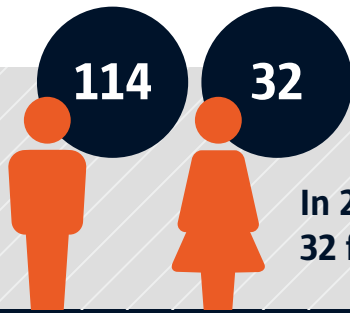RSA

Annual Report
2018

Údarás Um Shábháilteacht Ar Bhóithre
Road Safety Authority

114

32

In 2018 there were **114 males and 32 females killed on the roads**
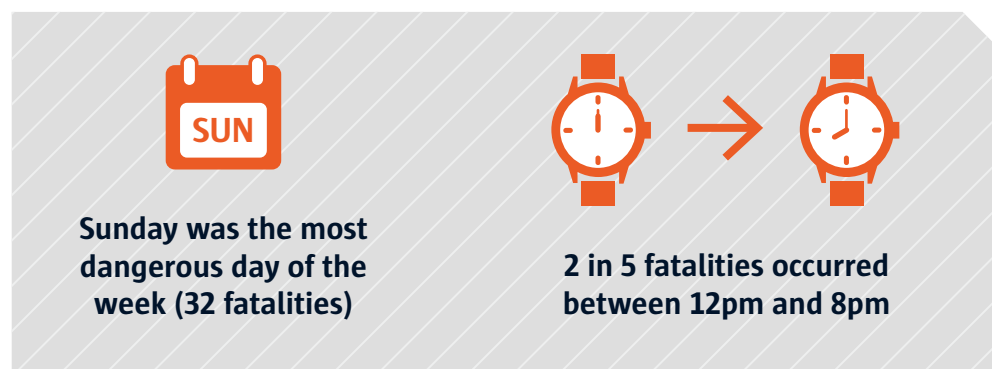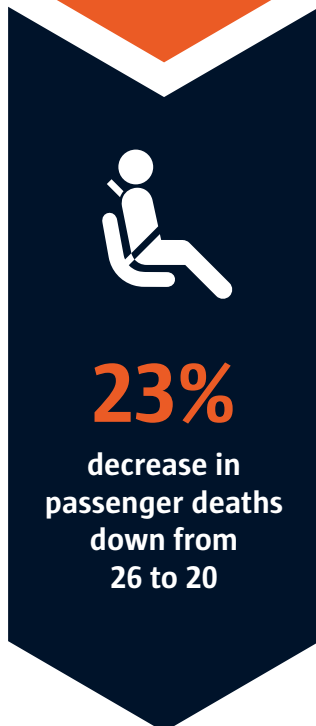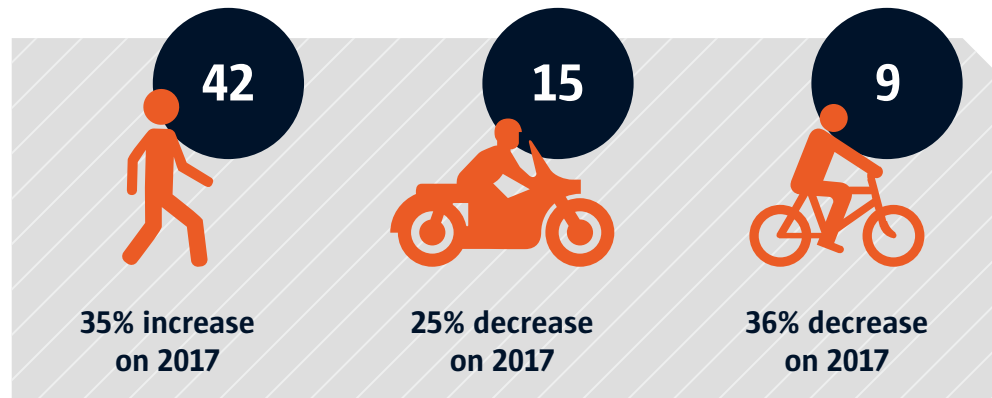
Compared to 156 in 2017, **a 6%** decrease

Road Safety Review 2018*

A total of 146 people lost their lives in 2018.

*2018 figures are provisional and subject to change. Valid as of 16 May 2019.

Vehicle occupant fatalities

Vulnerable road user fatalities

80

8% decrease in driver deaths down from 65 to 60

42

35% increase on 2017

15

25% decrease on 2017

9

36% decrease on 2017

34% of all drivers and passengers killed were **NOT** wearing a seat belt

Almost **1 in 3 road users killed were pedestrians**

23% decrease in passenger deaths down from 26 to 20

SUN

Sunday was the most dangerous day of the week (32 fatalities)

2 in 5 fatalities occurred between 12pm and 8pm

Contents

Chairperson's Statement

When the Road Safety Authority (RSA) was founded in 2006, its primary focus was to reduce the number of deaths and injuries on Irish roads and make them safer for all users. Since then, there has been a 60% reduction in road deaths. Our remit to reduce fatalities is as core to our activity today as it was at our outset 12 years ago.
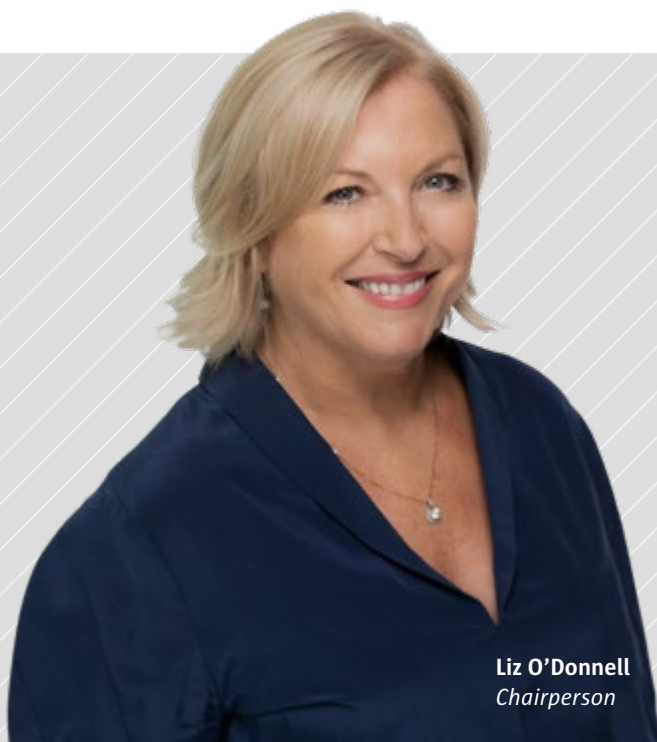
Liz O'Donnell
Chairperson

In 2018 we saw a reduction in road deaths for the second year running. This has put us in joint second place with Denmark in the list of the safest countries in Europe. This is a positive development, but reducing fatalities on our roads is not getting easier – there are no 'quick wins' left. But we must drive on.

There remains a stubborn cohort of people who continue to endanger themselves and other road users by engaging in the 'killer behaviours' of speeding, drink- or drug-driving, using a mobile phone while driving, not wearing a seat belt or downright dangerous driving. Just because it's becoming more challenging must not deter us or society from our common goal, because more lives can be saved and injuries prevented if we all continue to put our efforts into targeting these 'killer behaviours' and working to change the behaviour of **all road users** for the better.

To achieve this, the government's *Road Safety Strategy 2013–2020* has been put in place which aims to reduce deaths to 124 or fewer by 2020. It employs actions that are focused on the four main pillars of road safety – namely, engineering, enforcement, education and evaluation.

A large part of our work is focused on education – that is, communicating single, actionable behaviours to be adopted or changed. We are data, research and psychology led when developing our interventions, and public interest is at the centre of all of our activities.

We cannot and do not work alone. Policymakers, legislators, An Garda Síochána, Transport Infrastructure Ireland, local authorities, schools, the media and you, the road user, working together is critical to achieving safer roads in Ireland.

In 2018 we saw a reduction in road deaths for the second year running. This has put us in joint second place with Denmark in the list of the safest countries in Europe.

In practice this means introducing road traffic legislation that is based on scientific evidence and research. Educating and explaining the consequences if people engage in 'killer behaviours'. It means visible enforcement to deter killer behaviours such as drink-driving. But it requires societal consensus and acceptance to make a difference.

Successive governments have displayed the courage to introduce tough laws and to make our roads safer, despite the opposition of some.

Promoting the safe use of roads in Ireland is an integral policy measure that sustains communities – both rural and urban – and protects the lives and wellbeing of our families, neighbours, friends and work colleagues.

It is regrettable that some public representatives have argued that our strict drink-driving measures are excessive and even claim they are 'destroying rural Ireland'. Such minority views are misguided when the evidence is that alcohol is a factor in 38% of fatal crashes. All our interventions are to protect all road users rural and urban from drivers who persist in killer behaviours.

Road safety strategies and actions we employ are not designed to unfairly target or penalise road users. Rather, they are designed to protect **all road users** in all areas of the country through robust and well-informed policy, supported by targeted and effective enforcement. Everyone has the right to use the public road without being in fear of their own or their family's safety. This must take precedence over someone's selfish belief that they can do what they want when behind the wheel, like drink-driving.

For our part, everything that we do in the RSA is designed to tangibly and demonstrably work toward reducing road trauma in Ireland.

Mass media awareness campaigns are a key tool by which we fulfil our responsibilities. The strategy behind our public service messaging has directly led to measurable, positive attitudinal and behavioural change.

Social change does not occur overnight. It doesn't change without resistance. It doesn't happen absolutely at the time of communication. It happens when someone makes the decision in a moment of time, usually way outside of the advertising arena. This means that we must make sure our advertising is as 'immersive' as possible, leaving a profound emotional imprint for it to work.

Our robust measurement approach allows us to state with confidence that our campaigns consistently achieve outstanding levels of awareness, effectiveness and efficacy, and have been instrumental in driving positive changes to road safety behaviours and attitudes.

In wave after wave of research commissioned over the past decade we have consistently seen that over **90% of Irish adults believe road safety advertising to be the most influential factor** in the continued reduction in road deaths. This response far exceeds that of every other factor including court penalties, road traffic laws, road engineering, gardaí enforcement, news coverage, education in schools and even improved car designs and features.

As we plan for the future, it is clear that we must place more priority on vulnerable road users. The next national road safety strategy will have new elements to take account of a changing society, environment and life styles. Technology will transform our capabilities. The climate change agenda too will influence our endeavours. How citizens want to live their lives too, and a huge interest in healthy cities and public transportation modes must be accommodated. Cycling and walking must ascend the pecking order in terms of priority.

I want to thank all road users for making such a big effort to stay safe on the roads in 2018. It has made a difference, with lives saved and injuries prevented. Let's build on this progress in road safety and be an example for future generations and other countries. Thank you for your support.

In wave after wave of research commissioned over the past decade we have consistently seen that over 90% of Irish adults believe road safety advertising to be the most influential factor in the continued reduction in road deaths.

Chief Executive's Statement

It is difficult to describe 2018 as a successful year when we lost 146 lives on the road. But, as I have said before, the number of deaths occurring on our roads is a key measurement we have to chart progress. It is important too that we tell the public our roads are becoming safer, that measures introduced to improve safety are working. We need to be able to tell the public their efforts are paying off, saving lives and worth continuing.

Moyagh Murdock
Chief Executive

This is what happened last year. Because people took greater responsibility for their actions when using the road, 10 lives were saved. That's a 6% reduction on 2017 when we lost 156 people in fatal road crashes.

Last year, 2018, marked the safest year since we first began recording road deaths in 1959. That year we lost 306 people on Ireland's roads.

Last year's reduction in road deaths must be sustained in 2019 if we are to achieve the target set in the government's *Road Safety Strategy 2013–2020* – to reduce deaths to 124 or fewer.

Significant measures were introduced by the minister for transport, tourism and sport in 2018 which will assist in achieving this objective. Namely, the introduction of an automatic disqualification for drivers found to have a blood alcohol reading of between 50 mg and 80 mg and the new unaccompanied driver legislation, the 'Clancy Amendment', which targets not just the learner drivers but also the owner of a vehicle who knowingly lends a vehicle to an unaccompanied learner.

Vital to the successful introduction of these new laws was the tireless campaigning of families who lost loved ones in road trauma and also Victim Support representative groups. We will continue to work with these NGOs and bereaved families in 2019 to not only drive further change but to create a public appetite for such change.

In 2018 we also marked the year we were finally able to recruit significant additional numbers of driver testers in time for the commencement of the new legislation. This has also allowed us to reverse the reduction in our staff numbers created by retirements and a statewide recruitment embargo that was introduced during the recession.

Because people took greater responsibility for their actions when using the road, 10 lives were saved. That's a 6% reduction on 2017 when we lost 156 people in fatal road crashes.

Fifty-two testers alone started testing in 2018. The recruitment of these additional driver testers brings the total number of driver testers to 140 at the end of 2018 and will increase through further recruitment to 160 by March 2019.

With an appropriately resourced driving test team, we are confident we can maintain long term our agreed customer service commitment of delivering a driving test appointment within a 10-week average waiting time.

In addition to improved waiting times for a driving test we also began rolling out the first stages of a major project that we call the Integrated Customer Journey (ICJ). It is focused on providing driving licence and test customers with a seamless self-service journey through the various stages of the learning to drive process, removing the need to visit various RSA centres, sometimes multiple times. Whether a customer chooses to visit a centre or to go online, the goal is to make the visit as efficient as possible and to ensure an individual only has to provide information once. We went online with Phase 1 of the licence renewal application service in June 2018 and aim to go fully online for all licence applications later in 2019.

The finished product will be an online 'portal' that will integrate the driver theory test, the learner permit process, mandatory driving lessons, the driving test, all the way through to the final application for a full driving licence and ultimately for the higher-class professional drivers' licence.

These changes however would not be possible without the input of a hugely dedicated and dynamic workforce in the RSA. I want to acknowledge and pay tribute to the hard work of all staff in delivering on both our corporate and road safety goals in 2018.

In terms of our Commercial Vehicle Enforcement activities, in 2018 we concentrated our core activities to drive forward the road safety agenda. These include improving compliance with rules relating to EU driving periods and resting times, tachographs, Driver Certificate of Professional Competence (CPC) and road transport operator licensing, targeting of operators with poor compliance histories, as well as collaborating with An Garda Síochána in roadside roadworthiness checks of commercial vehicles. We also undertook a joint training programme throughout 2018 with An Garda Síochána directed at the new traffic corps gardaí in respect of HCV enforcement covering tachograph, drivers' hours and roadworthiness. This training initiative will continue throughout 2019 and will focus on key road safety issues and research findings as well as the CVR requirements.

The RSA International Road Safety Conference took place in May 2018 in Dublin Castle. The theme of 'Connected and Autonomous Vehicles (CAVs)' involved a cross-section of speakers from the car industry to researchers in ethics. The content was positively received by those in attendance. In 2018, we were also involved in the development of the appropriate guidelines for the possible testing of CAVs in Ireland in the near future, in conjunction with the Department of Transport, Tourism and Sport. This work will continue in 2019.

I wish to recognise the work being done by the staff in our support organisations. The NGOs and the media too need to be acknowledged for their role in helping to keep road safety at the top of the social agenda in this country.

Finally, my role as accounting officer for the RSA is to oversee the correct use of budgets and to ensure probity and compliance with legislation, government policy and corporate governance requirements.

I take responsibility for the financial stewardship of the RSA and the 2018 accounts set out in the RSA's financial position. Our financial accounts for 2018 are detailed at the end of this report.

Moyagh Murdock
Chief Executive

In 2018, the RSA was involved in the development of the appropriate guidelines for the possible testing of Connected and Autonomous Vehicles (CAVs) in Ireland in the near future, in conjunction with the Department of Transport, Tourism and Sport. This work will continue in 2019.

Board Members

Ms Liz O'Donnell
Chairperson

Mr Eddie Rock

Prof. Áine Carroll

Ms Liz O'Donnell is chairperson of the Road Safety Authority Board and also chairs the remuneration committee. Ms O'Donnell was appointed by the government as chairperson in October 2014. Ms O'Donnell is currently director of policy government affairs and communications of MSD Ireland, a multinational pharmaceutical and healthcare company which employs over 2,000 people in Ireland. She also serves as a non-executive director of Chernobyl Children International, an Irish charity which responds to the humanitarian and health needs of the people affected by the Chernobyl nuclear accident in 1986.

Ms O'Donnell was Progressive Democrats TD for Dublin South for 15 years from 1992 to 2007. She served as minister of state at the Department of Foreign Affairs from 1997 to 2002. She was part of the Irish government negotiating team who participated in the multi-party talks leading to the Good Friday Agreement in 1998. She was also responsible minister for Ireland's overseas development programme. From 2002 Ms O'Donnell was a member of the Commission of the Houses of the Oireachtas, the statutory body which governs both Houses and a member of the committee of procedure and privileges and the foreign affairs committee.

When she retired from politics in 2007, Ms O'Donnell worked as a public affairs consultant, and had a political column in the *Irish Independent* for five years.

Mr Eddie Rock is a member of the board since his appointment on 14 September 2011. Mr Rock has previously been a member of the audit and risk committee.

Mr Rock served in many areas of An Garda Síochána prior to being appointed to the position of assistant commissioner in charge of the Garda Traffic Corps in 2005. Mr Rock was part of the first comprehensive National Drug Strategy Team established by government in 2001.

Mr Rock has a diploma in legal studies and a BA degree in police management and passed the Final Entrance Examination to the Incorporated Law Society of Ireland in 2003. He is also a graduate of the FBI National Academy.

Professor Áine Carroll is a member of the board since her appointment on 14 September 2011. She is a member of the remuneration committee and the governance committee.

Professor Carroll is professor of healthcare integration and improvement at University College Dublin and a consultant in rehabilitation medicine at the National Rehabilitation Hospital in Dublin.

Professor Carroll is co-director of IFIC Ireland and a senior associate of IFIC. Prior to this, she was national director of the Clinical Strategy and Programmes Division in the Health Services Executive. During her tenure, Professor Carroll established the Integrated Care Programmes for older persons, chronic disease, children and patient flow to promote coordinated care and team work across services and specialties, ensuring that care is provided effectively and seamlessly to patients as they move through the system. She is passionate about integrated care and knowledge mobilisation.

Mr John Lumsden

Ms Aileen O'Toole

Mr Dimitris Karagiorgis

Mr John Lumsden is a member of the board since his appointment on 31 October 2014 following his submission of an expression of interest in state board membership through the system the Department of Transport, Tourism and Sport initiated in 2011.

Mr Lumsden is also a current member of the audit and risk committee, remuneration committee, and governance committee.

He is a former career civil servant who held senior positions in the Department of Transport, Tourism and Sport with responsibility for roads (including road safety), rail, maritime and aviation matters. As assistant secretary in the Department of Transport, Tourism and Sport, he had responsibility for legislation and policy development relating to road safety for a number of years.

He is an economics graduate of Trinity College, Dublin.

Ms Aileen O'Toole has been a member of the board since her appointment on 3 November 2014, is a member of the audit and risk committee and chairs the governance committee. She joined the board having expressed interest in serving through the Board Diversity Initiative, which acts as a bridge between boards and potential female candidates.

Ms O'Toole runs her own digital strategy consulting business. She previously served on the boards of Business in the Community, the not-for-profit which promotes corporate social responsibility (CSR); Chambers Ireland, the country's largest business network; and ASH Ireland, which successfully advocated for the workplace smoking ban.

Ms O'Toole is a co-founder of *The Sunday Business Post* newspaper and is a former business journalist and editor. She qualified as a chartered director in 2016 and was awarded a fellowship by the Marketing Institute of Ireland in 2012.

Mr Dimitris Karagiorgis is a member of the board since his appointment on 21 September 2017 following his submission of an expression of interest in state board membership to the Public Appointments Service competition for the Road Safety Authority Board vacancies that arose in 2016.

Mr Karagiorgis has been a member of the audit and risk committee since his appointment to the board.

Mr Karagiorgis is an associate director in treasury accounting and banking services of the global biotech company Shire Pharmaceuticals, where he has led the establishment of the treasury back office team.

Mr Karagiorgis was a non-executive director with the semi-state Wicklow Port Authority between 2012 and 2016, where he was chair of the internal audit committee.

Mr Karagiorgis is a fellow of the ACCA and holds a postgraduate degree in business administration from the University of Surrey.

Board Members

(continued)

Mr Kevin Goulding

Ms Donna Price

Ms Gillian Treacy

Mr Kevin Goulding is a member of the board since his appointment on 14 August 2017 following his submission of an expression of interest in state board membership to the Public Appointments Service competition for the Road Safety Authority Board vacancies that arose in 2016.

Mr Goulding has been the chairperson of the audit and risk committee since his appointment to the board.

Mr Goulding is the head of audit at the Dublin Airport Authority, providing independent assurance to the audit and risk committee, group board and executive management with regard to the group's global airport management, travel retailing and aviation consultancy activities.

Mr Goulding is a chartered member of the Institute of Internal Auditors and holds a master's of business administration from University College Cork.

Ms Donna Price is a member of the board since her appointment on 1 January 2018 following a competition run by the Public Appointments Service for a road safety advocate.

Ms Price founded the Irish Road Victims' Association (IRVA) in 2012 following the sudden death of her 18-year-old-son Darren in a car crash in March 2006.

Ms Price is founder and co-chair of the International Road Victims' Partnership, a member of the United Nations Road Safety Collaboration (UNRSC), with over 100 NGO members from all regions of the world. She co-chaired the post-crash committee of the Global Alliance of NGO's for Road Safety and served on the Board of FEVR, the European Federation for Road Traffic Victims. Ms Price also chairs the Westmeath Road Safety Working Together Group.

Ms Gillian Treacy is a member of the board since her appointment on 1 January 2018 following a competition run by the Public Appointments Service for a road safety advocate.

In April 2014, Ms Treacy and her two sons were involved in a collision with a drunk driver. This collision claimed the life of Gillian and her husband Ronan's 4-year-old-son Ciarán.

Two years after this tragedy, the Treacy family featured in a new 'Crashed Lives' television road safety campaign that has captured the attention of society to refocus on the impact of drink-driving.

Ms Treacy is an advocate for road safety and for victims' representation.

Management Team

Ms Moyagh Murdock
Chief Executive

Ms Denise Barry
Director, Corporate Strategy,
Policy and Technology

Mr Pearse White
Director, Finance and Commercial Services

Mr Michael Rowland
Director, Road Safety, Research and
Driver Education

Mr Declan Naughton
Director, Driver Testing and Licensing

Mr Liam Duggan
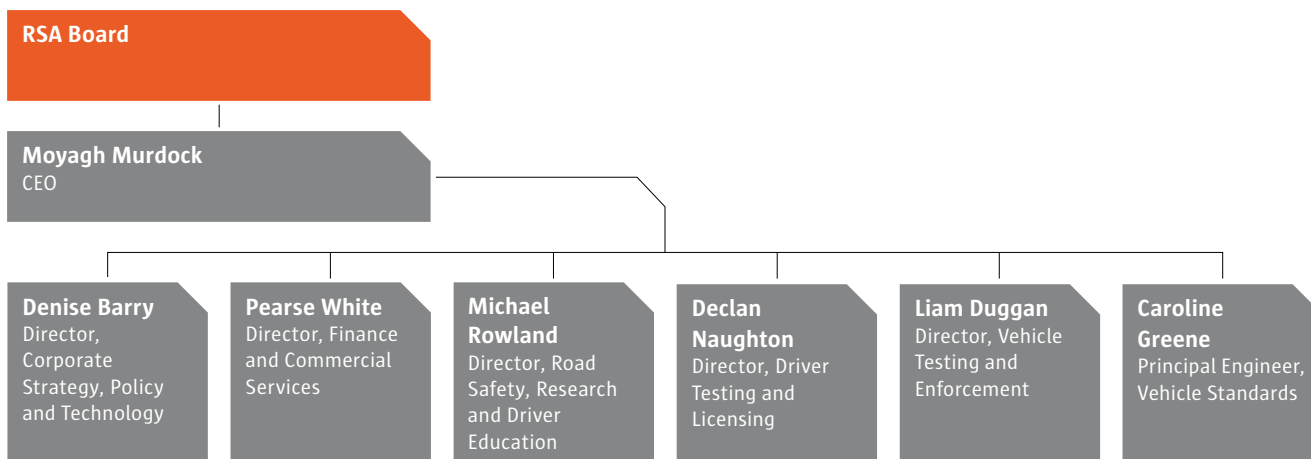Director, Vehicle Testing and Enforcement

Ms Caroline Greene
Principal Engineer, Vehicle Standards

Introduction

The RSA's Mission is simple: to save lives and prevent injuries by reducing the number and severity of collisions on the road. This is reflected in our maxim, *Working to Save Lives*.

The RSA works to improve road safety in Ireland by:

▶ developing and implementing information and education campaigns to increase awareness of road safety and promote safer driving

▶ improving vehicle standards

▶ establishing and monitoring a standard for driver instruction

▶ overseeing the system of driver licensing and undertaking certain enforcement activities

▶ working with stakeholders to ensure a coordinated response and ensure our collective resources are used wisely and efficiently

▶ collaborating and engaging with An Garda Síochána on road safety matters

▶ undertaking collision and road safety research in order to develop measures and recommendations to improve road safety

▶ advising the minister for transport, tourism and sport on road safety policy

▶ producing and reporting on the progress of the government's *Road Safety Strategy 2013–2020*.

RSA Board	
Moyagh Murdock CEO	

| **Denise Barry** Director, Corporate Strategy, Policy and Technology | **Pearse White** Director, Finance and Commercial Services | **Michael Rowland** Director, Road Safety, Research and Driver Education | **Declan Naughton** Director, Driver Testing and Licensing | **Liam Duggan** Director, Vehicle Testing and Enforcement | **Caroline Greene** Principal Engineer, Vehicle Standards |

RSA organisational structure

The RSA is organised into four front line directorates as follows:

▶ Driver Testing and Licensing
▶ Road Safety, Research and Driver Education
▶ Vehicle Testing and Enforcement
▶ Vehicle Standards

The front line directorates are supported by Human Resources, a Finance and Commercial Services directorate and a Corporate Strategy, Policy and Technology directorate.

Driver Testing and Licensing
find out more on page 32

The Driver Testing and Licensing Directorate is responsible for the driver testing system and driver licensing regime. The work of the directorate is to ensure that we license safe drivers so that our roads are safe for all users.

Road Safety, Research and Driver Education
find out more on page 14

The role of the Road Safety, Research and Driver Education Directorate is to raise awareness of road safety, educate road users and conduct research into road safety issues. The directorate is also responsible for the regulation of the driver instructor industry and Driver Certificate of Professional Competency.

The directorate works with all stakeholders signed up to the government's *Road Safety Strategy 2013–2020* to ensure that road safety initiatives are achieved.

Vehicle Standards
find out more on page 44

Our Vehicle Standards team look after the development of national requirements and policies on vehicle standards and technical roadworthiness testing. We provide expert technical information to industry and the public. We continue to seek ways to improve the standard of vehicles on Irish roads by introducing new safety standards

and promoting the importance of maintaining a vehicle correctly. We closely monitor international best practices and global developments in vehicle technologies that improve road safety.

Vehicle Testing and Enforcement
find out more on page 40

The RSA's Vehicle Testing and Enforcement Directorate has responsibility for a number of functions concerned with vehicle safety and testing as well as improving compliance in order to ensure effective and safe management of vehicles on our roads. The directorate is also responsible for enforcement of particular road safety legislation in respect of commercial vehicles and their drivers.

Corporate Strategy, Policy and Technology
find out more on page 50

Our role is to oversee and support the delivery of the *Corporate Plan 2016–2020* and support the business through a range of functions including successful change and project management, business design, ICT, operational excellence initiatives, customer care and legal services.

Finance and Commercial Services
find out more on page 56

The support functions provided to the organisation include finance and corporate governance, procurement, health and safety, freedom of information, data protection, and estate, facility and fleet management.

Our vision is … 'to be recognised as the leading voice for road safety nationally and a leading voice internationally, driving change in attitudes and behaviours in road users, collaborating with key stakeholders, to save lives and prevent injuries'.

In 2016, the *RSA Corporate Plan 2016–2020* was completed with input from both staff and stakeholders. The stated vision in the Corporate Plan is that the RSA is 'recognised as the leading voice for road safety nationally and a leading voice internationally, driving change in attitudes and behaviours in road users, collaborating with key stakeholders, to save lives'.

In order to deliver on our vision and our stated mission we must translate high-level strategic objectives into meaningful actions and set out in detail the individual projects we need to undertake over the lifetime of the strategy. We then need to coordinate the delivery of these projects by putting in place a plan to achieve the steady and sustainable change required in the Corporate Plan.

In response to this we established the Strategy, Policy and Technology Directorate in February 2017. This directorate has responsibility for coordinating and assisting with the delivery of our Corporate Plan

through RSA-wide strategic alignment by ensuring that everyone is working to the same goals and that our business plans and measures are aligned. Our role is also to support the business across our range of functions, including successful change and project management, business design, ICT enablement, business intelligence and operational excellence initiatives.

The RSA commits to deliver five strategic propositions:

1. Integrated customer journey	By 2020, every customer will receive a higher quality, cost effective and timely service from the RSA.
2. Our people at the centre of everything we do	By 2020, we will have a proactive employee engagement environment, with particular focus on culture, performance, internal communications, succession planning, learning and development which leads to effective customer/partner relationships and employees promoting the RSA externally.
3. Capacity and capability to deliver and improve performance	By 2020, our processes, systems and technologies will provide efficient and seamless services to customers, including the publication of key performance indicators (KPIs).
4. Effective platform for the future of the RSA	By 2020, we will have implemented an engagement strategy and will continue to build our partnership with those key stakeholders who have the greatest impact on improving road safety for all road users. We will gather, collate and utilise data to directly link causes to specific corrective actions to deliver safety for all road users.
5. Targeted action and collaboration to drive change	By 2020, we will have created a platform for growth that has future-proofed our service provision, created a sustainable financial model for the RSA, and embedded modern ICT, enabling an end-to-end operation and functioning organisation. Digital will be the norm and data protection and security will be paramount.

Government's *Road Safety Strategy 2013–2020*

The RSA is responsible for overseeing the implementation of the government's *Road Safety Strategy 2013–2020*. This is Ireland's fourth road safety strategy.

Closing the gap means making Ireland's roads and road users as safe as the best performing countries in Europe in particular the United Kingdom, Netherlands and Sweden. The target is reducing deaths to 124 or fewer by 2020.

In the period January to December 2018 there were 139 fatal collisions resulting in 146 fatalities on Irish roads. In order for Ireland to reach the target set out in the government's *Road Safety Strategy 2013–2020* a 15% decline in fatalities is required from 2018 to 2020. According to a press release issued by the European Commission in April 2019, the EU countries with the best road safety results in 2018 were the United Kingdom (28 deaths/million inhabitants), Denmark (30/million), Ireland (31/million) and Sweden (32/million). However, since this release, Ireland now stands at 30 deaths per million population.

The government's *Road Safety Strategy 2013–2020 Mid-Term Evaluation Report* recommended that there be a focus on the killer behaviours. In particular behaviours that are proven to contribute to fatal collisions on Irish roads. In 2018, new legislation for drink-driving offences was introduced with effect from 26 October. These provisions ensured that all drink-drivers, without exception, would receive a driving disqualification. It removed the concession in previous legislation by which some drink-drivers have been able to receive penalty points instead of a disqualification.

The government's *Road Safety Strategy 2013–2020 Mid-Term Evaluation Report* also recommended that An Garda Síochána be provided with the appropriate resources to carry out the necessary level of enforcement. In 2018, the number of personnel in the Roads Policing Unit of An Garda Síochána increased from 623 on 1 January to 744 on 31 December 2018.
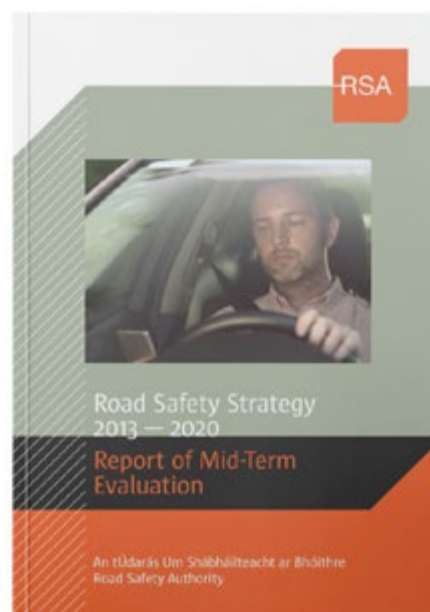
As of 31 December 2018, there were 139 fatal collisions, which resulted in 146 fatalities on Irish roads. This represents 2 fewer fatal collisions and 10 (−6%) fewer fatalities compared to garda data for the same period in 2017*. This is the safest year on record for Ireland.
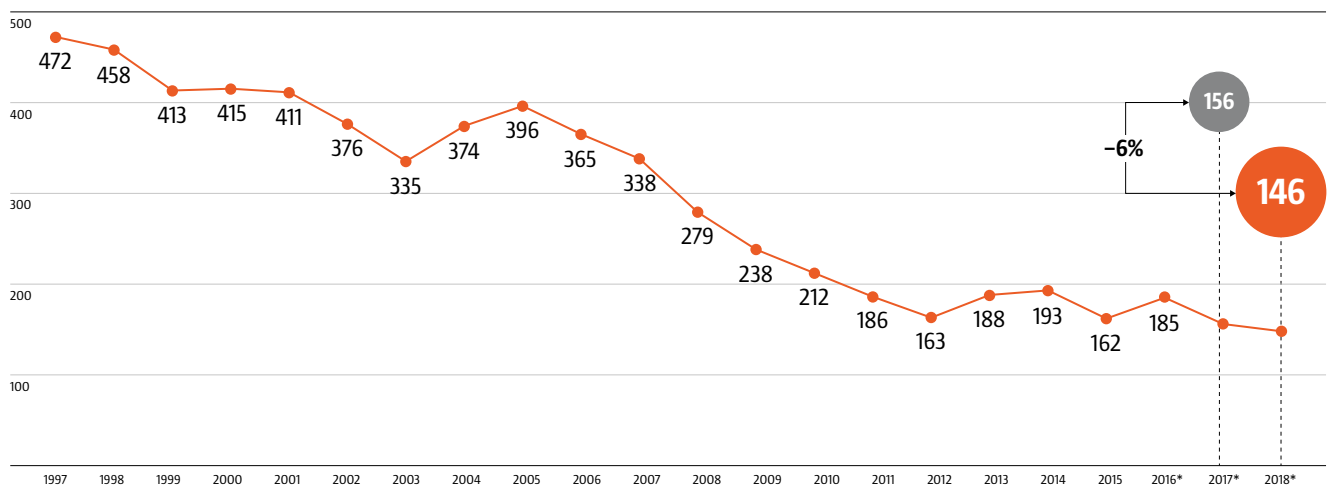
Fatalities by year, 1997–2018*
Source: RSA Collision Database, February 2019

*Figures are provisional and subject to change.

Road Safety Review 2018

(continued)

Road fatalities by road user type, 2017 vs 2018

There was a decrease in fatalities across most road user groups in 2018 compared to 2017. However, pedestrian fatalities increased by 35% from 31 in 2017 to 42 in 2018. Driver and passenger fatalities represented almost three in every five fatalities (55%) in 2018. Vulnerable road users (pedestrians, motorcyclists and pedal cyclists) represented two–fifths of all road fatalities (45%). Passenger (–6) fatalities represented the largest decrease in 2018. Overall, vehicle occupant fatalities fell from 91 in 2017 to 80 in 2018 (–12%).
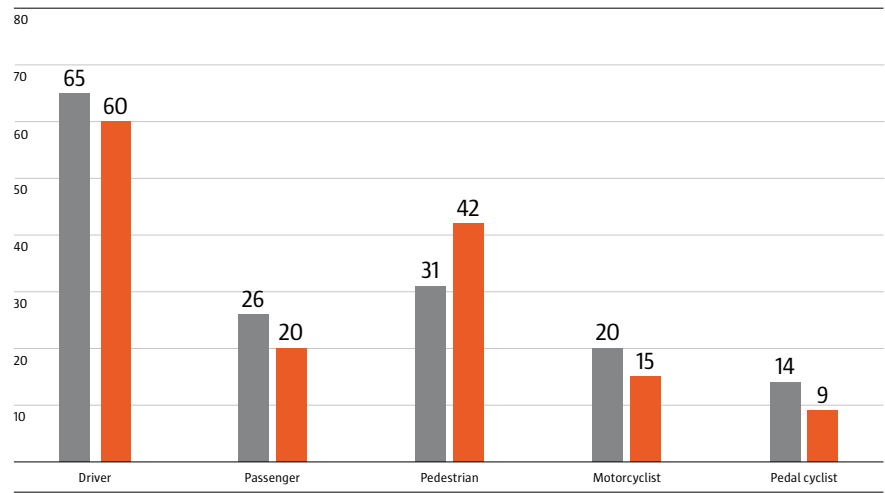

Road fatalities by road user type, 2017 vs 2018   ● 2017   ● 2018

Fatalities per million of population[1]

The fatality rate in 2018 was 30 deaths per million of population. This was the safest year on record for Ireland with 146 deaths. Previously, 2017 was the safest year with 156 deaths (33 per million of population). Between 1997 and 2018 the fatality rate dropped 77% from 129 to 30 deaths per million of population. As shown in the graph, over the past decade, the fatality rate has dropped 52%.
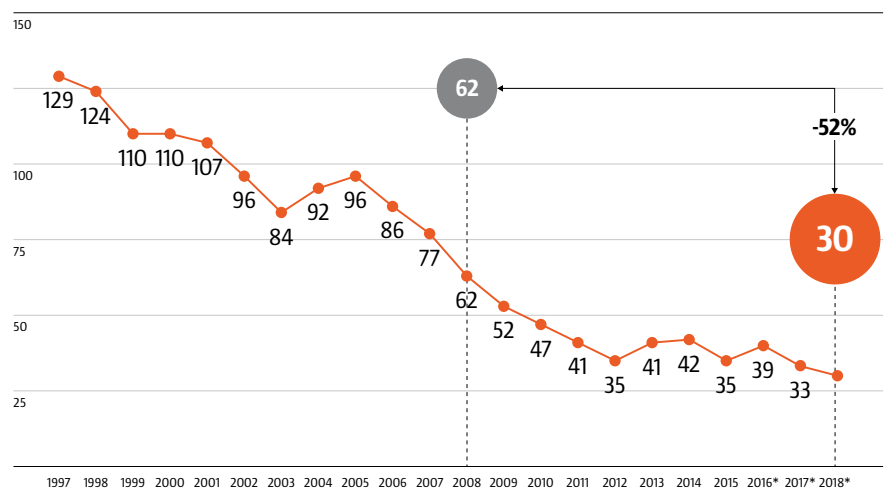
Road traffic fatalities per million of population[2]

---

1 Please note: the figures for 2016–2018 are provisional and are subject to change.
2 Based on population estimates (April 2018) from the Central Statistics Office.

Road safety context in 2017/2018

▶ In 2018, 121,157 new private cars were licensed for the first time. This is a decrease of 4.6% compared with 2017 (127,045)[3].

▶ In 2018, the annual average unemployment rate was 5.8%. This is a decrease from 6.7% in 2017[4].

▶ In 2017, overall energy use in transport increased by 2% compared with the previous year. Diesel consumption grew by 0.1%, and was the most dominant fuel used. It accounted for 58% of all energy use in transport[5].

▶ In 2017, Irish vehicles travelled 48.8 billion kilometres. This is a 1.6% increase compared to 2016[6].

▶ In 2017, each vehicle travelled an average of 18,160 kilometres.

Number of fatalities per county 2018

Donegal **10**
Sligo **1**
Leitrim **2**
Monaghan **2**
Louth **6**
Mayo **9**
Roscommon **2**
Cavan **3**
Meath **7**
Galway **8**
Longford **3**
Westmeath **5**
Kildare **4**
Dublin **14**
Clare **6**
Offaly **3**
Laois **6**
Wicklow **4**
Carlow **2**
Limerick **9**
Tipperary **11**
Kilkenny **3**
Wexford **4**
Kerry **3**
Cork **16**
Waterford **3**

Road fatalities in Ireland up to 31 December 2018[7]

3 Vehicles licensed for the first time, CSO statistical release, 11 January 2019, https://www.cso.ie/en/releasesandpublications/er/vlftm/vehicleslicensedforthefirsttimedecemberandyear2018/

4 This figure is calculated from the most recent figures for the Monthly Seasonally Adjusted Unemployment rate for 15–74 year olds, Central Statistics Office, https://www.cso.ie/px/pxeirestat/Database/eirestat/Monthly%20Unemployment/Monthly%20Unemployment_statbank.asp?SP=Monthly Unemployment&Planguage=0

5 *Energy in Ireland 2018*, SEAI (2018), https://www.seai.ie/resources/publications/Energy-in-Ireland–2018.pdf

6 *Transport Omnibus 2017*, Central Statistics Office (2018). https://www.cso.ie/en/releasesandpublications/ep/p-tranom/transportomnibus2017/roadtrafficvolumes/

7 Figures are provisional and subject to change.

4.6%
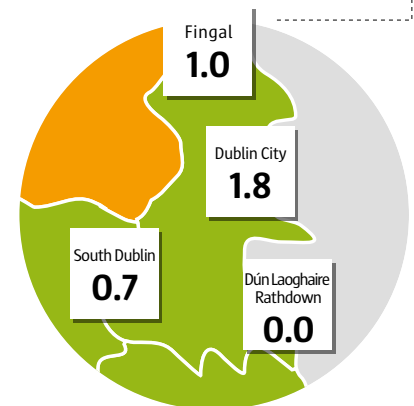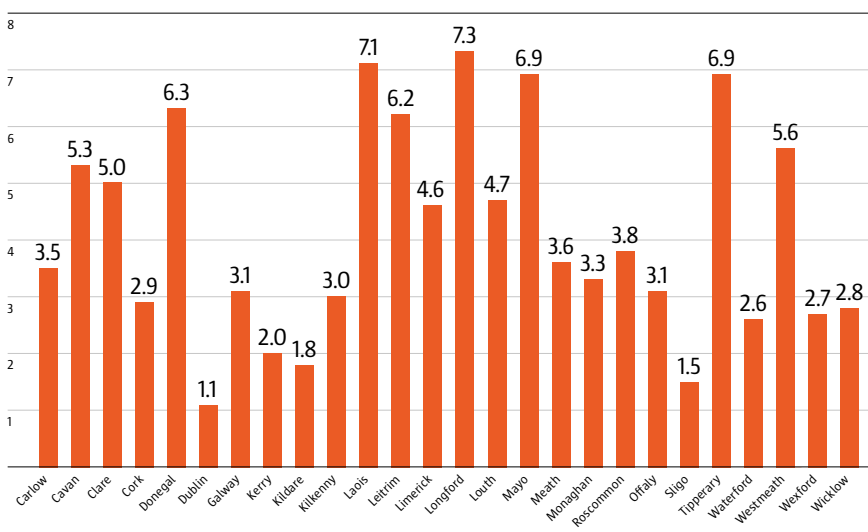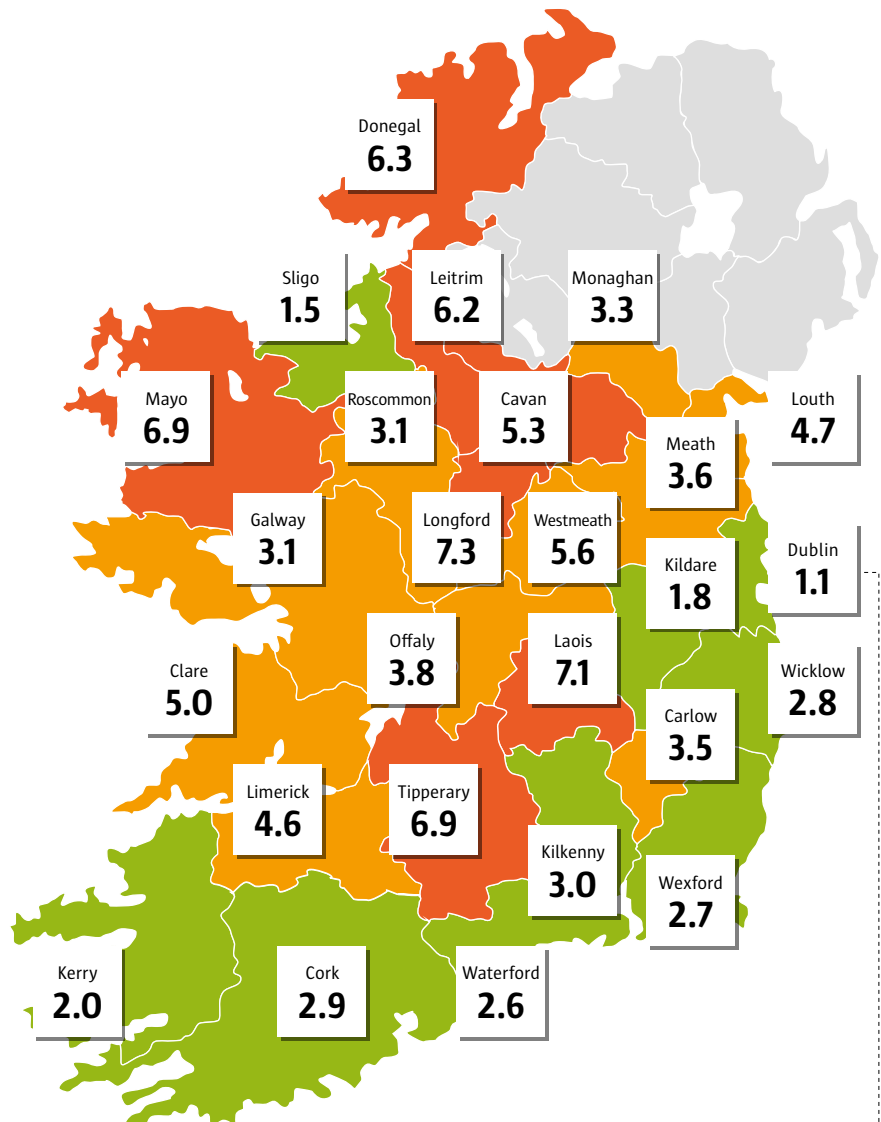decrease in private cars licensed for the first time in 2018 compared to 2017

48.8 bn
vehicle kilometres travelled in 2017

Road Safety Review 2018

(continued)

Fatalities by county per 100,000 population

▶ Fatalities per 100,000 population rescales the number of fatalities according to population density.

▶ Counties Dublin and Cork which have the highest number of road deaths are among the lowest fatalities per 100,000 when population density is considered.

▶ Longford and Laois have the highest number of fatalities per 100,000 inhabitants.

▶ Population density is a good proxy for road use but does not account for non-local traffic flows.

Donegal **6.3**

Sligo **1.5**

Leitrim **6.2**

Monaghan **3.3**

Louth **4.7**

Mayo **6.9**

Roscommon **3.1**

Cavan **5.3**

Meath **3.6**

Galway **3.1**

Longford **7.3**

Westmeath **5.6**

Kildare **1.8**

Dublin **1.1**

Clare **5.0**

Offaly **3.8**

Laois **7.1**

Wicklow **2.8**

Carlow **3.5**

Limerick **4.6**

Tipperary **6.9**

Kilkenny **3.0**

Wexford **2.7**

Kerry **2.0**

Cork **2.9**

Waterford **2.6**

Fingal **1.0**

Dublin City **1.8**

South Dublin **0.7**
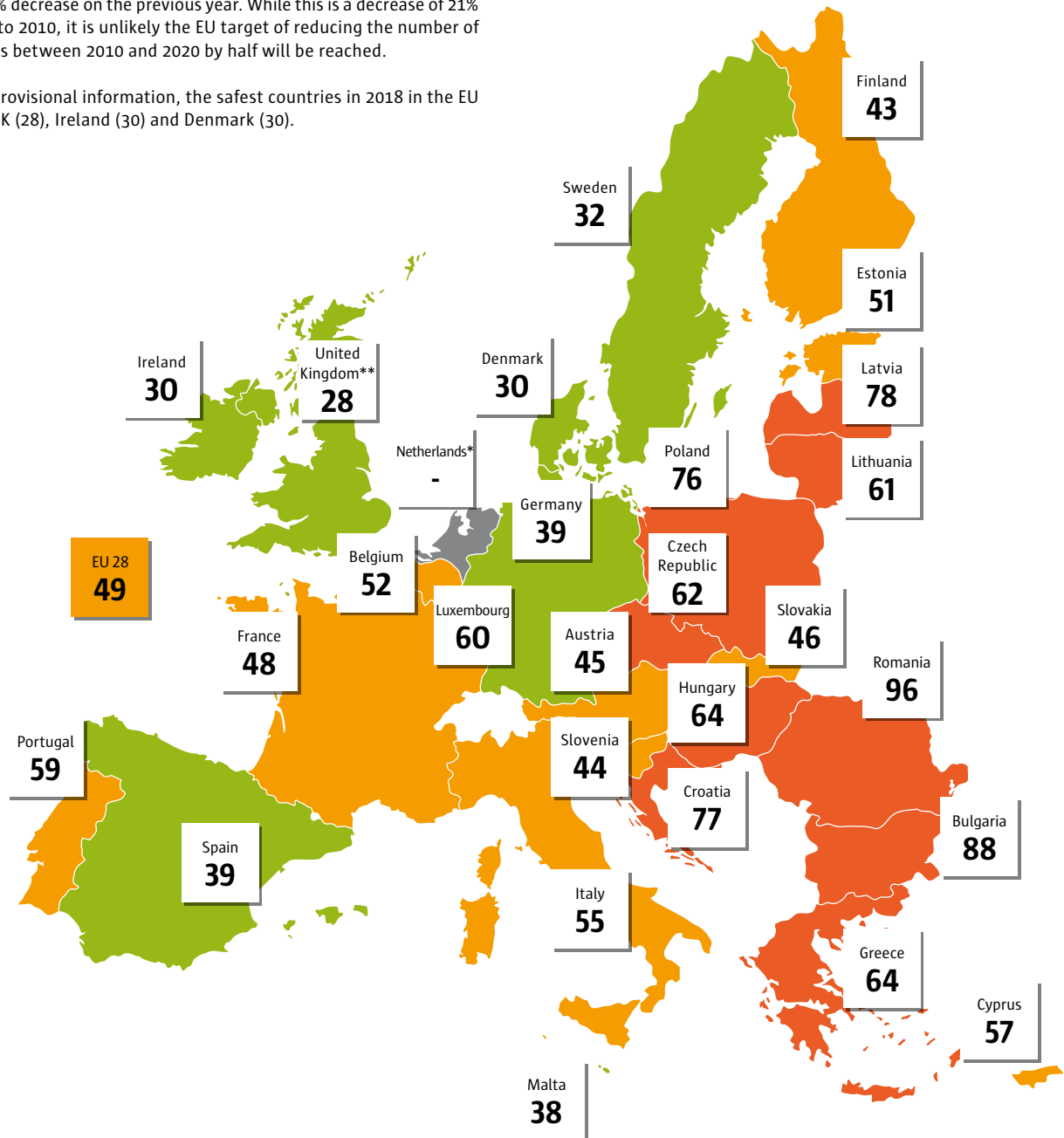
Dún Laoghaire Rathdown **0.0**

Fatalities per 100,000 population
Based on population estimates by county 2016 from the Central Statistics Office.

Road safety in the EU: fatalities per million population across the EU

Approximately 25,100 people were killed on EU roads in 2018. This represents an average of 49 deaths per million of population in the 28 EU Member States, a 1% decrease on the previous year. While this is a decrease of 21% compared to 2010, it is unlikely the EU target of reducing the number of road deaths between 2010 and 2020 by half will be reached.

Based on provisional information, the safest countries in 2018 in the EU were the UK (28), Ireland (30) and Denmark (30).

Finland
43

Sweden
32

Estonia
51

Ireland
30

United Kingdom**
28

Denmark
30

Latvia
78

Lithuania
61

Poland
76

Netherlands*
-

Germany
39

Czech Republic
62

EU 28
49

Belgium
52

Slovakia
46

Luxembourg
60

Austria
45

Romania
96

France
48

Hungary
64

Portugal
59

Slovenia
44

Croatia
77

Bulgaria
88

Spain
39

Italy
55

Greece
64

Cyprus
57

Malta
38

Road deaths per million inhabitants – preliminary country by country statistics for 2018[8]

8   European Commission preliminary 2018 road safety statistics, available at: https://ec.europa.eu/transport/modes/road/ news/2019–04–04-road-safety-data_en. Ireland's provisional figure has been updated since the EU release was published.

*   The Netherlands has not released provisional data for 2018.

** Figures for the UK are an estimation based on data up to June 2018.

Road Safety Awareness Campaigns

Social media

We continue to have a strong presence on social media. We have seven social media accounts over five platforms – RSA Facebook, Twitter, YouTube, Instagram and Snapchat accounts. 'RSA Driving Test' also has its own Facebook page and Twitter account. Through social media we are able to give timely road safety messages to our audience, respond to queries and gather feedback. The RSA Driving Test social media pages provide a way for candidates to get up-to-the-minute information and answers to any query they may have on the learning to drive process.

In 2018, we used new forms of media on our social media pages. This included images, GIFs, live videos, live tweeting, as well as using Snapchat and Instagram stories to reach a younger audience. These engaging media forms have proven to be a useful tool to help us educate the public on road safety. We will continue to stay at the forefront of new social media trends in 2019.

Our social media channels have become one of the key methods we use to communicate messages to the public in recent years. In 2018, we used these channels to share regular road safety news, educate, and raise awareness of campaigns and events.

Our strategy is to give the right message to the right person at the right time. This ethos runs throughout our campaigns, such as our Driver Fatigue, Winter Ready and Check it Fits messages. Social media is also very useful for the severe weather alerts. It allows us to give key safety messages to the public quickly and directly.

f	Facebook		
	RSA Ireland	*December 2018*	
	RSA Driving Test	173,059 likes	
Twitter	Twitter		
	RSA Ireland	*December 2018*	
	RSA Driving Test	26,298 followers	
YouTube	YouTube	*December 2018*	
	RSA Ireland	6,475 subscribers	
Instagram	Instagram	*December 2018*	
	RSA Ireland	5,200 followers	
Snapchat	Snapchat	*Joined*	
	RSA Ireland	December 2016	

Other social media highlights in 2018 include the launch of the Drink-Driving Provisions of the Road Traffic (Amendment) Act 2018; the misuse of seat belts and motorcycle safety campaigns; the continued promotion of our driver fatigue coffee giveaway with Applegreen; 'Check It Fits' posts; and the beginning of our 'Crashed Lives: Noel Clancy' campaign.

The RSA-backed *How's Your Driving?* TV show was the subject of much social commentary. It started conversations on social media, particularly on Twitter.
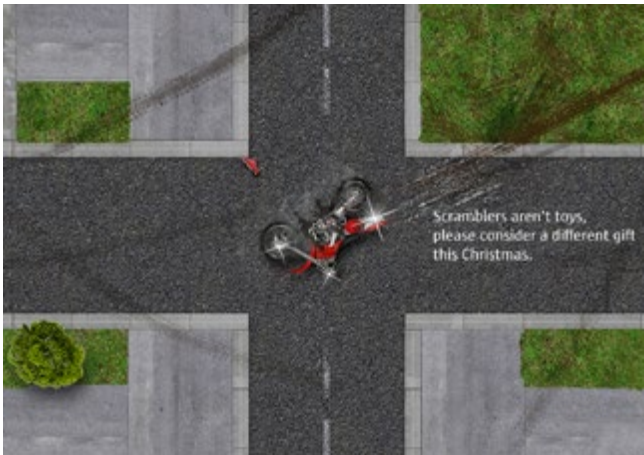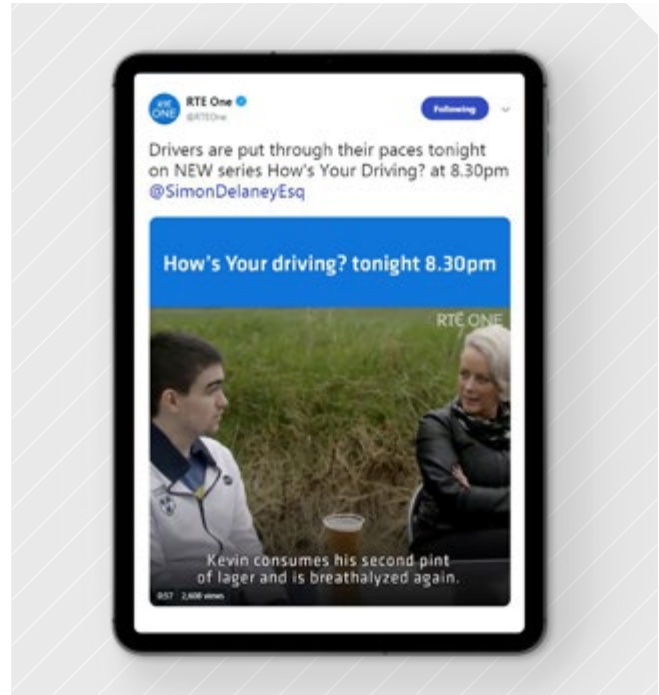
Our Scramblers and Quad Bike Safety campaign saw the post get 1,185,640 views on Twitter alone.

Project EDWARD is an important initiative to keep road safety in the minds of all road users.

Road Safety Awareness Campaigns

(continued)

RSA TV campaigns:
prompted awareness 2018
Base: All motorists

The percentage of respondents who claim to have seen the adverts after having been shown some form of stimulus material.

0%

January 2018	**Morning After**	**36%** Limited run of ad spots for this 3 minute video
January 2018	**Crashed Lives**	**76%**
March 2018	**Urban Speeding**	**68%**
March 2018	**Cycling: Safe Pass**	**62%** (59% cyclists)
April 2018	**Mobile Distraction**	**77%**
May 2018	**Fatigue**	**75%**
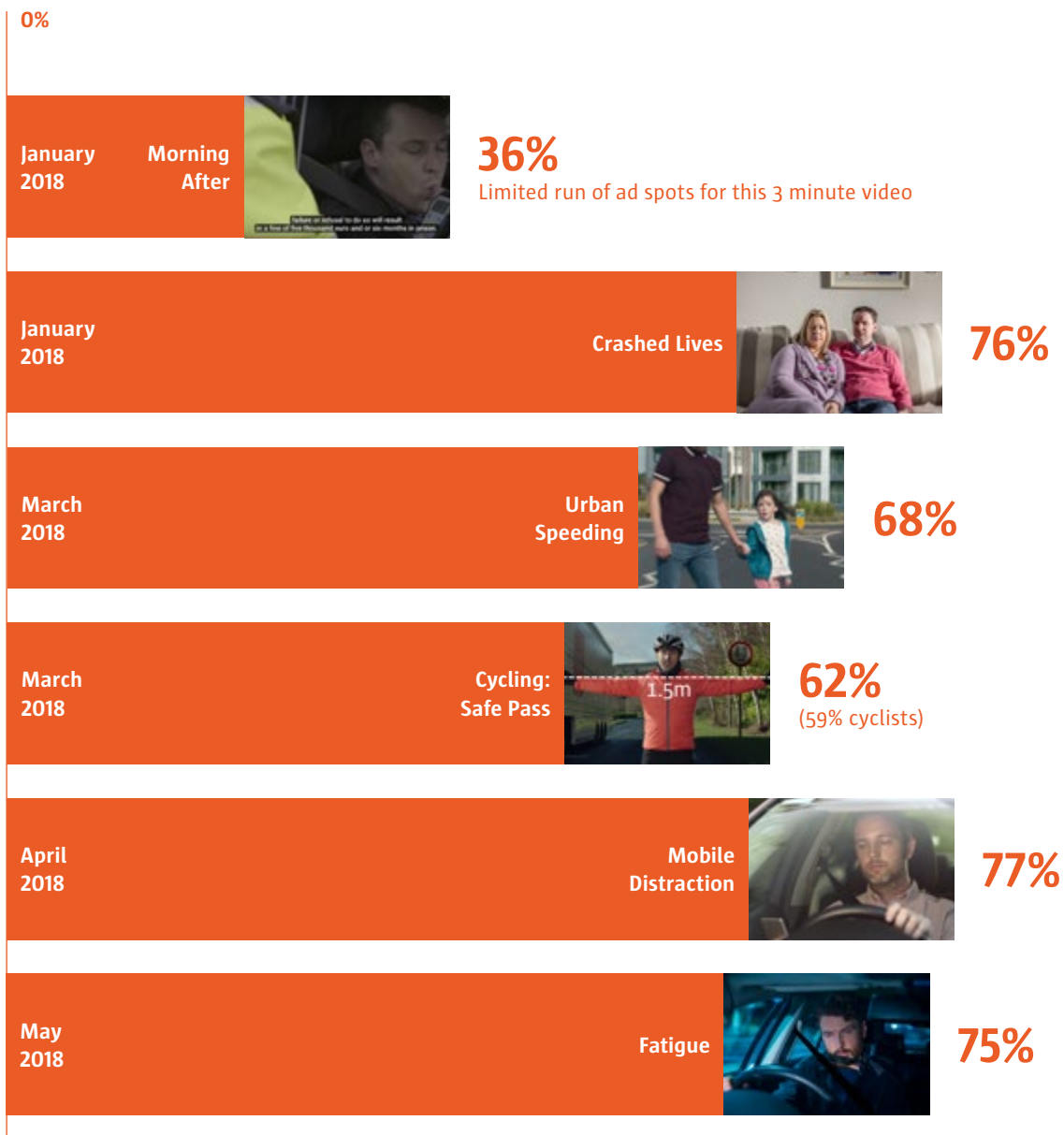
The RSA TV average in 2018 is 66% (and a striking 72% when 'Morning After' is excluded). Both Mobile Distraction and Fatigue have now reached 'Crashed Lives' level of awareness.

Source: Behaviour and Attitudes, 2018

Cycling: Safe Pass TV campaign: advertising impact/behaviour change

Base: All motorists n – 747

While the evaluation of the Safe Passing campaign is positive overall, the response by motorists is below the RSA effectiveness/behaviour change average in each instance.

In your view, how effective is this advertisement in demonstrating the following?

	Very effective %	Fairly effective %
The range of risks cyclists can face on the road.	53	38
Motorists have a duty to be aware of cyclists on the road, as they are vulnerable road users.	59	35
Motorists must keep a safe distance when overtaking cyclists.	59	35
Motor vehicles need to give cyclists more space on roads with higher speed limits.	59	34

Behavioural change...

	Agree strongly %	Agree slightly %
Response/self efficacy		
After seeing this advertisement, I now know more about how to safely overtake cyclists on the road.	55	33
Motorists have a duty to be aware of cyclists on the road, as they are vulnerable road users.	61	30
Message acceptance		
After seeing this advertisement I feel confident that I can keep the recommended safe distance when overtaking cyclists on urban and rural roads.	54	30
As a motorist I am now more likely to be aware of cyclists on the roads.	58	31

Source: Behaviour and Attitudes, 2018

Campaign awards

We won Bronze at the Institute of Creative Advertising and Design (ICAD) for Print and Display: Consumer Single for our Candles campaign. We created this ad for World Remembrance Day. The candles lining the road were used to remember each life lost on the roads since records began.

We won gold at The Media Awards for best collaboration in the digital/online category. This was for our work on the 'Killer Looks' campaign where we used online influencers, Video on Demand (VOD) and digital partnerships to promote the danger of wearing a seatbelt under the arm.

In 2018, we commenced an in-depth report examining pedestrian fatalities which occurred across an 8–year time period (2008–2015).

313 **308**

During 2008–2015, 313 pedestrians were killed in 308 fatal road traffic collisions on Irish roads

42% of the pedestrians killed were aged 56 and over

15% of the pedestrians killed were aged 76 and over

Between 12am–5am on weekends was a high risk period

65% The majority of the pedestrians killed were male

57% of the pedestrian fatalities occurred on urban roads*

*We define an urban road as one with a speed limit ≤60 km/h

Preliminary findings from analysing the garda investigation files and coronial files data included that[9]:

Of the pedestrians killed with a record of an action(s) prior to the collision (n = 241)

30% were crossing a road

21% failed to observe

9% were lying in a road

8% were standing in a road

98% were not wearing high-visibility clothing*

49% were confirmed to have consumed alcohol*

*Of the pedestrians killed with a record of whether they were wearing high-visibility clothing in darkness (n = 96)

*Of the pedestrians killed with a record of whether they had consumed alcohol (n = 215)

9   These analyses are based on data from garda investigation files (2008–2012) and coronial files (2013–2015), available for 79% (n = 248) of the 313 pedestrian fatalities that occurred during 2008–2015. We have access to coronial files through a collaboration with the Heath Research Board (National Drug-Related Deaths Index).

Road Safety Research
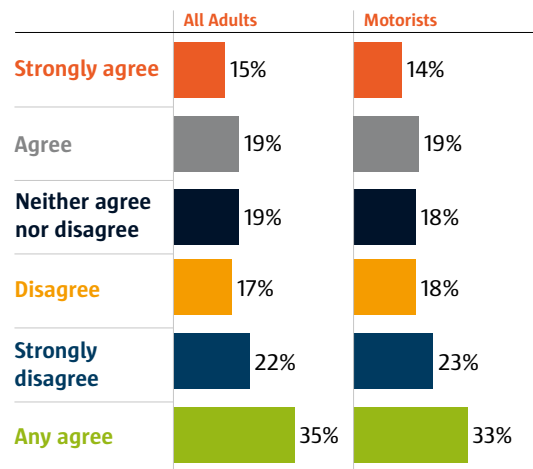
International Road Safety Conference

We hosted our 2018 International Road Safety Conference on Thursday 3 May in Dublin Castle. The theme of the conference was 'Connected and Autonomous Vehicles' (CAVs) and was attended by over 200 road safety stakeholders. Experts in CAV development and technology from Ireland and overseas presented on a number of topics related to connected and autonomous driving, and we revealed the results of an RSA survey commissioned into the attitudes of Irish adults towards CAVs.

Academic lecture

As part of Road Safety Week 2018, we hosted an academic lecture on Monday 1 October in the Royal College of Surgeons. The theme of this lecture was 'Pedestrian Safety'. Delegates were first addressed by Ms Liz O'Donnell, chairperson of the RSA, and two speakers delivered presentations during this event. Dr Aoife Kervick of the RSA Research Department presented on 'Pedestrian fatalities on Irish roads: examining 2008–2015'. Following this, Professor Tom Brijs from Hasselt University, Belgium delivered a presentation on 'Road safety risks and countermeasures for elderly pedestrians: insights from the European ElderSafe project'.

Trust that a self-driving car could bring me safely and securely to my destination %

	All Adults	Motorists
Strongly agree	15%	14%
Agree	19%	19%
Neither agree nor disagree	19%	18%
Disagree	17%	18%
Strongly disagree	22%	23%
Any agree	35%	33%

Summary of key findings of observation studies

Road user	Observation study	2018
Motorcyclists	High-visibility wearing (any)	43%
	Helmet wearing	99.5%
All pedal cyclists (both public & private)	High-visibility wearing (any)	32%
	Helmet wearing	47%
	Mobile phone use	0.1%
	Earphone use	1.6%
Motorised vehicles/ drivers & passengers	Fog light misuse	15%
	Mobile phone use	8%
	Seat belt use (all adults i.e. drivers and passengers)	94%
	Seat belt use (children only)	89%
	Defective lights	7%

Road Safety Education

Check it Fits – the RSA's nationwide child car seat checking service

8,429 checks

141 locations

StreetSmart – the RSA's interactive primary school resource

13,026 visitors

75 schools

Shuttle – the RSA's mobile interactive road safety unit

150,235 visitors

182 events

Rollover simulator – highlights the effectiveness of wearing a seat belt

53,131 participants

189 events

Road safety leaflet and brochure merchandising and distribution

217,949 brochures distributed

7,667 merchandising visits

Nationwide Road Safety Education Service

5,231 education programmes delivered

9,192 contact hours delivered

High-visibility distribution

206,841	adult high-visibility vests	**191,568**	children's armband	**161,830**	children's vests
101,292	adult armband	**83,632**	drawstring bags	**47,280**	running bibs
42,466	rucksack covers	**14,203**	Sam Browne belts	**9,860**	bike lights

19,029

primary school
pupils took part in
Cycle Right

€190,000

contributed by the
RSA to the Cycle Right
programmes

National Ploughing Championships

The National Ploughing Championships are a major highlight in our calendar and we once
again had a significant presence at the event in Co Offaly during September 2018. Our
stand featured a host of informative and engaging activities to educate attendees on road
safety messages. The highlight of the event was the launch of our new Oculus Rift 360
virtual reality experiences and we distributed over 10,000 high-visibility items as well as
handing out an additional 50,000 high-visibility vests from the Irish Farmers Journal stand.

Cycle safety training

In 2018, 19,029 pupils in primary school took part in Cycle Right, the national standard
for cycle training. This was an increase of 3,784 participants when compared to 2017. A
Cycling Ireland pilot programme was also introduced and 74 adults participated in the
training. We contributed €190,000 to the children's programme and €3,700 to the pilot
adult programme.

'Driving for Work' seminars

Almost 50% of attendees were from organisations with 100+ employees

●	**More than 500 employees**	24	● **10 to 50**	21
●	**200 to 500**	15	● **3 to 10**	5
●	**100 to 200**	10	○ Less than 3	5
●	**50 to 100**	20		

Road Safety Driver Education

Junior School Warden Scheme
The group warden service is designed to provide safe crossing facilities near primary schools in provincial towns and villages and in smaller cities. In 2018 we contributed €22,362.38 to local authorities for the Junior School Warden Scheme. In total 26 schools and 803 wardens took part in the scheme.

Road safety awareness training with An Garda Síochána
Along with An Garda Síochána we hosted 10 'Roads Policing Seminars' nationwide in 2018 with 316 garda members attached to the National Road Policing Unit taking part. The objective of these seminars is to inform and educate about key considerations for An Garda Síochána in relation to Ireland's road safety performance.

Approved Driving Instructors (ADIs)
Since 30 April 2009 driving instruction in Ireland is a regulated industry. The regulations cover the standard of instruction and examinations to be passed, including penalties for breaches of the laws.

To work as a driving instructor in Ireland, an instructor must be on the RSA's register of Approved Driving Instructors (ADI) and display an ADI permit. We assess each instructor to ensure they have the necessary:
▶ knowledge of the rules of the road and road safety
▶ driving ability
▶ ability to teach a learner driver.

At 31 December 2018 there were 1,758 ADIs, of which 1,599 were providing Essential Driver Training (EDT) to learner drivers.

Initial Basic Training (IBT) for motorcyclists
IBT is the mandatory training course that in its basic form teaches riding skills to learner motorcyclists. It is part of our graduated driver licensing (GDL) system to improve road safety. Basic IBT is a 16–hour course broken into four separate modules to be completed one after the other.

There are 60 approved IBT training centres and 101 approved motorcycle instructors, of which 79 are IBT trainers.

Essential Driver Training (EDT)
Since its introduction we have provided almost 2.6 million EDT lessons to over 210,000 learner drivers. In 2018 there were 1,599 ADIs providing EDT lessons to learner drivers nationwide.

The number of EDT lessons completed during 2018 was over 650,000.

Driver Certificate of Professional Competence (Driver CPC)
All professional bus and truck drivers (those who drive for a living) must maintain their Driver CPC qualification by completing one day of Driver CPC refresher training each year. More than 659,000 training days were completed since the introduction of Driver CPC.

79,145
CPC training days delivered in 2018

4,604
Driver CPC theory case study tests conducted

Highlights from 2018

Government's *Road Safety Strategy 2013–2020 Mid-Term Evaluation Report*

HCV operations and enforcement of drivers' hours rules during the animal fodder crisis

January	February	March	April	May	June

BT Young Scientist Exhibition

Red Weather Warning ice and snow — Storm Emma

Annual International Road Safety Conference — Connected and Autonomous Vehicles

Safe Cross Code Dance Competition for primary schools
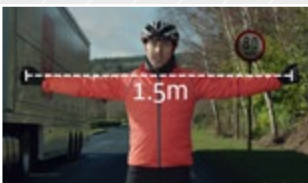
Launch of 1.5 m campaign

RSA and Applegreen urge drivers to STOP, SIP, SLEEP this St Patrick's Weekend

May Bank Holiday appeal — cycle safety

Annual Seat Belt Sheriff and Hi Glo Silver Awards

Orange Weather Warning for snow

June Bank Holiday appeal — motorcyclists urged to bike safely this summer

RTÉ launches *How's Your Driving?* series
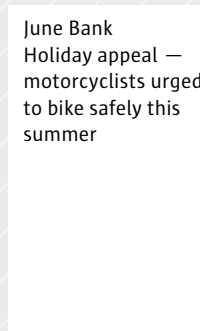

National Ploughing Championships

Driving for Work seminars

Launch of the Christmas and New Year campaign focusing on drink-driving

July	August	September	October	November	December

Mid-Year Review of Road Safety

Passing of Road Traffic Amendment Bill 2017 — drink driving amendment

August bank holiday weekend — motorcycle safety

Launch of VR experience 'Consequences'

Annual Academic Lecture — Pedestrian Safety

Publication of *Sláinte agus Tiomáint* — Guidelines for medical fitness to drive

World Day of Remembrance for Road Traffic Victims

Leading Lights in Road Safety Awards

Unaccompanied learner driver legislation commencement

European Project EDWARD in association with TISPOL and An Garda Síochána

Launch of the Back to School campaign with ESB Networks

Launch of the Back to School campaign with ESB Networks

National Be Safe, Be Seen Day

Driver Testing and Licensing

In July 2018 we launched an online application for driving licences. This allows people renewing an existing licence with no change in details to apply online. This was Phase I of the project. Phase II will allow all customers to apply online. We will launch Phase II in October 2019.

To improve customer service we are also developing a new online system to allow customers to apply for a driving test and to choose their preferred test time and location. This will mean less paperwork for customers. The new system will be in place in autumn 2019.

New driving test centres

We also opened a number of new driving test centres in 2018, including Galway, Mulhuddart, Deansgrange and Dun Laoghaire.
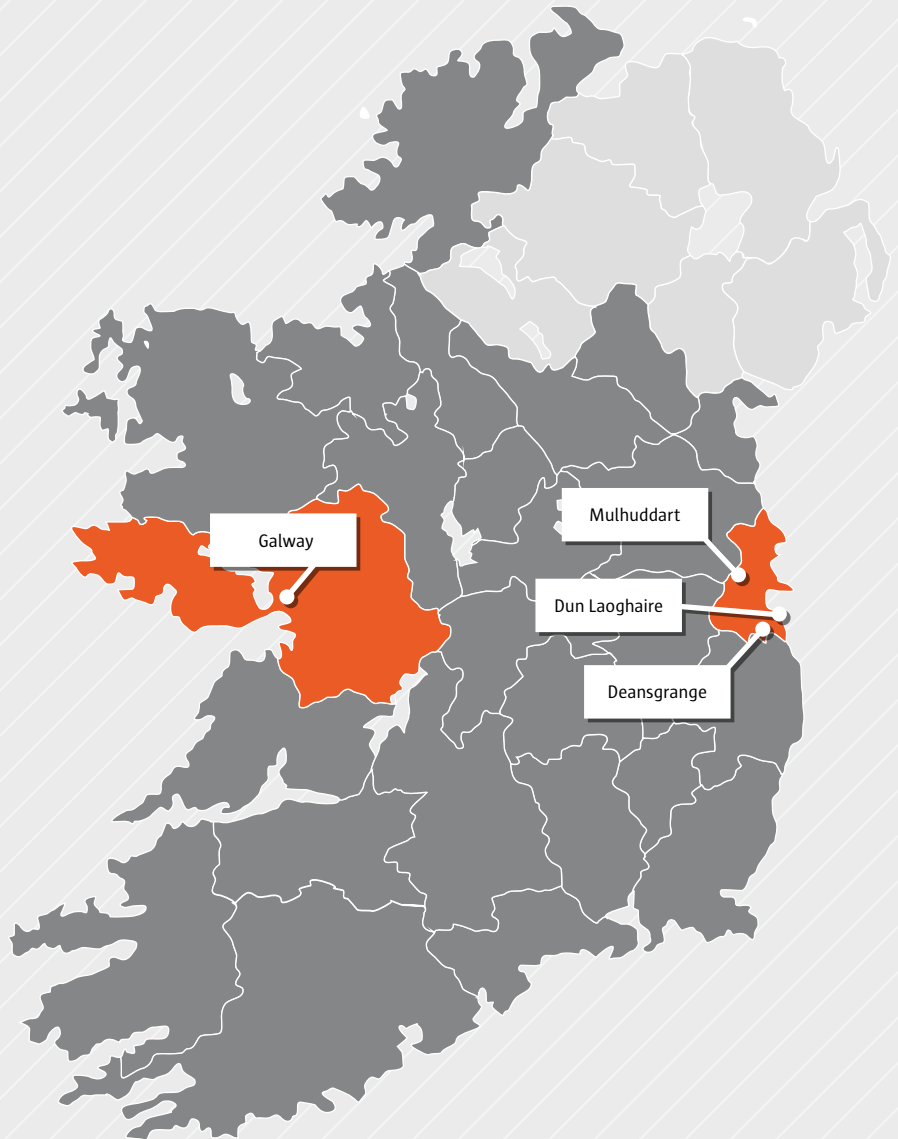
52

new driver testers recruited in 2018

4

new driver test centres opened in 2018

Galway

Mulhuddart

Dun Laoghaire

Deansgrange

Number of drivers holding multiple learner permits in 2018
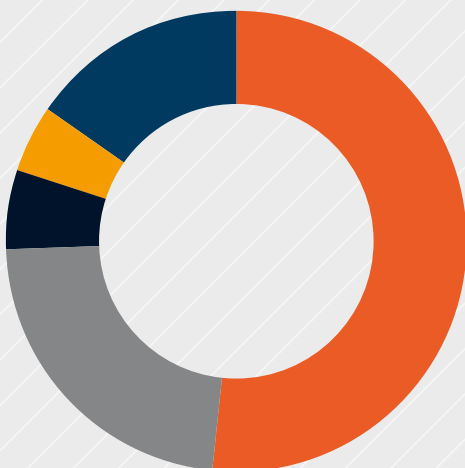
🔴 **1st permit**	124,352	
⚫ **2nd permit**	54,689	
⚫ **3rd permit**	13,622	
🟠 **4th permit**	10,727	
🔵 **5th permit or more**	36,674	
Total	240,064	

Number of learner permit holders at 31 December 2018

Driver Testing and Licensing

(continued)

National Driver Licence Service (NDLS)

484,897

Full licences issued

95%

of licences issued within 3-5 days

185,663

Learner permits issued

24,506

Foreign licences exchanged

Licences issued by application type 2018

Application type	Number of applications
Foreign licence exchanged	24,506
Driving licence	419,385
Learner permits	174,532
Replacement driving licences	65,512
Replacement learner permits	11,131
Total	**695,066**

Top five licence exchange countries in 2018 (exchange foreign licence for Irish licence)

Country of exchange	% of overall exchanges
United Kingdom	23.74%
Poland	15.61%
Romania	7.39%
Lithuania	6.92%
Australia	5.78%

Driver theory tests 2018
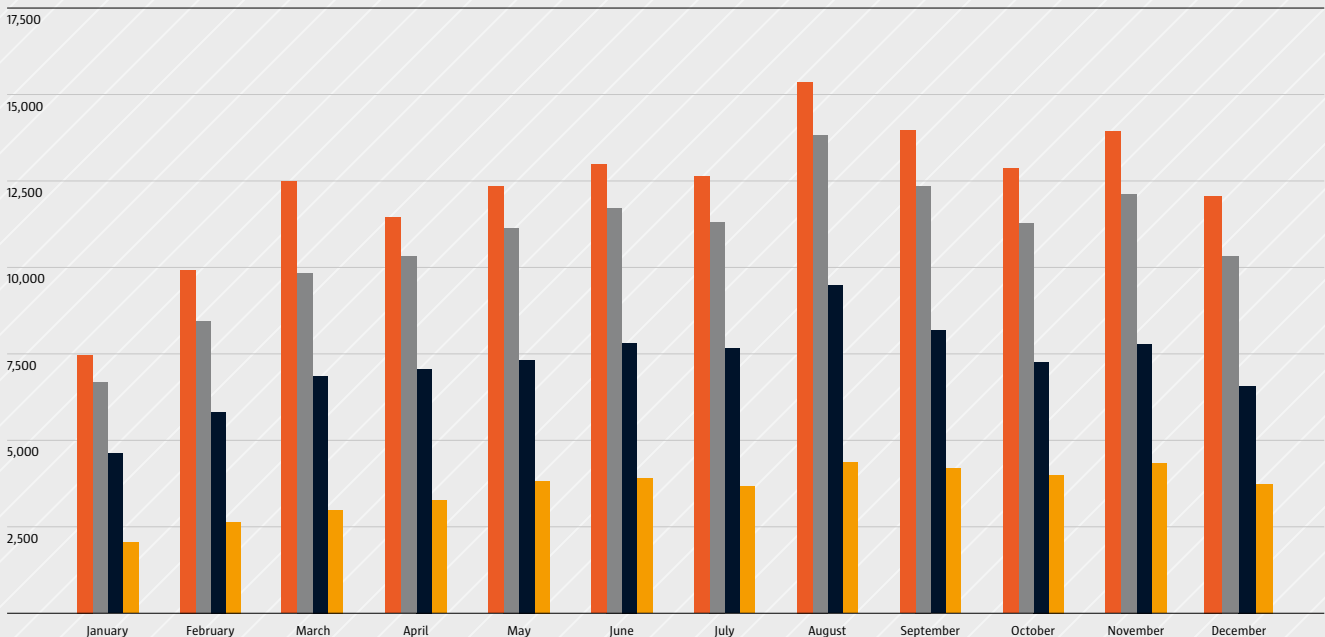
Number of theory tests completed in 2018

● Number of theory tests scheduled
● Number of theory tests conducted
● Number of theory tests passed
● Number of theory tests failed

Driver Testing Information 2018

Summary

		Applications received	Total tests offered	Pass rate
	Motorcycles	3,909	3,254	67%
	Cars	149,533	143,939	49%
	C vehicles	8,321	7,960	74%
	D vehicles	4,112	3,669	78%
	Car and trailer	3,307	3,297	83%
	W (tractor)	55	18	100%
	Total	**169,237**	**162,137**	**52%**

Tests offered broken down by outcome

No show
(driver failed to attend test)

15,523 | **10%**

Not conducted
(candidate or vehicle issue)

6,744 | **4%**

Abandoned
(e.g. weather, or vehicle breakdown during the test)

3,554 | **2%**

Completed
(Pass or fail result)

136,316 | **84%**

Total tests offered

162,137 | **100%**

Driver Testing Information 2018

(continued)

Pass rate analysis by demographic

Age group
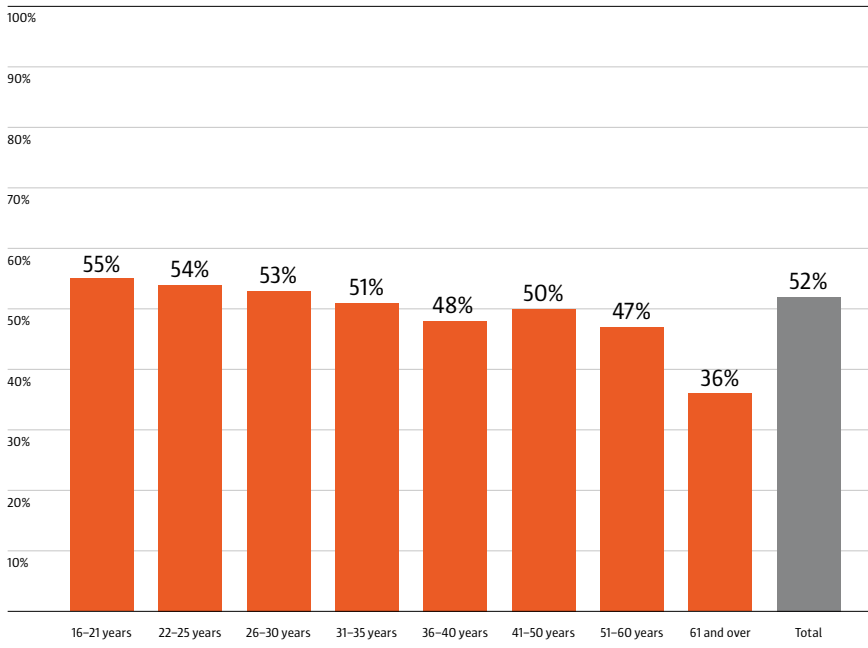
Pass rate analysis by age group

Driving test average waiting times
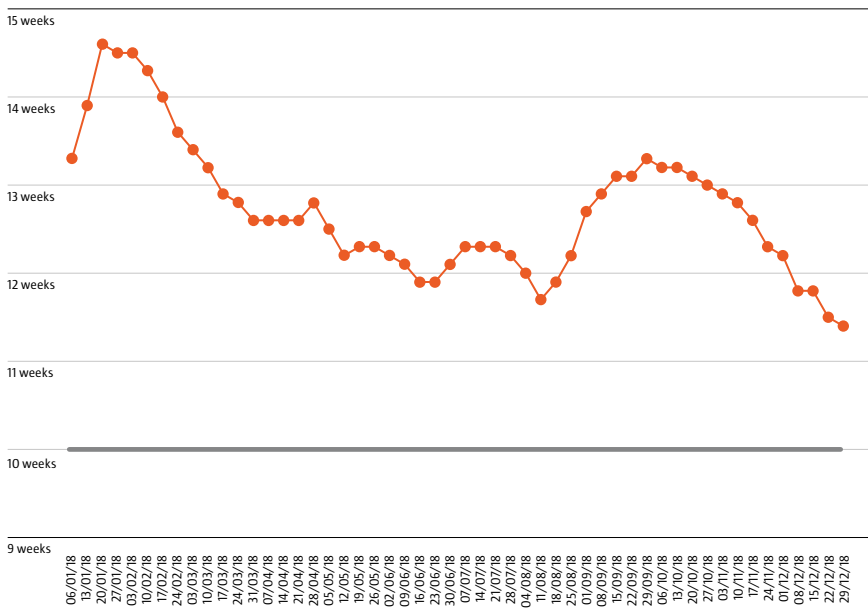
Driving test national average waiting times · Wait time — Target

Essential Driver Training (EDT) car tests only

51%
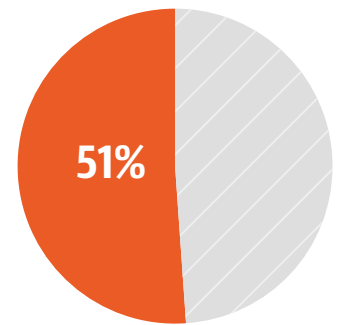
Driving test pass rate – driver undertaking EDT

43%
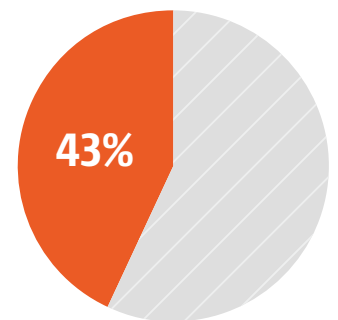
Driving test pass rate – driver not undertaking EDT

A driver who took out a first learner permit on or after 4 April 2011 had to undertake Essential Driver Training.

Most common fault at the test

Car tests only

Fault	Percentage
Observation	21%
Vehicle controls	16%
Progress	13%
Position	13%
React/anticipate	8%
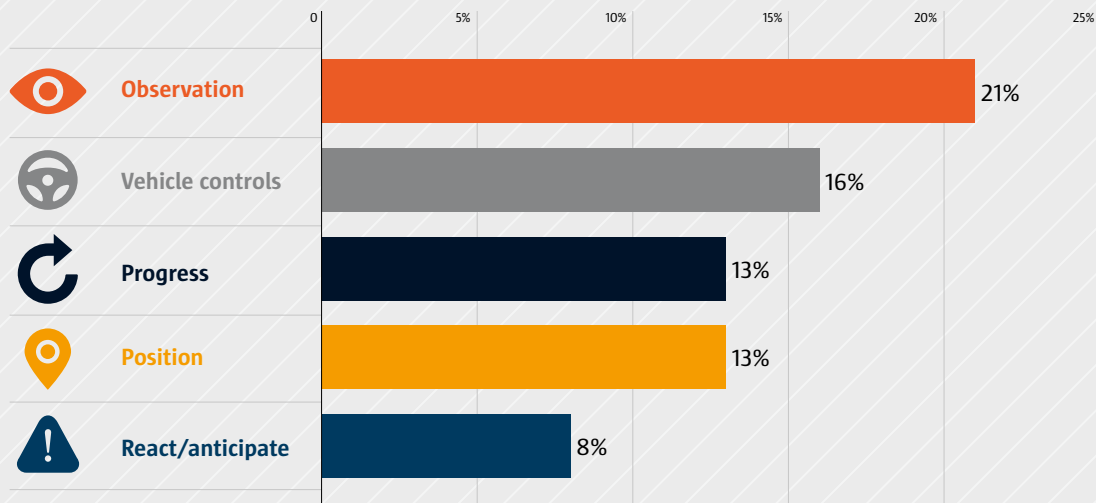
Data was sampled for the whole of 2018 where the candidate subsequently failed or the test was abandoned. Only Moderate (Grade 2) and Dangerous (Grade 3) Faults were counted.

Most common reasons for non-conducted tests

Reason	Percentage
Vehicle not roadworthy	46%
Insurance/ tax / NCT issues	25%
Licence issues	11%
Late for test	5%
Missing L-plates	3%
Wrong vehicle	1%
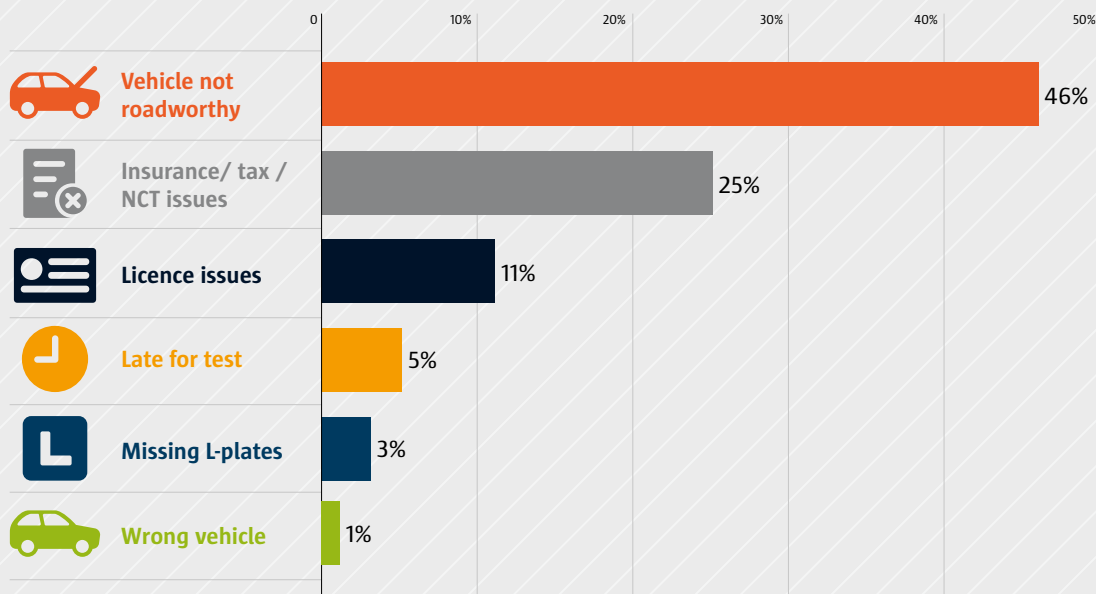
Driving Licence Holders by County at 31 December 2018

Licensing authority — RSA	Learner permits	Annual licences	Three year licences	Ten year licences	Total number (licences and permits)
Carlow	3,604	171	3,765	31,909	**39,449**
Cavan	4,219	230	4,775	39,503	**48,727**
Clare	5,563	436	8,854	65,682	**80,535**
Cork	26,777	1,513	35,594	278,172	**342,056**
Donegal	7,126	583	11,156	82,349	**101,214**
Dublin	68,445	3,439	71,405	575,842	**719,131**
Galway	11,895	622	16,354	134,067	**162,938**
Kerry	7,321	407	11,541	79,874	**99,143**
Kildare	11,774	486	11,149	114,426	**137,835**
Kilkenny	5,238	392	6,397	49,394	**61,421**
Laois	4,301	347	4,286	39,542	**48,476**
Leitrim	1,579	131	2,506	18,010	**22,226**
Limerick	9,081	773	12,719	99,336	**121,909**
Longford	2,236	106	2,900	20,396	**25,638**
Louth	6,215	342	7,276	61,411	**75,244**
Mayo	6,047	418	10,293	71,749	**88,507**
Meath	9,801	445	10,693	102,116	**123,055**
Monaghan	2,626	245	4,037	34,348	**41,256**
Offaly	3,977	348	4,742	40,267	**49,334**
Roscommon	2,951	239	5,229	35,210	**43,629**
Sligo	2,907	340	5,022	35,333	**43,602**
Tipperary	9,052	676	12,115	85,580	**107,423**
Waterford	6,082	344	8,128	60,355	**74,909**
Westmeath	4,997	233	5,559	46,921	**57,710**
Wexford	8,481	945	10,719	79,717	**99,862**
Wicklow	7,769	458	9,574	74,162	**91,963**
Total	**240,064**	**14,669**	**296,788**	**2,355,671**	**2,907,192**
Change from 31 December 2017	**−6,084**	**1,325**	**16,419**	**29,370**	**41,030**

Emergency Services Driving Standard

The Emergency Services Driving Standard (ESDS) is a driving standard for emergency services drivers in Ireland. Its goal is to promote correct behaviour and a responsible attitude to driving skills. These will greatly lower the risks associated with emergency response driving.

The standard looks at the particular difficult situations emergency services drivers face. Drivers are trained to manage and deal with such situations.

Since the launch of ESDS Phase 2 there is a lot of interest from the private ambulance services and voluntary organisations to train their drivers to the ESDS standard.

The ESDS standard is becoming an important qualification for emergency services drivers in Ireland.

ESDS Working Panel
A working panel was set up with members drawn from:
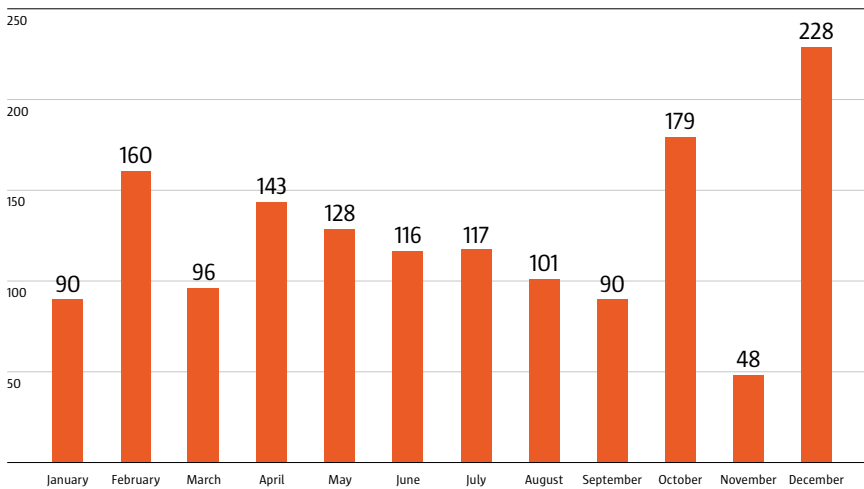
Number of ESDS Driver Certifications issued in 2018

Month	Value
January	90
February	160
March	96
April	143
May	128
June	116
July	117
August	101
September	90
October	179
November	48
December	228

Vehicle Testing and Enforcement

The year 2018 was one of intense activity for the Vehicle Testing and Enforcement Directorate delivering strategic and operational priorities.

We completed the pre-qualification phase for the NCT relet contract and invited five internationally recognised test inspection organisations to take part in the tender stage.

We continued the roll-out of the data-led approach to enforcement. This strategy uses our Commercial Vehicle Operator Risk Indicator as a mechanism for focusing our resources on those heavy commercial vehicle operators that are less likely to be compliant, thereby putting our limited resources to best use.

We completed the procurement process for technical inspection services for both the National Car Test (NCT) and Commercial Vehicle Roadworthiness Testing (CVRT) systems as well as operator premises roadworthiness inspections in 2018. There was a successful handover of service provision from the previous contractor to AA Ireland Ltd, which was awarded the contract for the required services.

EU/national legislation and policy
In May 2018, EU Directive 2014/45 came into force in EU countries. This resulted in a number of changes for both CVRT and NCT. One significant result of the directive was that for vehicles tested for CVR and NCT a higher number were classified as dangerously defective for tyres.

Directive 2014/47/EU introduced rules about the technical road-worthiness inspection of commercial vehicles at the roadside. We adopted these, including new powers allowing for the detention and immobilisation of seriously defective commercial vehicles. We began implementation plans during 2018.

We proactively engaged with the EU Commission about new legal proposals relating to legislation enforceable by the RSA.

Preparing CVR testing centres for 'fast' tractor testing
We collaborated with the Department of Transport, Tourism and Sport as well as the CVR testing network and SIMI on preparing testing centres and testers to deliver 'fast' tractor testing, including the authorisation of CVR test operators and testers. Guidance information was published on our website concerning the new requirements for tractor testing. Without the cooperation and commitment of all parties, including investment by individual testing centres, the May 2018 deadline for introducing 'fast' tractor testing in the State could not have been achieved.

Brexit
Brexit also featured highly in our work during 2018. It will directly impact the Vehicle Testing and Enforcement Directorate, even if it's a 'soft' Brexit. We reviewed the potential impacts of Brexit on an ongoing basis. We identified common sense measures we can take to minimise the possible difficult impacts of Brexit on our operational and strategic priorities. Our directorate is taking a proactive approach in this, and we are engaging as necessary with RSA senior management, the RSA Board and the Department of Transport, Tourism and Sport.

		National Car Testing Service (NCT)	Commercial Vehicle Roadworthiness Testing (CVRT)
	Full tests conducted	1,343,794	493,143
	Pass rate on full tests	49.2%	59%
	Fail Dangerous results	37,191*	27,235*
	Most common fail components	▸ Lamps ▸ Suspension and steering ▸ Brakes ▸ Tyres	▸ Steering and suspension ▸ Brakes ▸ Lamps ▸ Cab and bodywork

*Increase in Fail Dangerous due to legislation change and realignment of the manuals Directive 2014/45/EU
There was no change from 2017 on most common fail components for either NCT or CVRT tests.

Highlights

On-time testing performance
NCT — On-time testing in the 'month due' decreased in 2018 from 67% in December 2017 to 62.4% in December 2018. Post–three months also decreased from 90.7% in December 2017 to 89.3% in December 2018.

CVRT — In 2018 on-time testing compliance remained the same as 2017, with 66% of all commercial vehicles presenting for test within one month of their test due date. On-time testing for light commercial vehicles (less than 3,500 kg) in 2018 was 62.67% which is a marginal improvement from 62.33% when compared with 2017. Vehicles with a design gross vehicle weight between 3,500 kg and 7,500 kg were also showing improved on-time testing performance, up to 64.5% in 2018 compared with 63.5% in 2017. Large bus vehicles at 89.17% were most compliant in terms of on-time testing.

NCT capacity
There were 47 NCT centres at the end of 2018, with 553 inspectors.

NCT pass/fail rates
There was a slight increase in the first time pass rates in 2018 to 49.24%. This was mainly due to a younger fleet. The average vehicle age at the end of 2018 was 8.3 years, compared to 8.7 years in 2017.

CVR test operators and tester authorisations
CVR test operators are authorised to carry out heavy commercial vehicle (HCV), ADR (vehicles used for the transport of hazardous goods), fast tractor and/or light commercial vehicle (LCV) testing in 149 authorised CVR testing centres around the country. We regularly update the CVR test operator register and it can be viewed on www.cvrt.ie. At the end of 2018 there were 529 authorised CVR testers.

Intensive NCT monitoring
We monitor NCT performance using a number of key performance indicators, including average waiting time for tests and overall customer service. The national average waiting time for NCT tests increased from 2.9 days in 2017 to 5.39 days in 2018. This is significantly less than the contracted key performance indicator of 14 days. Overall customer service performance measures for the NCT show that the NCT contractor exceeded minimum standards during 2018.

CVRT performance monitoring
The RSA's technical inspection service contractor completed 2,056 inspections as part of an intensive monitoring and supervision of CVRT centres during 2018. A higher level of inspections is planned for 2019.

Vehicle Testing and Enforcement

(continued)

Enforcement and compliance

In keeping with RSA priorities, we are concentrating on our core activities to drive forward the road safety agenda. These include improving compliance with rules relating to EU driving periods and resting times, tachographs, Driver Certificate of Professional Competence (CPC) and road transport operator licensing, targeting of operators with poor compliance histories, as well as collaborating with An Garda Síochána in roadside roadworthiness checks of commercial vehicles.

Roadside checks – roadworthiness

		2017	2018
	No. of checkpoints	1,844	**1,351**
	Vehicles checks	15,238	**10,392**
	Dangerously defective vehicles detected	393	**501**
	Vehicles with major defects detected	3,285	**2,774**
	Compliance rate	48%	**44%**

Roadside checks – drivers' hours, tachograph and operator licensing checks

		2017	2018
	No. of drivers checked	1,849	**2,218**
	Total records checked	47,638	**50,262**
	Breaches detected	1,834	**1,937**
	Prosecutions initiated	164	**149**
	Compliance rate	72%*	**71%**

Operator premises inspections – roadworthiness

		2017	2018
	No. of inspections	5,434	**5,292**
	No. of vehicles checked	2,352	**2,444**
	Directions issued	1,051	**788**
	Compliance rate first visit	42%	**39%**
	Compliance rate second visit	58%*	**56%**

Premises inspections – drivers' hours, tachograph and operator licensing checks

		2017	2018
	No. of inspections	233	**197**
	No. of drivers' records checked	2,964	**2,890**
	No. of working days analysed	427,488	**410,994**
	No. of infringements detected	7,506	**6,936**
	Prosecutions initiated	23	**27**
	Compliance rate	23%*	**23%**

*The calculation of compliance counts inspections with Serious, Very Serious or Most Serious infringements as being non-compliant. Minor infringements are omitted

Improving performance in respect of operator self-declaration
During 2018, compliance with HCV operator self-declaration obligation went from 58% to 48%, with a monthly average of 134 new CVRT.ie online registrations. At the end of 2018, 73% of all HCVs had a valid self-declaration.

Commercial Vehicle Operator Risk Indicator (CVORI)
All HCV operators can now view their own risk rating online at CVRT.ie. The Enforcement team continue to use CVORI as a tool to help them decide which operators and vehicles to inspect.

RSA successes in court 2018
We successfully completed 132 prosecution cases in 2018, compared to 117 cases in 2017. The majority of cases related to breaches of drivers' hours.

Vehicle Standards

Our Vehicle Standards team look after the development of national requirements and policies on vehicle standards and technical roadworthiness testing. We provide expert technical information to industry and the public. We continue to seek ways to improve the standard of vehicles on Irish roads by introducing new safety standards and promoting the importance of maintaining a vehicle correctly. We closely monitor international best practices and global developments in vehicle technologies that improve road safety.

Vehicle roadworthiness testing

We continue to bring best practice to the vehicle roadworthiness testing standards in Ireland. We delivered the following key vehicle safety initiatives during 2018:

▶ Successful coordination of the commercial vehicle element of the Roadworthiness Directive (2014/45/EU) implementation in time for its mandatory EU deadline.

▶ Completed a comprehensive review of the National Car Test (NCT) and CVR testing standards.

▶ Published a newly designed set of roadworthiness tester manuals for light and heavy commercial and passenger vehicles.

▶ Developed a new roadworthiness test for specified categories of 'fast tractors'.

EU/national legislation and policy

Secondary legislation became law in February 2018 and introduced a weight limit for 5–axle non-articulated trucks. The introduction of a maximum weight limit for this vehicle category will bring about obvious road safety improvements.

We also provided technical support in 2018 to the NCT relet project. We developed the technical specification for the new contract (2020–2030).

Technical advances

We represented Ireland at a number of international forums. These included the automotive expert working groups in the European Commission and European Council and other key events, both nationally and internationally, with the aim of fulfilling our Member State obligations while striving to attain technical excellence in our field.

Technical information management

In 2018, we continued to increase public awareness of a driver's obligations to always maintain their vehicle in a roadworthy condition and the importance of the correct operation of vehicle safety features. We developed an interactive game during 2018 to educate young people on basic vehicle maintenance requirements. The game brought essential vehicle care to life in a fun and dynamic way.

A key focus for us in 2018 was to establish the quality and use of second-hand tyres in Ireland. We did this through a comprehensive 'mystery shopping' exercise. The published findings highlighted the safety concerns we have about the public purchasing these types of tyres.

Customer operations 2018

3,206
carriage of dangerous goods (ADR) licences processed through our online 24/7 service

20,000
end of series derogation applications processed

3,206
technical queries handled

680
public service vehicles with special permits issued to allow their operation on public roads

RSA Corporate Support Services

In 2018, we built on the work of previous years to strengthen our support and service delivery responsibility in the areas of board support, corporate governance, finance, procurement, contract management, facility provision, fleet provision, data governance, freedom of information (FOI) administration, and health and safety.

The key highlights for 2018 were:

▶ **Board** — further development of the governance structure first developed in 2017, allowing more effective board administration.

▶ **Corporate governance** — we provided a clear outline of the RSA's compliance requirements under the 2016 Code of Practice for the Governance of State Bodies.

▶ **Finance** — we delivered the new Procure to Pay Module, resulting in efficiency gains across the RSA.

▶ **Procurement** — we delivered a number of large multidisciplinary procurement processes in 2018.

▶ **Contract management** — we further formalised contract amendment and management procedures.

▶ **Facilities** — we delivered new estate in Galway, Dun Laoghaire and Mulhuddart in 2018. We made demonstrable progress in delivering new estate in Ballina, Loughrea, Cavan and Dundalk in 2019.

▶ **Fleet** — we provided new fleet to the Enforcement team.

▶ **Data governance** — we introduced our GDPR-compliant data governance structures, policies, procedures, processes and training to ensure a smooth GDPR implementation on 25 May 2018.

▶ **FOI** — we responded to 89 FOI requests and 23 data subject access requests.

▶ **Health and safety** — we delivered the Lone Working Programme, in which we provided remote technology and delivered a Work Positive Programme in association with the Health and Safety Authority.

Our People

Staff engagement survey

We commissioned the employee engagement survey to help with the delivery of Action 17 in our *Corporate Strategy 2016–2020*: increase employee engagement.

This survey provided a baseline against which we can measure future employee engagement and identify performance metrics which we can use as a benchmark. We presented the survey results to staff so that each business unit could identify specific actions to commit to. The senior leadership team will monitor these actions to ensure they are effectively delivered within the agreed time frame.

377

whole time equivalent (WTE) employees

2.7%

absenteeism rate for Q4 2018 which is half of 2017 levels and significantly below civil service average of 4.4%

2.2%

employee attrition rate demonstrating that we are retaining our staff

30%

of staff highlighted 'making a difference' as their primary reason for working with us

74% of staff said they were satisfied with the RSA as an employer

Total: n=305

29%

45%

74%

11%

11%

5%
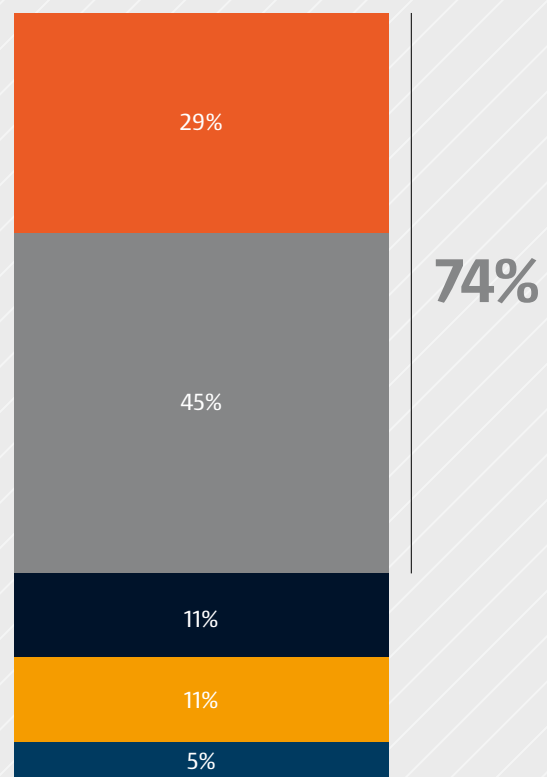
Satisfaction

- ● Strongly agree
- ● Agree
- ● Neither agree nor disagree
- ● Disagree
- ● Strongly disagree

Our People

(continued)

Staff absenteeism

- Public sector average
- Private sector average

5.7%
4.6%
2.8%
2.7%

Q1 Q2 Q3 Q4

● Absenteeism

Staff gender balance

55% 45%

Average gender pay ratio

Male   €1.00

Female   €0.94

RSA staff intranet 'myRSA'

In 2018 we adopted a new internal communications software tool which enables us to deliver an interactive and engaging monthly eNewsletter to staff, as well as other important notices and event invitations.

Staff Training

In the second half of 2018 there was a significant drive toward training our staff:

Training	Hours
Competency based interview skills	144 hours
Dignity at work	160 hours
Style guide workshops	138 hours
Team development	90 hours
First aid responder	450 hours
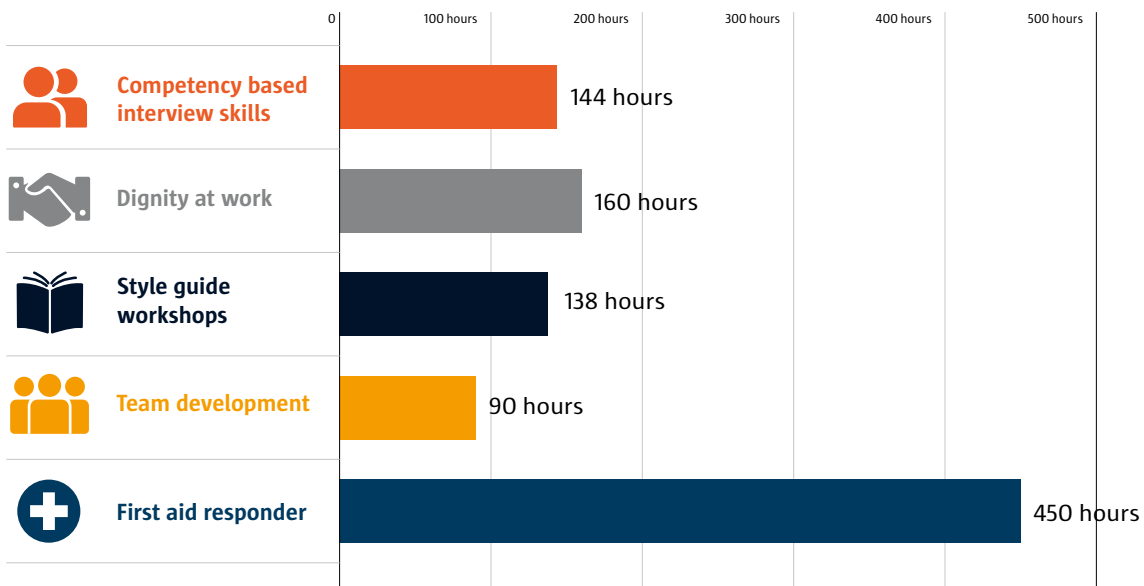
Corporate Strategy, Policy and Technology

The Strategy Unit

The RSA set up the Strategy Unit in February 2017 to support and coordinate the delivery of its *Corporate Plan 2016–2020*.

Throughout 2018 the Strategy Unit continued to work with business areas to support and drive the delivery of these propositions. Some of our key activities included:

▶ Continued improvement of our business-planning model. This will ensure that all organisational activities are aligned to our strategic goals, tracking key initiatives through quarterly reporting and the improvement of our key performance indicators (KPIs).

▶ With the support of our Design Authority we worked with each business area to develop a roadmap to deliver an integrated customer journey. This will make it easier for the public to use RSA services.

▶ We set up an organisational Data Analytics Unit, which will develop an RSA data strategy. This will help use data to further drive and target RSA activities at preventative measures aimed at saving lives and reducing injuries.

▶ We have focused on building our internal capability through the roll-out of shadowing initiatives, learning and development opportunities, change communications and employee engagement surveys. Internal collaboration with the establishment of various forums including change facilitators, leadership and process improvement forums to involve staff and support successful change.

The above will continue in 2019 as we work to ensure the delivery of the Corporate Plan.

RSA Customer Call Centre

The RSA set up the Customer Call Centre in 2011 to make it easier for our customers to contact us and have access to reliable, consistent information in a timely manner.

In 2018 we received in excess of 353,000 calls. This was a 15% reduction on the 2017 number. Our goal is for every customer to receive a higher quality, cost effective timely service with best in class customer service by 2020.

We are doing this with a business change management programme. This will ensure that our systems, people and processes are in line with our core approach of putting the customer at the centre of everything we do. The delivery of these improvements will also ensure we are prepared for future growth and surge in demands for our services.

In 2018 we organised a project team to coordinate delivery of the new system and business transformation programme. We appointed a supplier to deliver the new technical solution and engaged with staff to equip them for the roll-out of new technology. This will be in place in the first half of 2019.

In 2018 we
received in excess of
350,000
calls

15%
reduction on the
2017 number

Corporate Strategy, Policy and Technology

(continued)

Operational Excellence programme

Our Operational Excellence programme is delivered through the introduction of process improvement leaders in each business unit as well as a dedicated Operational Excellence team comprising three RSA staff members. The Operational Excellence team is responsible for reviewing processes throughout the organisation and recommending process improvements.

We also began to automate processes using Robotic Process Automation software (RPA) which has resulted in a significant reduction of manual repetitive tasks, thus freeing up time for our staff to focus on other work. One of the benefits of process automation relates to the cancellation of driving test appointments received through SMS/text. Dealing with these requests took up many hours of our staff time, prior to process automation.

Legal

The RSA set up the Legal Centre of Excellence mid–2017, and 2018 was our first full year in operation. Our goal is to provide sound, pragmatic and commercial legal advice and guidance to the business in support of the RSA's Corporate Plan and legislative programme.

Some examples of our work in 2018 include setting up an in-house legal advisory service. We supported several key projects across the organisation, including the procurement of the new Query, Knowledge and Telephony system, parts of the Customer Journey Transformation Project, and preparation for the introduction of the General Data Protection Regulation (GDPR).

We also met regularly with the Department of Transport, Tourism and Sport in 2018 to push forward the RSA's legislative priorities, for both primary and secondary legislation.

Project Management Office (PMO) overview 2018

We are responsible for delivering cross-organisational and technical projects across the RSA. The projects are led by a dedicated project manager who works together with competency leads, who are the experts in their respective areas, e.g. development, testing services.

The projects follow a robust governance and reporting structure to achieve project goals and outcomes. We have further defined the RSA Project Lifecycle, and each full project goes through seven Stage Gates (checkpoints) of review and approval. We standardised the templates and use tools with the projects to help us make informed decisions.

Our PMO – supporting effective project delivery

PMO   **Project manager**   **Project delivery**

Top programmes and projects commenced in 2018 focused on delivering seamless, easy to access services to our customers:

▶ National Driver Licence Service Online —enabling our customers to apply online for learner permits and licences

▶ Driver testing booking and scheduling system — improving access to driver tests

▶ Query, knowledge and telephony system — support customers getting quicker and easier access to the information they need

▶ RSA Customer Portal enabling our customers to access our services in one single digital touchpoint cutting down on repeatedly asking customers for the same information

▶ ICT infrastructure excellence

Work on these projects will continue into 2019 and early 2020 when customers can expect to see the first services coming on stream.

Total no. of inflight projects

8

No. of projects delivered

7

Total no. of PMO Lite projects

12

Corporate Strategy, Policy and Technology

(continued)

The RSA data centre located at Ballina headquarters

ICT

The 2018 ICT goal continued to be a key enabler in helping the RSA business achieve its vision. We continued to lead and support the technology strategies as identified in the Corporate Plan.

Also, we need to ensure that every RSA team member has the necessary technology resources to do their job effectively on a day-to-day basis.

To help achieve these goals, we are subdivided into a number of smaller, focused sections that cover the different technology domains. Below are the key highlights for each section.

ICT Infrastructure
In 2018 we installed new load balancers into our primary operational ICT business systems environment. We also made it easier for remote workers, such as driving testers, to use MyRSA apps. We also rolled out a new monitoring dashboard providing real-time reporting on RSA infrastructure.

ICT Security
Our team is responsible for the overall security of our ICT systems. We set up new firewalls with real-time updates for new security threats to our primary operational ICT business systems environment. We also coordinated the penetration testing on a number of RSA public-facing services. In August 2018, we performed the first social engineering testing, which helped identify some knowledge gaps with our RSA staff.

225

our Microsoft Security Score increased from 95, which is the industry average for government departments, to 225

0.53 days

average lifespan of ICT incidents

Road Safety Authority
Financial Statements
For the Year Ended
31 December 2018

General Information

Address	Moy Valley Business Park
	Primrose Hill
	Ballina
	Co Mayo

Senior Executive	Ms Moyagh Murdock – Chief Executive Officer
	Mr Pearse White – Director Finance & Commercial Services
	Ms Denise Barry – Director Strategy, Policy & Technology
	Mr Liam Duggan – Director Vehicle Testing & Enforcement
	Mr Declan Naughton – Director Driver Testing & Licensing
	Mr Michael Rowland – Director Road Safety, Research & Driver Education
	Ms Caroline Greene – Principal Engineer Vehicle Standards

Members of the Board	Ms Liz O'Donnell (Chairperson)
	Mr Eddie Rock
	Dr Áine Carroll
	Mr John Lumsden
	Ms Aileen O'Toole
	Mr Kevin Goulding
	Mr Dimitris Karagiorgis
	Ms Gillian Treacy (appointed 1st January 2018)
	Ms Donna Price (appointed 1st January 2018)

Bankers	Bank of Ireland
	Pearse Street
	Ballina
	Co Mayo

Auditors	Comptroller and Auditor General
	3A Mayor Street Upper
	Dublin 1

Website	www.rsa.ie

Report of the Comptroller and Auditor General

Ard Reachtaire Cuntas agus Ciste
Comptroller and Auditor General

Report for presentation to the Houses of the Oireachtas

Road Safety Authority

Opinion on the financial statements

I have audited the financial statements of the Road Safety Authority for the year ended 31 December 2018 as required under the provisions of section 29 of the Road Safety Authority Act 2006. The financial statements comprise

- the statement of income and expenditure and retained revenue reserves

- the statement of comprehensive income

- the statement of financial position

- the statement of cash flows and

- the related notes, including a summary of significant accounting policies.

In my opinion, the financial statements give a true and fair view of the assets, liabilities and financial position of the Road Safety Authority at 31 December 2018 and of its Income and expenditure for 2018 In accordance with Financial Reporting Standard (FAS) 10 – *The Financial Reporting Standard applicable In the UK and the Republic of Ireland*.

Basis of opinion

I conducted my audit of the financial statements in accordance with the International Standards on Auditing (ISAs) as promulgated by the International Organisation of Supreme Audit Institutions. My responsibilities under those standards are described in the appendix to this report. I am Independent of the Road Safety Authority and have fulfilled my other ethical responsibilities in accordance with the standards.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Report on information other than the financial statements, and on other matters

The Road Safety Authority has presented certain other information together with the financial statements. This comprises the annual report, the governance statement and Board members' report and the statement on internal control. My responsibilities to report In relation to such information, and on certain other matters upon which I report by exception, are described in the appendix to this report.

I have nothing to report In that regard.

Seamus McCarthy
Comptroller and Auditor General
27 June 2019

Appendix to the report

Responsibilities of Board members

As detailed in the governance statement and Board members' report. the Board members are responsible for

- the preparation of financial statements in the form prescribed under section 29 of the Road Safely Authority Act2006
- ensuring that the financial statements give a true and fair view in accordance with FRS 102
- ensuring the regularity of transactions
- assessing whether the use of the going concern basis of accounting is appropriate, and
- such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Responsibilities of the Comptroller and Auditor General

I am required under section 29 of the Road Safety Authority Act 2006 lo audit the financial statements of the Road Safety Authority and to report thereon to the Houses of the Oireachtas.

My objective in carrying out the audit is lo obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement due to fraud or error. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with the ISAs, I exercise professional judgment and maintain professional scepticism throughout the audit. In doing so,

- I identify and assess the risks of material misstatement of the financial statements whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- I obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal controls.
- I evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures.
- I conclude on the appropriateness of the use or the going concern basis of accounting and, based on the audit evidence obtained, on whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Road Safety Authority's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required

to draw attention in my report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my report. However, future events or conditions may cause the Road Safety Authority to cease to continue as a going concern.

- I evaluate the overall presentation, structure and content or the financial statements, including, the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing or the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Information other than the financial statements

My opinion on the financial statements does not cover the other information presented with those statements, and I do not express any form or assurance conclusion thereon.

In connection with my audit of the financial statements, I am required under the ISAs to read the other information presented and, in doing so, consider whether the other information is materially inconsistent with the financial statements or with knowledge obtained during the audit, or if it otherwise appears to be materially misstated. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

Reporting on other matters

My audit is conducted by reference to the special considerations which attach to State bodies in relation to their management and operation. I report if I identify material matters relating to the manner in which public business has been conducted.

I seek lo obtain evidence about the regularity of financial transactions in the course of audit. I report if I identify any material instance where public money has not been applied for the purposes intended or where transactions did not conform to the authorities governing them.

I also report by exception if, in my opinion,

- I have not received all the information and explanations I required for my audit, or
- the accounting records were not sufficient to permit the financial statements to be readily and properly audited, or
- the financial statements are not in agreement with the accounting records.

Governance Statement and Board Members' Report

Governance

The Board of the Road Safety Authority (RSA) was established under the Road Safety Authority Act 2006. The operations of the Board are set out in sections 14, 15 and 16 of this act. The Board is accountable to the Minister for Transport, Tourism and Sport and is responsible for ensuring good governance. It performs this task by setting strategic objectives and targets and taking strategic decisions on all key business issues. The regular day-to-day management, control and direction of the RSA are the responsibility of the Chief Executive Officer (CEO) and the executive of the RSA. The CEO and the executive must follow the broad strategic direction set by the Board, and must ensure that all Board members have a clear understanding of the key activities and decisions related to the entity, and of any significant risks likely to arise. The CEO acts as a direct liaison between the Board and management of the RSA.

Board Members' Responsibilities

The work and responsibilities of the Board are set out in the Board's Terms of Reference and Annual Work Programme which also contain the matters specifically reserved for Board decision. Standing items considered by the Board include:

▶ declaration of interests

▶ reports from committees, including the Audit and Risk Committee (ARC).

▶ performance reports

Section 29 of the Road Safety Authority Act, 2006 requires the Board of the RSA to keep, in such form as may be approved by the Minister for Transport, Tourism and Sport, all proper and usual accounts of money received and expended by it.

In preparing these financial statements, the Board of the RSA is required to:

▶ select suitable accounting policies and apply them consistently

▶ make judgements and estimates that are reasonable and prudent

▶ prepare the financial statements on the going concern basis unless it is inappropriate to presume that it will continue in operation

▶ state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements

The Board is responsible for keeping adequate accounting records which disclose, with reasonable accuracy at any time, its financial position and enables it to ensure that the financial statements comply with Section 29 of the Road Safety Authority Act, 2006.

The Board is responsible for approving the annual business plan and budget. An evaluation of the performance of the RSA by reference to the annual business plan and budget was carried out throughout the year by the ARC, who in turn reported to the Board.

The Board is also responsible for safeguarding its assets and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Board considers that the financial statements of the RSA give a true and fair view of the financial performance and the financial position of the RSA at 31 December 2018.

Board Structure

At 31 December 2018, the Board consisted of a Chairperson and eight ordinary members, all of whom are appointed by the Minister for Transport, Tourism and Sport. The members of the Board meet ten times per year. The table below details the appointment period for current members.

Board Member	Role	Appointment Duration	Date Appointed
Ms Liz O'Donnell	Chairperson	5 years	29 October 2014
Mr Eddie Rock	Ordinary member	3 years	14 September 2016
Dr Áine Carroll	Ordinary member	3 years	14 September 2016
Mr John Lumsden	Ordinary member	5 years	31 October 2014
Ms Aileen O'Toole	Ordinary member	5 years	31 October 2014
Mr Kevin Goulding	Ordinary member	3 years	14 August 2017
Mr Dimitris Karagiorgis	Ordinary member	3 years	21 September 2017
Ms Gillian Treacy	Ordinary member	3 years	01 January 2018
Ms Donna Price	Ordinary member	3 years	01 January 2018

The Board conducted an internal Board Effectiveness and Evaluation Review in 2018.

The Board has established three committees, as follows:

1. **Audit and Risk Committee (ARC):** comprises four Board members and one independent co-opted member. The role of the ARC is to support the Board in relation to its responsibilities for issues of risk, control and governance and associated assurance. The ARC is independent from the financial management of the organisation. In particular the committee ensures that the internal control systems including audit activities are monitored actively and independently. The ARC reports to the Board after each meeting.

    The members of the ARC are: Mr Kevin Goulding (chairperson), Mr John Lumsden, Ms Aileen O'Toole, Mr Dimitris Karagiorgis and Mr Michael Flynn, co-opted independent. There were five meetings of the ARC in 2018.

2. **Remuneration Committee (RC):** comprises three Board members. The members of this committee are: Ms Liz O'Donnell (chairperson), Mr John Lumsden and Dr Áine Carroll. The RC met in January 2019, to consider all items relevant for the period 1 January 2018 to 31 December 2018.

3. **Governance Committee (GC):** comprises three Board members. The role of the GC is to support the Board in meeting legal and statutory requirements, as well as adopting good practice. The members of this committee are: Ms Aileen O'Toole (chairperson), Mr John Lumsden and Dr Áine Carroll. There was one meeting of the GC in 2018.

Governance Statement and Board Members' Report

(continued)

Schedule of Attendance, Fees and Expenses

A schedule of attendance at the board and committee meetings for 2018 is set out below and includes the fees and expenses received by each member:

	Board	ARC	RC*	GC	Board/ Committee Fees 2018 €	Vouched Expenses 2018 €
Number of meetings	**10**	**5**	**-**	**1**		
Current Board members						
Ms Liz O'Donnell (chairperson)	10				11,970	17
Mr Eddie Rock	7				7,695	277
Dr Áine Carroll	7			-	-	-
Mr John Lumsden	10	5		1	7,695	388
Ms Aileen O'Toole	10	4		1	7,695	542
Mr Kevin Goulding	9	5			7,695	374
Mr Dimitris Karagiorgis	10	4			7,695	388
Ms Gillian Treacy	9				7,549	1,742
Ms Donna Price	10				-	2,413
Mr Michael Flynn (co-opted ARC member)		5			2,500	-
Total					**60,494**	**6,141**

*Refer to page 7, on details of meeting.

Two board members did not receive board fees in 2018. One member opted to waive the board fee. The other member was not paid a fee in compliance with the 'one person one salary' principle.

The average attendance at the board meetings in 2018 was 91%.

Key Personnel Changes

Board

In accordance with the Road Safety Authority Act, 2006, the Minister appointed two new members to the Board in 2018, Ms Gillian Treacy and Ms Donna Price.

Executive

In 2018, there was a reorganisation that resulted in Vehicle Standards becoming a standalone directorate. Ms Caroline Greene is the principal engineer of this directorate.

Audit and Risk Committee

The ARC was reconstituted in February 2018. Mr Kevin Goulding and Mr Dimitris Karagiorgis joined the ARC and Mr Kevin Goulding replaced Mr John Lumsden as chairperson of the ARC, increasing the number of members from three to five.

Disclosures Required by Code of Practice for the Governance of State Bodies (2016)

The Board is responsible for ensuring that the RSA has complied with the requirements of the Code of Practice for the Governance of State Bodies ('the Code'), as published by the Department of Public Expenditure and Reform in August 2016. The following disclosures are required by the Code:

Employee Short-Term Benefits Breakdown

Please refer to Employee Short-Term Benefits Breakdown in Note 4(b) to the Financial Statements.

Consultancy Costs

Consultancy costs include the cost of external advice to management and exclude outsourced 'business-as-usual' functions.

	2017 €	2016 €
Legal Advice	723,222	538,316
Business improvements	3,444,412	2,516,547
Other	29,874	611,184
Total Consultancy Costs	**4,197,508**	**3,666,047**
Consultancy costs capitalised	1,622,790	774,923
Consultancy costs expensed	2,574,718	2,891,124
Total	**4,197,508**	**3,666,047**

Governance Statement and Board Members' Report

(continued)

Consultancy Costs (continued)

Legal advice

The increased spend on legal advice in 2018 reflects the requirement for specialist legal and procurement advice in relation to three key procurement projects: the National Car Test Service (NCT) re-let, the Technical Inspection Services Provider (TISP) contract for Commercial Roadworthiness Programme and the Business Solutions Portal (BSP) contract, the total cost of which amounted to €0.267m.

Business improvements

The external advice costs associated with the establishment of an ICT Roadmap, Project Management Office (PMO), Design Authority and Change Management team, in order to deliver its Corporate Plan, have been classified under business improvements. The increase year on year under this classification relates to the following factors:

1) Consultancy costs capitalised amounting to €1.6m. These costs have increased substantially year on year as there are a number of key ICT and business transformation projects currently underway to deliver on our Corporate Plan commitments (streamlining our customer services provision, improving our capacity, capability and effectiveness and future proofing our technical infrastructure). All costs have been capitalised in line with generally accepted accounting principles.

   In 2018, the services provided by consultants which were of a capital nature included PMO advisory services, PMO manager, Project Managers, Test Managers, Business Architect and Business Analysts, whose services were directly attributable to a capital project. The consultants work alongside our own internal ICT team and project managers in delivering the projects. The RSA has obtained approval to recruit directly into some of key roles in 2019, thus reducing our reliance on consultants and spend in 2019.

2) The administration element of the business improvement costs of €1.8m incurred relate to:

   ▸ Non Capital Project Management Office of €0.4m, these costs have reduced year on year and will continue to reduce in 2019 as internal resources are secured.

   ▸ Change Management Costs of €1.4m, which is an increase year on year primarily due to a full year effect in 2018. External consultants provided resources and support for a number of change activities in 2018, in the areas of strategic alignment, operational excellence, communications, data analytics and integrated customer journey mapping. The RSA has stated objective is to build our own internal capability and knowledge transfer and a shadowing programme is in place to support this. It is envisaged that the RSA will require reduced reliance as internal resources become available however there will still be a requirement for external consultants in the short term.

Other

The costs classified under 'other' in the table above relate to the costs associated with the preparation of the introduction of the General Data Protection Regulation (GDPR). The RSA obtained external advice to complete a substantial amount of work in 2017, in this regard, ensuring that compliance is met by the enforcement date of 25 May 2018. Due to the early preparation, limited external advice was required in 2018 in order to ensure compliance of GDPR by the implementation date.

Legal Costs and Settlements

The table below provides a breakdown of amounts recognised as expenditure in the reporting period in relation to the legal costs of court representation in enforcement cases. This does not include expenditure incurred in relation to general legal advice received by the RSA, which is disclosed in 'consultancy costs' above.

	2018 €	2017 €
Legal proceedings costs	205,123	170,051
Total	**205,123**	**170,051**

Travel and Subsistence Expenditure

Travel and subsistence expenditure is categorised as follows:

	2018 €	2017 €
Domestic		
Board	6,141	7,079
Employees	2,644,654	2,189,854
International		
Board	-	-
Employees	54,586	48,257
Total	**2,705,381**	**2,245,190**

The increase in travel and subsistence is reflective of the increase in rates introduced in 2018 as well as additional travel required in 2018.

Hospitality Expenditure

The Statement of Income and Expenditure and Retained Revenue Reserves for the Year Ended 31 December 2018 includes the following hospitality expenditure. This represents the amounts paid by the RSA to the Staff Sports and Social Club. The 2017 comparative represents the contributions made for both 2016 and 2017 as no contribution was made in 2016.

	2018 €	2017 €
Staff hospitality	6,416	10,091
Client hospitality	-	-
Total	**6,416**	**10,091**

Statement of Compliance

The Board has adopted the Code of Practice for the Governance of State Bodies (2016) and has put procedures in place to ensure compliance with the code. The RSA was in full compliance with the Code of Practice for the Governance of State Bodies for 2018.

Statement on Internal Control

Scope of Responsibility

On behalf of the RSA, I acknowledge the Board's responsibility for ensuring that an effective system of internal control is maintained and operated. This responsibility takes account of the requirements of the Code of Practice for the Governance of State Bodies (2016).

Purpose of the System of Internal Control

The system of internal control is designed to manage risk to a tolerable level rather than to eliminate it. The system can therefore only provide reasonable and not absolute assurance that assets are safeguarded, transactions authorised and properly recorded and that material errors or irregularities are either prevented or detected in a timely way.

The system of internal control, which accords with guidance issued by the Department of Public Expenditure and Reform has been in place in the RSA for the year ended 31 December 2018 and up to the date of approval of the financial statements.

Capacity to Handle Risk

The RSA has an Audit and Risk Committee (ARC) comprising four Board members and one external co-opted independent member. The ARC met five times in 2018.

The RSA has also established an internal audit function which is adequately resourced and conducts a programme of work agreed with the ARC.

The RSA has implemented its risk management framework which in turn has encompassed risk reporting as a permanent agenda item at both the Board and Executive leadership meetings. The Risk management framework will continue to develop in 2019.

Risk and Control Framework

The risk register details the controls and actions needed to mitigate risks and responsibility for operation of controls assigned to specific staff. I confirm that a control environment containing the following elements is in place:

▶ Procedures for all key business processes have been documented

▶ Financial responsibilities have been assigned at management level with corresponding accountability

▶ There is an appropriate budgeting system with an annual budget which is kept under review by senior management

▶ There are systems aimed at ensuring the security of the information and communication technology systems

▶ There are systems in place to safeguard the assets

▶ There are strong payroll controls in place

Ongoing Monitoring and Review

Formal procedures have been established for monitoring control processes. Control deficiencies are communicated to those responsible for taking corrective action and to management and the Board, where relevant, in a timely way. I confirm that the following ongoing monitoring systems are in place:

▶ Key risks and related controls have been identified and processes have been put in place to monitor the operation of those key controls and report any identified deficiencies

▶ Reporting arrangements have been established at all levels where responsibility for financial management has been assigned

▶ There are regular reviews by senior management of periodic and annual performance and financial reports which indicate performance against budgets/forecasts

Procurement

I confirm that the RSA has procedures in place to ensure compliance with current procurement rules and guidelines and that during 2018 the RSA complied with those procedures, with the exception of five contracts where expenditure of € 1.3m occurred in 2018.

▶ The first of these contracts ceased in March 2018 - €36k was expensed in 2018 relating to this contract.

▶ The RSA held a competition in respect of the second of these contracts, in 2018, however this process had to be collapsed. A new competition for these services is currently being held and the contract is expected to be awarded by September 2019 - €0.41m was expensed in 2018 relating to this contract.

▶ In respect of the third contract, with €0.31m paid in 2018, as part of the RSA ICT Strategy, there is a project in progress whereby the RSA plan to move away from the current solution to a specialised services solution. As this specialised services solution is relatively new technology, it is anticipated the current solution will be assessed for viability for competitive tender or moving to an OGP framework, if one is available, by June 2020.

▶ The remaining two contracts are being managed by the RSA and will be phased out as part of the implementation of the RSA's ICT Roadmap in respect of development of a new Business Service Platform (BSP), refer to note 19.

  • One of these contracts is planned to cease when the BSP is released, which is currently scheduled by the end of 2019 and had expenditure of €0.17m in 2018

  • The other contract is planned to cease following the migration of its services into the BSP by September 2020. This contract expensed €0.38m in 2018

The RSA is resolute to resolve this area of non-compliance with regard to public procurement by taking steps to remove its dependence on legacy contracts especially in the area of ICT but this must be done in a controlled and phased manner to maintain critical service provision.

Review of Effectiveness

I confirm that the RSA has procedures to monitor the effectiveness of its risk management and control procedures. The RSA's monitoring and review of the effectiveness of the system of internal control is informed by the work of the internal and external auditors, the ARC which oversees their work, and the senior management within the RSA responsible for the development and maintenance of the internal control framework.

I confirm that the Board conducted an annual review of the effectiveness of the internal controls for 2018.

Internal Control Issues

No weaknesses in internal control were identified in relation to 2018 that require disclosure in the financial statements, with the exception of the procurement issues disclosed above.

Statement of Income and Expenditure and Retained Revenue Reserves for the Year Ended 31 December 2018

	Notes	2018 €	2017 €
Income			
Oireachtas grant	2	139,000	139,000
Other resources	3	80,082,724	74,402,486
Net deferred pension funding	5(c)	5,287,000	4,483,000
Employee pension contributions remitted	5(a)	(412,000)	(364,000)
Gain from disposal of assets		14,600	23,177
Total Income		**85,111,324**	**78,683,663**
Expenditure			
Remuneration and other pay costs	4(a)	(22,387,903)	(20,445,008)
Retirement benefit costs	5(a)	(5,546,227)	(4,825,188)
Technical advice	6	(553,932)	(375,858)
Administration costs	7	(8,186,311)	(8,056,910)
Programme costs	8	(47,448,525)	(42,994,324)
Depreciation	9	(5,732,541)	(4,537,165)
Total Expenditure		**(89,855,439)**	**(81,234,453)**
(Deficit) for the year before appropriations		**(4,744,115)**	**(2,550,790)**
Transfer to Capital Account	13	(4,773,088)	(1,568,302)
(Deficit) for the year after appropriations		**(9,517,203)**	**(4,119,092)**
Balance brought forward at 1 January		**25,091,534**	**29,210,626**
Balance carried forward at 31 December		**15,574,331**	**25,091,534**

The Statement of Cash Flows and notes 1 to 21 form part of these financial statements.

Statement of Comprehensive Income
for the Year Ended 31 December 2018

	Notes	2018 €	2017 €
(Deficit) for the year		**(9,517,203)**	**(4,119,092)**
Experience gains on retirement benefit obligations		(4,580,000)	(7,575,000)
Change in assumptions underlying the present value of retirement benefit obligations		8,118,000	(4,435,000)
Total actuarial gain / (loss) in the year	5(b)	**3,538,000**	**(12,010,000)**
Adjustment to deferred retirement benefits funding		(3,538,000)	12,010,000
Other Comprehensive (Loss) for the year		**(9,517,203)**	**(4,119,092)**

The Statement of Cash Flows and notes 1 to 21 form part of these financial statements.

Statement of Financial Position
as at 31 December 2018

	Notes	2018 €	2017 €
Fixed Assets			
Property, plant and equipment	9	15,047,729	10,274,641
Current Assets			
Receivables	10	1,656,619	1,677,029
Prepayments	11	211,667	368,954
Cash and cash equivalents		30,324,443	38,439,076
		32,192,729	40,485,059
Current Liabilities (amount falling due within one year)			
Payables	12	(16,618,398)	(15,393,525)
Net Current Assets		15,574,331	25,091,534
Long Term Liabilities (amounts falling due after one year)			
Retirement Benefits			
Deferred retirement benefit funding asset	5(c)	93,297,000	91,263,000
Retirement benefit obligations	5(b)	(93,297,000)	(91,263,000)
Total Assets less Liabilities		**30,622,060**	**35,366,175**
Representing			
Capital Account	13	15,047,729	10,274,641
Retained Revenue Reserves	19	15,574,331	25,091,534
		30,622,060	**35,366,175**

The Statement of Cash Flows and notes 1 to 21 form part of these financial statements.

Statement of Cash Flows
for the Year Ended 31 December 2018

	2018 €	2017 €
Cash Flows from Operating Activities		
Deficit for the year before appropriations	(4,744,115)	(2,550,790)
Depreciation of fixed assets	5,732,541	4,537,165
Profit on the disposal of property, plant and equipment	(14,600)	(23,177)
Decrease in receivables	176,251	196,326
Increase in payables	1,227,619	1,738,555
Bank interest received	(677)	(696)
Bank interest paid	23,426	14,819
Net Cash Flows from Operating Activities	**2,400,445**	**3,912,202**
Cash Flows from Investing Activities		
Payment to acquire property, plant and equipment	(10,505,629)	(6,137,490)
Proceeds from the sale of property, plant and equipment	14,600	55,200
Net Cash Flows from Investing Activities	**(10,491,029)**	**(6,082,290)**
Cash Flows from Financing Activities		
Bank interest income	2,122	2,142
Bank interest expense	(26,171)	(17,053)
Net Cash Flows from Financing Activities	**(24,049)**	**(14,911)**
Net Decrease in cash and cash equivalents	**(8,114,633)**	**(2,184,999)**
Cash and cash equivalents at 1 January	38,439,076	40,624,075
Cash and cash equivalents at 31 December	**30,324,443**	**38,439,076**

Notes to the Financial Statements
for the Year Ended 31 December 2018

1. Accounting Policies

The basis of accounting and significant accounting policies adopted by the RSA are set out below. They have all been applied consistently throughout the year and for the preceding year.

a) General Information

The RSA was set up under the Road Safety Authority Act 2006, with a head office at Moy Business Park, Primrose Hill, Ballina, Co Mayo. The RSA's primary objectives were established under the Road Safety Authority Act 2006 on 1 September 2006. The RSA is a corporate body with perpetual succession and with a seal and power to sue and be sued in its corporate name and to acquire, hold and dispose of land or an interest in land, and to acquire, hold and dispose of any other property. It is a statutory body that earns non-exchequer income from services provided to the public and partially from an exchequer grant from the Department of Transport, Tourism and Sport (Note 2).

The RSA is a Public Benefit Entity which is an entity that provides services for the general public, community and for social benefit. The RSA was established to take the lead role in the area of road safety and is responsible for the following: raising awareness of and promoting road safety through mass media campaigns and education programmes; road safety research and its primary public services including driver testing, driver licensing, vehicle standards, vehicle testing (both national car testing and commercial vehicle testing), road haulage enforcement, registration of driver instructors (ADI) and Driver Certificate of Professional Competence (Driver CPC). The RSA shares responsibility for the *Road Safety Strategy 2013 – 2020* together with a number of state departments and public authorities who must all work together, with the road-using public, to deliver the targets and outcomes set out in this strategy.

b) Statement of Compliance

The financial statements of the RSA for the year ended 31 December 2018 have been prepared in accordance with FRS 102, the financial reporting standard applicable in the UK and Ireland issued by the Financial Reporting Council (FRC). The RSA is operating in compliance with the Code of Practice for the Governance of State Bodies (2016) for 2018.

c) Basis of Preparation

The financial statements have been prepared under the historical cost convention. The financial statements are, in the form, approved by the Minister for Transport, Tourism and Sport under Section 29 of the Road Safety Authority Act 2006. The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the RSA's financial statements.

d) Revenue

Oireachtas Grant
Revenue is generally recognised on an accruals basis; one exception to this is in the case of Oireachtas Grants which are recognised on a cash receipts basis.

Interest Income and Expense
Interest Income and Expense is recognised on an accruals basis.

1.   Accounting Policies (continued)

Other Revenue

Other revenue is recognised on an accruals basis for revenue streams including fees for driving tests, National Car Test Levy and the Commercial Vehicle Test Levy, as the revenue point of recognition is when the test is completed. The revenue from fees for digital tachograph cards, driving licences and approved driving instructor registrations are recognised on a cash receipts basis on account of the systematic limitations preventing recognition on an accruals basis. The RSA is entitled to a share of any profits generated by the National Car Test service provider. Such profits are recognised when it is probable that an economic benefit will arise and such benefit can be reliably measured.

e)   Property, Plant and Equipment

Property, plant and equipment are stated at cost less accumulated depreciation, adjusted for any provision for impairment. Depreciation is provided on all property, plant and equipment at rates estimated to write off the cost less the estimated residual value of each asset on a straight line basis over their estimated useful lives, as follows:

(i)   Leasehold Improvements   5% per annum
(ii)   Fixtures and Fittings   20% per annum
(iii) Motor Vehicles   20% per annum
(iv) ICT Hardware   33% per annum
(v)   Application Software   33% per annum

Residual value represents the estimated amount which would currently be obtained from disposal of an asset, after deducting estimated costs of disposal, if the asset was already of an age and in the condition expected at the end of its useful life.

If there is objective evidence of impairment of the value of an asset, an impairment loss is recognised in the Statement of Income and Expenditure and Retained Revenue Reserves in the year.

f)   Employee Benefits

Short-term Benefits

Short term benefits such as holiday pay are recognised as an expense in the year, and benefits that are accrued at year end are included in the payables figure in the Statement of Financial Position.

Notes to the Financial Statements
for the Year Ended 31 December 2018
(continued)

1. Accounting Policies (continued)

g) Retirement Benefits

Staff Pensions

Civil Service Superannuation Scheme

As at 31 December 2018 there are 77 staff of the RSA who are in the civil service superannuation scheme and the pension liabilities for these staff are not included in the RSA's financial statements. Staff pension contributions in respect of these 77 staff are remitted by the RSA to the Department of Transport, Tourism and Sport and the RSA has no further obligations for those who are members of this scheme.

Single Public Services Pension Scheme ('Single Scheme')

The RSA also operates the Single Public Services Pension Scheme ('Single Scheme'), which is a defined benefit scheme for pensionable public servants appointed on or after 1 January 2013. Single Scheme members' contributions are paid over to the Department of Public Expenditure and Reform. There were 31 members of this scheme as at 31 December 2018.

Pension Accounting for the Road Safety Authority Staff Superannuation Scheme and the Single Public Services Pension Scheme ('Single Scheme')

The financial statements reflect, at fair value, the assets and liabilities arising from the RSA Staff Superannuation Scheme and any related funding, and recognises the costs of providing pension benefits in the accounting periods in which they are earned by employees. Retirement benefit scheme liabilities are measured on an actuarial basis using the projected unit credit method. The RSA was advised, by the Department of Public Expenditure and Reform, that the RSA is considered to be a Relevant Authority as set out in Circular 28 of 2016. This was determined as the RSA is considered to be self-financing with respect to employer contributions for the members of the Single Public Services Pension Scheme, as per this Circular.

Road Safety Authority Staff Superannuation Scheme

Section 20 of the Road Safety Authority Act, 2006 provides for the establishment of the RSA Staff Superannuation Scheme (the Scheme) by the RSA. In July 2013, the Scheme was approved by the Minister of Transport, Tourism and Sport with the consent of the Minister for Public Expenditure and Reform. Membership of the Scheme is open to staff who joined through external competition and by other means since September 2006. As at 31 December 2018 there were 183 staff of the RSA who are active members of the Scheme. There are also 15 deferred members and 19 pensioners of the Scheme. The Scheme operates on the basis that the RSA deducts staff pension contributions from payroll and remits these contributions to the Department of Transport, Tourism and Sport. The Department of Transport, Tourism and Sport has confirmed following discussions with the Department of Public Expenditure and Reform, that the RSA Staff Superannuation Scheme liabilities will continue to be met by the exchequer on a 'pay as you go basis' for all members of the Scheme, as they fall due, for as long as the Scheme is in operation. The 'pay as you go basis' system is where the Scheme's benefits are paid from current exchequer revenue at the time they fall due.

National Safety Council Superannuation Scheme 1991 to 2000

Upon inception the RSA inherited 6 pensioners that transferred to the RSA on the dissolution of the National Safety Council. The RSA is allocated exchequer funding each year to meet the pensioner obligations as they fall due.

1. Accounting Policies (continued)

h) Critical Accounting Judgements and Estimates

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the reporting date and the amounts reported for revenues and expenses during the year. However, the nature of estimation means that actual outcomes could differ from those estimates. The following judgements have had the most significant effect on amounts recognised in the financial statements.

Depreciation and Residual Values
The directors have reviewed the asset lives and associated residual values of all fixed asset classes, and in particular, the useful economic life and residual values of fixtures and fittings, and have concluded that asset lives and residual values are appropriate.

Retirement Benefit Obligation
The assumptions underlying the actuarial valuations for which the amounts recognised in the financial statements are determined (including discount rates, rates of increase in future compensation levels, mortality rates and healthcare cost trend rates) are updated annually based on current economic conditions, and for any relevant changes to the terms and conditions of the pension and post-retirement plans.

The assumptions can be affected by:
- the discount rate, changes in the rate of return on high-quality corporate bonds
- future compensation levels, future labour market conditions

2. Oireachtas Grants

The Oireachtas grant of €139,000 to the RSA is paid from subhead B4 of the Vote for Transport, Tourism and Sport. In 2018 and 2017, the RSA was allocated the specific Oireachtas grant, of €139,000 each year, to meet the annual pension payments to a number of pensioners that transferred to the RSA on the dissolution of the National Safety Council. The amount paid to the pensioners is included within Note 4. The RSA has been delegated the responsibility of payment of the pension benefits, however, no accrual for liabilities arises, as the Department of Transport, Tourism and Sport will ultimately meet the obligations as they fall due.

Notes to the Financial Statements
for the Year Ended 31 December 2018
(continued)

3.   Other Resources

	2018 €	2017 €
Driver Licence Income	26,390,373	21,243,841
National Car Test Levy	21,581,167	21,709,292
Driver Testing Fee Income	15,337,396	14,692,754
Commercial Vehicle Testing Levy	14,970,794	14,772,500
Digital Tachograph Income	908,790	899,055
Carriage Dangerous Goods Income	295,451	287,033
Approved Driving Instructor Income	252,605	400,307
Sponsorship Income	82,000	82,000
Bank Interest Income	676	2,141
Miscellaneous	263,472	313,563
	80,082,724	**74,402,486**

The RSA is a statutory body that earns revenue from services provided to the public. The main sources of revenue are set out below.

Income Type	Source
Driver Testing Income and Driver Licence Income	The RSA has responsibility for driver testing and licence issue and renewals. This income is derived from fees paid by drivers for sitting a driving test or obtaining / renewing a driving licence. 2018 noted a large increase in volumes of driver licence applications, on account of the renewal of 10 year licence directly linked to the 10 year anniversary of the driving test surge of 2008.
National Car Test Levy and Commercial Vehicle Testing Levy	The RSA receives levy income based on the number of cars and commercial vehicles tested. The gross fee is collected by the contracted service provider when the test is conducted and a portion of the test fee is remitted monthly in arrears to the RSA. The levy received in relation to the National Car Test has decreased on account of a reduction in the age of the national fleet. In 2018, the turnover of the outsourced contractor operating the National Car Testing Service is approximately € 71.3m (2017: € 71.8m) of which the RSA received € 21.6m (2017- € 21.7m) in levy income. The RSA continues to recognise Commercial Vehicle Testing Levy income in 2018.
Digital Tachograph Income	The RSA has responsibility for the enforcement of drivers' hours' legislation. The RSA receives fee income when it issues an electronic digital tachograph card to hauliers for the recording of drivers' hours.
Approved Driving Instructor Income	The RSA has responsibility for the regulation of the Driving Instructor industry. The RSA receives fee income when it registers and tests a driving instructor.
Carriage Dangerous Goods Income	The RSA has responsibility for the regulation of the carriage of dangerous goods. The RSA receives fee income when it registers a Carriage of Dangerous Goods haulier.

4. Remuneration and Other Pay Costs

4(a) Remuneration and Other Pay Costs

	2018 €	2017 €
Staff Salaries	17,703,396	16,415,459
Employers' contribution to social welfare	1,394,726	1,255,572
Staff training and development	278,190	238,957
Staff travel and subsistence – Domestic	2,650,795	2,196,933
Staff travel and subsistence – Foreign	54,586	48,257
Other staff costs	89,197	112,519
Board members' emoluments (including CEO remuneration)	217,013	177,311
Total	**22,387,903**	**20,445,008**

The above costs exclude the salary costs relating to three project managers whose costs have been capitalised, in accordance with generally accepted accounting principles, amounting to €144,883. Pension related deductions totalling € 714,678 have been deducted from salaries and wages and paid over to the Department of Transport, Tourism and Sport in respect of 2018 (2017 - € 666,740). The total number of staff employed (WTE) at year end was 377.3 (2017 - 328). Following sanction from DPER, an additional 45 driver testers were recruited in the latter half of 2018 in preparation for the projected surge in driving test applications following the enactment of new legislation impacting learner drivers, specifically covered in an amendment to the Road Traffic Bill 22nd December 2018. A further 3 (2017 – 3) staff were seconded to the RSA from the Department of Agriculture, Food and the Marine, the Health Service Executive and CIÉ.

(i) Aggregate Employee Benefits

	2018 €	2017 €
Staff short-term benefits	17,920,409	16,592,770
Employer's contribution to social welfare	1,394,726	1,255,572
	19,315,135	**17,848,342**

(ii) Staff Short-Term Benefits

	2018 €	2017 €
Basic pay	16,413,578	15,242,796
Overtime	1,023,714	968,706
Allowances	483,117	381,268
	17,920,409	**16,592,770**

(iii) Termination Benefits
There were no termination benefit costs incurred by the RSA in 2018.

Notes to the Financial Statements
for the Year Ended 31 December 2018
(continued)

4. Remuneration and Other Pay Costs (continued)

4(b) Employee benefits breakdown for the year

Range of total employee benefits		Number of Employees 2018	Number of Employees 2017
From	**To**		
€60,000	– €69,999	58	46
€70,000	– €79,999	20	16
€80,000	– €89,999	2	7
€90,000	– €99,999	5	4
€100,000	– €109,999	2	-
€110,000	– €119,999	1	-
€120,000	– €129,999	-	-
€130,000	– €139,999	-	1
€140,000	– €149,999	-	-
€150,000	– €159,999	1	-

Employee benefits include salary, overtime allowances and other payments made on behalf of the employee however excludes employer's PRSI.

4(c) Key Management Personnel Compensation

Key management personnel in the RSA consists of the members of the Board, the CEO, the five directors and a principal engineer. The total value of employee benefits for key management personnel is set out below.

	2018 €	2017 €
Salary	829,297	616,405
Allowances	1,691	3,555
	830,988	**619,960**

The movement year on year relates to the additional personnel joining the Key Management Personnel in 2018, as well as promotions, restoration of pay and increases to pay in 2018.

This does not include the value of retirement benefits earned in the period. The key management personnel are members of the RSA Staff Superannuation Scheme, the Civil Service Superannuation Scheme or the Single Public Services Pension Scheme. Their entitlements in that regard do not extend beyond the terms of the model public service pension scheme.

Board Members Emoluments
Please refer to the Schedule of Attendance, Fees and Expenses included in the Governance Statement and Board Members' Report for details of the Board Members Emoluments.

4. Remuneration and Other Pay Costs (continued)

Chief Executive Officer Salary and Benefits

The CEO remuneration package for the financial period was as follows:

	2018 €	2017 €
Salary	156,519	132,366
	156,519	**132,366**

The increase year on year to CEO remuneration package relates to restoration of pay and increases to pay in 2018, in line with all payroll related circulars.

The CEO is a member of the Single Public Services Pension Scheme, and her entitlements in that regard do not extend beyond the terms of that pension scheme. The value of retirement benefits earned in the period is not included above.

5. Retirement Benefit Costs

5(a) Analysis of total retirement benefit costs charged to the Statement of Income and Expenditure and Retained Revenue Reserves

	2018 €	2017 €
Gross current service cost	4,215,000	3,556,000
Less current service cost of SPSPS members	(285,000)	(200,000)
Member contributions	(412,000)	(364,000)
Employer contributions to Single Public Services Pension Scheme	388,227	419,188
Interest cost on retirement benefit scheme liabilities	1,640,000	1,414,000
	5,546,227	**4,825,188**

Notes to the Financial Statements
for the Year Ended 31 December 2018

(continued)

5. Retirement Benefit Costs (continued)

5(b) Movement in net retirement benefit obligations during the financial year

	2018 €	2017 €
Net retirement benefit obligation at 1 January	(91,263,000)	(74,570,000)
Current service cost	(4,215,000)	(3,556,000)
Interest cost	(1,640,000)	(1,414,000)
Actuarial loss	3,538,000	(12,010,000)
Pensions paid in the year	283,000	287,000
Net retirement benefit obligation at 31 December	**(93,297,000)**	**(91,263,000)**

5(c) Deferred funding for retirement benefits

The Board recognises these amounts as an asset corresponding to the unfunded deferred liability for retirement benefits on the basis of the set of assumptions described below at 5(e) and a number of past events. These events include the statutory basis for the establishment of the retirement benefit schemes, and the policy and practice currently in place in relation to funding public service pensions including contributions by employees and the annual estimates process. The Board has confirmation from the Department of Transport, Tourism and Sport that the liabilities under the Scheme will continue to be met by the exchequer on a 'pay as you go basis' for all members of the Scheme, as they fall due, for so long as the Scheme is in operation.

The net deferred funding for retirement benefits recognised in the Statement of Income and Expenditure and Retained Revenue Reserves was as follows:

	2018 €	2017 €
Funding recoverable in respect of current year retirement benefit costs (less adjustment for SPSPS)	5,570,000	4,770,000
State Grant applied to pay retirement benefits	(283,000)	(287,000)
	5,287,000	**4,483,000**

The deferred funding asset for retirement benefits at 31 December 2018 amounts to € 93.297m (2017 – €91.263m).

5(d) History of defined benefit obligations

	2018 €	2017 €	2016 €	2015 €
Defined benefit obligation	93,297,000	91,263,000	74,303,000	54,521,000
Experience (losses)/gains on defined benefit scheme liabilities	(4,580,000)	(7,575,000)	(2,915,000)	1,826,000
As a percentage of scheme liabilities	(4.9%)	(8.3%)	(3.9%)	3.3%

5. Retirement Benefit Costs (continued)

5(e) General description of the scheme

The retirement benefit scheme is a defined benefit final salary pension arrangement with benefits and contributions defined by reference to current 'model' public sector scheme regulations. The scheme provides a pension (being 1/80 per year of service), a gratuity or lump sum (being 3/80 per year of service) and spouses' and children's pensions. Normal Retirement Age is a member's 65th birthday, and pre-2004 members have an entitlement to retire without actuarial reduction from age 62. Pensions in payment (and deferment) normally increase in line with general public sector salary inflation.

The valuation used for FRS 102 disclosures has been based on a full actuarial valuation performed on 1 February 2019 by a qualified independent actuary, taking account of the requirements of the FRS in order to assess the scheme liabilities at 31 December 2018.

The principal actuarial assumptions were as follows:

	2018	2017
Rate of increase in salaries	3.4% pa	3.4% pa
Rate of increase in retirement benefits in payment	1.9% pa	1.9% pa
Discount rate	2.15% pa	1.8% pa
Inflation rate	1.9% pa	1.9% pa

The change in the discount rate year on year is as a result of addressing an issue with deriving corporate bond yields at the longer duration due to the scarcity of bonds at the long end. In order to address this, a composite AA rated government bond curve has been used, with the addition of a margin to allow for the spread between corporate bonds and government bonds.

Mortality

The mortality tables used were as follows;

	Male	Female
Pre-retirement mortality	PMA 92 c 2020	PMA 92 c 2020
Post-retirement mortality	PMA 92 c 2025 < 1 yr	PMA 92 c 2025 < 1 yr

Based on these tables life expectancy at age 65 is as follows:

	2018	2017
Male	22 years	22 years
Female	25.1 years	25 years

6. Technical Advice

	2018 €	2017 €
Technical Advice	553,932	375,858
Total	**553,932**	**375,858**

This advice primarily relates to vehicle standards consultancy costs. The upward movement year on year relates to an increase in the commencement of a number of Vehicle Standards projects in 2018.

Notes to the Financial Statements
for the Year Ended 31 December 2018
(continued)

7. Administration Costs

	2018 €	2017 €
Printing and Stationery	659,622	519,075
Postage	225,331	260,531
Facility Management Costs	1,135,301	1,019,400
Energy	214,501	182,764
Telephone and Data Exchange Costs	675,299	564,088
Software, Licensing and Support Costs	1,708,127	1,781,489
Hardware Maintenance	200,872	285,105
Audit Fees	31,000	30,000
Internal Audit Fees	90,478	42,959
Payroll Administration	42,794	43,331
Translation Services	16,557	42,572
Insurance	37,761	45,270
Website Maintenance	26,045	16,962
Financial Transaction Charges	197,910	186,318
Bank Interest Expense	26,171	17,053
Facility Hire Costs	753,730	510,512
Fleet Management Costs	206,317	179,203
HR Administration Costs	68,266	82,764
Data Records Information Management Costs	33,519	611,645
ICT Roadmap	-	164,897
Project Management Office	405,221	568,020
Change Management	1,431,489	902,952
Total	**8,186,311**	**8,056,910**

In 2018, there has been a substantial increase in change management costs year on year which has been offset by a substantial decrease in Data Records Information Management costs year on year. Please refer to the narrative under consultancy costs within the Governance Statement and Board Members' Report for further details.

8. Programme Costs

		2018 €	2017 €
(a)	Driver Theory Testing	375,923	213,968
(b)	Road Haulage Enforcement & Communication	1,735,378	1,317,472
(c)	National Car Testing Service	2,475,920	1,462,446
(d)	Road Safety Promotion	5,139,188	6,161,322
(e)	Road Safety Education	1,511,875	1,741,081
(f)	Road Safety Awareness	3,773,977	3,589,489
(g)	Road Safety Research	447,173	648,218
(h)	Driver Education	888,253	641,541
(i)	Legal Fees	928,344	708,367
(j)	Commercial Vehicle Roadworthiness Testing	2,782,380	2,641,169
(k)	Driver Testing	347,643	143,217
(l)	Driver Licence Policy & Process Improvement	734,883	439,182
(m)	Communications	1,245,386	1,317,237
(n)	National Driver Licence Service	24,333,361	20,983,474
(o)	Emergency Services Driving Standard	28,832	28,394
(p)	Digital Tachograph Programme Costs	616,917	548,667
(q)	Other Programme Costs	83,092	409,080
	Total	**47,448,525**	**42,994,324**

Notes to the Financial Statements
for the Year Ended 31 December 2018
(continued)

8.   Programme Costs (continued)

(a)   This is the cost of a full review and updating of the Driver Theory Test Service Test Question bank and a change request to remove of the mandatory requirement to hold a public services card. The comparative cost in 2017 related to the cost of lamination of driver theory certificates, which ceased in June 2017.

(b)   These are the costs associated with the enforcement programme including supervisory, technical inspections and communication costs.

(c)   This is the cost of the supervision and monitoring of the National Car Testing Service, the movement year on year relates to the costs relating to the National Car testing Service re-let.

(d)   Road safety promotion is a programme where the RSA continually promotes road safety using marketing communication tools such as advertising ensuring constant learning for all road users.

(e)   Road safety education is a programme aimed at delivering road user education up to third level through a range of specially developed educational campaigns.

(f)   Road safety awareness is a targeted programme aimed at specific road user groups to make them aware of road safety through various methods such as the use of the shuttle and the translation of road safety messages into a number of languages.

(g)   This is the cost of engaging in research programmes in road safety.

(h)   Driver Education is programme expenditure that relates to the regulation of the Approved Driving Instructor industry. It also incorporates the running of the Driver Certificate of Professional Competence programme in respect of professional bus and truck drivers.

(i)   These are legal fees incurred in relation to the RSA's programmes including the Commercial Vehicle Roadworthiness Testing programme, the National Driver Licence Service programme and all other programmes.

(j)   This cost relates to the operation of Commercial Vehicle Roadworthiness Testing programme.

(k)   This is the cost of enhancements to the Driver Testing programme relating to the theory and practical driving tests, in particular the development of syllabus material.

(l)   This programme relates to expenditure in the development and enhancement of the National Driver Licence Service.

(m)   The RSA incurs cost in relation to its media buying, media creative and public relations activities. It also incorporates the RSA's social media activity.

(n)   This programme expenditure relates to the operating costs of the National Driver Licence Service and includes the cost of the card production, agent network and back office processing elements of the licence service. 2018 noted a large increase in volumes of applications, on account of the renewal of 10 year licence directly linked to the 10 year anniversary of the driving test surge of 2008. The transactional cost has increased in line with this increase in volume, causing a large increase in costs year on year.

(o)   These are the programme costs relating to the Emergency Service Driving Standard.

(p)   These are the programme costs relating to the digital tachograph service.

(q)   Costs under this heading relate to advertising costs of vehicle standards and vehicle testing notices.

The costs of RSA staff in administering these programmes are not included in the amounts shown in this note because staff costs are not assigned exclusively to specific programmes and so it is not practical to distribute these costs.

9. Property, Plant and Equipment

9(a) 2018 Property, Plant and Equipment

	Leasehold €	Fixtures & Fittings €	Fleet €	Specialist/ Telecom Equipment €	Hardware €	Application Software €	Total €
Cost							
As at 1 January 2018	1,908,486	1,041,276	1,493,415	561,757	3,246,099	26,370,857	34,621,890
Additions	1,405,091	100,217	-	-	143,227	8,857,094	10,505,629
Disposals	-	-	(91,065)	-	-	-	(91,065)
As at 31 December 2018	**3,313,577**	**1,141,493**	**1,402,350**	**561,757**	**3,389,326**	**35,227,951**	**45,036,454**
Depreciation							
As at 1 January 2018	324,829	959,761	990,825	561,757	2,730,287	18,779,790	24,347,249
Charge for the year	123,158	32,823	179,962	-	273,478	5,123,120	5,732,541
Disposals	-	-	(91,065)	-	-	-	(91,065)
As at 31 December 2018	**447,987**	**992,584**	**1,079,722**	**561,757**	**3,003,765**	**23,902,910**	**29,988,725**
Net Book Value							
As at 31 December 2018	**2,865,590**	**148,909**	**322,628**	**-**	**385,561**	**11,325,041**	**15,047,729**
As at 31 December 2017	**1,583,657**	**81,515**	**502,590**	**-**	**515,812**	**7,591,067**	**10,274,641**

9(b) 2017 Property, Plant and Equipment

	Leasehold €	Fixtures & Fittings €	Fleet €	Specialist/ Telecom Equipment €	Hardware €	Application Software €	Total €
Cost							
As at 1 January 2017	1,279,798	989,763	1,656,014	561,757	2,878,242	21,281,425	28,646,999
Additions	628,688	51,513	-	-	367,857	5,089,432	6,137,490
Disposals	-	-	(162,599)	-	-	-	(162,599)
As at 31 December 2017	**1,908,486**	**1,041,276**	**1,493,415**	**561,757**	**3,246,099**	**26,370,857**	**34,621,890**
Depreciation							
As at 1 January 2017	241,072	915,618	913,165	561,757	2,468,587	14,840,461	19,940,660
Charge for the year	83,757	44,143	208,236	-	261,700	3,939,329	4,537,165
Disposals	-	-	(130,576)	-	-	-	(130,576)
As at 31 December 2017	**324,829**	**959,761**	**990,825**	**561,757**	**2,730,287**	**18,779,790**	**24,347,249**
Net Book Value							
As at 31 December 2017	**1,583,657**	**81,515**	**502,590**	**-**	**515,812**	**7,591,067**	**10,274,641**
As at 31 December 2016	**1,038,726**	**74,145**	**742,849**	**-**	**409,655**	**6,440,964**	**8,706,339**

10. Receivables

	2018 €	2017 €
National Car Test Levy	1,151,893	1,155,141
Bank Interest	-	1,445
Driver Theory Test Levy	420,566	322,098
Driver Test Fees	1,855	39,605
Driver Licence Income	305	76,740
Sponsorship Income	82,000	82,000
Total	**1,656,619**	**1,677,029**

11. Prepayments

	2018 €	2017 €
Insurance	21,042	27,074
Software Licenses	113,625	216,514
Other	77,000	125,366
Total	**211,667**	**368,954**

Notes to the Financial Statements
for the Year Ended 31 December 2018
(continued)

12. Payables

Amounts falling due within one year	2018 €	2017 €
Trade Creditors	3,882,158	2,813,716
PAYE/PRSI	436,965	372,967
Payroll Deductions	165,545	175,350
VAT	397,341	394,399
Withholding Tax	392,022	535,775
Accruals	3,439,517	3,228,375
Holiday Pay Accrual	363,331	151,369
Deferred Income Driving Test Fees	6,589,582	6,461,244
Deferred Income Commercial Vehicle Testing Levy	430,817	373,952
Superannuation due to Department of Transport, Tourism and Sport	521,120	886,378
Total	**16,618,398**	**15,393,525**

13. Capital Account

	2018 €	2017 €
Opening Balance	10,274,641	8,706,339
Transfer from Statement of Income and Expenditure and Retained Revenue Reserves		
Income used to purchase fixed assets	10,505,629	6,137,490
Disposal of Property Plant and Equipment (NBV > €0)	-	(32,023)
Amortisation of fixed assets	(5,732,541)	(4,537,165)
Transfer to Capital Account	**4,773,088**	**1,568,302**
Balance at 31 December	**15,047,729**	**10,274,641**

14. Capital Commitments

The RSA has capital commitments in respect of its contract for the following areas:

▶ Commercial Vehicle Information System under the commercial vehicle roadworthiness reform programme. Under the contract term for the period from 1 January 2019 to 28 February 2019, the RSA has contractual capital commitments of €0.255m relating to the capital element of monthly service charge payments.

▶ The production of solutions to facilitate various services of a number of contracts, under the ICT Roadmap programme 2017-2021. Under these contract terms for the period from 1 January 2019 to 31 January 2020, the RSA has contractual capital commitments of €2.921m.

The RSA will meet these commitments from its reserves and from future income from various revenue streams.

15. Contingent Liabilities

There are no contingent liabilities at 31 December 2018.

16. Related Party Disclosures

The RSA adopted procedures in accordance with guidelines issued by the Department of Public Expenditure and Reform in relation to the disclosure of interests by its members and these procedures have been adhered to in the year.

17. Premises

The RSA occupies its' head office in Ballina and a sub-office in Loughrea. These premises are owned by the Office of Public Works and no rent is payable by the RSA. The RSA has 58 driver testing centres throughout the country, 20 of these are located in shared government offices, 21 are located in other premises provided by the Office of Public Works and 17 are rented directly by the RSA as an interim arrangement. The RSA is charged shared services costs for those centres located in shared government offices.

18. Borrowings

Section 13 of the Road Safety Authority Act 2006 allows the RSA to borrow money with the consent of the Minister of Transport, Tourism and Sport with the agreement of the Minister of Finance for the purpose of the performance of its functions. Since inception, the RSA has not incurred any borrowings.

19. Statement of Income and Expenditure and Retained Revenue Reserves

At the end of 2018, the RSA had cumulative retained reserves of € 15.6m. The RSA was allocated an exchequer allocation for 2018 of €0.139m specifically to meet pension payments for pensioners on its books. Otherwise, the RSA operated on a self-financing basis in 2018. The RSA has prepared a Corporate Plan for the period 2016 to 2020, in which the RSA has outlined how it plans to invest in its public service infrastructure over the five year period to 2020. The cost of this plan will reduce the RSA's reserves to a sustainable level. The Board of the RSA has approved the Corporate Plan and the RSA has engaged and consulted with the Department of Transport Tourism and Sport in the plan. In 2017, the RSA established a Strategy, Policy & Technology Directorate, with responsibility to deliver corporate strategy alignment through the following:

▶ Assessing and prioritising all the various initiatives and projects that are underway or being considered

▶ Supporting the planning, management and delivery of various business and ICT change projects

▶ Building the capability and capacity within the Strategy, Policy and Technology Directorate and the RSA to align and deliver the change

In 2018, significant progress was made on the capital projects to deliver on the RSA Corporate Plan and 2019 will see the first services becoming available through the RSA customer portal, NDLS online for all customers, new query, knowledge, management system in place. The new systems will support enhanced customer service and significantly improve operational effectiveness. The RSA ICT roadmap was reviewed in 2018 and across the 20 projects currently underway is on track to delivering:

▶ a holistic integrated target architecture - the RSA Business Service Platform (BSP) whose main objective is to deliver an RSA wide platform of reusable functionality that will support implementation of our corporate plan with policy of design and build once and reuse often.

▶ an integration layer between RSA business applications which will enable real-time access for RSA business systems and users to appropriate Driver and Vehicle Data providing one true source of information and cutting down on multiple inputting of data and screens to access it.

▶ a new underlying ICT infrastructure based on Dell's VX Rail Hyper-Converged solution to replace the RSA's current ICT infrastructure, supporting the core RSA strategy proposition - Platform for the future of the RSA .

▶ Data architecture and warehouse to support effective data utilisation informing our activities and targeting highest risk.

There are several change management activities being implemented across the RSA and the RSA has a robust process in place to track delivery of the Corporate Plan and manage and mitigate against risks and issues.

20. Subsequent Events

There have been no reportable subsequent events which impact the financial statements since the year ended 31 December 2018.

21. Approval of Financial Statements

The Financial Statements were approved by the RSA on the 26th June 2019.

Organisations and Individuals to Thank

Road Safety Authority – Working To Save Lives

We would like to thank the following organisations and individuals for their support in 2018:

AA

A-CEART

An Garda Síochána

Approved Driving Instructors (ADIs)

Brí

Bryan Dobson

Bus Éireann

Coach Tourism & Transport Council (CTTC)

Coca-Cola

Commission for Railway Regulation

Cork University Hospital (CUH)

County Childcare Committees

Cycling Ireland

Cycling.ie

Department of Education and Skills (TY Programme)

Department of Foreign Affairs and Trade

Department of Housing, Planning and Local Government

Department of the Environment (NI)

Department of Justice and Equality

Department of Transport, Tourism and Sport

Dublin Bus

Dublin Castle

Dublin City Council

ESB Networks

European Transport Safety Council (ETSC)

Fleet Transport Association Ireland (FTAI)

GAA

Green Schools

Health and Safety Authority (HSA)

Health Service Executive (HSE)

IDA

Irish Farmers' Association (IFA)

Irish Farmers Journal (IFJ)

Irish Logistics and Transport Awards (ILTA)

Irish Pharmacy Union

Irish Rail

Irish Road Haulage Association (IRHA)

Irish Road Victims Association (IRVA)

Irish Tyre Industry Association (ITIA)

Local Radio Stations and Local Press

Medical Bureau of Road Safety (MBRS)

Met Éireann

Muintir na Tíre

National Community Forums

National Programme Office for Traffic Medicine

National Radio Stations and National Press

National Rehabilitation Hospital, Dun Laoghaire

National Standards Authority of Ireland (NSAI)

National Transport Authority (NTA)

No Name! Clubs

Ordnance Survey Ireland (OSI)

PARC Road Safety Group

Repak

Responsible Young Drivers (RTD)

Road Safety Ireland

Road Safety Officers and Local Authorities

Road Safety Together Working Groups

Royal College of Physicians of Ireland

Simon Delaney

Society of the Irish Motor Industry (SIMI)

Stayin' Alive at 1.5

Sustainable Energy Authority of Ireland (SEAI)

The Courts Service of Ireland

The Policing Authority

TISPOL

Transport Infrastructure Ireland

Third Level Colleges

Union of Students in Ireland (USI)

Vintners Federation of Ireland (VFI)

Sponsors

Advance Pitstop

Applegreen

Electric Ireland

Mercedes

Reynolds Logistics Ltd

Toyota

Working to Save Lives