

**TOURISM IRELAND CLG**  
**MINUTES OF THE 198th MEETING OF THE BOARD OF DIRECTORS**  
**HELD AT KYLEMORE ABBEY, KYLEMORE, CO GALWAY**  
**THURSDAY 24<sup>th</sup> OCTOBER 2024, 9.30-1.00**

**PRESENT:**

Christopher Brooke (Chairman)	Joe Dolan
Karen Sugrue Hennessy (vice-Chair)	Laura McCorry
Ruth Andrews	Harry Connolly
Paul Gallagher	Kathryn Thomson
Stephen McNally	Mary Mulvey
Katy Best	Apologies: John McGrillen

**IN ATTENDANCE:**

Alice Mansergh	Chief Executive
Shane Clarke	Director of Corporate Services, Policy & NI / Company Secretary
Siobhan McManamy	Director of Markets
Aidan Power	Director of Marketing
Nicola Allen	Strategy Development Manager
Róisín McTague	Corporate Communications Senior Executive

**1. APOLOGIES AND OPENING REMARKS**

Apologies were received from John McGrillen.

**2. CONFLICTS OF INTEREST**

No conflicts of interest were declared.

**3. MINUTES OF PREVIOUS BOARD MEETING ON THURSDAY  
19<sup>th</sup> September 2024**

The minutes of the previous meeting, held on Thursday 19<sup>th</sup> September 2024, were approved. They will be published on Tourism Ireland's corporate website.

**ACTION:** Shane Clarke

**4. MATTERS ARISING**

It was noted that the matters arising from the meeting on 19<sup>th</sup> September 2024 had been progressed. Shane Clarke provided an update on the UK ETA.

**5. CEO REPORT & PLAN PERFORMANCE**

The Board noted the contents of the paper circulated and the Plan on a Page update. The CEO elaborated on ministerial engagements at the ITIC and NITA conferences; recent team engagement and CSO data. A wide-ranging discussion took place on tourism performance, with data from Tourism Ireland and Board Member discussion.

## **6. SECRETARIAT MATTERS**

### **6.1. Procurement Approvals**

Shane Clarke provided an outline of the procurement processes drafted for media planning and buying services and the provision of strategic HR services. The Board approved the initiation of the tender.

**ACTION:** Shane Clarke / Hannah Hughes

The Board also approved the initiation of the procurement process for the organisational capacity review (OCR). A substantive discussion took place on the review process, with Members noting specific allocation in the Irish budget 2025.

The Board confirmed that Karen Sugrue Hennessy and Laura McCorry would be the Board nominees to the OCR project board. Sponsor Departments will be advised that the Board has approved the OCR terms of reference, and that Tourism Ireland will be commencing the initial steps of the project.

**ACTION:** Shane Clarke

### **6.2. Management Accounts August 2024**

The Board noted the contents of the draft accounts.

### **6.3. Updates Board Governance Manual**

Approval was given to updates of the Board Governance Manual. A list of recommendations on when to review the manual will be circulated for the December Board Meeting.

**ACTION:** Shane Clarke

### **6.4. Board Terms of Reference**

The Board noted the contents of the revised terms of reference, with an engaged discussion taking place on various aspects of the document. Approval was granted, pending the addition of an annual review; a standing item on health and safety; a sustainability item in the CEO Report, to complement existing ongoing reporting, and reference to the ROMI committee.

**ACTION:** Shane Clarke

### **6.5. Proposed dates and locations for 2025**

The Board approved the proposal for 2025, pending updates to certain dates. Additional background material will be included as part of the Board papers going forward.

**ACTION:** Alice Mansergh

### **6.6. Organisational Capacity Review Terms of Reference**

Approval was granted to the revised terms of reference, discussed earlier.

**ACTION:** Shane Clarke

### **6.7. Committee of Director Approval**

The Board noted the resolution, as approved.

In addition to the above, Shane Clarke advised, for information, that Tourism Ireland confirmed support of the Fáilte Ireland paper on the Aer Lingus College Football Classic being tabled at the Fáilte Ireland authority October meeting.

## **7. DRAFT BUSINESS PLAN 2025**

### **Business Plan 2024 (Revised)**

An in-depth discussion took place regarding the approval of the revised Business Plan 2024, noting the disappointment that it had not been tabled at the NSMC on 23<sup>rd</sup> October 2024. Alice Mansergh and Shane Clarke elaborated on the process which had taken place from April to October 2024, including NSMC approval of the original Business Plan 2024 on 24<sup>th</sup> June 2024; oversight and liaison meetings of 16<sup>th</sup> May 2024 and 15<sup>th</sup> August 2024 and an extraordinary Board meeting on 5<sup>th</sup> September 2024.

Alice Mansergh advised that further assurance (written) had been requested from the Department for the Economy (DfE) regarding the restoration of due funding. Shane Clarke reiterated to Members the strategic financial risks outlined at the meeting on 5<sup>th</sup> September 2024 and the imminent actions required to address the potential funding shortfall.

The Executive noted the views of the Board on next steps, with approval granted to write to Sponsor Departments to emphasise the gravity of the situation and seek immediate resolution.

**ACTION:** Alice Mansergh / Shane Clarke

### **Draft Business Plan 2025**

The Board welcomed the contents of the presentation on the draft Business Plan 2025 and an engaged discussion took place on a range of issues and opportunities. A further update on sustainability will be provided at the December Board meeting.

**ACTION:** Alice Mansergh / Neil Aulton

The Board gave qualified approval to submit the draft Business Plan 2025 to the NSMC. This action is subject to confirmation of NSMC approval of the revised Business Plan 2024.

**ACTION:** Alice Mansergh / Shane Clarke

## **8. AOB**

Shane Clarke provided Members with draft material on ways of working, for their consideration. This document will be used to in developing the training session for the Board scheduled for the afternoon of 5<sup>th</sup> December 2024.

**ACTION:** Shane Clarke

A substantive discussion took place on the merits of engagement at overseas events. The benefit of input from Members was noted. Previous input and a template for feedback will also be circulated for the December Board meeting.

**ACTION:** Shane Clarke

## **9. MEETING WITHOUT THE EXECUTIVE PRESENT**

A meeting took place without the Executive present. The Board discussed the fiduciary duties of Members of the Board.

**10. DATE OF NEXT MEETING**

The next meeting is scheduled for Thursday 5<sup>th</sup> December 2024 in Antrim, following engagement with industry on the afternoon of 4<sup>th</sup> December. The main agenda items will be HR, finance, and sustainability. A session on Board training is scheduled for the afternoon of 5<sup>th</sup> December.

**ACTION:** Shane Clarke

**Signed:**



**CHRISTOPHER BROOKE – CHAIRMAN**