***The Unified Dublin Transport***

***Analytics Project***

Stakeholder Analysis

**A passenger bus that is driving down the train tracks

Description automatically generated**

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# 0. SCOPE AND METHODOLOGY

This project is intended to design a stakeholder engagement plan to build a strategy for transport service unification and cost reduction in Greater Dublin Area (GDA). Assuming the leadership on Business Analysis, this team has been appointed to focus on the following **OBJECTIVES:**

1. Efficiency enhancement and service satisfaction
   1. To leverage existing data from the organizations involved
   2. To enhance projections of peak/off-peak service usage
   3. Tracking by GPS minute-by-minute buses, trams and trains
   4. Use of the social media to improve customer engagement (Facebook and Twitter)
   5. Integration of free Wi-Fi provision across services
2. LEAP Card
   1. Better use of data gathered from LEAP cards
   2. To leverage technological advancements to increase the use of LEAP cards
3. Innovative initiatives
   1. To enhance route planning incorporating ‘*Bus Connects’* major route changes
   2. Longer term impact of ‘*MetroLink*’ public transport scheme.

The methodology used for this purpose is the BABOK standard, and within this framework, the following techniques:

* **Organization Modelling** – defining the organization of key stakeholders related with the project, to stablish a matrix of priorities on the engagement plan
* **Risk Analysis** – analysing the possible outcomes of stakeholder involvement.
* **RACI Matrix** - describing the roles of key players
* **Stakeholder Map** – power/influence matrix (visual diagram)

We have divided this project plan on 4 differentiated chapters. On the first one we are going to define the recent historical background to identify the most relevant events influencing the current status of the GDA transport system. We will then proceed with a detailed stakeholder analysis/engagement plan, which contains the projects’ most essential information. This chapter includes information on stakeholder management, and the damaging consequences of not involving them on the project.

We will dedicate a third chapter to ‘*Bus Connects’* and ‘*MetroLink*’ programmes to assess the status of the consultation process, and we will then run to the final chapter, conclusions and recommendations.

# 1. BACKGROUND

Historically speaking, we need to look back at 1995, when Dublin Transportation Initiative (DTI) was published. As a result of this initiative, a comprehensive report was released on 2000, containing recommendations for an integrated transport strategy for the Greater Dublin Area (GDA) for the period up to 2011. It included 10 Quality Bus Corridors, DART extensions, LUAS, improvements on National Roads, construction of parking spaces in rail stations and on-street parking, cycling routes and parking[[1]](#footnote-1).

The DTI set the definition of what we now know as the GDA. Along with this project, in 2005 the Government launched ‘Transport 21’, the capital investment funding plan for the transport over the period 2006 to 2015. It focused on improving the accessibility and sustainability of infrastructure and increasing the use of services and was funded with 34 billion Euros[[2]](#footnote-2). Unfortunately, the collapse of the Irish economy on 2011 affected the funding of the project[[3]](#footnote-3).

The good news was that on that year, travel passes and integrated ticketing (Leap Cards) launched for DART, Luas and Dublin Bus services[[4]](#footnote-4). They gained great popularity, but some of their disfunctions extended to the present. For example, Luas-DART Combis cannot be bought on Luas vending machines, ticket newsagents or online. Other combinations are not possible, such as a one-day student ticket. On the contrary, having a stop on the border of each zone, considered to be in whichever zone is more beneficial to the commuter, encountered a warm reception. Certain tickets are required to write an ID number on them, and for the holder to have the ID on him[[5]](#footnote-5). Opposed to popular belief, citizens in unemployment are ineligible for free travel cards[[6]](#footnote-6). Public Services Cards allow free travel to pensioners, and people receiving the Disability Allowance and Carers Allowance.

On 2015 Transport Infrastructure Ireland (TII) stablished by merging the former National Roads Authority (NRA) and Railway Procurement Agency (RPA). They have no role on the railway system, which is operated by CIÉ. They are responsible for planning the new Luas and Metro lines and monitoring construction by Transdev. The reason why this organization was created was the poor management of RPA. The one single ticketing scheme, intended to be launched on the opening of the new Luas line, encountered many setbacks. As a result, Leap card was not fully integrated. It can be used across all three services, but there is no single zonal system for all Dublin public. Also, the pricing and the daily cap were not optimal[[7]](#footnote-7).

On 2018, the National Transport Authority (NTA) released proposals for a major overhaul of Dublin's bus service. The NTA announced that “*The number of people living within 400m of a bus service that operates every 10 minutes or better, will increase by 35% from 480,000 to 650,000*”[[8]](#footnote-8). Changes included renumbering routes and concentration of routes along primary thoroughfares, increased frequency, simplification of fares to include integrated ticketing allowing cost-free transfer to other public transport services, and creation of many new orbital routes[[9]](#footnote-9).

Along with that changes, the NTA Strategy 2018-2022 aimed to adopt an integrated implementation plan for GDA by 2018, to review GDA Transport Strategy 2016-2035 by the end of 2022, to construct of New Metro North, starting on 2021. Also, it planned the construction of 150km of “*next generation bus lanes*” under the BusConnects Programme, 200km of cycling infrastructure under the GDA Cycle Network Plan, acquiring 300 low emission buses for subsidised bus services and implementing a mobile ticketing solution and App. Finally, it included to upgrade the National Journey Planner, Publishing System and OnStreet Real Time Passenger Information Services[[10]](#footnote-10).

The NTA also have in place social programs, such as the Smarter Travel Programmes. One of them focuses on working with large employers and institutions to encourage more sustainable commuting. The second one encourages pupils and parents to walk, cycle, use public transport or carpool instead of using the private car for school[[11]](#footnote-11). Finally, the Revenue Commissioners, in conjunction with Dublin Bus, Bus Éireann, Luas, Irish Rail and other approved transport providers, launched the Taxsaver scheme to encourage workers to avail of public transport and to reduce traffic congestion[[12]](#footnote-12).

# 2. STAKEHOLDER ANALYSIS

This chapter contains the core analysis. We have first identified the key players and defined their role on the project. We have then gone into more details by setting their responsibilities on a structured/visual manner. We have then synthetized the information and simplified the roles into 4 different categories (RACI Matrix), and finally presented a visual diagram to help building up a mental picture on the position of each and every stakeholder involved.

## Stakeholder list & roles

|  |  |
| --- | --- |
| STAKEHOLDER | ROLE |
| Córas Iompair Éireann (CIÉ)[[13]](#footnote-13) | They lead the Dublin transport system, having Dublin Bus and Irish Rail as subsidiaries. They experienced an increase of 7.7% passengers in 2018. They aim at contributing to the growth of the economy of Ireland by providing accessible services for all its customers. They also manage rail infrastructure |
| National Transport Authority[[14]](#footnote-14) (NTA) | They plan strategically the network of transport, prioritising security in infrastructure. They manage effectively the demand, and they aim to provide integrated ticketing and fares. They collect data and inform about it. |
| Dublin Bus | They contract with the NTA to serve on the Greater Dublin Area. They prioritize customer experience and innovate technologically to improve safety. They aim to increase use of public transport on a sustainable way |
| Transdev Ireland[[15]](#footnote-15) | They implement intermodal and multimodal mobility systems while offering payment and information services that are innovative and aim to improve user experience. They advise politicians on the development of connections hubs and redesign them so they look more attractive. They focus on safety, minimization of waiting time, integrated pricing and real-time information |
| Iarnród Éireann/Irish Rail | Prioritize safety and customer satisfaction. They work in partnership with stakeholders to reach their goals |
| Department of Transport, Tourism and Sport[[16]](#footnote-16) | Provide a well-functioning and integrated transport system. Deliver high quality at a reasonable cost. To innovate public transport and roads on a sustainable way. To align with the National Development Plan 2018-2027 and Project Ireland 2040 |
| Minister for Transport - Shane Ross[[17]](#footnote-17) | Focus on the user. Efficient, accessible and sustainable transport system. Reasonable pricing. Improve Luas service on peak time, add capacity on bus services and introduce a 10 minutes frequency service on Dart. Expand rail service from Kildare to Grand Canal Dock through the Phoenix Park tunnel. He has cause criticism due to the introduction of 50 new bus routes to combat rural isolation. Of the new 188 new journeys released for every week, 30 are demand responsive |
| Go-Ahead Ireland[[18]](#footnote-18) | To achieve new bus and rail contracts and adapt to future transport needs. They focus on customer satisfaction, and add valuer for stakeholders |
| Road Safety Authority[[19]](#footnote-19) | To implement education campaigns to increase awareness on road and driving safety. To improve standards on vehicles. To engage with stakeholders to coordinate resources. To research on road collision and safety to develop road security improvements. To stablish road safety strategy |
| National Union of Rail, Maritime and Transport Workers[[20]](#footnote-20) | Trade union with more than 83000 members operating in the UK and Ireland. They aim to protect and improve salaries and working conditions by negotiating with transport sector companies |
| Transport Infrastructure Ireland[[21]](#footnote-21) (TII) | To develop an integrated vision about the development of national roads network and light rail infrastructure in the country. Offer potential for innovation and optimise delivery. To ensure a cost-effective strategy and engage with stakeholders to reach common goals. To contribute to Ireland's economic growth and quality of life of residents |
| Taxi Unions | Trade union representing the interests of workers on the taxi sector |
| Commission for Rail Regulation[[22]](#footnote-22) | Independent regulatory body in charge of ensuring safety of railway, providing service to close to 90 million passenger journeys in 2019. Main function is enforcing the legislation relating to railway safety and to investigate and report on incidents |
| Revenue Commissioners[[23]](#footnote-23) | They collaborate with the main transport providers to offer tax-saving benefits to employees and other eligible citizens (for example, pensioners) |
| Dublin Commuters Coalition | They represent the needs of cyclists and pedestrians in Dublin |

## Stakeholder responsibilities

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| STAKEHOLDER | RESPONSIBILITY | POWER | INTEREST | INDICATE APPROACH | REQUIRED POSITION | CURRENT POSITION |
| Córas Iompair Éireann (CIÉ) | Responsible - even though they contract with the NTA and depend on it, they lead the transport sector in Ireland and even have a key role in infrastructure | High | High | Manage closely | Positive | Positive |
| National Transport Authority (NTA) | Responsible - they hold data and reports essential to the implementation of the project | High | High | Manage closely | Positive | Positive |
| Dublin Bus | Responsible - even though they contract with the NTA and depend on it, they have a key role on the design and implementation of the innovation plan | Medium | High | Keep informed | Positive | Positive |
| Transdev Ireland | Responsible - even though their activity is monitored by the TII, they have a key role on the design and implementation of the innovation plan | Medium | Medium | Keep informed | Positive | Positive |
| Iarnród Éireann/Irish Rail | Responsible - even though they contract with the NTA and depend on it, they have a key role on the design and implementation of the innovation plan | High | Medium | Keep satisfied | Positive | Positive |
| Department of Transport, Tourism and Sport | Responsible - they design the policies in alignment with the Minister, who has ultimately the highest accountable role | High | High | Manage closely | Positive | Positive |
| Minister for Transport - Shane Ross | Accountable - is the person who had this initiative and ultimately the highest decision maker | High | High | Manage closely | Positive | Positive |
| Go-Ahead Ireland | Responsible - even though they contract with the NTA and depend on it, they have a key role on the design and implementation of the innovation plan | Medium | Low | Minimal effort | Positive | Positive |
| Road Safety Authority | Consulted - they have valuable information on safety and regulations | High | Medium | Keep satisfied | Positive | Neutral |
| National Union of Rail, Maritime and Transport Workers | Informed - a good communication flow during the implementation of the project may avoid future conflicts | Low | Low | Minimal effort | Neutral | Negative |
| Transport Infrastructure Ireland (TII) | Responsible - they are also responsible for ensuring service delivery | High | High | Manage closely | Positive | Positive |
| Taxi Unions | Informed - a good communication flow during the implementation of the project may avoid future conflicts | Low | Low | Minimal effort | Neutral | Negative |
| Commission for Rail Regulation | Consulted - they have valuable information on safety and regulations | Medium | Medium | Minimal effort | Neutral | Neutral |
| Revenue Commissioners | Consulted - they have a key role on Taxsaver scheme service | Low | Medium | Keep informed | Positive | Neutral |
| Dublin Commuters Coalition | Consulted – they represent the needs of cyclists and pedestrians in Dublin | Low | Medium | Keep informed | Neutral | Negative |

## RACI Matrix

We have defined Dublin Bus and Irish Rail as ‘Consulted’ because they operate under the instructions of the wider company. The ultimate responsible player should be then considered Córas Iompair Éireann instead. The rest of stakeholders do not present such ambiguity.

|  |  |
| --- | --- |
| CHANGE REQUEST PROCESS | RACI |
| Córas Iompair Éireann (CIÉ) | Responsible |
| National Transport Authority (NTA) | Responsible |
| Dublin Bus | Consulted |
| Transdev Ireland | Responsible |
| Iarnród Éireann/Irish Rail | Consulted |
| Department of Transport, Tourism and Sport | Responsible |
| Minister for Transport - Shane Ross | Accountable |
| Go-Ahead Ireland | Informed |
| Road Safety Authority | Consulted |
| National Union of Rail, Maritime and Transport Workers | Informed |
| Transport Infrastructure Ireland (TII) | Responsible |
| Taxi Unions | Informed |
| Commission for Rail Regulation | Consulted |
| Revenue Commissioners | Consulted |
| Dublin Commuters Coalition | Consulted |

## Power/Interest matrix

A screenshot of a cell phone

Description automatically generatedWe have presented the information on 3 different colours to visualize better the level of importance of key players. We have also taken into consideration the subsidiary condition of some of them, i. e., Department of Transport, Tourism and Sport is under the scope of Mr. Shane Ross, Minister for Transport. Equally, Irish Rail and Dublin Bus are covered by the larger company CIÉ.

# 3. CURRENT STATUS - ‘BUSCONNECTS’ AND ‘METROLINK’

*BusConnects* was first announced by the NTA in July 2018, planning to create 230 km of bus lanes along the 16 busiest corridors in GDA, and completely redesigning the bus network along 7 central “spines”. The following video[[24]](#footnote-24) from RTÉ summarises the controversy with *BusConnects*:

[](https://www.youtube.com/watch?v=hxsZtH9awZU)

Apart from the controversy over the trees that are planned to be uprooted, there are concerns about some homeowners losing a portion of their properties and gardens. On September 2019, news[[25]](#footnote-25) arise about the NTA hiring real estate experts planning to acquire private property for *BusConnects*.

On October, a public consultation run by the NTA received 50000 submissions with residents in some areas complaining about a loss of bus services to the city centre. The revision of the plan concluded that the reorganization of bus will increase bus services in Dublin by 22%. There will be a second round of public consultation, but the changes are expected to be implemented from 2021 to 2023[[26]](#footnote-26). One of the changes is creating a 90-minute fare to allow trips between bus, Luas and Dart and unlimited journeys to passengers during that timeframe[[27]](#footnote-27).

Some critic voices, such as the socialists[[28]](#footnote-28), claim that some local routes are infrequent, and people will find it quicker to walk to reach the route of a high-frequency spine. Private transport companies may take an advantage from this lack of service. They compare those spines with the Expressway routes used to privatise *Bus Éireann*.

As per *MetroLink*, the project consists on the construction of an underground with uncovered sub-surface track in Swords area, a tunnel under the airport, further uncovered track to the M50 and a tunnel from Northwood to Charlemont. It also included an extension to DCU and Trinity College. As of March 2018, the line was planned to launch operation in 2027[[29]](#footnote-29). *MetroLink* conducted 2 public consultations[[30]](#footnote-30): in 2018, on the Emerging Preferred Route Route and in 2019, on the Preferred Route Route. On 2020 there will be small local area consultations. On December 2019, after 15 years from the initial debate about the project, test drillings were executed. The construction work is intended to start in 2021, and the underground is to be ready for board in 2027. The initial estimates on the cost are believed to be at the lower on 3 billion Euro[[31]](#footnote-31).

# 4. CONCLUSIONS AND RECOMMENDATIONS

Involving the outlined stakeholders in the design and implementation of this plan will determine its entire feasibility. Besides, even if we manage to run it without their involvement, the long-term sustainability of it and fast implementation will depend on how we engage with key players. As an example, CIÉ, as a corporation, focus on maximising revenue. But since they also manage rail infrastructure, rail public services depend on effective collaboration of the political players with CIÉ.

Our main political/regulatory stakeholders are the NTA, the TII and the Road Safety Authority. Mr. Shane Ross, with the help of the political body on the Department of Transport, Tourism and Sport is to take the initial approach to those 3. The main objective is to build stable and long-lasting relationships with them, starting in high-level conversations.

When a certain level of agreement and collaboration has been reached, we should move down to entrepreneurial organizations, such as CIÉ and its subsidiaries, Transdev Ireland and Go-Ahead Ireland. It is crucial for the success of this project that they find it attractive and aligned with their business goals. **If they think that service unification is going to reduce their ability or freedom to set up services pricing independently, the success on the implementation of this project will be seriously compromised.**

Finally, we have other players that must not be overlooked, which are the workers unions and the Revenue Commissioners. It is highly recommended to monitor the social media regularly to see if the unions are happy with the changes that are being implemented. If they organize strikes or publicly oppose to this project, they should be prioritized, and we will need to set rounds of negotiation. In terms of the Revenue Commissioners, they should not present a major issue because their goals of public service are not entirely disconnected from the objective of this project. However, we will make sure we include some attractive tax-saving enhancements and free travel schemes for underprivileged social groups.

To sum up, having the green light from the regulators as quickly as possible, engaging political players with corporations on steady collaborative relationships and preventing undesired rivalries is essential for the success of this project.

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