Road Safety Authority

Board Meeting Minutes & Action Tracker

Thursday 31 July 2025

Present	In Attendance
Ms Anne Graham, Chairperson	Mr Sam Waide, Chief Executive Officer
Mr Dave Montgomery *(remote)*	Ms Aoife McGowan, Board Secretary
Mr Brian McCormick	Mr Brendan Walsh, Chief Operations Officer
Mr Derek Cawley	Mr Michael Rowland, Director Research, Standards & Assurance
Mr Dónall Curtin *(remote)*	Ms Alison Coleman, Director People, Development & Culture
Mr John Cronin	Ms Nessa Kelly, Director of Strategy, Performance and Transformation
	Mr Gerry McGuire, Director of Technology Platforms and Solutions
Apologies	Ms Sarah O'Connor, Director of Partnerships & External Affairs
Ms Sarah Johnson	

Board Minutes

1	**Welcome** The Chairperson welcomed everyone to the meeting.
	Apologies and Introductions Apologies were received from Sarah Johnson in advance of the meeting.
2	**Conflict of Interest Declaration** No conflict-of-interest was declared by the members present.
3	**Matters Arising - PR procurement update** The Board queried the status of AT 32 & 33. The current expenditure to date and expected outgoings were requested for the September Board meeting. The RSA noted that legal advice is being sought and presented to the Board alongside a comparison of procurement of similar services across the sector.
4	**Minutes from Board Meeting, Decision Record & Action Tracker** Minutes of the July Board meeting were taken as read and approved.

	It was agreed to investigate the use of the action tracker section of the Governance and Risk platform to replace the existing Action Tracker.
5	**Chairperson's Report** • **Board Vacancies** New board vacancies have been advertised on State Boards. • **Quorum Review** The Board discussed the requirements and potential issues in obtaining quorate during the ongoing recruitment of additional board members. The Board requested governance in relation to the quorum of the Board be reviewed ahead of next meeting. • **Board Effectiveness Review** The Board agreed that the Board Effectiveness Review will be scheduled for September 2025 to enable discussion on results prior to the completion of outgoing Board Member's terms. The Board Effectiveness Review in 2025 will be a self-review. It was clarified that this review will not include the Audit and Risk Committee (ARC), which will be included in the review in 2026 when it is due to be an external review. • **October Board Meeting date** The October Board meeting date will be reviewed due to a potential clash with the launch of the Bank Holiday campaigns in conjunction with An Garda Síochána. Consideration for proposed bank holiday campaign launches will be taken when setting Board meeting dates for 2026. • **Financial Statements** The Board requested that the monthly Financial Statements are shared with the Board at each Board meeting. Format to be agreed with the ARC. The RSA noted that financial statements were shared with the Department of Transport (DoT) ahead of the Q2 Governance meeting and can be shared with the Board. • **Remuneration Committee** The Chair suggested that the Renumeration Committee or alternative sub-committee could incorporate "People and Culture". This will enable the Board to better support the People, Development & Culture directorate. The This action will be reviewed in light of the skills and expertise of the RSA Board following the appointment of new Board members. It was clarified that should the Remuneration committee incorporate this new area, it would still fulfil all responsibilities associated with the Remuneration Committee.

6	**For Decision**
6.1	• **Approval of PM procurement** The RSA provided further context regarding the proposed procurement of supplementary PM resources. This proposal arises from a capacity analysis completed as part of 2026 business planning process. The analysis highlighted significant resourcing needs associated with the delivery of major digital transformation programmes, contractual re-procurements, extensive education, media and communications campaigns, as well as the emerging organisational reform agenda. The RSA confirmed that it currently lacks sufficient internal capacity and capability to meet these demands in PM roles. The procurement of external PM resources is therefore necessary to ensure the continued delivery of these high-priority initiatives. It was noted that this proposal only mandates the fulfilment of one role which would address an immediate organisational need, with scope to appointed additional positions should the need arise. As recruitment processes can be lengthy, this proposal is to improve efficiencies when additional appointments are required. The Board sought further detail on the oversight of the proposed expenditure and the controls in place to ensure effective contract management. The RSA clarified the controls in line with the fulfilment of any vacancy including business justification, assessment of resources, oversight by the CLT and approval by the Board where required. It was noted that approval to drawdown each role within the contract will require subsequent Board approval prior to any further drawdowns. The Board suggested requests such as this be incorporated in the business plan and workforce planning including detail on the projected costs for each project going forward. The Board agreed that this procurement can proceed.
6.2	• **Direct Award Proposal** Approval was sought to amend the CLPU contract with Abtran to allow for the maintenance of Driver Licensing administrative services. This amendment is required as a result of decisions made by the DoT on their existing contracts which support the Driver Licensing system. The Board sought further clarification on the urgency of the timeframe for this procurement. The RSA explained the requirements of the new system have only become apparent

	subsequent to work performed and decisions made by the DoT to conclude the existing contracts including use of the existing system. This is to facilitate the development of a new Offence Management system which will enable section 2 of the Road Traffic Act 2024 to be implemented. It was noted that a new RSA system would need to be operational in line with the DoT's new system go live date to ensure continuity of service to enable RSA to perform its statutory obligations. The Board queried whether there were other alternatives such as novation of the DoT contract. Explanations were provided on why this was not feasible. It was highlighted that the proposed costs outlined were the maximum expected exposure which the RSA would strive to minimise. The system will integrate with other RSA systems, ensuring the system is future proofed and achieving value for money. Additionally, it was noted the proposed contract holder has substantial experience with the existing system and providing support for other RSA systems which could be utilised to support this project. Clarification was sought on whether legal advice has been received in relation to this proposal as noted in the Risk Register. The RSA will share the legal advice received with the Board. The Board agreed to approve the direct award of this procurement to Abtran. The RSA will proceed with the procurement and issue a Voluntary Ex-Ante Transparency (VEAT) notice.
7 **7.1**	**For Information** • **Cultural Assessment Update** An update was provided on the Cultural Assessment pulse survey recently conducted. Engagement was lower than in previous surveys. The results indicate a difference between the viewpoints of the Corporate Leadership team and Assistant Principal group. An Away Day is scheduled to further elucidate this difference and to inform an action plan. The uncertainty around the RSA reform is a key area of concern with staff and could be impacting the outcomes of these results. The Board discussed how best to address this uncertainty, focusing on change communications and keeping staff updated, even if no new updates are available. The Board emphasised the importance of creating a "one RSA view", which is difficult to create given the diverse nature of the organisation and may require different actions in different cohorts to achieve. The proposed restructured Renumeration Committee incorporating "People and Culture", will focus on what supports and tools could be made available to assist the RSA in addressing the issues raised in this pulse check. The proposed approach and action plan will be shared with the Board once developed. The Board requested a high-level update be provided during the September meeting with a more substantive update to follow.

7.2	• **RSA Reform** An overview of current status of the RSA reform including exploratory work conducted by the RSA at the DoT's request was provided. Concerns with the speed of the reform process to date were discussed. It was noted that resourcing and capacity in the DoT has been a factor in the timeframe of the reform. The RSA highlighted their eagerness for the establishment of the proposed Implementation Group, to help direct queries related to the reform and as a mechanism to feed into the future of the proposed two new independent organisations. The need for a more visible joint plan was emphasised, noting the impact of uncertainty on staff. The Board was reminded that the DoT have provided assurances that the reform will not result in job losses. The Board emphasised the need for clear communication with all RSA staff to allay fears and share any updates as they arise. It was agreed that the Chair will reach out to the DoT and seek an update on the reform agenda and proposed timeframes.
7.3	• **Use of technology to enforce speed Limits** The Board complimented the RSA for an insightful and informative paper. A discussion occurred on the RSA's role for disseminating research and proposals based on the results, noting the RSA's statutory remit to advise the Minister. Appropriate dissemination channels and methods were discussed including incorporating RSA research into media campaigns and sharing with key stakeholders. The Board requested that the findings of this paper be shared with the Partnership board. It was agreed that additional data from An Garda Síochána on compliance would enhance the research. The approach for disseminating this paper will be further discussed during the September Board meeting following the presentation by the Assistant Garda Commissioner on Road Safety.
7.4	• **Extension of existing Corporate Strategy** The Board received an overview of the request to extend the current Corporate Plan, along with supporting rationale. In the context of the proposed RSA reform, the Board noted the difficulties foreseen in developing a cohesive strategy with clear priorities at this time. A discussion occurred on whether the extension required Board approval, with the Chair clarifying that in accordance with the Board Governance Manual, Board approval is necessary. The Board requested the development of a refreshed workplan that reflects revised strategic priorities and programmes of work, including those related to the reform agenda. The Board agreed to extend the Corporate Strategy for a period of 2 years until end Q4 2027, subject to the approval of a revised accompanying workplan during the October Board meeting.
8	**RSA CEO Board Report**

- **Road Safety Update**

A further update was provided in relation to the South African licence exchange, noting that the issues were resolved on 31 July.

The mid-year review of road accident statistics is now complete which include only incidents that occur on public roads to facilitate comparison across Europe in line with European guidelines. It was noted that there are 95 fatalities to date in 2025. There is a decrease in the number of fatalities in the 15-45 age group and an increase in the 46-75 age group. Vulnerable road users were highlighted as an area of concern due to the significant increase in fatalities within that group.
A query was raised on the figures for KM's driven, whether it is the average or total figure. It was noted that this figure is sourced from the Central Statistics Office. This will be clarified, and the Board will be updated.
The Lose Your Licence campaign will be further researched using focus groups and one-on-one interviews to assess impact of changes to the campaign prior to running the adapted campaign in November 2025. The research will be shared with the Board when complete.

- **RSA seal usage**

The Board requested that only the usage since the previous update be included going forward to provide context for the usage in the last quarter.

- **RSTP Update**

The Road Safety Strategy: Phase 2 Action Plan 2025-2027 was launched on July 16. Notice was directed to the primary and support actions assigned to the RSA in the Action Plan.

- **RSA Risk Report (CRO)**

The papers were taken as read. The CRO provided an update on risk management activity since the June Board meeting. A peer review process has been established at CLT level with the inaugural meeting held on June 14. This session focused on a review of corporate risks to ensure consistent application of the Risk Management Policy and the Risk Appetite Statement. Attention was also given to treatment plans for risks currently outside of appetite, including clearer articulation of the rationale and estimated timelines for returning within appetite. It was noted that risk ratings for June and July are not directly comparable, due to recalibration of scoring to ensure consistent application of impact and likelihood scales.
A second CLT Peer Review session will be held in September focusing on horizon scanning and review and expand on emerging risks. A verbal update on the session will be provided to the September Audit and Risk Committee, with outputs incorporated into the Board papers for the September meeting.
The Board agreed with a proposal to remove and replace corporate risks 1and 12 as they were created when RSA led and coordinated the management and reporting of the Road

	Safety Strategy. The Board discussed whether the reform, culture and dependency on external stakeholders should be added to the risk register. It was requested that the overall risk population be included in the Board pack going forward.
9	**DT Service Recovery Plan update** The RSA continue to make strong progress in reducing waiting times for driving test invitations, as part of its ongoing Driving Test Action Plan and are on track to achieve the goal of reducing average waiting times to 10 weeks by September 2025. The Board congratulated the RSA on the success of the Driving Test Action Plan and the work of all those involved.
10	**For Information - H2 Media Plan** The paper was taken as read. The RSA have been shortlisted in the 'Driving under the influence and distraction' category of the European Commission and European Road Safety Charter's Excellence in Road Safety Awards 2025 which will be held in October 2025. An update was provided showcasing the various ongoing and upcoming media campaigns and events the RSA are engaged in. The Board congratulated the RSA on their work and subsequent large amount of visibility and coverage resulting from recent campaigns and media engagement.
12	**Items for Future Discussion and Any Other Business** • **2026 Budget Estimates** The 2026 Budget estimates were sought by the DoT and returned by the RSA in July. The DoT has sought further clarification on the response provided. As a result, 2026 business planning has commenced. The Staffing submission is expected to be requested in September. It was noted that the RSA may be asked to consider alternative sources of income including potential fee increases. • **Joint Oireachtas Committee** The Board were informed that the Road Safety Authority have been invited to attend the Joint Oireachtas Committee to discuss road safety on October 01, 2025 (provisional date).
12	**Meeting in the Absence of the Executive** A closed session of the Executive was held before the Board meeting. The closed session was attended by members of the Board only.
	Date of Next Board Meeting Thursday 25 September 2025 in Dublin

Signed: ______________________________

Chairperson

Date: