

**TOURISM IRELAND CLG**  
**MINUTES OF THE 203rd MEETING OF THE BOARD OF DIRECTORS**  
**HELD AT HASLEM HOTEL, LISBURN, BT28 1TS**  
**THURSDAY 27 MARCH 2025, 10.00–14.30**

**PRESENT:**

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

**IN ATTENDANCE:**

Alice Mansergh	Chief Executive
Shane Clarke	Director of Corporate Services, Policy & NI/ Company Secretary
Siobhan McManamy	Director of Markets and Partnerships
Aidan Power	Director of Marketing
Neil Aulton	Head of Strategy & Insights
Nicola Allen	Strategy Development Manager
Claire Naessens	Insights Manager
Ronan MacGreevy	Director of Strategy Consulting, EY-Parthenon
Róisín McTague	Corporate Communications Senior Executive

**1. APOLOGIES AND OPENING REMARKS**

There were no apologies received.

**2. CONFLICTS OF INTEREST**

No conflicts of interest were declared.

**3. MINUTES OF PREVIOUS BOARD MEETING ON THURSDAY 6<sup>th</sup> FEBRUARY 2025**

It was noted that the minutes of the meeting on 6<sup>th</sup> February 2025 were approved. They will be uploaded to Tourism Ireland's corporate website.

**ACTION:** Shane Clarke

**4. MATTERS ARISING**

It was noted that the actions arising from the Board meeting of 6<sup>th</sup> February 2025 had been progressed.

Shane Clarke noted that some financial declarations from Board Members remained outstanding. Alan Myles collected remaining signatures during the meeting.

The Board granted approval for Alan Myles to act as interim Company Secretary until the appointment of a Director of Business Operations.

**ACTION:** Alice Mansergh / Alan Myles

## **5. CEO REPORT & PLAN PERFORMANCE**

The CEO gave an in-depth update on ministerial and government engagement; St Patrick's Day promotional activity; the role posting for Director of Business Operations; sustainability and tourism performance.

The Board was supportive of the Executive working with official statistics bodies to support access to industry sources to provide added context on tourism performance. The Board was also supportive of the Executive's responding reactively to relevant press queries on overseas tourism performance.

**ACTION:** Alice Mansergh / Neil Aulton

## **6. SECRETARIAT MATTERS**

The Board approved the following revisions:

- removal of Shane Clarke as account signatory from all accounts, effective 5<sup>th</sup> May 2025.
- increase of signing limits for Alan Myles, Financial Controller, and Tom Noorie, Finance Manager, effective 5<sup>th</sup> May 2025, for the following accounts:
  - Dublin office EUR
  - Dublin office GBP
  - Dublin office USD
  - NY office USD
  - Toronto office CAD
  - Amsterdam office EUR
  - Frankfurt office EUR
  - Madrid office EUR
  - Milan office EUR
  - Paris office EUR

**ACTION:** Alan Myles

### **6.1. Procurement Approvals**

The Board noted the process and granted approval to the Executive to proceed with:

- Award of EU level contract for the provision of support and development services to Unipartner IT Services.

**ACTION:** Shane Clarke / Alan Myles / Hannah Hughes

- Initiation of an EU level procurement process for the provision of email service automation powered by AI and supporting services.

**ACTION:** Shane Clarke / Alan Myles / Hannah Hughes

- Initiation of an EU level procurement process for the provision of exhibition stand services for B2B trade events in Europe, North America & other locations, noting the estimated costs under the contract awarded in June 2023 had been exceeded due to additional requirements as part of transfer of functions for Business Events.

**ACTION:** Shane Clarke / Alan Myles / Hannah Hughes

- Inclusion of Alison Metcalfe, Head of North America & Australia/NZ, to the revised authority limits for procurement approvals as approved in February 2025.

**ACTION:** Shane Clarke / Alan Myles / Hannah Hughes

## **6.2. Management Accounts**

The Board noted the accounts circulated.

## **6.3. Secretariat Approvals**

The Board noted the revisions approved under Item 6 for the period between departure of Shane Clarke as Company Secretary and the appointment of a Director of Business Operations.

**ACTION:** Alice Mansergh / Alan Myles

## **6.4. Sydney & London Leases**

The Board noted the context of Sydney and London leases within the financial memorandum. Shane Clarke highlighted that leasing offices based in local Ireland House settings was in scope for consideration for all markets going forward, with the exception of Great Britain.

## **6.5. Board Governance Manual Updates**

The Board was advised that the Board Governance Manual had been updated with signed minutes and the Board agenda for 2025.

**ACTION:** Shane Clarke / Alan Myles

## **6.6. Board Member Appointments**

Shane Clarke thanked Board Members for their input, noting that a letter had been sent to Minister Burke in the Department for Enterprise, Tourism and Employment, outlining the Company's recommendations for nominating criteria.

## **6.7. Update of Tourism Ireland Constitution**

The Board approved the updates to the company constitution and its progression to NSMC.

**ACTION:** Shane Clarke / Alan Myles

## **7. MPL SURVEY**

The CEO summarised the feedback from MPL audiences surveyed in Dublin and Belfast. The Board noted the contents and suggested an industry update be provided on business events and luxury promotional activity.

**ACTION:** Alice Mansergh / Siobhan McManamy

Neil Aulton and Aidan Power joined the meeting.

**8. REPUTATION REVIEW 2025**

The Board noted with satisfaction the contents of the reputation review presentation given by Neil Aulton.

Siobhan McManamy, Nicola Allen, and Ronan McGreevy joined the meeting.

**9. MAINLAND EUROPEAN APPRAISAL**

Siobhan McManamy, Neil Aulton, Nicola Allen and Ronan MacGreevy outlined the work carried out to date on the Mainland European Appraisal, after which a comprehensive discussion took place between Members and the Executive. A request was made for access comparison data on NI and regional access points.

**ACTION:** Alice Mansergh / Neil Aulton / Lynda Quinn

A commitment was given to review resourcing within the upcoming organisational capacity review.

**ACTION:** Siobhan McManamy / Lynda Quinn

Neil Aulton, Nicola Allen and Ronan MacGreevy left the meeting.

**10. BRAND & COMMUNICATIONS – SLOW TOURISM**

The Board noted the contents of the presentation given by Aidan Power on the company's slow tourism initiative for June 2025. An expansive discussion followed on the potential of the initiative.

**11. SCREEN TOURISM OPPORTUNITY**

The Board noted the proposal by Aidan Power to engage with a significant screen tourism opportunity and was supportive that engagement should continue.

**12. US PUBLICITY PROPOSAL**

The Board gave its approval to the US publicity proposal as outlined by Siobhan McManamy.

**ACTION:** Siobhan McManamy / Alison Metcalfe

Claire Naessens and Neil Aulton joined the meeting.

**13. SENTIMENT TRACKER**

The Board noted the contents of the presentation given by Claire Naessens on key sentiment results and insights from November research. During the subsequent discussion, the Board expressed interest in continuing to see sentiment tracker results as soon as possible after collation.

**ACTION:** Alice Mansergh / Neil Aulton

**14. RISK REGISTER**

Alan Myles gave an in-depth update on risk register work to date, noting its standing position on ARAC agendas. The Board noted that the register would be brought before it on a biannual basis and that the register is reviewed by senior management at regular intervals.

A request was made to table the risk register earlier in the agenda going forward and to update the presentation style.

**ACTION:** Alice Mansergh / Alan Myles

The Board also expressed a desire to further engage with the subject through a dedicated session for Directors.

**ACTION:** Alice Mansergh / Alan Myles

**15. ARAC UPDATE**

Stephen McNally gave a comprehensive update on the proceedings of the ARAC meeting on 26<sup>th</sup> March 2025, noting the key points of discussion with the new auditor and satisfaction with the procurement presentation by Hannah Hughes. He also highlighted that Karen Sugrue Hennessy would be taking over as Chair of the committee.

**16. AOB**

It was noted that Katy Best would circulate her learning journey report post the meeting.

Shane Clarke raised the good citizen initiative, noting that an expert would be appointed ahead of the May Board meeting, after a competitive hiring process.

The Chair thanked Shane Clarke on behalf of the Board for his many years of unstinting service, dedication, diplomacy and inspirational contribution to Tourism Ireland. He welcomed the appointment of Alan Myles as interim Company Secretary, from the May Board meeting until the appointment of a Director of Business Operations.

**17. MEETING WITHOUT THE EXECUTIVE PRESENT**

There was no meeting without the Executive.

**18. DATE OF NEXT MEETING**

The next meeting is scheduled for Thursday, 15<sup>th</sup> May 2025 on Rathlin Island.

The meeting concluded at 14.44.

**Signed:**



**CHRISTOPHER BROOKE – CHAIRMAN**