

Lough Neagh Partnership

LOUGH NEAGH STRATEGIC PLAN 2017 - 2022

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Lough Neagh Partnership

Strategy 2017 to 2022

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1.1 Introduction

Lough Neagh Partnership aims to deliver a high-quality service to its stakeholders. In order to ensure this and to maintain and develop its valuable work, a five-year strategy is required in order to set out our goals and develop ways in order to achieve these. The strategy will reflect the changing environment that we find ourselves in, potential future trends and will prepare us for changes in government policy right through to operational requirements in terms of project delivery. It will set out a demanding agreed agenda for the organisation that will ensure we are moving in the right direction.

This strategic analysis will review where the organization has got to since its formation and how we intend to deal with the more detailed resource requirements and priorities which need to be set for the five-year strategic period.

1.2 Background

Lough Neagh Partnership (LNP) is a non-profit making company limited by guarantee with directors representing the five district councils that surround the lough, the private sector, community sector and special interest groups such as Lough Neagh Fishermen's Co-operative, Lough Neagh Sandtraders The Shaftesbury Estate and Shooting and Conservation Clubs.

LNP was formed in 2003, mainly to administer grant funding of £3.5 million under the Rural Development Programme. With the demise of the Lough Neagh and Lower Bann Advisory Committee in 2011, Lough Neagh Partnership assumed responsibility for the integrated management, marketing and development of activities relating to tourism, recreation, the environment, heritage and culture. It has no responsibility for navigation on Lough Neagh, (which has no navigation authority even though it is the largest lake in the UK and Ireland).

LNP works closely with the five local authorities and government departments and agencies such as NIEA, Tourism NI, Inland Waterways Branch in the Department for Infrastructure and DAERA. It also liaises closely with the Local Action Groups under the Rural Development Programme.

In 2012, when Lough Neagh was officially recognized for the first time as a tourism destination. LNP developed a Tourism Destination Management Plan with product development, promotion and branding, skills development of tourism promoters and networking as the four central themes. Parts of this have been implemented but it is now due for revision to better reflect the needs of visitors.

LNP has worked with NIEA to protect and conserve the unique natural environment of Lough Neagh and is currently implementing a Shoreline Management Plan for Special Protected Areas (SPAs) and Areas of Special Scientific Interest (ASSIs).

Lough Neagh is a highly eutrophic lake with high levels of nitrate and phosphate. The LNP has developed a best practice water quality project with partners in Europe as part of an Interreg Northern Peripheries programme. The project will bring new ideas and practices from other countries to try and address solutions to addressing this important issue.

In 2016, LNP was awarded funding from Heritage Lottery for a Lough Neagh Landscape Partnership Scheme relating to the preservation and enhancement of the natural, built and cultural of the entire Lough Neagh shoreline. Together with match funding from Local Councils and other partners the total value of this scheme is more than £3.5 million.

In conjunction with the former DCAL, LNP has developed studies relating to the dredging of the mouths of the Upper Bann and Blackwater rivers and a Cultural Heritage study. It is hoped to attract funding to implement these studies.

1.3 Strategy Development

This strategy is intended to cover the work of Lough Neagh Partnership for the five-year period up to 2022.

It has been developed by the Board of Directors and Staff.

It has been developed through a Mandate analysis, Stakeholder analysis and SWOT analysis.

The Mandate Analysis shows that LNP has a clearly defined remit for the sustainable development of Lough Neagh

The Stakeholders Analysis identifies the individuals or groups that are likely to affect or be affected by LNP actions.

The SWOT Analysis identifies the strengths, weaknesses, opportunities and threats that affect Lough Neagh and LNP.

(See Appendix 1 for details)

1.4. Mission Statement

Our mission statement is:

Coordinating, facilitating and delivering a wide range of tourism, culture and heritage, environmental and recreational initiatives for the sustainable development, economic benefit and management of Lough Neagh, measured through the outcomes

1.5. Vision

Our vision is:

In cooperation with stakeholders, we will deliver a well-managed, sustainable Lough Neagh valued by current and future generations.

1.4. Fundamental Policy Areas

The fundamental policy areas for LNP have been identified as

- Governance including relationships with the Lough Neagh Development Trust, Local Government, Central Government Departments and Agencies and other stakeholders,
- Marketing Lough Neagh and Its Waterways.
- Programme delivery in relation to tourism, heritage and culture, environment, recreation and attracting investment/financial sustainability.
- Educational collaboration and Research.
- Lobbying and Networking
- Working with DTNI on purchase of bed and soil of the lough
- Navigation Authority and Policy

Values

The following values will underpin all aspects of LNP:

LEADERSHIP - LNP will show leadership in its work and methodologies, in its integrity, its professionalism in delivery of its objects and its strategic direction.

SENSE OF PURPOSE – LNP will know what it is trying to achieve, where it’s going, from where it came and its strategic direction and reasoning

PROFESSIONAL – LNP will be recognised as effectively managed and efficiently run. A competent organization already proven to operate to high standards and competencies.

TEAMWORK - LNP relies on different teams, sectors and stakeholders working together towards common goals and vision.

VOLUNTARY/ COMMUNITY - LNP values the voluntary commitment of its members, its links to the Loughs riparian communities, their support and assistance

PASSION - LNP will recognise that for many stakeholders there is a strong ‘sense of belonging’ to the area, to Lough Neagh and how it unites rather than divides community.

PARTNERSHIP/ COORDINATION - Is the prime responsibility, aim and goal of LNP. Working together in an effective manner with different stakeholders, groups and agencies providing an effective and integrated approach to its work.

QUALITY – Services and Projects should be of the highest quality to meet the needs of stakeholders and members.

DYNAMIC ORGANISATION - LNP will be able to adapt to change and to change when adaptation is required.

ACCESSIBLE - LNP will be accessible to all those who seek it’s services: where, when and how.

ACHIEVEMENT -The Board Members and staff of LNP shall enjoy a sense of achievement from their roles.

Entrepreneurial and innovative - The Board and staff will seek new ways of achieving the LNP goals.

1.5. Critical success factors

- Project development and implementation is fit for purpose
- Delivery of agreed aims and objectives
- Retention and support of stakeholders
- Continued support from local authorities/community
- Support from statutory bodies

- Lough Neagh partnership's remit and role recognised by agencies such as NIEA and Tourism NI
- Co-ordinated approaches to policy areas
- In the event that the bed and soil of lough and shore assets are brought into community based ownership (Lough Neagh Development Trust) , Lough Neagh Partnership's role and responsibilities within any new management structure is clearly defined and LNP is properly resourced to carry out its remit
- Attraction of adequate funding to region
- Natural Built and Cultural heritage of Lough is conserved and managed sustainably to ensure no decrease in favourable status
- Lough has safer infrastructure for commercial and recreational users
- Lough has increased visitor and recreational product

PART 2 Governance and Management

2.1 Governance

At the Future Search Conference held in Toome in March 2016, attendees agreed in principle the formation of a Lough Neagh Development Trust and an Action Plan was agreed. An Interim Board was established to implement the Action Plan but work on the plan has been slow, due to the fact that funding from DAERA has not yet been released.

One of the actions in the Action Plan was that the Interim Board would consider and agree the role of Lough Neagh Partnership, vis-a-vis the Development Trust. It was generally agreed that, in view of the key programmes that it currently delivers, Lough Neagh Partnership would continue to perform a vital role in the future, possibly as the operational wing of the new Trust. However, that decision is still pending.

In the meantime, Lough Neagh Partnership has continued to operate as a standalone company limited by guarantee funded mainly by the five linked councils, Mid Ulster District Council, Armagh, Banbridge and Craigavon Borough Council, Lisburn and Castlereagh Borough Council, Antrim and Newtownabbey Borough Council and Mid and East Antrim Borough Council. It is currently delivering programmes which are scheduled to last to 2021/2022.

2.2 Strategic Management

Lough Neagh Partnership Ltd (LNP) is a company limited by guarantee. Directors representing the five local authorities, the community sector, the business sector and special interest groups. The full list of Directors as at Apr 2017 are as follows.

Kate	McEldowney	Mid Ulster District Council
Ronan	McGinley	Mid Ulster District Council
Wills	Robinson	Mid Ulster District Council
Derek	McKinney	Mid Ulster District Council
Malachy	Quinn	Mid Ulster District Council
Alan	Keys	Ballinderry Rivers Trust
Patrick	Close	Lough Neagh Fishermen's Co-Operative Society Ltd
Conor	Corr	CWSAN
Henry	Cushinan	Antrim&Newtownabbey Council

Brian	Duffin	Antrim&Newtownabbey Council
Trevor	Beatty	Antrim&Newtownabbey Council
David	Hollis	Antrim&Newtownabbey Council
Roderick	Swann	Antrim&Newtownabbey Council
Mary	Devlin	Tabbda
Una	Johnston	Tidal Ltd
Sam	Hanna	Mid and East Antrim Borough Council
Stephen	Nicholl	Mid and East Antrim Borough Council
Arnold	Hatch	Tada Rural Network / Armagh city, Banbridge and Craigavon Council
Conor	Jordan	c/o Norman Emerson & Sons Ltd
John	Palmer	Lisburn&Castlereagh City Council
Elizabeth	Meharg	Shaftesbury Estate
Shane	O'Neill	Shanes Castle Estates
Drew	Nelson	IWAI
Anne	McCourt	DAERA
Rosemary	Petrie	DFI
Claire	McNeilly	Shaftesbury Estate
Brian	Wylie	Lough Neagh Fisherman's Association

The LNP Board normally meets monthly and progress and financial reports are presented for ratification. An AGM is held annually.

The LNP staffing structure is as follows

Position	Name
Manager (part-time)	Gerry Darby
Marketing Officer	Eimear Kearney
Aaron Swann	Administrator

In addition to the core staffing team, LNP employs five staff to administer the Lough Neagh Landscape Partnership Scheme (Heritage Lottery) and a part-time officer to administer the natural Environment Fund (NIEA).

Position	Name
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LPS Scheme Manager	William Burke
LPS Administrator	Chie McGuckin
LPS Built and Cultural Heritage Officer	Liam Campbell
LPS Natural Heritage Officer	Siobhan Thompson
LPS Volunteer and Training Officer	Chris McCarney
Natural Environment Fund Officer (part-time)	Gerry Darby

PART 3 Priority Programmes Areas

The primary role of Lough Neagh Partnership is one of coordination but some aspects will also involve direct work and management. We aim to coordinate a range of activities that can make a significant impact on the economic, environmental and social wellbeing of the Lough Neagh area.

1. Marketing and Promotion
2. Tourism promotion
3. Environmental protection, enhancement and sustainability
4. Heritage conservation, management and promotion
5. Leisure, recreation and safety
6. Attracting investment and financial sustainability

3.1 Marketing and Promotion of Lough Neagh Partnership and Lough Neagh Brand

Marketing Lough Neagh and Its Waterways.

Marketing and publicity is a key overarching area of work which impacts on all aspects of the work of Lough Neagh Partnership and enables it to connect with its stakeholders and the public.

Role of LNP

In regards to marketing and publicity, the marketing section of LNP has two distinct roles.

Firstly, to market and promote Lough Neagh Partnership so that all stakeholders and the general public are aware of the work that the Partnership does for the benefit of the Lough Neagh Wetlands area. This is particularly important in light of the fact that we have expanded and taken on a number of new programmes.

Secondly to market Lough Neagh and Its Waterways to make people aware of its unique culture and heritage, its sustainable environment and its tourism potential. It is important for Lough to have a strong brand and raise the general interest in the Lough through good PR and use of social media.

Actions

1. Stakeholder / project marketing – annual marketing action plan for each:
 - Market the work of Lough Neagh Partnership
 - Market the work of the Lough Neagh Landscape Partnership
 - Raise awareness of all stories and positive press around the Lough
 - Develop a PF strategy to ensure profile of Lough is raised
 - Marketing of WaterPro (EU Water Quality Programme)

3.2 Tourism Promotion

Background

Lough Neagh is bounded by five local councils, Mid Ulster, Armagh City, Banbridge and Craigavon, Lisburn and Castlereagh, Antrim and Newtownabbey and Mid and East Antrim. Each of these councils have a primary responsibility for the promotion of tourism in their districts and each has developed or is in the process of developing a tourism strategy.

The promotion of tourism by Lough Neagh Partnership must fit with the council strategies whilst ensuring a coordinated approach to the Lough Neagh destination. It is generally agreed that the tourism product on and around Lough Neagh is not well defined. Key issues identified by the linked councils are Tourism is not recognised as an integral part of the economy and residents underestimate the tourism attributes of the area and the economic role of the sector. While day visitation to the area is important, the reasons to visit are not well articulated and so NI residents are unaware of what they should visit for and what experience they might have.

The current tourism propositions for the area are relatively weak resulting in comparative low visitation levels and spend from out-of-state visitors.

The visibility of Lough Neagh's natural heritage, outdoor activity and historic and archaeological heritage are lost partly because they are spread across the area and also because these attributes haven't been pulled together into distinct propositions for visitors. Lough Neagh and its Waterways is the weakest of NI's 9 destinations, from the point of view of visitors' propensity to visit

Lough Neagh offers opportunities for outdoor recreation but suffers from comparable issues of a lack of developed product, difficult access (to the water) and shared decision making amongst 5 local authorities. (MUDC Tourism Strategy)

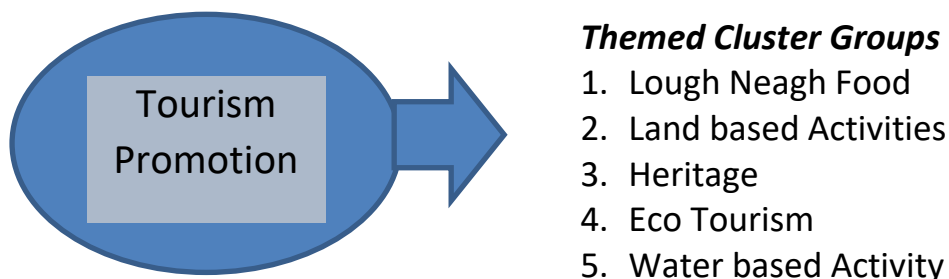
Role of LNP

Following consultation with Tourism NI, linked Councils and stakeholders, 5 Themed Cluster Groups have been identified.

LNP staff will provide

- assistance with setting up the cluster group,
- secretariat services
- marketing and funding advice

However, the cluster groups will be expected to become self-sustainable and conduct their own affairs.



Other Clusters, such as the Heaney Homeplace, that are promoted by linked Councils, will impact on the above.

ACTIONS

Following consultation with Tourism NI and the linked councils, LNP will coordinate the workings of the above five themed tourism cluster groups to

- clearly define the Lough Neagh Tourism product
- identify development needs
- develop a marketing plan for each cluster group
- develop a sales process and platform.
- Identify core and product investment opportunities

Based on the tourism product identified above, the Lough Neagh Marketing Officer will implement an annual Marketing Plan to raise awareness of Lough Neagh as a visitor destination.

Destination Marketing - Develop an annual destination marketing plan to include:

- Lough Neagh Tours (LNLP project)
- Lough Neagh cluster product
- Events

It is important that LNP Engages with Tourism NI and tourism providers in relation to consumer communications. The Lough Neagh Partnership Manager will seek additional funding to enhance the Lough Neagh tourism product and destination.

3.3 Natural Environmental Protection, Enhancement and Sustainability

Background

Lough Neagh is one of the most important wetland landscapes in the United Kingdom and Ireland and has been significantly designated in terms of its environmental importance. This includes designations such as an Area Special Scientific Interest, a Special Protected area and a Ramsar Site. It also has a number of nature reserves and special areas of conservation around its shores. The integrity of the Lough has come under threat over the last 30 years with poor water quality and decreases in wintering wildfowl, waders and loss of important habitats. The following is a summary of the strategic threats that exist on the lough

(a) Loss of Habitat and Species

There is a high risk of the continued increased loss of important internationally recognised wetland habitats and species associated with the Loughs ASSI and SPA. This decline has been assessed and mapped through the HLF Landscape Scheme and the new SPA Shoreline Plan with clear actions and outcomes

identified to improve its favourable status. The HLF scheme will focus on the public lands and the SPA scheme on private farm land and it is important that these schemes are integrated to maximise conservation value.

(b) Water Quality

The quality of the water in Lough Neagh is highly eutrophic with high levels of nitrate and phosphate. The LNP has worked with the NIEA Water Quality Unit as part of the Neagh Bann river catchment plans and also with NI Water. It is also working with other European partners to develop best practice solutions to improve water quality.

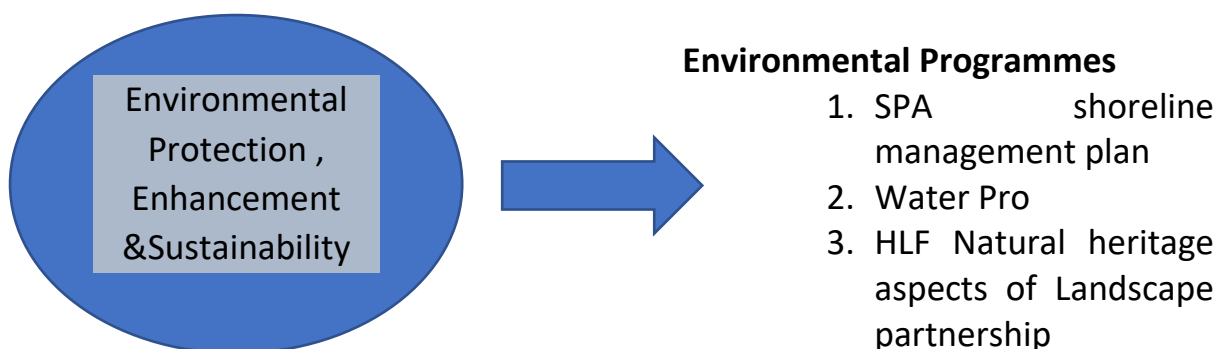
Role of LNP

Lough Neagh Partnership will

- Work in partnership with main environmental partners to deliver conservation outcomes
- Work with NI Water to develop programme water quality education programme

The specific role of LNP is to both help facilitate wider landscape proposals but should consider a more direct land ownership and direct conservation management role.

Programmes



ACTIONS

- *Implement HLF scheme actions*
- *Implement recommendations of SPA plan*

- *Set up new EFS group scheme for farmers?*
- *Develop relationship with planners and work with Councils*
- *Identify and work up new specific conservation projects to facilitate*
- *Identify post SPA/HFL legacy project and potential links with Lough buy out*
- *Continue with Waterpro project*
- Act as a consultee for plans (including Council plans) affecting the area and continue to influence good planning at Lough Neagh
- Identify other programmes & projects which impact on the Ramsar site

3.4 Heritage Conservation, Management and Promotion

Background

In defining heritage, Lough Neagh Partnership use a “whole landscape approach” that weaves together the built, cultural, historical and natural features and assets of Lough Neagh. We recognise Lough Neagh’s heritage as being inherited resources which people value for reasons beyond mere utility. Five inter-connected areas of Lough Neagh’s heritage are identified. These areas help to organise key issues and opportunities as priorities for action.

- The Natural Environment: the natural environments, habitats and associated species diversity of the region, including but not limited to Areas of Special Scientific Interest (ASSI), Special Protection Area (SPA), Special Areas of Conservation (SACs) and the Lough Neagh RAMSAR. Within the Lough Neagh Wetlands area, eight individual ASSIs have been designated alongside three SACs and six National Nature Reserves (NNR). The ecological significance of the Lough and especially it’s wetland habitat and the species it hosts is global requiring a holistic, integrated approach to management and conservation;

- The Historic Environment: including, but not limited to, officially designated sites including scheduled monuments particularly those relating to the early Christian and the Plantation of Ulster period, listed buildings, landscapes, conservation areas, industrial and navigational heritage and archaeological sites;
- Material Culture: a sub-set of Cultural Heritage focusing on movable items in museum and archival collections, both those owned by the Councils and those owned by other groups, organisations and individuals;
- Intangible Heritage: languages including Gaelic and Ulster-Scots, poetry and folklore, the visual and performing arts, social practices, rituals and festive events that provide communities with a sense of identity and continuity; and
- Community-Based Heritage: local faith groups and special interest groups associated with the cultural, natural and intangible heritage of people and place.

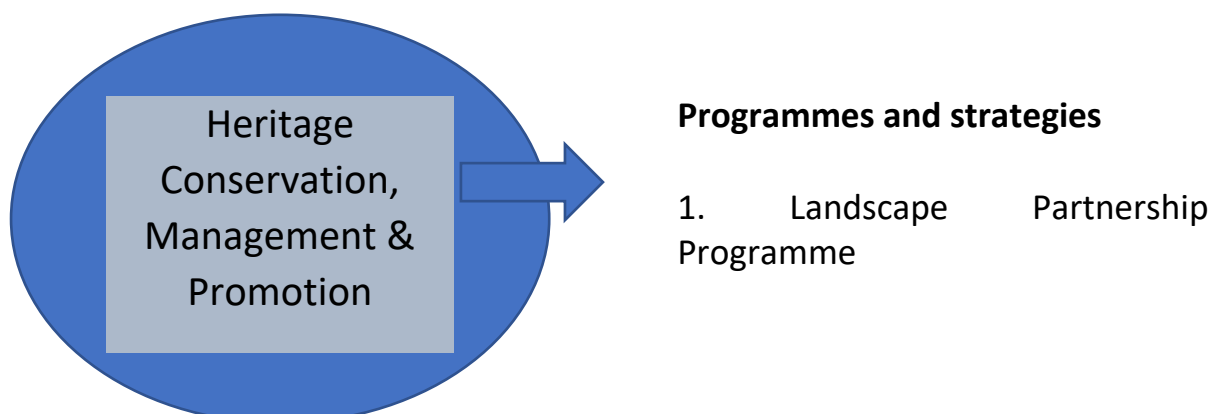
Role of LNP

Lough Neagh Partnership will coordinate and lead on the conservation, management and promotion of the five heritage areas intrinsic to Lough Neagh. This will be achieved through establishing successful partnerships with a diverse range of stakeholders, government departments, civil society and the private sector and where possible international organisations.

The main vehicle for heritage development over the next five years will be the Lough Neagh Landscape Partnership Programme, which is funded by the Heritage Lottery Fund with match funding from Councils and community partners.

The Programme will see investment in 27 projects relating to the natural, built and cultural heritage of Lough Neagh and its hinterland and will act as a catalyst for future strategic development and management of the sector.

Programmes



2. Heritage Legacy Strategy & Action Plan

ACTIONS

1. Implement the Lough Neagh Landscape Partnership Conservation Action Plan to include projects that will:
 - a. Conserve and restore natural heritage features, especially wetlands and peatlands that have been affected by past agricultural drainage, pollution, lowering of water levels and mismanagement;
 - b. Restore, preserve and increase our understanding of significant features of the landscape's built and archaeological heritage;
 - c. Celebrate the unique cultural heritage of the Lough Neagh landscape;
 - d. Use the Lough's rich heritage to regenerate areas and make them a better place to live;
 - e. Increase awareness and understanding of the Loughs rich heritage;
 - f. Reconnect people to the Lough Neagh landscape; and
 - g. Provide interpretation of the natural, built and cultural heritage of the landscape, increasing understanding and appreciation of its value by local people.
2. Establish a Landscape Partnership Legacy Group that will identify new heritage development opportunities and prepare a project resourcing plan for their delivery.
3. Identify and secure external funding and investment that will build on the activities identified in the Landscape Partnership Conservation Action Plan.
4. Work with partnership Councils to deliver cultural and heritage projects and strategies.
5. Integrate action with ASSI/SPA Shoreline Plan to maximise conservation impact
6. Liaise with Local Planning Sections of Councils regarding Local Area Plans and priority action areas.

3.5 Leisure, Recreation and Safety

Background

In October 2014, Outdoor Recreation NI (ORNI) was commissioned by DCAL (Inland Waterways), to assess the recreation opportunities and provision of recreation facilities that exist around Lough Neagh. The purpose of the study was to detail the standard of the existing facilities and determine the need for improvement or development of new opportunities.

Eleven existing sites around the Lough were separated into 'regional' and 'localised' recreational nodes. A regional recreational node is defined as having the potential to attract day visitors from the surrounding area and further afield whilst a localised recreational node is one which provides recreational opportunities mainly for local communities. Six regional recreational nodes were identified: Ballyronan, The Battery, Lough Shore Park, Maghery, Oxford Island (including Kinnego Marina) and Toome Canal. The five localised recreational nodes were Churchtown Point/Cranfield, Gawleys Gate, Randalstown Forest, Sandy Bay and Washingbay.

The fundamental issue identified in the study was that, whilst most nodes have a foundation of basic visitor facilities, there remains a disparity between the quality and provision of these facilities at each node. Lough Shore Park, Oxford Island and Ballyronan have all seen significant development and modernisation of facilities, whilst other, smaller nodes around the Lough have been neglected, resulting in their decline. Significant development is therefore required to ensure that all nodes have an adequate standard of recreation provision to make them modern and inviting to users.

In addition, it was felt that developing the current provision of outdoor recreation on and around Lough Neagh would work to enhance existing and provide additional economic vibrancy and diversification in the immediate and wider area. This would in turn allow visitors and locals alike to access the Lough and also service other recreational and visitor users.

The report also highlighted that:

- any future development of recreation on and around the Lough should be carried out sensitively in order to minimize any impact it may have on this designated environment

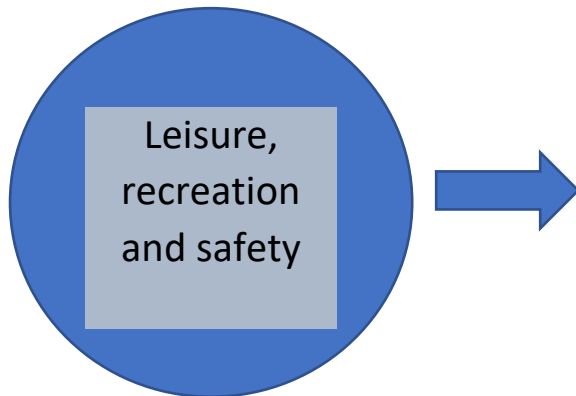
- the success of any future development of outdoor recreation product on and around the Lough would depend on joined up thinking amongst those tasked with its administration
- the development of Community Trails would improve access to the shoreline and recreation nodes around the Lough for local residents and visitors alike
- a consistent branding, signage, interpretation and waymarking strategy would be key to ensuring the successful promotion of the Lough and its amenities, and
- the development of a bridge over the Upper Bann River at Bannfoot – either for cars and/or pedestrians and cyclists – would create a pleasant circular loop around the Lough and enhance the appeal of the area.

Shore based opportunities	Infrastructure requirements
<ul style="list-style-type: none"> • Walking and running • Cycling both on road and off road • Orienteering • Outdoor play • Outdoor gym and trim trails • Ornithology 	<ul style="list-style-type: none"> Car parks Toilets Signage (directional and interpretation) Picnic tables Open space Caravan / campsite (where space permits)
Water based opportunities	Infrastructure requirements
<ul style="list-style-type: none"> • Canoeing/kayaking • Sailing • Motor sports • Angling • Wild swimming • Jet skiing/kitesurfing/wakeboarding 	<ul style="list-style-type: none"> Slipways Jetties / pontoons Changing facilities Boat / trailer parks (where space permits) Markers and Safety Navigation

Role of LNP

The role of LNP is to coordinate infrastructure developments, to work with Councils and hub owners to identify potential sources of funding for the improvements that are needed. LNP will also assist in marketing of activities.

Programmes



Programmes and Strategies

1. ORNI Lough Neagh Recreational Strategy 2014
2. RDP Cooperation Programme (Infrastructure Development including) Waterways Ireland Navigation and marker Study

ACTIONS

1. Investigate sources of funding to implement the ORNI strategy.
2. Work with LAGS Waterways Ireland Councils to promote the RDP Lough Neagh Cooperation project with Local Action Groups
3. Gain markers study from WI/DFI to develop funding application.
4. Liaise with Councils LNRBIWA regarding potential marina/navigation improvements
5. Set up Lough Neagh safety Steering group

3.6 Attracting Investment and Financial Sustainability

Background

LNP was formed in 2003, mainly to administer grant funding of £3.9 million under the Rural Development Programme. This programme was successfully delivered with over 100 projects and generated an additional £6 million of match funding bringing the total investment to £9.9 million.

Since then LNP has successfully applied for funding for various other initiatives as follows.

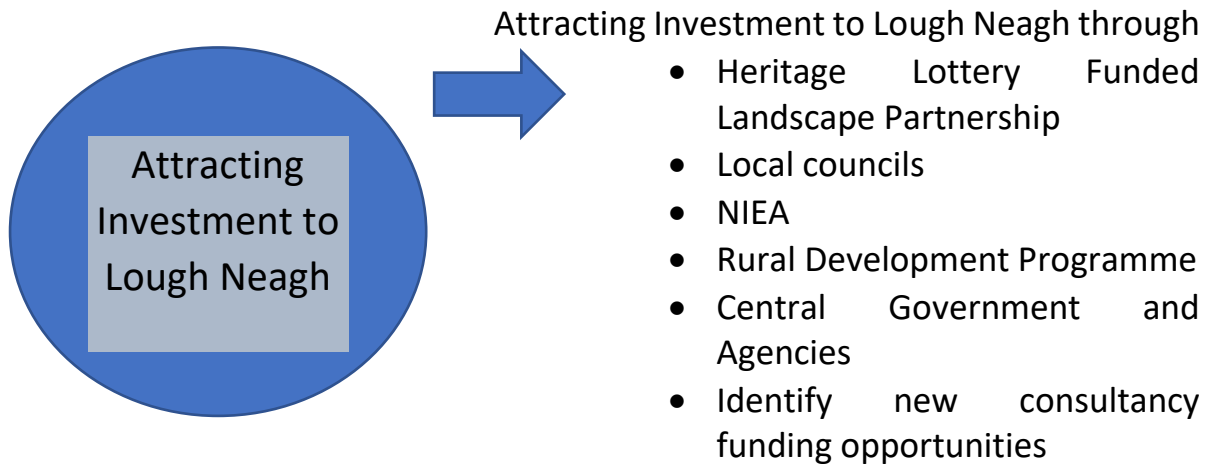
1. Lough Neagh Cooperation Project. DARD. £119,950
2. Environment. Northern Ireland Environment Agency. Environment Officer and Natural Environment Project Approx £90,000.
3. Challenge Fund. (4 projects) NIEA . £54,890
4. Water Pro. EU Northern Peripheries. Euro £179,000
5. Festival Grants. Tourism NI. Approx £110,000
6. Lough Neagh Landscape Partnership. Heritage Lottery. £2.48 million grant plus match funding bringing the total to £ 3.52 million.

Thus the total investment secured by Lough Neagh Partnership is just under £14 million. This demonstrates that LNP can attract investment for the region and it is imperative that its continues to do so. There are a number of potential funding sources include as outlined below.

Role of LNP

The role of LNP is to develop a programme for attracting investment by analysis of existing funding sources, to link with partners (including Councils) and make or assist with applications. The Partnership has been successful in attracting investment but the manager is still part time. There is also a need to adapt and identify new funding sources not just from grants. Need to set up a not for profit business company examining possibilities of developing private consultancy.

Programmes



Actions

1. Develop a funding strategy to source programme funding
2. Source funding for a full-time LNP Manager/coordinator
3. Develop a programme for private sector investment/sponsorship
4. Investigate landfill tax income
5. Set up new non charitable not for profit company

PART 4 Measurement of Success

To measure the success or otherwise of strategy it is important to identify its clear aims and objectives and then how these fit into clear targets, outputs and outcomes. The following details these issues

Overall Aims

- To co-ordinate activities on Lough Neagh to ensure that the potential of the Lough is fully maximised
- To work towards achieving a sustainable model for the effective management of Lough Neagh
- To market and promote the tourism potential of Lough Neagh through implementation of a revised Destination Management Plan
- To conserve and enhance the biodiversity of the Lough Neagh Wetlands
- To conserve and enhance the heritage of the Lough Neagh Wetlands
- To improve the leisure and recreational shore line and water based offering
- To attract funding and investment to the Lough Neagh Wetlands
- To fully involve local communities in the management and conservation of Lough Neagh
- To achieve a safe boating environment.

Short term (Year One) Objectives

Management and Co-ordination and programme development	By 31 st March 2017, secure core funding for Manager. Administrator and Marketing Officer from 5 District councils. Agree Work Plan for 2017/18 By December 2017, secure funding for 2018/19.
Effective management	During the period up to the end of 2017, work with Development Trust NI to progress the LN Development Trust and agree the relationship between the Trust and LNP.

Marketing and promotion	<p>By 31st June 2017, revise the LNP Marketing Plan</p> <p>By 31st March 2018, implement Year 1 of the revised Destination Management Plan</p>
Tourism	By September 2017, complete the work with the Tourism cluster groups and devise a marketing strategy and sales platform
Biodiversity	<p>By end March 2017, secure Year 2 funding from NIEA to continue with Shoreline Management Plan.</p> <p>Implement shoreline management plan.</p> <p>Secure Environmental Farm Scheme pilot project</p>
Heritage	By 31 st March 2017, implement Year 1 of the Lough Neagh Landscape Partnership Scheme
Leisure and Recreation	By September 2017, ensure that the Local Action Groups have adopted the proposed RDP cooperation project for enhanced infrastructure
Safety and navigation	Throughout 2017/18, revisit markers study form WI/DFI and set up new Navigation steering Group
Funding and Investment	Throughout the year, source additional funding and investment
Communities	By 31 st March 2017, develop a community engagement plan
Set up new not for profit company	Set up by Sep 2017

Long Term (5 Year) Goals

Management of Lough Neagh Partnership,	Source long-term funding (including funding for a full-time manager/coordinator) for LNP to enable it to maintain sufficient staff to ensure effective coordination of activities and development of new programmes
Effective Management	Develop the long-term role and responsibilities of Lough Neagh Partnership vis a vis the Lough Neagh Development Trust
Co-ordination and Programme Development	Continue to coordinate activities and develop new programmes
Marketing and publicity	Implement the LN tourism marketing strategy
Tourism	Develop the LN tourism offering
Biodiversity	Secure regular funding from NIEA to continue with biodiversity enhancement Carry out necessary conservation measures to restore habitats and species of community interest to a favourable conservation status through LNLPS and SP.
Heritage	Implement the Lough Neagh Landscape Partnership Scheme and leave a legacy
Leisure and recreation	Secure funding to implement the ORNI Strategy 2014
Safety and navigation	Ensure that there is a navigational and safety authority for Lough Neagh
Funding and Investment	Source additional funding and investment
Communities	Promote the work of LNP among local communities

Promote Lough Neagh Partnership and Lough Neagh

Performance Area	Target	Output	Outcome	Timeframe (year)
Marketing Lough Neagh Partnership	Have 20 press releases a year on LNP 5 radio interviews per year	Develop promotion guidelines and get all staff to raise stories and put in press and social media	Profile and awareness of Lough neagh Partnership raised	Year 1 – 5
Marketing Landscape Partnership	Assist with LNLN as per plan requirements	Implement LNLN plan requirements	Raise profile of LNLN work	Year 1-5
Marketing Water Pro	Carry out all work as per Waterpro plan	Develop pop ups, posters, ups, social media platform	Increase profile of Waterpro and link with other water quality practitioners	Year 1- 3
Marketing Lough Neagh & Its Waterways	Promote new signage around Lough Lough Write 10 blogs per year on promotion of Lough	Write blogs, promote lough in social media and raise profile in radio and local papers	Stimulate peoples interest in good news stories about lough	Year 1 – 5

Lough Neagh Tours	Set up three new tours based on food, history and natural history Hold min of 6 tours per annum	Implement tours on the ground	Pilot tours completed. Tour schedule agreed	Year 1 – 5
Events	Hold one significant event based on Lough Neagh themes per annum	Work with Councils and stakeholders to hold lough neagh themed event	Celebrate Lough	Year 1 – 5

Promote Tourism Development on Lough Neagh

Performance Area	Target	Output	Outcome	Timeframe (year)
Identifying tourism product	Set up 5 Lough Neagh Clusters 1.Food 2.Land Activity 3. Heritage 4.Eco Tourism 5.Water Activity	Hold 5 cluster events and encourage private sector to develop and take up new products	Increase private sector involvement in tourism development on the lough Develop new products which people want to see	Year 1
Destination management Plan	Draw up new destination plan	Find funds to adapt plan	Promote the Lough as a destination	Year 2
Additional investment	Attract additional 100,000 by year 3	Identify and apply for relevant funding streams	Promote the Lough as a destination	By Year 3

Link with Councils Tourism Plans	Meet councils twice a year to target all lough areas in plan	Help Councils implement relevant projects on lough	Work in partnership with main funders and increase synergies	Year 1 – 5
Food Tourism and natural resources	Develop food Tourism project	Work with funders	Add value to natural food resources from the Lough	Year 1 – 5

Environment Protection, Enhancement and Sustainability

Performance area	Target	Outputs	Outcomes	Timeframe Year
Implement SAC plans on lough	Complete Reas wood SAC plan and implement With UWT on Peatlands Park	Improve conservation status of Reas wood	Improve favourable status of lough	Years 1 – 5
Landscape Partnership Programme	Implement all recommendations of LNLP natural heritage elements	Work with RSPB at four main sites and improve quality and status of sites	Improve SPA and ASSI status	Years 1 – 5
Shoreline Plan	Implement all recommendations of LNLP natural heritage elements including EFS group scheme	Work with farmers and landowners main sites and improve quality and status of sites	Improve SPA and ASSI status	Years 1 – 5
Legacy	Develop Legacy plan	Identify new follow on projects and	Ensure heritage of Lough has long term protection plan	Year 2 – 5

Heritage Conservation, Protection and Promotion

Performance Area	Target	Output	Outcome	Timeframe Year
Landscape Partnership Scheme	Implement all cultural and built heritage aspects of landscape Plan	Work out	Increase in protection of Loughs unique cultural and built heritage landscape	Year 1 – 5
Legacy	Develop Legacy plan	Identify new follow on projects and	Ensure heritage of Lough has long term protection plan	Year 2 – 5

Leisure, Recreation and Safety

Performance Area	Target	Output	Outcome	Timeframe Year
Recreational Facilities	Identify 4 new potential recreational facilities	Work with Councils and LNRBIWA to implement	Improve recreational facilities on shores of Lough	Year 1- 5
Navigation and Infrastructure	Set up new Navigation Steering Group	Work with DFI and Waterways Ireland and navigation stakeholders	Improve Health and Safety and navigation on Lough and Rivers	Year 1- 3
Navigation and Infrastructure	Revisit Markers study	Work with WI and DFI	Improve Health and Safety on Lough Neagh	Year 1- 3
Navigation and Infrastructure	Encourage and help LAGS implement RDP co operation project based on navigation	Work with all LAGS and RDP officials	Improve infrastructure and safety on the Lough	Year 1 – 3

	infrastructure and promotion			
Navigation and Safety	Lobby for WI to become Navigation Authority for Lough	Work with MLAs and MPs and senior Civil Servants	Increase navigation investment and management on Lough	Year 2 – 5

Attracting Investment and Financial Sustainability

Performance Area	Target	Output	Outcome	Timeframe Year
Core Funding	Develop funding Plan and target private sector	Target and identify other funding resources and create diverse income source	Increase financial sustainability of Body	Year 1
Project Funding	Identify new project funding form sources	Make relevant application	Increase investment into Lough and area	Year 1 – 5
Long term	Increase partnership and link with DTNI and new LNDT	Work LNDT to develop strong link with new Trust	Help purchase Lough and create a sustainable ownership model	Year 1 – 5