

Minutes of the 4th Board meeting
of the
Assisted Human Reproduction Regulatory Authority

Date:	16 January 2026	
Time:	10.00 am	
Location:	Ashling Hotel, 10-13 Parkgate Street, Dublin 8	
Format:	In-person	
Meeting No.:	4th meeting of the Board	
Present:	Deirdre Madden	DM
	Mary Wingfield	MW
	David Crosby	DC
	Sam Doyle	SD
	Roisin Molloy	RM
	Ciara Merrigan	CM
	Brian Tobin	BT
	Julie Kenneally	JK
Apologies:	N/A	
In attendance:	Ronan Toomey, Assistant Principal Officer, Department of Health (for all items except no. 1)	RT
	Brendan Lenihan, Navigo Consulting – for items 6 and 7	BL
	Niamh Muldoon – for item 7	NM

1. Private Session

The Board met in private session.

2. Welcome from the Chairperson and Quorum

Since a quorum was present, the meeting was opened by the Chairperson.

3. Conflicts of Interest

No conflicts of interest were declared.

4. Apologies

N/A

5. Approval of Minutes of Board meeting of 5 December 2025 and the 12 December 2025 and matters arising

Decision	The Board approved the Minutes of the 2 nd meeting of the Board held on 5 December 2025.	Dec-04-20260116-1
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Decision	The Board approved the Minutes of the 3 rd meeting of the Board held on 12 December 2025.	Dec-04-20260116-2
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RT will circulate suggested dates for further meetings of the Board beyond those already agreed.

Action	Circulate dates for meetings to Board members	RT
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The Board noted that an allocation of €1.6 million has been provided for 2026.

6. Board governance workshop and training with Navigo Consulting

Board members present attended a Corporate Governance Induction training session from 10.15 am until 1.00 pm.

Action	Slides and other documentation will be circulated after the meeting	RT
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7. Leading and managing a State Agency – Discussion with CEO Niamh Muldoon of Comhairle Tréidlianna na hÉireann (the Veterinary Council of Ireland)

NM provided a briefing on the work of the Veterinary Council of Ireland and the systems and structures in place that ensure it functions effectively as a statutory agency. The CEO is tasked with the day-to-day management of the agency, including implementing strategy, overseeing operations, and ensuring effective delivery of services in alignment with government policies and regulations and the strategic direction set by the Board. The CEO emphasised that while their role focuses on operational leadership and delivery, the Board's role is distinct and complementary; the Board is responsible for providing strategic oversight, setting long-term objectives, and holding the CEO accountable for performance and compliance. This delineation ensures that while the CEO manages and leads the agency's operations and staff, the Board maintains governance, monitors organisational risk, and guides the overall direction, fostering a collaborative relationship that balances operational management with strategic stewardship.

NM was thanked for her engagement and left the meeting at 15.05.

The Board discussed inviting further guests to future Board meetings and a number of suggestions were made. This will be kept under review, particularly in light of the appointment of a CEO.

8. Appointment of a Chief Executive Officer of AHRRA

As the Board is still awaiting confirmation from PublicJobs confirming the successful candidate, a decision to approve the appointment of the candidate was deferred.

The Board was informed that the contract awarded to a CEO of a State agency must be in line with the template contract issued by the Department of Public Expenditure, Infrastructure, Public Service Reform and Digitalisation. The exact point on the scale and the pension

arrangements particular to the individual appointment will be inserted as soon as the candidate is offered the appointment.

Decision	The Board approved, in principle, the draft contract for the CEO, subject to approval also from the Minister for Health and the Minister for Public Expenditure, Infrastructure, Public Service Reform and Digitalisation	Dec-04-20260116-3
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The Board also discussed secondment of staff to the AHRRA on a temporary basis, including sourcing staff experienced with HR, IT, comms and legal etc. Further discussion with the Department will be required to explore the possibilities.

9. Support structure for incoming CEO

Further to discussions at previous Board meetings, the Chairperson informed the Board of work undertaken to identify how best to support the incoming CEO. The merits of contracting a person to provide direct support to the CEO were discussed.

Investing in such dedicated support for the new CEO is strategically desirable, given the complexity and demands of the role, particularly for a newly appointed CEO, who is taking on the role as first person appointed to the staff of the AHRRA and who will not have an existing support staff in place.

The Board was told that there appears to be a very limited number of options available to secure high-quality, tailored, executive support of the type that is envisaged. While other forms of business support services are available in the marketplace, consultancy services to provide the type of day-to-day, direct support that is envisaged would be desirable for the incoming CEO. Providing comprehensive assistance will empower the incoming CEO to address immediate operational challenges but also strengthen their capacity to implement effective long-term organisational structures.

Consideration of provide mentoring and support to the incoming CEO is ongoing as is exploration of additional, temporary support on a secondment basis.

10. Any Other Business

No other business was discussed.

There being no further business, the meeting concluded at 4.40 pm.