



# Statement of Strategy **2015-2017**



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# Chairperson's Introduction

This is the National Transport Authority's third Statement of Strategy and sets out our work programme for the period from 2015 to 2017.

The Board is very satisfied with the significant progress that the Authority was able to achieve on the implementation of the ambitious work programme set out in the last Statement of Strategy in economically challenging times. One of the main achievements during that period was the finalisation of an Integrated Implementation Plan 2013 to 2018. The Luas Cross City project, which is well underway, is a key project under this framework for capital investment in the Greater Dublin Area.

Investment in the regional cities saw the launch of city bike schemes in Cork, Galway and Limerick in 2014.

The use of new technologies to improve integration of services for public transport customers was greatly enhanced with the further development of the Leap card functionality, the expansion of real-time passenger information systems and the development of supporting apps.

The regulation of taxis was completely overhauled in the period of the last strategy with 50 years of regulations now consolidated in new legislation and regulations. Structural changes have also been implemented in the delivery of the Rural Transport programme.

The signing of new direct award contracts with Dublin Bus and Bus Éireann and the decision to seek tenders for some bus services in 2016 in order to benchmark services was a key milestone for the Authority.

At this point it is important to acknowledge the role played by the Authority's recently retired Chief Executive Gerry Murphy, the management team and employees in delivering on these and numerous other projects. The Board is pleased to recognise their professionalism and dedication particularly as we are conscious that the Authority's resources have been stretched due to the continuing embargo on public sector recruitment.

The principal backdrop to the last Statement of Strategy was the difficult state of the public finances which restricted the availability of funding for major capital projects and reduced the level of subvention for public transport services. However, the recent improvement in economic conditions offers some hope that the funding of public transport services might improve. In 2014 we saw an increase in passenger numbers for the first time and that is expected to continue as the economy stabilises. In 2015, for the first time in 6 years, there are no plans to reduce public transport subvention payments, which is a positive development.

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

Finally, the Board looks forward to working with the Authority's new Chief Executive Anne Graham and the staff of the Authority in delivering the priorities set out in this Statement.

A handwritten signature in black ink, appearing to read 'John Fitzgerald', with a stylized flourish at the end.

**John Fitzgerald, Chairperson**  
**January 2015**

# Chief Executive's Statement

As the Authority's new Chief Executive I am delighted to introduce the Authority's Statement of Strategy for the next three years, which has been developed with the participation of staff and our Board.

I would like to begin by recognising the important role played by my predecessor and colleague Gerry Murphy in the establishment of the Authority and in guiding its progress to this point.

It is worth recalling that the Authority was initially established to provide a new approach to the planning and implementation of public transport services and infrastructure in the Greater Dublin Area through a single authority with adequate powers to ensure joined-up thinking and delivery across transport modes. Our remit was subsequently extended to make us the national body for public transport and taxi regulation.

The Authority's key functions are to provide subsidised bus and rail services, integrated ticketing, fares and information and to develop the public transport infrastructure and walking and cycling facilities while also promoting the integration of transport policy with land use policy. In addition, the Authority regulates the operation of small public service vehicles and their drivers and licenses commercial bus services. All of these functions are in support of Government policy to encourage the move by the public to the use of more sustainable transport modes.

The Oireachtas is currently considering draft legislation to provide for the regulation of vehicle clamping. The draft Bill proposes to give the Authority the power to regulate clamping activities as well as certain matters relating to appeals against incidents of clamping and the relocation of vehicles.

While the years since the Authority's establishment have been marked by the decline in funding for public transport infrastructure and services and the decline in patronage for those services, it is hoped that the next three years will see growth in demand for public transport. In fact the total number of passenger journeys across all subsidised services grew by 4% in 2014.

Clearly, funding is vital to the development and implementation of the Authority's major plans such as the Greater Dublin Area Cycle Network and the proposed Bus Rapid Transit network. Already, the Government's decision not to make any further cuts in subvention payments for bus and rail services in Budget 2015 has introduced some stability in the provision of services. It is expected that the Government will finalise its next capital spending programme within the timeframe of this Statement of Strategy. We know that as economic conditions improve the demand for existing and additional public transport services will increase and it is important that the Authority is in a position to cater for that growth.

This new Statement of Strategy reflects the growing demands on the Authority to create effective, efficient and affordable public transport services for the travelling public. The next three years will allow the Authority to set the framework for growth in public transport by developing a new Transport Strategy for the Greater Dublin Area and working on the key infrastructure that will support the development of the region. The focus will also be on improving the infrastructure and the services that we have to cater for more potential customers.

The period of the last Statement of Strategy saw the complete overhaul of the legislation supporting the regulation of small public service vehicles and the development of systems to manage the bus licensing function. New Direct Award contracts were signed with Dublin Bus and Bus Éireann with more challenging performance regimes in place. The Authority also provided new tendered subsidised contracts with operators other than the CIÉ companies and the Authority will be tendering for 10% of Dublin Bus and Bus Éireann services in 2015.

The Authority has just finalised the restructuring of the delivery of the rural public transport services. There is now in place a number of Transport Co-ordination Units across the country who are tasked with responding to public transport demand in rural areas.

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

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

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



**Anne Graham, Chief Executive**  
**January 2015**

# About the National Transport Authority

## Our Vision

*“Greater share of high quality, accessible sustainable transport being used by all”*

## Our Mission

**Our Mission is to increase the share of travel by sustainable transport across the country by**

1. Regulating and procuring attractive, high quality and safe public transport services,
2. Securing the development and implementation of an accessible and integrated transport system,
3. Contributing to the effective integration of transport and land use planning policy and investment, and
4. Enhancing the perception and raising awareness of public transport

in a manner that supports Government policies and priorities and contributes to economic development, environmental sustainability and social cohesion in the State.

## Our responsibilities

**At a national level, the role of the Authority is to –**

- › Procure public transport services by means of public transport services contracts;
- › Provide integrated ticketing, fares and public transport information;
- › Develop an integrated, accessible public transport network;
- › License public bus passenger services that are not subject to a public transport services contract;



- Manage the Rural Transport Programme and the successor structure of Transport Co-ordination Units;
- Provide bus infrastructure and fleet and cycling facilities and schemes;
- 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.

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

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

# Review of 2012-2014

The last Statement of Strategy was implemented in a period of economic decline which had a serious adverse impact on the Exchequer and ultimately on the many public services funded by the State including public transport services. Despite this environment, the Authority implemented many of the actions outlined in the ambitious programme set in 2012. The following paragraphs describe the progress made in key areas.

The Authority has undertaken reviews of the organisation of public transport services across the State. A major review of Dublin Bus services, which started in 2011, was successfully completed. Reviews of the bus networks in the regional cities of Cork, Galway, Limerick and Waterford and across the State have also been completed. Changes to services that were made on the back of these reviews have resulted in passenger growth and increased revenue to the operators.

The decision by commercial bus operators to develop faster and more direct inter-urban services to and from Dublin has led to the withdrawal of bus services from many intermediate towns. This put pressure on the Authority to provide replacement bus services which has been possible in some areas but has been limited by the available funding.

The reorganisation of the Rural Transport Programme with a view to achieving better integration of local rural services with mainstream public transport networks has been a significant task. At this stage the establishment of new transport co-ordination units is almost finalised. The Authority is satisfied that the new arrangements will significantly improve the public transport offering for the many users of rural transport services.

The implementation of new public transport service contracts with Bus Éireann and Dublin Bus was a key action as the existing contracts expired on 30 November 2014. The Authority took the decision to renew its direct award contracts with the companies for a further five years. The Authority decided to hold a competitive tendering process for approximately 10% of the services operated under those contracts, with a view to the successful tenderer taking over those routes in 2016. This process will enable the Authority to ensure that the State is achieving value for money in the contracting of public bus services.

The launch of Leap card, the integrated ticketing system for public transport, has enabled the Authority to moderate the impact of fare increases on passengers which were necessary to offset the loss in subvention. From a standing start in December 2011, sales of Leap cards have continued to grow each month and had exceeded 865,000 by the end of 2014. At that stage more than 94 million trips had been made with Leap cards generating revenues of €143 million for public transport operators.

The Authority has also been able to rationalise and streamline the range of public transport fares and to offer new products for different customer categories. At this stage Leap card fares are 20% cheaper than the equivalent cash fare.

Taxi services are an important element of the public transport mix. Following public concern about practices in the taxi sector, the Government published the results of a root and branch review of the regulations governing taxi drivers and vehicles. The Government review identified 46 separate actions designed to improve standards for the benefit of operators and most importantly customers. By the end of 2014, the majority of the actions had been implemented. Following enactment of the Taxi Regulation Act 2013, the Authority also completed the consolidation of all of the secondary legislation relating to taxis. Two reviews of taxi fares were undertaken and following consultation with customers and industry representatives it was to increase fares in the second review. An expanded compliance service is also being provided by the Authority.

The Authority has worked to exploit available web and app technologies to put public transport customers more in control of their travel arrangements by developing a national journey planning service, real time passenger information systems and a passenger booking system for rural services. An app for taxi customers to enable them to check that the taxi that they are using and the driver are licensed was also introduced.

The Authority has also invested in the replacement of life-expired buses and the upgrading of older buses in order to provide passengers with greater comfort and to provide a higher level of wheelchair accessibility. Passengers now have access to free Wi-Fi on bus and rail services and oral and visual next stop announcements have been introduced on services.

While the accessibility of bus and rail services has been gradually improving there has been a significant reduction in the availability of wheelchair accessible taxi services in recent years. The Authority has provided grants to assist taxi operators to purchase new wheelchair accessible vehicles or retrofit existing vehicles. The standards for wheelchair accessible facilities have also been amended to enable operators to purchase smaller, more affordable wheelchair accessible vehicles. The result has been an improvement in the numbers of wheelchair taxis.

The changed economic circumstances of the last few years has impacted negatively on investment levels in public transport infrastructure leading to the postponement of major schemes for which planning was well advanced. However, the decision to proceed with the Luas Cross City project is a positive step as it will integrate the existing Luas lines as well as providing improved linkages with other public transport services and major transport termini.

The Authority also been able to provide the investment needed to upgrade the rail signalling system so that more trains can operate through the city centre area at peak times. This development will facilitate the extension of rail services on the Kildare line to the south city area in Dublin. The Authority is proceeding with the planning of a new Bus Rapid Transit network, which will offer high-quality bus services on a number of important bus corridors. Implementation of the network will depend on the availability of funding in the next Government capital programme. The effective integration of land use and transport planning remains a constant priority and results in many submissions on local authority plans and key planning applications.

The Authority continued to engage with key stakeholders and the public throughout the period of the Statement of Strategy. Many important consultations have taken place on a range of transport issues. The outcomes of these consultations have informed the preparation of this new Statement of Strategy.

# Our Organisation's Governance

The National Transport Authority is a non-commercial State body established on 1 December 2009. The Authority's organisational structure is shown in Appendix 1.

The Board of the Authority is appointed by the Minister for Transport, Tourism and Sport. The current membership of the Board is shown in Appendix 2.

The Board generally meets on a monthly basis.

Minutes of Board meetings are published on the National Transport Authority website **[www.nationaltransport.ie](http://www.nationaltransport.ie)**

An Audit Committee has been established by the Board. The Committee's membership is included under Appendix 2.

# Strategic Priorities 2015-2017

## Priority 1

**Determine and manage the Capital Investment Programme in both public transport and sustainable transport measures in the Greater Dublin Area**

### **Key Objectives:**

- › Ensure the effective delivery of the capital investment programme for the Greater Dublin Area in accordance with Government policy and the Authority's cost and project management guidelines to ensure value for money and timely delivery;
- › Develop an efficient, effective and safe transport system so that most people including those with a disability or mobility impairment are within easy reach of a reliable public transport service;
- › Develop appropriate networks and infrastructure for cycling and walking.

### **Milestones to Delivery:**

- › Implement the objectives in the Integrated Implementation Plan 2013-2018 and any update of this Plan;
- › Complete the preparation of a Strategic Traffic Management Plan for the Greater Dublin Area;
- › Prepare an updated Integrated Implementation Plan for the Greater Dublin Area for approval by the Minister for Transport, Tourism and Sport;
- › Carry out regular monitoring, in terms of consistency with design guidelines, timeframes for delivery and costs, to ensure effective delivery of capital investment programme objectives;
- › Manage the delivery of Luas Cross City on time and on budget;
- › Manage the delivery of key investment programmes in accordance with statutory plans.

## Priority 2

### **Regulate the provision and enhance the quality of the Small Public Service Vehicle (SPSV) and commercial bus sectors for passengers and potential passengers**

#### **Key Objectives**

- Develop, review and improve the regulatory frameworks and compliance regime for the SPSV and commercial bus sectors in order to enhance and monitor the quality, safety and accessibility of these sectors for passengers and potential passengers;
- Develop the most effective compliance framework to ensure high quality standards in accordance with regulations and codes of practice;
- Develop efficient and fair regulatory processes to support operators;
- Actively engage with and influence the appropriate dialogue with the respective transport industries and other relevant stakeholders.

#### **Milestones to Delivery - Commercial Bus Services**

- Continue to enhance and streamline the application and renewal process as well as the payment process for public bus passenger licences to ensure it is effective, fair and robust;
- Implement, evaluate, and enhance the Public Transport Service Registration system;
- Monitor the effectiveness, consistency and timeliness of decision-making in accordance with the Authority's *Guidelines for the Licensing of Public Bus Passenger Services*;
- Continue to develop and maintain a strong compliance regime through a combination of enforcement and advisory actions to ensure high quality commercial bus services are provided in accordance with regulatory requirements.
- Review the *Guidelines for the Licensing of Public Bus Passenger Services* and recommend appropriate changes including associated legislative changes;
- Monitor and continue the development of enhanced but proportionate licence conditions that improve the customer offering and raise the overall quality standard of commercial public bus passenger services;
- Recommend and develop an implementation programme for moving towards an accessible licensed sector.

### Milestones to Delivery - Small Public Service Vehicles, (SPSV) Sector

- › Continue to implement the measures identified by the Government Taxi Review Group which fall within the Authority's regulatory ambit;
- › Continue to ensure the most efficient and effective approach to regulating the SPSV industry in Ireland given the regulatory model particular to Ireland;
- › Maintain a strong compliance regime to ensure high quality SPSV vehicle and driver standards in accordance with regulatory requirements;
- › Promote improved SPSV services for people with disabilities through regulatory measures as appropriate;
- › Apply regulations effectively in support of compliant operators;
- › Promote improved SPSV services for local areas experiencing public transport deficits through regulatory and other measures as appropriate.

## Priority 3

### Ensure that Land Use considerations are fully addressed as part of the Transport Planning Process.

#### Key Objective

- › Promote the effective integration of transport and land use planning;
- › Promote consideration of transport issues in wider government policies.

#### Milestones to Delivery

- › Prepare a Transport Strategy for the Greater Dublin Area;
- › Deliver the NTA's statutory functions in an effective manner, in both the Greater Dublin Area and nationally, in regards to regional planning, forward planning at local authority level and development management;
- › Formulate and publish guidance on various land use and transport topics where deemed necessary, e.g. school planning, location of employment, permeability.

## Priority 4

### Secure the optimal provision of high-quality subsidised public transport services in the state

#### Key Objectives

- › Identify the appropriate network of public passenger transport services;
- › Procure high quality and accessible bus, heavy rail and light rail services, at best value for money;
- › Manage the delivery of contracted public transport services;
- › Strengthen measures to ensure compliance by contracted operators with the terms of their contracts;
- › Implement decision to open 10% of subsidised bus market to competition;
- › Use contracts to drive continual improvement in customer service.

#### Milestones to Delivery

- › Continually review public transport services and networks, in particular contracted rail, bus and rural transport services, and implement recommended service changes via revisions to public transport contracts or new public transport contracts;
- › Manage tender process for bus services including 10% of contracted bus services currently operated by Dublin Bus and Bus Éireann and rural transport services;
- › Work with contracted operators to identify and secure the implementation of efficiencies in service delivery;
- › Implement more comprehensive performance requirements for existing bus and Luas services contracts and develop more comprehensive performance requirements, tailored for rail services and rural transport contracts;
- › Complete rollout of restructuring of Rural Transport Programme under Transport Coordination Units, including development of appropriate policies and procedures;
- › Roll out necessary ICT support measures for rural transport and smaller bus contracts;
- › Identify and secure improved customer service on contracted services, within the constraints of the available level of support funding;
- › Strengthen performance management of contracts through the deployment and interrogation of new information technology systems.



## Priority 5

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

#### **Key Objectives**

- Improve the customer experience of public transport by removing barriers to interchange between public transport services;
- Leverage existing infrastructure and develop new measures to improve door-to-door journeys;
- Integrate rural transport and small public service vehicles into mainstream transport network;
- Provide information for all public transport services on new and available information channels;
- Provide ticketing systems that allow for easy interchange between services.

#### **Milestones to Delivery**

- Continually review public transport networks to ensure better interchange between services and modes;
- Continue the development of the integrated ticketing system nationally including the addition of products and the use of new technologies;
- Continue to develop the real-time passenger information system for public transport services nationally;
- Continue to develop and manage a national multi-modal online journey planner;
- Continually develop and augment the one-stop public transport information website [www.transportforireland.ie](http://www.transportforireland.ie);
- Examine the scope for implementing a multi-operator integrated fares system in the Greater Dublin Area;
- Ensure that information services are accessible;
- Develop effective interchange facilities on-street and off-street;
- Provide improved travel information at stops and interchange points as well as on web and app services;
- Integrate the delivery of Tax saver products into one portal;
- Continue to develop processes for the efficient handling of complaints by the operators and the Authority.

## Priority 6

### Promote the use of more sustainable modes of transport

#### Key Objective

- Promote a shift from the car to more sustainable modes of transport (public transport, cycling and walking);
- Promote the convenience and attractiveness of public transport;
- Enhance the national identity for public transport, *Transport for Ireland*, across public transport and travel options.

#### Milestones to Delivery

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

## Priority 7

### Manage the Department of Transport, Tourism and Sport's Capital Investment Programme

#### Key Objectives

- › Provide appropriate transportation and project management expertise to ensure value for money and timely delivery of the Department's regional cities' investment programmes and National Accessibility Fund.

#### Milestones to Delivery

- › Manage investment measures supporting public transport priority and cycling/walking initiatives in the regional cities of Cork, Galway, Limerick and Waterford;
- › Manage the delivery of an annual programme of works to improve accessibility of bus and rail services;
- › Where requested, provide professional transport advice on options and priorities to the Department;
- › Carry out regular monitoring, in terms of consistency with design guidelines, timeframes for delivery and costs, to ensure delivery of capital investment programme objectives in a timely manner and to achieve value for money;
- › Ensure complementarity with broader land use and transport policy objectives;
- › Development of productive working relationships with local authorities and other relevant agencies.

## Priority 8

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

#### **Key Objectives**

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

#### **Milestones to Delivery**

- Put appropriate systems in place to ensure that projects are well-managed and decisions on funding are soundly based;
- Continually review the systems of financial control;
- Promote staff training and development including the implementation of an effective performance management and development system;
- Review staff structures in the light of the continuing drive to deliver efficiencies in public sector organisations;
- Ensure Internal Audit carries out an ongoing cycle of reviews of procedures;
- Review and update the Authority's Risk Matrix;
- Conduct continual testing and monitoring of IT infrastructure and cyber security to ensure an efficient and resilient service to internal and external stakeholders.

## Priority 9

### Develop and manage external relationships

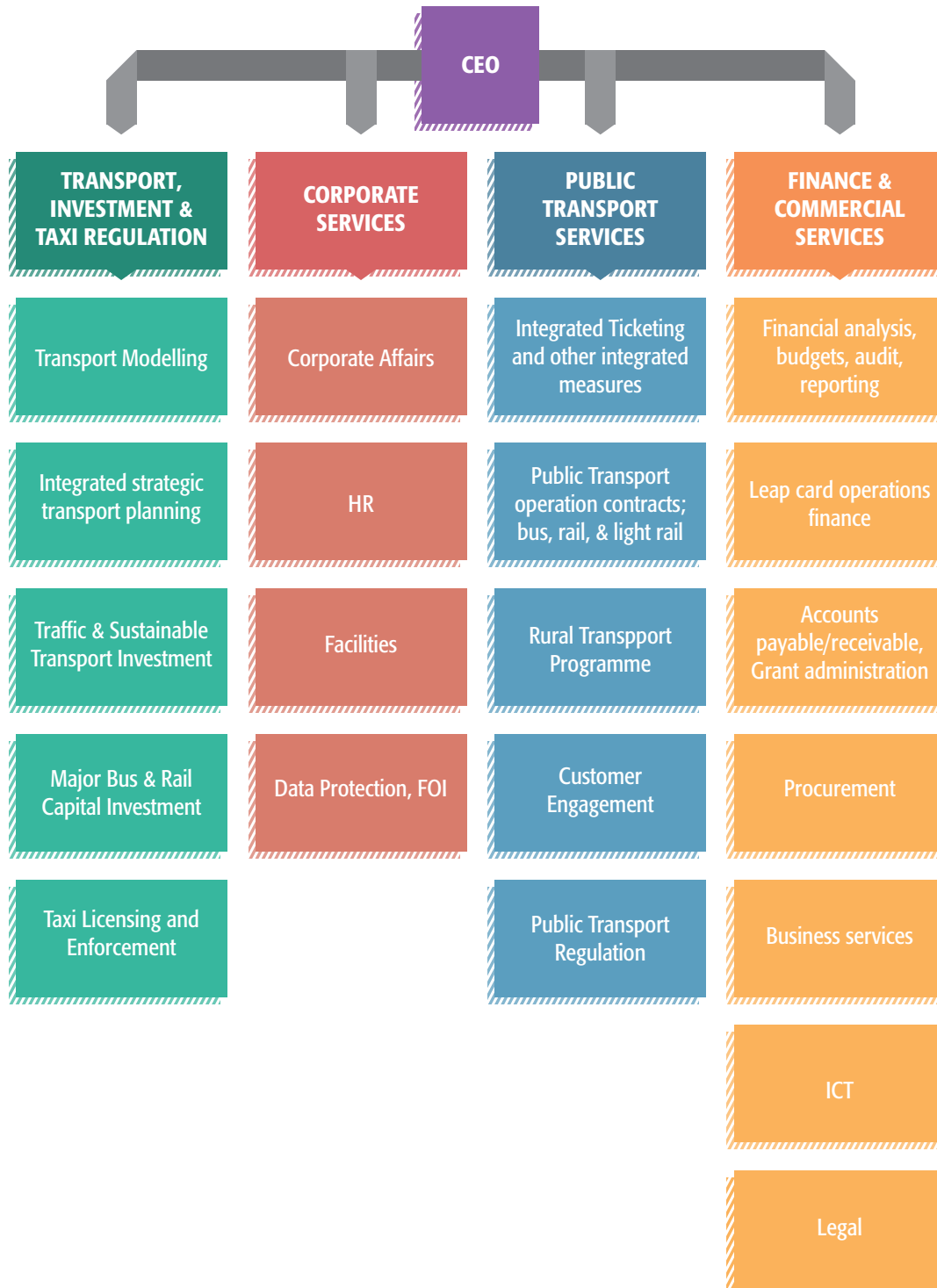
#### Key Objectives

- › Identify and develop key strategic relationships in order to deliver on objectives;
- › Develop appropriate structure for interfacing with public transport customers;
- › Enhance the Authority's reputation as the credible source of information on transport issues;
- › Ensure consistent message across the organisation in this engagement.

#### Milestones to Delivery

- › Publish current data and statistics on the use of public transport and other modes;
- › Use the Authority's website to disseminate reports, regulatory information, latest news, project updates, Board minutes and other documents;
- › Participate on committees and groups arising in areas such as transport provision, customer services, accessibility, and land-use planning;
- › Liaise with local authorities and other stakeholders in relation to provision of local public transport services and supporting improvements to bus priority, bus stop and station infrastructure;
- › Provide full accountability to the Minister for Transport, Tourism and Sport, the Government and the Oireachtas with respect to the Authority's functions and actions;
- › Support the Advisory Committee on Small Public Service Vehicles in discharging their functions through the provision of facilities and services;
- › Develop an effective working relationship with other Government policy makers to ensure consistency with the relevant transport strategies and to monitor the impacts of other policy documents on the Authority's plans and programmes;
- › Participate and partner with relevant bodies in EU projects and policy development as appropriate.

# Appendix 1: Organisational Structure



# Appendix 2: Board Members

At present (January 2015) the Board comprises the following 7 members. There are 5 vacancies to be filled in due course.

1. Mr John Fitzgerald (Chairperson), re-appointed December 2014;
2. Ms Linda Saunders, re-appointed December 2014;
3. Dr. Berna Grist, re-appointed December 2014;
4. Ms. Valerie O'Reilly, appointed March 2010;
5. Mr. Hugh Creegan (Director of Transport Planning and Investment at the Authority), appointed November 2010;
6. Mr. Owen Keegan, Chief Executive, Dublin City Council, appointed September 2013;
7. Ms Anne Graham (Chief Executive), appointed January 2015.

## Audit Committee

The Board's Audit Committee comprises:

- › Ms. Linda Saunders (Chair)
- › Mr. John Fitzgerald
- › Vacancy

