

Translink Strategy 'Get on Board'



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 **Translink**

‘Get on Board’

Translink’s plan to transform public transport and support the growth and prosperity of Northern Ireland.

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Introduction

Public transport is part of a shared mobility strategy that touches the lives of everyone in Northern Ireland, not just those that use our services. It is clearly crucial for our region's future to develop and grow.

Translink is Northern Ireland's main public transport provider. We are a public corporation which has a degree of commercial independence, yet are governed in policy terms by Government. We provide an essential public service to the people of Northern Ireland which impacts on everyone, supporting economic growth, social inclusion and the welfare of the local communities we serve. This supports the growth and prosperity of Northern Ireland.

Providing high quality public transport not only enables a region to thrive, it also helps to address the challenge of congestion and climate change, creating healthier towns and cities. On an individual level it gives people choices, freedom and more opportunities in terms of business, education, shopping and leisure pursuits.

This 5 year Strategy entitled 'Get on Board' sets out a Vision for Translink

"To be Your First Choice for Travel in Northern Ireland"

Our mission is to work innovatively, taking a collaborative approach with all appropriate stakeholders to deliver a transformation in public transport, providing integrated services which connect people, enhance the economy and improve the environment, enabling a thriving Northern Ireland.

At Translink, we are passionate about providing excellent public transport and this is endorsed by our guiding Values; Safety, People, Innovation, Responsibility, Integrity and Teamwork – this is the Translink 'SPIRIT'.

Our Strategy sets out how we will deliver results across four key objectives:

- Operational Excellence – to deliver excellent service performance.
- To deliver outstanding customer satisfaction at every touch point.
- To grow the number of passengers using public transport.
- To deliver value for money.

We want the people of Northern Ireland to be proud of their local public transport services and look forward to having your support to help us deliver our Vision.

'Get on Board'



Frank Hewitt
Chairman



Chris Conway
Group Chief Executive

Our Vision:

"To be Your First Choice for Travel in Northern Ireland".

Our Mission:

"To deliver a transformation in public transport, providing integrated services which connect people, enhance the economy and improve the environment, enabling a thriving Northern Ireland".

Translink's Strategy Wheel:



Our Values:

The 'Translink SPIRIT' is a set of guiding principles that are a fundamental part of everything we do. These core values are embedded in the culture of our organisation and enable us to lead, inspire and succeed in delivering our goals for Translink.



Safety

We put safety first by taking care of the people around us.



People

Our people make the difference in the service customers receive. We will respect one another and seek a committed, talented and diverse workforce.



Innovation

We seek out new ideas and creative solutions to business challenges and are agile and responsive to the changing needs of our stakeholders.



Responsibility

We are responsible for our actions. We are good neighbours and corporate citizens in the communities where we operate.



Integrity

We do the right thing. Our actions are fair, ethical, trustworthy and straightforward.



Teamwork

We work together to deliver the best results. We encourage collaboration to build and nurture valuable partnerships.



The importance of Public Transport

This Strategy has been developed in the context of the Department for Infrastructure's (DFI) *Regional Development Strategy 2035 – Building a Better Future and The New Approach to Regional Transportation*.

These DFI Strategies recognise that transport has a role to play in developing competitive cities and regions. An efficient transport infrastructure is not only important for a successful economy but it can also help promote social inclusion and build local communities' by providing an affordable travel choice over the private car. The environmental benefits of an efficient transportation system are also fully recognised.

The new approach for transportation has sustainability at its core in the travel choices we make. As congestion continues to rise more radical steps are needed to encourage modal shift in travel from cars to public transport.

Enhancing the Northern Ireland Economy

It has been demonstrated in other parts of the UK and Europe that capital investment in public transport sparks a chain reaction in economic activity up to 3 - 4 times the initial investment, enabling and promoting urban densification and greater productivity.

UITP, International Association of Public Transport reports that every £1 invested in public transport generates £4 in the total economy.

Tackling congestion

Research shows that in cities with a high percentage of shared mobility, (public transport, walking and cycling), the cost of transport for the community can be as much as 50% lower than cities where private car ownership dominates.

Rail makes the most efficient use of the space available. By providing high capacity, frequent services at peak hours to and from urban hubs, along strategic corridors, it plays a vital role in helping to reduce congestion, particularly in and out of Belfast.

Bus priority, or better framed as bus passengers' priority, is hugely important for a modern, progressive city. Research by UK 'Greener Journeys' has shown that every pound spent on local bus priority infrastructure can generate up to £7 of benefits. It is important that our cities are seen as thriving places where people want to shop, live, learn, work and visit.

Really, it is about changing hearts and minds in relation to bus lanes. If bus travel is more attractive then more people will choose the bus and that will free up road space for those that do need to take their car. If we want a bus service fit for the 21st century that will drive real modal shift, we have to maximise our existing road capacity.

Supporting Retailers

Local bus services make it easy for people to access local town and city centres to support local retailers; they are playing a key role in helping to build vibrant, sustainable and successful towns and cities.

Independent research carried out in Belfast by PwC showed that Metro customers are helping to boost retail sales in the city centre, with over 50% of shoppers using Metro services spending over £35 per visit. In addition, over 80% of those who use Metro to commute to work also shop in the city centre.

UK 'Greener Journeys' Research found that the bus emerges as a key mode of access to towns and city centres. Bus has the largest market share of retail and leisure trips to city centres at 33% (versus 30% for car, and 22% for walking and cycling).

Supporting the Visitor Economy

Public transport plays a key role in the global appeal of an area, as cities and regions that are easy to move around are more attractive to visitors. This in turn helps to support the role of tourism as an economic driver for Northern Ireland in terms of generating wealth, jobs, exports, civic pride and innovation.

Enhancing local communities and supporting social inclusion

Public Transport is at the heart of communities; bus and train stations are at the centre of our towns and cities and local people see them as an important part of their community and daily life.

36% of households in Belfast do not have access to a car.

Public Transport provides vital services for everyone, connecting people to work, education, hospitals, shops, social activities and more. It also supports social

inclusion for older people, those with disabilities and the many people who don't have access to a car, helping them to participate more fully in society and lead a more active and productive life.

In addition, good public transport links encourage commercial businesses to locate within local communities. This in turn helps generate local employment and acts as a regenerative catalyst enhancing and increasing local property values. It also fosters more social interaction, helping to create strong neighbourhood centres that are economically stable, safe and productive with a sense of 'place' that can help make an area or community unique.

New Council Areas Community Planning

Due to the restructuring of local councils, the new statutory duty of Community Planning requires the councils to engage with statutory bodies and other relevant regional and local organisations, within the community, to develop and implement a shared vision for promoting the social, environmental and economic well-being of the council area. Our engagement with the Community Planning Partnership will act as a bridge to link regional and local public transport.

Connecting to Education

Everyday over 55,000 pupils travel to school around Northern Ireland using Translink bus and train services. The Ulsterbus network of school services is integrated with our rural transport services offering cost effective travel solutions for the important rural and small urban communities.

Links to Health Care

Translink has worked closely with the Health and Social Care Trusts to provide a range of transport options to hospitals and health centres across NI for day appointments and visiting.

Independence for citizens with disabilities

We aim to make our services accessible to all. Working with stakeholders and enhancing our services and access to information, we strive to reduce the barriers people with disabilities often face and assist them to travel with confidence.

Protecting the environment and improving local air quality and health

Efficient urban public transport offers energy efficient and low carbon mobility. In addition, it brings significant health benefits by facilitating more active lifestyles and fighting against climate change, cutting congestion and reducing air and noise pollution.

Translink's networks play a vital role in this by creating a healthier region and offers an energy efficient way to

transport large numbers of people. UITP has reported that on average, public transport consumes 3 to 4 times less energy per passenger than cars for every mile travelled.

Active Travel and Health

Due to our sedentary lifestyles, obesity, heart disease, strokes, certain cancers and diabetes are on the rise.

Public transport plays a central role in encouraging more active travel as most journeys require a walk or cycle to the bus stop or train station. This fits in with aspects of our public health policy, while also has the potential to transform our cities into greener, more prosperous places to live, visit and do business.

The Belfast Bike Scheme already offers excellent sustainable links from public transport hubs offering greener travel options for citizens and visitors to get around the city.

Key Messages

- Enables and facilitates economic growth
- Supports the retail & tourism industries
- Is at the heart of communities supporting social inclusion
- Reduces congestion and offers energy efficient transport
- Supports an active lifestyle



Objective 1: Operational Excellence – to deliver excellent bus and rail service performance.

At Translink we recognise that to achieve our Vision and deliver on our Mission we must offer a service across our bus, coach and rail services that exceeds customer expectations on punctuality and reliability.

Safety

The safety and wellbeing of our customers, employees and the general public remains central to Translink's operations. A significant work programme is in place to deliver, enhance and maintain safe systems, a positive safety culture, emergency preparedness and high profile public safety campaigns in support of this commitment.

As a large and complex organisation with responsibility for the safe transport of people as they go about their everyday lives, we do not leave safety to chance. Our Safety Management System guides our organisation in everything that we do and we strive to engage each and every one of our employees to live by the key principles of behavioural safety.

Our safety management system aims to have zero staff or passenger safety incidents.

Maintaining High Punctuality and Reliability Standards

We deliver 12,500 services every day, operating a fleet of around 1,400 buses, coaches and trains. These vehicles do 44 million miles per year on average and have become more technically complex over the years. This is a complex task to deliver 100% consistently, but we recognise the importance of service, punctuality and reliability to our customers and a highly skilled workforce is employed day and night to maintain the vehicles and the network and keep everything moving on the road and rail.

As part of our Charter commitment we will also communicate on a regular basis with our customers on how we are performing in terms of punctuality and reliability and provide updates on improvements and developments.

We have set challenging goals to ensure that more than 95% of our services are on time and more than 99.5% of services operate reliably. These are built into our Passenger's Charter and independently monitored twice a year. The monitoring panel includes the Consumer Council for Northern Ireland.

Exploiting Technology

We aim for continuous improvement by investing in the development and use of technology, enabling us to efficiently plan and allocate all of our resources in terms of our bus and train fleets and the people who operate our business on a 24/7 basis, to ensure we deliver our timetabled services every day.

Journey Time and other external factors

To deliver excellent punctuality and reliability requires a partnership approach to address external factors which can impact on our services such as congestion, traffic accidents, road works and track trespass.

Fleet Strategy

We are continuing to work on bringing forward plans to improve the frequency and capacity on the rail network and have a Rail Network Utilisation Strategy which prioritises our investment needs arising from the Future Rail Investment Strategy.

The Network Utilisation Strategy has been developed to scope potential fleet enhancement in order to increase passenger capacity on the rail network.

In order to maintain the attractiveness of our services we aim to have a bus fleet with an average age of 8 years. It is important we establish a sustained programme of vehicle replacement and retire older vehicles to maintain our high standards of quality, comfort and accessibility for all our passengers. To give this some context, we need 85 new buses/coaches each year just to stand still. Also, we need to ensure we are operating with the most environmentally friendly and fuel efficient vehicles across our fleet.

Network Resilience

Our trains operate over 300 miles of track including many bridges, level crossings and signals and we routinely inspect and efficiently maintain this infrastructure to high technical, operational and safety standards. We will replace assets or renew as they approach the end of their useful life which is based on a balance of safety, economy, availability, reliability and ongoing maintenance. This ensures we maintain operational efficiency.

People

We are proud to be recognised as an Investor in People (IiP) having attained a number of awards throughout the organisation. We will continue to provide excellent learning and development opportunities in order to give employees with the opportunity to stretch themselves, to do more and new things.

We are committed to creating a diverse workforce as we recognise the benefits this brings to our organisation. By working together to enhance our business environment, we can create a culture that inspires the best ideas, the best people and best opportunity to thrive.

Operational Excellence Key Goals

- Zero safety incidents
- >95% Service Punctuality
- >99.5% Service Reliability
- Exploit technology for greater operational and planning efficiency
- Continuously invest in our bus and rail fleet
- Enhance network resilience and journey times
- Investors in People Gold



Objective 2: To deliver outstanding customer satisfaction at every touch point.

The Translink brand means that people should get a high quality presentation when they use our services and meet with our people.

We want to ensure everyone gets a friendly, helpful and professional service at all times. We know this is an essential lever for improving customer satisfaction and increasing trust, as well as being a predominant factor in brand choice and loyalty.

Customer satisfaction is built in to our Passenger's Charter and independently monitored twice a year. We have set a target to achieve greater than 85% customer satisfaction against the Customer Performance Index (CPI) across all our services.



The CPI is a single score which summarises our overall performance in the eyes of the customer. The score can be broken down into a number of components based on the key attributes of service - punctuality, value for money, availability of seating, passenger comfort, customer service and cleanliness. These are the key drivers of customer satisfaction among our passengers.

Customer Driven Innovation

Customer information is an important tool for business growth. Our priority is continued enhancement towards more accurate, individual and easy to use information about all our services. This adds value and helps to generate journeys and reduce cost of distribution.

We will continue to facilitate access to timetables and in service information, incorporating real time data across a range of internet accessible devices.

With more and more people mobile device dependant and accessing information on the move, it is important we continue to develop a range of easy to use platforms and apps so that customers stay connected.

To inspire new developments we will make our data available on the Opendata platform to allow third parties to develop commercial applications, effectively promoting shared mobility services.

We will extend digital departure screens across the public transport network for next scheduled and real time departures including airports and park and ride sites.

Customer Complaints and Compliments

Our customers are very important to us and as such we welcome their comments and suggestions on how we might improve our services. With over 1.6m people travelling every week we know there will be times when things go wrong. When they do, we will do our best to put things right. Our Passenger's Charter sets out our responsibilities and is a statement of our commitment to provide high quality bus and train services in Northern Ireland. We aim to reduce the number of complaints to fewer than 15 per 100,000 journeys.

Ticketing Technologies

Innovative ticketing solutions with a focus on integration, flexibility and convenience play an important role in attracting more people on-board Translink services.

Enhancements such as the acceptance of contactless payment cards on-bus, e-purse payments, ticket vending machines at bus and rail stations and key stops, gated rail stations, online/app ticket purchases and smartcard top-ups plus provision of ticketing for Belfast Rapid Transit are all planned.

Accessible Transport Strategy

We are committed to delivering a modern, sustainable transport network that meets the needs of our community. Translink services play a vital role in this and over recent years there have been a number of accessibility enhancements. These include new vehicles, station improvements and upgrades to rail halts, better passenger information and employee training. These ensure that people with particular needs can participate more fully in society, reducing social isolation, boosting wellbeing and enabling greater independence and a better quality of life. However, we know there is more to do.

We will be working closely with Government Departments alongside stakeholder and disability groups to deliver the Vision of the new Department for Infrastructure Accessible Transport Strategy 2025 to deliver a transport network in Northern Ireland that is inclusive and accessible to all.

Social Inclusion

Public transport helps to support social inclusion by providing access to employment, education, health and social activities for people from all communities and backgrounds. We aim to make services inclusive for all and work to design our transport network and facilities to bring people together, making use of new technology where appropriate.

Customer Satisfaction Key Goals

- o >85% Customer Satisfaction
- o <15 complaints per 100,000 journeys
- o Improve real time customer information
- o Deliver innovative ticketing solutions
- o Make our services inclusive and accessible to all
- o Work with all stakeholders to support social inclusion in local communities



Objective 3:

To grow the number of passengers using public transport

We are committed to supporting an increase in modal shift towards sustainable transport.

We have developed long term investment strategies for bus and rail services and will work with all key stakeholders to develop funding plans and policy support to deliver significant passenger growth. Successful delivery of these growth plans will contribute significantly to the transport network of Northern Ireland.

We have set a target for passenger growth of 1m additional passenger journeys per year, resulting in 85m passenger journeys by 2021.

A number of exciting investment projects are already underway that will contribute to the transformation of our public transport network.

The Belfast Hub

The 'Belfast Hub' is a Transport-led Regeneration Project consisting of a world-class passenger transport interchange located on the existing 20 acre Europa Buscentre and Great Victoria Street site.

The Transport Hub has been identified by the Northern Ireland Executive as one of seven flagship projects for funding, recognising its strategic importance in supporting the growth of the local economy. This impressive facility will be a catalyst for the regeneration of this area and ensure we have the right infrastructure in place to attract more people to use public transport. It will also act as an important gateway to Belfast as a modern, confident and progressive city and stimulate further economic opportunities for Belfast and Northern Ireland.

It is envisaged, subject to planning consent and appropriate funding, that construction could start as early as 2018.

A Derry~Londonderry Train Station development is also being considered for EU funding.

Belfast Rapid Transit (BRT)

Translink continues to work on the delivery of BRT with Transport NI. As one of the flagship projects identified by the Northern Ireland Executive, the exciting new initiative will deliver an innovative, high capacity, public transport system for Belfast. It will help to address the current and future transport needs of the city and support sustainable economic growth and regeneration.

As the first hybrid buses they will be cleaner and more environmentally friendly. This a dynamic project for the city and for public transport, and a huge opportunity to attract and encourage even more people to travel using this new mode of modern public transport.

The first route will connect East Belfast, West Belfast and Titanic Quarter via the city centre and is scheduled to be operational late 2018.

Expanded Park & Ride Programme

Park & Ride facilities continue to grow in popularity. We have opened a new purpose built bus facility at Ballymartin and recently extended facilities at Ballymoney Train Station. Additional facilities at Ballynure, Ballyboley and Kilwaughter have also been added.

We have further plans for facilities at a number of train stations including Portadown, Moira, Whiteabbey and Cullybackey and continue to work with Transport NI to explore additional opportunities with road improvement schemes.

Rail Infrastructure

Work continues on the second phase of this major engineering project to complete resignalling works and a passing loop on the Coleraine to Derry~Londonderry railway line.

This work will secure the line's operation for the future and enhance current levels of safety and reliability. Work is scheduled to be substantially completed by the end of 2016. When the work is completed it will mean a more resilient rail service to and from Derry~Londonderry including the potential for more frequent and faster journeys. We have started work to improve the rail infrastructure and improve journey time between Lisburn and Lurgan.

Enterprise Developments

All services are now operated with newly refurbished trains following completion of a major £12.2million upgrade. The enhanced service looks and feels like a modern new train with the emphasis on comfort, service and value. Translink will work in partnership with Irish Rail to make improvements in resilience and journey times and to develop a long term strategic plan for the cross border Enterprise service.

Bus and Coach Developments

Goldline services offer attractive express coach travel with substantial passenger growth in recent years. The Goldline brand proposition has been enhanced through new high specification fleet and further service enhancements are planned.

Ulsterbus services are continuing to work with other shared mobility service providers in health, education and community transport to deliver rural services more cost effectively and create links to the Ulsterbus and Goldline networks.

Metro quality bus corridors are continuing to improve frequencies, to refresh bus stop infrastructure and information and to further simplify and extend the network. In addition, there is potential for orbital operations linking for example Ulster University (UU), Queen's University and Belfast Met colleges and incorporating plans for the new UU development in Belfast.

Airport Services

Gateways to Northern Ireland need to be effectively served with high quality public transport links to attract business, leisure and tourism. Translink's airport services are growing strongly each year and we aim to further develop and promote these routes.

Motorway Bus Lanes

The current M1 bus lane along the hard shoulder is a great success in terms of speeding up bus journeys and making bus and coach travel more attractive over the private car. First introduced in 1999, this concept is well proven and we will work with Transport NI to explore opportunities to extend motorway bus lanes.

Passenger Growth Key Goals

- Support modal shift towards sustainable transport
- Grow passengers journeys to >85m per year
- Deliver NI Executive flagship projects, the Belfast Hub and Belfast Rapid Transit
- Complete rail infrastructure improvements to Derry~Londonderry line and between Lisburn and Lurgan
- Support station and park & ride developments
- Develop a long term strategic plan for the Enterprise service
- Enhance Goldline, Ulsterbus, Metro and Airport connections

Objective 4: To deliver Value for Money

The challenge for Translink is to work with all stakeholders and agree on the sort of region we want to live in.

There is global evidence that as cities become more urbanised and aided by technology, we are moving towards a shared mobility model, an integrated transport proposition that uses technology to knit public transport together with other modes – walking, cycling, car sharing, taxis and anything else you can think of.

We have an ambitious vision to transform public transport to become the first choice for travel in a shared mobility model in Northern Ireland, growing passenger numbers through a clear focus on our customers and delivering service excellence through our people. We want to engage with all stakeholders to demonstrate the value of public transport.

Funding

There needs to be sufficient public funding made available to support the transformation of public transport. The recent NI Audit Office report on the 'Effectiveness of Public Transport in NI' endorsed the need for additional spend on the delivery of public transport for Northern Ireland. Public transport expenditure levels, per head of population, in NI are around 60% of that in England & Wales and 40% of that in Scotland.

We will continue to work with all key stakeholders to develop funding plans and policy support to attract more people to public transport.

There are many models across the world for funding public transport. However, whatever approach is adopted it is clear that passengers respond positively to high quality services. If the objective by all stakeholders is to transform public transport and enhance economic development then creating a stable environment to invest in services is required.

Cost Efficiency

We will maintain a strong cost, efficiency and continuous improvement focus in everything we do. In response to the 20% cut in public transport funding we have made overall cost savings of £5m

including management overhead cuts of £3.5m in the last year. We continue to review how we can further drive business efficiencies throughout the organisation in order to offer best value and operate effectively.

We are active in our efforts to minimise fuel consumption through the purchase of more eco-friendly vehicles and have introduced a range of best practice energy saving measures such as eco driving programmes to improve our fuel efficiency. These initiatives, along with operational cost efficiency measures, will support our efforts to keep fares as low as possible and improve customer satisfaction on value for money.

Revenue Generation

We aim to generate revenue to reinvest in frontline bus and rail services while keeping fares as low as possible. To achieve this, we will maximise commercial opportunities and look at innovative ways of generating revenue from our bus, rail and station infrastructures to invest in public transport.

Fares Strategy

We will work on an annual basis with key stakeholders to review fares and maintain value for money for our customers.

We also actively promote and encourage customers to get the best value deal to help them save money. We have a range of special fares and everyday value tickets available such as Smartlink and other multi journey tickets including rail weeklies and monthlies. We continue to innovate in this area introducing mobile ticketing solutions to offer customers more choice and convenience.

We will work alongside partners like the Consumer Council Northern Ireland to promote best value.



Congestion is costing our economy

As well as affecting competitiveness, a congested city has both a direct and indirect economic impact on households. Direct costs relate to the value of fuel and the time wasted rather than being productive at work, and indirect costs relate to higher freighting and business fees from vehicles idling in traffic, which is passed on as additional costs to household bills. Long delays also have an increasingly debilitating impact on everyone's quality of life.

Translink will work with all key stakeholders to tackle this issue and support the development of a Transport Strategy for our cities and towns.

Cost Effective Rural Services

Public transport enhances rural economic growth in many ways, helping to increase the local customer base for a range of services such as local shops. It helps to sustain rural and small urban areas, supporting local employment and encourages social inclusion by reducing the effects of isolation for the people living in these communities.

The Rural Needs Bill recently introduced by the NI Assembly legislates for a statutory process of rural proofing and provides a framework for consistency of approach to policy and public service development both within and across Government Departments. The aim of which is to ensure those living in rural areas are afforded the same quality of life as those living in urban areas. It provides for arrangements to be made that will ensure a more collaborative approach within government to meet those needs.

Translink will continue to forge joint partnerships with Community Transport Organisations, education and health to find cost effective, integrated travel solutions for the local rural community to access local market towns, health centres and other services.

Value for Money Key Goals

- Develop a sustainable financial model for investing in public transport
- Continuously focus on cost efficiency
- Maximise opportunities to grow revenues from all assets
- Consult with key stakeholders to review fares annually and promote best value
- Work with key stakeholders to develop a transport strategy for our cities and towns
- Forge partnerships to deliver cost effective and integrated travel solutions for rural communities



Summary

Public Transport has a vital role to play in the future development and success of Northern Ireland, enhancing the quality of life we enjoy across our cities, towns and rural communities.

Translink has the vision, the strategic plan and the track record of success, along with the right people with the skills and expertise to deliver excellent bus, coach and train services.

Working together, we can deliver integrated bus, coach and train services that will help Northern Ireland prosper and in turn enhance the lives of all our citizens.

Translink services will continue to be one of Northern Ireland's success stories.

Let's go together.



Our Vision:

"To be Your First Choice for Travel in Northern Ireland".

Key Goals

Operational Excellence

- Zero safety incidents
- >95% Service Punctuality
- >99.5% Service Reliability
- Exploit technology for greater operational and planning efficiency
- Continuously invest in our bus and rail fleet
- Enhance network resilience and journey times
- Investors in People Gold

Customer Satisfaction

- >85% Customer Satisfaction
- <15 complaints per 100,000 journeys
- Improve real time customer information
- Deliver innovative ticketing solutions
- Make our services inclusive and accessible to all
- Work with all stakeholders to support social inclusion in local communities

Our Mission:

"To deliver a transformation in public transport, providing integrated services which connect people, enhance the economy and improve the environment, enabling a thriving Northern Ireland".

Passenger Growth

- Support modal shift towards sustainable transport
- Grow passengers journeys to >85m per year
- Deliver NI Executive flagship projects, the Belfast Hub and Belfast Rapid Transit
- Complete rail infrastructure improvements to Derry-Londonderry line and between Lisburn and Lurgan
- Support station and park & ride developments
- Develop a long term strategic plan for the Enterprise service
- Enhance Goldline, Ulsterbus, Metro and Airport connections

Value for Money

- Develop a sustainable financial model for investing in public transport
- Continuously focus on cost efficiency
- Maximise opportunities to grow revenues from all assets
- Consult with key stakeholders to review fares annually and promote best value
- Work with key stakeholders to develop a transport strategy for our cities and towns
- Forge partnerships to deliver cost effective and integrated travel solutions for rural communities

Recent Awards



Recent Achievements

Safety Management
As part of our commitment to safety we have introduced a new integrated safety management system across our network.

Technology
Real time passenger information and ticketing now available on mobile devices.

Services
Appointed as the designated transport provider by the Department for Regional Development to deliver bus and rail services within Northern Ireland.

20%
More customers buying tickets online and growing at 20% p.a.

6%
Fare paying passengers have grown by over 6% in the last 3 years.

30,000
Over 30k young people are using our integrated yLink discount cards.

Audio/Visual
New audio and visual bus stop announcements onboard all Metro services.

Phase 2
On schedule to complete the Coleraine to Derry~Londonderry rail line phase 2 renewal works this year.

Fleet
Continued growth on our Derry~Londonderry to Belfast express route. £4.4m investment in 12 new double deck Goldline coaches.

Track
Rail line track improvements between Knockmore and Lurgan underway.

4,500
Over 4,500 face to face customer satisfaction interviews annually.

70%
Over 50 Park & Ride facilities available with over 8,000 spaces and an average of over 70% utilisation.

Employees
Implementation of an Organisational Development Programme for all staff.

Major Events
Supporting transport plans for major NI events - Balmoral Show, the Irish Open, the Giro d'Italia, Tall Ships and a number of music concerts and festivals.

Accessibility
All main bus and train facilities are fully accessible. Regular engagement with a range of senior and disability groups on passenger needs.

1.2m
Website attracts around 1.2m visits per month with over 70% on mobile devices. We now have over 80k followers on social media.

220,000
Over 220,000 concessionary fare passes active for travel in the last year including 60+, Senior and other accessibility passes.

Facilities
A number of new stations and facilities enhanced across NI

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