

# Tourism Ireland Business plan 2022

Approved at 24 June 2024 NSMC.

Drafted 15 October 2021.

## **Scope of this plan**

*This Business Plan covers Tourism Ireland's core funding only* and is based on a stand-still core budget position.

Tourism Ireland notes the recommendation of the Tourism Recovery Taskforce in Ireland that the Tourism Marketing Fund should be doubled in 2022 to address the significant challenges faced during the recovery from COVID-19.

## Executive Summary

After the catastrophic impact of COVID-19, 2021 saw the restart of inbound leisure travel. Tourism Ireland has established a recovery framework: RESTART, REBUILD and REDESIGN. 2022 will be a year of RESTART, with a clear focus on returning international visitors to the island.

Our recovery plans have been well honed during the crisis; however, flexibility and agility will be key throughout recovery. Key activity to drive demand during 2022 includes:

### Stimulating consumer motivation

- The Green Button campaign launched in 2021 will continue to drive demand throughout 2022 with TV and connected TV across our top-four markets
- Digital and social activity will support the Green Button and deliver an 'always on' presence for the island
- Publicity will be active across the world, particularly making use of the island of Ireland's diaspora to appeal to those with connections to the island of Ireland, expected to travel first
- Opportunities around St Patricks Day, outdoor activities, golf and luxury will be maximised, again targeting groups expected to travel first

### Industry and trade sales facilitation

- A full programme of industry sales opportunities with funding support will be undertaken to ensure the island of Ireland remains a 'must do' destination on trade itineraries
- The Industry Marketing Access Programme will continue to support industry to drive overseas sales
- Full scale activation of Tourism Ireland's marketing technology investment made pre-COVID will provide enhanced industry lead generation

### Air and sea access

- Demand creation activity in key source markets to support the restoration of access, including jointly funded marketing with air and sea carriers

### Preparing for REBUILD

- As demand returns, the recovery will move towards the REBUILD phase with an increasing focus on revenue generation. To prepare for this a new campaign will be developed encouraging high value visitors to choose the island of Ireland
- A new overseas marketing segmentation project will be undertaken to identify the best targets for marketing into REBUILD and beyond

*The fundamental desire to travel is as strong as ever. Inbound tourism will recover. In the short-term however, we continue to face our biggest challenge and Tourism Ireland's role, building demand, has never been more important.*

# 1. Progress towards 2020-2022 Corporate Plan and 2021 Business Plan

Plans set out in the original Corporate Plan 2020-2022 were severely impacted by COVID-19. An addendum was agreed which updated the plan setting out Tourism Ireland's RESTART, REBUILD, REDESIGN recovery framework.

Significant disruption continued throughout 2021. Only essential travel was permitted for the first half of the year, and while leisure travel was allowed from the middle of 2021, there continued to be uncertainty, restrictions, and additional travel requirements such as proof of vaccination for Ireland, and for Northern Ireland, testing and a traffic light system based on the COVID-19 risks in origin markets.

At the time of writing, the situation remains fragile, however a significant kickstart campaign began in September and will continue to year-end.

Tourism Ireland's activity during 2021 was split into two broad phases:

- **PRESTART:** keeping the island of Ireland in the minds of potential visitors to ensure a speedy recovery as soon as the time was right
- **RESTART:** recognising the fragile environment that coincided with initial opening of international leisure travel, a programme of education and factual messaging was undertaken alongside cooperative marketing and specific in-market activity. Large scale promotion was deferred until September with a significant investment to bring the island of Ireland into the homes of millions of prospective holidaymakers at a critical time for destination decision making

A range of activity was undertaken across the world, including an on-going investment in social media content, capitalising on significant publicity and programming opportunities, the largest ever St Patricks Day programme, and various industry support initiatives such as free access to sales platforms and access to Tourism Ireland's COVID-19 market intelligence.

## Key activity undertaken in 2021

2021 was an unpredictable year. Tourism Ireland had to remain flexible and agile to adapt to the changing situation across the island of Ireland and around the world.

### PRESTART activity

- Tourism Ireland continued its involvement with *strategic taskforces and recovery initiatives across Ireland, Northern Ireland and in key source markets overseas*. This included the Recovery Oversight Group and Aviation Recovery Taskforce in Ireland, the Tourism Recovery Steering Group in Northern Ireland as well as through our local trade and central industry Marketing Partnership Groups.
- Throughout the year, Tourism Ireland continued to *monitor the COVID-19 situation* as it impacted tourism to the island of Ireland with a weekly situation report, shared

with partners, and our largest ever research programme: the COVID-Tracker shared in a series of industry webinars.

- *Digital promotion of the island of Ireland has been active throughout the crisis*, building a pent-up demand and keeping the island of Ireland in the mind of potential visitors.
- Each *St Patrick's Day* offers the island of Ireland a unique opportunity to be central in the minds of millions of people across the globe. The COVID-19 pandemic didn't stop this in 2021, with amongst many other initiatives, a St Patricks Day from home programme including a live broadcast, a significant digital marketing campaign (our social media content reached almost 160m people around the world), industry and trade involvement, the greatest Global Greening yet with 725 sites greened, and a spectacular drone show above Dublin broadcast in news coverage around the world.
- Tourism Ireland's publicity and programming teams have been active throughout the crisis. This includes calling on the island of Ireland's famous characters who are particularly powerful advocates amongst the diaspora community. Notable examples include *Adrian Dunbar's Coastal Ireland* a two-part primetime programme shown on Great Britain's Channel 5, *Donal Skehan's Ireland travelogue* which aired on PBS in the United States and personal accounts of the desire to visit the island by famous diaspora such as *Pierce Brosnan and Saoirse-Monica Jackson*.
- Connecting industry on the island of Ireland with overseas trade and ensuring the island is well represented in inbound itineraries has also been a focus during 2021. Qualifying industry have been able to prevail of funded sales platforms and a new Industry Marketing Activation Programme ensuring that the island's great holiday product is in front of potential visitors
- Continued cooperation with state agency partners: QVC partnership with Enterprise Ireland, working with Invest NI on Expo, joint media and influencer events with Bord Bia, and our Education in Ireland partnership around St Patrick's Day.

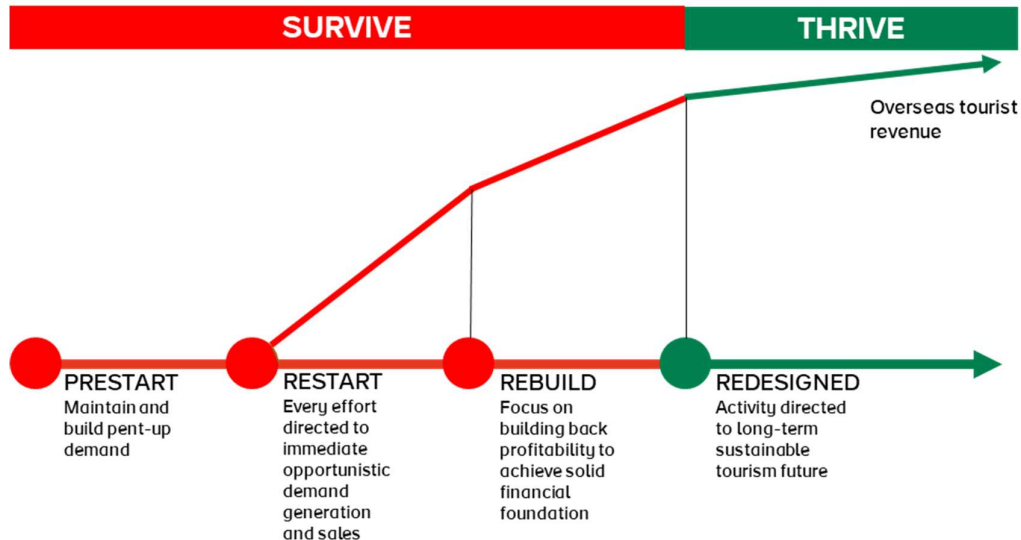
#### Key activity – RESTART

- Digital channels and publicity activity shifted towards an *open for business message* from July 2021. An initial *focus on education* around travel requirements and COVID-19 protocols was undertaken to dispel confusion and address the consumer need for reliable information.
- *Work with air and sea carriers intensified*, with cooperative campaigns undertaken in key markets.
- *A major tactical 'book now' campaign – the Green Button* – was designed and created during 2021. The campaign launched around the world in September 2021 to drive short-term business and to kickstart demand for 2022. It was initially hoped this could launch as early as July 2021, however the fragile nature of inbound travel during summer 2021 delayed the campaign.
- *Next Best Action* a major development from Tourism Ireland's marketing technology investment over recent years has been launched. This approach automatically determines the next best digital marketing content to show an individual based on advertising click through rates and data on the subsequent presence of visitors on the island.



## 2. Priorities for 2022

The addendum to the 2020-2022 Corporate Plan sets out a four-stage plan - PRESTART, RESTART, REBUILD and REDESIGN – with the intention of supporting the industry to survive the crisis and ultimately to thrive into the future.



Across all stages of the recovery framework (which may overlap in reality), three key areas will form part of Tourism Ireland's approach:

- Stimulating consumer motivation
- Industry and trade sales facilitation
- Air and sea access restoration

Summer 2021 saw high levels of domestic demand across the island of Ireland, helping industry to survive. As borders open into 2022, it is imperative that inbound demand rebuilds quickly.

2022 will be a continuation of the RESTART recovery phase, with every effort directed towards increasing demand and providing opportunities for sales facilitation.

Tourism Ireland is thankful for the support of our stakeholders who play a vital role in our success. We will continue to work closely with Fáilte Ireland, Tourism Northern Ireland, government departments in both Ireland and Northern Ireland, and Industry across all activity. *Collaboration and partnership working are key to recovery.*

### Uncertainty remains

Everyone wants to see borders remain open, and COVID-19 travel requirements to ease further throughout 2022. The future remains uncertain however, and *Tourism Ireland will continue to be agile and flexible.* Activity needs to adapt to the opportunities and challenges that present themselves.

Monitoring consumer behaviour and the macro-geopolitical and epidemiological situation will continue to ensure our activity is appropriate and effective.

Key themes for 2022 will include:

*Stimulating consumer motivation*

- Generation of immediate demand through the Green Button campaign and ongoing digital engagements
- An increased focus on diaspora and those with family, friends, and connections to the island of Ireland
- Promotion of passion point and interest-based holidays for example, activity holidays, luxury or events which create a desire for immediate travel

*Industry and trade sales facilitation*

- Full programme of industry sales opportunities with funding to support industry with the cost of participation
- Embedding of the Industry Marketing Access Programme to support industry to drive overseas sales
- Full scale activation of the marketing technology investment made pre-COVID with increased journey management and industry lead generation

*Air and sea access*

- Proactive assistance to access partners to drive consumer demand, thereby encouraging a restoration of access capacity to the island of Ireland

RESTART is unashamedly focused on volume generation – creating demand and facilitating sales quickly. This is vital for industry survival; however, *Tourism Ireland's longer-term goal is to build value in line with our sustainability commitments and government policy.* Our aim is to move as quickly as possible into the next stage of recovery: REBUILD.

During 2022 Tourism Ireland will work on the building blocks for the REBUILD phase:

- A new Corporate Plan with sustainability at its heart will be developed covering the period 2023-2025.
- Work will begin on a new inbound marketing segmentation model which will guide overseas consumer targeting into the future.
- A new REBUILD campaign will be created to take-over from the tactical Green Button campaign.

Tourism Ireland will continue its unwavering support for the *Tourism Recovery Taskforce* and *Aviation Recovery Task Force* in Ireland and *Tourism Recovery Working Group* in Northern Ireland to drive their recommendations into action.

### 3. Activities for 2022

The recovery of inbound tourism to the island of Ireland has begun, but there is a long road ahead. 2022 is the year that the heavy lifting begins. Tourism Ireland will be live across the world with the Green Button advertising, publicity, programming, and digital marketing activity.

#### Green Button campaign

The Green Button campaign was specifically designed to support the RESTART of tourism to the island of Ireland. *It will motivate potential visitors to 'press the green button' and book a trip to the island of Ireland now, with integrated product offers from industry and trade.*

The flagship campaign launched at the end of 2021 will continue to air throughout the year. We will focus our media investment on the top four source markets (Great Britain, United States, Germany, and France) which accounted for more than 70% of business pre-COVID. Tourism Ireland's media agency will work with our local teams to develop multi-channel deployment plans appropriate for each market. In these markets, TV and Connected-TV as well as digital video and paid social content will be live. Here, and in all other markets, we will invest in 'always on' Green Button activity to keep the island top of mind on social media and in search engines, supported by extensive publicity programmes and cooperative campaigns with carriers and trade.

Overseas trade and industry across the island of Ireland will continue to supply offers and experiences to support the campaign. Offers will be central to the success of the campaign with prominent placement across Ireland.com along with click-through opportunities for lead generation.

The campaign will build throughout 2022 with specific upweighting of activity at set periods:

- Kickstart activity at the end of 2021 will be continued into the early months of 2022 to persuade those making 2022 holiday plans to decide on the island of Ireland
- A late spring activity boost will be planned to address the expected later than normal booking patterns of holidaymakers
- City break and activity versions of the campaign will run throughout spring and autumn to support non-peak demand

Green Button communications will create a call to action to visit Ireland.com where consumers will be presented with experiences, offers and content personalised to their individual profile. This personalisation is possible due to Tourism Ireland's investment in marketing technology over recent years.

In line with the RESTART objectives, targeting of the campaign will be wider than pre-COVID to reflect the need to build demand quickly. The content will however continue to be designed to appeal to a Culturally Curious audience.

## Social and direct digital marketing

2020 and 2021 have demonstrated the value of direct social and digital marketing initiatives. The successful Fill Your Heart with Ireland social initiative will continue in 2022. *The social and digital activity will focus on supporting the Green Button campaign with book now messages and industry offers.*

A programme of content generation which will support digital communications including Ireland.com will continue throughout the year. This will be created to support the Green Button – travel now message.

Specific content will be developed to address passion points and regions across the island of Ireland. This will feed into Tourism Ireland's Next Best Action approach where computer algorithms determine the next best content to show consumers based on their preferences and holiday motivations.

Tourism Ireland's 2020-2022 Corporate Plan set out the ambition to *lead the world in digital destination marketing* through the application of our digital marketing infrastructure and capabilities. Investment over recent years has made this possible, and work has been on-going throughout the pandemic to ensure the best possible digital relationship with potential visitors.

2022 will be an important year for the marketing technology system to learn from visitor behaviour and develop the modelling around each individual's 'propensity' to visit the island of Ireland. As increasing numbers of individuals who have engaged with our digital communications are 'seen' on the island of Ireland the models will learn which of our communications and activities are most effective.

The world of digital marketing is always changing, cookie and GDPR developments in particular pose a challenge to long-term application of personalised marketing. Throughout 2022 Tourism Ireland will work to future proof our investment in personalisation with a project to identify the best digital identity solution for our marketing technology approach.

## Publicity and programming

Publicity has always been an important element of Tourism Ireland's work, providing relatively low cost but significantly influential engagements with wide audiences. Our teams across the world provide a local connection. They build relationships and take advantage of local conditions to create a 'buzz' with new news for the island of Ireland throughout the year.

In addition to traditional publicity opportunities such as media visits, teams increasingly work with influencers to bring an authentic travel experience to consumers. During 2021 influencers have been useful in sharing information and inspiration. This will increasingly move towards travel now messaging in 2022.

*Publicity, especially influencers, will be used to encourage the diaspora and those with family, friends, and connections to the island of Ireland to visit now.* The increased focus reflects the higher likelihood for those with a specific connection to the island to visit during the earlier phases of recovery.

Publicity will also be used to maximise the impact of events that have the potential to bring new and old audiences to the island of Ireland during 2022.

In longer-haul markets, where travel to the island of Ireland may be slower to return, publicity will be used to maintain and continue to build pent-up demand. When travel can resume from these long-staying and very competitive markets, this will help to give the island of Ireland a head-start.

Our recent success of ensuring the island of Ireland is on TV and digital platforms even when we're not advertising through supporting island based or themed programming has provided great success. To ensure we continue to invest in this authentic positioning of the island of Ireland, we will continue to make available *a dedicated fund for local programming and/or broadcast opportunities.*

## **St Patricks Day**

St Patricks Day offers a unique opportunity for the island of Ireland around the world. While travel wasn't possible over the past two years, Tourism Ireland continued to use St Patricks Day to keep the island of Ireland top of mind with a high-profile activity programme.

A globally co-ordinated trade, media and consumer activity programme will run around St Patricks Day. *The focus in 2022 will be on promoting travel to the island now in line with our RESTART strategy.*

In addition, we will continue the Global Greening programme building further on the record number of greenings undertaken in 2021.

### **Virtual teams**

Virtual working imposed by the pandemic made the 2021 St Patricks Day promotions possible. Instead of being a hindrance, virtual teams became a key factor in achieving success. Teams were created with no limit of geography. Skills and knowledge were combined, and collaboration brought about new thinking and effective distribution of actions.

In 2022, we will maintain cross-team working arrangements for large projects and initiatives.

## Opportunity groups

Generating the required scale of demand from a standing start will not be easy. While mass media and wide holidaymaker appeal is needed, we are also planning to invest in niche and interest groups expected to be early travellers and keen to re-establish trips to the island of Ireland. *Ancestry and wider visiting friends and relatives, golf, outdoor activities (particularly benefiting from the recent investment in walking and cycling product) and luxury breaks will form part of a targeted travel-now strategy.*

We will also support events both in 2022 and upcoming in 2023, this would also include The Invitation initiative.

## Jurisdictional activity

Tourism Ireland will incorporate additional promotional activity into its programme as jurisdictional-specific funding is made available. As we did in 2021, dedicated promotional activity for Northern Ireland in Great Britain under the Embrace a Giant Spirit banner will be undertaken (should additional funding be provided by the Department of the Economy). Similarly, we will undertake cooperative campaigns and point-to-point promotion to drive demand for regional air routes (should funding continue to be provided through Ireland's Regional Access Fund).

## Industry and trade sales facilitation

Overseas trade continues to be an important sales channel for the island of Ireland. Having the island of Ireland on trade itineraries provides business throughout the year, across the whole island and support a range of business including some heavily dependent on inbound businesses who have been particularly hard-hit by COVID-19.

Tourism Ireland's ability, working alongside Fáilte Ireland and Tourism Northern Ireland, to bring industry and trade together is unparalleled and widely recognised by industry. The Inbound Tour Operators Association of Ireland estimate ten percent of inbound promotable visitors to the island of Ireland in 2017 booked through their members.

During 2021 Tourism Ireland enhanced overseas trade initiatives with *funded sales opportunities overseas and a specific Industry Market Access Programme*. These initiatives will continue to ensure the industry can maximise sales for the island of Ireland during this difficult and competitive recovery period. In 2022, island of Ireland industry will be able to apply for up to 75% of their costs to be reimbursed when attending a pre-approved Tourism Ireland opportunity.

Overseas trade have shown considerable commitment to island of Ireland itineraries and continue to engage with Tourism Ireland on information exchange and promotion activities.

Through the Green Button campaign and our ongoing digital and social channels, industry offers and experiences will be front and centre providing increased opportunities for industry referrals. Industry will be encouraged to provide increased levels of content and offers throughout 2022 to support the 'book now' campaign.

## Industry Marketing Access Programme

In 2021 Tourism Ireland launched the Industry Marketing Access Programme (IMAP). IMAP provides cooperative financial investment with industry across the island of Ireland to undertake agreed sales and marketing activity overseas.

In 2022, the IMAP will be continued to enable more industry to promote the island of Ireland overseas.

## Air and sea access

Air and Sea carriers have been particularly hard hit by COVID-19. For example, in the first half of 2021 Dublin airport saw less than 7% of the passengers they welcomed in the first half of 2019.

Vital for tourism's return to growth, access at the level seen pre-pandemic cannot be guaranteed. It needs to be won back against every other destination across the world.

*Tourism Ireland has a vital role in 2022 to build the demand needed to achieve restoration of access to the island of Ireland.*

In addition to our core consumer marketing, which where appropriate will highlight direct access to the island of Ireland, Tourism Ireland will offer to co-invest on campaigns with each carrier servicing the island of Ireland.

Tourism Ireland supports the Aviation Recovery Taskforce recommendations. While many of these recommendations fall outside the remit of Tourism Ireland, we stand ready to provide support wherever possible.

## Preparing for REBUILD

As we move out of the initial emergency and demand begins to return, we will move to the REBUILD stage of our recovery plan. Focus will move from demand generation to value generation; regional and seasonal spread and our longer-term sustainability vision will play a greater role in our activity. Note: RESTART, REBUILD and REDESIGN are not exclusive phases of recovery and different stages may occur at the same time.

*A new campaign will be developed* to encourage higher value post-COVID holidaymakers to choose the island of Ireland.

In line with Tourism Ireland's sustainability ambitions, the REBUILD campaign will focus on higher value tourists that have the potential to visit destinations right across the island and holiday outside of the peak.

### Twinning Partnerships

As part of the planning for REBUILD, Tourism Ireland's in-market teams will begin to adopt Twinning Partnerships for additional focus as outlined in the 2020-2022 Corporate Plan. Regions will be aligned to ensure appropriate coverage of the experience brands.



We will continue to undertake international consumer mindset research including the *COVID-Tracker programme*. Focus will shift from understanding immediate travel intentions to how to entice increased value holidaymakers to the island of Ireland.

We will also fully scope our REBUILD thinking with a *new Corporate Plan for the period 2023-2025*. This will set out how we will play our part alongside industry to ensure tourism by 2025, is thriving and has a sustainable future.

As part of this activity, we will create *a new overseas marketing segmentation* to identify the best prospect holidaymakers for the island of Ireland. The project will include detailed consultation with Fáilte Ireland, Tourism Northern Ireland, and industry. Once developed, the new overseas marketing segmentation will be fully shared with industry so that everyone can get behind the initiative.

#### Industry and trade input to future plans

Industry and overseas trade continued to support Tourism Ireland's work throughout the pandemic. One example of this is the continued support for local and the global central Marketing Partnership Groups.

In 2022, Tourism Ireland will host a global Marketing Partnership Group (MPG) event bringing members of individual market MPGs to the island. This event will be used to share recovery thinking and gain expert input to future plans. Through collaboration we will ensure our activity meets the needs of stakeholders at home and abroad and addresses the changed 'living with COVID' marketplace.

### Underpinning activity with an effective organisation

Significant activity underpins this external marketing and industry engagement and Tourism Ireland, like most organisations, needs to adapt in the wake of COVID-19.

We intend to *maintain our in-market presence* to ensure local knowledge that provides us with closeness to the communities we are attracting to the island of Ireland. Our new office in San Francisco will further enhance this local advantage, with a particular focus on trade and media engagement across the West Coast.

We will move to a *blended working environment*, taking advantage of the benefits of remote working but returning to the office as appropriate for collaboration and team building. This will be cemented further with *skills development, training, recruitment, and succession planning initiatives*.

We will *invest in appropriate IT improvements* to ensure we can deliver the activity outlined while accommodating a blend of work-from-home and in-office working.

We will continue to support the industry by *ensuring the reputation of inbound tourism is held firm across the island of Ireland and overseas* and to keep the industry informed of our plans and activity throughout the year.

We will continue to support the whole island of Ireland by working with stakeholders in both Ireland and Northern Ireland on our shared objective.



## 4. Monitoring the plan

In this period of uncertainty, Tourism Ireland has identified a list of measures to monitor the deployment of the plan. Progress against these measures will be reported quarterly to the Tourism Ireland Board and sponsor departments.

The following assume that inbound travel promotion remains possible during 2022, that the epidemiological situation and travel restrictions continue to improve and that access to the island of Ireland is sufficient to facilitate demand.

### Marketing effectiveness

- Welcome 7.0m tourists to the island of Ireland in 2022 (62% of 2019 levels)
  - 5.9m to Ireland (61% of 2019 levels)
  - 1.5m to Northern Ireland (68% of 2019 levels)

*In line with the RESTART principles, achievement during this phase will be based on visitor volume.*

*Tourism Ireland will assess the regional distribution of visitors on the island, in partnership with Tourism Northern Ireland and Fáilte Ireland, where such data are available.*
- Green Button campaign to have been seen by 80m potential visitors by end 2022
- Develop a new marketing effectiveness metric, utilising our enhanced marketing technology capability, that can assess the impact of our communications at an individual consumer level – proposed model will be presented to the Tourism Ireland Board

### Sales facilitation

- Deliver 2m commercial third party digital referrals in 2022 to help industry close the sale
- Make industry offers available as part of the Green Button campaign from launch to end of 2022

### Preparing for REBUILD

- Present a redeveloped segmentation model to the Tourism Ireland Board for approval by end 2022
- Deliver the 2023-2025 Corporate Plan by end 2022 with sustainability at the heart of the plan

### Tourism Ireland the organisation

- Track Tourism Ireland's perception by industry and trade as being an effective collaborative partner
- The Tourism Ireland employer brand measurement achieves a top quartile performance as evidenced by a Staff Satisfaction rating of 80+%
- Financial stewardship: no priority 1 audit findings and administer expenditure in line with +/- 1% variance threshold

## 5. Resources required for 2022

	2021 Forecast	2022 Forecast
	€'m	€'m
<b>Total Operating Costs</b>	<b>22.0</b>	<b>24.3</b>
<b>Pay</b>	13.7	14.4
<b>Operating</b>	8.3	9.9
<b>Total TI Marketing Expenditure</b>	<b>60.0</b>	<b>38.6</b>
<b>From 2020 Reserves/Deferred Funding</b>	15.8	0.0
<b>TI Net Core Marketing Expenditure</b>	44.2	38.6
<b>Grand Total Spend</b>	<b>82.0</b>	<b>62.9</b>
	€'m	€'m
<b>Total Northern Ireland Executive Investment</b>	17.5	13.6
<b>Total Irish Government Investment</b>	48.7	49.3
<b>From 2020 Reserves</b>	15.8	0.0
<b>Grand Total Investment Required</b>	<b>82.0</b>	<b>62.9</b>

### Market funding

Market funding will remain flexible, taking account of the evolving COVID-19 and travel situation. At the time of writing, we expect in a standstill budget to:

- Maintain pre-COVID funding levels for Great Britain in line with the RESTART focus of volume generation, the importance of Great Britain to Northern Ireland, the closer island connections (family/friends) which are likely to engage in earlier travel, and the insight that closer to home markets will recover first.
- Maintain pre-COVID funding levels for the United States to ensure this high value market returns as soon as possible, in particular to create the demand that will support a return to access and to exploit the opportunities created by the opening of the new West Coast US office
- Closely monitor the situation across European markets, in particular the pace and extent of the restoration of direct access and the factors that are impacting on driving preference, with a view to funding markets that offer the best volume opportunity throughout the year.
- Reduce funding for Emerging Markets to care and maintenance for 2022 and review evolving situation in Australia/New Zealand end Q1.

Funding levels will be under constant review.

## Financial schedules

## ANNEX B

### Business Plan - Proposed 2022 Budget Allocation (complete in the main operating currency of the Body)

North South Body	Approved Budget 2021			Proposed Change +/-			Proposed Budget 2022		
	Resource	Capital	Total	Resource	Capital	Total	Resource	Capital	Total
<i>€1 = 0.86GBP</i>									
Programme	37,172	7,040	44,212	1,428	(7,040)	(5,612)	38,600	0	38,600
<b>Total Programme Expenditure</b>	<b>37,172</b>	<b>7,040</b>	<b>44,212</b>	<b>1,428</b>	<b>(7,040)</b>	<b>(5,612)</b>	<b>38,600</b>	<b>0</b>	<b>38,600</b>
Pay Costs	13,700	0	13,700	700	0	700	14,400	0	14,400
Non Pay Administration Costs	8,300	0	8,300	1,600	0	1,600	9,900	0	9,900
Total Administration Costs (excl Pensions)	22,000	0	22,000	2,300	0	2,300	24,300	0	24,300
<b>Total Programme &amp; Administration Expenditure, excl Pension Costs</b>	<b>59,172</b>	<b>7,040</b>	<b>66,212</b>	<b>3,728</b>	<b>(7,040)</b>	<b>(3,312)</b>	<b>62,900</b>	<b>0</b>	<b>62,900</b>
<i>NI share representing 21.6%</i>	17,483	0	17,483	(3,890)	0	(3,890)	13,593	0	13,593
<i>IRL share representing 78.4%</i>	41,689	7,040	48,729	7,618	(7,040)	578	49,307	0	49,307
Pension costs – NI representing 24.7%	226	0	226	36	0	36	262	0	262
Pension costs – IRL representing 75.3%	800	0	800	0	0	0	800	0	800
<b>Overall Total Expenditure for approval</b>	<b>60,198</b>	<b>7,040</b>	<b>67,238</b>	<b>3,764</b>	<b>(7,040)</b>	<b>(3,276)</b>	<b>63,962</b>	<b>0</b>	<b>63,962</b>
<i>Total NI share, including pension costs</i>	17,709	0	17,709	(3,854)	0	(3,854)	13,855	0	13,855
<i>Total IRL share, including pension costs</i>	42,489	7,040	49,529	7,618	(7,040)	578	50,107	0	50,107
Existing/Projected Staff Numbers (FTE)	168						168		
Narrative to support expenditure figures:									

### **Breakdown of Pension/benefit costs included in Business Plan**

	<b>Northern Ireland</b>	<b>Ireland</b>
Pension/benefit costs for N/S Body service*	262	800
Pension/benefit costs for service liability/ transferred in*		
Pension/benefit costs already in payment and subsumed into the N/S Body*		
Administration costs due to Pension Administrator		
<b>Total costs of pensions/benefits included in Business Plan</b>	<b>262</b>	<b>800</b>

\*Please complete as applicable

## ANNEX C

### DETAILS FOR NORTHERN IRELAND BUDGET - NOT FOR PUBLICATION

NI sponsor departments are required to provide some additional budgetary information on North South Bodies in order to reconcile to the budget position. The following table is required to complement the NI information contained within the Business Plan Budgets but does not form part of the Business Plan itself. This information ensures that the full Budget costs to their departments are approved by Northern Ireland Executive Ministers. Where the operating currency of the body is euro the exchange rate provided must be used when converting to GBP for this annex.

	Resource £k
<i>Northern Ireland <u>Non Cash</u> Costs (excl pensions)</i>	
<i>DEL:</i>	
<i>Depreciation</i>	0
<i>Northern Ireland Pension Costs :</i>	
<i>DEL:</i>	
<i>Increase in provision due to:</i>	
<i>Current Service Cost</i>	438
<i>Transfers IN</i>	0
<i>Added years</i>	0
<i>Income from:</i>	
<i>Employee contributions</i>	(65)
<i>Transfers IN</i>	0
<i>Added years</i>	0
<i>Total DEL above</i>	373
<i>Total NI Budget from Annex B excl Pension Benefits paid</i>	11,690
<i>DN: Jan-Mar = 8,119 (2,922 NI Core; Apr-Dec = 8,768 (11,690 x 9/12)</i>	
<i>Total DEL Budget for Body</i>	12,063
<i>AME:</i>	
<i>Release of Provision (must match pension cost in Annex B)</i>	(225)
<i>Interest on the Scheme liability</i>	335
<i>Total AME above</i>	110
<i>Total NI Pension Costs from Annex B</i>	225
<i>Total AME budget</i>	335

NI sponsor departments must complete this Annex in conjunction with their North South Bodies and must include this annex in any submission to Northern Ireland Executive Ministers to ensure that Ministers are aware of, and approve the full budget implications.

## ANNEX D

### Resource to Cash Reconciliation for North South Body – NOT FOR PUBLICATION

Description	£k		
Total DEL Budget for Body from Annex E			
<i>Of which DEL scoring in RBM for</i>	<i>2021-22</i>	<i>2022-23</i>	<i>Total</i>
Cash grant	+2,922 grant +438 CSPC -16 MC 3,344	+8,768 grant -49 MC 8,719	12,063
Remove increase in provisions re pensions, etc	(438)		(438)
Remove Income from employee pension contributions, etc	16	49	65
Other adjustments (please provide detail)			
<b>Net DEL for 2022 requiring cash</b>	<b>2,922</b>	<b>8,768</b>	<b>11,690</b>
Total AME Budget for Body from Annex C			
<i>Of which AME scoring in RBM for</i>	<i>2021-22</i>	<i>2022-23</i>	
	335	0	335
Remove Release of Provision (benefits paid)	225		225
Remove Interest on the Scheme Liability	(335)		(335)
<b>Net AME for 2022 requiring cash</b>	<b>225</b>	<b>0</b>	<b>225</b>
Cash Grant to the Body (Net DEL and NET AME above)			
<i>Of which Cash Grant in RBM for</i>	<i>2021-22</i>	<i>2022-23</i>	
	3,147	8,768	11,915

#### Notes:

NI Sponsor Departments should complete this annex and include it in the information submitted to DoF.

Where the operating currency of the body is Euro the exchange rate provided must be used when converting to GBP for this annex.

The amount of grant on this annex should match that requested for approval.