

EVOLVING
FOR
TOMORROW

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Bus Átha Cliath
Dublin Bus



OUR VISION
FOR THE
FUTURE

Bus Átha Cliath
Dublin Bus



2024
H1

2024
H2

2025

2026

2027

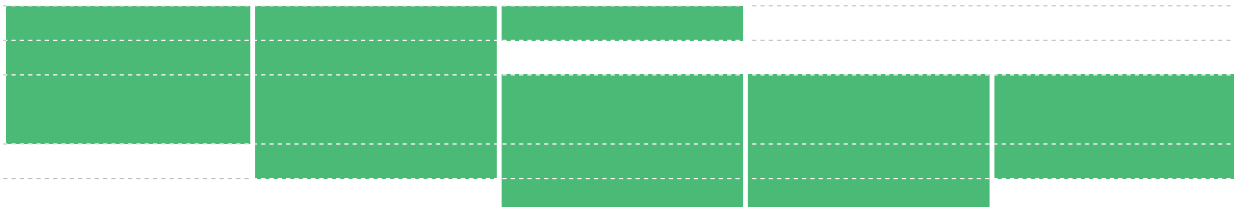
BusConnects network redesign
 Data strategy
 Establish project management office
 Next generation AVL
 Temporary depot capacity uplift
 Next generation ticketing
 KPI contract performance management / penalty management



Depot and fleet electrification
 Sustainability (ESG) strategy
 Commercial fleet electrification
 Enhance the safety & risk culture in Dublin Bus
 Mobility & innovation



Business resilience & cyber security
 Direct Award Contract 2024–2029 prep & completion
 Effective management of financial controls, planning & reporting, procurement & business systems aspects of the company.
 Commercial development plan(1 stop digital shop, product dev.)
 Establish a tender unit



Culture, strategy & service performance
 Talent management & succession planning
 Employee transformation plans
 Recruitment strategy & plans
 Employee engagement
 Driver Welfare Facilities Road Expansion



Corporate reputation & media relations
 Stakeholder engagement & management



Garaging strategy – Ideation
 Broadstone facilities for Central Control / Operations / Head Office





I am delighted to introduce the Dublin Bus strategy 2024-2027, Evolving for Tomorrow.

Our purpose and ambition is clear – to make our city a better place to work, live, and enjoy by delivering a quality bus service that meets and exceeds customer expectations. This strategy serves as a roadmap as we embark on a transformation journey to help us adapt and evolve for the future.

Driven by the values our people embody, we have identified culture as a key contributor to our competitive advantage. We will continue to foster a culture of high performance that empowers people to make a difference and to be at their best.

In the short to medium term, we will focus on significantly improving our core bus services through service excellence while maintaining existing commercial services and exploring further opportunities as resources become available.

Working together, we will evolve for tomorrow and ensure that Dublin Bus remains the transport mode of choice for generations to come.

Billy Hann
CEO, Dublin Bus

EVOLVING FOR TOMORROW

Strategy 2024-2027 is designed to accelerate our journey of transformation. It sets out our purpose and ambition for the future as well as the key priorities for the period 2024-2027, so our business continues to serve and exceed the needs of our customers now and in the future.

It has been developed to ensure that our direction is clear and the actions and decisions we take will enable us to deliver our ambition and realise our purpose. For our employees, it details our high-level goals and objectives, providing the framework for more detailed action planning, organisational, and individual performance management.

OUR STRATEGIC DIRECTION

Our purpose is to deliver a quality bus service that connects people and places, making our city a better place to work, live and enjoy. Every day, Dublin Bus delivers a safe, clean, reliable, connected transport service that continues to build trust with our customers.

As the transport mode of choice, we contribute to the achievement of the city's climate goals while supporting its social and economic growth. An efficient, cost-effective organisation, Dublin Bus provides a sustainable and growing service and continues to develop as a thriving business. Our culture attracts and supports people who are committed to making a difference and being at their best.

OUR STRATEGIC PRIORITIES

1

SERVICE EXCELLENCE

To deliver a world-class bus service that connects our customers to the people and places that matter most to them and supports communities and businesses to thrive.

We are committed to:

- Exceeding the performance targets set out in our Direct Award Contract with the National Transport Authority (NTA).
- Maintaining our network with every contract.
- Acting as a strategic partner of choice, supporting the NTA to deliver major projects such as BusConnects, Electrification, and next-generation ticketing/AVL.
- Steadfast in improving the cost-efficiency of our services.
- Constructively engaging with key stakeholders including business groups, community forums, and trade unions in the best interests of the customers and communities we serve every day.
- Enabling data and digital driven decision-making.
- Researching and piloting (where appropriate) new innovations to stretch and grow our current commercial offering.
- Committed to improving the journey experience for our customers with disabilities and mobility impairments.

2

SUSTAINABLE & SOCIALLY RESPONSIBLE

To be a sustainable transport solutions provider supporting Ireland's climate action targets as outlined under the Government's Climate Action Plan (CAP).

We are committed to:

- Responding positively and proactively to the investments and objectives of the national transport and sustainability strategies.
- Electrifying the fleet to create a cleaner, greener, quieter future for Dublin with every journey.
- Setting Environmental, Social and Governance (ESG) objectives for the company in areas including biodiversity, water usage, risk management, tailpipe emissions, employee wellbeing, and energy efficiency.

3

FINANCIAL STABILITY

To be a financially sustainable, well-governed, and fully compliant commercial semi-state organisation.

We are committed to:

- Winning large PSO contracts.
- Proactively managing budgets and penalties.
- Enhancement of financial systems and processes including a review of the company enterprise resource planning system.
- Adhering to all governance requirements applicable to commercial semi-state bodies and supporting government policies where appropriate.

4

PEOPLE & ORGANISATION

To be the employer of choice in the Greater Dublin Area (GDA), attracting people with passion, professionalism, and loyalty to the business and our customers.

We are committed to:

- Continuing to grow a diverse and inclusive workforce, prioritising increased female representation across all grades.
- Investing in, encouraging, and empowering employees to be at their best, working collaboratively and cross-functionally.
- Building a values-led culture that's underpinned by high performance and collaboration.
- Adapting as an organisation to keep up with changes in the external environment (customers, regulatory, and industry).
- Putting in place fit-for-purpose structures and ways of working that support the development of the organisation e.g., Integrated Business Planning (IBP) bringing together strategic, financial and people planning.
- Organisational realignment, resource allocation, and training and development to enable successful delivery of the strategy.
- Proactively engaging with employees.

5

CORPORATE REPUTATION

To safeguard the unique and well-known Dublin Bus brand by cultivating a positive perception of the organisation among employees and the people we serve.

We are committed to:

- Protecting and preserving our rich heritage and ensuring we continue to be a relevant and meaningful brand into the future.
- Enabling Dublin Bus to navigate the evolving landscape and context within which it operates by strategically and proactively managing external communications to safeguard and enhance the business's reputation through engagement with key stakeholders, political leaders, businesses, and the public.
- Developing and activating plans to increase awareness of Dublin Bus's strategic direction and priorities.

6

MAXIMISING
PROPERTY PORTFOLIO

To leverage our property assets to support the delivery of an efficient operation and service.

We are committed to:

- Taking advantage of our locations to run the most efficient service that continues to meet customers' needs.
- Engaging constructively and consistently with key stakeholders e.g., Land Development Agency (LDA) in relation to the appropriate land use and our role in land utilisation in the city centre.
- Prioritising the wellbeing of our employees by sourcing appropriate facilities that support a seamless service delivery.
- Liaising with the CIÉ Group to ensure alignment of property strategies and initiatives.

OUR VALUES

Our values help to inform how we act and the decisions that we make. They are the core of who we are, and we use them as a guide to steer the direction we take.



WE'RE DRIVEN



WE'RE COMMITTED



WE'RE RESPONSIBLE



WE'RE IN IT TOGETHER

OUR VALUES

WE'RE DRIVEN



We show up every day, always pushing ourselves to be better and do better. We aim high, innovating to stay ahead and deliver a sustainable and excellent service that moves our people and our city forward.

OUR VALUES

WE'RE COMMITTED



We care for each other and for our customers who rely on us to get where they need to go, on-time, every time. We are passionate about providing an inclusive, trustworthy service, and representing the people and communities we serve.

OUR VALUES

WE'RE RESPONSIBLE



We prioritise the safety and wellbeing of all individuals, both inside and outside our organisation. We take personal responsibility and value feedback – continuously improving by listening to and learning from those around us.

OUR VALUES

WE'RE IN IT TOGETHER



At Dublin Bus, every effort is valued, and every contribution matters. We trust each other and work together with respect and integrity to get the job done. Our culture supports and lifts people to be and do their very best.



WHAT'S NEXT...

‘Every Journey Matters’ here in Dublin Bus, and our people are what make Dublin Bus great. They are the driving force behind the success of our organisation.

We are starting on a new journey and have created this strategy with extreme care and attention-to-detail so that we can achieve our goals. We have crafted values to give us a dynamic, future-ready foundation to build on. Our priority is to support our employees to wholeheartedly connect with and bring these values to life in the work we do each day. This is a united endeavour, and we have the power to achieve our objectives and make Dublin Bus an exceptional company to work for and travel with.

Together we are Evolving for Tomorrow. Creating a values-driven, impactful organisation – with our people at the heart of it.

STRATEGIC ROADMAP 2024–2027

SERVICE EXCELLENCE

**SUSTAINABLE &
SOCIALY RESPONSIBLE**

FINANCIAL STABILITY

PEOPLE & ORGANISATION

CORPORATE REPUTATION

MAXIMISING PROPERTY PORTFOLIO