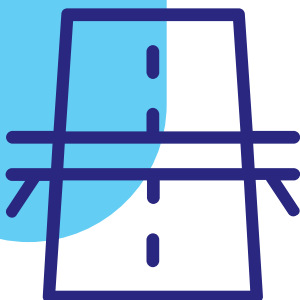


# Transport Infrastructure Ireland TII Statement of Strategy 2026–2030



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# Section 1

## Message from the Chairman



On behalf of the Transport Infrastructure Ireland Board, I am pleased to present our Statement of Strategy 2026-2030, which sets out our roadmap for TII over the next five years.

This strategy reflects our commitment to delivering safe, efficient and sustainable transport infrastructure which underpins economic growth, supports housing development and increases social mobility whilst at the same time delivering value for money, protecting and maximising the State's investments. It also reflects our focus on embracing digital transformation and the achievement of targets set out in the Climate Action and Low Carbon Development Act 2021.

Over the lifetime of the previous Statement of Strategy, we have delivered many major and minor road projects, improving connectivity for the citizens of Ireland. From enabling the morning school run, providing life-line connectivity for rural communities, to supporting the movement of goods, our network of roads represents an immensely valuable asset for the country. We will continue to prioritise maintaining and delivering road infrastructure for future generations, whilst also delivering active travel options, such as greenways and the National Cycle Network.

Tackling the growing challenge of climate change is a priority for us. Working through Zero Emissions Vehicles Ireland we will continue to help decarbonise transport by providing charging infrastructure for the growing fleet of electric vehicles. Through our climate action roadmap, we have detailed how we will reduce emissions and become more energy efficient.

We are entering a very exciting and challenging time, being charged with the delivery of Metrolink, a project aimed at creating a high capacity, high frequency rail corridor from Charlemont near Dublin city centre to Swords Estuary in the north of the county. We will continue to work closely with the Department of Transport to put in place the optimum delivery model for Metrolink.

The Luas tram operations have delivered significant benefits for the people of Dublin and the surrounding areas. The development of Luas Cork and Luas Finglas during this strategy period will extend these benefits to others.

We are entering a new digital era, one characterised by artificial intelligence, large language models and increased connectivity. Careful application of this new technology will enable us to realise the full benefit of the data we collect and help us adapt how we work in future.

By far our most valuable asset is our people. Our committed, professional and highly-skilled colleagues have delivered significant and often award-winning infrastructure on time and on budget in the past. I know they will apply the same level of dedication in delivering this new strategy, delivering sustainable transport infrastructure which will benefit greatly the people of Ireland.



*Gareth Llewellyn*

# Section 2

## Message from the CEO



I am pleased to introduce Transport Infrastructure Ireland's (TII's) Statement of Strategy, 2026–2030.

This document reflects the current and predicted future environment within which TII operates and provides a clear and coherent approach to the future development and operation of national road networks, greenways, light rail infrastructure, active travel and metro, in collaboration with the Department of Transport (DoT), the National Transport Authority (NTA) and local authority partners throughout Ireland.

In producing this Statement of Strategy, workshops were held with the Executive Team, with the purpose of refining and aligning TII's strategic goals and priorities. These sessions also served as an opportunity to review our core values and confirm their relevance. Staff engagement was a priority for the organisation in developing the Statement of Strategy. This engagement has increased ownership, driven better execution, enhanced communication whilst fostering a culture of trust and transparency.

Our plan is ambitious. We seek to leverage digital technologies that align with our goals and drive value for money. This plan was not developed in isolation, we have purposefully selected several key objectives that align and are informed by the programme for Government, cross sectoral objectives, recognised risks, challenges and opportunities. These goals are aligned with government priorities with a longer-term delivery timeframe than this current strategy. We recognise the budget pressure and will continue to drive value for money whilst further embedding and maintaining quality in everything we do.

We are also working within the realities of carbon budgets and the urgent need for climate resilience. Every project we undertake will be assessed for its environmental impact, long term sustainability<sup>1</sup> impact and for its contribution for building resilience against climate related risks.

Our organisation has demonstrated agility and adaptability, and this strategy builds on this strength. Agility in project prioritising, based on government priorities, whilst also adapting flexible and iterative approaches has been a key focus for the organisation, allowing teams to adapt and deliver value. This agility ensures that strategic priorities and day to day operations remain focused and resilient.

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<sup>1</sup> Note 1 (TII's sustainability.... takes this definition from the Brundtland Commission – Is development that meets the needs of the present without comprising the ability of future generations to meet their own needs).

We will measure our success through both quantitative and qualitative analysis. In our Annual Plan and Budget, each department has cascading goals that align to the overall strategy. The progress of these goals is reviewed quarterly. Monthly a balanced scorecard with key metrics is presented to the Board of TII. These metrics are reviewed through the four lenses of finance, people, processes and customer.

Delivery of this strategy will not be possible without the work and dedication of our staff, our close working relationships that we have with our local authorities, the National Transport Authority and the Department of Transport.

Together we have an opportunity to shape a transport system that is safer, smarter and more sustainable. I invite you to engage with this strategy and join us in delivering a network that works for everyone and into the future.

*Lorcan O'Connor*

# Section 3

## Development of the Statement of Strategy



### Development of this TII Statement of Strategy

This document is a statement of the strategy that TII will pursue during the period of 2026 to 2030. Our strategy reflects the careful consideration given by TII to:

- National policies, strategies, plans and frameworks of relevance to transport and mobility some of which were developed with contributions from TII.
- Relevant developments and trends in economic, social, governance, technical and legal environments.
- TII's capability to continue to deliver results in accordance with its statutory remit. Implementation of this TII strategy will, in particular, support the implementation of national transport strategy as determined by the Department of Transport.







### Policies and Frameworks

- Project Ireland 2040
- National Planning Framework
- National Roads 2040
- National Sustainable Mobility Policy (2022–2030)
- Sustainable Mobility Policy Action Plan 2022–2025 as amended
- Climate Action Plan 2025 (CAP25)
- TEN-T policy (Trans European Network for Transport)
- National Adaptation Framework (updated 2025)
- Transport Climate Change Sectoral Adaptation Plan (2019)
- The Economic Cost of Congestion in the Regional Cities 2022–2040
- United Nations Development Programme - “Do no harm” standard



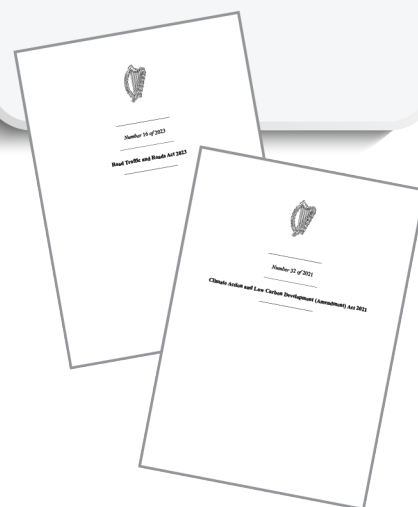
### Strategic Plans

- National Development Plan 2021–2030 *including review July 2025*
- Transport Strategy for the Greater Dublin Area 2022–2042
- Connecting Ireland Rural Mobility Plan
- BusConnects and MetroLink
- Department of Transport Statement of Strategy
- Ireland's Road Haulage Strategy
- National Transport Authority Statement of Strategy
- TII Sustainability Implementation Plan (2024)
- Road Safety Strategy (2021–2030)
- Department of Transport EV Charging Infrastructure Strategy 2022



### Legislative Framework

- Road Traffic Acts
- Transport (Railway Infrastructure) Act 2001 (as amended)
- Public Transport Regulation Act 2009
- Planning and Development Act 2000, 2004 (as amended)
- Climate Action and Low Carbon Development (Amendment) Act 2021
- Section 42 of the Irish Human Rights and Equality Act 2014 (as amended)
- Road Infrastructure Safety Management Directive and / or SI 612/2001



TII operates within a broad legislative and regulatory landscape, the frameworks, plans and legislation referenced above represent key elements, though they are not exhaustive.



# Section 4

## TII's Purpose, Vision and Values



### TII's purpose

Deliver and maintain transport infrastructure and services, enabling connectivity and regional development.



### TII's Vision

To support the advancement of a connected and sustainable future for Ireland through a safe, efficient and integrated transport network.



### TII's Values

#### Public Service:

We deliver transport infrastructure and services on behalf of the people and communities we serve.

#### Innovation:

We champion innovation to create safer, more reliable and accessible infrastructure and services.

#### Integrity:

We earn trust through honesty, impartiality and accountability.

#### Respect:

We listen and treat everyone with dignity and fairness, acting responsibly towards our environment.

# Section 5

## Goals



### **Safety**

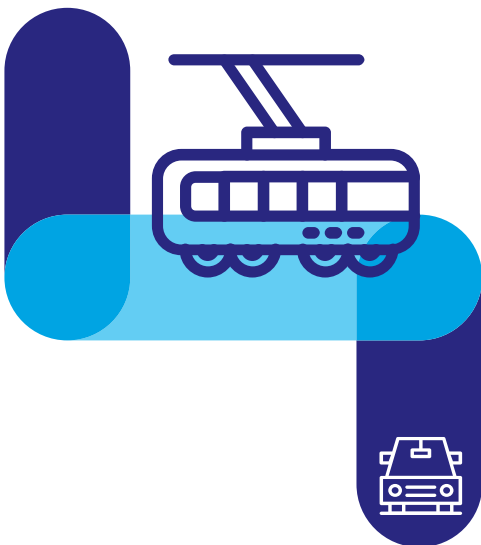
Reduce the risk and number of collisions, injuries and fatalities on all of our networks.

### **New Infrastructure**

Focus on the progression and successful delivery of a comprehensive portfolio of National Development Plan (NDP) projects. This strategic goal aims to enhance infrastructure development, ensuring timely completion and maximising the socio-economic benefits for the community.

### **Network Management (Asset Management, Operations and Services)**

Manage, maintain and operate TII's transport infrastructure, networks, assets and services in a safe, efficient and sustainable manner in order to preserve the state's investment in transport infrastructure and maximise the resultant economic and societal benefits from these investments.



# Section 6

## Safety



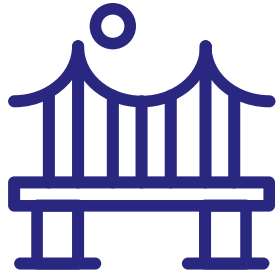
**Reduce the risk and number of collisions, injuries and fatalities on all of our networks.**

### Strategic Objectives

1. Embed TII's safety culture in all our activities through leadership, stakeholder engagement, training and communication.
2. Develop, implement, and maintain certification of TII's Safety Management Systems (Railway Organisation and Occupational Health and Safety) to manage safety risk.
3. Continuously improve the safety of workers engaged in TII construction and operations.
4. Make use of technologies, design standards and procedures to improve safety on all TII's networks.
5. Provide transport networks that are safe for all users.
6. Target investment based on analysis of data and a proactive risk-based approach on the National Road and Light Rail Networks.
7. Deliver on TII actions in the Government's Road Safety Strategy.

# Section 7

## New Infrastructure



Focus on the progression and successful delivery of a comprehensive portfolio of National Development Plan (NDP) projects. This strategic goal aims to enhance infrastructure development, ensuring timely completion and maximising the socio-economic benefits for the community.

### Strategic Objectives

#### 1. Enhance Accessibility in the Northwest, West, and Border Regions

Address the significant accessibility challenges faced by the Northwest, West, and Border regions of our country. Focus on the implementation of major projects by Transport Infrastructure Ireland to improve connectivity and infrastructure, thereby fostering regional development and socio-economic growth.

#### 2. Support Balanced Regional Development

Deliver transport infrastructure, critical to balanced regional development to counterbalance Dublin and the East region.

#### 3. Enhance Road Infrastructure

Implement infrastructure projects aimed at improving safety on the national roads network, in alignment with the commitments outlined in the Road Safety Strategy, focussing on reducing collisions, enhancing road user safety, enhancing the safety of the movement of road freight, and ensuring a safer travel environment for all.

#### 4. Develop a Comprehensive Urban Transport System in the DMA and GDA

Address the need for a comprehensive urban transport system in the Dublin Metropolitan Area (DMA) and the adjoining Greater Dublin Area (GDA), focussing on the implementation of additional future Luas lines and MetroLink as outlined in the National Transport Authority's (NTA) Transport Strategy, aiming to significantly enhance urban mobility and connectivity, contributing to the overall development and efficiency of the region's transport infrastructure.

#### 5. Develop Light Railways for Regional Cities

Focus on the development and implementation of light railway systems in regional cities enhancing urban transport infrastructure, improve connectivity and support sustainable urban growth in key regional areas.

## Strategic Objectives continued

### **6. Develop the Atlantic Economic Corridor**

Focus on the development and enhancement of the Atlantic Economic Corridor. This objective aims to boost economic growth, improve infrastructure and foster regional development by leveraging the strategic advantages of the corridor. The initiative will support sustainable economic activities and enhance connectivity between key economic hubs.

### **7. Enhance Connection to International Gateways**

Improve infrastructure and connectivity to international gateways, such as airports and ports, to facilitate global trade, tourism and economic growth.

### **8. Develop Greenways and Active Travel**

Expand and enhance greenways and active travel infrastructure to promote sustainable transport and recreational opportunities.

### **9. Promote Universal Design and Accessibility**

Implement universal design principles and standards to improve accessibility across all TII networks to ensure inclusivity and equal access for all individuals, regardless of ability.

### **10. MetroLink**

Continue to focus on the delivery of MetroLink as a transformative infrastructure project aimed at creating a high capacity, high frequency rail corridor, seamlessly integrating with existing public transport networks, reducing congestion, enhancing connectivity and promoting safe, sustainable transport choices.

### **11. Climate Action**

Support Department of Transport (DoT) and other stakeholders by performing our functions, in so far as practicable, in a manner consistent with the Climate Action and Low Carbon Development Act 2021.



# Section 8

## Network Management

(Asset Management, Operation and Services)



**Manage, maintain and operate TII's transport infrastructure, networks, assets and services in a safe, efficient and sustainable manner in order to preserve the state's investment in transport infrastructure and maximise the resultant economic and societal benefits from these investments.**

### Strategic Objectives - Asset Management

1. Develop and maintain corporate Asset Management policies and strategies to protect TII's existing infrastructure, networks, assets, operations and services and promote effective asset management practices in line with recognised global standards.
2. Build and maintain competent asset management planning and delivery teams with the right level of capacity and capability.
3. Engage and collaborate with a wide range of public and private stakeholders to safeguard the state's investment in and performance of TII networks and assets whilst also adhering to relevant policies for sustainability, decarbonisation, biodiversity, climate adaptation and resilience, circular economy, energy security and communications.
4. Procure and maintain appropriate asset management and data systems, registers and digital tools to ensure TII can systematically assess, monitor and predict asset condition, as well as plan and schedule 'life cycle' maintenance and renewal programmes to extend the life of assets and minimise whole-life costs.
5. Develop and promote longer-term high-level Asset Investment Programmes (c. 20 years) supported by appropriate economic and financial analysis and develop longer term funding programmes and shorter term multi-annual budgets for national roads, greenways and public transport.
6. Develop and maintain efficient and effective procurement and contracting frameworks to ensure TII has competent, committed partners and suppliers supporting the delivery of TII's Asset Investment Programmes, as well as an orderly handback of Public Private Partnership (PPP) assets.
7. Invest in emerging technologies and digital services to improve services to our customers.



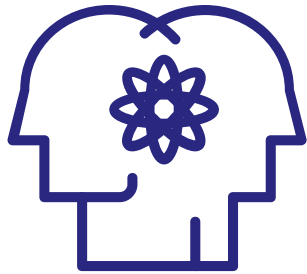
## Strategic Objectives - Operations and Services

1. Ensure that TII's network operations and services (e.g. Motorway Operations Control Centre & Tunnels, Motorway Service Areas, Luas Light Rail, Alternative Refuelling facilities, eFlow and eToll tolling operations) are resilient, effective and sustainable in supporting mobility and delivering benefits.
2. Ensure that TII and our operators meet customers' expectations in terms of performance, safety and security and that we provide the information that our customers need when they need it.
3. Support and collaborate with DoT and NTA in developing and implementing national policy objectives relating to demand management and sustainable funding measures to manage congestion on TII's networks, reduce travel demand and encourage modal shift.
4. Invest in measures to achieve targets for the public sector outlined in the Climate Action Plan.
5. Invest in emerging technologies and digital services to improve services for our customers.



# Section 9

## Enablers



### Strategic Partnership

Develop appropriate national and international partnerships that support TII's strategy, based on data-driven decisions and systematically gathered information.

TII can achieve this by;

- Building long-term, mutually beneficial relationships.
- Sharing knowledge, resources, and expertise.
- Inputting into the development of national and regional transport strategies and policies.
- Fostering, maintaining and leveraging relationships with external stakeholders including our supply chain.
- Participating in research and collaboration to support innovation and best practice.
- Engaging with suppliers to ensure the application of our sustainability principles.
- Maintaining a robust Stakeholder Engagement Framework.

### Organisation Excellence

TII is committed to adopting best practices in governance, fostering a culture of innovation and excellence, ensuring a high standard of professionalism in all we do. TII can achieve this by;

- Promoting a culture of good governance in TII, in line with the principles of governance applicable to public bodies.
- Deploying robust control systems and structures that ensure transparency, compliance and accountability.
- Promoting innovation in all its forms, including a culture of continuous improvement, contracting strategies, methods and digital technologies.
- Reporting on the implementation of the Public Sector Equality and Human Rights Duty.
- Promoting and delivering our Sustainability Implementation Plan, ensuring sustainability is at the heart of our decision making.
- Developing organisation structures that are fit for purpose and are set up for success.
- Developing and maintaining guidelines, standards and specifications for TII networks.
- Carrying out and participating in research to support innovation and best practice.

## Technology

Leverage digital technologies that align with TII's strategic goals, optimising TII's capital programme, operations and asset management, improving customer experience and ensuring TII leverages technological advancements in the transportation industry. TII can achieve this by;

- Driving business change and increasing agility through customer centric innovation, digital innovation and data-centric decision-making across our infrastructure, our operations and services.
- Implementing our ICT strategy to deliver stable, secure, scalable and innovative digital and data solutions, enabling a culture where data is valued and appreciated as an asset to generate strategic value and insights to identify opportunities and better decision making.
- Investing in technology to build greater digital capabilities while supporting the day-to-day blended working technology demands.
- Supporting business change with piloting new technologies including generative AI as a key enabler of innovation and operational efficiency.

## Funding

Ensure robust financial management and financial planning to ensure sufficient and secure funding is available, in a timely and cost-effective manner, to support TII's strategic objectives. TII can achieve this by;

- Prioritising value for money and financial accountability.
- Implementing best practices in financial planning and cost management, to ensure efficient use of resources.
- Implementing best practices in treasury management ensuring optimal timing for flows of requisite funds.
- Developing short, medium and long term funding profiles to assist effective Government allocation of funding to TII to fund NDP projects and asset management programmes.
- Exploring financing and partnership options to inform NTA and DoT of alternative funding options for TII projects and programmes; Contributing to studies on optimising user contribution to funding (e.g. Tolling and PPP revenue streams).
- Supporting the resilience and sustainability of TII's supply chain through counterparty evaluations and prompt payment of all valid supplier invoices.

## People

Ensure a motivated and skilled workforce to drive the successful execution of our strategic objectives. TII can achieve this by:

- Continuing to invest in and develop the skills of our people to meet the evolving needs of our business, deliver on our mandate and provide expert contributions in support of policy development at National and European level.
- Fostering a positive culture that values equality, diversity, inclusion, recognition and employee well-being resulting in a motivated and engaged workforce.
- Embedding workforce planning and succession planning to ensure we preserve corporate knowledge and to have the right number of people with the right skills to deliver on our mandate.

## Communication

Strategic Communications plays a vital role in shaping understanding of TII's mission, values, and impact. Through clear and consistent communication, we can amplify our strategic priorities, inspire confidence in our work, and drive meaningful engagement. TII can achieve this by:

- Influencing through consistent, value-driven messaging that communicates TII's role and relevance to stakeholders and the public.
- Supporting strategic priorities through targeted campaigns and engagement initiatives that drive awareness and action.
- Enhancing employee experience through transparent communication that fosters engagement, collaboration and trust.
- Facilitating knowledge-sharing and recognising the technical expertise across projects and operations.
- Maintaining inclusive and accessible multi-channel communication practices and platforms, aligned with TII's sustainability and equality principles.

