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Chairperson's Foreword

Public transport plays a vitally important role in Ireland. Employers and employees need access to attractive, reliable and affordable public transport. Retail stores, the hospitality industry, sporting venues and public cultural institutions are among those many strands of society that are dependent on good public transport services for customers and visitors. A significant number of citizens, including many who are among the most disadvantaged in society, are wholly dependent on public transport to meet their travel needs. Public transport also makes a necessary and important contribution to reducing emissions from transport and making effective use of scarce road space, particularly in urban areas. Finally, Ireland's tourism industry is underpinned by public transport.

The public transport system is only able to accomplish all of these important societal and economic roles with the benefit of significant financial subsidies from the State i.e. the taxpayer.

In the current economic climate the stark reality is that the State has very limited financial resources at its disposal. Accordingly, the members of the Authority are keenly aware that the need for cost effective public transport services has never been greater. The challenge for the Authority is to try to secure the provision of a high quality public transport system notwithstanding reduced financial resources. Of course, many public services, which are funded from the public purse, face a similar challenge.

Getting our land use planning right is vital to address the ever-increasing growth of car commuting. Decisions on housing and office developments need to be aligned with the availability of public transport provision. Accordingly, regional and local planning by planning authorities integrated with and

complemented by the Authority's role in providing effective strategic planning for transport will have a key part to play in developing more sustainable settlement and travel patterns which benefit the development of our economy.

My fellow Board members and I are determined that the National Transport Authority should play its part in the nation's economic recovery. The members of the Board have been appointed until the end of 2014 in most cases, which will provide continuity in this important early stage of the Authority's existence.

During 2010 the Board adopted an interim Statement of Strategy covering 2010 – 2011 which has provided us with initial short term goals to guide our organisation.

The Board recognises that the Authority cannot expect or demand efficiencies and economies from others unless it shows that it is prepared to expect and demand the same of itself. Accordingly, we are also committed to ensuring that the Authority's substantial capital and current budgets, including in particular its own administrative expenditure, are properly and prudently administered. In this regard an Audit Committee was established at an early stage in 2010.

Finally, I would like to thank Board members and all the staff of the Authority for their contribution and commitment during the year.



John Fitzgerald

Chief Executive's Overview of the Year

This Annual Report outlines the remit and work of the Authority during its first year¹.

In December 2009, and at various stages during 2010, the Minister for Transport made a series of Ministerial Orders under the Dublin Transport Authority Act 2008 and the Public Transport Regulation Act 2009 by which functions and powers were formally transferred to the Authority. As a result, by the end of 2010 the Authority had already acquired all of the functions and powers provided for in those Acts². In addition, the Authority's remit in respect of integrated ticketing and public transport information had been extended beyond the Greater Dublin Area and the Authority was given responsibility for the enforcement in Ireland of EU Regulation 1371/2007 concerning rail passengers' rights.

In fulfilling its mandate and exercising its functions the Authority is determined to adopt an open, transparent, and evidence based approach to decision-making concerning public transport issues. Much material is loaded on our website for public viewing including planning submissions that we have made to various authorities, the quarterly performance reports of transport operators, consideration of public transport fares, technical reports on our strategic transport planning and other analytical reports.

Inevitably, the current economic and financial situation is having an impact on the rollout of major new public transport infrastructure projects in the Greater Dublin Area. Nonetheless, significant capital investment took place in light rail, heavy rail, bus and walking and cycling programmes.

The first significant decision of the Authority following its establishment was to enter into Public Service Contracts with the three CIÉ

companies, which are legally binding on both the Authority and the companies. Through the Contracts we have been working with the CIÉ companies to ensure the maximum return for the Exchequer from the subvention provided for loss making services operated by the companies.

Notwithstanding budget constraints, there is a great deal that can be done in the short-term to extract more value from the existing network of services. An efficient, high-quality public transport system, which attracts increased patronage will realise many important economic benefits for customers, businesses and the national economy.

Accordingly, the Authority has been particularly focussed during 2010 on addressing the integration deficit in public transport through the development of measures such as the integrated ticketing project, real-time passenger information and online journey planner. The benefits of this work are already being seen in the current year.

An important reason for establishing the Authority was to strengthen interaction between land use and transport planning in the Greater Dublin Area. The key task in that regard during 2010 involved bringing the preparation of a long-term transport strategy for the Area to a successful conclusion.

Not only for the Greater Dublin Area but also for all the regions in the state, the Authority discharged a significant body of work through inputting into all the Regional Planning Guidelines that came up for review.

At a corporate level a great deal of focus was on the cost effective establishment of the new organisation which is drawn from existing public sector bodies and resources. That has involved putting in place the structures and processes

1. For the sake of completeness this Annual Report covers a 13-month period as the Authority came into existence on 1 December 2009.

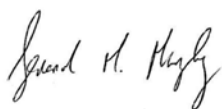
2. As the Authority only assumed responsibility for the small public service vehicle industry on 1 January 2011, issues relating to the industry are not covered in this Annual Report.

needed to underpin the Authority's statutory functions. The Authority is determined to be an efficient and cost effective organisation. Accordingly, we are working hard to ensure that administrative costs and budgets are kept to a minimum.

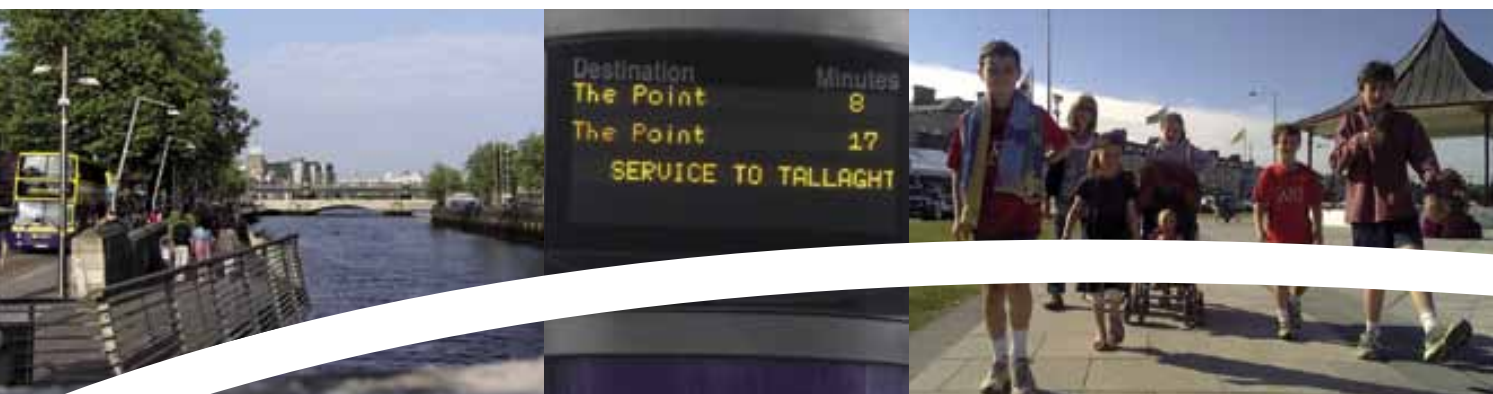
I would like to record my appreciation of the efforts of all of the staff of the Authority during 2010 including those Department of Transport, Tourism and Sport personnel who have been assigned to work at the Authority in the short-term.

The Authority is committed to developing and maintaining professional relationships with all of our stakeholders including statutory bodies, public representatives, representative organisations and the travelling public.

In summary, I believe that 2010 has been a year during which the Authority has succeeded in laying a secure foundation on which the Authority can deliver real and positive improvements in the organisation and delivery of public transport across the State.



Gerry Murphy





Public Interest Statement

Introduction

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

The Authority has responsibility for

- Procuring public bus and rail services nationally;
- Licensing commercial public bus services nationally;
- Integrating information across these services;
- Providing an integrated transport system in the Greater Dublin Area³.
- Regulating the small public service vehicle industry nationally⁴;

The National Transport Authority was established on foot of the Dublin Transport Authority Act 2008 and Public Transport Regulation Act 2009. While it was originally conceived as a transport authority for the Greater Dublin Area under the 2008 Act, it was recast as the National Transport Authority by the 2009 Act, which extended its functions and geographic remit.

The functions of the Authority can be summarised as follows:

National Functions

1. Procure public transport services by means of public transport services contracts,
2. License public bus passenger services that are not subject to a public transport services contract,
3. Provide integrated public transport information,
4. Develop and maintain a regulatory framework for the control and operation of small public service vehicles and their drivers.

Greater Dublin Area Functions

1. Undertake strategic planning of transport,
2. Promote the development of an integrated, accessible public transport network,
3. Promote increased recourse to cycling and walking as a means of transport, and
4. Secure the
 - a. provision of public transport infrastructure,
 - b. provision of integrated ticketing and information systems for public transport⁵,
 - c. effective management of traffic,
 - d. effective management of transport demand,
 - e. development and implementation of a single public transport brand,
 - f. collection of statistical data and information on transport, and
 - g. conduct of research into transport.

Governance & Administration

Board

The Authority is governed by a Board comprising up to twelve members appointed by the Minister for Transport, Tourism and Sport.

Three positions on the Board are *ex officio* in nature. Those positions are reserved for the CEO, another senior manager of the Authority and the Dublin City Manager.

Board members may be appointed for a period of up to five years and may be re-appointed. However, Board members may only 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.

3. Dublin, Kildare, Meath and Wicklow

4. From 1 January 2011

5. These functions have been extended to some areas outside the Greater Dublin Area by Ministerial Order

Executive

The Executive is headed up by a Chief Executive Officer, who is supported by five direct reports –

1. Director of Corporate Policy & Services⁶;
2. Director of Finance;
3. Director of Public Transport Services;
4. Director of Taxi Regulation; and
5. Director of Transport Planning and Investment.

Advisory Bodies

There is provision in the legislation for two statutory Advisory Councils, which are both to be independent of the Authority. They are –

- Advisory Committee on Small Public Service Vehicles⁷;
- National Transport Authority Advisory Council.

The Advisory Committee 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.

The purpose of the Advisory Council, which was not established during 2010, is to monitor how the Authority discharges its functions relevant to the Greater Dublin Area and to make recommendations in that regard. The Authority and the Minister for Transport, Tourism and Sport, as appropriate, may consult or seek the advice of the Advisory Council.

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

Public Interest

The legislation from which the Authority derives its powers and functions sets out a range of public interest objectives regarding transport, environmental sustainability, social cohesion, economic progress, accessibility, regulated competition and value for money.

Ministerial Directions and Guidelines

The legislation governing the Authority provides that the Minister for Transport, Tourism and Sport may issue policy directions or guidelines to the Authority regarding its functions.

No policy directions or guidelines were issued during the period under review⁸.

Regulatory Forum

In February 2010 the Chief Executive represented the Authority at the inaugural meeting of a new Regulatory Forum established by Government. The Forum is focused on ensuring that the economic regulatory system in Ireland is “fit for purpose”, robust and responsive to changing economic, environmental and social needs. Nine key economic regulators, including the Authority, participated in the meeting.

6. Position vacant since February 2011

7. From 1 January 2011

8. December 2009 to 31 December 2010





National Activities

Introduction

As set out earlier, the Authority's national functions relate to the regulation of public transport services through the procurement of public transport services under Public Service Contracts, the licensing of commercial bus services, advising Regional Authorities on transport and land use planning at a regional level and enforcing EU law on rail passenger rights.

Public Transport Service Contracts

The Authority entered into Contracts for the provision of socially necessary but financially unviable public transport services with Dublin Bus and Bus Éireann for 5 years and with Iarnród Éireann for 10 years on 1 December 2009. These contracts reflect and comply with EU Regulation 1370/2007. The EU Regulation lays down the conditions under which public authorities, when imposing or contracting for public service obligations, compensate public services operators for costs incurred and/or grant exclusive rights in return for the discharge of public services obligations.

The Contracts set performance standards for the operators with regard to the reliability, punctuality and quality of services provided. Throughout 2010 the Authority monitored the performance of the transport operators; this monitoring is consolidated in quarterly reports and statistical analysis. The operators all met the performance-related standards set out in the Contracts and the related compensation (10% of the overall level of compensation agreed) was paid. A review of the performance targets in light of actual performance in 2010 was initiated with a view to setting enhanced performance standards in 2011.

The Contracts and performance reports are published on the Authority's website.

Social Impact

The Authority developed a Social Impact Estimation Methodology to help determine social needs in the context of available funding for public transport services. The Methodology, available on the Authority's website, is to be used by operators in making major rationalisation proposals to the Authority. It provides the Authority with a structured analytical basis upon which it can approve or initiate major changes to socially necessary services. The Methodology allows operators and the Authority to rank the social value of services by producing a Social Impact Score and applying a Value for Money Assessment.

The Methodology was used by Iarnród Éireann as part of its submission to the Authority to suspend rail passenger services on the Waterford to Rosslare line in favour of an alternative bus service. The conclusion reached was that the proposed bus service would produce a much higher social value than the existing rail service, and on that basis rail passenger services were terminated.

Changes to Funded Bus Services

During 2010 the Authority considered **319** proposals for changes to funded bus services operated by **Bus Éireann**. Many of these proposed changes were part of the operator's Cost Recovery Plan which had been developed following the publication, in January 2009, of the Deloitte Cost and Efficiency Review of Dublin Bus and Bus Éireann. Bus Éireann is required, under the terms of the Public Service Contract, to implement the findings from this Review.

The Authority also processed **240** proposals for changes to funded bus services operated by **Dublin Bus**. Many of these proposed changes were part of the Network Direct Project which had been developed following the publication, in January 2009, of the Deloitte Cost and Efficiency Review. Dublin Bus is required, under the terms of the Contract, to implement the findings from this Review. The Project incorporates a complete redesign of the network of funded services operated by Dublin Bus to offer faster, more direct services and also to rationalise costs. Changes to services in the Stillorgan, Lucan and Blanchardstown Corridors were approved by the Authority and implemented in 2010.

In the case of **Iarnród Éireann**, the Authority processed **106** proposals for changes to funded rail passenger services. This included consideration of the proposal by Iarnród Éireann to suspend rail passenger services on the Waterford to Rosslare line and substitution by an alternative revised network of bus services. Approval was given following consideration of a submission by the South East Regional Authority and incorporated a number of conditions. These included the requirement for an asset management regime to be in place to ensure the line is maintained sufficiently to allow the re-instatement of services should transport demand and economic circumstances improve sufficiently.

Light Rail Operations Contract

Light rail services in the Greater Dublin Area are operated by Veolia Transport Ireland Limited under contract to the Railway Procurement Agency, which has been assigned this function by the Authority. No subvention is currently paid towards the operation of light rail services.

The Authority publishes quarterly performance reports in respect of the Veolia contract on its website, www.nationaltransport.ie.

Bus Licensing

In December 2009 the Minister for Transport commenced certain provisions of the Public Transport Regulation Act 2009⁹ in order to facilitate the preparation and adoption by the Authority of new comprehensive Guidelines for the Licensing of Public Bus Passenger Services. This was a necessary precursor to the transfer of the bus licensing function from the Department of Transport to the Authority.

An extensive public consultation process was undertaken between July and September and new Guidelines were adopted by the Board in November. The purpose of the new Guidelines is to make the application and decision making process clear and easy for operators to understand by providing advice on the processes and principles of the public bus passenger licensing system.

The Guidelines explain how the regulatory process will be used to serve the transport customer and enable competition within a structured framework. The Guidelines also set out the categories of licences, the periods of validity for these licences, the relevant fees and an indicative timescale for processing applications.

Following approval of the Guidelines, responsibility for the licensing of bus services transferred from the Department to the Authority in December¹⁰. This involved the transfer of outstanding licence applications and licence amendment applications to the Authority for consideration. However, in accordance with the provisions of the Public Transport Regulation Act 2009 these applications fell to be considered in accordance with the legislation that had

previously applied when the applications were originally made.

Revised, streamlined internal processes, accompanied by staff training, were introduced with a view to ensuring a thorough, productive and user-friendly service for applicants under the bus licensing regime established under the new Guidelines.

Rail Passengers' Rights

In December 2010, the Minister for Transport designated the Authority as the body responsible for the enforcement in Ireland of EU Regulation 1371/2007 concerning rail passengers' rights and obligations¹¹.

Consumers can now access information on the Authority's website on their rights and on the procedures they can follow in the case of complaints.

Extension of Remit

During 2010 the Minister for Transport extended some of the Authority's functions beyond the Greater Dublin Area. The Authority is required to provide integrated public transport information in Cork, Galway, Limerick and Waterford¹² and contiguous counties while the Authority's mandate with regard to integrated ticketing has been extended to the rest of the State¹³. Developments in respect of these matters are outlined elsewhere.

Regional Planning

Regional Planning Authorities outside the Greater Dublin Area are required to consult with the Authority when they are preparing

regional planning guidelines for their areas and to explicitly address the Authority's views in determining their final guidelines.

All eight Regional Authorities in the state brought forward new regional planning guidelines in 2010. This generated a heavy volume of analytical work and preparation of submissions. Details of submissions made by the Authority to the Regional Planning Authorities in 2010 are set out in Appendix 1. This process generated opportunities for immediate active engagement with Regional Authorities on the integration of land use planning and public transport provision. The Authority is now represented on the Implementation Groups which co-ordinate and manage the implementation of the Guidelines in each region and strong productive links have been built up between the parties.

The Authority places a strong emphasis on evidence-based planning and, as part of its comprehensive transport planning function within the Greater Dublin Area, the Authority maintains a significant amount of data on a range of land use attributes which in turn generate a demand for transport and influence the rate and pattern of movement within the region.

During 2010 the Authority expanded these data sets to provide national coverage. All the data is maintained as spatial data sets, which allow for analysis to be undertaken from the regional level down to the local level. Access to this data is made available to local and regional authorities, as required, to assist in their own work.

Work to develop a National Transport Model was started during the year, which will help to standardise the approach to developing and investing in transport projects across the State.

11. Statutory Instrument No. 646 of 2010

12. Statutory Instrument No. 139 of 2010

13. Statutory Instrument No. 467 of 2010



Greater Dublin Area Activities

Introduction

As outlined above, the Authority has been given a wide range of functions relating to the Greater Dublin Area (GDA), which covers the counties Dublin, Kildare, Meath and Wicklow. The purpose of these functions is to enable the Authority to secure the development of an integrated transport system for the Area, which is the most populous and heavily trafficked region of the State.

The Authority's functions in respect of the GDA break-down into the following broad areas -

- a. strategic planning of transport and traffic management;
- b. capital investment in public transport infrastructure and traffic management measures;
- c. public transport services and their integration.

However, implementation of the Authority's plans is generally undertaken by the appropriate public authority¹⁴ acting on the Authority's behalf although the Authority does have the power to undertake this role itself, if required. The Authority also has power to assign its integration functions to third parties, where appropriate.

Strategic Planning

The Authority is required to produce a Transport Strategy, Integrated Implementation Plan and Strategic Traffic Management Plan for the GDA. The Transport Strategy and Implementation Plan must be approved by the Minister for Transport, Tourism and Sport. The Strategic Traffic Management Plan must be approved by the Board of the Authority.

Transport Strategy

A key rationale for the establishment of the Authority was to improve the interaction between transport and land use planning. Accordingly the Authority is required to develop a cycle of transport planning that is inextricably linked with and supports the cycle of regional and local land use planning as carried out by the Regional and Local Planning Authorities within the Greater Dublin Area. The principal output by the Authority is the Transport Strategy which is required to be consistent with the Regional Planning Guidelines for the GDA and *vice versa*. The Authority must also review the development plans and local area plans of each local planning authority within the GDA for consistency with the Transport Strategy.

Of course the strategic planning of transport and development is a long-term undertaking. Accordingly the Transport Strategy has a 20-year horizon and Regional Planning Guidelines have a 12-year horizon, with both having to be reviewed on a 6 yearly basis.

During 2010, detailed work continued on developing the Authority's first Transport Strategy for the Greater Dublin Area known as 2030 Vision.

A fifth round of stakeholder consultation was held in January to consider the merits or otherwise of projects / interventions that could be included in the draft Strategy. The consultation involved some 90 stakeholders drawn from the business, community and education sectors as well as representatives of Government Departments, transport operators and users, and public representatives.

Developmental work was completed to improve the robustness and accuracy of the Trip Attraction and Generation Model (TAGM). This model is used

14. e.g. local authorities, Irish Rail, Railway Procurement Agency, etc

as a key input when modelling project effects and carrying out subsequent economic appraisal of contender projects.

Technical papers addressing possible initiatives in the Transport Strategy and describing in some detail the relationship between the Strategy and the regional land use strategy which it is intended to support and facilitate were prepared, considered and adopted by the Strategy Steering Group. In addition, the Authority procured advice from consultants regarding some of the more complex projects, particularly rail projects. Consultants also continued the development of a Strategic Environmental Assessment and a Habitats Directive Assessment of the emerging Transport Strategy.

Towards year-end, planning and preparation for a major public consultation on the Draft Transport Strategy took place, culminating in its launch in January 2011. Throughout the process of preparing the strategy, and during the consultation, the Authority maintained a comprehensive bank of information on its dedicated website www.2030vision.ie.

Land Use Planning

The Authority worked closely with the Regional Planning Guidelines Office throughout 2010 in the preparation of Regional Planning Guidelines for the Greater Dublin Area with a view to ensuring that the Draft Transport Strategy and the settlement strategy for the Area would align.

In addition to the Regional Planning Guidelines, the Authority's statutory functions include the monitoring of development plans, local area plans and other statutory plans by local authorities, and plans prepared by the Grangegorman Development Agency and the Dublin Docklands Development Authority.

During 2010 the Authority took a pro-active approach in establishing strong working relationships with the local authorities and other agencies with a view to

- ensuring that the policies and objectives set down in the Transport Strategy are realisable,
- understanding local issues and their impacts, and
- supporting local authorities in contributing to delivering the Transport Strategy.

This consisted of a two-pronged approach, firstly involving working in liaison in advance on the plans that have yet to be published and secondly considering and commenting upon published draft statutory plans.

Details of the principal submissions made by the Authority to Regional and Local Planning Authorities in the Greater Dublin Area in 2010 are set out in Appendix 1. During the year the Authority also made a number of submissions to planning authorities and to An Bord Pleanála concerning individual planning proposals in the Greater Dublin Area as well as responding to consultations on planning policy.

Integrated Implementation Plan and Strategic Traffic Management Plan

Within nine months of the approval of the Authority's Transport Strategy by the Minister for Transport, Tourism and Sport, the Authority must bring forward an Implementation Plan setting out a detailed, costed plan for the integration of public transport infrastructure and services over a 6-year period.

As the main focus during 2010 was on preparation of the Draft Transport Strategy

preliminary work only was undertaken on the preparation of an Implementation Plan and Traffic Management Plan.

Capital Investment in Public Transport Infrastructure and Traffic Management Measures

The Authority is responsible for the public transport capital investment programme in the Greater Dublin Area. In carrying out its responsibility, it ensures that the investment is targeted in a manner that provides the best return to the State on that investment and the most transport gain to the Area. It also ensures that those projects which are funded are managed in a way that delivers the intended result in a timely manner and within budget.

During 2010 the Authority developed a suite of guidance documents to ensure the optimal management of public transport investment projects, whether delivered through Public Private Partnerships or by conventional procurement.

The delivery agencies are required to adhere to these guidelines in developing and carrying out capital projects. The guidelines ensure clarity on staged approval processes for multi-million projects, and commonality of cost preparation and cost reporting. Uniformity of project management practices across agencies allows for ease in migrating practice improvements between agencies. Large capital programmes need continual review to improve process delivery for the benefit of the taxpayer, and lessons learned by one agency need to be applied across all agencies.

These documents, available on the website, are referenced in Appendix 2.

Railway Investment Programme

During 2010, Irish Rail undertook major infrastructure development projects, including the completion of the first phase of the Navan rail line, re-signalling work on the rail system in the city centre area, the Kildare Route Project and planning and developing the DART Underground tunnel and ancillary improvements projects.

Substantial progress was achieved during the year, with a new rail line connecting Dunboyne to the Maynooth line and onwards to Docklands Station opening in September 2010 along with a major 1,200 space park & ride site at the M3 Parkway.

Works continued during 2010 on the City Centre re-signalling project. This is an example of a significant project that may be less well known to the public but yet has significant benefits for transport customers as it will resolve some of the current constraints that exist through the city centre rail network area. Currently, generally only 11 trains in each direction can pass through the central Connolly area in the peak hour. Upon completion of the re-signalling project this will increase capacity of the line to be able to handle at least 17 train movements in each direction per hour, and potentially under optimum conditions and with other track works, 20 trains per direction per hour which will facilitate the operation of a greater level of service on lines feeding into the trunk section than is currently possible.

A number of other projects were in planning during 2010. The most significant of these is the DART Underground tunnel and ancillary works. An Bord Pleanála commenced the oral hearing on this proposal in December 2010.

Progress was also made in preparing Railway Orders for submission to An Bord Pleanála for the electrification of the Maynooth line and

the second phase of the Kildare Route Project (Inchicore to Hazelhatch).

In addition, a new DART station opened at Clongriffin in April 2010.

The roll-out of automatic ticket validation machines continued with the equipping of a further 33 stations in 2010.

Light Rail Investment Programme

The 1.5 km extension of the Luas Red line to the Docklands area was completed and opened for passenger services in December 2009. That was followed in October 2010 with the opening of the 7.5 km extension of the Luas Green Line to Cherrywood and Brides Glen. Both of these extensions build on the success which Luas has enjoyed since its inauguration in 2004 and represent further progress in extending the Luas network within the metropolitan area of the Greater Dublin Area.

Construction of a spur off the Luas Red Line to Citywest and Saggart also progressed throughout 2010. In September work on the installation of the overhead contact system and the communications and signalling systems commenced and by the end of 2010 the track works were completed.

Progress continued on the planning and design of Metro North. In October, the Railway Procurement Agency (RPA) secured a railway order (planning permission) for Metro North, subject to certain conditions. In particular the railway order provided that the Metro North project would terminate at the proposed Estuary Stop in Swords, rather than at Belinstown as planned, where depot facilities were proposed nearby. As a result of this decision, it is necessary for the RPA to apply for a further Railway Order

for another depot location south of Dublin Airport at Dardistown. Work continued during the remainder of 2010 to bring the amended proposal to the stage of applying for a second Railway Order.

Work on other future Luas and Metro lines was also advanced in 2010. In June, the RPA submitted its application to An Bord Pleanála for a Railway Order in respect of the proposed cross-city link (Luas Line BXD) which will integrate the existing Red and Green Lines and provide a connection to Broombridge. In October, the RPA applied to An Bord Pleanála for a Railway Order in respect of the planned orbital route, Metro West.

Traffic Management Programme

The Authority expanded the Traffic Management Grants programme to ensure wider geographical coverage and also to expand the funding for measures that support sustainable transport. This enabled local authorities in the Greater Dublin Area to progress sustainable transport measures, including both design and implementation of bus priority and bus operational measures, cycling facilities, pedestrian improvements, improvements to public transport passenger information and various transport studies.

The Grants Programme resulted in the delivery of some 9.3 km of new bus lanes, in addition to the implementation of projects that will enable bus priority at signal controlled junctions, both stand-alone and as part of an Urban Traffic Control scheme within the Dublin City Council area.

To give a flavour of the breadth of this grants programme details of projects funded through the Traffic Management Grants programme are set out in Appendix 3.

Integration of Transport Services

The regulation of transport services through contracts and licensing in the Greater Dublin Area has already been covered earlier in relation to the Authority's national functions.

As outlined earlier in this report major capital projects are planned which will improve the physical integration of the public transport network in the GDA. The Authority is also pursuing the implementation of measures to enable the travelling public more easily plan and undertake travel by public transport, particularly where that involves transferring between modes or operators. The Authority's objective in this regard is the development of an integrated, seamless public transport network. The integration measures principally comprise integrated travel information, ticketing and fares systems operating under a common transport brand.

During 2010 the Authority identified an urgent need to improve the availability of information for transport customers generally. In particular, the Authority noted that although significant travel information is already available, in many cases transport customers may have to gather information from a number of different sources before they can plan a journey, particularly by public transport. In addition, transport customers also require access to real time information during the course of a journey.

The Authority decided to address these shortcomings through pursuing the development and deployment as quickly as possible of information and communications systems.

Real Time Passenger Information (RTPI)

The RTPI project involves the installation throughout the Greater Dublin Area (GDA) of 450

on-street information signs capable of displaying the arrival times of buses. In addition, real-time information for the remainder of the 5,000 bus stops in the region will be available through text message and from a website.

The Minister extended the Authority's functions¹⁵ with a view to facilitating the extension of RTPI to the major regional cities. As a result the Authority established project management structures to provide real time information signs and the supporting services firstly in Cork and then in Limerick, Waterford and Galway.

Using its statutory powers the Authority formally assigned responsibility for the technical roll-out of RTPI in the GDA and regional cities to Dublin City Council. A parallel and supporting investment programme in Automatic Vehicle Location for the Dublin Bus fleet was in place. By the end of the year, the test phase had begun with ten (10) RTPI signs installed for extensive testing and monitoring.

The need for the creation of a one stop shop for customer travel information is clearly evident. This integrated customer space necessitates an effective transport brand/identity to reflect and signal the integrated nature of the public transport network. The Authority developed an overarching brand which could coexist with existing transport brands but would fill the information gap for customers.

Transport for Ireland was chosen as the brand name and is supported by a website, www.transportforireland.ie, which the Authority intends will become the hub for the dissemination of integrated travel information to transport customers.



The RTPI project is operating under the *Transport for Ireland* brand and the real time information will be made available on the *Transport for Ireland* website.

National Intermodal Journey Planner

During 2010 the Authority started to develop a National Intermodal Journey Planner in order to enable transport customers to better plan their travel within Ireland.

The Journey Planner will ensure that transport customers perceive an integrated transport network rather than a disjointed collection of services, operators and modes. The Journey Planner will not be limited to public transport but will encompass a wide range of travel options including walking, cycling, driving, bus, rail, tram, and taxi. The Journey Planner will be capable of integrating with similar systems in Northern Ireland, Britain and mainland Europe.

The Authority engaged specialist consultants to assist in scoping the project, developing the business case and preparing tender documents for the different contracts required to build the Journey Planner.

As in the case of the RTPI project, the Journey Planner will operate under the *Transport for Ireland* brand and will be available on the *Transport for Ireland* website.

Integrated Ticketing

Another key integration measure is the development of an Integrated Ticketing scheme for the Greater Dublin Area which will allow the public transport user to use a smartcard to transfer on a cashless basis between the different transport providers while making a journey.

Following establishment of the Authority, the Chief Executive of the Authority joined the non-statutory Integrated Ticketing Project Board¹⁶ in preparation for the transfer of the function to the Authority. However, it was not until 30 September 2010 that statutory responsibility for Integrated Ticketing transferred to the Authority from the Railway Procurement Agency (RPA)¹⁷. At the same time the Authority's remit with regard to integrated ticketing was extended to the rest of the State.

However, in order to provide continuity during the project's critical testing and roll-out phases, the Authority assigned day-to-day technical responsibility for all Integrated Ticketing development work to the RPA pending the commencement of operations. The Authority also decided to retain the Integrated Ticketing Project Board until start of operations for continuity purposes.

In the final quarter of 2010 the back office, previously delivered by IBM, was fully tested and accepted by the project team. This system is based on a "customised off the shelf" solution which is already in use in Singapore having been developed there by the Land Transport Authority to manage their highly successful smart card scheme.

During this period the project developed in-house a sub-system called the Multi-Bank Sub-system which, along with the IBM supplied General Ledger, support financial processes. These systems were subsequently handed over to the Integrated Ticketing operator, Hewlett Packard, for testing.

A further additional requirement which was identified was a Product Apportionment

16. The Project Board was established on an administrative basis by the Minister for Transport in 2006 pending establishment of the Authority.

17. Statutory Instrument No. 468 of 2010

Sub-System. This was also developed in-house to support enhanced use of the ePurse facilities through fare capping and transfer rebating. These facilities provide the Authority with effective tools to offer customers of public transport innovative ways to pay for travel.

Before the end of 2010 Hewlett Packard had completed the design of the website which then progressed to development.

The Integrated Ticketing common card readers known as Smart Card Interface Modules were successfully installed into all Luas validators, and onto Dublin Bus vehicles in the Summerhill depot. Payzone, the top-up network provider, continued work to develop their top-up terminals in line with the programme.

By the end of 2010, the systems required to support inter-operator testing of the scheme had been established.





Services provided on behalf of the Department of Transport

Traffic Management

At the end of 2010 Department of Transport, Tourism and Sport requested that the Authority provide analytical and administration services on its behalf for the disbursement of grants for traffic management and bus priority measures in Cork, Galway, Limerick and Waterford. The Authority commenced this role by immediately reviewing the various transport studies either completed or being undertaken by the regional cities and by establishing links with the local authorities involved so as to set priorities for funding.

Managing Travel Demand

Workplaces

The Authority operates the Smarter Travel Workplaces programme on behalf of the Department of Transport, Tourism and Sport. The purpose of the programme is to support large employers to encourage more sustainable commuting and travel choices amongst their staff.

Partners of the programme have the opportunity to work with a Travel Planner/ Facilitator in a hands-on manner to address commuting, fleet or business travel issues. They also have access to a network of experienced organisations interested in sustainable travel.

The target is to work with 100 of the largest employers in Ireland by mid-2012, involving 250,000 staff, and then to learn from this experience to extend the principle of workplace travel planning to other workplaces across the rest of the country.

In December 2009, 46 partner workplaces were engaged in the programme. By the end of 2010, 77 partners involving more than 132,000 employees and students were engaged

nationwide. These include hospitals, major multinational employers, local authorities, universities and Institutes of Technology, and commercial state bodies.

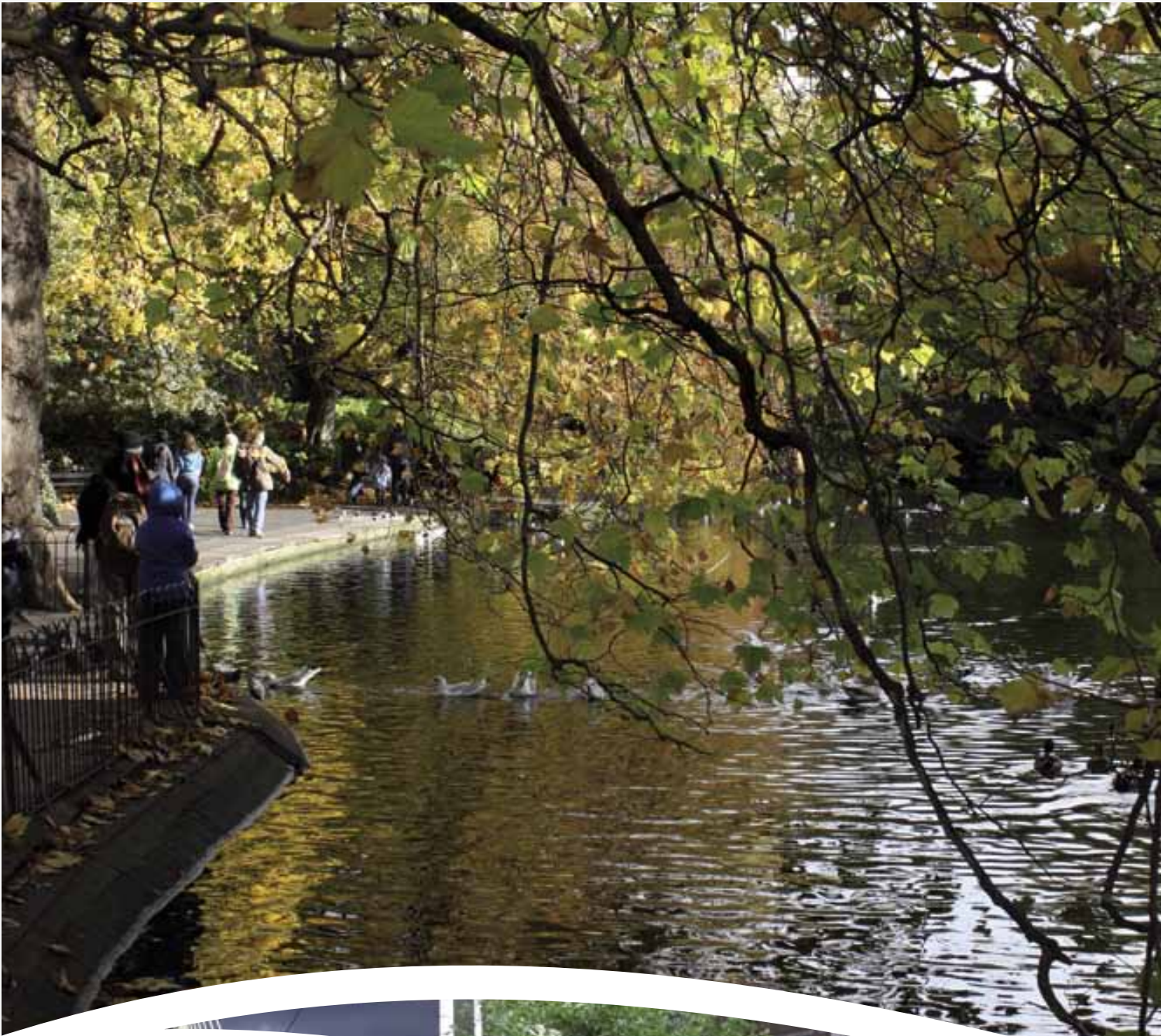
The Authority ran a wide range of awareness raising activities in 2010 for partner businesses including cycling and travel plan seminars and cycling and walking challenges.

South Dublin County Council published its report on the Adamstown area personalised travel planning project, which was funded and supported by the Authority. This document is intended for anybody wishing to implement personalised travel planning i.e. focused travel advice to a community. The document is available at www.sdcc.ie and on the Authority's website.

Schools

The travel theme of An Taisce's Green Schools programme is overseen by the Authority with funding from the Department of Transport, Tourism and Sport. The purpose of the travel theme is to encourage schools to promote sustainable modes of transport to and from school. Pupils and parents are encouraged to walk, cycle, use public transport or car pool.

In September 2010 an additional 190 schools joined the programme, bringing the numbers involved in the programme to 650 schools and 152,000 pupils. Results from schools that undertook the programme between 2008 and 2010 show a 27% decrease in car use, 43% increase in walking and a 25% increase in cycling.



Organisational Matters

Staffing

The staffing of the Authority during 2010 comprised a mix of staff drawn from the public sector as well as officials of Department of Transport assigned to the Authority on an interim basis pending the redeployment of additional public sector staff to the Authority.

In early 2010 the Department of Finance approved the senior management structure reporting to the Chief Executive. The approved structure comprises Director of Public Transport Services, Director of Transport Planning and Infrastructure, Director of Corporate Policy and Services, and Director of Finance.

A recruitment process in respect of these positions was undertaken by the Public Appointments Service on behalf of the Authority and the positions were filled at various stages during 2010 and early 2011.

Commission for Taxi Regulation

During 2010 there was considerable interaction between the Authority and the Commission for Taxi Regulation in order to prepare for the assimilation of the Commission within the Authority as provided for in the Public Transport Regulation Act 2009. A working group was established between the two organisations to prepare financial, staffing, systems and process integration. A key focus of the working group was on identifying duplicate and overlapping costs which could be reduced or eliminated following assimilation. The Authority wished to leverage the savings from day one of the assimilation and to that end prepared budgets for 2011 for the consolidated organisation incorporating the planned efficiencies.

In December the Minister for Transport appointed 1 January 2011 as the date for the dissolution of the Commission for Taxi Regulation¹⁸.

Accommodation

In December 2010 the Authority moved to premises that could accommodate the staff from the dissolved Dublin Transportation Office, those staff assigned from the Department of Transport, Tourism and Sport and those to be transferred from the Railway Procurement Agency. The Office of Public Works identified a suitable premises already being leased by the State which could accommodate the numbers and was within close walking distance of the Commission for Taxi Regulation. The Commission's lease extends for another 15 years and it would not have been financially appropriate to terminate the lease and move the staff.

The movement of Department staff to the Authority allowed the Department to rationalise its own accommodation and reduce their office needs.

Statement of Strategy

An interim Statement of Strategy for 2010 and 2011 was approved by the Board in September.

The Statement of Strategy, which is available on the Authority's website, provides the basis for business planning by the Authority during its first two years.

18. Statutory Instrument No. 614 of 2010



Corporate Governance & Accountability

Corporate Governance and Controls

The Board has taken steps to ensure an appropriate control environment in the Authority by:

- Adopting clear and best practice structures and procedures through which the business of the Members is conducted;
- Clearly defined management responsibilities and ensuring that appropriate resources and training are made available, and
- Establishing formal procedures for determining and reporting significant control failures and ensuring appropriate corrective action is taken in a reasonable timeframe.

System of Internal Financial Control

The system of internal financial control in the Authority is based on a framework of regular management information, appropriate administrative procedures including separation of duties, and a system of delegation and accountability. In particular it includes:

- A comprehensive budgeting system with an annual budget that is reviewed and agreed by the Board;
- Regular reviews by the Board of periodic, interim and annual financial and management reports which indicate financial performance against forecast and budget;
- Clearly defined procurement, treasury and capital investment control guidelines; and
- Formal project management procedures.

Audit Committee

In 2010 the Authority's Audit Committee comprised Mr. John Tierney (Chairman), Ms. Linda Saunders and Mr. Damien Usher.

The Committee reports to the Board on all aspects of financial reporting and accounting policy and reviews the effectiveness of the Authority's system of internal financial control. The Audit Committee met on four occasions during 2010.

Monitoring the System of Internal Financial Control

The Board and the Audit Committee monitor the effectiveness of the system on internal financial control throughout the year. This is done through the preparation and review of: regular management accounts and project reports, audit reports from the internal audit function, and reports from the external auditors.

The Authority has an internal audit function, which operates in accordance with the framework set out in the Code of Practice for the Governance of State Bodies (2009). The internal auditors, provided by the external financial consultants RSM Farrell Grant Sparks, prepare a plan of work each year. This plan takes into account analysis of the risks to which the Authority is exposed, and is approved by the Audit Committee.

Risk Management

A comprehensive risk management system is in place for the evaluation, prediction and management of risks that might expose the Authority to loss. The system supports the effective management of risk by the Authority throughout all business activities. The system involves the identification, management and, where possible, the mitigation of significant risks.

This risk management system operates at project and functional levels. The essential elements of this system are as follows:

- Identification of the nature, extent and financial implications of risks facing the Authority;
- Assessment of the likelihood of identified risks occurring;
- Identification of suitable methods of risk management and mitigation;
- Allocation of responsibility of the management and mitigation of identified risks;
- Monitoring or progress and compliance with mitigation actions;
- Reviewing of the effectiveness of the operation of the risk management systems; and
- Regular reporting to the Board on material issues arising.

Auditors

The Authority's annual accounts are subject to audit by the Comptroller and Auditor General.

Legal and Regulatory Compliance

The Authority complies with the Code of Practice for Governance of State Bodies (2009) and other codes of practice and guidelines published by Government for state bodies. The Authority has processes in place to seek to ensure that the Authority is compliant with all of its legal and regulatory obligations.

Board Meetings

The Authority met on 12 occasions between 1 December 2009 and 31 December 2010. The attendance of members at Board meetings is detailed in Appendix 4.

Minutes of Board meetings are published on the Authority's website.

Board Member Fees and Expenses

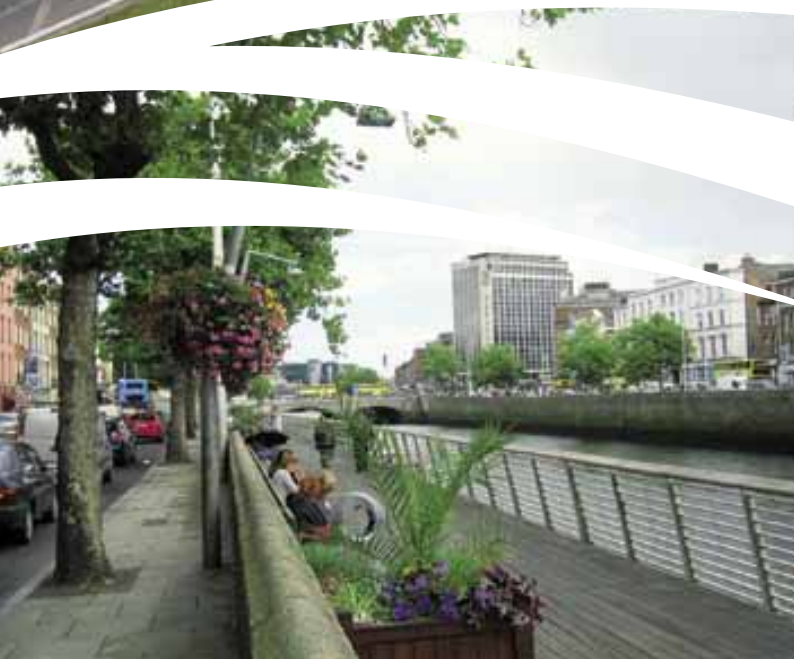
Fees and expenses were paid to Board members in accordance with Department of Finance instructions and are reported in the Annual Accounts.

Interaction with Oireachtas Committees

During 2010 the Authority attended two meetings (in February and November) of the Oireachtas Joint Committee on Transport to answer questions concerning the performance by the Authority of its statutory functions.

The Authority also attended the Joint Oireachtas Committee on Arts, Sport, Tourism, Community, Rural and Gaeltacht Affairs and presented on travel management programmes.

Transcripts of the meetings are available on the Houses of the Oireachtas website, www.oireachtas.ie.





APPENDIX 1

Principal Planning Submissions 2009 /2010¹⁹

Greater Dublin Area

- Draft Regional Planning Guidelines for the Greater Dublin Area 2010–2022;
- Dublin City Draft Development Plan 2011–2017;
- Proposed Amendments to the Dublin City Draft Development Plan 2011–2017;
- Proposed Amendments to the draft Dun Laoghaire Rathdown Development Plan 2010–2016;
- Draft Fingal County Development Plan 2011–2017;
- Proposed Amendments to Draft South Dublin Development Plan 2010–2016;
- Proposed Amendments to Draft Wicklow County Development Plan;
- Draft Bray Town Development Plan 2011–2017;
- Draft Kildare County Development Plan 2011–2017;

- Draft Naas Town Development Plan 2011–2017;
- Review of Retail Planning Guidelines.

Rest of State

- Draft Regional Planning Guidelines for the Mid-West 2010–2022;
- Draft Regional Planning Guidelines for the West Region 2010–2022;
- Draft Regional Planning Guidelines for the Border Region 2010–2022;
- Draft Regional Planning Guidelines for the South-West Region 2010–2022;
- Draft Regional Planning Guidelines for the South-East Region 2010–2022;
- Draft Regional Planning Guidelines for the Midland Region 2010–2022;
- Draft Spatial Planning and National Roads Guidelines.

APPENDIX 2

Publications 2009/2010

1. Social Impact Estimation Methodology, May 2010;
2. Guidelines for the Management of Public Transport Investment Projects delivered by Conventional Procurement, July 2010;
3. Cost Management Guidelines for Public Transport Investment Projects, September 2010;
4. Guidelines for the Management of Public Transport Investment Projects delivered through Public Private Partnerships, September 2010;
5. Statement of Strategy 2010–2011, September 2010;
6. Freedom of Information Act Sections 15 & 16 Reference Book, October 2010;
7. Guidelines for the Licensing of Public Bus Passenger Services, November 2010;
8. Smarter Travel Workplaces Step by Step Guide to Workplace Travel Plans;
9. Quality Bus Corridor Monitoring Report for 2009.

19. These are all available for online viewing at www.nationaltransport.ie/landuse.html

APPENDIX 3

Projects supported by Traffic Management Grant Programme in 2010

Part 1: Schemes progressed by Quality Bus Network Project Office

Schemes Completed 2010

Lucan QBC Enhancements Chapelizod: Phase 1 (Dublin City Council)

Construction of pedestrian footbridges at Anna Livia Bridge. The footbridges were cantilevered onto the existing bridge structure and greatly improved safety and comfort for pedestrians. The road section of the bridge has been reconfigured to reduce congestion for buses and improve stop access. Additional sections of bus lane will be added on the approaches to the bridge during 2011.

Howth Road QBC: Sybill Hill / Brookwood Avenue Junction (Dublin City Council)

Works included the widening of the junction to provide first priority bus lanes (bus lanes that go right up to the stop line and continue through junction), and also the junction was upgraded with new pedestrian crossing facilities.

Naas Road QBC: M50 to Long Mile Rd (Naas Road Phase IV) (South Dublin County Council)

Scheme completed in May, providing new sections of bus lane and off-road cycle facilities to tie in with previously completed sections.

Castleknock QBC: R37 Terminus (Fingal County Council)

The terminus for the Bus Route 37 has been relocated so that buses stopped at the terminus can pull in sufficiently to prevent obstructing passing traffic.

Blanchardstown QBC Enhancements: Blakestown Way (Fingal County Council)

New bus lane provided along Blakestown Way approaching Blanchardstown Shopping Centre. New pedestrian crossings have been provided and off-road cycle lanes have been constructed.

Scholarstown Road Pinch Point (South Dublin County Council)

Some modification to an existing junction and upgrade of the traffic signals was carried out to reduce localised congestion.

N3 Inbound (Fingal County Council)

This scheme completed during Q2 2010, provided for inbound bus lane along a section of the N3 by converting the hard shoulder to a bus lane. Some modifications to exits and entries were required, along with some alterations to utilities.

Churchtown to Blackrock Orbital QBC: Upper Churchtown Road (Dun Laoghaire Rathdown County Council)

This scheme on Upper Churchtown Road included a bus lane, upgraded cycle lanes and upgraded traffic signal control junction upgrades.

Schemes under Construction at December 2010

Kill Avenue QBC (Dun Laoghaire Rathdown County Council)

New inbound bus lane under construction on the approach to the Rochestown Avenue / Kill Lane junction.

Blanchardstown QBC Enhancements: N3 Bus Stop Upgrades (Fingal County Council)

Provision of new bus stops on the N3 on-ramp and off-ramp at Blanchardstown Road Interchange with N3.

Blanchardstown QBC Enhancements - Huntstown Way QBC (Fingal County Council)

New inbound bus lane being provided on the approach to Blakestown Way. Scheme also includes the provision of cycling and pedestrian facilities.

Castleknock QBC (Fingal County Council)

New bus lanes being provided on the approaches to junctions along the route. Scheme includes the provision of cycling and pedestrian facilities and the upgrade of junctions to SCATS control. Construction works to be substantially complete by April 2011.

Embankment Road QBC (South Dublin County Council)

The provision of new bus lanes linking the Belgard Road to the Cookstown Road.

Firhouse – Ballycullen QBC (South Dublin County Council)

This scheme includes the provision of bus lanes in both directions, alternating to ensure priority on the approaches to junctions. The scheme also provides for new and upgraded pedestrian and cyclists facilities, and junction and bus stop upgrades.

Galtymore Road Bus Stop (Dublin City Council)

Construction underway to provide new waiting area for passengers.

Schemes at Public Consultation During 2010

Rathfarnham QBC Enhancements (Dublin City Council & South Dublin City Council)

Following a period of public consultation in both Dublin City and South Dublin County Council approval will be sought during early 2011. The scheme proposes enhancements to the existing QBC to improve journey time, reliability and passenger facilities.

Navan Road QBC (Dublin City Council)

Scheme to provide new outbound bus lanes along the length of the Navan Road from Cabra Cross to Ashtown Roundabout. Public consultation was completed in 2010. Part 8 approval to be sought following report to Council in 2011.

Green Route, Old Bawn Road Section (South Dublin County Council)

The provision of bus lanes on the Old Bawn Road. Scheme public consultation stage complete.

R132, North of Swords QBC (Fingal County Council)

Part 8 approval confirmed for this scheme which includes the provision of new inbound and outbound bus lanes on the Swords bypass.

Blackhall Place (Dublin City Council)

Small scheme to remove approx. 4 on-street residential permit / pay-and-display parking spaces and extend bus lane. Dublin City Council decision to proceed with scheme was made at Central Area meeting of 9 November 2010 following public consultation.

Lower Kilmacud Road QBC (Dun Laoghaire Rathdown County Council)

New bus lanes linking N11 QBC to Upper Kilmacud Road QBC, as well as associated cycle and pedestrian upgrade works. This scheme has been approved by Dun Laoghaire Rathdown County .

Part 2: Other Projects progressed by Local Authorities in the Greater Dublin Area

Local Authority	Project Name	Narrative
Dublin City Council	<i>Parking Guidance System</i>	Support for variable message electronic signage.
	<i>Schools Cycle Parking</i>	Support for provision of school-focussed cycle parking.
	<i>Capel Street</i>	Traffic management scheme, including parking controls and footpath widening.
	<i>Cycle Study</i>	Study into potential cycling links from Royal Canal to Newcomen Bridge.
	<i>Cycle and Pedestrian counters</i>	Installation of cycle and pedestrian counters at 10 locations.
	<i>Road Markings</i>	Renewal of worn-out bus stop and bus lane markings.
	<i>Tolka Valley Park cycleway</i>	Construction of phase 1 of new cycleway.
	<i>Mobility Impaired and Disabled</i>	Provision of measures to assist mobility impaired persons at road crossings.
	<i>Provision of Bus Priority within SCATS Urban Traffic Control System</i>	Technical infrastructure to model and deliver bus priority based on information from Dublin Bus' Automatic Vehicle Location System.
Meath County Council	<i>Bus stop upgrades</i>	Upgrade of 8 bus stops on bus route 109 to improve passenger accessibility etc.
Fingal County Council	<i>St. Margaret's Road / IKEA access</i>	Contribution towards bus, cycling and footpath infrastructure associated with road re-alignment and upgrade necessitated by IKEA.
	<i>Blanchardstown</i>	Renewal of bus lane markings on Main Street.

Local Authority	Project Name	Narrative
Fingal County Council	<i>Pedestrian Crossing</i>	Provision of pedestrian crossing on N3 (Travelodge Hotel) to improve pedestrian safety.
	<i>Ballycoolin / Cappagh</i>	Contribution towards bus, cycling and footpath infrastructure associated with road upgrade.
South Dublin County Council	<i>Embankment Road</i>	Contribution towards bus, cycling and footpath infrastructure associated with road upgrade.
	<i>Tallaght Interchange</i>	Bus stop upgrades at The Square.
	<i>Scholarstown</i>	Junction efficiency scheme.
	<i>Pedestrian Crossings</i>	Improvements to crossings, footpaths, junctions in South Dublin area.
Dun Laoghaire Rathdown County Council	<i>Blackrock Quality Bus Corridor</i>	Cycle and pedestrian facility at Merrion Road level crossing.
	<i>Stradbroke Roundabout</i>	Reconfiguring of large roundabout to make it cycle and pedestrian friendly.
	<i>Stradbroke / Deansgrange Junction</i>	Junction re-configuration to connect local roads to Monkstown Ring Road - included extensive pedestrian and cycle provision.
	<i>Sandyford Road</i>	Completion of bus and cycle priority along Sandyford Road between Dundrum Shopping Centre and IMI.
	<i>Cycle Tracks</i>	Completion of cycle track upgrade on Upper Kilmacud.
	<i>Clonskeagh Road</i>	Junction efficiency improvement scheme.

Local Authority	Project Name	Narrative
Dun Laoghaire Rathdown County Council (Cntd.)	<i>N11 Cycle Facility</i>	Some remedial works to improve cycling experience in transitioning between on and off-road sections of cycle facility.
	<i>N11 Cycle / Bus passenger interface</i>	Upgrade bus stops on N11 to comply with new standards on bus / cycle interface.
	<i>Cycle counters</i>	Provision of cycle counters.
	<i>Blackrock / Bath Place</i>	Conversion of 2 junctions to SCATS Urban Traffic Control operation.
	<i>Merville</i>	Provision of cycling "short-cuts" through Merville.
Kildare County Council	<i>Bus priority</i>	Traffic signal controlled bus priority scheme in Naas.
	<i>Speed control measures at schools</i>	Vehicle actuated speed limit signage and warning signals on approaches to county schools.
	<i>R148 Kilcock Road Scheme</i>	Design and minor works.
Wicklow County Council	<i>Greystones DART Station</i>	New area for bus stops, taxi setdown, pedestrian crossing, cycle parking. Provision of directional signage to Park and Ride facility.
	<i>Barnderrig</i>	Bus stop upgrades at Barnderrig.
	<i>R750 Improvement</i>	Improvements to pedestrian and cycle environment in Wicklow Town.
	<i>St. Laurence's School</i>	Traffic calming scheme (Phase 1) on school approach.
	<i>Rathnew</i>	Upgrading of bus stops at Rathnew.

Local Authority	Project Name	Narrative
Wicklow County Council	<i>Vale of Avoca, Donaghmore, Kilbride, Pound Hill and Blessington</i>	Upgrading of footpaths to encourage walking.
	<i>Rathdrum</i>	Traffic calming study.
	<i>Kilcarrig</i>	Cycling feasibility study.
	<i>Newtownmountkennedy</i>	Traffic calming study.
	<i>Delgany</i>	Cycling and traffic calming designs for Delgany village.
	<i>Lacken National School</i>	Upgrading of footpaths to encourage walking.



APPENDIX 4

Board Information 2009/2010

Board Member	Position	Date of Appointment	Meetings Eligible to Attend	Meetings Attended
Mr. John Fitzgerald	Chairperson	01.12.2009	12	12
Mr. Gerry Murphy (Chief Executive)	Ordinary Member (<i>ex-officio</i>)	01.12.2009	12	12
Mr. Frank King	Ordinary Member	01.12.2009	12	12
Dr. Berna Grist	Ordinary Member	01.12.2009	12	11
Ms. Linda Saunders	Ordinary Member	01.12.2009	12	11
Mr. Damian Usher	Ordinary Member	01.12.2009	12	10
Mr. John Tierney (Dublin City Manager)	Ordinary Member (<i>ex-officio</i>)	01.12.2009	12	9
Ms. Valerie O'Reilly	Ordinary Member	15.03.2010	9	8
Ms. Margaret O'Shaughnessy	Ordinary Member	31.03.2010	8	5
Mr. James Deegan	Ordinary Member	04.06.2010	6	5
Mr. Hugh Creegan (Director of Transport Planning & Investment)	Ordinary Member (<i>ex-officio</i>)	29.11.2010	1	1

Notes

- Appointments to the Board are made by the Minister for Transport, Tourism and Sport;
- The Board comprises a Chairperson and 11 ordinary members (including 3 *ex officio*);
- One position on the Board remained unfilled at the end of 2010.

Notes

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