

TII Statement of Strategy 2021 to 2025



Message from the Chief Executive

This TII Statement of Strategy 2021 - 2025 sets out the goals that all of us in TII are aiming for and the strategic objectives that we hope to achieve over the next five years. These goals and strategic objectives are aligned with those of the Department of Transport.

The process of producing this Statement of Strategy was different from previous versions. The opinions of TII staff members and TII Board members were sought, and subsequently considered, by the management team. The management team is comprised of the directors of all six TII divisions and the CEO. Through a series of workshops, the management team reached consensus on the goals; and the strategic objectives which we believe will guide our actions towards achieving those goals.

Having sought the opinion of the Minister and the Department of Transport, and incorporated the opinions received into the document, the Board of TII approved this Statement of Strategy 2021-2025 at their meeting of October 2020.

The Statement of Strategy 2021 – 2025 is framed in a context of climate change, political change, and a global pandemic. Reflective of this context, certain themes permeate the goals and their supporting strategic objectives.

Climate change requires our overt commitment to supporting the transition to a low-carbon future, through the enabling of active travel and the prioritisation of sustainability in our decision making.

Counteracting the economic impacts of Brexit and COVID-19 requires that we extend the life and optimise the use of our transport infrastructure, support use of emerging technologies and support Ireland's economic recovery through the efficient movement of people and products. The actions to be taken to achieve the strategic objectives are set out in each Annual Plan & Budget during the strategy period.

In order to undertake those actions, TII is organised into mutually supportive divisions, sections and project teams, some dedicated to particular business or project outcomes and others providing administrative or technical specialist support across the spectrum of TII activities. The appropriate deployment of available internal resources, focusing on the application of appropriate mixes of competencies to ensure the achievement of strategic objectives, is an ongoing and prioritised management task.

I would like to take the opportunity to acknowledge that we in TII can only achieve our goals through working in partnership with colleagues in the Department of Transport, the NTA and the local authorities. I would also like to acknowledge the time, expertise and commitment that Michael Nolan, our recently retired CEO, dedicated to the production of this Statement of Strategy and leaving a legacy of continued excellence in TII.

As we head into what is likely to be a period where many things are changing, I believe that we have a Statement of Strategy that will be resilient and provide us all with the assurance that, by staying aligned with the Strategy, we will be working in a co-ordinated way to continue to deliver Government policy in a sustainable way and make a positive difference to people's lives.



Peter Walsh
Chief Executive

N56 Dungloe to Glenties, County Donegal, which features a 27km cycleway, the first of its kind in Ireland.

Development of this TII Statement of Strategy

This document is a statement of the strategy that TII will pursue during the period of 2021 to 2025. Our strategy reflects the careful consideration given by TII to:

- national policies, strategies, plans and frameworks of relevance to transport and to the development of which TII has contributed;
- relevant developments and trends in economic, social, technical and legal environments; and
- TII's capability to continue to contribute, delivering 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.



Purpose, Vision and Values



PURPOSE

TII exists to fulfil an important purpose of national strategic significance, touching the lives of citizens and visitors alike on a daily basis. Our purpose is to provide sustainable transport infrastructure and services, delivering a better quality of life, supporting economic growth and respecting the environment.

VISION

In fulfilling our purpose we strive towards three over-arching aims which, taken together, represent our vision:

- To be leaders in the delivery and operation of sustainable transport infrastructure;
- To ensure that Ireland's national road and light rail infrastructure is safe and resilient, delivering better accessibility and sustainable mobility for people and goods; and
- To be recognised as an organisation that values its people, customers and partners.

VALUES

Our way of working reflects five core values shared and promoted among all TII team members:

- Sustainability: We prioritise sustainability in our decision making, playing our part in addressing the climate and biodiversity crises;
- Collaboration: We fulfil our purpose through effective teamwork, communication and partnership.
- Innovation: We seek to create value relevant to our purpose through the application of new and better solutions.
- Integrity: We inspire trust through honesty, fairness and accountability.
- Spirit of Public Service: We are dedicated to providing quality service and value for citizens and visitors to Ireland.



Goals

We are committed to the following goals, which have been identified as supportive of our purpose, while recognising our vision and our core values:



Strategic Objectives

Achievement of our goals will involve the successful pursuit of a challenging range of strategic objectives within the time horizon of this strategy.

The strategic objectives set out here for the period of 2021 to 2025 will be supported by specific actions to be included in annual plans, assigned to individuals responsible for their fulfilment and subject to ongoing monitoring.



Goals	Strategic Objectives
<p>Existing Infrastructure</p> <p>Operate, maintain and extend the life of national roads and light railway infrastructure to ensure the safety and efficiency of our transport networks, ensure appropriate management of environmental resources and contribute to the transition to a low-carbon and climate-resilient society.</p>	<ol style="list-style-type: none"> 1. Maintain and change existing infrastructure to reduce transport-related deaths, injuries and risks. 2. Extend the life and optimise the use of our transport infrastructure, to minimise the need to build new infrastructure. 3. Maintain our transport systems to ensure they are safe, resilient and available for use. 4. Introduce measures to support the reduction of carbon and other emissions in our operations. 5. Support use of emerging technologies such as connected co-operative and automated mobility. 6. Provide the information that our customers need.
<p>New Infrastructure</p> <p>Deliver national road, light railway, metro and Active Travel infrastructure, contributing to compact growth, sustainable mobility, enhanced regional accessibility and the transition to a low-carbon future.</p>	<ol style="list-style-type: none"> 1. Reduce transport-related deaths and injuries by modernising our infrastructure. 2. Support Ireland's economic recovery with the efficient movement of people and products. 3. Improve regional accessibility, including meeting the needs of bus operators and their passengers, and improving critically important lifeline routes to rural communities. 4. Deliver infrastructure that supports low-carbon transport systems and emission reductions. 5. Plan and design major transport schemes to encourage active travel and public transport. 6. Promote further use of low-carbon products in our construction projects.
<p>Services</p> <p>Operate TII's light rail, tolling and traffic control systems and contribute to the electrification and digitalisation of transport, benefiting our customers and contributing to sustainable mobility and de-carbonisation of transport.</p>	<ol style="list-style-type: none"> 1. Make best use of TII's light rail system and national roads services, supported by innovation and ongoing performance improvements. 2. Implement national policy for demand management, to incentivise modal shift. 3. Operate eFlow, Dublin Tunnel, interoperability services and the Low Emission Vehicle Toll Incentive, contributing to the delivery of national policies for mobility, infrastructure funding and the European Green Deal. 4. Support and develop carbon-reduction measures in the transport sector. 5. Invest in Cooperative Intelligent Transport Systems to improve our services. 6. Maintain design standards for roads and bridges.



Strategic Objectives



Goals	Strategic Objectives
<p>Safety</p> <p>Reduce the risk and number of collisions, injuries and deaths on our light rail and road infrastructure.</p>	<ol style="list-style-type: none"> 1. Deliver on TII actions in the Government's Road Safety Strategy. 2. Target investment based on analysis of collision data and a proactive risk-based approach. 3. Continuously improve the safety of workers engaged in TII construction and operations. 4. Promote new technologies, design standards and procedures to improve safety on TII networks. 5. Strengthen TII's safety culture through leadership, engagement and communication.
<p>People</p> <p>Maintain, enhance and harness the capability of our people, while promoting TII's values, to ensure the delivery of our goals.</p>	<ol style="list-style-type: none"> 1. Provide a positive employee experience, embracing diversity and inclusion. 2. Support personal development, motivating and building the capacity of the TII team. 3. Embed best-practice workforce planning as we respond to changing circumstances. 4. Maintain, develop and share TII knowledge and expertise.
<p>Engagement and Collaboration</p> <p>Engage and collaborate, partnering effectively with external parties, both nationally and internationally, to support the achievement of our strategy.</p>	<ol style="list-style-type: none"> 1. Foster and maintain relationships with external stakeholders and suppliers. 2. Procure and manage our contracts responsibly. 3. Participate in research and collaboration to support innovation and best practice. 4. Communicate with the communities affected by TII projects. 5. Engage with suppliers to ensure the application of our sustainability principles.
<p>Organisational Excellence</p> <p>Implement best practice in governance and how we conduct our business in TII, achieving a high standard of professionalism, compliance, assurance and securing value for money in all we do.</p>	<ol style="list-style-type: none"> 1. Promote a culture of good governance in TII, in line with the principles of governance applicable to public bodies. 2. Deploy robust control systems and structures that ensure compliance and accountability. 3. Promote innovation and the adoption of new methods and technologies. 4. Report on the implementation of our Sustainability Principles. 5. Report on the implementation of the Public Sector Equality and Human Rights Duty.





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