



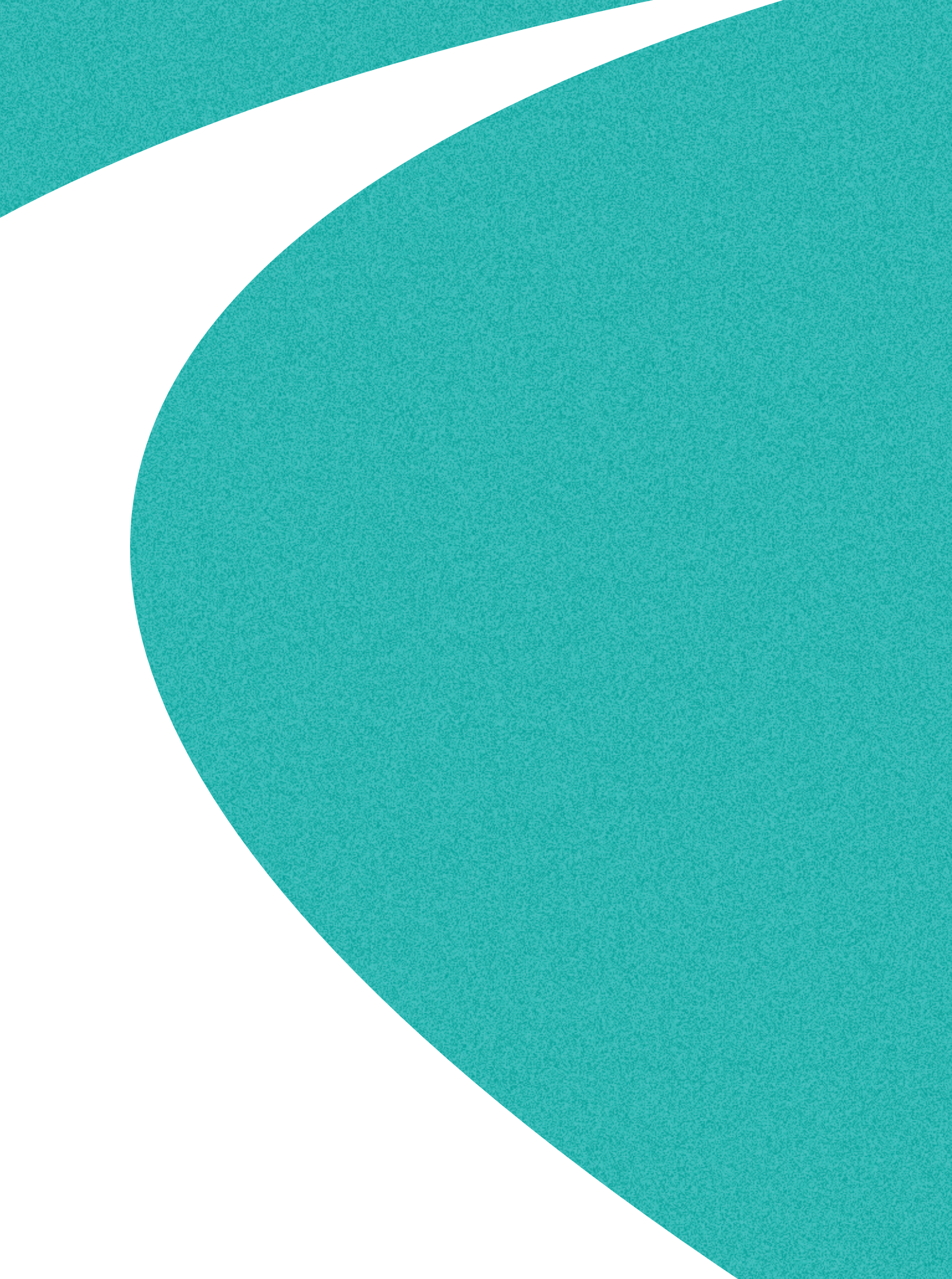
Údaras Um Shábháilteacht Ar Bhóithre
Road Safety Authority

Corporate Plan 2022-2025



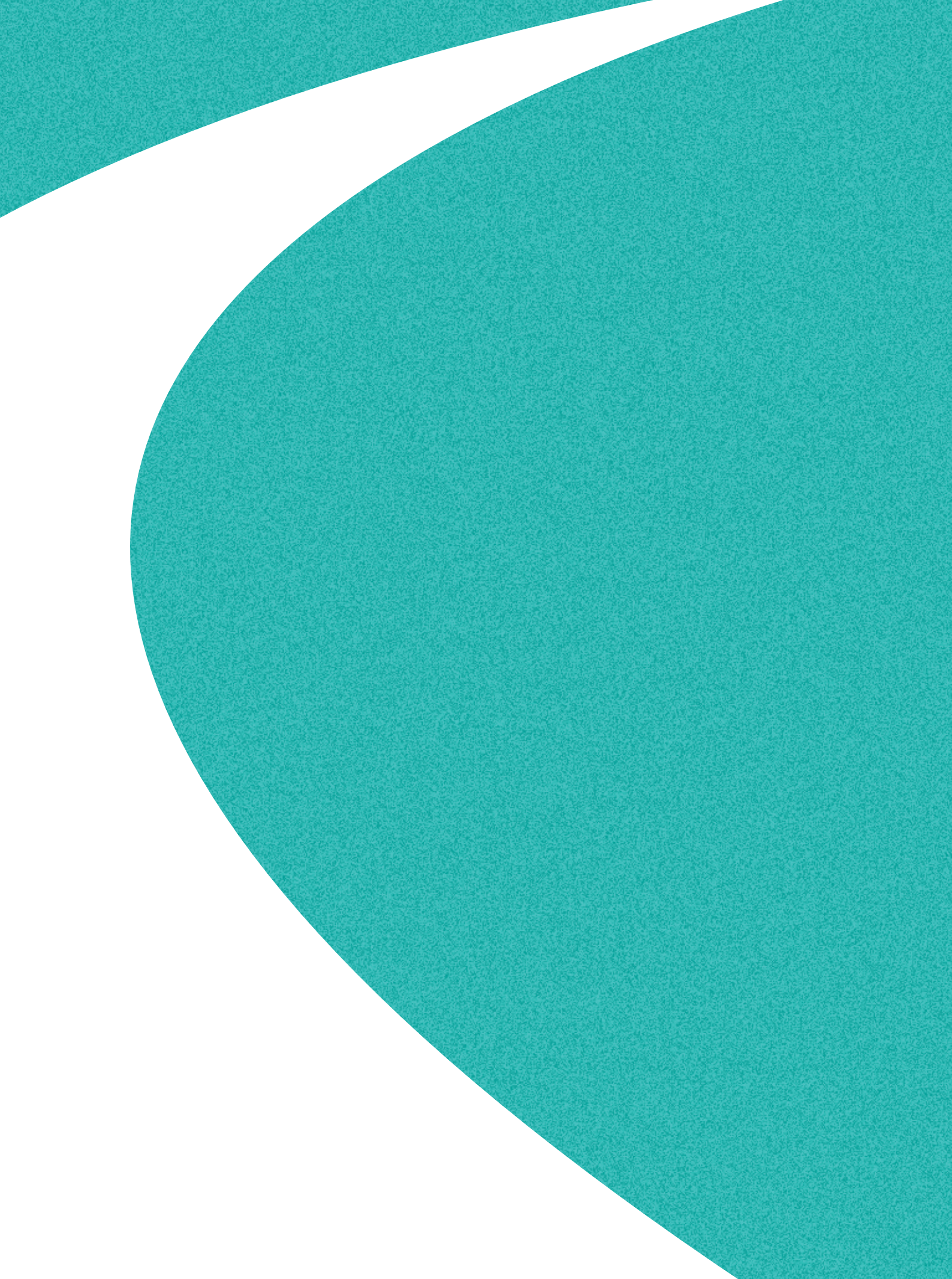
VISION
ZERO





Contents

Chairperson’s statement	4
CEO’s statement	5
Our vision, mission and values	6
Our vision	6
Our mission	6
Our values	6
Remit, stakeholders and governance structure	7
Remit	7
Stakeholders	8
Governance structure	9
Where are we now?	10
Review of Corporate Plan 2016–2021	12
Going forward: Strategic context	15
Vision Zero, the Road Safety Strategy and the Road Safety Transformation Partnership	15
Alignment with EU and government strategies	16
Climate change and sustainability	16
A changing mobility landscape	17
Future operating model	18
Technology advancement	18
Strategic themes	19
Customer experience	20
Supporting people to drive change	22
Innovation in everything we do	24
Organisational excellence	26
Partnership and collaboration	28
Risk management	30
Financial planning	31
Measurement and monitoring of progress	32
Conclusion	33
List of Road Safety Authority stakeholders	34



Our Corporate Plan

The aim of the Road Safety Authority (RSA) Corporate Plan is to provide the strategic direction for the organisation for the next four years.

Our vision and mission informs our Corporate Plan

Organisation vision

To be a world leader in road safety, driving change in attitudes and behaviours in road users and collaborating with stakeholders to save lives

Organisation mission

To make Irish roads safe for everyone by reducing the number and severity of collisions on our roads.

**FROM
2022**

Our new Corporate Plan has five key themes and our ambition under each one must support the government's Road Safety Strategy.

5 Themes

- 1 Customer experience
- 2 Supporting people to drive change
- 3 Innovation in everything we do
- 4 Organisational excellence
- 5 Partnership and collaboration

Road Safety Transformation Partnership

RSA Corporate Plan 2022–2025

Road Safety Strategy

Safe Systems Approach

- Safe roads and roadsides
- Safe speeds
- Safe vehicles
- Safe road use
- Post-crash response
- Safe and healthy modes of travel
- Safe work-related road use

We are all working towards the same Vision Zero ambition

**VISION
ZERO**

Zero deaths and serious Injuries

2021–2024 - PHASE 1 ACTION PLAN

2025–2027 - PHASE 2 ACTION PLAN

2028–2030 - PHASE 3 ACTION PLAN

Chairperson's statement



Liz O'Donnell
Chairperson

On behalf of the board of the Road Safety Authority, I am delighted to present this Corporate Plan which will cover the period 2022 to 2025. The recently launched Road Safety Strategy 2021–2030 gives us a pathway to reduce road fatalities and serious injury by 50% over the next decade. It also lays the foundations to achieving Vision Zero, that there will be no road fatalities and serious injuries by 2050. The Corporate Plan will be vital to supporting the delivery of these ambitious goals.

The board and the entire staff of the RSA are united in our vision to be a European and world leader in road safety. We will continue to drive change in attitudes and behaviours in road users. We collectively believe in collaborating with our stakeholders to save lives and prevent injuries.

Equally we want to be the best in class when it comes to delivering our services. Rather than trying to keep pace with changes in the way services are improved and delivered, we need to be leaders. We need to innovate and provide a level of service that exceeds our customers' expectations rather than just meets them.

The RSA that was established back in 2006 is a completely different organisation to the one in 2021. A key difference is that we are responsible for many more functions today than back in 2006. Each successive Corporate Plan has recognised this fact and has supported the organisation's need to change to meet these challenges.

This Corporate Plan will do the same. It will be the engine that drives the RSA over the next four years. A period that will quite possibly see the biggest transformation in how we use the road, from laying the groundwork for autonomous vehicles to changes to our infrastructure to support active travel.

I have no doubt that with the continued commitment of all the team in the RSA we can deliver on the objectives that are outlined in the Corporate Plan. We have done it before; we can do it again.

So, let's ensure that excellence in the delivery of our customer services and the relentless pursuit of safer roads remains at the core of all that we do.

Thank you for taking the time to read our plan, and I look forward to working with you all over the coming years.

CEO's statement



Sam Waide

Chief Executive Officer

I am pleased to present this Corporate Plan, which sets out the strategic ambitions and objectives of the Road Safety Authority for the period 2022–2025. Its implementation is critical in ensuring the successful delivery of the government's Road Safety Strategy 2021–2030 and its ambitious target of a 50% reduction in fatalities and serious injuries by 2030.

Our previous Corporate Plan set out an ambitious programme of work for the RSA across five strategic propositions. Significant progress has been made across all of the propositions. The work on building our internal capacity and capabilities enabled the RSA to respond with flexibility and efficiency during COVID-19. Our staff responded magnificently and deserve special praise for their commitment and responsiveness as they continued to support our customers during this time of uncertainty.

As an organisation we have proven that we are capable of adapting quickly and effectively to change. This plan is mindful of the broader environmental, technological, social, economic and political strategic context, which will shape how we operate and present both opportunities and risks over the next five years. We look forward to the next phase in the RSA's development and how we can deliver on our ambitious targets.

Our Corporate Plan 2022–2025 contains a framework of **five strategic themes**:

- 1 Customer experience**
- 2 Supporting people to drive change**
- 3 Innovation in everything we do**
- 4 Organisational excellence**
- 5 Partnership and collaboration**

As an organisation we recognise the link between the work that we do and other government policy areas including climate change, sustainable transport and active travel. In future proofing our plan we have considered the changing approach to road usage and road infrastructure in Ireland that we expect to see over the coming years, including a shift to more use of sustainable transport models.

The achievement of our ambition and Ireland's ambition for road safety is dependent on working in partnership with all our key stakeholders. Over the lifetime of this Corporate Plan, the RSA will further develop and deepen its partnership and collaboration with other organisations, both governmental and non-governmental.

Every staff member, working together as OneRSA, has a role to play in delivering on our road safety ambition. This Corporate Plan will ensure that we have the required organisational capacity and support structures in place to enable staff to manage any challenges while delivering the ambitious targets set. As we work towards delivering the strategic objectives, we will actively measure our progress, ensuring that we address any risks and issues as they arise, remaining agile and flexible to changes that may be required.

At the RSA, everything we do is to improve road safety. We are a small organisation, but we have the ambition to be a world leader in road safety. This is my first Corporate Plan as CEO and I look forward to working together with my colleagues, key stakeholders, and partner organisations on delivering it. It demonstrates our commitment and intent to progress further, to offer first class services to our customers and to reduce road fatalities and serious injuries by 50% over the next decade.

Our vision, mission and values

Our vision

To be a world leader in road safety, driving changes in attitudes and behaviours in road users and collaborating with stakeholders to save lives.

Our mission

To save lives and prevent injuries by reducing the number and severity of collisions on our roads.

Our values

The safety of the public on our roads is at the heart of everything we do, and our values underpin how we work with each other and for others as we pursue our commitment to making roads safe for all users.

Over the period of this Corporate Plan, we will live and embed our values through collaboration, innovation and commitment to excellence in service.



Integrity

We behave ethically, honestly and transparently.



Accountability

We value and appreciate each other's contributions in achieving our goals.



Making a difference

Everything we do is to improve road safety.



Service excellence

We deliver innovative, responsive and accessible public services.



Collaboration and partnership

We foster inclusive and supportive working with staff and partners.

Remit, stakeholders and governance structure

Remit

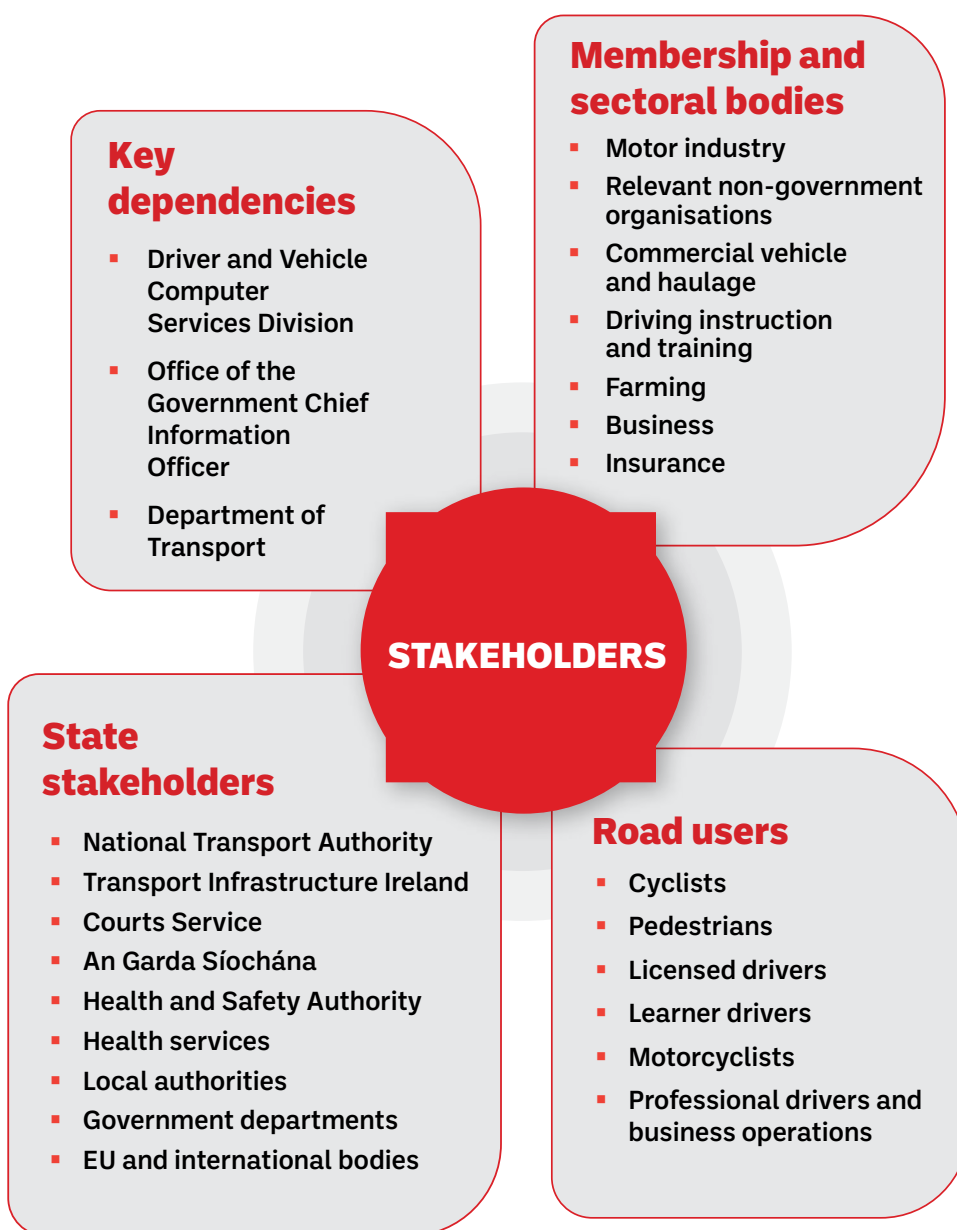
The RSA strives to be a leader in support of Ireland achieving our road safety ambitions and also as a public-service provider.

We work to improve road safety in Ireland by:

- developing and implementing public education and awareness campaigns to increase awareness of road safety for all road users
- improving vehicle standards
- establishing and monitoring a standard for driver instruction
- overseeing the system of driver testing and licensing
- undertaking certain enforcement activities linked to the commercial transport sector
- overseeing the National Car Testing Service (NCT) and management of the Commercial Vehicle Roadworthiness Testing (CVRT) system
- working with stakeholders to ensure a coordinated response and ensure our collective resources are used wisely and efficiently
- collaborating, engaging and delivering with An Garda Síochána on road safety matters
- undertaking road safety research in order to develop insights into causal factors and to make recommendations to improve road safety
- advising the Minister for Transport on road safety policy
- reporting on the progress of the government's Road Safety Strategy.

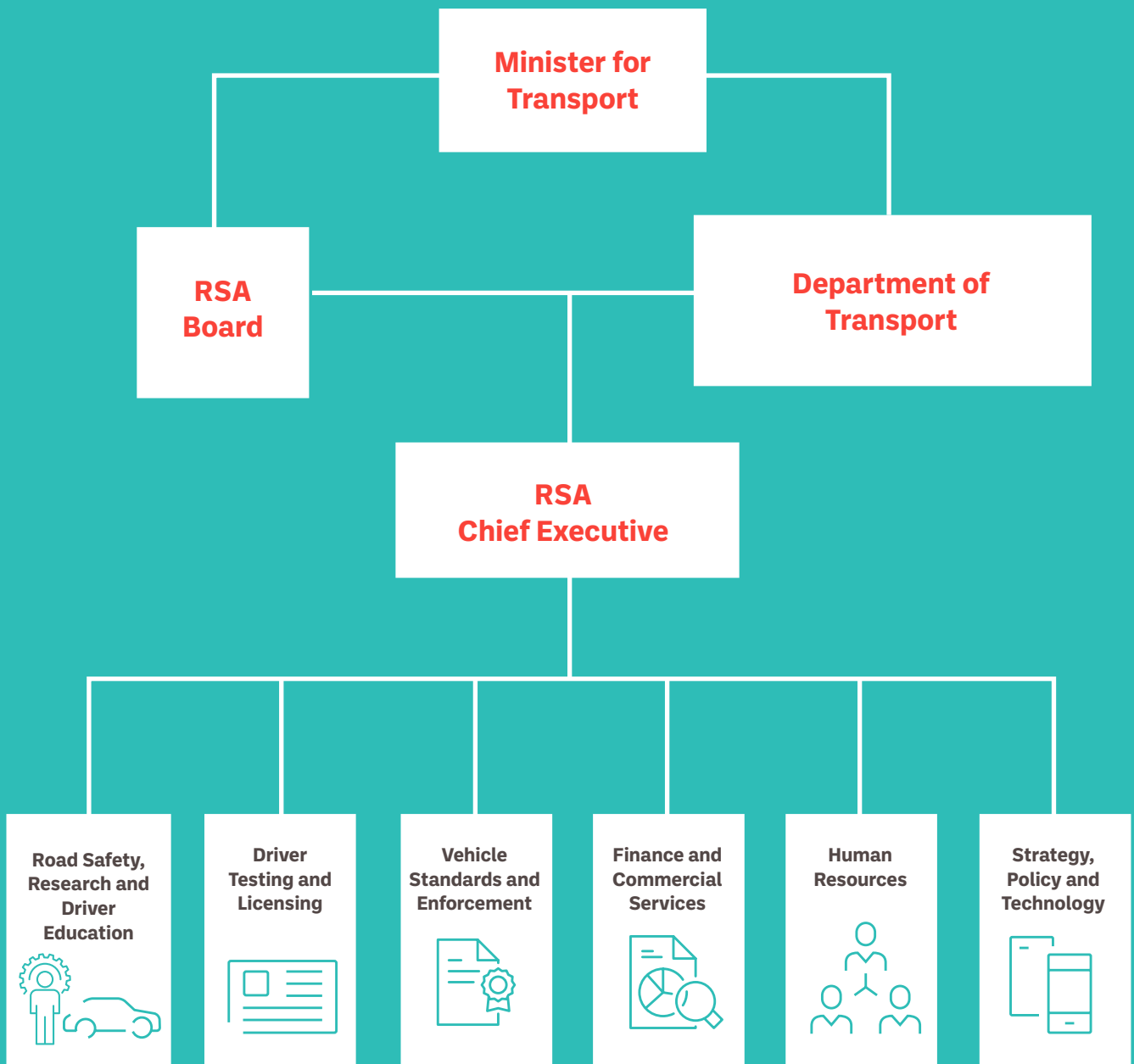
Stakeholders¹

Road users rely on the RSA to ensure that they are aware of what they must do to stay safe while using our roads. The RSA works closely with all key stakeholders in the development and implementation of our strategic approach to road safety, and to ensure that collectively we deliver on our vision and mission.



¹ Please see page 34 for a complete list of RSA stakeholders

Governance structure



Where are we now?

Although the environment in which we have operated over the past few years has presented some challenges, our mission remains steadfast.

Ireland’s road safety performance has improved significantly since 2006, when the RSA was established. The Road Safety Strategy (2013–2020) saw Ireland achieve our lowest number of annual road deaths since records began (137 deaths in 2018), and the second lowest number of road deaths in the EU in 2019 (28 deaths per million population).

That same year, Ireland was awarded the European Transport Safety Council (ETSC) Road Safety Performance Index (PIN) Award in recognition of our progress in reducing road user fatalities over the past decade.

Nonetheless, challenges do remain. The new government Road Safety Strategy 2021–2030 addresses these challenges with transformative ambition and will be the key driver of our work over the period of this Corporate Plan.

The support of key stakeholders will be of the essence to achieving these ambitions and overcoming the challenges that face us.

Every year almost everybody in Ireland interacts with RSA education, licensing and vehicle services, and some do so several times annually. These services are delivered either directly or through outsourced service providers.



Over the lifetime of our Corporate Plan 2016–2021, we have made good progress on our commitment to delivering a more seamless service to customers. We still have some way to go on delivering on our service-led digital-first and streamlined front-office strategy to deliver more accessible and efficient services to our customers.

In 2020 and 2021, the COVID-19 pandemic created exceptional challenges for us. Its impact has been felt across the organisation, most especially in the management of the various service suspensions and later resumption of activities. This created significant additional work for us in terms of customer communications to support the suspension of services and managing customer demand and expectations as backlogs emerged. In response to these challenges, we have innovated and transformed service delivery at pace. We capitalised on the investment in new technologies and infrastructure of the preceding years, which supported a swift and seamless transition to remote working while ensuring staff remained connected and engaged.

In addition, we seized opportunities to use emerging technologies to automate time-consuming manual processes and accelerated the digitisation of our services to support increased customer access and improved experience. During this period, our staff demonstrated their commitment to the RSA and the customers we serve by maintaining services, including driver testing and enforcement services, under very challenging circumstances.

Over the period of our Corporate Plan 2016–2021 we have seen greater levels of collaboration and improved internal communications which have resulted in improved staff engagement, as measured in successive engagement surveys. For example, staff engagement levels improved from 72% in 2018 to 79% in 2020, with 80% of staff saying they are proud to work for the RSA. Staff recognition of our goals and vision measured at 91%, indicating that our people have a clear understanding of the critical role they play in the realisation of our mission and our vision.

Staff engagement levels improved from 72% in 2018 to 79% in 2020, with 80% of staff saying they are proud to work for the RSA.



Review of Corporate Plan 2016–2021

The Corporate Plan 2016–2021 was developed through extensive input from and engagement with all levels of the organisation, producing an ambitious programme of work that was ultimately integrated into the RSA’s annual business planning process.

In it, we committed to five strategic propositions and while we have not fully realised our ambitions, significant progress has been made across all the propositions.



Integrated customer journey

In the Corporate Plan 2016–2021, we committed that every customer would receive a higher quality, cost-effective and timely service, supported by a data-driven approach.

To support delivery, we:

- developed an integrated customer journey (ICJ) strategy to enhance the customer experience and ensure accessible services, enable self-service, reduce the burden on customers and the cost of service delivery to the RSA, creating the opportunity for increased investment in road safety activity
- improved access to online driving services through the National Driver Licence Service (NDLS) and the RSA customer portal
- developed a Query-Management Strategy and implemented best-in-class query management technologies to ensure we are responsive to our customers and their queries
- developed key customer-centric strategies, such as our Digital Strategy, Front-Office Strategy and our Customer Engagement Strategy. Implementation of these strategies is under way.

Our people at centre of everything we do

We committed that we would have a proactive employee engagement environment with particular focus on culture, performance, internal communications, succession planning, learning and development.

To support the delivery of this we:

- established an internal communications function and strategy delivering improved staff awareness and understanding of change
- introduced staff engagement surveys to help identify and deliver improvement on priority issues for our staff
- developed organisational values that support an organisation culture focused on excellence in service delivery, innovation and accountability
- invested in the development of our staff with a dedicated learning and development function.

Capacity and capability to deliver and improve performance

We committed to improving operational effectiveness and optimising our resources, processes, systems and technologies.

To support delivery we:

- developed a cross-organisation ‘OneRSA’ approach to encourage greater strategic alignment and collaboration across the organisation
- enhanced our performance management framework to better support the achievement of both strategic priorities and operational services

- adopted the use of automation and robotic process automation (RPA) technologies to enable the removal of inefficient, manual work practices and processes
- delivered over 400 operational improvement and lean initiatives resulting in qualitative benefits for our customers and new and improved business processes for our employees.

Targeted action and collaboration to drive change

We committed to strengthening our partnership with key stakeholders who have the greatest impact on improving road safety for all road users. We would gather, collate and utilise data to directly link causes to specific corrective actions to deliver safety for all road users.

To support the delivery of this we:

- developed the government’s new Road Safety Strategy 2021–2030 containing ambitious road safety targets and actions for the period 2021–2030, with a clear road map for all stakeholders to deliver on road safety
- deepened our collaboration and engagement with all other primary stakeholders, leading to improved road safety outcomes and improved capability to manage external dependencies and risk
- established an organisation-wide data function and developed our Data Strategy to enable the identification and targeted approach to managing behaviors that pose the highest risk to road safety – the development of our data analysis capabilities has also supported wider service delivery.



Effective platform for the future of the RSA

We committed that we would future-proof our service provision, creating a sustainable financial model for the RSA and embedding modern ICT to enable an effective and streamlined organisation.

To support delivery we:

- developed a best-in-class ICT infrastructure
- implemented a consolidated driver lookup service that has enabled legacy and new systems to ‘talk to each other’ in a cost-effective way and reduced the number of system integrations
- invested in and developed key organisational capabilities, such as data management, system enterprise architecture and legal support
- implemented best-practice frameworks and standards in the areas of risk management and data protection.

‘We committed to strengthening our partnership with key stakeholders who have the greatest impact on improving road safety for all road users.’

Going forward: strategic context

Like many organisations in a rapidly changing world, we face many challenges as we look to the future.

Environmental, technological, social, economic and political forces are shaping the strategic context in which we operate. These forces have the potential to reshape many aspects of the organisation and must be considered as we set out our revised strategic ambition in this Corporate Plan.

Some of the most relevant issues that comprise the strategic context and backdrop to our new Corporate Plan can be summarised as follows:

- Vision Zero, the Road Safety Strategy and the Road Safety Transformation Partnership
- Alignment with EU and government strategies
- Climate change and sustainability
- A changing mobility landscape
- Future operating model
- Technology advancement

Vision Zero, the Road Safety Strategy and the Road Safety Transformation Partnership

Vision Zero is an ambitious best-practice strategy, adopted by many countries in the EU, that aims to end all road-traffic fatalities and serious injuries by 2050. In recent years, we have been engaged in an extensive development process in partnership with key road safety stakeholders to support the production of a transformational government Road Safety Strategy 2021–2030. This is the country’s road map to 2030 and a 50% reduction in fatalities and serious injuries.

This government strategy adopts the Safe System approach with seven Safe System priority interventions, which are outlined in the government Road Safety Strategy 2021–2030:

- 1. Safe roads and roadsides:** to improve the protective quality of our roads and infrastructure
- 2. Safe speeds:** to reduce average speeds to safe, appropriate levels for the roads being used
- 3. Safe vehicles:** to enhance the safety features and roadworthiness of vehicles on our roads
- 4. Safe road use:** to improve road user standards and behaviours
- 5. Post-crash response:** to improve the treatment and rehabilitation of collision casualties
- 6. Safe and healthy modes of travel:** to promote and protect road users engaging in public or active transport
- 7. Safe work-related road use:** to improve safety management of work-related journeys.

On behalf of the government, we will lead on the implementation and coordination of the government Road Safety Strategy, and we will work together with the key stakeholders to achieve the priorities and targets set out in this document.

In line with the transformational ambition of the government Road Safety Strategy 2021–2030, a Road Safety Transformation Partnership has been established to shape the future direction of the RSA.



This programme will look to significantly change over the coming years the way in which we work. It will determine how best to leverage our relationships with key stakeholders across Ireland, Europe and the world as we look to achieve our ambition of Vision Zero.

Alignment with EU and government strategies

As the agency responsible for coordinating road safety in Ireland, we are tasked with acting on behalf of the Irish government as the voice for road safety nationally. As such, we must ensure full alignment with all relevant government targets and priorities related to road safety and road users in Ireland as we work to achieve our own organisational mandate and strategic objectives. Some of the key government offices with which we engage on a continuous basis include the Department of Transport, the Driver and Vehicle Computer Services Division and the Office of the Government Chief Information Officer.

We also work closely with the EU statutory bodies on behalf of the Irish government, to further the EU's ambition of safe roads across all member states. This includes the European Commission, which plays a central role in the development of road safety policy that informs targets and objectives for other member states. As the relevant road safety authority in Ireland, we are tasked with enabling the country to continue to play a substantial role in the reduction of collisions across the EU.

As we work to achieve the strategic ambitions set out in this plan, we must ensure that our actions are in line with any government and European directives that may ensue and evolve over the period to 2025.

Climate change and sustainability

The climate change and sustainability agenda comprises an ambition to meet our own needs without compromising the well-being of future generations. In recent years this has been an area of increasing strategic importance for all organisations. It is for this reason that both climate change and sustainability have been identified as key issues across all facets of this Corporate Plan. Indeed, a strategy on climate change and sustainability will be a priority for us in 2022. This will help us to support awareness and understanding of sustainability within the organisation, not just in terms of environmental impacts but also in regard to social equity and economic development.

In 2020, Ireland committed to matching the European Commission's ambition to reduce greenhouse-gas emissions 'to at least 55 per cent by 2030'.² This builds on the government's commitment to introduce a 2030 ban on fossil fuel cars, as set out in the National Development Plan 2018–2027 and the Climate Action Plan 2019. We must work to support these commitments, adapting our services as appropriate as well as being mindful of changing customer values in support of the sustainability agenda.

'The global climate change imperative is a particular focus for the RSA, given our centrality to vehicle use and traffic in Ireland'



2 Statement from Environment Minister Ryan on EU new emissions reduction targets, 17 September 2020. <https://www.gov.ie/en/press-release/44004-the-minister-for-communications-climate-action-and-environment-eamon-ryan-td-has-welcomed-the-eu-commission-presidents-commitment-to-increase-the-eu-wide-greenhouse-gas-emissions-reduction-target-to-at-least-55-by-2030/>

This journey is ongoing. In our December 2020 submission to the Department of Transport, we made a number of commitments in terms of climate change initiatives that would support the government’s 2030 Climate Action Plan. To further ensure climate change and sustainability is a priority for us from an internal organisational point of view, a dedicated lead has been identified at executive level to ensure sufficient senior level oversight for this important challenge.

The multifaceted nature of the sustainability challenge will be a key consideration as we set about implementing and delivering on each of the strategic themes outlined in this Corporate Plan.

A changing mobility landscape

The road transport sector is changing. Our challenge in the RSA has been, and continues to be, to understand the nature of the change as it affects our organisation and the implications for road safety.

Roads and road infrastructure, as modes for transport, are experiencing significant shifts in usage. Mobility, for example, is undergoing one of the most transformational periods in a generation, with extensive implications for road use.

The future of mobility is fuelled by key technology driven disruptive trends including the electrification of vehicles, connected and automated mobility (CAM) and mobility-as-a-service (MaaS) with less vehicle ownership. These developments are further supported by the government’s ambition to have 1 million electric vehicles (EVs) on our roads by the end of the decade. A related ambition was set out in the 2020 Programme for Government with an allocation of 20 per cent of the transport budget to walking and cycling.

‘The pace of change and innovation across the transport sector will require careful consideration and analysis in order to understand and plan for any future impacts on road safety’

Linked to technology, many transport providers internationally are guiding passengers towards optimising spare capacity through booking mechanisms and capacity applications.

From the perspective of freight, the Department of Transport is working towards developing a ten-year strategy for the haulage sector which will play an influential role in the years ahead.

The government’s aim is to develop a road freight strategy that will focus on generating efficiencies and improving standards, helping the sector move to a low-carbon future.

The growth in remote and flexible working, with staggered opening times across organisations and schools – all driven by the COVID-19 pandemic – should lead to a reduction in the volume of commuter traffic. However, at the same time, for many countries across the globe, COVID-19 has resulted in a noticeable shift away from public transport and into cars. These COVID-19-driven changes in commuting patterns may be short term but will need to be considered as people start to commute back to work.

Additional major societal issues such as Ireland’s ageing population, population growth and urbanisation are likely to further drive unique transport needs, and we will be required to stay up to date with these trends and understand the implications for roads and road safety.

Future operating model

As part of the RSA's organisational transformation programme, we have an ambition to design and implement a new target operating model (TOM) through 2022 and 2023.

This new organisation design will need to be aligned with the ambition outlined through all of the strategic themes in this Corporate Plan and with our overall public-service remit and the delivery of the government Road Safety Strategy 2021–2030.

The way our business is organised and the value we provide to our customers across testing and licensing, research and education as well as standards and enforcement need to be harmonised, building on our OneRSA approach of working together as one organisation to ensure success.

The opportunity to bring forward innovation in ways of working, the optimisation and streamlining of processes on an enterprise-wide basis and the consequent alleviation of capacity constraints is an ambition that is conveyed clearly in this plan, most notably via the strategic theme of organisation excellence.

Most importantly, all our efforts in our evolving organisation and the associated ambition must have clear benefits in terms of the value we can provide to our customers in service of the agenda of road safety.

'We will build on our 'OneRSA' approach, to ensure service excellence and value for our customers'

Technology advancement

Like many facets of modern life, advances in technology and digitisation of services are bringing about seismic changes to the way in which we live our lives and how we access services. When engaging with us and accessing our services, our customers expect availability, efficiency and ease of use as standard.

We know that technological advancements will provide significant opportunities over the coming years and will also challenge the very nature of how we transport goods and people across the country. In addition, as mobile use and internet penetration continue to rise, digital connectivity will become widespread. As an organisation, we know the many benefits that technological advancement and investment bring about, both to our customers and to our staff. Therefore, investment in technology and digital service delivery will continue to be priorities as we look ahead and continue to evolve our capabilities.

'Protecting our services and customers through cybersecurity has become a business critical priority'

As a result of the COVID-19 pandemic, we had to fast-track the digitisation of many of our service lines. We look forward to continuing to avail of opportunities that technologies of the future will provide, so that our services continue to meet the diverse needs of Irish road users.

We acknowledge the responsibility to keep abreast of emerging technological trends and new solutions, such as intelligent speed assistance, speed-limiting devices and smart road signage, that might further accelerate our road safety mission. As we look forward to the advancements that technology will deliver for the organisation and for customers, we are also aware of the challenges that may emerge, particularly in respect to cybersecurity and data-breach management. It is on this basis that we also look to secure the appropriate safeguards to protect our organisation and our customers.

Strategic themes

Working together over the lifetime of this Corporate Plan, we will focus on five key themes that support the achievement of our mission and vision and recognise our values.

5 Themes

1 Customer experience

We will continue to embed a customer-centric culture focused on enhancing customer satisfaction, delivering excellent customer service and using every interaction to promote road safety awareness and education.



2 Supporting people to drive change

We will create an empowering and collaborative environment for our people. We will support our people in living our values and create a positive employee experience, ensuring we retain our talent and promote well-being and working smart.



3 Innovation in everything we do

We will promote a culture of innovation across all areas of the organisation, providing staff with the time and capacity to improve service delivery and road safety outcomes.



4 Organisational excellence

We will be a high-performing organisation with internal governance, measures and processes that empower and motivate our people to deliver excellence in service delivery and enable us to achieve our ambitious road safety targets.



5 Partnership and collaboration

We will build, maintain and sustain relationships with our key stakeholders.



Customer experience



In the provision of our services, we engage directly with almost everyone who lives in Ireland several times over the course of their lifetimes. We want to ensure that every opportunity to engage with our customers is used to deliver an excellent quality service and to reduce the cost and administrative burden for them while emphasising the road safety message and building on our reputation for responsive and dynamic customer service.

What will good look like?

- we meet customer expectations by delivering high-quality, efficient, customer-focused services where the road safety message is central to all our customer engagements
- we continue to streamline service delivery to our customers. We reduce the administrative burden by extending the reach of our existing customer portal. We advance our digitisation programme to help reduce costs. We continue to prioritise universal accessibility through all service delivery channels both physical and online
- customers have clarity of understanding as to the purpose of their engagement with us and are informed as to the next steps on the particular journey they are on with us
- personalised customer experiences are provided to recognise particular customer needs and the level of support required
- a feedback loop exists to empower our customers, encouraging a culture of feedback and engagement that will drive service improvements. Customer satisfaction and experience are formally surveyed and acted upon on a recurring basis
- our services are evaluated strategically on a periodic basis against customer-focused criteria to ensure optimisation and the achievement of our customer objectives.

How will we achieve it?

During this period, we will:

- research and implement best-practice mechanisms to facilitate customer and stakeholder feedback on an ongoing basis across all of our services; this will likely include the establishment of an internal customer forum, completion of customer surveys and the use of standardised post-service satisfaction feedback requests
- roll up customer-satisfaction data to a strategic level to ensure that as an organisation we focus on the most critical challenges and opportunities
- create a customer-champion role at a senior level whose focus will be to embed a culture of customer excellence across the organisation
- develop a customer charter for all our services that will set out clear customer-service targets with periodic audits of all our services against these targets to ensure they meet our customer needs in line with the customer charter
- continue to optimise the customer journey so that related stages of any service are integrated, identifying opportunities for technology to be leveraged so that customers can easily navigate their individual RSA journey
- provide clear, accurate and easily accessible information about our services for all of our customers to enable ease of access
- publish details of our performance against customer-service targets.

How will we measure success?

- through an organisational ‘OneRSA’ approach to capturing and measuring customer feedback developed and implemented for all our services
- by developing a new customer charter and adhering to commitments
- by evaluating the effectiveness of our road safety campaigns using industry best-practice metrics
- through developing and consolidating a suite of key performance indicators that measure customer service
- by measuring and evaluating the ease and frequency of accessibility of our services for all our customers.



‘We meet customer expectations by delivering high-quality, efficient, customer-focused services where the road safety message is central to all our customer engagements.’

Supporting people to drive change



We aspire to create an empowering and collaborative environment for our people that is conducive to the change we want to achieve for the organisation.

What will good look like?

- a public service where people want to work, an organisation where our people feel respected, heard and valued and are aware of available opportunities to broaden their experience and build on their careers with us
- a future-focused workforce where our teams see change as an opportunity to do things better for our customers and where they are provided with the support to do so
- a people-centric organisation, with open and meaningful communication at all levels, with our organisational values intrinsic in the way we behave, engage and work with each other
- an organisation committed to its people through support for their physical and mental well-being, where opportunities are created for personal and professional development
- an organisation that fosters equality of opportunity, diversity and inclusion and actively promotes the rights and perspectives of everyone, both in recruitment and the provision of services.

How will we achieve it?

During this period, we will:

- harness internal skills and competence-building for future requirements through strategic workforce planning and talent-management strategies that will support our people as well as our business needs
- foster an inclusive and respectful working environment where all people are valued and recognised for their work, where success is celebrated and underperformance addressed through an agreed performance-management framework
- continue to build on our strong culture of engagement through regular, consistent and clear communications at all levels of the organisation
- nurture an enabling, engaging and inclusive culture through collaborative and creative working, providing an agile and flexible workplace that supports diverse and new ways of working and that is cognisant of the well-being of our people
- continue to build on our existing learning and development capability by encouraging positive engagement between managers and employees on a consistent, meaningful and regular basis, discussing career pathways within the RSA for our people
- ensure that our people are living our values and creating a positive employee experience so that we retain our talent, promote well-being and nurture an inclusive, diverse and agile workplace.

How will we measure success?

- through effective monitoring of capacity and capabilities across our functions, projects and teams
- through engagement with career-development initiatives and activities
- via staff engagement with organisational communications
- with the extent and quality of performance-management activities
- through the assessment of employee well-being.



‘An organisation that looks to ensure our people work in a supportive, digitally enabled, agile and flexible workplace.’

Innovation in everything we do



Innovation is key to our sustainability and to our success. Innovation will influence the way we think and act as employees and as an organisation including areas concerned with collaboration, customer and staff engagement, safety, well-being and service delivery. Innovation is not a choice or an event but a matter of routine.

What will good look like?

- a leading innovative organisation, within both the public and private sector, where innovation and improvement are nurtured and integrated into everything we do
- an organisation with a culture and passion for innovation that encourages ideas and risk-taking and recognises, acknowledges and celebrates innovative successes while learning from failures
- an organisation that allocates sufficient time and resources for innovative research and that provides all staff with the tools and supports to empower them to think innovatively and critically, encouraging all staff to challenge the status quo
- an organisation that listens to its customers, as well as its staff, for insights into ways to improve and enhance our services for road safety and that recognises that innovation is not just about technology but about making our processes and services more efficient, inclusive and customer-focused
- an appreciation of innovation in the delivery of our digital strategy in collaboration with our delivery partners to ensure we are all focused on the future possibilities of road safety
- an organisation that collaborates with like-minded entities, benefiting from their knowledge and services to the betterment of RSA innovation culture and overall service delivery.

How will we achieve it?

During this period, we will:

- document an innovation strategy and establish an innovation working group tasked with setting out a framework and a direction for innovation in the short, medium and long terms, ensuring that such a strategy is fully communicated to all staff so as to harness our collective capabilities and aptitude for innovation
- provide staff with the skills and resources to inspire and enable innovation, creating a learning and development programme that includes training days, creativity workshops (e.g., a festival of ideas), ‘lunch and learns’, and annual innovation days to focus attention on the topic of innovation
- establish an innovation-implementation group with representatives from all directorates (and at multiple levels) who are passionate about innovation, to champion the innovation strategy and to allow for internal and external collaboration and benchmarking best practice innovation across other organisations.

- encourage, acknowledge and challenge our staff to innovate by having clear and tangible goals incorporated into the Performance Management and Development System (PMDS) to encourage personal growth and knowledge building in respect of innovation
- provide staff with the support and time for innovation
- ensure that our innovation strategy is user-centric by creating a system for monitoring and analysing how our customers engage with us including incorporating customer feedback, user analytics and data to determine how best to innovate for all users.

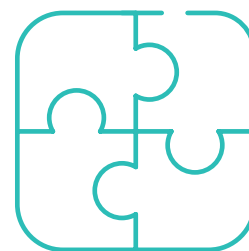
How will we measure success?

- through the level of innovation focus and capability within the organisation
- a culture of innovation initiated and adopted at an enterprise-wide level
- the extent of end-to-end innovations realised within the business
- an enhanced level of innovation in collaboration with our external stakeholders.



‘An organisation that collaborates with like-minded entities, benefiting from their knowledge and services to the betterment of RSA innovation culture and overall service delivery.’

Organisational excellence



To excel in service delivery and to achieve our road safety ambitions, we must continue our focus on being a high-performing, innovative, data-driven and collaborative organisation with appropriate internal frameworks, standards, resources, supports and processes in place.

What will good look like?

- a progressive operating model that is fit for purpose, aligned to our vision and embraces our OneRSA ambition
- our agility as a small organisation is leveraged to be responsive and resilient in the face of a rapidly changing environment while ensuring we have the capacity and capability to deliver on our strategic objectives
- continuous improvement and innovation are embedded in the way we work, and value for money and excellence are at the heart of everything we do
- a digital capability throughout the organisation provides us with the requisite tools to streamline and automate our processes, to manage and govern our data to gain insights and protect our customers and to ensure the effective monitoring of our performance so we can improve the way we do things
- a OneRSA organisational mindset where our people are empowered and we work collaboratively: listening, trusting and respecting our colleagues and actively looking to support and help each other, breaking down organisational silos and coming together to work towards our shared ambition and vision
- an organisation with appropriate levels of governance built into operations, a robust risk and control environment embedded to support our ways of working, providing us with boundaries and protecting us from harm, threats and error to ensure value for money, continuous process improvement and excellence, which are all at the heart of everything we do.

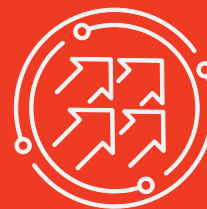
How will we achieve it?

During this period, we will:

- make the changes to our operating model that maximise our internal talent and expertise and that align our people, processes and technology in the most efficient way to create value and success
- establish a strategic workforce planning capability to improve capacity, putting in place measurable, robust and sustainable workforce plans that are continuously reviewed to ensure our capacity and capabilities match the demands on our people across both operational and strategic priority deliverables
- develop and promote ways to encourage cross-organisational collaboration for everybody and to ensure innovative ways of working that enable effective problem-solving and streamlined and efficient decision-making for all
- establish a cross-organisational working group to unblock initiatives and innovations, to enable improvements, synergies and digitisation opportunities, to remove duplication and inefficiencies and to share learnings
- implement our data strategy to embed data as a key driver of all our activity
- ensure appropriate corporate governance supports, controls, security of IT systems, risk management and measurement frameworks are part of day-to-day business and inform our strategic and operational planning and performance cycle.

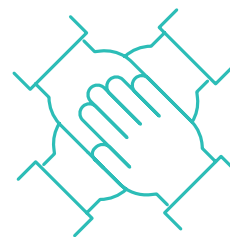
How will we measure success?

- through the design and implementation of a progressive measurement framework to support the achievement of our road safety and organisational strategic objectives
- through the number of streamlining opportunities delivered and benefits realised
- by realising our internal capability to its fullest extent
- by the advancement of our digital and data ambitions, with robust security around the IT landscape
- through the effectiveness of our enhanced approach around strategic workforce planning and internal capacity
- through the quality and timeliness of decision-making (to streamline project delivery).



‘Continuous improvement and excellence are embedded in the way we work, and value for money and excellence are at the heart of everything we do.’

Partnership and collaboration



We collaborate and partner with our stakeholders to realise our mandate of achieving safety on Irish roads. We will build, maintain and sustain our relationships with our stakeholders to ensure we are aligned and working effectively. Our partnership approach will ensure that our key stakeholders and delivery partners are empowered to deliver collectively on our shared ambitions and objectives.

What will good look like?

- a highly engaged group of delivery partners and stakeholders committed to Vision Zero and to the achievement of a 50% reduction in fatalities and serious injuries by 2030, all working in partnership with the RSA, supported by a strong governance and relationship model and ensuring the necessary actions to reduce deaths and injuries on Irish roads
- a clear vision, appropriate support, governance structures and guiding principles agreed with delivery partners to collectively deliver on our objectives in an efficient and effective way
- a framework supporting external stakeholder relationships ensuring our objectives, messaging and priorities are aligned to the government Road Safety Strategy
- our delivery partners, stakeholders and communities empowered and engaged with our road safety intervention programmes, so that these programmes are successfully delivering on our road safety objectives
- our internal and external collaboration nurtures the development of interdependent mindsets, skills and behaviours to facilitate best practice.

How will we achieve it?

During this period, we will:

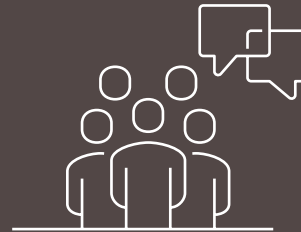
- proactively build on and nurture the strong partnerships and collaborations already in place between the RSA and external stakeholders, optimising opportunities to co-design, develop and deliver road safety interventions
- strengthen and build on existing relationships with the Oireachtas and relevant committees by proactively sharing information and providing regular briefings to ensure support and understanding for key road safety initiatives
- identify, create and develop beneficial partnerships and collaborations in the RSA to achieve our organisational targets
- establish a road map of all the external relationships and interdependencies across the RSA to identify any overlaps or duplication of effort between stakeholders and the RSA
- embed a streamlined governance model for the implementation and oversight of the government Road Safety Strategy with our external stakeholders, supported by regular meetings of expert groups including the three programme enabling groups of data, legislation and funding, alongside the Safe System approach

- develop a stakeholder relationship matrix and a working group/forum to oversee external relationships with the RSA, including the designation of relationship management responsibilities and objectives for senior personnel.
- develop formal terms of reference and appropriate partnership principles with our external stakeholders, which will set out RSA, stakeholder and collective objectives, to ensure the alignment of priorities, monitored by documented outcomes and delivery milestone dates.

How will we measure success?

- through organisation-wide understanding of external relations and interdependencies across the RSA
- via a clearer understanding and more effective stakeholder relationship management and cross-directorate ways of working
- through clear relationships with our external partners (formal and informal), with regular monitoring of outcomes, including a measure of newly formed partnerships and quantitative measure of extending existing ones
- by stakeholder perception and frequent, structured partners and stakeholders feedback on the quality of interactions with the RSA.

**VISION
ZERO**



‘a highly engaged group of delivery partners and stakeholders committed to Vision Zero and to the achievement of a 50% reduction in fatalities and serious injuries by 2030.’

Risk management

We work in a dynamic environment, and we understand and acknowledge that agility will be needed over the coming four years to ensure we remain alert and responsive to emerging risks and that we effectively support the achievement of our objectives.

As we work towards delivering those objectives, we will actively measure our progress through the right metrics, ensuring that we address any risks and issues as they arise, remaining agile and flexible to changes that may be required.

We have designed a new risk-management framework that will continue to be embedded over the lifetime of this Corporate Plan. We will continue to regularly review strategic risk and to undertake horizon-scanning activities to identify longer-term risks.

By using these to continuously inform our strategy and principal risk profile, we will seek to improve our operational preparedness and resilience, to develop more robust strategies and to decrease our risk exposure.

At the time of developing our Corporate Plan, we have identified the following areas where risk can occur which we will continue to proactively manage over the course of the period of the plan: 2022–2025. We expect that these areas will continue to evolve throughout the term of the plan.



Financial planning

To deliver on the strategic themes outlined, we will ensure that we have a sustainable multi-annual financial plan that allows investment in our strategic and operational priorities over the term of the plan and that is fully aligned with the following high-priority policy areas:

- Road Safety Strategy 2021–2030 and the related Road Safety Transformation Partnership
- the government’s Climate Action Plan and the related modal shift to green energy technologies and sustainable transport platforms
- our integrated customer-journey programme which will deliver to each of our customers a higher-quality, cost-effective and timely service
- our agreed prioritised capital investment programme, including the related ICT road map.

The investment over the term of the plan will yield tangible societal benefits in the form of reduced road deaths, reduced serious injuries and the provision of integrated customer services.

We will consider the following factors in our financial planning and related fees and levies policy:

- the continuation of the RSA’s self-financing policy from its current suite of fees and levies with the agreement of the Department of Transport
- the exploration of financing from a range of external sources in transformational areas that yield societal benefits and that conform to our transformational policy and agenda over the term of the plan
- the ongoing financial position of the RSA over the term of the plan, which includes the projected financial and operational platform over the period 2022–2025 and the assessment of external economic impacts and shocks to the RSA
- the executives’ review of the current suite of public-service fees and levies by 2022, and subsequently over the period to 2025, for the purposes of efficiency and ongoing investment needs in road safety and other factors.

The executive will continue to assess the impact of online and integrated customer-efficiency projects on our operations and our cost base and whether new cost models should be deployed to promote the uptake of more efficient online services-delivery models.

We will continue to maintain a prudent level of reserves to protect against external shocks over the four-year term of the plan and to invest our own finances outside of this reserve base to fulfil the operational and strategic objectives of the plan.

Measurement and monitoring of progress

We are robust in our approach to measurement to support delivery of this Corporate Plan and effective prioritisation and decision making.

With this plan, we will build on our existing framework to monitor progress and drive the delivery of our new strategic goals which will also incorporate actions from the government Road Safety Strategy.

Our current reporting structures will be streamlined to effectively monitor and measure strategic and operational delivery and to support effective prioritisation and decision-making.

Reporting will be tailored to meet the needs of our board, management and staff and our external stakeholders including our parent department and our customers.

We recognise that regular review is critical to identify and mitigate issues that impact our progress in achieving our strategic objectives. The measures identified across the strategic themes in this Corporate Plan will be underpinned by detailed key performance indicators, which will be regularly reviewed.

Operational

Strategic

Enhanced road safety outcomes

VISION ZERO

Corporate Plan

Our ‘OneRSA’ approach to performance measurement will ensure that we are monitoring, measuring and reporting on the right metrics to support delivery of our ambitious road safety targets and services to our customers.

Conclusion

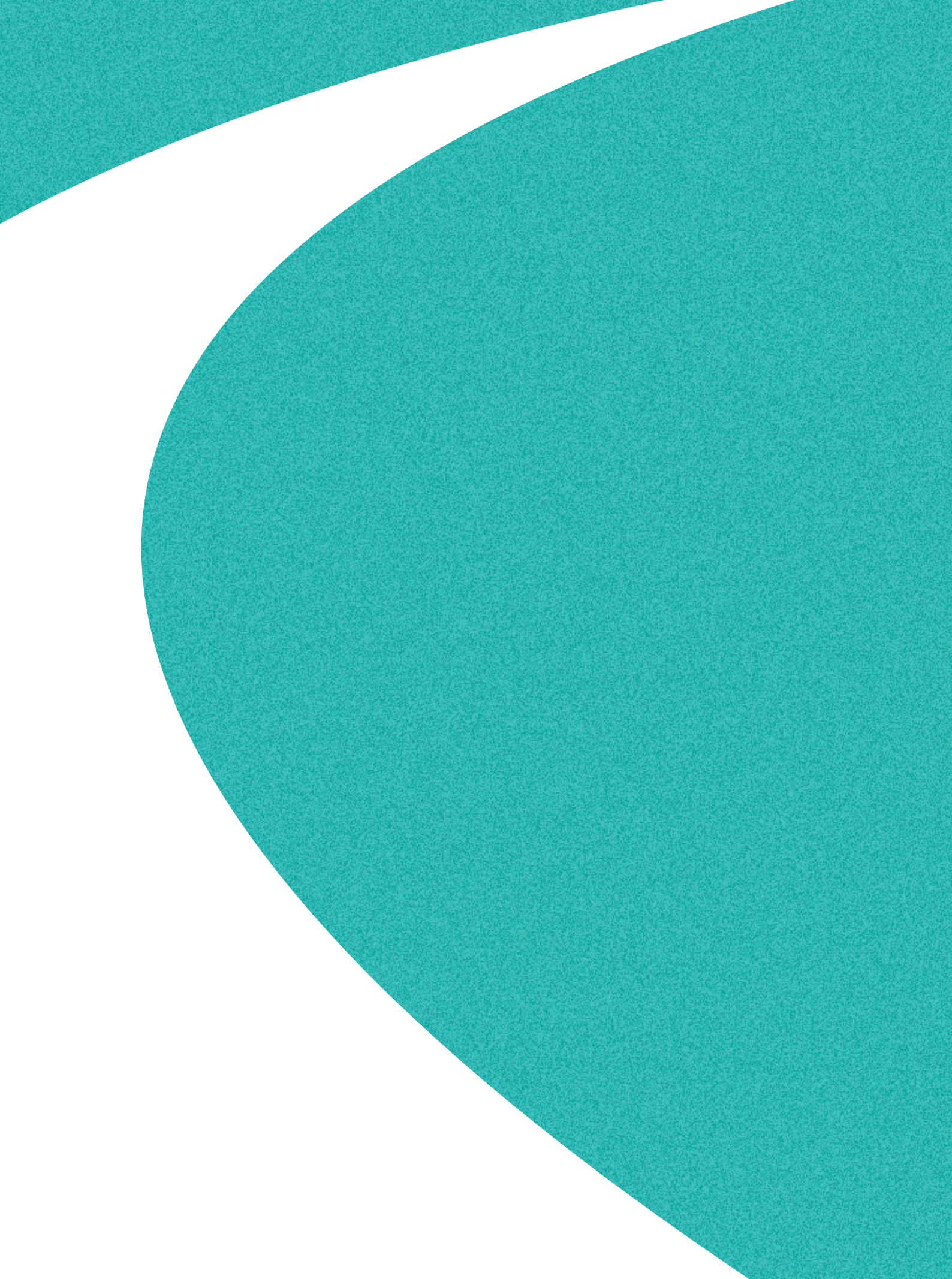
This is an ambitious Corporate Plan. We have worked hard to ensure that the five strategic themes and associated actions contained in it are future focused, realistic and sustainable and that we are working on the right things, delivering value for our customers and enhancing road safety outcomes.

We would like to acknowledge the contributions and input from our staff in developing this Corporate Plan. We look forward to working in partnership with our staff, board members, delivery partners and stakeholders in translating this plan into action, enabling us to realise our vision.

**‘To be a world leader
in road safety, driving
changes in attitudes
and behaviours in road
users and collaborating
with stakeholders to
save lives’**

List of Road Safety Authority Stakeholders

- AA Ireland
- Age Action Ireland
- An Garda Síochána
- Bus Éireann
- Central Statistics Office
- Chartered Institute of Logistics and Transport
- Chief Fire Officers Association
- Commission for Railway Regulation
- Coroner Service
- Courts Service
- Cycling Ireland
- Cyclist.ie: The Irish Cycling Advocacy Network
- Data Protection Commission
- Department of Children, Equality, Disability, Integration and Youth
- Department of the Environment, Climate and Communications
- Department of Education
- Department of Health
- Department of Justice
- Department of Transport
- Drinkaware
- Enterprise Ireland
- European Commission
- European Transport Safety Council
- Fleet Transport
- Health and Safety Authority
- Health Research Board
- Health Service Executive
- Iarnród Éireann
- IDA Ireland
- Insurance Ireland
- Irish Coast Guard
- Irish Farmers' Association
- Irish Road Victims' Association
- Irish Tyre Industry Association
- Licensed Vintners Association
- Local authorities
- Medical Bureau of Road Safety
- Motor Insurers' Bureau of Ireland
- National Ambulance Service
- National Council for Curriculum and Assessment
- National Office of Clinical Audit
- National Office for Traffic Medicine
- National Transport Authority
- Office of the Comptroller and Auditor General
- Office of Emergency Planning
- Óglagh na hÉireann
- Police Service of Northern Ireland
- Pre-Hospital Emergency Care Council
- PARC Road Safety Group (Promoting Awareness Responsibility and Care on our Roads)
- Rally School Ireland
- Revenue
- Royal College of Physicians of Ireland
- Society of the Irish Motor Industry
- Transport Infrastructure Ireland
- Vintners Federation of Ireland



Údarás Um Shábháilteacht Ar Bhóithre
Road Safety Authority

Páirc Ghnó Ghleann na Muaidhe, Cnoc an tSabhaircín, Bóthar Bhaile Átha Cliath, Béal an Átha, Co Mhaigh Eo
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