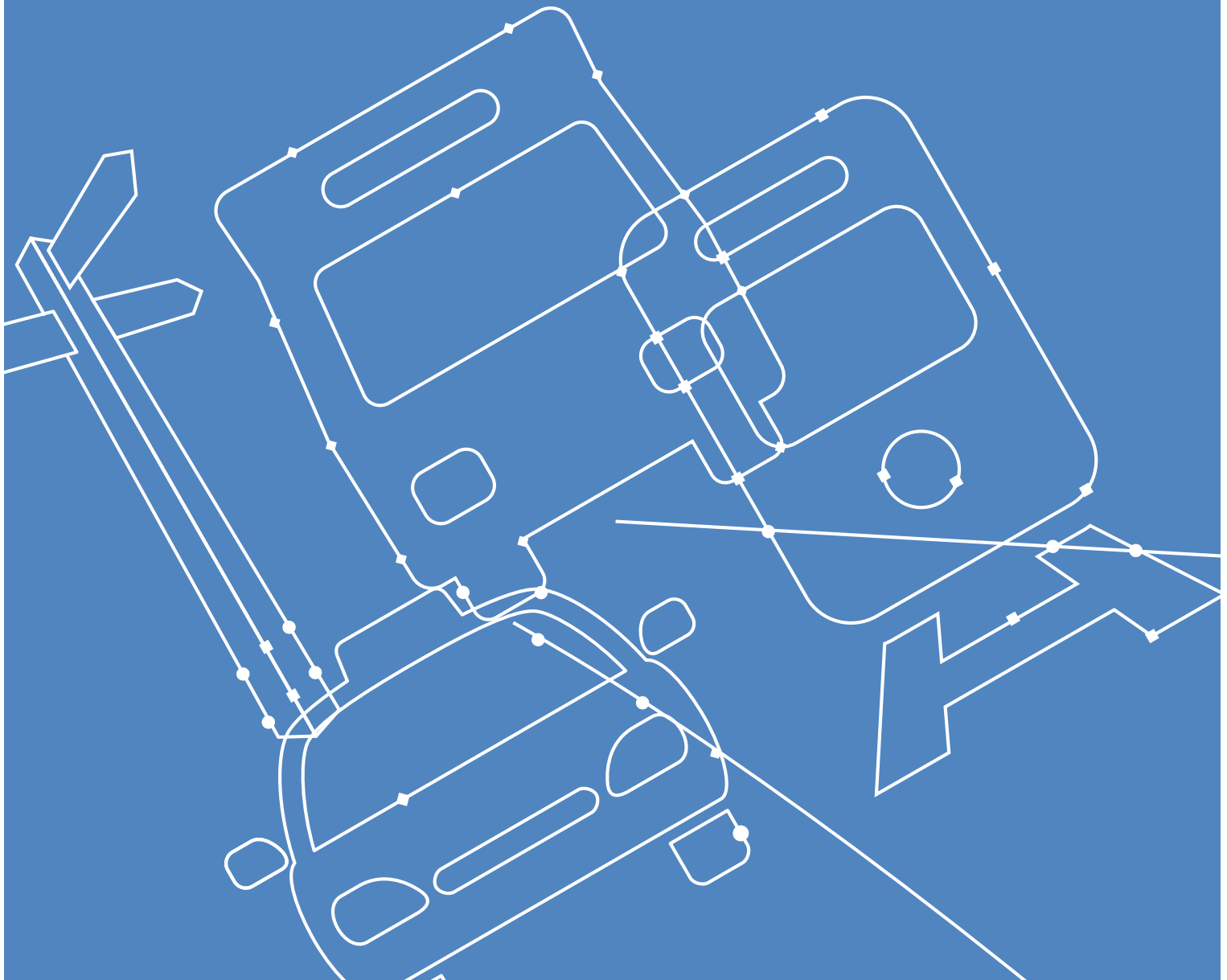

STATEMENT OF STRATEGY

2012-2014



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Chairperson's Statement

I am pleased to introduce the second Statement of Strategy prepared by the National Transport Authority which has been approved by the Board of the Authority.

Since publication of the first Statement of Strategy, the Authority has acquired additional statutory functions. The most significant of these are regulation of the small public service vehicle¹ industry, which involved the absorption by the Authority of the former Commission for Taxi Regulation, and the licensing of commercial bus routes.

The Authority's initial Statement of Strategy covered a truncated period in recognition of the difficulty of setting longer term strategies and goals at a time when the organisation was only establishing itself and also while it had still not acquired all of its planned functions and responsibilities. In addition, the senior management team was not fully in place when the first Statement of Strategy was developed nor had all of the positions on the Board been filled.

Economic conditions continue to be difficult, which has inevitably had an impact on the availability of public funding for major capital transport projects and for services. Accordingly, the Board recognises that the Authority will have to tailor its agenda to reflect this until such time as the public finances recover sufficiently. In the meantime there remains much work to be done by the Authority to ensure that it derives the maximum benefit from the major investment that has already been made in transport and in planning for the longer-term.

The Board of the Authority look forward to delivering on the priorities set out in this new Statement covering the next three years.

John Fitzgerald

Chairperson

December 2011

¹ i.e. taxis, hackneys and limousines

Chief Executive's Statement

In October 2010 the Authority produced an interim Statement of Strategy to cover the period until end 2011 pending completion of the Authority's establishment process in accordance with the provisions of the Dublin Transport Authority Act 2008 and the Public Transport (Regulation) Act 2009. I am pleased to say that the establishment process was finally completed in January 2011 when the Authority assumed responsibility for the regulation of the small public service vehicle industry (i.e. taxis, hackneys and limousines).

The purpose of this, the second Statement of Strategy produced by the Authority, is to look forward to the next three year period until the end of 2014. In that context it is clear that at a macro-economic level this period will continue to be dominated by the process of restoring the public finances. As public transport is largely funded by the Exchequer, investment in public transport will continue to be severely constrained in the short-term. Accordingly, the main challenge is to ensure that we maximize the return on the substantial investment made to date by better integrating our transport networks. In that way we can hope to minimise any impact on service levels and standards due to falling revenues and subsidy levels.

While the Statement of Strategy is a forward-looking document, I think it is worth recording at this juncture that a number of major milestones were achieved earlier this year. The Authority submitted its draft long-term Transport Strategy for the Greater Dublin Area to the Minister for Transport, Tourism and Sport; Real Time Passenger Information for buses was rolled out; the Integrated Ticketing smartcard, called "Leap Card" was launched to operate across Dublin Bus, Luas and Irish Rail's Dublin commuter services; a first grant scheme was released for wheelchair accessible taxis; and service reviews, which are now guiding service improvements, were completed of subsidised bus and rail operations across the country.

Since the first Statement of Strategy was finalised, the Authority has taken over responsibility for the regulation of the small public service vehicle (SPSV) industry from the Commission for Taxi Regulation and the licensing of bus routes from the Department of Transport, Tourism and Sport. In addition, with the agreement of Dublin City Council the Quality Bus Network Office now operates within the Authority thereby providing an invaluable design resource for sustainable transport projects in the Greater Dublin Area and also in the regional cities.

Regulation of the SPSV sector involves setting and enforcing standards, in conjunction with the Garda authorities and the Road Safety Authority, across an industry comprising thousands of mainly small operators. It is clear that standards are only as effective as the enforcement regime. The Government is currently in the process of conducting a major review of the sector, which will have an important bearing on its regulation by the Authority in the future. Accordingly, the outcome may impact on this part of the Statement of Strategy.

The licensing of bus routes which are operated by private operators on a commercial basis is an important activity for the Authority. There is an onus on the Authority to develop an efficient and professional licensing service to operators, who provide important public transport services throughout the State.

While the Authority is still in an embryonic stage the Authority's senior management team and staff are very clearly focused on ensuring delivery of the strategic priorities set out in this document.

I believe that in the short time since its establishment the Authority has demonstrated that it has the capacity to deliver on its mandate of improving public transport, develop sustainable transport solutions and contribute to the integration of transport and land use planning.

Gerry Murphy
Chief Executive
December 2011

About the National Transport Authority

Our Vision

"Greater use of sustainable modes of transport across the country"

Our Mission

Our Mission is to develop greater use of sustainable modes of transport across the country in support of Government policies and priorities.

It has three distinct but interlinked parts. They are

1. to regulate and develop the provision of integrated public transport services by public and private operators in the State,
2. to secure the development and implementation of an integrated transport system within the Greater Dublin Area, and
3. to contribute to the effective integration of transport and land use planning

in a manner that contributes to environmental sustainability and social cohesion and promotes economic progress.

Our responsibilities

At a national level the Authority is responsible for –

- securing and monitoring the provision of subsidised public bus and rail services through public contracts,
- licensing public bus services which are not subsidised,
- supporting the integration of land use and transport planning in regional development plans,
- regulating small public service vehicles (i.e. taxis, hackneys and limousines) and their drivers, and
- developing integrated information and ticketing schemes for public transport users.

Within the Greater Dublin Area, the Authority has the following additional responsibilities –

- preparation and regular review of a long-term transport strategy,
- adoption of a medium-term integrated implementation plan and a strategic traffic management plan,
- financing the development of integrated public transport infrastructure,
- promoting an integrated public transport network,
- implementing a fares scheme,
- encouraging increased public transport use,
- promoting cycling and walking,
- implementing demand management measures (excluding road pricing), and
- ensuring integration of land use and transport planning in Development Plans, Local Area Plans and Strategic Development Zones.

The Greater Dublin Area covers seven local authority areas comprising Dublin City Council and Fingal, Dún Laoghaire-Rathdown, South Dublin, Kildare, Meath and Wicklow County Councils accounting for about 40% of the State's population. The Area is aligned with those of the Dublin Regional Authority and the Mid-East Regional Authority combined, which provides a sound basis for effective integration and cooperation on transport and land use planning.

The short-term will continue to be dominated by the continuing fall-out from the global financial crisis which has had a damaging impact on the state of the public finances. In the context of transport this has meant that the Exchequer has had to reduce the amount of funding available to support loss-making bus and rail services as well as the construction of new transport infrastructure.

This difficult situation has been further compounded by such factors as reductions in personal incomes and increase in unemployment, which has led to a significant reduction in the number of people using public transport. The cumulative impact of these developments has necessitated increases in fares in some cases. Of course, there is a danger that this scenario can create an unwelcome and damaging downward cycle for public transport use so the Authority carefully considers the impact of fares increases on patronage.

It is now clear that capital investment in public transport will be severely constrained over the next three years. While the impact of this will not be fully evident until the economy starts to recover and transport demand increases, there is still much that can be done to improve public transport in the immediate period ahead.

Specifically, the current inadequate level of integrated public transport presents a massive opportunity to exploit information and communications technology, such as integrated ticketing, real-time passenger information and journey planning resources for the benefit of passengers. That technology can also be exploited to obtain improved performance by operators. Through such measures we can expect to begin to stabilise and indeed reverse the decline in passenger numbers, particularly on buses.

The creation of integrated public transport information, ticketing and fares systems will clearly facilitate the future development of public transport. While deployment of these systems has already started the full benefits will start to accrue significantly in 2012. One of the major benefits for the consumer will be the further strengthening of the Transport for Ireland portal² through which all of these systems will be available.

The preliminary results of the 2011 Census of Population show that the population of the State continues to grow. It follows that demand for transport will increase as the national recovery moves ahead. Accordingly, it is important we plan carefully for the future. The Authority

has made a good start in that regard already through its interaction with the Regional Authorities and especially in the Greater Dublin Area through the preparation of a Draft Transport Strategy. Over the next three year period the Authority expects to be in a position to prepare and begin to implement a medium-term plan for the implementation of the Strategy. The integrated planning of land use and transport will pay dividends over the longer term. We have already seen the impact that the absence of integrated planning in these areas can have on the national economy.

The small public service vehicle sector comprising taxis, hackneys and limousines is also operating in a challenging environment. The year on year growth in the number of new entrants to the industry that was a feature of the years since liberalisation of the market came to an end in 2008/9 as the impact of the global financial crisis began to be felt. Clearly, the level of growth experienced in earlier years could not continue unabated and some realignment was inevitable and indeed necessary. The Authority will continue to support the development of a high quality, professional and customer focussed industry as well as supporting the transition to an accessible fleet.

The Authority is expediting the long-overdue development of bus licensing arrangements. The regulation of public bus services operated by commercial bus operators remained almost virtually unchanged between 1932 and 2010, when the Authority took over responsibility for the area. In 2010 new licensing guidelines were adopted, which contain clear procedures and processes to be followed by operators and the Authority. The Authority plans to support the new guidelines by a modern IT based system and work on this is well underway. With an IT system the Authority will have the capacity to undertake more sophisticated analysis of applications. In addition to overhauling the outdated licensing process, the Authority is committed to ensuring that commercial bus operators can participate fully in the integrated ticketing and real-time passenger information projects.

2 www.transportforireland.ie

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 comprises 12 members 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

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

Strategic Priorities 2012-2014

Priority 1

Oversee the capital investment programme in both public transport and sustainable transport measures in the Greater Dublin Area.

Key Objectives

- Manage the delivery of capital investment in 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 towards an integrated public transport system with the target that most people are within easy reach of a reliable public transport service and which enables people with a disability or mobility impairment to access those services;
- Develop supporting infrastructure for cycling and walking.

Milestones to Delivery

- Submit a draft integrated implementation plan for the Greater Dublin Area to the Minister for Transport, Tourism and Sport for approval in accordance with the statutory timeframe;
- Carry out regular progress monitoring, in terms of time and cost, of the achievement of multi-annual capital programme objectives;
- Complete the preparation of a strategic traffic management plan for the Greater Dublin Area on adoption of the integrated implementation plan.

Priority 2

Regulation of Small Public Service Vehicle (SPSV) and commercial bus sectors.

Key Objectives

- For the benefit of transport customers, continue to develop and improve the regulatory frameworks for the SPSV and commercial bus industries in Ireland;
- Continue to develop efficient regulatory processes to assist private operators;
- Ensure compliance with statutory regulations;
- Participate in appropriate dialogue with the respective transport industries.

Milestones to Delivery - Small Public Service Vehicles

- 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 and grant-aid, if appropriate;
- Regularly engage with industry stakeholders.

Milestones to Delivery - Commercial Bus Services

- Streamline the application and payment process for bus route licences;
- Implement a Geographic Information System to facilitate consideration and processing of applications for bus route licences;
- Ensure that applications are processed in accordance with timelines set in the Authority's guidelines;

- Maintain a strong compliance regime to ensure high quality commercial bus services in accordance with regulatory requirements;
- Ensure that there is ongoing dialogue with bus operators and their representative organisations including explanation of regulatory decisions;
- Review the bus licensing guidelines within the timeframe of this Statement of Strategy;
- Develop enhanced licence conditions that improve the customer offering while being proportionate in terms of industry costs.

Priority 3

Ensure that transport considerations are fully addressed as part of land use planning.

Key Objectives

- Promote the effective integration of transport and land use planning.

Milestones to Delivery

- Make a Transport Strategy 2011-2030 for the Greater Dublin Area, following incorporation of Ministerial modifications, if any;
- Fulfill the Authority's statutory role in the regional and local planning processes within the Greater Dublin Area in order to ensure the consistency of various plans with the Authority's Transport Strategy and, more generally, the successful integration of transport and land use strategies;
- Fulfill the Authority's statutory role in the regional planning processes outside the Greater Dublin Area to ensure effective integration of transport and land use planning.

Priority 4

Secure the optimal provision of subsidised public transport services in the State.

Key Objectives

- Ensure the provision of high quality and accessible bus, heavy rail and light rail services at best value for money to the Exchequer;
- Strengthen the monitoring and enforcement of compliance by the contracted operators with the terms of their contracts;
- Review the operation of public passenger transport services;
- Review the public transport contracts directly awarded in December 2009 to Dublin Bus and Bus Éireann.

Milestones to Delivery

- Identify and secure the implementation of efficiencies in service delivery;
- Identify and secure improved customer service, within the constraints of the available level of support funding;
- Develop more comprehensive performance requirements for existing contracts;
- Strengthen performance management of contracts through the deployment and interrogation of new information technology systems;
- Invite and consider submissions in relation to the renewal of all or part of the existing directly awarded bus contracts;
- Submit to the Minister for Transport, Tourism and Sport a review of the operation of public passenger transport services;
- Develop procurement documents for tendering bus services;
- Develop and tender a new Luas operations contract in conjunction with the Railway Procurement Agency.

Priority 5

Develop and secure the implementation of measures to better integrate public transport modes.

Key Objectives

- Improve the customer experience of public transport thereby increasing patronage, encouraging modal shift from cars to public transport and supporting tourism;
- Reduce operator costs and thereby allow for necessary service expansion.

Milestones to Delivery

- Continue the roll-out in the Greater Dublin Area of the integrated ticketing system including the addition of products, annual passes and capping mechanisms;
- Continue the roll-out of the real-time passenger information system for bus services in the Greater Dublin Area, Cork, Galway, Limerick and Waterford;
- Launch and manage a national multi-modal online journey planner;
- Continually develop and augment the one-stop public transport information website www.transportforireland.ie;
- Examine the scope for implementing a multi-operator integrated fares system in the Greater Dublin Area to complement the recently launched multi-operator integrated ticketing system;
- Ensure that information services are accessible.

Priority 6

Encourage the use of more sustainable modes of transport.

Key Objectives

- Promote a shift from the car to more sustainable modes of transport (public transport, cycling and walking).

Milestones to Delivery

- Continually develop the National Cycle Manual to ensure best practice guidelines for developing cycling infrastructure in Ireland;
- Manage the national Smarter Travel Workplaces programme on behalf of the Department of Transport, Tourism and Sport;
- Through guidelines and project management, support the raising of awareness among primary school pupils of sustainable transport options;
- Provide information and statistics to assist modal shift;
- Incorporate appropriate sustainable transport measures within the Authority's own strategies, plans and investment programmes.

Priority 7

Support Department of Transport, Tourism and Sport investment programmes as requested.

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 Cork, Galway, Limerick and Waterford;
- Manage the delivery of an annual programme of works to improve transport accessibility;
- Where requested, provide professional transport advice on options and priorities to the Department.

Priority 8

Create a professional organisation to meet current and future challenges in administration and financial management.

Key Objectives

- Undertake our functions to the highest standards of public service and to ensure value for money;
- Commit to quality in the conduct of our work and our internal capacity and expertise.

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;
- Replace Department of Transport, Tourism and Sport staff temporarily assigned to the Authority on a structured basis so as to maintain the quality of service delivery;
- Ensure Internal Audit carries out an ongoing cycle of reviews of procedures;
- Review and update the Authority's Risk Matrix;
- Consolidate IT Infrastructure in order to deliver a more efficient and secure IT service to internal and external stakeholders.

Priority 9

Develop and manage external relationships.

Key Objectives

- Develop constructive relationships with stakeholders including local and regional authorities, transport agencies, public transport operators, the small public service vehicle industry, public representatives, representative groups, transport users and all others who engage with the Authority.

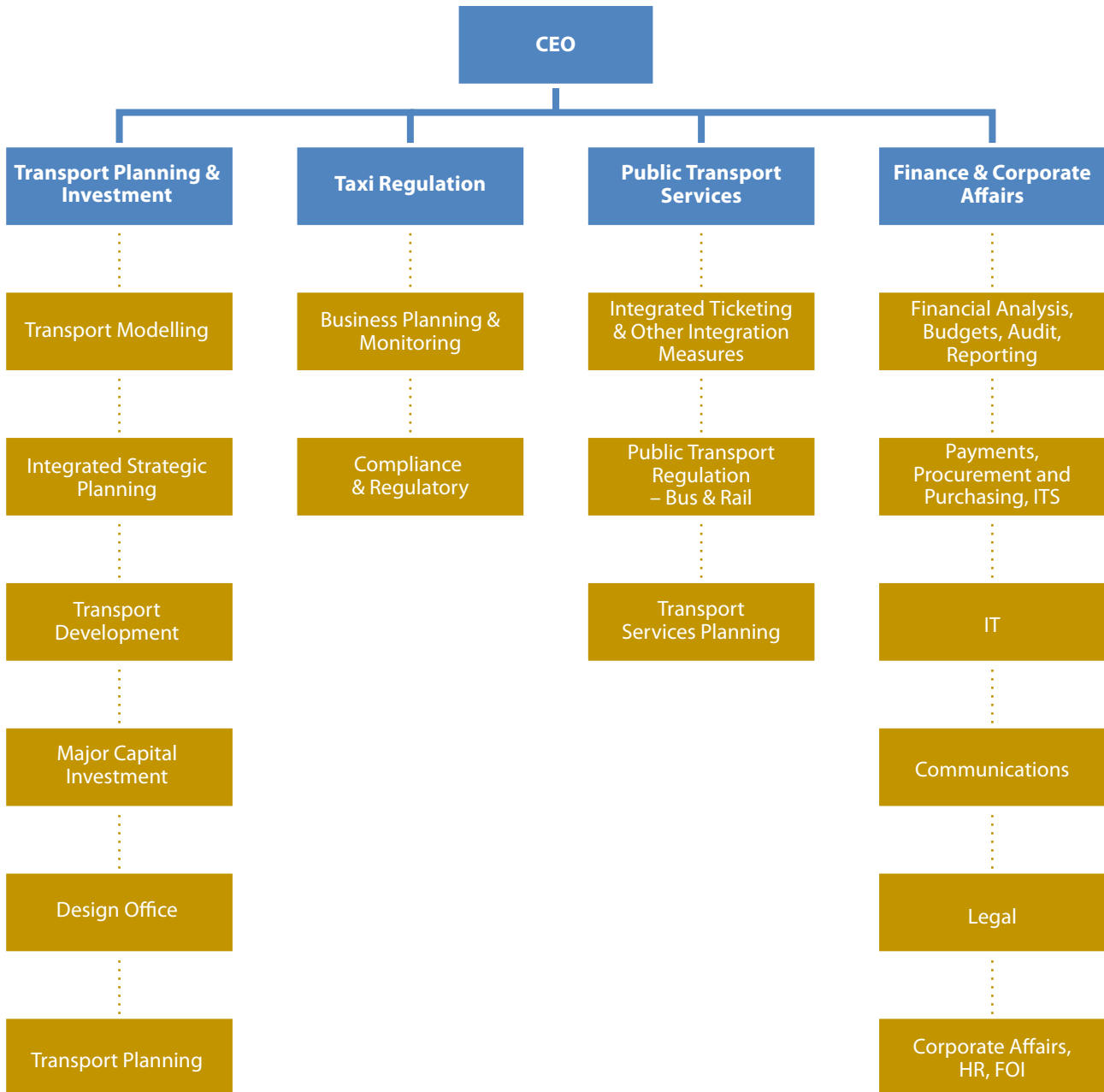
Milestones to Delivery

- Use the Authority's website³ 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 (examples of such committees are the Public Transport Accessibility Committee, Regional Planning Implementation Groups, Cork Area Strategic Planning Group, Grangegorman Consultative Group, Dublin Docklands Development Authority Council);
- 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 and the National Transport Authority Advisory Council⁴ in discharging their functions through the provision of facilities and services.

³ www.nationaltransport.ie

⁴ The Advisory Council has not been established yet

Appendix 1: Organisational Structure



Appendix 2: Board Members

The Board of the National Transport Authority is composed of 12 members appointed by the Minister for Transport, Tourism and Communications. The members of the Board are as follows:

Mr. John Fitzgerald (Chairperson), appointed December 2009;

Mr. Gerry Murphy (Chief Executive), appointed December 2009;

Ms. Linda Saunders, appointed December 2009;

Dr. Berna Grist, appointed December 2009;

Mr. Frank King, appointed December 2009;

Mr. John Tierney (Dublin City Manager), appointed December 2009;

Mr. Damian Usher, appointed December 2009;

Ms. Valerie O'Reilly, appointed March 2010;

Ms. Margaret O'Shaughnessy, appointed March 2010;

Mr. Jim Deegan, appointed June 2010;

Mr. Hugh Creegan (Director of Transport Planning and Investment at the Authority), appointed November 2010;

Mr. Daithí Alcorn, appointed January 2011.

Audit Committee

The Board's Audit Committee comprises:

Mr. John Tierney (Chairperson)

Ms. Linda Saunders

Mr. Damian Usher.



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