



2026
2029

Corporate Strategy



Fáilte
Ireland

Contents

01 Foreword	4
02 Our Ambition 2026–2029	8
03 Policy Mandate	12
04 Operating Environment: Challenges & Opportunities	18
05 Strategic Time Horizons	22
06 Purpose, Vision, Mission	24
07 Strategic Framework	29
08 Key Enablers for Delivery	48
09 Performance Framework – A Balanced Scorecard Approach	60

Lough Key, Co Roscommon

Foreword

Tourism is one of Ireland's most important indigenous industries, sustaining employment and enterprise in every region and shaping how Ireland is experienced by visitors and communities alike, with a welcome for all at its heart.

National policy, set out in **A New Era for Irish Tourism**, sets clear expectations on the sector over the coming decade: to deliver stronger economic impact, improved competitiveness and productivity, more balanced regional and off-peak performance, and meaningful progress on sustainability – including stronger environmental, social and governance performance.

In that context, this Corporate Strategy sets out how Fáilte Ireland will respond over the 2026–2029 period, in a way that helps the tourism sector stay agile, protecting quality and reputation while adapting at pace to an ever-changing domestic and global environment.

This strategy is grounded in government policy and informed by extensive engagement across Fáilte Ireland, our industry clients, and the wider tourism system. It also reflects an important operating context: tourism now sits within the Department of Enterprise, Tourism and Employment.

While our mandate is unchanged, we will be clearer about outcomes and value for money – so people can see the difference tourism makes. Sustainable development is a guiding principle of this strategy.

As the Climate Adaptation Plan for Tourism makes clear, Ireland's visitor economy is increasingly exposed to the impacts of a changing climate, and long-term growth depends on the protection of the natural and built environments that define our appeal as a destination. Our approach therefore prioritises managing visitor demand in line with destination capacity, ensuring the responsible use of land and infrastructure, and actively safeguarding the natural and cultural assets that communities and visitors value. By embedding sustainability, climate resilience and placing stewardship into how we invest, plan and partner, we will support a tourism sector that grows responsibly, strengthens resilience, and delivers lasting benefits for communities, visitors and future generations.

The 2026–2029 strategy is deliberately focused, practical and built around what can be achieved within three years. At the same time, it is designed to lay the foundations for stronger performance beyond 2029, particularly in areas such as data, digital capability, workforce development and partnership models, recognising that some of the most significant system shifts will take longer to fully realise.

There is much to be energised by in this cycle. The strategy signals a step change in how we drive domestic growth and off-peak travel, anchored by a major marketing campaign focused on conversion and regional impact.

It introduces a new investment approach, prioritising experience quality, accessibility and value. It sets out a stronger enterprise model, simpler for our industry clients to access and more diagnostic-led, focused on improving competitiveness, productivity and resilience. It also positions insight, digital transformation and AI readiness as core competitiveness infrastructure, strengthening how Ireland's tourism offering is discovered, delivered and supported.

01

Foreword

Tourism is, at its heart, a people business, and Ireland's greatest strength has always been its people. Across all pillars, this strategy is anchored in a commitment that tourism must deliver for visitors, industry clients and communities and be welcoming and accessible to all. This requires strong standards, transparent governance, and purposeful collaboration across government, with Tourism Ireland, local authorities, state bodies, industry partners and education and skills stakeholders.

The Board will continue to provide oversight, challenge and assurance as this strategy moves from direction to delivery. I want to thank everyone who contributed to its development, and I look forward to working with the Executive, the Department of Enterprise, Tourism and Employment, our industry clients and our partners to deliver measurable progress over the next three years while building the foundations for long-term success. I would also like to thank the Minister for his ongoing support.



Ruth Andrews
Chairperson, Fáilte Ireland



Fore Abbey, St Feichin's Way, Looped Walk, Co Westmeath



02

Our Ambition 2026–2029

Our Ambition 2026–2029

Our 2026–2029 strategy cycle is delivery focused with clear priorities, sequenced action, strong measurement, and a sharp focus on what shifts outcomes on the ground.

In practice, this means moving away from broad activity and wide programmes, towards a targeted number of programmes that are measurable, and scalable, backed by better data, stronger partnerships, and a simpler experience for businesses engaging with Fáilte Ireland.

€ High-Impact Investment

Building on our existing pipeline of capital investment, we will introduce a structured short, medium and long-term investment pipeline with clear criteria and timelines that support delivery of Ireland's overall revenue, regionality and seasonality objectives. We will make investments that can be deployed quickly; refresh existing tourism experiences and in partnership with Tourism Ireland we will continue to develop internationally compelling visitor experiences.

🏠 Grow Domestic Demand

With an increased focus on domestic consumers, we will deliver a strong, sustained marketing programme that will drive the development of the domestic market as an engine for revenue growth nationally, regionally and seasonally in line with Government policy.

🚗 Drive Industry Competitiveness

We will put industry competitiveness at the core of our enterprise supports. A diagnostic-led pathway will improve targeting and focus effort on outcomes that lift productivity, service quality and long-term business resilience. Our approach will be underpinned by an accessible model concentrating supports on the needs of tourism SMEs through simpler pathways, clearer processes and a more streamlined, insight-led client experience.

📊 Build Tourism Data and Economic Insights

We will create a tourism economic and insight service that generates dynamic, responsive data-led insights and analysis of real-time spending, demand and business performance indicators to underpin better decision making across the sector and drive economic growth. Providing robust analysis to guide future investments, it will also evaluate the impact of those already made.



Accelerate Digital Transformation Across Irish Tourism

We will deploy a suite of supports that will help destinations and industry clients use AI and digital tools to improve on-line presence, AI-discoverability, enhance conversion performance and lift productivity, we will measure outcomes and focus on improving commercial impact.



Make Food a Hero

We will work across the sector to ensure we turn Irish tourism's food and drink propositions into a more connected, discoverable set of experiences, linking producers, places and stories to grow regional pride, visitor spend and off-peak demand – elevating the quality of the culinary offering and improving domestic and international perceptions of Irish food.



Champion Tourism Careers

We will position tourism as a respected, future-focused career that offers clear pathways and meaningful progression. Collaborating with employers and education partners we will build a modern, skilled, and sustainable tourism workforce that reflects the creativity and diversity of the sector. We will reframe tourism as a career of choice where people can start, grow, lead, and build successful businesses. Through clear pathways we will broaden awareness of the opportunities for tourism professionals.



Elevate the Visitor Experience

We will work at destination and enterprise level to ensure Ireland excels across every aspect of the visitor experience from the authenticity of the offering to the warmth of our welcome, to the ease of planning, booking and moving through our destinations, we will give visitors more than they expect. Every interaction and experience should feel effortless, memorable, inclusive and genuinely worth the journey, strengthening Ireland's reputation and inspiring visitors to return again and again.



Strengthen Regional Development

We will partner with local stakeholders to co-create local destination visions and plans that underpin Ireland's regional and seasonal development ambitions, using a destination maturity model to tailor the right destination development measures for each place. In less mature destinations, we will work with local stakeholders to build capability, develop product and strengthen placemaking. In mature destinations, we will focus on supply- and demand-side measures that grow off-peak demand and ensure an excellent visitor experience.



Sustainability at the Heart of Irish Tourism

We will ensure that tourism growth strengthens the natural and social capital on which the industry depends. Supported by regional sustainable tourism indicators and practical initiatives, sustainability will be embedded and tracked across all aspects of tourism development, including climate resilience, nature-positive practices, efficient resource use and the long-term wellbeing of communities.



Floating Boardwalk, Drumshambo, Co Leitrim

Policy Mandate: National Tourism Policy Direction

The development of Fáilte Ireland's 2026–2029 Corporate Strategy is firmly anchored in the national policy framework set out in **A New Era for Irish Tourism**.

This policy positions tourism as a strategic economic sector with a central role to play in Ireland's enterprise performance, employment growth and regional development over the coming decade. The policy is explicit in reframing tourism not solely as a visitor-facing activity, but as a core component of the wider enterprise and employment system.

Tourism is recognised as a significant indigenous industry, supporting close to one in ten jobs across the economy, with a particularly important role in sustaining regional and rural economies.

The policy therefore places strong expectations on Fáilte Ireland, to contribute directly to economic growth, productivity and competitiveness, while also supporting balanced development across regions and communities.

Within this context, the policy emphasises several interconnected priorities that shape the strategic mandate for Fáilte Ireland.



Competitiveness and productivity are positioned as central to the sector's long-term viability, particularly for tourism SMEs operating in an increasingly competitive international environment.



Regional balance and seasonality are identified as critical challenges, with a clear policy imperative to accelerate growth in less mature destinations and to rebalance activity toward the October to May period.



Digital transformation and the adoption of AI are identified as essential enablers of competitiveness, resilience and improved decision-making across the sector.



Sustainability and climate action are framed as both an environmental necessity and an economic requirement, with tourism expected to contribute meaningfully to national emissions reduction and biodiversity objectives.

Taken together, these priorities establish a clear external mandate for the next Corporate Strategy. Fáilte Ireland is expected to play a leadership and enabling role in driving economic growth and job creation through tourism, while ensuring that growth is competitive, regionally balanced, digitally enabled and environmentally sustainable.

03

Policy Mandate

Policy Time Horizons & Strategic Implications

While the Corporate Strategy covers the period 2026 to 2029, the national policy framework extends beyond this timeframe, with targets set to 2030 and 2031.

This has important implications for how the strategy is framed and assessed. The policy requires near-term progress against clearly defined outcomes but also expects that the foundations for longer-term performance are put in place early.

As a result, the 2026–2029 Corporate Strategy must be sufficiently ambitious to deliver measurable impact within the three-year period, while also building momentum toward the achievement of medium and longer term policy objectives.

This reinforces the importance of treating the upcoming strategy as the key focused period delivering tangible outcomes, while being explicit about where the strategy is deliberately investing in capabilities, systems and partnerships that will only fully realise value in subsequent strategy cycles.

Quantitative Anchors and Time Horizon

The national policy provides a clear set of quantitative anchors that frame both the scale of ambition and the urgency of delivery in the 2026–2029 period.

In relation to domestic tourism, the policy sets a target to grow domestic overnight revenue from **€3.6 billion in 2024 to €5.8 billion by 2031**, implying an average annual growth rate of approximately **7%**.

This places a strong emphasis on stimulating domestic demand, improving value per trip and increasing frequency, particularly outside the peak summer months.

Growing **less mature destinations** is central to the strategy as we look to grow trips to these destinations by an average of 7% per annum.

Seasonality is a central policy concern, with approximately 50 percent of tourism revenue currently generated between June and September. The policy therefore requires that priority growth be achieved in the **October to May period**, both to improve capacity utilisation and to support year-round employment across the sector.

From an employment perspective, the policy targets growth from **228,800 tourism jobs in 2024 to at least 250,000 by 2031**. This reinforces the importance of tourism as a jobs engine, while also highlighting the need to focus on job quality, skills development and enterprise productivity to sustain employment growth.

The policy also sets ambitious targets for digital and AI adoption with **90% of tourism SMEs expected to be using advanced digital tools by 2031 and at least 25% actively using AI-driven**

solutions. These targets underline the importance of digital capability as a core driver of competitiveness and resilience, rather than an optional enhancement.

Finally, the policy also establishes clear expectations in relation to climate and sustainability. Tourism is expected to contribute to a **45% reduction in tourism-related emissions by 2030**, relative to a 2018 baseline, in line with national climate objectives. This places an onus on the sector to accelerate energy efficiency, emissions reduction and more sustainable operating practices over the coming years.

Collectively, these quantitative anchors reinforce why the 2026–2029 Corporate Strategy matters. The period represents both a delivery window for early gains in growth, regional balance and competitiveness, and a foundation period for harder-to-shift system changes in areas such as digital capability, sustainability, data and productivity.

The emerging strategy therefore seeks to balance immediate impact with deliberate preparation for the next phase of policy delivery.



Enniscrone Golf Club, Co Sligo

Assumptions & Dependencies

As set out in **A New Era for Irish Tourism**, delivery of national tourism targets is dependent on a number of critical conditions and enabling factors.

Core assumptions:

- ✓ Dublin Airport capacity constraints are resolved, and regional airports have sufficient capacity to support tourism growth.
- ✓ Tourism accommodation capacity is adequate, aligned to seasonal and geographic demand.
- ✓ Tourism impacts from global travel disruptions or economic shocks are capable of being mitigated to a reasonable extent.
- ✓ Continued investment in tourism marketing and product development.

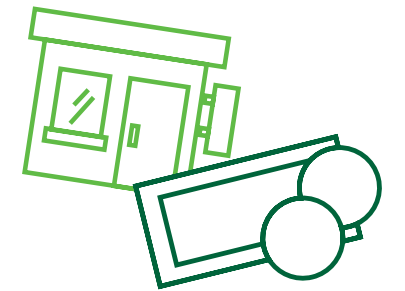
What this means for Fáilte Ireland:

- ✚ We will drive demand where destinations are ready, protecting experience quality and community support.
- 📈 We will track leading indicators including air access, accommodation supply and cost pressures, adjusting annual delivery plans where constraints emerge.
- ⚙️ We will work with government, Tourism Ireland and partners to evidence constraints early and support joined-up responses.



Connemara Greenway, Co Galway

Operating Environment: Challenges & Opportunities



The 2026–2029 Corporate Strategy is being developed amid global volatility and a changing domestic tourism environment shaped by geopolitical uncertainty, shifting visitor behaviour and cost pressures but also with significant opportunities for growth.

Globally, travel demand remains strong in many markets, but confidence can shift quickly. Geopolitical instability, higher transport and energy costs, and periodic disruption are influencing how people plan and book travel – often at shorter notice. Competition is intense, so destinations need to work harder to stand out on quality, value and distinctiveness.

In Ireland, affordability pressures continue to shape choices. People are still travelling, but they are more careful about what feels “worth it” – and expectations for service, ease and reliability remain high.

Clear value, convenience, trusted reviews, positive word of mouth, and consistent quality increasingly influence decisions – placing more emphasis on getting the end-to-end experience right, from planning and booking through to welcome, service and accessibility.

Research also indicates that domestic trips remain a dependable part of the overall travel market, particularly when people want flexibility, shorter breaks and good value close to home. This reinforces the importance of agility in how we operate and making it easy for people in Ireland to take a short break, supported by compelling reasons to travel, real value, strong regional propositions and a genuine Céad Míle Fáilte.

Ireland's demographic landscape is also evolving. A more diverse and ageing population, changing household patterns, and stronger diaspora connections create opportunities to design experiences that are welcoming for all, culturally relevant and accessible – while also ensuring tourism continues to support communities and pride of place.

For tourism businesses, the operating environment remains challenging. Labour and skills shortages, recruitment difficulties and rising operating costs continue to affect capacity, service consistency and business viability. We will support our client businesses to improve their productivity and simplify their operating models.

At the same time, constraints in transport, accommodation and other infrastructure can shape where and how growth can be absorbed – particularly during peak periods – and can create pressure on destinations if demand outpaces readiness.

These realities reinforce the need to match demand with destination readiness.

Technology is reshaping how visitors discover, choose and book trips. Social platforms and digital content increasingly influence travel inspiration and decision-making and enabling our tourism businesses to be AI-discoverable will present them with new opportunities and new markets.

04

Operating Environment: Challenges & Opportunities

While planning is increasingly digital and AI-assisted, decision-making in-destination remains dynamic and requires the human touch with real-time recommendations and trusted advice, enabling visitors to easily access and choose experiences with confidence. Our long and proud tradition of welcoming visitors enables us to be at a forefront of blending digital efficiency with warm, engaging hospitality.

We have significant opportunity to grow our domestic holiday and business events market and to develop our products – particularly outdoor tourism and iconic attractors – and we have key state partners who wish to develop these with us, unlocking opportunity for our tourism businesses.

Taken together, we will support a more deliberate approach: focusing on value and consistent experience quality, strengthening business competitiveness and resilience, making smart investments, timing our demand activity alongside destination readiness – so tourism continues to deliver for visitors, communities, the environment and Ireland's wider economy. This will also present opportunities to access new markets, to be at the forefront of digital tourism, to extend our season and to grow tourism in our regions.

Tourism growth is increasingly judged broadly – alongside economic benefit, people look at impacts on housing, congestion, local identity and the natural and built environment. In Ireland we benefit from strong community support for tourism and maintaining this requires authentic engagement, clear local benefit, and careful management of visitor flows and infrastructure, especially in sensitive places and at peak times.

National climate and sustainability objectives also reinforce the need to align tourism activity with environmental responsibility. However, they also present an opportunity to promote “coolcations” and slow, nature based, environmentally responsible tourism.

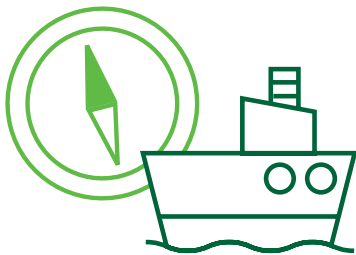


Knowth & River Boyne, Co Meath



05

Strategic Time Horizons



Strategic Delivery Horizons

While the Corporate Strategy covers the period 2026 to 2029, it is being framed deliberately within a longer-term strategic context.

This is intended to provide clarity on what Fáilte Ireland expects to deliver within the next three years, while also being explicit about the foundations that are being put in place for future growth, performance and resilience. To support this clarity, the emerging strategy distinguishes between three time horizons.





06

Purpose, Vision, Mission

Purpose, Vision, Mission



Purpose

We exist to develop and enable a competitive and resilient tourism sector that delivers memorable visitor experiences, enriches communities, protects the environment and sustains Ireland's economy for generations to come.



Vision

A thriving, sustainable tourism sector across Ireland, loved by visitors, welcomed by communities.



Mission

We energise Irish tourism through bold ideas, collaborative partnerships and a strong focus on results.

Our Values & Our Public Sector Duty



Our Values

How we work matters as much as what we deliver. Fáilte Ireland's values and behaviours guide our decisions, our partnerships, and our day-to-day delivery.

We are **Impact Led**: we stay focused on the outcomes that truly matter and we make a difference by delivering measurable, meaningful results; we support our clients, partners and ourselves to take bold, progressive actions; and we prioritise simplicity, so it is easy to work with us.

We **Aim High**: we take personal pride in what we do, continually seek knowledge and challenge ourselves to be better, and hold ourselves to the highest standards of integrity and quality in every action and decision.

We are **Better Together**: we build relationships grounded in trust, understand our shared goals and contributions, and take time to pause, reflect, adapt and grow — encouraging the exchange of ideas and embracing diverse perspectives so we can achieve collective success.



Our Public Sector Duty

As a public body, Fáilte Ireland recognises its statutory Public Sector Duty under Section 42 of the Irish Human Rights and Equality Commission Act 2014, requiring us to have due regard to the need to eliminate discrimination, promote equality of opportunity, and protect the human rights of staff, stakeholders and the communities we serve. This duty informs our governance, decision-making and delivery, ensuring that tourism development is inclusive, accessible and beneficial to all.

We also acknowledge our broader role as a steward of Ireland's tourism assets—its natural environment, cultural heritage and communities. With this comes both responsibility and opportunity: to lead by example, to influence sustainable practices across the sector, and to ensure that tourism growth enhances rather than diminishes the places and experiences on which it depends.

In fulfilling this role, Fáilte Ireland is committed to meeting relevant environmental and climate-related legal obligations, including national and EU legislation on climate action, biodiversity, environmental protection and sustainable resource use. By embedding ESG principles across our strategy and operations, we support a low carbon, climate resilient and socially inclusive tourism sector that delivers long term value for people, place and the economy.

We will also continue to value and promote equality, inclusiveness, and human rights through the implementation of policy.

Bundoran Beach, Co Donegal



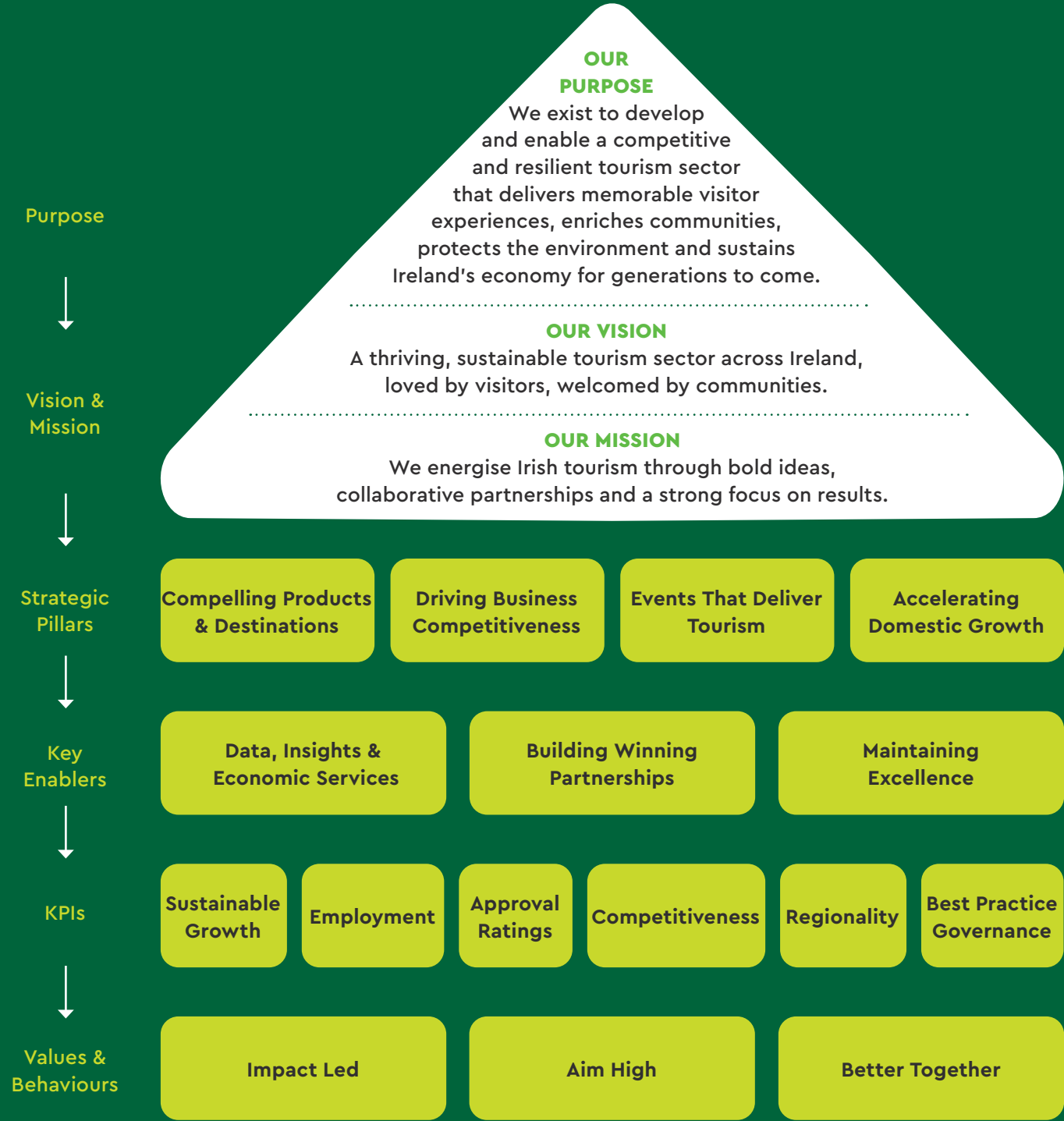
Love Lane, Temple Bar, Dublin City



07

Strategic Framework

Strategic Framework



Compelling Products & Destinations

Ireland offers visitors a world class experience shaped by the warmth of our people and the moments of connection that stay with visitors long after they return home. These experiences are reflected in consistently high visitor satisfaction.

Between 2026 and 2029, Fáilte Ireland will focus on elevating quality, coherence and competitiveness across Ireland's destinations by enhancing existing assets and bringing forward targeted new product development that deepens each destination's appeal and responds to emerging market needs.

All development will be rooted in sustainability, inclusive design and good environmental stewardship, ensuring destinations are more accessible, resilient and deliver strong economic impact. Destination development will also reflect the Climate Adaptation Plan's guidance on protecting natural assets, managing climate risks and ensuring long-term environmental resilience.

The Regional Development Strategies and Destination and Experience Development Plans (DEDPs) will guide investment, partnerships, infrastructure and visitor management so destinations operate as balanced visitor economies, with investment sequenced to maximise regional dispersion and long-term value.

We will support regional and season extension goals by creating coordinated, place-based plans that unite public and private partners behind a shared vision to unlock growth; strengthen regional competitiveness; and support sustainable growth. As well as guiding the investment strategy, DEDPs provide the core building blocks needed to create thriving destinations and vibrant communities.

1. Building Compelling and Attractive Destinations

1.1 Maximise the Destination Impact of the Existing Investment Pipeline & Programmes

With more than 150 investments scheduled to complete during the strategy period, Fáilte Ireland will ensure these assets are fully leveraged through:

- Coordinated destination activation and integrated marketing.
- Delivery of investment projects through the EU Just Transition Fund and the Shared Island Fund.
- Building collaborative networks that increase cross-promotion and shared revenues.
- The strategic linkage, signage and packaging of complementary attractions, infrastructure, and experiences to create coherent visitor journeys.

1.2 Improve Visitor Flow, Connectivity and Digital Integration to optimise our existing assets

Fáilte Ireland will prioritise investments that make destinations easier to access, navigate and enjoy.

We will:

- Improve wayfinding and visitor flow, ensuring existing assets are clearly marked, are quickly discoverable digitally with experiences that can be easily booked.
- Enhance physical and digital links between experiences and nearby towns.

- Support destinations to adopt sustainable access such as public transport links, Local Link solutions, active travel routes and EV infrastructure, to reduce transport emissions and improve visitor accessibility year-round.
- Support local industry clusters to create compelling linked visitor experiences and develop supporting distribution plans.
- Work with attractions to broaden their product offering and extend their season.

These improvements will help unlock unused capacity, maximise existing capacity and support stronger regional and seasonal dispersal.



1.3 Drive Off-Peak Demand Through Experience Creation & Event Activation

To boost off-peak performance, Fáilte Ireland will enhance existing tourism experiences in destinations with strong growth potential.

Key actions we will include are:

- Create bookable experiences with tourism providers and support them to activate and promote them.
- Develop new shoulder-season programming with regional destinations such as Nighttime Economy activations and pop-up events.
- Activate regional destinations through shoulder-season activation kits.

1.4 Enhance Experience Quality, Consistency and Value for Money

Fáilte Ireland will lead targeted improvements to raise visitor satisfaction and strengthen value perceptions for all.

We will analyse the full visitor experience to:

- Use authentic, local interpretation and storytelling to better engage visitors.
- Enhance service quality.
- Build strong benchmarking and insight capabilities to advise our clients.
- Work to ensure community support and welcome for tourists.

- Embed accessible, inclusive service design so businesses can provide a welcome for all expand market reach and improve visitor value.

1.5 Package and Present Destinations as Coherent Visitor Experiences

Fáilte Ireland will work with industry and distribution channel partners to package, bundle and position destinations more coherently, focusing on digital and AI visibility, content creation, itinerary development and consistent online presentation at destination level.

1.6 Drive Targeted Less Developed Destinations for Step-Change Growth

To support our ambition of driving greater regional dispersal of visitors and growing the value of tourism in less mature destinations.

We will target 'market ready' developing destinations for intensified levels of support including:

- Industry marketing, digital and sales capability building.
- Providing guidance to develop increased numbers of visitor experiences and visitor Itinerary development.
- Visitor Itinerary development.
- Destination activation measures around local festivals and events.
- Harnessing the potential of the local nighttime economy (e.g. live music scene).
- Increase levels of domestic marketing and sales promotion to help destinations achieve their potential.



1.7 Create an Outdoor Ireland Programme to Harness, Improve and Better Promote Ireland’s Activity Holiday Offering

We will:

- Deliver targeted investment to improve services and experiences along key walking and cycling trails and water-based activities including small accommodation and food experiences.
- Work with our Government, state agency and local partners to ensure the continued integrated development of our greenways, blueways and trails creating a national network supporting outdoor activity tourism while providing sustainable accessibility to our wonderful natural assets and landscape.
- Develop a 'Celtic Trail' as an iconic attractor that links authentic places and stories to encourage greater exploration of regional Ireland.
- Create bespoke marketing and distribution development programmes to deliver year-round business.
- Develop a new Marine Tourism Strategy, harnessing the tourism potential of Ireland's seas, islands and coastal assets to benefit coastal and island communities, while championing the conservation of marine habitats and wildlife as a foundation for sustainable development.

2. Focused Investment for Growth

2.1 Investment for Growth Programme

A key enabler in delivering 7% growth per annum will be a new investment programme that will deliver high-impact projects that strengthen off-peak performance, improve regionality, and unlock unused capacity as well as developing international attractors that will build a resilient tourism economy.

We will:

- Publish an investment programme that will sequence and target a combination of short-, medium- and long-term investments to turn destination development priorities into tangible deliverables.
- Enhance existing tourism assets to strengthen destination competitiveness and increase economic performance of the experience while improving experience quality, wayfinding and storytelling.
- Use DEDPs to systematically identify, upgrade and reposition tourism experiences, undertaking gap analyses, and focusing investment where there is strong potential for growth and connectivity between assets.

- Invest in high impact and international tourism assets to drive Ireland's long-term tourism economy growth. With Tourism Ireland, we will identify and invest in standout attractions that reinforce Ireland's long-term international appeal and positioning and continue developing high-impact experience and placemaking projects and distinctive international attractions that motivate travel to Ireland.
- Unlock market opportunities by supporting business to invest in facilities that support greater inclusion and accessibility.

2.2 Investment Partnerships

We will:

- Partner with Tourism Northern Ireland, Tourism Ireland, Department of Enterprise, Tourism and Employment and Department of Taoiseach to deliver both the Coast to Coast and Shared Destinations investment programmes under the Shared Island Fund.
- Harness partnership opportunities with cultural and sporting bodies to develop and deliver uniquely Irish tourism experiences.
- Work with public bodies and local authorities to unlock the tourism potential of state-owned lands, embedding high value visitor experience design grounded in sustainable development principles, focusing on experience excellence that protects natural assets for future generations.



3. Development of Tourism Accommodation

Adequate accommodation supply is essential to supporting growth and achieving regional balance. Fáilte Ireland will assist the government in developing a national accommodation strategy by providing data and insights that help align future supply with growth targets.

We will also:

- Work with local authorities to develop measures that encourage and enable accommodation development within existing policy and fiscal frameworks.
- Maintain competitive national quality standards that attract investment and strengthen Ireland's overall accommodation offering.
- Pursue short- and medium-term opportunities for small scale solutions such as motorhome aires, coach parking, glamping and self-catering in partnership with local authorities and LEADER Development Companies.

4. Culinary Tourism as a Strategic Growth Lever

Culinary tourism will be a key driver of regional value, differentiation and off-peak demand.

We will:

- Strengthen Ireland's tourism culinary identity, in particular creating visibility of the quality of food experiences in domestic campaigns, while working with Tourism Ireland to elevate Irish food to inspire overseas visitors when choosing Ireland as a destination.
- Elevate culinary tourism career pathways to build a stronger pipeline of skilled talent, supporting the long-term growth and professionalism of Ireland's food and hospitality sector.
- Support the development of an effective apprenticeship programme to build a sustainable workforce.
- Support the development of diverse culinary tourism products, including agritourism, seafood and immersive "meet the maker" experiences.
- Harness Ireland's proud brewing and distilling heritage to create compelling visitor attractions and touring trails.
- Support tourism focused food and drink operators to develop sustainable tourism business models.
- Improve digital discoverability, making food and drink tourism assets easier to find online and book.
- Highlight tourism food culture through off-peak programming and event activation.



Driving Business Competitiveness

Over 2026–2029, Fáilte Ireland will strengthen the competitiveness and productivity of Ireland's tourism enterprises by moving to a diagnostic-led, outcomes-focused enterprise model.

In a highly competitive global market and with rising travel and operating costs – Ireland's advantage must be built on quality and exceptional value, not on price alone. That means helping businesses lift productivity, adapt with confidence, and deliver consistently great experiences.

This pillar consolidates programmes into a streamlined national competitiveness and productivity framework. It recognises that people, skills and the quality of the experiences delivered are at the heart of a successful tourism enterprise. It strengthens workforce capability, sustainability practices, digital confidence and business performance, while ensuring experience quality and value for money remain core to Ireland's reputation and commercial success.

Success will be measured through enterprise-level improvements rather than participation volume. Supports will align to the stage, aspirations, and context of each business, ensuring interventions are meaningful, well-timed and genuinely helpful in building long-term resilience, productivity, and sustainable growth.

1. Develop Diagnostic-Led Pathways that Align Supports to Business Need

A structured diagnostic will form the foundation of client engagement.

We will:

- Introduce a structured diagnostic to assess enterprise maturity, ambition and constraints, enabling supports to be better targeted and "right-sized" to individual business need and potential.

- Apply diagnostic tools consistently across all client engagements.
- Simplify and streamline the end-to-end client experience including processes, interactions and communications, ensuring Fáilte Ireland is easier to engage with while maintaining appropriate governance and accountability.

2. Optimise Client Supports to Strengthen Performance

Fáilte Ireland will partner with agencies and departments across government to provide our client businesses with access to the tools, skills and actionable commercial insights that they need to optimise their competitiveness and productivity.

We will:

- Deliver a highly relevant portfolio of competitiveness programmes, supported by targeted workshops and peer-to-peer learning, designed to drive competitiveness and scalable impact across all areas of client businesses including food and beverage, climate action, labour and digital skills.
- Strengthen supports in under-addressed areas that materially affect competitiveness and resilience, including business and succession planning, business planning and management and access to finance and insurance, particularly for SMEs and family-owned enterprises.
- Deliver programmes to improve the quality of the visitor experience through a Fáilte Lab as well as peer-to-peer and workshop training to clients to empower staff to deliver the highest quality visitor experience possible.

- Shift emphasis to outcome-based measurement, focusing on improvements in competitiveness, productivity and resilience, and using this insight to continuously refine and develop a responsive portfolio of supports.

3. Strengthen Regional Delivery through Enterprise Hubs

The physical and advisory footprint will evolve to support place-based delivery.

Over the strategy period, we will:

- Re-position our Tourist Information Centres as visitor and tourism enterprise hubs, supporting both local businesses and in-destination visitors.
- Align regional structures with DEDPs and growth priorities.
- Optimise our central location in tourism destinations to maximise our service delivery.



Food Market, Waterford City

4. Elevate Workforce & Career Development

Workforce capability is a structural constraint on growth and competitiveness. Enterprise competitiveness cannot be sustained without quality employment, team agility, visible progression pathways and improved sector reputation as a career choice.

We will support industry to:

- Strengthen the perception of tourism as an attractive and inclusive profession with clear pathways, career progression and upskilling opportunities and a formal programme to raise the profile of tourism as a career with secondary schools.
- Build on the Employee Excellence Programme as a tool to deliver outstanding customer experiences and drive real business results through training and development at all levels of our tourism businesses.
- Remove barriers to entry and progression within the tourism sector, supporting the development of scholarships, accessible apprenticeship programmes benchmarked against other sectors and partnering with other EU member states to develop joint programmes.
- Attract, retain, and develop the talent needed to operate competitively, building agile teams and robust leadership and management capability.

5. Embed Sustainability at the Core of Tourism Development

Embedding climate resilience and adaptation, environmental responsibility and long-term sustainable growth at the core of tourism development.

We will support enterprises to:

- Create a baseline of carbon emissions and measure and reduce emissions across operations, energy use and supply chains, supporting progress toward national 2030 climate targets.
- Build enterprise capability in resource efficiency and ESG practice, helping businesses cut costs while strengthening environmental, social and governance standards in day-to-day operations through practical advisory supports and technology adoption.
- Strengthen environmental management capability across emissions, waste, water, biodiversity and supply-chain sustainability, future-proofing the business.
- Embed environmentally sustainable practices into all our investments.
- Promote low-carbon travel options to visitors.

6. Embed Digitalisation as a Business Strength

Digitalisation and responsible, human-centred AI adoption will be core drivers of competitiveness, productivity and long-term resilience, ensuring Ireland remains visible, bookable and trusted in an AI-enabled travel market, aligned with the National Digital and AI Strategy 2030.

We will support enterprises to:

- Strengthen digital and AI capability through targeted advisory supports, practical toolkits and an AI adoption roadmap aligned with the National Digital and AI Strategy 2030 – prioritising solutions that reduce administrative burden, cut operating costs and lift productivity.
- Help businesses “be seen” and convert demand by improving digital readiness so Ireland’s tourism offering is discoverable in AI-driven discovery, easy to understand and compare, and simpler to book.
- Support businesses to upgrade core operating systems (e.g., booking, payments, CRM, inventory) to unlock efficiencies, improve data quality and strengthen cyber resilience as digital dependence grows.
- Support businesses to adopt unified customer and performance data approaches that improve planning and decision-making and enable more consistent, joined-up destination management over time.
- Adopt immersive and enabling technologies where they add clear value – improving interpretation, trip planning and inclusive access.

7. Strengthen Enterprise Operating Models

A resilient, productive operating model is essential for competitiveness. Many tourism businesses face rising labour costs, operational inefficiencies, and inconsistent service standards – all of which limit profitability and long-term sustainability.

We will support enterprises to:

- Review and optimise labour models, improving scheduling, role design, productivity, and cost-to-serve.
- Strengthen operational management capability, including workflow design, process efficiency, inventory and supply-chain management, and service consistency.
- Adopt tools and methodologies such as lean operations, service blueprinting and AI-assisted workflow optimisation that improve efficiency without compromising experience quality.
- Develop enterprise-wide operating model plans that align workforce, process, technology, and commercial objectives.

These supports will enable businesses to improve productivity, reduce operating costs, and deliver higher-value, more consistent visitor experiences, strengthening overall sector competitiveness.





Events That Deliver Tourism

Between 2026 and 2029, events will be used as a targeted demand lever, focusing on higher-impact experiences that influence when and where people travel, while enriching the visitor journey, sparking connection and showcasing our culture.

Events will be planned and delivered using a consistent approach, aligning programming with destination readiness, seasonality, access and economic return while also enhancing visitor satisfaction through meaningful, people-centred experiences, to drive regional and off-peak growth and attract higher-value visitors. This includes designing events that minimise environmental impact and use resources responsibly.

A refreshed approach to festivals, business events, sport and cultural programming will ensure meaningful impact for destinations, communities and visitors, particularly from October to May, when events can bring energy, cultural immersion and economic support to the places that need it most. Events will be selected for their ability to extend the season, shape travel behaviour and balance investment across mature and emerging destinations.

Overall, investment will shift from calendar density to strategic impact—strengthening Ireland's competitiveness, supporting balanced regional development and creating enriching experiences for visitors and communities alike.

1. Optimising Festivals for Tourism Impact

The current festival portfolio will be reviewed to ensure it is delivering measurable economic and regional impact.

Over the strategy period, we will:

- Establish and support a strategically aligned portfolio of signature festivals that drive high-value international and domestic visitation and contribute to destination animation and economic impact.
- Assess the economic return and incremental demand generated by funded festivals and review the funding model to ensure it maximises economic impact.
- Review Fáilte Ireland-led festivals – Home of Halloween, St Patrick's Festival, Winter in Dublin and New Year's Festival Dublin to ensure capacity and resources are optimised, digital tools are harnessed and growth opportunities to drive off-peak demand and balanced regional growth are maximised.
- Work with partners to strengthen alignment between festivals, destination strategies and broader demand initiatives.



2. Realise the Full Potential of Business Events

Business events represent a year-round growth opportunity.

We will:

- Fully leverage and deliver the key recommendations, actions and targets in Ireland's business events strategy, Business Event 2030.
- Work to position Ireland as a world-leading, insight-driven business events destination by leveraging deep sectoral expertise, advanced digital capabilities, and a nationally coordinated ecosystem.
- Focus on identifying and attracting high-value international conferences aligned to Ireland's priority knowledge sectors to deliver on regional dispersal and supported by sustainable practices and strong industry partnerships.
- Strengthen Ireland's competitive edge by investing in capability building, harnessing data for smarter decision-making and ensuring that the business events sector contributes meaningfully to Ireland's innovation, reputation, and economic resilience.

- Leverage government investment in relevant tourism major sports events by maximising the tourism and economic potential of events (e.g. major golf events), ensuring strong legacy impact through regional dispersal, industry readiness, enhanced international visibility, and long-term demand for Irish experiences.
- Extend stays around event dates through promoting complementary programming around major fixtures.
- Integrate sport events with destination packaging.

4. Position Culture & Heritage as Demand Drivers

Culture and heritage including Irish language and indigenous sports will be integrated as demand anchors within the events strategy.

We will:

- Leverage culture and heritage in the portfolio to activate regions with underutilised capacity and strong cultural identity, helping to drive off-peak demand and balanced regional growth.
- Leverage indigenous sport and cultural traditions as distinctive experience anchors, aligning with participation events and place-based propositions.

Culture will not be treated as a standalone arts programme, but as a structured demand driver aligned to destination strategy.

3. Leverage Sport & Major Participation Events

Sport and participation events will be treated as standalone demand levers, with our role focused on maximising tourism.

Over the strategy period, we will:

- Target major international sports with tourism potential and participation events with strong regional spillover.

Accelerating Domestic Growth

*Find yourself
on a short break*

Over the 2026–2029 period, domestic tourism will be treated as a primary growth opportunity and a central driver of regional and off-peak performance.

While international markets remain critical, domestic tourism already representing 40% of total tourism revenue, presents significant potential to increase value, strengthen regional economies and reduce seasonality.

The objective of this pillar is not simply to increase visitor numbers, but to drive value growth, improve regional dispersal and materially strengthen off-peak demand. Demand activation will be sequenced with destination capacity, ensuring the visitor experience is protected and natural environments are not placed under seasonal pressure.

Strengthening domestic tourism depends on the sales and marketing capability of thousands of small, time-pressed tourism businesses. Our role is to provide practical tools and build capability so that national demand activity converts into real revenue and local economic impact.

There are two strands to this Pillar:

Grow Domestic Demand – Consumer focused as we look to grow domestic demand by inspiring and motivating consumers to take a short break in Ireland.

Activate Industry to Convert Demand – Industry focused as we look to support individual SMEs to convert the interest in short breaks into sales for their business.

1. Convert Demand to Domestic Trips.

"Find Yourself on a Short Break" will serve as the flagship domestic growth platform under this strategy.

We will:

- Create always-on reasons for consumers to choose a break in Ireland, increasing the number of repeat domestic short trips as a means of addressing the immediate human need to recharge.
- Use high-attention media channels that help people feel the value of taking regular short breaks including TV, non-skippable Video-on-Demand and content creators.
- The campaign will be always-on throughout the year but significantly increased during the off-peak season when the need is heightened but also when accommodation capacity is greater.

2. Food & Culinary Tourism to Promote Destinations

Great food and drink are a key expectation on short breaks, significantly enhancing the overall experience.

We will:

- Use food to inspire destination interest and convert bookings.
- Create dedicated campaigns to shine a light on the breadth and quality of the tourism food offerings available throughout the country.
- Integrate food and drink tourism experiences into all our campaigns.

3. Regionality – Hero Less Mature Destinations

Provide brilliant reasons for Irish consumers to choose to go to the less mature regions.

We will:

- Continue to build all our regional brands; and in line with government policy, we will demonstrate a positive bias towards Ireland's Hidden Heartlands, Ireland's Ancient East and the northern section of Wild Atlantic Way.
- Geo-target consumers with destinations that are easy for them to access.
- Amplify priority short-break destinations and off-peak themes through content creators and social channels.
- Use golf and other outdoor activities as a strategic driver of regional balance by demand activation in developing destinations—prioritising places that can absorb off-peak growth sustainably.

4. Showcase the Breadth of Brilliant Reasons to Travel Now, including Festivals & Events

Create urgency through giving people specific, time-bound reasons to travel 'this month'.

We will:

- Make travelling for festivals and events a key motivating reason for consumers to choose a short break.
- Harness the power of specific events as a means to drive seasonality – filling off-peak months – and drawing people to less mature destinations where many of these events take place.
- Provide enhanced profile and digital promotion national for events that encourage consumers to click and book.
- Develop a National Tourism Day.

5. Enhance Fáilte Ireland's Online Tools to Help Visitors Plan Trips

Independent and authoritative information on destinations and tourism businesses that visitors and AI platforms can access and trust

We will:

- Strengthen appropriate AI capabilities into our platforms to deliver a continuously improving consumer experience.
- Increase the visibility and accessibility of Ireland's tourism content across AI platforms.
- Position our consumer websites and social channels as inspiring, useful and trusted sources of information.
- Create additional practical itineraries and short-break propositions.
- Highlight sustainable transport options within trip-planning tools, making it easier for visitors to choose low-emission travel modes where available.
- Drive high quality, warm leads directly to business websites and booking systems, reducing dependency on high-commission channels.

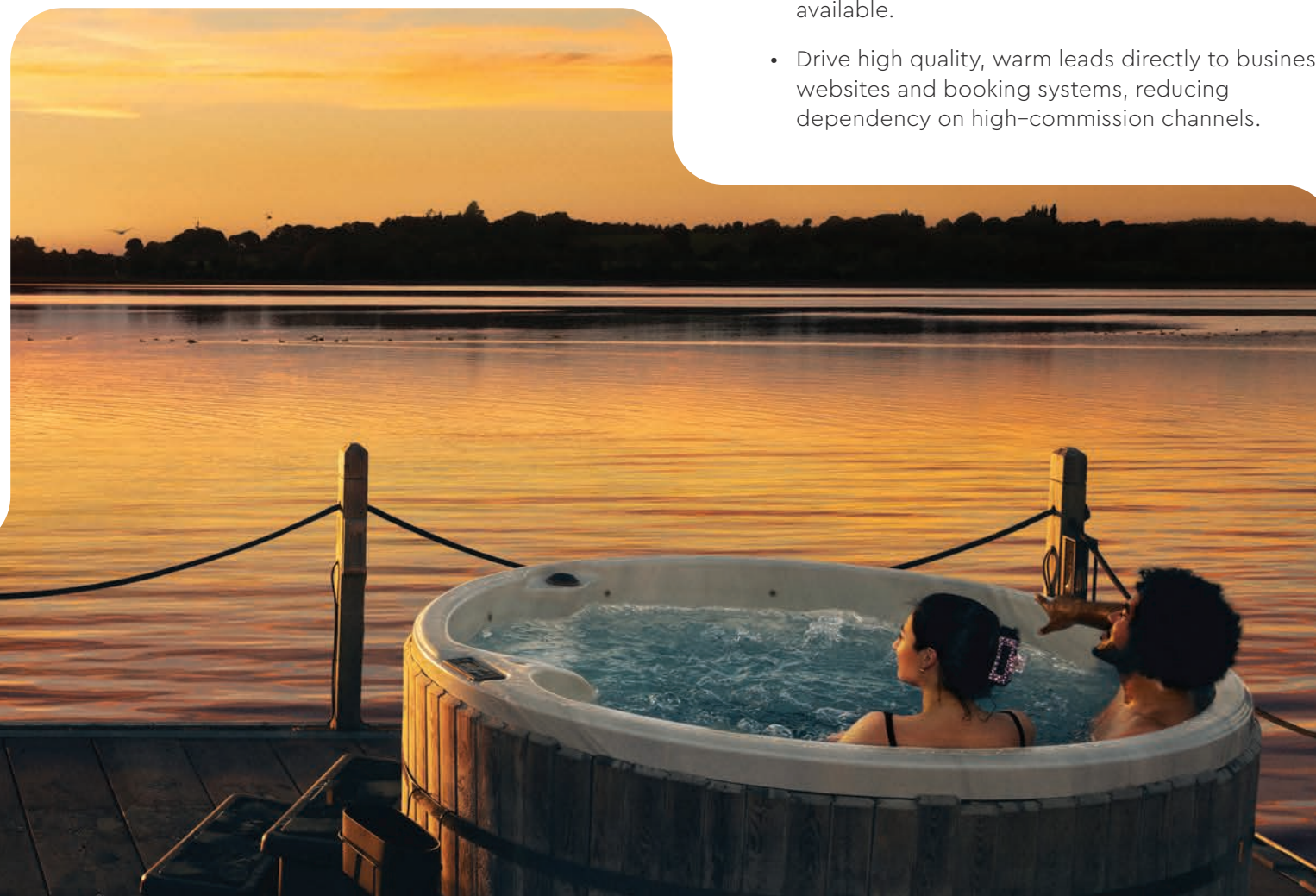
- Establish national tourism data standards that structure Ireland's product information in a way that is machine-readable, ensuring long-term visibility as travel inspiration moves towards AI-powered discovery.

6. Helping SMEs to Drive and Convert Demand to their Business

To fully realise domestic tourism growth, individual businesses must be equipped to convert demand into sales. Many SMEs struggle with limited marketing capacity and challenges turning interest into bookings and will benefit from practical, hands-on guidance that directly enhances sales and marketing effectiveness.

We will:

- Deepen our understanding of SME sales and marketing needs and evolve supports accordingly.
- Build distribution, sales, marketing, and digital capability through targeted learning and development.
- Strengthen direct booking performance, yield, and overall conversion.
- Support businesses to package and promote multi-day and short-break propositions.
- Provide practical activation toolkits aligned with national campaigns and local capacity.
- Encourage strategies that grow repeat visitation and loyalty.
- Position digital capability as a core, essential function within every tourism business.

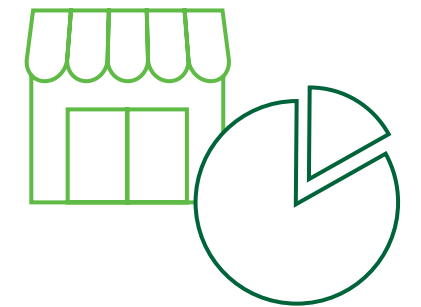




08

Key Enablers for Delivery

Data, Insights & Economic Services



Data, analysis, insight and research are the foundation of robust and well-informed economic decision-making and sound investment decisions.

Over the period 2026–2029, Fáilte Ireland will build an applied insight and analysis capability that directly supports growth, regional balance and competitiveness.

We will work closely with Tourism Ireland's Research and Insights unit on consumer and visitor insights and international market insights to drive growth.

The objective is to generate dynamic, responsive insights and analysis that underpins better decision making and drives economic growth.

1. Strengthen Data Foundations, Governance and Gap Analysis

Before advanced analytics or new initiatives, the foundations must be strong.

We will:

- Establish a coherent data management foundation by organising and prioritising existing data assets, ensuring information is accessible, reliable and clearly linked to strategic and operational decision-making.
- Work with partners, look to align data sourcing and analysis across industry and trade bodies.
- Optimise data assets so they can be easily read by AI systems, delivering rapid analysis and insights.
- Use the foundations established in Horizon 1 to prepare for more advanced analytics and AI-enabled decision support over the medium to long term (Horizon 2 and 3), enabling more dynamic performance monitoring, demand analysis, economic analysis, and scenario testing.

2. Understand and Track Sector Performance

Sustainable growth requires a clear understanding of how the sector is performing and provides the baseline against which strategic impact can be measured.

We will:

- Report revenue, yield and performance across accommodation, attractions and experience providers in a timely, accessible way, benchmarked against prior performance and global comparators.
- Track off-peak utilisation, seasonality shifts and regional distribution of activity.
- Analyse and report enterprise performance indicators, such as margin resilience and operating cost pressures and workforce indicators, such as employment stability, progression and leadership capacity.
- Maintain a comprehensive set of annual regional sustainable tourism indicators to ensure that growth in tourism is sustainable.
- Deliver timely, high-quality economic reports, dashboards and analysis that inform government, industry and key decision-makers and reinforce tourism's economic scale and potential.
- Expand economic modelling, forecasting, and impact assessment to understand shifts in global demand; price sensitivity and value perception; regional economic spillovers and labour market implications.

3. Analyse Investment Impact and Allocation

Investment decisions will be robust, data-led and underpinned by insights.

We will:

- Work with third level institutions to expand our tourism economic modelling, forecasting, and impact assessment to understand shifts in global demand; price sensitivity and value perception; regional economic spillovers and labour market implications.
- Assess and publish the economic impact of Fáilte Ireland's capital and programme investments, identifying models for investment based on the highest productivity gains and prioritising future investment based on an impact-led approach.
- Evaluate regional maturity and growth readiness to support prioritisation of investment.

4. Publish Clear and Authoritative Economic Reporting

Economic clarity must anchor strategic credibility.

We will:

- Strengthen applied insight and economic analysis, supported by regular publication of economic reports, dashboards and analysis that inform government, industry and internal decision-making, and reinforce the economic lens underpinning tourism policy and investment choices.

Tourism's contribution to national prosperity must be measurable, defensible and clearly communicated.

5. Consumer & Visitor Insight to Drive Growth

Through data and insights, we will unlock a deeper understanding of consumers to both encourage Irish consumers to take breaks in Ireland, but also to understand how the experience that Ireland offers can be enhanced for both domestic and overseas visitors to drive greater satisfaction and repeat visits.

We will:

- Develop a deeper understanding of the needs, motivations and behaviours of domestic consumers.
- Track consumer needs, expectations and experience in Ireland to unlock opportunities for product and experience development.



- Support destinations with detailed analysis of how their destination is performing for visitors, unlocking opportunities at the destination level.
- Provide intelligence on new and evolving visitor segments, enabling destinations and businesses to adapt informed by evidence of changing demand.

6. Applied Research, Ideation & Adaptability

To ensure Fáilte Ireland remains responsive to changing markets and operating conditions, a strengthened applied research capability will guide smarter investment, better experience design and long-term strategic choices.

We will:

- Build national applied research and innovation capacity through formal partnerships with third-level institutions, ensuring high-quality insights feed directly into development decisions.
- Capture real-time visitor feedback through Tourist Information Centres and distribution partners to identify challenges and opportunities at destination level.
- Drive innovation through a Fáilte Lab, identifying emerging ideas and technologies as well as exploring new collaborations with university-based innovation hubs.
- Explore destination-level digital interventions as part of Fáilte Ireland's wider Tourism Digitalisation Strategy, including opportunities to dramatically improve visibility and bookability for less mature destinations and to advance Smart Tourism approaches.
- Incorporate environmental and destination-health indicators into decision-making, supporting long-term stewardship of natural assets and infrastructure.



Building Winning Partnerships

Collaboration is a core driver of growth, regional balance and competitiveness. Our success depends on building strong, trusted partnerships that deliver shared value.

Over 2026–2029, Fáilte Ireland will expand its partnerships and establish more structured, purpose-led collaboration.

This includes forming strong coalitions that take a whole-destination view, ensuring activities are aligned with strategic priorities and deliver measurable economic outcomes.

Partnership intensity will vary over the life of the strategy, adapting as initiatives emerge, progress and conclude.

1. Strategic Alignment with Tourism Ireland

Tourism Ireland occupies a distinct and central position in developing the tourism economy. International growth depends on coordinated product development, market positioning and air access strategy. Tourism Ireland is therefore treated as a core strategic counterpart, not one partner among many.

Over the strategy period, we will:

- Align specialist product investment with Tourism Ireland's market priorities
- Reinforce Tourism Ireland's role as a central development partner, particularly in aligning product development, destination propositions and experience investment with evolving market opportunity and visitor strategy.
- With Tourism Ireland, work with Tourism Northern Ireland on developing mutually beneficial all-island initiatives.
- Align around supporting regional and seasonal growth targets through focused media and trade familiarisation programmes.

- Support international sales opportunities for industry through the identification and support of individual businesses getting access to Tourism Ireland's overseas sales platforms.

2. Strategic Growth & Asset Partners

These partners are critical to delivering the enabling infrastructure, access, capacity and place-based assets needed to achieve sustainable growth and regional balance.

They include:

- State land and heritage asset owners including BnM, Coillte, OPW, Waterways Ireland, Údarás na Gaeltachta, NPWS and the local authorities
- Enterprise and development agencies, the LEO network, Skillnet and European Digital Innovation Hubs.
- Transport bodies, national cultural agencies and institutions.



Johnstown Castle, Co Wexford,

These partnerships require:

- Shared development and growth objectives.
- Joint sequencing of initiatives so access, capacity and demand can move together.
- Clear co-investment or coordinated delivery to strengthen placemaking outcomes.
- A shared commitment to sustainable land use, responsible development and the protection of natural and cultural heritage.

We will:

- Use Destination Experience Development Plans as the primary local mechanism to align tourism priorities with infrastructure delivery, land use, and community considerations through structured engagement and joined-up governance.
- Work with our partners to unlock underutilised State lands and assets for high-quality, sustainable visitor experiences and advances in biodiversity that strengthen regional propositions and spread benefit.
- Coordinate investment and demand activity with destination readiness to protect the visitor experience and support long-term, balanced growth.

3. Industry Stakeholders

Industry representative bodies play a critical role in providing us with market insights, offering advisory support around market challenges and opportunities and shaping a holistic data strategy for the sector.

We will:

- Have meaningful engagement with agreed shared objectives.
- Share data and insight and use learnings to inform the development of supports.
- Engage offline and online Distribution Partners, ensuring desirable tourism product is available in the right place, at the right time, for the right customers.

- Work with global distribution systems to support destinations and product categories on a targeted basis.
- Ensure tour operators, Destination Management Companies and wholesalers can access inventory and product detail, and work with them to build less mature destinations.
- Technical connectivity including programme interfaces, booking engines, inventory systems.

4. Community Partners

Sustainable tourism depends on communities who feel heard, valued, and confident that tourism enhances their quality of life. Learning from destinations across Europe, our approach focuses on strengthening community partnership, managing impacts proactively, and ensuring local benefits are visible and meaningful.

During this period, Fáilte Ireland will enhance community engagement as part of destination planning, working collaboratively to balance visitor growth with the needs of residents.

We will:

- Position Destination Experience Development Plans (DEDPs) as the primary local mechanism for aligning tourism planning with community priorities through structured engagement and joined-up destination governance.
- Build on the Community Sentiment Index to track national and local sentiment trends, identify emerging pressure points and inform targeted responses.
- Build a formal community engagement programme to build on the trust we have with local communities to ensure tourism is welcomed and its importance is understood.
- Strengthen Fáilte Ireland advocacy with stakeholders and industry, integrating community-focused KPIs into investment, festival, social enterprise and business events supports.

4.1 Partnership Ways of Working

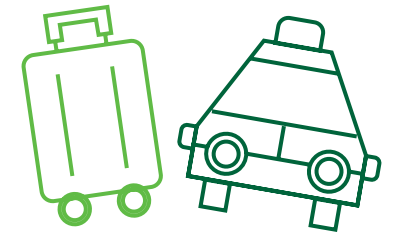
Fáilte Ireland will apply a consistent, organisation-wide approach to how partnerships are established, governed and delivered. Each partnership will be managed through a clear operating model that reflects the nature and shared purpose of the relationship, ensuring we have the right people on point internally and the right structures in place externally.

Our partnership ways of working will include:

- Clear purpose and alignment: Each partnership tier will have a defined strategic objective and a shared understanding of what the collaboration is designed to achieve.

- **Defined role clarity:** Fáilte Ireland's role, whether to lead, enable or influence, will be agreed upfront to ensure focus and accountability.
- **Resourcing and delivery discipline:** Each partnership will outline the specific resource commitment, measurable outcomes, milestones, and review and exit points.
- **Structured governance:** Partnerships will be reviewed periodically to ensure ongoing alignment with growth priorities, delivery capacity and value for effort.
- **Outcome-driven collaboration:** Engagement will be purposeful and impact-focused, supported by consistent processes and reviews.





Maintaining Excellence

Maintaining excellence in our people, governance, regulatory oversight and quality assurance is fundamental to achieving our ambition.

From 2026–2029, Fáilte Ireland will focus on

- Strengthening its people and organisation.
- Ensuring services are clear, consistent and easy to access.
- The regulation of accommodation – including the Short-Term Letting register – ensuring it will be delivered with transparency and reliability, while national quality standards will be enhanced to meet the needs of visitors and investors.
- Robust governance structures that support accountability, environmental and planning responsibility with high-integrity decision-making.

Together, these actions will build trust and enable the delivery of our ambition.

1. People, Capability and Culture

We will:

- Build and sustain a high-performing, future-ready workforce through continuous organisational review and a culture grounded in diversity, inclusion, collaboration, and strong leadership.
- Develop our skills and competences to deliver on the ambition of the strategy by building the capabilities of our teams to optimise the value that we provide to our clients.
- Ensure Fáilte Ireland continues to be a workplace where every person feels welcomed, respected and supported, where people are highly valued and our culture enables people to do their best work.
- Prioritise the health, safety, and wellbeing of our workforce by fostering a supportive, inclusive and accessible work environment where people can thrive, enabling high performance and ensuring the organisation is equipped to deliver on our strategic ambitions.

2. Accommodation Registers

We will deliver and operate accommodation registers to promote strong governance and transparency. A focus on clarity, communication and enforcement discipline will ensure smooth integration into the wider accommodation framework.

The Short-Term Letting Regulation is central to market transparency and fair competition.

Over the strategy period, priority will be given to:

- Regulating the national short-term letting register.
- Strengthening enforcement visibility and consistency.
- Improving data-sharing with local authorities.
- Optimising clarity for operators and consumers.

We will work to ensure a level playing field across accommodation types and improve transparency in supply and regional distribution. This work is foundational to regional balance and policy credibility.

3. Strong Accommodation Standards

Quality and standards remain central to Ireland's international reputation provide visitors with easily identifiable symbols and standards of service that they can trust, ensuring standards meet expectations, help marketing efforts, and support product development.

Over the strategy period, we will:

- Maintain and evolve the National Quality and Assurance Framework to meet consumer expectations and encourage investment.
- Ensure hotel and accommodation ratings remain credible and relevant.
- Align standards with visitor expectations and value-for-money perceptions.
- Integrate sustainability and accessibility criteria appropriately.

Standards will support competitiveness while avoiding unnecessary administrative burden.

4. Inclusive Services

Inclusion will be embedded in how Fáilte Ireland designs, delivers and evaluates its supports.

Over the strategy period, we will:

- Embed accessible, inclusive service design so businesses can provide a genuine welcome for all, broaden market reach and enhance visitor value.
- Ensure equitable access to supports across regions and business types, with particular attention to SMEs, family-owned enterprises and less mature destinations.
- Position tourism careers and enterprise pathways as inclusive and rewarding, supporting participation from diverse communities and demographic groups.
- Strengthen guidance and practical tools for enterprises to embed accessibility and inclusive service standards in their operations.
- Integrate inclusion metrics into programme evaluation, ensuring that accessibility and participation are monitored and improved over time.

Inclusion will shape delivery practice, strengthen sector participation and enhance the commercial relevance of Fáilte Ireland's supports across a changing demographic landscape.

5. Client-Centred Services

We will make it simple and intuitive for tourism businesses to engage and collaborate with Fáilte Ireland.

We will:

- Develop a client service model that streamlines and brings greater coherence to the end-to-end client journey, ensuring easy engagement across all touchpoints, programmes and divisions.
- Implement simplified access to investment grant schemes and programme applications.
- Improve clarity on pathways and sequencing of supports, reducing fragmentation and duplication, and enabling more deliberate redistribution and reallocation of resources in line with strategic priorities.

Ease of engagement will improve uptake, performance, and measurable impact. We will design all Fáilte Ireland services and supports to ensure every tourism business can engage easily and efficiently aligned to and measured by Fáilte Ireland's Customer Action Plan and Service Charter.

6. Best Practice Governance

Fáilte Ireland's regulatory and oversight responsibilities must be underpinned by best practice governance discipline that accepts and manages appropriate levels of risk to deliver on the ambition of this corporate strategy.

Over the strategy period, we will:

- Maintain high governance standards, ensuring alignment with public sector best practice and statutory obligations.
- Ensure full compliance with EU regulatory and reporting obligations, including accurate, timely submission of required data and documentation.
- Accelerate digital, data, and technology maturity by maintaining resilient ICT and cybersecurity capabilities and adopting Artificial Intelligence in a safe, responsible, and productivity-enhancing manner.
- Improve data integrity and auditability across compliance systems, strengthening traceability, documentation standards and internal controls.
- Maintain strong planning and environmental governance.
- Deliver on our carbon reduction targets.
- Enhance organisational efficiency, value for money, and operational excellence through optimising our structure, streamlined processes, clear ownership, defined accountability and transparent reporting.
- Promote transparency in our reporting and engagement with the democratic process through interaction with the Minister and the Oireachtas.





Performance Framework A Balanced Scorecard Approach

Core Outcome Measures

Performance will be measured against the targets below over the duration of this strategy and will be supported by annual business plans with attaching Key Performance Indicators and metrics directly linked to these targets.



09

Performance Framework A Balanced Scorecard Approach

Key Result Area	Targets
Growth	• Deliver 7% p.a. domestic revenue growth
Jobs	• Employment of 250,000 people in the tourism sector by 2030
Visitor Experience	• Achieve overall visitor satisfaction score of 85%
Industry Competitiveness	• Fáilte Ireland clients to deliver revenue growth that is 1% ahead of national average • Fáilte Ireland clients to grow operating margins at 1% ahead of national average • Fáilte Ireland client adoption of Digital at 90% by 2030 • 25% of Fáilte Ireland clients have adopted AI by 2030
Regionality	• Deliver a minimum 7% p.a. increase in visitor numbers to less developed regions
Seasonality	• Grow shoulder season at +1% versus high season
Community Approval	• Secure a national average Tourism Approval Rating of 70%
Climate Action	• Fáilte Ireland clients to reduce carbon emissions by 45% by 2030.
Best Practice Governance	• Full compliance with the Code of Practice for the Governance of State Bodies • Full compliance with all legislative and regulatory obligations • Tourism data meets international data governance standards



