

NSAI

Innovating to
shape a safer,
better, and
sustainable
future

**NSAI Strategic Plan
2022-2026**





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Foreword



Foreword by Minister English

I am delighted to see the NSAI's Strategic Plan for 2022 to 2026, Innovating to shape a safer, better, and sustainable future, come to fruition. NSAI is a vital agency for Irish enterprise, and especially for businesses based in Ireland, both large and small, who are looking to grow in export markets, whether directly or by participating in global supply chains, where the validation provided by standards and by certification is so valuable.

NSAI's work, across standards, certification, and metrology, is both deeply technical and scientific, but also touches strongly on so many aspects of items that citizens and businesses depend on in everyday life. Looking around each of our homes, offices, or workplaces, and places where we obtain important goods and services, we can see the prevalence of the "CE" mark, the importance of standards for interoperability between different objects, and the essential value of reliable units of measurement. In our everyday life, we are likely to encounter items that are the result of standards, or certification, or measurements, which are the result of NSAI's work.

NSAI has played a central role in Ireland's response to the significant challenges of the Covid-19 pandemic, and in particular the ability of Irish businesses to reopen and operate safely. NSAI's influence in this context was particularly strong in the retail sector, which is also the largest private sector employer in the State, through the detailed guidance for retail in general and for shopping centres in particular.

I am delighted and encouraged that NSAI's new Strategic Plan aligns so strongly with some of our most important cross-Government

priorities for the coming years. So, this Strategy gives priority to Climate Action and Sustainability; to Digital Transformation; to Construction, with a particular focus on Housing; and to Medical Technology. These are overriding opportunities and challenges not only for NSAI, but for Government, the EU, and indeed the entire global community.

NSAI is a knowledge-based organisation, where the expertise and quality of the people in the organisation is crucial. Through its long-established subsidiary in the US, and its newer subsidiary in the UK, NSAI is perfectly placed to leverage this knowledge and expertise for the benefit of enterprises based in Ireland to grow into these other markets, and also to enhance our competitiveness for FDI coming from those jurisdictions into Ireland.

I wish NSAI every success with its rightly ambitious new Strategy, and I look forward to working with the Board and all of the staff to ensure continued success.

Damien English TD

Minister of State for Business,
Employment and Retail



Chairperson's Foreword

As Chair of the NSAI Board, I am delighted to introduce our Corporate Strategy for the next five years.

As NSAI operates at an intersection of scientific measurement and government policy, the work undertaken by NSAI evolves constantly. The challenge for our organisation is to keep pace with developments that can have far-reaching implications in how we live our lives.

If the past has taught us anything, it is the importance of standards to our future.

As global issues of climate change, new technologies and international trade evolve, the role of standards has never been more apparent. However, it is not enough for the standards community to develop standards – to help us realise the possibility of standards, the business community must take responsibility to ensure the best international standards are a component of their operating processes and products.

The implementation of standards enables organisations, policymakers, regulators, and government to reap the benefits of best international practices in areas of fundamental importance not only for business and the environment but also for the citizen.



This ambitious strategy sets out plans to innovate and shape a safer, better, and sustainable future.

I wish to acknowledge the contributions of stakeholders to this process and the ongoing support of the Minister and our colleagues in the Department of Enterprise Trade and Employment, who have supported NSAI's evolution since its establishment. I would also like to thank my board colleagues, management, and staff for their commitment to developing a comprehensive and challenging strategy that sets the direction of NSAI over the next five years.

The next phase in NSAI's journey now begins as we deploy our resources to meet the challenges of our strategic objectives.

James Kennedy
Chairperson

A message from the CEO of NSAI

I am delighted to introduce the NSAI strategy 2022 – 2026 *Innovating to shape a safer, better and sustainable future.*

The events of recent years have demonstrated how resilient we are as a country. As an organisation, NSAI has also demonstrated how resilient we can be in the face of the challenges that Covid 19 has, and continues to present, to us. With the announcement of our new strategy, we have an opportunity to serve enterprises in the recovery of the economy and aid in the delivery of solutions that match the changing landscape of how business works today and tomorrow in a post-pandemic world where sustainability, climate action and the pace of technological innovation are to the fore.

A key consideration in the development of this strategy was how we could use our knowledge and expertise as informed by the international standards community to connect, facilitate, and develop our global business community while also aligning with Irish government policy. In doing so we aim to complement and support the goal of making Ireland the best place to succeed in business across Ireland for all our stakeholders. This strategy will allow NSAI to maximise the opportunities presented by the diversity of innovation we see through our standards, certification, and metrology work in anticipating and supporting the future needs of the Irish economy.

The breadth and depth of this knowledge is evident across our strategic goals which span many national policies, in particular the growth of SMEs, climate action, digital transformation, growth of medtech and meeting commitments under the Government's Housing for All policy.



This strategy represents significant opportunities for NSAI to contribute to and take a leadership role in these core national priorities. NSAI will provide critical support to public and private sector to achieve sustainable development goals.

For NSAI, 2022 is an exciting time for the future of the organisation and in this document, I am proud to announce our new Mission, Vision and Values statements, which will guide the continued development of our organisational culture and this strategy.

Realising the ambition in this strategy will require the NSAI to co-create with all its stakeholders in unlocking our repositories of knowledge, to expand and enhance the use of standards in fostering enterprise and improving business resilience, efficiency, and competitiveness. We will develop new ways for enterprises to access our knowledge and develop programmes of dissemination and co-creation across all the sectors we service.

The success of the new strategy will be achieved through the collective implementation of NSAI's seven strategic projects, measured by the achievement of a schedule of key performance metrics using a detailed work breakdown structure. The cross-organisational nature of this strategy reinforces my belief that when people come together from the seemingly unrelated

activities of NSAI, they can and do achieve great success.

NSAI is a knowledge-based organisation and to deliver for Ireland and our global business community, attracting and retaining our most important resource, our people, is critical to our success. A crucial aspect of this strategy is developing innovative ways of ensuring the retention and recruitment of the best people available.

I wish to offer my sincere thanks and appreciation to my colleagues at NSAI, our Board, the Department of Enterprise, Trade and Employment, and partner agencies, all of

who contributed to the creation of a robust and ambitious strategy that will enable NSAI to drive and support excellence for enterprise, promote sustained economic growth and ensure societal protection for many years to come.

I also wish to acknowledge and thank all at Ingenium for guiding us through the process.

Geraldine Larkin
Chief Executive Officer

Strategic Goals and Pillars



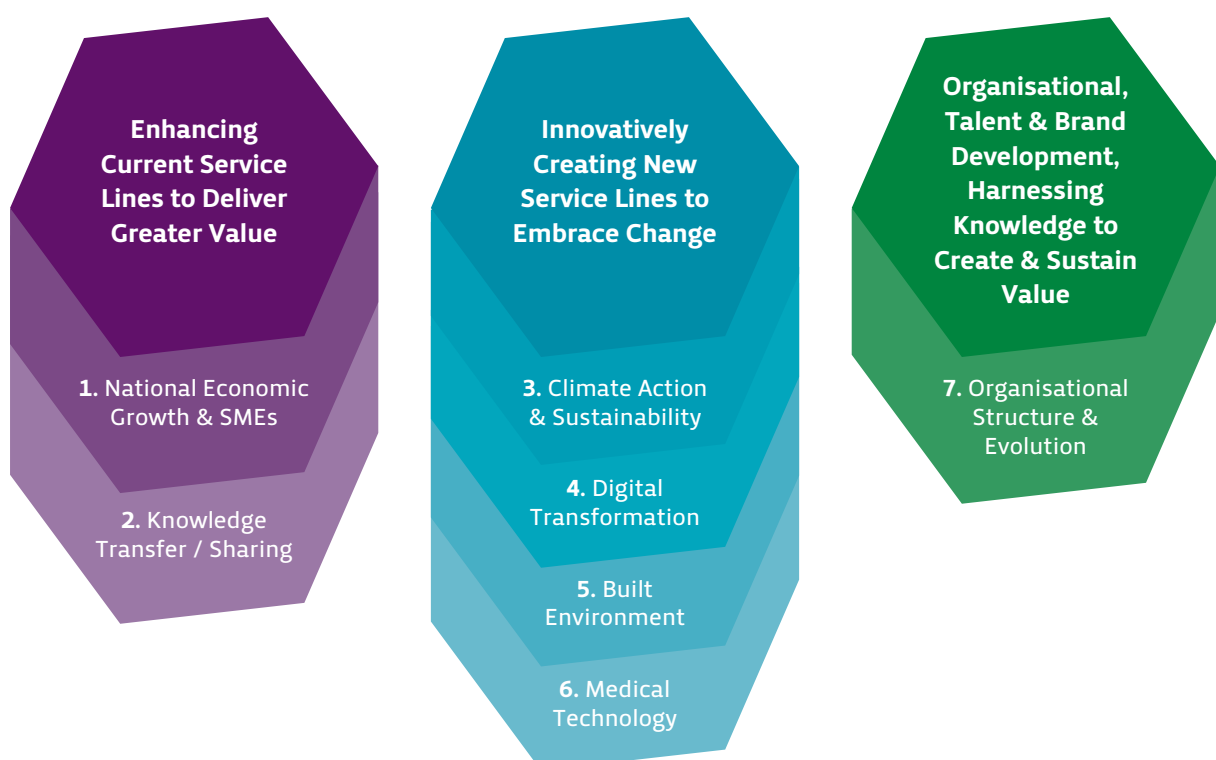
The National Standards Authority of Ireland (NSAI) commenced its strategy development process in May 2021 to renew its strategic direction for the period 2022 – 2026. NSAI’s Board and Management Team envisioned this renewal as an opportunity for NSAI to provide an enhanced service portfolio which will enable the enterprises it serves to develop and grow in a sustainable fashion. The process acknowledged and assessed the changing trends across the national and global markets that NSAI serves, as well as embracing the landscape of future market developments, particularly those that will result in noticeable and underlying changes for the enterprises that NSAI supports to ensure this renewed strategy is pre-emptive in supporting the emerging needs of the Irish economy.

In developing this strategy, three strategic goals emerged that will position NSAI as a

leading industry exemplar, one that will enable transformational change for the enterprises it serves and safeguards. The three strategic goals for the strategy are summarised below:

- **Enhance NSAI’s current service lines to deliver greater value to enterprises**
- **Innovatively create new service lines to embrace changes in Digital Transformation, Climate Action, MedTech, and the Built Environment**
- **Developing NSAI’s organisation, talent and brand identity, as well as harnessing specialist knowledge to create and sustain value**

For each of these strategic goals a number of strategic project initiatives have been developed, scoped and resource planned. They are presented within this report, setting up three strategic pillars for the strategy.



This approach will ensure that environmental and climate action initiatives are embedded throughout the strategy; that the social impact of the strategy embraces diverse and inclusive contributions across emerging strategic initiatives; and that the organisation's public service mandate remains the cornerstone of its central function, collectively ensuring a sustainability in strategic premise for both the NSAI and the enterprises it supports. This will be particularly significant given the accelerated

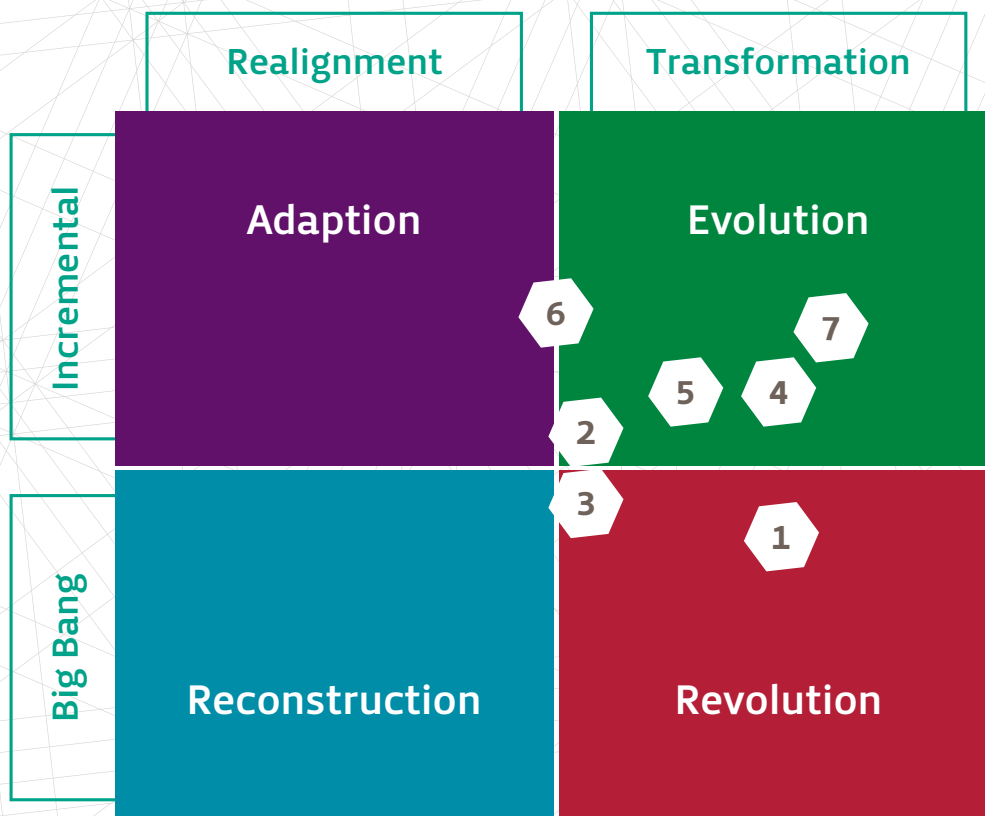


nature of some of these developments, with NSAI's role of enabling enterprises, including SMEs, multinationals, and the supply chain, and safeguarding consumers as each prepare to embrace the future requirements and demands of a rapidly evolving world.



The ambition in this strategy is captured through a categorisation of all the proposed strategic project initiatives, categorised across four quadrants of change impact; identified as either adaptive, reconstructive, evolutionary,

or revolutionary in nature. In the whole, after assessing all of the emerging strategic project initiatives, the overall density of change for this strategy gravitates towards the evolutionary quadrant.



Collectively, these strategic project initiatives will enable the organisation to drive and support excellence for enterprises, promote sustained economic growth and ensure societal protection, while embracing innovative solutions and systems as the organisation serves a growing global Irish network of interconnected stakeholders. In an ever-increasing dynamic world with an expectation of higher standards, this ambitious strategy will allow NSAI to directly tackle the critical key areas in supporting the future growth within both domestic and global economies.



**EVOLUTION
FOR SUCCESS**

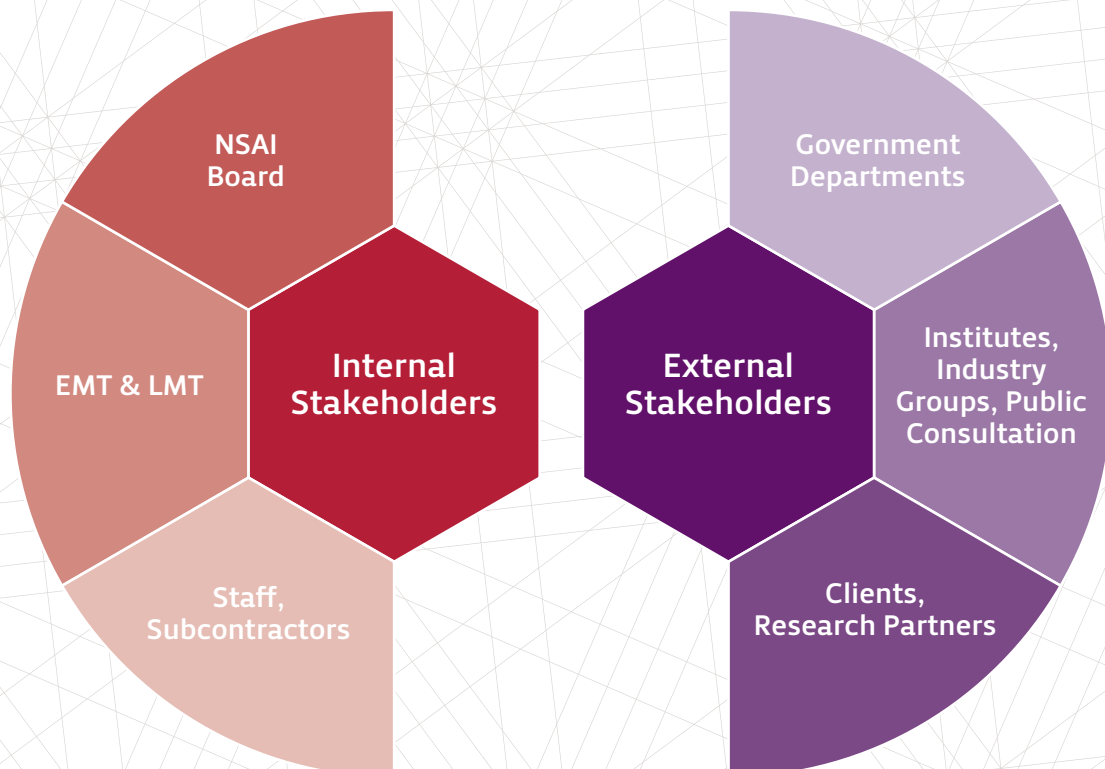


Stakeholder Engagement



As part of the strategic process used in the creation of the NSAI Strategy 2022-2026 – Innovating to Shape a Safer, Better, and Sustainable Future, feedback was solicited from key internal and external stakeholders to NSAI, including a public consultation. A wide and diverse stakeholder engagement process was adopted to ensure all voices were heard. All groups brought unique and distinct perspectives. Engagement included both surveys and interviews providing the NSAI with clear areas of strategic focus and direction.

This feedback was considered along with relevant national level strategies, such as Climate Action Plan 2021, Industry 4.0, SME Growth Plan, and National Artificial Intelligence Strategy, to identify themes appropriate to this strategy and explore the opportunity for potential partnerships with other bodies. All these activities ensured a diversity of voices from NSAI's internal and external stakeholders were heard proportionally. Clear themes emerged from this engagement, which have been captured in the development of strategic objectives and strategic project initiatives.



External Market Environment



NSAI

The stakeholder consultation provided the NSAI strategy team with a clear perspective on the emerging streams and direction of NSAI's strategy. Some themes generated within the stakeholder consultation focused on expanding NSAI's current services into new markets and sectors such as Digital Transformation, the Built Environment, Climate Action and Medical Technology. To complement this, an external market analysis was conducted to assess the

landscape for new and emerging themes to provide an understanding of major trends impacting all enterprises and businesses alike. It also validated key themes emerging from the stakeholder consultation and provided clear context to turn assumptions into informed decisions. This analysis was conducted across five perspectives to develop a comprehensive outlook of the external market forces.

The Global Economy

The pandemic tested all global economies severely with lockdowns, healthcare emergencies, and supply chain breakdowns, which caused a global recession that negatively affected all countries, including emerging and developing countries. However, it also brought to forefront the importance of digital transformation, flexible working, and resilience of enterprises across all sectors. Now, supported by vaccination programmes globally, the Irish economy and the world is poised for a V-shaped recovery in the next 2-3 years. Ireland's GDP is forecasted to grow at 7.2% in 2021 and 5.1% in 2022 (European Commission Forecast, July 2021).

**Ireland's
forecast
GDP growth
'22 to '26
+16%**



Key Sectors and Industries Outlook

Global shutdowns brought many industries and sectors to a standstill, with travel, hospitality, manufacturing, and retail being the most severely hit. Education, public services, professional services, healthcare, and retail sectors accelerated the adoption of digital technology to sustain business continuity. This trend emphasised the importance of getting economies ready for widespread adoption and application of key future technologies including: 5G, IoT, AI, VR/AR, Machine Learning, Nanotechnology, and 3D printing. Cybersecurity and data privacy emerged with paramount importance to develop and maintain trust and transparency, as enterprises collectively enhanced their digital transformation. The confluence of Environmental, Social and Governance (ESG), as key measures for positive and progressive climate action transformation; diversity and inclusion; and sustainability processes in governance gathered tremendous pace globally, as the world's appetite for

**Zero Carbon
2050**

fossil fuel energy waned, supplanted with accelerated investment in renewable energy schemes reaching an all-time high. Ireland also joined a list of global economies in upholding itself by the Paris Accord, in reaching Net Zero Carbon by 2050, underpinned by commitments arising from the COP26 Glasgow Summit.



Workforce and Ways of Working

Globally, enterprises pivoted to remote and flexible working to ensure workforces remained in employment with business continuity maintained. The shift to remote work helped enterprises sustain by reducing operating and travel costs and increasing productivity with more efficiency in customer engagement. Employees embraced the benefits of flexible working with employers now developing flexible, hybrid working strategies as a permanent feature for workplaces going forward. In Ireland, 53% of those working wanted to keep working remotely for more than one day in a week, even after the pandemic ends (NUI Galway in collaboration with Western Development Commission, May 2021).

**Hybrid Working
Expectation
53%**



What the Future Might Hold?

The pace at which the world has changed during 2020-2021 has highlighted the role of resilience, adaptability, and technology adoption for economies and enterprises. This transformational change also brings the role of regulation, standardisation, and certification to the forefront in instilling confidence, credibility and trust in products and services. Global regulatory and standardisation bodies have to think about becoming proactive, dynamic, and faster to ensure the pace of frameworks and regulations is at par with the pace of change.

Change Dynamics
Proactive,
Dynamic,
Faster



Where are our Peers?

The global strategic landscape for national and regional regulatory, metrology and certification authorities has been refocused to the future state to assess and develop relevance and value, including horizon scanning solutions for digital transformation, climate action and sustainability, the built environment, and medical technology. Exploring new leadership pathways in these emerging, transformational sectors, competitors and peers are a significant driving force in this strategic change. There is an opportunity for NSAI to embrace cross-collaboration with peer groups to continue and build upon the exiting culture of knowledge transfer.

Peer Review
Transformational Focus
Leadership Force
Cross Collaboration



Alignment with Department of Enterprise, Trade and Employment Strategy



To ensure that this strategy 'NSAI 2022-2026 – Innovating to Shape a Safer, Better, and Sustainable Future' aligns with DETE's current strategy, this report has considered a number of key aspects of the DETE strategy and its key goals.

DETE's strategic goals promote a sustainable economic recovery, workplace equality, enhancing regulatory environments, climate action transition, and instilling innovation, and agility within a public service ethos to deliver on policy implementation. To complement this, NSAI's strategy has specific initiatives centred on supporting national economic growth through development and support for SMEs, enabling employment creation, and growth; embracing diversity and inclusion in collective development of its strategy; enhancing Ireland's trade attractiveness through its current and future services; supporting enterprises in the digital transformation; as well as the creation of support initiatives to help Ireland achieve its net zero carbon emission reduction goals by 2050. Additionally,

given Ireland's strong entrepreneurial culture, recognised for the innovative quality of its entrepreneurs, and acknowledged by entrepreneurs as a world class environment in which to start and grow a business, NSAI is well placed with this strategy to support the growth strategy of entrepreneurs, enabling them to face their challenges with confidence, harnessing their full potential.

Embracing appropriate national policies linked to AI Strategy, Manufacturing 4.0, Housing for All, Climate Action 2021, SME Growth Plan, National Recovery and Resilience Plan, NSAI has included in its strategy new approach streams in developing partnerships with both public bodies, and private enterprises to support more expansive and efficient access in horizon scanning the changes across all relevant sector to access, analyse, and communicate knowledge that will enable enterprises to address latent and emerging issues, particularly those that could potentially impede sustainable growth.

Mission, Vision and Values



As part of the strategic planning process, a review of the NSAI's mission, vision, and values to support the strategy was conducted. It was considered necessary that the mission, vision, and values for NSAI should be renewed to align with the new strategy 'NSAI 2022-2026 – Innovating to Shape a Safer, Better, and Sustainable Future'. These three strategic constructs have been renewed, and are set out below.

NSAI's renewed Mission, aligned to the new strategy, as set out below, establishes what NSAI does, how it does it, who it does it for, and the value it brings.

NSAI drives and supports excellence for enterprises and societal protection, while embracing innovative solutions and systems. NSAI serves a global Irish network of interconnected stakeholders to enable improvement in productivity, capacity, scalability, and innovation, aligned to embrace emerging and future technologies.

Innovating to Shape a Safer, Better, and Sustainable Future.

Mission

NSAI utilises our specialist knowledge and expertise, together with industry best practice, to connect, facilitate, and develop our global business community, while developing innovative solutions, shaping a safer, better, and sustainable future.

NSAI's renewed Vision statement, both aspirational and inspirational, sets out a future orientated goal for the organisation, aligned with the new strategy.

Vision

To be recognised as the partner of choice across our global business landscape in the provision of world-class, technical and expert services that facilitate transformative and sustainable business success.

Values

NSAI's renewed Core Values will underpin and support the mission and vision, shape the culture, and reflect what it is that NSAI truly respects and values.

EXCELLENCE

We take great pride in and promote leading edge competency and resilience in the pursuit of excellence in our work, embracing emerging change and opportunities.

EXPERTISE

In maintaining our forward-looking competencies, we recognise the critical importance of ensuring the continued development and growth of our people.

ACCOUNTABILITY

We hold ourselves and each other to account to consistently live our core values in the delivery of our mission, ensuring the highest level of credibility for all stakeholders.

RESPECT

We recognise that success can only be achieved by respecting the diversity of our staff, customers, and partners. This is ensured by demonstrating an open and engaging approach in all our interactions and fostering an environment that is built on mutual trust.

INTEGRITY

We value integrity and manage impartiality. These are the cornerstones of our activities and are in the forefront of our dealings with all stakeholders.

INNOVATION

We support the need for agility and innovation throughout our processes, systems, and services, achieved through continually challenging the ways of today.

COLLABORATION

We collaborate across our organisation, with our staff, as well as external partners in an engaging manner to create sustainable value for Ireland across a global landscape.

Strategic Project Initiatives



The strategic goals and pillars are supported by a range of strategic project initiatives, including service enhancement, service expansion and organisation enablement, comprising of multiple sub-projects delivered across the lifetime of the strategy. The seven key Strategic Projects (SPs) developed from this process will provide NSAI with both a platform and direction to embrace the key outcomes from this detailed development process and will set the

organisation up for a transformative journey over the next five years.

The seven Strategic Project Initiatives are outlined below: SPs 1 – 6 focus on embracing change and opportunity from an external context, whilst SP7, an internal organisational development and enabling project, has four separate strands.

NSAI's strategic project initiatives are set out across each of the three strategic goals, listed below:

**GOAL
1**

Enhance NSAI's current service lines to deliver greater value to enterprises

**GOAL
2**

Innovatively create new service lines to embrace changes in Digital Transformation, Climate Action, MedTech, and the Built Environment

**GOAL
3**

Developing NSAI's organisation, talent and brand identity, as well as harnessing specialist knowledge to create and sustain value

Strategic Goal 1:

To enhance NSAI's current service lines to deliver greater value to enterprises

SP
1

Supporting National Economic Growth and SMEs

Strategic Impact

Expand and enhance use of standards (including Certification and Metrology) in fostering enterprise and improving business resilience, efficiency, and competition.

Context

NSAI's new strategic initiatives have been structured to support the sustainable development and growth of Irish companies through the adoption of best practice in standardisation, certification, and regulation.

Given that SMEs represent about 99% of all business enterprises in Ireland, supporting and sustaining their growth will directly support and protect Irish economic growth, innovation, job creation, and social integration.

This strategic project initiative will focus on ensuring that standardisation is increasingly seen as a bridge between research, innovation, and the market, and as a means of capturing and disseminating knowledge, of demonstrating compliance through certification and inspection. Through this, NSAI can contribute positively to the economy by supporting SME growth and prosperity in order to remain competitive on the global stage.

Key Deliverables

- Provide an Infrastructure to support the requirements as expressed by SMEs
- Develop sustainable SME business support programmes and packages
- Leverage digital technology and Artificial Intelligence to provide autonomous online supports and knowledge transfers for business
- Enhance Government Departments and Agencies recognition of the strategic value and use of standards to support public policy delivery

SP
2

Knowledge Transfer and Sharing

Strategic Impact

NSAI recognised, referenced, and engaged with as the accessible source of valuable knowledge contributing to business success and national policy.

Context

NSAI will unlock the value of its central repositories of information and knowledge management for Irish business and economic actors, to inform and influence the future shape of their organisations and business sectors.

This Knowledge Transfer and Sharing initiative refers to the sharing of knowledge and between individuals, groups, across current and future users, with a common purpose.

As a repository of technical, systems, and process knowledge the NSAI Act 1996 makes specific reference within the Authority's functions to encourage the use of standard specifications to improve processes; to formulate guides, recommendations, and codes of practice; and to promote and disseminate information in standards; as a result, the NSAI has a clear role to maximise the benefit to the Irish economy from the State's involvement in standardisation.

Key Deliverables

- Develop the portal access point and framework to support knowledge transfer
- Develop structured internal knowledge transfer programme to allow NSAI become more resilient, strengthening the culture of learning and growth
- Develop a sustainable programme of NSAI expert knowledge dissemination on sectors of strategic importance

Strategic Goal 2:

To innovatively create new service lines to embrace changes in Digital Transformation, Climate Action, MedTech, and the Built Environment

SP
3

Climate Action and Sustainability

Strategic Impact

NSAI services to be a key lever in combatting environmental challenges such as climate change.

Context

NSAI will act as a central contributor in the challenge to combat climate change. NSAI recognises the need to tackle climate change and the related environmental challenges as this generation's defining task and considers standards to be a critical enabler to solutions needed for a Green Transition.

Our world faces major threats to the environment if it fails to adequately address risks such as climate change, biodiversity loss and pollution. These and other issues cut across national borders and cannot be solved by one individual, company (e.g., MNC, SME, Energy Developer), or government alone. International cooperation is required, with a view to achieving sustainability rather than short-term solutions.

This strategic project initiative will set out NSAI's key role in collating and interpreting International Standards, which will be important tools to lead and support the shift towards a more sustainable future. On a national level NSAI is already achieving significant traction in its contributions to the Climate Action Plan. There is huge potential to apply NSAI's toolset - Certification, Standards, Legal & National Metrology - to the big challenges and currently there are no challenges bigger than the threats to our environment.

Key Deliverables

- Structure services to support Ireland's Green Transition as an enabling force, certifying & measuring compliance, researching and regulating for eco-friendly innovation and sustainable economic growth
- Provide an infrastructure to lead and direct the NSAI efforts supporting the Green Transition – featuring a Centre of Excellence devoted to Climate Action
- Establish NSAI as an exemplar organisation in terms of commitment to internal environmental targets

SP
4

Digital Transformation - Cyber, AI, Robotics, 27001

Strategic Impact

NSAI acts as Ireland's leading Digital Transformation influencer and innovator, leading to enhanced confidence in Ireland's digital business infrastructure.

Context

NSAI will be at the forefront for Digital Transformation through the development of standards and the implementation of processes that will enhance confidence in Ireland's business digital infrastructure. Digital transformation is a key component for business success and a major driver of productivity growth through improvement in process efficiency and quality.

The growing adoption of technologies is disrupting traditional roles and transforming the world of work, with one in three jobs in Ireland at high risk of being affected by digitalisation. Across all enterprises, organisations are accelerating digital transformation processes for long-term growth and profitability, yet a significant body of SMEs remain untested in the face of digital challenge and their digital transformation readiness. From a public service perspective, the Government has set out a Digital Agenda for the Public Service, providing public bodies with clear objectives to work towards.

This initiative will focus on NSAI collaborating with public and private entities, as well as participation in international standardisation processes, to develop certification schemes and other NSAI services that can enable organisations respond to the encompassing nature of digital transformation to reimagine their Processes, Business Models, Domain and Cultural/Organisational transformations.

Key Deliverables

- NSAI services to be recognised as a key lever and leader in the evolution of the Irish digital ecosystem through modern, flexible digital processes and services
- To be at the forefront of digital transformation by developing standards and certification for Irish business and government to enhance confidence in Irish industry
- Enabling SME digitisation for Industry 4.0, online platforms, blockchain ecosystems, and artificial intelligence
- Provide systems and standardisation solutions to deliver enhanced digital security protection to Ireland's digital infrastructure

SP
5

Built Environment - Housing, Construction, Products & Processes

Strategic Impact

NSAI will provide and expand critical support for public and private sector building capacity to achieve sustainable development in the context of Irish built environment, with a particular focus on building materials, methodologies, and processes.

Context

NSAI will provide and expand critical support for public and private sector building capacity to achieve sustainable development in the context of the Irish built environment, with a particular focus on building materials, methodologies, and processes.

Improving standards and supporting the development of the Irish construction and construction products industry as a sustainable and innovative sector of the Irish economy is essential, not only for the successful delivery of Government policies but also as a significant exporter of products to the EU and UK.

As the Irish Notified Body (NB) for the Construction Products Regulation (CPR) NSAI is central to the export effort of the sector, while the adoption of NSAI standards by the sector provides an opportunity to enhance the resilience and fitness-for-purpose of construction businesses in the face of evolving environmental, technology, and productivity challenges with Ireland currently ranked fourteenth in the Euro Area for labour productivity.

Key Deliverables

- Developing material Standards & Certification for Critical Products (Solar PV, Heat Pumps & Building Retrofitting)
- Expansion of existing services and creation of new services to meet growing demand of government and industry
- Further enhance product certification process to ensure timely support to the changing needs of the Irish Built Environment
- Deliver certification services under UKAS to become a UK approved body

SP
6

Medical Technology

Strategic Impact

NSAI is seen as a thought leader and develops a world class sustainable medical devices operating model, which provides Irish and allied Irish clients access to multiple global markets, to facilitate growth and enhance health.

Context

NSAI will evolve its services to play an integral role in the MedTech ecosystem and become the specialised medical technology enabler for Irish or allied Irish companies to assist them in penetrating global markets, whilst enhancing the health of the global population.

NSAI medical devices department is the only Irish certification body in this sector providing CE marking for medical devices, in vitro diagnostics, and certification of quality management systems. Given the regulatory changes that have taken place in medical devices in recent years, together with impending changes related to in vitro diagnostics' regulations and Brexit induced regulatory ambiguity, much uncertainty resides in this sector, underpinned by capacity constraints within the medical devices certification environment.

There is potential for market failure where capacity is not within the system to approve products currently on the market or new innovative products yet to be released, the resultant consequence of which will impact the health of global populations.

This strategic project initiative will position NSAI medical devices as a leader to continue its regulatory journey in achieving IVDR designation, UK approved body status whilst maintaining our current designations and accreditations. This will need to be supported by a stable, sustainable international department that can respond with agility to the emerging market needs.

Key Deliverables

- Deliver certification services under the In Vitro-Diagnostic regulation (IVDR)
- Deliver certification services under UKAS and MHRA to become a UK approved body for medical device
- Investigate the NSAI medical devices business model – with an aim to create a stable sustainable department which can meet current and future needs of the Irish medical technology sector
- Investigate how NSAI services support Irish companies with Global product placement and maintain attractiveness of Ireland as a MedTech hub

Strategic Goal 3:

To develop NSAI's organisation, talent and brand identity, as well as harnessing specialist knowledge to create and sustain value

SP
7.1

Organisational Development 1: Organisation Structure and Evolution

Strategic Impact

NSAI evolves to be an agile organisation with the capacity to respond effectively to service and changing market requirements.

Context

NSAI will continue its evolution into an agile organisation with the capacity to respond effectively to service its evolving market requirements.

NSAI was established first and foremost as an enterprise support agency, providing a crucial service to Irish business and the people of Ireland, the scope of which has expanded over time. Embracing the changing external markets in Climate Action, Digital Transformation, MedTech and the Built Environment, the NSAI organisation needs to continue to evolve to deliver value in these emerging areas.

This strategic project initiative will look at ensuring the right organisational structure and supports are in place to develop and sustain value. This will be achieved through maximising the impact of the public good, enhancing revenue incomes from the commercial arm, showing clear career progression paths and decision-making responsibility for developing NSAI staff members, collectively designed to help foster a culture of progression and accountability across NSAI.

Key Deliverables

- Structure the organisation while incorporating diversity, inclusion, and sustainability
- Implement an organisational (considering the impact of an evolving hybrid work environment) structure to facilitate delegation of authority / responsibility and provide career path development opportunities in the organisation
- Propose legislative amendments to ensure NSAI and Metrology Acts are enablers and fit-for-purpose in the services / functions being provided

**SP
7.2**
Organisational Development 2: Talent Development
Strategic Impact

NSAI to be recognised and seen as an employer of choice.

Context

NSAI will provide a business environment and culture to allow NSAI's talent to deliver world class services and results. In an increasingly competitive recruitment market, NSAI must continue to move towards an increasingly digital approach to HR processes, with a view to streamlining procedures and delivering a more efficient and effective level of service to potential applicants, newly recruited staff, and established staff and managers.

A targeted Workforce Plan will future-proof NSAI's resourcing requirements and provide clarity in relation to structured Career Paths for staff members, and the supports required to meet developmental needs, including a fit for purpose performance management process, and targeted learning & development approaches.

Key Deliverables

- High impact Learning & Development Strategy in an Engaged Organisation
- Strong talent pipeline in place with structured employee career paths based on a strategic workforce planning approach

**SP
7.3**
Organisational Development 3: Brand and Market Recognition
Strategic Impact

NSAI acknowledged as the authority and first point of contact for all matters concerning business needs and product and system standards in its area of expertise.

Context

NSAI's brand will be viewed as strong and credible in the market and a trusted voice, with a sustained presence across selected media channels with a focus on digital delivery.

This strategic project initiative, as part of the new strategy, will establish NSAI's brand at a new, heightened level to redevelop a cross organisational marketing strategy that reflects new and emerging organisational priorities. This will need to consider NSAI's existing stakeholders, those who know NSAI, whilst also communicating with new stakeholders, those who do not currently know of NSAI's service offering.

Key Deliverables

- An overarching NSAI marketing strategy and culture aligned to NSAI's strategic priorities, business development needs and target audiences
- An internal communications strategy aligned to NSAI's strategic priorities and organisational development objectives

SP

7.4

Organisational Development 4: Operational Excellence and Technology

Strategic Impact

NSAI becomes more efficient operationally and better meets the needs of its stakeholders and improves the customer experience.

Context

NSAI's operations will become more efficient and meet the needs of its stakeholders more effectively and improve customer experience.

As an exemplar of continuous improvement, this strategic project initiative will help NSAI embrace change, develop new systems and processes that retain and improve existing strengths as expressed by NSAI stakeholders, those that reflect the most efficient use of public funds.

Key Deliverables

- Implement enhanced tools, systems, and processes
- Develop plan and scope for re-insourcing of standards web store
- Cross functional database of staff competence to best utilize our expertise regardless of organizational location
- Key position Succession Planning with related development programs
- Implementation of a "Smart" quality management system that enables quick access to process requirements

Measuring Success Through a Balanced Scorecard of Metrics



The implementation of this strategy will be measured by NSAI's success across four key areas of economic impact, enhancement of customer services, as well as the ability to change and improve capacity to enhance NSAI's business processes. To underpin this, a range of metrics have been identified and consolidated, collectively representing measures of performance and KPI monitors to track the overall progress of NSAI's strategy implementation to be measured over the lifetime of the strategy.

SP1: National Economic Growth and SMEs
SP2: Knowledge Transfer and Sharing
SP3: Climate Action and Sustainability
SP4: Digital Transformation
SP5: Built Environment
SP6: Medical Technology
SP7.1: Organisation Structure and Evolution
SP7.2: Talent Development
SP7.3: Brand and Market Recognition
SP7.4: Operational Excellence and Technology





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