# Road Safety Authority

## Board Meeting Minutes

## Friday 27 February 2026

| Present | In Attendance |
|---|---|
| Ms Anne Graham, Chairperson | Ms Alison Coleman, Director People, Development & Culture |
| Mr Dave Montgomery | Ms Nessa Kelly, Director of Strategy, Performance and Transformation |
| Mr Brian McCormick | *Mr Des O'Brien, Director of Finance & Commercial Services |
| Mr Dónall Curtin | *Mr Gerry Maguire, Director of Technology, Platforms & Solutions |
| Ms Helen Hughes | Mr Brendan Walsh, Chief Operations Officer |
| Mr Adrian Moynihan | Mr Michael Rowland, Director of Research, Standards & Assurance |
| Ms Sinéad Kilkelly | Ms Annette Fergusion, Acting Communications AP** |

- Minutes taken by Ms A. Coleman, Acting Board Secretary *Attended virtually ** Attended part of the meeting

| Item | Agenda |
|---|---|
| 1 | **Introduction and Apologies**<br>The Chairperson welcomed everyone to the meeting.<br>Apologies from Board Secretary and Chief Executive Officer. |
| 2 | **Conflict of Interest Declaration**<br>There was nothing to declare. |
| 3 | **Minutes of RSA 29 January Board Meeting & Action Tracker**<br>The minutes of the meeting of 11 December were reviewed and approved. The list of actions was reviewed. |
| 4 | **Chairperson Report & Matters Arising**<br><br>**- Ministerial meeting and Role of the RSA**<br>The Chair provided an updated following the recent meeting with the Minister of State at the Department of Transport, Minister Canney. It was noted that the role of the RSA was a key topic of discussion during the meeting. The Chair advised board members to consider the current legislative framework for the RSA when considering the future remit of the RSA.<br>The Board agreed to invite the Minister to attend a Board meeting to discuss the role of the RSA and particularly the role of advocacy.<br>The role of the Road Safety User Forum (RSUF) was discussed with the Board noting a representative from the RSUF would be a beneficial guest speaker during a Board meeting.<br><br>- **Planned Review of Government Documents** |

| | |
|---|---|
| | The annual review of all Board Governance documents is scheduled for the March Board meeting. The revised versions will be circulated in advance of the meeting for review. The Terms of Reference for the new proposed committees will be developed and circulated.<br><br>- **Board Training**<br>The Chair has requested training for the full Board and members of the Executive with proposed dates to be agreed. It was noted that the training may be delayed, following a Ministerial proposal for additional Board members, to ensure new members can attend the training. The Chair agreed to circulate the proposal for agreement.<br><br>- **Legal Proceedings**<br>The Director of PDC notified the Board in relation to recent legal proceedings which have commenced and are being actively managed with the RSA legal representatives. The Board are keen to understand how the proceedings had materialised, with a focus on the relevant internal processes. An update may be brought to the Board on this item before the March meeting. An update on all ongoing legal proceedings will be brought to the March Board meeting. |
| 5 | **Industrial Relations Update**<br>An update on the industrial relations matter was provided. There is an expectation that there will be some complaints once the agreed new way of working goes live on the 9 March. The matter is being closely monitored with media engagement prepared if required. |
| 6 | **Audit & Risk Committee Board Update**<br>The report was noted. The ARC reviewed and approved the draft 2025 financial statement and the effectiveness of Internal controls including the assurance statement from the Executive, the ARC Annual report and the Internal audit (IA) annual report. It was noted the IA annual report gave an overall satisfactory rating.<br>An update on the current internal audits was provided. It was noted that the 2026 IA plan will incorporate a review of operationalisation of the Risk Management Framework and the Project Management Office Governance Framework.<br>The successful provider for the independent, strategic review of Procurement has been appointed with the Terms of Reference to be circulated to the ARC.<br><br>The ARC Chair noted the need for the development and implementation of AI policy was discussed and should be prioritised. The Board also noted the importance of planning to meet the government's digitisation plan for 2030.<br><br>The ARC Chair noted the review and discussion of the requested resource plan, particularly noting the usage of contractors, sanctions, and relevant reporting. The Board |

| | |
|---|---|
| | agreed that this item would be reviewed by the People and Culture Committee once established.<br><br>The C&AG indicated that the audit would be completed in June, noting that an extraordinary Board meeting may be required if the final accounts are not provided by the June Board meeting.<br><br>It was agreed that regular updates on the Multiple Learner Permit impact should be brought to Board.<br><br>- **2025 draft Financial Statements**<br>The draft 2025 Financial statements as revised following the ARC meeting were approved by the Board to be shared with the DOT. |
| 7 | **2026 Business Plan including projects and operations.**<br>The revised 2026 business plan was presented outlining the key activities for 2026, including key projects as well as the broader set of business initiatives each with clear deliverables, reporting arrangements, and responsible owners. The plan is aligned to the key strategic themes in the existing corporate plan. Two new areas were introduced around road safety research and the reform programme. The Board were advised that the follow-on Corporate Strategy will be developed by Q4 2026. The Board approved the Plan and requested that overall progress against the Plan be reported on a half-yearly basis, with reporting approach to be reviewed for future plans. The Board also noted the importance of developing strategic KPIs as part of the next Corporate Strategy which should cascade down to business plan level and in ensuring that future plans reflect both internal and external organisational priorities. |
| 8 | **Creative and digital services Contract Procurement**<br>**Annette Ferguson, Communications AP joined the meeting.*<br><br>The RSA outlined the proposed procurement approach for the provision of creative and digital services, which has been the subject of legal advice, for the Board's approval. Legal advice was sought as OGP Frameworks previously utilities, do not allow for third party costs. Market soundings have been undertaken to ensure there is interest in this proposed contract.<br><br>It was noted that to facilitate the proposed procurement approach, the current contract requires an additional nine-month extension which is not incorporated in the existing contract. Approval was sought to extend the existing contract via contract modification ("Safe Harbour") in line with Regulation 72 (1) (e). |

| | |
|---|---|
| | The Board approved both the proposed procurement approach for the provision of creative and digital services and the related extension of the current contract under Regulation 72 (1) (e)<br>**Annette Ferguson, Communications AP left the meeting.* |
| 9 | **P081 request for approval to proceed with issuance of Pre-Qualification Questionnaire (PQQ)**<br>The RSA highlighted the urgent need to proceed with issuing the Pre-Qualification Questionnaire (PQQ) for the licensing services as a result of the 15-month delay, following the DOT instruction to stop the procurement process. It was noted that existing contracts now require secondary safe harbour stages and potentially short-term procurements. It was noted that the decision from the Office of the Government Chief Information Officer (OGCIO), in the Department of Public Expenditure and Reform is still awaited. The OGCIO decision relates to the technology aspect of the project only.<br>The Board noted their support of the OGCIO and DOT in the process. The Board discussed the significant risk to service delivery beyond 2028 and considered value for money, public interest, and the need to continue operations. The Board approved the issuance of the PQQ and proceeding to the shortlisting stage of the procurement process, whilst the OGCIO decision is awaited. It was noted that a further review will occur prior to the Invitation to Negotiate (ITN) stage of procurement.<br>The Board requested that the DOT and OGCIO be informed in the week of March 2nd of the above position. |
| 10 | **Finance Update including Cap Ex**<br>An update was provided on the financials to date. The Executive provided the Board with an overview of the 2025 capital out-turn, including expenditure across the PMO portfolio, outlining budget versus actual spend and associated variances, with four project overruns and thirteen underruns reported. The Executive noted that a key factor influencing variances was the reallocation of internal technical resources to DTT NDLS Programme P081 to progress technology workstream and mitigate procurement-related risks. While this enabled progress on elements not dependent on procurement, it reduced available capacity for other projects. The Board queried whether the recorded underruns represented savings, and the Executive confirmed that the majority reflected delayed expenditure rather than savings, with the associated work expected to continue into 2026. |

| | |
|---|---|
| 11 | **2025 End of Year Fatality Figures**<br>The report was noted. The RSA noted that research and analysis of this data inform all RSA interventions. It was agreed that a presentation on Deterrence Theory be presented to the Board. Planned outreach including the annual RSA conference and media campaigns focusing on key cohorts as identified in the analysis of the fatality figures were discussed. The theme of the annual RSA conference is young drivers. The increase in fatalities to volumes similar to what occurred in 2016 was highlighted. Previous successful interventions such as stakeholder involvement including vulnerable road users, were highlighted and will be considered in any planned interventions. |
| 12 | **RSA CEO Board Report**<br>The Board discussed personnel matters including the advertisement for a temporary Director of Partnerships and External Affairs and the RSA's usage of contractors.<br><br>An update was provided on the new driving test centres. The RSA outlined emerging issues and related engagement with stakeholders to mitigate these issues to ensure favourable outcomes.<br><br>• **Fatalities Report**<br>The fatalities report was noted.<br><br>• **RSTP Update**<br>No update available as CEO absent.<br><br>• **RSA Risk Report**<br>Corporate Risk Report taken as read, with the CRO highlighting a small number of risks currently outside of appetite (Corporate Risks 2, 10 and 20) without clear timelines for returning within appetite. It was noted that the ARC had agreed that a comprehensive review of these risks would be undertaken, including reassessment of risk articulation, categorisation, scoring, and alignment with risk appetite, alongside a review of controls and mitigating actions. Proposals arising from this work will be presented to ARC in April.<br><br>It was further agreed that a Directorate Risk Deep Dive session will take place following the ARC meeting on 30 April, with ARC members in attendance and the session open to Board members.<br><br>The Board also discussed the PDC 8 IR risk and actions arising from the Board update of 19 February, seeking a paper on lessons learned and clarity on the process for escalation of risks from Directorate registers to the Corporate Register. The Executive confirmed that risk management policies and procedures had been followed and noted the fluid nature of the |

| | |
|---|---|
| | situation, with the risk escalating within a short period - after ARC papers had issued. However, it was agreed that the escalation process needs to be reviewed to provide assurance to the Board that process exists and is being implemented. It was also noted that, given the strategic nature and potential cross-organisational impacts of this risk, it will remain on the Corporate Risk Register going forward, even when assessed as being within appetite. |
| 13 | **RSA Cultural update**<br>The report was noted**.** |
| 14 | **Memorandum in relation to complaints**<br>The processes and supporting framework for complaints were outlined to the Board. It was agreed that going forward a quarterly update on complaints stats will be provided as part of the CEO report to Board. The RSA are prioritising the customer loop as part of the ongoing business planning work. |
| 15 | **Items for Future Discussion and Any Other Business**<br>There was nothing further to discuss. |
| 16 | **Meeting in the Absence of the Executive**<br>The Board had a closed session without members of the executive present. |

**Signed:** ________________________________

**Board Chairperson**

**Date**: ______________________________