



Non Statutory Public Consultation on 2014 Bus Public Service Contracts

Public Consultation Submissions Report

National Transport Authority
Dun Scéine
Iveagh Court
Dublin 2

September 2012

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1. Introduction

Under Section 48 of the Dublin Transport Authority 2008 (as amended), the National Transport Authority (NTA) is responsible for the provision of public bus services and has legislative powers to enter into contracts with bus operators for the provision of such services.

In 2009, the NTA entered into contracts with Dublin Bus for the provision of public bus services in the Dublin area, and with Bus Éireann for the provision of public bus services outside Dublin. Both these contracts involve payments being made by the State for the provision of the contracted services. These contracts for public bus services expire in December 2014. The NTA is entitled to enter into subsequent direct award contracts with Dublin Bus and Bus Éireann, or the NTA may competitively tender some or all of these services.

The Authority is currently considering:

- whether it should enter into new direct award contracts with the current contracted parties or whether it should undertake competitive tenders in relation to some or all of the services; and
- what contracts should be formulated to allow for the needs of passengers to be met, in order to put appropriate contracts in place from 2014.

To inform its consideration, submissions were invited from the public and any interested parties, including users of public bus services. A public consultation document and questionnaire was made available on the NTA website, refer to Appendix C. The consultation period ran from the 14th June to the 11th July 2012.

An advertisement notifying the public of the consultation was published in the Irish Independent on the 14th June 2012. Also notification of the consultation was published on the NTA website on 14th June 2012.

A separate market consultation was also carried out in parallel with the public consultation. Notice of the market consultation was published in the Official Journal of the European Union on 16th June 2012.

2. Overview of submissions

A total of 63 unique public consultation submissions were received. Members of the public made 28 submissions and 27 submissions were made on behalf of organisations or stakeholders.

A list of members of the public, stakeholders and organisations who made submissions is provided in Appendix A.

In addition, a total of 8 submissions were submitted from a workshop on 2014 bus public service contracts, organised by Dublin City Council to coincide with the public consultation, and held on the 27th June in Civic Offices, Wood Quay. A workshop attendee list is also provided in Appendix A

A number of duplicate submissions were received. Several submissions were also received after the closing date, but were taken into account in any case.

3. Questionnaire and response rates

3.1 Questionnaire

The public consultation questionnaire contained 7 questions as follows

Q1. How can the new public service contracts best ensure a good quality of service is provided to passengers?

Q2. How can the new public bus contracts best ensure the integration of the public bus services and the integration of these services with the wider public transport network?

Q3. How can the new contracts best ensure value for taxpayer money?

Q4. Are there benefits in introducing separate contracts for different bus market segments within the Dublin area? If so, how should such market segments be defined?

Q5. Are there benefits in introducing separate contracts for different bus market segments outside the Dublin area? If so, how should such market segments be defined?

Q6. What are the potential benefits or otherwise of competitively tendering for the award of new bus service contracts, compared to directly awarding contracts to Dublin Bus or Bus Éireann?

Q7. Are there any other considerations you wish to identify or comment on, that are relevant to the new contracts for bus passenger services?

3.2 Response rates

Most respondents replied to each of the 7 questions. The response rate was as follows

Question	Response rate (% of submitted questionnaires)
1	90%
2	85%
3	85%
4	74%
5	63%
6	84%
7	73%

4. Submission contents

Each consultation submission was examined to identify the key views and opinions as well as any issues that were raised. These comments were categorised under relevant headings. The categorised comments are presented in Appendix B.

A number of responses included comments under a particular question, which would be more appropriately categorised under a different question. For example, several comments in relation to integrated fares were made under Question 1, which sought views on the quality of bus services. In this example, all comments made on integrated fares are set out in Appendix B under Question 2 - integration of bus services. The question number under which a respondent originally made the comment is given in Appendix B, if it is different to where it is categorised.

As would be expected, some very divergent positions have been taken by respondents and we have tried to capture that in our summary.

A number of submissions raised issues, sometimes in some detail, that were not directly relevant to the consultation questions. These issues have been noted and where appropriate, will be assessed by the NTA. They have not been included in this report.

4.1 Question 1 – response summary

Q1. How can the new public service contracts best ensure a good quality of service is provided to passengers?

There was general agreement amongst respondents that the NTA should specify the required service quality including

- the bus network and routes
- Service frequencies
- Type and standard of buses
- Passenger information requirements

A performance monitoring system with incentives for good operator performance and penalties for poor performance should be incorporated into contract (raised by Chartered Institute of Logistics and Transport in Ireland (CILT), Competition Authority and others).

Fare revenue could be used to incentivise operator to carry more passengers, or for the NTA to provide new services

The NTA should also address the need for supporting infrastructure – bus stops, shelters and bus priority measures.

The NTA should consult public on bus services and respond to passenger needs. Networks should be developed in line with national policies (Chartered Institute of Logistics and Transport in Ireland).

A more detailed summary of the responses made are set out below

General

- The need for reliable and punctual services was identified by a large number of respondents
- A general minimum standard of service quality should be set out within the contract, including reliability, punctuality, cleanliness, comfort, maintenance, passenger services and transport infrastructure
- In particular, a commitment to a minimum frequency of service should be required, as well as flexibility and capacity to cater for peak demand, breakdowns, and to respond to changes in demand.
- There should be consideration of how prescriptive contracts should be, with allowance for innovation and flexibility within the contract to allow for changes in travel demand.
- Ensure a high standard of service to attract new passengers.

Networks and routes

- Bus networks should be clearly specified by the NTA in contracts, with their design informed by financial viability, consultation with operators and with local authorities and an overarching policy framework that takes into account transport policy documents such as *Smarter Travel*.
- Bus services should reflect passenger needs. A review of passenger needs was requested by a number of submissions. Customer focussed route planning is required, and suggestions included timetabling of converging services to stagger arrival times at shared bus stops, more orbital services, rural services, cross city services.
- Ensure a high quality specification of network and routes.
- Allow for public feedback on routes and services including suggestions and complaints
- Avoid duplication and service overlap to ensure greater efficiency.

Buses

- Ensure a higher level of vehicle maintenance with operators given this responsibility, including maintenance of technical systems
- Ensure buses are accessible to everyone, and compliance with disability access standards and legislation
- Provide on-board space for elderly passengers and parents with prams/buggies
- Provide wi-fi on buses
- Ensure standard vehicle requirements
- Provide a range of different bus sizes, depending on demand
- Ensure vehicles are appropriate age and condition
- Ensure toilet facilities on board all longer distance bus services

Passenger information

- Provide stop announcements on board buses
- Provide real time information at all bus stops

- Provide easy access to route maps, timetables and fares e.g. on bus stops/shelters, websites and smartphones
- Provide a route map booklet
- Timetables should include times and distances between stops and fare information
- Timetables should be in large print
- Provide a lo-call number for passenger information
- Continue to develop the national journey planner

Bus related infrastructure

- Improve bus priority road infrastructure to support quality bus services including bus lanes and traffic signal measures.
- Ensure coordinated and improved provision of bus stop and shelter infrastructure, with shared stops where multiple operators stop at same location.
- Contractor should be responsible for maintenance of bus-related infrastructure.
- Ensure use of motorways and Dublin Port Tunnel for longer distance services.

Customer service and safety

- Ensure commitment to passenger safety with enhanced security systems and driver training and monitoring and improvement of safety standards
- Improve bus driver customer service skills, customer enquiry handling and training in dealing with disabled customers.
- Avoid overcharging passengers and ensure provision of refund service
- Provide a customer charter

Fares

- Revenue from fares should be retained by NTA, with operator paid a fixed rate for service provision. Excess revenues could be invested in improved services or infrastructure.
- Allow operators to keep fare revenue as incentive to increase passenger numbers.

Contract award

- Good quality of service currently provided by the current public service bus operators
- The Direct Award process allows for flexible operator approach
- Competitive tendering may allow reduced costs of bus service provision.
- Any tender assessment process should be quality based.

Performance monitoring

- A small number of key performance indicators, such as punctuality, together with customer satisfaction or mystery shopper surveys should be used
- A large number of responses saw the setting of performance targets (based on international benchmarks) and monitoring/review of contractor performance as an important means of ensuring a quality bus service.
- Many supported progressive penalties within a contract for operator under-performance, and rewards for exceeding performance standards with reserved right to end contract for failure to perform.

- Spot checks/audits should be undertaken by NTA
- Performance results should be published.
- Ensure review of operator service standard prior to renewal of contracts.

4.2 Question 2 – response summary

Q2. How can the new public bus contracts best ensure the integration of the public bus services and the integration of these services with the wider public transport network?

There was general agreement amongst respondents that contracts should provide that service integration is retained or improved upon. Comments included

- Regulate fares and provide for integrated fares
- Improve ticket integration and extend nationwide
- Improve multi modal transport integration, ensure buses meet other services and improve timetable coordination across modes to assist passenger transfer
- Avoid overlapping or duplication of public transport services
- Market and promote services as integrated single brand regardless of operator
- Allow access by all operators to stops, stations and other network facilities (Competition Authority)
- Work with local authorities to improve traffic management arrangements

A more detailed summary of the responses made are set out below

Integrated fares

- Introduce integrated fares.
- Introduce fares based on travel zones.
- Improve current fare structure.

Integrated ticketing

- Improve ticket integration/introduce nationwide
- Provide single top-up/Smart Card
- Improve Smart Card technology for passengers with disabilities
- Allow bus users to tag on and tag off like Luas, avoiding boarding queues
- Remove need to interact with driver
- Leap Card integration with Dublin Bikes
- Look to international best practice

Multi model transport Integration

- Improvement required to the integration of all public modes of transport; ensure complementarity.
- Improve bus services and coordinate timetables to meet Luas and Irish Rail services
- Design a transport network with light rail as the “backbone” of an integrated public transport system.

- Review bus stop locations to ease transfer from one mode to another
- Importance of an integrated transport network in an urban environment
- Coordinate timetables across modes
- Provide car and cycle park and ride facilities, allow bicycles on buses
- Provide real time passenger information at all public transport stops and stations
- Improve links between bus stops and stops/stations for other transport modes

Integration of bus services

- Ensure no duplication of bus route numbers
- Concern over current level of integration with private operators
- Ensure bus operators are obliged to participate with integration measures
- Minimise waiting times and provide information regarding other modes of transport

Transport Infrastructure integration

- Ensure operator in conjunction with NTA is obliged to formulate and implement integration policies within certain timeframes
- Consider either input specification with NTA specifying, or output approach with operator management deciding details of integration measures
- Develop integrated traffic management plan and liaise with local authorities regarding bus infrastructure
- Consult with public and local authorities regarding transport integration measures

Integrated brand

- Ensure all market segments are under the one name and branding scheme
- Market and promote as integrated single brand regardless of operator
- Ensure sufficient controls regarding branding

4.3 Question 3 – response summary

Q3. How can the new contracts best ensure value for taxpayer money?

There was a wide range of views expressed including

- Cap subsidies and ensure that contracts control operator costs
- Control fare levels
- Some felt some level of fares should be introduced for those entitled to free travel; others felt free travel should be retained
- Buses should be fuel efficient and contractor should be obliged to invest in good quality bus fleet
- Some felt long contracts would lead to cheaper costs, others that longer contracts would lead to operator complacency
- Allow competitive tendering and maximise number of competitive bids for any tender by simplifying tender process
- Transferring staff and associated costs should be considered

A more detailed summary of the responses made are set out below

Subsidies

- Clearly identify services which require a subsidy; subsidise non-viable routes
- Ensure a cap is placed on amount of subsidy paid
- Cost of fuel to the operator and possible efficiency measures should be examined
- Operators should state level of subsidy required in their tender submission

Cost control

- Contractors to provide services in return for certain percentage of revenue instead of for a fixed price
- Ensure regulations allow monitoring of operator expenditure
- Choose most suitable form of contract to control costs

Contract duration

- Contract duration should be sufficiently long to attract competitive interest and drive innovation (e.g. 5 to 7 years, with up to 10 years suggested)
- Have reduced contract duration to avoid operator complacency

Fares/Revenue

- Reasonable fare levels – concern with number of fare rises recently
- One fare rate for peak morning travel, and another for other times
- Change DSP Free Travel arrangements so that operators are paid per passenger
- Better fare collection/revenue protection techniques required
- Ensure those with DSP passes are carried
- Introduce reduced fares for those currently entitled to free travel
- Ensure reduced fares for students and pensioners
- Examine free travel entitlement for those with mobility difficulties
- Ensure continuation of Tax Saver ticket scheme
- Provide incentives for frequent users of public transport
- Balance of risk transferred to operator to ensure value for money
- Choice of gross cost contract (Authority keeps fare revenues) or net cost contract (operator takes risk and keeps revenue) depends on policy objectives
- Ensure fares are regulated; avoid operator dictating fares
- Review of school and adult fares needed

General

- Allow competitive tendering; likely to reduce costs and increase service standards.
- Any proposal should reduce costs and improve the standard of service
- Adopt a simple tendering process to minimise bid costs and thus increase number of bids
- Address issues set out in Coach Tourism and Transport Council of Ireland “A Financial Analysis of Ireland’s State Owned Bus Companies”
- Ensure tendering process is fair and transparent
- Tender a limited number of routes initially

- If Direct Award contracts continue, consideration should be given to introduction of internal market. Optimise Direct Award Contracts
- Conduct review and benchmarking studies

Staff costs

- A “Transfer of Undertakings “ (TUPE) should not be included as a contract requirement
- Ensure full disclosure of employees terms and conditions
- Phase award of contracts, with majority of contracts awarded to current operators initially to avoid costly reductions in existing staff numbers
- Overstaffing and wage levels need to be addressed
- Inclusion of contract conditions regarding pay and employee terms and conditions required, or statement that TUPE applies

Buses

- Ensure buses are fuel efficient, environmentally friendly
- Ensure operator is required to invest in fleet and services

4.4 Question 4 – response summary

Q4. Are there benefits in introducing separate contracts for different bus market segments within the Dublin area? If so, how should such market segments be defined?

Again, a wide range of views was expressed including

- Support segmentation if it improves services
- No clear evidence of benefits
- If direct award, could look at creation of internal market within operator (CILT)
- Any segmentation should allow small and large operators compete for contracts
- If segmented, NTA should define networks , identify routes requiring subsidy and ensure integration

A wide range of potential segmentation options were proposed including by route, by bundle or routes, by area, by depot, by radial or orbital corridor and by local or longer distance/express routes.

Others suggested segmentation by operating time, by route profitability or by type of location served (e.g. work, education, retail, Airport, Ferry etc.)

Considerations

- Support if service standard improves
- Commercial operators are already in existence
- Will support if it improves service efficiency
- Support if costs reduce and service standard and integration are improved

- NTA should define a network that meets passenger needs and identify which routes are public service obligation routes
- Look to international best practice
- Segment size to allow small scale operators compete
- Segment size to allow both domestic and international operators compete
- If direct award continues, considered no real benefit in separate contracts for Dublin area
- Should be part of overall public transport strategy

Concerns

- Insufficient benefits in splitting Dublin contracts – may increase costs or have negative impacts on bus network
- Too many operators may cause confusion
- No clear evidence of performance difference between public and private contracts
- Less profitable routes may see withdrawal of service
- Integrated network maybe compromised

Segmentation suggestions

- Singly, route by route
- By depot or groups of depots (e.g. with NTA controlling assets)
- By geographical area or by corridor
- By local or longer distance services
- By orbital or radial route bundles
- Unprofitable routes
- Single contract for entire Dublin area
- By regular city routes, regular suburban commuter routes, airport and ferry routes and express routes
- By distance from central location, also late night and express services
- By high use (trunk) routes, and local/ feeder/auxiliary routes
- By peak and off peak routes
- By new demand responsive (door-to-door) services
- By local or orbital services
- By work, education or retail locations
- Consider separate contracts for specialist services from main services (e.g. fare collection, vehicle maintenance)

4.5 Question 5 – response summary

Q5. Are there benefits in introducing separate contracts for different bus market segments outside the Dublin area? If so, how should such market segments be defined?

There was a broad range of views expressed including

- Support if it improves services
- No clear evidence of benefits/ separate contracts will increase costs
- Less profitable routes may be discontinued
- Any segmentation should allow small and large operators compete for contracts
- If segmented, NTA should define networks , identify routes requiring subsidy and ensure integration

Several potential segmentation options were proposed including by route, by bundle or routes, by city, by region of country, by depot, by local, commuter or longer distance/express/intercity routes.

Another suggestion was to integrate HSE, school services, taxis and specialist disability transport into rural public transport services.

Considerations

- Separate contracts will allow local operators to compete
- Contracts per route may allow more competitive price
- Will support if it improves service efficiency
- Support if costs reduce and service standard and integration are improved
- NTA should define a network that meets passenger needs and identify which routes are public service obligation routes
- Ensure provision of rural transport; integrate with “door-to-door” operators such as rural transport, HSE, school services, taxis, specialist disability transport
- Single contract preferred; would ensure ticket integration
- If direct award continues, insufficient benefits to segmenting contracts
- Ensure tender process includes strict criteria for operator selection
- Allow for tendering consortia
- Look to international best practice
- Construct to allow tenderers of varying sizes compete
- Should be part of overall public transport strategy

Concerns

- Insufficient benefits to separate contracts
- Separate contracts would lead to an increased service cost
- Less profitable routes may see withdrawal of service

Segmentation options

- Commuter into Dublin, commuter into other cities, provincial city services, rural (integrating with school and rural transport services)
- By route, or a single contract for all services outside Dublin
- By services operating from each depot

- By region – e.g. Long distance to Dublin, Drogheda+environs, Dundalk + environs, Donegal, Sligo+environs, Galway+environs, Limerick+environs, Cork+environs (incl Kerry), Waterford+environs
- By market segment e.g. Intercity, Regional, Hinterland (commuter), Urban, Rural
- Regional, Commuter (esp. into Dublin), town/city, rural
- Regular city services, regular provincial connector services, express routes
- Geographical zones based on distance from central location, late night and weekend, express
- Routes which require no subsidy, routes requiring subsidy
- Long distance routes, regional or shorter distance routes
- Consider separate contracts for specialist services from main services (e.g. fare collection, vehicle maintenance)

4.6 Question 6 – response summary

Q6. What are the potential benefits or otherwise of competitively tendering for the award of new bus service contracts, compared to directly awarding contracts to Dublin Bus or Bus Éireann?

A wide and often diverging range of views was expressed on tendering for bus services:

Views supporting tendering:

- Significantly reduced contract costs, based on evidence elsewhere.
- Benefits in terms of better service quality, and network of services
- Improved transparency – profitable and loss making routes can be identified.
- Removes monopoly, encourages innovation and competition makes operators more customer responsive.

Commercial bus operators and their industry group (CTTC) supported tendering, as did the Competition Authority. Fair access to network facilities was emphasised.

If tendering, the view was that process must be fair and transparent for all and designed to maximise competition. Bus, depot and other asset control and ownership would need to be resolved, as well as staff issues. Some suggested a phased arrangement, or new routes only.

Against:

- Tendering will not save money, and cheapest operator tender may not be the best.
- Could create job loss and labour relations issues.
- Subsidies already lower than elsewhere in Europe
- Single direct award contracts will ensure economies of scale.
- Continuity of beneficial changes currently underway in Dublin Bus and Bus Éireann will be retained if direct award contracts continue.

The incumbent operator companies (CIE, Dublin Bus and Bus Éireann) did not support tendering and felt continuation of directly awarded contracts would be appropriate, as did trades unions' submissions from ICTU, SIPTU and NBRU.

Summary of submissions identifying tendering risks and benefits of direct award contracts

- Tendering will not improve value for money, benefits are not sufficient to pursue tendering option (Q6, Q7)
- Tendering will award to cheapest operator but not necessarily the best
- Concern tender award to multinational would mean profits do not stay in Ireland
- Consider labour relations - potential for industrial action
- Consider impact of any job losses in current operators if competitive tendering proceeds (Q6, Q7)
- Cost of the tender process itself and of management of a competitive tender contract should be considered
- Direct award contracts allow high levels of transport integration, flexibility and a more manageable service.
- Direct award contracts may allow for economies of scale
- Direct award contracts would build on years of experience, and enable continuation of recent improvements and maintain customer familiarity [with brand].
- Level of subsidy payable to current operators is lower than elsewhere in Europe according to 2009 Deloitte report
- Danger of cherry picking profitable routes
- Competitive tendering will require a higher level of subsidy
- Concerns where international experience in competitive tendering has seen an increase in the levels of subsidy after initial tendered contract (Bus Eireann, Dublin Bus)

Summary of submissions in favour of competitively tendering

- Tendering is likely to significantly reduce cost of public service obligation contracts – tendering has shown savings of 20%-30% of service costs, taking into account administrative costs of competitive tendering (Competition Authority)
- Significant benefits experienced where tendering has taken place including costs of service provision, improved service quality, better network and routes
- Competitive tendering may improve standard of service for passengers, attracting new passengers. Direct award contracts do not provide incentives for better service quality
- Competitive tendering can increase passenger numbers (e.g. London)
- Tendering [by route] allows identification of public service obligation routes and commercial routes
- Removes current monopoly
- Likely to encourage innovation
- Competing operators more likely to take passenger feedback into account to better meet requirements
- Will provide operators an opportunity to change their practices
- Comparisons regarding quality and cost will become available
- Provides greater accountability
- Will allow operators with international experience to compete
- Competitively tendered contracts may allow for additional performance targets (e.g. environmental standards)

- Any cost savings due to tendering should be invested in passenger services
- Tendering should ensure new operators have more flexible working arrangements and conditions
- Can yield better integration with other transport modes

Deciding whether to tender or directly award

- Carry out cost benefit analysis tender vs. direct award
- Look to international best practice
- NTA should review performance of existing direct award contracts prior to extending any direct award contract past 2014

Summary of considerations if NTA decides to tender

- Identify profitable and unprofitable routes in advance of tendering to understand likely requirement for subsidy
- Include clear definition of assets and staff available to operator
- Address issues regarding access to depots, bus stops, and vehicles.
- Ensure all bidders have fair access to network facilities
- NTA should control depots
- Ensure sufficient handling of customer complaints/queries
- Ensure accessible services
- Allow for enforceable Performance Monitoring System
- Should be able to cancel a contract if underperforming
- Consider tendering only limited number of routes initially
- Concern over potential service fragmentation could be overcome by including contractual requirements regarding transport integration
- Tendering must ensure sufficient competitive tension in longer term
- Risk of under-pricing by tenderers needs to be taken into consideration during tender process
- Provide a quality based tender assessment process; ensure it is fair and transparent, but with strict selection criteria
- Ensure simple procedure and flexibility in tenderer qualifying criteria
- Provide assistance to first time tenderers, e.g. training on bid preparation.
- Consider tendering unprofitable but socially desirable routes
- Allow tenderers to suggest innovative modifications or alternatives to specified routes in bid submission
- Ensure tender process does not limit number of potential bidders or competition
- Avoid anti-competitive behaviour/cartel formation during tendering process
- Size of contract should allow various size operators, including indigenous operators to compete
- Must ensure a core network serving businesses and commuters is provided

4.7 Question 7 – response summary

Q7. Are there any other considerations you wish to identify or comment on, that are relevant to the new contracts for bus passenger services

Some of the issues raised included

- Need for appropriate NTA staff resources and network design expertise (raised by CILT and the Competition Authority)
- Need to learn from other public transport authorities (raised by CILT)
- Need for sufficient management resources for bus contracts (raised by CILT)
- Ensure marketing functions and promotion as an integrated network
- Allow on-the-road competition where passenger demand is high
- Exploit new technologies

NTA resources and expertise

- Ensure NTA has adequate skillsets, resources and training for drafting new contracts
- Network design requires adequate expertise, experience and time to ensure efficiency and meeting of passenger needs
- Staff secondments to other authorities could be considered
- Ensure sufficient level of management resources for these large contracts

Marketing

- Provide for marketing and promotion of services
- Market and promote integrated services

On-the-road competition

- Allow more than one operator to operate along certain routes, if passenger demand requires it

Other

- Exploit new technologies

5. Conclusions and next steps

The public consultation submissions set out in this report will be considered and taken into account by the NTA in coming forwards with proposals.

Where the NTA proposes to enter into a further direct award contract or contracts for bus services it is obliged to carry out a statutory consultation, under section 52 (6)(b) of the Dublin Transport Authority Act.

Appendix A - list of consultation submissions and attendees at DCC workshop

1. Submissions from stakeholders

Submission no.	Name	Title, Organisation
12	Cllr. Brian Lawlor	Tallaght South Ward, South Dublin County Council
15	Cllr. Chris Bond	Labour Party Representative -Tallaght South, South Dublin County Council
19	Cllr. John Brassil	Fianna Fáil representative, Kerry County Council
22	Paddy Kavanagh	Managing Director, Eirebus Ltd.
24	Natacha Charvet	Head of Business Development, Veolia Transdev UK
25	Mark Hely Hutchinson	Representative, Malahide Shuttle Project Group
30	Pat Mangan	Chair of Policy Committee, Chartered Institute of Logistics and Transport in Ireland
31	Ursula Kennedy	PA/Office Manager, South Dublin Chamber
32	Gerard Bartley	General Manager, City Direct Bus Co.
35	Jonathan Williams	Cubic Transportation Systems Limited
36	Brendan Finn	ETTS Ltd.
37	Anne Devine	Dún Laoghaire-Rathdown County Council
38	John Murphy	SIPTU
39	Noel Matthews	Matthews Coach Hire Limited
41	Blathin McElligott	On behalf of Mike Bourke, Bus Éireann
42	Dermot O'Leary	Asst. General Secretary, National Bus and Rail Union (NBRU)
43	Vincent Sheehan	Manager Business Development , Bus Eireann
44	Edward Crean	Senior Policy & Public Affairs Advisor, National Disability Authority
45	Andrew Smyth	Dublin Chamber of Commerce
46	Gerry Mullins	Chief Executive, Coach Tourism & Transport Council (CTTC)
47	Liam Berney	Irish Congress of Trade Unions
48	Geraldine Finucane	CIE Group Secretary, CIE
49	Han Nie	Case Officer/Economist, The Competition Authority
50	Sean Murphy	Deputy Chief Executive, Chambers Ireland
51	Brendan O Maolagain	Chairman - Engineering the West Team, Engineers Ireland West Region
53	Tom Coffey	Chief Executive, Dublin City Centre Business Association Ltd. (DCBA)
62	G Groarke	Mayo County Council
63	John Ryan	Regulatory Affairs and Safety Manager, Dublin Bus

2. Submissions from private individuals

Submission no.	Name
1	Colin Lawlor
2	Sinead Taaffe
3	Raymond Kelly
4	Mairead Brady
5	Turlough O'Riordan
6	Paul Madden
7	Yvonne Glavey
8	Katherine Wallace
9	Lisa Moore
10	Stephen Coyne
11	Fran Taaffe
13	Joe O'Neill
14	Paula Taaffe
16	Jack Creegan
17	Paul Karl
18	Paul Tighe
20	Emer Ni Chualain
21	Ronan McCormick
23	Felix McGinley
26	Roy Harford
27	Monica Balau
28	Bob Laird
29	Iehanema?
33	Blathin McElligott
34	John ?
40	Warren Whitney
52	Gerard Taft

3. Submissions from Dublin City Council workshop on 2014 Bus Public Service Contracts

Submission no.	Name	Organisation
54	Prof. James Wickham	Trinity College Dublin
58	Cllr. Andrew Montague	Chair of Public Transport Committee, Dublin City Council
55	?	?
56	?	?
57	?	?
59	Prof. James Wickham John Ryan Louise Shorten Mary Hussey Frankie Watters Conor O'Leary	Trinity College Dublin Dublin Bus Bus Éireann Dublin City Council Matthews Coach Hire Dublin City Council
60	?	?
61	?	?

4. Attendees at Dublin City Council workshop on 2014 Bus Public Service Contracts

Workshop on 2014 Bus Public Service Contracts
Held in the Venue, Civic Offices, Wood Quay, 27th June, 2012 a.m

Attendance

Chairperson

Professor James Wickham, TCD

Speakers

Ms Anne Graham, NTA (Member of Public Transport Sub-Committee)

Dr Edgar Morgenroth, ESRI

Ms Derval Cummins, Ernst and Young

Mr David O'Connor, DIT (Member of Public Transport Sub-Committee)

Dr Brian Caulfield, TCD

Mr Brendan Finn, ETTS (Member of Public Transport Sub-Committee)

MC

Ms Edel Kelly, Dublin City Council

Dublin Bus

Derry O'Leary, Planning Manager (member of Public Transport Sub-Committee)

Donal Keating, Operations Manager

John Ryan, Regulatory Affairs Manager

Bus Éireann

Paul Neary

Louise Shorten

Railway Procurement Agency

David Kling, Transport Manager (Member of Public Transport Sub-Committee)

Danny Vaughan, Operations Manager

Taxi Unions

Jerry Brennan (Member of Public Transport Sub-Committee)

Chartered Institute of Logistics and Transport

Walter Carpenter

Coach Tourism and Transport Council of Ireland

Gerry Mullins (member of Public Transport Sub-Committee)

Matthews Coaches

Frankie Watters

Competition Authority

Han Nie, Economist

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Appendix B – Detailed schedule of consultation responses

Question 1: How can the new public transport contracts best ensure a good quality of service is provided to passengers?				
Ref (Question No., Summary No.)	Response category	Sub-category	Submission Number	Summary of comments
1-15	Service quality	Standard of Service	37	Maintain at a minimum the current level of bus services.
1-16	Service quality	Standard of Service	56, 57	Consideration on how prescriptive contract requirements should be.
1-17	Service quality	Standard of Service	60	Consideration on how prescriptive contract requirements should be as well as allowing for innovation from operator.
1-18	Service quality	Passenger Needs	5Q4, 19, 21, 25, 32, 35, 36, 42Q7, 45Q7, 49Q6, 54, 56, 57, 63	Important that provision of bus services reflects passenger needs.
1-19	Service quality	Passenger Needs	50, 53	Important that provision of bus services reflects passenger needs including those of businesses, their staff and their customers.
1-20	Service quality	Passenger Needs	18Q2, 23Q4, 30, 32Q2, 37, 37Q3	NTA should consider carrying out a review / survey of passenger needs.
1-22	Service quality	Cost of Service	21, 22, 45	In support of proposal if it reduces cost and increases standard of service.
1-23	Network Design	Network Design	30	Development of an overarching policy framework which would provide for the development of public service contracts in the long term. The policy framework should take into account in transport policy documents such as Smarter Travel and from the National Integrated Rural Transport Committee.
1-24	Network Design	Network Design	36Q1, Q7, 55, 61	Look to International best practice.
1-25	Network Design	Network Design	30, 36	Clearly defined network as set by the NTA.
1-26	Network Design	Network Design	37	Emphasised the important role of bus transport which has been outlined in the Department of Transport's 'Smarter Travel – A Sustainable Transport Future 2009-2020' and the NTA's draft strategy '2030 Vision for the Greater Dublin Transport Area' as well as local area plans.
1-27	Network Design	Specification	53, 55, 56, 61	Clearly defined network specification.

Question 1: How can the new public transport contracts best ensure a good quality of service is provided to passengers?				
Ref (Question No., Summary No.)	Response category	Sub-category	Submission Number	Summary of comments
1-28	Network design	Consultation	49, 54Q7	Liaison with local authorities on the design and integration of transport can have positive impacts on the network design.
1-29	Network Design	Consultation	44Q7	Ensure operator consultation with passengers of all accessible needs as well as engaging with relevant stakeholders in the design of universal and accessible features of infrastructure.
1-30	Network Design	Consultation	37Q7	Ensure cooperation between the operator and local authorities regarding local transport objectives as well as road-works which may affect services.
1-31	Network Design	Cost of Service	36, 60, 57Q2	Ensure design of network specification is financially viable.
1-32	Network Design	Cost of Service	30	Development of a financial framework.
1-33	Network Design	Route Design	7	Where a number of routes converge along the same stretch, the timetabling of these services should be staggered. E.g. Bus No. 49 and 65B
1-34	Network Design	Route Design	15	Provision of regular orbital service routes linking suburban towns.
1-35	Network Design	Route Design	33Q1, Q7, 62Q1, Q7	Include rural transport services.
1-36	Network Design	Route Design	3, 23, 29	Customer focused route planning.
1-37	Integration	-	5,53, 54	Improve transport integration and ensure complementarity between all modes of public transport services.
1-38	Integration	Service Links	25	<p>Improve bus service links to stops/stations of various public modes of transport such as Luas and Irish Rail.</p> <p>In Malahide currently 7% of rail passengers use the bus to get to the train station while 40% of passengers use their car.</p>
1-39	Integration	Integrated scheduling	25	Careful time-tabling should allow for passengers to make connections at major stops/stations.
1-40	Infrastructure	Operating Environment	6, 13, 37, 37Q7, 39, 53	Improve implementation of bus priority measures within the operating environment. E.g. bus lanes, quality bus corridors, traffic signalling measures.

Question 1: How can the new public transport contracts best ensure a good quality of service is provided to passengers?				
Ref (Question No., Summary No.)	Response category	Sub-category	Submission Number	Summary of comments
1-41	Infrastructure	Bus Stops	6, 32	Ensure all bus stops are provided with shelters.
1-42	Infrastructure	Bus Stops	10Q7, 37Q7, 54	Improve location and number of bus stops. Avoid installation of multiple bus stops for various operators at the same location.
1-43	Infrastructure	Bus Stops	39Q7	Improve coordination of the system for the provision of bus stops.
1-105	Infrastructure	Bus Stops	63	Provision of waiting facilities important to customers.
1-44	Infrastructure	Passenger Facilities	6	Allow for park and ride facilities to be provided at bus stations/terminuses, as well as bicycle lock up facilities.
1-45	Infrastructure	Passenger Facilities	6, 8, 32	Ensure sufficient space for elderly passengers and mother and child passengers including pram space.
1-46	Infrastructure	Passenger Facilities	5Q7	Buses should allow for the transport of bicycles, examples of which used internationally.
1-47	Infrastructure	Real-Time Information	7, 39	Provide Real-Time Information signs on all bus stops.
1-48	Infrastructure	Real-Time Information	8	Provide Real-Time Information signs on all transport stops and stations. Format of timetables should include distance and minutes between each stop and bus prices.
1-49	Infrastructure	Real-time Information	39Q7	Continue to develop the real time information signs to include all public and private services.
1-50	Infrastructure	Passenger Information	20, 32	Provide timetables on all bus stops in large print.
1-51	Infrastructure	Passenger Information	23, 23Q7, 28, 32, 33Q7, 54, 59	Sufficient display of and easy access to information regarding bus timetables, route maps and fares, for example on bus stops/shelters, websites and smart phone applications.
1-52	Infrastructure	Passenger Information	8	Provide a lo-call number for passenger information.
1-53	Infrastructure	Passenger	23Q7	Provision of a booklet with diagrams of bus routes.

Question 1: How can the new public transport contracts best ensure a good quality of service is provided to passengers?				
Ref (Question No., Summary No.)	Response category	Sub-category	Submission Number	Summary of comments
		Information		
1-106	Infrastructure	Passenger Information	63	Provision of information important to customers.
1-54	Infrastructure	Maintenance	22	Higher level of vehicle maintenance.
1-55	Infrastructure	Maintenance	22	Effective control of maintenance costs.
1-56	Passenger Services	Customer Service	5, 39	Enhance training of customer service skills for bus drivers.
1-57	Passenger Services	Customer Service	6Q5, 18, 20	Allow for public feedback on routes such as complaints and suggestions.
1-58	Passenger Services	Customer Service	22, 26, 31	Sufficient handling and reporting of passenger customer enquiries and complaints as well as actions taken.
1-59	Passenger Services	Customer Service	31	Ensure operators are obligated to seek feedback from the public as well as statutory bodies such as the National Consumer Agency and the European Consumer Centre Ireland.
1-60	Passenger Services	Wheelchair Accessible Services	6, 8, 32	All vehicles should comply with disability access standards.
1-61	Passenger Services	Accessible Services	44	Ensure services are accessible to everyone and meet the necessary legal requirements (Section 27 of the Disability Act 2005). Guidance document 'Procurement and Accessibility' to become available shortly.
1-62	Passenger Services	Accessible Services	44	Ensure requirement for staff training on dealing with passengers with disabilities. ELearning module available from the National Disability Authority.
1-107	Passenger Services	Accessible Services	63	Accessibility important to customers.
1-63	Passenger Services	Wi-Fi	1Q3, 7, 26	Provision of free Wi-Fi on all forms of public transport.

Question 1: How can the new public transport contracts best ensure a good quality of service is provided to passengers?				
Ref (Question No., Summary No.)	Response category	Sub-category	Submission Number	Summary of comments
1-64	Passenger Safety	-	1, 8, 39, 23Q7	Ensure commitment to passenger safety by enhancing enforcement measures such as provision of security systems and staff training.
1-65	Passenger Safety	-	2	Allowing bus drivers at their discretion and in the interest of passenger safety to allow passengers to board even if they do not have the full fare.
1-66	Passenger Safety	-	54, 38Q7, 63	Ensure commitment to passenger safety.
1-67	Passenger Safety	-	54Q7	Ensure improvement to and monitoring of safety standards.
1-68	Fares	Fare Structure	5	Avoid overcharging of passengers and ensure provision of a refund service.
1-69	Fares	Fare Structure	8	In favour of one fare rate for morning passengers and another daily rate.
1-70	Fares	Fare Structure	9, 32	Reasonable fare prices.
1-71	Fares	Revenue from Fares	39	Allow operators to keep revenue from fares as an incentive to increase passenger numbers.
1-72	Fares	Revenue from Fares	39	Change current method of payment of the Social Welfare Free Travel system, so that operators are paid per actual passenger use and not on estimated use.
1-73	Fares	Revenue from Fares	26Q2, 26Q3	Revenue from fares should be collected by the NTA while the operator is paid a fixed price.
1-74	Fares	Revenue from Fares	33Q7	In support of tighter measures to protect revenue generation from passenger fares such as zero tolerance for fare evaders.
1-75	Performance Monitoring	-	33	Performance review should include public feedback.
1-76	Performance Monitoring	-	26	Carry out real time monitoring of service punctuality.
1-77	Performance	-	36	Establish practice of benchmarking.

Question 1: How can the new public transport contracts best ensure a good quality of service is provided to passengers?				
Ref (Question No., Summary No.)	Response category	Sub-category	Submission Number	Summary of comments
	Monitoring			
1-78	Performance Monitoring	-	18	Ensure review of standard of service provided by operator prior to renewal of contract.
1-108	Performance Monitoring	-	63	Performance levels should be measured against top industry standards.
1-79	Performance Monitoring	Penalties	6Q7, 9Q7, 17	Ensure sufficient regulations and enforcement measures following non-compliance of contract conditions.
1-80	Performance Monitoring	Penalties	28	In support of penalties for underperformance.
1-81	Performance Monitoring	Penalties	6Q7, 9Q7, 18, 26, 36, 39	NTA should reserve the right to revoke a licence if minimum standards are not met.
1-82	Performance Monitoring	Penalties	36	Establish a progressive penalisation process following performance review.
1-83	Performance Monitoring	Penalties	36, 43, 59	Ensure use of a review and penalty system by the NTA.
1-84	Performance Monitoring	Penalties & Rewards	24, 30, 36, 46, 49	In support of penalties for underperformance as well as rewarding incentives to encourage performance beyond the contract requirements.
1-85	Performance Monitoring	Rewards	39, 56, 58, 60	In support of rewards to incentivise operator.
1-86	Performance Monitoring	Targets	24, 26, 30, 49	Define clear quality targets.
1-87	Performance Monitoring	Targets	28	Define clear quality targets to best international standards.
1-88	Performance Monitoring	Targets	24	Use of a Performance Monitoring System (PMS) which is based on defined quality target performance, Key Performance Indicators (KPI), fair and transparent methods of measuring performance against targets.

Question 1: How can the new public transport contracts best ensure a good quality of service is provided to passengers?				
Ref (Question No., Summary No.)	Response category	Sub-category	Submission Number	Summary of comments
1-89	Performance Monitoring	Targets	30	Use of an independent Performance Monitoring System (PMS) which is based on defined quality target performance.
1-90	Performance Monitoring	Targets	33, 35Q7, 36, 38, 46, 57, 58, 59, 60, 61	Use of a Performance Monitoring System (PMS) which is based on defined quality performance targets / service level agreement and Key Performance Indicators (KPI).
1-91	Performance Monitoring	Targets	60	A small number of key performance indicators, such as punctuality, together with customer satisfaction or mystery shopper surveys should be used
1-92	Performance Monitoring	Results	30, 31	Performance results should be published and suitably displayed.
1-93	Performance Monitoring	Inspections	18, 26	Spot checks / inspections of operator services should be carried out by the NTA.
1-94	Contract Considerations	-	36	Allow for removal of poorly performing parts of the contracts without collapsing the entire contract.
1-95	Competitive Tendering	Tender Process	22	Provide a quality based tender assessment process.
1-96	Competitive Tendering	Type of Contract	61	Examination of most suitable type of contract.
1-97	Competitive Tendering	Cost of Service	40, 53	Competitive tendering may allow for a more competitive and reduced contract price.
1-98	Direct Award	-	43	Ensure an efficient and flexible level of service provided in order to respond to changes in demand as well as an authorisation process to deal with such changes. Direct award currently allows for this.
1-99	Current	Standard of	27, 41	Expressed praise for service currently provided by Dublin Bus.

Question 1: How can the new public transport contracts best ensure a good quality of service is provided to passengers?				
Ref (Question No., Summary No.)	Response category	Sub-category	Submission Number	Summary of comments
	Operators	Service		
1-100	Current Operators	Standard of Service	43	Direct Award approach has provided a good quality of service. Bus Eireann have assumed the operating and revenue risk as part of its contract meaning that it is responsive to passenger needs.
1-101	Current Operators	Standard of Service	47Q1, Q3	Continue direct award to current public service operators which provide an efficient and flexible level of service.
1-102	Current Operators	Standard of Service	48	Emphasised the success of the current public service contracts which have provided an efficient and value for money service.
1-103	Current Operators	Standard of Service	43	Highlighted the high level of customer satisfaction of Bus Eireann services using the Customer Charter survey.
1-109	Current Operators	Standard of Service	63Q7	Noted that Dublin Bus achieved every quarterly punctuality and reliability target since 2009.
1-110	Current Operators	Standard of Service	63Q7	Noted that the contract between Dublin Bus and the NTA allows for flexibility and during the contract fleet, staff numbers as well as kilometres operated have been reduced while service quality standards has improved.
1-104	Current Operators	Level of Subsidy	43	Noted that level of subsidy paid to the current public service obligation operators has fallen with quality targets increased.

Question 2: How can the new contracts best ensure integration of the public bus services and integration with the wider public transport network?				
Ref (Question No., Summary No.)	Response category	Sub-category	Submission Number	Summary of comments
2-1	Network Design	-	24	Design a transport network with the light rail system as the 'backbone' to an integrated multimodal public transport system.
2-2	Network Design	-	30, 36, 60	Clearly defined network as set by the NTA.
2-3	Network Design	-	28	Review bus stop locations to ease transfer from one bus route to another.
2-4	Network Design	-	32	Development of an integrated transport management plan.
2-5	Network Design	-	33	Ensure operator in conjunction with the NTA is obliged to formulate and implement integration policies within certain timeframes.
2-54	Network Design	-	63	Integration is best achieved when the service is provided in a unified and coordinated manner.
2-6	Network Design	Specification	24	Expressed possible options that could be looked at in order to achieve integration with wider public transport network; input specification approach with NTA retaining majority control, output specification approach with management control transferred to single operator, and output specification approach with management control transferred to different operators.
2-7	Network Design	Consultation	32, 38, 49	Liaison with local authorities regarding integration and provision of bus infrastructure.
2-8	Network Design	Consultation	38	Ensure cooperation between the operator and local authorities regarding local transport requirements as well as changes to the operating environment such as new infrastructure and the occurrence of road-works.
2-9	Network Design	Consultation	51	Ensure consultation with the public on the design and integration of transport.
2-11	Network Design	Route Design	3	Avoiding termination of bus routes within the city centre and instead continue to further destinations.
2-12	Network Design	Route Design	22	Customer focused route planning.

Question 2: How can the new contracts best ensure integration of the public bus services and integration with the wider public transport network?				
Ref (Question No., Summary No.)	Response category	Sub-category	Submission Number	Summary of comments
2-13	Network Design	Route Design	26	Ensure sufficient management of allocation of route numbers in order to minimise confusion to passengers on transfer of service to new operator and to prevent any duplication of route numbers.
2-14	Network Design	Route Design	33, 62	Include rural transport services.
2-15	Transport Integration	-	28, 30, 31, 35, 43, 45, 55, 60	Improve bus integration and ensure complementarity between all modes of public transport services.
2-16	Transport Integration	-	42	Improve bus integration and ensure complementarity between all modes of transport services, both public and private.
2-17	Transport Integration	-	11, 14	Allow one single operator to provide all services.
2-18	Transport Integration	-	27	Expressed concern with current integration with private operators.
2-19	Transport Integration	-	30, 31	Ensure operators are obliged to participate with integration measures.
2-20	Transport Integration	-	28	Highlighted importance of an integrated transport network within an urban environment.
2-21	Transport Integration	-	57, 58, 60	Emphasised NTA's responsibility for integration with wider public transport network.
2-55	Transport Integration	-	63	A high standard of integration can be achieved if there is no financial penalty, waiting times between services are minimised and sufficient provision of waiting facilities are available.
2-56	Transport Integration	-	63	Noted that the requirement to interchange between services is regarded by customers as an inconvenience even though there will always be a need for interchange.

Question 2: How can the new contracts best ensure integration of the public bus services and integration with the wider public transport network?				
Ref (Question No., Summary No.)	Response category	Sub-category	Submission Number	Summary of comments
2-22	Transport Integration	Service Links	4, 6, 8, 9, 13, 15, 20, 25, 37, 41, 44, 57	Improve bus service links to stops/stations of various public modes of transport such as Luas and Irish Rail.
2-23	Transport Integration	Service Links	25Q7	Currently insufficient provision of local bus services to rail connections. Such services can reduce volume of traffic and parking at stations as well as potentially increasing number of rail passengers.
2-24	Transport Integration	Integrated Scheduling	6, 9, 19, 21, 24, 25, 26, 41, 54	Coordinated time-tabling should allow for passengers to make connections at major stops/stations of the wider public transport network.
2-25	Transport Integration	Transfer Stops	24, 30, 37, 40, 54	Provision of transfer stops / stations with coordinated timetables allowing transfer from one mode of transport to another.
2-26	Transport Infrastructure	Passenger Facilities	37, 61	Consideration for bicycle facilities and infrastructure such as secure bicycle parking, provision to carry bicycles on board buses.
2-27	Transport Infrastructure	Passenger Facilities	8	Allow for park and ride facilities to be provided at bus stations/terminuses, as well as bicycle lock up facilities.
2-28	Transport Infrastructure	Real-Time Information	7	Provide Real-Time Information signs on all public transport stops and stations.
2-29	Transport Infrastructure	Real-Time Information	17, 22, 24, 26, 30, 35, 39	Provide Real-Time Information signs on all bus stops.
2-30	Transport Infrastructure	Real-Time Information	17, 24, 26, 30, 35, 39	Format of timetables should include real time information regarding other modes of transport.
2-57	Transport Infrastructure	Real-Time Information	63	Ensure contracts specify standards of reliability of real-time information.
2-31	Transport Infrastructure	Passenger Information	20, 37, 54	Sufficient display of and easy access to information regarding bus timetables, route maps and fares, for example on bus stops/shelters, websites and smart phone applications.
2-32	Transport Infrastructure	Passenger Information	26, 51	Provision of a single website and smart phone application for real time information on all public transport services.
2-33	Transport	Passenger	28, 63	Stated that the journey planner is a helpful tool.

Question 2: How can the new contracts best ensure integration of the public bus services and integration with the wider public transport network?				
Ref (Question No., Summary No.)	Response category	Sub-category	Submission Number	Summary of comments
	Infrastructure	Information		
2-34	Transport Infrastructure	Passenger Information	30, 39	Continue to develop the national journey planner to include all public and private services.
2-35	Transport Infrastructure	Passenger Information	44	Sufficient presentation of information regarding bus timetables, routes and fares, that is easy to understand and presented both visually and orally.
2-36	Transport Infrastructure	Standard of Vehicles	22	Enforce standard vehicle requirements.
2-37	Transport Infrastructure	Maintenance	36	Ensure operators are responsible for operation and maintenance of technical systems.
2-38	Passenger Services	-	38	Avoid refusal of passengers who hold social welfare passes and improve services at locations where the bus reaches maximum capacity and cannot take on any more passengers.
2-39	Passenger Services	Accessible Services	44	Ensure services are accessible to everyone and meet the necessary legal requirements (Section 27 of the Disability Act 2005).
2-40	Passenger Services	Accessible Services	44	Improve Smart card technology for passengers with disabilities.
2-41	Fares	-	24, 30, 60	Integrated fares.
2-42	Fares	Fare Structure	15, 26	Introduce fare prices based on zoning.
2-43	Fares	Fare Structure	17, 33, 58	Improve fare structure.
2-44	Ticket Integration	-	1, 5, 6, 7, 19, 22, 24, 28, 30, 31, 41, 49	Improve ticket integration.
2-45	Ticket Integration	-	3, 46, 54	Implement ticket integration nationwide.
2-46	Ticket Integration	-	7, 36	Look to International best practice.
2-47	Ticket Integration	Single ticket	2, 8, 23, 24	Provision of one single top-up / smart card.
2-48	Ticket Integration	Single fare	2, 15, 23, 28, 30	One fare for one journey which allows use of multiple modes of transport to complete that journey.
2-49	Ticket Integration	Leap Card	6, 6Q1, 9Q3	Allow Leap card users to tag on and off on buses similar to Dart and Luas services thus reducing queuing time.

Question 2: How can the new contracts best ensure integration of the public bus services and integration with the wider public transport network?				
Ref (Question No., Summary No.)	Response category	Sub-category	Submission Number	Summary of comments
2-50	Ticket Integration	Leap Card	23Q7, 26, 28, 30, 31, 37, 39,39Q7, 50, 63	Improve integration of the Leap Card.
2-51	Ticket Integration	Leap Card	58	Improve integration of the Leap Card with Dublin Bikes.
2-52	Ticket Integration	Leap Card	28Q7	Improve Leap card and remove need to interact with driver.
2-53	Direct Award	-	43, 47	Emphasised Direct Award contracts include for integration with the wider transport network.

Question 3: How can the new contracts best ensure value for taxpayer money?				
Ref (Question No., Summary No.)	Response category	Sub-category	Submission Number	Summary of comments
3-1	Service quality	Reliability	4, 20, 21	Ensure a reliable and punctual service.
3-2	Service quality	Frequency	21	Ensure sufficient number of buses during peak times.
3-3	Service quality	Frequency	33	Commitment to a minimum frequency of service.
3-4	Service quality	Flexibility	54	Ensure an efficient and flexible level of service provided in order to respond to changes in demand.
3-5	Service quality	Flexibility	2	Reducing size of bus seat capacity during known period of reduced number of passengers traveling.
3-6	Service quality	Efficiency	19, 24, 30, 57, 60	Improve efficiency of service provided.
3-7	Service quality	Standard of Service	3, 15	Ensuring a higher standard of service that will attract new passengers who currently use their own vehicle to travel.
3-8	Service quality	Standard of Service	18, 61	A minimum standard of service should be outlined within the contract conditions.
3-9	Service quality	Standard of Service	29, 45, 58, 59	In support of proposal if it reduces cost and increases standard of service.
3-82	Service quality	Standard of Service	63	Ensure service is of high quality, delivers objectives and public money spent is transparent and justified.
3-10	Service quality	Passenger Needs	19, 27, 38	Important that provision of bus services reflects passenger needs.
3-11	Service quality	Passenger Needs	33	Important that provision of bus services reflects passenger needs including services to tourist locations.
3-12	Service quality	Cost of Service	29, 45, 58, 59	In support of proposal if it reduces cost and increases standard of service.
3-83	Service quality	Cost of Service	63	Ensure service is of high quality, delivers objectives and public money spent is transparent and justified.
3-84	Service quality	Cost of Service	63	Highlighted that the level of subsidy Dublin Bus requires is one of the lowest internationally.

Question 3: How can the new contracts best ensure value for taxpayer money?				
Ref (Question No., Summary No.)	Response category	Sub-category	Submission Number	Summary of comments
3-13	Network Design	-	5	Look to International best practice.
3-14	Network Design	-	30	Clearly defined network as set by the NTA.
3-15	Network Design	-	22	Address issues raised in the report commissioned by the Coach Tourism and Transport Council (CTTC) of Ireland 'A Financial Analysis of Ireland's State-Owned Bus Companies'.
3-16	Network Design	-	33	Take into account, transport policy documents such as Smarter Travel.
3-17	Network Design	Specification	36	Ensure high quality network and service specification.
3-18	Network Design	Cost of Service	25	Recommends that provision of subsidies should not be required in the long term for bus services servicing rail connections.
3-19	Network Design	Cost of Service	28	Clearly identify the services which require a subsidy.
3-20	Network Design	Cost of Service	28Q3, Q7	Enforce a cap on the amount of subsidy paid. E.g. Experience with domestic air Public Service Obligation contracts showed that the cost per passenger per flight increased significantly over time.
3-21	Network Design	Cost of Service	39	Cost of fuel to the operator and possible efficiency measures should be looked into.
3-22	Transport Integration	Service Links	37	Improve transport links between the locations of bus stops and the stops/stations of various modes of transport.
3-23	Transport Infrastructure	-	6, 26	Reinvest revenue into transport infrastructure.
3-24	Transport Infrastructure	Operating Environment	12, 30	Improve implementation of bus priority measures within the operating environment. E.g. bus lanes, quality bus corridors, traffic signalling measures.
3-25	Transport Infrastructure	Standard of Vehicles	7, 26Q6, 39Q1	Ensure vehicles are more sustainable, fuel efficient and environmentally friendly.

Question 3: How can the new contracts best ensure value for taxpayer money?				
Ref (Question No., Summary No.)	Response category	Sub-category	Submission Number	Summary of comments
3-26	Transport Infrastructure	Standard of Vehicles	17, 17Q7	Ensure vehicles are of sufficient age and condition.
3-27	Passenger Services	Accessible Services	44	Ensure services are accessible to everyone and meet the necessary legal requirements (Section 27 of the Disability Act 2005).
3-28	Passenger Services	Incentives	1, 8Q2	Ensure tax saving incentives such as the continuation of the TaxSaver Scheme.
3-29	Passenger Services	Incentives	5, 8Q2, 20, 23Q2	Incentives for frequent users of public transport.
3-30	Fares	-	1	Concerned with the number of fare increases in recent years.
3-31	Fares	-	11, 14	In support of tighter measures to protect revenue generation from passenger fares such as zero tolerance for fare evaders.
3-32	Fares	-	11, 14	Introduction of reduced fares for passengers currently entitled to free travel, such as social welfare beneficiaries.
3-33	Fares	-	44	Examine free travel entitlement for people with mobility difficulties across an integrated network.
3-34	Fares	-	25	Ensure reduced fares for students and pensioners.
3-35	Fares	Fare Structure	9, 23, 23Q6, 28Q7, 33Q7	Improve fare structure.
3-36	Fares	Fare Structure	26	Introduce fare prices based on zoning.
3-37	Ticket Integration	-	11, 14, 20, 25	Improve ticket integration.
3-38	Ticket Integration	Single Ticket	11, 14	Provision of one single top-up /smart card.
3-40	Performance Monitoring	-	18	Ensure review of standard of service provided by operator prior to renewal of contract.
3-41	Performance Monitoring	-	22	Comparative metrics will become available to the NTA.

Question 3: How can the new contracts best ensure value for taxpayer money?				
Ref (Question No., Summary No.)	Response category	Sub-category	Submission Number	Summary of comments
3-85	Performance Monitoring	-	63	Comparing international standards will assist in benchmarking the quality of service and level of public money expenditure.
3-86	Performance Monitoring	-	63	Noted that Dublin Bus achieved every quarterly punctuality and reliability target since 2009.
3-42	Performance Monitoring	Penalties	18	NTA should reserve the right to revoke a licence if minimum standards are not met.
3-43	Performance Monitoring	Rewards	28, 36	In support of rewards to incentivise operator
3-44	Performance Monitoring	Targets	30	Use of an independent Performance Monitoring System (PMS) which is based on defined quality target performance
3-45	Performance Monitoring	Targets	31, 43, 60	Use of a Performance Monitoring System (PMS) which is based on defined quality performance targets / service level agreement and Key Performance Indicators (KPI).
3-46	Performance Monitoring	Inspections	6	Ensure routes are regularly checked against passenger numbers in order to meet demand.
3-47	Performance Monitoring	Inspections	33	Spot checks / inspections of operator services.
3-48	Contract Considerations	-	41	Allow one single operator to provide all services.
3-49	Contract Considerations	-	22	A transfer of undertakings should not be included as a contract requirement.
3-50	Contract	-	24	Ensure sufficient balance of risk transferred to operator in order to maximise value for

Question 3: How can the new contracts best ensure value for taxpayer money?				
Ref (Question No., Summary No.)	Response category	Sub-category	Submission Number	Summary of comments
	Considerations			money. Areas of risks to be considered include revenue, indexation and fixed assets.
3-51	Contract Considerations	-	24	Ensure full transparency and disclosure of employee's terms and conditions.
3-52	Contract Considerations	-	26	Majority of contracts should be awarded to existing public service providers initially with a reduction to the number directly awarded made over a certain period of time. Thus preventing any sudden reduction of staff in large numbers and subsequent increase of claims to social welfare.
3-53	Contract Considerations	-	31	Provide subsidy on non-viable public service obligation routes.
3-54	Contract Considerations	-	31	Ensure operator required to invest in fleet and passenger services.
3-55	Contract Considerations	-	35	Allow supplier contracts provide equipment and services for a certain percentage of the revenue instead of a fixed price contract for example.
3-56	Contract Considerations	-	6Q7, 11, 14, 53	Ensure sufficient regulations that allow monitoring of operator expenditure.
3-57	Contract Considerations	-	54	Examination of most suitable type of contract.
3-58	Contract Considerations	Contract Period	24	Duration of contract should allow for competitive interest and pricing. Suggestion of 5 to 7 year contract.
3-59	Contract Considerations	Contract Period	39	Contract period of 5 years to ensure sufficient length of contract period to allow operator to successfully secure finance such as purchase of new vehicles.
3-60	Contract Considerations	Contract Period	49	The length of contract period needs to be sufficient for operators to make a return on their investment. Average length of contract sampled by the Competition Commission UK 2011 report 'Local bus services market investigation' as 4.2 years. The report also Found that longer contract durations significantly increase the number of bids and result in lower cost.
3-61	Contract Considerations	Contract Period	1Q7, 9Q7	Reduce duration of contract period in order to ensure that any new operator does not become complacent.
3-62	Contract	Contract period	35Q7	Contract period of 10 or more years may drive innovation.

Question 3: How can the new contracts best ensure value for taxpayer money?				
Ref (Question No., Summary No.)	Response category	Sub-category	Submission Number	Summary of comments
	Considerations			
3-63	Competitive Tendering	-	5	Allowing competitive tendering and ensuring sufficient regulations and enforcement measures.
3-64	Competitive Tendering	-	22	Competitive tendering will allow commercial routes to become more identifiable.
3-65	Competitive Tendering	-	22	Issues of overstaffing and unsustainable wage levels in public service contracts can be addressed.
3-66	Competitive Tendering	-	32	Competitively tender city (or part of) services out as a single contract.
3-67	Competitive Tendering	Tender Process	54, 57, 60	Ensure tender process follows due diligence, is fair and transparent.
3-68	Competitive Tendering	Tender Process	8, 17, 18,	Ensure tender process follows due diligence, is fair and transparent and includes strict criteria for selection for operators such as good financial standing, of good repute and previous service experience.
3-69	Competitive Tendering	Tender Process	24	Ensure a simple tendering process in order to minimise bid costs thus encouraging significant competition.
3-70	Competitive Tendering	Tender Requirements	18	Operators should have to present how their service exceeds the minimum standard set by the NTA in their tender submission.
3-71	Competitive Tendering	Tender Requirements	18	Operators should have to present the level of subsidy they require to run a route in their tender submission.
3-72	Competitive Tendering	Number of Routes / Size of Contract	40	Consideration should be given to competitively tendering out a limited number of routes initially.
3-73	Competitive Tendering	Standard of Service	30, 39, 40, 46, 55, 60	Competitive tendering likely to reduce cost and increase standard of service.

Question 3: How can the new contracts best ensure value for taxpayer money?				
Ref (Question No., Summary No.)	Response category	Sub-category	Submission Number	Summary of comments
3-74	Competitive Tendering	Cost of Service	30, 39, 40, 46, 55, 60	Competitive tendering likely to reduce cost and increase standard of service.
3-75	Competitive Tendering	Cost of Service	13, 22, 24, 28, 36	Competitive tendering may allow for a more competitive and reduced contract price.
3-76	Direct Award	-	30	If direct award is continued, consideration should be given to introduction of an internal market as well as conducting and reviewing and benchmarking studies.
3-77	Direct Award	-	36	For direct award contracts ensure comprehensive negotiation of network and service specification.
3-78	Direct Award	-	40	Ensure optimisation of direct award contracts.
3-79	Current Operator	-	43	Bus Eireann performance results for 2009-2011 show significant improvements.
3-80	Current Operator	-	63	Current contract between Dublin Bus and the NTA provides incentive for Dublin Bus to provide value for money as Dublin Bus must grow customer numbers to boost revenue. Recent efforts by Dublin Bus such as Network Direct is an example of how Dublin Bus is striving to provide value for money.
3-81	Current Operator	-	63	Recent reports by Deloitte in January 2009 'Cost and Efficiency Review of Dublin Bus and Bus Eireann' and by Booz Allen Hamilton in 2006 'Review of the CIÉ Group Subvention' confirmed that Dublin Bus is efficient and provides value for money.

Question 4: Are there benefits in introducing separate contracts for different market segments in Dublin? If so how should such market segments be defined?				
Ref (Question No., Summary No.)	Response category	Sub-category	Submission Number	Summary of comments
4-1	Service quality	Efficiency	23	Improve efficiency of service provided.
4-2	Service quality	Standard of Service	9	In support of proposal as there are already commercial operators in existence.
4-3	Service quality	Standard of Service	18, 28	In support of proposal if it reduces cost and increases standard of service.
4-4	Service quality	Standard of Service	3	In support of proposal if it reduces cost, increases transport standard of service and ensures integration of all transport services.
4-5	Service quality	Cost of Service	18, 28	In support of proposal if it reduces cost and increases standard of service.
4-6	Service quality	Cost of Service	3	In support of proposal if it reduces cost, increases transport standard of service and ensures integration of all transport services.
4-7	Network Design	-	5, 28	Look to International best practice.
4-8	Network Design	Route Design	49	In determining which routes are to be tendered, the NTA should consider defining a bus network that meets passenger needs and which routes are public service obligation routes, as part of the network design process.
4-9	Network Design	Market Segments	6	Market segments could be defined as follows: a) Regular Dublin City routes b) Regular suburban commuter routes c) Regular airport and ferry services and d) Express routes
4-10	Network Design	Market Segments	8	Market segments could be defined as follows: a) Zones based on distance from central location b) Late night and weekend services c) Express routes
4-11	Network Design	Market Segments	7, 12	Market segments could include new routes currently not in operation.
4-12	Network Design	Market Segments	18	Market segments could be defined as follows: a) Commercial routes b) Non-commercial routes.

Question 4: Are there benefits in introducing separate contracts for different market segments in Dublin? If so how should such market segments be defined?				
Ref (Question No., Summary No.)	Response category	Sub-category	Submission Number	Summary of comments
4-13	Network Design	Market Segments	21	Market segments could be defined as follows: a) Long distance routes (such as Maynooth, Dunboyne, Dun Laoighaire, Bray, Balbriggan) b) Short distance routes to city centre
4-14	Network Design	Market Segments	22	Market segments could be defined as follows: a) Orbital, b) Radial, c) Route, d) Garage, e) High Usage, f) Peak and g) Off peak routes.
4-15	Network Design	Market Segments	24	Market segments could be defined as follows: a) Each route tendered separately (similar to London model), or b) Separate contract for each bus depot or c) Single contract for entire Dublin area.
4-16	Network Design	Market Segments	25	Market segments could be defined as follows: a) Local services and b) Longer distance routes.
4-17	Network Design	Market Segments	26	Market segments could be defined as follows: a) Defined by location and b) Defined by bus corridors.
4-18	Network Design	Market Segments	28	Market segments could be defined as follows: a) Greater Dublin Area services e.g. North County Dublin, North Wicklow, b) Route corridors and c) Areas served by the same garage e.g. contract for all routes from Clontarf Bus Depot.
4-19	Network Design	Market Segments	30	Market segments for direct award contracts could be defined as follows: a) New types of service e.g. demand responsive, orbital services. Market segments for competitive tender contracts could be defined as follows: a) Area,

Question 4: Are there benefits in introducing separate contracts for different market segments in Dublin? If so how should such market segments be defined?				
Ref (Question No., Summary No.)	Response category	Sub-category	Submission Number	Summary of comments
				b) Route or c) Corridor based services.
4-20	Network Design	Market Segments	32	Quoted recommendation from a letter from Cyril Carniel, Northern Europe Director of Ratp Dev to Colm McCarthy, Secretary to the Review Group on State Assets, dated 16 th August 2010, 'divide network by depot or by group of depots with a minimum fleet number of 200 vehicles'.
4-21	Network Design	Market Segments	36	Market segments could be defined as follows: a) High quality/high capacity services, b) Areas served by the same depot, c) New localised transport services.
4-22	Network Design	Market Segments	37	Market segments could be defined as follows: a) Work locations, b) Education locations, c) Business Locations and d) Retail locations.
4-23	Network Design	Market Segments	39	Market segments could be defined as follows: a) Depot location
4-24	Network Design	Market Segments	40	Market segments could be defined as follows: a) Stage carriage and local services, b) Orbital services and local services, c) Existing services and d) New services.
4-25	Network Design	Market Segments	46	Market segments could be defined as follows: a) Bundles including main route with feeder routes, b) Depot location based services.
4-26	Network Design	Market Segments	54	Market segments could be defined as follows: a) Express routes, b) Peak time services, c) Local services and

Question 4: Are there benefits in introducing separate contracts for different market segments in Dublin? If so how should such market segments be defined?				
Ref (Question No., Summary No.)	Response category	Sub-category	Submission Number	Summary of comments
				d) Feeder services to private routes.
4-27	Network Design	Market Segments	55	Market segments could be defined as follows: a) Geographically based, b) Local services, c) Unprofitable routes (Routes which require a subsidy, d) Orbital routes
4-28	Network Design	Market Segments	56	Market segments could be defined as follows: a) Trunk routes, b) Local routes, c) Feeder routes and d) Auxiliary routes.
4-29	Network Design	Market Segments	57	Market segments could be defined as follows: a) Geographically based, b) Service types, c) Unprofitable routes (Routes which require a subsidy.
4-30	Network Design	Market Segments	58	Market segments could be defined as follows: a) Geographically based and b) Feeder routes.
4-31	Network Design	Market Segments	59	Market segments could be defined as follows: a) Orbital services, b) Feeder services.
4-32	Network Design	Market Segments	60	Market segments could be defined as follows: a) Commuter services, b) Feeder routes, c) Local services, d) Services by depot, e) Geographically based, f) Service type and g) Customer type.
4-33	Passenger Services	Accessible Services	44	Ensure certain percentage of vehicles meet the required accessibility standards.
4-34	Contract Considerations	-	17	Too many operators may cause confusion.

Question 4: Are there benefits in introducing separate contracts for different market segments in Dublin? If so how should such market segments be defined?				
Ref (Question No., Summary No.)	Response category	Sub-category	Submission Number	Summary of comments
4-35	Contract Considerations	-	24	Recommends assets are retained by NTA and that a separate contract for each bus depot would generate a competitive market.
4-36	Contract Considerations	-	23, 33, 38, 63	Allow one single operator to provide all services.
4-37	Contract Considerations	-	28	Suggested that there is no clear evidence of performance difference between private and public contracts.
4-38	Contract Considerations	-	35	Consideration of separating specialist services from a single operator contract such as Automatic Fare Collection (AFC), infrastructure and vehicle maintenance.
4-39	Contract Considerations	-	38	Concerned that less profitable routes would see withdrawal of a service.
4-40	Contract Considerations	-	43	Carry out a cost-benefit analysis of competitive tender approach compared to direct award.
4-41	Contract Considerations	-	30	Legal consideration should be given to the possibility of competitively tendering out a limited number of routes while NTA still retains the power to directly award contracts.
4-53	Contract Considerations	-	63	To ensure an integrated transport system that maximises efficiency and provides an effective service, the system should be operated as one single network. Savings can also be realised from economies of scale.
4-54	Contract Considerations	-	63	A network operated by one single operator allows for a flexible network that continuously meets passenger needs.
4-55	Contract Considerations	-	63	Separate market segments could compromise integration and the co-ordinated design of services.
4-42	Competitive Tendering	Tender Process	43	Look to International best practice regarding competitive tender process.
4-43	Competitive Tendering	Number of Routes / Size of Contract	28, 30	Consideration should be given to competitively tendering out a limited number of routes initially.

Question 4: Are there benefits in introducing separate contracts for different market segments in Dublin? If so how should such market segments be defined?				
Ref (Question No., Summary No.)	Response category	Sub-category	Submission Number	Summary of comments
4-44	Competitive Tendering	Number of Routes / Size of Contract	18	The contracts should be constructed as to allow small scale operators compete for any potential new contracts.
4-45	Competitive Tendering	Number of Routes / Size of Contract	30, 36	The contracts should be constructed as to allow various size operators including domestic and international to compete for any potential new contracts.
4-46	Competitive Tendering	Number of Routes / Size of Contract	39	Believes it is unlikely that an Irish operator could successfully provide the necessary requirements to tender for the whole of the Dublin City network.
4-47	Competitive Tendering	Number of Routes / Size of Contract	49	Noted routes are tendered individually or as a bundle. Bundled routes may allow for efficiencies in operation and support investment, however depending on the size of the bundle small operators may not have the capacity to complete.
4-48	Competitive Tendering	Number of Routes / Size of Contract	44	In support of separate contracts that allow operators of 'door to door' services to compete.
4-49	Direct Award	-	30	If direct award is continued, does not believe that there are sufficient benefits to be gained from separate contracts. Consideration should be given to introduction of an internal market.
4-50	Other	No Benefits	2,11, 14, 15, 27, 31, 33, 36, 41, 42, 47, 63	Does not believe there are sufficient benefits to pursue this proposal.
4-51	Other	No Benefits	31, 33	Separate contracts would lead to an increase in cost of service.
4-52	Other	No Benefits	42	Separate contracts may have negative impacts on the current public bus network.

Question 5: Are there benefits to introducing separate contracts for different market segments outside the Dublin area? If so, how should such market segments be defined?				
Ref (Question No., Summary No.)	Response category	Sub-category	Submission Number	Summary of comments
5-1	Service quality	Frequency	13	Commitment to a minimum frequency of service.
5-2	Service quality	Flexibility	39	Ensure an efficient and flexible level of service provided in order to respond to changes in demand.
5-3	Service quality	Efficiency	19, 22	Improve efficiency of service provided.
5-4	Service quality	Standard of Service	24	Ensuring a higher standard of service that will attract new passengers who currently use their own vehicle to travel.
5-5	Service quality	Standard of Service	1, 6, 8	In support of proposal if it reduces cost and ensures integration of all transport services.
5-6	Service quality	Standard of Service	6, 28	In support of proposal if it reduces cost and increases standard of service.
5-7	Service quality	Cost of Service	22	Improve efficiency of service provided and reduce cost.
5-8	Service quality	Cost of Service	1, 6, 8	In support of proposal if it reduces cost and ensures integration of all transport services.
5-9	Service quality	Cost of Service	6, 28	In support of proposal if it reduces cost and increases standard of service.
5-10	Network Design	Market Segments	6	Market segments could be defined as follows: a) Regular City routes b) Regular Provincial Connector routes c) Express routes
5-11	Network Design	Market Segments	8	Market segments could be defined as follows: a) Zones based on distance from central location b) Late night and weekend services c) Express routes
5-12	Network Design	Market Segments	13	Market segments could be defined as follows: a) Routes which require no subsidy (commercially viable) b) Routes which require a subsidy
5-13	Network Design	Market	18	Market segments could be defined as follows: a) Long distance routes

Question 5: Are there benefits to introducing separate contracts for different market segments outside the Dublin area? If so, how should such market segments be defined?				
Ref (Question No., Summary No.)	Response category	Sub-category	Submission Number	Summary of comments
		Segments		b) Regional Routes
5-14	Network Design	Market Segments	18	Market segments could be defined as follows: a) Commercial routes b) Non-commercial routes
5-15	Network Design	Market Segments	19	Ensure sufficient provision of services on all routes, both commercially attractive and those not so.
5-16	Network Design	Market Segments	21	Market segments could be defined as follows: a) Long distance routes from Dublin b) Short distance routes
5-17	Network Design	Market Segments	22	Market segments could be defined as follows: a) Commuter into Dublin, b) Commuter into various Cities, c) Provincial City Services and d) Rural (integration with school bus and rural transport systems)
5-18	Network Design	Market Segments	24	Market segments could be defined as follows: a) Deregulated market supported by contracts in areas where no service is provided or b) Contracts per route or c) One single contract.
5-19	Network Design	Market Segments	26	Market segments could be defined as follows: a) Defined by Location of depots
5-20	Network Design	Market Segments	28	Market segments could be defined as follows: a) Long distance routes to/from Dublin, b) Drogheda/East Meath, c) Dundalk, Monaghan, Cavan, d) Donegal, e) Sligo, Leitrim, North Mayo, f) Galway, South Mayo, g) Limerick, Clare, North Kerry, North Tipperary, h) Cork, South Kerry and i) Waterford, Wexford, South Tipperary.

Question 5: Are there benefits to introducing separate contracts for different market segments outside the Dublin area? If so, how should such market segments be defined?				
Ref (Question No., Summary No.)	Response category	Sub-category	Submission Number	Summary of comments
5-21	Network Design	Market Segments	30	Market segments could be defined as follows: a) City service, b) Stage Carriage services or c) Geographically defined services.
5-22	Network Design	Market Segments	32	Quoted recommendation from a letter from Cyril Carniel, Northern Europe Director of RATP Dev to Colm McCarthy, Secretary to the Review Group on State Assets, dated 16 th August 2010, 'divide network by region and/or market segment'.
5-23	Network Design	Market Segments	36	Market segments could be defined as follows: a) Intercity, b) Regional, c) Hinterland, d) Urban and e) Rural.
5-24	Network Design	Market Segments	39	Market segments could be defined as follows: a) Geographically based, b) Commuter service into Dublin City or c) Town based services.
5-25	Network Design	Market Segments	40	Market segments could be defined as follows: a) Regional services, b) City services, c) Rural services and d) Commuter routes.
5-26	Network Design	Market Segments	46	Market segments could be defined as follows: a) Inter-urban, b) Urban, c) Stage carriage and d) Rural.
5-27	Network Design	Market Segments	54	Market segments could be defined as follows: a) Inter-urban, b) Local routes, c) Rural services.
5-28	Network Design	Market Segments	55	Market segments could be defined as follows: a) Inter-urban, b) Local routes,

Question 5: Are there benefits to introducing separate contracts for different market segments outside the Dublin area? If so, how should such market segments be defined?				
Ref (Question No., Summary No.)	Response category	Sub-category	Submission Number	Summary of comments
				c) Rural services.
5-29	Network Design	Market Segments	57	Market segments could be defined as follows: a) Inter-city connections, b) City services.
5-30	Network Design	Market Segments	59	Market segments could be defined as follows: a) Inter-city connections, b) Rural services.
5-31	Network Design	Market Segments	60	Market segments could be defined as follows: a) Inter-city connections, b) School services, c) City services, d) Rural services.
5-32	Network Design	Route Design	49	In determining which routes are to be tendered, the NTA should consider defining a bus network that meets passenger needs and which routes are public service obligation routes, as part of the network design process.
5-33	Network Design	Route Design	50	Ensure provision of rural transport in order to support local businesses as well as reducing levels of social exclusion.
5-34	Transport Integration	-	44	Improve network integration of 'door to door' service operators such as rural transport services, taxis, Health Service Executive transport, specialist disability transport and school transport providers.
5-35	Transport Integration	Integrated Scheduling	30	Market segregation should ensure sufficient timetable integration of bus services.
5-36	Transport Infrastructure	Operating Environment	21	Ensure utilisation of road infrastructure such as motorways and the Dublin Port Tunnel for long distance routes.
5-37	Contract Considerations	-	22	Avoid provision of free buses.
5-38	Contract Considerations	-	24	Ensure sufficient balance of risk transferred to operator in order to maximise value for money.
5-39	Contract	-	24	Recommend a single contract in order to achieve ticket integration nationwide.

Question 5: Are there benefits to introducing separate contracts for different market segments outside the Dublin area? If so, how should such market segments be defined?				
Ref (Question No., Summary No.)	Response category	Sub-category	Submission Number	Summary of comments
	Considerations			
5-40	Contract Considerations	-	28	In support of separate contracts to allow local operators to compete.
5-41	Contract Considerations	-	30	Legal consideration should be given to the possibility of competitively tendering out a limited number of routes while NTA still retains the power to directly award contracts.
5-42	Contract Considerations	-	33, 38	Allow one single operator to provide all services.
5-43	Contract Considerations	-	35	Consideration of separating specialist services from a single operator contract such as Automatic Fare Collection (AFC), infrastructure and vehicle maintenance.
5-44	Contract Considerations	-	38	Concerned that less profitable routes would see withdrawal of a service.
5-45	Contract Considerations	-	43	Carry out a cost-benefit analysis of competitive tender approach compared to direct award.
5-46	Contract Considerations	-	43	Noted that competitive tendering outside of London resulted in a small number of operators competing and thus resulted in higher prices.
5-47	Competitive Tendering	Tender Process	28	Ensure tender process includes strict criteria for selection for operators.
5-48	Competitive Tendering	Tender Process	36	Allow for consolidation of operator bids if it allows for a better standard of service and price reduction.
5-49	Competitive Tendering	Tender Process	43	Look to International best practice regarding competitive tender process.
5-50	Competitive Tendering	Number of Routes / Size of Contract	18	The contracts should be constructed as to allow small scale operators compete for any potential new contracts.
5-51	Competitive Tendering	Number of Routes / Size of	30	Consideration should be given to competitively tendering out a limited number of routes initially.

Question 5: Are there benefits to introducing separate contracts for different market segments outside the Dublin area? If so, how should such market segments be defined?				
Ref (Question No., Summary No.)	Response category	Sub-category	Submission Number	Summary of comments
		Contract		
5-52	Competitive Tendering	Number of Routes / Size of Contract	36	The contracts should be constructed as to allow various size operators including domestic and international to compete for any potential new contracts.
5-53	Competitive Tendering	Number of Routes / Size of Contract	49	Noted routes are tendered individually or as a bundle. Bundled routes may allow for efficiencies in operation and support investment, however depending on the size of the bundle small operators may not have the capacity to complete.
5-54	Competitive Tendering	Cost of Service	24	Benefits of a deregulated market or contracts per route may allow for a more competitive and reduced contract price.
5-55	Direct Award		30	If direct award is continued, does not believe that there are sufficient benefits to be gained from separate contracts.
5-56	Other	-	42	Highlighted the integration design of Bus Eireann's commercially licensed services with the public service obligation routes.
5-57	Other	No Benefits	2, 11, 13, 14, 27, 31, 33, 41, 47	Does not believe there are sufficient benefits to pursue this proposal.
5-58	Other	No Benefits	31, 33	Separate contracts would lead to an increase in cost of service.

Question 6: What are the potential benefits or otherwise of competitively tendering for the award of the new bus service contracts, compared to directly awarding contracts to Dublin Bus or Bus Éireann?				
Ref (Question No., Summary No.)	Response category	Sub-category	Submission Number	Summary of comments
6-1	Transport Infrastructure	Passenger Information	23	Sufficient display of and easy access to information regarding bus timetables, route maps and fares.
6-2	Transport Infrastructure	Maintenance	8	Operator should be responsible for maintenance of routes.
6-3	Passenger Services	Customer Services	34	Sufficient handling of passenger customer queries and complaints.
6-4	Passenger Services	Accessible Services	44	Ensure accessible services are included in competitively tendered contracts, current direct award contracts have a good reputation in accommodating passengers with disabilities.
6-5	Performance Monitoring	-	24	Competitive tendering will allow for enforcement of Performance Monitoring System (PMS).
6-6	Performance Monitoring	Penalties	34, 54	NTA should reserve the right to revoke a licence if minimum standards are not met.
6-7	Contract Considerations	-	1	Savings from competitive tendering should be invested into passenger services.
6-8	Contract Considerations	-	5	Ensure sufficient regulations and enforcement measures. New contract should form part of and enhance overall public transport strategy.
6-9	Contract Considerations	-	17	Ensuring new operators are flexible with regards to working conditions and not unionised.
6-10	Contract Considerations	-	24	Ensuring new operators are flexible with regards to working conditions and able to deal with unions.
6-11	Contract	-	30	Emphasised the need for the NTA to review the performance of existing

Question 6: What are the potential benefits or otherwise of competitively tendering for the award of the new bus service contracts, compared to directly awarding contracts to Dublin Bus or Bus Éireann?				
Ref (Question No., Summary No.)	Response category	Sub-category	Submission Number	Summary of comments
	Considerations			direct award public service contracts prior to extending any direct award contract beyond 2014.
6-12	Contract Considerations	-	30	Legal consideration should be given to the possibility of competitively tendering out a limited number of routes while NTA still retains the power to directly award contracts.
6-13	Contract Considerations	-	48	Carry out a cost-benefit analysis of competitive tender approach compared to direct award.
6-14	Contract Considerations	-	48	Look to International best practice regarding contractual options.
6-15	Contract Considerations	-	49	Concern over defragmentation of transport services by competitive tendering can be addressed by contract requirements regarding integration with other modes of transport.
6-16	Competitive Tendering	-	3, 9Q7	Potential benefits but sceptical following recent events of transfer of existing service contracts to new operators e.g. Dublin County Council waste collection service.
6-17	Competitive Tendering	-	22	Allow identification of individual Public Service Obligation routes and commercial routes.
6-18	Competitive Tendering	-	22, 32	Competitive tendering will remove the current monopoly of public service obligation contracts
6-19	Competitive Tendering	-	24, 28, 30, 49, 54, 59, 60	Competitive tendering likely to encourage innovation from the operator.
6-20	Competitive Tendering	-	24	Competitive tendering will allow operators an opportunity to change their behaviour.
6-21	Competitive Tendering	-	30	Ensure provision of sufficient competitive tension in the long term.
6-22	Competitive Tendering	-	30	Ensure sufficient balance of risk transferred to operator in order to maximise value for money.

Question 6: What are the potential benefits or otherwise of competitively tendering for the award of the new bus service contracts, compared to directly awarding contracts to Dublin Bus or Bus Éireann?				
Ref (Question No., Summary No.)	Response category	Sub-category	Submission Number	Summary of comments
6-23	Competitive Tendering	-	33	Believes competitive tendering will award to the cheapest tenderer but not necessarily the best.
6-24	Competitive Tendering	-	33	Concerns regarding award to multinational operators and profit not staying within the country.
6-25	Competitive Tendering	-	40	Emphasised potential for industrial action from CIE.
6-26	Competitive Tendering	-	49	Consideration for competitively tendering of unprofitable but socially desirable routes.
6-27	Competitive Tendering	-	49	Competitive tendering operators may allow for additional objectives such as environmental targets to be met.
6-28	Competitive Tendering	-	53	In support of competitive tendering of Bus Éireann.
6-29	Competitive Tendering	-	54, 55	Comparisons regarding quality and cost will become available.
6-30	Competitive Tendering	-	56, 56	Competitive tendering will allow for greater accountability.
6-31	Competitive Tendering	-	58	Competitive tendering will allow operators with international experience to compete for any potential new contracts.
6-32	Competitive Tendering	Tender Process	30	Risk of under-pricing by tenderers needs to be taken into consideration during tender process.
6-33	Competitive Tendering	Tender Process	30	Look to International best practice regarding competitive tender process.
6-34	Competitive Tendering	Tender Process	39, 22Q7	Provide a quality based tender assessment process.
6-35	Competitive Tendering	Tender Process	8Q7, 50Q7	Ensure tender process follows due diligence, is fair and transparent and includes strict criteria for selection for operators such as good financial standing, of good repute and experience.
6-36	Competitive	Tender Process	36Q7	Ensure a simple tendering process to allow first time bidders to compete

Question 6: What are the potential benefits or otherwise of competitively tendering for the award of the new bus service contracts, compared to directly awarding contracts to Dublin Bus or Bus Éireann?				
Ref (Question No., Summary No.)	Response category	Sub-category	Submission Number	Summary of comments
	Tendering			e.g. level of insurance requirements should not be excessive and flexibility in qualifying requirements.
6-37	Competitive Tendering	Tender Process	36Q7	Provide assistance measures to first time bidders such as training on the preparation of bids, running of a pilot tender process, information seminars and a help-desk facility.
6-38	Competitive Tendering	Tender Process	49Q7, 60Q2	Allow bidders / tenderers / operators to suggest innovative modifications or alternatives to routes as part of their tender / bid submission.
6-39	Competitive Tendering	Tender Process	49Q7	Ensure competitive tender process does not limit the number of potential bidders nor the intensity with which operators compete.
6-40	Competitive Tendering	Type of Contract	49Q7	The suitability of the type of contract depends on policy objectives. Main contracts types used include Gross Cost Contract (cost based) and Net Cost Contract (subsidy based).
6-41	Competitive Tendering	Tender Requirements	30	<p>Inclusion of contract conditions regarding pay and employee terms and conditions should be considered by the NTA. Alternatively operators should be subject to Transfer of Undertakings.</p> <p>E.g. Public transport authorities in other countries include employee terms and conditions in order to prevent a competitive tender price based on lower remuneration and terms and conditions than apply to direct award employees.</p>
6-42	Competitive Tendering	Number of Routes / Size of Contract	18, 22Q7, 36Q7, 50Q7	Tendering process and the size of the contract should allow for indigenous operators to compete.
6-43	Competitive Tendering	Number of Routes / Size of Contract	2Q7, 30, 37	The contracts should be constructed as to allow various size operators including domestic and international to compete for any potential new contracts.
6-44	Competitive Tendering	Number of Routes Size of	30, 36Q7, 50Q7	Consideration should be given to competitively tendering out a limited number of routes initially.

Question 6: What are the potential benefits or otherwise of competitively tendering for the award of the new bus service contracts, compared to directly awarding contracts to Dublin Bus or Bus Éireann?				
Ref (Question No., Summary No.)	Response category	Sub-category	Submission Number	Summary of comments
		Contract		
6-45	Competitive Tendering	Number of Routes Size of Contract	49Q7	Competitive tendering of routes may be carried out in stages over a certain timeframe due to the complexities competitive tendering brings with it. The process should be designed to maximise competition as it can have strong implications to the future market structure.
6-46	Competitive Tendering	Transport Integration	8	Improvement of bus service links to stops/stations of various public modes of transport such as Luas and Irish Rail.
6-47	Competitive Tendering	Standard of Service	8	Ensuring a higher standard of service that will attract new passengers who currently use their own vehicle to travel.
6-48	Competitive Tendering	Standard of Service	2, 4, 6, 8, 9, 18, 19, 20, 21, 23, 24, 25, 26, 29, 30, 34, 36, 50, 58, 60	Competitive tendering may improve the standard of service for passengers.
6-49	Competitive Tendering	Standard of Service	49	Competitive tendering can keep prices and cost of goods and services down, and improves choice and quality.
6-50	Competitive Tendering	Standard of Service	49	Competitive tendering of bus services generally leads to a better network, better service and competitive prices. Significant benefits have been shown in economic literature and experience including financial, improved quality of service and better incentives for integration.
6-51	Competitive Tendering	Standard of Service	49	Competitive tendering can improve network services and increase passenger numbers. E.g. Experience in London shows usage of bus services grew by 68% between 1999-2008 after competitive tendering was introduced.(Transport for London, 'London's Bus Contracting and

Question 6: What are the potential benefits or otherwise of competitively tendering for the award of the new bus service contracts, compared to directly awarding contracts to Dublin Bus or Bus Éireann?				
Ref (Question No., Summary No.)	Response category	Sub-category	Submission Number	Summary of comments
				Tendering Process')
6-52	Competitive Tendering	Standard of Service	46Q7	Competitive tendering likely to ensure a higher standard of service that will attract new passengers who currently use their own vehicle to travel.
6-53	Competitive Tendering	Passenger Needs	20	Competitive tendering may encourage competing operators to take public consultation into consideration in order to meet passenger requirements.
6-54	Competitive Tendering	Passenger Needs	50	Competitive tendering process must ensure the existence of a core bus network needed to facilitate business, workers and commuters.
6-55	Competitive Tendering	Cost of Service	46Q7	Competitive tendering likely to reduce cost of public service obligation contracts and create new services.
6-56	Competitive Tendering	Cost of Service	1, 13, 17, 19, 20, 23, 24, 26, 28, 30, 32, 36, 46, 49, 58, 60	Competitive tendering may allow for a more competitive and reduced contract price.
6-57	Competitive Tendering	Cost of Service	30, 40, 60	Emphasised the cost implication for the management of and monitoring of a competitive tender contract, as well as the cost of the tender process itself.
6-58	Competitive Tendering	Cost of Service	40, 55	Competitive tendering may require a lower level of subsidy.
6-59	Competitive Tendering	Cost of Service	49	Competitive tendering can keep prices and cost of goods and services down, and improves choice and quality.
6-60	Competitive Tendering	Cost of Service	49	Competitive tendering has shown savings between 20-30% of the cost of services previously provided which also takes into account the administrative costs of competitive tendering.
6-80	Competitive Tendering	Cost of Service	43	Noted that the report by KPMG in 2009 'Independent Strategic Review of the Provision of Bus Services in London' reported that the level of subsidy has increased substantially in recent years.

Question 6: What are the potential benefits or otherwise of competitively tendering for the award of the new bus service contracts, compared to directly awarding contracts to Dublin Bus or Bus Éireann?				
Ref (Question No., Summary No.)	Response category	Sub-category	Submission Number	Summary of comments
6-81	Competitive Tendering	Cost of Service	63	Noted that tendering in London for example yielded savings early on but a gradual reduction in the number of competitive bids and an increase in dominance of large multinational operators that followed has led to an increase in the cost of these services.
6-61	Direct Award	-	30	Highlighted the level of integration and flexibility direct award contracts may allow for.
6-62	Direct Award	-	30	If direct award is continued, does not believe that there are sufficient benefits to be gained from separate contracts. Consideration should be given to introduction of an internal market.
6-63	Direct Award	-	38	Direct Award likely to ensure a more manageable and integrated service.
6-64	Direct Award	-	49, 60	Lack of incentives for better quality of service with direct award contracts.
6-65	Direct Award	Standard of Service	43, 58, 60	Direct award to current operators may allow for economies of scale and continuation of their efforts and customer familiarity.
6-66	Direct Award	Standard of Service	31Q6, Q7, 38Q7, 48Q7, 53, 59	Direct award to current operators will allow continuation of their efforts and recent successful improvements.
6-67	Current Operators	-	7, 31, 55Q7	Ensure consideration of potential impacts on current public service direct award contract operators, such as job losses.
6-68	Current Operators	-	30, 42, 53, 55, 61	Ensure consideration of potential impacts on current public service direct award contract operators.
6-69	Current Operators	-	38Q7, 55Q7	Potential impact on employment levels of current public service operators, consideration should be given to pay, employee terms and conditions as well as the process of Transfer of Undertakings.
6-70	Current Operators	-	61Q7	Social implications to be taken into account such as job losses and subsequent increase of claims to social welfare, as well as potential for new employment opportunities.
6-71	Current Operators	-	60Q7, 61Q7	Labour relations to be taken into consideration.
6-72	Current Operators	-	53Q7	Consideration for transfer of Dublin Bus to Dublin City Council for

Question 6: What are the potential benefits or otherwise of competitively tendering for the award of the new bus service contracts, compared to directly awarding contracts to Dublin Bus or Bus Éireann?				
Ref (Question No., Summary No.)	Response category	Sub-category	Submission Number	Summary of comments
				improved traffic management and service provision.
6-73	Current Operators	Standard of Service	27Q7, 43	Highlighted the standard of service provided by the incumbent operators has been built on years of experience.
6-74	Current Operators	Level of Subsidy	38	Noted that level of subsidy paid to the current public service obligation operators compared to the amount of revenue generated is lower than amounts paid to other European operators, as stated in report by Deloitte in January 2009 'Cost and Efficiency Review of Dublin Bus and Bus Éireann'.
6-75	Current Operators	Level of Subsidy	42Q3	Noted that level of subsidy paid to the current public service obligation operators compared to the amount of revenue generated is lower than amounts paid to other European operators.
6-76	Current Operators	Level of Subsidy	49	Noted that there is no link between the subsidy provided to current public service operators and unprofitable routes.
6-77	Other	No Benefits	31, 38	Believes competitive tendering will require a higher level of subsidy.
6-78	Other	No Benefits	7, 11, 14, 18	Does not believe competitive tendering will increase value for money.
6-79	Other	No Benefits	7, 27, 41Q6, Q7, 42	Does not believe there are sufficient benefits to pursue this proposal.

Question 7: Are there any other considerations you wish to identify or comment on, that are relevant to the new contracts for bus passenger services?				
Ref (Question No., Summary No.)	Response category	Sub-category	Submission Number	Summary of comments
7-1	Network Design	-	49	Highlighted importance of policy objectives being set out in order to drive the network design and tender requirements.
7-2	Network Design	-	51	Highlighted the success of Route 409 in Galway which carried more than 1 million passengers in 2010, which could be used as a model for other routes.
7-3	Network Design	Route Design	49	Noted that the report by Deloitte in January 2009 'Cost and Efficiency Review of Dublin Bus and Bus Eireann' stated that 'several areas are serviced by multiple and duplicated routes. Where services share a significant portion of a route with other bus services, the timetables are not coordinated'. This should be addressed in order to ensure efficiency of routes.
7-4	Network Design	Route Design	49	Important that profitable and unprofitable routes are identified for a successful network design and competitive tender process. Without such information it is difficult to know if it is possible for bidders / tenderers / operators to have the ability to run a route with a lower subsidy or none at all.
7-5	Network Design	Route Design	62	Extend utilisation of school bus transport to cater for the public and wider community.
7-6	Network Design	Route Design	62	Link transport routes with cycle and walking routes.
7-7	Transport Infrastructure	Operator Facilities	28Q5, 36	Ensure clear definition of provisions available to the operator such as staff and assets.
7-8	Transport Infrastructure	Operator Facilities	39, 39Q2, 39Q3, 45Q2, 49, 55Q2, 60, 61Q2	Issues regarding ownership, operation, maintenance and access to public sector infrastructure such as depots, bus stops and fleet vehicles needs to be addressed.
7-9	Transport Infrastructure	Operator Facilities	49	Ensure bidders / operators have fair access to network facilities; consideration should be given to publishing the terms and conditions regarding access.
7-10	Transport Infrastructure	Operator Facilities	6	Move bus depots from current high value locations to cheaper locations outside Dublin city.
7-11	Transport Infrastructure	Operator Facilities	24	Recommends assets are retained by NTA and that a separate contract for each bus depot would generate a competitive market.

Question 7: Are there any other considerations you wish to identify or comment on, that are relevant to the new contracts for bus passenger services?				
Ref (Question No., Summary No.)	Response category	Sub-category	Submission Number	Summary of comments
7-12	Transport Infrastructure	Operator Facilities	40Q2	Consideration should be given to the sharing of bus stops with private operators.
7-13	Passenger Services	-	10	Provision of toilet facilities on all buses used for long distance journeys,
7-14	Passenger Services	-	23,23Q6	Provide automatic stop announcements on buses.
7-15	Passenger Services	Customer Services	8	Provision of passenger customer services including a customer charter.
7-16	Passenger Services	Accessible Services	44	Ensure consideration of features for passengers with vision or hearing disabilities as well as physiological factors experienced by passengers of wheeled mobility.
7-17	Passenger Services	Accessible Services	44	Consideration of request stops for passengers with disabilities that are conveyed to the driver by the use of their smart card.
7-18	Passenger Services	Incentives	12	Passengers currently entitled to the Free Travel Scheme should continue to avail of free travel on bus passenger services.
7-19	Fares	-	6, 8, 17, 21	Ensure sufficient regulations that operators must follow with regards to fares and fare increases.
7-20	Fares	-	28	Concerned with the number of fare increases in recent years.
7-21	Fares	-	28	Expressed concern over discounted school fares and how a review of both school fares and adult fares is needed.
7-22	Contract Considerations	-	6, 8Q4, 8Q5, 22	Ensure sufficient regulations that prohibit an operator from running a monopoly and thus dictating fare prices, or entering to the practice of price fixing.
7-23	Contract Considerations	-	6	Allow increased competition on a route if public demand requires it.
7-24	Contract Considerations	-	13	Allow for more than one operator to operate a route to ensure frequency and sufficient timetabling of service. E.g. operators on the Dublin-Galway route operate an hourly service, the timetabling ensures that the passenger has a service every half hour.

Question 7: Are there any other considerations you wish to identify or comment on, that are relevant to the new contracts for bus passenger services?				
Ref (Question No., Summary No.)	Response category	Sub-category	Submission Number	Summary of comments
7-25	Contract Considerations	-	17	Ensure operators continue to provide services on non-profit making routes.
7-26	Contract Considerations	-	18	All public and private service contracts should be subject to the bus licensing process.
7-27	Contract Considerations	-	33	Ensure consideration of tourism transport.
7-28	Contract Considerations	-	36	Ensure full exploitation of technology systems.
7-29	Contract Considerations	-	40	Improvements to bus contracts should be applied to other transport contracts such as rail and Luas.
7-30	Contract Considerations	-	43	Competitive tendering will not ensure more efficient services than by direct award. Efficient service requirements to be outlined within the contract conditions.
7-31	Contract Considerations	-	49	Emphasised potential for anti-competitive behaviour during a competitive tendering process such as cartels. Competition Authority willing to provide assistance to the NTA on how such behaviour can be avoided.
7-32	Contract Considerations	-	51	Noted that Engineers Ireland West Region had carried out a survey in 2012 in order to alleviate traffic problems in Galway city. Majority of suggestions were for better public transport services, thus highlighting the shift from cars to a more sustainable form of transport.
7-33	Contract Considerations	-	61	Social implications to be taken into account such as job losses and subsequent increase of claims to social welfare, as well as potential for new employment opportunities.
7-43	Contract Considerations	-	63	Noted that international comparisons of most major urban cities show that they intend to continue the operation of bus transport systems by single publicly owned companies.
7-34	Contract Considerations	Expertise	30, 36	Ensure sufficient level of management resources over such a large public service and associated cost to the State.

Question 7: Are there any other considerations you wish to identify or comment on, that are relevant to the new contracts for bus passenger services?				
Ref (Question No., Summary No.)	Response category	Sub-category	Submission Number	Summary of comments
7-35	Contract Considerations	Expertise	30Q3,Q6,Q7, 36Q6, Q7	NTA to have adequate resources and skillsets to ensure design of new contracts provides value for money.
7-36	Contract Considerations	Expertise	49Q1, Q2	Emphasised network design requires adequate expertise, experience and time to ensure efficiency and meet passenger needs.
7-37	Contract Considerations	Expertise	30	Emphasised level of expertise required and that CILT would be happy to support the NTA. Noted that gaining the necessary skills and expertise required could be done by NTA staff secondment and visits to other public transport authorities
7-38	Contract Considerations	Expertise	36	Noted that gaining the necessary skills and expertise required could be done by NTA staff secondment and visits to other public transport authorities.
7-39	Other	Marketing / Branding	7Q4, 26Q2, 28Q4	Ensure all market segments are under the one name and branding scheme.
7-40	Other	Marketing / Branding	32Q1, 33Q3,Q7	Provide marketing initiatives in order to promote services.
7-41	Other	Marketing/ Branding	22Q2, 31Q2	Provide marketing initiatives in order to promote integrated services and minimise confusion to passengers on transfer of service to new operator.
7-42	Other	Marketing / Branding	10, 23, 37	Ensure sufficient controls regarding branding.

Appendix C – Consultation document and questionnaire

Non-statutory public consultation on 2014 Public Bus Service Contracts

1. Purpose of consultation

The National Transport Authority (the NTA) has legislative powers to enter into contracts with bus operators for the provision of public bus services.

In 2009, the NTA entered into contracts with Dublin Bus for the provision of public bus services in the Dublin area, and with Bus Éireann for the provision of public bus services outside Dublin. Both these contracts involve payments being made by the State for the provision of the contracted services. These contracts for public bus services are due for renewal in December 2014. The NTA is entitled to enter into subsequent direct award contracts with Dublin Bus and Bus Éireann, or the NTA may competitively tender some or all of these services.

The Authority is currently considering:

- whether it should enter into new direct award contracts with the current contracted parties or whether it should undertake competitive tenders in relation to some or all of the services; and
- what contracts should be formulated to allow for the needs of passengers to be met,

in order to put appropriate contracts in place from 2014.

To inform its consideration, submissions are invited from any interested parties, including passengers using public bus services in the identified areas.

2. Bus public service contracts – NTA objectives and considerations

In entering into contracts with operators for the provision of public bus services, the NTA's objective is to ensure that the public bus services provided meet the needs of bus users. It is also concerned to ensure that any such public bus services meet national objectives in relation to encouraging sustainable travel, and in particular the use of public transport. The NTA also needs to ensure that any payments for the operation of public bus services provide good value for taxpayer money.

In that context, the NTA is particularly interested in maintaining or improving the following aspects of public bus services.

(1) Quality of service

Aspects in relation to quality of service include:

- Reliability: can passengers be confident that the service will operate?
- Punctuality: can passengers be confident that the service will arrive at the scheduled time?
- Passenger comfort

- Cleanliness of bus fleet and other passenger facilities
- Customer service and assistance.

(2) Integration

Aspects in relation to integration include:

Integrated ticketing –	the use of a smartcard (Leap card) for a public transport journey regardless of the number of changes or different modes of public transport used to complete the journey;
Passenger information -	bus timetables, real time bus arrival information, multi-modal public transport journey planner;
Ease of transfer -	from one public transport service or mode to another to complete a multi-leg journey.

(3) Value for taxpayer money

Aspects here include:

- Cost of provision of public transport services;
- Degree to which services meet essential social needs;
- Fares and associated revenues; and
- The use of the bus operating subsidy from the State.

3. Consultation questions

We would welcome views on the following topics:

- How can the new public service contracts best ensure a good quality of service is provided to passengers?
- How can the new public bus contracts best ensure the integration of the public bus services and the integration of these services with the wider public transport network?
- How can the new contracts best ensure value for taxpayer money?
- Are there benefits in introducing separate contracts for different bus market segments within the Dublin area? If so, how should such market segments be defined?
- Are there benefits in introducing separate contracts for different bus market segments outside the Dublin area? If so, how should such market segments be defined?
- What are the potential benefits or otherwise of competitively tendering for the award of new bus service contracts, compared to directly awarding contracts to Dublin Bus or Bus Éireann?
- Are there any other considerations you wish to identify or comment on, that are relevant to the new contracts for bus passenger services?

4. Your submission and what happens next

To participate in this public consultation, interested parties should download the public consultation questionnaire accompanying this document on the NTA website, and

- email the completed questionnaire to 2014busconsult@nationaltransport.ie; or
- submit the completed questionnaire by post to

2014 Bus Public Consultation
National Transport Authority
Dun Scéine
Iveagh Court
Dublin 2.

Any submissions must be received by the NTA by 5pm on Wednesday 11th July 2012.

Please note that any submission made to the NTA in response to this public consultation will be publicly available.

Upon the completion of the public consultation, the NTA will review all the views expressed and intends to prepare a summary consultation report, which will be published on the Authority's website.

5. Parallel market soundings

The NTA will undertake, in parallel with this consultation, a market consultation with Irish and international bus operators.

This market consultation will explore issues such as the appetite to enter the Irish market, the size, duration and nature of potential contracts, timeframes for possible tendering and issues regarding mobilisation, depot facilities and integration requirements.

Non-statutory public consultation on 2014 Public Bus Service Contracts

Questionnaire

Q1. How can the new public service contracts best ensure a good quality of service is provided to passengers?

Q2. How can the new public bus contracts best ensure the integration of the public bus services and the integration of these services with the wider public transport network?

Q3. How can the new contracts best ensure value for taxpayer money?

Q4. Are there benefits in introducing separate contracts for different bus market segments within the Dublin area? If so, how should such market segments be defined?

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Q5. Are there benefits in introducing separate contracts for different bus market segments outside the Dublin area? If so, how should such market segments be defined?

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Q6. What are the potential benefits or otherwise of competitively tendering for the award of new bus service contracts, compared to directly awarding contracts to Dublin Bus or Bus Éireann?

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Q7. Are there any other considerations you wish to identify or comment on, that are relevant to the new contracts for bus passenger services?

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Please complete the questionnaire and

- submit by email to 2014busconsult@nationaltransport.ie or
- submit by post to

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