



Annual Report **2014**



Contents

FROM THE CHAIRPERSON	3
CHIEF EXECUTIVE'S OVERVIEW	4
SNAPSHOT OF THE YEAR	6
01 DELIVERING BUS AND RAIL SERVICES	8
Passenger Growth on Public Service Obligation (PSO) Services	9
New PSO Contracts with State-owned Bus Operators	9
Performance of State-owned Operators under PSO contracts	10
PSO Contracts with Privately-owned Operators	11
Light Rail (Luas) Services	12
Payments to Operators of PSO Services	13
Financial Challenges and Fares	13
Changes to PSO Services	14
Bus Services Licensing	16
Rural Transport Services	19
02 ENHANCING THE TRAVEL EXPERIENCE	20
Leap Card	21
Real-time Passenger Information	22
National Journey Planner	23
Cycle Planner	24
Integrated Public Transport Mapping	24
Public Transport Information Design Guidelines	24
Marketing, content management and other customer engagement	24
Operation Open City	25
Passenger Rights	25
Websites	26
Accessibility	27
03 PUTTING STRATEGIC PLANS IN PLACE FOR THE FUTURE	28
Land Use Plans and Policies	29
Greater Dublin Area	29
Outside the Greater Dublin Area	30
Published Guidance, Guidelines and Studies	31
Transport Models	31
North Dublin Transport Study	32

04	SUPPORTING PEOPLE IN MAKING SUSTAINABLE TRAVEL CHOICES	33
	Smarter Travel Workplaces Programme	34
	Smarter Travel Campus Programme	35
	Green-Schools Travel Programme	35
05	UPGRADING INFRASTRUCTURE	36
	Capital Investment	37
	Greater Dublin Area Capital Programme	38
	Regional Cities Sustainable Transport Investment Programme	42
	Public Bike Schemes	42
06	SMALL PUBLIC SERVICE VEHICLES	43
	Legislation	44
	Statistics	45
	New entrants	45
	Vehicle Testing	45
	Taxi Fares	46
	Compliance Activity	46
	Consumers	47
	Small Public Service Vehicle Service Centre	48
	Local Area Hackney Licence	48
07	GENERAL CORPORATE MATTERS	49
	Transport Statistics	50
	Statement of Strategy	50
	Freedom of Information	50
	Compliance	50
	Board Information	50
	Oireachtas Liaison	52
	Information and Communications Technology	52
08	ROLE OF NATIONAL TRANSPORT AUTHORITY	54
	Legislation	55
	Statutory functions	55
	Other functions	56
	Governance	56
	CVs OF BOARD MEMBERS IN 2014	57

From the Chairperson

The 1st December 2014 was the fifth anniversary of the establishment of the National Transport Authority and marked the end of the terms of appointment of some Board members. I wish to thank Frank King, Jim Deegan, Daithí Alcorn, Damian Usher and Margaret O'Shaughnessy for their conscientious and constructive contribution to the Board over the past five years.



Chief Executive Gerry Murphy also left the Board following his retirement from the Authority in December. On behalf of the Board I wish to acknowledge his outstanding commitment to delivering on the Authority's mandate since its establishment. He showed great determination and skill in his leadership of the Authority through the challenging establishment period and against a background of resource constraints in many areas. Indeed the Board believes that the Authority could not have achieved as much over the last five years without his drive and dedication and wishes him well in his retirement.

The Minister for Transport, Tourism and Sport re-appointed Berna Grist and Linda Saunders to the Board for a further term. This ensured some continuity at Board level, which is welcome. I accepted the request of the Minister for Transport, Tourism and Sport to remain on as Chairperson for a further period until May 2017. I subsequently attended a meeting of the Oireachtas Joint Committee on Transport and Communications which was convened to consider my re-appointment.

Following a public competition, the Chief Executive position was filled by Anne Graham, the Authority's Director of Public Transport Services. The Board looks forward to working with Anne to achieve the Authority's objectives.

A number of important milestones were achieved during the year. Two of these are worth highlighting. Firstly, the finalisation of new, enhanced direct award contracts between the Authority and Dublin Bus / Bus Éireann for the provision of subsidised bus services. Secondly, the awarding by the Authority, in conjunction with the Railway Procurement Agency, of a new contract for the operation of Luas. The Luas contract was awarded following a procurement competition which was conducted according to internationally recognised best practice principles.

The value of the bus and light rail contracts over the next five years is in excess of €1.6 billion. This figure underlines the significance of the role that the Authority undertakes on behalf of the State in the management and development of subsidised public transport services.

The year ended on a positive note with confirmation of a return to modest growth in public transport passenger numbers following a number of years of falling numbers. The challenge for the next five years is to ensure continued growth in public transport now that the economy is showing some signs of recovery.

A handwritten signature in black ink, appearing to read 'John Fitzgerald'.

John Fitzgerald, Chairperson
June 2015



Chief Executive's Overview

I am delighted to present the 2014 Annual Report. While I only succeeded Gerry Murphy as the Authority's Chief Executive last December, prior to that I was the Authority's Director of Public Transport Services. So I am very familiar with the challenges facing the Authority.

In looking back over the past year it is appropriate for me to begin with public transport services, which are a key area for the Authority given that so many people across the State depend on those services for their travel needs. The Authority again reluctantly approved fare increases due to the continuing impact of the economic recession on the funding and use of subsidised public transport services. However, there are indications that we are approaching the end of that cycle. Fortunately, we have been able to moderate the impact of fare increases through the continued development and extension of the Leap Card system. Leap Card provides an efficient, safe and secure means of collecting fares which is good for operators and customers. The card now offers a minimum 20% discount on single adult fares and by the end of the year almost 870,000 cards had been sold.

The welcome growth in public transport passenger numbers in 2014 should continue as the economy improves. During 2014 an additional 8 million passenger journeys were made on public transport, an increase of 3.8% over 2013. However, while there is some spare capacity in bus and rail services at present, this will very quickly erode as the recovery continues. The Authority continued to advance our comprehensive programme to review and reconfigure bus and rail networks nationally. Notwithstanding the current financial constraints there are significant service improvements which can be made by better planning and organisation of existing bus and rail services.

During the year the Authority continued to prepare for the competitive tendering of a small number of subsidised bus routes which will enable us to better evaluate whether the State is obtaining value for money in the operation of such services.

The Authority has also worked to improve the public transport offering through the provision of new and refurbished vehicles as well as information services to enable customers to plan their journeys and reduce waiting times. Over 1 million trip plans per month were being generated for customers of the National Journey Planner.

The Authority continues its work to deliver an efficient licensing service to commercial bus operators and to monitor compliance with the terms of their licences. However, while commercial bus services play an important part in the delivery of public transport services nationally, the planning and organisation of those services is not within the remit of the Authority. In some instances the decisions of commercial bus operators to restructure or withdraw services has necessitated intervention by the Authority in order to maintain bus services in the affected areas.

The Authority undertook an extensive body of work during the year on the preparation of new contracts for the delivery of public transport services. A new contract for the operation of the Luas service was awarded to Transdev Dublin Light Rail Limited following a competitive tendering process. The Authority also entered into new direct award public service contracts with the CIÉ

bus companies. The new contracts set more demanding performance targets for the operators. We also took steps to improve our capacity to monitor performance of the operators against the agreed targets.

The restructuring of the Rural Transport Programme moved substantially closer during 2014. Good progress was made on the establishment of the 18 new Transport Coordination Units, located throughout the State, which will manage the delivery of rural transport services. The Authority is also funding the development of IT systems to facilitate the planning and delivery of rural transport services.

In the area of public transport infrastructure, the Authority continued to invest in Luas Cross City as well as a range of smaller scale capital schemes to improve the bus, cycle and pedestrian modes in major urban areas around the State. A significant milestone for the Luas Cross City project was the opening of the Rosie Hackett Bridge across the River Liffey. The planning of the proposed Bus Rapid Transit network in Dublin continued and further public consultations were held. By the end of the year the first public bicycle schemes outside Dublin were launched in Cork, Galway and Limerick, which was a major achievement.

Following a public consultation process, the Authority made new Regulations, which consolidated all secondary legislation relating to the licensing of small public service vehicles and drivers into one comprehensive set of regulations. The Authority also undertook a public consultation as part of its biennial review of the national maximum taxi fare. In December the Authority decided to increase the maximum taxi fare by an average of 4% with effect from 30 April 2015. This was the first taxi fare increase since 2008. The Authority also decided to simplify the fare structure by reducing the number of fare bands.

A grant scheme for the purchase of wheelchair accessible vehicles for use as taxis or hackneys was launched in July. The scheme was a great success and by the end of the year the Authority had approved 128 grants nationwide. The success of the grant scheme was due in a significant part to changes to the specification for wheelchair accessible taxi and hackney vehicles, which mean that operators can purchase less expensive vehicles.

It is not possible in the space available here to detail the Authority's important work in many other areas such as transport planning and modelling, public transport promotion, accessibility and statistics. This Annual Report provides more detail on activities in these and other important areas. This year's report again incorporates a "snapshot of the year" summarising some highlights of 2014.

I look forward to working with the Board and staff of the Authority as well as our many stakeholders in order to advance the development of public transport services, cycling and walking as viable alternatives to car use across the State in support of the Government's Smarter Travel policy.



Anne Graham, Chief Executive
June 2015

Snapshot of the Year

A flavour of the developments

January

- › Leap Card wins award at international transport ticketing conference



February

- › Public invited to give their views on proposals for a Bus Rapid Transport network in Dublin



May

- › New dedicated public transport bridge over the River Liffey is opened
- › 500,000th Leap Card issued
- › Major redevelopment of Colbert Station in Limerick announced



June

- › Work starts on relocating utilities along route of new Luas Cross City line
- › Launch of Leap Visitor Card
- › First rural transport service with National Transport Authority (Kerry) goes live



September

- › New Luas contract signed
- › Leap card arrives in Galway
- › Major promotion of walking, cycling and public transport at third level colleges



October

- › Public transport fare determinations published
- › Nominations invited for inaugural award scheme for public transport users





2014

March

- › Roll-out of improved national inspection and testing service for small public service vehicles
- › Publication of statistical bulletins for bus and small public service vehicle sectors



April

- › Leap Card arrives in Cork
- › Launch of major strategic plans to develop cycling and public transport in Greater Dublin Area
- › Anti-racism campaign rolled out on public transport services in Dublin



July

- › Whartons Travel wins contract for Cavan-Longford PSO bus route
- › Launch of grant scheme for wheelchair accessible taxis



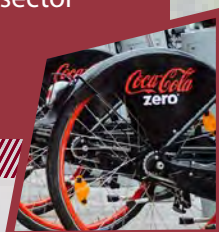
August

- › Major restructuring of child fares on public transport
- › Age limits for child Leap Card fares increased
- › Children under 4 given free travel on public transport



November

- › Launch of public bike scheme in Galway
- › Start of public consultation on moving to a wheelchair accessible fleet in the licenced bus sector
- › Launch of Leap 90 fares discount for Dublin Bus



December

- › Launch of public bike schemes in Cork and Limerick
- › New bus contracts signed with Dublin Bus and Bus Éireann
- › Outcome of national maximum taxi fare review announced



01

Delivering bus and rail services

For the first time since 2009, total passenger journeys increased across all PSO services over the previous year.



Dublin Bus

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Alexander

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Passenger Growth on Public Service Obligation (PSO) Services

PSO services are bus and rail services provided by operators under contracts with the Authority. PSO services usually require a subsidy to operate.

For the first time since 2009, total passenger journeys increased across all PSO services over the previous year. Table 1 shows the change in passenger journeys over the period 2010 to 2014. During 2014 an additional 8 million passenger journeys were made on public transport, an increase of 3.8% over 2013.

Table 1 – Annual passenger journeys on PSO services (millions)

Year	Dublin Bus (percentage change over previous year)	Bus Éireann (percentage change over previous year)	Iarnród Éireann (percentage change over previous year)	Luas Light Rail (percentage change over previous year)	Totals (percentage change over previous year)
2010	117.05	29.13	38.23	27.53	211.94
2011	115.05 (-1.7)	28.48 (-2.2)	37.38 (-2.2)	29.10 (+5.7)	210.01 (-0.9)
2012	113.28 (-1.5)	28.63 (+0.5)	36.74 (-1.7)	29.32 (+0.8)	207.97 (-1.0)
2013 ¹	112.48 (-0.7)	28.64 (+0.0)	36.74 (0.0)	30.51 (+4.1)	208.37 (+0.2)
2014	116.26 (+3.4)	29.69(+3.7)	37.80 (+2.9)	32.61 (+6.9)	216.36 (+3.8)

New PSO Contracts with State-owned Bus Operators

The Authority entered into new direct award contracts with Dublin Bus and Bus Éireann for the provision of PSO services on 1st December 2014. The new contracts strengthen the contractual requirements in a range of areas including:

- service specifications for each bus route,
- monitoring of contractual performance by the Authority,
- requirements for service levels to be provided and for the punctuality of those services,
- penalty payments by operators for failing to meet certain specified performance standards,
- operator reporting, including the provision of detailed cost and revenue out-turns, passenger numbers, vehicles in service and customer feedback in relation to the services,
- requirement for operators to submit Annual Business Plans for the Authority's approval.

The new direct award contracts reflect the Authority's decision in November 2013 to remove 10% of the services for competitive tendering.

¹ In 2014 the methodology for calculating passenger journeys on Bus Éireann services was changed. While the 2013 figures have been restated to take account of the new methodology the figures for earlier years have not.

Performance of State-owned Operators under PSO contracts

Service performance by Iarnród Éireann (Irish Rail), Dublin Bus and Bus Éireann generally met the performance targets set out within the PSO contracts. However, rail services were not provided for three days in August due to industrial action which resulted in an appropriate deduction from the payment due to Iarnród Éireann in accordance with terms of the Company's contract with the Authority.

Table 2 shows the change in kilometres operated over the period 2010 to 2014 reflecting reductions in service levels due to reduced demand for services. Tables 3 to 5 set out the annual average results for service performance levels in 2014.

Table 2 – Annual operated vehicle kilometres (millions)

Year	Dublin Bus (percentage change over previous year)	Bus Éireann (percentage change over previous year)	Iarnród Éireann (percentage change over previous year)
2010	56.50	38.08	15.95
2011	53.90 (-4.6)	37.34 (-1.9)	15.96 (+0.1)
2012	52.10 (-3.3)	37.34 (0.0)	15.96 (0.0)
2013	50.30 (-3.5)	33.34 (-10.7) ²	15.97 (+0.1)
2014	48.71 (-3.2)	32.94 (-1.2)	15.97 (0.0)

Table 3 – Iarnród Éireann performance against targets (2014)

Category	Measurement	Target (percentage)	Result (percentage)
Reliability	Percentage of scheduled services operated	99	99.9
Punctuality	Percentage of trains operating within punctuality targets:-		
	> InterCity services (arriving within 10 minutes)	90	97.2
	> Commuter and DART peak services (arriving within 10 minutes)	92	98.5
	> Commuter and DART off-peak (arriving within 5 minutes)	87	96.78

² The method of calculation for Bus Éireann annual operated vehicle kilometres was altered from 2013 onwards; therefore a direct comparison between 2012 and 2013 is not possible.

Table 4 – Dublin Bus performance against targets (2014)

Category	Measurement	Target (percentage)	Result (percentage)
Reliability	Percentage of vehicles in service	98	98.4
Reliability	Percentage of driver duties operated	98	98.9
Punctuality	Percentage of services leaving terminus within 5 minutes of timetabled departure time	95	96

Table 5– Bus Éireann performance against targets (2014)

Category	Measurement	Target (percentage)	Result (percentage)
Reliability	Percentage of vehicles in service	98	99.8
Reliability	Percentage of driver duties operated	98	99.8
Punctuality	Percentage of services leaving terminus within target margin of timetabled departure time:-		
	‣ Stage Carriage Services (10 minutes)	95	96.5
	‣ Cork City Services (5 minutes)	90	96
	‣ Limerick/Galway/Waterford City Services (5 minutes)	87	94.4
	‣ Dublin Commuter Services (10 minutes)	95	96.8

PSO Contracts with Privately-owned Operators

In February, Whartons Travel Limited withdrew its commercial bus service between Cavan and Longford. Having reviewed the matter the Authority determined that there was a continued social need for a bus service between these towns and sought tenders from operators for the provision of the service on a subsidised basis. As a result a PSO contract was awarded to Whartons Travel Limited and services re-commenced in August. The subsidised service (Route 975) is low-floor and wheelchair accessible.

In November, the Authority decided to extend the expiry date of its contract with M&A Coaches Limited in respect of Route 828x, which operates between Portlaoise and Cashel, until 30 November 2015. That decision followed a review of the Route which identified a requirement for more stopping places and better connectivity.

The Authority's contracts with M&A Coaches Limited and Whartons Travel Limited stipulate performance levels that the operators must achieve in order to receive subsidy payments. Table 6 sets out the performance levels achieved.

Table 6 – M&A Coaches Limited and Whartons Travel Limited - Performance against targets in 2014

Operator (Route)	Period	Category	Measurement	Target (percentage)	Result (percentage)
M&A Coaches Limited (828/828x)	January – December	Reliability	Percentage of scheduled services operated over full route	98	100
		Punctuality	Percentage of vehicles leaving terminus within target margin of timetabled departure time	95	100
Whartons Travel Limited (975)	September – December only	Reliability	Percentage of scheduled services operated over full route	98	100
		Punctuality	Percentage of vehicles leaving terminus within target margin of timetabled departure time	95	100

Light Rail (Luas) Services



Luas operated the third full year of its extended network in 2014.

Passenger numbers increased by 6.9% in 2014 to 32.6 million. Luas trams ran 3.66 million vehicle kilometres compared with 2.1 million in 2005, the first full year of Luas operations. Luas operations recorded a surplus of €1.94 million for 2014 compared to a deficit of €2.21 million for 2013.

In early 2014 the Authority and the Railway Procurement Agency, as joint contracting parties, invited shortlisted tenderers to submit bids for the contract to operate Luas services. Following evaluation of submissions received, a contract was awarded to Transdev Dublin Light Rail Limited to operate Luas for a further five year period up to September 2019.

Table 7 – Luas statistics

Year	Passenger Numbers in millions (percentage change on previous year)	Vehicle Kilometres in millions (percentage change on previous year)	Operating Outturn in millions (€)
2010	27.5	2.9	1.13
2011	29.1 (+5.8)	3.69 (+27.2)	(3.30)
2012	29.3 (+0.7)	3.84 (+4.1)	(3.44)
2013	30.5 (+4.1)	3.54 (-7.8)	(2.21)
2014	32.6 (+6.9)	3.67 (+3.7)	1.94

Table 8 - Luas performance (2014)

Category	Measurement	Performance Target	Result
Reliability	Percentage of timetabled services delivered	100%	99.21%
Punctuality	Minutes lost due to delays	0 minutes	1,598 minutes

Payments to Operators of PSO Services

The Authority pays subsidies to Iarnród Éireann, Dublin Bus, Bus Éireann, Whartons Travel Limited and M&A Coaches Limited for public transport services operated by them in accordance with PSO contracts. These subsidies enable the delivery of public transport services that are socially necessary but commercially unviable.

The Authority's contracts with the State-owned operators are net cost contracts under which the operators collect and retain the passenger fares as revenue. The Authority's contracts with M&A Coaches Limited and Whartons Travel Limited are gross cost contracts where the fare risk rests with the Authority. The subsidy paid to those operators is therefore the difference between the tendered cost of providing the service and fare revenue.

Details of subsidy payments made in 2014 are set out in Table 9.

Table 9 – Subsidy payments

Operator	2013 Subsidy Payments (€m)	2014 Subsidy Payments (€m)	2014 Increase / (Reduction) (€m)
Dublin Bus	64.54 ³	60.03	(4.51)
Iarnród Éireann	127.03	117.36 ⁴	(9.67)
Bus Éireann	34.36 ⁴	34.38	0.02
M&A Coaches	0.03 ⁵	0.15 ⁵	0.12
Whartons Travel	-	0.03 ⁵	-
Total	225.96	211.95	(14.01)

Financial Challenges and Fares

During 2014 the additional revenue generated by growth in passenger numbers as well as fares increases helped bridge the gap created by the continuing reduction in subsidy payments.

In October and November the Authority announced the outcome of its detailed review of requests for fare increases received from Dublin Bus, Bus Éireann and Iarnród Éireann and the Railway Procurement Agency. The Authority approved a range of fare increases for implementation on various dates commencing in November. Details of the approved increases are set out in Table 10.

³ Includes a deduction for non-operational days (3) due to strike action

⁴ Includes a deduction for non-operational days (2) due to strike action

⁵ Net of fares revenue received

Daily and weekly Leap Card caps did not increase and remained at the same level as in 2013 when they were first introduced. Leap Card single journeys fares were set to be at least 20% cheaper than the cash equivalent. As a result most single Leap fares were cheaper than the cash fare that applied in 2012.

Table 10 – Approved Changes in Fares (2014)

Operator	Fare Type	Change
Dublin Bus	Monthly and annual tickets including multi-operator tickets	-4.6% to +9.6%
	Dublin Bus/Luas Add-on	0.0% to +10.0%
	Cash fares	-39.1% to +18.0%
	Leap Card fares	-45.0% to +14.0%
	Pre-paid tickets	+6.7% to +7.5%
Bus Éireann	Monthly and annual tickets including multi-operator tickets	-1.3% to +9.5%
	Cash fares	-6.7% to +9.1%
	Leap Card fares	-7.9% to +3.8%
	Pre-paid tickets	-6.7% to +5.6%
Iarnród Éireann	Monthly and annual tickets including multi-operator tickets	-4.6% to +9.6%
	Adult Short Hop Zone (Dublin) cash tickets	0.0% to +16.7%
	Leap Card fares	0.0% to +13.3%
	Pre-paid tickets Short Hop Zone (Dublin)	0.0% to +28.4%
	Intercity fares	+1.1% to +9.5%
Railway Procurement Agency (Luas)	Monthly and annual tickets including multi-operator tickets	-4.6% to +6.9%
	Cash fares	0.0% to +11.1%
	Leap Card fares	-4.8% to 0.0%
	Pre-paid fares	+2.4% to +6.9%

Changes to PSO Services

Bus and rail services provided under PSO contracts are regularly revised to respond to changes in demand and all changes must be approved by the Authority in advance of their implementation.

In 2014 the Authority considered 110 proposals for changes to bus and rail services. Of the proposed changes, 101 were approved and 9 were deferred for further consideration in 2015.

Table 11 – Changes to subsidised services (2014)

Operator	Dublin Bus	Bus Éireann	Iarnród Éireann
Approved	42	55	4
Part Approved	0	0	0
Not Approved	0	0	0
Deferred	9	0	0

The principal changes in 2014 across the operators are described in the following paragraphs.

Dublin Bus

- › Summer schedules bringing supply into line with reduced demand for transport on certain corridors were operated during June, July and August.
- › Route 44 was extended to serve Dublin City University.
- › A number of service and routing changes were introduced to facilitate Luas Cross-City construction works.

Bus Éireann (Regional Cities)

Major structural change continued in Cork because of the phased approach to implementation and the relative size of the conurbation. The following major changes were introduced in the urban network.

- › Route 221 was introduced in February between Glanmire and Cork City Centre, offering an urban style service for the first time to a large suburb (population c. 10,000) located a short distance from the city. Related revisions of Route 245 were simultaneously introduced improving the service between Fermoy and Cork.
- › Route 220 was introduced in August, offering direct services between Ballincollig and Carrigaline by merging former Routes 222 and 232. Related revisions to Routes 216 and 233 were also implemented subsequently.
- › Revised Route 207A services were provided to The Glen to mitigate the impact of the earlier withdrawal of Route 212.

Table 12 shows the impact on patronage and revenue of the network changes introduced in the regional cities.

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

Year	Cork		Galway		Limerick		Waterford	
	2013	2014	2013	2014	2013	2014	2013	2014
Passengers (m)	10.25	10.86 (+6.0%)	3.82	4.09 (+7.1%)	2.76	2.84 (+2.9%)	0.83	0.85 (+2.4%)
Farebox revenue ⁶ (€m)	13.47	15.35 (+14.0%)	4.33	4.84 (+11.8%)	2.81	3.06 (+8.9%)	0.66	0.68 (3.0%)

⁶ Excludes Department of Social Protection payments under the Free Travel Scheme

Bus Éireann (Other Areas)

The Authority is keen to identify other areas of the State where the principles informing the successful re-configuration of city networks can be replicated. During 2014 several towns were identified and the following progress was recorded:-

- A town network was designed for and implemented in Sligo (population c. 20,000), linking the town with its immediate suburban hinterland as well as Rosses Point and Strandhill.
- Routes 416 and 424 in Co. Galway were merged and strengthened.
- Route 350 was introduced between Ennis, Lisdoonvarna and other locations in west Clare and Galway following the merger of Routes 423, 337 and 50.
- Route 343 was re-configured to incorporate Route 344 and a new service Limerick – Shannon Town & Airport – Ennis. This service greatly improves access to Shannon Airport through better connectivity with intercity bus and rail services at Limerick. It also provides a local link between Clarecastle and Ennis Town Centre.
- There was public consultation on the development of revised services in Mayo.

Iarnród Éireann

The Authority approved some minor changes to rail services. These included adjustments to the running times on the Dublin to Tralee service, a revised timetable to facilitate the refurbishment of rolling stock on the Dublin – Belfast Enterprise service and the introduction of an extra train between Waterford and Dublin on Fridays and Saturdays.



Bus Services Licensing

Licensed bus services are public bus routes that are operated on a commercial basis without any public subsidy. They are an important part of public transport in the State, generating 20 million passenger journeys or just under 9% of all passenger journeys made by public transport in 2013.

The main developments during 2014 are described in the following paragraphs.

Licensing Activity

While the Authority received fewer applications due to the three year cycle for the renewal of licences, the number of applications for new and amended services increased by 20%. This significant increase was probably the result of greater activity by the Authority to ensure compliance by operators with the relevant statutory requirements.

The Authority processed 76% of applications for new licences and 64% of applications for amendments to existing licences within the indicative timescale for processing applications set out in the Authority's Guidelines for the Licensing of Public Bus Passenger Services.

Compliance Activity

The Authority increased its compliance and enforcement actions in order to maintain the integrity and credibility of the licensing regime. Actions taken included:

- appointment and upskilling of four authorised officers to carry out monitoring and enforcement actions in the licenced bus sector;
- operations to check compliance with licences, often in conjunction with An Garda Síochána and the Authority's small public service vehicle compliance team.

During the course of these activities breaches of the bus licensing regime were identified and the operators concerned were given an opportunity to regularise their position. As a result 28 new applications and 45 licence amendments were received while a further 11 licences were revoked as the licenced bus services were not being operated. Proceedings were initiated against one operator.

While an effective enforcement regime is critical to the development of the licenced bus sector, the Authority also recognises the importance of educating and raising awareness among bus operators of the licensing requirements. By the end of the year the Authority was putting the finishing touches to a new information guide for distribution to bus operators nationally.

Table 13 – Bus licensing activity (2014)

Category	Received	Offered	Issued	Cancelled	Refused
New licence to operate a public bus service within the State	120	88	75	19	17
Amendment to existing licence	158	93	112	10	4
Transfer of existing licence	2	0	2	0	0
Renewal of existing licence	12	0	12	0	0

International bus services

The Authority is the competent authority in Ireland for the purposes of EU Regulation 1073/2009 on common rules for access to the international market for coach and bus services. This involves the licensing of international bus services operated by Irish bus operators and ensuring compliance by international bus operators providing bus services to and from Ireland.

Table 14 – International bus licensing activity (2014)

Type	Received	Offered	Issued	Cancelled	Refused
Application	21	0	21	0	0
Amendment	9	4	8	0	0

Londonderry Lough Swilly Railway Company

A significant issue was the liquidation of Londonderry Lough Swilly Railway Company, which was the primary provider of licenced bus services in Donegal.

Following the Company's liquidation in April, the Authority granted temporary licences to other commercial operators for the provision of additional services between Letterkenny and Derry in order to meet the immediate needs of passengers. These temporary licences were subsequently made permanent.

The Authority also authorised Translink/Ulsterbus to extend their Derry to Culmore service into Muff in County Donegal. The arrangements were made in conjunction with the Department of the Environment (Northern Ireland).

Changeover to online application process

Work continued on the development and testing of an online bus licensing portal to replace the current paper based applications process. The new facility will streamline the application process for licenced bus operators as well as providing the Authority with a robust and transparent reporting framework.



Rural Transport Services

The year saw significant change in the delivery structure for rural transport services. The detailed assessment of applications from among existing rural transport groups to form 18 new Transport Coordination Units (TCUs) was completed early in the year. By the end of the year agreements had been signed with 16 rural transport companies that had been formed to take on the role of managing the TCUs.

In some counties the change was minimal while in others new companies with boards had to be formed, staffing levels had to be reduced and office accommodation had to be changed while still maintaining services to customers. A very significant effort was employed by all in particular by voluntary boards in bringing the restructuring process to a successful conclusion. Throughout the upheaval the existing services to customers in rural areas never diminished due to the commitment of the staff and boards of the rural transport companies.

One of the key objectives in restructuring the delivery of the rural transport services is to develop closer links with local authorities in each TCU area. The Authority therefore sought accommodation for the TCUs in local authority offices to start building those links. By the end of 2014, 11 TCUs were housed within local authority offices.

All contracts with the rural transport companies were novated by agreement to the Authority. A detailed review of the effectiveness of these services was commenced in preparation for their retendering.

The Authority continued the work that had been piloted by Sligo Leader Partnership Limited in establishing an integrated management system for rural transport services to be operated by the new TCUs. Increased functionality and robust data protection was introduced into the system which allows the management of bookings for rural transport services and produces reports on service usage. A smartphone app was developed to facilitate the transfer of passenger lists to drivers, which improves the efficiency and privacy of service delivery.

Passenger numbers on rural transport services increased by 1.1% while revenues increased by 11.4% in 2014. This was a significant outcome given all the changes that occurred in the delivery structure for services during the year.

The Authority developed a new brand for TCUs – *locallink*. As an example Wexford TCU is now known as Wexford *locallink*. A new website www.locallink.ie was also created with information on *locallink* offices throughout the country.

Table 15 – Rural Transport Programme: Annual passenger journeys and revenues

Year	Passengers (millions)	Percentage change on previous year	Revenue (€ million)	Percentage change on previous year
2010	1.42	-	-	-
2011	1.74	+22.5	3.07	-
2012	1.73	-0.6	4.00	+30.3
2013	1.74	+0.6	4.66	+16.5
2014	1.76	+1.1	5.19	+11.4

02

Enhancing the travel experience

By the end of the year most public transport journeys in the Greater Dublin Area were taken using Leap Cards.

Leap Card

Leap Card grew significantly during 2014. Almost 0.5 million cards were sold and by the end of the year most public transport journeys in the Greater Dublin Area were taken using Leap Cards. The retention rate was excellent with over 75% of issued cards remaining active after six months.

A number of new products and features were added including

- Autoload, which enables cardholders to arrange for their cards to automatically reload where they have signed up to a Direct Debit mandate.
- Leap 90, which applies a discount to second and subsequent journeys where they start within 90 minutes of the start of the previous journey.
- Leap Visitor Card, which gives visitors to Dublin 3 days of travel for €19.50 and covers Dublin Bus services including Airlink, rail services in the Short Hop Zone and Luas Red and Green lines. This product was sold at outlets in Dublin Airport.
- Leap Trainee Card, which is targeted primarily at language students and provides up to 4 weeks of discounted travel on bus, rail and Luas services.

The development and launch of the Leap Visitor and Trainee Cards was part-funded through an EU ERDF project called SITE⁷.

The Authority introduced a number of measures to encourage children to use public transport including reduced fares for children using a Child Leap Card. The eligible age for Child Leap fares was increased from 15 to 18. The Authority ran a very successful *Kids Go Free* promotion in August during which Child Leap Cards were made available free of charge. Uptake and usage of Child Leap Cards increased threefold as a direct result of these campaigns.

The technical work necessary to integrate the new Public Services Card for people entitled to free travel on public transport with the Leap Card scheme was successfully completed.

The roll-out of the Leap Card scheme beyond the Greater Dublin Area commenced during 2014. Leap Card was initially introduced in Cork and Galway on Bus Éireann services and the first use on Iarnród Éireann services outside the Greater Dublin Area was in Cork in December.

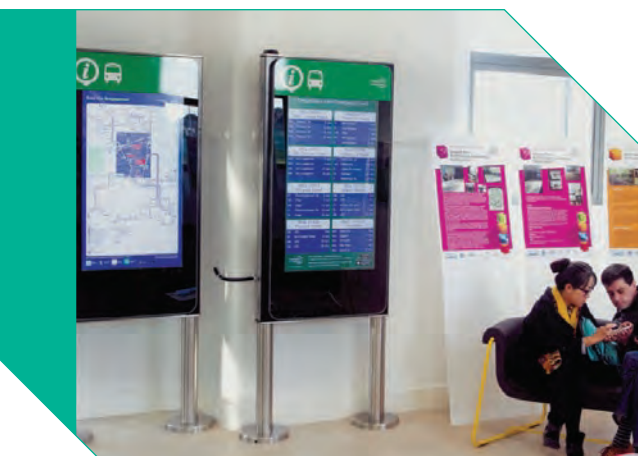
More commercial bus operators joined Leap Card in 2014 including Collins Coaches, M&A Coaches, City Direct and Express Bus.

Table 16 – Leap Card statistics

Item	2014 totals	Totals since launch in December 2011
Cards sold	469,000	867,000
Journeys using Leap Cards	39 million	73 million
Pay-As-You-Go revenue	€74 million	€137 million
Leap product revenue ⁸	€63 million	€ 77 million

⁷ Smart Integrated Ticketing in Europe

⁸ Leap products were first introduced in Q4 2013



Real-time Passenger Information

The provision of accurate information about bus and train arrival and departure times is important to the delivery of high-quality public transport services. Information is delivered to customers in a variety of ways including displays at stopping places and transport terminals, smartphone apps and text message.

During 2014 the Authority completed the roll-out of the current phase of real-time passenger information displays at bus stops in Dublin, Cork, Galway, Limerick and Waterford. By the end of the year, 596 displays were operational. In addition 24 flat screen displays incorporating real-time information for nearby bus stops and associated transport information maps were available in public areas such as train stations, hospitals and universities.

Increasing numbers of passengers are benefiting from real-time passenger information, in particular through smartphone apps. By the end of the year the apps had been downloaded 95,000 individual times. The total number of searches on the real-time passenger information app⁹ exceeded 12 million.

During the year the Authority and transport operators were strongly focussed on ensuring app stability and improving the data quality presented to on-street displays.

The Authority continued to fund improvements to the systems which underpin the real-time passenger information system as well as apps for consumers. A new Windows app for customers was launched and a redesign programme to make the iOS and Android apps more user-friendly was started.

The Authority continues to survey the accuracy of real-time information through surveys and feedback from customers. Independent quarterly surveys monitoring over 1,000 buses operated by Dublin Bus were undertaken and showed an average arrival accuracy rate of 92%.

The Authority also conducted surveys of Bus Éireann services in the Greater Dublin Area as well as Cork, Galway, Limerick and Waterford. Survey results showed average departure accuracy rates of between 75% and 80%. A number of system issues were identified and measures were taken to improve data quality.

Table 17 – Real-time passenger information displays in operation at bus stops (31 December 2014)

Area	No. of displays in operation on 31 December 2014
Dublin City	318
Dún Laoghaire-Rathdown	51
Fingal	46
South Dublin	45
Meath	13
Kildare	13
Wicklow	11
<i>Greater Dublin Area sub-total</i>	<i>497</i>
Cork	46
Galway	19
Limerick	16
Waterford	7
<i>Regional Cities sub-total</i>	<i>88</i>
<i>Other (e.g. UCD, Dublin Airport)</i>	<i>11</i>
Total	596

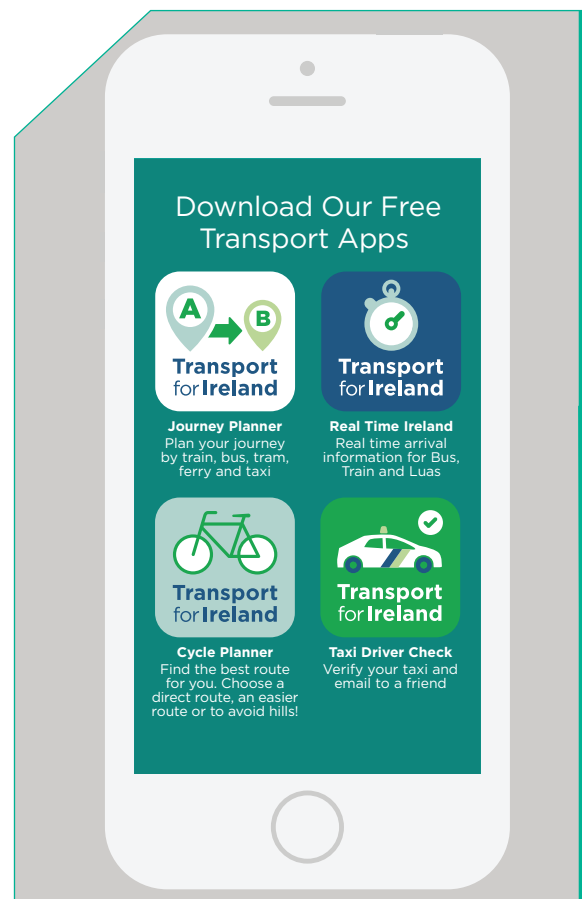
National Journey Planner

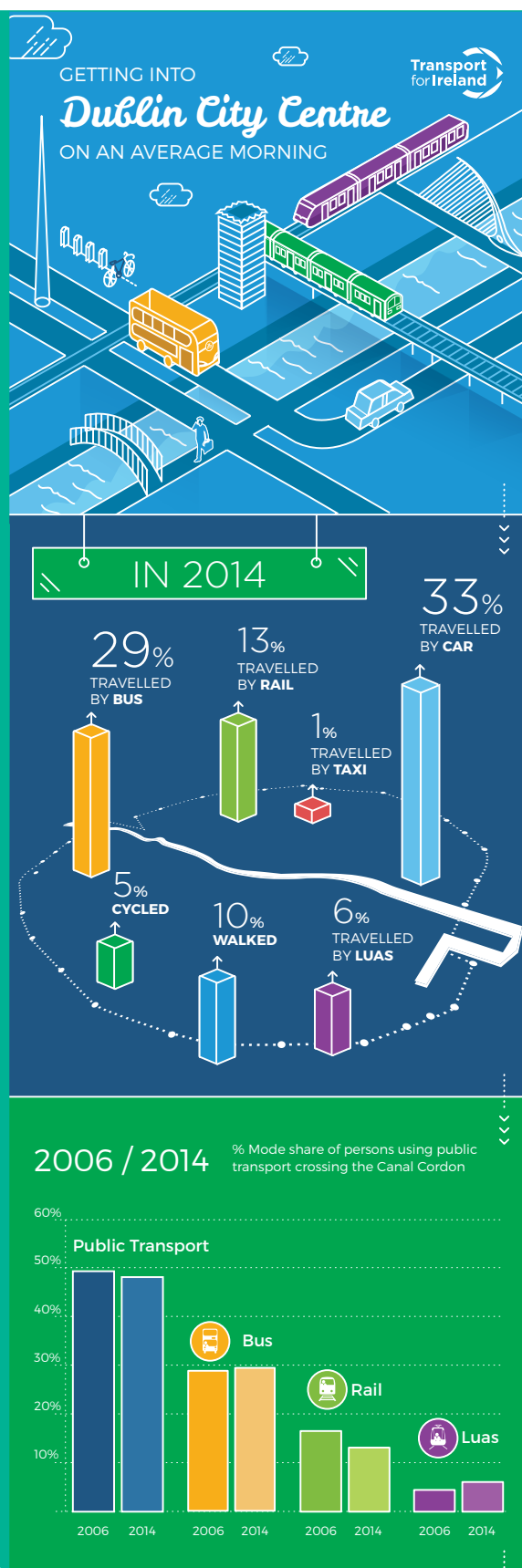
Passenger information services provided by the National Journey Planner were further enhanced. New services implemented included:

- Multi-modal, multi-operator fares information for cash and Leap Card customers;
- Real-time departure information for Luas and Iarnród Éireann services;
- An interactive route mapping service;
- Windows smartphone app;
- Windows 8.1 PC app.

The National Journey Planner is provided through smartphone apps and a web service. In 2014, both services were upgraded to take advantage of new operating systems technology and were also redesigned with modern user interfaces that adopted emerging standard conventions for accessing menus.

Use of the National Journey Planner grew strongly in 2014. The Planner calculated approximately





1.1 million trips every month and provided approximately 4.5 million requests for information including fares, departure boards, mapping and timetables.

Cycle Planner

The Cycle Planner app and web service was expanded to Galway, Cork, Waterford and Limerick. Bike hire availability in real-time was added for Dublin in 2014.

The Cycle Journey Planner offers information about journeys where a bike may be taken on public transport as part of a multi-modal journey.

Integrated Public Transport Mapping

The Authority developed integrated public transport information for university campuses and major public events such as Christmas in Dublin.

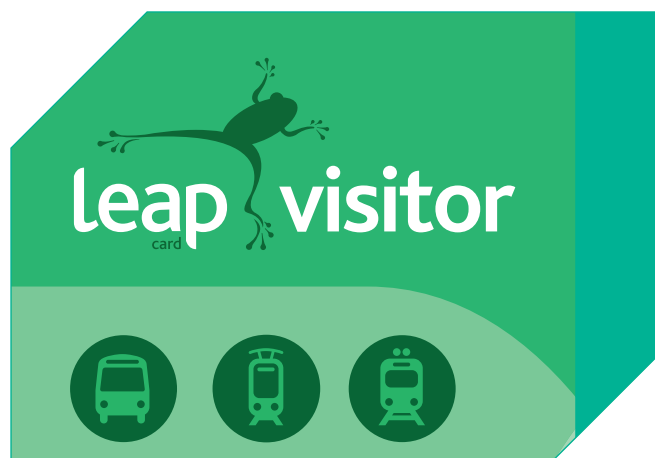
Public Transport Information Design Guidelines

The Authority completed the preparation of guidelines setting out how public transport information should be presented at public transport stops and stations across Ireland. The guidelines were prepared in consultation with the larger transport operators, and were subject to extensive user testing in advance of finalisation. The guidelines will be used to ensure a consistent and clear approach to the provision of customer travel information across all modes of public transport.

Marketing, content management and other customer engagement

Throughout the year the Authority undertook a number of information and promotional campaigns to raise awareness of, and engagement with, public transport services. These included:

- On-going promotion of the Leap Card, and in particular its roll-out to Cork and Galway during the year;
- Launch of a Leap Visitor Card offering 72 hours unlimited travel on Dublin Bus, commuter rail/DART services and Luas for €19.50;
- On-line campaign in partnership with the Irish Independent launching the Transport for Ireland People's Awards;
- Media campaigns to support the launch of the public bike schemes in Galway and Limerick;
- Promotion of public transport use in Dublin City Centre through the *It's a Different City by Public Transport* on-line information campaign;
- Promotion of public transport awareness and usage across campuses and workplaces, including the development of customised information in the form of user-friendly maps for selected campuses.



The Authority also supported the continued growth of social media channels, including:

- A dedicated Transport for Ireland Facebook page;
- Twitter feeds for Leap Card and Transport for Ireland updates.

Operation Open City

Operation Open City is an annual pre-Christmas operation designed to make it easier for people to get around Dublin by public transport in the busy December period. Detailed plans were put in place following liaison between An Garda Síochána and the Authority and consultation with key stakeholders including local authorities, transport providers and the business community. The operation ran from 8 to 24 December and details were made available to the public on the Transport for Ireland website.

Passenger Rights

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

The Authority received a number of enquiries from passengers concerning their rights and a total of 2 complaints were formally registered for investigation.

Websites

The Authority's consumer-facing websites draw together information from all relevant sources in order to support anyone planning or making a journey by public transport, bicycle or on foot.

Marketing and advertising campaigns drove higher visitor numbers to the Leap Card and Transport for Ireland websites. The Luas Cross City website, which provides updates and information about the construction of the new light rail line, also experienced growth.

During 2014 the Authority introduced two new customer facing websites. A dedicated website for the Child Leap Card was introduced following the decision to replace different age-bands for child fares operated by different transport companies with a single Child Leap Card fare. The introduction of the new *locallink* brand for rural transport services included the launch of a dedicated website offering information and contact details for the Transport Coordination Units responsible for the management and dispatch of rural transport services.

Table 18 –Consumer-facing websites (2014)

Website	Purpose	Visits 2013	Visits 2014	Change (%)
leapcard.ie	Dedicated website for integrated ticketing customers	739,046	1,666,507	+ 125
transportforireland.ie ¹⁰	Provision of a range of information and technologies to help consumers plan and make journeys by public transport, including by taxi or hackney and by bicycle	424,262	700,282	+ 65
nationaltransport.ie	Corporate website for the Authority	259,957	298,476	+ 15
smartertravelworkplaces.ie	Provision of information about sustainable transport and travel initiatives for employers and employees	55,648	68,646	+ 23
luascrosscity.ie ¹¹	Information and updates on the construction of Luas Cross City	38,570	81,262	+ 111
carsharing.ie	Promotion and facilitation of car sharing and car-pooling by motorists	9,602	13,337	+ 39
childleapcard.ie	Dedicated website for Child Leap Card	-	88,562	-
locallink.ie ¹²	Dedicated website for rural transport services	-	4,803	-

¹⁰ Mobile and tablet versions are also available.

¹¹ Website launched in May 2013

¹² Website launched in July 2014

Accessibility

Improving the accessibility of the transport system enhances the opportunity for people with disabilities to participate fully in society and is important both for the intrinsic value of accessible transport provision and as an enabler of access to other services. Up to 20% of the population has some form of long-term disability. People with disabilities are more likely to rely on public transport on a regular basis. Improving the accessibility of the public transport system for wheelchair users is a starting point from which to improve accessibility for all people with disabilities.

While good progress has been made in recent years in improving the accessibility of publicly funded public transport modes, progress in the commercial bus and taxi/hackney sectors has been slower. This is due to a variety of reasons such as the absence of any statutory obligation on commercial bus operators to use accessible vehicles and the cost of acquiring suitable vehicles.

In recent years it has only been possible for new entrants to the taxi and hackney sectors to obtain licences for wheelchair accessible vehicles. However, the uptake has been slow mainly due to the cost of acquiring suitable vehicles. In an effort to improve the situation the Authority decided to allow the use of smaller and therefore less expensive wheelchair accessible vehicles as taxis and hackneys. In addition the Authority also launched a grant scheme to assist with the purchase of wheelchair accessible vehicles for use as taxis and hackneys. By the end of the year, when the grant scheme concluded, 128 grants had been approved of which 92 were for new wheelchair accessible taxis and hackneys. This marked a positive forward step in the provision of wheelchair accessible vehicles for the taxi and hackney sector.

In November the Authority launched a public consultation process concerning the transition to wheelchair accessible buses and coaches among commercial bus operators licenced to provide scheduled public bus services in the State. A public consultation paper was prepared with input from the National Disability Authority and distributed to stakeholders through various means including social media.

Approximately €78 million was provided towards the acquisition of new buses and coaches to be operated by Dublin Bus and Bus Éireann on subsidised bus services. All of the vehicles delivered under these orders in 2014 are accessible vehicles with wheelchair space and access provision on each bus or coach.

2014 saw a continuation of the rollout of next stop audio announcements on the Dublin Bus fleet, which provides stop information for all passengers on the vehicles including visually impaired passengers. The new vehicles are also equipped with internal visual displays providing next stop details and other relevant information.

On the rail network, works to provide wheelchair access to platforms were completed at Charleville Station in Cork. In addition, planning and design work commenced on the provision of a lift connection to platforms 6 and 7 at Connolly Station in Dublin.

03



Putting strategic plans in place for the future

During the year there was a strong emphasis on the integration between land use and transport planning from local up to regional levels.

Land Use Plans and Policies

During the year there was a strong emphasis on the integration between land use and transport planning from local up to regional levels. Consistent with the Authority's statutory remit in respect of planning and transport, there was a particularly strong focus on the five largest urban centres in the State i.e. the Greater Dublin Area, Cork, Limerick, Galway and Waterford. There was a high level of engagement with local authorities and other agencies in those centres in the preparation or review of city and county development plans, local area plans and Special Development Zone planning schemes.

The Authority also contributed submissions to policy formulation in relation to Climate Change Mitigation (Preparation of Low Carbon Road Map for Transport, Issues Paper) and Service Areas on the National Road Network (Policy Review).

Greater Dublin Area

In January, the Minister of Transport, Tourism and Sport approved the Authority's Integrated Implementation Plan 2013 - 2018. Accordingly, that Plan and the Authority's draft Greater Dublin Area Transport Strategy 2011 to 2030 provided the basis for the Authority's involvement with local authorities and other agencies in facilitating the integration of land use and transportation planning and investment in the Greater Dublin Area. This was complemented by guidance documents and studies produced by the Authority in collaboration with other organisations.

As in previous years, the Authority worked closely with local authorities, State companies and other agencies in the Greater Dublin Area on a range of policy issues, initiatives and proposed transport investments. This work had a particular focus on:

- Engagement in the preparation of development plans, local area plans, local transport plans and masterplans (see Table 19);
- Preparation of transport analysis for Dublin City Centre and other urban centres across the Greater Dublin Area. This included a number of studies relating to the planning of orbital bus corridors and a core bus network within the Dublin Metropolitan Area; and
- Involvement with local authorities and educational institutions in various transport demand management, public transport service planning and traffic management initiatives.

Table 19 – Authority's principal planning submissions within Greater Dublin Area (2014)

Development Plans	
>>	Draft Variation No. 2 of the Meath County Development Plan 2013-2019
>>	Proposed Material Alterations to the Draft Trim Development Plan 2014-2020
>>	Proposed Variation No. 1 to the Navan Development Plan 2009-2015
>>	Proposed Material Alterations to Draft Variation No. 2 of the Meath County Development Plan 2013-2019
>>	Proposed Material Alterations to Variation No. 1 of the Navan Development Plan 2009-2015
>>	Review of the Dún Laoghaire Rathdown County Development Plan 2010-2016 and preparation of a new Dún Laoghaire Rathdown County Development Plan 2016-2022
>>	Draft Variation No. 2 of the Meath County Development Plan 2013-2019

Local Area Plans, Masterplans, Planning Schemes	
>>	Cherrywood Special Development Zone Planning Scheme (request for information on certain matters)
>>	East Meath Local Area Plan
>>	Blackrock Local Area Plan Issues Paper (Dún Laoghaire Rathdown County Council)
>>	Draft Variation to the Fingal Development Plan (rezoning of lands at Ballymun)
>>	Draft Variation to the Fingal Development Plan (rezoning of lands at Ballycoolin)
>>	Material Amendments to the Ballycullen-Oldcourt Local Area Plan (South Dublin County Council)
>>	Kilcullen Draft Local Area Plan (Kildare County Council)
>>	Phibsborough/ Mountjoy Amended Local Area Plan – Issues Paper (Dublin City Council)
>>	Proposed Amendment to Local Area Plans 2009-2015 (Meath County Council)
Submissions to An Bord Pleanála	
>>	Strategic infrastructure development application for new interchange on M7 at Osberstown and Sallins Bypass, Co. Kildare
>>	Strategic infrastructure development application for redesigned Interchange on M7 at Newhall, Co. Kildare
>>	Residential Development, Goatstown
>>	Strategic infrastructure development application - Redevelopment of Alexandra Basin, Dublin Port
>>	Strategic infrastructure development application - National Rehabilitation Redevelopment Project

Outside the Greater Dublin Area

The Authority continued to liaise with local authorities in Cork, Galway and other areas in the review of City and County Development Plans and the preparation of local area plans and land use/ transportation studies.

The Authority again participated in the Cork Area Strategic Plan under which a number of policy working groups continued to operate into early 2014. In Limerick, the Authority coordinated the funding and planning approval of the Colbert Railway Station redevelopment project.

Table 20 – Authority's principal planning submissions outside Greater Dublin Area (2014)

Development Plans	
>>	Cork City Development Plan 2009-2015, Draft Variation No. 11
>>	Draft Cork County Development Plan 2013
>>	Draft Cork City Development Plan 2015-2021
>>	Proposed Amendments to the draft Cork County Development Plan 2013
>>	Draft Louth County Development Plan 2015-2021
Local Area Plans, Masterplans, Planning Schemes	
>>	Carrigaline Electoral Area Local Area Plan 2011, Proposed Amendment No. 2 - Douglas Land Use and Transportation Strategy
>>	Draft Mahon Local Area Plan 2013, Proposed Alterations
>>	Ardaun Local Area Plan Pre-Draft Issues Paper (Galway City Council)
>>	Cork Airport Masterplan
>>	Masterplans for Water Rock, Carrigtwohill and Shannonpark (Cork County Council)

Submissions to An Bord Pleanála (all categories)

>>	Strategic Infrastructure Development application for an extension to Galway Harbour (Galway Harbour Company)
>>	Thurles Relief Road (North Tipperary County Council)
>>	Strategic Infrastructure Development application - Redevelopment of existing Port Facilities at Ringaskiddy (Port of Cork)
>>	Cork Science and Innovation Park Access Road (Cork County Council)

Published Guidance, Guidelines and Studies

It is a priority for the Authority to prepare and issue guidance and guidelines on a range of transport design and transport demand management issues.

During 2014 this included the on-going promotion and dissemination of Workplace Travel Plan Guidance as well as completion of a Guidance Note on Permeability in Urban Areas in collaboration with South Dublin County Council.

The Authority continued its work with the Department of Education and Science and the Department of the Environment, Heritage and Local Government on the preparation of School Location Planning Guidelines. This is aimed at addressing planning issues in the location and design of new schools. A completed draft of the guidelines was submitted to the Department of Environment, Community and Local Government for their consideration.

Transport Models

2014 saw significant progress in the development of new transport models for the Greater Dublin Area as well as Cork, Galway, Limerick and Waterford. Following detailed specification of the structure and functionality of the new models, work in the early part of 2014 concentrated on the detailed coding of the transport networks and services that will be included in the Greater Dublin Area model. By the end of 2014, work on the update of the model for the Greater Dublin Area was substantially complete and work was well underway on the update of similar transport models for the Cork, Limerick and Waterford regions. In addition, an interim model for Galway was completed and was being used by Galway City and County Councils pending delivery of the fully functional regional model.

A National Trip End Model, based on travel data from the National Household Survey and the National Census, was completed in 2014. This model can now make planning and land use forecasts and provide a consistent set of travel demand forecasts (i.e. trip generations and attractions) for each of the regional models.

During autumn, traffic counts were undertaken at over 200 sites throughout the country. These counts were required to fill in gaps that had been identified in the current national database of traffic counts already established by the Authority and they will be used in the calibration of the regional traffic models.

2014 saw a significant increase in the use of the current transport model for the Greater Dublin Area. The model was rebased to 2011 using the latest Census travel data and the most up-to-date information on public transport networks and services. The model was used extensively in the planning and design of transport plans and projects being progressed by the Authority.

North Dublin Transport Study

North Dublin is one of the fastest growing areas in the State and will generate significant additional travel within the Greater Dublin Area in the period to 2035.

A feasibility study was commenced during 2014 to identify the appropriate long-term public transport solution in the North Dublin area bounded by:

- R107 Malahide Road in the east (but including the northern rail line);
- Dublin City Centre (Grand Canal) in the south;
- R135 / N2 Finglas Road / North Road in the west; and
- Lissenhall Junction (on the M1 motorway) and Ashbourne in the north.

The overall objective is to identify the optimum medium / long-term public transport solution connecting to Dublin City Centre, which serves key destinations including, in particular, Dublin Airport and Swords.

Following a public procurement process, the Authority appointed Aecom to undertake this work. As part of the initial stage of the review, a total of 25 public transport scheme options were identified and proposed for initial evaluation, including:

- 10 Heavy Rail options;
- 8 Light Rail options;
- 5 Bus Rapid Transit options; and
- 2 options combining different transport modes.

All 25 proposals were reviewed and assessed, including consideration of technical feasibility, cost and environmental issues.

In December a short-list of six project options was announced for the purposes of public consultation comprising:

- DART link from Clongriffin to Dublin Airport and Swords;
- DART link from the Maynooth railway line to Dublin Airport and Swords via a tunnel under Glasnevin;
- Luas line from Cabra to Dublin Airport and Swords via a tunnel under Glasnevin;
- Metro line from St. Stephen's Green to Dublin Airport and Swords;
- Combination of a number of proposed Bus Rapid Transit services; and
- Combination of a DART link from Clongriffin to Dublin Airport and a Luas line from Cabra to Swords.

04

A photograph of a man and a woman riding bicycles on a city street. The man, on the left, is bald and smiling, wearing a grey hoodie over a white t-shirt. The woman, on the right, has short brown hair and is also smiling, wearing a teal tank top under a light green cardigan and a gold necklace. They are both looking towards the camera. The background shows green trees and a brick building.

Supporting people in making sustainable travel choices

*91 partners with a combined workforce
of 100,000 engaged with the Smarter
Travel Workplaces Programme.*

Smarter Travel Workplaces Programme

The Programme continues to attract new partners. In 2014, 91 partners with a combined workforce of 100,000 engaged with the Programme. However, a number of partners were deemed dormant due to a low level of engagement with the Programme.

While the focus of the Programme has been on large employers, it was expanded during 2014 to include clusters of smaller employers e.g. East Point in Dublin, Lough Mahon in Cork and Parkmore in Galway.

Key elements of the Smarter Travel Workplaces Programme each year are the cycling and walking challenges which provide an opportunity for teams from the various companies to compete against each other to see who can clock up the most miles. The challenges, which are run over a short period, are a fun way to encourage employees to change their commuting habits. The challenges are organised and managed by the Authority. The 2014 Pedometer Challenge attracted 3,900 employees across 50 Partners. The Cycle Challenge is a cross-border event and is run in cooperation with Travelwise Northern Ireland. In 2014, it attracted 750 people from 57 workplaces, north and south.

PEDOMETER CHALLENGE

HEALTHY HEART GET YOUR WALKING SHOES ON LOSE WEIGHT Wellness Take a Walk Get in Shape! Healthy Body Take the stairs WALK STEP IT OUT! NEVER STOP STRENGTH CALORIES BURN TEAM UP GET MOVING Lifestyle CARDIO TODAY IS THE DAY WALK TO WORK Succes

MON 6TH SEPT - SUN 5TH OCT

Get a Team | Get Walking | Win Prizes!

Prizes to be won include a place on the Irish Heart Foundation Overseas European Walk, Tablets, Activity Trackers, Goodie Bags and more!

Sign up now at www.pedometerchallenge.ie

For more information contact your coordinator or email pedometerchallenge@smartertravelworkplaces.ie

Like us on Facebook

Udaras Na hAonuille lempair smartertravel >>> workplaces Transport for Ireland IRISH HEART FOUNDATION

Smarter Travel Campus Programme

This Programme, which is in its second year, is similar to the Smarter Travel Workplace Programme. In 2014 it comprised 22 third level institutions across Ireland who agreed to implement actions to encourage and support students and staff to walk, cycle, take public transport or car share on the commute to campus. Within the partner campuses, there are over 30,000 staff and nearly 200,000 students.

The Programme also incorporates team walking and cycling challenges, which are open to staff and students. The 2014 Student Walking Challenge attracted 1,050 students across 350 teams from 12 campuses while the Student Cycle Challenge attracted 91 teams across 13 campuses.

Green-Schools Travel Programme

During the 2013-2014 academic year over 250 schools across the country joined the Programme, which continued to be operated by An Taisce on behalf of the Authority.

In 2014 the Authority developed the Smarter Travel Schools brand to ensure that any school, whether part of the Green-Schools Programme or not, can receive recognition for their activities to support sustainable ways of getting to and from school.

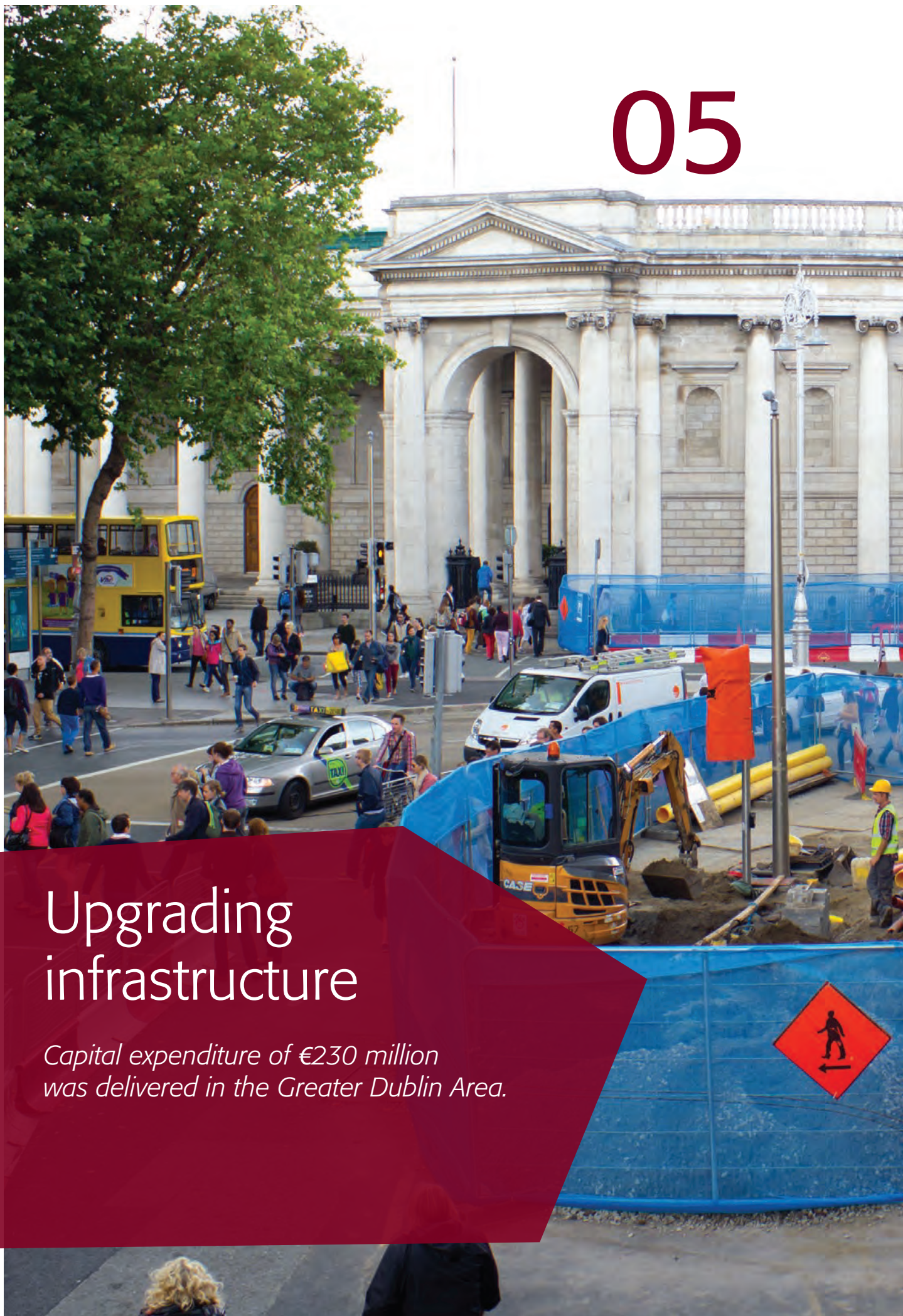
During the year the Green-Schools Travel Cycling Office administered cycle training grants to 50 schools while the Authority, on the behalf of the Department of Transport, Tourism and Sport provided funding for the installation of 420 cycle parking spaces at 28 schools.



05

Upgrading infrastructure

Capital expenditure of €230 million was delivered in the Greater Dublin Area.



Capital Investment

The Authority has statutory responsibility for the funding of public transport infrastructure in the Greater Dublin Area.

In addition the Authority has been tasked by the Department of Transport, Tourism and Sport with the funding of

- › sustainable transport infrastructure in the major regional cities, and
- › transport accessibility measures nationally.

Capital works are normally undertaken by transport operators and local authorities on behalf of the Authority.

Table 21 – Distribution of capital payments (2014)

Implementing Agency	Greater Dublin Area Capital Programme (€ million)	Regional Cities Capital Programme & Stimulus Funding Programme (€ million)	Accessibility Capital Programme (€ million)	Total (€ million)
Bus Éireann	28.5	2.0	-	30.5
Cork City Council	0.0	3.8	-	3.8
Cork County Council	-	1.1	0.1	1.2
Dublin Bus	59.3	1.7	0.5	61.5
Dublin City Council	16.1	0.5	-	16.6
Dún Laoghaire-Rathdown County Council	2.6	-	-	2.6
Fingal County Council	3.2	-	-	3.2
Galway City Council	-	1.3	-	1.3
Galway County Council	-	-	0.1	0.1
Iarnród Éireann	49.3	3.0	0.8	53.1
Kildare County Council	1.5	-	-	1.5
Limerick City & County Council	-	2.4	-	2.4
Louth County Council	0.0	-	0.1	0.1
Meath County Council	2.2	-	0.1	2.3
National Transport Authority	18.2	0.2	0.7	19.1
Railway Procurement Agency	43.6	-	-	43.6
South Dublin County Council	3.9	0.3	-	4.2
Waterford City Council	-	1.8	-	1.8
Wicklow County Council	2.0	-	-	2.0
Totals	230.4	18.1	2.4	250.9

Greater Dublin Area Capital Programme

Capital expenditure of €230.4 million was delivered in the Greater Dublin Area under the following four sub-programmes:

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

These are each described in more detail in the following paragraphs.

Table 22 – Greater Dublin Area Capital Programme (2014)

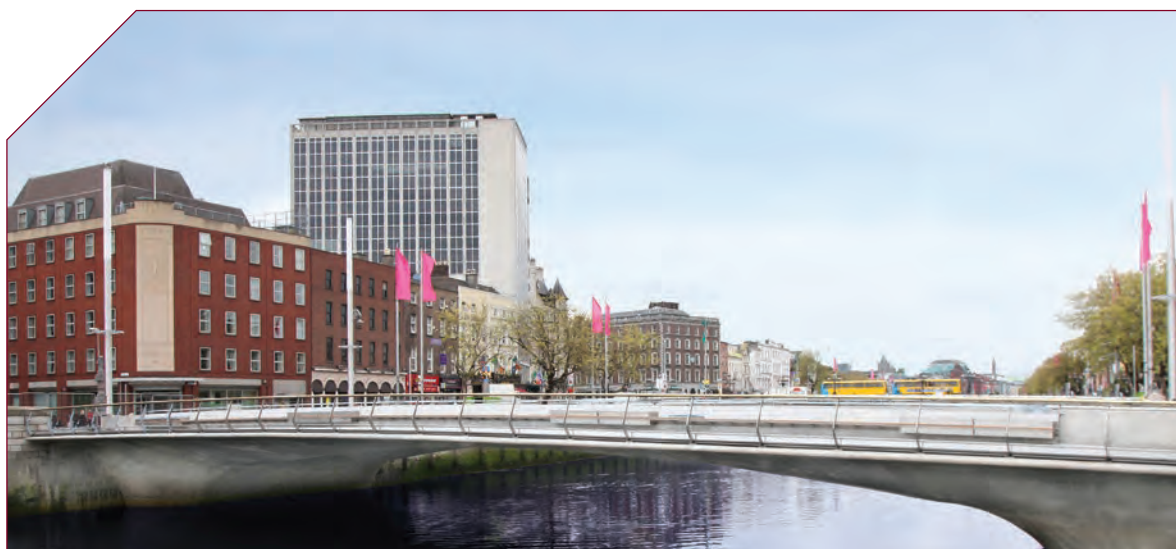
Sub-programme	Expenditure (€ million)	% of total expenditure
Bus and Bus Rapid Transit	91.99	39.93
Heavy Rail	49.01	21.27
Light Rail	46.42	20.15
Sustainable and Integrated Transport	42.98	18.65
Total	230.4	100

Heavy Rail

Significant progress was made on progressing the third phase of the Dublin City Centre re-signalling project between Tara Street and Sandymount. The civils contract commenced in August at Grand Canal Dock station to accommodate the construction of the turn-back at Grand Canal Dock and improve passenger access at the Station. Works to install signalling and telecommunication cable routes and troughing in preparation for signal changeouts commenced.

Work also continued on identifying and developing the optimal staged plan for the upgrading of the existing Central Rail Traffic Control Centre located at Connolly Station in Dublin. This comprised the preparation of a Staging Proposal which assessed the Centre's existing facilities and assets together with the operating environment and the existing signalmen workload. It delivered a recommended optimal solution for updating and integrating the Centre including identifying interim recommendations to maximise the efficient use of the existing facilities and assets.

Work commenced on the preparation of a business case for the Phoenix Park Tunnel project. Preliminary ground and site investigation works were also carried out in parallel. Together with ongoing re-signalling works between Connolly and Grand Canal Dock, the project will allow regular commuter trains operate through the Phoenix Park Tunnel for the first time by upgrading the tunnel and route, and increasing the number of train services which can operate on the line between Connolly and Grand Canal Dock.



The new Rosie Hackett Bridge over the River Liffey

Light Rail

The implementation phase of the Luas Cross City project continued. Work on the utilities diversion contract began early in the year and about 70% of the works had been completed by the end of the year. Although this work necessitated significant traffic management changes in Dublin City Centre the level of disruption was well managed as a result of close cooperation between the main stakeholders.

Work started on the Heritage Works contract which involved the removal, temporary storage and in some instances the relocation of items such as statues and paving. The Molly Malone statue was moved to a new location at Andrews Street and the Thomas Moore statue was taken from its location adjacent to Trinity College and put in storage for safekeeping.

Work started on the design of control systems and substation equipment. Work also commenced on upgrading the existing sub-station at O'Connell Street in order to meet the increased power demand required for the Luas Cross City line.

The main infrastructure contract which involves the provision of tracks and stops, the surfacing of streets and the installation of the power system was issued for tender in April and a joint venture consisting of Sisk/Steconfer was selected as the preferred contractor in December.

The Rosie Hackett Bridge was formally opened on 20 May. The new bridge provides a strategic transport link between the north and south city. The Luas Cross City line will run on this bridge when it enters into service. In the meantime the bridge is open to buses, taxis, pedestrians and cyclists.

Bus and Bus Rapid Transit

The Authority continued with the programme for maintaining the quality of the subsidised bus fleet operated by Dublin Bus and Bus Éireann.

The Authority grant-aided the purchase of 65 new double-deck buses for use by Dublin Bus. The majority of these buses were delivered towards the end of 2014. The new buses

incorporate a number of improved features such as a more spacious interior with better width and head heights in the upper and lower saloons, improved heating and ventilation systems, improved seating, next stop information, Wi-Fi capability and centre doors to facilitate faster boarding and alighting. All buses meet the Euro VI standard which offers significant reductions in emissions over those buses being replaced.

The Authority also funded a programme in 2014 for the refurbishment of the existing Dublin Bus fleet. The aim of the programme is to reduce future maintenance costs, improve vehicle reliability and enhance vehicle appearance.

The Authority agreed to grant-aid the purchase by Bus Éireann of 57 buses and coaches. Manufacturing commenced in 2014 with delivery scheduled for 2015.

The Authority undertook two public consultations during the year concerning the proposed Bus Rapid Transit network for Dublin, which comprises routes between Clongriffin and Tallaght, Blanchardstown and University College Dublin and Swords/Dublin Airport and the City Centre.

The first consultation introduced the proposed network, consisting of three emerging preferred routes for each of the three routes. The second consultation introduced the preferred route between Swords/Dublin Airport and the City Centre, which was identified following a route selection and initial design process.

Analysis and appraisal work required in order to select the preferred option for proposed route between Blanchardstown and University College Dublin, was started.

Sustainable and Integrated Transport

This Sub-programme supports a wide range of projects in the Greater Dublin Area.

The bulk of the funding is allocated through the Sustainable Transport Measures Grant Programme to traffic management projects that support the development and implementation of sustainable transport modes such as cycling, walking and public transport. The Programme is managed in accordance with the Authority's Project Management Guidelines. Projects move through various stages from option development to planning consent to tendering and construction. For larger projects, this can take several years to complete.

In 2014 a number of key projects were completed under the Sustainable Transport Measures Grant Programme. They included:-

- Custom House Quay contra-flow bus lane, providing bus priority to the new Rosie Hackett Bridge;
- Thomas Street and James's Street Quality Bus Corridor Enhancement Scheme, with improved bus, cycle and pedestrian facilities on a key route within Dublin City;
- Dublin City Centre traffic management changes in support of Luas Cross City;
- Completion of Holywell Distributor Road in Swords to facilitate removal of through traffic from Holywell Village;
- Royal Canal Cycle Scheme (Ashtown to 12th Lock, Castleknock), providing a superior cycling environment as part of the proposed Dublin-Galway Cycle Route;

- The Boyne Greenway (Phase 1), providing a segregated recreational cycle and pedestrian route alongside the River Boyne from Drogheda Ramparts to Oldbridge;
- Firhouse Dodder Pedestrian and Cycle Bridge, providing a new cycling and pedestrian connection across the River Dodder between two communities with a population of 16,000 people and facilitating new access to public transport, shops, schools and sports facilities.

The Sub-programme also supports the integration of these modes through investment in services such as the Leap Card scheme, the real-time passenger information system and the National Journey Planner.

Table 23 – Expenditure under Sustainable Transport Measures Programme (2014)

	Walking & Cycling	Traffic Management	Bus Network	Safety	Other Projects	Total
Expenditure (€ million)	15.69	6.91	6.70	0.63	0.60	30.53
% of total expenditure	51.4	22.6	21.9	2.1	2.0	100

Table 24 – Sustainable transport measures implemented in Greater Dublin Area (2014)

Local Authority Area	Dublin City	South Dublin	Fingal	Dún Laoghaire-Rathdown	Meath	Kildare	Wicklow	Total
Number of projects	61	22	17	18	30	21	31	200
New bus lanes (metres)	885	0	0	0	0	0	230	1,115
New cycle lanes (metres)	700	2,137	7,820	3,900	920	0	460	15,937
New footpaths (metres)	1,035	2,137	0	2,700	1,050	1,600	1,980	10,502
Traffic junction improvements (no.)	8	0	9	16	4	1	13	51
Bus stop improvements (no.)	8	0	1	8	5	0	7	29
Toucan crossings provided (no.)	1	0	0	3	0	0	0	4
Pedestrian crossings provided (no.)	3	0	6	2	3	1	10	25

Regional Cities Sustainable Transport Investment Programme

The Authority manages this Programme on behalf of the Department of Transport, Tourism and Sport. During 2014 capital expenditure of €18 million was incurred on 71 projects in Cork, Galway, Limerick and Waterford.

Table 25 – Regional Cities Sustainable Transport Investment Programme (2014)

	Bus Network	Walking & Cycling	Traffic Management	Integration /Support	Safety	Other Projects	Total
Expenditure (€ million)	6.9	3.5	2.3	1.4	0.01	3.9	18.1
% of total expenditure	38.1	19.3	12.8	7.8	0.1	21.8	100

Public Bike Schemes

In March the Authority decided to award the tender for the supply, installation, maintenance and operation of the schemes to An Rothar Nua, who immediately started work on the production of the bikes and the necessary installation works in Cork, Galway and Limerick cities.

The first of the *Coca-Cola Zero* Bike Schemes was opened in Galway City in November. This was closely followed by the opening of the Limerick Scheme in early December and the first phase of the Cork Scheme at the end of December. The three schemes combined, fully completed, will provide 740 bikes available for hire (205 in Galway, 215 in Limerick and 320 in Cork) with a total of 73 docking stations strategically located at major trip attractors and key demand points across the three cities. The annual subscription charges for the scheme are set at €10 per city, and €3 for a 3-day subscription. The first 30 minutes of each bike hire is free, with hire charges applying for longer hires. As is the case with the *dublinbikes* scheme, it is expected that the majority of bike hires will be for less than 30 minutes and will not occur any charges.

The expansion of the *dublinbikes* scheme to Heuston Station and the Docklands, which was funded by the Authority, was completed during 2014.



06

Small Public Service Vehicles

The Authority brought new regulations into effect which consolidated all of the secondary legislation relating to small public service vehicles.

Legislation

In April, the Minister for Transport, Tourism and Transport signed an Order to commence the provisions of the Taxi Regulation Act 2013. To coincide with this the Authority brought new Regulations into effect, which consolidate all of the secondary legislation relating to small public service vehicles (SPSVs)¹³ and align it with the Act. The Regulations came into operation on 7 April.

The most significant provisions of the new Act and Regulations are:

- Automatic disqualification of driver licence holders convicted of serious offences for specified periods extending to lifetime disqualification;
- Prohibition on vehicle licence sales/transfers, coupled with a facility for a licence holder to nominate a representative to whom a licence can be assigned on the death of that licence holder;
- Prohibition on offering or advertising a vehicle for hire without that vehicle being licenced;
- Demerits system whereby drivers accumulating eight or more demerit points will have their licence automatically suspended for three months;
- Advertising on taxis permitted subject to appropriate size and content restrictions;
- Age limits for wheelchair accessible vehicles specified;
- Reduced size specifications for wheelchair accessible vehicles;
- Further roadworthiness and suitability testing for vehicles over 10 years old;
- Requirement for drivers to maintain a valid tax clearance certificate at all times;
- Maximum hours of operation, together with a declaration by driver licence applicants in relation to other employments, to improve safety and mitigate fatigue risk;
- Facility to require drivers, with three or more area knowledge complaints against them, to sit and pass the area knowledge test in order to renew their licence;
- Introduction of simplified dispatch operator licensing, to include app based systems and new technologies.

In November and December the Authority undertook a public consultation on proposals to amend the Regulations made in April in order to further improve standards within the industry and better balance the needs of the consumer and the SPSV operator. At its December meeting the Board of the Authority approved the making of the new Regulations.

¹³ Small public service vehicles refers to all categories of taxis, hackneys and limousines

Statistics

During 2014 the number of active small public service vehicle licences fell by 1.6% to 21,547 while there was a 5.5% fall in active driver licences to 29,457.

Table 26 – Type of vehicle licences in the small public service vehicle fleet at the end of 2014

Standard Taxis	Standard Hackneys	Limousines	Wheelchair Accessible Taxis	Wheelchair Accessible Hackneys	Local Area Hackneys	Total
16,899 (77%)	2,281 (10%)	1,437 (6%)	889 (4%)	34 (2%)	7 (<1%)	21,547 (100%)

New entrants

In order to obtain a licence to drive a small public service vehicle, applicants must first pass an Entry Test. The Entry Test is currently administered by the Authority on behalf of An Garda Síochána, who are the statutory licensing authority for drivers.

During 2014, 2,494 entry tests were taken by 1,227 candidates wishing to become licenced taxi, hackney and limousine drivers. The test success rate was 22%.

Applicants who pass the Entry Test must subsequently undergo a vetting process administered by An Garda Síochána. Following the successful completion of that process the Authority will issue the applicant with identification cards which must be displayed in the vehicle being driven.

Vehicle Testing

All small public service vehicle licences must be renewed at least annually. The roadworthiness of vehicles is verified initially through the National Car Test. The vehicles are then inspected for their suitability for use as small public service vehicles.

During 2014 the Authority and the National Standards Authority of Ireland awarded Applus two contracts to provide a nationwide network of dedicated centres to provide vehicle suitability inspections and taximeter verification and related services such as the Entry Test for people who wish to drive a small public service vehicle.

There are eleven centres located around the State carrying out vehicle suitability inspection services for the Authority. In addition, five main inspection centres (Dublin North, Dublin South, Cork, Galway and Sligo) administer the Entry Test.

A total of 26,819 individual vehicle suitability inspections were conducted during 2014.



Taxi Fares

A formal review of national maximum taxi fares is carried out every two years in order to establish the current costs of operating a taxi and the need for a change in fare levels. Taxi fares have remained unchanged since 2008.

In November, the Authority published a draft maximum fares order and Taxi Fare Review Report and invited feedback from consumers and operators. The views of the statutory Advisory Committee on Small Public Service Vehicles were also sought. In December the Authority's Board decided to make a new Maximum Fares Order with effect from 30 April 2015 to provide for an average increase in taxi fares of approximately 4%.

Compliance Activity

In 2014 the Authority put increased focus on education, deterrence and enforcement measures in order to achieve improved compliance by operators with the relevant regulations.

During the course of the year the Authority appointed and trained an additional 15 authorised officers to undertake compliance activities to include roadside vehicle and driver audits, together with investigation of consumer complaints. This brought to 23 the number of dedicated SPSV compliance officers. In August, a new legal prosecution services team was appointed and the Authority completed an overhaul of its internal compliance systems and processes.

As a result of these increased resources there was a 55% increase in the number of formal checks of operators in 2014. Furthermore, there was a 100% increase in the number of fixed payment notices issued outside Dublin leading to a much greater volume of prosecutions in courts nationwide. In 2014 a total of 80 cases was prosecuted by the Authority. The previous three year average for court cases dismissed fell from 37% to 10%. The Authority also commenced clustering prosecutions in the various court venues nationwide to save on court time and legal costs.

Table 27 - Roadside vehicle checks undertaken

Year	No. of checks	% change on previous year
2011	9,477	n/a
2012	15,142	+59.8%
2013	18,103	+19.6%
2014	28,291	+56.3%

Consumers

The Driver Check App allows a customer to verify that a vehicle has been correctly registered and that the driver has the appropriate licence to operate the vehicle. In cases where the details do not match the customer can use the app to report the discrepancy to the Authority and choose another vehicle for their journey. In 2014 the app was downloaded on 14,226 occasions.

During the year the Authority also introduced improved website contact forms, email and telephone arrangements to make it easier for consumers to submit comments or complaints about taxi, hackney, limousine and dispatch operator services nationwide. All feedback is reviewed by a member of the Authority's compliance team.

This had a very positive impact leading to a significant increase in comments and complaints received. Following a preliminary investigation more than half of the submissions received in 2014 were closed under the categorisation "no further action" by the Authority; the reasons included genuine mistake or misunderstanding by either party, being unable to proceed as the complainant did not provide contact details or preferred not to pursue the complaint when contacted, the operator not being identifiable or the submissions being comments/compliments rather than complaints. In the remainder of cases the actions taken included the issuing of advice, a formal warning, a fixed payment notice or a summons for prosecution to the operator.

Table 28 – Complaints about small public service vehicle services

Year	2011	2012	2013	2014
Conduct, behaviour and identification of SPSV operator/driver	103	141	369	465
Overcharging or other matters relating to fares	132	110	221	327
Matters relating to the hiring of a SPSV	90	104	122	113
Condition and cleanliness of vehicle	21	22	30	47
Total	346	377	742	952

Small Public Service Vehicle Service Centre

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

In 2014 the Authority ran a procurement competition as the existing contract with the current service provider was coming to the end of its term. In November SGS Ireland Limited was awarded the new contract to start in 2015.

Table 29 - Call centre statistics

Year	Calls from Consumers	Calls from Industry members	Call totals
2011	6,066	77,186	83,252
2012	1,767	71,760	73,527
2013	3,319	123,340	126,659
2014	8,904	123,657	132,561

Local Area Hackney Licence

The Authority commenced the licensing of local area hackney services in 2014.

The licensing of a local area hackney service is intended to address transport deficits that would not otherwise be addressed in certain rural areas. It is intended to apply in locations which are likely to be too small to support a full-time taxi or hackney operation, and which are too far from adjacent centres to be serviced by taxis or hackneys from those adjacent centres. Under the applicable legislation, the Authority is permitted to grant this low cost, local area licence only if it is satisfied that the public transport needs of the area can only be met through the granting of a local area hackney licence. The local areas licenced are for pickup locations approximately a 5-7 kilometre radius from the applicant's home.

The application process requires a demonstration of the need for such a licence, as opposed to a need for increased standard SPSV services, provided through the relevant local authority by way of a needs analysis in relation to the application area. In April the Authority published guidance to assist local authorities in undertaking a needs analysis in relation to an application.

In 2014, 40 applications were received of which 7 were fully approved and 17 were approved in principle. The remaining 16 applications were refused. The main grounds for refusal was the presence of an existing licenced taxi or hackney service within the area covered by the application. The fully approved applications covered rural areas in Clare (2), Carlow, Kilkenny, Galway, Tipperary and Westmeath.

07

General Corporate Matters

Transport Statistics

In 2014, the Authority published the following statistical bulletins on public transport topics:-

- › Commercial Bus Services in the Greater Dublin Area (March);
- › Small Public Service Vehicle Statistics (March);
- › Bus Statistics, State funded services (June);
- › Rail Statistics (June);
- › Commercial Bus Services (August);
- › National Heavy Rail Census (October).

These bulletins form a critical input to the regulation and planning of transport provision.

Statement of Strategy

The Authority started work on the preparation of a new Statement of Strategy for the period from 2015 to 2017. However, the document had not been finalised by the end of the year.

Freedom of Information

The Authority processed eight requests under the Freedom of Information Acts and two requests under the European Communities (Access to Information on the Environment) Regulations.

The Authority provides a wide amount of information on its websites and on request from members of the public.

Compliance

During 2014 the Authority observed the staffing and remuneration requirements of the Department of Public Expenditure and Reform and carried out its affairs generally in accordance with the Code of Practice for the Governance of State Bodies.

Board Information

The Board met on 11 occasions during 2014. Minutes of Board meetings are published on the Authority's website.

In November Mr Damien Usher, Mr Frank King, Mr Jim Deegan and Ms Margaret O'Shaughnessy and Mr Daithí Alcorn left the Board following the ending of the terms of their appointments. Mr John Fitzgerald, Dr Berna Grist and Ms Linda Saunders were re-appointed to the Board. In December Gerry Murphy left the Board following his retirement from the Authority.

The membership of the Board's Audit Committee during 2014 comprised Ms Linda Saunders (Chairperson), Mr Damian Usher and Mr Frank King.

Table 30 – Board membership during 2014

Board member	Position	Date of appointment	Meetings eligible to attend (Meetings attended)	Comments
Mr John Fitzgerald	Chairperson	December 2009	11 (11)	Mr Fitzgerald was re-appointed as Chairperson of the Board in December 2014 Mr Fitzgerald was appointed to the Audit Committee on a temporary basis in December 2014
Mr Gerry Murphy (Chief Executive)	Ordinary Member (<i>ex officio</i>)	December 2009	10 (9)	Mr Murphy's term of office expired in December 2014 following his retirement as Chief Executive
Mr Frank King	Ordinary Member	December 2009	10 (9)	Mr King's term of office expired in November 2014
Dr Berna Grist	Ordinary Member	December 2009	11 (11)	Dr Grist was re-appointed to the Board in December 2014
Ms Linda Saunders	Ordinary Member	December 2009	11 (10)	Ms Saunders was re-appointed to the Board in December 2014. She is a member of the Audit Committee.
Mr Damian Usher	Ordinary Member	December 2009	10 (8)	Mr Usher's term of office expired in November 2014
Ms Valerie O'Reilly	Ordinary Member	March 2010	11 (7)	-
Ms Margaret O'Shaughnessy	Ordinary Member	March 2010	10 (9)	Ms O'Shaughnessy's term of office expired in November 2014
Mr James Deegan	Ordinary Member	June 2010	10 (8)	Mr Deegan's term of office expired in November 2014
Mr Hugh Creegan (Director of Transport Planning & Investment)	Ordinary Member (<i>ex officio</i>)	November 2010	11 (11)	-
Mr Daithí Alcorn	Ordinary Member	January 2011	10 (8)	Mr Alcorn's term of office expired in November 2014
Mr Owen Keegan (Chief Executive, Dublin City Council)	Ordinary Member (<i>ex officio</i>)	September 2013	11 (9)	-

Oireachtas Liaison

During the course of the year the Authority responded to 574 Parliamentary Questions and written enquiries from public representatives.

The Authority appeared before the Oireachtas Joint Committee on Transport and Communications on a number of occasions during the year. In January a meeting was called to consider the Authority's plans for the competitive tendering of certain subsidised bus services, rural transport and the new local area hackney licence. In March a meeting was held regarding the Authority's draft Small Public Service Vehicle (Consolidation and Reform) Regulations 2014 while a meeting in June was convened to discuss the construction of Luas Cross City and plans for transport infrastructure.

Following the announcement by the Minister for Transport, Tourism and Sport of his intention to re-appoint Mr John Fitzgerald as the Authority's Chairperson, the Joint Committee convened a meeting in November to engage with Mr Fitzgerald on the Authority's priorities.

Information and Communications Technology

The Authority further developed the Business Intelligence System across a number of functional areas as follows:

- Leap Card - allowing analysis of the card, journey and transaction information;
- Developed the existing small public service vehicle business intelligence to include analysis of skills and Inspections;
- Delivery of a Bus Data Management System to allow the measurement and monitoring of bus performance against planned timetables.

The objective is to "mine" more effectively the wide amount of data held by the Authority in order to further improve our service delivery and strategic planning.

The second phase of a new Customer Relationship Management system was successfully implemented. This will enable the Authority to engage with the public in an efficient and timely manner and enable a complete record of communication to be held in a single system.

The following new systems were introduced into the suite of systems under management in the Authority:

- Rural Transport Booking System;
- Bus Licensing System;
- Small public service vehicle inspection system;
- Small public service vehicle driver licensing knowledge testing system;

Enhancements were also applied to the small public service vehicle case management system;

A project was commenced for a system that will enable top-ups and tickets to be purchased and collected on smartcards via the mobile phone using Near Field Communications (NFC) functionality.

There was a considerable focus during the year on improving the resilience of Information and Communications Technology platforms. Among the projects implemented were:

- Leap system technology refresh that will sustain the Leap system for the next 5-7 years. The project commenced in late 2014 with the delivery of the new hardware.
- Disaster recovery site for the Bus Licensing, Rural Transport and Journey Planner systems.
- A Disaster recovery solution has been agreed for the Real-time Passenger Information System; this will be implemented in 2015.
- Improved resilience of the website hosting infrastructure by removing single points of failure and improving capacity to handle peak loads.

In terms of mobile strategy, the following developments took place:

- Windows versions of the Authority's mobile apps were produced for the Journey Planner, Real-time Passenger Information and Cycle Planner apps.
- An app was created for the Rural Transport system that enables drivers to understand a journey itinerary, which passengers to pick-up on a journey and to record details of pick-ups.
- The Authority implemented a proof of concept (POC) of Apps Analytics for one of the mobile apps. This POC has shown that very useful customer segmentation information can be obtained from the usage of the apps which could lead to better understanding of the customer base and possible customer targeted campaigns.



08



Role of National Transport Authority

Legislation

The National Transport Authority is a statutory non-commercial State body, which operates under the aegis of the Department of Transport, Tourism and Sport. It was established on foot of the Dublin Transport Authority Act 2008.

While it was originally conceived as a transport authority for the Greater Dublin Area under the 2008 Act, it was renamed the National Transport Authority in the Public Transport Regulation Act 2009. The 2009 Act, the Taxi Regulation Act 2013 and various Statutory Instruments greatly extended the Authority's functions and geographic remit. However, the Authority retains some specific functions in respect of infrastructure and the integration of transport and land use planning in the Greater Dublin Area, reflecting the particular public transport and traffic management needs of the eastern region comprising 39% of the population of the State (in 2011) and 43% of employment in the State (at end 2014).

In April 2014 the Minister for Transport, Tourism and Sport made an Order to commence the provisions of the Taxi Regulation Act 2013 relating to small public service vehicles. At the same time the Authority made Regulations under the provisions of the new Act to consolidate and replace existing regulations set out in various statutory instruments relating to the small public service vehicle industry.

Statutory functions

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

National (including the Greater Dublin Area)

- Procure public transport services by means of PSO contracts;
- Provide integrated ticketing, fares and public transport information;
- Develop an integrated, accessible public transport network;
- Licence public bus passenger services that are not subject to a public transport services contract;
- Manage the Rural Transport Programme and the successor structure of Transport Coordination 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.

Greater Dublin Area alone

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

Other functions

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

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

Governance

Board

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

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

Advisory body

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

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

CVs of Board Members in 2014

John Fitzgerald	John Fitzgerald has been Chairperson of the National Transport Authority since it was established in December 2009. An accountant by profession, he was Dublin City Manager from mid-1996 to 2006. In recent years he has served as Chair of An Post and of the Grangegorman Development Agency. He also chaired the two Regeneration Agencies set up in Limerick following his report to Government on problems of social exclusion in that city.
Daithí Alcorn	Daithí Alcorn is a former full-time public representative and community advocate. He is a former Chair of Donegal County Council and the former Chair of the County Donegal Vocational Education Committee. He is a native Irish speaker and has been a Board member of Údarás na Gaeltachta for 18 years.
Hugh Creegan	Hugh Creegan is Director of Transport Investment and Taxi Regulation at the Authority and is the Deputy CEO. He previously worked with the National Roads Authority as Section Head with responsibility for Public-Private Partnerships, Commercial Operations and Strategic Planning. He is a civil engineer with wide experience on major projects in the public and private sectors, including the Dublin Port Tunnel and the M50 widening and associated free-flow toll collection.
Jim Deegan	Jim Deegan is Managing Director of Railtours Ireland First Class – one of Ireland's leading incoming tour operators and Ireland's only rail tourism provider – for the past 15 years. Formerly with Bord Fáilte Éireann and B&I Line in Britain, he also worked in estate agency and property development in the UK at managerial and director level. He now lives in Co. Laois and commutes to Dublin daily using public transport.
Dr Berna Grist	Dr Berna Grist is a Senior Lecturer in the School of Planning and Environmental Policy at University College Dublin. A barrister and chartered town planner, she holds a PhD from the University of Ulster on <i>The Legislative and Regulatory Framework for Development in the Republic of Ireland</i> and has published widely in the fields of planning and environmental law, public policy and governance. Her previous appointments include membership of An Bord Pleanála (2001-2006).
Frank King	Frank King joined CIÉ in 1965 and resigned from the Company in 1992 having reached the position of Bus Éireann Area Manager (South East Region). He subsequently established his own management and consultancy company which provided services to clients in the transport and tourism sectors. He has served on a number of statutory and non-statutory transport bodies and rural transport groups. He is a chartered member of the Institute of Logistics and Transport.

Gerry Murphy	Gerry Murphy was appointed Chief Executive of the National Transport Authority in December 2009. Previously he was CEO of the Grangegorman Development Agency, the State body established to develop a major health/education campus in Dublin city. Prior to that he worked for the National Roads Authority where he established the Public Private Partnership Unit and delivered many PPP schemes, incorporating tolling, on the national network. He is a chartered civil engineer with experience of project management across many projects including the role of Dublin Port Tunnel Project Manager.
Valerie O'Reilly	Valerie O'Reilly is Managing Director of Unicorn PR & Communications Limited, which she set up in 2003. She holds a Degree in Marketing and a Masters in Public & Political Communication. She was elected President of the Clonmel Chamber of Commerce in June 2012.
Margaret O'Shaughnessy	Margaret O'Shaughnessy has been very involved in community development for many years. She developed an Aviation & Maritime Museum in Foynes, which she now heads up as CEO with 18 employees. Former Director of West Limerick Resources (Leader Company) and Member of County Limerick Tourism Forum, she holds a Diploma in Social Studies and a Certificate of Competence in Passenger Transport.
Linda Saunders	Linda Saunders' experience ranges from Senior Executive Planner in the Dublin Transportation Office and CEO of Wicklow Chamber of Commerce to CSO Census manager, hotelier and Director of Co. Wicklow Tourism. She worked in London on strategic modelling of freight transport and has a keen interest in sustainable transportation. She has an M.Sc. in Urban & Regional Planning and an MBA. She sits on the NTA Audit Committee and is a Member of the Institute of Directors.
Damian Usher	Damian Usher retired as a career banker in 2007. Living in Meath, he has extensive experience in people management and industrial relations. He was a member of the Authority's Audit Committee.
Owen Keegan	Owen P. Keegan was appointed Chief Executive of Dublin City Council in September 2013 having served as County Manager of Dún Laoghaire-Rathdown County Council from February 2006. Before that he worked for Dublin City Council, where he was Assistant City Manager and the Director of Traffic. Prior to October 1993 he worked as an economist for DKM Economic Consultants/Davy Stockbrokers. He has also worked in the Department of Finance, the Economic and Social Research Institute and for two periods in the Department of the Environment, Community and Local Government. Mr Keegan is from Dublin. He holds degrees in public administration, economics and civil engineering.

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