Road Safety Authority

Board Meeting Minutes

Thursday 11 December 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 Dónall Curtin	Ms Alison Coleman, Director People, Development & Culture
Ms Helen Hughes	Ms Nessa Kelly, Director of Strategy, Performance and Transformation
Mr Adrian Moynihan	Mr Des O'Brien, Director of Finance & Commercial Services
Apologies	
Ms Sinéad Kilkelly	

- 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 noting the 3 new Board members since the last meeting, Ms Helen Hughes, Mr Adrian Moynihan and Ms Sinéad Kilkelly. Ms Sinéad Kilkelly sent her apologies in advance of the meeting.
2	**Conflict of Interest Declaration** Ms Helen Hughes declared her potential perceived conflict as a representative for TII on the RSLG. It was confirmed that a management plan is in place.
3	**Minutes from 23 October 2025 Board Meeting** The minutes of the meeting of 23 October were approved. The list of actions was reviewed. The proposed work plan to accompany the extended Corporate Strategy was discussed in light of the update on the RSA Reform. The Board suggested the work plan span 2-3 year until relevant legislation can be updated. The draft plan will be brought to the January Board meeting. A sub-group of the Board and Executive Team will convene to discuss proposals for the RSA Reform The capacity analysis completed as part of 2026 business planning process was circulated. The Board requested the competency allocation per project be represented in days rather than in percentage of FTE. The Board requested that a summary of additional resource requirements and justifications be prepared.

4 4.1 4.2	**Chairperson Report** • Updated 2026 Meeting Dates The proposed meeting dates were reviewed. The first 3 meeting dates, Jan - March were agreed. Alternative dates for the remaining meetings to be circulated in light of conflicts. Audit and Risk Committee It was agreed that the ARC meetings will be held in person in Dublin with a later start time to accommodate travel. • RSA Reform Update Correspondence from the DOT to the RSA Board Chair on the RSA reform was circulated. The specific details of the reform are not yet available. It was suggested that the Chair meet the DOT to further discuss the reform. The Oversight Agreement between the RSA and DOT is due for revision in January. The Board requested the revised Oversight Agreement be brought to the Board for review prior to signature. • Leading Lights in Road Safety Awards The Chair congratulated the RSA on the success of the Leading Lights in Road Safety Awards on December 10th. Maura Moore-McCune won the 'Gertie Shields Supreme Award' for a bespoke device designed to detect fast-moving objects, and their speed, for use by the visually impaired. • Correspondence from Minister Canney Following the tragic, high-profile fatal incidents recently, the Minister has expressed his desire for the RSA to be more visible in the media following these events. The RSA are reviewing the appropriateness of appearing publicly around these events. The Board requested the RSA establish a strategy for events with major loss of life.

5	**2026 Business Plan** The draft business plan for 2026 related to transformation and business led projects, as revised in light of Ministerial and Departmental priorities, was presented to the Board. The RSA has had significant engagement with the DOT in relation to prioritisation and shared dependencies across planned projects. It was noted that this plan is based on current awareness of upcoming work, should new items arise the plan will need to be revisited alongside the DOT. The Board discussed the contingency of 10% across the projects as a whole and whether this is sufficient. It was noted that delivery of the 2026 Business Plan will be phased to manage capacity, with 15 priority projects progressed in H1 and a small number of further projects subject to review in H2, contingent on resource availability. The Board noted that in line with best practice, each project with expenditure over a million will require individual approval. The Board provisionally approved the business plan and agreed for it to be circulated to the DoT alongside the draft budget to inform discussions on addressing the deficit and the proposed fee increases. Following DOT engagement, the finalised version of the business plan will be brought to the January Board meeting for approval alongside the 2026 budget. The Board requested that the outcome of each project be included in the final version for approval.
6	**2026 Budget** The 2026 draft budget based the latest fully audited position (FY24), and the Oct-25 forecast (10 months actual plus 2 months forecast) was present to the Board. The Minister and DoT are working through a number of fees increase proposal to address the forecasted deficit. The Board discussed the benefits of preparing a business case for a routine CPI increase once fees are back in line. The Board approved the draft budget which will be brought to the January 2026 Board meeting for final approval pending DoT discussions on fee increases.
7.	**2024 Financial Statements, Annual Report & Letter of representation** The Chair will seek written confirmation of the commitment from the C&AG to normalising the RSA timeline for 2026. The annual report as approved in Q2 2025 was recirculated for ease of reference. The 2024 financial statements were reviewed, approved and signed subject to minor amendments including the addition of the new Board member names into the accounts which were completed.
8.	**Update to Bank Mandate** The update to the bank mandate was reviewed and signed.

9.	**P081 Business Case and Supplemental approval** A summary of the P081 project and outcomes was provided. The central licensing process unit was transferred to the Cloud this week, marking the completion of the preparatory work for a cloud-based CRM. Approval was sought for the Cap Ex accelerated spend in the 2025 budget, which is still within the overall project budget and part of the contract with the existing contractors. A discussion occurred on whether P081 should be considered an Infrastructure project under the Transport Appraisal Framework (TAF) or an IT project under DPER Circular 14/2021. It was agreed that P081 does not fit the infrastructure guidelines and has been included in the Circular 14/2021 annual return since 2021. It was noted that the DOT and DGOU approval are required for Circular 14/2021 projects of this scale. The DOT's Steering Board were presented with the business case, as shared with the Board, and have approved P081 in line with Circular 14/2021. Next step in the approval process is review by DGOU which may include peer review. It was noted that the forecast expenditure for the overall project as shared with the DOT, could potentially be revised given the changes to the project to date. The Board requested that these revised figures be incorporated into the business case as a supplement and brought to the January Board for approval, prior to proceeding to procurement. The Board used the opportunity to discuss the project management (PM) approval process requesting a flow chart of the existing process and consideration be given to the various stages in a project's lifecycle where it would be beneficial to seek Board oversight, separate to the approval of the annual business plan. The value of presenting the full life cycle of a project and detailed business case including the full project expenditure was noted. The Board approved the accelerated spend for the 2025 cap ex budget.
10.	**Appropriation in Aid** In accordance with the PDA, it was noted that the fixed appropriation in aid fee will be paid the DOT by year end.
11.	**Draft 2026 Procurement Plan** The draft 2026 procurement plan was reviewed. The finalised version in line with the business plan and budget will be brought to the January Board meeting. An update was provided on the ongoing procurement process for a procurement advisor.

12.	**Legal Advice on queried Procurements** A summary of the process to date was provided for context along with the financial statement notes.
13.	**Collision Data sharing technical verbal update** An update was provided on the sharing of data from AGS and onward sharing to local authorities following an action from the March Board meeting. A~~n updated~~ data sharing agreement has been signed between AGS and RSA. A joint technical project has been commenced to operationalise sharing of the revised data set to ensure compliance with the DS agreement. AGS intend to move from daily to monthly data sharing in 2027. The RSA have commenced sharing of RTC data with the NTA. This data is being shared on an annual basis to align with NTA funding cycles. The DOT are drafting legislation, expected in April 2026, to address the instruction by the CCMA that local authorities don't currently have a legal basis to receive RTC data from the RSA. DS agreements are being drafted ahead of the legislative change. It was noted that interim measures are in place to share data to help inform decisions by local authorities.
14.	**Update Public Interest expenditure** The Board noted the significant increase in public facing activities undertaken since October and congratulated the team for their efforts. The RSA predict an underspend of 1.2 million for 2025. Media partnerships have been commenced and a high-level overview of the targeted campaigns planned for the December period were presented. The positive feedback to the campaign on e-scooter alongside CHI was highlighted. The Board requested an update on focus for the 2026 ring fenced funding be brought to the January Board.
15.	**2025 Gender Pay Gap Reporting** The Gender Pay Gap report as published on 1st December was noted. The proposed People & Culture Board Sub-Committee will review the report and action plan and identify any additional areas for improvements.
16.	**Culture Update** The AP-CLT away day was postponed due to the weather warnings. The rest of the action plan remains unchanged with a rescheduled date for January in planning.
17.	**RSA CEO Board Report** • **Fatalities Report** • **RSTP Update** • **RSA Risk Report** • **DP Update**

	DT Update – The SLA target was restored earlier this year. The risk of the DT wait time escalating to 19 weeks due to the impact of the MLP as communicated to the Minister was noted. It is estimated that there will be 196 driver testers in place at the end of 2025. The recruitment process is underway for Dublin based testers. Consideration is being given to requesting a new sanction for increased driver testers. The Board requested an information sheet be prepared for the accompanying, fully qualified driver, who help learner drivers prepare for their tests. The RSA highlighted the role of the logbook for summarising the ADI's feedback and focus of each lesson stage. Consideration will be given to preparing an FAQ style document for the accompanying driver to support the learn to drive process. The Board requested additional context be provided to the Fatality figures and trends in the end of year report. The RSA clarified that the context requested is reliant on figures from the CSO which will not be prepared until mid or late Q1. A delay was noted in relation to COVIS due to the need to reverse the consolidation of data by the DOT. The consolidation was the result of a change in regulation, impacting the DOT reporting structure, but unintentionally impacted the data required by the RSA. **Corporate risks** It was noted that there are 2 remaining directorates to present to ARC, which is aimed to be completed in Q1 2026. The CLT review session of December 8th focused on the RSA reform, noting the significant uncertainty around the details of the reform. Corp 16 risk rating was increased with mitigation actions to engage with the DOT. An update on the risks with ratings outside of appetite and the plan to return to appetite was provided.
18.	**Audit & Risk Committee Update** • **Risk Management Policy and Risk Appetite Statement** The proposal to change risk appetite for Corp 15 from Averse to Cautious as recommended by the ARC, was agreed by the Board. The ARC Chair noted ARC had approved the reporting of finances be done on a 6-month basis. A summary of the discussion on the staffing sanction request for the DOT was presented. The Board requested the sanction request be summarised and shared with the DOT, despite the request for the sanction not being received.
19.	**Items for Future Discussion and Any Other Business** • Next Meeting Thursday 29 January 2026, Dublin

Signed: ______________________________

Chairperson

Date: ______________________________