



Bonneagar Iompair Éireann  
Transport Infrastructure Ireland

# TII Statement of Strategy 2021-2025

October 2023 Update



## Message from the Chairman

Welcome to our revised Statement of Strategy. Much has changed since we published our original Statement for 2021 – 2025 and this revision seeks to reflect the environment in which we now find ourselves. It also acts as a bridge to what will be an exciting Strategy beyond 2025.

High-quality infrastructure is the foundation of a vibrant economy and TII will continue to play an important role in delivering this for our country. Whether you are travelling to work, moving goods around the country, or visiting family or friends, you should rightly expect to arrive safely at your destination. We will continue to put safety at the very heart of the decisions for which we are responsible.

The change to our climate has profound implications for all of us. Through our Climate Action Roadmap we have set out how we will reduce our direct emissions and our use of energy. We have also started projects to reduce the embodied emissions in the infrastructure we deliver. In providing the charging infrastructure for electric vehicles and exploring how other more sustainable fuels such as hydrogen may be made available, we will play an important role in reducing the emissions from road transport too.

The country has made important investments in the road and light rail infrastructure and protecting and renewing these essential assets will continue to be a priority for us, ensuring they underpin our economy for generations to come. We will continue to assess how our assets may be affected by future changes in the climate, and adjust our approach to asset management accordingly.

We are grateful for the guidance we have received from the Minister and the Department of Transport on how we deliver elements of the National Development Plan. Bypasses offer an opportunity to enhance the quality of life in our towns and villages and will be an important feature of our future plans. We will also develop bus lanes on national roads to improve public transport options.

We will continue to play an important role in delivering active travel options such as greenways and, following our work on the National Cycle Network, identify areas where cycle routes can provide sustainable travel options.

We are also charged with delivering the infrastructure of the future. Metrolink will provide a mass-transport service which will benefit both the Dublin area and enhance access to the rest of the country for those arriving in Ireland. The Luas network has transformed travel within Dublin and our experience will be of great value as other

cities around the country consider their travel options.

TII is a very small organisation staffed by highly professional, knowledgeable and committed people. And yet, as is evident from this Statement of Strategy, we have a very big remit. We aim to ensure we have the right skills and the right number of people to deliver what is required of us. Where we need new skills or resources, we will identify this so that projects and services are not delayed.

We are ever mindful of the fact that, in delivering infrastructure and services, we spend the public's money. We will continue to deliver value for money and infrastructure which can deliver benefit for the people of Ireland well into the future.

I would like to thank the people of TII for their immensely valuable contribution to this Statement of Strategy, and to my Board colleagues who, by drawing on their vast experience, provide the advice and guidance the organisation needs to be successful.



**Gareth Llewellyn**  
Chairman

## Message from the Chief Executive

The original Statement of Strategy 2021 – 2025 has served us well through the last three years. In particular, the values of Sustainability, Collaboration, Innovation, Integrity and Spirit of Public Service helped to keep us aligned through the lengthy period of remote working imposed to combat the spread of Covid – 19. That alignment and the close working relationships that TII staff have with our local authority, NTA and Department of Transport colleagues has made it possible to continue to deliver the infrastructure and services that have

been entrusted to us. This revision of the Statement of Strategy seeks to reaffirm our commitment to those values and the Goals and Strategic Objectives which we set in 2020. The recent review process identified areas of responsibility that were not clearly referenced in the original Statement of Strategy. Some are additional responsibilities received through new legislation and policies in areas such as Electric Vehicle charging infrastructure and the Climate Action Plan. In other cases, there has been a growing awareness of our responsibility in areas of existing activity. These activities require enhanced or different approaches due to our changed

understanding of the biodiversity crisis, the possibilities created through data analysis and the benefits achievable through higher levels of customer focus in our service delivery.

I trust that the revised Statement of Strategy will help provide guidance to us all as we continue to deliver on our mandate for the state.



**Peter Walsh**  
Chief Executive



## Development of this TII Statement of Strategy

This document is a statement of the strategy that TII will pursue during the period of 2021 to 2025.

Our strategy reflects the careful consideration given by TII to:

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

Implementation of this TII strategy will, in particular, support the implementation of national transport strategy as determined by the Department of Transport.



## Purpose, Vision and Values



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



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

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

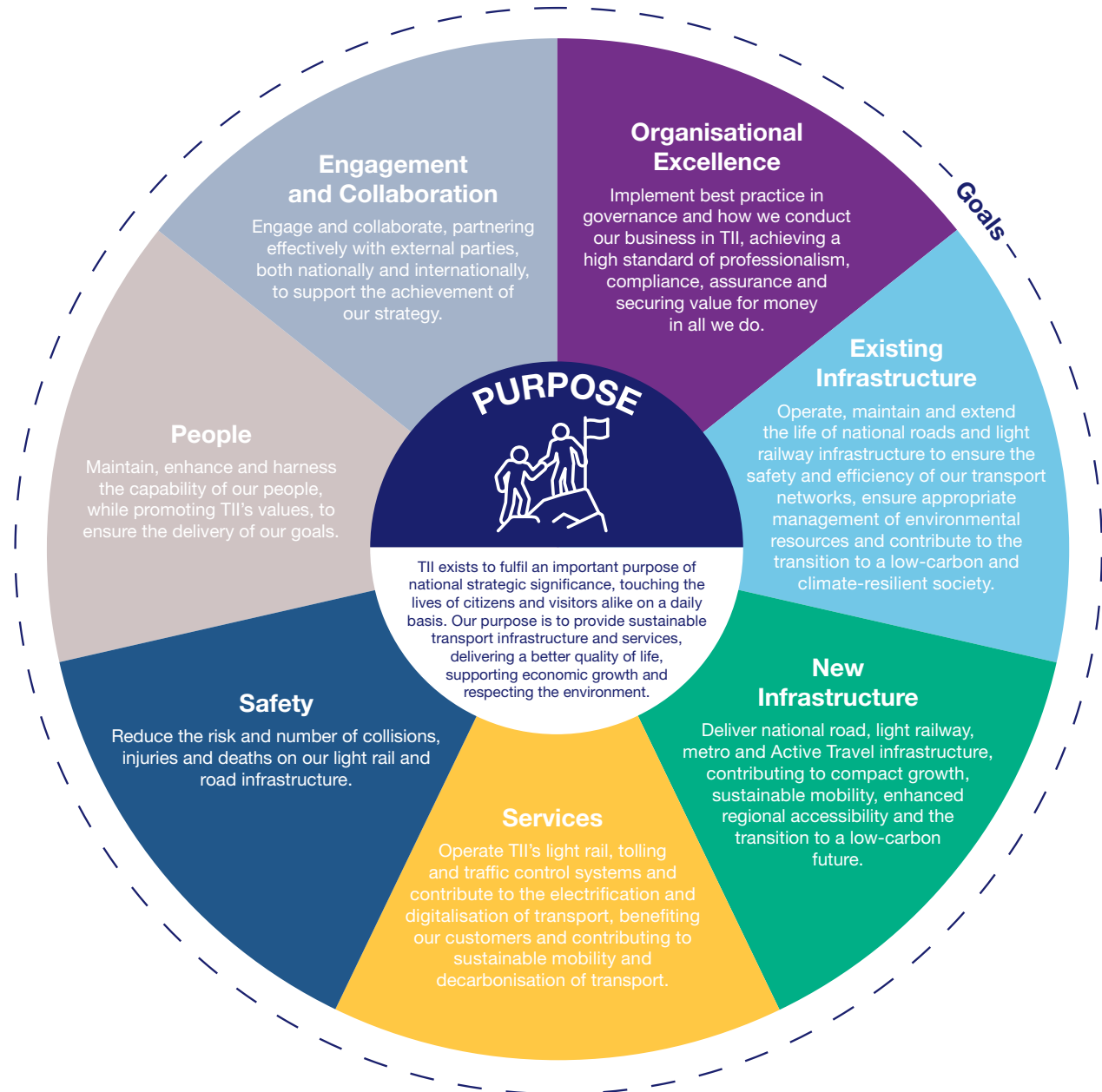


**Our way of working reflects five core values shared and promoted among all TII team members:**

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

## Goals

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



## Strategic Objectives

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

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



| Goals                                                                                                                                                                                                                                                                                                                             | Strategic Objectives                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
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| <b>Existing Infrastructure</b><br>Operate, maintain and extend the life of national roads and light railway infrastructure to ensure the safety and efficiency of our transport networks, ensure appropriate management of environmental resources and contribute to the transition to a low-carbon and climateresilient society. | <ol style="list-style-type: none"> <li>1. Maintain and change existing infrastructure to reduce transport-related deaths, injuries and risks.</li> <li>2. Extend the life and optimise the use of our transport infrastructure, to minimise the need to build new infrastructure.</li> <li>3. Maintain our transport systems to ensure they are safe, resilient and available for use.</li> <li>4. Introduce measures to support the reduction of carbon and other emissions in our operations.</li> <li>5. Support use of emerging technologies such as connected co-operative and automated mobility.</li> <li>6. Provide the information that our customers need.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>New Infrastructure</b><br>Deliver national road, light railway, metro and Active Travel infrastructure, contributing to compact growth, sustainable mobility, enhanced regional accessibility and the transition to a lowcarbon future.                                                                                        | <ol style="list-style-type: none"> <li>1. Reduce transport-related deaths and injuries by modernising our infrastructure.</li> <li>2. Support Ireland's economic recovery with the efficient movement of people and products.</li> <li>3. Improve regional accessibility, including meeting the needs of bus operators and their passengers, and improving critically important lifeline routes to rural communities.</li> <li>4. Deliver infrastructure that supports low-carbon transport systems and emission reductions, including refuelling and recharging infrastructure across TII's networks.</li> <li>5. Plan and design major transport schemes to encourage active travel and public transport.</li> <li>6. Promote further use of low-carbon products in our construction projects.</li> <li>7. Enhance biodiversity within land controlled by TII and strive to achieve net gain on future projects.</li> </ol>                                                                                                                                                                       |
| <b>Services</b><br>Operate TII's light rail, tolling and traffic control systems and contribute to the electrification and digitalisation of transport, benefiting our customers and contributing to sustainable mobility and de-carbonisation of transport.                                                                      | <ol style="list-style-type: none"> <li>1. Make best use of TII's light rail system and national roads services, supported by innovation and ongoing performance improvements.</li> <li>2. Implement national policy for demand management, to incentivise modal shift.</li> <li>3. Operate eFlow, Dublin Tunnel, interoperability services and the Low Emission Vehicle Toll Incentive, contributing to the delivery of national policies for mobility, infrastructure funding and the European Green Deal.</li> <li>4. Support and develop carbon-reduction measures in the transport sector.</li> <li>5. Invest in Cooperative Intelligent Transport Systems to improve our services.</li> <li>6. Maintain design standards for roads and bridges.</li> <li>7. Achieving a 72% reduction of our scope 1 and scope 2 emissions and the elements of scope 3 we can influence before 2030, in the context of the transport sector's need to reduce its emissions by 50% by 2030, as part of the large-scale transition of the transport and energy sectors to reach global climate goals.</li> </ol> |

## Strategic Objectives



| Goals                                                                                                                                                                                                                            | Strategic Objectives                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Safety</b><br>Reduce the risk and number of collisions, injuries and deaths on our light rail and road infrastructure.                                                                                                        | <ol style="list-style-type: none"> <li>1. Deliver on TII actions in the Government's Road Safety Strategy.</li> <li>2. Target investment based on analysis of collision data and a proactive risk-based approach.</li> <li>3. Continuously improve the safety of workers engaged in TII construction and operations.</li> <li>4. Promote new technologies, design standards and procedures to improve safety on TII networks.</li> <li>5. Strengthen TII's safety culture through leadership, engagement and communication.</li> <li>6. Provide light rail and metro systems that are safe for everyone.</li> </ol>                                                                                                                                                                                              |
| <b>People</b><br>Maintain, enhance and harness the capability of our people, while promoting TII's values, to ensure the delivery of our goals.                                                                                  | <ol style="list-style-type: none"> <li>1. Provide a positive employee experience, embracing diversity and inclusion.</li> <li>2. Support personal development, motivating and building the capacity of the TII team.</li> <li>3. Embed best-practice workforce planning as we respond to changing circumstances so that we have the right number of people with the right skills to deliver on our mandate.</li> <li>4. Maintain, develop and share TII knowledge and expertise.</li> </ol>                                                                                                                                                                                                                                                                                                                      |
| <b>Engagement and Collaboration</b><br>Engage and collaborate, partnering effectively with external parties, both nationally and internationally, to support the achievement of our strategy.                                    | <ol style="list-style-type: none"> <li>1. Foster and maintain relationships with external stakeholders and suppliers, building understanding among our stakeholders of what we need to deliver our strategy, and supporting DoT with policy development.</li> <li>2. Procure and manage our contracts responsibly.</li> <li>3. Participate in research and collaboration to support innovation and best practice.</li> <li>4. Communicate with the communities affected by TII projects.</li> <li>5. Engage with suppliers to ensure the application of our sustainability principles.</li> <li>6. Increase awareness of TII's work, expertise and impact.</li> </ol>                                                                                                                                            |
| <b>Organisational Excellence</b><br>Implement best practice in governance and how we conduct our business in TII, achieving a high standard of professionalism, compliance, assurance and securing value for money in all we do. | <ol style="list-style-type: none"> <li>1. Promote a culture of good governance in TII, in line with the principles of governance applicable to public bodies.</li> <li>2. Deploy robust control systems and structures that ensure compliance and accountability.</li> <li>3. Promote innovation and the adoption of new methods and technologies.</li> <li>4. Report on the implementation of our Sustainability Principles.</li> <li>5. Report on the implementation of the Public Sector Equality and Human Rights Duty.</li> <li>6. Build our capabilities to utilise data science and analytics to better manage and optimise TII's transport networks, and to share with our stakeholders for their work.</li> <li>7. Deliver efficient, easy-to-use and responsive services for TII customers.</li> </ol> |

## Annex - Statement of Strategy 2023 Update



The Board of TII adopted TII's 2021-2025 Statement of Strategy in October 2020. Given the changed environment, and the new Government policies and strategies adopted in the initial years of the strategy, TII carried out a review of the strategy throughout 2023. It identified ten areas to add to the original 2020 version. Those changes have been worked into the above document. The below list clarifies for the reader what those changes are:

Incorporating 'services' and 'environment' into our Vision

Adding a new strategic objective on biodiversity (New Infrastructure 7)

Adding further text relating to electric vehicle charging (New Infrastructure 4)

Adding a new strategic objective to reflect TII's role as a railway organisation (Safety 6)

Adding a new strategic objective on data management / analysis / science (Organisational Excellence 6)

Adding further text relating to stakeholder engagement (Engagement and Collaboration 1)

Adding a new strategic objective under Engagement and Collaboration (6)

Adding further text relating to organisational capacity (People 3)

Adding a new strategic objective on decarbonisation (Services 7)

Adding a new strategic objective relating to the TII customer (Organisational Excellence 7)



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