

2008 - 2010

Statement of Strategy



Department of Transport
An Roinn Iompair





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DEPARTMENT OF TRANSPORT
STATEMENT OF STRATEGY 2008- 2010

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FOREWORD BY THE MINISTER

Ireland has just witnessed a decade of unprecedented growth and development. This has affected almost every aspect of how we live and work. When Government announced the full details of Transport 21 two years ago, we did so with one clear fact in mind: for Ireland's future, transport is vital.

Our recent economic development put pressure on an infrastructure designed at a different time and for a different Ireland. This Government is absolutely committed to overhauling that infrastructure, transforming our transport network for today and underpinning our economic development for tomorrow. With Transport 21 we will help to link people and communities and contribute to a better quality of life for us all. We are bringing cities, towns and villages closer together and bridging the gap between urban and rural Ireland with a €34 billion investment programme.

This investment will update our roads network and our public transport. It will make an enormous difference to each of us but it is not the whole solution. In our work and in our social and family lives we all need to be able to move freely around our country in a variety of

different ways. My plans for greater integration of land use and transportation planning will play an important role in ensuring that people have access to public transport when they need it where they need it. Similarly each of us must change our travelling behaviours so that we can put Ireland on a path to a more sustainable transport future. Without such change in how we all travel, our transport infrastructure will continue to strain under enormous pressure.

We have already witnessed huge change in our transport system in recent years and further progress is in motion. I know that the Secretary General and her team share my vision for a safer, better and more sustainable transport future. I look forward to making that vision a reality.

A handwritten signature in blue ink that reads "Noel Dempsey". The signature is fluid and cursive.

Noel Dempsey T.D.
Minister for Transport



INTRODUCTION BY THE SECRETARY GENERAL

It gives me great pleasure to introduce the third Statement of Strategy developed by the Department of Transport to cover the period from 2008 to 2010.

Much change has taken place since national road investment functions moved from the Department of the Environment, Heritage and Local Government and joined with the aviation and public transport functions to form the new Department of Transport in 2002.

Responsibilities for ports, shipping, maritime safety administration and marine emergency services moved to the Department in early 2006, while June 2007 saw the effective transfer of local and regional road functions to the Department, together with the Vehicle Registration Unit and related functions.

The cumulative effect of these changes has facilitated an enhanced approach to integration across the Department. Working closely with key stakeholders, with other Government Departments, social partners, local authorities and with our agencies, the Department is well positioned to lead in coherent strategy and policy formulation for all the transport modes. Effective oversight of the critical role played by the agencies in implementing capital investment under the National Development Plan and Transport 21 has yielded continued improvement in the proportion of projects delivered on time and within budget. Adopting corporate governance best practice and achieving value for money will continue to be key benchmarks, as the Department builds on these successes in the time ahead.

Road safety and rail safety responsibilities have been devolved to independent agencies and further institutional reform, including the establishment of the Dublin Transport Authority, will be progressed where this is needed to help improve service delivery. A shift in emphasis may well be required as we aim to deliver a quality transport system for Ireland, which underpins sustainable development.

The preparation of this Strategy involved extensive consultation, both internally with our staff and externally with stakeholders and the wider public. I am grateful for the time and effort taken by individuals and organisations in making submissions and for the richness of material received. I am delighted that the development of this Strategy provided an opportunity for all staff to engage in the important process of developing a shared vision, setting goals and deciding together what strategies we need to pursue in order to achieve our objectives. This engagement will continue as business plans are developed to translate the Strategy into concrete activities and targets for Divisions and individuals. Together with the staff of the Department, I look forward to working closely with our Minister, our agencies, our colleagues in central and local Government and with all stakeholders to ensure that our vision becomes a reality.

Julie O'Neill
Secretary General

MANDATE AND MISSION

The Agreed Programme for Government mandates the Department to:

- Cut travelling times
- Improve safety
- Deliver real commuting choice
- Reduce congestion
- Protect the environment

Within this context, we have adopted the following Mission Statement:

*To deliver a
quality transport
system which
underpins
Ireland's
sustainable
development.*

A 'quality transport system' is one which is sustainable, safe, secure and integrated.

"Sustainable development" is used in our Mission Statement in the context of the Brundtland definition: "development that meets the needs of the present without compromising the ability of future generations to meet their own needs."¹

It is also widely accepted that sustainable development is aimed to contribute now and in the future to economic growth, social cohesion and the protection of the environment. All three of these elements are essential for sustainable development and must therefore be held in balance. In pursuing this mission, the Department seeks to progress five High Level Goals:

¹ This definition is taken from Our Common Future, the report of the World Commission on Economic Development established by the United Nations in 1983 and chaired by former Norwegian Prime Minister Gro Harlem Brundtland. The definition was repeated in UN General Assembly Resolution 42/187 welcoming the Commission's report.

HIGH LEVEL GOALS

INTEGRATION & SUSTAINABILITY

To advance the development of an integrated and sustainable transport system for Ireland.

SAFETY & SECURITY

To ensure that transport infrastructure and services are provided, regulated, secured, managed and used in a manner that protects people from death and injury.

INVESTMENT

To improve accessibility, expand capacity, improve utilisation and enhance quality of the transport system by delivering a value-for-money public investment programme and facilitating private investment.

GOVERNANCE & REFORM

To enhance the efficiency and effectiveness of the delivery of transport services through competition, economic regulation, institutional reform and corporate governance of State agencies.

DELIVERY

To ensure the Department is organised, resourced and developed to deliver quality services to our external and internal customers.

Our Mission and High Level Goals, as well as the wide range of Objectives and Strategies set out in this Statement, are aligned with the commitments set out in the Agreed Programme for Government, with the national framework social partnership agreement *Towards 2016*, with the National Development Plan 2007-2013 and with the National Reform Programme adopted to implement the European Union's Lisbon Agenda at national level.

The need to give priority to the implementation of transport-related measures in the National Climate Change Strategy and the overarching framework provided by the National Spatial Strategy were also significant influencers, as we developed this Statement. Making effective progress in the context of these two key strategies requires cross-Departmental and multi-agency collaboration. Structured dialogue at senior level will be critical in helping to progress all these strategies collaboratively.



CHAPTER 1:
OPERATING ENVIRONMENT

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OPERATING ENVIRONMENT

Demand for transport has grown considerably since the early 1990s, as Ireland's economy was transformed by unprecedented growth rates. Buoyancy in tax income arising from economic growth in turn facilitated greatly increased public expenditure on infrastructural development, including significantly increased investment in transport, with Government approving Transport 21, an unprecedented €34 billion ten-year capital envelope for transport, in 2005.

At the time of writing, it seems clear that the very high rates of economic growth of some recent years are being superseded by more moderate growth rates. The Department of Finance's *Pre-Budget Outlook* of October 2007² forecasts that the rate of GDP growth will fall from 4 $\frac{3}{4}$ % in 2007 to 3 $\frac{1}{4}$ % in 2008, and that it will average 3 $\frac{1}{2}$ % over the period to 2010. It notes the lower level of residential completions, higher interest rates, increased oil prices and the increasingly disfavoured Euro / U.S. dollar exchange rate as factors militating against higher growth. These figures were drawn up taking into account IMF projections of economic growth in major economies, including Ireland's main trading partners. The IMF has since revised its growth projections downwards in the light of intervening trends and developments, and the Department of Finance now predicts GDP growth of 3% in real terms for 2008.³

All this points to a more challenging economic position than in the immediate past. The Department of Finance *Pre-Budget Outlook* emphasises that competitiveness is the key to future growth. Suitable transport infrastructure and services are key elements underpinning a competitive economy. Despite significant increases in capital expenditure on transport in more recent years, Ireland is still essentially catching up on a historic infrastructural deficit. This explains why the World Economic Forum's *Global Competitiveness Report 2007-2008* identifies transport infrastructure as among the country's relative competitive disadvantages.⁴ Adequate physical infrastructure is also identified as an issue in the National Competitiveness Council's Annual Competitiveness Report 2006.⁵ Ensuring that infrastructure deficits in transport continue to be addressed as a priority, even within scenarios where growth rates may not be as buoyant as heretofore, will remain a key objective for the Department over the period of this Strategy.

But it seems likely that this may not represent the most difficult challenge ahead. The overview of demographic, physical development and transport trends which follows clearly demonstrates the extent of the challenge facing us, as we aim to progress delivery of a quality transport system, designed to underpin sustainable development for Ireland.

2 Available to download from the Department of Finance website on <http://www.finance.gov.ie/documents/publications/PreBudgetOutlook08/PBO2008.pdf>

3 Estimate given in the Financial Statement of the Minister for Finance to Dáil Éireann, 5 December 2007

4 Available online at <http://www.gcr.weforum.org/>

5 Available online at <http://www.competitiveness.ie>

TRENDS

Between 2002 and 2006, our **population** increased by almost 322,000 (8.24%) to 4.24 million, the highest recorded since 1871. The general trends are similar to those over the previous Census period. Growth was highest in the commuter belt around Dublin, with the highest rates in Fingal, Meath and Kildare. Over the period 1996 – 2006, these counties accounted for growth of 178,000 or 29% of all population growth in the State. High growth was also experienced in County Cork, County Limerick and County Waterford. By contrast, population growth was minimal in Dublin City, Dun Laoghaire-Rathdown and South Dublin, and negative in Cork and Limerick Cities. Growth was generally high in towns of between 1,500 and 9,999 inhabitants, averaging 13.9%.

In line with population growth and on-going trends towards smaller **household size**, the number of households in the State grew from 1.28 million in 2002 to 1.47 million in 2006 (a 14% increase), while average household size fell from 3.14 in 1996 to 2.94 in 2002 and to 2.81 in 2006.

Housing completions numbered almost 376,000 in the period 2002-2006. Cork County had the highest number of completions over this period, while the Greater Dublin Area (GDA) accounted for 33% of the total.

The **labour force** has grown from 1.2 million in 1991 to 1.8 million in 2002 and to 2.11 million in 2006 (a 17.1% increase over 2002 and a 76% increase over 1991). Employment growth has kept pace with this, growing by over 288,000 (17.6%) between 2002 and 2006. The highest labour force participation rates in 2006 were in Fingal (69.9% of those over 15 years of age) Kildare (68.2%) and South Dublin (67.8%), while the lowest were in Cork City (54.6%), Limerick City (56.7%) and Donegal (57.2%).

Car ownership continued to grow, from 324 per thousand adults in 1991 to 469 in 2002 and 528 in 2006. The EU15 average in 2003 was 594 cars per 1000 adults.

Nationally, the share of commuters **travelling to work** as drivers in a car, van or lorry has increased from 61.9% in 2002 to 64.5% in 2006. Car passengers represented 5.5% of those travelling to work, down from 6.7% in 2002 and 8.7% in 1996. The overall public transport share has remained stable over recent years, at 9% in 2006 compared to 8.8% in 2002 and 9.3% in 1996. However, closer examination shows a variation in trends for rail and bus. There is an ongoing decline in the proportion travelling to work by bus, down from 7.6% in 1996 to 6.7% in 2002 and 6.1% in 2006. The same period shows the proportion travelling by rail up from 1.7% in 1996 to 2.1% in 2002 and 2.9% in 2006. Cycling continues to decline (1.9% in 2006 compared to 2.1% in 2002 and 3.6% in 1996), while walking has also fallen back from 11.5% in 2002 to 10.9% in 2006. In terms of kilometres travelled to work, car, van and lorry drivers account for about 80% of all kilometres and public transport for about 10%.

Travel distances to work, which had risen sharply over the previous two Census periods, remained stable at an average of 15.8 km in 2006 compared to 15.7 km in 2002. However, with the increase in employment of over 288,000 over this period, this means that 17% more commuters were travelling to work. Average journey time to work in 2006 remained broadly similar to 2002, increasing from 26.8 to 27.5 minutes. However, there were two clear pointers towards quality of life issues: the number of persons making journeys of one hour or longer to work rose from 142,500 in 2002 to 187,000 in 2006, and the number leaving before 7am rose from 172,000 to 285,000 in the same period.⁶

6 Census statistics in this and preceding paragraphs are from Central Statistics Office, *Census of Population*, available at <http://www.cso.ie>.

In relation to **goods traffic**, the tonnage of goods transported nationally by road by Irish licensed vehicles has risen from 231 million tonnes in 2002 to 304 million tonnes in 2006, an increase of 31%. The number of goods vehicles increased by 20% between 2001 and 2005, from 78,875 to 94,845. The construction sector accounted for some 29% of tonne kilometres in road freight in 2005. Overall tonne kilometres have increased by 230% since 1995.⁷

The increase in **freight throughput at our ports** has also continued, in line with the continued growth in imports and exports. In 2006, Irish ports handled over 53.3 million tonnes of goods, up 19% from the 2002 figure of 44.9 million. Dublin, Cork and Shannon/Foynes ports continue to dominate Ireland's trade in terms of goods handled and received; their share of total tonnage handled stood at 78.6% in 2006. Dublin Port now handles 39% of all commercial port tonnage.⁸

Passenger numbers at our State airports increased by 44.7% between 2002 and 2006, from 17.8 million to 25.6 million. Dublin Airport handled 79% of these passengers, a share that has remained stable over the 2002-2006 period.⁹ The trend for **ferry passengers** differs, with passenger port traffic declining by 29%, down from 4.2 million passengers in 2002 to approximately 3 million in 2006.¹⁰

As was noted in the Department's previous Statement of Strategy, the increase in transport

activity and the extension of our national transport infrastructure to meet modern transport demands also impacts on the **environment**, particularly in terms of emission levels, air quality, noise and the natural and built environment. Energy use in transport increased by 23% between 2002 and 2006, from 4473 kilotonnes oil equivalent to 5487 kilotonnes oil equivalent. The 2006 figure represents a 171% increase over 1990. Road transport accounts for 63% of this energy usage. Greenhouse gas emissions from transport in 2005 were 13.46 million tonnes of CO₂ equivalent, representing a 15% increase from 2002 levels and a 164% increase over 1990 levels. Ireland's overall Kyoto target for greenhouse gas emissions from all sectors is a maximum of 13% above 1990 levels for the 2008-2012 period. Failure to reach this legally binding target will have economic as well as environmental consequences.¹¹

FURTHER REVIEW OF TRENDS

The discussion above suggests some of the factors underpinning the increase in the growth in demand for travel. Urban sprawl has continued with significant population growth occurring outside the cities in recent years. Employment has also grown, with numbers employed up by 17% to 2.11 million in the 4 years to 2006. Significant increases in demand for travel have arisen with increased numbers of commuters travelling longer distances from

7 Central Statistics Office, *Road Freight Transport Survey*, available at <http://www.cso.ie>.

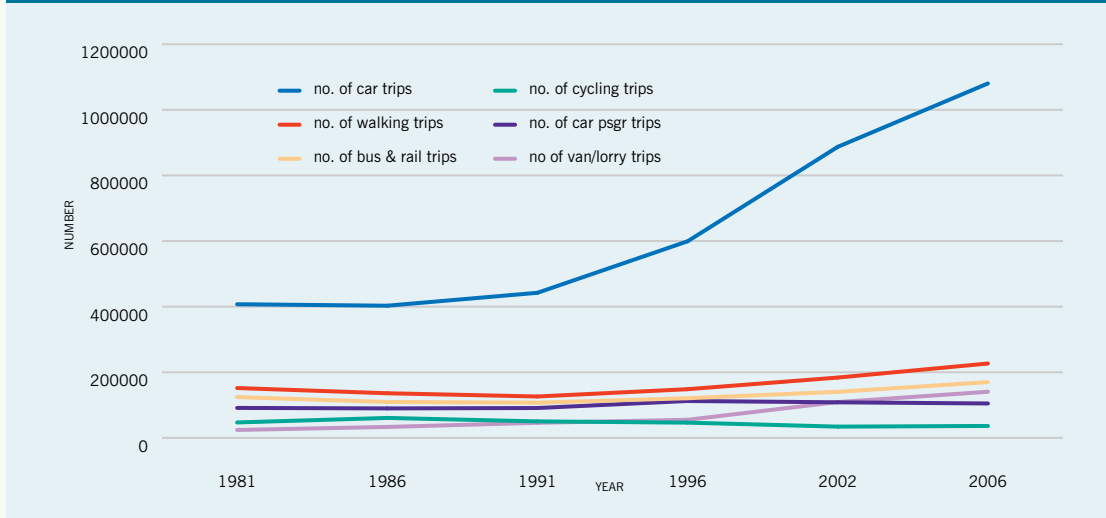
8 Central Statistics Office, *Statistics of Port Traffic*, available at <http://www.cso.ie>.

9 Central Statistics Office, *Aviation Statistics and Statistics of Port Traffic*, available at <http://www.cso.ie>.

10 Central Statistics Office, *Statistics of Port Traffic*, available at <http://www.cso.ie>.

11 Energy statistics are from "Sustainable Energy Ireland: Energy Balance Statistics" available at <http://www.cso.ie/px/sei/database/sei/sei.asp>. Emissions statistics are from "Environmental Protection Agency: Greenhouse Gas Inventory", available at <http://www.epa.ie/whatwedo/monitoring/climate/ghg/>

Figure 1: Number of Trips to Work by Selected Modes, 1981-2006¹²



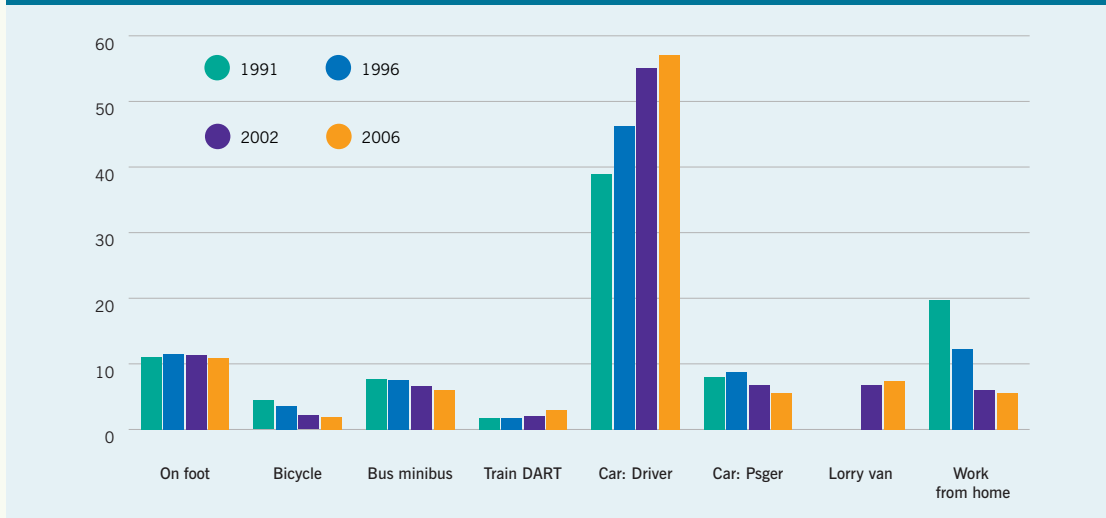
home to work than heretofore. The choices made by this growing commuting population are critical for this Department.

Figure 1 shows the actual number of trips to work by mode as derived from all Census Data since 1981. The trend in the number of car trips since 1991 (a 144% increase) is

especially striking. While the number of trips in other modes has grown also, the rate of growth seems insignificant when compared to the growth in car trips.

Modal share information for the same Census periods is presented in Figure 2, once again showing a stark trend of growing dominance for

Figure 2: Modal Split of Travel to Work, School and College, 1991-2006¹³



12 CSO Census of Population: Volume 12 – Travel to Work, School and College, Central Statistics Office

13 CSO Census of Population: Volume 12 – Travel to Work, School and College, Central Statistics Office

car-based commuting. This is worth examining in some more detail.

The most recent Census period shows that approximately 280,000 additional trips were made to work in 2006 compared to the 2002 baseline. A few headline figures stand out. Approximately 225,000 or some 80% of the additional trips were made by persons driving a car, lorry or van. Conversely, additional cycling trips accounted for only about 2,000 of the additional trips made, less than 1% of the total number of additional driver trips. Furthermore, the number of trips made by persons travelling as passengers in a car actually decreased (by approximately 3%) over the period, representing a drop in more sustainable car-sharing practices.

Figure 3 below shows what would lie ahead, if these unsustainable trends in commuting were to continue as heretofore.

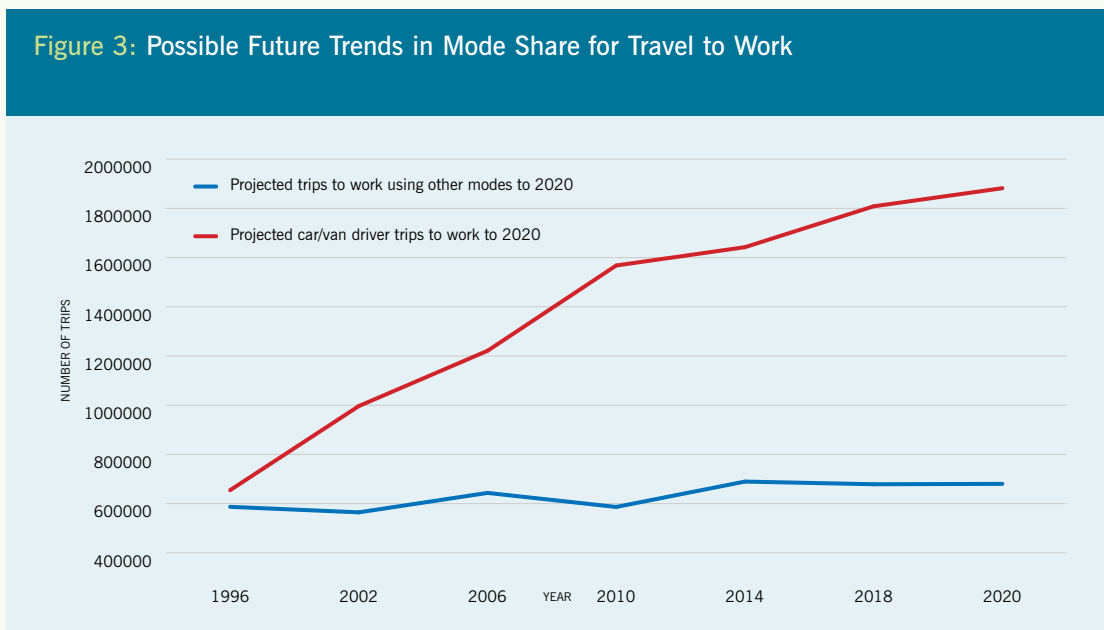
The red line is the predicted number of trips by car or van driver, and the blue line the predicted number of trips by all other modes

combined. The underlying assumptions set out below are somewhat conservative when compared with recent trends. Assumptions underpinning Figure 3 include:-

- Continued increases in employment at a rate of 1.5% per annum to 2020 (compared to 3.8% per annum for the last ten years).
- A continued modal shift to the car of 0.7% per annum (compared to 1.3% per annum over the last ten years).
- The predicted shift to public transport following Transport 21 investment has also been incorporated in the working assumptions.

If current trends continue, the projections in Figure 3 suggest further marked increases in the number of vehicles on Irish roads, such that by 2020 there could be almost three times the number of people driving to work than there were in 1996. An examination of the most recent Census period shows that the

Figure 3: Possible Future Trends in Mode Share for Travel to Work



increase in the proportion of people using rail to get to work has been largely off-set by the decline in the proportion opting to cycle, walk, take a bus or travel as a car passenger. Based on a continuation of this trend, Figure 3 predicts the number travelling to work by modes other than car as not showing any significant increase.

It should be reiterated that these projections essentially project forward a continuation of existing trends. However, they do take account of the existing extensive programme of investment already planned under Transport 21. In the context of the need to develop a more sustainable transport system for Ireland, they present a stark picture indeed.

VISION FOR 2020

Determined to move Irish transport trends onto a more sustainable trajectory while acknowledging the reality of the challenges we face, this Department has adopted a longer-term vision for 2020, which commits us to:-

- a considerable shift to public transport, cycling and walking;
- a significant reduction in congestion;
- a reduction in transport emissions;
- the enhancement of Ireland's competitiveness; and
- a transformation in public awareness of necessary changes.

When viewed in the context of the trends outlined above, this vision will clearly require us to address a challenging agenda in the years more immediately ahead. To this end, the Department will publish a Sustainable Travel and Transport Action Plan during 2008, which will identify the suite of actions which should be taken to move Ireland to enhanced

sustainability in travel and transport. Preparing the Action Plan will involve a fundamental review of transport strategies and policies, to ensure their best fit with the ultimate objective of achieving the new vision for 2020. The Department recognises the need, following publication of the Sustainable Travel and Transport Action Plan, to immediately revisit this Statement to review and, if necessary, update our Objectives and Strategies.

ORGANISATION AND DELIVERY

A key factor when considering our operating environment and planning our strategies is the Department's own organisational capacity. The Department in its current form was created in 2002 bringing together elements of the previous Department of Public Enterprise and the Department of the Environment and Local Government. In 2006, it absorbed new functions and associated staff dealing with maritime transport and safety and ship source pollution. In the same year, the bulk of the Department's functions in relation to road safety were transferred to the new Road Safety Authority, while rail safety responsibility moved to the newly established Railway Safety Commission. In 2007, the Department gained the remaining roads functions from the Department of the Environment, Heritage and Local Government. In short, the Department has been obliged to develop strategies to deal with a rapidly changing *external* environment, while simultaneously managing significant change in its own *internal* structures and staff.

Adopting a pro-active role in assessing our own organisational capacity is key in building on strengths and working through development challenges. The Department has opted to participate as one of the first group of Government Departments to take part in the Organisational Review Programme (ORP), initiated by the Department of An Taoiseach. An Organisational Review Project Group has been established in the Department and there

is wide engagement by staff. It is expected that active participation in the Organisational Review Programme will help us to prioritise areas where our capacity to deliver can be enhanced.

CROSS-CUTTING ISSUES

The Department cannot develop transport policy in isolation. Our strategies frequently have significant implications for other areas of public policy, such as social inclusion, the environment, public health and competitiveness. The Department is committed to continuing to work closely with other Departments and with State agencies to ensure that our strategies are consistent, our policies aligned and our plans coordinated.

The Department will continue to work through the North/South Ministerial Council and with our colleagues in Government Departments in Northern Ireland to continuously improve the connectivity and safety of the transport system on the island of Ireland and to identify

opportunities to promote sustainable travel and transport throughout the island. Participation with the British-Irish Ministerial Council will also be a priority.

Recognising how policy development must take place in an open and inclusive environment, we are committed to ongoing consultation with a full range of sectoral and other stakeholders. Acknowledging the particular role of social partnership in this country's economic success, the Department will continue to engage with the Social Partners in developing transport policy. As is stated in *Towards 2016*, the Public Transport Partnership Forum will continue to provide an important means for consultation with the social partners on matters relating to public transport. The Public Transport Accessibility Committee will also contribute to social partnership through its significant consultative and monitoring roles concerning public transport accessibility issues, in particular the implementation of the Department's sectoral plan under the Disability Act, 2005 (*Transport Access for All*).



CHAPTER 2:
CONSULTATION

CHAPTER 2:

CONSULTATION

BACKGROUND AND PROCESS

Our first priority in drawing up this Statement of Strategy was to ensure that it provided a strategic framework for delivery of the Programme for Government and other Government commitments for the transport sector. Aware of the need also to invite the widest possible range of views, we launched a written external consultation on our website and in the national newspapers. In addition, we corresponded with or held meetings with key stakeholders. An internal consultation process was also undertaken, with information seminars for staff and presentations at the Partnership Committee, the Senior Management Forum and the Management Board.¹⁴

Some key cross-cutting issues were reinforced at our meetings with other Government Departments, including the need to enhance integration of transport and land use planning and to address the climate change agenda. These issues are primarily addressed by this Department in collaboration with the Department of the Environment, Heritage and Local Government and the Department of Communications, Energy and Natural Resources. Arrangements have been put in place for regular meetings at Management Board level with these two Departments. Active engagement will also continue with the Department of An Taoiseach, the Department of Finance and with other Government Departments, local authorities and agencies.

The level of response to the written consultation process demonstrated the widespread interest in the Department's operations. Over 90 submissions were received (full list at Appendix IV) and these informed the development of material for this Strategy. The paragraphs below set out the general themes emerging from the consultation. The full text of all written submissions received can be viewed on the Department's website.

DELIVERY OF TRANSPORT INFRASTRUCTURE

Timely delivery on Transport 21 and other investment programmes was one of the principal issues raised in responses to the consultation process. Several contributions from the business and industrial development sectors emphasised that any future budgetary or capital constraints must not result in slowdown of infrastructure delivery. These submissions also pointed to the importance of high-quality infrastructure in attracting inward investment. Contributions from Forfás and Enterprise Ireland, IDA Ireland, the Department of Enterprise, Trade and Employment and a number of local and regional authorities all included detailed lists of projects recommended for prioritisation. The Atlantic Road Corridor, Western Rail Corridor, Dublin Outer Orbital Route and Dublin Eastern Bypass were supported in many submissions.

14 See glossary in Appendix V for an explanation of these terms.

Several submissions from local and regional authorities and from business and industrial development interests noted the need for inter-agency coordination to ensure that delivery proceeds in a timely manner, with some proposing mechanisms at local, regional or national level to address the issue.

Western interests, in particular, emphasised the need to progress Transport 21 projects in the Border, Midland and West regions, with some suggesting a shift in focus and expenditure from the major inter-urban roads and other radial routes to western projects, particularly those linking the gateways and hubs designated in the National Spatial Strategy.

Resource issues were raised by a number of local authorities with regard to the implementation of roads programmes, in particular constraints on local authority staffing and the need to address increases in land costs for road projects.

Policy regarding the evaluation of projects was raised in a number of contributions, with the Health Services Executive asking that health impacts be included in transport policy and planning. Reference was also made to the need to integrate social and environmental issues into cost/benefit analyses.

BALANCED REGIONAL DEVELOPMENT AND THE NATIONAL SPATIAL STRATEGY

Various submissions referred to the requirement that transport policy support balanced regional development, and the related importance of delivery of local and regional transport infrastructure. The Departments of the

Environment, Heritage and Local Government and Enterprise, Trade and Employment, industrial development agencies and local and regional authorities all stressed aligning transport policy with the National Spatial Strategy. The importance of transport links between hubs and gateways specified in the National Spatial Strategy was a theme in many submissions.

A number of local and regional authorities, the Construction Industry Federation, the Chartered Institute of Logistics and Transport, Irish Rural Link and Chambers Ireland all stressed the importance of national secondary roads, regional roads and local roads, with many submissions calling for greater funding for local roads and especially strategic regional roads. The role of regional airports in sustaining balanced regional development was mentioned in a number of submissions.

ACCESS TO TRANSPORT

Submissions from local authorities and Irish Rural Link expressed support for the continuation and further development of the Rural Transport Programme. Submissions from several local authorities and the Health Services Executive also called for the transport needs of isolated, disadvantaged or socially excluded communities to be analysed, while the Health Services Executive called for improved public transport to regional centres of healthcare excellence.

Disability groups called for funding and regulatory action to improve the accessibility of public transport infrastructure, privately operated bus services and taxis.



SUSTAINABLE TRANSPORT AND MODAL SHIFT

Considerable support was expressed for a sustainable transport system. Many submissions supported modal shift to public transport, cycling and walking as well as technological and other measures to minimise transport noise and emissions. The Department of Environment, Heritage and Local Government and Dublin City Council both referred to the importance of the National Climate Change Strategy.

Incentivisation of more environmentally-friendly transport modes, provision of cycle facilities and demand management measures were also suggested, and the implications for sustainability of development patterns were mentioned in several submissions. While several submissions from the aviation sector supported promotion of sustainability measures, they also suggested that efforts should be made to ensure that EU and international developments do not prejudice Ireland's connectivity and competitiveness. Irish Rural Link argued that dependence of rural dwellers on car transport should be taken into account.

LAND USE AND TRANSPORT INTEGRATION

A number of submissions called for greater integration of land use and transport planning, with several suggesting the assignment of land use planning functions in the Greater Dublin Area to the proposed Dublin Transport Authority.

INTEGRATION AND PUBLIC TRANSPORT

Business and regional development interests and local and regional authorities stressed the need for greater integration and coordinated planning in the country's transport system, in particular integration of the public transport network and better surface transport links to ports and airports.

Establishment of the Dublin Transport Authority was recognised as a priority in several submissions. Several submissions called for the establishment of similar authorities in other areas.

Improvement of surface transport links to ports and airports was raised as a priority in submissions from the Department of Enterprise, Trade and Employment and business and industrial development interests. A number of submissions also supported greater surface transport links to regional airports, some of these citing their importance for balanced regional development.

Greater provision of public transport capacity and public transport priority measures was suggested in a number of submissions. Some nominated quality bus corridors as a specific priority measure. The need for better school bus services was also mentioned in several submissions.

A number of submissions emphasised the use of up-to-date technology to support transport planning and public transport delivery, including the delivery of integrated ticketing, real-time public transport passenger information, and advanced traffic management systems.

A number of submissions from industry, trade union interests, regional authorities and private individuals called for increased use of rail freight.

ROAD SAFETY

Improved road safety was mentioned in a number of submissions. These proposed a wide range of measures broadly in line with the current policy mix. Detailed submissions in this regard were received from the AA, the Motor Insurance Bureau of Ireland and the Irish Insurance Federation. An Garda Síochána re-stated its commitment to enforcement work.

MARINE SECTOR

A number of submissions called for stakeholder consultation mechanisms in the maritime transport sector as a whole or in individual ports.

Responses from industry groups strongly supported further investment in ports, and several included specific proposals for acquiring further investment capital or improving capacity. Chambers Ireland and the Irish Exporters Association also made proposals concerning ownership and governance structures for the ports. Several submissions nominated ongoing investment in Dublin Port as an immediate priority, while others called for a statement of policy on the future of Dublin Port, and there was also a call for ports to be adequately resourced and remain in public ownership.

Bord Iascaigh Mhara and the Commissioners of Irish Lights both stressed the need to develop the skills and qualifications of Irish seafarers and proposed specific measures in that regard. The Commissioners also included a detailed list of recommendations on maritime navigation and safety issues. Several submissions called for the establishment of a Small Vessels Register.

Local authorities, the City and County Managers Association and the Irish Islands Federation all called for greater funding of non-commercial ports and piers.

AVIATION

Several submissions expressed support for specific proposed developments at Dublin Airport or emphasised the importance of high-quality infrastructure there. Opposition to current development proposals at the airport was also expressed together with a call for competition to be introduced there. A number of submissions called for replacement of the Shannon-Heathrow air service, or various other measures to support Shannon Airport and improve its connectivity.

A number of submissions dealt specifically with the restructuring of the State Airports, with no particular consensus emerging.

A large number of submissions expressed support for regional airports and for continued funding of their facilities and services. Reference was also made in many submissions to road links and public transport services to regional airports.

Several submissions laid emphasis on monitoring EU and international negotiations and protecting Irish interests, including avoiding over-regulation. Specific proposals in relation to current and proposed EU legislation and international agreements were also made.

A detailed submission from the Irish Aviation Authority set out proposals across a range of aviation issues, including promotion of the Irish aviation industry, training and air navigation services.

REGULATORY STRUCTURES

Measures to rationalise or improve regulatory structures were mentioned in a number of submissions. Submissions from business interests, the Department of Enterprise, Trade and Employment and the Competition Authority called for a high priority to be given to

competition and to minimising regulatory burdens on the private sector. The Department of Enterprise, Trade and Employment and the Competition Authority also called for the establishment of a single national transport regulator, while the Railway Safety Commission suggested separating accident investigation and safety regulation functions and examining the potential for separate multi-modal accident investigation and safety regulation bodies. The Commission for Aviation Regulation suggested a general policy statement concerning regulatory principles and also argued strongly for a strategic approach to the use of economic instruments for environmental purposes rather than the adoption of ad hoc measures. One submission proposed three-person regulatory commissions and an independent appeals process to improve regulatory decision-making.

The urban bus market was suggested as a priority for regulatory reform in submissions from the Department of Enterprise, Trade and Employment, the Competition Authority, business interests and the Chartered Institute of Logistics and Transport. These submissions proposed measures ranging from progressive liberalisation of the Dublin bus market at one end to maintaining CIÉ in public ownership and bringing in private operators as sub-contractors at the other.

URBAN QUALITY

The importance of supporting a quality urban or community environment was raised in a number of responses, mostly from local and regional authorities. Several proposed a national approach to freight transport in urban areas; other issues raised included pedestrian facilities and lowered speed limits, noise and traffic severance.

DATA AND TRANSPORT MODELLING

Several submissions called for detailed analysis and forecasting to support the development of policy measures. There was a call for the development of national capacity to model the environmental impacts of transport projects. Several submissions also called for the provision of transport modelling capacity outside Dublin.

APPROACH FOR DEVELOPING THE STATEMENT OF STRATEGY

A number of contributions called for an explicit linkage between the Department's Statement of Strategy and a variety of national policy documents; the National Spatial Strategy was mentioned in a number of responses, and several referred to the National Climate Change Strategy or the EU Sustainable Development Strategy. The Department of Enterprise, Trade and Employment suggested that competitiveness should be a key focus for this Department and its agencies, as we develop strategies. The suggestion was made that a commitment be included in the Strategy that Departmental contracts would be awarded to tenderers complying with established employment conditions.

A number of submissions stressed the importance of including specific and measurable performance indicators in the Statement of Strategy and proposed including timelines for the commencement and completion of specific major projects. Contributions from one regional authority and one regional assembly called for *regionalised* as distinct from *sectoral* performance indicators to be included.

RESPONSE TO CONSULTATION

The Department is grateful for the time and effort taken by individuals and organisations in making submissions and for the richness of material received. Submissions received were circulated to relevant Divisions within the Department and they proved of considerable assistance in the deliberations leading to the development of this Statement of Strategy.

It should be stressed that some of the issues raised were not immediately relevant to this Statement, in particular expressions of support for individual public transport and roads projects or proposed priority lists of such projects. As the Statement of Strategy is a high-level strategic planning framework for management of the Department's programmes, rather than an investment plan, such lists would not be appropriate for inclusion here. Existing Government commitments in relation to specific projects are already contained in such documents as the Programme for Government, *Towards 2016*, Transport 21 and the National Development Plan and inputs received regarding project priorities will be considered in the context of any review of those documents or priority lists. Policy evaluation and review is a continual process in the Department and any inputs received under this consultation, which are pertinent, will be considered as part of such reviews.



CHAPTER 3:
SUSTAINABILITY AND INTEGRATION

CHAPTER 3:

SUSTAINABILITY AND INTEGRATION

BACKGROUND

The need to address sustainability in the country's travel and transport system is recognised in the Government commitment to have a sustainable transport system in place by year 2020. Sustainable transport has to strike a balance between different needs such as the economy, quality of life, and the environment.

As already outlined in our analysis of the operating environment, travel and transport trends in Ireland are not on a sustainable trajectory at present, with indications that urban sprawl and increased long-distance commuting are continuing. Levels of traffic congestion and transport emissions also continue to increase.

Transport 21 is explicitly designed to support the implementation of the National Spatial Strategy. We recognise, however, that the alignment of transport with land use policies has to be further reinforced. We will strengthen the relationship between the Department and local authorities in relation to land use and transport planning. In particular, we will work with the Department of Environment, Heritage and Local Government to ensure implementation of the Programme for Government commitments on integrated land use and transportation strategies for the National Spatial Strategy gateways and hubs. In the Greater Dublin Area, we will expedite the

establishment of the Dublin Transport Authority and, until it is established, will continue to work with the Dublin Transportation Office and support it in its planning and coordinating role. Transport 21 already identifies the need to strengthen the integration of the various transport modes.

The Department is at the time of the writing of this Statement of Strategy engaged in the development of a public consultation document entitled "2020 Vision Sustainable Travel and Transport" with a view to publication of a Sustainable Travel and Transport Action Plan later in 2008. This plan will set the framework for achieving sustainability in the period to 2020, including the Department's approach to pursuing the transport sector policies set out in the National Climate Change Strategy. It is likely to involve considerable innovation in the approach to transport policy and, consequently, in the Department's strategic approach.

This chapter also embraces the steps we propose to take to ensure that a coherent approach is implemented across the Department in relation to investment planning and management, regulatory reform and corporate governance of our agencies. Finally, it sets out our strategic approach to participation in transport policy development and coordination in the North/South Ministerial Council, the British-Irish Council, the European Union and the wider international context.

OBJECTIVE SUSTAINABILITY

To ensure that travel and transport trends become sustainable. *(Responds to HLG Integration & Sustainability)*

transport trends.

- Increase in the use of sustainable modes of transport over the short term aimed at changes in modal share in the longer term.
- Reduction in the rate of growth in demand for unsustainable travel.
- Successful implementation by Government Departments, local authorities and agencies of complementary strategies to underpin sustainable development.

STRATEGIES

- Ensure that transport policies contribute now and in the future to economic growth, social cohesion and the protection of the environment.
- Promote increased use of sustainable modes of transport (walking, cycling and public transport).
- Promote measures which reduce the need for travel.
- Work effectively with other relevant Departments, local authorities and agencies, including the Dublin Transport Authority once established, to ensure that complementary strategies are developed and implemented to progress sustainable development.

KEY PERFORMANCE INDICATORS

- Sustainable Travel and Transport Action Plan published in 2008.
- 5% bio-fuel blend used in the CIÉ bus fleet in 2008; 30% bio-fuel blend on all new buses bought for the CIÉ fleets from 2008.
- Series of actions (including remaining outstanding National Climate Change Strategy commitments) implemented under the Sustainable Travel and Transport Action Plan, including ongoing modelling to measure sustainability in

OBJECTIVE SPATIAL AND LAND USE PLANNING

To align transport, spatial and land use policies. *(Responds to HLG Integration & Sustainability)*

STRATEGIES

- Work with other Departments, local authorities, our agencies and other public bodies, including the Dublin Transport Authority once established, to better integrate transport, spatial and land use policies.
- Collaborate with the Department of Environment, Heritage and Local Government to ensure that relevant local authorities prepare integrated land use and transportation strategies for the remaining National Spatial Strategy gateways and hubs.
- Ensure that the relevant local authorities conduct feasibility studies for light rail and bus rapid transit in Cork, Galway, Waterford and Limerick as part of the

development or review of integrated land use and transportation strategies for the regions in question.

- Support the preparation of a new long-term integrated transportation strategy for the Greater Dublin Area, as a successor for *A Platform for Change*.

KEY PERFORMANCE INDICATORS

- Better aligned transport, spatial and land use policies.
- Integrated land use and transportation strategies completed for remaining National Spatial Strategy gateways and hubs by end 2010.
- Light rail and bus rapid transit studies completed by end 2009.
- New long-term integrated transportation strategy for the Greater Dublin Area completed by end 2009.

OBJECTIVE

BETTER INTEGRATION

To develop a more integrated transport system so that the different transport modes complement each other through improved interfacing of infrastructure, services, information and payment systems. (*Responds to HLG Integration and Sustainability*)

STRATEGIES

- Set up a Dublin Transport Authority with powers to deliver an effective, efficient, coherent and integrated surface transport system in the Greater Dublin Area.
- Deliver a smartcard integrated ticketing system for the Greater Dublin Area.
- Deliver real-time integrated public

transport passenger information system for the Greater Dublin Area.

- Ensure optimal intermodal links to airports and commercial ports.
- Promote intelligent transport systems.

KEY PERFORMANCE INDICATORS

- A legally established and functioning Dublin Transport Authority.
- Integrated smartcard tickets in use on Luas, Mortons, Bus Átha Cliath, Bus Éireann and Iarnród Éireann in the Greater Dublin Area by end 2009.
- Real-time integrated public transport passenger information available in the Greater Dublin Area following establishment of the Dublin Transport Authority.
- Intermodal efficiency of the transport chain, especially in the context of surface access links to ports and airports.
- Number of Intelligent Transport Systems applications in use on transport systems.

OBJECTIVE

ACCESSIBILITY

To continue to develop an accessible transport system. (*Responds to HLG Integration and Sustainability*)

STRATEGIES

- Carry out a review of *Transport for All*, the Department's current Sectoral Plan under the 2005 Disability Act.

- Pending completion of the above review, implement the current Sectoral Plan.

KEY PERFORMANCE INDICATORS

- Implementation of the accessibility targets in the Department's Sectoral Plan under the Disability Act, 2005.
- Review of the Department's Sectoral Plan under the Disability Act, 2005, published by early 2010.

OBJECTIVE	INTEGRATED INVESTMENT PLANNING
	To provide a long-term capital investment framework for the development of an integrated transport system. <i>(Responds to HLGs Integration & Sustainability, Investment)</i>

STRATEGY

- Prepare a new long-term capital investment framework as a successor to Transport 21 (2006-2015).

KEY PERFORMANCE INDICATOR

- New capital investment framework completed in 2011.

OBJECTIVE TRANSPORT 21 INFORMATION

To ensure widespread awareness of Transport 21, its aims, proposals and progress. *(Responds to HLG Investment)*

STRATEGIES

- Implement an information and communications strategy, which uses various appropriate media to inform stakeholders and the general public about Transport 21, its aims, projects and programmes and the progress being made.
- Maintain and develop Transport 21 website as key information point for the public and for users on the Transport 21 programme.
- Report on progress to Government and the Oireachtas.

KEY PERFORMANCE INDICATORS

- Wide public knowledge of Transport 21 and recognition of its value.
- Public confidence in the efficient administration of the programme and budget.
- Public understanding and acceptance of the disruption which will be caused by construction.

OBJECTIVE INVESTMENT MONITORING

To ensure that Transport 21 investment is delivered efficiently and cost effectively, making use of industry best practice and providing value for money and to achieve the successful closure of the EU European Regional Development Fund assisted Economic and Social Infrastructure Operational Programme. *(Responds to HLG Investment)*

STRATEGIES

- Promote, oversee, monitor and support the efficient and cost effective delivery of Transport 21, through the relevant agencies.
- Ensure that investment is delivered in accordance with the Department of Finance Capital Appraisal and Management Guidelines (2005) and Value for Money Indicators (2005).
- Enhance the common appraisal framework used for all Transport 21 projects to ensure consistency in project appraisal and approval and to take account of environmental factors.
- Ensure that best practice is implemented in the delivery of Transport 21 investment.
- Carry out a rolling programme of project and programme audits to assess compliance with the relevant guidelines and efficient delivery of Transport 21 projects and programmes.
- Manage the formal closure of the Economic and Social Infrastructure Operational Programme.

KEY PERFORMANCE INDICATORS

- Delivery of Transport 21 projects on time and within budget limits.

- Positive auditors' reports concerning compliance with relevant guidelines and efficient delivery of projects.
- Industry best practice, as identified through project auditing and review mechanisms, to be disseminated to and implemented by the relevant implementing agencies.
- Comptroller and Auditor General, Public Accounts Committee and other appropriate bodies satisfied that Transport 21 is being delivered in an effective and efficient manner.
- Successful drawdown of European Regional Development Fund assistance for the Economic and Social Infrastructure Operational Programme.

OBJECTIVE

NORTH/SOUTH AND BRITISH-IRISH COORDINATION

To ensure effective North/South coordination and enhance British-Irish cooperation. *(Responds to HLGs Integration & Sustainability, Delivery)*

STRATEGY

- Engage with the North/South Ministerial Council and the British-Irish Council.

KEY PERFORMANCE INDICATORS

- Actions arising from North/South Ministerial Council meetings implemented in a timely manner.
- Work programme agreed under the framework of the British-Irish Council implemented in a timely manner.

OBJECTIVE **EU & INTERNATIONAL RELATIONS**

To ensure Ireland is well positioned to influence international developments, especially in the EU context. *(Responds to HLGs Integration & Sustainability, Delivery)*

OBJECTIVE **CORPORATE GOVERNANCE**

To provide effective governance of our State agencies. *(Responds to HLG Governance & Reform)*

STRATEGIES

- Ensure a coherent and effective approach to EU policy and legislative issues impacting on transport policy.
- Progress the transposition of EU legislation into Irish law.
- Represent Ireland's position effectively in relevant international forums¹⁵ and implement relevant international conventions in a timely manner.

KEY PERFORMANCE INDICATORS

- Degree to which Irish proposals, initiatives and concerns are taken into account in EU negotiations.
- Transpositions of EU legislation into Irish law delivered on time.
- No successful complaints or court judgements against the Minister arising from non-compliance with or non-transposition of EU law.
- Irish position reflected in international instruments and targets set by international organisations.

STRATEGIES

- Provide a clear mandate to each of our State agencies and monitor their performance.
- Ensure compliance by agencies with the Government Code of Practice.
- Ensure that regular structured engagement takes place at an appropriate level with all agencies, as a means of reviewing performance and ensuring that the Department's objectives are being met.

KEY PERFORMANCE INDICATORS

- Updated State agency mandates, as required.
- Fully reported implementation of Code of Practice for the Governance of State Bodies.
- Reporting arrangements adopted in 2008 for each of the State agencies, including annual or 6-monthly structured meetings to address mandate, business plan and performance.

15 See Appendix III for a full list of the international organisations and forums, in which the Department participates.

OBJECTIVE REGULATORY REFORM

To implement regulatory reform.
(Responds to HLG Governance & Reform)

STRATEGIES

- Continuously keep regulatory structures and regulation under review.
- Conduct regulatory impact analyses where required by Government policy.
- Participate pro-actively in the Inter-Departmental Group charged with consideration of further matters related to the economic regulatory environment.

KEY PERFORMANCE INDICATORS

- Regulatory structures and regulation reviewed and amended as necessary.
- Regulatory impact analyses conducted in all relevant cases.
- Effective participation by the Department in the Inter-Departmental Group on Economic Regulation.

OBJECTIVE DATA & STATISTICS

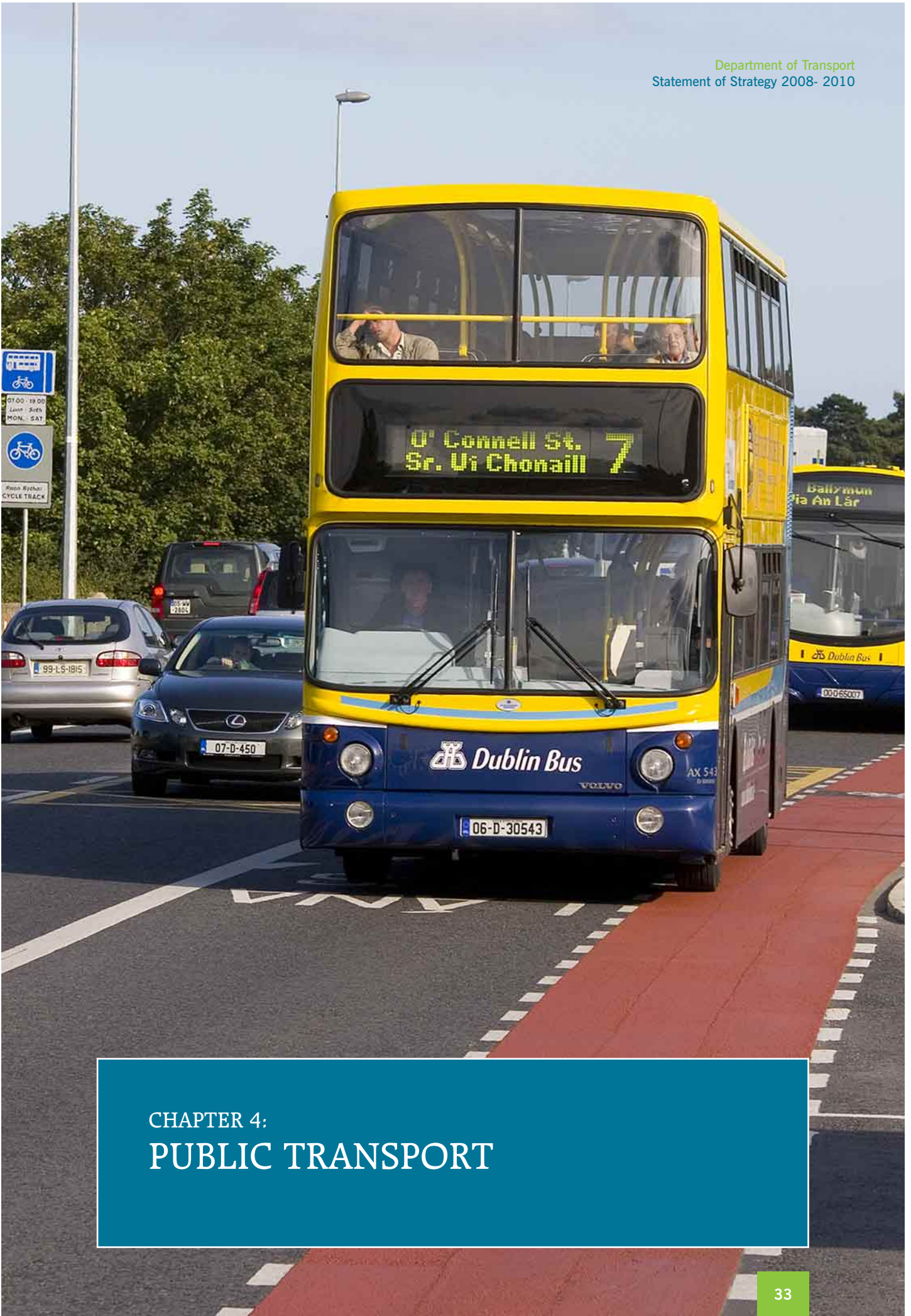
To develop data and statistics, in line with the Departmental Data and Statistics Strategy, as a resource for evidence-based transport policy development and review.
(Responds to HLG Delivery)

STRATEGIES

- Maximise the value of existing data and information through research and analysis and collaborate with other Departments and agencies, to further develop data and statistics relevant to transport.
- Where data/information gaps exist, work to develop new data sources to address these gaps, including developing a national transport, travel and mobility survey.

KEY PERFORMANCE INDICATORS

- Development of statistical indicators to inform and monitor transport policy.
- National transport, travel and mobility survey in place.



CHAPTER 4: PUBLIC TRANSPORT

CHAPTER 4:

PUBLIC TRANSPORT

BACKGROUND

A well-functioning public transport system is of critical importance in meeting the transport needs of the country and in minimising the adverse impact of transport activities on the environment. Growing car ownership levels and increased traffic congestion require intensified efforts to increase the attractiveness and usage of public transport as a means, particularly in the larger urban areas, of reducing car dependence. Public transport is also of particular importance in meeting the transport needs of those without access to private transport. The key objective, therefore, in the public transport sector over the period 2008-2010 will be to encourage the optimal number of people to use public transport services. We will continue to deliver improved public transport through expanding the capacity and improving the quality of public transport infrastructure and services to meet Ireland's current and evolving transport needs. We will promote the increased use of public transport by making it a more attractive alternative to the private car. We will continue to do this in a manner which supports the further development of an integrated national transport system.

Building on increased investment in public transport under the National Development Plan 2000-2006, Transport 21 provides a further major increase with approximately €16 billion of investment proposed for public transport over the period to 2015. Investment under Transport 21 will:

- complete the renewal of the national rail network and deliver major improvements in services;
- transform the public transport system in the Greater Dublin Area, almost doubling the number of passengers carried annually to 375 million in 2016;
- improve regional public transport services;
- increase the accessibility of public transport services for people with disabilities.

The Transport 21 investment will be accompanied by continuing development of the Rural Transport Programme.

The investment will be delivered principally through the CIÉ operating companies (Bus Éireann, Bus Átha Cliath and Iarnród Éireann) and the Railway Procurement Agency. Local authorities will also make an important contribution through their responsibility for traffic management investment (particularly bus priority and pedestrian and cycling facilities) and the implementation of supportive land use policies.

It is important that the significant investment being made in public transport in Ireland is accompanied by regulatory change to reflect developments taking place in regulation policy at the domestic and EU levels.

Regulation of railway safety is overseen by the independent Railway Safety Commission, within which a functionally independent Investigation Unit is responsible for the investigation of accidents. The regulatory frameworks governing railway safety policy and the railway market are currently being updated in line with developments at EU level, while the taxi market is regulated by the Commission

for Taxi Regulation under the Taxi Regulation Act 2003.

The Road Transport Act 1932 and the Transport Act 1958 govern the regulation of bus services and it has long been recognised that the regulatory framework established under this body of legislation is in need of reform to reflect modern regulatory principles. This is particularly the case in the light of the recently adopted EU Regulation 1370/2007 on public transport services and the award of public service contracts.

OBJECTIVE **BETTER PUBLIC TRANSPORT**

To expand and improve the capacity, usage, quality, accessibility, safety, sustainability and integration of Ireland's public transport system. *(Responds to HLGs Investment, Sustainability & Integration)*

STRATEGIES

- ❑ Provide the policy, legislative, institutional and funding framework for the implementation of a prioritised investment programme for public transport.
- ❑ Monitor and support delivery of public transport investment programmes by Iarnród Éireann, Bus Éireann, Bus Átha Cliath, the Railway Procurement Agency and other State agencies, so as to secure optimum efficiency and timely delivery.
- ❑ Promote the appropriate use of non-Exchequer sources of funding, including public private partnerships and development levies and contributions, to support the investment programme.
- ❑ Provide adequate support for bus priority, traffic management and demand

management measures.

- ❑ Support the continued development of the Rural Transport Programme.
- ❑ Provide adequate support for and ensure value for money, transparency and service improvements in respect of State public service obligation payments for public transport services.
- ❑ Support measures to promote better integration of public transport, including physical interchanges, park and ride, integrated ticketing, and integrated information provision, across the public transport network, particularly in the Greater Dublin Area.

KEY PERFORMANCE INDICATORS

- ❑ Timely implementation within budget of the rail and bus investment programme provided for in Transport 21.
- ❑ Increased passenger numbers and passenger journeys on the public transport system, including the Rural Transport Programme, and improvement in the system's geographic coverage.
- ❑ Roll-out of traffic management and bus priority measures in Dublin, Cork, Galway, Limerick and Waterford.
- ❑ Review of Rural Transport Programme completed end-2009.
- ❑ On-going review of performance by Bus Átha Cliath, Bus Éireann and Iarnród Éireann in line with agreed published performance indicators for quantity and quality of service.
- ❑ Public service contracts compliant with EU law agreed with Bus Átha Cliath, Bus Éireann and Iarnród Éireann from 2010 to achieve service improvements using agreed performance indicators for quality of customer service, efficiency, effectiveness and value for money of public service obligation payments.



OBJECTIVE PUBLIC TRANSPORT REGULATION

To ensure that the existing regulatory regimes in place in respect of rail transport, bus transport and taxi services are implemented in line with relevant national and EU legislation and to modernise them in line with developments at EU level and Government commitments in the Programme for Government. (*Responds to HLG Governance & Reform*)

STRATEGIES

- Ensure that we are in full compliance with our EU obligations in relation to access to the rail market for passenger and freight services, including infrastructure charging, interoperability and passenger rights.
- Ensure that we are in full compliance with our EU obligations in relation to public service obligations for bus and rail.
- Pending the reform of the bus route licensing regime, continue to process applications from bus operators in accordance with provisions currently in place.
- Develop proposals for reform of the legislative framework governing the

licensing of bus routes so as to provide a level playing field for all market participants, including an examination in that context of the need for a National Transport Regulator.

- Ensure the full implementation of the Taxi Regulation Act 2003.

KEY PERFORMANCE INDICATORS

- Enhancement of the delivery of public transport services.
- Efficient administration of the licensing regime for private bus operators provided for under the Road Transport Act 1932, EU legislation for crossborder and international bus services and the notification system for State bus companies.
- Enactment and implementation of reformed bus licensing legislation.
- Compliance with EU legislative requirements particularly in relation to public service obligation contracts for transport services.
- Improved taxi and small public service vehicle regulatory regime and enhanced service in this sector.

OBJECTIVE

RAILWAY SAFETY

To ensure that railway infrastructure and services are provided, managed and used in a manner that protects people from death and injury. *(Responds to HLG Safety & Security)*

STRATEGIES

- ❑ Oversee independent regulatory framework for railway safety and adapt legislation as necessary, including as required by EU legislation.
- ❑ Promote, oversee, monitor and support the effective implementation of a prioritised safety investment programme for the improvement of railway safety management systems and infrastructure.
- ❑ Support the Railway Safety Commission in its statutory role.
- ❑ Support the development of railway safety policy at EU level.

KEY PERFORMANCE INDICATORS

- ❑ Implementation of the Railway Safety Act by the Railway Safety Commission.
- ❑ Third five-year railway safety programme approved by Government and its implementation effectively monitored.
- ❑ Reduction in the level of risk arising from railway operations.
- ❑ Improvement in the railway safety management systems and railway infrastructure.



CHAPTER 5:
ROADS

CHAPTER 5

ROADS

BACKGROUND

The fact that over 98% of internal merchandise movements are carried by road, continuing increases in car ownership as highlighted earlier, and the sustained economic growth of recent years all serve to underline the need for a world-class roads system. Since 2005, the scale of the transformation which is taking place on the national, regional and local road networks has become apparent throughout the country. Further work is necessary.

Investment in national roads is essential to improve accessibility and connectivity, to support competitiveness in our economy and to reinforce the National Spatial Strategy and balanced regional development. The Department will continue to work closely with the National Roads Authority, which has responsibility for delivery of the national roads programme. Road improvement must take place within a framework of an integrated and sustainable strategy for transport, which takes full account of environmental and land use considerations. Transport 21 and the National Development Plan 2007 – 2013 provide this framework. The €34 billion transport investment under Transport 21 involves €18 billion of spending on national roads, including a toll-based PPP element of €2 billion. This will see the completion of the upgrading of the five main inter-urban routes to motorway/high quality dual carriageway standard by 2010, development to address capacity deficits and congestion problems on the national road network, as well as considerable progress on the Atlantic Corridor.

Significant investment in the network of regional and local roads is important to complement the investment in the national road network. Regional and local roads account for 94% of the country's road network and carry approximately 60% of all road traffic. These roads are vital to local enterprise, agriculture, forestry and tourism, as well as having a valuable social and community function. The National Development Plan envisages investment of €4.3 billion in the regional and local road network over the period 2007 – 2013, which will be delivered through local authorities. The main focus of the regional and local road investment programme is to restore roads that have been identified as deficient in pavement condition surveys, and to invest in strategic roads that support the implementation of the National Spatial Strategy.

Enhancing safety on our roads is critical. The Department leads and oversees a range of diverse activities, designed to work together to facilitate road safety. We provide the necessary statutory and policy framework for traffic management. The Road Safety Authority, established in 2006, leads in the regulation of drivers and in activities to heighten awareness and influence driving behaviour. The Department will collaborate with the Road Safety Authority and with others to ensure timely implementation of the full suite of measures in the Road Safety Strategy 2007 – 2012. The Department will also continue to support the crucial forensic role of the Medical Bureau of Road Safety, which is responsible for the analysis of specimens of blood, urine and breath provided to the Gardaí by persons suspected of driving under the influence of intoxicants.

Responsibility for the computerised National Vehicle and Driver File transferred from the Department of the Environment, Heritage and Local Government to this Department in 2007. Maintaining up-to-date registers of vehicles and drivers is critical for road safety, as it facilitates effective enforcement of vehicle and driver regulation. Motor insurance regulation is another key lever.

The dominance of road transport in terms of the movement of goods in Ireland is unlikely to change. Increasing costs, congestion and relentless competition, as well as illegal practices which place bona fide operators at a

severe disadvantage, are ongoing challenges to the road haulage industry, which constantly calls for increased regulation and enforcement. Our commitment to improve systems for regulating access to the road haulage and bus operator professions together with improved enforcement by the Road Safety Authority should work to benefit bona fide operators, thereby enhancing safety for all road users.

All this will contribute to the ultimate objective of securing a place for Ireland among the most advanced states of Europe in terms of road safety.





OBJECTIVE **BETTER ROADS**

To upgrade the national, regional and local road networks and expand capacity, in order to improve mobility, reliability and accessibility and lead to reduced transport costs and absolute journey times on the national road network. *(Responds to HLG Investment)*

- Extent of implementation of multi-annual national road investment plans.
- Effective arrangements in place for the management and monitoring of regional and local road investment by local authorities.
- Kilometres of regional and local roads restored.
- Schemes completed under the strategic regional roads programme.

STRATEGIES

- To provide a policy, legislative and funding framework for investment in national roads.
- Monitor and support delivery of national roads improvement and maintenance programmes by the National Roads Authority, so as to secure optimum efficiency and timely delivery.
- Promote the appropriate use of public private partnerships to support the national road investment programme.
- Monitor and support the implementation through local authorities of programmes under the National Development Plan for the improvement and maintenance of regional and local roads, so as to secure optimum efficiency and timely delivery.

KEY PERFORMANCE INDICATORS

- Appropriate statutory framework in place for issues relating to national roads.
- Effective arrangements in place for the management and monitoring of national road programme implementation by the National Roads Authority.
- Completion of major inter-urban national roads projects and of the M50 upgrade by 2010.

OBJECTIVE **ROAD SAFETY**

To promote the safer use of our roads.
(Responds to HLG Safety & Security)

STRATEGIES

- Implement the Road Safety Strategy 2007 – 2012.
- Maintain the computerised National Vehicle and Driver File system and use it to facilitate the implementation and enforcement of measures appropriate to road safety and vehicle and driver regulation generally, including the collection of motor tax.
- Implement more efficient systems for regulating access to the profession of road transport operator, taking account of EU legislation.
- Ensure an up-to-date statutory regime is in place for the regulation of motor insurance, in line with our EU obligations.

- Monitor trends generally in the cost of motor insurance and complete a study of costs of motor insurance to young drivers, in line with a specific commitment in *Towards 2016*.

KEY PERFORMANCE INDICATORS

- Measures in the Road Safety Strategy in place by the specified target dates.
- Degree to which internal and external customers receive National Vehicle and Driver File dependent services in an accurate, efficient and timely manner.
- Improved service delivery by the Department to its customers, measured by average processing times for road transport operator licence applications.
- New law on motor insurance to be in place by mid-2008.
- Study of costs of motor insurance to young drivers published in 2008.



CHAPTER 6:
MARITIME

CHAPTER 6

MARITIME

BACKGROUND

The Department's role in the maritime sector involves the direct provision of various services, including the surveying of ships and the management of marine incidents. The nature of our strategic planning in the maritime sector is thus somewhat different from our approach in other sectors (such as public transport), where the Minister's function is essentially one of policy-making and funding with day-to-day service provision falling to agencies (such as the CIÉ group of companies). This chapter therefore has a greater focus on how we plan for and deliver services on the ground, and hence includes more detail than other sectoral chapters.

Ireland, as an island, is dependent on seaborne trade. Our ports are vital gateways for commercial freight and sea passengers, with over 95% by volume of the island's overseas trade going by sea. In 2006, the value of trade through seaports was in excess of €150 billion, compared to a figure in excess of €14 billion for trade through airports. The shipping and maritime commerce sectors had a combined turnover approaching €2 billion in 2006.

The Minister for Transport has overall responsibility for national ports policy and for facilitating the provision of adequate port capacity. A core objective is to provide a framework for the provision by ports of port services, which are efficient, effective and adequate for the needs of our trading economy.

Most of Ireland's seaport capacity is located within the jurisdiction of the ten State owned port companies, which have commercial

mandates to develop the business of their respective ports in competition with each other. The private sector is heavily involved in service delivery within the ports, with many terminals either privately owned or operated.

The *Ports Policy Statement*, published in January 2005, sets out the key elements of national port policy. Since then, a consultancy report to the Department in 2006 demonstrated that the projects being progressed by the ports sector had the potential to deliver adequate port capacity. In addition, the report noted that reforms to date in the Irish port industry had resulted in a competitive marketplace for port services. The Department will continue to work closely with the port companies and others to continuously review capacity and progress other key objectives for the sector.

A statutory office, the Irish Maritime Development Office, supports the Department in the development of the shipping sector. A number of fiscal, marketing and education measures have been adopted to help promote the sector.

While responsibility for ten regional harbours currently resides with the Department of Transport, it is agreed that these harbours would best achieve their potential through their transfer to local authority ownership, or by devolving ownership to port companies, in cases where significant commercial traffic exists. A number of harbours have already transferred and further transfers are planned.

Safety at sea is vital for all who venture onto the water, but most particularly for seafarers and others who earn their living on the sea

(coastal trade, fishing and leisure activities). The scale of Ireland's maritime safety remit extends to over 300 kilometres from our coast in the defined Search and Rescue area and the Exclusive Economic Zone.

A buoyant Irish economy over recent years has led to growth in activity in the maritime sector. Over 16,000 ships carrying 52 million tonnes of goods and 1.5 million passengers call into Ireland's ports each year. There has also been growth in marine leisure activities, leading to an increase in the number of incidents involving recreational craft (up by almost 160% over the last ten years). The level of accidents and casualties still occurring across the sector is unacceptable and must be reduced.

A key objective for the Department's Irish Coast Guard and Maritime Administration is the ongoing development, regulation and enforcement of high safety standards. This encompasses regulation of vessels used, education of the people who operate them, and actions to ensure, when incidents occur, that there is a Search and Rescue response available. Our emphasis is on accident prevention, not reaction.

The Department will continue to support the Commissioners of Irish Lights, whose work is of key importance to shipping safety. When accidents do take place, learning why they happened and what factors increased or reduced their severity is essential to prevent recurrence and minimise loss of life, injury or harm to the environment in the future. In this light, the Department will continue to support the work of the independent Marine Casualty Investigation Board.

The aftermath of 9/11 brought an increased focus on security. The Department now certifies all ports and port facilities in Ireland carrying out international trade and has developed strategies, in partnership with other agencies, for the security of maritime passengers and shipping. There will also be a new requirement to track information on all vessels passing through Ireland's maritime area of responsibility.

A healthy marine environment is essential to the continued development of the marine economy. The Department aims to ensure that the wider marine environment is protected from ship-source pollution and, where incidences occur, that there is an effective, coordinated response. Response measures are also planned to cope with natural or manmade disasters.

The Department is acutely conscious that it is not operating in isolation. We work with our partners at EU and other international forums to develop, implement and enforce international standards. Nationally, we work in partnership with many agencies and organisations, both public and private. We acknowledge the value of stakeholders' involvement and are committed to continue dialogue with regional and sectoral representatives. We are particularly appreciative of the very substantial resource, which is available to us through voluntary efforts and active citizenship of our Coast Guard volunteers, the Royal National Lifeboat Institution, community inshore rescue organisations and mountain and cave rescue teams. Their contribution is critical in helping to achieve our objectives.

OBJECTIVE BETTER PORTS

To ensure investment in ports meets port capacity requirements and to facilitate the availability of commercial port services which are effective, competitive and cost efficient. *(Responds to HLGs Investment and Governance & Reform)*

STRATEGIES

- Implement the ports sub-programme of the National Development Plan, 2007-2013, including the proposed study of Dublin Port.
- Continuously monitor port capacity proposals to provide on time additional capacity in line with national and regional needs.
- Ensure State port companies are positioned to attract private sector capital investment.
- Facilitate any infrastructure funding opportunities presented by the EU Motorways of the Sea initiative as part of the Trans-European Transport Network.
- Assess the performance of ports through the corporate governance process and benchmarking studies.
- Keep competition under review both within and between ports.

KEY PERFORMANCE INDICATORS

- Ports sub-programme of the National Development Plan successfully implemented, including the study of the role of Dublin Port.
- Port infrastructure and capacity adequate to accommodate trade and sea passengers.

- Trends in port charges, turnover, costs, profitability, asset utilisation and rates of return.

OBJECTIVE SHIPPING

To maintain and increase Irish based ship ownership/management and to develop the maritime cluster, so as to foster economic development and employment in the sector. *(Responds to HLG Governance & Reform)*

STRATEGIES

- Maintain/develop appropriate beneficial fiscal regime for ship owners and operators.
- Support Irish Maritime Development Office in its promotion of the shipping sector.
- Review overall strategy for the shipping sector with Irish Maritime Development Office.

KEY PERFORMANCE INDICATORS

- Development of Irish based shipping sector activity, both direct and ancillary.

OBJECTIVE REGIONAL HARBOURS

To implement the general strategic development framework for State regional harbours through transfer of ownership to local authorities or port companies.
(Responds to HLG Governance & Reform)

STRATEGIES

- Encourage and facilitate the transfer of small regional harbours to local control.
- Make funding available for remedial works at regional harbours.

KEY PERFORMANCE INDICATORS

- Progress on transfer of regional harbours to local control.
- Progress with remedial works.

OBJECTIVE MARITIME SAFETY, SECURITY & ENVIRONMENT

To minimise, through preventative measures, the number and severity of incidents from maritime activity within Ireland's zone of responsibility, that lead to injury or loss of life or damage to property or to the environment.
(Responds to HLG Safety & Security)

STRATEGIES

- Ensure that Irish maritime safety, security and ship-source pollution prevention policies and practices meet best international standards.

- Implement an effective enforcement regime and maintain effective compliance programmes, including audits, to meet international, EU and national requirements.
- Support the provision of information, education and training to develop best practice maritime safety.
- Influence attitudes and behaviours to focus on accident prevention and water safety awareness.
- Support the Marine Casualty Investigation Board in the performance of its functions.

KEY PERFORMANCE INDICATORS

- Enhanced safety regime with (a) better construction, design and operation of vessels; (b) up-to-date equipment meeting safety and environmental standards and (c) skilled and competent seafarers.
- Positive trend in international assessment criteria and positive outcomes from audits.
- Number of approved training providers. Range of information, education and training programmes approved.
- Annual level and trends of marine accidents by category.
- Performance of the Marine Casualty Investigation Board.



OBJECTIVE

MARITIME ADMINISTRATION

To enhance delivery of maritime administration services and to safeguard national maritime interests in the international maritime community.
(Responds to HLG Safety & Security)

STRATEGIES

- Provide a consolidated and updated legislative base for Maritime Administration.
- Develop new legislation designed to target specific maritime safety, security or environmental issues.
- Represent Ireland's position effectively in the international maritime community and implement relevant international conventions and EU measures in a timely manner.
- Develop the Department's Irish Coast Guard and Maritime Administration taking account of national and international developments.
- Establish a forum to stimulate stakeholder participation and debate.
- Develop online services, including registration of ships, for maritime administration.
- Develop and implement quality survey, inspection and certification programmes for people, vessels and ports.
- Support enhancement of Irish maritime navigation services, including development of up-to-date navigation charts.

- Develop monitoring mechanisms, in order to increase awareness of the trends of marine traffic and possible threats arising in waters off the Irish coast.

KEY PERFORMANCE INDICATORS

- Progress on consolidation and updating of primary maritime legislation.
- Introduction of relevant maritime legislation to target sector-specific issues.
- Irish position reflected in international instruments and targets set by international organisations.
- Strengthened role, structure and organisation of the Department's Irish Coast Guard including relocation of functions, facilities and equipment with headquarters in Drogheda.
- Enhanced safety regime in place and customer satisfaction ratings with quality of service measured over time.
- Inclusive forum in place for consideration of maritime administration issues.
- Online delivery of services available on a phased basis and measurement of customer satisfaction ratings.
- Numbers of surveys, inspections and registrations by category; numbers of licenses and certificates issued by category; annual trend in number of ships and ports inspections.
- Enhanced navigational services available, including provision of up-to-date navigation charts.
- Percentage and type awareness of marine traffic passing through waters off the Irish coast.

OBJECTIVE

MARITIME EMERGENCY
MANAGEMENT

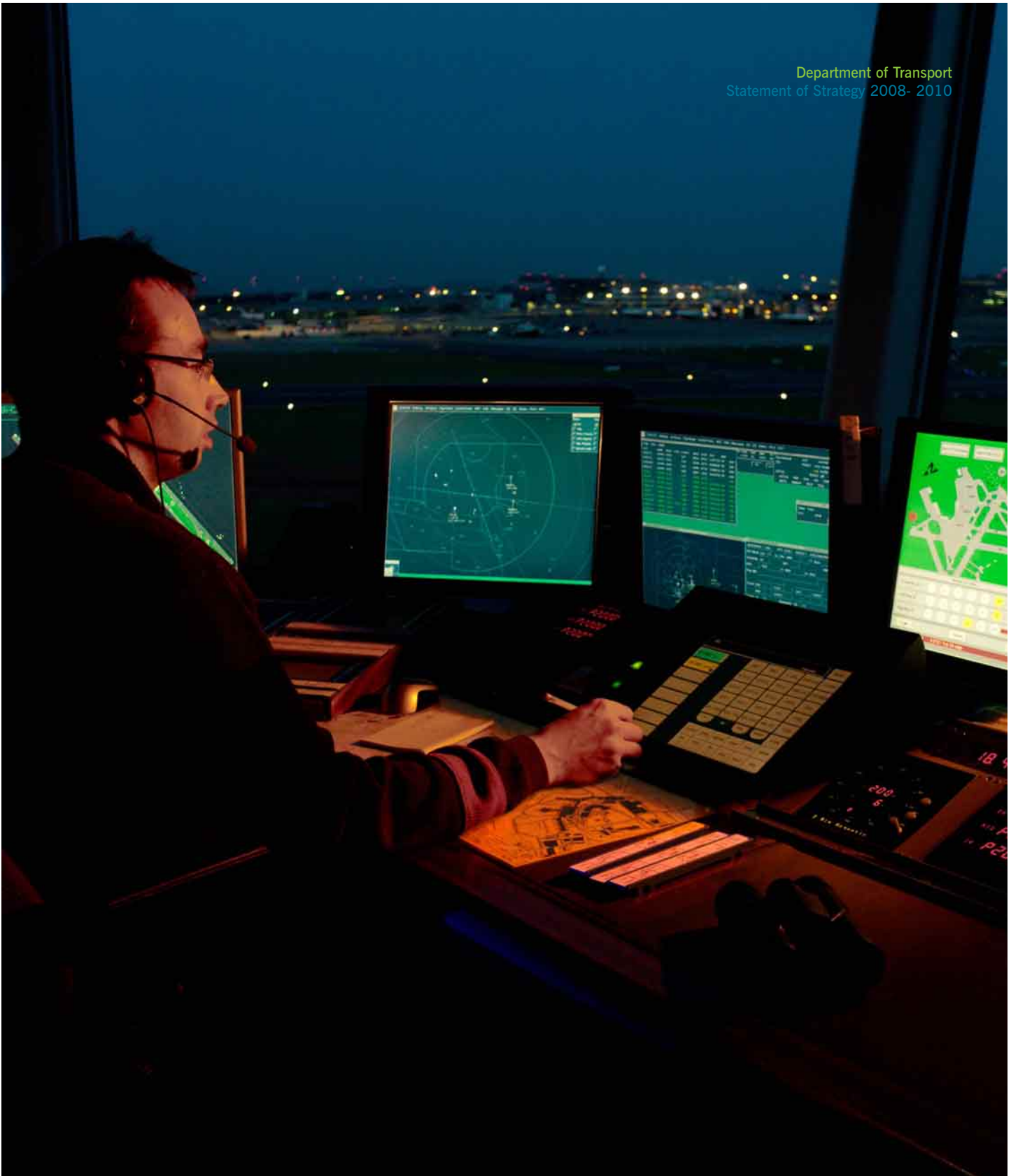
To prevent, as far as possible, loss of life and damage to the marine environment by preparing for and ensuring an effective response to marine incidents. (*Responds to HLG Safety & Security*)

STRATEGIES

- Provide maritime emergency management services through public and voluntary bodies and in cooperation with other States.
- Promote greater cooperation and knowledge sharing between the Coast Guard and the Department of Defence.
- Develop and co-ordinate an effective regime for preparedness and response to marine pollution.
- Provide an efficient and effective response to marine accidents and incidents.
- Continue investment in Coast Guard infrastructure and equipment.
- Increase utilisation of Coast Guard volunteers in the management and delivery of appropriate services.

KEY PERFORMANCE INDICATORS

- Percentage of marine incidents whose response criteria are within declared parameters, measured over time.
- Successful completion and implementation of Memorandum of Understanding with the Department of Defence.
- Number and quality of auditing and exercising of pollution preparedness plans.
- Number of effective responses with limitation of harmful impacts arising from marine accidents and incidents.
- Modernised and upgraded facilities and equipment in use in the Coast Guard.
- Utilisation of Coast Guard volunteers in management / delivery of appropriate services increased.



CHAPTER 7:
AVIATION

CHAPTER 7

AVIATION

BACKGROUND

As an island nation on the western fringes of Europe, international air links are of much greater importance for Ireland than for countries with land transport connections to their neighbours and trading partners. Ireland's aviation strategy is therefore to promote regular, safe, cost-effective and competitive air services linking the country with key business and tourism markets.

The success of the pro-competition policies supported by Ireland in the air services market is demonstrated by the dramatic increase in the number of services into and out of Ireland, the emergence of new Irish carriers and the rapid growth in passenger numbers. Ireland will continue to support the development of an innovation-friendly, pro-competition international regulatory framework for aviation. The State, through its residual role as a minority shareholder in Aer Lingus, will continue to support strong competition between airlines. It will also oppose any proposal for the disposal of slots at Heathrow airport that runs counter to Ireland's strategic interests.

To enable further increases in passenger numbers and freight throughput at Dublin Airport, it will be necessary to improve and expand its infrastructure, terminal facilities and surface transport access. It was for this reason that the Government mandated Dublin Airport Authority in 2005 to commission a second terminal at Dublin Airport. Under the plans of the Dublin Airport Authority, the new Terminal and associated pier facilities (Pier E) will be completed by early 2010, enabling the airport to cater for forecast growth.

Cork and Shannon Airports operate as major international gateways to their respective surrounding regions and are critically important to the continuing success of these regions. The timing of airport restructuring under the State Airports Act 2004 will continue to depend on the creation of the appropriate conditions that will ensure the financial stability of each State airport.

The six regional airports, with the aid of Exchequer support, complement the role of the three State airports by helping to ensure that the benefits arising from their success as international gateways are widely distributed throughout the country. A new capital grants scheme for regional airports was announced in early 2007, amounting to €86 million in the period to end-2010. The Department is confident that this investment will make a key contribution to the achievement of balanced regional development.

The European Community has recognised that fragmentation of European air traffic control is a major constraint on the sector's efficiency and capacity for expansion. The "Single Sky" package of measures adopted in 2004 provides a basis for structural reform, while the future roles of the Community and Eurocontrol in the further development and oversight of the pan-European air traffic management system are also under debate. It will be important to ensure that Irish interests are fully taken into account as new international frameworks are developed and implemented. An EU Directive on Airport Charges is likely to be adopted during 2008 and this will necessitate a review of the legislation governing the Commission for Aviation Regulation.

The continued increase in aviation activities underscores the need to ensure that safety and security remain at the top of the policy agenda. A new European Aviation Safety Agency is at the centre of the EU's aviation safety strategy, while the Irish Aviation Authority has statutory responsibility for safety regulation of civil aviation in Ireland. As the Authority is also the provider of air traffic control services, there is a need for further analysis of the conduct of the role of the Authority as safety regulator, to ensure that safety regulation continues to be carried out to the highest international standards. The Department's national civil aviation security policy is under continual review in the light of developments.

Addressing the environmental implications of the growth in air travel is a global challenge. Ireland supports, in principle, the proposed inclusion of aviation in the EU emissions trading scheme. Our participation in such a scheme, however, must take cognisance of our dependence on air transport links as an island state on the periphery of Europe.

OBJECTIVE

BETTER AIRPORTS

To ensure the sustainable development of the State and regional airports. (*Responds to HLGs Investment and Governance & Reform*)

- Once operational and financial readiness has been demonstrated under the State Airports Act 2004, establish Cork and Shannon as independent airports.
- In the context of the draft EU Airport Charges Directive, review the approaches to good economic regulation, accountability and transparency in regulatory decision-making by the Commission for Aviation Regulation.
- Implement targeted safety and other investments in the regional airports and targeted subventions for regional air services.

KEY PERFORMANCE INDICATORS

- Second terminal at Dublin Airport and related infrastructure opened in early 2010 and planning for further capacity increases advanced in line with projected passenger growth.
- Successful vesting of Cork and Shannon Airports in the respective airport authorities, subject to financial and business planning requirements being met.
- Regulatory policies on airports charges restated and legislation amended where necessary.
- Investment programmes in regional airports implemented.

STRATEGIES

- Facilitate the provision of additional terminal, runway and pier capacity at Dublin Airport required to cater for continuing passenger growth.



OBJECTIVE **COMPETITIVE AIR LINKS**

To facilitate the continued creation and sustainable growth of competitive air links, in order to promote the development of Irish business and tourism. *(Responds to HLG Governance & Reform)*

OBJECTIVE **EFFECTIVE AIR NAVIGATION SERVICES**

To provide for effective air navigation services. *(Responds to HLGs Governance & Reform, Safety & Security)*

STRATEGIES

- Pursue the conclusion of liberal air transport agreements, at both the national and EU levels, to remove regulatory impediments to the inauguration of new air services.
- Represent Ireland’s strategic aviation interests in various international forums. Seek to influence the evolving regulatory framework for aviation at EU level and in the wider international context, to ensure that it continues to promote competition and innovation in the market place and the sustainable development of the market for air services.
- Promote opportunities for Irish carriers in European and international markets for air transport services and perform the State’s functions as a significant minority shareholder in Aer Lingus, in conjunction with the Department of Finance.

KEY PERFORMANCE INDICATORS

- Conclusion of new or amended air transport agreements that encourage the provision of new air services.
- Irish interests taken into account in new EU and international regulatory measures.
- Ongoing growth of competitive air services to and from Ireland.

STRATEGIES

- Contribute to the ongoing development of both Eurocontrol requirements relating to the development of the pan-European air traffic management system and the EU “Single Sky” initiative, and ensure their effective implementation in Ireland.
- Promote the development of the Irish Aviation Authority as a leading provider of air navigation services.
- Ensure appropriate separation of the roles of safety regulation and air navigation service provision.
- Continue to represent Ireland’s position in relation to satellite navigation policy at EU level and ensure that the necessary implementation arrangements are made nationally.

KEY PERFORMANCE INDICATORS

- Air traffic control user charges (in terms of en-route and gate-to-gate charges) and delays benchmarked in the top quartile of efficient performance measures, when compared with Eurocontrol Member States.
- Options clarified and decisions taken as appropriate on an Ireland/UK Functional Airspace Block, in accordance with the “Single Sky” legal framework.

- Completion of a review of the separation of safety regulation and the service provision functions of the Irish Aviation Authority.
- Irish interests taken into account in EU satellite navigation policy and legal measures.

OBJECTIVE

AVIATION SAFETY & SECURITY

To ensure that Irish aviation safety and security policies and practices meet the highest international standards.
(Responds to HLG Safety & Security)

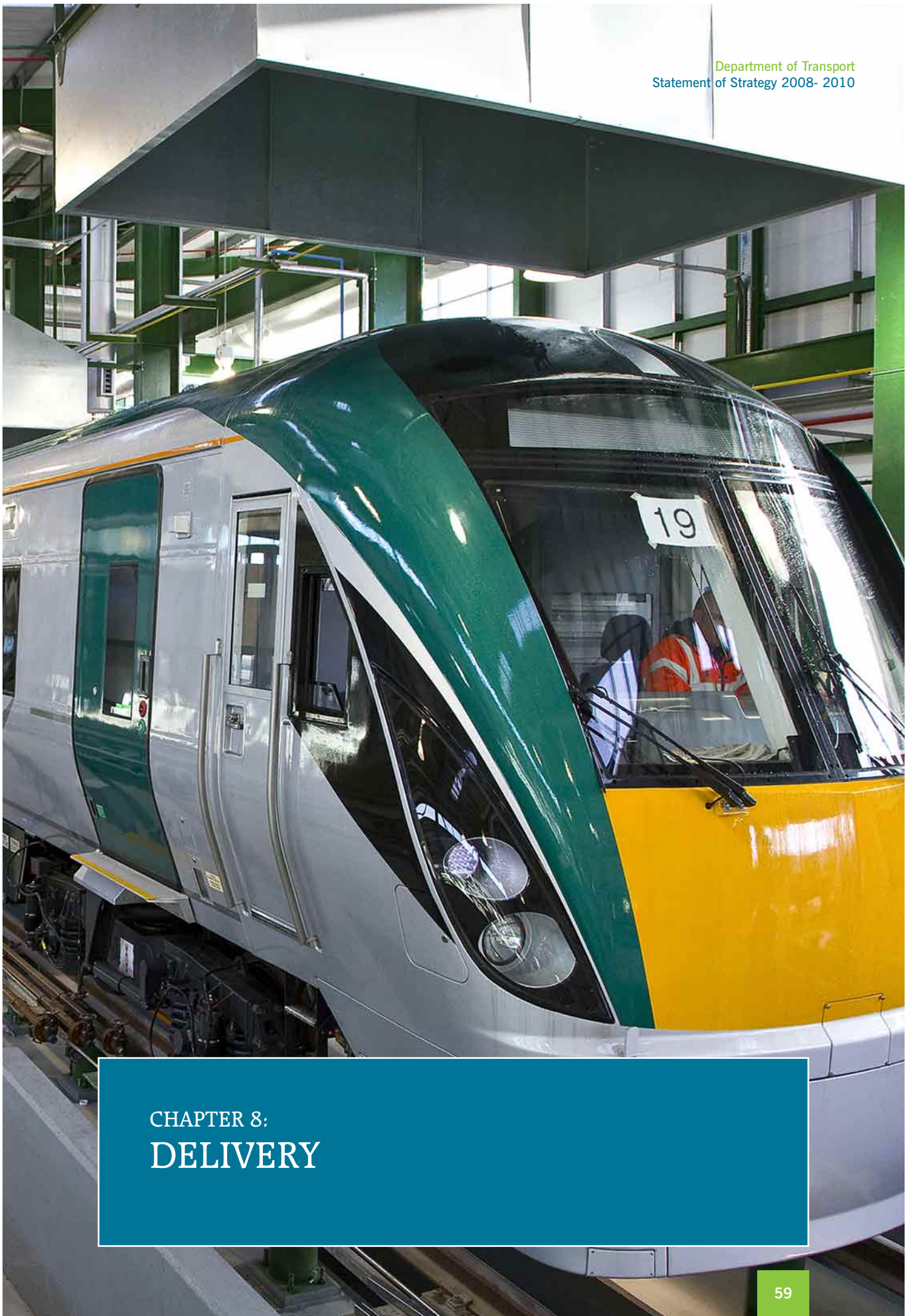
STRATEGIES

- Contribute proactively to the development of safety policy at EU level, including the proposed expansion of the functions of the European Aviation Safety Agency and to the development of safety standards at European and international level.
- Support the aviation regulation activities of the Irish Aviation Authority.
- Ensure that the Department's Air Accident Investigation Unit continues to operate to the highest international standards and conducts thorough, independent, impartial and timely investigations into air accidents and incidents that occur in the State.

- Develop the National Civil Aviation Security Programme to take into account new and emerging European Union, European Civil Aviation Conference, International Civil Aviation Organisation and national requirements.
- Implementation of quality control programme at State and Regional airports to ensure compliance with aviation security requirements.

KEY PERFORMANCE INDICATORS

- Audits of Irish Aviation Authority safety oversight activities conducted in accordance with national, EU and international requirements provide evidence of application of the highest aviation safety standards.
- Publication of air accident and incident reports in a timely manner.
- The Department's Air Accident Investigation Unit operates to highest international standards.
- Monitoring and testing of security systems within the aviation sector.
- Evidence of improved compliance of operators with aviation security requirements arising from security audits of Irish airports and aviation facilities.



CHAPTER 8:
DELIVERY

CHAPTER 8:

DELIVERY

BACKGROUND

The Department is firmly committed to the public service modernisation and reform process, as expressed most significantly in the Public Service Management Act and also in the Strategic Management Initiative. Customer service is key. We strive always to meet the needs of our Minister, the Government, internal and external customers, including the public and their representatives, transport users and transport providers.

Our staff represents our single most important resource in meeting customer needs. In order to maximise performance, productivity and satisfaction, we will ensure that staff receive the support they require to enable them to deliver effectively on the Department's Strategy. We will develop our staff, as individuals and as an integrated team. Operating as a dynamic organisation, we will ensure that organisational re-structuring takes place to meet the changing focus in demands. We will do this in a partnership with all staff, which agrees ways of improving the delivery of public services and provides for the modernisation of our workplaces. With staff dispersed in locations at Dublin, Shannon, Loughrea, Cork, Ballyshannon and in Coast Guard stations throughout the country, we are aware that particular challenges may arise in our communications systems and are committed to addressing these effectively.

We will provide our staff with modern well-targeted cost effective information and communication technology systems and services, which will enable them to work efficiently and effectively and to fully capitalise on knowledge resources available. Financial

management incorporating the principles of best practice and continuous improvement remains a high priority. We are conscious of our responsibility to provide the taxpayer with the best possible value for money and are committed to complying fully with all statutory and public policy obligations in relation to accounting, budget management, procurement and internal financial control requirements. Our Finance Division has received ISO 9001:2000 certification and will continually strive to maintain a Quality Management System and retain accreditation.

OBJECTIVE

HUMAN RESOURCES

To deliver the goals of the Department through the maintenance of a highly motivated, professional and productive staff working with equal opportunity in a positive, harmonious and supportive environment. *(Responds to HLG Delivery)*

STRATEGIES

- Implement a Human Resource Management strategy which will facilitate a structured approach to the assignment, development and promotion of staff, will meet business and individual needs and recognise performance and capability in accordance with best practice.
- Continue to foster a stronger culture of

delegation and accountability which promotes innovation and an acceptance of responsibility.

- Continue to develop effective Partnership structures and to foster a positive working environment, responsive to the needs of staff.
- Work closely with staff and key stakeholders to implement Government Decisions in relation to decentralisation.
- Continue to develop new ways of working, including cross-cutting project groups.
- Continue to develop succession planning to mitigate the risks presented both by staff turnover arising as a result of decentralisation and by the current age profile of staff.
- Develop policies to encourage greater participation by women in senior grades, with particular emphasis on achieving the targets as set out in the Civil Service Equality Initiatives Report, 2006.
- Develop an effective recruitment policy, including recruitment of people with disabilities, to attain new skills and competencies necessary to meet emerging challenges.

KEY PERFORMANCE INDICATORS

- Appropriately staffed Divisions with the competencies to deliver the Departmental outputs to the required standard.
- Effective implementation of our Performance Management and Development System for each individual with practical support mechanisms to ensure the embedding of best practice.

- An appropriate and equitable competitive process in place for promotion and advancement.
- Level of competency development, skills acquisition and formal qualifications achieved by staff as evidenced through a training evaluation process.
- Expenditure on training to reach or exceed Government target of 4% of payroll costs.
- Level of improvement in people and resource management as measured in staff attitude and customer service surveys.
- Good industrial relations and evidence of an effective Partnership structure.
- Employee satisfaction to reach or exceed 80% in an employee satisfaction survey.
- Timely information available to all staff as individuals or managers.
- A detailed decentralisation implementation plan produced and actioned.
- Extent and quality of cross-cutting activities.
- Appropriate assignment of staff to facilitate knowledge transfer and succession planning.
- Evidence of progress towards achieving the targets as set out in the Civil Service Equality Initiatives Report, 2006.
- Government target of 3% for employment of people with disabilities reached.



OBJECTIVE FINANCIAL MANAGEMENT

To provide a modern, efficient and effective financial management service, that ensures value for money. *(Responds to HLG Delivery)*

STRATEGIES

- Secure sufficient funds to meet the administrative and programme costs of the Department and manage them effectively, in line with the reform of the Estimates process.
- Pursue full implementation of the financial management modernisation programme, which incorporates best practice financial management capability, delivers results and underpins accountability.
- Ensure the proper administration, monitoring and control of all income and expenditure in accordance with statutory requirements and public financial procedures.
- Provide assurance to the Accounting Officer in relation to the internal financial control, risk management and procurement systems of the Department.

KEY PERFORMANCE INDICATORS

- Department remains within annual administrative and programme budgets.
- Value for money and policy reviews undertaken and implemented to target.
- I.S. EN ISO 9000:2001 accreditation for financial services retained.
- Timely processing of transactions measured, in particular, by the level of prompt payments interest.

- Positive reports from the internal audit function and timely follow-up on issues identified.
- Accounts and practices approved by the Comptroller and Auditor General.
- Up-to-date system dossier maintained to support the management of internal financial controls within the Department.
- Quality risk management system in place for identifying and managing risks.
- Procurement plan implemented to deliver best practice and annual efficiency dividends.
- All reporting requirements met within specified deadlines.

OBJECTIVE INFORMATION MANAGEMENT

To provide information and communications technology systems, which will enable the Department to capitalise on information as a key strategic resource in the formulation of transport policy and the delivery of services. *(Responds to HLG Delivery)*

STRATEGIES

- Provide a secure, cost effective and modern information and communication technology infrastructure and services to customers and staff.
- Improve the Department's record and knowledge management capability and provide convenient access to the information needed to deliver the Department's objectives.
- Ensure robust governance of major information technology projects.

KEY PERFORMANCE INDICATORS

- ❑ Continued enhancement of our information and communication technology systems to meet the needs of customers and staff.
- ❑ Improved record and knowledge management within the Department.
- ❑ Implementation of modern transparent governance practices for information and communication technology projects.

OBJECTIVE	ORGANISATIONAL EFFECTIVENESS
<p>To develop an organisational structure that enables the Department and its staff to deliver effectively and efficiently in a modern, progressive environment. <i>(Responds to HLG Delivery)</i></p>	

STRATEGIES

- ❑ Consolidate and enhance the Department's headquarters accommodation.
- ❑ Participate in the civil service modernisation agenda.
- ❑ Participate in the Organisational Review Programme for the Irish civil service.
- ❑ Develop and implement our Customer Service Action Plan.
- ❑ Implement our statutory scheme under the Official Languages Act.
- ❑ Maintain effective communications with internal and external stakeholders.
- ❑ Regularly review the Departmental structure and adjust as necessary to improve delivery.

- ❑ Implement annual business planning and review cycles.
- ❑ Implement improved planning and provision of the Department's legal services.

KEY PERFORMANCE INDICATORS

- ❑ Action plan to secure improved accommodation, working conditions and practices drawn up by mid-2008 and implemented over the lifetime of the Statement of Strategy.
- ❑ The successful delivery of commitments in our Action Plan to the Civil Service Performance Verification Group.
- ❑ Extent to which the Department builds on strengths and works to improve capacity in development areas, as a result of pro-active engagement in the Organisational Review Programme.
- ❑ The extent to which we meet the standards set down in our Customer Service Action Plan.
- ❑ Compliance with the Department's scheme under the Official Languages Act.
- ❑ Evidence that our Partnership Committee is central to promoting internal discussion and consultation with staff on key issues in the process of improvement and change.
- ❑ Coordinated and comprehensive communications delivered through multiple channels.
- ❑ Improvement of organisational structures to meet Departmental objectives.
- ❑ Annual Divisional Business Plans produced on time and progress monitored by quarterly reporting.
- ❑ Extent of legal awareness in Line Divisions and speed of resolution of legal issues.

CHAPTER 9:
REPORTING PROGRESS

CHAPTER 9:

REPORTING PROGRESS

Publication of this Statement is the beginning, not the end, of our strategic programme to 2010. In Quarter 4 of each year, each Division will draw up a Business Plan for the following year. The Divisional Business Plans will be based on this Statement and they will set out the concrete steps and day-to-day activities required in order to make progress on all our Strategies. The performance management and development system of the civil service requires each staff member to have an agreed role profile. These profiles are derived from the Statement of Strategy and from the relevant Divisional Business Plan. They state what each individual staff member's responsibility is in delivering this work programme, and are associated with a performance review process. The Department is committed to effective implementation of the business planning and performance management and development processes, as the key means of ensuring delivery on our Strategy.

We will also be transparent in showing how we measure up to the delivery commitments included in this Strategy. In line with requirements under the 1997 Public Service Management Act, we will submit an annual

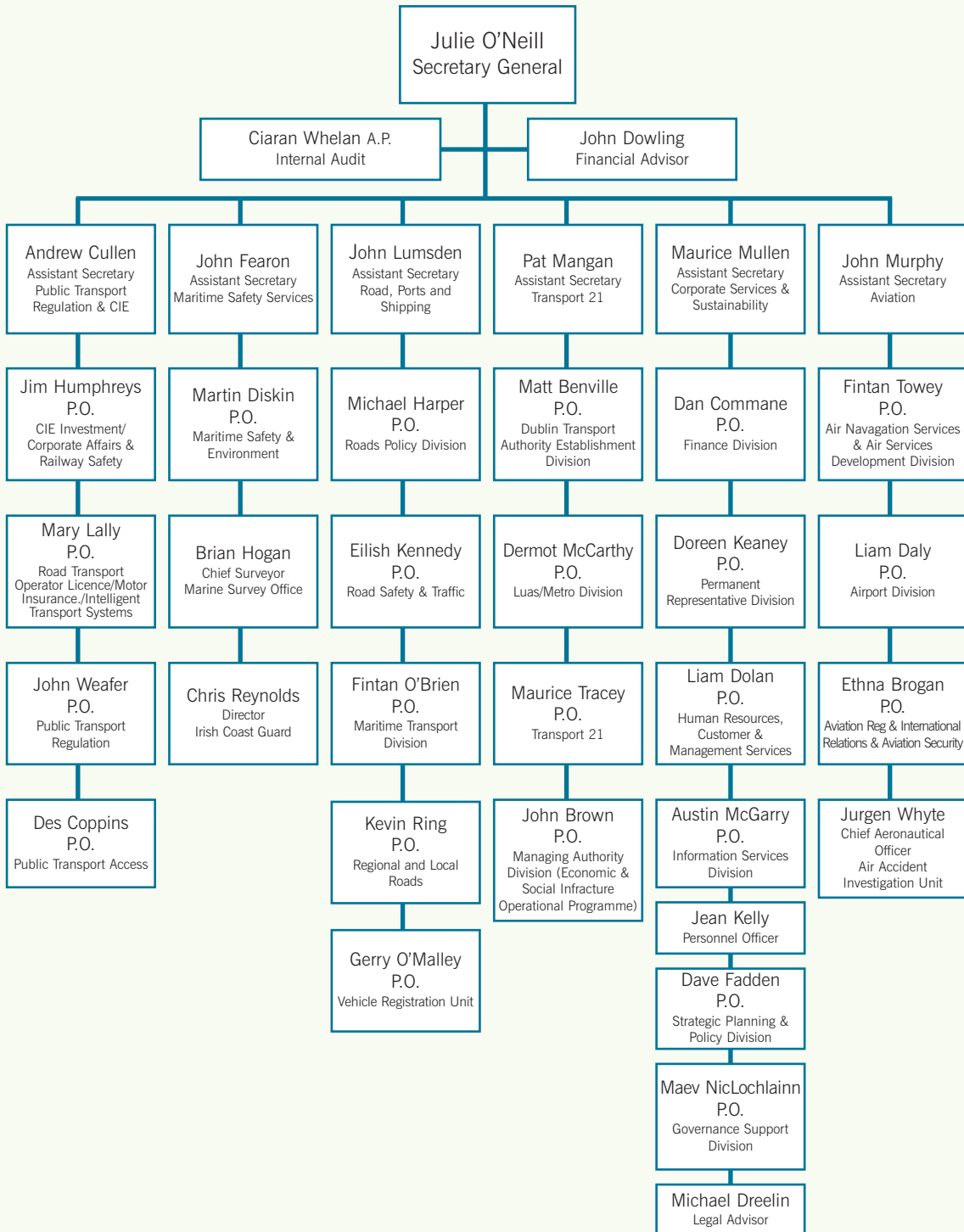
report to the Minister, detailing progress under each Strategy. The report will also show where progress has not been achieved, and explain why. The annual report also provides an opportunity for updating or changing elements of this Statement of Strategy, where this is required to keep pace with our changing environment. The annual report will be available on our website. The Department's annual output statement will also show how the public funds received by the Department are applied to the objectives and strategies contained in this Statement.

Progress will also be monitored over the course of each year. The performance management and development system provides for a twice-yearly review of each staff member's performance. Quarterly reports will also be submitted by Divisions to the Management Board detailing progress on the implementation of this Strategy.

APPENDICIES

APPENDIX I

ORGANISATION CHART OF THE DEPARTMENT OF TRANSPORT



APPENDIX II

AGENCIES UNDER THE AEGIS OF THE DEPARTMENT OF TRANSPORT

AVIATION SECTOR

Dublin Airport Authority
Cork Airport Authority
Shannon Airport Authority

Irish Aviation Authority
Commission for Aviation Regulation

MARITIME SECTOR

Drogheda Port Company
Dublin Port Company
Dundalk Port Company
Dun Laoghaire Harbour Company
Galway Harbour Company
New Ross Port Company
Port of Cork Company
Port of Waterford Company
Shannon/Foynes Port Company
Wicklow Port Company

Marine Casualty Investigation Board

PUBLIC TRANSPORT SECTOR

Córas Iompair Éireann
- Bus Átha Cliath
- Bus Éireann
- Iarnród Éireann

Railway Procurement Agency

Railway Safety Commission
Dublin Transportation Office
Commission for Taxi Regulation

ROADS SECTOR

National Roads Authority
Road Safety Authority
Medical Bureau of Road Safety

APPENDIX III

INTERNATIONAL ORGANISATIONS AND FORUMS IN WHICH THE DEPARTMENT OF TRANSPORT PARTICIPATES

United Nations	General Lighthouse Fund
European Union	International Civil Aviation Organisation
North/South Ministerial Council	International Electrotechnical Commission
British-Irish Council	International Hydrographic Organisation
Administrative Cooperation Working Group	International Labour Organisation
Association of European Vehicle and Driver Registration Authorities (EReg)	International Maritime Organisation
Bonn Agreement (North European marine environment pollution)	International Oil Pollution Compensation Fund
Ertico-ITS Europe	International Organisation for International Carriage by Rail
Eurocontrol	International Society of Air Safety Investigators
European Academy of Law, European Traffic Law Days – Motor Insurance Liability	International Telecommunication Union
European Aviation Safety Agency	International Transport Forum
European Centrally Coordinated Accident and Incident Reporting System Steering Group	North Atlantic Marine Rescue Coordination Group
European Civil Aviation Conference	Paris Memorandum of Understanding on Port State Control
European Conference of Postal and Telecommunications Administrations (CEPT)	Permanent International Association of Roads Congresses
European Helicopter Safety Team	Organisation for Economic Co-operation and Development
European Maritime Safety Agency	OSPAR (Convention for the Protection of the Marine Environment of the North-East Atlantic)
European Telecommunications Standards Institute	

APPENDIX IV

PERSONS AND BODIES WHO MADE SUBMISSIONS IN RESPONSE TO THE EXTERNAL CONSULTATION PROCESS ON THE DEPARTMENT'S STATEMENT OF STRATEGY

Automobile Association	Disability Federation of Ireland
Birdwatch Ireland	Dublin Airport Authority
Bord Iascaigh Mhara	Dublin Chamber of Commerce
Border Midland & West Regional Assembly	Dublin City Centre Business Association
Border, Midland & West Regional Authorities (joint submission)	Dublin City Council
Eleanor and Pat Campion <i>et al</i>	Dublin Regional Authority
Chambers Ireland	Dublin Transportation Office
Chartered Institute of Logistics & Transport in Ireland	Engineers Ireland
City & County Managers Association	Mr. Maurice Fitzgerald
Comhar	Fórfás & Enterprise Ireland (joint submission)
Commission for Aviation Regulation	Galway County Council
Commission for Taxi Regulation	Galway County Development Board
Commissioners of Irish Lights	Galway Regional Airport
Conference of Religious in Ireland	Garda Síochána
Competition Authority	Mr. Tony Gray
Construction Industry Federation	Health Service Executive
Cork City Council	IDA Ireland
Cork Taxi Drivers Association	Ireland West Airport Knock
Courts Service	Irish Business and Employers Confederation
Cúram	Irish Association of International Express Carriers
Mr. Kieran Dalton	Irish Aviation Authority
Department of Communications, Energy & Natural Resources	Irish Congress of Trade Unions
Department of Enterprise, Trade & Employment	Irish Exporters Association
Department of Environment, Heritage & Local Government	Irish Insurance Federation
Department of Health and Children	Irish Islands Federation
Department of Justice, Equality and Law Reform	Irish Ports Association
Department of Social and Family Affairs	Irish Road Haulage Association
	Irish Rural Link
	Irish Sailing Association
	Irish Ship Agents Association
	Irish Wheelchair Association

Kerry Airport plc	Radiological Protection Institute of Ireland
Kerry County Council	Rail Projects (Mr. Brian Guckian)
Kildare County Council	Railtours Ireland
Kilkenny County Council	Railway Safety Commission
Limerick County Council	Revenue Commissioners
Mayo County Council	Ryanair
Meath County Council	Sligo County Council
Met Éireann	Mr. Daniel Smith
Mid-East Regional Authority	South-East Regional Authority
Mid-West Regional Authority	South Tipperary County Council
Motor Insurance Bureau of Ireland	South-West Regional Authority
National Advisory Committee on Drugs	Transport Salaried Staff Association
NCBI	Veolia Transport Ireland Ltd
Office of the Attorney General	Westmeath County Council
People with Disabilities in Ireland Ltd	Wexford County Council
Private Association Motor Bus Owners	Wicklow County Council
Promara Ltd (Mr. Noel O'Regan)	

APPENDIX V

GLOSSARY

This appendix explains some of the terms that occur in the text of this Statement of Strategy.

Cross-cutting issue	We use this term to mean an issue that is dealt with by more than one Government Department or agency. For example, establishing a sustainable transport system is a cross-cutting issue, because such a system depends not only on the nature of transport infrastructure and services but also on how far people need to travel and how often. This means that it involves, among others, the Department of Transport in setting transport policy, the Department of Environment, Heritage and Local Government in setting planning policy, public transport providers in providing bus and rail services and local authorities in making sustainable planning decisions.
Division	A business unit in the Department responsible for a distinct policy or operational area, generally managed by a Principal Officer.
Greater Dublin Area	Dublin City and the counties of Dun Laoghaire-Rathdown, Fingal, Kildare, Meath, South Dublin and Wicklow.
HLG	High Level Goal as set out in Chapter 1.
Intermodal integration	Integration between different transport modes.
Management Board	The Department's most senior officials – the Secretary General and Assistant Secretaries.
National Development Plan	The Government's plan for the State's social and economic development from 2007 – 2013. It includes a large programme of expenditure on transport infrastructure and services. More information is available on www.ndp.ie
National Spatial Strategy	The national planning framework for Ireland for the next 20 years. It aims to achieve a better balance of social, economic and physical development across Ireland, supported by more effective planning. More information is available on www.nss.ie .

Partnership Committee	The committee that implements the social partnership process in the Department. It consists of management and trade union representatives.
Public private partnership	An alternative way of providing public infrastructure in partnership with the private sector. More information is available on www.ppp.gov.ie .
Public service obligation	A requirement defined or determined by Government in order to ensure, in the general interest, that certain services are available to the public that an operator, if it were considering its own commercial interests, would not assume or would not assume to the same extent or under the same conditions without reward.
Sector	In the context of the Department's organisation, a sector refers to one of the major policy areas into which the Department's work is divided e.g. public transport, roads, maritime or aviation sectors.
Senior Management Forum	A periodic meeting of the Department's senior staff: the Minister, Secretary General, Assistant Secretaries, Principal Officers or equivalents.

Department of Transport

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