

TII Statement of Strategy 2018 to 2022



Message from the Chief Executive



The new TII Statement of Strategy describes our vision and our strategic objectives.

It sets out what we intend to achieve for national road and light rail users throughout the country. It describes actions we will take in order to achieve our goals. It also provides the framework within which we set out our deliverables and performance targets. These deliverables are set in the context of the Government's priorities as articulated in its investment plans and guiding planning principles.

It is opportune, as TII's new Statement of Strategy is launched, that the Government has published the National Development Plan 2018–2027. This ambitious plan will drive Ireland's long term economic, environmental and social progress across all parts of the country over the next decade. The National Development Plan (NDP), which is aligned with the delivery of the objectives of the National Planning Framework, sets out a significant level of investment which will underpin the National Planning Framework and drive its implementation over the next ten years.

The Plan recognises that public infrastructure delivered over the past two decades has played a very important role supporting the resilience and recovery of the economy. However, in the years following the crisis public investment was significantly constrained. This has led to the accumulation of shortfalls in the volume and quality of Ireland's public capital infrastructure, and a deficit of steady state investment in Ireland's transport infrastructure. It is significant that the Government's NDP recognises the

importance of protecting the quality and value of past investments in terms of maintenance and renewals. The term 'steady state investment' is firmly embedded in the NDP. The principle of ensuring that our networks are maintained to a high level to ensure quality levels of service, accessibility and connectivity for transport users is reflected in TII's Statement of Strategy.

In summary, the National Development Plan 2018–2027 investments in infrastructure under the remit of Transport Infrastructure Ireland are broadly as follows:-

Investment in public transport infrastructure will be delivered in line with the Transport Strategy for the Greater Dublin Area 2016-2035. The Plan commits to the undertaking of appraisal, planning and design of Luas network expansion to Bray, Finglas, Lucan and Poolbeg. Importantly, the Plan sets out a firm commitment to deliver a light

rail system from Swords, via Dublin Airport, to Dublin's city centre and onwards to Sandyford using the existing Luas Green Line.

Investment in national roads infrastructure will be delivered in accordance with the guiding principles of the Department of Transport, Tourism and Sport's Strategic Investment Framework for Land Transport, and the strategic outcomes of the National Planning Framework. A number of the major road projects to be delivered are set out in the National Development Plan.

Investment in maintenance and renewal expenditure will increase over the lifetime of the National Development Plan to meet the required investment levels for the current transport network and for new projects as they come into service.

TII has been set up to deliver and operate safe and efficient light rail and national road networks. We are committed to building on our achievements so that we serve better, and be leaders in what we do. Our ability to deliver and operate light rail and roads networks efficiently is well recognised, as evidenced by the portfolio of National Development Plan investments entrusted to TII and our partners to deliver. We must continue to deliver our work in an efficient and effective way, that provides valuable, productive and safe networks, and innovate to improve the efficiency of what we do.

I am proud of our achievements and how TII as an organisation works and continues moving forward. Transport Infrastructure Ireland should never be at a standstill.



Michael Nolan
Chief Executive

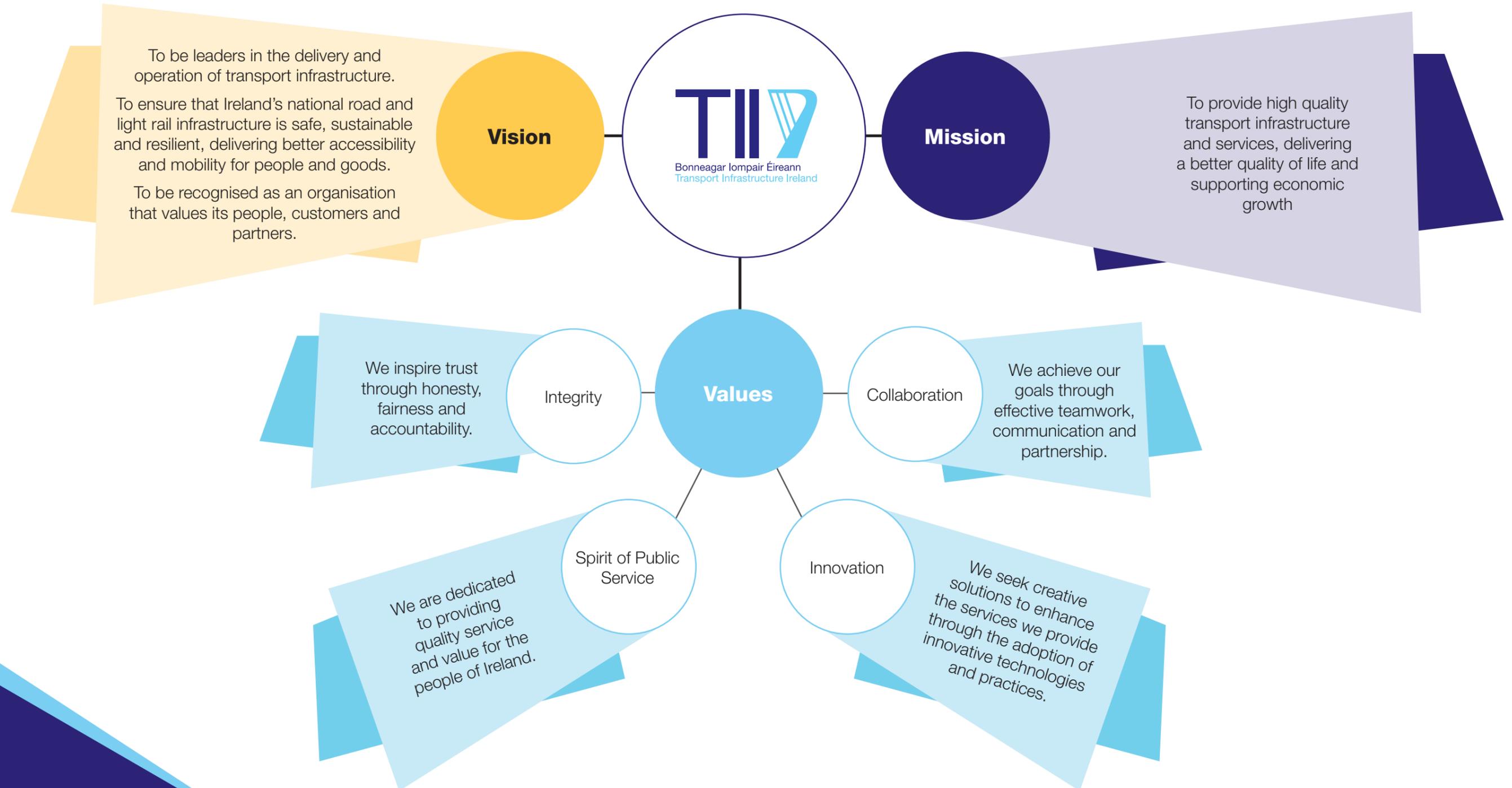


Derivation of the TII Statement of Strategy

The TII Statement of Strategy 2018 to 2022 has been derived from a number of sources, including, most importantly, the Statement of Strategy 2016 to 2019 published by the Department of Transport, Tourism and Sport (DTTaS) and the Statement of Strategy 2018 to 2022 published by the National Transport Authority (NTA).



Vision, Mission and Values



Strategic Goal and Strategic Objectives



Strategic Objectives and Actions

Strategic Objectives	Strategic Responses
  <p>Safety</p> <p>Improve national road and light rail safety.</p>	<ul style="list-style-type: none"> - Identify high collision locations from road traffic data on national roads and deliver safety measures - Conduct national road safety inspections - Improve the condition of the national road pavements - Improve the skid resistance of the national road pavements - Deliver a programme of minor realignments of national roads - Monitor adherence to the Safety Management System of Luas Operations - Establish flow optimisation measures on the M50 - Administer and develop design standards for roads and bridges - Provide Motorway Service Areas - Achieve Occupational Health and Safety accreditation to OHSAS 18001 - Monitor provisions for worker welfare and adherence to employment regulations on TII funded projects - Fund the national winter maintenance fleet - Procure salt stocks for roads nationally
  <p>Sustainability</p> <p>Incorporate sustainability principles into the development and operation of assets in our care.</p>	<ul style="list-style-type: none"> - Achieve Steady State levels of renewal and maintenance activities on the road and light rail networks by 2021 - Manage and re-procure Motorway Maintenance and Renewal Contracts - Upgrade and enhance the resilience of the Motorway Operations and Control Centre - Establish demand management measures on the M50 - Operate and enhance the Pavement Asset Management System - Operate and enhance the structures management system, Eirspan - Develop and deliver energy efficiency measures - Expand and enhance ITS provision and operation - Undertake national and international research and development of standards to promote innovation, creativity and collaboration - Deliver a twenty year vision for the national road network in alignment with the National Planning Framework and the National Development Plan - Provide and oversee road maintenance grants to local authorities
  <p>People</p> <p>Continue to build a professional organisation and promote a culture of leadership, collaboration and innovation.</p>	<ul style="list-style-type: none"> - Maintain and enhance specialist knowledge and expertise in light rail, national roads, service delivery and governance - Continue to provide opportunities for Continuous Professional Development - Continue to provide a supportive and positive working environment - Put in place systems, structures and resources to respond to a changing environment and priorities

Strategic Objectives and Actions



Strategic Objectives	Strategic Responses
<p>Investment</p> <p>Maximise the contribution made to Ireland’s development by the elements of land transport infrastructure entrusted to us.</p>	<ul style="list-style-type: none"> - Prioritise funding to achieve NDP objective of Steady State levels of investment by 2021 - Re-procure, mobilise and manage the next generation Luas Operations & Maintenance contract - Award and mobilise next generation eFlow operations contract - Optimise operations of TII light rail and tolling systems - Deploy resources to run TII’s Interoperability Management Services to maximise efficient information exchange and revenue collection - Encourage compliance of toll customers through public information and enforcement - Maintain and develop our National Transport Model - Assess and comment on planning applications and land use plans that impact on our assets - Provide and oversee national road grant allocations to local authorities
<p>Service</p> <p>Continue to build collaborative relationships with local authorities, similar organisations, stakeholders and customers to maximise the benefits of the services we provide.</p>	<ul style="list-style-type: none"> - Deliver effective customer engagement and public information campaigns to maximise positive customer experience - Share knowledge and data regarding national road and public transport networks - Contribute actively to Management Advisory Committees for Road Design and Project Offices - Hold regular meetings and provide information as required by the Department of Transport, Tourism and Sport and the National Transport Authority - Attend and present at conferences and trade events that are relevant to our activities - Maintain relationships with representative bodies of sectors that are impacted by our activities - Respond to Parliamentary Questions and appear before Oireachtas committees as required - Play an active and overseeing role on steering committees of TII funded projects
<p>Delivery</p> <p>Secure the delivery of the national road, light rail and metro elements of the Government’s Capital Investment Plans.</p>	<ul style="list-style-type: none"> - Achieve Railway Order approval and bring to construction Metrolink - Complete the construction of and bring into service- Luas Cross City - Complete construction of Capital Investment Plan projects including:- N25 New Ross Bypass, M11 Gorey to Enniscorthy, M7 Naas to Newbridge, M8 Dunkettle, N4 Collooney to Castlebaldwin and N22 Ballyvourney to Macroom - Develop a pipeline of major projects in preparation for future capital investment plans. - Achieve planning approval for Capital Investment Plan projects including- N6 Galway City Bypass and N28 Cork to Ringaskiddy - Undertake appraisal planning and design of Luas network expansion to Bray, Lucan, Finglas and Poolbeg in accordance with the Transport Strategy for the Greater Dublin Area and the NDP - Design a bus rapid transit project for Galway City Council as requested by the NTA - Foster relationships with the industry

Commitment to Performance

We are committed to providing the best possible support to our parent Department and the other Government Departments with which we interact, our Board, Management and our Staff. We do this by achieving a high standard of organisational professionalism and performance.

Our support services are key to the successful delivery of our mission and high level goals and can be categorised as follows:

- *serving our parent Department, other Government Departments, the Board, Management and Staff* - the provision of accurate, timely and consistent information and advice;
- *compliance* – ensuring we adhere to establishing legislation, various statutory requirements, public sector policies and procedures, the Code of Practice for the Governance of Transport Infrastructure Ireland etc.;
- *enabling a Performance Culture* – ensuring that our staff grow and achieve their potential and that their talents are translated into excellent performance;
- *co-ordination role* – contributing to clarifying a TII position on issues where the appropriate response spans divisions;
- *working to ensure good practice*, value for money and compliance in procuring works, goods and services; engaging with the general public, their representatives, key stakeholders and other external parties; respecting rights to information and personal privacy; and the provision of a comfortable, safe and efficient physical working environment and related facilities;
- *use of technology* – continue to develop, deliver and maintain ICT solutions to meet business needs across all our divisions.



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