

TII Statement of Strategy 2019 to 2023



Message from the Chief Executive



This TII Statement of Strategy sets out the strategic objectives and actions to which TII is committed for the period 2019 to 2023 against the backdrop of TII's national road and light rail related remit and Government priorities.

Our strategy is launched at a time of continuing economic recovery and growth with associated increasing demand for transport infrastructure and services and against the background of clear priorities as provided, in particular, by the Government's National Development Plan. TII looks forward to meeting the challenges of consolidation, ensuring that the value of transport infrastructure and services in place is maintained and enhanced, and growth, ensuring the provision of more and better infrastructure and services.

The team that is TII, guided and supported by the TII Board, is committed to exemplar performance involving continuous development of our capabilities and their effective application to yield improved outcomes. Our commitment extends to compliance with the Code of Practice for the Governance of State Bodies and all associated requirements.

TII is organised to support delivery of its strategy into mutually supportive divisions, departments and project teams, some dedicated to particular business or project outcomes and others providing administrative or technical specialist support across the spectrum of TII activities. The appropriate deployment of available internal resources, focusing on the application of appropriate mixes of competencies to ensure the fulfilment of objectives, is an ongoing and prioritised management task.

TII works in close ongoing partnership with colleagues in the Department of Transport Tourism and Sport, our parent department, and in local authorities throughout Ireland, respecting their role as roads authorities for their counties.

The fulfilment of TII's strategy is made possible by a nationwide collaborative effort between TII, local authorities, contractors and service providers. This collaborative effort is critically dependent upon personnel from these organisations, numbering thousands across the whole country, who apply themselves in a professional manner to the provision, maintenance and operation of national road and light rail infrastructure and services.



Michael Nolan
Chief Executive



Development of this TII Statement of Strategy

This document is a statement of the strategy which TII will pursue during the period 2019 to 2023. 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 Tourism and Sport and as set out in the Department's statement of strategy.

TII's infrastructure programme will be delivered in the context of the overall objectives laid out for Project Ireland 2040.





Mission

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

Vision

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

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

Values

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

- Collaboration: We fulfil our mission through effective teamwork, communication and partnership;
- Innovation: We seek to create value relevant to our mission 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.

Mission Vision Values

Strategic Objectives

Strategic Actions

Strategic Objectives

We are committed to the following strategic objectives which have been identified to support delivery of our mission, recognising our vision and our core values:



Strategic Actions

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

The strategic actions set out here for the period 2019 to 2023 are supported by specific actions which are included in annual plans, assigned to individuals responsible for their fulfilment and subject to ongoing monitoring.



Strategic Objectives	Actions
<p>Safety</p> <p>Improve road, tunnel and light rail safety.</p>	<ul style="list-style-type: none"> - Prioritise safety across the full range of TII activities - Ensure the carrying out of appropriate safety inspections and analysis - Prioritise delivery of local road safety interventions having regard to findings of inspections and analysis - Improve the condition, including skid resistance, of national road pavements - Deliver a programme of minor realignments of national roads - Introduce flow optimisation measures on the M50 - Provide motorway service areas - Develop and administer design standards for roads and bridges - Monitor adherence to the Luas Safety Management System - Achieve occupational health and safety accreditation to ISO 45001 - Monitor compliance with worker welfare regulations on TII funded projects - Fund the national winter maintenance fleet and procure salt stocks
<p>Sustainability</p> <p>Apply sustainability principles in developing and operating road and light rail systems.</p>	<ul style="list-style-type: none"> - Achieve steady state investment in renewal and maintenance on road and light rail networks by 2021 - Ensure proper management, including maintenance and renewal, of motorways and high speed dual carriageways - Upgrade central facilities for motorway operations and control - Implement measures outlined in M50 Demand Management study - Operate and enhance pavement and structures management systems - Plan and deliver energy efficiency measures - Expand and enhance deployment and operation of intelligent transport systems - Develop standards to promote innovation and collaboration based on best international practice - Develop a vision for the national road network to 2040 to align with Project 2040 - Provide and oversee road maintenance grants to local authorities
<p>Consolidation</p> <p>Invest in maintenance, renewal and development of road and light rail infrastructure and systems to maintain and enhance quality of service and controls and to establish a steady state investment pattern.</p>	<ul style="list-style-type: none"> - Prioritise funding to achieve the NDP objective of steady state levels of investment by 2021 - Ensure the proper management of Luas operations and maintenance - Ensure the proper management of M50 tolling operations - Ensure proper management of the tolling interoperability system to optimise information exchange and revenue collection - Promote toll payment compliance through informing and enforcing - Maintain and develop the TII National Transport Model - Review and comment on planning applications and land use plans that impact on TII assets - Manage national road grant allocations to local authorities







Strategic Objectives	Strategic Actions
<p>New infrastructure</p> <p>Lead the cost efficient and effective delivery of national road, light rail and metro elements of the National Development Plan.</p>	<ul style="list-style-type: none"> - Obtain a railway order for Metrolink and commence construction - Complete construction of Capital Investment Plan projects including: N25 New Ross Bypass, M11 Gorey to Enniscorthy, M7 Naas to Newbridge, M8 Dunkettle, N4 Collooney to Castlebaldwin, N22 Ballyvourney to Macroom - Achieve planning approval for Capital Investment Plan projects including: N6 Galway City Bypass and N28 Cork to Ringaskiddy - Develop a pipeline of major projects for future capital investment plans. - The development of a pipeline of major road projects within the overall national roads programme and available funding will be prioritised - Undertake appraisal, planning and design of Luas network expansion to Bray, Lucan, Finglas and Poolbeg in accordance the NDP and the Transport Strategy for the Greater Dublin Area - Ensure projects are delivered cost efficiently and effectively
<p>Engagement and Collaboration</p> <p>Continue commitment to effective communication, teamwork and partnership with external parties in pursuit of our mission.</p>	<ul style="list-style-type: none"> - Ensure positive customer experience in accessing services and information - Ensure effective customer engagement, information channels and campaigns - Collaborate proactively with stakeholders and partners in pursuing objectives of common interest - Engage selectively with non-stakeholders on matters relevant to improving TII's mission fulfilment capability - Ensure all engagement and collaboration activities are governance appropriate
<p>People</p> <p>Maintain, enhance and harness the capability of the TII team, promoting values of collaboration, innovation, integrity and spirit of public service.</p>	<ul style="list-style-type: none"> - Apply principles of strategic human resource and workforce planning - Maintain and enhance organisational competencies including specialist knowledge and programme and project management expertise - Promote knowledge management and information sharing - Support continuous and responsive professional development - Provide a supportive and positive working environment - Promote employee engagement and core values of collaboration, innovation, integrity and spirit of public service. - Put in place systems, structures and resources to respond to changing circumstances and priorities - Embed strategic planning processes and associated risk management processes through promotion of engagement





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