Road Safety Authority
Board Meeting Minutes
Thursday 25 September 2025

Present	In Attendance
Ms Anne Graham, Chairperson	Mr Sam Waide, Chief Executive Officer
Mr Dave Montgomery	Mr Brendan Walsh, Chief Operations Officer
Mr Brian McCormick	Mr Michael Rowland, Director Research, Standards & Assurance
Mr Derek Cawley	Ms Alison Coleman, Director People, Development & Culture
Ms Sarah Johnson	Ms Nessa Kelly, Director of Strategy, Performance and Transformation
Mr John Cronin	Mr Gerry McGuire, Director of Technology Platforms and Solutions
Mr Dónall Curtin *(remote)**	Mr Des O'Brien, Director of Finance & Commercial Services
Guest attendance	
Outgoing Assistant Commissioner Roads Policing & Community Engagement, Paula Hilman*	

- Minutes taken by Ms A. McGowan, Board Secretary
- *Attended part of meeting

Item	Agenda
1	**Introduction and Apologies** The Chairperson welcomed everyone to the meeting. There were no apologies received in advance of the meeting.
2	**Conflict of Interest Declaration** There were no conflicts-of-interest declared by the members.
3	**Minutes from 31 July 2025 Board Meeting** The minutes of the meeting of 31 July 2025 were approved.
4	**Meeting in the Absence of the Executive** A closed session of the Executive was held. **Mr Curtin left the meeting*
5 5.1	**Matters Arising** • Cultural Assessment Update An update was provided on the facilitated away day for Assistant Principal (AP) staff held in September. It was noted that there is an appetite to affect change in a meaningful way

	across the organisation. Feedback from the event indicated a concern in relation to a perceived "reactivity and fear" by the CLT when receiving external requests with tight timeframes. Staff requested that the CLT consider advocating more for staff in the form of pushing back on timelines or requests to enable a focus on critical strategic projects and programmes, as well as on BAU items. Focus groups will be established with the CLT and APs, to review key topics of concern using the Habits Framework. The topics and plan to address these items will be circulated with Board once identified. Staff representative groups have been updated. The Board noted that the session sounded valuable and positive. An update was provided on a session with driver testing at a training event in Athlone in relation to the proposed reform and culture of the organisation.
5.2	• <u>Update on Procurement Advice</u> The RSA recognised that procurement and contract management are key areas of importance and are working on strengthening internal processes and establishing a system to consistently monitor expenditure compared to agreed levels. The procurement advice on 3 contracts has been received indicates that it is unlikely that a breach occurred but recommend a review and amendment of the approach. The Board noted concerns with the scope of the request shared with the external advice provider when compared to the Board queries it arose from. The RSA acknowledged the gaps in the scope as was originally understood and confirmed that the scope has been refined and returned to the external party to address these gaps. Any additional advice will be shared with the Board. The Board noted a concern on whether an OGP Framework is the most appropriate approach to procure items such as PR and advertising. The Board requested the RSA explore what other semi-state organisations are doing in this space and obtain legal advice on the most appropriate procurement method. It was noted that this advice should be prioritised given upcoming large-scale procurements.
5.3	• <u>Financial Year '25 Year-End Forecast</u> The RSA provided an updated on the Financial Year '25 Year-End Forecast, noting it is implemented on business as usual until year end. Revenue is expected to have an outturn of €122 million, a 2% increase on the original budget and 23% ahead of 2024 figures. This increase is largely driven by fee increases and the growth in Driver Testing activity. Current expenditure is 124.5 million expenditure which is 2 million under budget. This lower level of expenditure is due to a number of factors including capacity constraints and delays in project approvals. It was noted that staff and contractor costs are expected to stabilise with less overtime expected for the remained of the year. Capital expenditure is forecast to be at €8.6 million, lower than the expected outturn due to slower than planned progress across a number of capital projects. The combined basis revenue reserves are forecast at €8million compared

	to the original forecast of €3 million. The RSA will be better advised during the October Board meeting to advise on the status around these figures. It was noted that 2026 budget planning has commenced. The Board requested that the delegated approval levels of the RSA be brought to the November ARC for review.
5.4	• <u>CAP EX: P081 Update</u> The RSA received notification during the week from the DoT regarding how P081 should proceed. The RSA are reviewing these requirements and the potential impact on procurement. The process is expected to commence by the end of October. As the procurement aspect of the project had stopped, the project plan was accelerated in other areas with a larger focus on the development of existing architecture which is end of life this year. This will impact on the financial planning as expenditure was brought forward to 2025. An update on the financials will be brought to the October Board meeting, including a multi-year overview from project commencement in 2022 to expected completion in 2028. The Board noted the importance of the safe harbours included in the programme and queried whether they should be revisited or if legal advice was warranted. The Board discussed whether umbrella approval for the programme capital should be sought while the work programme is not fully scoped out. It was noted that the capital elements that are currently ongoing are part of the business plan that was approved. The Board noted that the business case for P081 was approved in July 2024 and queries whether it should be revisited especially in light of the redesign of the required procurements. The Board discussed the need for continuous updates on projects including more focus on project finances, governance, and multi-year strategies to showcase the full duration of projects. The RSA will bring an update on Cap Ex projects to the December Board meeting.
5.5	• <u>Multiple Learner Permits</u> An update was provided on individuals with multiple learner permits. The RSA are continuing to meet with the DoT in relation to potential approaches to address multiple learner permits.
5.6	• <u>Closure of Charlestown, Dublin Driver Test Centre</u> The RSA have had to close the driver test centre in Charlestown, Dublin. The industrial estate landlord has installed over 30 ramps between the entrance of the industrial estate and the test centre, making the route unsuitable for driver testing. The RSA have transferred driver testers and all scheduled tests to the nearby Finglas Driver Test Centre which is 1km away from the Charlestown location. There will be no reduction in capacity in the driver test service.

6 6.1 6.2	**For Information** • Number of vehicle kilometres travelled in CSSO figures The RSA provided a detailed explanation of how the CSSO calculate the figure for vehicle kilometres travelled as provided in the CEO report in response to a query raised during the July Board meeting. It was noted that the figure for vehicle milometers has only increased by 5%. The Board discussed possible explanations for this minor increase including working from home, increased use of public transport and a reduction in overall journeys. It was noted that there is an increase in the national fleet and a reduction in traffic. In this context the Board discussed trends in collision and fatalities and whether figures for the number of fatalities per km driven were reflective of the actual scenario. • Irish Statistical System Code of Practice (ISSCOP) accreditation The RSA are one of only 10 government agencies who have achieved this accreditation. The Board noted this achievement and passed their congratulations to the team for their work.
7 7.1 7.2	**Chairperson Report** • Board Effectiveness Survey The Chair noted that the annual Board Effectiveness Survey will issue to all members with a deadline of Friday October 3rd to allow review and discussion ahead of the upcoming completion of some Board member's terms. • Freedom of Information Requests It was noted that there has been a marked increase in number of FOI requests received across the public sector. It was noted FOI training will be added to the Board training requirements.
8	**Presentation by An Garda Síochána (AGS) Assistant Commissioner (A/C) Roads Policing & Community Engagement (RPCE)** *A/C Hilman joined the meeting. The recently appointed A/C RPCE, A/C Gunne shared her apologies at being unable to attend the meeting. The outgoing A/C RPCE, A/C Hilman presented to the RSA Board in her stead. The A/C showcased the structure of AGS, noting that while there are 21 dedicated Roads Policing Units (RPU) made up of 640 personnel, each Garda has a responsibility to enforce all road traffic legislation. The A/C clarified that the half hour daily roads policing is ongoing with an emphasis on visibility. Detailed figures on enforcement activity were provided including highlighting the publication of quarterly reports as per the actions in Phase One of the Road Safety Strategy. The RSA highlighted the importance of sharing data of how

	many checks were conducted along with prosecution data to enable trend analysis to be conducted. The A/C noted that data could be provided upon request. The presentation included detail on the use of safety cameras and highlighted the technological advancements available to AGS. A discussion occurred on the enforcement limitations under current legislation such as prosecuting distracted driving and the use of AI to detect offences. The impact of data sharing was noted, particularly the national driver database. An overview of the educational and outreach campaigns was provided including a discussion on the need for targeted campaigns. The Board queried the vacancy rate in RPUs compared to other sections. It was noted that vacancy rates are not a true comparison as new departments are being established that may pull resources. The A/C clarified that appointment to the RPU is by interview, and it is a highly sought after speciality. The Board thanked the A/C for her informative presentation and noted their desire to continue working together to improve road safety. *A/C Hilman left the meeting.
9	**Final DT Service Recovery Plan update** An update was provided on the current wait times for driver testing. The current wait time is now below 10 weeks, meeting the SLA requirements. There are currently 195 Driver Testers conducting 6400 tests weekly compared to 4300 weekly tests in January. The RSA noted there is an increase in the number of applications for a test but currently the RSA are able to meet the demand. This increase in applications associated with population increase will be monitored by the RSA in line with approved Driver Tester numbers. The Board expressed their thanks to all RSA staff who have achieved this goal to return to SLA figures. It was noted that this is a significant achievement by the RSA.
10 10.1 10.2	**For Decision** • <u>DT Premises Rental</u> The Board discussed the three proposed locations for additional driver test centres and the increased capacity for driving testers at these proposed locations. It was noted that the locations all require car parking, which is factored into the lease agreements and rent price. The Board requested independent valuation advice be sought to ensure the rental prices are appropriate for the areas. The Board approved the procurement of these 3 locations, subject to the valuation advice being within reasonable levels. • <u>Provision of Automotive Market Surveillance Testing Services Framework</u> This item was previously brought to Board for review and was approved for a value of €3.2 million over a 4-year term with no option for extension during the March 2025 Board meeting. At the time of procurement, the RSA consulted with the State Claims Agency and insurance brokers to determine the appropriate level of motor insurance to include in the Request for Tender (RFT). Subsequently, there were 5 applicants to the tender, none of

10.3	whom meet the level of Motor Insurance required in the RFT. It was clarified that all applicants have motor insurance, and it is solely the level of insurance required that is an issue. Following a discussion on the options available to the RSA, the Board approved the waiving of the motor insurance requirement as noted above and the formation of the framework subject to the publication of the VEAT notice. • Provision of Automotive Engineering Consultancy Services Framework The Board approved the procurement for the provision of Automotive Engineering Consultancy Services Framework subject to a proposed amendment to the scope of services wording. The RSA will review the proposed amendment and revert during the October Board meeting.
11	**RSA CEO Board Report** • Fatalities Report • RSTP Update It was noted that the number of fatalities is very high, particularly among motor cyclists. The Board queried if motor cyclists could be targeted by a specific campaign. It was agreed that the update on light and heavy goods data can be discontinued and replaced by an update on motorcyclists' data. It was noted that eScooters and eBikes should also remain areas of high importance. The Board requested that motorcyclist, eBikes and eScooters be raised at the Road Safety Leadership Group (RSLG) for further work and discussion. Following A/C Hilman's presentation, the Board discussed whether using the number of Gardaí in Roads Policing is a fair measure of effectiveness as it does not take into account activities and technological improvements since the highest figure of Roads Policing was recorded. The Board agreed that the "Use of technology to enforce speed Limits" paper presented during the July Board meeting should be shared with the RSLG and consideration given to publishing the paper. The Board discussed the issue of drug driving and whether educational campaigns should be considered, particularly in relation to length of time drugs remain in the system. The RSA noted that work is ongoing with content being discussed with An Garda Síochána. A podcasts and partnership with District for content on social media was put in place around Electric Picnic. Drug driving will be raised at the RSLG. The RSA provided an update on research recently completed on Deterrence Theory. The presentation will be scheduled for an upcoming Board meeting prior to going to the RSLG. • RSA Risk Report The second monthly CLT risk review session was held on the 3rd of September resulting in 4 new corporate risks - RSA Reform, RSS Delivery, Culture and Financial Management. 2 of

	the risks, Culture and Financial Management are currently outside appetite with clear controls, mitigating actions and timelines for return to appetite circulated. Monthly CLT reviews are scheduled to the end of 2025. An overview of the Corporate Risk Register was provided: There are currently twelve corporate risks, eight of which are outside of appetite. Four of these risks have timeframes for when they are expected to return to within appetite, with Corp 4 expected to be back to appetite by October Board meeting. For the four risks without timelines for return to appetite, it was noted that three risks (Corp 2, 10, and 13) are dependent on DoT engagement and are being managed through treatment plans and direct engagement. Progress on the DTT/NDLS procurement indicates Corp 13 may return within appetite in early Q4. For Corp 2 (Capacity & Capability) and Corp 10 (Finance), greater clarity is expected in line with engagement with DoT on the 2026 business plan, budget, and fee proposal in October. In line with Section 4.2 of the Risk Management Policy, the Board was asked to accept these risks as outside appetite until end-2025, when further certainty will be available. The Board agreed to accept Corp 2, 10, and 13 as outside appetite, on the basis of ongoing engagement with the DoT and the expected timeline of Q4 2025. A discussion took place on the Cyber risk (Corp 15). The RSA noted that they have engage with other transport agencies to establish how they manage cyber risk. It was highlighted that while strong controls are in place and further improvements are underway to strengthen overall cyber security posture, given the rapid advancement of technology and wider landscape of possible threats, it is very hard to bring cyber risks within appetite. It was noted that the current scoring is prudent, given what we are seeing in the wider landscape. It was also highlighted that the current risk appetite is aligned with other agencies' cyber risks rated as cautious or adverse. The Board discussed whether it was reasonable to maintain a risk that is outside of appetite, with no expected timeline to bring it back to within appetite. The Board requested a proposal be brought to ARC of what makes sense for this risk as we cannot maintain a risk position outside of appetite indefinitely, and to continue discussions with other transport agencies regarding their risk appetite and mitigating actions for cyber risks. The Board noted that resilience and contingency planning are a main focus for cyber risks. Following the request at the July Board meeting (Action 62 2025), which was reiterated at the September ARC meeting, the Risk Board papers included an overview of the wider risk portfolio, including an extract of raw data from Directorate registers. It was caveated that deep dives and rollout of the RMP and RAS has not been completed for all directorates. Reviews are currently ongoing, and the data and figures provided in the extract are liable to change as rollout of the policy continues. The directorate reviews will be completed by the end of 2025

12	**Audit & Risk Committee Update** An update was provided on the recent Audit & Risk Committee highlighting the discussions that occurred in relation to Cap Ex and accruals. It was noted that the result of the internal audit and report on data governance, was needs improvement. The ARC Chair noted the importance of implementing the findings of this audit including holding third parties accountable. The Board discussed the ARC request to write to the C&AG in relation to delays in the ongoing audit. The Board agreed not to contact the C&AG at this time noting the derogation from the DoT on the publication of the annual financial statements, given the upcoming attendance of the C&AG to the November ARC meeting. The ARC Chair highlighted discussions regarding the ownership of the relationship with the C&AG and the request that the RSA raise any potential delays or issues with C&AG work with the ARC as a top priority to allow the ARC to take any required action.
13	**Items for Future Discussion and Any Other Business** • Action Tracker The action tracker was reviewed. A query was raised on whether individual notes can be added to the actions on the Board software. • Date of Next Meeting Thursday 23 October 2025 followed by lunch to mark the completion of the Board members' terms.

Signed: ________________________________

Chairperson

Date: __________________________