key strategic partners and stakeholders and offer funding mechanisms for capital projects to improve visitor attractions and activities with the aim of ultimately enhancing the visitor experience.

We also develop visitor information and have invested in the use of digital and social media. We support the industry through the development of skills and capabilities including the WorldHost programme, and devise marketing campaigns to promote Northern Ireland to best-prospect customers.

A key element of achieving our goals is working closely with a wide range of organisations in a variety of sectors. We utilise the strengths and expertise of others in their relevant fields to drive tourism forward.

In addition to our head office in Belfast, Tourism NI also operates a Dublin office.

Tourism NI Structure

Tourism NI is comprised of five divisions:

- Marketing
- Events and Business Support
- Product Development
- Corporate Development
- Organisational Development

The Marketing Division is based in both Belfast and Dublin.

Commentary on the performance of the tourism sector and Tourism NI activities is detailed in the next section. It highlights the main trends and factors which have influenced the development of tourism in the year and going forward.

Statement of Performance & Activities

Every year Tourism NI sets out its key objectives within an Operating Plan containing targets for the organisation's various Divisions and Units. Performance against targets is measured continuously through formal quarter-end reports reviewed by the Senior Management Team, the Tourism NI Board, and our parent department, the Department for the Economy.

Objectives for the 2016/17 financial year were encapsulated within five themes, all allied to a vision to confidently and passionately champion the development and promotion of the Northern Ireland tourism experience.

Unlock the Potential

Throughout the year, Tourism NI worked to unlock the potential of the tourism industry by engaging in a range of development activity with key strategic partners.

During the year, the ROI Market Recovery Taskforce began its work to address the fall in visitor numbers from the Republic of Ireland. By year end, statistical data showed a major recovery in the Republic of Ireland market, with trips across the border up by a third on 2015.

Further important strategic work undertaken during the year ensured a Northern Ireland perspective within Tourism Ireland's Corporate Plan for 2017 – 2020. Several working groups from Tourism NI's Senior Management Team were set up to input into this plan and to work alongside colleagues from Tourism Ireland and Fáilte Ireland.

Additionally, the Tourism NI, Tourism Ireland and Fáilte Ireland senior management teams met for a series of meetings to explore the potential for collaborative working and industry development. Groups were set up to explore collaboration in six areas, including business tourism, attracting visitors from overseas and maximising digital technologies. The three CEOs also agreed to meet eight times per annum.

Regional

At a regional level, Tourism NI continued to ensure closer partnership working with Northern Ireland's 11 local authorities. Three Tourism NI staff members were allocated and placed across the council areas of Fermanagh and Omagh; Newry, Mourne and Down; and Causeway Coast and Glens/Mid and East Antrim. Their initial work programmes were specifically tailored for the Year of Food and Drink.

In March 2017, Tourism NI joined Belfast City Council as one of its partners at MIPIM, the world's largest property development conference which takes place annually in Cannes. Other partners included a consortium of developers, consultants and investors from Northern Ireland. Tourism NI presented the growth of Northern Ireland tourism, strategic ambitions for the future and the opportunities for investment in Belfast in the hotel and hospitality sectors.

Tourism NI also entered into a training partnership with ALVA, the Association of Leading Visitor Attractions, in the UK during the year. A two-day programme was built around the ALVA council meeting where key visitor insights and trends were discussed with high-level marketing and communications experts. All learnings from the programme will be incorporated into Northern Ireland's screen tourism strategy.

Develop a Quality Visitor Experience

Supporting the development of high-quality experiences for visitors to Northern Ireland remained a key priority for Tourism NI in 2016/17. Across the industry, a great deal of work was achieved in this area as the organisation supported and invested in events, initiatives, people and projects that enhance experiences and increase opportunities for visitors to stay longer and spend more.

Year of Food and Drink

Tourism NI was the lead body in the coordination and industry support for the very eventful Northern Ireland Year of Food and Drink 2016, which aimed to put local produce at the heart of the visitor experience.

Many highly successful outcomes were delivered against the initiative's objectives. The Year of Food and Drink exceeded all targets and was characterised by tremendous buy-in and support from right across the industry. Among the key achievements were:

- Over £41 million in positive PR generated
- A 23% growth in visitor satisfaction
- 17 new food and drink experiences developed
- Over 300 Great Taste Award winners
- £30 million in export sales

In November 2016, the Northern Ireland Assembly Committee hosted a celebratory event in the Long Gallery at Stormont to showcase the work that had been undertaken during the Year of Food and Drink. It was one of the best-attended events ever held in the Long Gallery and was very well supported by partners and stakeholders, including Invest NI, Food NI, DAERA, the 11 councils, the private sector and a very large number of MLAs.

In January 2017, Tourism NI hosted a highly successful celebration banquet for the Year of Food and Drink at the Ulster Museum, where the centrepiece of the evening was Northern Ireland's new signature dish, Born and Braised.

As part of building a legacy around the Year of Food and Drink, in February 2017, Tourism NI was the headline sponsor at the Northern Ireland Year of Food and Drink Awards in

association with the Belfast Telegraph. The awards attracted a significant number of entries for all categories.

Among several other Year of Food and Drink legacy events were a 'Food for Thought' session, attended by a large number of industry representatives, and a successful *Business First* round-table discussion.

Quality and Standards

Important in the drive to develop a high-quality tourism industry is our Quality and Standards team, which had a busy year providing development advice on Tourism NI's quality assurance grading schemes to both new and existing businesses planning to extend their operations in response to market demand.

Quality accreditation support was provided to many new attractions and experiences such as the Seamus Heaney HomePlace, the Manor House development on Rathlin Island, HMS *Caroline*, Enniskillen Castle Museum and the Seaview Heritage Project. Also, in the Year of Food and Drink 2016, the first food tour joined the accreditation scheme; Belfast Food Tours gained a five-star award.

The team's work included supporting numerous major hotel developments across Northern Ireland, as well as many B&Bs and guest houses. It also worked actively with NI Screen to guide accommodation providers on how they can share availability and provide suitable services for the screen tourism sector.

Events

Participation and spectating opportunities at unique events are significant in developing quality visitor experiences in Northern Ireland. In 2016/17, Tourism NI supported a total of 10 international events, 52 national events and 42 specific Year of Food and Drink-related events under the Tourism Events Funding Programme. Indications from event

organisers suggest the year's busy programme yielded many positive results and returns.

Work also continued on potential future and forthcoming events. The launch of the 2023 Rugby World Cup bid in November 2016 generated great enthusiasm within the media, the two governments and supporters, while preparation work continued for the Women's Rugby World Cup 2017 with a successful pool draw event held in Belfast City Hall.

The organisation also made strong progress in setting up the delivery structures for the 2017 Dubai Duty Free Irish Open at Portstewart Golf Club, with all areas of work on track by year end. Some 350 volunteers were secured to support delivery of the tournament and Tourism NI also developed an industry toolkit, advertising and PR support.

In relation to the ongoing work on the delivery framework for the hosting of the Open at Royal Portrush in 2019, a delegation from the Senior Management Team and the Causeway Coast and Glens Council attended The Open at Troon in July 2016 to gather learnings from the event in Scotland.

The Tourism NI Events team also worked in partnership with the BBC, Fermanagh and Omagh District Council and the National Trust to secure the BBC Proms event for Fermanagh for the first time.

Business Support and Industry Development

In addition to events, key priority areas in 2016/17 for developing a high-quality tourism industry included the delivery of a comprehensive business support and industry development programme.

A significant number of new business support pilots were rolled out during the year, including the Business of Tourism development programme in partnership with Ulster University and a new Tourism Sales and Marketing programme for SMEs. Feedback from each of these programmes has been

exceptionally positive, with businesses reporting immediate benefits from the practical nature of the programmes.

In November 2016, Tourism NI partnered with Digital DNA to host the fourth Digital Tourism Conference in Titanic Belfast, and in January 2017 an audit of businesses within the tourism and hospitality sector began to find out what the skill level and knowledge of digital technology and digital marketing is across the industry.

In follow-up to the initial Tourism Skills research commissioned by the Department for the Economy, Tourism NI worked in partnership with the Department and People 1st to develop a Tourism Skills Action Plan. Significant consultation with stakeholders and industry also took place. It is hoped that this will dovetail into the Tourism Strategy at the appropriate time.

In support of the new Seamus Heaney HomePlace project, Tourism NI worked with Mid Ulster District Council to develop a tailored programme for local businesses, taxi drivers and HomePlace staff. Bellaghy village subsequently received a World Host Village Award.

A new WorldHost Food Ambassador Programme in partnership with six of the 11 local authorities was also delivered. In all, 1507 frontline staff were trained under the scheme. The training programmes were specifically tailored for the Year of Food and Drink.

Among other business support initiatives was a Cluster Development Programme, which encouraged businesses to work together to create and promote experiences that activate the less-visited parts of the Causeway Coastal Route. Three clusters were developed and they will continue to receive support throughout 2017/18 with a focus on outdoor and *Game of Thrones* experiences.

In a busy final quarter of the year there were 13 industry development events, including Digital Tourism Roadshows in partnership with Digital DNA, the 'Evolve or Die' conference

at Belfast Waterfront and 'The Big Food & Drink Exchange' workshops across the region along with sales training for the travel trade in advance of the 2017 Meet the Buyer event.

Key Annual Events

In May 2016, TNI hosted over 200 industry delegates in the Millennium Forum. Held in Derry~Londonderry and outside Belfast for the first time, the conference explored the key themes of internationalisation, competing globally and maximising business growth through harnessing social and digital technologies and people. There was an encouragingly high level of private sector attendance.

The conference was immediately followed by the Northern Ireland Tourism Awards, which received a record number of entries and was well attended by both industry and key stakeholders alike. The combination of holding both the conference and the awards ceremony on the same day worked well and many in the industry welcomed the fact that both events were held outside Belfast.

Tourism NI's annual Meet the Buyer workshops provide local tourism providers with excellent opportunities to meet with key international buyers. Two major events were held within the financial year 2016/17, involving well over 200 international tour operators and a similar number from within the Northern Ireland tourism industry. Each was followed by a series of familiarisation visits around key tourism sites. A new appointment setting system was put in place for the March 2017 event to ensure close matching between buyer and the local trade.

In 2016/17, Tourism NI again sponsored Hospitality Exchange. Speaking platforms were secured to communicate both strategy and the Year of Food and Drink messages. The levels of debate and participation at this major industry event were very high, reflecting the positivity and confidence within the tourism sector.

The BBC Good Food Show took place for the first time in Northern Ireland in October 2016 as a flagship Year of Food and Drink event. Over 12,500 visitors flocked to the show. Tourism NI supported a volunteering programme and took full advantage of the event to promote the destination with prominent branding throughout, content placed on the BBC Good Food channels and competition prizes in both Northern Ireland and the Republic of Ireland. The partnership with the BBC resulted in extensive coverage across online, print, broadcast and social media.

Be an Excellent Organisation

Tourism NI is committed to continuous organisational learning and development. To this end we successfully implemented a 'Move Ahead' development programme during 2016/17, which was designed to maintain good governance, ensure a highly engaged workforce, and deliver efficient and effective deployment of all staff resources.

At the start of the financial year a final report detailing the actions taken to deliver against each of the 33 recommendations of the Hunter Report was submitted to the Minister. It stated that all recommendations that were satisfactorily completed would form part of 'business as usual' going forward, or, following detailed consideration by Tourism NI and Invest NI, were deemed as not representing value for money as of April 2016 but would be kept under consideration moving forward.

On 31 May 2016, all staff were successfully moved into Tourism NI's new premises at Linum Chambers in Belfast. The transition was smooth and involved minimal disruption to business.

Following the Board's approval Tourism NI's new corporate values and behaviours were launched to all staff at a briefing in November 2016. Work to embed them in the organisational culture continued throughout the year.

Some structural change within the organisation took place during 2016/17 as the result of several resignations and retirements. Changes were made in the Senior Management Team, while job descriptions for a series of new managerial positions were developed. These were designed to ensure the roles are future-proofed and capable of enhancing Tourism NI's capacity to deliver the objectives set out in the draft Tourism Strategy.

Tourism NI continued to improve internal systems and operating methods and in this regard some members of staff undertook a bespoke training programme with the Northern Ireland Assembly. This work will help Tourism NI to deliver a consistently high level of service to our key stakeholders, the Minister and the Department for the Economy.

Joint Working

Throughout 2016/17, we continued to develop our partnership with Invest NI, particularly regarding joint working, collaboration, training and development. Among the several initiatives and outcomes was a joint appointment of a new Chief Digital Officer through the Strategic Investment Board. Initially funded for two-year period, this resource will be shared on a three-day week basis at Invest NI and two days with Tourism NI.

As part of the Customer Focus Programme, the Business Planning and Improvement team worked with colleagues from Quality & Standards, Industry Development and Events units to attain the Customer Service Excellence Standard for the Business Support and Events Division.

In terms of improving governance within Tourism NI, a draft Corporate Plan was finalised and made ready for presentation to the Department for the Economy. The format of the new draft Operating Plan was also redeveloped in line with forthcoming new strategic themes.

The Senior Management Team also held a facilitated session to draft the new Risk Register for the organisation, providing

a clear and coherent approach to the identification and management of risk and our commitment to excellent corporate governance.

As part of its corporate social responsibility activity Tourism NI staff raised £6,000 for a guide dog charity during the year.

Develop the Product

Product development involves investment in the creation of new tourism attractions or the enhancement of existing facilities that have the potential to be major demand generators. Throughout 2016/17 Tourism NI continued to support the development of a world-class tourism infrastructure that can attract visitors from our key market segments.

The importance of this work was underlined in December 2016 when Titanic Belfast gained the title of the 'World's Leading Tourist Attraction' at the World Travel Awards.

Capital Projects

Through the Product Development Division, investments included the refurbishment of Enniskillen Castle, the Museum of Free Derry and Whitehead Railway Museum, all of which are now complete and open to the public.

The Centenary of the Battle of Jutland took place on 31 May 2016 with the focus of the commemoration in Northern Ireland on HMS *Caroline*, the ship being officially reopened by Prince Michael of Kent on that day. The event received nationwide coverage in print, digital and broadcast channels. HMS *Caroline* was officially opened to the public as a tourist attraction on 1 June 2016 and remained open until November 2016 when it was moved to dry dock for further refurbishment before being relocated alongside the Pump House for the 2017 tourist season.

The Titanic Walkways project is expected to be completed in autumn 2017, following delays caused by a complex planning process. However, the wait has allowed for further

enhancement of the original proposal, which was for a boardwalk connecting the urban park of the Titanic Signature Project to the Alexandra Dock and the historic Pump House. The project will now also incorporate the former Mew Island Lighthouse Optic, one of the largest lighthouse lenses of its kind ever constructed.

Special Interest Products

In recent times, Northern Ireland has seen substantial growth in special interest product areas such as screen tourism, cycling and golf. We continued to work on these key growth products during the year.

Developments included the launch of a 'Journey of Doors' passport that encourages fans to visit ten *Game of Thrones* doors across Northern Ireland and collect a unique stamp at each of the locations. This passport was a follow-up to the 'Doors of Thrones' campaign, which reached an estimated 126 million people around the world, with the campaign's short film being viewed 17 million times.

Tourism NI also successfully delivered the 2016 Northern Ireland Festival of Cycling. Over 3,000 people took part in this legacy event from the Giro d'Italia. It was supported by a bespoke promotional campaign featuring outdoor and radio advertising across the six participating local authorities, raising awareness, driving visitors and promoting Northern Ireland as a cycling destination.

Delivery of the Northern Ireland Golf Tourism Strategy continued apace. In 2016, the Golf Monitor indicated the value of golf tourism to the economy increased from £32.1 million to £35.6 million (an increase of 10.9%), and non-domestic golf visitors have increased by 25.3% from 17,400 to 21,800, generating an economic impact of £27.2 million.

The Golf team's wide range of activity during the year included attendance at numerous international and Irish trade events, a Stay and Play campaign in the Republic

of Ireland, golf e-zine distribution, a content partnership with the Golfing Union of Ireland and a partnership with the Golf Channel and Tourism Ireland. The latter saw over 20 key international sports media play courses at Portrush and Portstewart plus a visit by Golf Channel presenter Matt Ginella to host a 'Northern Ireland Special', seen by 6 million households in the US.

In other work, a strategic partnership was developed with the Lough Erne Resort to maximise the PR opportunities around the 2017 International King's Cup, a tournament played in memory of Arnold Palmer and which is often billed as the amateur Ryder Cup.

In addition, the Golf team continued to work with the Belfast Parkland Cluster in the development of their inaugural tournament, which took place in July 2017.

Promote the Destination

In an exceptionally busy year, Tourism NI worked tirelessly to promote Northern Ireland through creating compelling marketing and communications initiatives designed to inspire residents and people from the Republic of Ireland to visit Northern Ireland.

Some of the most visible promotions during 2016/17 were the 'Say hello to more' autumn and spring campaigns designed to encourage more short trips into Northern Ireland from Republic of Ireland visitors.

Highlighting Northern Ireland's most unique experiences and supported by outdoor and press advertising, with sample itineraries for a short break and special offers from a host of industry partners recruited in partnership with the Northern Ireland Hotels Federation, the campaigns were hugely successful. They prompted immediate upsurges in visitor numbers and spend, as well as a record return on investment.

A further campaign targeting Republic of Ireland *Game of Thrones* fans was developed to raise awareness of Northern Ireland as *Game of Thrones* territory. This was conducted in partnership with Tourism Ireland and in parallel to their own promotion in other overseas markets. Activity included advertising on public transport as well as radio competitions on Lyric FM and 98FM.

The Dublin office commissioned two companies in October 2016 and November 2016 to produce TV productions promoting Northern Ireland to the Republic of Ireland market. *A Northern Feast* aired on TV3 and promoted the Year of Food and Drink, while *Along Home Shores* aired on UTV Ireland in two episodes, highlighting Strangford, Rathlin Island, the Causeway Coast and Fermanagh.

A pilot cooperative marketing initiative profiling the Causeway Coastal Route to over 5.5 million people across Europe also took place, with Tourism NI partnering with Tourism Ireland and TripAdvisor. Following its success, a further partnership was set up with Easy Voyage, one of the top online travel agents in Europe, to promote the route in six major European markets in 2017. More than 90 local businesses were encouraged to submit an offer to support the campaign.

Digital Platforms

A new and refreshed **tourismni.com** website was successfully launched in October 2016. The new site has mobile functionality, enabling information to be displayed in a much clearer format with additional use of imagery, and is more user-friendly. This initial switch over is part of a longer-term phased plan to develop the website. The next phase will focus on the website becoming more of a business hub for the industry.

Work also intensified on the new **discovernorthernireland.com** website, with Tourism NI working closely with NI Direct,

BT and their subcontractor CDS to deliver the project by year end. The website went live on 31 March 2017.

A meeting with colleagues in Tourism Ireland discussed collaboration on digital content commissioning projects during 2016. Staff also attended the Tourism Ireland digital planning day, which provided valuable input into Tourism Ireland's digital plans for the next three years and helped to shape Tourism NI's plans in the short term.

Business Tourism

Tourism NI's Business to Business Unit promotes Northern Ireland as a business tourism destination by creating opportunities for the local industry to meet with buyers, showcase products, develop sample itineraries and attend trade shows.

The team led the extensive preparation for the Routes Europe conference at the Belfast Waterfront across 2016/17. This key event, delivered in partnership with Invest NI, Visit Belfast and the three airports, was a massive success, providing unparalleled opportunities to promote Belfast and Northern Ireland as both a tourism and a business destination to over 100 airlines across Europe. The three airports engaged with over 1,200 aviation professionals from the 100 airlines and 300 airports that attended. Following the event, six new fare routes were announced at Belfast International Airport.

Other activity during the year comprised a broad programme of supporting group travel, international trade shows and fam trips. This included the UK Inbound Discovery Workshop, which took place at Galgorm Resort and Spa in September 2016 and was attended by 30 buyers and 30 local tourism businesses. This was the first time this event had been held in Northern Ireland and the feedback was excellent.

This event was followed by a Group Workshop at La Mon Hotel with 19 buyers and 38 local businesses taking part. The Great Days Out Fair also took place at the Slieve Donard Resort

and Spa in February 2017, with around 300 group organisers in attendance.

Corporate Communications and PR

The Corporate Communications and NI PR team undertook a wide range of activity in national and international media outlets during the year.

The team secured a total of 60 corporate speaking platforms to disseminate key tourism messages, while a series of stakeholder press releases supported events such as Belfast Restaurant Week, the CS Lewis Square launch, cross-border shopping, the Belfast International Arts Festival and WorldHost food training.

The search for Northern Ireland's Signature Dish also gained extensive media, industry and stakeholder support and widespread coverage.

In partnership with Tourism Ireland, the team also hosted 491 journalists in a total of 199 media familiarisation trips. The visits included journalists from publications as diverse as *Canadian Geographic*, *Lufthansa Magazine*, *Le Parisien* magazine and the *Financial Times*, as well as a party of Chinese bloggers. This activity resulted in £38 million of positive out-of-state PR for Northern Ireland.

Consumer PR activity included support for a Banks of the Foyle Halloween Carnival, BBC Good Food Show and Christmas markets fam trips, as well as competitions for both the destination and Year of Food and Drink.

Performance Analysis

In the period January 2016 to December 2016 there were approximately 4.6 million overnight trips in Northern Ireland, resulting in 15.2 million overall nights spent here. This figure includes trips to Northern Ireland by external visitors and domestic trips taken by residents.

Within the total, almost 2.6 million overnight trips were by external visitors, which is the highest number on record and a 12% increase over 2015. Of the 2.6 million trips by external visitors, 54% were from GB, 14% from mainland Europe, 10% from North America, 17% from the ROI and 5% from the rest of the world.

Spend associated with these trips was £851 million – £614 million from external visitors and £237 million from domestic visitors.

The main reasons for overnight trips were holiday, followed by visiting friends and family and then business. The number of people coming to Northern Ireland on holiday increased by 10% and fewer external visitors said they were travelling for business reasons.

2016 was a record year for the serviced accommodation sectors in Northern Ireland with average room occupancy across the year reaching 70%. Over 2 million hotel rooms were sold over the course of the year, 6% more than in 2015. The second half of the year was particularly busy due to the weakness of sterling.

Guesthouses and B&Bs also had a strong performance, selling almost 400,000 more rooms during the year, up 35% from 2015.

There were 15 million visits to visitor attractions in 2016 with the most popular attractions continuing to be the Giant's Causeway (0.944 million visits) and Titanic Belfast (0.677 million visits).

A 38% increase in the number of cruise ships docking at Northern Ireland ports brought the 2016 total to 93. These cruise ships had up to 152,000 passengers and crew on board.

Great Britain

Visitor numbers from Great Britain rose by 7% to account for around 30% of the total number of external visitors.

Overseas

Visitor numbers from mainland Europe grew by 15% and those from North America by 9%. However, while the number of visitors from the US and Europe rose, they made up just 16% of total overnight stays in Northern Ireland.

Republic of Ireland

There was a major recovery in the Republic of Ireland market, with trips across the border up by a third on 2015 to 456,000, likely fuelled by the post-referendum fall in the value of the pound.

Domestic

The number of overnight trips taken in Northern Ireland by local people was down on the previous year (-11%), most likely a result of the fall in the value of sterling post-referendum, and a rise in the number of outgoing flights, in particular the return of Ryanair to Belfast.

Financial Performance

Preparation of Financial Statements

Under Article 8 of the Tourism (Northern Ireland) Order 1992, the Northern Ireland Tourist Board trading as Tourism NI is required to prepare a statement of accounts for each financial year in the form directed by the Department for the Economy with the approval of the Department of Finance. The accounts are prepared on an accruals basis and show a true and fair view of the state of affairs of the Northern Ireland Tourist Board trading as Tourism Northern Ireland and of the net expenditure, cash flows and changes in taxpayers' equity for the financial year.

Results for the Year

The Statement of Comprehensive Net Expenditure notes a net expenditure for the year of £22.0 million compared to £22.8 million for the 2015/16 financial year.

Total expenditure was £22.2 million (2015/16 - £37.1 million) and related income was £0.2 million (2015/16 - £14.4 million). This excludes funding received from the Department for the Economy in respect of Tourism Ireland of £12.3 million (2015/16 - £11.8 million) which was directly paid over to Tourism Ireland when received.

There is a notable reduction in EU income which has resulted in a corresponding reduction in grant expenditure. EU income has reduced to £nil in 2016/17 compared to £14 million in 2015/16 while grant expenditure totals £1.9 million in 2016/17 compared to £15.8 million in 2015/16. This decrease is due to the completion of the European Regional Development Fund (ERDF) Programme.

Long-Term Expenditure Trends

In the long term, Tourism NI plans to spend resources on the marketing and promotion of Northern Ireland as a tourist destination to the Northern Ireland and Republic of Ireland markets.

Key Issues & Risks Facing the Entity

Section 2.6 of the Governance Statement outlines Tourism NI's approach to risk management, identifying and reporting on risks and management of risks.

Risks being managed as at 31 March 2017 were categorised as follows:

- External
- Operational
- Financial / compliance
- Reputational

Explanation of the Adoption of Going Concern Basis

The Statement of Financial Position as at 31 March 2017 shows net liabilities of £4.6 million, reflecting liabilities due in future years, in particular the pension liability of £7.6 million (2015/16 £4.3 million). It is considered appropriate to adopt a going concern basis for the preparation of the financial statements as DfE, sponsor department of TNI, is supply financed. There is no reason to believe that the Department's future sponsorship and future assembly approval will not be forthcoming to meet Tourism NI's liabilities as they fall due.

Sustainability Report

Tourism NI's Corporate Social Responsibility (CSR) programme is built around three key strands:

- **People** - Our Health & Wellbeing activities focus on developing and promoting a healthy workplace;
- **Planet** - Our Environmental activities aim to help Tourism NI be a sustainable organisation;
- **Place** - We aim to have a positive impact on our community through support, volunteering and fundraising.

In 2016/17 the key results from our CSR programme included the following:

People – Health & Wellbeing Activities

In 2016/17 Tourism NI's Health and Wellbeing strand of our CSR programme has focused on promoting staff awareness of health issues, with a view to improving the overall health and motivation of our people. Health and Wellbeing initiatives included yoga sessions, staff participating in a Diabetes UK health seminar and screening service for staff, as well as staff regularly donating blood.

We have continued to promote sustainable travel options as part of our Workplace Travel Plan, which has been developed in conjunction with Department for Infrastructure as part of their 'Travelwise' initiative to encourage the use of sustainable transport. Our Travel Plan has helped Tourism NI to focus on promoting travel initiatives that benefit staff health and to make cost savings.

Planet – Environmental Activities

We continue to maintain our Sustainable Visitor Charter to provide information and tips to visitors on how to travel around NI sustainably, and we have promoted our Green Guide to help encourage and support tourism and hospitality businesses to 'go green' (<https://tourismni.com/Grow-Your-Business/sustainable-tourism/>).

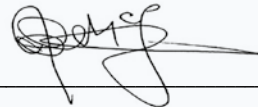
Place – Volunteering, Fundraising & Community Engagement Activities

In 2016/17 Tourism NI continued to support Guide Dogs NI as our official charity partner. In total, Tourism NI staff have managed to raise over £6,000 for this worthy cause through staff fundraising activities. As a result of our fundraising success Tourism NI has had the honour of naming a guide dog puppy in training.

Tourism NI hosted seven university placement students in various units throughout the organisation in 2016/17,

imparting valuable knowledge, experience and career skills in the process, with the aim of helping to build the tourism leaders of tomorrow.

Signed:



Accounting Officer

21 September 2017

Board Members



Terence Brannigan **Chairman**

Appointed April 2015

Terence is the current Chairman of the Maze Long Kesh Development Corporation (MLKDC). MLKDC is responsible for the regeneration and development of the site at Maze Long Kesh which, at 347 acres, is twice the size of Titanic Quarter and four times the size of Canary Wharf.

He is a Board member of Co-operation Ireland, a Visiting Professor attached to the Business Institute, Ulster Business School at Ulster University, a former Chairman of the CBI in Northern Ireland and was the founder and CEO of resource™, one of Northern Ireland's largest private sector employers.



Geoff Wilson

Appointed March 2015

Geoff Wilson runs his own marketing and communications consultancy, focusing on sport, business, community and government organisations. Previously Head of Marketing and Communications (Irish FA) he was responsible for public relations, public affairs, commercial programmes, brand development, communication to fans and CRM. Geoff has also been involved in government-funded projects promoting sport nutrition and tackling mental health issues and educating schools on enterprise and business awareness through football. He has a UEFA coaching badge and has worked across the globe developing strategic, commercial and public relations activity.



Colin Neill

Appointed January 2015

Colin Neill joined Hospitality Ulster (the industry body of Northern Ireland's hospitality industry) as Chief Executive in August 2008, representing an industry that sustains 60,000 jobs and contributes £1 billion annually to the NI economy. Colin holds an MBA from Ulster University, and is a member of the Institute of Directors and the Northern Ireland Assembly and Business Trust.



Terry McCartney

Appointed July 2014

Terry McCartney is the owner and manager of the award-winning Belmore Court & Motel in Enniskillen and is responsible for the day to day leadership and management of the 60-bedroom, four-star guest accommodation.

He was a lecturer in Hospitality and Computers at the South West College in Fermanagh and prior to that he held positions as a Field Sales Executive for Finlay Hydrascreens and Promotion and Sales Executive for Dillon Bass. In 2011, Terry held the position of Sheriff of County Fermanagh. He is also a rugby referee and an amateur photographer.



Angelina Fusco

Appointed July 2014

Angelina is an independent media and journalism training consultant in Northern Ireland, helping individuals, businesses and organisations communicate more effectively across traditional and digital platforms. She spent more than 30 years in BBC Northern Ireland and held a variety of roles. For 15 years she was Head of the TV *BBC Newsline* production team providing coverage of all breaking news stories and live programmes on special events. She played a lead role in the introduction of social and digital technologies to the Belfast newsroom and was a trainer at the BBC's prestigious College of Journalism in London. Angelina was awarded an Ochberg Fellowship on Journalism & Trauma from the Dart Centre in New York and is a member of the Northern Ireland Committee of the Heritage Lottery Fund.



Michele Shirlow

Appointed January 2015

Michele is the driver behind FoodNI, the membership organisation dedicated to enhancing the reputation of food and drink from Northern Ireland. Alongside Taste of Ulster the campaign provides a united promotional voice for the industry and is Tourism NI's partner in promoting food. FoodNI represents over 450 member companies and supported the delivery of the very successful first ever Year of Food and Drink in 2016 which raised visitor attitudes towards NI food and drink by 23%.



Michael McQuillan

Appointed July 2013

Michael is Director of the Business Institute and Centre for SME Development at Ulster University Business School. Prior to joining Ulster in 2014, he established and managed several businesses. Most notably, as co-founder of The Streat, he developed the award-winning café business to a network of more than 90 outlets before acquisition in 2010.

Through McQuillan Associates he consulted and mentored more than 250 SMEs across Northern Ireland from 2010 to 2014. He is a non-executive director of several Northern Irish businesses. He has had a long involvement with the NI skills development agenda, and was appointed to Visiting Professor (UUBS) in 2010. Michael is a Senior Fellow of the Higher Education Academy.



Katy Best

Appointed February 2012

Katy Best is the Commercial and Marketing Director at Belfast City Airport and is responsible for all revenue streams, marketing, communications and tourism-related activity at the airport.

Katy has over 15 years' experience within tourism-related businesses in Belfast, London and Sydney. She is a Council member of NI Connections. Katy has previously served as a non-executive director of the MAC and Tall Ships 2015 Ltd, as a Council member of the NI Chamber of Commerce and has held a post on the Tourism Ireland Central Marketing Partnership Committee. Katy also attends meetings of the VisitBritain Board on Tourism NI's behalf, as an observer.



Colette Goldrick

Appointed July 2013

Colette Goldrick is Northern Ireland's first full-time Director of the Association of the British Pharmaceutical Industry, the membership organisation which represents the UK interests of the research-based pharmaceutical industry. Prior to this she held a number of very senior positions in the Pfizer organisation, the international pharmaceutical company, including spells as UK Corporate Affairs Director and latterly Head of Public Affairs and Policy, Europe. In 2011/12 she was an accredited Facilitator with the NI Countryside Agri-Rural Partnership. Colette's term of office ended in June 2016.

Accountability Report

Corporate Governance Report

The purpose of this report is to explain the composition and organisation of Tourism NI's governance structures and how they support the achievement of its objectives.

Directors' Report

The Directors present their report and financial statements for the year ended 31 March 2017. The net expenditure after interest and tax for the year is £22,074,093 (2015/16 - £22,836,073).

Directors

The Directors are the Board members as listed in Section 2.1 of the Governance Statement. Please see the previous section on Board members for further detail. The Senior Management Team are listed in the Remuneration and Staff Report.

Prompt Payment Policy

Tourism NI is committed to the prompt payment of bills for goods and services received, in accordance with the government's Better Payments Practice Payment Code.

Unless otherwise stated in the contract, payment is due within 30 days of the receipt of the goods or services, or presentation of a valid invoice or similar demand, whichever is later. Regular reviews conducted to measure how promptly Tourism NI paid its bills found that 99% (2015/16 - 99%) of bills were paid within this standard.

In December 2008 the government and Institute of Credit Management launched the new Prompt Payment Code setting a target of paying invoices within 10 days. Under this initiative Tourism NI achieved 98% of bills paid within 10 days (2015/16 - 98%).

Register of Interests

The Chairman, Board members and Senior Management Team are required to register all interests, direct or indirect, which members of the public might reasonably think could influence their judgement. The register of interests is available for public

inspection by contacting the Communications Team, Tourism Northern Ireland, Linum Chambers, Floors 10-12, Bedford Square, Bedford Street, Belfast, BT2 7ES.

Personal Data-Related Incidents

There were no reported Personal Data-Related Incidents in 2016/17 or 2015/16.

Complaints Handling

Tourism NI aims to provide a professional, high-quality service to our customers and stakeholders and we welcome any comments or feedback which will help us to improve our service.

Our comments and feedback procedures are broken down into three key areas: making a complaint about tourist accommodation premises, or other tourist amenities including visitor attractions, or specifically about Tourism NI services.

In relation to complaints about Tourism NI services, if a complaint is made in person or by phone we will discuss the complaint and try to resolve the matter at that time. If necessary, a written record will be made in order to investigate the complaint further. A letter will then be sent within 15 working days to inform the complainant of our intended action to resolve the matter.

If a complaint is made in writing, where possible Tourism NI will respond within five working days from receipt. Alternatively, an acknowledgement will be issued advising that the complaint has been received and is currently being investigated. Contact will be made within 15 working days from issue of the acknowledgement, and the complainant will either be advised of the outcome and what we intend to do or advised of the anticipated timescale for completing the investigation.

There was one complaint made about the services provided by TNI in 2016/17 (nil in 2015/16).

Further information on the monitoring of complaints may be sought by request at info@tourismni.com.

Charitable and Political Donations

No charitable or political donations have been made by Tourism NI in 2016/17 (2015/16 - nil).

Auditors

The Comptroller and Auditor General is the external auditor for Tourism NI. During the year payments of £1,261 (2015/16 - £nil) were made to the Northern Ireland Audit Office in respect of non-audit work.

As Accounting Officer, I can confirm that there is no relevant audit information of which the auditors are unaware. I have taken all the steps that I ought to have taken to make myself aware of any relevant audit information and to establish that the auditors are informed of it.

Statement of the Board's and Accounting Officer's Responsibilities

Under Article 8 of the Tourism (Northern Ireland) Order 1992, the Board is required to prepare a statement of accounts for each financial year in the form directed by the Department for the Economy with the approval of the Department of Finance. The accounts are prepared on an accruals basis and show a true and fair view of the state of affairs of Tourism NI at the year end, and of the comprehensive net expenditure, changes in taxpayers' equity and cash flows for the financial year.

In preparing the accounts, the Accounting Officer is required to comply with the requirements of the Government Financial Reporting Manual (FRM) and in particular to:

- observe the Accounts Direction issued by the Department for the Economy, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- make judgements and estimates on a reasonable basis;
- state whether applicable accounting standards as set out in the Government Financial Reporting Manual have been followed, and disclose and explain any material departures in the financial statements;
- prepare the financial statements on a going concern basis, unless it is inappropriate to presume that Tourism NI will continue in operation.

The Accounting Officer of the Department for the Economy has designated the Chief Executive as Accounting Officer of Tourism NI. As Accounting Officer, the Chief Executive has responsibility for the propriety and regularity of the public finances for which he is answerable, for the keeping of proper records and for safeguarding Tourism NI's assets, as set out in Managing Public Money Northern Ireland, issued by the Department of Finance.

Tourism NI
Floors 10-12, Linum Chambers
Bedford Square
Bedford Street
BELFAST
BT2 7ES

Governance Statement

1. INTRODUCTION

The purpose of this Statement is to attest the continuing effectiveness of the governance arrangements of Tourism Northern Ireland (Tourism NI) that support achievement of our organisational policies, aims and objectives.

Corporate governance refers to the system by which the organisation is directed and controlled. The effectiveness of direction and control of an organisation can be linked to:

- Governance: how well an organisation plans, sets, communicates and monitors progress against its corporate objectives;
- Risk Management: how the organisation identifies, considers and manages the risks to the achievement of its objectives; and
- Business Controls: how the organisation's Board assures itself and its stakeholders that it is in control of the business and the associated risks.

2. GOVERNANCE FRAMEWORK

As Accounting Officer, I am personally responsible for the overall accountability arrangements of the organisation which include: maintaining a sound system of corporate governance; maintaining an effective system of internal controls; assessing the organisational capacity to handle and manage risk; and maintaining propriety and regularity of public finances, in accordance with the responsibilities assigned to me in Managing Public Money Northern Ireland (MPMNI).

I am also responsible for ensuring compliance with the requirements of Tourism NI's Management Statement and Financial Memorandum (MSFM) agreed between Tourism NI and the Department for the Economy (DfE) and ensuring compliance with other government directives and guidance on good practice in corporate governance.

Compliance with Corporate Governance Code

As a Non-Departmental Public Body (NDPB) of DfE, Tourism NI has been expected to adopt the practices set out in HM Treasury's 'Corporate Governance In Central Government Departments: Code of Good Practice (NI) 2013' (the Code). Tourism NI has complied with the principles of good practice in the Code.

In compliance with the Code, Tourism NI has established and maintained key organisational structures which support the delivery of corporate governance.

Organisational Structures

The key organisational structures which support the delivery of corporate governance are the

- Tourism NI Board;
- Audit and Risk Assurance Committee; and
- Weekly Senior Management Team meetings.

2.1 TOURISM NI BOARD

The Northern Ireland Tourist Board trading as Tourism Northern Ireland operates under the Tourism (Northern Ireland) Order 1992. Tourism NI's principal functions are to encourage tourism; to encourage the provision and improvement of tourist facilities and amenities; and the certification of tourism accommodation.

The Board consists of a Chairman and eight non-executive Board members, who are appointed by the Minister for the Economy, in accordance with the Code for Public Appointments for Northern Ireland. The Board takes an objective long-term view of the business, providing strategic oversight and scrutiny to assist the Accounting Officer in meeting his corporate governance responsibilities. The performance of Board members is formally assessed

by the Chairman on an annual basis. The Board meets a minimum of eight times per year.

The Board has corporate responsibility for ensuring that Tourism NI fulfils the aims and objectives set by the Department and approved by the Minister, and for promoting the efficient, economic and effective use of staff and other resources by Tourism NI. To this end, and in pursuit of its wider corporate responsibilities, the Board:

- establishes the overall strategic direction of Tourism NI within the policy and resources framework determined by the Department;
- ensures that the Department is kept informed of any changes which are likely to impact on the strategic direction of Tourism NI or on the attainability of its targets, and determines the steps needed to deal with such changes;
- ensures that any statutory or administrative requirements for the use of public funds are complied with; that the Board operates within the limits of its statutory authority and any delegated authority agreed with the Department, and in accordance with any other conditions relating to the use of public funds; and that, in reaching decisions, the Board takes into account guidance issued by the Department of Finance and the Department;
- ensures that the Board receives and reviews regular financial information concerning the management of Tourism NI; is informed in a timely manner about any concerns relating to the activities of Tourism NI; and provides positive assurance to the Department that appropriate action has been taken on such concerns;
- demonstrates and ensures high standards of corporate governance are observed at all times. This includes using the independent Audit and Risk Assurance Committee to help the Board address key financial and other risks facing Tourism NI; and

- appoints a Chief Executive of Tourism NI subject to the approval of the Department and, in consultation with the Department, sets performance objectives and remuneration terms linked to these objectives for the Chief Executive which give due weight to the proper management and use of public monies.

Board Performance and Effectiveness

During 2016/17, the Tourism NI Board met a total of 13 times. Details of the attendance of members during the year are shown below:

Board Member	Ordinary Meetings		Extraordinary Meetings	
	Number of Meetings Attended	Out of a Possible	Number of Meetings Attended	Out of a Possible
Terence Brannigan	8	8	5	5
Katy Best	6	8	1	5
Angelina Fusco	8	8	5	5
Michael McQuillan	7	8	4	5
Terry McCartney	8	8	5	5
Colin Neill	6	8	3	5
Michele Shirlow	6	8	4	5
Geoff Wilson	7	8	3	5
Colette Goldrick	0	2*	1	1

*Colette Goldrick's term on the Board ended on 30 June 2016

There were five extraordinary meetings of the Board to discuss the following:

- Tourism Strategy, on 16 May 2016
- Rugby World Cup and TNI Corporate Plan, 18 July 2016, 4 October 2016 and 9 March 2017
- Resource pressures and strategic priorities, on 13 January 2017

The Board focused on the strategic objectives of Tourism NI and monitored performance against these targets. The Board received management information reports including Financial and Risk Management to discharge its duties.

The Board, in discharging its responsibilities, delegates the day to day management of Tourism NI to the Senior Management Team (SMT), which consists of a Chief Executive, and six Executive Directors. The SMT is responsible for implementing the strategy of the organisation and formulating robust policies and strategies in pursuance of corporate aims and objectives.

The Director for Corporate Development's role was taken up in August 2016 via secondment from the NICS.

Conflicts of Interest

All interests of both Board members and SMT are recorded on a Register of Interests. This is updated as any new appointments occur to ensure that any conflict is recognised immediately. Conflicts of interest are also declared at the beginning of all Board and Audit and Risk Assurance Committee meetings and members will excuse themselves from the relevant discussion. Four conflicts of interest were identified in Board meetings during the year. A number of these were recurring items (HMS *Caroline*, Year of Food and Drink and Ulster Grand Prix). On all occasions, if the discussion involved decision making the members would

be excused. There was one occasion when a conflict was declared in the Audit and Risk Assurance Committee. On this occasion, it involved discussion only so the member stayed in attendance.

Tourism NI has a policy for Directorship on external Boards to provide greater clarity for Board members and staff members alike about the process for accepting invitations to sit on external Boards.

The process for dealing with conflicts of interest is held centrally by HR and is available to all staff.

Key Issues Considered by the Board

During the 2016/17 year, the Board considered the following key issues:

- Development and approval of the annual Operating Plan and budget allocation against organisational priorities and resulting pressures
- Quarterly review of performance – Operating Plan, management accounts and risk management
- 2015/16 Annual Report and Accounts and Northern Ireland Audit Office (NIAO) Report to Those Charged with Governance
- Annual Report of Audit and Risk Assurance Committee, and Audit Committee Self-Assessment Report
- Language Policy
- Rugby World Cup Bid
- Update on Year of Food and Drink 2016 and Legacy Planning
- NI Brand and ROI Market Update
- VisitBritain Strategic Partnership
- Capital Funding (including HMS *Caroline*, St Columb's Cathedral School)

- Tourism Performance Update
- Review and Approval of Direct Award Contracts > £30,000
- Hospitality Skills – Findings of DEL Skills Audit
- Tourism Growth Fund
- Business Tourism
- Response to NI Economic Strategy Consultation
- Progress on Single Voice for Tourism
- Approach to Planning Consultations
- Organisational Structure and TNI Values and Behaviours
- Draft Tourism Strategy
- Tourism Barometer
- TNI/TIL Partnership and Market Engagement Programme
- Consultation Response to the Programme for Government
- Airbnb Impact on Certification Activity
- Screen Tourism
- Online Platform Delivery Update
- Presentations from Various Stakeholders

The Board hosted dinners in April 2016, August 2016, September 2016 and January 2017 with groups of invited stakeholders in Dublin, Belfast, Enniskillen and Strangford, respectively. The Board also attended a working dinner with the Board of Tourism Ireland in December 2016; DfE representatives were also present.

2.2 INDEPENDENT REVIEW OF TOURISM NI AND WIDER TOURISM STRUCTURES

On 14 November 2013, the Minister for Enterprise, Trade and Investment announced a review of Tourism NI and wider tourism structures. The review was independent and was led

by a retired Permanent Secretary of the Department of Finance (John Hunter); it was later to be known as the 'Hunter Report'.

A report was produced in July 2014 containing some 33 recommendations. All recommendations have now been either completed or now form part of the day to day activity of Tourism NI and its tourism partners.

The full report and recommendations are available on the DfE website at www.economy-ni.gov.uk.

2.3 THE TOURISM NI AUDIT AND RISK ASSURANCE COMMITTEE

The work of the Board is supported and advised by an Audit and Risk Assurance Committee. The Committee includes three non-executive members and one independent. The Chief Executive, Director of Finance, Director of HR and Organisational Development, Finance Manager, Internal Audit Service (IAS) and External Audit (NIAO) and a representative from DfE are all invited to attend all meetings. The Committee supports the Board and the Accounting Officer by reviewing the comprehensiveness, reliability and integrity of assurances in meeting the Board's and Accounting Officer's responsibilities. This includes the Risk Management Framework and Internal Control Environment. The Committee reviews the Annual Report and Financial Statements before submission to the Board to ensure a true and fair view of the financial position is presented.

The Audit and Risk Assurance Committee was chaired by Colin Neill.

During 2016/17, the Audit and Risk Assurance Committee met a total of four times. Details of the attendance of members during the year is shown on the next page.

Audit Member	Meetings Attended	Out of a Possible
Katy Best	2	4
Colin Neill	4	4
Angelina Fusco	3	4
Brian McClure (Independent)	4	4
Colette Goldrick	1	1

There were regular meetings between the Chairman and both the NIAO and head of IAS during the year.

In June 2017, the Committee undertook a self-assessment review based on the National Audit Office Self-Assessment Checklist (Jan 2012). The review covered five principles: the Role of the Audit Committee; Skills; Scope of Work; Communication; and Membership, Independence, Objectivity & Understanding. The assessment concluded that the Audit and Risk Assurance Committee is effective at supporting the Board. A full review of the Audit Committee Terms of Reference was carried out. No significant issues were highlighted during the assessment.

The Audit and Risk Assurance Committee members attended training during the year.

The Tourism NI Audit and Risk Assurance Committee Reports

Matters considered by the Committee included the following:

- NIAO Report to Those Charged with Governance 2015/16;
- NIAO Audit Strategy 2016/17;
- Review and discussion of the Quarterly Risk Management reports;
- Approval of the Internal Audit Plan 2016/17 and review

of all Internal Audit reports completed during the year, including the Annual Report and Opinion 2016/17;

- Review and discussion of all outstanding Internal Audit recommendations;
- Audit and Risk Assurance Committee self-assessment;
- Pay and Pensions issue; and
- Organisational restructure.

The Board is also supported by three sub-committees: a Marketing Committee, a Strategic Partnership Committee and a Casework Committee. The committees meet on an ad hoc basis with a responsibility of reviewing and recommending for Board approval issues aligned with their specific Terms of Reference.

Katy Best is an observer on the Board of VisitBritain and attends regularly.

2.4 THE SENIOR MANAGEMENT TEAM

During the year, the Senior Management Team meets as follows:

- Quarterly to formally review the Operating Plan, budget and risk management and for oversight/review of progress on key projects;
- Monthly to review the budget, financial performance and to monitor risk and progress on key projects; and
- Weekly to discuss ongoing operational issues and to review and approve business cases and funding for projects.

2.5 BUSINESS PLANNING

The annual Operating Plan is a key reference tool for setting organisational aims and objectives. It provides the framework to ensure that Tourism NI makes best use of available financial, staff, and technological resources and that budgets are aligned to the plan following a robust

budget challenge process. The budget process challenges managers to demonstrate efficiency and value for money in the provision of services to meet the needs of our stakeholders.

Tourism NI's annual Operating Plan is set in the context of the 4-year Corporate Plan and the Programme for Government. The 2016/17 Operating Plan was approved by the Board, and the Department for the Economy (DfE). Formal reporting to the Board and DfE is on a quarterly basis against Operating Plan objectives and budget.

The Board and the SMT regularly review and monitor performance against business objectives and challenge managers at all levels to ensure business targets and objectives are achieved.

2.6 RISK MANAGEMENT

Tourism NI aims to manage risk at a reasonable level to achieve its policies, aims and objectives. As Accounting Officer, it is my responsibility to ensure that an appropriate risk management process is in place within the organisation to assist with the decision making process. We do not aim to eliminate all risk, but we do aim to mitigate and manage risks through risk management strategies and policies.

Risk management is fully incorporated into the corporate planning and decision making processes and Tourism NI has in place a Corporate Risk Register that is reviewed by the SMT on a monthly basis. The appropriate action plans are put in place to manage and mitigate risks to ensure objectives and targets are achieved.

The Risk Register is updated on a regular basis taking account of any new risks identified by the SMT and with any new information on existing risks.

The Risk Register is presented to the Board and Audit and Risk Assurance Committee in order to monitor and review any significant risks that could prevent TNI achieving its strategic goals. The Audit and Risk Assurance Committee has responsibility for ensuring an appropriate risk management

process is embedded throughout the organisation and that appropriate training is given to support this. Risks are proactively managed at business unit level.

The Tourism NI Risk Register is reported to DfE through their Audit and Risk Assurance Committee and through to Oversight and Liaison Committee meetings.

2.7 ANNUAL ASSURANCE STATEMENTS

As Accounting Officer, I have to provide Annual Assurance Statements to DfE regarding the system of Internal Controls. This is supported by regular accountability meetings with senior DfE officials which monitor organisational progress against plans and targets. This is also supplemented by meeting with the Board Chairman, the Chief Executive, and DfE officials after every Board meeting.

As part of the Assurance process for DfE, I have delegated responsibility to Directors and other senior managers to provide me with mid-year and annual assurance statements in respect of their compliance with corporate governance arrangements, within their respective areas of responsibility.

2.8 DATA SECURITY

As Accounting Officer, I have overall responsibility for ensuring that information used for operational and reporting purposes is handled appropriately and that risks are assessed and mitigated to an acceptable level. This responsibility is discharged through the Chief Digital Officer, who is the Senior Information Risk Officer (SIRO) who provides focus for the management of information risk at SMT and Board level, and has responsibility for the overall information risk policy and for advising the Accounting Officer on the information risk aspects of the governance arrangements. The SIRO is supported in this role by the IT Manager who has day to day responsibility for information management and security; the integrity of electronic information; and contingency and business continuity arrangements. A letter of assurance is provided to DfE on information governance on an annual basis. There have been no data losses during the 2016/17 financial year.

2.9 INTERNAL AUDIT

The Internal Audit function for Tourism NI is undertaken by the Internal Audit Service (IAS), Department for the Economy. Internal audit services are delivered in accordance with Public Sector Internal Audit Standards. The work of IAS is informed by an analysis of the risks to which Tourism NI is exposed. The annual Audit Plan is based on this risk analysis and is designed to provide regular Internal Audit Reviews and assessment on our systems, processes and procedures.

Of the six audits scheduled for 2016/17, one was brought forward from 2015/16, four were Satisfactory, one was Limited and one was deferred into 2017/18. All recommendations accepted by management are in the process of being implemented or they have already been implemented.

A Limited opinion was given to the Regulatory Inspections Review as a result of not meeting statutory inspection targets in line with the Tourism (Northern Ireland) Order 1992. A follow-up audit is scheduled for Q3 2017/18, and it is anticipated all recommendations will be implemented and the Limited opinion lifted.

The Audit and Risk Assurance Committee provides scrutiny and oversight of the Internal Audit Plans and subsequent Reports and ensures that 'management responses' to recommendations are implemented. All Internal Audit recommendations are held centrally and their progress closely monitored and challenged. Annually, IAS provides Tourism NI with a report on their activity. This report includes their independent opinion on the adequacy and effectiveness of Tourism NI's risk management, control and governance processes.

The overall audit opinion for 2016/17 was Satisfactory.

2.10 EXTERNAL AUDIT

The External Audit of our Statutory Financial Statements is undertaken by the Northern Ireland Audit Office (NIAO), in accordance with Auditing Standards issued by the Auditing Practice Board, the Financial Reporting Manual (FRM) and other government guidance. This independent scrutiny of the Financial Statements against government Audit Standards provides me with additional assurance in respect of financial regularity.

The External Audit Strategy for 2016/17 and the Report to Those Charged with Governance (RTTCWG) for 2015/16 have been presented to the Audit and Risk Assurance Committee. As Accounting Officer, I can confirm that all recommendations included within the RTTCWG have been accepted and have been implemented or are currently being progressed.

2.11 QUALITY OF DATA USED BY TOURISM NI BOARD

The Tourism NI Board uses information based on a number of data sources. In relation to performance targets, the Board draws assurance from the fact that a number of the data sources used are also utilised for the publication of official or national statistics. Tourism NI also commissioned independent economic appraisals for capital investment decisions and for the evaluation of key activities such as events. Data relating to finance and HR is derived from systems that are subject to regular scrutiny by DfE's Internal Audit Service. Information received by the Board allows the Board to discharge its duties with regard to its assurance needs, its decision making and its accountability obligations.

2.12 MINISTERIAL DIRECTIONS

There were no Ministerial or Departmental Directions received in 2016/17.

2.13 FINANCIAL MANAGEMENT

The organisational financial management arrangements conform to the requirements of Managing Public Money and other directions issued by the Department for the Economy. The Director of Finance has responsibility at SMT level for the proper management of the organisation's finances. Responsibility is delegated for the management of finances to Directors through the allocation of budgets. The Director of Finance is supported in this role by the Finance Manager, who is responsible for providing detailed financial procedures, guidance and financial advice for Managers, as well as maintaining effective systems of budgetary control and financial reporting.

The Northern Ireland Assembly was dissolved as from 26 January 2017 for an election which took place on 2 March, on which date Ministers also ceased to hold office. An Executive was not formed following the election within the period specified in the legislation. As a consequence, a Budget Act is not yet in place for 2017/18. In the absence of a budget for 2017/18 determined by an Executive, Section 59 of the Northern Ireland Act 1998 and Section 7 of the Government Resources and Accounts Act (Northern Ireland) 2001 provide for the Permanent Secretary of the Department of Finance to issue cash to departments from the NI Consolidated Fund, which will then be passed on to respective NDPBs. These powers are an interim measure designed to ensure that services can be maintained until such times as a budget is agreed and a Budget Act passed.

The 2017/18 baseline budget was reduced by 2%. This reduction has resulted in the operational plan targets being realigned against reduced budget. A risk has now been added to the Risk Register highlighting the possibility that Tourism NI may not achieve the outcomes as outlined in the Programme for Government.

2.14 FRAUD POLICY

Tourism NI promotes an anti-fraud culture which requires all staff to act with honesty and integrity at all times and to take appropriate steps to safeguard public assets. Tourism NI has implemented a range of policies and procedures that are designed to ensure probity and business integrity, and minimise the likelihood and impact of incidents of fraud arising. The Director of Finance is responsible for managing the Fraud Policy and the Fraud Response Plan. All reported suspected and actual frauds are fully investigated and robust actions are taken where fraud can be proven.

3. GOVERNANCE ISSUES ARISING DURING THE YEAR

3.1 INTERNAL AUDIT ISSUES

There was one Limited opinion issued in 2016/17 in relation to Regulatory Inspections. All recommendations are being implemented by management and it is hoped the Limited opinion will be lifted in 2017/18.

3.2 OTHER GOVERNANCE ISSUES

There have been no significant other governance issues raised in 2016/17.

There were five cases of attempted fraud during the 2016/17 year. These are outlined below.

There were three cases of attempted fraud through a phishing attempt for a payment. There was no loss as the payment transfer was identified as fraudulent.

There were two cases of attempted fraud through receipt of scam invoices. There was no loss as the invoices were very quickly identified as fraudulent.

Finance staff were reminded to remain vigilant at all times and to report any suspicious activity as soon as possible.

4. CONCLUSION

As Accounting Officer, I also have responsibility for reviewing the effectiveness of the governance arrangements. This review is informed by Executive Directors within Tourism NI who have responsibility for the development and maintenance of the governance framework and the work of Internal and External Auditors and their comments and recommendations. I have advised the Audit and Risk Assurance Committee of my review of the governance arrangements and my plans for continuous improvement of the governance arrangements.

Beyond those specific issues listed in Section 3, I can confirm that there have been no other governance issues identified during the year that are considered significant in relation to Tourism Northern Ireland's overall ability to achieve its corporate aims and objectives and that the governance arrangements, as detailed above, provide assurances of the effectiveness of the systems of corporate governance in place within Tourism NI.

Tourism NI continues to review and strengthen its governance and internal controls arrangements in line with government guidance, audit recommendations and best practice.

Remuneration & Staff Report

The Remuneration and Staff Report sets out Tourism NI's remuneration policy for our Board members and Senior Management Team (SMT), reports on how that policy has been implemented and details the amounts awarded to Board members and the SMT. It also provides details on remuneration and staff that the Northern Ireland Assembly and others see as key to accountability.

Remuneration Policy

Chairman and Board Members

The Chairman and Board members are appointed in accordance with the Code of Practice of the Office of the Commissioner for Public Appointments for Northern Ireland. The Chairman and Board members are appointed for a fixed period of up to three years. Thereafter they may be re-appointed in accordance with the Code of Practice.

The remuneration of the Chairman and Board is set by the Department for the Economy (DfE). Increases are calculated in line with the recommendations of the Senior Salaries Review Board. There are no arrangements in place for the payment of a bonus. Neither the Chairman nor any Board member receives pension contributions from Tourism NI or DfE. Tourism NI reimburses the Chairman and Board members for any incidental expenses incurred for carrying out their duties relevant to the organisation.

Remuneration and Pension Entitlements – Audited

Remuneration (including salary) and Pension Entitlements – Board Members

	2016/17			2015/16		
	Salary	Benefits in Kind	Total	Salary	Benefits in Kind	Total
	£000	£000	£000	£000	£000	£000
Terence Brannigan Chairman	25-30	-	25-30	25-30	-	25-30
Katy Best Board Member	5-10	-	5-10	5-10	-	5-10
Colette Goldrick* Board Member	0-5	-	0-5	5-10	-	5-10
Michael McQuillan Board Member	5-10	-	5-10	5-10	-	5-10
Angelina Fusco Board Member	5-10	-	5-10	5-10	-	5-10
Terry McCartney Board Member	5-10	-	5-10	5-10	-	5-10
Michele Shirlow Board Member	5-10	-	5-10	5-10	-	5-10
Geoff Wilson Board Member	5-10	-	5-10	5-10	-	5-10
Colin Neill Board Member	5-10	-	5-10	5-10	-	5-10

* Colette Goldrick resigned on 30 June 2016

Note: Tourism NI Board members do not have any pension entitlements.

Chief Executive and Senior Management Team

Progression for the Chief Executive is in accordance with the Senior Civil Service (SCS) Pay Strategy 2008, which is consistent with Cabinet Office guidelines. The Chief Executive's remuneration is subject to pay band minima and maxima in line with pay arrangements in place for SCS staff. The effective date for pay award is 1 April each year.

Members of the Senior Management Team are paid in line with the Northern Ireland Civil Service pay agreement. Their performance against previously agreed targets is assessed annually by the Chief Executive. Pay increases are entirely performance based.

Directors are normally placed on the bottom point of a five-point scale on appointment. Thereafter, there is annual incremental progression, based on performance, until the maximum of the scale is reached. A common incremental date of 1 August is used for all Directors.

Service Contracts

The Chief Executive and the Senior Management Team appointments are made in accordance with Tourism NI's recruitment and selection policy. The policy requires appointments to be made on merit and on the basis of fair and open competition.

The normal retiring age is 65, although staff may retire at any time after age 60 with no diminution of earned pension benefits. Policy relating to notice periods is contained in Tourism NI's Staff Handbook.

Remuneration (including salary) and Pension Entitlements – Senior Management Team

	2016/17				2015/16			
	Salary	Benefits in Kind	Pension Benefits	Total	Salary	Benefits in Kind	Pension Benefits	Total
	£000	(to nearest £100)	(to nearest £1000)	£000	£000	(to nearest £100)	(to nearest £1000)	£000
John McGrillen Chief Executive	95-100	-	841	935-940	70-75 (95-100 FYE)	-	25	95-100
David Thomson* Interim Chief Executive	-	-	-	-	10-15 (85-90 FYE)	-	-	10-15
Kathryn Thomson* Chief Operating Officer	-	-	-	-	60-65 (65-70 FYE)	-	19	75-80
Louise Kearney Director of HR	50-55	-	16	65-70	50-55	-	16	65-70
Laura McCorry Director of Product Development	50-55	-	15	65-70	50-55	-	17	65-70
Stephen Finlay* Director of Corporate Development	-	-	-	-	40-45 (45-50 FYE)	-	25	65-70
Susie McCullough* Director of Business Support and Events	-	-	-	-	5-10 (50-55 FYE)	-	3	5-10
Naomi Waite Director of Marketing	45-50	-	15	60-65	45-50	-	16	60-65
Jill McKee* Acting Director of Finance	45-50	-	15	60-65	0-5 (45-50 FYE)	-	6	5-10
Una Foy* Acting Director of Finance	15-20 (45-50FYE)	-	21	35-40	-	-	-	-
Aine Kearney Director of Business Support and Events	45-50	-	15	60-65	35-40 (45-50 FYE)	-	12	50-55

The Director of Corporate Development's role was taken up in August 2016 via secondment from NICS.

* David Thomson was appointed interim Chief Executive on 15 September 2014 and resigned on 27 May 2015

* Kathryn Thomson resigned on 29 February 2016

* Stephen Finlay resigned on 1 February 2016

* Susie McCullough resigned on 31 May 2015

* Jill McKee was appointed Acting Director of Finance on 14 March 2016

* Una Foy was appointed maternity cover for Acting Director of Finance on 3 November 2016

Note: the value of pension benefits accrued during the year is calculated as (the real increase in pension multiplied by 20) plus (the real increase in any lump sum) less (the contributions made by the individual). The real increases exclude increases due to inflation or any increases or decreases due to a transfer of pension rights.

Salary

'Salary' includes gross salary; overtime; recruitment and retention allowances; private office allowances and any other allowance to the extent that it is subject to UK taxation and any ex-gratia payments. This report is based on payments made by Tourism NI and thus recorded in these accounts.

Bonuses

During the year 2016/17 there were no bonuses paid (2015/16 - £nil) to the Chief Executive and Senior Management Team.

Benefits in Kind

The monetary value of benefits in kind covers any benefits provided by the employer and treated by HM Revenue and Customs as a taxable emolument. Neither members of the Board nor senior management received any benefits in kind during 2016/17 (2015/16 - £nil).

Pension Entitlements

	Accrued Pension as at 31 March 2017	Real Increase in Pension	Accrued Lump Sum	Real Increase in Lump Sum	CETV as at 31 March 2017	CETV as at 31 March 2016	Real Increase in CETV
	£000	£000	£000	£000	£000	£000	£000
John McGrillen Chief Executive	45-50	37.5-40	75-80	75-80	715	17	687
Louise Kearney Director of HR	5-10	0-2.5	0-5	<0	106	94	7
Laura McCorry Director of Product Development	5-10	0-2.5	0-5	<0	66	56	4
Naomi Waite Director of Marketing	0-5	0-2.5	0-5	0-5	36	26	6
Jill McKee Director of Finance	0-5	0-2.5	0-5	0-5	26	16	7
Una Foy Director of Finance	0-5	0-2.5	0-5	0-5	14	-	12
Aine Kearney Director of Business Support and Events	0-5	0-2.5	0-5	0-5	29	20	4

Note: the real increase figure shows adjustment for inflation. The CETV real increase also shows an adjustment for changes in market investment factors. Tourism NI Board members do not have any pension entitlements.

Pensions

Tourism NI participates in the Local Government Pension Scheme (LGPS) for senior staff, which is also available to all employees. From 1 April 2015, the scheme changed to become a career average revalued earnings scheme which means that all active members will 'bank' pension savings each year into their pension accounts. The amount of pension banked each year from 1 April 2015 will equal 1/49th of the member's pensionable pay.

All current active members were moved to the new scheme on 1 April 2015 and will therefore have a pension at retirement composed of two elements: a final salary pension (on either 1/80th accrual and/ or 1/60th accrual) and a career average revalued earnings pension. The final salary pension will be calculated on the final pay at retirement (less overtime and additional hours' payments). This is known as the 'final salary link'. Those members who were within 10 years of retirement at 1 April 2012 have a protection called the 'statutory underpin'. This means that if they would have been better off under the old final salary scheme an additional amount of pension will be paid into their pension account at retirement or on reaching their old normal pension age (usually age 65).

From 1 April 2015, the death grant of an active member changes from being three times pensionable pay to being three times Assumed Pensionable Pay (APP). If the active member under the 2015 scheme also has deferred benefits or a pension in payment, then only the highest death grant is payable and not the sum of all death grants. Survivors' pensions continue to be payable to eligible parties. These benefits are generally calculated on a fraction of the deceased member's pensionable pay times the period of membership in the scheme plus an enhancement to take account of each year that could have been worked from the date of death to the deceased member's NPA. Medical retirement is possible in the event of serious ill health. In this case pensions are brought into payment early.

The scheme is funded by contributions made by both employees and employers. An actuarial valuation of the scheme is carried out every three years and the results of this valuation determine employers' contribution rates for the next three years. The valuation for the three years ended 31 March 2016 set the employers' contribution rates at 18%, 19% and 20% from 1 April 2017 and the following two years. Tiered employee contribution rates were introduced from 1 April 2009 and the employee contribution rates for 2016/17 are outlined below.

Pensionable Pay	Employee Contribution Rate 2016/17
Up to £14,000	5.5%
£14,001 to £21,300	5.8%
£21,301 to £35,600	6.5%
£35,601 to £43,000	6.8%
£43,001 to £85,000	8.5%
More than £85,000	10.5%

The accrued pension quoted is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member of the scheme if they are at or over pension age. Pension age is 65 for members; however, from 1 April 2015 normal retirement age will no longer be age 65, it will be the same as the state pension age. State pension ages have been increasing and the relevant state pension age can be found at www.gov.uk/calculating-state-pension. This means that the new normal retirement age for benefits built up under the 2015 scheme could be older than age 65. Further details about the LGPS pension arrangements can be found at the website www.nilgosc.org.uk.

The inflation rate used in 2016/17 calculations is 1.0%.

Cash Equivalent Transfer Value (CETV)

A CETV is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when a member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies.

The figures include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the LGPS arrangements. They also include any additional pension benefit accrued to the member as a result of their purchasing additional years of pension service in the scheme at their own cost. CETVs are calculated in accordance with the Occupational Pension Schemes (Transfer Values) (Amendment) Regulations 2008 and do not take account of any actual or potential reduction to benefits resulting in Lifetime Allowance Tax which may be due when pension benefits are taken.

The Real Increase in the Value of the CETV

This is the increase in CETV effectively funded by the employer. It does not include the increase in accrued pension due to inflation or contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the period.

Compensation for Loss of Office and Early Retirement

During 2016/17 there was no compensation paid for loss of office (2015/16 - £nil).

There were two early retirees in 2016/17; however, there was no financial impact to Tourism NI (2015/16 - £nil).

Payments to Past Directors

No payments were made in 2016/17 to past Directors (2015/16 - £nil).

Fair Pay Disclosures - Audited

Tourism NI is required to disclose the relationship between the remuneration of the highest paid Director and the median remuneration of the organisation's workforce.

The banded remuneration of the highest paid Director during the financial year 2016/17 was £95,000 - £100,000 (2015/16 was £95,000 to £100,000). This remuneration was 3.4 times (2015/16 - 3.3) the median remuneration of the workforce, which was £28,498 (2015/16 - £29,783).

	2016/17	2015/16
Remuneration of Highest Paid Director	£95k-£100k	£95k-£100k
Remuneration of Lowest Paid Employee	£15k-£20k	£15k-£20k
Median Employee Remuneration	£28,498	£29,783
Ratio	3:4	3:3

The calculation is based on the gross salary of full-time-equivalent staff as at 31 March 2017 on an annualised basis. It does not include employer pension contributions and the cash equivalent transfer value of pensions.

Staff Report

Analysis of Staff Costs

The following section is subject to audit.

	2016/17	2015/16
	£	£
Wages and Salaries		
Permanent	3,994,966	4,009,239
Others	544,212	322,942
Social Security Costs		
Permanent	365,122	294,488
Others	37,765	22,450
Pension Contributions		
Permanent	720,770	709,689
Others	55,361	27,954
Secondee Costs Reimbursed	(42,008)	-
Staff Costs Charged to Net Expenditure Account	5,676,188	5,386,762

Other costs are made up of temporary and agency staff costs.

Pensions

IAS 19 now requires employers participating in a defined benefit pension scheme to account for their share of assets and liabilities in the scheme. In preparing the Accounts for 2016/17 additional information has been included in note 15 and the valuation at 31 March 2017 has been included in the Statement of Financial Position. The latest full actuarial valuation of the scheme was at 31 March 2016.

Pension benefits are provided through the Local Government Pension Scheme (LGPS). This scheme is a defined benefits fund and is invested in suitable investments, managed by the Northern Ireland Local Government Officers' Superannuation Scheme Committee (NILGOSC).

For both 2016/17 and 2015/16, the contribution rates were 20% for the employer and between 5.5% and 10.5% for the employee.

The total employer contribution paid under the scheme in 2016/17 was £754,792 (2015/16 - £721,086).

The total employer contribution made for the Defined Contribution Scheme provided by Zurich for ROI employees in 2016/17 was £21,339 (2015/16 - £16,556). For both 2016/17 and 2015/16, the contribution rates were 16% for the employer and 6% for the employee.

During 2016/17 no member of staff was granted ill-health retirement (2015/16 – nil).

There were two early retirees in 2016/17; however, there was no financial impact to Tourism NI (2015/16 – nil).

Average Number of Persons Employed

The following section is subject to audit.

	2016/17		2015/16	
	Permanent	Other	Permanent	Other
Business Support and Events	27	4	30	2
Product Development	27	2	25	4
Corporate Development	13	3	17	1
Senior Management Team and Board	14	0	17	0
Organisational Development	13	8	12	4
Marketing	31	8	36	0
Totals	125	25	137	11

Staff Composition (Gender Analysis) as at 31 March 2017

A breakdown of staff in Tourism NI is included below.

	2016/17			2015/16		
	Male	Female	Total	Male	Female	Total
Board Members	5	3	8	5	4	9
Senior Management Team	1	6	7	1	5	6
Employees	36	100	136	30	94	124
Total	42	109	151	36	103	139

Sickness Absence Data

During the year 2016/17 Tourism NI recorded a staff sickness absenteeism rate of 6.0% or 14.9 days per employee (2015/16 – 3.6% or 8.9 days).

Employee Policies

Tourism NI aims to act as a good employer in all matters relating to its responsibilities and obligations for health and safety at work, ensuring that the way business is conducted does not harm the health and safety of staff, visitors, suppliers or third parties and making sure all legal requirements are met.

Tourism NI gives full and fair consideration to applications for employment made by disabled persons, having regard to their particular aptitude and abilities; for the continuing employment of, and for arranging appropriate training for, employees of Tourism NI that have become disabled persons during the period when they were employed by the organisation; and otherwise for the training, career development and promotion of disabled persons employed by Tourism NI.

Equality Policy

Tourism NI is committed to upholding equality of opportunity and regard to the desirability of promoting good relations across persons of different religious belief, political opinion or racial group.

Tourism NI's Equality Policy is developed in accordance with Section 75 and Schedule 9 of the Northern Ireland Act 1998. It is available on www.tourismni.com.

Expenditure on Consultancy

In 2016/17 there was £nil expenditure on consultancy (2015/16 - £nil).

Off-Payroll Engagements (greater than £58,200)

There were no off-payroll payments made in 2016/17 (2015/16 - nil).

Compensation and Exit Packages for All Staff

The following section is subject to audit.

Exit Package Cost Band	Number of Compulsory Redundancies		Number of Other Departures Agreed		Total Number of Exit Packages by Cost Band	
	2016/17	2015/16	2016/17	2015/16	2016/17	2015/16
<£10,000	-	-	-	-	-	-
£10,000 - £25,000	-	-	-	4	-	4
£25,000 - £50,000	-	-	-	5	-	5
Total Number of Exit Packages	-	-	-	9	-	9
Total Resource Cost	-	-	-	£252,100	-	£252,100

There were two early retirees in 2016/17; however, there was no financial impact to Tourism NI (2015/16 – £nil).

Redundancy and other departure costs have been paid in accordance with the provisions of the NICS Voluntary Exit Scheme, a statutory scheme made under the Superannuation Act 1972. Exit costs are accounted for in full in the year of departure. Where the NDPB has agreed early retirements, the additional costs are met by the NDPB and not by the Local Government Pension Scheme. Ill-health retirement costs are met by the pension scheme and are not included in the table.

Assembly Accountability & Audit Report - Audited

The Assembly Accountability and Audit Report brings together the key Assembly accountability documents within the annual report and accounts.

Regularity of Expenditure

Tourism NI's Accounting Officer has overarching responsibility for the propriety and regularity of the public finances and for keeping proper records and for safeguarding the assets of Tourism NI.

In 2016/17, Tourism NI has £nil irregular spend to report, (2015/16 - £nil).

Fees & Charges

The following section is subject to audit.

Certification of Tourist Accommodation	2016/17 £	2015/16 £
Income	80,342	75,130
Cost	(83,788)	(70,212)
Surplus/(Deficit)	(3,446)	4,918

The financial objective of the certification of tourist accommodation is to recover the full cost of providing this service. This objective was not met in 2016/17, as a small deficit was generated.

Grading of Tourist Accommodation	2016/17 £	2015/16 £
Income	62,151	54,979
Cost	(85,844)	(124,461)
Surplus/(Deficit)	(23,693)	(69,482)

The financial objective of the grading of tourist accommodation is to subsidise the cost of providing this service. This objective was met in 2016/17.

Remote Long-Term Liabilities

The following section is subject to audit.

Tourism NI has no remote long-term liabilities to report in 2016/17 (2015/16 - £nil).

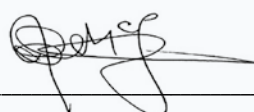
Losses & Special Payments

The following section is subject to audit.

	2016/17 Losses £000	2016/17 Number of Cases over £250k	2016/17 Number of Cases under £250k	2015/16 Losses £000	2015/16 Number of Cases over £250k	2015/16 Number of Cases under £250k
Total	1	0	4	1	0	6

There were no special payments made in 2016/17 (2015/16 - £nil).

Signed:



Accounting Officer

21 September 2017

NORTHERN IRELAND TOURIST BOARD (trading as TOURISM NI)

THE CERTIFICATE AND REPORT OF THE COMPTROLLER AND AUDITOR GENERAL TO THE NORTHERN IRELAND ASSEMBLY

I certify that I have audited the financial statements of the Northern Ireland Tourist Board for the year ended 31 March 2017 under the Tourism (Northern Ireland) Order 1992. The financial statements comprise: the Statements of Comprehensive Net Expenditure, Financial Position, Cash Flows, Changes in Taxpayers' Equity, and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration and Staff Report and the Assembly Accountability and Audit Report that is described in that report as having been audited.

Respective Responsibilities of the Accounting Officer and Auditor

As explained more fully in the Statement of Accounting Officer's Responsibilities, the Accounting Officer is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. My responsibility is to audit, certify and report on the financial statements in accordance with the Tourism (Northern Ireland) Order 1992. I conducted my audit in accordance with International Standards on Auditing (UK and Ireland). Those standards require me and my staff to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the Audit of the Financial Statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the Northern Ireland Tourist Board's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Northern Ireland Tourist Board; and the overall presentation of the financial statements. In addition I read all the financial

and non-financial information in the Annual Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by me in the course of performing the audit. If I become aware of any apparent material misstatements or inconsistencies I consider the implications for my certificate.

I am required to obtain evidence sufficient to give reasonable assurance that the expenditure and income recorded in the financial statements have been applied to the purposes intended by the Assembly and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Opinion on Regularity

In my opinion, in all material respects the expenditure and income recorded in the financial statements have been applied to the purposes intended by the Assembly and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Opinion on Financial Statements

In my opinion:

- the financial statements give a true and fair view of the state of the Northern Ireland Tourist Board's affairs as at 31 March 2017 and of the net expenditure for the year then ended; and
- the financial statements have been properly prepared in accordance with the Tourism (Northern Ireland) Order 1992 and Department for the Economy directions issued thereunder.

Opinion on Other Matters

In my opinion:

- the parts of the Remuneration and Staff Report and the Assembly Accountability and Audit Report to be audited have been properly prepared in accordance with the Department for the Economy directions made under the Tourism (Northern Ireland) Order 1992; and
- the information given in the Performance Report and Accountability Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on Which I Report by Exception

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept; or
- the financial statements and the parts of the Remuneration and Staff Report and the Assembly Accountability and Audit Report to be audited are not in agreement with the accounting records; or
- I have not received all of the information and explanations I require for my audit; or
- the Governance Statement does not reflect compliance with Department of Finance's guidance.

Report

I have no observations to make on these financial statements.



KJ Donnelly
Comptroller and Auditor General
Northern Ireland Audit Office
106 University Street
Belfast
BT71EU

27 September 2017

Northern Ireland
Tourist Board
trading as
Tourism NI

**Financial
Accounts**
for the year ended
31 March 2017

Statement of Comprehensive Net Expenditure

for the year ended 31 March 2017

		2016/17	2015/16
EXPENDITURE	Note	£	£
Staff Costs	3	(5,676,188)	(5,386,762)
Other Expenditure	4	(14,239,429)	(15,366,925)
Depreciation	8	(109,536)	(378,476)
Amortisation	9	(126,007)	(86,532)
Selective Financial Assistance – Grants	5	(1,962,106)	(15,835,143)
Notional Costs		(74,899)	(81,526)
		(22,188,165)	(37,135,364)
INCOME			
EU Income	6	0	14,025,445
Other Operating Income	7	172,134	359,568
		172,134	14,385,013
TOURISM IRELAND			
Paid to Tourism Ireland	6	(12,260,993)	(11,765,000)
Grant Received from DfE	6	12,260,993	11,765,000
		-	-
Net Expenditure		(22,016,031)	(22,750,351)
Interest Receivable		3,799	13,440
Pension Interest Income/(Charge)		(136,000)	(178,000)
Corporation Tax		(760)	(2,688)
Credit in Respect of Notional Charges		74,899	81,526
Net Expenditure After Interest and Tax		(22,074,093)	(22,836,073)

The notes on pages 53 to 71 form part of these accounts.

Other Comprehensive Net Expenditure

Items which will not be reclassified to net operating costs	Note	2016/17 £	2015/16 £
Actuarial Gain / (Loss) on Pension Scheme Liabilities	15	(3,208,000)	1,884,000
Net Gain / (Loss) on Revaluation of Property, Plant and Equipment	8 & 9	(16,380)	(6,153)
Comprehensive Expenditure for the Year Ended 31 March 2017		(25,298,473)	(20,958,226)

The notes on pages 53 to 71 form part of these accounts.

Statement of Financial Position

as at 31 March 2017

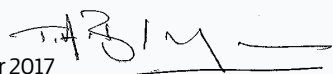
	Note	2016/17 £	2015/16 £
NON-CURRENT ASSETS			
Property, Plant and Equipment	8	655,402	412,737
Intangible Assets	9	0	24,653
TOTAL NON-CURRENT ASSETS		655,402	437,390
CURRENT ASSETS			
Trade and Other Receivables	11	8,055,158	6,633,882
Cash and Cash Equivalents	12	790,181	202,470
TOTAL CURRENT ASSETS		8,845,339	6,836,352
TOTAL ASSETS		9,500,741	7,273,742
CURRENT LIABILITIES			
Trade Payables and Other Current Liabilities	13	(5,982,613)	(6,200,141)
TOTAL CURRENT LIABILITIES		(5,982,613)	(6,200,141)
NON-CURRENT ASSETS PLUS NET CURRENT LIABILITIES		3,518,128	1,073,601
NON-CURRENT LIABILITIES			
Provisions	14	(450,000)	(20,000)
Pension Liabilities	15	(7,632,000)	(4,279,000)
TOTAL NON-CURRENT LIABILITIES		(8,082,000)	(4,299,000)
TOTAL ASSETS LESS LIABILITIES		(4,563,872)	(3,225,399)
TAXPAYERS' EQUITY			
General Reserve		(4,792,910)	(3,470,817)
Revaluation Reserve		229,038	245,418
TOTAL EQUITY		(4,563,872)	(3,225,399)

The notes on pages 53 to 71 form part of these accounts.

The financial statements on pages 48 to 52 were approved by the Board on 21 September 2017 and were signed on its behalf by

Chairman

21 September 2017



Chief Executive

21 September 2017



Statement of Cash Flows

for the year ended 31 March 2017

	Note	2016/17 £	2015/16 £
CASH FLOWS FROM OPERATING ACTIVITIES			
Net Deficit after Interest and Tax		(22,074,093)	(22,836,073)
ADJUSTMENTS FOR NON-CASH TRANSACTIONS			
Amortisation	9	126,007	86,532
Depreciation	8	109,536	378,476
Pension Interest Charge		136,000	178,000
Non-Cash Actuarial Pension Charges		9,000	34,000
Loss/(Profit) on Disposal of Fixed Asset		63,021	(97)
(Increase)/Decrease in Trade and Other Receivables	11	(1,421,276)	(5,176,445)
Increase/(Decrease) in Trade Payables	13	(217,528)	(3,084,699)
Increase/(Decrease) in Provision	14	430,000	20,000
NET CASH OUTFLOW FROM OPERATING ACTIVITIES		(22,839,333)	(30,400,306)
CASH FLOWS FROM INVESTING ACTIVITIES			
ADJUSTMENT FOR NON-CASH TRANSACTIONS			
Proceeds on Disposal of Fixed Asset		-	97
Purchase of Intangible Assets	9	-	-
Purchase of Property, Plant and Equipment	8	(532,956)	-
NET CASH OUTFLOW FROM INVESTING ACTIVITIES		(532,956)	97
CASH FLOWS FROM FINANCING ACTIVITIES			
Government Grant from Sponsoring Department		23,960,000	27,509,000
NET FINANCING		23,960,000	27,509,000
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS IN THE YEAR	12	587,711	2,891,209
CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR	12	202,470	3,093,679
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	12	790,181	202,470

The notes on pages 53 to 71 form part of these accounts.

Statement of Changes in Taxpayers' Equity

for the year ended 31 March 2017

	Note	General Reserve £	Revaluation Reserve £	Total Reserves £
BALANCE AT 31 MARCH 2015		(9,809,316)	251,571	(9,557,745)

CHANGES IN TAXPAYERS' EQUITY 2015/16

Net Gain/(Loss) on Revaluation of Property, Plant and Equipment		-	(6,153)	(6,153)
Opening Balance Adjustment - Fixed Assets		(218,428)	-	(218,428)
Actuarial Gain/(Loss)	15	1,884,000	-	1,884,000
Auditor's Remuneration		(28,500)	-	(28,500)
Comprehensive Expenditure for the Year		(22,807,573)	-	(22,807,573)
Grant-in-Aid from DfE		27,509,000	-	27,509,000
TOTAL RECOGNISED INCOME AND EXPENSE FOR 2015/16		6,338,499	(6,153)	6,332,346

BALANCE AT 31 MARCH 2016		(3,470,817)	245,418	(3,225,399)
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CHANGES IN TAXPAYERS' EQUITY 2016/17

Net Gain/(Loss) on Revaluation of Property, Plant and Equipment		-	(16,380)	(16,380)
Actuarial Gain/(Loss)	15	(3,208,000)	-	(3,208,000)
Auditor's Remuneration		(28,500)	-	(28,500)
Comprehensive Expenditure for the Year		(22,045,593)	-	(22,045,593)
Grant-in-Aid from DfE		23,960,000	-	23,960,000
TOTAL RECOGNISED INCOME AND EXPENSE FOR 2016/17		(1,322,093)	(16,380)	(1,338,473)

BALANCE AT 31 MARCH 2017		(4,792,910)	229,038	(4,563,872)
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The notes on pages 53 to 71 form part of these accounts.

Notes to the Accounts

for the year ended 31 March 2017

1. Statement of Accounting Policies

Basis of Preparation

These financial statements have been prepared in accordance with the 2016/17 Government Financial Reporting Manual (FReM) issued by the Department of Finance. The accounting policies contained in the FReM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context. Where the FReM permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the particular circumstances of Tourism NI for the purpose of giving a true and fair view has been selected. The particular policies adopted by Tourism NI are described below. They have been applied consistently in dealing with the items that are considered material to the accounts.

Accounting Convention

The accounts have been prepared under the historical cost convention modified to account for the revaluation of property, plant and equipment, and intangible assets.

Financing

The Department for the Economy (DfE) is the parent department of Tourism NI. DfE provides Tourism NI with its Grant-in-Aid during the year to enable Tourism NI to discharge its duties, powers and functions under the agreed Operating Plan and budget. Grant-in-Aid is credited to Reserves.

Income from Activities

Income from activities represents the invoiced amount of goods sold or services provided (net of VAT) and includes fees collected from statutory inspection activities, non-statutory star grading of accommodation, the sale of WorldHost training materials and income attributable to promotion and exhibiting at trade events.

Property, Plant and Equipment, Intangible Assets, Depreciation and Amortisation

- (i) All property, plant and equipment have been valued on net current replacement costs as a proxy guide to fair value with the exception of paintings, which have been valued by John Ross & Co., Auctioneers & Valuers.

Indices supplied by the Office for National Statistics are used to calculate the net current replacement cost.

The de minimis level for capitalisation of all categories of property, plant and equipment is £1,000. TNI policy is to 'group' assets by category, i.e. when the total cost of all individual items purchased together exceeds the de minimis level, they are capitalised.

- (ii) Intangible Assets – computer licences for internal recording and reporting systems are capitalised as intangible assets. The de minimis level for capitalisation of an intangible asset is £1,000.

They are amortised over a period of three to five years on a straight-line basis.

- (iii) Depreciation and amortisation is provided on property, plant and equipment and intangible assets at rates calculated to write off the cost of each asset evenly over its expected useful life as follows:

Furniture and Equipment	10 years
Motor Vehicles	4 years
Leasehold Fixtures and Fittings	Over the lease term
Computer Equipment/Software	3 to 5 years
Computer Licences	Over the licence period

-
- (iv) All works of art held by Tourism NI are included in the Statement of Financial Position – 12 paintings and 1 print. The paintings have been composed by Irish artists of the 19th and 20th centuries and depict scenes of Northern Ireland. All works of art are regularly valued but not depreciated.
- (v) Tourism NI assesses at each year-end date whether there is any objective evidence that a financial asset or group of financial assets classified as available-for-sale or loans and receivables is impaired. A full year of depreciation is provided on assets in the year of their purchase unless it is deemed prudent not to do so.

Prepayments

The de minimis threshold for any prepayments is set at £500.

Events

Where Tourism NI has entered into an agreement to support an event, and payment(s) are made prior to the event taking place, the expenditure is recognised in the year of payment.

Provisions

Tourism NI makes provisions for liabilities and charges where, at the year-end date, a legal or constructive liability exists (that is, a present obligation from past events exists), where the transfer of economic benefits is probable and a reasonable estimate can be made.

EU Income

All EU receipts relating to core expenditure are treated as accruing resources in support of expenditure incurred, that is, budgeted receipts or income surrenderable but retained.

Contingent Liabilities

In addition to contingent liabilities disclosed in accordance with IAS 37, Tourism NI discloses for Assembly reporting and accountability purposes certain statutory and non-statutory contingent liabilities where the likelihood of a transfer of economic benefit is remote, but which have been reported to the Assembly in accordance with the requirements of Managing Public Money Northern Ireland.

Where the time value of money is material, contingent liabilities which are required to be disclosed under IAS 37 are stated at discounted amounts and the amount reported to the Assembly separately noted. Contingent liabilities that are not required to be disclosed by IAS 37 are stated at the amounts reported to the Assembly.

Accounting Estimates

The use of reasonable estimates is an essential part of the preparation of financial statements and does not undermine their reliability. Changes in accounting estimates result from new information or new developments and, accordingly, are not corrections of errors. The effect of a change in an accounting estimate shall be recognised by including it in Net Expenditure Account in

- a) the period of the change, if the change affects that period; or
- b) the period of the change and future periods, if the change affects both.

Leased Assets

Operating lease payments are charged to the Net Expenditure Account on a straight-line basis over the term of the lease.

Pension Costs

Past and present employees in Northern Ireland are covered by the provisions of the Local Government Pension Scheme. In the year 2016/17, Tourism NI contributed 20% of pensionable pay to the scheme, while staff contributed between 5.5% and 10.5% of pensionable pay.

For those staff employed in the Republic of Ireland from 1 January 2007, a Trust-Based Defined Contribution Scheme has been available for staff to join. The contributions are managed by Zurich Life Assurance Plc and the advisors to the scheme are Towers Watson (Ireland) Limited, trading as Willis Towers Watson. Tourism NI contributed 16% of salary during the year while the staff members will continue to contribute 6%.

Foreign Currencies

Assets and liabilities denominated in foreign currencies have been translated into sterling values at the rate of exchange ruling at the date of the Statement of Financial Position. Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. All exchange differences are taken to the Net Expenditure Account.

Irrecoverable Value Added Tax

Tourism NI is subject to a very limited recovery of VAT on inputs calculated in accordance with a formula agreed with HM Revenue and Customs. Expenditure is charged in the accounts inclusive of VAT. The VAT recoverable is credited to other operating charges.

Selective Financial Assistance Scheme

Under the scheme, Tourism NI is able to provide selective financial assistance in the form of grants, loans or investments in tourism-related projects. Grants paid and payable on expenditure incurred in the year by grant recipients are charged to the Net Expenditure Account under the heading 'Selective Financial Assistance – Grants'.

Financial Instruments

Financial assets and liabilities are recognised in Tourism NI's Statement of Financial Position when Tourism NI becomes a party to the contractual provision of the instrument.

Financial Assets

Financial assets are classified into the following specified categories: at 'fair value through profit or loss' (FVTPL), held-to-maturity investments, 'available-for-sale' (AFS) financial assets and 'loans and receivables'. The classification depends on the nature and purpose of the financial assets and is determined at the time of initial recognition. Tourism NI's financial assets comprise Trade and Other Receivables and Cash and Cash Equivalents, and are classified as Loans and Receivables and are held at cost, which approximates to fair value because of their short maturities.

Financial Liabilities

Financial liabilities of Tourism NI, including Trade and Other Payables, are measured at cost which approximates to fair value because of their short maturities.

Notional Costs

In order to disclose the full cost of activities, notional costs for the provision of the services received from Internal Audit Services of the Department for the Economy (DfE) are included. The 2016/17 notional charge was £74,899 (2015/16 - £81,526).

Adoption of New and Revised Standards

Management has reviewed new accounting standards that have been issued but are not yet effective, nor adopted early for these accounts. Management considers that these are unlikely to have a significant impact on the accounts in the period of initial application.

2. Statement of Net Expenditure by Operating Segment

	Gross Expenditure	Income	Net Expenditure
2016/17	£	£	£
Business Support and Events	5,193,123	169,294	5,023,829
Product Development	2,501,197	-	2,501,197
Organisational Development	7,759,560	-	7,759,560
Corporate Development	828,455	-	828,455
Marketing	5,905,830	2,840	5,902,990
TOTAL	22,188,165	172,134	22,016,031

Reconciliation to SoCNE			
Interest Receivable			(3,799)
Pension Interest (income)/charge			136,000
Corporation Tax			760
Credit in Respect of Notional Charges			(74,899)
TOTAL			22,074,093

	Gross Expenditure	Income	Net Expenditure
2015/16	£	£	£
Business Support and Events	10,020,118	150,192	9,869,926
Product Development	17,946,451	12,262,824	5,683,627
Organisational Development	2,623,828	150,000	2,473,828
Corporate Development	1,440,367	-	1,440,367
Marketing	5,104,600	1,821,997	3,282,603
TOTAL	37,135,364	14,385,013	22,750,351

Reconciliation to SoCNE			
Interest Receivable			(13,440)
Pension Interest (income)/charge			178,000
Corporation Tax			2,688
Credit in Respect of Notional Charges			(81,526)
TOTAL			22,836,073

Business Support and Events Division comprises the following units – Industry Development, Events and Quality and Standards. The Director of the Division reports to the Chief Executive.

Product Development Division comprises the following units – Regional Managers, who cover Northern Ireland's Council Areas, Markets and Product Experiences Development and the Capital Funding team. The Director of the Division reports to the Chief Executive.

Organisational Development Division comprises the following units – HR and Central Services and Computer Services. The Director of the Division reports to the Chief Executive. Finance Unit costs are included in this segment with the Director of Finance reporting directly to the Chief Executive.

Corporate Development Division comprises the following units – Corporate Communications, Research and Evaluation, Business Planning and Improvements and Policy and Insights. The Director of the Division reports to the Chief Executive.

Marketing Division comprises the following units – Visitor Information, Business To Business, Destination Marketing and PR, Republic of Ireland, Social and Digital Media and Golf Sales and Marketing. The Director of the Division reports to the Chief Executive.

3. Staff and Pension Costs

	2016/17 £	2015/16 £
Wages and Salaries	4,539,178	4,332,181
Social Security Costs	402,887	316,938
Other Pension Costs	776,131	737,643
Subtotal	5,718,196	5,386,762

Less Recoveries in Respect of Outward Secondments	(42,008)	-
Total Net Costs	5,676,188	5,386,762
Of which		
Charged to Administration	5,676,188	5,386,762
Charged to Programme	-	-

A breakdown of the above costs into permanent staff and others can be found in the Staff Report within the Accountability Report.

4. Other Expenditure

	2016/17 £	2015/16 £
Marketing, Advertising and Promotions	6,606,988	4,899,590
Events	4,282,327	8,178,509
Press and Public Relations	406,628	332,913
Publications	144,770	141,600
Information Services	842,220	638,308
Staff Development (Training and Recruitment)	96,168	208,317
Premises Costs	362,063	248,716
Operating Leases	379,851	341,986
Printing, Postage, Stationery and Storage	73,133	57,672
Catering and General Office Expenses	129,959	102,076
Hospitality	21,298	15,235
Travel and Subsistence		
Board Members	6,116	4,282
Other Employees	121,437	105,302
Legal Fees	46,681	77,491
Professional Fees	183,755	195,346
Auditor's Remuneration - Audit	28,500	28,500
Voluntary Exit Scheme	-	255,260
Office Move	(3,381)	242,870
Provision for Dilapidations	430,00	-
Exchange Rate (Gain)/Loss	16,843	(707,910)
Bad Debt Written Off	1,052	959
Non-Cash Items		
(Profit)/Loss on Disposal	63,021	(97)
Total Other Expenditure	14,239,429	15,366,925

Marketing, Advertising and Promotions

Marketing expenditure includes approximately £2.2m in respect of marketing campaigns and PR in ROI and NI. A further £1.6m was spent on Digital and Social Media support for the campaigns, PR support and evaluations. The remainder of the funding is to support the tourism industry, including development workshops and development of tourism experiences, and for supporting business tourism in Northern Ireland. There is also funding for Visitor Servicing.

Events

Events expenditure includes £2.9m of expenditure towards a number of global events, which have either been hosted in Northern Ireland or will be in the near future, and the Tourism Events Funding (TEF) Programme, which supports both national and international events held in Northern Ireland and is administered through an application process. The remainder of the expenditure is for Year of Food and Drink and some administration costs. Individual amounts awarded under the TEF Programme and the Year of Food and Drink can be found on the Tourism NI website.

During the year Tourism NI purchases of non-audit services from the Northern Ireland Audit Office were £1,261 (2015/16 - £nil). The services in the 2016/17 year were in relation to the National Fraud Initiative.

5. Selective Financial Assistance

	2016/17 £	2015/16 £
Tourism Development Scheme (TDS) – General	1,783,870	15,579,746
Signature Projects	-	(4,616)
Other	178,236	260,013
Total	1,962,106	15,835,143

In 2016/17 there was no grant expenditure part funded by the EU under the European Regional Development Fund. 2015/16 expenditure includes an EU funding amount of £13,000,457.

Around 85% of TDS capital expenditure in 2016/17 related to the HMS *Caroline* project. Other projects which received funding include Titanic Walkways and the Railway Preservation Society Museum.

6. Grants

6.1 Grants from the European Union

European Regional Development Funds

Tourism NI is awaiting the final drawdown in relation to the European Regional Development Fund (ERDF). This relates to retention monies and is expected to be released in 2017/18 when DfE finalises its account.

6.2 Grant from the Department for the Economy

Tourism NI as a Non-Departmental Public Body has in the year 2016/17 credited the Grants and Grants-in-Aid for revenue purposes as contributions from controlling parties as giving rise to a financial interest in the residual interest of Tourism NI and hence has accounted for them as financing. As a result of this treatment the General Reserve has been credited and not the Statement of Comprehensive Net Expenditure.

During the year, Tourism NI received grants from DfE, on behalf of Tourism Ireland Limited, to the value of £12,260,993 (2015/16 - £11,765,000). The total of this grant was paid to Tourism Ireland Limited in its entirety.

7. Other Operating Income

	2016/17 £	2015/16 £
Statutory Certification Fees and Grading	154,209	129,479
WorldHost, Promotions, Exhibitions	16,825	29,783
Other Income	1,100	200,306
Other Income	172,134	359,568

8. Property, Plant and Equipment

	Leasehold Improvements	Furniture & Equipment	Motor Vehicles	Computers	Paintings	Total
	£	£	£	£	£	£
COST OR VALUATION						
At 1 April 2016	545,575	262,792	-	1,547,965	219,700	2,576,032
Additions at Cost/ Valuation	532,956	-	-	-	-	532,956
Donated	-	-	-	-	1,000	1,000
Indexation	10,797	-	-	394	-	11,191
Transfers*	-	-	-	(829,915)	-	(829,915)
Disposals / Write-off	(545,575)	(257,846)	-	(250,112)	(300)	(1,053,833)
At 31 March 2017	543,753	4,946	-	468,332	220,400	1,237,431
DEPRECIATION						
At 1 April 2016	458,922	262,299	-	1,442,074	-	2,163,295
Charge For Period	106,591	495	-	2,450	-	109,536
Indexation	2,160	-	-	394	-	2,554
Transfers*	-	-	-	(726,474)	-	(726,474)
Disposals	(458,922)	(257,848)	-	(250,112)	-	(966,882)
At 31 March 2017	108,751	4,946	-	468,332	-	582,029
Net Book Value at 31 March 2017	435,002	-	-	-	220,400	655,402
Net Book Value at 31 March 2016	86,653	493	-	105,891	219,700	412,737

Note: all Tourism NI Property, Plant and Equipment assets are owned.

It is anticipated that all paintings will transfer to National Museums Northern Ireland (NMNI) during 2017/18 at nil profit or loss.

*Transfers consist of computer software being transferred from computer hardware category, to correctly classify as Intangible Fixed Assets.

8. Property, Plant and Equipment (cont'd)

	Leasehold Improvements	Furniture & Equipment	Motor Vehicles	Computers	Paintings	Total
	£	£	£	£	£	£
COST OR VALUATION						
At 1 April 2015	562,705	262,792	12,835	1,956,250	219,700	3,014,282
Opening Balance Adjustment	-	-	-	(420,457)	-	(420,457)
Additions at Cost	-	-	-	-	-	-
Indexation	(17,130)	-	-	12,172	-	(4,958)
Disposals / Write-off	-	-	(12,835)	-	-	(12,835)
At 31 March 2016	545,575	262,792	-	1,547,965	219,700	2,576,032
DEPRECIATION						
At 1 April 2015	383,691	261,804	12,835	1,278,281	-	1,936,611
Opening Balance Adjustment	-	-	-	(140,152)	-	(140,152)
Charge For Period	85,416	495	-	292,565	-	378,476
Indexation	(10,185)	-	-	11,380	-	1,195
Disposals	-	-	(12,835)	-	-	(12,835)
At 31 March 2016	458,922	262,299	-	1,442,074	-	2,163,295
Net Book Value at 31 March 2016	86,653	493	-	105,891	219,700	412,737
Net Book Value at 31 March 2015	179,014	988	-	677,969	219,700	1,077,671

Note: All Tourism NI Property, Plant and Equipment assets are owned. Opening balance adjustment relates to incorrect capitalisation and classification in prior year.

9. Intangible Fixed Assets

Intangible assets comprise software licences.

	£
COST OR VALUATION	
At 1 April 2016	456,972
Opening Balance Adjustment	(17,634)
Acquisitions	-
Disposals	(156,243)
Transfers	829,915
Write-off	-
At 31 March 2017	1,113,010
AMORTISATION	
At 1 April 2016	432,319
Opening Balance Adjustment	(15,547)
Charge For Period	126,007
Disposals	(156,243)
Transfers	726,474
Write-off	-
At 31 March 2017	1,113,010
Net Book Value at 31 March 2017	-
Net Book Value at 31 March 2016	24,653

Note: all Tourism NI Intangible assets are owned. Opening balance adjustment relates to incorrect capitalisation and classification in prior year.

	£
COST OR VALUATION	
At 1 April 2015	271,339
Opening Balance Adjustment	185,633
Acquisitions	-
Disposals	-
Transfers	-
Write-off	-
At 31 March 2016	456,972
AMORTISATION	
At 1 April 2015	222,032
Opening Balance Adjustment	123,755
Charge For Period	86,532
Disposals	-
Transfers	-
Write-off	-
At 31 March 2015	432,319
Net Book Value at 31 March 2016	24,653
Net Book Value at 31 March 2015	49,307

10. Financial Instruments

As the cash requirements of Tourism NI are met through Grant-In-Aid provided by DfE, financial instruments play a more limited role in creating and managing risk than would apply to a non-public sector body. The majority of financial instruments relate to contracts to buy non-financial items in line with Tourism NI's expected purchase and usage requirements and Tourism NI is therefore exposed to little credit, liquidity or market risk.

11. Trade and Other Receivables

Amounts Falling Due Within One Year	2016/17 £	2015/16 £
Trade Receivables	18,149	2,689
Prepayments and Accrued Income	171,526	324,806
Tourism Ireland Receivable	1,535,759	-
Other Receivables	40,560	17,223
EU Receivables	6,289,164	-
Total	8,055,158	344,718
Amounts Falling Due After More Than One Year		
EU Receivables	-	6,289,164
Total Receivables at 31 March	8,055,158	6,633,882

12. Cash and Cash Equivalents

	2016/17 £	2015/16 £
Balance at 1 April 2016	202,470	3,093,679
Net Change in Cash and Cash Equivalent Balances	587,711	2,891,209
Balance at 31 March 2017	790,181	202,470
The Following Balances at 31 March Were Held at: Commercial Banks and Cash in Hand	790,181	202,470
Balance at 31 March 2017	790,181	202,470

13. Trade Payables and Other Current Liabilities

Amounts Falling Due Within One Year	2016/17 £	2015/16 £
Accruals	4,130,224	5,075,001
Tourism Ireland Payable	1,535,759	-
Trade Payables	273,336	1,094,290
Deferred Income	35,889	27,672
Corporation Tax	760	2,688
VAT Payable	6,645	490
Total	5,982,613	6,200,141

14. Provisions for Liabilities and Charges

	Legal £
Balance at 1 April 2016	20,000
Provided in Year	430,000
Balance at 31 March 2017	450,000

Analysis of Expected Timing of Provision	Legal £	Total £
Not Later Than One Year	-	-
Later Than One Year and Not Later Than Five Years	450,000	450,000
Later Than Five Years	-	-
Balance as at 31 March 2017	450,000	450,000

Of the above provision, £20k relates to outstanding legal proceedings between Tourism NI and a former employee and

£430k to dilapidations on vacating St Anne's Court premises in June 2016.

15. Pension Commitments

a) Local Government Pension Scheme

The Local Government Pension Scheme (LGPS) Northern Ireland is a funded defined benefit pension scheme, which provides retirement benefits for employees on a career average revalued earnings basis from 1 April 2015. Prior to that date benefits were built up on a 'final salary' basis.

From 1 April 2015, a member builds up retirement pension at the rate of 1/49th pensionable pay for each year. Pension benefits in relation to membership between 1 April 2009 and 31 March 2015 were built up at the rate of 1/60th pensionable pay for each year of membership. There is no automatic lump sum provided in respect of membership after 31 March 2009. Pension benefits in relation to any membership before 1 April 2009 were built up at the rate of 1/80th (pension) and 3/80ths (tax-free lump sum) of pensionable pay for each year of membership up to 31 March 2009. At retirement, members may give up some pension for additional lump sum subject to HM Revenue and Customs (HMRC) limits.

As part of a general review of public sector pension schemes from 1 April 2009, the government has introduced changes to the contribution rates. Instead of most people paying a standard contribution rate of 6% of their pensionable pay, there are now different contribution rates for different pay bands. The scheme's professionally qualified actuaries recommended the rates for administrative employees between 5.5% and 10.5% of pensionable pay. Rates can be seen in the Remuneration Report.

Under IAS 19 Tourism NI is required to account for its share of assets and liabilities in the scheme. Added years' discretionary benefits awarded to former employees who retired early are also accounted for as a defined benefit scheme, in accordance with IAS 19. This liability represents the actuarial liability of future costs to LGPS in respect of past employees who retired

early. Given projected lifespans this liability will be payable over a number of years.

The latest formal actuarial valuation of the fund was carried out as at 31 March 2016. In calculating Tourism NI's assets and liabilities the fund's actuaries have rolled forward and updated the values calculated at the latest valuation (March 2017). The fund's actuaries had to make a number of assumptions about

events and circumstances in the future meaning that the results of actuarial calculations are subject to uncertainties within a range of possible values.

b) Actuarial Assumptions

The following actuarial assumptions were accepted on the recommendation of the actuary.

As at 31 March Actuarial Assumptions Used	31 March 2017	31 March 2016	31 March 2015	31 March 2014	31 March 2013
Rate of Increase in Pensions	2.0%	1.8%	1.8%	2.4%	2.8%
Rate of Increase in Salaries	3.5%	3.3%	3.3%	3.9%	5.2%
Discount Rate	2.6%	3.5%	3.2%	4.3%	4.5%
RPI Inflation	3.1%	2.9%	2.9%	3.4%	3.7%
CPI Inflation	2.0%	1.8%	1.8%	2.4%	2.8%

Mortality Assumptions

Actuarial Assumptions for Average Future Life Expectancy at the Age of 65	Males 31 March 2017	Males 31 March 2016	Females 31 March 2017	Females 31 March 2016
Current Lifetime (aged 65 at accounting date)	23.2 years	22.3 years	25.8 years	24.8 years
Future Lifetime (aged 45 at accounting date)	25.4 years	24.5 years	28.1 years	27.2 years

Sensitivity Analysis

IAS 19 valuation results depend critically on the principal assumptions used in the calculations. The discount rate used to value the liabilities is prescribed under IAS 19 and the results are particularly sensitive to the discount rate. A reduction in the net discount rate will increase the liabilities as a higher value is placed on benefits in the future.

Regarding mortality assumptions, if longevity improves at a faster rate than allowed for in the assumptions, then a higher value would be placed on the employer's liabilities. Further increases in pensionable pay, inflation and hence pension, more than allowed for in the assumptions, will increase the value of the liabilities.

The approximate impact of changing the key assumptions on the present value of the funded defined benefit obligation as at 31 March 2017 and the projected service cost for the year ended 31 March 2018 are set out below.

Funded LGPS Benefits Discount Rate Assumption

Adjustment to Discount Rate	+0.1% p.a.	-0.1% p.a.
Present Value of Total Obligation (£M's)	34.392	34.845
% Change in Present Value of Total Obligation	-2.0%	2.1%
Projected Service Cost (£M's)	1.051	1.120
Approximate % Change in Projected Service Cost	-3.1%	3.2%

Rate of General Increase in Salaries

Adjustment to Salary Increase Rate	+0.1% p.a.	-0.1% p.a.
Present Value of Total Obligation (£M's)	35.297	34.927
% Change in Present Value of Total Obligation	0.5%	-0.5%
Projected Service Cost (£M's)	1.085	1.085
Approximate % Change in Projected Service Cost	0.0%	0.0%

Rate of Increase to Pensions in Payment and Deferred Pensions Assumption, and Revaluation of Pension Accounts Assumption

Adjustment to Pension Increase Rate	+0.1% p.a.	-0.1% p.a.
Present Value of Total Obligation (£M's)	35.657	34.574
% Change in Present Value of Total Obligation	1.6%	-1.5%
Projected Service Cost (£M's)	1.120	1.051
Approximate % Change in Projected Service Cost	3.2%	-3.1%

Post-Retirement Mortality Assumption

Adjustment to Mortality Age Rating Assumption*	-1 year	+1 year
Present Value of Total Obligation (£M's)	36.138	34.090
% Change in Present Value of Total Obligation	2.9%	-2.9%
Projected Service Cost (£M's)	1.125	1.045
Approximate % Change in Projected Service Cost	3.7%	-3.6%

c) Asset Valuations

The fair value of the assets held by the pension scheme attributable to Tourism NI are analysed as follows:

Assets	Assets at 31 March 2017	Assets at 31 March 2016
	%	%
Equities	74.5	71.9
Government Bonds	5.4	5.7
Corporate Bonds	6.1	6.4
Property	10.5	13.2
Cash	2.6	2.3
Other**	0.9	0.5
Total	100.0	100.0

Employers who report under IAS 19 are no longer required to recognise an expected return on assets, therefore assumptions are no longer disclosed.

Statement of Financial Position

The following amounts at 31 March 2017, 2016, 2015, 2014 and 2013 were measured in accordance with the requirements of IAS 19.

	31 March 2017	31 March 2016	31 March 2015	31 March 2014	Restated 31 March 2013
	£000	£000	£000	£000	£000
Fair Value of Scheme Assets	28,218	23,646	22,764	19,853	19,415
Present Value of Defined Benefit Obligations	(35,850)	(27,925)	(28,715)	(24,583)	(24,109)
Net Pension Liability	(7,632)	(4,279)	(5,951)	(4,730)	(4,694)

*A rating of +1 year means that members are assumed to follow the mortality pattern of the base table for an individual that is 1 year older than them.

**Other may include hedge funds, currency holdings, asset allocation futures and other financial instruments.

d) Amounts Charged to Expenditure

Analysis of Amount Charged to Net Expenditure Statement in Respect of Defined Benefit Scheme	2016/17	2015/16
	£000	£000
Current Service Cost	(758)	(832)
Curtailments and Settlements	-	-
Past Service Cost	-	(3)
Employer Contributions	690	740
Contributions in Respect of Unfunded Benefits	59	61
Total	(9)	(34)

Analysis of Amounts Charged to Other Finance Costs	2016/17	2015/16
	£000	£000
Interest on Net Defined Benefit Liability/(Asset) (Funded)	(113)	(155)
Interest on Net Defined Benefit Liability/(Asset) (Unfunded)	(23)	(23)
Total	(136)	(178)

Analysis of Amounts in the Statement of Taxpayers' Equity	2016/17	2015/16
	£000	£000
Actuarial Gains/(Losses)	3,208	1,884
Total	3,208	1,884

Movement in Deficit During the Year	2016/17	2015/16
	£000	£000
Deficit in Scheme at the Beginning of the Year	(4,279)	(5,951)

Movement in the Year	2016/17	2015/16
	£000	£000
Current Service Cost	(758)	(832)
Employer Contributions	690	740
Contributions in Respect of Unfunded Benefits	59	61
Past Service Cost	-	(3)
Net Return on Assets	(136)	(178)
Actuarial Gain/(Losses)	(3,208)	(1,884)
Deficit in Scheme at the End of the Year	(7,632)	(4,279)

e) Employers' Contribution Rates

The liabilities show the underlying commitment that Tourism NI has in the long term to pay retirement benefits. The total pension liability is £35.1 million (2015/16 - £27.9 million) and results in a net overall deficit balance of £7.63 million (2015/16 £4.28 million) which is recorded on the Statement of Financial Position.

The deficit on the LGPS scheme will be funded over a period of many years through increased employer contributions over the remaining working life of employees as assessed by the scheme actuary.

For 2016/17, employers participating in the scheme maintained contributions at 20%.

f) Scheme Gains and Losses

Actuarial gains and losses represent the extent to which actual outcomes have differed from the assumptions which were used in calculating IAS 19 figures.

For assets the gain/loss is normally the difference between the actual and expected return on assets, and for liabilities the gain/loss normally arises from the change in financial assumptions.

Actuarial Gain /(Loss) on Assets	3,402	(82)	1,760	(807)	2,062
Actuarial Gain /(Loss) on Obligation/Liability	(6,610)	1,966	(2,695)	1,030	(2,555)
Net Actuarial Gain /(Loss) Charged to Statement of Taxpayers' Equity	(3,208)	1,884	(935)	223	(493)
Fair Value of Scheme Assets	28,218	23,646	22,764	19,853	19,415
Present Value of Defined Benefit Obligations	(35,850)	(27,925)	(28,715)	(24,583)	(24,109)
Net Pension Liability	(7,632)	(4,279)	(5,951)	(4,730)	(4,694)

g) Republic of Ireland Employees

For those staff employed in the Republic of Ireland from 1 January 2007, a Trust-Based Defined Contribution Scheme has been available for staff to join. The contributions are managed by Zurich Life Assurance Plc and the advisers to the scheme are Towers Watson (Ireland) Limited, trading as Willis Towers Watson. Tourism NI contributed 16% of salary during the year while the staff members will continue to contribute 6%.

The total contribution payable to Zurich Life Assurance Plc by Tourism NI for 2016/17 was £21,339 (2015/16 - £16,556).

16. Commitments Under Operating Leases

Total future minimum lease payments under operating leases are given in the table below for each of the following periods. All lease types are buildings; there are no land leases or other leases.

	2016/17	2015/16
	£	£
Not Later Than One Year	341,156	328,144
Later Than One Year and Not Later Than Five Years	900,982	930,424
Later Than Five Years	0	107,778
Total	1,242,138	1,366,346

There are no finance leases.

17. Capital Commitments

There was no capital commitment in 2016/17 (2015/16 - £nil).

18. Other Financial Commitments

Tourism NI has entered into non-cancellable contracts to provide financial assistance under the Tourism Development Scheme and the Tourism Event Funding Programme. The payments to which Tourism NI is committed are as follows:

	2016/17	2015/16
	£	£
Not Later Than One Year	3,945,489	4,864,985
Later Than One Year and Not Later Than Five Years	3,065,000	3,585,170
Later Than Five Years	-	-
Present Value of Obligations	7,010,489	8,450,155

Tourism NI receives EU grants and administers programmes that are funded by EU financial assistance. Therefore, Tourism NI is bound by the appropriate EU regulations and requirements.

Tourism NI has a potential liability to repay EU grants if the relevant EU regulations and requirements are not met or complied with. At the end of the financial year, the maximum amount of potential liability is not quantifiable but the inherent risks remain as Tourism NI has continued to carry out the administrative role.

As at 31 March 2017, Tourism NI is awaiting the final drawdown in relation to the European Regional Development Fund (ERDF). This relates to retention monies and is expected to be released in 2017/18 when DfE finalises its account.

19. Contingent Liabilities

Tourism NI has not entered into any guarantees or indemnities or provided any letters of comfort.

20. Related Party Transactions

Tourism NI is a Non-Departmental Public Body (NDPB) sponsored by the Department for the Economy (DfE). DfE also sponsors Invest NI, the Health and Safety Executive Northern Ireland and the Consumer Council for Northern Ireland.

DfE is regarded as a related party. During the year Tourism NI had various material transactions with DfE and other entities for which the Department is regarded as the parent Department.

Tourism NI works with many public and private sector organisations including companies in which Board and SMT members of Tourism NI have a beneficial interest. Transactions during the year with such companies, which were conducted at arm's length and were subject to normal project and programme rules and tendering procedures, where appropriate, are listed below:

Terence Brannigan
Chairman

Chairman of Maze Long Kesh Development Ltd – services paid £218 (2015/16 - £198).

Katy Best
Board Member

Director of Belfast City Airport – grant paid £43,200 (2015/16 – £nil).

Board member of Metropolitan Arts Centre (MAC) – £25,000

grant paid (2015/16 - £44,000), services paid £156 (2015/16 - £49), services received £125 (2015/16 - £nil).

Colin Neill
Board Member

Chief Executive of Pubs of Ulster (Hospitality Ulster) – sponsorship £475 (2015/16 - £nil).

Michele Shirlow
Board Member

Chief Executive of Food NI – grant paid £312,300 (2015/16 - £216,000) and services paid £1,832 (2015/16 - £4,900).

Terry McCartney
Board Member

Director of Northern Ireland Hotels Association – grant paid £475,554 (2015/16 – £39,900 sponsorship).

Michael McQuillan
Board Member

Council member of People 1st UK – services paid £26,754 (2015/16 - £261).

John McGrillen
Chief Executive

Board member of Tourism Ireland Ltd – grant paid £12,260,993 (2015/16 - £11,765,000), services paid £667,076 (2015/16 - £120,688).

Governor on Board of Belfast Metropolitan College – services paid £1,048 (2015/16 - £988), services received £720 (2015/16 - £2,097).

21. Events After The Reporting Date

There are no events to report after the balance sheet date.

Date of Authorisation For Issue

The Accounting Officer authorised the issue of these financial statements on 21 September 2017.

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