NTA
Údarás Náisiúnta Iompair
National Transport Authority

Statement of Strategy

2026 > 2030



January 2026

Contents

Introduction 3

Chairperson's Statement 4

Chief Executive's Introduction 6

Who is the National Transport Authority 8

- Purpose and Function 8
- Enabling Legislation 8

NTA Responsibilities 9

Strategy Development 11

Structured Approach 12

- Policy Backdrop 12
- Stakeholder Engagement 13
- Climate Change 13
- Economic Outlook 14
- Public Transport Security 14
- International Transport Trends 15

Looking Forward Strategically 16

Mission, Vision & Values 17

- Mission 17
- Vision 17
- Values 17

Goals 18

Strategic Objectives 19

- Customer First 19
- Climate & Environmental Action 20
- Transport Planning 20
- Transport Infrastructure 21
- Transport Services 21
- Transport Safety & Regulation 22
- Stakeholder Engagement 22
- People & Organisation 23

Delivery Challenges & Key Risks 24

- Delivery Challenges 25
- Key Risks 26

Glossary 27



Chairperson's Statement



The Board is satisfied with the progress that the National Transport Authority (NTA) was able to achieve over the duration of its last Statement of Strategy for 2023 to 2025. The NTA has continued its important work to enhance and extend the provision of sustainable transport infrastructure throughout the State, with a particular focus on active travel. The NTA also made good progress at improving and expanding public transport services, including through the BusConnects and Connecting Ireland programmes.

In the last decade or so, Ireland has experienced strong economic growth, with forecasts predicting continued expansion in the coming years. The economy is expected to be driven by strong employment, healthy tax revenues, and relatively low inflation. While global economic headwinds are a concern, the overall outlook remains positive. In turn, the level of economic opportunity has led to strong population growth, also expected to continue in the coming years. The NTA intends to ensure that the expansion of public transport services exceeds the level of population growth, so as to also address needs that are currently unmet. Additionally, the aim is to continue enhancing the integration with and expanding the transport connections to Northern Ireland.

The updated National Development Plan (NDP) for 2026-2035 commits to a record €275.4 billion in public capital investment to secure Ireland's future, unlock housing, upgrade water and energy infrastructure, deliver more roads, and provide better public transport. The NTA very much welcomes the level of ambition reflected in the updated NDP, which provides for an unprecedented level of investment in sustainable transport infrastructure and services over the coming decade. Indeed, the recently published Sectoral Investment Plan for Transport 2026-2030 contains an allocation of approx. €1.8 billion for active travel and greenways, plus approx. €12.1 billion for public transport, including a €2.0 billion allocation for MetroLink.

The NTA is leading transport planning in our cities, on a statutory basis in Dublin and in partnership with the local authorities in Cork, Galway, Limerick and Waterford. During the timeframe of this corporate strategy, the transport strategies are to be updated for each of the five cities, combined with the preparation of an Integrated Implementation Plan to accompany the Greater Dublin Area (GDA) Transport Strategy.

The duration of this Statement of Strategy will be a period of significant focus on the delivery of major sustainable transport infrastructure projects, all across the State. In the same timeframe, many smaller, yet crucial projects will be progressed, including the National Train Control Centre (NTCC), the Cork Area Commuter Rail (CACR) programme and a comprehensive suite of enhancements around passenger information, just to mention a few. These infrastructure projects are designed to integrate with and complement each other, contributing to a national sustainable transport system, meeting the needs of people all around the country. Major projects to be significantly advanced include CycleConnects, Connecting Ireland, BusConnects (in Dublin and other cities), Luas, MetroLink, DART+ and Next Generation Ticketing (NGT).

The NTA welcomes the 2025 Programme for Government commitment to develop a sustainable funding model for Public Service Obligation (PSO) transport services or subsidised transport services, into the future. When developing the funding model, it will be important to be mindful that new requirements will emerge as various elements of the NTA's capital investment programme are completed. The NTA believes that the transition to multi-year funding allocations would be very helpful in enabling the organisation to plan and implement service delivery more effectively, especially where there are significant service changes. Also, for medium and long-term strategic transport planning, clarity as regards the optimal balance between user fares and PSO funding would be very beneficial.

The NTA are committed to enhancing regional and rural transport, including through the Connecting Ireland Rural Mobility Plan, a programme designed to expand bus services, improve frequency, and ensure reliable connections between towns, villages, and rural communities. There will be further investment in Local Link services, expanding the Transport for Ireland (TFI) network. Additionally, there will be close collaboration with licensed, commercial bus and coach operators to further develop their services, which constitute an essential component of Ireland's public transport ecosystem, especially in rural Ireland.

For the duration of this Statement of Strategy, the NTA will utilise its exchequer funding allocations to deploy the necessary resources, to achieve its strategic objectives and target outcomes.

In meeting its responsibilities under the Public Sector Equality and Human Rights Duty outlined within Section 42 of the Irish Human Rights and Equality Act 2015, the NTA proactively works to promote equality, prevent discrimination and protect the human rights of its employees, customers, service users and everyone affected by the policies and plans of the NTA.

On behalf of the NTA, I would like to acknowledge the work of our many partners including Transport Infrastructure Ireland (TII), transport operators, Local Link delivery offices, Regional Assemblies and local authorities. The Board also recognises the important role played by the NTA's management team and employees in delivering ongoing services and numerous projects.



Peter Strachan

Chairperson

Chief Executive's Introduction



As CEO I am very honoured to be leading the organisation to deliver the mission and vision of the NTA, working with all partners involved in delivering infrastructure and services that connects people to opportunity and enables businesses to thrive and invest.

It is very clear that an effective and efficient transport system is crucial for economic, environmental, and social well-being. It enhances accessibility to jobs, services, and social opportunities, particularly for those with limited access to private vehicles. In addition to extending the availability of public transport services, the NTA is committed to improving the quality of the services in the coming years so as to make them more attractive to an expanded user base. The NTA intends to oversee improvements in areas including reliability, punctuality and the integration of services, while also reducing carbon emissions and noise pollution.

As an organisation, we are determined to make further progress with regards to improving the accessibility of transport infrastructure and services. This means embedding universal design principles, removing existing physical, sensory, and digital barriers, and continuously improving facilities to meet the diverse needs of users. We commit to work with disability advocacy groups and other stakeholders, invest in staff training and inclusive technologies, and ensure that sustainable transport options are also equitable, safe, and welcoming for people of all ages and abilities.

Sustainability is at the heart of everything we do as an organisation. As we deliver on our mandate, we are continuously trying to ensure that we maintain a balanced emphasis on society, the environment and the economy. We will strive to continue enhancing Ireland's sustainable transport infrastructure and services, while minimising the related environmental impact.

The NTA continues to play a central role in advancing the Department of Transport's National Sustainable Mobility Policy, which sets out a framework for walking, cycling and public transport. The policy calls for high levels of collaboration across Government Departments, agencies and the private sector. The NTA looks forward to delivering on the policy's phase two action plan for the period 2026-2030.

Encouraging active travel is a key focus for the NTA, with investment of approximately €1 million per day in projects supporting strategic pedestrian and cyclist routes, including access to schools, permeability links and urban greenways. The provision of high-quality walking and cycling facilities will encourage more people to switch to active travel, helping to improve health outcomes and tackle climate change.

Ireland has set out a national vision of transitioning to a climate resilient, biodiversity rich, environmentally sustainable and climate neutral economy by 2050. By 2030, the Irish transport sector is tasked with halving its carbon emissions, dropping from approx. 12 million tonnes of carbon dioxide equivalent (MtCO2eq) to 6 MtCO2eq; transitioning to a greater proportion of people using sustainable modes of transport will be crucial in achieving this 2030 target.

The NTA will continue to progress the many ongoing initiatives aimed at achieving the Department of Transport's goal for walking, cycling, and public transport to account for 50% of all journeys by 2030. Carbon emissions will be reduced across public transport through the electrification of the public transport fleet and other initiatives, while progress on the reduction of emissions will be actively managed in conjunction with stakeholders across the sector. Conscious that the negative impacts of climate change are already being experienced, the NTA will also implement measures to make sustainable transport more climate resilient.

As one of our statutory functions, the NTA is very keen to contribute to the effective management of transport demand. Rather than simply trying to provide transport to meet the predicted demand, we will be proactive in seeking ways to reduce the need to travel by mechanised modes, through using a range of instruments. For example, we believe that many enhancements can be made in how we organise our urban realm so as to reduce the need to travel, particularly by car. We strongly support the implementation of a transport demand management scheme for the GDA and if implemented, we are confident that it will bring many benefits to the people of the region.

Artificial Intelligence (AI) is a fast-developing area of technology including machine learning, deep learning and neural networks, which encompasses areas like automation, robotics and chatbots. Generative Artificial Intelligence (GenAI) enables the creation of content – such as text, images, code, and audio – that closely resembles human output. In 2025, the NTA began actively exploring the potential of GenAI to enhance productivity, improve service delivery, and support innovation across its operations. As we continue to examine the various ways GenAI can be adopted, we will be guided by a focus on responsible use, data protection and ethical considerations, as well as managing opportunities and risks in line with the values and public service mission of the NTA.

I would like to thank all our stakeholders and staff who have continued to deliver sustainable transport infrastructure and services, and whose contribution to the development of this strategy document has also been greatly appreciated. The NTA has grown very significantly over the last few years and it's important that we retain our values and culture of inclusivity and diversity, as we develop the organisation further to meet our growing mandate and deliver connectivity for the people and places of Ireland.

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



Anne Shaw

Chief Executive Officer

Who is the National Transport Authority

Purpose and Function

The NTA is a statutory non-commercial State body, which operates under the aegis of the Department of Transport.

The remit of the NTA is primarily concerned with the planning, development and funding of sustainable transport modes, that is, public transport, cycling and walking, on a national basis. NTA's remit also extends to the regulation of commercial public bus services as well as the small public service vehicle sector and vehicle clamping.

The NTA manages the capital investment programme nationally for public transport, cycling and walking, funding transport operators, local authorities and other bodies for approved projects on behalf of the Department of Transport.

The NTA is also the approving authority for the three mega public transport projects supported by the updated National Development Plan 2026 – 2035. These are:

- BusConnects
- DART+ Programme
- MetroLink

The NTA's remit includes meeting the demand for sustainable transport services across Ireland as well as working with stakeholders to reduce carbon emissions from a transport perspective.

Enabling Legislation

The NTA was established in December 2009 on foot of the Dublin Transport Authority Act 2008.

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

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

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

The Vehicle Clamping Act 2015, which gives NTA responsibility for the regulation of clamping activities nationally, came into operation on 1 October 2017.

The NTA also has 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 region comprising 40% of the population of the State and 43% of total State employment by place of residence.

NTA Responsibilities

At a national level, the role of the NTA is to:

- Procure public transport services by means of public transport service contracts
- Develop an integrated, accessible public transport network
- Regulate public bus passenger services that are not subject to a public transport services contract
- Provide cycling facilities and schemes to promote cycling
- Develop and maintain a regulatory framework for the control and operation of Small Public Service Vehicles (taxis, hackneys and limousines), their drivers and associated services (including dispatch operators)
- Prepare statutory submissions in relation to Regional Planning Guidelines
- Enforce EU passenger rights in rail, maritime and bus and coach transport
- Operate as the national conciliation body for electronic toll service providers
- Provide integrated ticketing, fares, and public transport information
- Promote the use of sustainable transport through developing and implementing multi-channel marketing and promotional activities
- Provide or fund provision of bus infrastructure and fleet
- Develop and implement a single public transport brand
- Regulate vehicle clamping in the State
- Collect statistical data and information on transport
- Validate EU authorisations and journey forms in relation to bus and coach travel in accordance with EU Regulation No. 1073/2009
- In accordance with the Network and Information Security Directive 2022/2555 (NIS2), oversee essential and important entities in the roads sector
- In accordance with the Critical Entities Resilience (CER) Directive, enhance transport resilience in Ireland through oversight of critical entities in the sector

Within the Greater Dublin Area the NTA has the following additional roles:

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

Other functions:

Non-statutory functions undertaken on behalf of Department of Transport are:

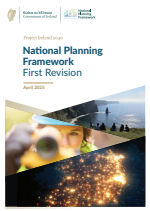
- Strategic transport planning for the regional cities (Cork, Galway, Limerick and Waterford)
- Administration of the Smarter Travel Workplaces and Smarter Travel Campus Programmes
- Provision of accessibility funding to transport operators and other relevant bodies
- Planning and funding of sustainable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

Strategy Development

Structured Approach

In developing this Statement of Strategy, the NTA has followed a structured process, giving careful consideration to details including current policies and legislation, stakeholder feedback, the impact of climate change, current and forecast economic conditions, as well as international transport trends.

Policy Backdrop



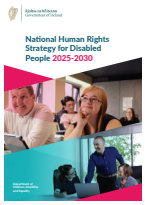
The **National Planning Framework** (NPF) is the long-term, 20-year strategy for strategic planning and sustainable development of our urban and rural areas to 2040, with the core objectives of securing balanced regional development and a sustainable 'compact growth' approach to the form and pattern of future development. The first revision of the NPF was completed in April 2025.



The NPF and the **National Development Plan 2021-2030** (NDP) combine to form Project Ireland 2040, the government's long-term overarching strategy to make Ireland a better country for all and to build a more resilient and sustainable future. The NPF sets the vision and strategy for the development of our country to 2040 and the NDP provides the enabling investment to implement that strategy. The recently updated National Development Plan covers the period 2026-2035 and sets out total investment of €275.4 billion over the period 2026 to 2035, with sectoral capital allocations of €102.4 billion for the period 2026 to 2030. The recently published Sectoral Investment Plan for Transport 2026-2030 contains an allocation of approx. €1.8 billion for active travel and greenways, plus approx. €12.1 billion for public transport, including a €2.0 billion allocation for MetroLink.



The **National Investment Framework for Transport in Ireland** (NIFTI) is the Department of Transport's high-level strategic framework to support the consideration and prioritisation of future investment in land transport, supporting the delivery of the NPF and NDP.



The **National Human Rights Strategy for Disabled People 2025–2030** is Ireland's whole-of-government plan to advance the rights, inclusion, and equality of disabled people by implementing the UN Convention on the Rights of Persons with Disabilities (UNCRPD). Pillar 5 of the strategy, Transport and Mobility, aims to reduce or eliminate existing barriers to enable disabled people to travel independently and access the destinations of their choice.



Climate Action Plan 2025 (CAP25) lays out a roadmap of actions which will lead us to meeting our national climate objective of pursuing and achieving, by no later than the end of 2050, the transition to a climate resilient, biodiversity rich, environmentally sustainable and climate neutral economy. This includes plans for increased active travel and public transport use, as well as electrification of the public transport fleet and increased use of biofuels. It aligns with the legally binding economy-wide carbon budgets and sectoral emissions ceilings that were agreed by Government in July 2022.



The **National Sustainable Mobility Policy** (NSMP) sets out a strategic framework to 2030 for active travel (walking and cycling) and public transport journeys to help Ireland meet its climate obligations. The accompanying NSMP Action Plan 2026-2030 contains actions to improve and expand sustainable mobility options across the country by providing safe, green, accessible and efficient alternatives to car journeys.

Stakeholder Engagement

The NTA's stakeholder engagement process ran for approximately four weeks during October/ November 2025. This process was designed to accommodate three distinct consultation strands, all running concurrently via the NTA's online consultation portal. These strands consisted of the following:

- A survey designed for members of the public;
- A survey designed for a broad range of stakeholders including Government Departments, State agencies, transport operators, local and regional authorities, the business sector and the wider community and voluntary sector; and
- A survey designed for NTA staff.

Feedback from this consultation process focused largely on the NTA's indicative mission, goals and strategic objectives, details of which were circulated as part of the consultation process. The feedback received has now been addressed in this finalised version of the Statement of Strategy. The NTA greatly appreciates the time and effort involved by all who made submissions, which helped inform this strategy document.

Climate Change

Ireland is already experiencing the impacts of climate change, including rising temperatures, more intense storms, increased river and coastal flooding, and rising sea levels, all impacting on transport infrastructure and services. However, through the Climate Action Plan, Ireland aims to achieve a climate-resilient, biodiversity-rich, and net-zero economy by 2050, while halving emissions by 2030.

For the transport sector to reduce its carbon emissions by 50% by 2030, the Climate Action Plan sets out major interventions including the following:

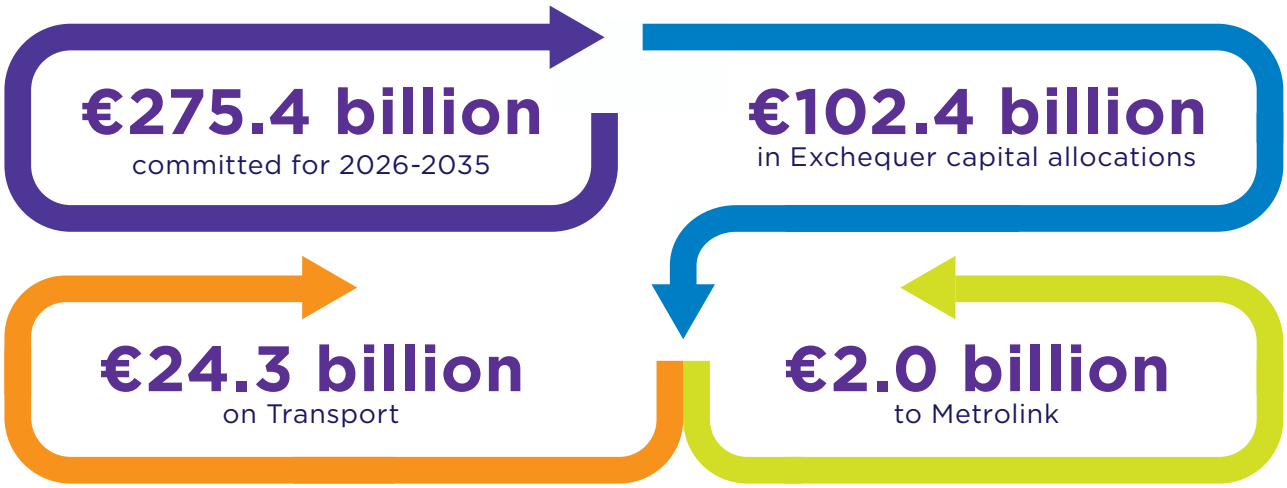
- Promotion of active and healthy travel for shorter journeys, enabled by a significant investment in active travel infrastructure.
- Enhanced integration of land use and transport planning, combined with measures to manage transport demand, helping improve efficiency and reduce congestion.
- Expansion of public transport infrastructure and services to provide a viable alternative to private car use.
- Significant electrification of the transport fleet which will leverage an ongoing decarbonisation of the Irish electricity grid, to greatly reduce carbon emissions.
- Increased use of biofuels where it's not economically viable to electrify the transport fleet.

Economic Outlook

In the last decade or so, Ireland has experienced strong economic growth, with forecasts predicting continued expansion in the coming years. The economy is expected to be driven by strong employment, healthy tax revenues, and relatively low inflation. While global headwinds including potential trade tariffs are a concern, the overall outlook remains positive. In turn, the level of economic opportunity has led to strong population growth, also expected to continue in the coming years.

This presents challenges with regards to the provision of sustainable transport infrastructure and services, as ongoing expansion is required simply to keep up with population growth, before working to address needs that are currently unmet. The strong economy has resulted in high levels of employment that have led to labour supply issues, especially for major projects where high construction industry inflation also persists.

Reflective of a strong economy, the updated National Development Plan for 2026-2035 commits to a record €275.4 billion in public capital investment, to deliver the infrastructure that will help meet the economic and social needs of the Irish people for generations to come. The updated NDP sets out €102.4 billion in Exchequer capital allocations for the period 2026-2030, a 30% increase on the previous allocation for the same period. From the €102.4 billion, there is an allocation of €24.3 billion to Transport, including €2.0 billion committed to MetroLink.



Public Transport Security

While the last few years have seen significant progress on investment in safety measures, antisocial behaviour remains a serious issue, and it is those who regularly use and work within our public transport network who are most directly impacted by any safety or security incidents on the network. In the Programme for Government 2025, there is a commitment to create a Transport Security Force under the National Transport Authority, which would operate and have similar powers to the Airport Police and Customs Officers.

While there has been a significant increase in investment in safety measures on public transport in recent years, the establishment of the Transport Security Force will play a central role in helping to tackle this important issue.

International Transport Trends

Sustainability

The global transport sector is experiencing a decisive shift toward sustainability, driven by the need to cut emissions, reduce dependence on fossil fuels, and create more resilient mobility systems. Countries are expanding investment in active travel infrastructure, accelerating the electrification of land transport, as well as redesigning networks to support cleaner and more efficient movement of people and goods.

Autonomous Transportation

Autonomous vehicles (AVs) are expected to move beyond experimental phases into practical application over the coming years. Urban areas are also seeing pilot programs for autonomous public transportation such as robotaxis in the US, driverless buses in Singapore and shuttle services in Europe.

Labour Shortages

The transport industry is experiencing persistent labour shortages, particularly for drivers and logistics personnel. This is encouraging the drive towards increased automation and the development of new technologies to streamline operations.

Data Harmonisation and Publication

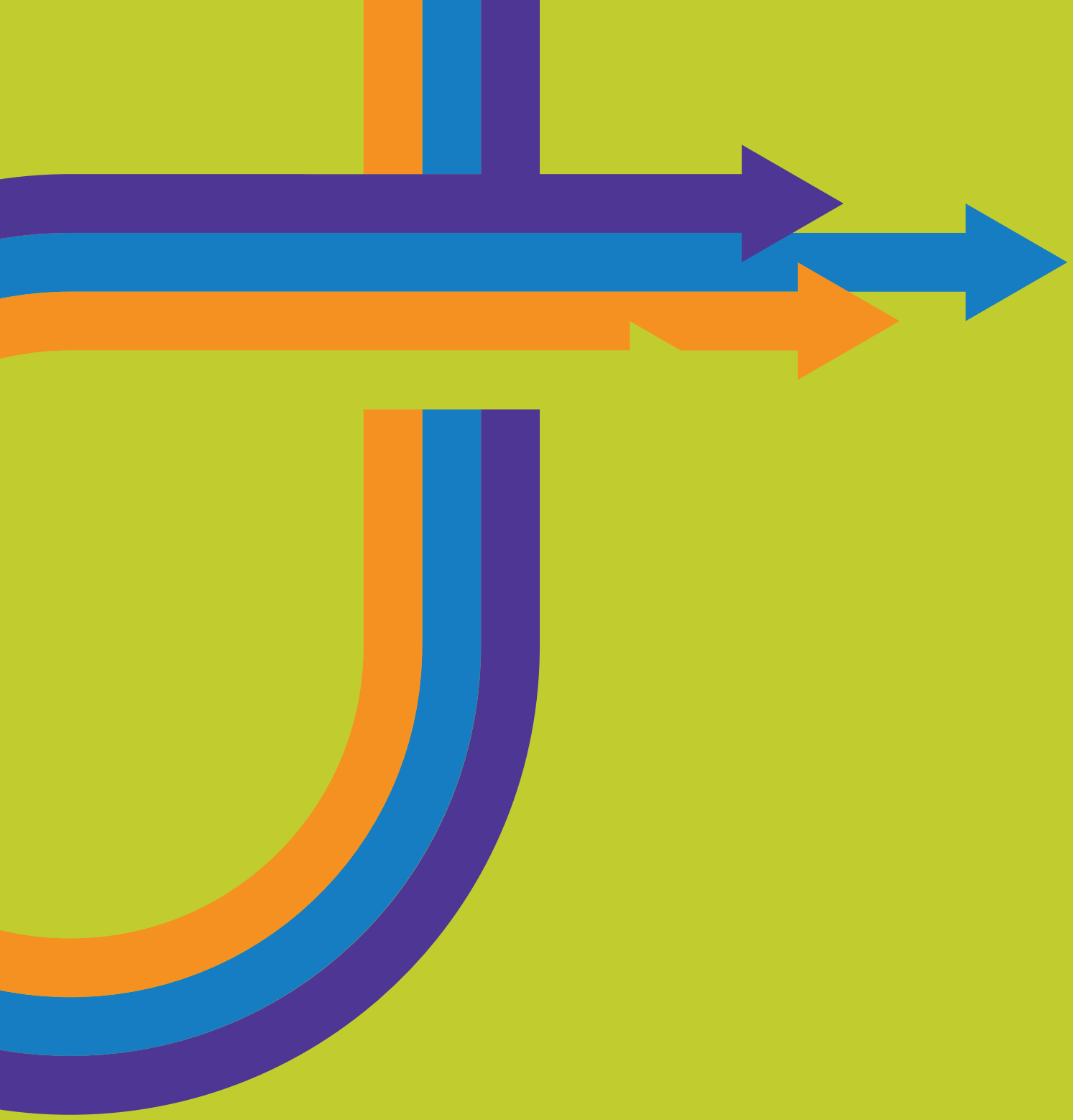
Data harmonisation and the publication of transport data to easily accessible online data portals, is gaining traction. This involves transforming disparate data into consistent, standardised formats to ensure interoperability and utility for various stakeholders. Key to this process is adherence to standardised transport data formats, such as GTFS (General Transit Feed Specification) and NeTEx (European standard for exchanging public transport data). Emerging EU initiatives such as the updated Intelligent Transport Systems (ITS) Directive and related regulations, which are aiming to create a Common European Mobility Data Space (EMDS) for seamless, smart, and sustainable mobility will continue to be supported and facilitated where practical.

Electric Vehicles (EVs) and Supporting Infrastructure

Electric vehicles are becoming the cornerstone of a transportation revolution. By the end of 2025, global EV sales are projected to exceed 20 million units annually, driven by government policies and growing environmental awareness. Key advancements in battery technology are reducing costs and improving energy density, while countries like the United States, China, and European Union nations are investing billions in EV charging infrastructure.

Artificial Intelligence (AI) in Mobility

AI is increasingly being used in the transport sector. For example, AI systems that optimise public transport schedules are being piloted in cities like Amsterdam and Singapore. These systems use real-time demand, weather and traffic data to improve efficiency and reduce emissions.



Looking Forward Strategically

Mission, Vision & Values

Mission

To connect Ireland's people and places, by providing accessible, high quality, sustainable transport infrastructure and services, contributing to vibrant, climate resilient communities, a healthy environment, balanced regional development and a strong economy.

Vision

In fulfilling our mission, our vision is to be:

1. effective in the provision of accessible, high quality, sustainable transport infrastructure and services.
2. credible, working constructively to help shape the best outcomes, including reducing carbon emissions.
3. an organisation that provides our people with the opportunity to reach their potential and build fulfilling careers, while feeling valued in an environment that supports diversity and inclusion.

Values

The values held by the NTA guide how we behave and our decision-making process. We will deliver on our strategy while adhering to our core values as set out below.

- **Public Service Commitment** – we will prioritise the needs of the public in all transport planning and delivery, while ensuring services are inclusive, equitable, and responsive to community needs.
- **Sustainability** – we will promote environmentally responsible transport solutions and support Ireland's climate goals through active travel initiatives and low-emission public transport fleet.
- **Safety and Reliability** – we will maintain high standards of safety for all transport users, while delivering consistent, dependable services that people can trust.
- **Accessibility and Inclusion** – we will foster an inclusive workplace and implement transport solutions that support accessible transport for people of all ages, abilities, and locations, promoting universal design and rural connectivity.
- **Innovation and Efficiency** – we will embrace smart technologies and data-driven decision-making, while empowering our people to continuously improve systems and practices, to maximise performance and value for money.
- **Transparency and Accountability** – we will operate with openness, integrity, and clear communication, being accountable to our people, the public, stakeholders, and government.
- **Strategic Vision** – we will plan for long-term mobility needs with foresight and adaptability, aligning transport infrastructure with national development and urban planning, while investing in our people's development to meet future challenges.
- **Collaboration** – – we will work together in partnership with stakeholders including local authorities, transport operators, and communities, while fostering cooperation across sectors to deliver integrated transport networks.

Goals

- **Customer First** – With a deep understanding of customer needs, deliver infrastructure and services that meet those needs, placing an emphasis on accessibility, inclusivity, integration, efficiency and value for money.
- **Climate & Environmental Action** – Pursue a transition to more sustainable modes of transport, reduce transport emissions and implement demand management measures. Protect biodiversity, promote nature-based solutions, as well as maintaining a climate and environmentally conscious organisation.
- **Transport Planning** – Undertake strategic transport planning, seeking the optimal alignment of land use with transport policy and practice.
- **Transport Infrastructure** – Implement a comprehensive investment programme that delivers sustainable transport infrastructure in an efficient and effective manner.
- **Transport Services** – Secure the optimal provision of accessible, reliable, high quality, subsidised public transport services for people in all regions across Ireland. Leverage technology and data insights to continuously improve services, including the information provided to the public.
- **Transport Safety & Regulation** – Strengthen security arrangements on public transport. Regulate and enhance the small public service vehicle (SPSV) and commercial bus sectors, as well as clamping activities across the State. Enforce EU Passenger Rights Regulations.
- **Stakeholder Engagement** – Keep the public informed of the NTA's activities while engaging, collaborating and partnering effectively with external parties to support the achievement of our strategy.
- **People & Organisation** – Support the development of our people in a positive working environment, while maintaining an innovative, fit-for-purpose and evidence-based organisation, to achieve high standards in governance and service delivery.

Strategic Objectives

In the pursuit of delivering on the NTA's goals, each goal has been assigned several strategic objectives which are to be achieved over the life of the strategy. Set out below are the strategic objectives, aligned to their respective goals, which are to be achieved during 2026-2030. Please note that several of the strategic objectives below are subject to external dependencies, including planning approval and government funding.

Customer First

1. Continue developing a deep understanding of customer or transport user needs, to help ensure that the infrastructure and services delivered for urban and rural communities, effectively address those needs.
2. Continuously improve integration of transport infrastructure and services to provide customers with an easy-to-use public transport network and a seamless end-to-end journey experience.
3. Complete the national rollout of Next Generation Ticketing, a modern and user-friendly ticketing solution that includes mobile phone and debit/credit card payments.
4. Complete the transition to a singular Automatic Vehicle Location system showing the real-time location of vehicles, for all PSO bus services.
5. Develop a pilot programme of mobility hubs incorporating shared cars, shared bikes (standard and electric, including cargo bikes) and, where appropriate, e-scooters.
6. Ensure there is effective ongoing communication with customers, particularly during service disruptions, with enhancements including the Customer Information Services programme for the rail network.
7. Deliver a Bus Stop Enhancement Programme, which includes the transition of all bus stops to the TFI style as well as providing consistent, accurate, up-to-date customer information at stops, stations and on-board services.
8. Ensure an emphasis on accessibility so that infrastructure and services are available to all, with initiatives including the retrofit of ten additional railway stations to comply with accessibility requirements and the continuation of accessibility measures relating to bus and SPSV services.
9. Maintain a constant focus on efficiency and effectiveness across all NTA activities, to help ensure value for money is achieved for customers and taxpayers.
10. Enhance inclusivity, proactively engage with various user groups to inform improvements that meet their specific needs.

Climate & Environmental Action

1. Promote an improved transport modal balance, with a greater proportion of people using sustainable modes including walking, cycling, shared mobility and public transport.
2. Design and implement, effective transport demand management measures, including the publication of a demand management scheme for the Greater Dublin Area.
3. Foster the use of circular economy principles which help support low-carbon, resource-efficient project delivery, including use of low-carbon construction materials, asset reuse, and sustainable procurement.
4. Achieve a reduction in public transport emissions in collaboration with sector stakeholders, including the transition of 75% of urban bus services to zero/low emission vehicles and the implementation of a transition strategy to lower emission vehicles for regional bus services.
5. Implement measures to make sustainable transport more climate resilient.
6. Protect and enhance natural habitats by integrating biodiversity considerations into transport planning and infrastructure delivery, ensuring projects mitigate impacts on sensitive ecosystems.
7. Promote the use of nature-based solutions including green corridors and pollinator-friendly planting along transport routes, to support ecological connectivity.
8. Align transport investments with compact development principles that minimise land take, protect biodiversity, and reduce habitat fragmentation.
9. Achieve the International Organisational Standard on Energy Management Systems (ISO 50001) accreditation, to increase the NTA's capacity to continuously improve energy efficiency and reduce CO2 emissions.
10. Continuously improve organisational sustainability and efficiency, on the journey towards becoming climate neutral.

Transport Planning

1. Foster and develop enhanced integration between transport provision and land use planning and practice, with a specific focus on supporting compact growth and transport-oriented development.
2. Prepare Sustainable Urban Mobility Plans (SUMPs) for the urban nodes of Dublin, Cork, Galway and Limerick, and reviews of the existing Regional and Metropolitan Area Transport Strategies, in line with EU TEN-T regulations.
3. Manage a programme of transport strategies and plans for other urban areas across the country, in collaboration with the local authorities and Regional Assemblies.
4. Develop environmental monitoring and reporting systems to enhance sustainability in transport strategies and transport development.
5. Monitor the implementation of the transport strategies through the relevant plans, programmes and projects to ensure alignment with the objectives set out in the strategies.
6. Develop and maintain guidance and tools to support transport planning and transport investment decisions.

Transport Infrastructure

1. Continue to progress the programme of active travel infrastructure, including the implementation of 800km of active travel projects.
2. Advance the BusConnects programme, with a total of four core bus corridors completed across Dublin and Cork, as well as the Galway Cross City Link, while having four other core bus corridors under construction.
3. Progress the development of the Cork Northern Distributor Multi-modal Route to facilitate sustainable transport provision in Cork.
4. Replace the existing tram fleet on the Luas Red Line and increase capacity on the Green Line. Commence construction of Luas Finglas, while also planning and seeking planning consent for additional Luas lines in Dublin and Cork.
5. Progress the MetroLink scheme up to, and including, the commencement of construction.
6. Ensure that DART services have commenced operation on the Northern line to Drogheda and the South-East line to Wicklow, as well as having commenced construction of DART+ West and, subject to funding, DART+ South-West.
7. Complete double-tracking of the Glounthaune to Midleton train line.
8. Continue to protect and provide for connectivity to the TEN-T networks.
9. Secure planning consent for a new coach station at Heuston or another identified hub location.
10. Construct five strategic park and ride facilities, with a further five ready for construction.
11. Implement appropriate oversight and delivery frameworks to help ensure the effective delivery of the overall infrastructure programme.
12. Aim to maximise the delivery of projects within the funding available, keeping a constant focus on achieving value for money.
13. Support our delivery partners, transport providers, Regional Assemblies and local authorities, by developing and maintaining guidance and training to support infrastructure development and delivery.

Transport Services

1. Further develop the subsidised public transport services framework, setting out the key priorities as well as providing direction on the sustainable funding of these transport services in line with future developments.
2. Enhance the delivery of licensed, commercial bus services through relevant interventions including regulatory changes, helping to improve accessibility, reliability, and integration of commercial bus services into the wider public transport network.
3. Continue to enhance the network of public transport services, responding to customers' changing needs.
4. Promote sustainability and innovation in licensed, commercial bus operations to support Ireland's climate and mobility goals.
5. Complete the national fares strategy rollout.
6. Complete the rollout of the BusConnects network redesign in Dublin, Cork, Limerick, Galway and Waterford.

7. Complete the rollout of Connecting Ireland as well as implementing ten new or expanded town bus services.
8. Procure high-quality and accessible, bus and rail services, through direct award and publicly tendered contracts, ensuring value for money.
9. Effectively manage the delivery of contracted public transport services, taking steps to enhance the operational performance and service reliability of bus and rail networks.
10. Leverage the latest technologies and data insights to continuously enhance services and customer experience.

Transport Safety & Regulation

1. Actively engage with the Department of Transport and key stakeholders in developing a framework to strengthen security arrangements on public transport, including the establishment of a new Transport Security Force in line with the current Programme for Government.
2. On an ongoing basis, consider and make appropriate interventions to enhance the safety and security of service users.
3. Improve understanding of SPSV service levels and availability, including for those with accessibility needs, through further research, collaboration with stakeholders and increased use of technology.
4. Enhance SPSV services – including in rural areas and for Wheelchair Accessible Vehicle (WAV) users – and progress the decarbonisation of the SPSV fleet, through grant assistance, regulation and other measures.
5. Maintain high levels of compliance and continue to develop the regulatory regimes around vehicle clamping, commercial bus services licensed by the NTA and the EU Passenger Rights Regulations.
6. Rollout a new regulatory framework under the Critical Entities Resilience Directive, ensuring identification of essential services and critical entities, enhancing transport resilience in Ireland.

Stakeholder Engagement

1. Effectively communicate with the public on the NTA's programme of work.
2. Build awareness of the NTA's role in delivering effective, sustainable transport solutions all around Ireland.
3. Develop and maintain strong relationships with sector stakeholders.
4. Ensure that the NTA is effective in addressing feedback received through public consultations, building trust with the public.
5. Effectively facilitate and engage with the Transport Users Advisory Group and the Advisory Committee on Small Public Service Vehicles.
6. Effectively respond to and proactively engage with elected representatives, including Oireachtas, Regional Assembly and local authority members.

People & Organisation

1. Conduct periodic organisational reviews to ensure the NTA has the appropriate structure, office locations, staffing and culture to successfully achieve its objectives.
2. Provide comprehensive training and development support, tailored at an individual employee level, helping enable our people to reach their potential.
3. Embed equality, diversity and inclusion (EDI) in our work environment so that people of all backgrounds and cultures can feel comfortable and work together effectively.
4. Maintain effective and up-to-date Information and Communication Technology (ICT) solutions to support evidence-based decision making.
5. Oversee the cybersecurity posture and resilience of the NTA, transport operators and key suppliers.
6. Complete the implementation of the new Financial Enterprise Resource Planning (ERP) System and integrate it with NGT.
7. Drive the adoption of Artificial Intelligence (AI) in the NTA, in a safe and responsible manner to achieve productivity benefits.
8. Establish the Competent Authority function to oversee entities in the roads sector under the NIS2 Directive.
9. Maintain high standards in organisational efficiency and effectiveness, helping to ensure value for money is achieved.
10. Ensure robust governance arrangements are maintained, including regular audits of governance practices and Board effectiveness.



Delivery Challenges & Key Risks

Delivery Challenges

In delivering the NTA's comprehensive programme of work over the coming years, some key delivery challenges have been identified, including those outlined below:

Funding Constraints
Over the coming years, Government have ambitious plans to significantly enhance active travel infrastructure and public transport services across the State, as well as reducing carbon emissions from the public transport fleet. However, as there are also many competing demands on Government funding, the NTA anticipates constraints in some areas including the funding of necessary staff, which may slow delivery. The NTA strongly believes that a multi-annual funding envelope for PSO transport services is required, with clear links established between infrastructural investment and the ensuing current expenditure implications for operation and maintenance in future years.

Labour Shortages
In delivering major transport projects, the NTA anticipates that the pressure to attract and retain skilled workers will intensify, especially for specialist skills which can be in short supply worldwide. Increasing competition from other sectors for construction personnel may further constrain capacity, requiring coordinated efforts across government, unions, and other key stakeholders to help ensure sustainable staffing levels. The NTA will require a timely assessment and where applicable, approval from Government for requests to sanction additional staff for an increasing programme of work and expansion of functions. In the operation of transport services, persistent labour shortages are anticipated, particularly in the recruitment of bus drivers and vehicle mechanics, impacting service delivery.

Planning Approvals
Major projects are complex and time-consuming to advance through the planning process, often encountering unanticipated issues. After receiving planning approval, judicial reviews and appeals can frequently stall projects for extended periods or ultimately result in the planning approval being overturned. Given how closely transport delivery depends on timely, predictable planning decisions, the NTA welcomes recent progress across the planning system.

Compliance Requirements
The NTA's activities are subject to extensive compliance requirements including the Infrastructure Guidelines, the EU public procurement directives and Climate Action Plan 2025. Whilst such policies and measures help ensure that high standards are maintained, they require significant rigour and can be time intensive, slowing delivery. For example, effective procurement processes can be complex and time-consuming but are critical to maintain competitive tension and in turn ensure that value for money is achieved.

Key Risks

In undertaking its functions, the NTA identified key risk areas as set out below, which received careful consideration during the preparation of this Statement of Strategy. The NTA operates a robust risk management framework to manage and mitigate these key risks.

- Insufficient funding for projects and services.
- Major transport service failure.
- Critical IT system failure.
- Major safety failure on transport system.
- Insufficient organisational capability or capacity to deliver projects effectively.
- Delivery of organisational strategy disrupted negatively by Artificial Intelligence (AI).
- Inability to effectively manage project delivery costs.
- Failure to achieve climate action and sustainability objectives.
- Significant governance or internal control failure.
- Major customer resistance to delivered infrastructure or services.
- Cyber-attacks increasing in frequency and complexity.
- Shortages of staff with necessary skills.

Glossary

AI – Artificial Intelligence is a fast-developing area of technology including machine learning, deep learning and neural networks, which encompasses areas like automation, robotics and chatbots.

AVL – Automatic Vehicle Location system, showing the real-time location of vehicles.

CACR – The Cork Area Commuter Rail (CACR) programme is a major infrastructure investment that forms a core part of the Cork Metropolitan Area Transport Strategy (CMATS) 2040.

CAP25 – The Government's Climate Action Plan 2025.

CER Directive – The Critical Entities Resilience (CER) Directive (EU) 2022/2557 is an EU-wide regulation that mandates member states to strengthen the resilience of critical entities providing essential services.

Demand Management Measures – Section 71(7) of the DTA Act 2008 states that "demand management measures" means measures which promote a reduction in the total amount of travel or reduced growth in the total amount of travel and includes measures to—

(a) reduce the need to travel,

(b) reduce the use of mechanically propelled vehicles and particularly private cars,

(c) increase travel by public transport, bicycle or on foot as an alternative to the private car,

(d) encourage travel at less congested periods other than by means of a congestion charge, and

(e) reduce trip length.

EDI – Equality, Diversity and Inclusion.

GDA – Greater Dublin Area.

GenAI – Generative Artificial Intelligence enables the creation of content – such as text, images, code, and audio – that closely resembles human output.

ISO 50001 – International Organisational Standard on Energy Management Systems.

NDP – National Development Plan.

NGT – Next Generation Ticketing, a modern and user-friendly ticketing solution that includes mobile phone and debit/credit card payments.

NIFTI – National Investment Framework for Transport in Ireland.

NIS 2 – The Network and Information Security Directive 2022/2555 is an EU law designed to boost cybersecurity and resilience across the union by expanding the scope of the original NIS Directive to cover more sectors and entities, including critical infrastructure, digital service providers, and larger mid-size companies.

NTA – National Transport Authority.

NTCC – The National Train Control Centre (NTCC) is a project to develop a number of co-located control centres, with the primary objective being the delivery of a new train management system to manage the 600 (approx.) passenger trains and 10 freight trains per day operating on Ireland's 2,400km rail network.

NPF – National Planning Framework.

NSMP – National Sustainable Mobility Policy.

PSO – Public Service Obligation transport services or subsidised transport services.

SPSV – Small Public Service Vehicle, including taxis, hackneys and limousines.

An tÚdarás Náisiúnta Iompair
Teach Mhargadh an Fhéir,
Margadh na Feirme,
Baile Átha Cliath 7,
D07 CF98

National Transport Authority
Haymarket House,
Smithfield,
Dublin 7,
D07 CF98

Tel: +353 1 879 8300
Fax: +353 1 879 8333

www.nationaltransport.ie

NTA
Údarás Náisiúnta Iompair
National Transport Authority