



Annual Report 2016





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2016

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From the Chairperson



This is my final report as the Authority's Chairperson. I am honoured to have served in that position since the Authority's establishment in December 2009.

When I was originally sounded out about the possibility of becoming Chairperson I was delighted to accept as I had a strong personal view that the organisation of public transport services in the State was too fragmented and lacking in the cohesion necessary to deliver a first-class public transport system.

I was satisfied that the Authority's enabling legislation provided a solid foundation. The challenge for the Authority and its Board has been to build on that foundation in order to create a robust structure designed around the needs of the travelling public, who fund the provision of services through their taxes and fares.

That the Authority's establishment would coincide with one of the most challenging economic periods in the history of the State could not have been anticipated. However, the Authority has been able to make important progress despite the difficult backdrop and severe financial constraints.

A key achievement was the maintenance of the extensive range of bus and rail services nationally notwithstanding severe cuts in the level of subvention between 2009 and 2014. Another was the successful restructuring of the Rural Transport Programme which has facilitated the process of expanding rural bus services and integrating them with regional and national bus and rail services.

Other achievements include

- preparation of a statutory Transport Strategy for the Greater Dublin Area which is closely aligned with the Area's land use strategy, as well as assisting local authorities in Galway and Cork in the preparation of similar strategies,
- the successful implementation and expansion of customer services such as Leap Card, Real Time Passenger Information, National Journey Planner and their associated apps, which make it easier to use public transport,
- the implementation of public bikes schemes in the regional cities and expansion of the dublinbikes scheme.

I know that many of these things would not or could not have happened within the fragmented structure that existed before the Authority came into being.

The dramatic slow-down in investment in major capital projects since 2009 has resulted in the Authority carrying out low-cost but high impact improvements to the public transport infrastructure, such as the Phoenix Park tunnel being brought back into service. The construction of Luas Cross City, which is now nearing completion, has been the exception to that. Luas Cross City has provided clear evidence of the Authority's capacity to deliver a major public transport scheme on time and within budget. The planning and execution of the works and the extensive public

engagement programme has ensured that the City Centre has remained open for business during the lengthy construction period.

Our roads are once again becoming overcrowded and journey times are increasing as the economy has recovered. While plans for major rail schemes are underway, the reality is that they will not be implemented for many years. In the short-term therefore, the focus needs to be on developing the bus system. However, this will involve a radical overhaul of the bus system in recognition of its critical importance, now and in the future.

It is important to acknowledge that none of what has been achieved over the last seven years would have been possible without the commitment, enthusiasm and hard work of the Chief Executive, management and staff of the Authority. I would like to thank them and wish them well for the future.

I also want to thank the current Minister for Transport, Tourism and Sport and his predecessors in office since 2009 for their support for the Authority. The Authority has been very conscious from the outset that it is fully accountable to the Minister as well as Government and the Oireachtas.

Finally, I am especially grateful for the constructive and positive contribution of my Board colleagues, past and present.



John Fitzgerald, Chairperson

May 2017

Chief Executive's Overview



The Authority has a wide range of functions spanning the contracting of subsidised bus services, the licensing of commercial bus services and taxi and hackney services, the planning, implementation and funding of public transport, cycling and walking infrastructure, the formulation and promotion of complementary land use policies and planning decisions as well as promoting a range of transport demand management measures such as mobility management initiatives and supporting education programmes to encourage sustainable travel. In addition to our regulatory and administrative role, we also directly interact with citizens on a daily basis by co-

ordinating the provision of travel information to the travelling public.

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

The major success story of 2016 was the continued steady growth in the numbers of passengers using subsidised bus, rail and tram services.

Overall, passenger journeys grew by 4.4%. While the growth recorded was due in part to the improving economic conditions, it is also the result of the considerable effort by the Authority and our operators to critically review existing public transport services, networks, information and fares in urban and rural areas across the State and to implement improvements for the benefit of customers in those areas.

The turnaround in the economy is having positive impacts for public transport customers. The gradual increases in subvention levels combined with growth in revenue from fares means that there is now room to improve existing services and add new ones. Crucially it has also enabled the Authority to keep public transport fares for 2016/2017 unchanged for the majority of passengers. In addition the Authority has been able to continue the process of simplifying fare structures and tackling inequalities and inconsistencies in those structures.

The process of setting more demanding performance targets for Dublin Bus, Bus Éireann and Iarnród Éireann continued in 2016 and the Authority has continued to develop its capacity to monitor compliance with those targets. Effective monitoring of operator performance will help to secure the delivery of even higher standards of service for public transport customers. During the year the Authority pressed ahead with the competitive tendering process for a segment of the bus services currently provided by Dublin Bus and Bus Éireann and by the end of the year that detailed work was well advanced.

Local Link is a network of rural bus services managed by a range of independent organisations on behalf of the Authority. It is a critical element in the delivery of public transport nationally and particularly in more isolated rural areas. Through Local Link, the Authority is able to oversee the delivery of a variety of special services

which are tailored to meet the local needs of people living in low population areas and ensure that they are closely integrated with the wider public transport network.

Of course public bus services provided by commercial bus operators comprise a significant part of the overall public transport offering across the State. These services also experienced significant growth with an 11% increase in passenger numbers in 2016.

Another key success for the Authority was obtaining Ministerial approval for a long-term Transport Strategy for the Greater Dublin Area. This achievement marked an important milestone in the development of a more integrated approach to transport and land-use planning in the State. For the first time, there is a transport strategy with a statutory basis to guide decisions on the provision of transport across the State's most populous region.

The Authority has been assisting local authorities in the regional cities of Galway and Cork to develop and implement similar strategies within their areas. The Galway Transport Strategy was incorporated by Galway City Council into its statutory development plan.

Most capital investment continued to go to the delivery of the Luas Cross City project. By the end of the year almost all of the track-work had been completed and reinstatement work had begun in some areas providing clear signs of the progress being made and that the finishing line is gradually coming into view.

Luas Cross City, which is still on schedule to begin services in late 2017, will have a significant impact on traffic circulation in the key city centre area. Accordingly, the Authority together with Dublin City Council continued preparations to ensure the city centre remains easily accessible for commuters, shoppers, tourists and residents.

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

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

The Authority recognises that consultation is important to the preparation of new plans and regulatory change. The Authority frequently undertakes public consultation processes – both open and targeted – to obtain feedback from stakeholders and other interested parties. A number of important consultations were held in 2016. Not least among these were the consultations on the future of the national rail network and the licensing of drivers of small public service vehicles.

Major advances have been made in the licensing, technology and communications utilised to regulate taxis, hackneys and limousines, with customer safety, service and accessibility for those with disabilities being well promoted throughout the year. A grant scheme enabled a further 335 wheelchair accessible vehicles to enter the fleet. Disability awareness training was rolled out as part of this scheme.

The year ended on a positive note with the introduction of new direct commuter rail services between the Kildare corridor and Grand Canal Dock, following the completion of works funded by the Authority to upgrade the Phoenix Park rail tunnel. Early indications are that the service is proving to be very successful and has generated new rail patronage from this key corridor. We look forward to ensuring the provision of inter-peak and weekend levels of service on this line to maintain this momentum.

It is clear from the foregoing that the Authority has a very extensive remit which continues to grow. Significant progress was made on preparations for the Authority to regulate vehicle clamping in accordance with the provisions of the Vehicle Clamping Act 2015. However, the Act did not come into operation before the end of the year due to a legislative issue outside our control.

Finally, on my own behalf and on behalf of my fellow Board members I wish to pay special tribute to John Fitzgerald who has served as the Authority's Chairperson since its establishment. John will be remembered for his strong commitment to public service and his determination that the Authority should make a real difference to the delivery of public transport services in the State. We wish him well in the future.



Anne Graham, Chief Executive

May 2017



Key Achievements 2016

January

- › Announcement of €50 million investment in 116 new vehicles for Bus Éireann fleet
- › Launch of Leap Top-Up App for use by customers with NFC-enabled android smartphones
- › €13.5 million allocated for walking, cycling and public transport projects in Cork, Galway, Limerick and Waterford
- › Roll-out of new Local Link brand for rural transport services gets underway
- › Extra €28 million provided to support and improve city, regional and rural bus services
- › Real Time Ireland mobile app is overall winner at 2016 eGovernment Awards



February

- › Introduction of Route 215A in Cork delivers more frequent bus services between Mahon and City Centre
- › First phase of national roll-out of Transport for Ireland branded bus stop poles and information panels commences in Cork City

March

- › Major integrated public transport plan implemented to enable citizens participate in 1916 commemoration events
- › Special Leap Family Card issued to facilitate participation in 1916 commemorations
- › €23 million allocated for walking, cycling and public transport projects in Dublin, Kildare, Meath and Wicklow





April

- Launch of 2016 grant scheme to assist with purchase of wheelchair accessible vehicles by taxi and hackney operators
- Publication of statutory Transport Strategy for Greater Dublin Area
- Public invited to review proposals for changes to College Green to accommodate Luas Cross City
- Implementation of significant improvements to Bus Éireann routes between Ashbourne / Ratoath and Dublin along the N2 / M2 corridor



May

- Routes 404 and 410 in Galway City merged to provide a cross city service with longer operating times and services on Sundays
- An Bord Pleanála approves plans for temporary coach parking facility in Dublin

June

- Draft Galway Transport Strategy agreed for public consultation
- Opening of new fully accessible lift at Connolly rail station to serve platforms 6/7
- More frequent services introduced on Route 202 in Cork City between Knocknaheeny and Mahon Point via city centre



Key Achievements 2016 (continued)



July

- › Children using Leap Card given two weeks free travel to encourage greater use of public transport services
- › Work starts on provision of 162 new and replacement bus shelters nationally
- › Start of delivery of 110 new buses for the bus fleet in Dublin
- › Introduction of mystery shopping to better monitor performance by Dublin Bus

August

- › Launch of new campaign to tackle racism on public transport services



September

- › Leap Card is integrated with dublinbikes
- › Contract for operation of an improved and extended Route 975 from Cavan to Longford is awarded to Andrew Wharton Limited
- › Launch of Cork Local Link
- › Introduction of new dedicated town service in Drogheda operated by Bus Éireann

October

- Public invited to review proposed comprehensive solution to transport needs along the Sandymount / Merrion – Blackrock corridor in Dublin
- Additional funding allocated for Rural Transport Programme
- Thousands of workers in some of Ireland's biggest companies take part in annual Pedometer Challenge to encourage walking
- Introduction of mystery shopping surveys to better monitor performance by Bus Éireann
- Launch of regional multi-modal transport models covering all areas of the State to support transport planning by the Authority and other agencies



November

- Work starts on installation of 55 real time passenger information signs at bus stops in Dublin
- Review of rail services nationally gets underway – public invited to share in the process
- Leap Card sales pass the 2 million mark
- Review of public transport fares supports continued transition to better structured, fairer and integrated fare system – no fares increase for 75% of customers
- Commencement of direct passenger services to Grand Canal Dock on Kildare rail corridor following €14 million refurbishment of the Phoenix Park rail tunnel
- Review of taxi, hackney and limousine driver licensing requirements commences with a public consultation
- Launch of Donegal Local Link
- Major revision of Limerick City bus services provides enhanced frequencies, new routes and improved timetables

December

- Construction works for a major expansion of Galway Bike Scheme gets underway
- Grant scheme for wheelchair accessible taxi and hackneys results in the addition of 335 wheelchair accessible vehicles to the national fleet
- Operation Open City is mobilised to keep Dublin City Centre moving during the build-up to Christmas and the New Year



01



Delivering bus and rail services

The continuing increase in public transport passenger numbers and fares revenue helped to ensure that 75% of passengers did not experience any increase in fares

Contracted Bus and Rail Services

The Authority has entered into public transport services contracts with a number of public transport operators, both State-owned and private companies, for the provision of bus and rail services that are socially necessary but not generally commercially viable. Accordingly, these contracts include payments to operators to meet the real cost of providing services. These services are often referred to as Public Service Obligation or “PSO” services.

There are two types of public transport services contract. They are:-

- Net cost contracts under which the operator retains all fare revenue. The Authority’s contracts with Dublin Bus, Bus Éireann and Iarnród Éireann (Irish Rail) fall into this category;
- Gross cost contracts under which the Authority retains all fare revenue. All competitively tendered contracts currently fall into this category including the Luas light rail contract¹.

Some contracts are awarded without a competitive tendering process. They are known as Direct Award Contracts. The Authority has Direct Award Contracts with Dublin Bus, Bus Éireann and Iarnród Éireann.

All of the Authority’s contracts meet the requirements set down in EU Regulation 1370/2007 on public passenger transport services by rail and by road.

Passenger Growth on Contracted Services

Passenger numbers on the principal contracted services increased by 10 million or 4.4%.

Passenger numbers would have been even better but for the unavailability of Luas and Dublin Bus services for 12 days and 6 days respectively due to industrial action. In addition, the Luas Red Line was closed for a period of six weeks between Jervis and The Point to accommodate engineering works associated with the construction of Luas Cross City.

Table 1 – Annual passenger journeys on principal contracted services (millions)

Year	Dublin Bus	Bus Éireann	Iarnród Éireann	Luas Light Rail	Rural Transport Programme	Totals
2015	119.8	30.2	39.7	34.6	1.8	226.1
2016	125.4	32.1	42.8	34.0	1.8	236.1
Percentage change (%)	+4.7	+6.3	+7.8	-1.7	0.0	+4.4

¹ The Luas operating contract was awarded jointly by the Authority and Transport Infrastructure Ireland. The Authority has assigned the day-to-day management of the Luas operating contract to Transport Infrastructure Ireland.

Passenger revenues

There was a continuation in the upward trend in revenues from fares across the main operators of subsidised public transport. Overall, revenues increased by 4.4%.

Table 2 - Passenger revenues for contracted services (€millions)

Year	Dublin Bus	Bus Éireann	Iarnród Éireann	Luas	Rural Transport Programme	Total
2015	205.7	77.8	184.2	54.4	6.0	528.1
2016	212.3	83.8	193.7	54.8	6.9	551.5
Percentage change (%)	+3.2	+7.7	+5.2	+0.7	+15.0	+4.4

Payments in respect of contracted services

Table 3 provides details of compensation payments made by the Authority to the operators of contracted bus and rail services.

In the case of Luas light rail, revenues again exceeded operating costs. Accordingly, operating costs were paid from fare and other revenues and no additional subsidy was required. An operating surplus of €5.4 million was generated, compared to €4.3 million in 2015. This surplus is used to part-fund the maintenance of the Luas network.

In accordance with the terms of the Authority's contract with Dublin Bus, payments totalling €1.1 million were withheld from the operator as it was unable to operate services on 6 days in September and October due to industrial action.

Table 3 - Contractual payments to public transport operators²

Operator / Programme	Service type	Contract type	Operational Area or Route	2015 compensation payment (€m)	2016 compensation payment (€m)
Iarnród Éireann	Rail	Direct Award	National	98.2	133.0
Dublin Bus	Bus	Direct Award	Dublin	57.7	59.6
Bus Éireann	Bus	Direct Award	National (excluding Dublin)	33.7	40.9
Rural Transport Programme	Bus / Demand Responsive Transport	Various	National	10.7	11.9
Various	Bus	Tendered	817 / 828 / 975	0.3	0.4
Transdev Ireland Limited	Light Rail (Luas)	Tendered	Dublin Metropolitan	0.0	0.0
Totals				200.6	245.8

² after any performance deductions

Direct Award Contracts

Towards the end of the year, the Authority commenced the progressive introduction of new service quality performance indicators for the Dublin Bus and Bus Éireann direct award contracts.

Service quality performance is now monitored by on-going mystery shopping surveys commissioned directly by the Authority. The surveys assess such items as bus cleanliness, customer service, provision of on-board fares information and operation of correct bus for route. Performance payment deductions apply for failure to meet contractual targets.

Competitively Tendered Contracts

New contracts for the provision of bus passenger services on Routes 828 (Cashel-Portlaoise) and 975 (Cavan-Longford) were awarded to M&A Coaches Limited and Andrew Wharton Limited respectively following separate competitive tendering processes. The new contracts provide for increased services on those routes. Route 828 was redesigned to incorporate the former Route 828X.

The Authority exercised its option to extend the term of the contract for Route 817 (Kilkenny-Dublin) operated by Bernard Kavanagh & Sons Limited.

The term of the separate contract for Route 817 (Castlecomer-Naas) operated by Bus Éireann expired in December. However, following a review of the service, it was decided not to re-tender this service due to very low passenger numbers.

Work continued on the competitive tendering of certain routes currently operated by Dublin Bus and Bus Éireann. The Authority issued invitation to negotiate tender documents for the Dublin Bus routes and the Bus Éireann routes in Waterford. The preparation of tender documentation for the Bus Éireann routes in Kildare was substantially completed.

Performance of Contracted Operators

As a result of industrial action, Luas services did not operate on 12 days between February and May and Dublin Bus services did not operate on 6 days during September and October. In both cases appropriate deductions were made from the payments due to the operators under the terms of their contracts with the Authority.

Table 4 shows the trend in vehicle kilometres operated by the main operators providing bus and rail services under public transport contracts.

Tables 5 to 9 show how operators performed against their targets for punctuality and reliability. The Authority meets all operators regularly to review performance and agree remedial actions to address variances.

Table 4 - Annual operated vehicle kilometres (millions)

Year	Dublin Bus	Bus Éireann	Iarnród Éireann	Transdev Ireland - Luas
2015	55.3	33.8	16.0	3.7
2016	55.3	35.7	16.0	3.5
Percentage change (%)	0.0	+5.6	0.0	-5.4

Table 5 – Iarnród Éireann performance against targets

Category	Measurement	Target (percentage)	Result (percentage)
Reliability	Percentage of scheduled services operated	99	99.9
Punctuality	Percentage of trains operating within punctuality targets:-		
	› InterCity services (arriving within 10 minutes)	90	96.7
	› Commuter and DART peak services (arriving within 10 minutes)	92	97.8
	› Commuter and DART off-peak (arriving within 5 minutes)	87	97.5

Table 6 – Dublin Bus performance against targets

Category	Measurement	Target (percentage)	Result (percentage)
Reliability	Percentage of vehicles in service	98	98.6
Reliability	Percentage of driver duties operated	98	99.2
Punctuality	Percentage of services leaving terminus within 5 minutes of timetabled departure time	95	95.4

Table 7 – Bus Éireann performance against targets

Category	Measurement	Target (percentage)	Result (percentage)
Reliability	Percentage of vehicles in service	98	99.9
Reliability	Percentage of driver duties operated	98	100
Punctuality	Percentage of services leaving terminus within target margin of timetabled departure time:-		
	› Stage Carriage Services (10 minutes)	95	96.7
	› Cork City Services (5 minutes)	90	93.7
	› Limerick / Galway / Waterford City Services (5 minutes)	87	94.2
	› Dublin Commuter Services (10 minutes)	95	96.5

Table 8 – Luas performance against targets

Category	Measurement	Target	Result
Reliability	Percentage of timetabled services delivered	100%	95%
Punctuality	Excess waiting time	0.2 minutes	0.4 minutes

Table 9 – Performance against targets by other contracted operators

Operator (Route)	Category	Measurement	Target (percentage)	Result (percentage)
M&A Coaches Limited (828/828X)	Reliability	Percentage of scheduled services operated over full route	99	100
	Punctuality	Percentage of vehicles leaving terminus within target margin of timetabled departure time	98	100
Andrew Wharton Limited (975)	Reliability	Percentage of scheduled services operated over full route	99	100
	Punctuality	Percentage of vehicles leaving terminus within target margin of timetabled departure time	98	100
Bernard Kavanagh and Sons Limited (817)	Reliability	Percentage of scheduled services operated over full route	99	100
	Punctuality	Percentage of vehicles leaving terminus within target margin of timetabled departure time	98	100
Bus Éireann (817)	Reliability	Percentage of scheduled services operated over full route	99	99.8
	Punctuality	Percentage of vehicles leaving terminus within target margin of timetabled departure time	98	86 ³

³ An appropriate deduction was taken from the payment due to Bus Éireann under the terms of their contract with the Authority due to the Company's failure to meet its performance target.

Fares on Contracted Services

In November the Authority approved a range of fare adjustments in respect of

- services provided under Direct Award Contracts by Dublin Bus, Bus Éireann and Iarnród Éireann; and
- Luas services.

The fare changes came into effect on 1 December. Fares remained unchanged or were reduced for 75% of all passengers.

Fares in respect of other contracted services are generally determined during the tendering process for those services.



Table 10 - Approved changes in fares

Service	Fare Type	Change
Iarnród Éireann	Dublin Short Hop Zone (SHZ) adult Leap, cash single, return, 3-day & 7-day	0.0%
	SHZ Child Leap and cash single and return	0.0%
	SHZ schoolchild cash	0.0%
	SHZ schoolchild Leap	2.7%
	Intercity single and return, Adult, Child & Student	0.0%
	Intercity weekly	0.0% to 2.3%
	Cork region commuter	0.0% to 5.0%
	Monthly and annual for Iarnród Éireann & multi-operator	0.0% to 4.2%
Bus Éireann	Stage Carriage Leap and cash singles, Adult, Child & Student	-4.0% to 0.0%
	Stage Carriage Child & Student return and 10Journey	-5.1% to 0.0%
	Stage Carriage Adult return and 10Journey	-5.0% to 4.9%
	Bus Éireann monthly and annual tickets	-9.4% to 2.8%
	City Leap fares	-0.9% to 1.3%
	City cash fares	3.3% to 5.0%
	Pre-paid Leap tickets	-5.9% to 2.6%
	Cork region multi-operator monthly and annual fares	0.0%
	Other multi-operator monthly and annual fares	2.0%
	Town services fares	-3.8% to 5.9%

Table 10 – (continued)

Service	Fare Type	Change
Dublin Bus	Dublin Bus monthly and annual tickets	0.0%
	Adult Leap and cash singles	0.0%
	Child Leap and cash singles	0.0%
	Schoolchild cash single	0.0%
	Schoolchild Leap single	2.6%
	Pre-paid and Nitelink tickets	0.0% to 2.9%
	Multi-operator monthly and annual tickets	1.9% to 2.4%
Luas	Child Leap and cash singles	0.0%
	Adult Leap and cash singles	-2.7% to 7.4%
	Adult and Child Cash return	-1.9% to 9.5%
	Adult, Child & Student Pre-paid fares	-4.2% to 6.3%
	Luas monthly and annual tax saver tickets	9.9%
	Monthly and annual multi-operator tickets	1.9% to 2.4%

Changes to Contracted Services

Bus and rail services provided under public transport services contracts are regularly revised to stimulate growth in public transport use and to respond to changing demand. The Authority approves all proposed revisions in advance of their implementation.

Where major changes to existing services are planned, public consultation is undertaken by the operator to take account of customers' views.

Consultations were undertaken by Iarnród Éireann in relation to the proposed revisions to the DART timetable and proposed timetable for rail services operating through the Phoenix Park Tunnel.

The Authority considered 108 proposals for changes to bus and rail services of which 99 were approved, 1 was not approved and 8 were under consideration at year-end.

Table 11 – Changes to contracted services

	Dublin Bus	Bus Éireann	Iarnród Éireann
Approved	24	73	2
Part Approved	0	0	0
Not Approved	0	1	0
Deferred	1	0	0

The principal changes implemented are described in the following paragraphs.

Dublin Bus

- A major re-configuration of the network of services in the Dún Laoghaire, Sallynoggin and Loughlinstown areas (Routes 7, 7A, 7B, 7D, 8, 63, 59, and 111) was approved in February and came into operation in November. The main

benefit of the changes is the provision of a new link between the Dún Laoghaire area and the corridor to Dublin via the Sandyford Industrial Estate and Dundrum through interchange at the Brides Glen Luas stop.

- Additional peak hour services were introduced on Routes 25B (Lucan) and 84X (Newcastle / Kilcoole) to meet increased demand.
- Further service and routing changes were introduced to facilitate the construction of Luas Cross City.

Bus Éireann (Regional Cities)

- Table 12 shows the recent performance of the bus networks in the regional cities. Patronage and revenue growth in Cork remained strong and recovered in Galway and Limerick. The following changes were implemented to build on that success.

Cork

- Route 215A was introduced to augment weekday services on Route 215.
- Route 220X was introduced to avail of more direct, prioritised alignments to the city from Ballincollig.
- The level of service on Route 202 was intensified with routing changes in the Loughmahon Area.
- Route 203 was extended to the Lehenaghmore area from the existing terminus in Ballyphehane.

Galway

- Routes 404 and 410 were merged into one cross-city Route 404.
- Route 405 was extended further into Ballybane Industrial Estate.
- The level of service on Route 409 was increased to 5 buses per hour.

Limerick

- Route 304A was introduced across the city from Raheen to Monaleen and UL, with a number of related revisions to Routes 301, 302 and 304, including significant increases to service levels in the evenings and on weekends.

Table 12 – Impact of reorganisation of Bus Éireann services in regional cities⁴

City	Cork		Galway		Limerick		Waterford	
Year	2015	2016	2015	2016	2015	2016	2015	2016
Passengers (m)	11.8	12.6 (+6.8%)	4.0	4.2 (+5.0%)	2.8	2.9 (+3.6%)	0.8	0.8 (0%)
Farebox revenue (€m) ⁵	17.7	19.6 (+10.7%)	5.3	5.8 (+9.4%)	3.4	3.6 (+5.9%)	0.7	0.7 (0%)

⁴ Data obtained from Bus Éireann

⁵ Excludes Department of Social Protection payments under the Free Travel Scheme

Large Towns

- Work continued to re-configure existing town services in large towns nationally to more effectively meet demand for sustainable transport in those towns (e.g. Drogheda, Athlone and Navan) and also to introduce bus services in towns where demand for transport has been identified but no service is currently provided (e.g. Kilkenny City, Mullingar and Letterkenny).
- In May the Authority approved a significant re-configuration of the town service in Athlone but this had not been implemented by the end of the year due to resource issues.
- A reconfiguration of Bus Éireann Route D1 from Laytown and Bettystown into Drogheda was introduced in September.

Bus Éireann (Other Areas)

- A major re-configuration of Routes 103 and 105 was approved in April involving the introduction of Routes 103X and 105X to avail of journey time benefits offered by the M3 motorway, improvements to the level of bus service from Ratoath and Ashbourne to Dublin City and the provision of a direct service from Blanchardstown to Drogheda via Slane.
- Revisions to Route 350 were made to extend the 'summer season' to better serve demand.
- Routes 458 and 66 were merged and a newly configured Route 458 (Ballina - Sligo - Manorhamilton - Enniskillen) was introduced in April.

Iarnród Éireann

- Following the re-opening of the Phoenix Park Tunnel, new services were introduced on the Kildare rail line in November providing a direct route to employment, retail and entertainment destinations in the city centre area. The new services were initially limited to peak hours with a view to providing all day and weekend services after a short period.
- In March the Authority approved the enhancement of the DART service to 10-minute headway (6 trains per hour) but this had not been implemented by the end of the year due to operational difficulties.



Licensed Bus Services

Statistics regarding licensed commercial bus operators are collected and published by the Authority each year.

The 2016 statistics revealed significant growth in passenger journeys resulting in an increase in the overall share of the bus market held by licensed commercial bus operators.

At a national level passenger journeys on commercial bus services increased by 11% from 2015 to 2016. The rate of growth was higher in the Greater Dublin Area (12%) compared with the rest of the State (5.2%).



In 2016 licensed bus services accounted for 9.6% of all public transport journeys and 14% of all bus passenger journeys in the State.

Licensing Activity

There was a significant increase in bus licensing activity during the year which was probably due to the improving economic climate as well as growing awareness of bus licensing requirements as a result of on-going education and enforcement activities by the Authority.

The Authority made decisions on 729 licensing applications, an increase of 264 on the previous year (see Table 13). However, notwithstanding that significant increase as well as the growing complexity of applications, the Authority still managed to process more than 60% of applications within the indicative timeframes set out in the Authority's Guidelines for the Licensing of Public Bus Passenger Services.

Table 13 – Bus licensing activity

	Received / Offered ⁶	Issued	Cancelled	Refused	Processed within indicative timelines
New application	222 / 207	172	49	16	163
Amendment of existing licence	234 / 115	254	10	3	178
Transfer of existing licence to another operator	13 / 0	13	0	0	n/a
Suspension of licence	8 / 0	8	0	0	n/a
Renewal of existing licence	252 / 0	260	0	0	n/a

⁶ Received = valid application received from applicant. Offered = applicant offered a licence subject to payment of the appropriate fee and provision of certain documentation.

Compliance Activity

The Authority continued to adopt a risk-based approach to compliance. This approach targets compliance operations on activities by operators which pose a threat to the integrity of the bus licensing system or the safety of bus passengers and other road users.

The Authority carried out a number of enforcement operations, both overt and covert, in conjunction with other agencies including An Garda Síochána, TISPOL (European Traffic Police Network), the Road Safety Authority and the Department of Social Protection.

The Authority issued a total of 29 summonses for various offences under the Public Transport Regulation Act 2009.

Review of Bus Licensing

The Authority finalised its review of Part 2 of the Public Transport Regulation Act 2009, as required by section 25 of the Act. The review findings were submitted to the Minister for Transport, Tourism and Sport.

International Bus Services

The Authority is the competent authority in Ireland for the purposes of EU Regulation 1073 of 2009 on common rules for access to the international market for coach and bus services. This involves the issue of authorisations to Irish bus operators to operate bus services outside of the State and monitoring and securing compliance by bus operators from other countries when operating within the State. Any authorisation must be issued in agreement with the authorities of all the Member States in whose territories passengers are picked up or set down.

Table 14 – International bus licensing activity

Type	Received	Offered	Issued	Cancelled	Refused
Application (by Irish operator)	5	4	1	0	1 ⁷
Amendment (by Irish operator)	5	8	5	0	0
Renewal (by Irish operator)	11	11	8	0	0
Other jurisdictions (by other EU operator)	14	11	n/a	n/a	0
Total	35	34	14	0	1

⁷ Refused by other EU Member State

Rail Review

In November the Authority and Iarnród Éireann together published a review of rail services.

The Review examined the national rail network as it is currently operated and its potential to meet future travel demand and environmental targets. Funding was identified as the key challenge facing the rail network. The Review analysed the funding required to maintain the current and future network, and identified the funding gap which is hampering Iarnród Éireann's growth plans.

All interested parties were invited to make submissions on the Review by early 2017.

Rural Transport Programme - Local Link

Funding of €11.9 million was provided for the Rural Transport Programme by the Department of Transport, Tourism and Sport. This represented a significant increase on the €10.7 million provided in 2015. The Department of Social Protection again allocated €1.5 million to the Programme to meet the cost of providing services to the holders of free travel passes. The third main source of income for rural transport is passenger fares.

The additional funding made available by the Department of Transport, Tourism and Sport enabled Local Link offices around the country to continue to implement significant improvements in the level and range of rural bus services.



Table 15 sets out new bus services provided in rural Ireland. A key feature of these services is the provision of much better integration with existing mainstream public transport services and improved linkage of services between towns and their catchments in rural areas.

Table 15 - New high frequency rural transport services

Local Link Area	From	To
Cavan / Monaghan	Cavan Town Service	Extending to Ballyhaise
Cavan / Monaghan	Cavan Town Service	Extending to Ballinagh
Donegal	Cloghan	Letterkenny
Donegal	Burtonport via Dungloe	Letterkenny
Donegal	Glencolmille	Donegal Town
Kerry	Currow - Currans - Furies	Tralee
Kerry	Waterville	Cahersiveen
Laois / Offaly	Pullough - Ballycumber	Clara
Laois / Offaly	Mount Lucas	Portlaoise
Laois / Offaly	Mount Lucas	Tullamore

Table 15 - (Continued)

Local Link Area	From	To
Limerick	Ballyorgan - Kilmallock - Charleville	Doneraile
Louth / Meath / Fingal	Stamullen	Balbriggan
Louth / Meath / Fingal	Kildalkey - Ballivor	Kilcock
Sligo / Leitrim / Roscommon	Boyle	Roscommon Town
Sligo / Leitrim / Roscommon	Castlereagh	Ballaghaderreen
Sligo / Leitrim / Roscommon	Ballinamore - Mohill	Carrick-on-Shannon
Waterford	Tallow - Cappoquin - Lismore - Fermoy	Dungarvan
Waterford	Tramore - Dungarvan	Waterford
Longford / Westmeath	Granard - Ballinalee	Longford
Longford / Westmeath	Ballymahon	Longford
Wexford	Rosslare Harbour	Wexford

The process of re-tendering the existing 1,035 contracted services progressed with the completion of the pre-qualification stage to identify bus operators eligible to tender for the operation of rural transport services.

Following a detailed review of needs in each Local Link area the Authority approved additional funding for once-off community transport services. A broad range of innovative rural transport services were funded under this scheme across various categories including youth, integration and culture / education. They included the provision of services to enable asylum seekers in direct provision centres to connect with local communities and students with poor attendance records or challenging behaviour to access a variety of courses.

Work continued on exploring opportunities for integration of the Rural Transport Programme and the non-medical emergency transportation needs of the Health Service Executive and HSE funded services.

Work also continued to improve the functionality of the Integrated Transport Management System. The system, which provides a centralised system for the scheduling of routes and booking of passengers on services, has been rolled out to all Local Link offices. A key initiative included the development of an app to facilitate communications with drivers through the mobile telephone network which will generate administrative efficiencies and more accurate recording of service use.

The Authority examined the most appropriate ticketing system for the Rural Transport Programme. Specific areas of focus included the use of on-board technology as well as potential integration with Leap Card.

02



Enhancing the travel experience

Almost 645,000 Leap Cards were sold and the total number of cards issued exceeded the 2 million mark

Leap Card

The Leap Card scheme again experienced significant growth in all areas.

Almost 645,000 cards were sold and the total number of cards issued exceeded the 2 million mark in November. While it took 4 years to reach the 1 million mark, it took just over a year to reach the 2 million mark. The cumulative value of top-ups processed between the launch of Leap Card in December 2011 and the end of 2016 amounted to €413 million.

A refresh of the Leap Card back office got underway with a view to replacing the computer infrastructure of the core back office, introducing system improvements and an improved disaster recovery environment.

Over the coming years much of the ticketing equipment currently in use will become due for replacement. Internationally, the trend is towards account based ticketing which includes the capability to accept smartphones, contactless bank cards and other unique IDs.

Accordingly, the Authority commenced a long-term work programme to prepare a coherent roadmap for the next evolution of the Leap Card scheme. A market consultation exercise was initiated and the Authority met with a number of potential suppliers regarding the scope of the programme and initial costing.



Table 16 – Leap Card statistics

Performance Indicator	2015 totals	2016 totals	Totals since launch in December 2011
Cards sold	565,659	644,959	2,078,710
Journeys using Leap Cards ⁸	98 million	112.7 million	250 million
Pay-As-You-Go revenue	€113 million	€144 million	€331 million
Leap product revenue ⁹	€87 million	€95 million	€245 million

⁸ Excludes journeys taken using free travel passes issued by the Department of Social Protection

⁹ Leap product revenue is the total value of tickets that were sold onto Leap Cards, and includes the value of tax-saver tickets, multi-journey bus tickets, etc.

Real Time Passenger Information (RTPI)

The Authority commissions surveys at regular intervals each year to determine the accuracy of RTPI information displayed at bus stops and on apps and take corrective actions, where necessary.

Dublin Bus services continued to achieve high arrival accuracy rates ranging between 96% and 98%. However, Bus Éireann services in the Greater Dublin Area and in Cork, Galway, Limerick and Waterford showed average departure accuracy rates of only 86%. Accordingly, measures to improve performance were identified for implementation by Bus Éireann.

The Authority rolled out an enhanced departure board design to the large flat-screen RTPI displays which are provided at busy public areas such as airports, train stations, hospitals and universities.

Work on the installation of 55 additional RTPI displays at bus stops in the Greater Dublin Area Authority was started before the end of the year.

The resilience of the RTPI system was improved by moving it from Dublin City Council premises to another data centre and by introducing a disaster recovery environment and a test environment.



Table 17 - Real time passenger information displays

Area	No. of displays
Dublin City	397
Dún Laoghaire-Rathdown	52
Fingal	47
South Dublin	45
Meath	14
Kildare	13
Wicklow	11
Cork	48
Galway	19
Limerick	16
Waterford	7
Other (e.g. airports, colleges, hospitals)	11
Total	680

Public Transport Infrastructure Management System

Preparatory work was undertaken on the implementation of a public transport asset management database for identifying and recording information about fixed assets such as bus stops and rail stations.

Planning Journeys

In the course of the year, the National Journey Planner calculated almost 16 million journey plans and handled over 65 million general requests for information.

Work on updating of the National Journey Planner to incorporate relevant route information for the Rural Transport Programme was completed.

Apps

In January the Authority was awarded the overall prize at the 2016 eGovernment Awards for the Real Time Ireland mobile app which allows travellers to use bus, tram and rail in an integrated fashion across the country. The App also won in the Mobile Award category.

The Leap Top-Up App was launched in late January following the successful conclusion of the testing phase. The App was an immediate success and by the end of the year the value of top-ups processed through the App had exceeded €10 million. The functionality of the App was continuously improved during the course of the year. In addition, work on the development of a new version of the App to include the ability to purchase and immediately load certain tickets was well advanced by the end of the year.

The National Journey Planner App was upgraded in September to provide users with important new features including next journeys home, networks maps, line diagrams and Eircode search. The Cycle Planner App was also upgraded to enable users to search for addresses using Eircode.

The Driver Check App allows taxi customers to check on the licence status of any taxi vehicle or its driver in real time. There are approximately 200,000 checks a month through this App.

Table 18 – App downloads

App description	Leap Top-Up	National Journey Planner	Real Time Ireland	Driver Check ¹⁰	Cycle Planner
2015 Total	-	80,747	36,863	17,058	2,945
2016 Total	132,082	95,329	39,975	25,615	3,355

¹⁰ Apple data only available after mid-2015

Marketing and Other Customer Engagement Activities

The main campaigns and activities undertaken were:

- › National and regional media campaigns to create awareness among public transport users of the Transport for Ireland brand and individual services such as the National Journey Planner and Leap Card.
- › Partnering with the organisers of major public events to ensure that people attending their events were encouraged to use public transport and given access to relevant information. The events included St. Patrick's Festival, 1916 commemoration events, Bray Air Show as well as major concerts in Croke Park, Marley Park and Electric Picnic.
- › A Kids Go Free with Leap campaign was undertaken for the third consecutive summer. The campaign encouraged families to make more use of public transport during holiday times. It developed young people's experience of using public transport. Approximately 5,000 free Child Leap Cards were made available in Dublin, Cork, Galway, Limerick and Waterford. Some 435,000 free trips were taken by children during the two-week promotion period.
- › The Authority's contribution to the State's 1916 commemorations included a special commemorative Leap Family Card to promote public transport usage by families travelling within the Greater Dublin Area. More than 35,000 were sold.
- › A further anti-racism campaign was undertaken in conjunction with Immigrant Council of Ireland and public transport operators. The theme of the campaign was *We are all made of the same stuff – say no to racism*. The campaign ran during August and was well supported by transport operators.
- › Local press and radio marketing campaigns in support of new rural bus routes were delivered in six Local Link regions covering 24 counties. Some 350 radio spots and 24 newspaper advertisements were placed in order to generate awareness of the new services.

Passenger Rights

The Authority is the designated enforcement body in Ireland for EU Regulations concerning the rights of passengers when travelling by rail, sea and bus/coach. Those rights include non-discrimination and assistance for disabled persons and persons with reduced mobility, provision of information to all passengers before and during their journey, assistance to all passengers in the event of delays and, in certain circumstances, compensation for delays and cancellation of journeys.

The Authority processed a number of enquiries from passengers concerning their rights. One complaint was formally registered for investigation and was concluded in favour of the complainant.

Operation Open City

Operation Open City is the Authority's annual operation designed to make it easier for people to get around Dublin by public transport in the busy December period.

Detailed plans were put in place following liaison between An Garda Síochána and the Authority and consultation with key stakeholders including local authorities, transport providers and the business community. The operation ran from 3 to 24 December.

Details of travel and transport arrangements, including late night services, were made available to the public on the Transport for Ireland website and on social media.

Websites

As Table 19 shows, the Leap Card and Transport for Ireland websites continued to account for the vast majority of visitors to the Authority's websites.

The dedicated Child Leap Card website was discontinued in February following the transfer of functionality to the main Leap Card website.

Table 19 - Consumer-facing websites

Website	Purpose	Visits 2015	Visits 2016	Percentage change
www.leapcard.ie	Dedicated website for customers of Leap Card integrated ticket	1,673,746	1,494,439	-10.7
www.transportforireland.ie	Helps people plan and make journeys by public transport (including taxi, hackney, bicycle) by providing a range of information and technologies	966,466	1,224,787	+26.7
www.nationaltransport.ie	Corporate website for the Authority	349,232	313,942	-10.1
www.luascrosscity.ie	Provides Information and regular updates on the construction of Luas Cross City	121,686	189,609	+55.8
www.smartertravelworkplaces.ie	Provides employers and employees with information about sustainable transport and travel initiatives	67,339	36,938	-45.1
www.carsharing.ie	Helps motorists car-share and car-pool	20,171	21,639	+7.3
www.locallink.ie	Dedicated website for rural transport services	7,502	8,363	+11.5

03



Putting strategic plans in place for the future

Major step forward with first statutory transport strategy for the Greater Dublin Area approved

Transport Strategy for Greater Dublin Area 2016-2035

In February the Minister for Transport, Tourism and Sport gave his approval to the Authority's draft long-term Transport Strategy for the Greater Dublin Area. The Strategy was formally published in April.

Representing the first development of a statutory transport plan for the overall region, the Transport Strategy sets out the framework for transport development across the Greater Dublin Area over the next two decades.

It sets out the key infrastructural proposals in the areas of road, heavy rail, light rail, bus, cycling and walking, as well as the fundamental supporting measures needed to make transport work effectively.

Recognising the low density development nature of the region, it establishes a "Core Bus Network", encompassing radial, orbital and regional routes that will form the backbone of the bus system and will need to be provided with a higher level of bus priority to ensure that bus transport can meet the future needs of the region.

In the area of rail, the Transport Strategy provides for the delivery of New Metro North and the DART Expansion Programme, both key projects underpinning the Strategy. The Transport Strategy also proposes the full build-out of the 2,840 kilometre Greater Dublin Area Cycle Network Plan, which was published in 2014.

In addition to infrastructure provision, the Transport Strategy also addresses the need for additional transport services, enhanced passenger information and improved access to public transport for people with disabilities. In relation to land development, the Transport Strategy reiterates the need for better integration between land use planning and transport provision, and sets out key principles to be applied in this area.

Planning at National, Regional and Local Levels

At national level, the Authority actively supported the preparation of the National Planning Framework. This included liaison with the Department of Housing, Planning and Local Government as well as participation in stakeholder consultation events.

The Authority also participated in the preparation of Regional Economic and Social Strategies. The Authority participated as a member of the Strategic Planning Areas Technical Working Groups for the three Southern Region areas. The principal basis for this involvement related to the requirement under the provisions of the Regional Economic and Social Strategies for the preparation of regional transport strategies. The Authority consulted with the regional assemblies on the development of population and employment forecasts.

Consistent with the Authority's statutory remit, there continued to be a particularly strong focus on the State's largest urban centres i.e. the Greater Dublin Area, Cork, Limerick, Galway and Waterford. There was a high level of engagement with local authorities and other agencies in those centres in the preparation or review of city and county development plans, local area plans and Strategic Development Zone planning schemes.

Table 20 – Authority's principal planning submissions within Greater Dublin Area

Development Plans	
>>	Dublin City Draft Development Plan – Material Alterations
>>	Kildare Draft County Development Plan
>>	Kildare Draft County Development Plan – Material Alterations
>>	South Dublin Draft County Development Plan – Material Alterations
>>	Wicklow Draft County Development Plan
>>	Wicklow Draft County Development Plan – Material Alterations
>>	Meath County Development Plan – Draft Variation No. 3
>>	Draft Fingal County Development Plan
Local Area Plans, Masterplans, Planning Schemes	
>>	Draft Clane Local Area Plan
>>	Leixlip Draft Local Area Plan
>>	Athy Town Development Plan Variation No. 1
>>	Arklow and Environs Local Area Plan – Pre-Draft Submission
>>	Bray Municipal District Local Area Plan – Pre-Draft Submission
>>	Poolbeg West Strategic Development Zone Draft Planning Scheme
>>	Clonburris Strategic Development Zone Pre Draft Consultation
>>	Draft Donabate Local Area Plan
>>	Draft Sallins Local Area Plan – Material Alterations – Kildare County Council
Significant Planning Applications – Submissions Made	
>>	Redevelopment of Hawkins and Apollo House – Dublin City Council
>>	Large Scale Office Development, Dublin Airport – Fingal County Council
>>	Large Scale Office Development, Clonshaugh – Fingal County Council
>>	Mixed Use development at Clongriffin Rail Station – Fingal County Council
>>	Proposed Extension to Liffey Valley Shopping Centre – South Dublin County Council
>>	Residential Development at Carriglea Industrial Estate, Naas Road – Dublin City Council
>>	Development Roads at Cherrywood – Dún Laoghaire Rathdown County Council
>>	Residential Development at Carrickmines – Dún Laoghaire Rathdown County Council
>>	Residential Development at Rockbrook, Sandyford Industrial Estate – Dún Laoghaire Rathdown County Council
>>	Residential Development at Easton, Leixlip – Kildare County Council
>>	Residential Development and Neighbourhood Centre, Naas – Kildare County Council
>>	Biopharmaceutical Manufacturing Plant, Piercetown – Meath County Council
>>	Mixed Use Development at Fassaroe – Wicklow County Council

Transport Planning Outside Greater Dublin Area

The Authority continued to liaise with local authorities outside of the Greater Dublin Area, in particular those in the regional cities of Cork, Limerick, Galway and Waterford, in the preparation of development plans, local area plans and land use / transportation studies. It is envisaged that this on-going productive engagement will provide a stronger basis over time for the Authority's role in these cities in terms of transport investment, the organisation of public transport services and more generally in influencing the integration of land use and transport planning.

Cork

The Authority continued its participation in the Cork Area Strategic Plan Group, at both Steering Committee and Transport Sub-Committee levels. The Authority participated in a stakeholder consultation process relating to the Cork 2050 Vision, which will form the basis for submissions by Cork City Council and Cork County Council to Government on the preparation of the National Planning Framework. Also, the Authority worked with Cork County Council on the transport assessment process pertaining to nine development locations of strategic importance within the Cork Metropolitan Area.

The Authority made a submission to a Cork County Council on their draft Local Economic and Community Plan.

The Authority also engaged with local authorities and other stakeholders, such as the IDA and local employers, in various transport demand management, public transport service planning and traffic management initiatives.

Galway

A major undertaking was the preparation of a Galway Transport Strategy covering the Galway metropolitan area. The Strategy, which was prepared on a collaborative basis by the Authority in conjunction with Galway City Council and Galway County Council, sets out a framework for transport delivery across the city region up to 2035. Covering all transport modes, it provides a transport blueprint which will underpin the city's development. While prepared on a non-statutory basis, the Transport Strategy was subsequently incorporated into Galway City's development plan.

Table 21 – Authority's principal planning submissions outside Greater Dublin Area

Development Plans	
>>	Draft Galway City Development Plan
Local Area Plans, Masterplans, Planning Schemes	
>>	Local Area Plans for 8 Municipal Districts, Pre-Draft Consultation – Cork County Council
>>	Tullow, Muinebheag, Royal Oak Local Area Plans – Pre-Draft Issues Papers

Regional Transport Models

The Authority's regional multi-modal modelling system was completed following a period of intensive development. The system consists of a national demand model, five new major regional transport models covering the State and a suite of appraisal tools. The regional models are focused on the State's main cities of Cork, Dublin, Galway, Limerick and Waterford.

Extensive sensitivity testing of the new regional transport models was carried out to ensure that the performance of the models mirrored expected behavioural responses.

A protocol was developed to ensure that the use of regional transport models is carefully controlled, managed and documented thereby maintaining their integrity and robustness and to ensure compliance with best transport modelling practice, procedures and appraisal.

In September the model use certification process was trialled on a number of projects in advance of the formal roll-out.

The development of training and seminars was undertaken in parallel to these activities with a view to having training available to support model use. This included the preparation of specific guidance on the use of the models.

The national launch event took place in Dublin in October. It was preceded by regional launch events in Cork, Galway and Waterford between April and June.

In October the project was shortlisted for an Engineers Ireland award for technical innovation.

Data collection and management

The development of transport modelling systems requires a large amount of data. Accordingly, various data collection and management tasks were undertaken by the Authority in support of the development of the regional modelling systems and in preparation for the recalibration of the model using CSO Census 2016 data. These included preparations for:-

- nationwide traffic count database; and
- National Household Travel Survey.

In September traffic survey data was gathered from local authorities and other agencies. This data was used to identify gaps in the available dataset and a tender was prepared to collect the missing data. The tender for a programme of surveys was awarded in November.

Passenger surveys at Dublin, Cork and Shannon airports were completed in October and the results were subsequently geocoded. Similar surveys at Knock, Donegal



and Kerry regional airports were completed in November and the results were also geocoded.

In November preparations for a pilot survey of park and ride sites got underway with a view to establishing the most effective method for data capture at those sites.

Dublin City Centre Transport Study

The Authority, in conjunction with Dublin City Council, completed the revision of the Dublin City Centre Transport Study, taking on board various issues raised as part of the public consultation process undertaken last year.

The finalised study was presented to Dublin City Council's Transport Strategic Policy Committee in June. It proposed a number of amendments to the original proposals to reflect feedback received during the consultation process which had generated over 7,000 submissions. The most significant amendments included the relocation of the proposed public transport only (plus cycling) link on the north quays from Bachelor's Walk to Eden Quay, the removal of the public transport only link on the south quays and revised arrangements at College Green.

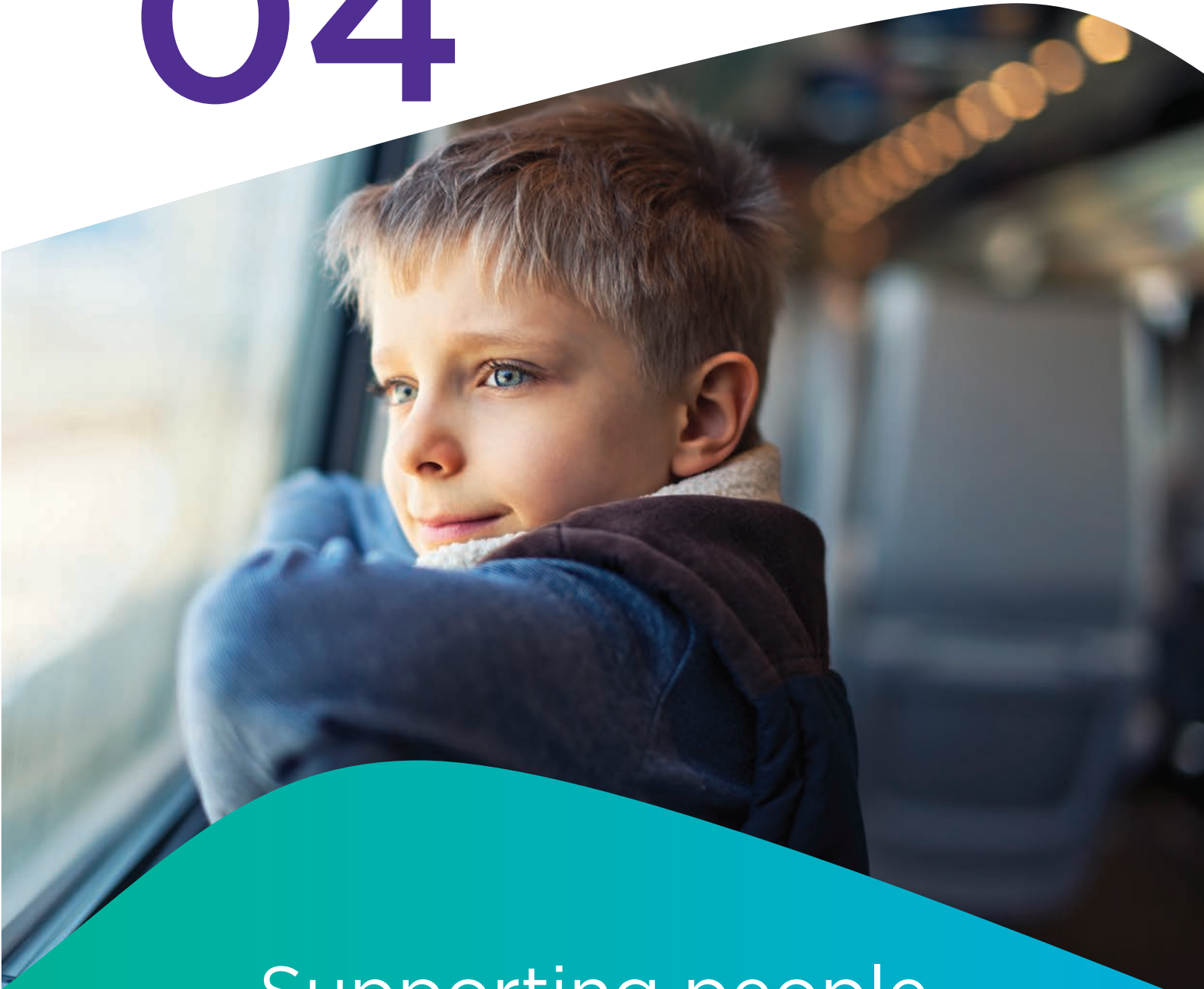


Work subsequently commenced on the development of elements of the proposals contained in the transport study, including a tender process by the Authority to appoint a design team to develop new traffic and car park signage for the city centre and approaches.

Published Guidance, Guidelines and Studies

In October the Authority published guidance on bus stop locations in rural areas to assist local authorities and public transport operators in considering the appropriate and acceptable location of bus stops on rural roads. The guidance was developed with input from selected local authorities and transport providers.

04



Supporting people in making sustainable travel choices

Focus on evaluating the Smarter Travel programmes

Smarter Travel Programmes

During the year member organisations (Partners) of the Smarter Workplaces Programme and Smarter Campuses Programme took part in a monitoring exercise to evaluate changes in various indicators including:

- mode shift;
- attitudes to sustainable travel; and
- barriers to change in each participating workplace / campus.

Approximately 70 organisations, comprising 11,232 students and staff, responded to the survey.

Work began on the preparation of a detailed analysis of the impact of the programmes in terms of mode shift. Initial analysis of questions relating to behaviour, attitudes and awareness indicated that:-

- The primary reason for changing mode in the previous two years was a house move (32%). This was followed by financial reasons (16.1%), work reasons (15.9%) and health / fitness reasons (15.4%);
- Over 40% of respondents try to use sustainable transport, where possible;
- Almost 40% of respondents enjoy walking to work / campus; and
- Many respondents would like to use sustainable and active transport more often including walking (41%), cycling (39%), and public transport or car share (31%).

Targeted events, awards and promotions to facilitate behaviour change are an important feature of the Workplaces and Campus Programmes and are well supported. Details of these are outlined in the following paragraphs.

European Cycle Challenge

More than 1,000 people took part in the Dublin leg of this European initiative, which received a CIVITAS¹¹ Award for Public Participation.

Student Multimedia Awards

The Student Multimedia Awards winners were announced in April. A viewing ceremony was held in the Belltable Theatre in Limerick in conjunction with Smarter Travel Limerick.

Promotional Challenges

The student and staff walking challenge or “Marchathon”, which took place in March, was very successful, attracting twice as many participants as the 2015 event.

The Step Challenge for Smarter Travel Workplaces took place during September.



¹¹ CIVITAS is a network of cities for cities dedicated to cleaner, better transport in Europe and beyond.

More than 3,600 participants drawn from across 52 organisations took part. The winning workplaces were Clifton Scannell Emerson Associates (small workplaces category) and Roscommon County Council (large workplaces category).

Annual Seminar

The annual Smarter Travel Seminar was held in May and addressed the issue of practical measures to increasing wellbeing through active travel. Invited speakers outlined their experiences in engaging staff and students, getting buy-in from management and implementing measures to promote walking and cycling.

Green-Schools Travel Programme

During the 2015 / 2016 school year a total of 505 schools participated in the Green-Schools travel theme.

In May, 209 of these schools were awarded a Green Flag for their work on the travel theme marking the culmination of two years' work to promote active and sustainable travel for the school commute.

Green-Schools Travel Officers carried out more than 2,900 school visits. These visits were supported by on-going communication, training events, travel forums, competitions and national events.

Green-Schools again ran a number of national events to encourage schoolchildren to get active on their school commute. They included:-

- The second annual "BIG Travel Challenge". The event challenged schools to achieve a measurable increase in the use of sustainable modes of travel over a 10 day period during February;
- The first ever Green-Schools Expo. The Expo, which was held in February in the RDS, showcased the work of the Green-Schools travel theme and the environmental benefits of sustainable travel;
- National Scoot to School Week in March;
- National Walk to School Week in May; and
- National Bike Week in June.

In addition, Green-Schools also

- administered funding allocated by the Department of Transport, Tourism and Sport to assist in the provision of cycle training for almost 4,000 students;
- funded 380 cycle parking spaces and 400 scooter parking spaces in schools; and
- conducted over 400 "walkability" audits in schools and presented the findings to local authorities. As a result some local authorities provided new pedestrian crossings, footpaths and zebra crossings at schools.

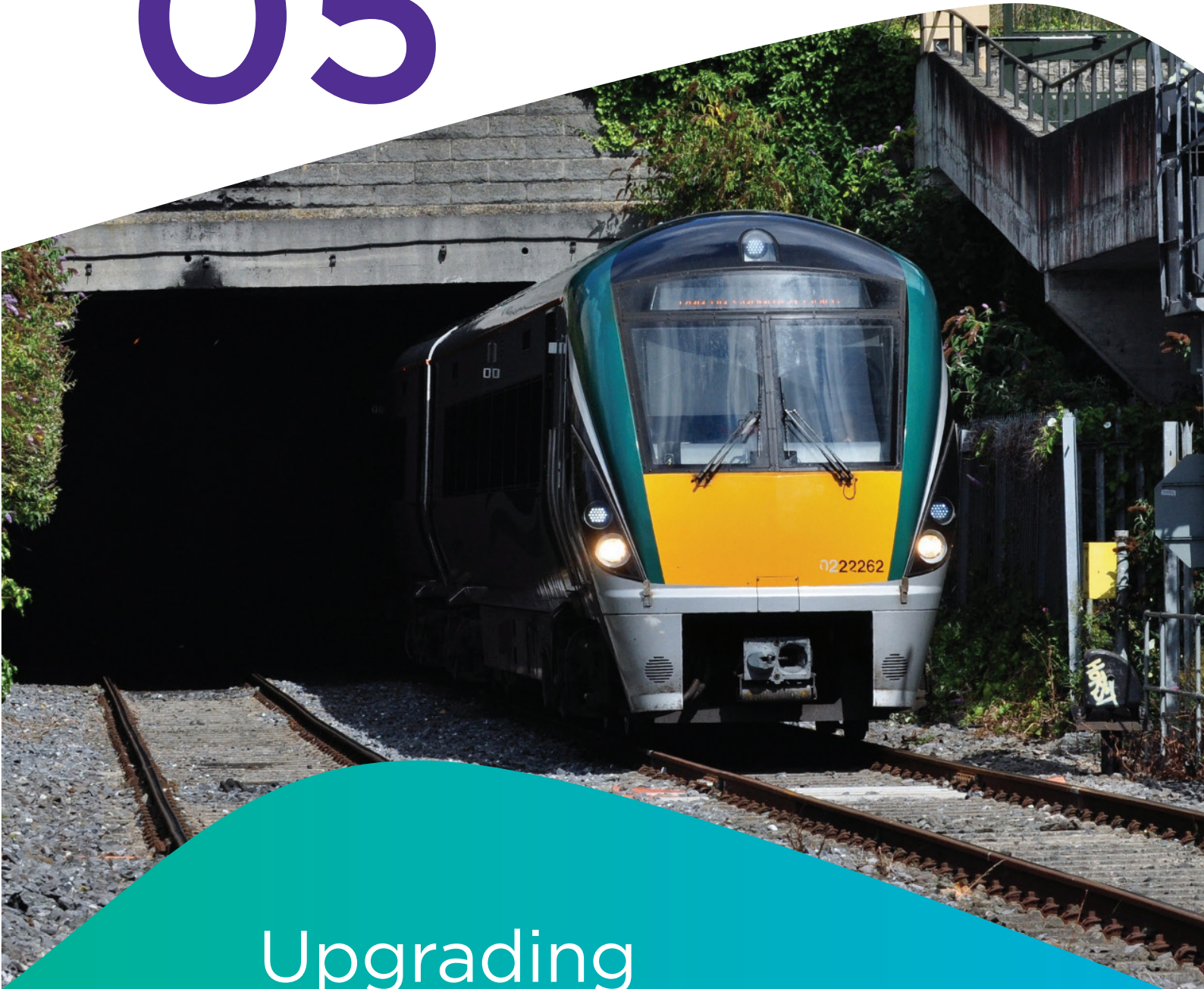
Evaluation

The Authority commissioned Millward Brown to undertake an independent survey of parents' travel as part of the wider process of evaluating the Green-Schools Travel Programme.

The evaluation began with a pilot survey in May in four schools in Galway. The results of this pilot informed a wider rollout of parent surveys in 50 representative schools nationwide, which was supplemented by "hands-up" travel surveys of children attending those 50 schools.



05



Upgrading infrastructure

The Authority invested €219 million in projects to improve walking, cycling and public transport as well access to public transport services for people with disabilities

Capital Investment

The Authority has responsibility for three public transport capital investment programmes:-

- Greater Dublin Area Capital Programme;
- Regional Cities Sustainable Transport Programme; and
- Public Transport Accessibility Programme.

While the Authority has statutory responsibility for the Greater Dublin Area Capital Programme, the Authority manages the Regional Cities Sustainable Transport and Public Transport Accessibility Programmes on behalf of the Department of Transport, Tourism and Sport.

In the case of all three Programmes, the Authority is responsible for determining the projects to be funded and managing expenditure. However, the necessary works are normally implemented by State agencies, transport operators and local authorities acting on behalf of the Authority.

Table 22 - Distribution of capital payments (€ million)

Implementing Agency	Greater Dublin Area Capital Programme	Regional Cities Capital Programme	Public Transport Accessibility Capital Programme	Total
Bus Éireann	15.0	2.6	0.0	17.6
Cork City Council	0.0	4.2	0.0	4.2
Cork County Council	0.0	1.0	0.0	1.0
Dublin Bus	15.0	0.0	0.1	15.1
Dublin City Council	10.3	0.0	0.0	10.3
Dublin City University	0.1	0.0	0.0	0.1
Dún Laoghaire-Rathdown County Council	1.7	0.0	0.0	1.7
Fingal County Council	0.1	0.0	0.0	0.1
Galway City Council	0.0	1.1	0.0	1.1
Iarnród Éireann	25.6	2.8	0.7	29.1
Kildare County Council	1.0	0.0	0.0	1.0
Limerick City & County Council	0.0	0.4	0.0	0.4
Meath County Council	0.8	0.0	0.0	0.8

Table 22 - (Continued)

Implementing Agency	Greater Dublin Area Capital Programme	Regional Cities Capital Programme	Public Transport Accessibility Capital Programme	Total
National Transport Authority	15.5	0.2	2.0	17.7
South Dublin County Council	5.8	0.0	0.0	5.8
Transport Infrastructure Ireland	110.8	0.0	0.0	110.8
Waterford City & County Council	0.0	0.6	0.0	0.6
Wicklow County Council	1.9	0.0	0.0	1.9
Totals	203.6	12.9	2.8	219.3

Greater Dublin Area Capital Programme

The Authority's statutory Integrated Implementation Plan for the Greater Dublin Area 2013-2018 sets out the infrastructure investment programme to be pursued over the lifetime of the Plan under the following four sub-programmes:

- Heavy Rail;
- Light Rail;
- Bus; and
- Sustainable and Integrated Transport.

*Table 23 - Greater Dublin Area Capital Programme*

Sub-programme	Expenditure (€ million)	Percentage of total expenditure
Light Rail	110.8	54.4
Sustainable and Integrated Transport	36.3	17.8
Bus	30.9	15.2
Heavy Rail	25.6	12.6
Total	203.6	100.0

Heavy Rail

Under this sub-programme funding is provided to Iarnród Éireann for the maintenance and development of rail infrastructure in the Greater Dublin Area.

DART Expansion

The Authority together with Iarnród Éireann commenced work on the pre-planning stage of the DART Expansion Programme. The following elements were progressed.

- The Authority appointed a specialist engineering design company to carry out a Tunnel Configuration Study for New Metro North and DART Underground, which will provide advice on the optimum tunnel and station box configurations for both projects based on a comparative assessment of generic tunnel configuration options.
- Iarnród Éireann commenced an assessment of train path capacities on the heavy rail network within the Greater Dublin Area in order to determine where increased capacity can be realised should demand dictate. This will provide guidance for passenger demand modelling and also for prioritisation of the DART Expansion Programme.
- The Authority initiated procurement of a design team to undertake option analysis and appraisal in relation to the optimal connection location for the DART Underground tunnels to tie-in to the existing rail lines at Heuston Station.

Dublin City Centre Re-signalling Project

The City Centre Re-signalling Project (CCRP) is a central element of the upgrading of commuter rail services for the Greater Dublin Area. The CCRP is designed to replace the outdated hard-wired signalling system with computer controlled solid state interlocking (SSI) signalling technology. The project is divided into 4 interrelated phases.

Phase 3 of CCRP was completed and the upgraded signalling system commissioned. Phase 3 increases the capacity between Connolly and Pearse stations from 12 trains per hour to 17 trains per hour in each direction.

The completion of this phase facilitates the key objective of increased city centre service provision and frequency, through the provision of increased line capacity from the upgraded SSI signalling system. This, together with the provision of an additional turn back facility at Grand Canal Dock Station, enabled the running of additional services across the central section of the network including the running of new passenger services through the Phoenix Park Tunnel.

Phoenix Park Tunnel

Following its closure to scheduled services decades earlier, 2016 saw the reintroduction of regular passenger train services through the Phoenix Park Tunnel, allowing trains from the Kildare line to access Drumcondra, Connolly, Tara, Pearse and Grand Canal Dock stations. The introduction of the new services followed an investment of €13.7 million in upgrading the Phoenix Park Tunnel route. Major works were undertaken in and around the Tunnel including track works, soil nailing, drainage works, tunnel cleaning as well as mechanical and electrical works.

All works were successfully completed and services through the Tunnel commenced on 21 November.

National Train Control Centre

Design and planning work continued for the development of a modern National Train Control Centre (NTCC), which will integrate signalling and communications control across the entire rail network, thereby optimising rail traffic management. A significant customer benefit of the new NTCC will be increased train performance and the availability of accurate real time travel information for trip planning.

A market consultation process was undertaken to introduce the project and to inform the contract implementation strategy for the project.

Site location assessment was undertaken and, following an analysis of a number of possible sites, Heuston Station was selected as the preferred location for the NTCC.

Luas

Luas Cross City

Good progress was made on the main infrastructure work programme, which included some technically and logistically challenging elements.

Works to enable the cross-over between Luas Cross City and the existing Luas Red Line were undertaken at the junctions of Lower Abbey Street with O'Connell Street and Marlborough Street between May and July. Luas Red Line services between Jervis and The Point were suspended during this period and a replacement bus service was provided. The works were successfully completed almost 4 weeks ahead of schedule.

Track-laying across the junctions at either end of O'Connell Bridge was successfully completed over the August bank holiday week-end.

A major milestone was reached when the final section of on-street track work was completed in December.

Work on the off-street section between Broadstone and Broombridge also progressed well. The works undertaken included boundary treatments, earthworks, stop and track construction as well as commencement of construction of a new tram depot and wash plant at Broombridge.

Luas Green Line

Work commenced on the lengthening of platforms at Luas Green Line stops and the implementation of a power system upgrade, which are required to operate the new, longer light rail vehicles that will be delivered as part of Luas Cross City.

Planning permission for expansion of the Sandyford Luas Depot was granted by Dún Laoghaire-Rathdown County Council in April. The expanded depot will allow maintenance of the longer tram fleet that will operate on the Green Line.



New Metro North

Following publication of the Government's Capital Plan in September 2015, the Authority commenced work on the design and planning stages of the New Metro North project in collaboration with Transport Infrastructure Ireland. The key objective of this phase is the determination of the Emerging Preferred Route for the scheme, which is required to be delivered at a lower cost than the originally planned project. This will then provide the basis for the preparation of an application for a Railway Order (planning permission), inclusive of an environmental impact statement, as well as development of a detailed business case in line with the Public Spending Code.

As one of the early project tasks, the Authority appointed a specialist engineering design firm to carry out a tunnel configuration study for New Metro North and DART Underground. The study will provide advice on the optimum tunnel and station box configurations for both projects.

In November the Authority appointed a design team to carry out an alignment options study in order to determine the optimum / preferred route alignment for New Metro North in addition to defining the best performing station locations.

Other work streams on-going during the year included a Green Line tie-in study, which undertook an assessment of the optimal tie-in location to connect New Metro North to the existing Luas Green Line as well as a metro cost benchmarking study to establish comparative cost information for international metro projects.

Bus

Core Bus Network

The bus system is the cornerstone of public transport in the Dublin region. The development of a core bus network, delivering a high level of bus priority, is a key objective of the Authority's Transport Strategy for the Greater Dublin Area. The proposed core bus network comprises orbital and radial core bus corridors as well as a small number of Bus Rapid Transit (BRT) routes.

The objective of the core bus network is to improve the efficiency and attractiveness of the existing bus network by delivering faster bus journeys through the implementation of significantly improved bus priority measures.

Work was undertaken to identify emerging preferred routes for the proposed radial core bus corridors. Draft feasibility reports along with concept designs were developed for the following corridors: Ballymun to City Centre, Lucan to City Centre, Finglas to City Centre, Liffey Valley to City Centre and Greenhills to City Centre. Initial reports were developed for the Clondalkin to City Centre, Rathfarnham to City Centre, Dún Laoghaire to City Centre and Bray to Stillorgan core bus corridors. The reports give an informed indication as to the likely outcome of the route selection process for these corridors. As part of this work, consideration was also given to the need to upgrade cycle facilities along each route.

In the case of BRT, a design team was appointed in October to undertake work to identify a preferred route option for the proposed Clongriffin to Tallaght BRT scheme. Separately, a tender competition was initiated to engage a separate design team to progress the necessary designs and planning documentation for the Blanchardstown to UCD BRT scheme.

Bus Fleet

A total of 110 double deck buses for the Dublin Bus fleet were delivered and entered into service over the course of the year. This represented a “steady state” replacement of 80 vehicles, plus 30 additional vehicles to address market growth.

In the case of Bus Éireann, a total of 69 vehicles were delivered and entered into service. In addition a contract was awarded for the provision of 38 single deck coaches of which 4 were delivered in December with the remainder to be delivered in 2017.



Table 24 - Delivery of new buses for Dublin Bus and Bus Éireann

Operator	2015	2016
Dublin Bus	90	110
Bus Éireann	69	69
Totals	159	179

Bus Stops Enhancement Programme

Work was completed on the installation of new standardised bus poles across Cork City, which incorporate enhanced timetable and route information.

Based on the experience gained in Cork, the Authority commenced the preparation of contracts for future similar installation works throughout the country.

Coach Parking

Temporary planning permission for a dedicated off-street coach parking facility for 50 coaches in Dublin’s Docklands area was granted by An Bord Pleanála in May. The Authority immediately commenced preparation of the statutory compliance submissions, detailed design work and preparation of tender documentation.

In December the Authority concluded an agreement with the Coach Tourism & Transport Council of Ireland on the future use and management of the facility.

Bus Shelters

The Authority funded the replacement of 150 older bus shelters across the Dublin Bus network and the provision of 12 new and replacement bus shelters across the Bus Éireann network.

Separately, the Authority conducted a tender process for the design, supply, installation and maintenance of bus shelters nationally. The tender also included the sale of advertising rights on bus shelter display panels. Following receipt of tenders, the contract was awarded to JCDecaux Ireland in December effective from 1 January 2017.

Sustainable and Integrated Transport

This sub-programme supports a wide range of projects in the Greater Dublin Area, with a particular focus on developing:-

- Sustainable transport infrastructure in urban areas; and
- Integration measures such as Leap Card, Real Time Passenger Information and the National Journey Planner which facilitate seamless travel by public transport.

In the case of the former, funding is allocated to local authorities and other agencies through the Authority's Sustainable Transport Measures Grant Programme.

Integration measures are funded directly by the Authority.

Table 25 - Expenditure on sustainable transport measures in Greater Dublin Area

	Bus	Walking / Cycling	Safety	Traffic Management	Other	Total
Expenditure (€m)	2.0	17.6	0.3	1.1	0.3	21.3
Share of total expenditure (%)	9.4	82.6	1.4	5.2	1.4	100

A number of key projects were delivered through the Programme, including:-

- Provision of 1.8 km strategic cycle route between Tallaght Village and the M50 / National Basketball Arena, incorporating 4 major junctions, a cycle-friendly roundabout, new bus stops, crossing facilities and footpaths.
- Significant upgrading of a key stretch of bus lane along the Chapelizod By-pass (R148) which caters for local, regional and national bus services. The project, which included the installation of an innovative signalling arrangement through the Kylemore Road on-ramp junction, generated significant and consistent time savings for bus and coach operators on one of the busiest bus routes in the country.
- Significant new pedestrian crossings at the following city centre locations:-
 - Leonard's Corner / South Circular Road;
 - Merrion Square / Clare Street;
 - Burgh Quay / Tara Street; and
 - O'Donovan Rossa Bridge.
- Reconstruction of an outbound section of the Rock Road, where subsidence was creating significant difficulties for cyclists and buses.
- New bus stops, shelters and other facilities on the Sallyglen Road in Dún Laoghaire (R118), in support of revised and re-routed bus services between Dún Laoghaire and Cherrywood.



- Provision of a refurbished high-quality cycle route along Straffan Road, Maynooth as part of the overall north-south corridor through Maynooth Town Centre (linking residential areas, the railway station, University, schools, shopping and the Royal Canal recreational route).
- Re-positioned and improved bus stops on Colpe Road in Drogheda, addressing local traffic safety issues and supporting a strong commuter bus service to Dublin.
- Additional on-street cycle parking spaces in Dublin City Centre, university campuses and other public places in order to meet increased demand from cyclists.
- Commencement of public consultation on proposals for addressing transport needs along the Sandymount / Merrion to Blackrock Corridor for all modes - walking, cycling, public transport and traffic.

Table 26 – Sustainable transport measures implemented in Greater Dublin Area

Implementation Body ¹²	Dublin City Council	South Dublin County Council	Dún Laoghaire-Rathdown County Council	Meath County Council	Wicklow County Council	Kildare County Council	UCD ¹³	Total
New bus lanes (metres)	-	60	544	-	-	-	-	604
New cycle lanes / tracks (metres)	-	3,555	544	-	-	1,000	-	5,099
New footpaths (metres)	-	4,228	65	90	718	2,140	-	7,241
Shared footpath / cycle track (metres)	-	175	72	-	-	-	-	247
Greenway (metres)	-	150	-	-	-	-	-	150
Traffic junction improvements (no.)	2	16	-	1	3	5	-	27
Traffic Calming (metres)	-	1,700	-	-	40	-	-	1,740
Roundabouts (no.)	-	1	-	-	-	-	-	1
Cycle Parking Racks (no.)	166	-	-	-	-	-	100	266
Bus stop improvements (no.)	-	8	7	2	1	2	-	20
Pedestrian / Toucan crossings provided (no.)	8	7	-	-	5	-	-	20
Other Crossings (no.)	-	-	-	-	1	-	-	1

¹² No schemes were brought to completion in Fingal County

¹³ University College Dublin

Regional Cities Sustainable Transport Programme

Capital expenditure of €13 million was incurred on over 40 projects in Cork, Galway, Limerick and Waterford.

Table 27 - Expenditure on sustainable transport measures in regional cities

	Bus Network	Walking & Cycling	Traffic Management	Integration / Support	Safety	Other Projects ¹⁴	Total
Expenditure (€ million)	0.7	1.2	2.7	2.2	0.8	5.4	13.0
Share of total expenditure (%)	5.4	9.2	20.8	16.9	6.2	41.5	100

A number of projects were progressed to certain critical stages, including:-

- › Completion of the first phase of the regeneration of Colbert rail station in Limerick. This involved the removal of all parking from the front of the station building and the creation of a new civic plaza incorporating lighting, seating and a Limerick bike station.
- › Phases 1 and 2 of the Cork City Centre Movement Strategy were approved through the Part 8 planning process with a view to their implementation during 2017. The overall objective of the Movement Strategy is to reduce congestion and increase accessibility to the City Centre by a broader range of transport modes. Phases 1 and 2 will involve the introduction of restricted vehicular access to St. Patrick's Street to facilitate bus, cycle and emergency services, along with a package of parking, traffic management measures in the Middle Parish area.
- › Work continued on the development of south-facing access to Kent rail station in Cork. This revised access arrangement will increase connectivity between the station and the city centre by shortening walking, cycling and bus times between the two areas. The project's major elements comprise a new reception building and pedestrian underpass and a new access road.
- › Phase 2 of the Kent Station to City Centre Linkage Project was completed. This comprised a package of measures designed to improve walking, cycling and bus accessibility between Kent Station and the city centre following completion of the redevelopment of Kent Station. The measures implemented included footpath and pedestrian / cycle crossing upgrades, cycle lanes, bus lanes / bus priority and public lighting improvements.
- › Phase 2 of the Carrigaline Green Route was completed. This involved an upgrade of the Maryborough Hill route south of Douglas Village, providing for a widening of the road and the construction of new footpaths, cycle lanes, bus lanes and junction improvements.

¹⁴ The bulk of this expenditure related to works at Kent rail station (Cork) and Colbert rail station (Limerick)

- A Cork Metropolitan Area Cycle Network Plan was finalised and approved by Cork City Council and Cork County Council following a consultation process. The Plan provides the basis for the planning, investment and delivery of cycle infrastructure in the Cork metropolitan area.
- A comprehensive transport strategy for Galway City was completed in September and adopted by both Galway City Council and Galway County Council. The strategy sets out a comprehensive multi-modal transport plan to address the current congestion issues and to facilitate future growth in the City.



Table 28 - Sustainable transport measures implemented in regional cities

Local Authority	Cork City Council	Cork County Council	Galway City Council	Limerick City and County Council	Waterford City and County Council	Total
New Bus Lanes (metres)	348	0	0	0	0	348
New Cycle Lanes (metres)	957	305	386	200	0	1,848
New Footpaths (metres)	2,606	186	10	574	900	4,276
Traffic Junction Improvements (no.)	12	3	7	2	0	24
Bus Stop Improvements (no.)	2	3	0	0	0	5
Toucan Crossings Provided (no.)	3	0	0	0	0	3
Pedestrian Crossings Provided (no.)	2	1	38	3	1	45

Public Transport Accessibility Programme

While it has been the case for many years now that all new public transport infrastructure projects must cater for the needs of people with disabilities, a significant amount of older infrastructure, particularly across the rail network, is not accessible. The retrofitting of this older infrastructure is a major task.

The programme of accessibility works undertaken during the year comprised the following main elements.

Rail

A new fully accessible lift was installed at Connolly Station (Platform 6/7) in March and entered into use in June. Platforms 6 and 7 are the main DART platforms at this busy station, and the provision of this lift makes the DART services at Connolly fully accessible to wheelchair users.

Accessibility works at Wicklow, Maynooth and Kilcoole stations, which started in 2015, were substantially completed by the end of the year.

Approval was given to Iarnród Éireann to undertake accessibility works at Rathdrum, Mullingar, Leixlip Louisa Bridge and Carlow stations. Works commenced towards the end of the year. As a result, within this station package, only the works at Carlow Station were completed before the end of the year.

Dublin Bus

Dublin Bus received a small allocation to facilitate continuation of the travel assistance scheme for passengers with disabilities.

Bus Éireann

A significant proportion of Bus Éireann's coach fleet are wheelchair accessible by means of wheelchair lifts. However, these lifts can only be used at bus stops which are wheelchair accessible.

Accordingly, the Authority continued its preparations for the roll-out of wheelchair accessible bus stops nationally.

Bus Éireann Routes 30 (Dublin - Donegal Town) and 32 (Dublin - Letterkenny) were selected as the first routes to get accessible bus stops. Designs for accessible stops along those routes were prepared following site visits to determine the suitability of existing bus stops. The Authority worked closely with Bus Éireann and relevant local authorities in the development of these plans.

Taxis and Hackneys

For the third consecutive year, the Authority offered grants to assist taxi and hackney operators with the purchase of wheelchair accessible vehicles or the conversion of standard vehicles to carry wheelchair passengers. The grant scheme again proved very successful and resulted in the addition of 335 wheelchair accessible vehicles to the taxi and hackney fleet, bringing the total number of wheelchair accessible vehicles in the fleet to 1,254 (6%).

Public Bike Schemes

2016 was a successful year for the regional bike share schemes, with annual membership of the bike schemes in Cork, Galway and Limerick increasing by 20% to 14,263 subscribers.

However, overall 12,422 (3.6%) fewer trips were made across the three cities compared to 2015.

Scheme performance in Galway was significantly poorer than in Cork and Limerick. Feedback from the operator and users indicated that the geographic extent of the scheme limits its benefit to many potential members. In particular, both NUI Galway and University Hospital Galway, which are located in the west of the city, are not served directly by the scheme.

In June the Authority commenced a feasibility study to identify suitable locations for additional bike stations sites in Galway and work to construct an additional nine stations commenced in November. By the end of the year work on eight of those stations was substantially advanced. However, work on the remaining station was deferred due to concerns expressed by local residents.



Table 29 – Public bike schemes (usage)

City	Total at end December 2015	Total at end December 2016
Cork	289,426	290,590
Galway	19,934	13,574
Limerick	40,118	32,892
Total	349,478	337,056

Table 30 – Public bike schemes (membership)

Membership type	Total at end December 2015	Total at end December 2016
Cork	7,367	9,382
Galway	1,836	1,984
Limerick	2,308	2,684
Cork - Galway	53	57
Cork - Limerick	49	54
Galway - Limerick	46	46
Cork - Galway - Limerick	52	56
Total	11,711	14,263

06

A blurred night photograph of a city street. In the foreground, a taxi sign with the word 'TAXI' in yellow letters on a blue background is visible. The background shows out-of-focus lights from buildings and trees, suggesting a busy urban environment at night.

Small Public Service Vehicles

The Authority commenced a far-reaching review of the driver licensing framework for small public service vehicles in order to assess whether it appropriately reflects today's needs

Introduction

The small public service vehicle or SPSV sector comprises taxi, hackney and limousine vehicles and their drivers.

Legislation

The Public Transport Act 2016, which came into operation in February, incorporated a number of amendments to the Taxi Regulation Act 2013.

Consequent to those amendments, in May the Authority made the Taxi Regulation (Small Public Service Vehicle) Regulation 2016.

Accordingly, at the end of 2016 the legislative framework for the SPSV sector encompassed the following legislation:-

- Taxi Regulation Act 2013 (as amended),
- Taxi Regulation (Small Public Service Vehicle) Regulations 2015,
- Taxi Regulation Act 2013 (Maximum Fares) Order 2015, and
- Taxi Regulation (Small Public Service Vehicle) Regulation 2016.

Driver Licensing

An Garda Síochána has statutory responsibility for the licensing of drivers, including the vetting of all applicants. However, the administration of driver licence applications and renewals is undertaken by the Authority on behalf of An Garda Síochána. This includes the Skills Development Programme for new entrants, which is designed to assist operators to develop the range of skills needed to operate in the industry.

Since 2009, new applicants for a driver's licence must complete the Skills Development Programme and pass the Driver Entry Test, which comprises two modules covering both regulatory industry knowledge and area knowledge for the county in which the applicant wishes to operate.

A total of 3,204 Driver Entry Tests was undertaken by 1,352 candidates. This was an 8% increase on 2015. Almost 43% (580) of the candidates were successful. On average, these candidates required three attempts to achieve a pass mark; however, 32% of successful candidates passed on their first attempt.

The number of active driver licences fell by 3.7% from 27,440 in 2015 to 26,420 in 2016. The figures show a reduction of 44% since the all-time peak in May 2009.

The Authority commenced a far-reaching review of the SPSV driver licensing framework, together with an assessment of the suitability of the associated testing, training and monitoring of drivers, in order to assess whether it appropriately reflects today's needs. A full public consultation was carried out in November.

Vehicle Licensing

The Authority is the licensing authority for vehicles and dispatch operators. This includes the granting and renewal of vehicle and dispatch operator licences, together with all associated licensing, vehicle inspection, technical and compliance activity. These licences require renewal on at least an annual basis, allowing the Authority to monitor the quality of the vehicles and service provided.

The number of active vehicle licences fell by 1.6% from 21,146 in 2015 to 20,804 in 2016, which is its lowest level in the last decade.

Table 31 – Categories of vehicle licence in the SPSV fleet on 31 December 2016¹⁵

Type	Standard Taxis	Standard Hackneys	Limousines	Wheelchair Accessible Taxis	Wheelchair Accessible Hackneys	Local Area Hackneys	Total
Number	15,961	1,838	1,741	1,185	69	10	20,804
Percentage	76.7	8.8	8.4	5.7	0.3	0.0	100

Vehicle Suitability Inspections

All vehicle licences must be renewed at least annually. The roadworthiness of a vehicle is initially established through the National Car Test and subsequently a vehicle must be inspected to determine its suitability for use as a small public service vehicle.

A total of 28,992 individual vehicle suitability inspections was conducted, of which 23,831 related to licence renewal inspections and 5,161 related to new vehicle licences or changes of vehicle on an existing licence. 92% of inspections were successful on first presentation of the vehicle.

Applus Car Testing Ireland Limited continued to provide a nationwide network of twelve dedicated centres for vehicle suitability inspections under a contract with the Authority. Under that contract the Company also provides some related services such as facilitating the Driver Entry Test at five main inspection centres in Dublin (2), Cork, Galway and Sligo.

Compliance Activity

There was a dramatic increase in the number of checks on SPSV drivers and their vehicles up from just under 30,000 in 2015 to 90,000 in 2016. The increase in activity was facilitated by a custom-designed app which enables compliance officers to check the status of driver and vehicle licences in real time. These checks take place with a minimum of disruption to compliant operators.

On foot of these checks, more detailed face-to-face audits took place in just over 12,000 cases, arising from which 1,099 Fixed Payment Notices were issued.

¹⁵ Since 2010 it has only been possible for new entrants to the taxi and hackney sectors to obtain licences for wheelchair accessible vehicles.

Table 32 - Roadside vehicle checks and audits undertaken

Year	No. of Checks	No. of Roadside Audits	Fixed Payment Notices
2015	29,123	11,765	692
2016	90,243	12,012	1,099

The majority of Fixed Payment Notices issued (approximately 51%) related to drivers failing to notify details of the vehicle being operated. This offence arises in connection with the legal requirement for a licenced driver to register the licenced vehicle being driven with the central database system managed by the Authority. This database supports the Driver Check App, which allows passengers or intending passengers to assess the licenced status of their chosen vehicle and driver and to share those details with a third party. Fixed Payment Notices issued by the Authority have 82% payment conformity; the remainder proceed to court for prosecution.

Table 33 - Fixed Payment Notices issued by offence

Description of Offence	Penalty (€)	No. of Fines
Failure to notify details of SPSV being operated	40	557
Standing for hire in taxi otherwise than at an appointed stand	40	140
Failure to comply with the vehicle standards and requirements applicable to the licence category	60	116
Failure to comply with the requirements in relation to the fitting and operation of a taximeter	60	92
Failure to comply with taxi roof sign requirements	60	39
Unreasonable refusal to carry passenger where the journey is not more than 30 kilometres	80	33
Failure to operate taximeter while taxi on hire	60	30
Failure to print and offer a receipt in the prescribed form to a passenger upon completion of a journey in a taxi	40	30
Failure to display required in-vehicle information	40	22
Failure to display required driver identification	60	8
Standing at appointed stand while vehicle is not available for hire	40	7
Standing with a taxi on part of a public road adjoining or in proximity to an appointed stand when the appointed stand is full	40	7
Failure of the driver of a hackney or limousine to carry the required booking record in respect of a hire	60	4
Standing or plying for hire in a county without a licence to stand or ply for hire in that county	40	4
Refusal to carry assistance dog or guide dog in SPSV	40	3
Failure to comply with the requirements in relation to the calibration of taximeters	250	2
Display on hackney/limousine a sign or advertisement other than one prescribed by the National Transport Authority	40	1

Table 33 - (Continued)

Description of Offence	Penalty (€)	No. of Fines
Failure to have prescribed signage affixed to the front doors of taxi / wheelchair accessible taxi	250	1
Applying a booking fee in respect of a taxi which is engaged while plying for hire or standing for hire or without having been booked in advance by the consumer	60	1
Removal or attempted removal of tamper-proof disc	80	1
Failure to display tamper-proof disc	80	1
Total		1,099

As Table 34 shows, 131 court cases brought were by way of direct prosecution for a breach of the legislation outside of Fixed Payment Offences / on-the-spot fines, following specific operations and detection by compliance officers. Of those, 49 cases were prosecuted for not holding a valid driver's licence, 32 for not holding a valid vehicle licence, 14 for not having either licence and 15 for allowing the operation of an unlicensed driver or vehicle. In addition, 21 cases were prosecuted for other breaches of regulations and 77 further cases were brought for the non-payment of Fixed Payment Notices. In total, more than 92% of cases presented by the Authority were successful.

Table 34 - Prosecutions by offence category

Category		Number
Unlicensed SPSV Operator	No Driver Licence	49
	No Vehicle Licence	32
	No Driver and No Vehicle Licence	14
	Allow an Unlicensed Driver / Vehicle to Operate	15
Dispatch Operator - Failure to meet requirements		2
Unfit Vehicle		4
Driver Behaviour - Failure to comply with duties		1
Obstructing an Authorised Person		1
Exceeding the Maximum Passengers Allowed		1
Use of Signage / Identification on an Unlicensed Vehicle		9
Advertising an Unlicensed SPSV Vehicle / Service		3
Failure to Pay Fixed Payment Penalty		77
Total Cases		208

Consumer Complaints

The number of complaints received was up by 7.5% compared to the previous year.

Of the 998 complaints received, 48% could not be processed for a variety of reasons such as no response from complainant or complainant unwilling to pursue, insufficient evidence to prosecute or no evidence of any offence.

In 35% of cases, operators were advised of their duties and responsibilities at law, cautioned, reprimanded or received formal warnings or Fixed Payment Notices. A further 6% of cases were referred to other agencies including An Garda Síochána.

Investigations into the remaining 11% of cases had not been concluded by the end of the year.



Table 35 - Complaints about SPSV services

Nature of Complaint	2015	2016
Conduct, behaviour and identification of a driver	491	444
Condition, roadworthiness and cleanliness of vehicles	53	34
Matters relating to the hiring and booking of vehicles	83	172
Overcharging or other matters relating to fares (failure to issue receipt)	297	348
Identification and the general appearance of vehicles, including advertisements	4	0
Total	928	998

Service Centre

The Authority provides a dedicated service centre to assist customers and operators with industry information and bookings, queries and complaints. This service is outsourced to a specialist provider, SGS Ireland Limited.

Table 36 - Service centre statistics

Year	Calls from Consumers	Calls from Industry members	Call totals
2015	2,348	115,053	117,401
2016	2,758	99,919	102,677

07



General Corporate Matters

The Authority commenced a complete review of its corporate governance arrangements in order to fully align them with the revised Code of Practice for the Governance of State Bodies

Board Information

The Chief Executive has day-to-day responsibility for the administration and business of the Authority. However, decisions on certain specified matters are reserved for the Board. These include long-term objectives and strategies of the Authority, approval of the annual report and financial statements, adoption of strategic plans, approval of annual plans and budgets, review of the Authority's overall corporate arrangements, etc.

The principal risks of the Authority are assessed by management and reviewed by the Board at each of its meetings. Mitigation factors are identified and actioned as appropriate. The principal risks relate to adequacy of funding, resource management, management of the capital programme, management of existing and new initiatives and traffic congestion.

In November Mr Philip L'Estrange, Director of Finance and Corporate Services was appointed as Board Secretary.

The Board met on 11 occasions. Minutes of Board meetings are published on the Authority's website.

Table 37 - Board membership and attendance at meetings

Board member	Position	Date of appointment	Meetings eligible to attend (Meetings attended)
Mr John Fitzgerald	Chairperson	1 December 2009 (Re-appointed December 2014)	11 (11)
Dr Berna Grist	Ordinary Member	1 December 2009 (Re-appointed December 2014)	11 (10)
Ms Linda Saunders	Ordinary Member	1 December 2009 (Re-appointed December 2014)	11 (10)
Mr Hugh Creegan (Director of Transport Investment & Taxi Regulation)	Ordinary Member (ex officio)	29 November 2010	11 (11)
Mr Owen Keegan (Chief Executive, Dublin City Council)	Ordinary Member (ex officio)	3 September 2013	11 (9)
Ms Anne Graham (Chief Executive)	Ordinary Member (ex officio)	7 January 2015	11 (11)
Ms Ann Fitzgerald	Ordinary Member	24 September 2015	11 (9)
Mr Frank Gleeson	Ordinary Member	24 September 2015	11 (6)
Mr Pat Mangan	Ordinary Member	24 September 2015	11 (11)
Mr Frank O'Connor	Ordinary Member	24 September 2015	11 (11)
Ms Fiona Ross	Ordinary Member	24 September 2015	11 (11)
Ms Sinéad Walsh	Ordinary Member	24 September 2015	11 (9)

Audit and Risk Committee

The Audit and Risk Committee oversees the Authority's internal audit function. The Committee makes recommendations to, and supports the Board in meeting its obligation to provide reasonable assurance over the Authority's systems and controls. The Committee, which is supported by the Authority's independent Internal Auditor, RSM McClure Watters, met on four occasions.

The scope of the 2016 Internal Audit Plan, as approved by the Committee, was very broad and included reviews of:

- › The Authority's system of internal control;
- › The Leap Card Integrated Ticketing Scheme;
- › Payments for contracted public transport services;
- › Capital grants to third parties for public transport infrastructure and associated initiatives;
- › Payments and administration in respect of the Rural Transport Programme;
- › The Green-Schools Travel Programme;
- › National Journey Planner; and
- › Appeals relating to the rights of passengers travelling by air, sea and inland waterways.

The Audit and Risk Committee also monitors risk management activities within the Authority. Risk assessments are conducted twice annually and are reviewed by the Committee and subsequently by the Board.

In October the Board approved revised terms of reference for the Committee.

Following a tendering process, the Board approved the appointment of Mr Brian Hayes, Partner with Moore Stephens to serve as an external member of the Committee.

In December, the Committee undertook an annual review of its effectiveness using the best-practice checklist provided by the Office of the Comptroller & Auditor General. The Committee subsequently informed the Board that there is substantial compliance with the Comptroller & Auditor General's best practice guidance.

Table 38 – Audit and Risk Committee membership and attendance at meetings

Audit and Risk Committee member	Date of appointment	Meetings eligible to attend (Meetings attended)
Ms Linda Saunders, Chairperson	21 October 2010	4 (4)
Mr Frank O'Connor	20 November 2015	4 (4)
Ms Fiona Ross	18 December 2015	4 (4)
Mr Brian Hayes	18 November 2016	1 (1)

Revised Code of Practice for the Governance of State Bodies

The revised Code of Practice came into effect on 1 September. The Authority immediately commenced a complete review of its corporate governance arrangements in order to fully align them with the revised Code.

Protected Disclosures

The Authority received one protected disclosure during the year in relation to the recruitment and selection practice and procedure. An investigation was undertaken by an external party and the report concluded that best practice was being followed.

Information and Communications Technology (ICT)

A key focus for the Authority was the protection of ICT systems from the increasing threat of cyber security.

A security information and event management (SIEM) system was installed and commissioned early in the year. This enables the Authority to monitor in real time any events or incidents on the network that may be indicative of a cyber-attack, and to take immediate action to protect the systems. In addition, a phishing awareness software tool was procured and rolled out to measure the level of phishing awareness amongst staff. Security awareness programmes including staff training were undertaken. The Authority's security operations have matured considerably and performance is constantly benchmarked against industry peers.

A number of strategic initiatives were implemented to make the Authority's systems more stable, resilient and supportable. Newer, faster and more resilient infrastructure was introduced for some important systems, enabling faster recovery times and increased resilience.

Effective ICT support is critical to the procurement of a number of the Authority's strategic work programmes through the provision of project management services, IT strategy, specification of future technical and security requirements as well as data and information analytics requirements. In total, 30 projects were completed, with 92% meeting the relevant quality and cost criteria.

Data Protection

The Office of the Data Protection Commissioner undertook a review of data protection systems in the Authority's taxi systems during January and February. The purpose of the review was to ascertain if the procedures and practices employed by the Authority with regard to taxi regulation are in compliance with the provisions of the Data Protection Acts 1988 and 2003. The review report concluded that "there was very high organisational awareness of data protection principles in evidence generally".

Separately, a working group was established to drive the process of preparing and implementing the measures required to ensure that the Authority will be fully compliant with the new General Data Protection Regulation, which will take effect in May 2018. These include the introduction of privacy impact assessments (PIAs) for all projects and the completion of a full catalogue of the Authority's critical data assets.

There was also considerable focus during the year on reviewing, rehearsing and improving the Authority's readiness to respond to a data breach.

Irish Language

In July the Minister of State at the Department of Arts, Heritage, Regional, Rural and Gaeltacht Affairs approved the Authority's first draft scheme under the Official Languages Act detailing services to be provided by the Authority through Irish. The three year scheme came into effect on 2 August.

Oireachtas Liaison

The Authority attended meetings of the Oireachtas Committee on Transport and Communications (January) and the Committee on Transport, Tourism and Sport (October and November).

The Authority also provided written responses to requests for information from the Committee of Public Accounts and the Joint Committee on Public Service Oversight and Petitions.

The Authority responded to 477 Parliamentary Questions and written enquiries from public representatives.

Freedom of Information

The Authority processed 48 requests under the Freedom of Information Act 2014.

Vehicle Clamping

The Authority commenced preparations to enable it undertake the regulation of vehicle clamping in accordance with the provisions of the Vehicle Clamping Act 2015. By the end of the year the necessary implementation arrangements were well advanced. However, during the course of this work the Authority raised an issue with the Department of Transport, Tourism and Sport concerning how the Act deals with the consultation process before making the required Regulations. The Department subsequently determined that the Act required amendment by the Oireachtas to address this issue and this was subsequently incorporated into the Road Traffic Act 2016. As a result the Act could not be brought into operation before the end of the year.

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Role of National Transport Authority

The Authority is a statutory non-commercial State body, which operates under the aegis of the Department of Transport, Tourism and Sport

Introduction

The Authority was established on foot of the Dublin Transport Authority Act 2008.

It was originally conceived as a transport authority for the Greater Dublin Area under the 2008 Act. However, it was subsequently renamed the National Transport Authority in the Public Transport Regulation Act 2009, which extended the Authority's functions to include the licensing of buses and small public service vehicles nationally.

The Taxi Regulation Act 2013, which consolidated and updated primary legislation in relation to the licensing of small public service vehicles and drivers, also extended the geographic scope of some of the Authority's functions nationally.

The Vehicle Clamping Act 2015 gives the Authority responsibility for the regulation of clamping activities nationally. However, the Act had not come into operation by the end of 2016.

The Public Transport Act 2016 further extended the Authority's powers to empower it make bye-laws regulating the use of certain subsidised public bus services by passengers.

The Authority retains some specific functions in respect of infrastructure and the integration of transport and land use planning in the Greater Dublin Area, reflecting the particular public transport and traffic management needs of the eastern region comprising 40% of the population of the State and 43% of total State employment by place of residence.

Statutory functions

In broad terms, the Authority's statutory functions can be summarised as follows:

National (including the Greater Dublin Area)

- Procure public transport services by means of public transport services contracts;
- Provide integrated ticketing, fares and public transport information;
- Develop an integrated, accessible public transport network;
- Licence public bus passenger services that are not subject to a public transport services contract;
- Manage the Rural Transport Programme;
- Provide bus infrastructure and fleet;
- Provide cycling infrastructure and schemes to promote cycling;
- Develop and implement a single public transport brand;
- Develop and maintain a regulatory framework for the control and operation of small public service vehicles (taxis, hackneys and limousines) and their drivers;
- Prepare statutory submissions on Regional Planning Guidelines;
- Collect statistical data and information on transport;

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

Greater Dublin Area alone

- › Undertake strategic planning of transport;
- › Invest in all public transport infrastructure;
- › Secure the effective management of traffic and the effective management of transport demand.

Other functions

In addition to its statutory functions the Authority also undertakes a number of functions on behalf of the Department of Transport, Tourism and Sport on a non-statutory basis. The non-statutory functions include:

- › Planning and funding of sustainable transport projects in the regional cities of Cork, Galway, Limerick and Waterford;
- › Administration of the Smarter Travel Workplaces and Smarter Travel Campus Programmes;
- › Management of the Green-Schools Travel Programme;
- › Provision of accessibility funding to transport operators and other relevant bodies; and
- › Strategic transport planning for the regional cities (Cork, Galway, Limerick and Waterford).

Governance

Board

The Authority is governed by a Board of twelve members appointed by the Minister for Transport, Tourism and Sport. Three positions on the Board are ex officio positions reserved for the Chief Executive and another senior manager of the Authority and the Chief Executive, Dublin City Council.

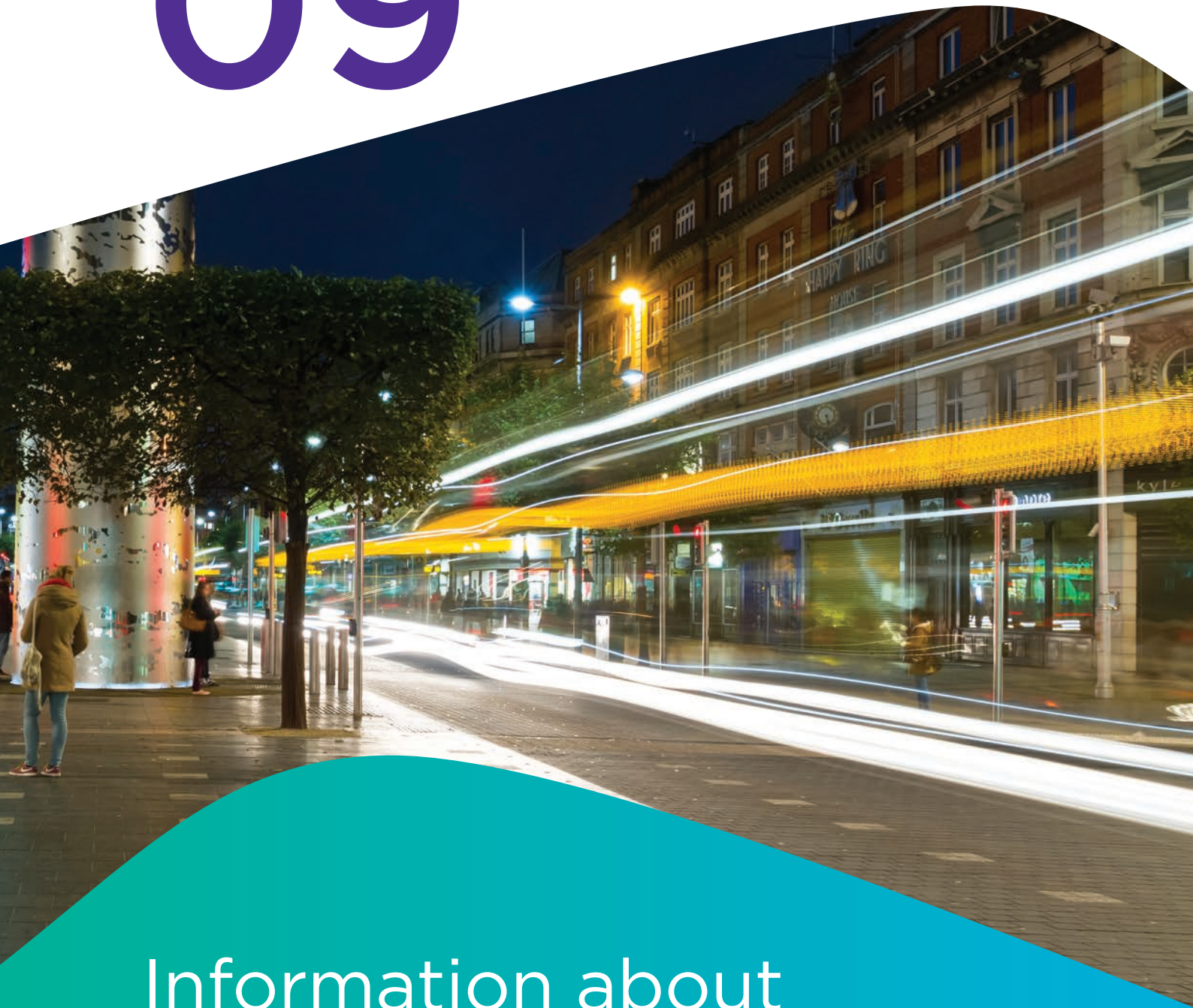
Board members may be appointed for a period of up to five years and may be re-appointed. However, Board members may serve a maximum of ten years. This restriction does not apply to the ex officio members who stand appointed for as long as they occupy the relevant position.

Advisory body

The role of the Advisory Committee on Small Public Service Vehicles is to provide advice to the Authority or the Minister for Transport, Tourism and Sport, as appropriate, in relation to issues relevant to small public service vehicles and their drivers.

Members of the Advisory Committee are appointed by the Minister for Transport, Tourism and Sport.

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Information about Board Members

Hugh Creegan

Hugh Creegan is Director of Transport Investment and Taxi Regulation at the Authority and is the Deputy CEO. He previously worked with the National Roads Authority as Section Head with responsibility for Public-Private Partnerships, Commercial Operations and Strategic Planning. He is a civil engineer with wide experience on major projects in the public and private sectors, including the Dublin Port Tunnel, and the M50 widening and associated free-flow toll collection.

Ann Fitzgerald

Ann Fitzgerald is an independent Non-Executive Director and is currently Vice Chair of the Irish Takeover Panel and Chair, Beaumont Hospital Board. She chaired the Consumer Strategy Group which led to the Government's decision to set up the National Consumer Agency and served as CEO of the Agency for five years until October 2012. Prior to that, she was the Secretary General of the Irish Association of Investment Managers, having joined the Association from the Department of Industry & Commerce in 1989. Ann has over 20 years' experience as a Non-Executive Director, primarily in commercial and non-commercial bodies in the public sector.

John Fitzgerald

John Fitzgerald has been Chairperson of the National Transport Authority since it was established in December 2009. An accountant by profession, he was Dublin City Manager from mid-1996 to 2006. In recent years he has served as Chair of An Post and of the Grangegorman Development Agency. He also chaired the two Regeneration Agencies set up in Limerick following his report to Government on problems of social exclusion in that city.

Frank Gleeson


Frank Gleeson is the managing director of Aramark Food services. Aramark Ireland has more than 5,000 employees across 985 locations. Its world-class experience and expertise in workplace solutions, food service, convenience retailing, environmental services and property enables it to provide a fully integrated solution to Irish and EMEA companies.

Gleeson began his career in retail as an operations director for O'Brien's Fine Wines. He later served as vice president of retail for Statoil Ireland. More recently he was retail director for Topaz Energy Group since 2005, where he led the rebranding of the company in 2008 and was responsible for the retail business of more than 340 sites. Gleeson is chairman of Irish employers group IBEC's energy policy committee, former chairman and current board member of Retail Ireland and also a council member of IBEC. He is Vice Chairman of international for NACS and directs its global engagement in transport fuels and convenience retailing. He is a member of the Irish Directors Institute and the Labour market council. He graduated in business management from the Irish Management Institute.

Anne Graham


Anne Graham was appointed Chief Executive Officer of the National Transport Authority in January 2015. Prior to that she served as the Authority's Director of Public Transport Services. Anne is a Chartered Engineer and holds a Masters of Engineering Science in Transportation from UCD and an MBA from DCU. She has worked with the Dublin Local Authorities as a Civil Engineer, as Project Manager on many projects and as an Area Manager in the South West area of Dublin City, bringing local authority services closer to consumers in four local offices.

Dr Berna Grist


Dr Berna Grist is a Senior Lecturer in the School of Planning and Environmental Policy at University College Dublin. A barrister and chartered town planner, she holds a PhD from the University of Ulster on The Legislative and Regulatory Framework for Development in the Republic of Ireland and has published widely in the fields of planning and environmental law, public policy and governance. Her previous appointments include membership of An Bord Pleanála (2001-2006).

Owen Keegan

Owen P. Keegan was appointed Dublin City Manager in September 2013 having served as County Manager of Dún Laoghaire-Rathdown County Council from February 2006. Before joining the Council he worked for Dublin City Council, where he was Assistant City Manager and the Director of Traffic. Prior to October 1993 he worked as an economist for DKM Economic Consultants/Davy Stockbrokers. He has also worked in the Department of Finance, and the Economic and Social Research Institute and for two periods in the Department of the Environment, Community and Local Government. Mr Keegan is from Dublin. He holds degrees in public administration, economics and civil engineering.

Pat Mangan

Pat Mangan served as an Assistant Secretary in the Department of Transport from 1995 to 2010 where his responsibilities included public transport, transport investment and finance. Prior to that, he was head of road policy in the Department of the Environment and chaired the Dublin Transportation Initiative. He is currently a member of the Council of the Chartered Institute of Logistics and Transport in Ireland.

Frank O'Connor

Frank O'Connor is Chief Executive Officer of Airtel ATN Limited, a supplier of data communication solutions for the aviation industry. He co-founded the company in 1998. Prior to co-founding Airtel, he worked in several software development companies including US multi-nationals Retix and CACI. He started his career in 1976 at Systems Dynamics, where he spent eight years including two in Germany and the Netherlands. He was a non-executive director at Aer Lingus in 2014/15.

Fiona Ross



Fiona Ross is an experienced Director and Non-Executive Director. She was appointed the Director of the National Library in 2010 after a 25 year career in international financial services. Following two terms as Director/CEO of the National Library of Ireland Fiona expanded her portfolio of non-executive directorships and also co-founded MyndServ a digital health care company.

Fiona brings expertise in governance and financial services to her roles on UK and Irish Boards including as founding Museum Director of EPIC Ireland at CHQ, The Driver and Vehicle Safety Agency UK, The National Archives UK, The Registers of Scotland and JK Funds. Fiona served as Chair of the Council of National Cultural Institutions and on the Board of the Association of Chief Executives of State Agencies in Ireland. Fiona is also a qualified lawyer with expertise in the area of leadership and governance and combines extensive international experience with contemporary public/private sector knowledge. Fiona recently completed a governance fellowship at George Washington University in Washington DC and is currently undertaking a Master's degree in Cyber Psychology.

Linda Saunders



Linda Saunders' experience ranges from Senior Executive Planner in the Dublin Transportation Office and CEO of Wicklow Chamber of Commerce to CSO Census manager, hotelier and Director of Co. Wicklow Tourism. She worked in London on strategic modelling of freight transport and has a keen interest in sustainable transportation. She has an M.Sc. in Urban & Regional Planning and an MBA. She is a Member of the Institute of Directors.

Sinéad Walsh



Sinéad Walsh is a Producer who has worked in the area of social access awareness in the Dublin area. Sinéad worked directly with Dublin Bus and Iarnród Éireann on the development of disability awareness programmes for staff and drivers across the road, rail and infrastructure networks.

A Trinity College Dublin graduate with a Masters in Digital Media Management Sinéad also teaches in the area of special education. Sinéad joins the National Transport Authority with the commitment to access for all.

