

# ACTION PLAN

2010–2011





Our *Strategy Statement 2010–2014* provides the context for the programme of actions in this publication. The Strategy Statement is available online at [www.taxiregulator.ie](http://www.taxiregulator.ie). Call **1890 347 347** to request a printed edition.

## Our vision

Our vision is that Small Public Service Vehicles (SPSVs) will become a preferred mode of transport in Ireland and that the Irish SPSV industry will be recognised internationally as a highly professional transport provider that provides integrated and accessible services.

## Our mission

The mission of the Commission, acting in the interests of its stakeholders, is to:

- Provide a regulatory framework that enables compliant and professional SPSV licence holders to provide a first class, efficient, safe, accessible and customer-friendly service;
- Facilitate access to SPSV services by all users, including people with disabilities;
- Promote increasing standards of quality; and
- Promote the integration of SPSV services into the wider public transport system.

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## Message from the Commissioner

The creation of an Action Plan is a key part of our forward planning, enabling us to set measurable targets through which we can achieve the objectives and goals outlined in the Commission's *Strategy Statement 2010–2014*.

Our last Action Plan (for 2008–2009) set ambitious targets in a number of areas, particularly in quality and skills, and culminated in the introduction of dispatch operator licensing, new vehicle standards and a new driver's skills development programme. The period also saw a number of actions in licensing and compliance activities which have been reported in the Commission's annual reports and industry newsletters.

The regulatory framework for the small public service vehicle (SPSV) industry in Ireland is now firmly established, and is based on high standards of entry and renewal for both drivers and vehicles. As we move forward with our next action plan, we will continue to build on and further improve the licensing and compliance systems that are currently in place. We will place particular emphasis on stakeholder engagement, standards improvement and enhancing the accessibility of SPSV services to all consumers.

The Commission's *Strategy Statement 2010–2014* outlines five key strategic objectives:

- 1 To continue to develop and maintain the regulatory framework for SPSVs in Ireland
- 2 To facilitate access to high quality SPSV services by all users, particularly people with disabilities
- 3 To enhance quality assurance for SPSV users and service providers
- 4 To partner and engage with stakeholders to progress statutory and strategic objectives
- 5 To promote the integration of SPSV services into the wider transport system

This document provides a detailed overview of the actions the Commission plans to progress during 2010–2011 to meet these objectives. The actions identified represent an ambitious work programme for the two year period, and progress will depend on a number of factors, not least the budgetary position of the Commission and access to adequate human and technical resources.

In progressing these actions, the Commission wishes to achieve three primary outcomes by the end of 2011, namely: the consolidation of existing processes and systems, the progression of new initiatives, and the further integration of SPSV services within the wider transport network. All of the developments in these areas will be subject to due process and formed in line with best-practice regulatory methodologies.

### Consolidation of existing systems

The licensing, compliance and information services put in place by the Commission over the last five years are now fully operational and the Commission will continue to operate, review and improve those services, ensuring that they best serve the requirements of licence holders and consumers.

The Commission will commence a review of the current licensing conditions across all regulatory areas — vehicle licensing, driver licensing and dispatch operator licensing. The outcomes of this review are expected to identify further administrative requirements or controls that would benefit the SPSV regulatory framework and ensure the licensing framework is as effective, proportionate and efficient as possible. The different categories of vehicle licence — taxi, wheelchair-accessible taxi, hackney, wheelchair-accessible hackney and limousine will be considered separately where appropriate. The review will also consider technological developments and international best practice to inform any further improvements and will fully incorporate consultation with all relevant stakeholders.

The Commission will also conduct a review of the current compliance model to consider how best to use the limited resources at its disposal. This review will include an assessment of existing and proposed work practices, data collection and dissemination process and sanctions.

## Progression of new initiatives

This document outlines a number of new initiatives which, added to the Commission's core functions, should move the SPSV sector towards the Commission's vision.

The Commission will investigate the feasibility of introducing a fleet licence and the best approach to doing this. The proposed fleet licence should allow for the efficient licensing and renewal of multiple vehicle licences owned by one person or entity and it should also bring greater transparency and accountability to the rental sector through enhanced monitoring and controls.

The Commission will continue to participate on the Garda/Commission working group currently considering the implementation of Section 36, the handover of driver licensing administration to the Commission, and further improvements to driver licensing conditions and processes. A longstanding objective of the Commission is to take over the administration of SPSV driver licensing. This depends on the Commission being granted the necessary resources to support this activity, which is under consideration by the Department of Transport. In the meantime the Commission continues to engage actively with An Garda Síochána to plan for this transition.

In line with wider government policy on e-Government and shared services, the Commission will expand the number of online services available to licence holders and consumers.

The Commission will continue to encourage the provision of fully accessible SPSV services. From June 2010 all applicants for new taxi and hackney licences must have a vehicle which meets the Commission's requirements for accessible vehicles. In parallel, the Commission continues to seek approval for financial assistance for existing wheelchair-accessible vehicle operators so that they may upgrade their vehicles to meet Commission requirements by 2012. The Commission will closely monitor the level of accessible vehicles in the fleet and report this to the Department of Transport. The Commission has significant concerns that the existing wheelchair-accessible fleet will become substantially depleted in the absence of funding for existing wheelchair-accessible vehicle operators.

The Commission will also conduct a new consultation on vehicle standards. This consultation will consider existing and future vehicle standards and investigate potential amendments and improvements to vehicles standards across the SPSV fleet.

## Integration of SPSV services within the wider transport network

During the time frame of this action plan, the Commission will be planning its incorporation into the National Transport Authority (NTA). The remit of the NTA provides a real and immediate opportunity to progress further integration of the SPSV sector into wider public transport planning and delivery.

The Commission has committed to a number of actions to further incorporate SPSV services into the wider transport system. In advance of the integration of the Commission into the NTA we will establish a joint working group to consider integration opportunities for SPSV operators into wider transport policies.

The Commission will also publish the *Taxi Rank Planning Guidelines* in 2010. These guidelines will encourage good planning and the standardisation of taxi ranks across Ireland. They will stress the importance of integrating taxi services within the overall transport network and will provide a consistent method of determining taxi rank demand, location and design. The Commission will provide ongoing support to local authorities in the implementation of the taxi rank guidelines and will also consider the development of demonstration taxi ranks to showcase the planning and design principles outlined in the guidelines.

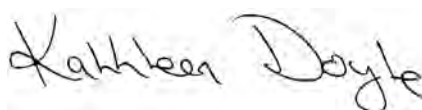
Another key action for 2010–2011 is the 2010 Fare Review. The third review of the national maximum taxi fare will consider the impact of any changes to the national fare on supply and demand. It will be fully informed by public and stakeholder consultation and will include a particular focus on how greater consumer demand for SPSV services might be stimulated.

## Conclusion

This Action Plan is intended for use as a key reference document for the Commission's work until 2012. As outlined later in this document, we will regularly measure and report on progress against the actions listed. We have set out a significant body of work and we look forward to working closely with all our stakeholders, and particularly with industry members and consumers, in progressing these actions.

I would like to thank our stakeholders for their input to the Commission's consultation processes to date and I would particularly like to thank the Chairman and members of the Advisory Council for their valuable advice and assistance. I would like to thank the Minister for Transport and management and staff of the Department of Transport for their continued support and assistance. I would also like to thank the Commission management and staff for their dedication and commitment in the delivery of the Commission's objectives. We in the Commission also look forward to working closely with the NTA during the time frame of this Action Plan and planning for our incorporation.

In delivering the actions set out in this document the Commission aims to meet or exceed the requirements of its service users and make an effective and positive contribution to the provision of SPSV services in Ireland. During 2010 and 2011 we will focus on further consolidating our services to licence holders and consumers, progressing new initiatives, ensuring that their benefits clearly outweigh their costs, and further integrating SPSV services within the transport network. We look forward to working closely with professional compliant licence holders to ensure consumer expectations are consistently met and the value of the SPSV industry in Ireland is fully recognised at all levels.



**Kathleen Doyle**  
**Commissioner for Taxi Regulation**  
May 2010

# Overview of the Commission's Strategic Objectives, Goals and Actions 2010–2011

STRATEGIC OBJECTIVES	HIGH LEVEL GOALS	ACTIONS 2010–2011
<b>1</b> To continue to develop and maintain the regulatory framework for the SPSV industry in Ireland.	<b>01</b> Continue to consolidate existing SPSV regulations so that they are clear and accessible.	001–052
	<b>02</b> Regularly review existing regulations to enable ongoing development and improvement of standards and processes.	
	<b>03</b> Maintain and continually develop the National Register of Licences and ensure supporting licensing processes remain transparent, consistent, proportionate and effective.	
	<b>04</b> Maximise the impact of current enforcement resources.	
	<b>05</b> Develop further controls and processes to maximise compliance.	
	<b>06</b> Develop innovative solutions to persistent compliance challenges.	
	<b>07</b> Promote public confidence in compliant operators.	
	<b>08</b> Continue to educate stakeholders and thereby maximise awareness of SPSV compliance requirements.	
<b>2</b> To facilitate access to high quality SPSV services by all users, particularly people with disabilities.	<b>09</b> Continue to promote the availability of an appropriate number of accessible vehicles.	053–084
	<b>10</b> Monitor service levels to ensure operator compliance with regulations and best practice.	
	<b>11</b> Help users identify the most appropriate service for their needs.	
	<b>12</b> Continue to run public campaigns to promote the use of SPSVs and raise consumer awareness of the benefits of licensed operators.	
	<b>13</b> Continue to enhance in-vehicle and supporting customer information.	
	<b>14</b> Set the maximum national taxi fare at a level that provides a fair return while maximising demand.	
	<b>15</b> Help service users who contract SPSV services to determine an appropriate level of service for their particular requirements.	

## Overview of the Commission's Strategic Objectives, Goals and Actions 2010–2011 CONTINUED

STRATEGIC OBJECTIVES	HIGH LEVEL GOALS	ACTIONS 2010–2011
<b>3</b> To enhance quality assurance for SPSV users and service providers.	<b>16</b> Ensure that every SPSV driver has the skills and knowledge needed to provide an appropriate level of service.	085–095
	<b>17</b> Consider the introduction of a quality assurance mechanism to enable better informed consumer choice.	
	<b>18</b> Continue to promote the different categories of SPSV to operators and users.	
<b>4</b> To partner and engage with stakeholders to progress statutory and strategic objectives.	<b>19</b> Ensure an appropriate level of stakeholder engagement and manage key relationships in an effective and constructive way.	096–113
	<b>20</b> Ensure that key decisions are informed by stakeholder input.	
	<b>21</b> Establish and maintain appropriate mechanisms for consultation with industry and consumer stakeholders.	
	<b>22</b> Continue to collect internal and external data and information relating to the SPSV industry.	
	<b>23</b> Ensure wider transport planning and policy formulation include SPSV services at the heart of the public transport model.	
<b>5</b> To promote the integration of SPSV services into the wider public transport system.	<b>24</b> Engage with relevant bodies planning and implementing integrated transport solutions.	114–122
	<b>25</b> Promote the use of the Commission's taxi rank guidelines at all major transport interchanges.	
<b>Our capacity to deliver</b> To maintain a professionally managed, efficiently structured and resourced organisation with committed and highly skilled staff who are clearly focused on delivering the Commission's strategy and objectives.	<b>26</b> Continue to evolve as a professional organisation.	123–150
	<b>27</b> Ensure an optimum organisational structure and resourcing levels are maintained to meet internal and external requirements.	
	<b>28</b> Highly committed and skilled staff who are clearly focused on delivering against Commission objectives.	
	<b>29</b> Use appropriate methodologies and processes to maintain and further enhance organisational effectiveness while maintaining excellent corporate governance standards.	

## Delivering on the Action Plan

For each of the actions listed in this Action Plan we have identified initial targets against which we will measure progress. The ultimate delivery of many of the actions is dependent on the outcome of required due process, such as regulatory impact analysis, stakeholder consultation and cost–benefit analysis. Some actions, such as the takeover of driver licensing from An Garda Síochána, depend on the Commission being granted the necessary resources to support the activity.

The management and staff of the Commission are fully committed to maintaining the current operational processes and to consolidating existing processes and systems so that the regulatory framework and systems for SPSV licence holders meet our overall vision and mission. We also look forward to progressing the new initiatives listed below and to working closely within the NTA to further integrate SPSV services into the wider transport network.

In delivering each of the actions we commit to undertaking the following steps.

### Operational processes

- Maintain all core processes at current service levels
- Conduct regular internal reviews of operational processes which:
  - Ensure service levels delivered by third party suppliers meet the required standards
  - Gather feedback on operational processes from licence holders and consumers
  - Identify process improvements that could lead to greater efficiencies or effectiveness
- Further develop operational processes in line with recommendations of internal reviews, as required
- Inform licence holders of changes to operational processes in a timely and efficient manner.

### Consolidating existing processes and systems

- Ensure reviews are informed by best practice in Ireland and internationally
- Conduct Regulatory Impact Analysis where appropriate
- Conduct stakeholder consultation where appropriate
- Work with relevant third parties to ensure proposed amendments take full consideration of their requirements (e.g. take the requirements of the Legal Metrology Service into full consideration during the review of the licensing conditions).

### Progressing new initiatives (including further integration of SPSV services into the wider transport system)

With regard to significant developments such as the proposed fleet licence:

- Conduct screening Regulatory Impact Analysis (RIA) at the project initiation stage
- Conduct pre-consultation with key stakeholders to inform the screening RIA, where appropriate
- Conduct public consultation referring interested parties to the screening RIA
- Consider all submissions
- Conduct further consultation with relevant stakeholders, if appropriate
- Complete the final RIA
- Present the RIA to the Advisory Council and to interested stakeholders for consideration.

### Reporting Progress against the Action Plan

The Commission will publish two End of Year Statements (for 2010 and 2011) that will measure progress against the Action Plan and outline any reprioritisation of the work programme. The Commission will publish two Annual Reports (for 2010 and 2011) that will provide overall reports on the Commission's progress.

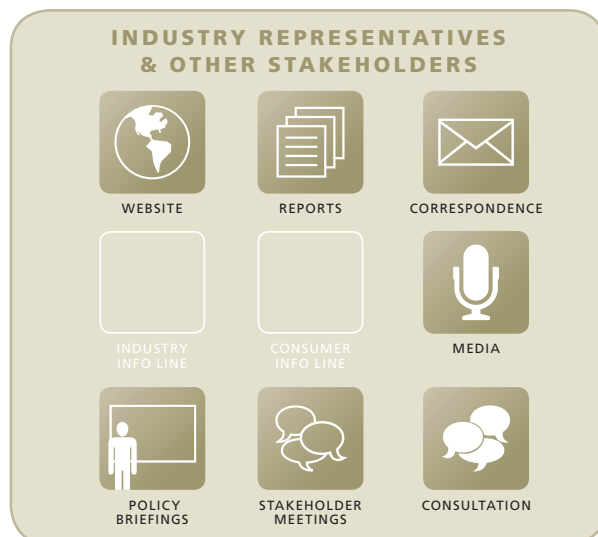
All reports will be written in plain English and will be available on our website, [www.taxiregulator.ie](http://www.taxiregulator.ie).

## Our communication channels and primary audiences

In addition to the formal reporting mechanisms listed above the Commission regularly updates its stakeholders on its activities and work programme through a range of channels. The diagram below outlines the communication channels currently in use between the Commission and its stakeholders.

- **Website**  
www.taxiregulator.ie
- **Correspondence: email and letters**  
commission@taxiregulator.ie
- **Industry Information Line** 1890 347 347
- **Consumer Information Line** 1890 60 60 90

- **Media**  
Interviews, Public Information Campaigns, Press Statements
- **Consultation**
- **Reports**  
Research Papers, Consultation Documents, Regulatory Impact Analyses, Corporate Publications
- **Policy briefings**  
See Appendix 1 for the Advisory Council's role and membership. For a full list of our primary policy partners see page 4 of the *Strategy Statement 2010–2014*
- **Stakeholder meetings**  
For a full list of our stakeholders see page 13 of the *Strategy Statement 2010–2014*
- **Notification processes**  
Industry newsletters, letters to licence holders, text messaging



# Actions supporting the Commission's five strategic objectives

## OBJECTIVE ONE

To continue to develop and maintain the regulatory framework for the SPSV industry in Ireland

- GOAL 1 Continue to consolidate existing SPSV regulations so that they are clear and accessible.
- GOAL 2 Regularly review existing regulations to enable ongoing development and improvement of standards and processes.
- GOAL 3 Maintain and continually develop the National Register of Licences and ensure supporting licensing processes remain transparent, consistent, proportionate and effective.
- GOAL 4 Maximise the impact of current enforcement resources.
- GOAL 5 Develop further controls and processes to maximise compliance.
- GOAL 6 Develop innovative solutions to persistent compliance challenges.
- GOAL 7 Promote public confidence in compliant operators.
- GOAL 8 Continue to educate stakeholders and thereby maximise awareness of SPSV compliance requirements.

**GOAL ONE**

Continue to consolidate existing SPSV regulations so that they are clear and accessible

HIGH LEVEL ACTIONS FOR 2010–2014	SUPPORTING ACTIONS FOR 2010–2011	TARGETS FOR 2010–2011
<b>1.A</b> Work with the Department of Transport, the Road Safety Authority and other relevant bodies to ensure that the legislative framework for SPSVs clearly provides the supports required to achieve the objectives of the overall regulatory model.	<b>001</b> Maintain and develop SPSV regulations in line with policy development and ongoing review of regulatory impact.	Regulations signed into law as required and appropriate notice given (see Action 004).
	<b>002</b> Review and update legislative compendium and ensure its availability the Commission's website.	Up-to-date legal compendium available throughout 2010–2011.
<b>1.B</b> Consider the impact of any proposed changes by conducting regulatory impact analyses (RIAs).	<b>003</b> Conduct Regulatory Impact Analysis (RIA) prior to all key decisions.	RIAs completed and presented to the Advisory Council for consideration.
<b>1.C</b> Communicate any change in requirements to stakeholders in a timely and effective manner through all available media (for example, industry newsletter, industry information line, Commission website).	<b>004</b> Consider notification period required to affected parties as part of RIA and implementation planning processes.	Appropriate notification processes for industry and any other affected parties to accompany all significant regulatory change.
<b>1.D</b> In cooperation with the Department of Transport, An Garda Síochána, the Courts Service and licence holders (and in parallel with the transfer of the administration of SPSV driver licensing from An Garda Síochána to the Commission) seek commencement of Section 36 (mandatory disqualification) and Section 44(5) (penalties for convictions) of the Taxi Regulation Act 2003.	<b>005</b> Continue to meet with all relevant parties to progress supporting requirements (the allocation of additional personnel to the Commission, information systems, controls, administration supports) to allow commencement of Section 36 provisions.	Full requirements documented and implementation plan agreed between all parties.

**GOAL TWO****Regularly review existing regulations to enable ongoing development and improvement of standards and processes**

<b>HIGH LEVEL ACTIONS FOR 2010–2014</b>	<b>SUPPORTING ACTIONS FOR 2010–2011</b>	<b>TARGETS FOR 2010–2011</b>
<b>2.A</b> Conduct a review every two years of licensing conditions, regulatory fees and sanctions to ensure that they continue to fulfil their underlying objectives in a cost effective, proportionate and efficient manner.	<b>006</b> <b>Conduct full review of existing licensing conditions and fees and conduct consultation and RIA on any changes proposed.</b>	Review completed and potential further reforms identified.
	<b>007</b> <b>Investigate the best approach to introducing a fleet licence and conduct RIA on proposed fleet licence conditions.</b>	Options for introduction of a fleet licence developed, and consultation and RIA completed.
	<b>008</b> <b>Carry out a review of existing sanctions as part of review of enforcement and compliance.</b>	Initial review completed and potential amendments to existing sanctions identified.
<b>2.B</b> Use technology appropriately, so as to maximise the benefits and reduce the costs of licensing, monitoring and compliance activities.	<b>009</b> <b>Implement our IT strategy for 2010–2011 which meets government objectives (including e-Government).</b>	IT strategy in place and progress monitored and reported.
	<b>010</b> <b>Maintain a supporting IT budget to ensure value for money and appropriate evaluation prior to draw-down.</b>	IT budget in place with supporting approval and review mechanisms in line with central government guidance on IT expenditure/ e-Government requirements.
	<b>011</b> <b>Provide quarterly management reports on progress against IT objectives.</b>	Quarterly reports considered and IT priorities established against wider regulatory and process development.
	<b>012</b> <b>Engage in wider public sector IT planning and policy mechanisms.</b>	Participate in IT forums as required.
<b>2.C</b> Participate in external, independent reviews of our regulatory model, as directed by Government.	<b>013</b> <b>Participate in Department of the Taoiseach sponsored forum of national regulators.</b>	Attend forum events and contribute as required.

**GOAL THREE**

**Maintain and continually develop the National Register of Licences and ensure supporting licensing processes remain transparent, consistent, proportionate and effective**

<b>HIGH LEVEL ACTIONS FOR 2010–2014</b>	<b>SUPPORTING ACTIONS FOR 2010–2011</b>	<b>TARGETS FOR 2010–2011</b>
<b>3.A</b> Provide vehicle inspection and licensing services to all SPSV licence holders by appointment.	<b>014</b> <b>Ensure vehicle inspection and licensing services are available in line with service standards to all vehicle licence holders and new applicants.</b>	Vehicle inspection and licensing services delivered in line with customer charter and supporting contract service levels.
	<b>015</b> <b>Continue to develop and enhance management and provision of vehicle licensing services in line with annual improvement targets and to ensure value for money and audit requirements.</b>	Targets for service improvements and value for money and audit requirements met.
<b>3.B</b> Continue to provide advice in relation to vehicle specifications through our website and industry information line to support operators in application, renewal and change of vehicle processes.	<b>016</b> <b>Provide up-to-date information to all licence holders and new applicants on vehicle specifications and vehicle licensing conditions and processes.</b>	Specialist advice on vehicle standards and inspection services delivered in line with customer charter.
	<b>017</b> <b>Commission website and supporting industry publications updated to ensure accessible information on vehicle standards.</b>	Relevant publications and information sources provide appropriate and accessible information on vehicle standards in a range of formats to meet accessibility and information requirements.
<b>3.C</b> Provide licensing services to registered dispatch operators.	<b>018</b> <b>Provide licensing services to dispatch operators.</b>	Maintain day-to-day dispatch operator licensing in line with customer charter and supporting contract service levels.
	<b>019</b> <b>Design and implement further requirements for dispatch operator process (including renewal process).</b>	Renewal process in place and operational.
<b>3.D</b> Provide ancillary services to the driver licensing process in cooperation with An Garda Síochána as current licensing authority (driver identification, driver skills testing and certification).	<b>020</b> <b>Continue to update the National Register of Drivers with new and renewed driver licence information as supplied by An Garda Síochána.</b>	National Register of Drivers maintained.
	<b>021</b> <b>Issue driver identification cards to all SPSV driver licence holders on renewal or on request.</b>	Driver identification supplied in line with service standards and compliance and security controls.
	<b>022</b> <b>Distribute new driver ID cards with enhanced security and visibility specifications.</b>	Ongoing distribution of enhanced driver identification cards.
	<b>023</b> <b>Maintain and enhance skills development testing programme for driver licensing applications/dispatch operator applications.</b>	Skills testing service delivered in line with customer charter and supporting contract service levels.

HIGH LEVEL ACTIONS FOR 2010–2014	SUPPORTING ACTIONS FOR 2010–2011	TARGETS FOR 2010–2011
<b>3.D CONTINUED</b> Provide ancillary services to the driver licensing process in cooperation with An Garda Síochána as current licensing authority (driver identification, driver skills testing and certification).	<b>024</b> <b>Introduce skills development testing programme for existing SPSV drivers.</b>	Skills test available for all SPSV drivers from mid-2010.
	<b>025</b> <b>Maintain and review skills certification process and supporting links to An Garda Síochána driver licensing system.</b>	Certificates issued in line with service standards and notification of same provided to An Garda Síochána.
<b>3.E</b> Continue to work with An Garda Síochána to further enhance existing licensing conditions and processes and plan for the transfer of primary responsibility for driver licensing administration to the Commission.	<b>026</b> <b>Participate in Garda/Commission working group to consider implementation of Section 36, driver licensing administration handover and improvements to driver licensing conditions. (See Action 005.)</b>	Contribute to working group, providing input into review of driver licensing administration process and supporting licensing conditions.
	<b>027</b> <b>Develop a new driver licensing process proposal to incorporate licensing administration and controls.</b>	Proposal completed and submitted to working group and An Garda Síochána for consideration.
	<b>028</b> <b>Cooperate with An Garda Síochána to develop a robust transition plan in any eventual transfer of driver licensing administration to the Commission.</b>	Transitional plan completed (conditional on sanction and necessary resources).

**GOAL FOUR****Maximise the impact of current enforcement resources**

<b>HIGH LEVEL ACTIONS FOR 2010–2014</b>	<b>SUPPORTING ACTIONS FOR 2010–2011</b>	<b>TARGETS FOR 2010–2011</b>
<b>4.A</b> Identify the optimum model for enforcement to ensure that the Commission's resources have maximum impact.	<b>029</b> <b>Conduct a review of the current enforcement model.</b>	Complete review and develop supporting compliance strategy for internal deliberation.
	<b>030</b> <b>Maintain and develop existing enforcement activities.</b>	Enforcement activities maintained against committed levels and outcomes reported quarterly.
<b>4.B</b> Review and enhance enforcement powers where necessary.	<b>031</b> <b>Consider the statutory, regulatory and organisational change required to effect any additional powers considered necessary.</b>	Review completed.
<b>4.C</b> Further integrate activities and information-sharing with other enforcement agencies, including An Garda Síochána, Department of Social Protection*, Revenue Commissioners, and the Legal Metrology Services, to meet compliance challenges.	<b>032</b> <b>Continue to plan and contribute to bilateral and multiple agency checkpoints and other enforcement activities.</b>	Schedule of activities carried out and follow-up action taken.
	<b>033</b> <b>Maintain and deliver against shared data protocols with other enforcement agencies using information from public register and general enforcement activities.</b>	Data supplied on a regular basis.
<b>4.D</b> Investigate methodologies used by other enforcement agencies to enable risk profiling and targeting.	<b>034</b> <b>Conduct research into other national and international models of risk profiling and targeting and consider application for SPSV use.</b>	Research completed and optimal model identified.

**GOAL FIVE****Develop further controls and processes to maximise compliance**

<b>HIGH LEVEL ACTIONS FOR 2010–2014</b>	<b>SUPPORTING ACTIONS FOR 2010–2011</b>	<b>TARGETS FOR 2010–2011</b>
<b>5.A</b> Implement further appropriate controls in licensing administration and inspection to monitor and assure compliance.	<b>035</b> <b>Maintain and regularly update licensing administration controls in line with audit and risk management best practice.</b>	Licensing risk and controls framework reviewed quarterly and mitigating actions progressed.
<b>5.B</b> Review all data collection, data dissemination and monitoring processes to identify potential for further compliance gains.	<b>036</b> <b>Review data management model every twelve months to ensure it continues to support internal and external requirements.</b>	Data model in place – automated and controlled access points to Commission data maintained. Core data collection and dissemination processes reported on.

\*Previously referred to as the Department of Social and Family Affairs.

**GOAL SIX****Develop innovative solutions to persistent compliance challenges**

<b>HIGH LEVEL ACTIONS FOR 2010–2014</b>	<b>SUPPORTING ACTIONS FOR 2010–2011</b>	<b>TARGETS FOR 2010–2011</b>
<b>6.A</b> Use emerging technologies where appropriate for monitoring and profiling purposes.	<b>037</b> Consider use of appropriate technology (e.g. ANPR) for compliance/traffic count purposes.	Feasibility study completed.
	<b>038</b> Consider GPS and other mobile technologies for licensing, control and monitoring purposes with particular regard for the monitoring of working hours.	Feasibility study completed.
<b>6.B</b> Investigate the use of further security devices to promote consumer confidence and assist the detection of illegal operation.	<b>039</b> Design, procure, roll out and monitor roof sign amendments notified as part of October 2009 reform plan.	Regulations for identification of driver's licensed area(s) of operation on roof sign in place and technical guidelines updated.
	<b>040</b> Run information sessions with authorised officers to ensure awareness of opportunities for detection of non-compliance based on improved Driver Identification (see Actions 022 and 039).	An Garda Síochána advised of new features and monitoring and control supports.
	<b>041</b> Review current vehicle licensing identification (including tamper-proof discs) to consider existing technologies for improving monitoring and control (e.g. barcode).	Review completed.

**GOAL SEVEN****Promote public confidence in compliant operators**

<b>HIGH LEVEL ACTIONS FOR 2010–2014</b>	<b>SUPPORTING ACTIONS FOR 2010–2011</b>	<b>TARGETS FOR 2010–2011</b>
<b>7.A</b> Provide a user-friendly online portal to our registers of SPSV licence holders.	<b>042</b> Launch online access to national registers of SPSV licences.	Online registers available.
<b>7.B</b> Provide service users with additional information that will create confidence in the operating standards of licensed SPSV operators.	<b>043</b> Update consumer information resources to include greater level of advice on compliance and other regulatory and promotional information.	Consumer awareness programme designed and initiated; to incorporate an updated consumer information guide and to ensure up-to-date and relevant information is provided through the consumer information line.
	<b>044</b> Consider wide-ranging consumer awareness strategy to support improved consumer information.	Proposal completed and implemented in line with budgetary and other priorities.

**GOAL EIGHT****Continue to educate stakeholders and thereby maximise awareness of SPSV compliance requirements**

<b>HIGH LEVEL ACTIONS FOR 2010-2014</b>	<b>SUPPORTING ACTIONS FOR 2010-2011</b>	<b>TARGETS FOR 2010-2011</b>
<b>8.A</b> Provide consumer information on how to avoid and report non-compliant operators.	<b>045</b> <b>Incorporate information on identifying non-compliant operators and reporting methods into consumer awareness information.</b>	Consumer information updated as per Action 043.
<b>8.B</b> Continue to input into training programmes of An Garda Síochána and other relevant enforcement bodies.	<b>046</b> <b>Ensure training sessions provided by Commission staff are undertaken in every Garda region.</b>	Ongoing contact with Garda National Traffic Bureau to facilitate sessions.
	<b>047</b> <b>Maintain and update the <i>Guide to SPSV Enforcement</i> for use by authorised officers.</b>	Publication updated and distributed on an ongoing basis.
<b>8.C</b> Provide ongoing information to the industry regarding regulatory and compliance issues.	<b>048</b> <b>Ensure licensing information and other industry communications, particularly the industry newsletter and industry information guides, contain information on regulatory and compliance issues.</b>	The website, industry newsletters and industry information guides are regularly updated and widely distributed and provide relevant information on regulatory and compliance issues.
	<b>049</b> <b>Ensure skills development programme continues to provide compliance and regulatory information (see Action 085).</b>	Skills programme updated as appropriate to reflect current compliance and regulatory information.
	<b>050</b> <b>Collaborate with other public bodies to increase awareness around wider regulatory and public policy issues such as the health and safety of drivers and their customers.</b>	Guidelines developed in collaboration with RSA and HSA regarding road safety issues such as working hours and driver fatigue.
<b>8.D</b> Engage with the industry on compliance issues and act on all verifiable information received regarding such issues.	<b>051</b> <b>Ensure a member of compliance staff is present at all national and regional meetings of industry representatives.</b>	Compliance staff present at relevant meetings.
	<b>052</b> <b>Maintain current communication channels between industry members and the compliance team and continue to act on all verifiable information provided by industry members regarding non-compliance in the SPSV industry.</b>	Compliance information process continues to operate effectively and verifiable information acted upon by the compliance team.

**OBJECTIVE TWO**

To facilitate access to high quality SPSV services by all users, particularly people with disabilities

**GOAL 9**

Continue to promote the availability of an appropriate number of accessible vehicles.

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**GOAL 10**

Monitor service levels to ensure operator compliance with regulations and best practice.

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**GOAL 11**

Help users identify the most appropriate service for their needs.

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**GOAL 12**

Continue to run public campaigns to promote the use of SPSVs and raise consumer awareness of the benefits of licensed operators.

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**GOAL 13**

Continue to enhance in-vehicle and supporting customer information.

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**GOAL 14**

Set the maximum national taxi fare at a level that provides a fair return while maximising demand.

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**GOAL 15**

Help service users who contract SPSV services to determine an appropriate level of service for their particular requirements.

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**GOAL NINE****Continue to promote the availability of an appropriate number of accessible vehicles**

<b>HIGH LEVEL ACTIONS FOR 2010–2014</b>	<b>SUPPORTING ACTIONS FOR 2010–2011</b>	<b>TARGETS FOR 2010–2011</b>
<b>9.A</b> Continue to seek financial assistance to support the upgrade of the existing accessible fleet to improved vehicle standards in anticipation of the introduction of new EU vehicle standards in 2012 and beyond.	<b>053</b> Continue to engage with the Department of Transport on the required fleet upgrade as set out in the Commission's October 2009 RIA, <i>Improving Accessibility to SPSV Services</i> .	Contact maintained with Department of Transport with regard to the request for financial assistance.
	<b>054</b> Monitor and publish level of wheelchair-accessible vehicles on a quarterly basis and advise policy partners on developments.	Government and other relevant policy partners are updated on changes to fleet over time.
<b>9.B</b> Liaise with vehicle importers, converters and other relevant authorities to promote awareness of the new standards.	<b>055</b> Provide regular information to those parties actively in contact with the Commission.	Contact maintained and information supplied.
	<b>056</b> Monitor wider developments in vehicle industry at home and abroad through research and attendance at relevant events.	Commission review of vehicle standards informed by wider developments.
<b>9.C</b> Provide information to operators to familiarise them with the approval processes for wheelchair accessible vehicles and to help them select vehicles that meet required standards.	<b>057</b> Regularly update website on technical requirements of wheelchair-accessible vehicles and respond to enquiries.	Ongoing provision of technical information requirements.
<b>9.D</b> Work with the industry to ensure that supply and demand for accessible services are better matched, as set out in the Commission's October 2009 RIA, <i>Improving Accessibility to SPSV Services</i> .	<b>058</b> Contribute to research paper on integrated accessible transport and impacts – use as submission document to relevant agencies.	Research paper completed.
	<b>059</b> Look at short-term improvements to the wheelchair-accessible vehicle register – e.g. test GPS technology to match information requests to booking services.	Research paper on technology to match supply and demand.

**GOAL TEN****Monitor service levels to ensure operator compliance with regulations and best practice**

<b>HIGH LEVEL ACTIONS FOR 2010–2014</b>	<b>SUPPORTING ACTIONS FOR 2010–2011</b>	<b>TARGETS FOR 2010–2011</b>
<b>10.A</b> Monitor the level and quality of service provision by wheelchair accessible vehicle operators through mystery shopping and other methods.	<b>060</b> <b>Mystery shopping to be maintained in line with available budgets and management resources.</b>	Outcome of mystery shopping considered at policy and compliance levels.
	<b>061</b> <b>Maintain process for handling Section 51 complaints from SPSV users.</b>	Section 51 complaints process administered and managed in line with procedures.
<b>10.B</b> Continue to respond effectively and efficiently to all commendations and complaints.	<b>062</b> <b>Enforcement strategy to consider development of operator profiling in line with available compliance data.</b>	Feasibility of operator profiling considered.

**GOAL ELEVEN****Help users identify the most appropriate service for their needs**

<b>HIGH LEVEL ACTIONS FOR 2010–2014</b>	<b>SUPPORTING ACTIONS FOR 2010–2011</b>	<b>TARGETS FOR 2010–2011</b>
<b>11.A</b> Provide consumer information to increase awareness of how to select a licensed operator.	<b>063</b> <b>Improve consumer access to the national registers of SPSV operators through the development of online access as per Action 042.</b>	Online access to national register available.
	<b>064</b> <b>Consider use of mobile technology to allow access to public register information.</b>	Feasibility paper complete.
<b>11.B</b> Provide vehicle licence holders with appropriate evidence of their licence status, including an SPSV licence certificate and tamper-proof discs, which they must display for consumer information and compliance purposes.	<b>065</b> <b>Ensure supply of vehicle licensing documentation in a timely manner.</b>	Certification and secure licensing documentation provided to licence holders.
<b>11.C</b> Continue to provide licensed SPSV drivers with appropriate ID cards which they must display for consumer information and compliance purposes.	<b>066</b> <b>Issue driver identification cards to all SPSV driver licence holders on renewal or on request as per Action 021.</b>	Driver identification process carried out in line with service standards and controls.
<b>11.D</b> Continue to provide licensed dispatch operators with licence certificates.	<b>067</b> <b>Issue appropriate licence certification to dispatch operators.</b>	Certification issued to licensed dispatch operators.
<b>11.E</b> Make the contact details of licensed dispatch operators publicly available, to facilitate advance booking and better customer service.	<b>068</b> <b>Develop and maintain online dispatch operator register.</b>	Online dispatch operator register in place.
<b>11.F</b> Investigate the provision of information on the location and facilities at taxi ranks throughout Ireland.	<b>069</b> <b>Prepare a proposal and implementation plan for the development and ongoing maintenance of a national register of taxi ranks.</b>	Publish national register of taxi ranks online as initial phase of information provision.
<b>11.G</b> Work with relevant agencies to improve the provision of information on SPSV services at major transport interchanges and other access points.	<b>070</b> <b>Provide best practice information provision at a number of demonstration sites (transport interchanges or stand alone taxi ranks).</b>	Demonstration sites with signage in place.
	<b>071</b> <b>Facilitate best practice information provision with regard to SPSV services by transport providers, local authorities or other interested parties.</b>	Advise on the provision of best practice signage to interested parties and provide sample signage if appropriate to do so.

**GOAL TWELVE**

Continue to run public campaigns to promote the use of SPSVs and raise consumer awareness of the benefits of using licensing operators

HIGH LEVEL ACTIONS FOR 2010–2014	SUPPORTING ACTIONS FOR 2010–2011	TARGETS FOR 2010–2011
<b>12.A</b> Use regional and other media to promote local and specialist SPSV services in a proactive and effective way within available resources.	<b>072</b> <b>Maintain existing advertising campaign which uses local media channels, subject to budget and other operational priorities.</b>	Targeted local advertising campaign maintained in line with available budget.
<b>12.B</b> Disseminate information on improved standards and supporting processes in order to maximise uptake of SPSV services.	<b>073</b> <b>Develop communications plan to support promotion of ongoing improvements in SPSV standards.</b>	Communications plan completed and initiated.

**GOAL THIRTEEN**

Continue to enhance in-vehicle and supporting customer information

HIGH LEVEL ACTIONS FOR 2010–2014	SUPPORTING ACTIONS FOR 2010–2011	TARGETS FOR 2010–2011
<b>13.A</b> Update in-vehicle customer information on a regular basis.	<b>074</b> <b>Review in-vehicle customer information in parallel with 2010 fare review as per Action 079.</b>	Review of in-vehicle customer information completed.
	<b>075</b> <b>Consider further enhancements to in-vehicle customer information to accommodate particular accessibility requirements.</b>	Information requirements identified.
<b>13.B</b> Ensure that the consumer information line continues to provide accessible, relevant and timely advice.	<b>076</b> <b>Ensure provision of consumer information over national support line remains relevant and timely (see Action 043).</b>	Provision of consumer information monitored and updated in line with consumer information requirements, industry standards and regulatory developments.
<b>13.C</b> Provide consumer information using all appropriate media (for example, through mobile technology, consumer websites, or joint information and awareness campaigns with other public sector bodies).	<b>077</b> <b>Launch online fare estimator on the Commission's website.</b>	Online fare estimator in place.
	<b>078</b> <b>Consider a wide range of communication channels as part of development of communications plan.</b>	Effective use of communication channels in place to support distribution of information to consumers, subject to available budget.

**GOAL FOURTEEN**

Set the maximum national taxi fare at a level that provides a fair return while maximising demand

HIGH LEVEL ACTIONS FOR 2010–2014	SUPPORTING ACTIONS FOR 2010–2011	TARGETS FOR 2010–2011
<b>14.A</b> Conduct a review of the national maximum taxi fare at least every two years.	<b>079</b> <b>Complete scheduled review of existing maximum national taxi fare in 2010, with supporting consultation and regulatory impact analysis completed.</b>	Consultation and regulatory impact analysis completed and decision made regarding national maximum taxi fare level for 2010–2012.
<b>14.B</b> Increase public awareness of the fact that the fare is a maximum, to encourage appropriate price competition to the benefit of both operators and consumers (including the use of discounting and other measures to stimulate extra demand).	<b>080</b> <b>Consider awareness campaign as part of the consumer awareness programme (see Action 043).</b>	Suitable actions initiated, if identified.
<b>14.C</b> Consider measures to address affordability for different SPSV user groups, particularly where there is likely to be unmet demand.	<b>081</b> <b>Update research on user subsidies and other supports in equivalent transport sectors at home and abroad and investigate the existence of potential user groups currently not accessing SPSV services.</b>	Research paper updated.
<b>14.D</b> Engage with the Department of Social Protection to identify opportunities for providing subsidised SPSV travel to eligible individuals.	<b>082</b> <b>Work with the offices of the NTA and the Department of Transport to identify means of introducing subsidies during the lifetime of the Commission's Strategy Statement 2010–2014.</b>	Contact made with relevant parties.

**GOAL FIFTEEN**

Help service users who contract SPSV services to determine an appropriate level of service for their particular requirements

HIGH LEVEL ACTIONS FOR 2010–2014	SUPPORTING ACTIONS FOR 2010–2011	TARGETS FOR 2010–2011
<b>15.A</b> Engage with large-scale public sector buyers of SPSV services to help them to identify indicators of quality and choice.	<b>083</b> <b>Arrange information sessions with largest public sector purchasers of SPSV services to update on regulatory requirements and indicators of quality.</b>	Three to four briefing sessions conducted annually with relevant public sector bodies.
<b>15.B</b> Provide public information on operators who deliver higher standards of service (such as an operator commendation scheme or other public recognition that minimum standards have consistently been exceeded).	<b>084</b> <b>Consider providing public information on high-quality operators as part of any award scheme for quality operators, as per Action 089.</b>	Model for information provision reviewed.

**OBJECTIVE THREE**

To enhance quality assurance for SPSV users and service providers

**GOAL 16**

Ensure that every SPSV driver has the skills and knowledge needed to provide an appropriate level of service.

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**GOAL 17**

Consider the introduction of a quality assurance mechanism to enable better informed consumer choice.

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**GOAL 18**

Continue to promote the different categories of SPSV to operators and users.

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**GOAL SIXTEEN**

Ensure that every SPSV driver has the skills and knowledge needed to provide an appropriate level of service

HIGH LEVEL ACTIONS FOR 2010–2014	SUPPORTING ACTIONS FOR 2010–2011	TARGETS FOR 2010–2011
<b>16.A</b> Continue to promote the programme of ongoing skills development and certification to support professional development and higher levels of customer service by all licence holders.	<b>085</b> Maintain and update skills development materials as required. Ensure the programme supports licence holders in delivering high quality customer service and continues to provide information on business planning, customer service and the health and safety of drivers and customers in particular.	Issue second edition of skills development training pack in mid-2010 in line with Action 023.
	<b>086</b> Encourage early take-up of skills test programme by existing drivers in 2010 through promotion of early incentives (e.g. free first test).	Industry notified through quarterly newsletter and other means of benefits of early take-up.
	<b>087</b> Introduce alternative version of driver ID that clearly displays to the service user that the driver has been certified through the skills programme.	Alternative driver ID card introduced for certified drivers.
<b>16.B</b> Promote specialist additional training for certain service areas — for instance wheelchair accessible vehicle operators.	<b>088</b> Investigate training opportunities being provided to professional transport providers or related service industries.	Research completed and initial proposal for additional training elements made.

**GOAL SEVENTEEN**

Consider the introduction of a quality assurance mechanism to enable better informed consumer choice

HIGH LEVEL ACTIONS FOR 2010–2014	SUPPORTING ACTIONS FOR 2010–2011	TARGETS FOR 2010–2011
<b>17.A</b> Investigate the establishment of an Operator of the Year programme or similar award scheme.	<b>089</b> Develop a model scheme for consideration.	Scheme developed and implementation plan approved.
<b>17.B</b> Identify international approaches and supporting requirements for a quality mark system for the SPSV sector, and consider rolling out such a system in Ireland.	<b>090</b> Complete ongoing research and identify options for feasibility testing.	Paper developed.
<b>17.C</b> Liaise with other stakeholders that share a quality promotion remit (such as Fáilte Ireland) to cooperate on relevant initiatives.	<b>091</b> Identify an initial list of relevant agencies and arrange exploratory meetings.	Database of relevant quality systems in Ireland to be developed and links developed with responsible agencies.

**GOAL EIGHTEEN****Continue to promote the different categories of SPSV to operators and users**

<b>HIGH LEVEL ACTIONS FOR 2010–2014</b>	<b>SUPPORTING ACTIONS FOR 2010–2011</b>	<b>TARGETS FOR 2010–2011</b>
<b>18.A</b> Continue to promote all categories for door-to door and out-of-hours services.	<b>092</b> <b>Ensure consumer awareness programme includes promotion of all categories of SPSVs with particular regard to unique nature of limousine services; to include promotion of SPSV services as door-to-door transport provider and the use of SPSVs for people with disabilities.</b>	Consumer awareness programme in place to address all categories and the particular value-add of the SPSV sector.
<b>18.B</b> Encourage the take-up of wheelchair accessible hackney licences, in order to maximise the availability of services for people with disabilities and other special requirements.	<b>093</b> <b>Engage with wider policy and transport providers (e.g. voluntary and community organisations) to address gaps in door-to-door transport services for these users.</b>	Initial contact made with sector.
<b>18.C</b> Ensure that the limousine category is appropriately regulated and supported, so that the demand for ceremonial and prestige services is satisfied.	<b>094</b> <b>Carry out review of particular requirements for limousine sector in line with wider reviews (see Actions 006 and 095).</b>	Report on standards and controls currently in place and make recommendations to improve consumer assurance and compliance.
<b>18.D</b> Continue to review vehicle standards to ensure that SPSVs meet current and future user needs.	<b>095</b> <b>Carry out review and initial consultation on vehicle standards, current and planned (to 2012).</b>	Initial review completed and potential amendments to existing standards considered.

**OBJECTIVE FOUR**

To partner and engage with stakeholders to progress statutory and strategic objectives

**GOAL 19**

Ensure an appropriate level of stakeholder engagement and manage key relationships in an effective and constructive way.

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**GOAL 20**

Ensure that key decisions are informed by stakeholder input.

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**GOAL 21**

Establish and maintain appropriate mechanisms for consultation with industry and consumer stakeholders.

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**GOAL 22**

Continue to collect internal and external data and information relating to the SPSV industry.

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**GOAL 23**

Ensure wider transport planning and policy formulation include SPSV services at the heart of the public transport model.

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**GOAL NINETEEN****Ensure an appropriate level of stakeholder engagement and manage key relationships in an effective and constructive way**

<b>HIGH LEVEL ACTIONS FOR 2010–2014</b>	<b>SUPPORTING ACTIONS FOR 2010–2011</b>	<b>TARGETS FOR 2010–2011</b>
<b>19.A</b> Maintain relationships with other policy bodies whose remit is relevant to the regulation of SPSVs and their integration into the wider public transport network.	<b>096</b> <b>Develop stakeholder engagement plan to the end of 2011.</b>	Carry out meetings and contact as per plan.
	<b>097</b> <b>Make submissions on key consultations and monitor outcome of same.</b>	Submissions made to relevant policy areas.
<b>19.B</b> Manage contact points such as the Commission's email address and website so that stakeholders can interact on service or policy issues.	<b>098</b> <b>Maintain and resource contact points in line with customer charter.</b>	Service standards for customer contact maintained in line with customer charter.
<b>19.C</b> Continue to enhance the specialist information and support provided by the industry and consumer information lines.	<b>099</b> <b>Review information and training programmes against frequently asked questions and emerging areas of interest as part of quality control and service review processes.</b>	Timely and appropriate information provided and scored as part of contract management process.

**GOAL TWENTY****Ensure that key decisions are informed by stakeholder input**

<b>HIGH LEVEL ACTIONS FOR 2010–2014</b>	<b>SUPPORTING ACTIONS FOR 2010–2011</b>	<b>TARGETS FOR 2010–2011</b>
<b>20.A</b> Continue to conduct public consultation on key issues as appropriate.	<b>100</b> <b>Conduct consultation processes as required under 2003 Act and in line with best practice.</b>	Effective and well-designed public consultations completed as required.
<b>20.B</b> Invite and measure public response to service changes and policy implementation (for example, through surveys).	<b>101</b> <b>Develop a strategy for surveying service users in partnership with key contracted service providers.</b>	Trial proposed process at one service site and assess outcome of results with a view to extending survey across principal service areas.
<b>20.C</b> Seek feedback on existing services and processes in order to achieve continuous improvement and more responsive services.	<b>102</b> <b>Develop feedback mechanisms in all service areas to ensure ongoing and regular feedback.</b>	Implement initial feedback channels in all service areas and report on same in annual report.

**GOAL TWENTY ONE****Establish and maintain appropriate mechanisms for consultation with industry and consumer stakeholders**

<b>HIGH LEVEL ACTIONS FOR 2010–2014</b>	<b>SUPPORTING ACTIONS FOR 2010–2011</b>	<b>TARGETS FOR 2010–2011</b>
<b>21.A</b> Work with existing consumer panels that have a transport or public service focus in order to establish more effective consultation with SPSV users.	<b>103</b> <b>Identify relevant consumer panel incorporating transport focus and engage in any consultation processes as appropriate.</b>	Consultation processes incorporate engagement with identified panel.
<b>21.B</b> Continue to engage with registered industry representative bodies.	<b>104</b> <b>Conduct quarterly meetings with national representative bodies and six monthly with regional representatives.</b>	Meetings held.
<b>21.C</b> Seek other fora to engage with stakeholders that have specialist interests or knowledge (such as equipment suppliers).	<b>105</b> <b>Identify relevant networks and establish formal contact.</b>	Database of specialist providers or suppliers developed and contact maintained.

**GOAL TWENTY TWO****Continue to collect internal and external data and information relating to the SPSV industry**

<b>HIGH LEVEL ACTIONS FOR 2010–2014</b>	<b>SUPPORTING ACTIONS FOR 2010–2011</b>	<b>TARGETS FOR 2010–2011</b>
<b>22.A</b> Continue to engage with international bodies involved in relevant research.	<b>106</b> <b>Continue to participate in international forums in which the Commission has associate or membership status.</b>	Engage with conferences and contact as resources permit.
<b>22.B</b> Ensure that the Commission has adequate data to inform its work by continuing to collect data and to work with other bodies that collect and collate transport and related data.	<b>107</b> <b>Develop a data and dissemination model that integrates third-party data sharing and maximises internal processes as per Action 036.</b>	Data dissemination and data sharing is supported.
	<b>108</b> <b>Publish information for potential entrants to inform them of market opportunities and other relevant information.</b>	New guidelines for entering industry to be available in all Garda stations and licensing centres.

**GOAL TWENTY THREE****Ensure wider transport planning and policy formulation include SPSV services at the heart of the public transport model**

<b>HIGH LEVEL ACTIONS FOR 2010–2014</b>	<b>SUPPORTING ACTIONS FOR 2010–2011</b>	<b>TARGETS FOR 2010–2011</b>
<b>23.A</b> Facilitate widespread dissemination of accurate information about SPSVs and service providers.	<b>109</b> <b>Make submissions on key consultations and monitor outcome of same.</b>	Policy information developed by Commission is considered by wider processes.
<b>23.B</b> Work with the NTA to identify strategies and policy actions that will maximise the use by the public of SPSVs.	<b>110</b> <b>Develop a working group in conjunction with the NTA to develop a showcase site incorporating SPSV services at a selected major transport interchange.</b>	Identify and conduct design phase for selected major transport interchange.
<b>23.C</b> Work with the accessibility sector to develop approaches to using SPSVs to meet the transport requirements of their clients.	<b>111</b> <b>Develop submission on how SPSVs could be further used to meet accessible transport requirements.</b>	Submission made to relevant policy bodies on better integration of SPSV services into accessible transport.
<b>23.D</b> Continue to engage with the Public Transport Accessibility Committee, the National Disability Authority and other policy makers.	<b>112</b> <b>Participate in committee meetings and input into relevant policy and consultation.</b>	Maximum participation.
<b>23.E</b> Work with the voluntary and community sector to develop appropriate transport solutions.	<b>113</b> <b>Develop research paper on better integration of SPSVs into voluntary and community services and identify early initiatives.</b>	Paper prepared.

**OBJECTIVE FIVE**

To promote the integration of SPSV services into the wider public transport system

**GOAL 24**

Engage with relevant bodies planning and implementing integrated transport solutions.

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**GOAL 25**

Promote the use of the Commission's taxi rank guidelines at all major transport interchanges.

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**GOAL TWENTY FOUR****Engage with relevant bodies planning or developing integrated transport solutions**

<b>HIGH LEVEL ACTIONS FOR 2010–2014</b>	<b>SUPPORTING ACTIONS FOR 2010–2011</b>	<b>TARGETS FOR 2010–2011</b>
<b>24.A</b> Promote advantages of taxis, based on research and international best practice.	<b>114</b> <b>Ensure all RIA incorporate international analysis.</b>	All relevant analysis or design incorporates international best practice.
	<b>115</b> <b>Produce policy document on value of SPSVs from public policy and transport perspectives.</b>	Document produced.
<b>24.B</b> Seek to have taxis incorporated into integrated ticketing once the system is an established payment mechanism in the wider public transport network.	<b>116</b> <b>Maintain contact with relevant section of the NTA.</b>	Meetings held with Integrated Ticketing Project office to determine appropriate timing.
<b>24.C</b> Promote information awareness at public transport interchanges for the booking of taxi, hackney, limousine and wheelchair accessible SPSV services.	<b>117</b> <b>Develop guidelines containing relevant regulatory, operator and consumer information for use at access points for SPSV services.</b>	Standard information booklet produced.
<b>24.D</b> Provide guidance to local authorities and transport planners on matters relating to SPSVs.	<b>118</b> <b>Provide a liaison point for local authority queries on planning for SPSV services.</b>	Liaison process in place.
	<b>119</b> <b>Produce national taxi rank guidelines and promote use among local authorities and other relevant stakeholders.</b>	Guidelines published and resources in place to provide promotional and advisory supports.

**GOAL TWENTY FIVE****Promote the use of the Commission's taxi rank guidelines at all major transport interchanges**

<b>HIGH LEVEL ACTIONS FOR 2010–2014</b>	<b>SUPPORTING ACTIONS FOR 2010–2011</b>	<b>TARGETS FOR 2010–2011</b>
<b>25.A</b> Seek to have the Commission consulted on all relevant planning matters.	<b>120</b> <b>Work with the NTA to ensure consultation on SPSV requirements for any identified planning involving public transport provision.</b>	Commission engages in relevant consultations subject to resources.
<b>25.B</b> Make submissions on major infrastructure projects, both through the offices of the NTA and directly.	<b>121</b> <b>Stay appraised of relevant projects and arrange submissions as appropriate.</b>	Submissions made to the NTA, local authorities and other planning bodies.
	<b>122</b> <b>Consider the feasibility of establishing a taxi rank development fund.</b>	Sanction sought for a capital budget and supporting grant scheme.

# Actions supporting the Commission's capacity to deliver

## OBJECTIVE

To maintain a professionally managed, efficiently structured and resourced organisation with committed and highly skilled staff who are clearly focused on delivering the Commission's strategy and objectives

## GOAL 26

Continue to evolve as a professional organisation.

## GOAL 27

Ensure an optimum organisational structure and resourcing levels are maintained to meet internal and external requirements.

## GOAL 28

Highly committed and skilled staff who are clearly focused on delivering against Commission objectives.

## GOAL 29

Use appropriate methodologies and processes to maintain and further enhance organisational effectiveness while maintaining excellent corporate governance standards.

**GOAL TWENTY SIX****Continue to evolve as a professional organisation**

<b>HIGH LEVEL ACTIONS FOR 2010–2014</b>	<b>SUPPORTING ACTIONS FOR 2010–2011</b>	<b>TARGETS FOR 2010–2011</b>
<b>26.A</b> Ensure equitable people management processes are consistently applied across the organisation.	<b>123</b> <b>Develop comprehensive HR policies and procedures that provide consistent guidelines in the management of all staff in the Commission.</b>	Staff handbooks available to all staff.
	<b>124</b> <b>On an ongoing basis, update HR policies and procedures to reflect any changes (e.g. legislative changes and circulars).</b>	Policies are updated on an ongoing basis.
	<b>125</b> <b>In line with best practice, ensure that managers take ownership of and are consistent in their application and interpretation of HR policies and procedures.</b>	Development and use of the management committee structure as the decision making forum.
	<b>126</b> <b>Ongoing education and training for management on HR issues and application of policies.</b>	Roll out of support training to managers on key policy areas.  Continued development of HR managerial guidelines to support managers in the application of HR policies and procedures.
<b>26.B</b> Ensure our staff operate within a supportive, pleasant and safe working environment.	<b>127</b> <b>Support the ongoing provision of a safe working environment, and develop relevant policies and procedures governing health and safety in the work place.</b>	Health and safety policy is reviewed and appropriate training provided.
		Development and introduction of driving to work policy.
		Development of Duty Manager role and supporting protocols.
<b>26.C</b> Ensure equality and diversity are at the core of HR management in the Commission.	<b>128</b> <b>Working environment is maintained in line with operational requirements.</b>	Working environment fit for purpose.
		<b>129</b> <b>Development of appropriate policies and delivery of training.</b>  Roll out dignity and respect training for all staff.  Appoint support contact person within the organisation.

**GOAL TWENTY SEVEN**

Ensure an optimum organisational structure and resourcing levels are maintained to meet internal and external requirements

HIGH LEVEL ACTIONS FOR 2010–2014	SUPPORTING ACTIONS FOR 2010–2011	TARGETS FOR 2010–2011
<b>27.A</b> Maintain adequate resourcing frameworks to deliver on the Commission's strategic objectives, goals and action plans.	<b>130</b> <b>Provide regular reports on staffing levels to the Department of Transport.</b>	Submissions on resourcing and skill requirement made to relevant bodies where required to maintain adequate headcount to deliver on the Commission's remit.
	<b>131</b> <b>Review optimal organisational structures and processes to enhance effectiveness and efficiency against <i>Action Plan 2010–2011</i>.</b>	Core roles identified and requisite skills profile developed for the organisation.
<b>27.B</b> Successful integration with the NTA within the lifetime of the 2010–2014 strategy.	<b>132</b> <b>Establish working group with the NTA to consider organisational structures and HR implications of integration.</b>	Initial scoping exercise completed and synergies and resourcing requirements identified for integration.
		Integrated project plan and staff communications plan developed and commenced.

**GOAL TWENTY EIGHT****Highly committed and skilled staff who are clearly focused on delivering against Commission objectives**

<b>HIGH LEVEL ACTIONS FOR 2010–2014</b>	<b>SUPPORTING ACTIONS FOR 2010–2011</b>	<b>TARGETS FOR 2010–2011</b>
<b>28.A</b> Ensure internal communication channels remain open at all levels and the skills and competencies of staff are fully utilised.	<b>133</b> <b>Enhance communications and decision making processes.</b>	Maintain all staff communication channels
		Ensure all relevant stakeholders are met and engaged with in a professional manner.
		Ensure staff engagement occurs for all significant planning and policy development activities.
		Ensure appropriate knowledge management and skills transfer occurs.
<b>28.B</b> Maintain highly skilled staff and ensure equitable access to appropriate training and development opportunities.	<b>134</b> <b>Establish the current skill sets within the organisation and identify areas of expertise.</b>	Complete a skills inventory on current Commission staff.
	<b>135</b> <b>Establish an organisational training and development plan to ensure needs are met in a consistent and equitable manner while gaining value for money.</b>	Develop a training and development tracking system for consideration by the management committee.
<b>28.C</b> Development of an overarching training and development strategy, linked to the needs of the business — to ensure that all staff have opportunities for skill development.	<b>136</b> <b>Identify core elements required to support the delivery of a comprehensive training and development strategy.</b>	Project commenced.
<b>28.D</b> Foster an environment conducive to learning.	<b>137</b> <b>To support managers in the achievement in this goal continuous management development via coaching and selective training and development initiatives will be provided.</b>	Ongoing coaching provided to line managers where necessary.
		Management support and training delivered where necessary.
		Managers provided with opportunities for two-way feedback with staff.
<b>28.E</b> Provide further clarity to staff regarding their role and contribution to delivering on the Commission's objectives.	<b>138</b> <b>Staff are fully aware of the Commission's strategic objectives and action plans and how they play a role in their delivery.</b>	Design performance planning and feedback process to reflect business planning process and its link with each staff member's annual objectives.
		All staff and managers trained in the use of the system.
		Performance planning phase of the process completed.
<b>2.F</b> Ensure managers support and develop their staff.	<b>139</b> <b>Managers are skilled in clarifying staff roles and contributions, assisting staff in linking departmental business plans to individual plans and providing feedback on performance and development opportunities.</b>	Performance planning and feedback process updated.

**GOAL TWENTY NINE**

Use appropriate methodologies and processes to maintain and further enhance organisational effectiveness while maintaining excellent corporate governance standards

<b>HIGH LEVEL ACTIONS FOR 2010–2014</b>	<b>SUPPORTING ACTIONS FOR 2010–2011</b>	<b>TARGETS FOR 2010–2011</b>
<b>29.A</b> Ensure ongoing compliance with corporate governance standards.	<b>140</b> Advise management and staff on an annual basis on codes of conduct applying to public bodies and ensure that they are applied throughout the organisation.	Management and staff advised on an annual basis.
	<b>141</b> Maintain and support internal and external audit functions and supporting financial and budgetary controls.	Internal and external audit supports provided and controls in place.
	<b>142</b> Maintain risk management and contingency planning processes for critical processes and internal operations.	Processes resourced and maintained.
	<b>143</b> Ensure all outsourced contracts are monitored and reviewed in line with Commission's contract management framework.	Contracts managed and quarterly reviews conducted at senior management level.
	<b>144</b> Adhere to required and best practice procurement processes in all areas.	All services or products obtained in line with best practice procurement processes.
	<b>145</b> Continue to develop best practice IT system to ensure delivery of the National Register of Licences, effective compliance checks and balances, internal reporting requirements, efficient business intelligence system and efficient internal work practices.	IT systems meet internal and external audit requirements.
	<b>146</b> Maintain and update the assets register.	Assets register maintained in line with audit requirements.
<b>29.B</b> Provide regular progress reports against the strategy statement.	<b>147</b> Provide twice yearly reports to the Minister for Transport in line with the code of governance for statutory bodies.	Reports provided.
	<b>148</b> Publish an End of Year Statement, Output Statement and Annual Report outlining progress against our strategic objectives each year.	Relevant reports published for 2010 and 2011.
<b>29.C</b> Review priorities and assess resources on a regular basis.	<b>149</b> Through business and resource planning processes ensure regular assessment of existing activities and allocation of resources to meet absolute priorities.	Resource management framework in place and adhered to.
	<b>150</b> Review the strategic objectives and goals on a two-yearly basis to support the production of action plans.	2012–2013 Action Plan being prepared.

## Glossary

**Advisory Council** – the Advisory Council to the Commission for Taxi Regulation was established under Part 4 of the Taxi Regulation Act 2003 to advise the Commission in relation to matters pertaining to small public service vehicles (SPSVs).

**ANPR** – Automatic Number Plate Recognition

**Commission** – the Commission for Taxi Regulation, an independent public body established under the Taxi Regulation Act 2003, is responsible for the regulation of taxis, hackneys and limousines. Note that the terms ‘Commission for Taxi Regulation’, ‘Commissioner’ and ‘Taxi Regulator’ all refer to the same entity, and tend to be used interchangeably.

**Dispatch operator** – a dispatch operator is a person who takes bookings for SPSV services that are supplied by another person, and who arranges with the operator or driver of the vehicle to provide the service booked.

**Dispatch operator register** – a register of licensed dispatch operators in Ireland.

**Driver ID cards** – a large display card and a smart card that identify the holder of an SPSV driver licence. The large card is displayed on the dashboard of the SPSV; it provides passengers in the vehicle with a picture of the driver, their licence number and the licence expiry date. The other side of the card, facing towards the windscreen, shows the county in which the driver is licensed to ply or stand for hire in a taxi. All SPSV drivers must also carry a smart card with them when operating as SPSV drivers. This card can be requested by enforcement officers and checked with hand-held devices, and it also acts as a form of identification for customers at pick-up point.

**Driver licence register** – a register of all licensed SPSV drivers in Ireland, maintained by the Commission for Taxi Regulation.

**e-Government** – the use by the Government and government agencies of information technology for interactions with citizens and consumers of government services.

**GPS** – Global Positioning System.

**Hackney** – an SPSV which may be operated only in response to pre-booking; it must not be used to ply for hire on the street or stand at taxi ranks. The fare must be agreed in advance with the customer. Hackneys may not use bus lanes.

**HSA** – Health and Safety Authority.

**Legislative compendium** – A compendium of all relevant SPSV regulations for service providers and consumers. The text reflects the current state of the legislation in that any revoked provisions have been removed and any amended provisions have been replaced. While every care is taken in the preparation of the compendium, it should be noted that it is not a legal document and does not purport to be a legal interpretation of the relevant legislation.

**Limousine** – an SPSV which may be operated only in response to pre-booking; it must not be used to ply for hire on the street or stand at taxi ranks. The fare must be agreed in advance with the customer. Limousines may not use bus lanes. A limousine must be suited by its style and condition to be used for ceremonial, corporate or other prestige purposes.

**National Maximum Taxi Fare** – The Commission for Taxi Regulation sets maximum fares for public hire vehicles, taxis and wheelchair-accessible taxis. The fare structure underpinning the National Maximum Taxi Fare consists of:

- An initial charge;
- A charge for further travel based on either distance travelled or the time elapsed and calculated across graduated tariffs;
- A premium at certain times and on certain days; and
- Extra charges, where applicable.

**National register of licences** – under Section 38 of the Taxi Regulation Act, the Commission is required to maintain a national register of licences. There are currently three separate registers – a register of licensed SPSVs (vehicle register), a register of licensed SPSV drivers (driver register) and a register of licensed dispatch operators (dispatch operator register). The Commission provides information from these registers to appropriate enforcement agencies on request to ensure compliance with legislation.

**NTA** – National Transport Authority.

**Regulatory framework** – the body of legislation and regulation that is relevant to operating in the industry.

**RIA** – Regulatory Impact Analysis.

**RSA** – Road Safety Authority.

**Section 36** – Section 36 of the Taxi Regulation Act 2003, as amended by the Road Traffic Act 2004, the Road Traffic Act 2006 and the Public Transport Regulation Act 2009, provides for a system of automatic disqualification from applying for or holding an SPSV driver or vehicle licence in respect of persons who have been convicted of one of a range of specified serious offences as set down in subsection 1, including murder, manslaughter and various sexual, drug trafficking and other offences.

**Section 44(5)** – Section 44(5) of the Taxi Regulation Act 2003 prescribes the penalty to be applied to a person found guilty of an offence under section 36(6).

**Section 51 complaints** – Section 51 of the Taxi Regulation Act 2003 places an obligation on the Commission to establish a complaints procedure. By virtue of section 51, the Commission will consider complaints from members of the public, users and intending users of SPSVs in respect of:

- The condition and cleanliness of a vehicle;
- The conduct and behaviour of a SPSV driver;
- Overcharging and other fare disputes; and
- Matters relating to the hiring of a SPSV.

**Skills Development Programme** – a new programme of skills development and testing for SPSV drivers and dispatch operators.

**Small public service vehicle (SPSV)** – vehicles that are licensed to carry up to eight fare-paying passengers. The term is used to refer collectively to taxis, wheelchair accessible taxis, hackneys, wheelchair accessible hackneys and limousines.

**SPSV driver licence** – the licence required to drive an SPSV.

**SPSV licence holder** – the person to whom any one of the three broad categories of SPSV licences has been issued – a vehicle licence, a driver licence or a dispatch operator licence.

**Tamper-proof licence disc** – a disc affixed to the front and rear windows of a licensed SPSV. The discs display the details of the vehicle registration, the SPSV licence number, the expiry date of the SPSV licence, and the number of passengers the vehicle is licensed to carry. The discs remain in place for the duration of the SPSV licence. The discs are visible to passengers and enforcement agencies from inside and outside the front and back windows of the vehicle. They contain a hologram and advanced security features making transfer, replication or forgery difficult.

**Taxi** – an SPSV which can be used to ply for hire or stand at a taxi rank or be called out or pre-booked by a passenger.

**Vehicle licence** – the licence required to operate a vehicle as an SPSV.

**Vehicle licence register** – a register maintained by the Commission of all licensed SPSVs in Ireland.

**Wheelchair accessible hackney** – a new category of SPSV, the specification for which is set out in the Commission's National Vehicle Standards publication of November 2007.

**Wheelchair accessible taxi** – a taxi which meets a number of additional vehicle specifications to allow use by persons using their wheelchairs.

**2003 Act** – Taxi Regulation Act 2003 (No 25 of 2003).

## APPENDIX 1

# The Advisory Council to the Commission for Taxi Regulation

The Advisory Council to the Commission for Taxi Regulation, which was established under the 2003 Act, consists of a chairperson and 17 members appointed by the Minister for Transport. The function of the Council is to advise the Commission or the Minister for Transport, as appropriate, in relation to issues relevant to SPSVs and their drivers.

The Advisory Council may offer advice to the Commission or the Minister. Alternatively the Commission or the Minister may seek the advice of the Council in relation to particular areas or issues.

The Commission or the Minister, as appropriate, may consider the advice of the Council given under the 2003 Act, but is not bound to act on it.

The Council is representative of:

- Small public service vehicle and driver interests;
- People with disabilities;
- An Garda Síochána;
- Consumer interests;
- Local authorities;
- Business interests;
- Specialist expertise; and
- Tourism interests.

## Membership of the Advisory Council (as at March 2010)

Mr Pat Byrne, Former Garda Commissioner, Chairperson

Mr Frank Moore, Irish Taxi Drivers' Federation

Mr Peter Rodgers, SIPTU

Mr James Connolly, National Taxi Drivers' Union

Mr Christopher Humphrey, National Private Hire and Taxi Association

Mr Thomas Fannin, National Chauffeur Drive Association

Mr Michael Kilcoyne, Consumers' Association of Ireland

Ms Noreen Mackey, The Competition Authority

Mr Donie O'Shea, National Disability Authority

Mr John Rice, Chambers Ireland

Mr Douglas Jordan, Fáilte Ireland

Mr Al Ryan, Irish Hotels Federation

Mr Joe MacGrath, County and City Managers' Association

Mr Michael Rowland, Road Safety Authority

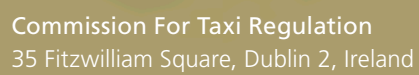
Mr Derek McGovern, Taxi Company Owners' Association

Mr Brian Killeen, Transport and Logistics

Chief Superintendent Cornelius G. McIntyre,  
Garda National Traffic Bureau

Ms Kathleen Diamond, Ordinary Member.





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