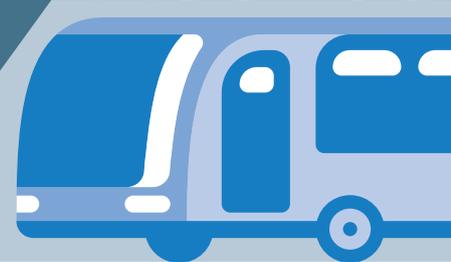
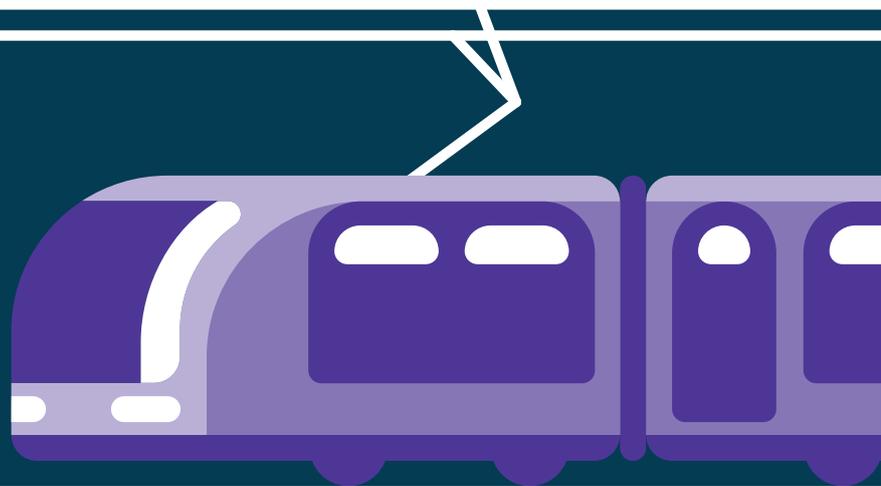


# STATEMENT OF STRATEGY **2018 › 2022**

**2018**



**2022**

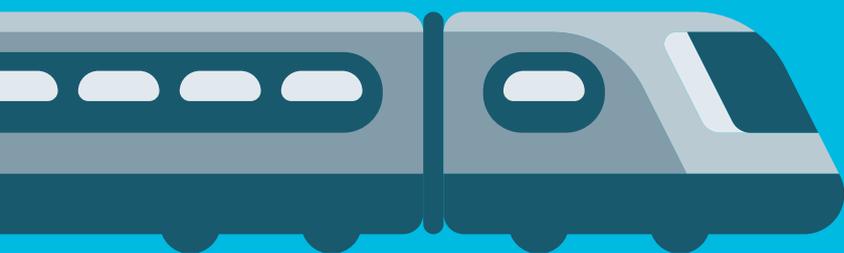


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## VISION:

To provide high quality, accessible, sustainable transport connecting people across Ireland.





# Chairperson's Introduction



This is the National Transport Authority's fourth Statement of Strategy and sets out our work programme for the period from 2018 to 2022.



The Board is very satisfied with the significant progress that the Authority was able to achieve on the implementation of the ambitious work programme set out in the last Statement of Strategy covering the years from 2015 to 2017.

The dramatic slow-down in public funding for major capital projects in the years following the 2008 economic crash resulted in the NTA concentrating on projects that were low in cost but that offered relatively high-impact improvements to the public transport infrastructure. The investment in bringing the Phoenix Park tunnel back into service for scheduled passenger trains was a good example of this.

The construction of Luas Cross City was really the only major piece of transport infrastructure that was undertaken during this period, and that project has provided clear evidence of the Authority's capacity to deliver a major public transport scheme on time and within budget. The planning and execution of the works and the extensive public engagement programme ensured that the city centre remained open for business during the lengthy construction period. The Authority is particularly pleased that services commenced to Broombridge on the extended Green Line on 9th December 2017.

As the economy continues to recover, our roads are once again becoming overcrowded, with commuters experiencing increased congestion and longer journey times. What is required now is an overall plan for new public transport infrastructure that will meet the growing demand for high-quality accessible public transport services. Such a plan will need to look at what can be delivered in the long-term and in the short-term.

In the longer term, rail will certainly provide solutions in particular areas. The Greater Dublin Area Transport Strategy 2016 - 2035 provides for investment in projects such as Dart Expansion, more Luas services, along with Metro, and we are confident that we can make very significant progress on those schemes and others given the opportunity. The lead-in time for such projects is considerable, but tackling congestion is not something that can wait. So in the short-term the focus needs to be on developing bus services and networks, not just in our cities and towns, but nationally and in villages and rural areas too. This is a process that will involve a radical overhaul of the bus system in recognition of its critical importance, now and in the future.

This new Statement of Strategy reflects the growing demands on the Authority to create effective, efficient and affordable public transport services for the travelling public. The next

five years will allow the Authority to set the framework for growth in public transport by developing a new Implementation Plan based on our Transport Strategy and the government's investment plans. The focus of the Authority will be in delivering on an ambitious programme of infrastructural improvements and services to cater for more potential customers. Delivery of this ambitious strategic plan will depend on additional financial and staffing resources being available to the Authority which is constrained at present.

The Authority is acutely aware that carbon emissions from the transport sector continue to grow and that there is no doubt that everybody in the sector has a role to play in meeting the reduced targets that the state has signed up to.

In this strategy document, we outline the contribution we can make to this effort by promoting better land-use and transport planning integration, providing improved public transport, promoting the use of that transport and investing in a public transport fleet across bus and rail that has a lower emission profile.

The Board is pleased to recognise the role played by the management team and employees in delivering on these and numerous other projects. They have maintained their professionalism and dedication even as the Authority's resources have been stretched due to the limit on public sector recruitment.

The Authority's vision for the next five years is to maintain focus on the development of public transport modes, cycling and walking nationally in order to achieve greater sustainability in transport modes and patterns, thereby enhancing the environment and people's quality of life.



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**Fred Barry** Chairperson  
January 2018

# Chief Executive's Statement



I am delighted to introduce the Authority's Statement of Strategy for the next five years, which has been developed with the participation of staff and our Board and following consultation with key stakeholders.



Looking to the years ahead, we are entering a period that is likely to be as exciting as it is challenging. Challenging, because as the economy grows, so too will the demands on public transport, with more people going to work, going to college, getting out and about socially, and making time for family events. Yet this is exciting, because in the coming years, we may well have a genuine opportunity to bring about real change in the way that people move around by providing the people of Ireland with the kind of public transport system that a modern dynamic, forward-looking country needs.

The early years following the establishment of the National Transport Authority were marked by a decline in funding for public transport infrastructure and services and a decline in passenger numbers. However, in the last three years we have seen a very welcome return to growth in demand for public transport and an increase in Government funding for the provision of services.

In fact the total number of passenger journeys across all subsidised services grew by 16% in that period which boosted the fares revenue that supports transport provision. The Authority now has to manage the increased travel demand and the ensuing congestion in our cities by improving the public transport offering.

The period of the last Statement of Strategy was used to develop the strategic plans for the infrastructure and services that are needed to support the economic development of the State.

Clearly, funding is vital to the development and implementation of the Authority's major plans such as the Transport Strategy for the Greater Dublin Area 2016 - 2035. At the time of writing, it is expected that the Government will finalise the ten year capital spending programme within the early months of 2018.

With that in mind, the next five years will be about implementation of those plans which include Metro, BusConnects, DART Expansion programme and the growing network of safe walking and cycling infrastructure both in the Greater Dublin Area and across the state.

But much of our work does not make the headlines. The Authority has a wide range of functions including planning, implementation and funding of public transport; contracting of subsidised public transport services; regulation of sectors such as commercial buses and Small Public Service Vehicles; providing facilities and infrastructure that will make cycling and walking safer and more attractive; working with local authorities and other public bodies in formulating transport and land use policies; supporting education programmes to encourage sustainable travel.

In addition to our regulatory and administrative role, we also directly interact with citizens on a daily basis by co-ordinating the provision of travel information to the travelling public. All of these functions are in support of the government policy to encourage the greater use by the public of sustainable transport modes.

In discharging these functions the Authority's overriding concern is to ensure that public transport services and infrastructure are designed and implemented so as to ensure the best possible experiences for the travelling public and to provide value for the State's investment. That is at the core of everything we do.

This new Statement of Strategy reflects the growing demands on the Authority to create effective, efficient and affordable public transport services for the travelling public. The next five years will allow the Authority to commence the implementation of the infrastructure required to support the growth in demand for sustainable transport.

Within the period of the this Statement of Strategy, decisions will be made on the next Direct Award contracts for Dublin Bus, Bus Éireann and Iarnród Éireann and the extent of any further competition in the subsidised bus market. Services will commence in Dublin with a new provider GoAhead Dublin Limited. The Authority has just finalised the restructuring of the delivery of the rural public transport services. There is now in place a number of Local Link offices across the country who are tasked with responding to public transport demand in rural areas.

So the last three years has seen the development of the framework for the delivery of improved public transport services to the public. The challenge is to keep improving those services with the resources at our disposal and match the service and infrastructure delivery to the growth in demand.

I would like to thank all of the staff members who contributed to the formulation of this document. Their enthusiastic contribution has left me in no doubt about their wholehearted commitment to setting and achieving ambitious targets for the Authority.

I look forward to working with the Board and my colleagues on implementing the objectives set out in this Statement of Strategy.



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**Anne Graham** Chief Executive  
January 2018

# REVIEW OF 2015- 2017 STATEMENT OF STRATEGY



# Review of 2015-2017 Statement of Strategy



The Statement of Strategy 2015 – 2017 was implemented in a period which saw the continuation and strengthening of Ireland’s economic recovery which resulted in increased demand for travel and growth in the number of passengers travelling on public transport.

For example, the number of journeys made on bus and rail services provided under contract to the Authority increased year-on-year with an overall increase of 16% across all services or an additional 34 million journeys on bus and rail. While these increases are of course good news they did place additional pressure on contracted services. It should be acknowledged however that the Authority did receive an additional €34 million subsidy from the Department of Transport Tourism and Sport, over the period for the delivery of contracted services.

The gradual increases in subvention levels combined with growth in revenue from fares means that there has been room to improve existing services and even to add new ones. Where fare increases were granted they were modest, and we made sure that Leap Card customers continued to benefit from lower fares compared to cash customers. In addition the Authority continued the process of simplifying fare structures and tackling inequalities and inconsistencies in those structures.

While the growth recorded was due in part to the improving economic conditions, it is also the result of the considerable effort by the Authority and our operators to critically review existing public transport services, networks, information and fares in urban and rural areas across the State, and to implement improvements for the benefit of customers in those areas. One example was the introduction of new rail services at peak times connecting the Kildare line to Grand Canal Dock station through the newly-refurbished Phoenix Park tunnel.

The process of setting more demanding performance targets for Dublin Bus, Bus Éireann and Iarnród Éireann continued in this period and the Authority has continued to develop its capacity to monitor compliance with those targets. Effective monitoring of operator performance helped to secure the delivery of even higher standards of service for public transport customers.

During the period the Authority pressed ahead with the competitive tendering process for a segment of the Public Service Obligation bus services currently provided by Dublin Bus and Bus Éireann. By the end of the 2017, the Authority had announced Go-Ahead Dublin Limited as the preferred bidder for the contract relating to the operation of routes in Dublin, and Bus Éireann for 5 routes in Waterford City.

Public bus services operated by commercial bus operators licensed by the Authority are an important part of the overall public transport offering nationally. Those services experienced significant growth with an estimated 30% increase in passenger numbers over this period. In fact, Ireland's long-haul coach services are seen by passengers as punctual, reliable, comfortable and safe, according to a survey published by the EU Commission. They received the highest level of customer satisfaction across a number of measures when compared to other EU coach services.

However, a significant issue for the Authority in 2015 was the decision by Bus Éireann to withdraw a number of its commercial *Expressway* bus services from some areas in order to provide faster end-to-end journey times. The Authority responded quickly to ensure that customers in the affected areas would not be left without any means of getting to and from work or social activities. The Authority met with local interests to ensure that their needs were understood and taken into account in the provision of alternative bus services.

Leap Card is now firmly established as the most convenient, secure and cost-effective way to pay for public transport regardless of whether one is a regular or occasional user of public transport. Leap Card is also enabling the Authority to rationalise and simplify fares structures and to offer special fares for certain target audiences such as schoolchildren and visitors to Ireland.

Almost 2.8 million Leap Cards have been sold since its launch with an average of 1 million being in active usage. Leap Card was also introduced to Limerick and Waterford meaning that it is now available in the five largest urban areas within the State. The Leap Card website was redesigned to make it more customer-friendly. The Authority also launched an App to enable Leap Card customers top-up their Leap Card with NFC-enabled Android smartphones.

Downloads of the Authority's various customer apps also continue to grow and had exceeded the 1.2 million mark by the end of 2017. A major redesign of the Real Time Ireland App was completed.

The brand name for integrated bus and rail services - *Transport for Ireland* - was first introduced in 2010. The Transport for Ireland website was established at the same time to provide an authoritative source of integrated public transport information. During 2015 it was decided to refresh the brand and a new Transport for Ireland logo was established for use across all contracted public transport infrastructure and information.

Capital funding for public transport infrastructure remained constrained over this period. The main investment was in the construction of Luas Cross City which opened for services in December 2017. By linking the existing Luas lines and extending the system on Dublin's north side, Luas Cross City has ensured the continuation of the record of strong passenger growth on Luas services. Luas Cross City will have a significant impact in opening up the centre of Dublin and making it easier to get around. Accordingly, the Authority together with Dublin City Council continued preparations to ensure the city centre remains easily accessible for commuters, shoppers, tourists and residents.

There was further significant investment in the purchase of new buses for contracted bus services in order to maintain the age profile of the fleet, which is important for operational reasons. Of course the new buses offer customers much better facilities on-board than the buses they are replacing, which makes for more comfortable journeys.

€50.8m (three year allocation) was allocated for walking, cycling and public transport projects in Greater Dublin Area. One of the iconic projects completed was the high-quality pedestrian and cycle facilities between Causeway Road and Woodenbridge in Clontarf along the East Coast Cycle Trail.

During 2015 the Authority finalised new standards for the design of bus stop poles and the information to be provided at bus stops. The roll-out of this national programme started in Cork. However, capital funding was not available to extend the roll-out any further.

Another key success for the Authority was obtaining Ministerial approval for a long-term Transport Strategy for the Greater Dublin Area. This achievement marked an important milestone in the development of a more integrated approach to transport and land-use planning in the State. For the first time, there is a transport strategy with a statutory basis to guide decisions on the provision of transport across the State's most populous region. The negative consequences of a disconnection between transport and land use planning are well understood at this stage. They include greater urban sprawl which is difficult to serve by public transport, resulting in increased car commuting over longer distances. The development of a long-term transport strategy can better enable us to counteract these effects and is common practice internationally.

The Authority also assisted local authorities in the regional cities of Galway and Cork to develop and implement similar strategies within their functional city / metropolitan areas. The Galway Transport Strategy was incorporated by Galway City Council into its statutory development plan.

Transport modelling is a key element in the planning and delivery of any transport projects. In 2016 we completed the development and testing of new regional multi-modal transport models. These multi-modal transport models cover the entire country for the first time and they will greatly assist in the planning of major transport developments across all regions.

The public bike schemes in Cork, Galway and Limerick had their first full year of operation in 2015. Overall, the number of subscribers exceeded forecasts. While the Cork scheme performed well, the Galway and Limerick schemes were weaker with lower levels of usage. The Authority opened an additional 8 stations in Galway which has resulted in higher usage figures.

The restructuring of rural transport services continued during this period. The objective of the restructuring process is to provide enhanced services which are integrated into the wider public transport network. The reconfiguration of the organisations engaged in the planning and delivery of rural bus services was successfully completed and a tendering process for the operation of some rural bus services got underway. The rural transport programme was rebranded as Local Link.

Through Local Link, the Authority is able to oversee the delivery of a variety of special services which are tailored to meet the travel needs of people living in low population areas and that are closely integrated with the wider public transport network. In the period since 2015, the Authority has added almost 60 new services in rural areas supported by the additional funding for the programme.

The Authority continued to manage the Public Transport Accessibility Programme on behalf of the Department of Transport, Tourism and Sport. As the funding was limited, the focus of the investment was on improving the accessibility of existing rail stations, increasing the percentage of accessible Small Public Service Vehicles and construction of accessible bus stops to serve coach fleet commencing in Donegal. A key project was the installation of lift access at Platforms 6 and 7 in Connolly Station which has resulted in this station now being fully accessible.

The Authority introduced a Wheelchair Accessible Grant Scheme for Small Public Service Vehicles. In the period of the previous strategy, 651 wheelchair accessible vehicles were added to the fleet. This has resulted in 7.6% of the fleet now being wheelchair accessible which is close to the target of 10% set by the Authority for 2020.

The Vehicle Clamping Act 2015, which gives the Authority responsibility for the regulation of vehicle clamping nationally, came into operation in late 2017. The Authority now carries out the functions assigned under this legislation.

“ *The number of journeys made on bus and rail services provided under contract to the Authority increased year-on-year with an overall increase of 16% across all services.* ”

# ECONOMIC ANALYSIS



# Economic Analysis

“ Travel demand is a derived demand and it responds to the economic conditions prevailing at any particular time. It is evident from the data that the economy has been recovering over the past few years. Both GDP and GNP have been growing each year since 2013 and the indications are for continued growth over the next few years.

While there has been growth in employment in recent years, there were about 40,000 more people employed before the economic crisis than now. Therefore demand for transport is continuing to grow and the Authority wants to ensure that this additional demand is met by public transport.

The growth in the economy and the associated growth in employment are the main factors contributing to passenger journey growth on public transport. Passenger journeys have grown by close to 4% each year in 2014, 2015 and 2016 and passenger journey growth of 7% was achieved in 2017.

There are a number of data sets that the Authority uses to measure the mode share used by travellers for different purposes to plan for increasing transport demand. Some of the key findings of the recently published 2016 census data related to transport are that:

- › Mode share of sustainable transport between 2011 and 2016 has remained the same nationally at 30.9%;
- › Mode share for sustainable transport in the Greater Dublin Area has grown from 41.7% to 42.8%;
- › Commuting to work by bicycle has increased by 43% since 2011;
- › Average commuting time to work has increased from 26.6 minutes to 28.2 minutes with the numbers commuting over 1 hour also increasing in that period;
- › While the majority of students at all levels are still travelling to education by car, the percentage of third level students travelling by car has fallen by 3%.

Traffic congestion has grown significantly in our city regions in the last two years. In Dublin city average traffic speeds fell by almost 5.5% between 2014 and 2015. The trend continued in 2016 with the average traffic speeds across the region falling by 18% in the morning peak.

The challenge for the Authority over the next five years is to meet the growing travel demand to support the growing economy and to ensure that as many of those trips as possible are made by sustainable modes.

The Department of Transport, Tourism and Sport's document entitled Strategic Investment Framework for Land Transport outlines the investment profile in land transport in previous years. Investment as a percentage of GDP has fallen to an historic low of 0.5%. However, it is unclear at this time whether investment levels will return to the long run average of 1.15%. The requirement would be for an even higher percentage in order to recover from a decade of underinvestment in maintaining the existing infrastructure as well as providing new infrastructure.

*“ Passenger journeys have grown by close to 4% each year in 2014, 2015 and 2016 and passenger journey growth of 7% was achieved in 2017. ”*

# ABOUT THE NATIONAL TRANSPORT AUTHORITY

## VISION:

To provide high quality, accessible, sustainable transport connecting people across Ireland.

# MISSION:

To deliver our  
vision we will...



**01**

**Secure the provision of an efficient, accessible and integrated transport system in rural and urban Ireland.**

**02**

**Transform and elevate customers' transport experience.**

**03**

**Regulate privately operated transport services for the benefit of consumers.**

**04**

**Contribute to the effective integration of transport and land use policies.**

**05**

**Advance Ireland's transition to a low emissions transport system.**

# OUR RESPONSIBILITIES

At a national level, the role of the Authority is to:

- Procure public transport services by means of public transport services contracts;
- Provide integrated ticketing, fares and public transport information;
- Develop an integrated, accessible public transport network;
- License public bus passenger services that are not subject to a public transport services contract;
- Manage the Rural Transport Programme and the successor structure of Local Link offices;
- Provide bus infrastructure, fleet and cycling facilities;
- Develop and implement a single public transport brand;
- Develop and maintain a regulatory framework for the control and operation of Small Public Service Vehicles (taxis, hackneys and limousines) and their drivers;
- Prepare submissions in relation to statutory land use plans;

- Collect statistical data and information on transport;
- Enforce EU passenger rights in rail, maritime and bus and coach transport;
- Validate EU authorisations and journey forms in relation to bus and coach travel in accordance with EU Regulation No. 1073/2009;
- Operate as the national conciliation body for electronic toll service providers; and
- Regulate vehicle clamping operations.

**Within the Greater Dublin Area, the Authority has the following additional roles:**

- Undertake strategic planning of transport;
- Secure the provision of public transport infrastructure; and
- Develop the effective management of traffic and transport demand.



# STRATEGIC PRIORITIES 2018-2022



# Priority 1:



Undertake strategic transport planning seeking the optimal alignment of land use and transport policy and practice, enabling an increased proportion of travel by sustainable transport modes.

## Key Objectives:

1. Drive the agenda for the need for integrated land and transport planning;
2. Enable enhanced integration between transport provision and land use planning that reduces transport demand and promotes and facilitates travel by sustainable transport modes;
3. Provide a robust planning framework to guide transport investment decisions and project delivery; and
4. Assist in the achievement of Ireland's emission reduction targets.

## Milestones to Delivery:

- › Develop transport strategies encompassing all regions of the State by end 2019;
- › Publish and adopt an Integrated Implementation Plan for the Greater Dublin Area by end 2018;
- › Promote greater integration of land use and transport planning by encouraging higher density development along key transport corridors;
- › Undertake a review of the Greater Dublin Area Transport Strategy 2016-2035 by end 2022;
- › Develop proposals for consideration by local authorities and regional assemblies in relation to land use that would best integrate with transport proposals;
- › Formulate and publish guidance on various land use and transport topics to assist statutory bodies and other relevant parties to deliver sustainable transport objectives;
- › Liaise with local authorities to put in place effective development levy schemes for major public transport infrastructure schemes;
- › Further develop annual transport statistics to monitor changes in travel patterns and effectiveness of transport interventions;
- › Continue to develop modelling tools to assist in strategic transport planning and capital investment decisions; and
- › Provide assistance to local authorities and regional assemblies in developing area-based transport plans.

## Priority 2:

 Promote the use of more sustainable modes of transport.

### Key Objectives:

1. Promote a shift from the car to more sustainable modes of transport (public transport, cycling and walking) thereby reducing carbon emissions;
2. Promote the convenience and attractiveness of public transport; and
3. Enhance the national identity for public transport, Transport for Ireland, across public transport and travel options.

### Milestones to Delivery:

- › Develop and launch integrated national communications and marketing plans to increase awareness and patronage of public transport and promote walking and cycling in order to realise a 20% increase in passenger journeys;
- › Develop and launch an integrated annual marketing programme with public transport operators;
- › Develop and launch a national roll-out plan for Transport for Ireland branding of key transport infrastructure and information points;
- › Develop and manage the national Smarter Travel Workplaces programme on behalf of the Department of Transport, Tourism and Sport;
- › Develop and deliver an appropriate and effective nationwide primary/secondary school travel planning and sustainable promotion and awareness programme;
- › Continue to develop the Smarter Travel campuses programme;
- › Develop strategic partnerships with other public bodies providing travel information services (e.g. tourism agencies);
- › Raise the awareness of rural transport services; and
- › Continue to gather and publish data on the use of public transport services, cycling and walking.

## Priority 3:



In line with available funding, implement an effective infrastructure investment programme that delivers sustainable and public transport infrastructure in a cost effective manner, which is complemented by appropriate traffic and demand management measures.

### Key Objectives:

1. Develop investment plans based on robust analysis to enable effective prioritisation;
2. Ensure the effective delivery of the public transport capital investment programme for the Greater Dublin Area in accordance with Government policy, the Authority's Transport Strategy 2016 - 2035 and cost and project management guidelines with a view to ensuring value for money and timely delivery;
3. Develop an efficient, effective and safe transport system so that most people, including those with a disability or mobility impairment, are within easy reach of a reliable public transport service;
4. Provide appropriate networks and infrastructure for cycling and walking;
5. Promote effective traffic and demand management across the Greater Dublin Area;
6. Manage the delivery of key investment programmes in accordance with statutory plans; and
7. Deliver a low-emission public transport fleet to assist in the delivery of Ireland's emission reduction targets.

### Milestones to Delivery:

- › Commence construction of New Metro North during 2021;
- › Deliver 150km of "next generation bus lanes" under the BusConnects Programme;
- › Deliver 200km of cycling infrastructure under the Greater Dublin Area Cycle Network Plan;
- › Prepare, adopt and implement a strategic traffic plan and management for the Greater Dublin Area;
- › Work in partnership with local authorities in the Greater Dublin Area, the Department of Transport, Tourism and Sport and Transport Infrastructure Ireland to deliver the required roads infrastructure for the region;
- › Prepare, adopt and implement a demand management scheme for the Greater Dublin Area; and
- › Acquire 300 low emission buses for the operation of subsidised bus services;
- › Deliver a centralised control facility for public transport; and
- › Deliver improved bus stop and bus shelter infrastructure to support an improved customer experience.

## Priority 4:

**“** To regulate the provision and enhance the quality of the small public service vehicle (SPSV), commercial bus sectors for passengers and potential passengers and some clamping activities across the State.

### Key Objectives:

1. To continue to develop the regulatory framework and compliance regime for the SPSV and commercial bus sectors in order to enhance the quality, safety and accessibility of services;
2. To regulate clamping activities to ensure that they are carried out to an appropriate standard and in accordance with regulatory requirements;
3. To ensure compliance by operators with statutory regulations in the SPSV, commercial bus and vehicle clamping sectors; and
4. To ensure that the regulatory licensing and appeals systems in place in these sectors are efficient and fair for operators and appellants.

### Milestones to Delivery – Small Public Service Vehicle (SPSV) Sector

- › Continue to ensure an efficient and effective approach to regulating the SPSV industry in Ireland;
- › Maintain a strong compliance regime to ensure high-quality SPSV vehicle and driver standards in accordance with regulatory requirements;
- › Promote improved SPSV services for people with disabilities through regulatory measures and grant-aid, if appropriate;

### Milestones to Delivery – Vehicle Clamping

- › Operate a fair, transparent and efficient appeals system to deal with clamping appeals;
- › Prepare, adopt and operate a Code of Practice for clamping operators by end 2018;
- › Allowing for a transition period, implement a standardised signage approach for clamping activities by end 2020; and
- › Operate a strong compliance regime to ensure that clamping operations are carried out in accordance with regulatory requirements.

## Milestones to Delivery – Commercial Bus Services

- Review the ‘Guidelines for the Licensing of Public Bus Passenger Services’ and recommend appropriate changes by end 2018;
- Continue to liaise with and make recommendations to the Department of Transport, Tourism and Sport in relation to the regulatory framework for international bus and coach travel;
- Continue to develop and maintain a strong compliance regime through a combination of enforcement, education and advisory actions to ensure high-quality commercial bus services;
- Monitor and continue the development of enhanced and proportionate licence conditions that improve the customer offering and raise the overall quality standard of commercial public bus passenger services;
- Continue to grow the licensed public bus transport sector in line with demand; and
- Continue to gather statistical data and publish bulletins relating to commercial bus services in Ireland.



# Priority 5:

“ Secure the optimal provision of high-quality subsidised public transport services in the State.

## Key Objectives:

1. Identify the appropriate network of public passenger transport services;
2. Procure high-quality and accessible bus, heavy rail and light rail services, at best value for money;
3. Manage the delivery of contracted public transport services;
4. Strengthen measures to ensure compliance by contracted operators with the terms of their contracts;
5. Manage and deliver the Rural Transport Programme;
6. Incorporate newly-contracted subsidised bus services into an overall integrated public transport system; and
7. Use contracts to drive continual improvement in customer service.

## Milestones to Delivery:

- › Following public consultation, develop and implement a redesign of the bus system in the Dublin region as part of the BusConnects Programme;
- › Review the effectiveness of directly awarded contracts; decide the optimum contracting strategy for bus services from 2019 onwards and procure services in accordance to that strategy;
- › Improve key performance metrics in Direct Award Contract with Iarnród Éireann Railway Undertaking by 2019;
- › Support local authorities as they develop low-carbon strategies, improve climate resilience and reduce traffic congestion;
- › Specify and secure the provision of town bus services where an increasing need for internal transport exists in medium sized towns and cities, including Kilkenny City, Drogheda, Dundalk, Navan, Mullingar and Carlow Town;
- › Continue to develop new and expanded services to better serve rural Ireland;
- › Monitor new and expanded services to drive quality in those services and take steps to improve the level of reliability and punctuality year-on-year;

- Improve the access to public transport for people with disabilities by:
  - increasing the proportion of the bus fleet with low-floor access;
  - improving App-based journey information systems;
  - improving awareness of wheelchair facilities among users; and
  - increasing awareness of the importance of ensuring accessible features are available to those users that require them.
- Leverage new and existing technologies to monitor delivery of public transport services; and
- Introduce cashless payments on bus services by end 2020.



# Priority 6



Develop and secure the infrastructure to ensure a seamless customer experience across all travel modes.

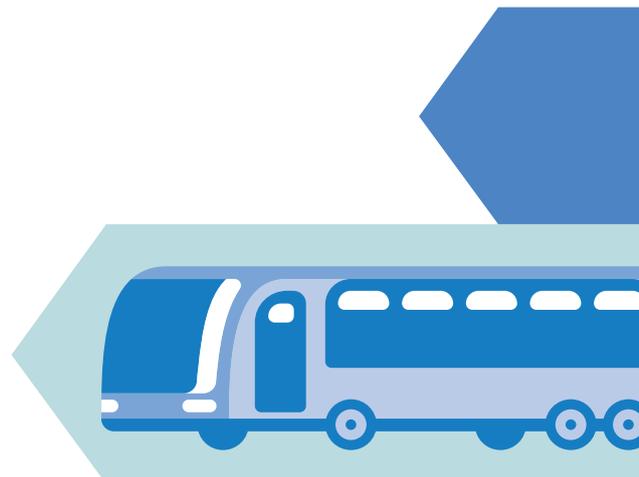
## Key Objectives

1. Improve the customer experience of public transport by removing barriers to interchange between public transport services;
2. Integrate rural transport and small public service vehicle services into the wider public transport network;
3. Develop a deeper awareness of customer experiences, attitudes and needs through regular customer satisfaction surveys and research;
4. Provide information for all public transport services on new and existing information channels; and
5. Provide ticketing systems that allow for easy interchange between services.

## Milestones to Delivery

- › Define and implement a strategy for a consolidated customer contact system for public transport services;
- › Design and deliver an easily accessible and consistent customer experience across our range of products and communication channels including web, mobile and social media;
- › Improve efficiency and reduce costs by consolidating and centralising public transport communications including advertising, promotional activities and digital media campaigns.
- › Implement a system of annual customer satisfaction surveys at a national and multi-modal level and publish the results;
- › Undertake public consultations in respect of major initiatives such as New Metro North and the Bus Connects programme and other projects, as appropriate;
  - › Conduct frequent customer satisfaction surveys on newly-tendered subsidised bus routes;
  - › Investigate and pilot new technology channels as alternative ways of obtaining customer feedback on their public transport experiences; and
  - › Increase standardisation and reduce costs by centralising the planning and coordination of customer satisfaction survey across the public transport network.

- › Develop and implement a mobile ticketing solution and App by end 2019;
- › Procure portable ticketing devices for improved revenue protection, on-bus barcode validators for mTicketing and develop the capability to provide for future inspection of EMV bank cards/Apple Pay/Android Pay;
- › Procure, implement and operate new bus ticketing equipment system;
- › Complete initial design and commence procurement of central systems for Account Based Ticketing (ABT) and bank card payments.
- › Replace and / or upgrade the National Journey Planner, Publishing System and On-Street Real Time Passenger Information Services by end 2018 ;
- › Deliver improved door-to-door, real-time, multi-modal, multi-operator travel information to public transport customers;
- › Deliver a system for online public transport service registration for commercial bus operators.



# Priority 7

“ Maintain and enhance a professional organisation to meet current and future challenges and to drive excellence in governance and service delivery.

## Key Objectives

1. Put in place flexible systems and structures and resources to respond to changing environment and priorities;
2. Undertake our functions to the highest standards of public service and deliver value for money; and
3. Develop and maintain professional and corporate knowledge in the organisation.

## Milestones to Delivery

- › Achieve excellence through our people:
  - › Implement the Authority's Strategic Resourcing Plan to ensure the required competencies and the right people are in place at the right time to deliver the Authority's challenging strategic programme;
  - › Implement a new HR Information System to automate workflows, digitise records, and provide a user friendly HR self-service option; and
  - › Design and implement annual training and development plans for staff which support our strategic priorities and objectives;
- › Build upon our organisational processes to comply with future regulations and best practice:
  - › Ensure compliance with the new Network Information Systems (NIS) Directive, and the General Data Protection Regulation (GDPR); and
  - › Implement electronic tendering for all of our public procurement;
- › Continuously adapt our ICT systems to provide an efficient and secure infrastructure that facilitates the uninterrupted provision of public transport services:
  - › Implement cyber security monitoring across the public transport network; and
  - › Provide the ICT infrastructure and systems development needed to support the successful implementation of new public transport projects;

- › Undertake our functions to the highest standards of public service and deliver value for money:
  - › Comply with the revised Code of Practice for Governance of State Bodies;
- › Ensure that the Authority has the right level of funding at the right time to maintain existing operations and deliver on its strategic programme:
  - › Liaise with the Department of Transport, Tourism and Sport to secure adequate funding to deliver the Authority's strategic programmes and to adequately fund its on-going operational and administrative costs;
- › Continuously challenge existing methods and seek to innovate to grow public transport usage, enhance customer experience, and increase efficiency:
  - › Continue to develop the Authority's capabilities in the areas of business intelligence and data analytics in order to identify opportunities for enhanced customer experience and public transport infrastructure planning.



# Priority 8

“ Develop and manage external relationships.

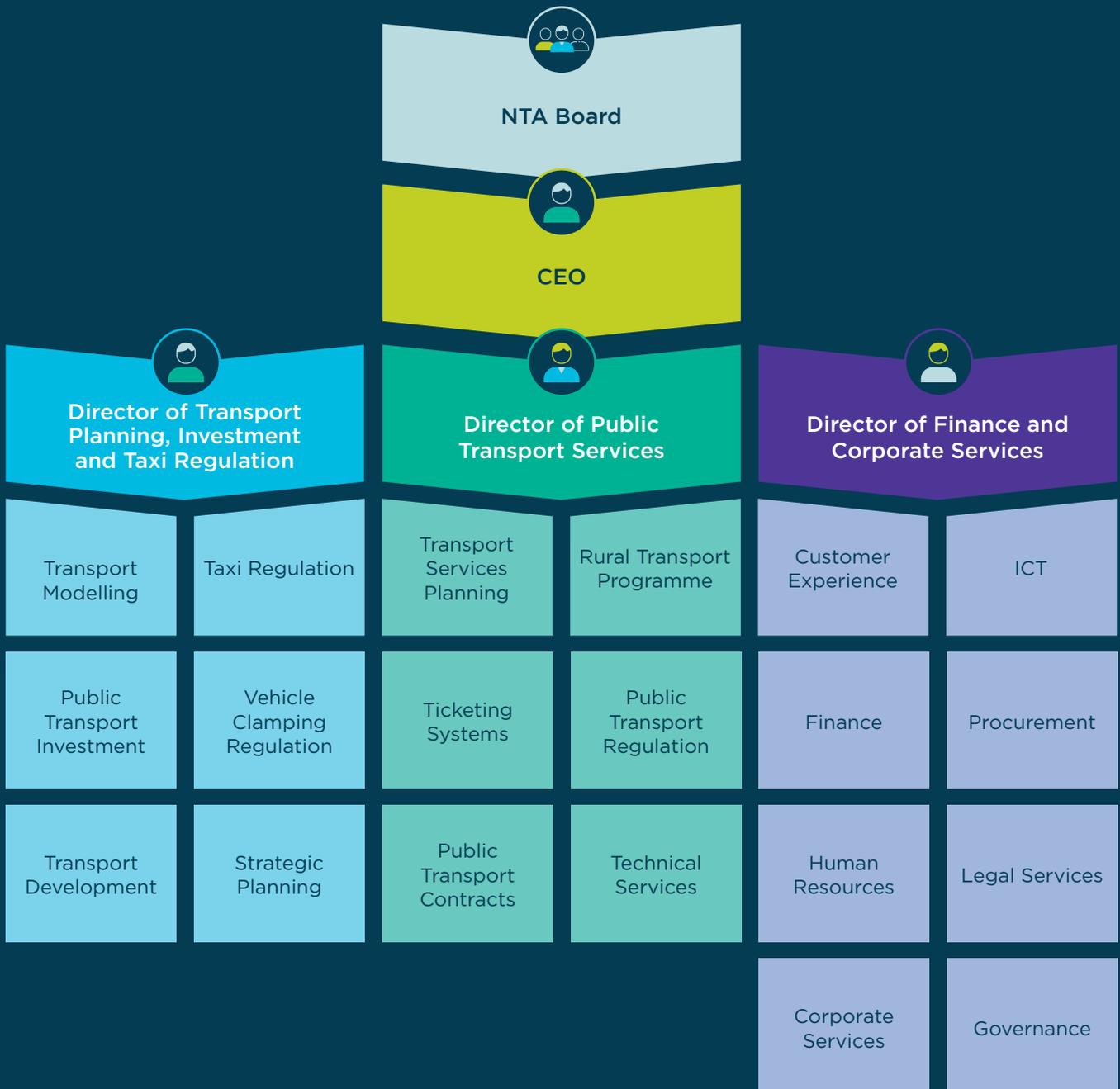
## Key Objectives

1. Build the Authority's credibility as a champion of and provider of transport solutions that are effective, sustainable and in the interests of the travelling public;
2. Cultivate and maintain relationships with stakeholders, influencers, policy makers and decision makers; and
3. Ensure that the Authority's policies and work are articulated, understood and reflected in public policy discourse and debate..

## Milestones to Delivery

- › Evaluate and measure the Authority's brand profile and the public understanding of the Authority's role.
- › Arising from that process, identify strategies to leverage strengths and to address weaknesses;
- › Implement a communications plan that is both pro-active and strategic;
- › Liaise with local authorities and other stakeholders in relation to provision of local public transport services, and supporting improvements to bus priority, bus stop and station infrastructure;
- › Provide full accountability to the Minister for Transport, Tourism and Sport, the Government and the Oireachtas with respect to the Authority's functions and actions;
- › Continue to engage with stakeholders, representative organisations, commentators etc. as a means of building profile and strengthening understanding of the Authority's role ;
- › Work with public policy makers across the public sector to increase awareness of the Authority's transport plans and strategies ;
- › Support the Advisory Committee on Small Public Service Vehicles and the National Transport Authority Advisory Council, if established, in discharging their functions through the provision of facilities and services;
- › Participate and partner with relevant bodies in EU projects and policy development as appropriate;
- › Publish current data and statistics on the use of public transport and other modes; and
- › Use the Authority's website to disseminate reports, regulatory information, latest news, project updates, Board minutes and other documents.

# Appendix 1: Organisational Structure



# Appendix 2: Board Members

**At present (January 2018) the Board comprises the following 11 members.**

- ▶ Mr Fred Barry (Chairperson), appointed November 2017;
- ▶ Mr. Hugh Creegan (Director of Transport Planning and Investment at the Authority), appointed November 2010;
- ▶ Ms Anne Fitzgerald, appointed September 2015;
- ▶ Mr Frank Gleeson, appointed September 2015;
- ▶ Ms Anne Graham (Chief Executive), appointed January 2015;
- ▶ Dr. Berna Grist, appointed December 2009;
- ▶ Mr. Owen Keegan, Chief Executive, Dublin City Council, appointed September 2013;
- ▶ Mr Pat Mangan, appointed September 2015;
- ▶ Mr Frank O'Connor, appointed September 2015;
- ▶ Ms Fiona Ross, appointed September 2015;
- ▶ Ms Sinéad Walsh, appointed September 2015.

## **Audit Committee**

The Board's Audit Committee comprises:

- ▶ Mr Frank O'Connor (Chairperson)
- ▶ Ms Fiona Ross
- ▶ Mr Pat Mangan
- ▶ Mr Brian Hayes (External member)





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