

A CONNECTED MAYO

“Creating sustainable solutions to connect people and places”




COMPANY INFORMATION

Company Name:	Mayo Community Transport CLG T/A TFI Local Link Mayo
Registered Office:	Aras an Chontae, The Mall, Castlebar, Co Mayo
Company Registration Number:	546426 (A.R.D. July)
CHY Number:	21392
Registered Charity Number:	20204691
Business Address:	Glenpark House, The Mall, Castlebar, Co Mayo Eircode F23 XF40
Telephone:	094 900 5150
Email:	mayo@locallink.ie
Website:	www.locallinkmayo.ie
Accountants:	MCP Accountants, Breaffy Road, Castlebar, Co Mayo
Solicitors:	Myles Staunton & Company Solicitors, Castlebar Street, Westport
Directors/Trustees	
Greg Barry	
Anne Marie Carroll	
Orlagh Denny (Chairperson)	
Deirdre Finnerty	
Tom Gilligan	
Mary Keane	
David O'Malley	
Tim Quinn	
Justin Sammon (Company Secretary)	
Core Staff	Support Staff (Part time)
Jennifer Corcoran (Dispatcher)	Annette Kelly (Mayo North East LEADER)
Angela Fahey (Clerical Officer)	Daniel Barrett (Udarás na Gaeltachta)
Trish Heaney (Financial Controller)	Clerical to be filled (South Mayo Development Company)
Sarah Togher (Manager)	

MISSION

“Provision of a Responsive, Integrated and Accessible transport to the population of County Mayo’



Transport accounts for approximately one third of Ireland's energy requirement and is almost entirely dependent on oil. In 2017, the number of vehicles on Irish roads was 2.7 million, of which 77% were private cars

(SEAI, 2018. Energy in Ireland - 2018 Report).

QUALITY OF TRANSPORT SERVICES

The quality of transport services in an area (rural or urban), determines the extent of social and economic development in that particular area. Sustainable Mobility can be described as linking people and places in a sustainable way by supporting:

- Comfortable and affordable journeys to and from work, home, school, college, shops, and leisure.
- Travelling by cleaner greener transport.
- A shift away from the private car to greater use of active travel (walking and cycling) and public transport (e.g. bus, rail).

(Background Paper 8, Public Transport in Rural Ireland. DTTS 2020)

VISION

‘A community where access to transport is available to enhance the quality of life to all who live, work, visit and socialise in the county.’



Transport is the movement of people from one location to another and is arguably one of the greatest threats to sustainability globally.

Sustainable transport on the other hand is a concept developed in reaction to things that have gone visibly wrong with transportation policy, practice and performance throughout Ireland and the wider world.

ACCESSIBILITY

Accessibility is central to the ability of people to be part of the community. More specifically, poor accessibility (to employment, services, education and other opportunities) is a critical contributory factor for social exclusion. Problems with transport and the location of services contribute to social exclusion by preventing people from participating in work or learning, or accessing healthcare, food shopping and other key activities.

(Making the Connections: Final Report on Transport and Social Exclusion. February 2003).

EXECUTIVE SUMMARY

The purpose of this strategy is to set out the vision, together with related strategic priorities for all activities of TFI Local Link Mayo for the next four years, from 2021 – 2025.

This is the first strategy for the company, and it is published at a time when community and public transport sector in Ireland and globally are facing exceptional challenges as a result of the spread of the Coronavirus.

These challenges include reduced passenger capacity to comply with social distancing requirements, increased resources for advanced cleaning regimes to deal with infection prevention, the loss of fare income and the repurposing of our core transport provision to provide a collect and deliver service.

There are limitations to planning and development of rural transport services in Mayo. The county is the third largest in Ireland, its physical size and features give rise to transport and access difficulties, people have long distances to travel from sparsely populated areas which in turn can raise concerns regarding value for money and sustainability.

In addition, there are stricter corporate governance responsibility for charities and voluntary directors' increasing administration requirements. Despite the many challenges, with management, technical and operational support from Mayo County Council and the necessary investment, there are significant opportunities for development and growth.

Earlier this year, the Department of Transport, Tourism and Sport undertook a Sustainable Mobility Policy Review. This arose from the commitment in the programme for a partnership government to review public transport policy “to ensure services are sustainable into the future and are meeting the needs of a modern economy”.

The programme for partnership Government specifically recognises the value and benefit of rural transport, in particular for older people vulnerable to social isolation. It commits to examining how best to improve integration to public transport services with other transport provision and develop new routes reflecting international best practice.

Barriers to public and community transport are commonly labelled as the greatest barrier in local development arenas by those engaged in supporting local communities.

TFI Local Link Mayo believes the priorities set out in this strategy are challenging but achievable and necessary to further promote the development of sustainable rural transport throughout County Mayo.



OBJECTIVES OF TFI LOCAL LINK MAYO



Economic

To improve the efficiency in the movement of passenger in order to support sustainable economic development.



Social

To promote social inclusion by connecting remote communities that experience acute disadvantage and increase access to other public transport services including accessible public transport for people with disability or mobility issues.



Environmental

To invest in transport to reduce emissions and fuel consumption to protect our environment and contribute to the climate change action plan.



Innovation

To explore Innovation as it provides the potential to revolutionise travel within Mayo towns, villages and more remote areas, thus making it easier for people to access jobs, education, leisure or healthcare. By using community development practice it is proposed to increase collaboration and co-operation with social and European partners, state agencies and civil society to develop new initiatives to combatting social exclusion and rural isolation.



Governance

To strengthen and enhance corporate governance within the organisation.

! Safety

To provide a safe transportation system that meets the Mayo's vision for sustainable mobility plan with maximum safety for passengers.



Integration

To work with the NTA to integrate Local Link services with Connecting Ireland policy* to improve services, reduce travel time, costs and distance to travel through the development of DRT's feeder services and high frequency town to town services creating a viable alternative to car ownership and dependency.



*Connecting Ireland is an initiative whereby the NTA has conducted a comprehensive nationwide study of the extent of connectivity by public transport in non-urban areas across the entire state. This area includes County Mayo in its entirety. This has highlighted the scale of the mobility deficit in many parts of rural Ireland. The NTA is about to launch a public consultation exercise seeking to engage with the full range of stakeholders to develop a plan to deliver much improved connectivity. This rollout will be led by the Transport Planning team in the Authority and includes input from the Rural Transport Unit. It will also include input from the fifteen TCUs as the consultation process is rolled out nationally and will take place over the next 2 to 3 years.

KEY ACHIEVEMENTS 2014 – 2020

*TFI Local Link Mayo has achieved many milestones since 2014. Some of the achievements include:

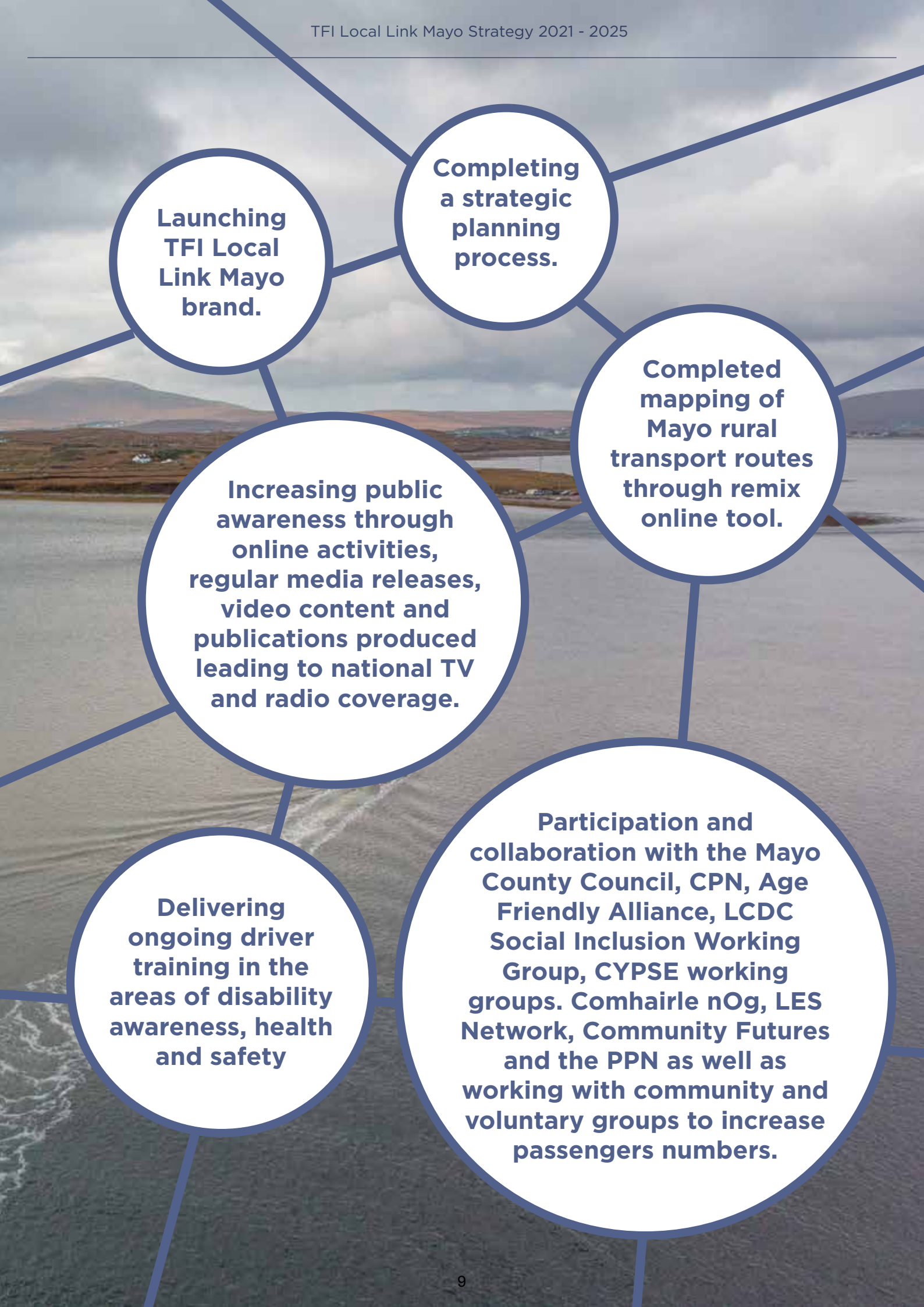
**National Age
Friendly Alliance
Award winner
in the area of
transportation
(2019)**

**Successful in
securing transport
contracts with
NTA, HSE, MUH and
DCRD.**

**Expanded
operation
across Mayo
by establishing
outreach office
bases in Ballina
and Belmullet**

**Key role in Covid-19
Mayo Community
Response Forum and
repurposing transport
provision to provide a
Covid-19 Collect and
Deliver Service serving
over 30,000 deliveries
of medical and grocery
supplies during the
pandemic**

**Establishing
new board and
subcommittee
structures.**



**Launching
TFI Local
Link Mayo
brand.**

**Completing
a strategic
planning
process.**

**Completed
mapping of
Mayo rural
transport routes
through remix
online tool.**

**Increasing public
awareness through
online activities,
regular media releases,
video content and
publications produced
leading to national TV
and radio coverage.**

**Delivering
ongoing driver
training in the
areas of disability
awareness, health
and safety**

**Participation and
collaboration with the Mayo
County Council, CPN, Age
Friendly Alliance, LCDC
Social Inclusion Working
Group, CYPSE working
groups. Comhairle nOg, LES
Network, Community Futures
and the PPN as well as
working with community and
voluntary groups to increase
passengers numbers.**



BACKGROUND

The Rural Transport Programme was launched in 2007, building on the outcomes of the pilot Rural Transport Initiative of 2002. The Initiative had been established to address unmet transport needs from a social inclusion and community-based perspective.

The Rural Transport Programme has a specific focus on responding to rural isolation and enhancing the mobility, accessibility and community participation of local people, particularly those at risk of social exclusion. While services are open to the general public, older people and people with disabilities have to date formed the core customer base of the Programme.

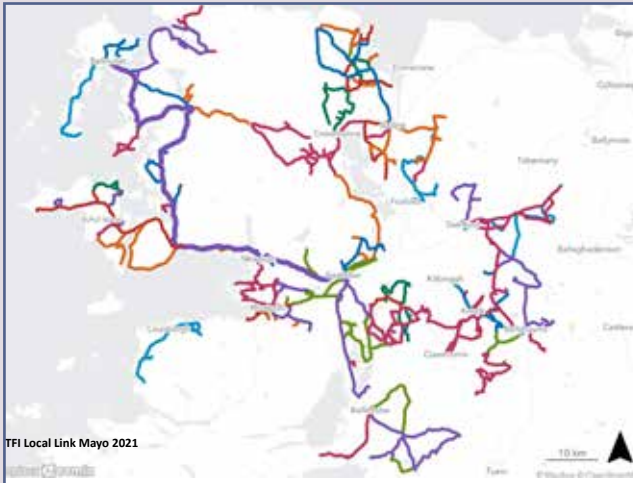
TFI Local Link Mayo was established in 2014 to co-ordinate the Rural Transport Programme in Mayo on behalf of the National Transport Authority (NTA) under the Local Link brand. The company

is a registered charity operating as a social enterprise.

TFI Local Link Mayo is one of fifteen contracted not for profit companies now established as a Transport Co-ordination Unit (TCU). The TCUs are regional structures set up for the delivery of rural transport under the restructured Programme.

From 2014 the TCU became the new local resource to the community for the planning, supply and management of Local Transport. The restructuring of the Rural Transport Programme is described in the Report entitled 'Strengthening the Connections in Rural Ireland' published by the National Transport Authority in July, 2013.

In Mayo there are 46 Demand Responsive (DRT) routes and 1 Rural Regular Service (RRS) under the remit of the Mayo TCU.



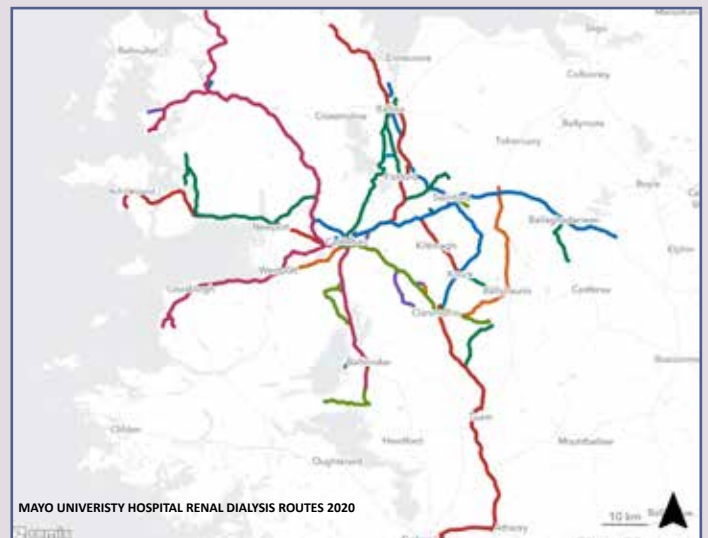
Local Link Public Transport Routes 2020 (including DCRD services)

For HSE TFI Local Link Mayo manage the delivery of transport service in Mayo for disability, mental health and older people services. This transport is operated on a referral basis from the support service and managed through the TFI Local Link dispatch centre at Glenpark House, Castlebar.

The referrals are mainly accommodating people to access day service; health care support; adult education programmes; specialist training centre; pre-employment opportunities and health and well-being programmes.

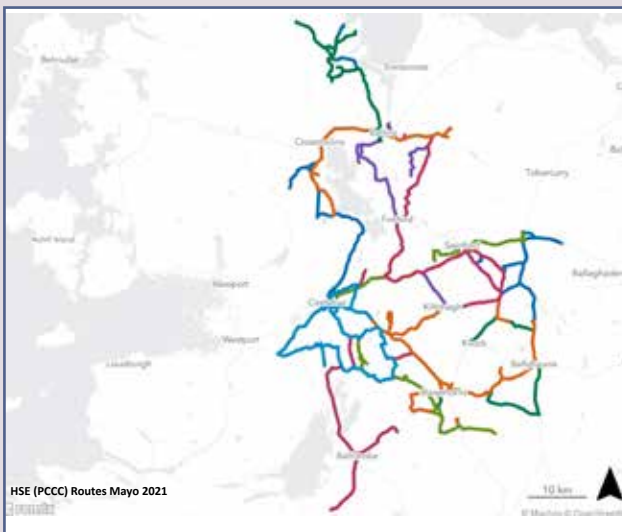
In addition to NTA contracts the company manages and co-ordinates a range of transport services on behalf of the HSE, Mayo University Hospital and the Department of Culture, Heritage and the Gaeltacht (contract moved to the Department of Rural and Community Development (DRCD) from October 2020).

The contract with Mayo University Hospital provides dialysis transport for non-emergency renal dialysis patients.



Renal Dialysis Transport Routes 2020

The Department of Rural and Community Development contract is for the management and delivery of the ferry and road transport service that connects Innisbiggle Island to the mainland and onward connections to Castlebar, Achill and Belmullet. With guidance and support from the National Transport Authority a robust tender process is in place to ensure that the most competitive operator is engaged to deliver services in line with legislative requirements for transport operators. All drivers for TFI Local Link service are required to undertake appropriate relevant training and are all Garda vetted.



HSE Transport Network (Disability, Mental Health and Older Peoples services)

This strategic planning process has identified individual, business and community needs across the county. The highest number of transport enquiries that cannot be accommodated by existing TFI Local Link and public transport services relate to hospital appointments for people who do not have transport or no longer drive, elderly rural dwellers and people with mobility issues.

The development of additional high frequency services will go some way towards addressing part of this long-standing transport deficit in the county. However, there will still be a requirement to provide more localised feeder services through community car or DRT models of transport.

KEY FEATURES OF RURAL TRANSPORT IN MAYO

Mayo Community Transport T/A Local Link	2016	2017	2018	2019	2020
Overview of Service Provision					COVID Service Changes
Public transport services managed for NTA and DCHG	45	47	46	48	48
Disability, mental health and older peoples services managed on behalf of HSE	40	37	38	37	37
Renal transport managed on behalf of Mayo University Hospital	22	25	24	36	36
TFI Local Link Once off and adhoc services	17	26	44	79	0
Annual services operated (Total)	124	135	152	200	121
Passenger Journeys					
Public transport (NTA and DCHG)	40,205	39,522	38,691	47,665	22,932
Disability, mental health and older people services (HSE)	82,140	84,172	84,700	81,020	19,410
Renal (Mayo University Hospital)	13,064	13,605	14,665	14,488	13,930
Once off/adhoc trips (2020 represents COVID Collect and Delivery)	2,032	1,796	2,316	3,972	14,828
Annual passenger journeys (Total)	137,441	139,095	140,372	147,145	71,100
Transport Operators					
Private contracted bus operators (including CSP's)	17	20	19	20	20
Community transport services (membership based)	6	4	4	4	4

Note: 2020 passenger data reflects Covid-19 government guidelines to reduced capacity on public transport by 50% and 75% on occasions between March and December



Private cars are the transport mode with the largest energy use. They accounted for 40% of transport final energy demand in 2018.

(SEAI, 2018. Energy in Ireland - 2018 Report)

RURAL TRANSPORT

Rural transport cuts across many sectors. Improving rural transport improves access for people to basic needs and social and economic goods, services and facilities including health care, education and income-earning opportunities. A successful rural transport strategy contributes at the same time to the restoration of local economy and livelihoods of the people.

The Rural Transport Programme (RTP) was established to operate only in cases of market failure, in that services funded under the Programme should complement and not compete with the existing public transport services provided either by Bus Eireann or by private transport operators. While services are open to the general public, older people and people with disabilities have to date formed the core customer base of the Programme at a local level in county Mayo.

The types of transport services that are provided by the TFI Local Link in Mayo include:

Demand Responsive Transport (DRT)

– these services do not operate a fixed route, but respond to requests for services by intending passengers and operate by making specific trips to pick up and drop off passengers at the door

and bring them to where they need to go.

Demand responsive transport has the

potential to transform the local transport offer in areas where demand is more disperse and the distances involved makes it more challenging to maintain or provide services which meet local residents' needs, or in mixed used and residential areas at the outer fringe of urban areas, where links to existing transport hubs are less developed.

Rural Regular Services (RSS) – high frequency services with a regular route, stopping at dedicated bus stops with fixed timetables.

Scheduled Flexible Transport – timetabled regular departure points in either direction but deviates from the route to pick up / set down passengers closer to their destinations.

Closed Shared Services – Services delivered on behalf of state agencies that are not on the public transport network. Passengers availing of these services attend various rehabilitation centres in urban centres.

Close transport – services delivered for passengers travelling to set location e.g. renal dialysis transport.



INNOVATION

Technology will drive radical changes in transport in the next 10 years, with profound implications for transport users and businesses.

TFI Local Link Mayo in conjunction with other stakeholders are working to ensure County Mayo reap the benefits of transport innovation such as:

Changes in demand for transport, driven by our evolving work and commuting patterns (particularly in light of COVID-19), an increase in online services, an increasingly diverse and ageing population, and the increasing importance of accessible transport.

Changes in transport technology, such as increasing levels of automation, the development of new transport modes, the transition to cleaner vehicles, and the

growing availability of transport data.

Changes in transport as new digitally enabled models emerge, creating the potential for new services and improved ways of accessing services and in turn increasing patronage by children and young people.

The lack of public transport in Ireland has created a culture of car dependency and contributes to physical inactivity. Each hour spent in a car per day is associated with an increase in the likelihood of obesity.

Source: Healthy Ireland Report



EQUALITY, ACCESS, MOBILITY

There is a lot of confusion – even among engineers and planners – when it comes to understanding what the terms mobility and access mean and how exactly they differ. For the purposes of the transport access manual, **mobility** is about the movement of people and goods from here to there. In other words, how far can someone travel in a given amount of time? This is intuitively how many users perceive trip-making, from a first-person perspective. Access, on the other hand, is about what places someone can reach in that time for example how many goods or services or destinations or social interactions can be accessed in a given amount of time.

(Source: **committee of the transport access manual** – Published November 2020)

ACCESSIBILITY

The Convention on the Rights of Persons with Disabilities (CRPD) is a human rights treaty adopted by the United Nations in 2006 which exists to protect and reaffirm the human rights of disabled people. The Irish Government signed the Convention in 2007 and in March 2018 the Convention was ratified.

Accessibility is one of the general principals upon which the Convention is based {Art. 3(f)}, with the European Disability Strategy 2010 – 2020 identifying accessibility as the first (of eight) main areas of action necessary to implement the Convention at EU level.

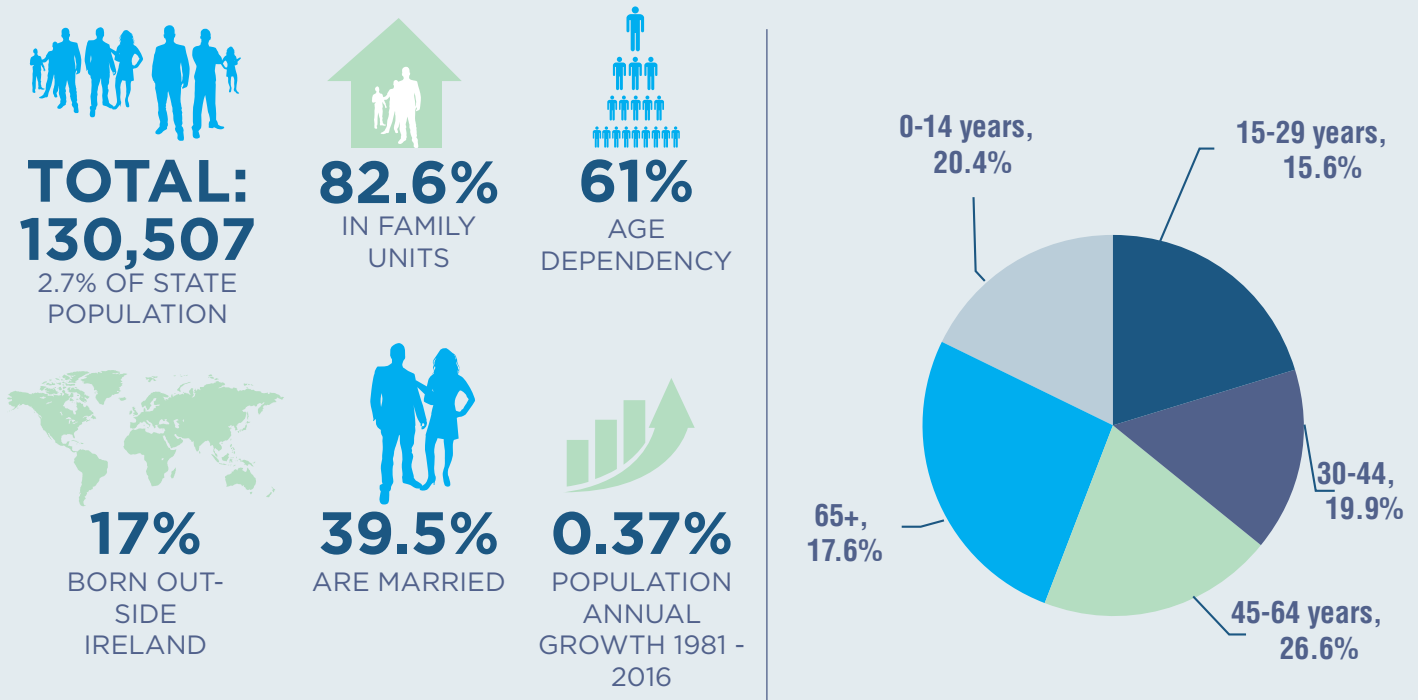
At TFI Local Link Mayo when referring to accessibility, we mean that people are not excluded from using transport services on the basis of experiencing a disability or mobility issue. In addition, supporting the transport needs of marginalised individuals and groups remains a priority in development and delivery of services.

People have a range of abilities. In some cases, public transport can be designed with the perfect user in mind. However, people's functional abilities vary hugely. Sight and hearing ranges from perfect to none, with a full spectrum in between. People's literacy levels and memory vary due to common conditions such as dyslexia, autism, dementia and stress. Physical ability varies with differences in mobility, dexterity, strength and levels of pain. As people get older our functional abilities deteriorate. Over half of the population over the age of 65 experience some kind of disability.

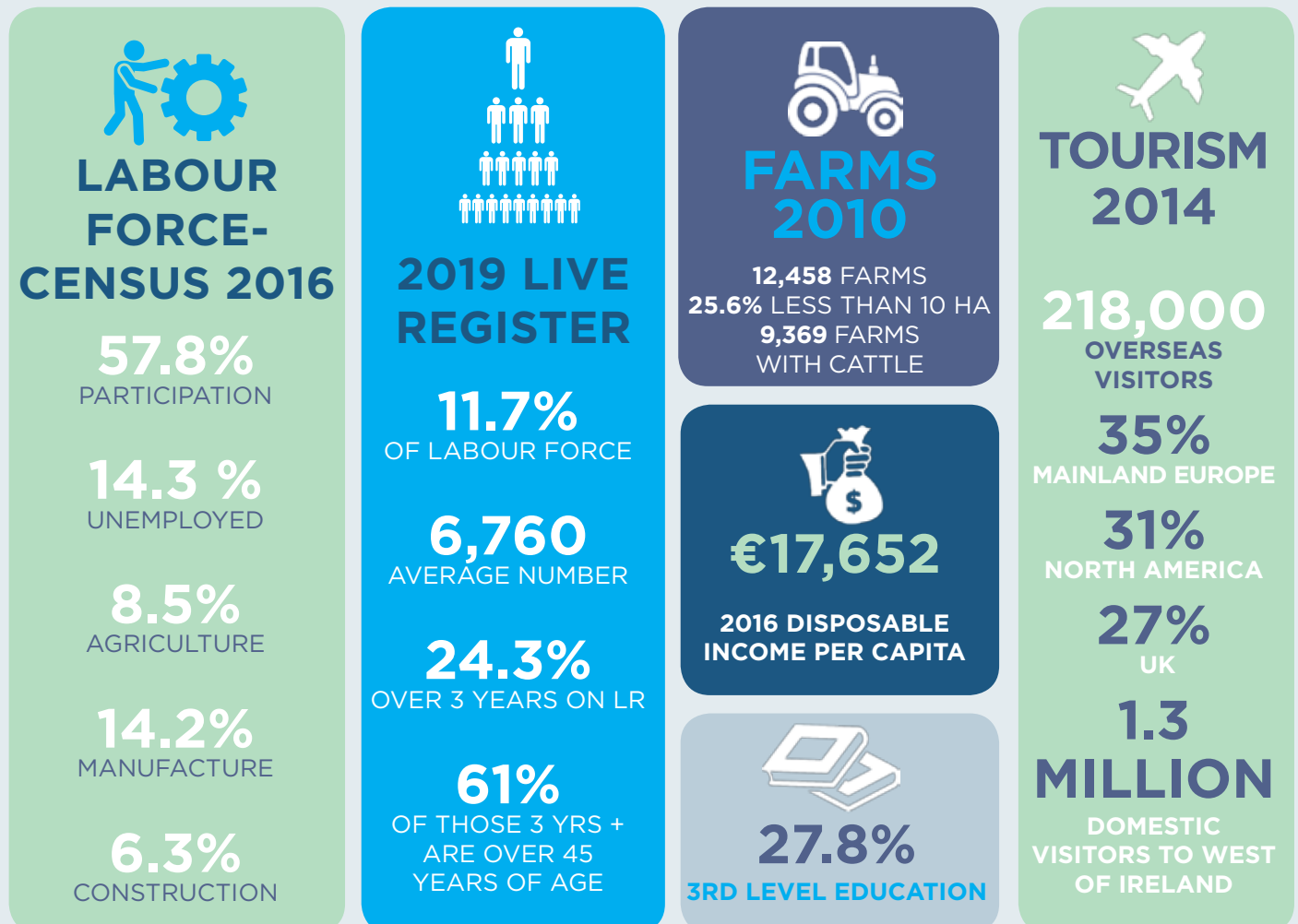
At TFI Local Link Mayo we aim to deliver services that accommodate the range of abilities that the people using the service have. Drivers are trained in safeguarding, equality, disability awareness, child protection as well as a range of health and safety training for professional drivers. As services improve and further investment in rural transport is secured, accessibility will improve. TFI Local Link Mayo are committed to this agenda.

PROFILE OF MAYO AT A GLANCE

POPULATION



ECONOMICAL



MAYO HEALTH / DISABILITY AND MOBILITY 2016

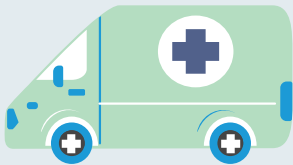


34%
OF POPULATION
TRAVELLED
TO MEDICAL/
SURGICAL
CONSULTANT

76%
TRAVELLED
TO GP

48%
OF 15YO +
PREVALENCE
OF SELECTED
HEALTH
CONDITION

25%
OF 15YO + MILD
MOBILITY
ISSUES



58,203
HOSPITAL
IN-PATIENT
DISCHARGES



17,977
TOTAL
DISABILITY



8,360
LIMITS TO
PHYSICAL
ACTIVITIES



8,360
DIFFICULTY
WORKING OR
ATTENDING
EDUCATION



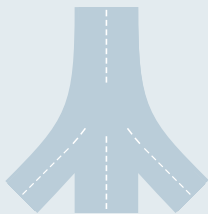
7,976
BECAUSE OF
A CHRONIC
ILLNESS

DISABILITY IN MAYO

MAYO COMMUTING 2017



59,643
CARS IN MAYO



19,194
AVERAGE KM
TRAVELLED IN
YEAR BY CAR PER
PERSON



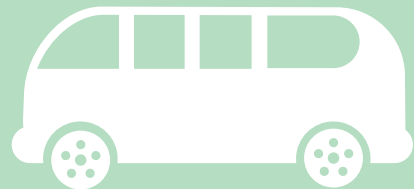
12.7%
OF HOUSEHOLDS
HAVE NO CAR



640
PUBLIC SERVICE
VEHICLES



311
TAXIS/HACKNEYS



BUSES IN MAYO 2017

24 MILLION KMS TRAVELLED
73,808 KMS ON AVERAGE
610 DIESEL VEHICLES, 29 PETROL AND 2 ELECTRIC
329 LARGE BUSES
311 SMALL BUSES



CARS IN MAYO 2017

1,168 BILLION KMS TRAVELLED
19,591 KMS ON AVERAGE
35,179 DIESEL VEHICLES
24,090 PETROL VEHICLES
373 ELECTRIC VEHICLES



THE BOARD OF DIRECTORS

Mayo Community Transport T/A TFI Local Link Mayo is a company limited by guarantee and a registered charity. The Company currently has 9 Directors representing the Local Authority and the Community and Voluntary Sector.

The Board of Directors meet on a quarterly basis and hold an Annual General Meeting (AGM) each year. Directors are appointed at the AGM.

The Directors perform a range of functions including:

- To ensure the core values to the company remain central to all activities and service delivery.
- To agree objectives and the programme of work.
- To ensure the strategic objectives are fulfilled.
- To make and implement policy decisions.
- To ensure the company meets its legal obligation and has the appropriate legal structures.
- To ensure the company meets its statutory requirements in terms of governance and service delivery.
- To appoint suitably qualified staff to implement strategic objectives.
- To ensure the company fulfils its responsibility as an employer.
- To ensure the subcommittee structures are reporting on progress to the board of directors on a regular basis.
- To lead and influence the expansion and development of community and public transport for the county.
- To work collaboratively with key stakeholders to progress and improve the sustainable transport agenda in County Mayo.



SUBCOMMITTEES

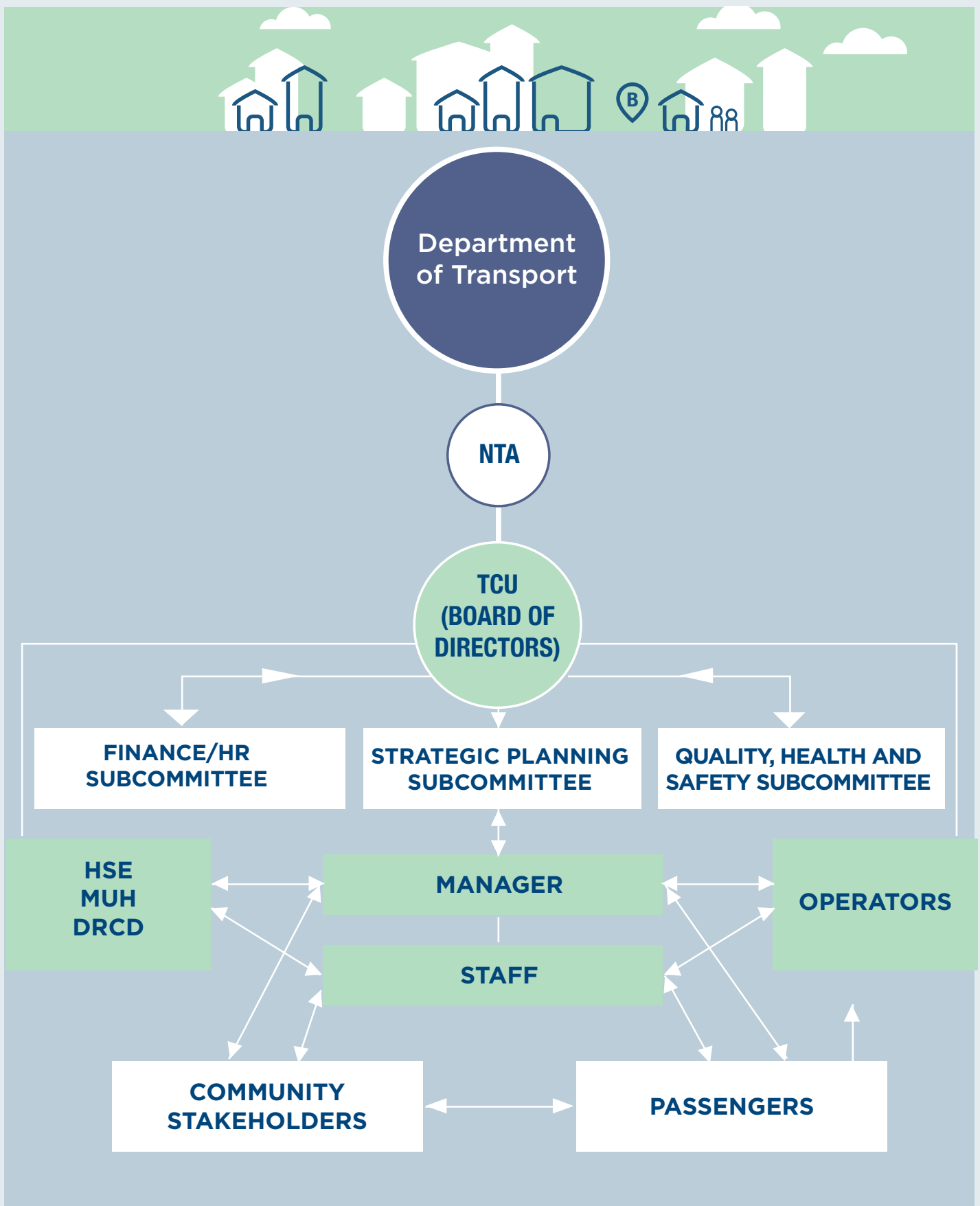
In 2019, three subcommittee structures were established to ensure good governance in the areas of finance, health and safety and strategic development. Each subcommittee operates to an agreed Terms of Reference that clearly outlines the subcommittee purpose with clearly defined roles, responsibilities and reporting mechanisms.

The three sub committees are;

- **Strategic Planning Sub Committee**
- **Quality, Health and Safety Sub Committee**
- **Governance, Finance and HR**



ORGANISATIONAL CHART



NTA - National Transport Authority, **MUH** - Mayo University Hospital,
TCU - Transport Coordination Unit, **DRCD** - Department of Rural and Community
 Development

ACCOUNTABILITY

To ensure accountability for all finances the company receives and manages, a financial procedures manual is in place and reviewed annually. The manual deals with banking, insurance, salaries, apportionment, income, expenditure, procurement of services, payment methods, records, auditing, internal processes as well as internet security.

GOVERNANCE

TFI Local Link Mayo is registered with the Charity Regulatory Authority and has signed up to the charity compliance governance code to ensure full compliance with the Charities Acts. The Charity Regulator provides registered charities with tools which allow them to demonstrate their high standards of governance to their stakeholders.

The process provides guidance to charity trustees regarding their duties in the control and management of charitable trusts and charitable organisations; from 2021 registered charities have an obligation to report on their compliance and the Charity Regulatory Authority have a monitoring role.

DEVELOPING THE STRATEGY

This strategy and action plan has been developed by TFI Local Link Mayo to assess the work of the organisation and to provide direction for the work of the fund over the next 4 years. Allen McAdam of MCA Consulting was appointed to facilitate the development of a strategy.

The purpose of this exercise was to conduct a review of the organisation and to develop a workable plan. The Strategy and Action Plan is based on desk research, review of documentation supplied by the staff together with a series of public consultation surveys and the planning and consultation meetings held with the board and staff of the organisation and other key stakeholders that were held from May to October 2019.

Prior to the engagement of Allen McAdam, a consultation workshop was held at the Museum of Country Life, Castlebar attended by representatives from over 30 organisations and groups in October 2018. This event identified the need to formalise a Local Link strategy for the county.

TFI Local Link Mayo has acted as a catalyst and hub for rural transport service provision in the county, and is constantly seeking to provide new ways of providing services to a larger number of passengers and covering more areas of the county more frequently.

This strategy will focus on the opportunity that the natural attributes that organisation presents, both in terms of human capital, geographical location, and its traditional way of doing business. Its implementation will be underpinned by strong board structure of voluntary directors, dedicated staff and systems developed by Board and staff through their project management experience.

The group is undertaking this exercise to put the organisation in a firm position to provide the most appropriate supports for the county given the changing economic and demographic landscape and to lever funding and enter the next chapter for Mayo Community Transport.

The methodology used to prepare the strategy included:

- Review of national and local transport policies and strategies to set the context for the development of the Strategic Business Plan for the company.
- Compile and analyse relevant census 2016 data and develop a map of population density/age profile, levels of health, information on carers, car ownership from across the county.
- Compile county maps to illustrate transport services.
- Facilitate the board to review and prepare a vision and mission statement for the delivery of rural and community transport services in Mayo.
- Analyse the market potential and

identify key market segments inclusive of the key stakeholders to ensure the delivery of a sustainable service.

- Explore and document the KPI's for the company in line with the NTA compliance requirements.
- Develop a marketing plan and performance strategy to achieve targets.
- Carry out a financial analysis and prepare a financial plan for the company.
- Develop a community benefit plan that identifies the process for monitoring social return on investment.

Five strategic aims were developed under which actions could be delivered to address the needs identified following the review and contained in the SWOT analysis gathered from the consultation. The five strategic themes are:

Strategic Aim: Governance

To strengthen and enhance corporate governance within the organisation.

Strategic Aim: Progression

To further develop transport services and access to the public transport network for all citizens of County Mayo

Strategic Aim: Collaboration

Collaborate with other organisations to extend co-ordination of transport service provision.

Strategic Aim: Communication

Improve visibility, relevance and public perception of TFI Local link in Mayo

Strategic Aim: Innovation

To develop Innovative project that have the potential to revolutionise travel within Mayo towns, villages and more remote areas.



To strengthen and enhance corporate governance within the organisation.

Actions include:

- Review policy and procedures annually.
- Deliver an annualised plan for staff and board to up skill in meeting governance and operational requirements.
- Enhance the operation of subcommittees through co-option of external members with specific expertise.
- Explore excellence through people accreditation.



To further develop transport services and access to the public transport network for all citizens of County Mayo.

Actions include:

- Engage proactively with the Connecting Ireland initiative to improve public transport, connectivity in the county and to address public transport deficits.
- Maintain a robust process for evaluation of routes to ensure a minimum of a third are assessed for continued operation annually.
- Investigate the viability of high frequency TFI Local Link services to accommodate transport

to main urban centres such as Ballina, Claremorris, Ballyhaunis, Westport, Castlebar and also to Knock Airport.

- Collaborate with NTA, the Local Authority and the Mayo National Roads Office to develop solutions to congestion issues in urban centres.
- To expand and develop evening services where identified through the needs analysis.
- To further enhance existing high standards in health and safety in rural transport in County Mayo.

3

Strategic Aim: COLLABORATION

Collaborate with other organisations to extend co-ordination of transport service provision.

Actions include:

- To collaborate and to further develop alignment with the Local Authority and Mayo National Road Office to increase connectivity and improve transport modes in County Mayo congruent with TFI Local Link Rural Transport Programme Strategic Plan 2018 to 2022 and the Programme for Government – Our Shared Future (2020).
- Continue the work with key stakeholder groups in the community and voluntary sector to improve access to transport.
- Increase co-operation with Fáilte Ireland, NPWS, DRCD and other key stakeholders to enhance access to tourism attractions.
- Develop strategic partnerships with Educational institutions to remove the transport barrier to education for all.
- Development stronger relationships with public transport providers to create a joined up local transport service with mutual benefits to all partners.
- Participate and contribute to policy

discussion and development at a national and regional level.

- Partner with HSE Social Care Division Mayo to explore transport efficiencies following “Open Routes” research.
- Develop strategic partnership with Teagasc to address transport needs of low income farm families.
- Build on partnership with Mayo North East LEADER Partnership, South Mayo Development Company, Udarás na Gaeltachta and Solas to increase staffing levels and service delivery.
- Participate and contribute to Mayo North East (LEADER) Partnership, Age Friendly Alliance, LCDC Social Inclusion Working Group, CYPSE Working Group, Covid Community Forum and subcommittees, Autism Friendly Town and the Community Participation Network to represent rural transport issues.
- Continue to work with An Garda Síochána Community Policing Unit and local division identifying the most vulnerable in the community to combat rural isolation.

4

Strategic Aim: COMMUNICATION

Improve visibility, relevance and public perception of TFI Local link in Mayo.

Actions include:

- Develop annual marketing campaign to raise awareness of the TFI Local Link brand.
- Increase social media presence across all platform through monthly content planning.
- To drive traffic to the company website through the integration of an online passenger booking system and newsletter.

- Engage with NTA and the Local Authority to develop branded bus stops across the county.
- Showcase benefits of rural transport through all media channels.
- Identify opportunities to publicly highlight achievements of TFI Local Link Mayo services through competing in regional and national awards.

5

Strategic Aim: INNOVATION

To develop Innovative project that have the potential to revolutionise travel within Mayo towns, villages and more remote areas.

Actions include:

- Complete the roll out of NTA Driver App to move to real time service provision.
- Explore transferable rural transport model such as self-drives, community cars and on-demand transport through collaboration with European partners.
- Contribute to the implementation of Ireland climate change action plan. TFI Local Link Mayo will become a sustainable energy community with support from SEAI mentoring programme. As steering committee will be established to identify sustainable energy vision and targets for rural transport in Mayo through an energy master plan.
- Explore sustainable transport actions for rural transport development such as electric vehicles and new fuel saving technology on routes.
- Reach of new technology and work practice to enhance the efficiency of rural transport service provision across

county Mayo.

- Explore and develop initiatives to encourage young people to be proactive by choosing public transport to reduce the environmental impact caused by exhaust gas, waste tyres and motor vehicle emissions etc..
- Collaborate with HSE and NTA to explore solutions to address issues relating to hospital non-emergency transport for rural dwellers through Smart Technology and mobility management.





IMPLEMENTATION

The success of this strategy will be determined by TFI Local Link Mayo's ability to incorporate the strategic actions into the day to day activities of staff and board members. In addition, support in terms of technical expertise will be required from the NTA and the Local Authority as well as financial resources been made available from the Rural Transport Programme to achieve service increases for the county over the four-year term of the strategy.

MONITORING

Monitoring progress will be undertaken in a number of ways, including:

- Annual review to assess progress.
- Quarterly reviews of the archived of actions will be presented to the board.
- Service and passenger evidence-based data will allow for measurement of the success.
- Structured engagement with stakeholder such as HSE, MUH, DRCD and the Local Authority to monitor effectiveness.

EVALUATION

The Strategic plan from which this strategy was summarised contains quantifiable

targets to each of the actions strives aims with expected outcomes and timelines to each action and the responsible person is named as part of the process.

This will facilitate the evaluation of how well the organisation is meeting the quantified targets and will be incorporated into annual reports.

CONCLUSION

A Connected Mayo - "Creating sustainable solutions to connect people and places" sets out the priorities for TFI Local Link Mayo for the next four years. The planning process has identified actions to achieve the goals outlined. There is a need to develop a blended response that will result in increased demand responsive transport, rural regular service, on demand, community cars, self-drives (similar to Go Car) and car sharing.

Achieving these objectives will present many challenges. However, with the support of our funders and stakeholders including the community and voluntary groups, passengers and bus operators we believe there are opportunities for county Mayo.

"Ni bhionn an rath acht mar a mbionn an smach"



ACKNOWLEDGEMENTS

A special word of thanks to the fantastic community groups, state agency, voluntary organisation and individuals who have participated and contributed to the development of this strategy. Particular thanks to all who attended events, workshops; meetings, completed surveys and made formal submissions.

TFI Local Link Mayo is managed by a small team who are achieving excellent results on the ground in terms of quality assured transport delivery. The achievements to date are attributed to so many individuals who share the values of the company and have provided much needs support to the team over the years.

We would like to extend a sincere word of gratitude to the following:

Our funders and the staff at the National Transport Authority in particular the TFI Local Link Rural Transport Team for the support, guidance and assistance over the years.

The management team at HSE and Mayo University Hospital for their input to the plan and their continued commitment to access and equality for people with disabilities, long term health related conditions and individuals with sensory and mobility needs. To the Local Authority teams at Roads and Transport, Community Engagement and at the Ballina Civic Offices for ongoing support and collaboration.

An Garda Síochána Community Policing Unit Mayo and area divisions for the huge support during the Covid-19 crisis.

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To the staff and the voluntary management committee past and present a heartfelt thanks for their commitment and dedication to the organisation, ensuring social inclusion and equality for the most marginalised remains at the fore in planning and development of rural transport in county Mayo.

Last but not least - to the TFI Local Link drivers on the front line, thank you for your continued commitment, kindness and dedication to our passengers and the ongoing development of rural transport in County Mayo. A special word of thanks for the compassionate and practical approach that ensured TFI Local Link Mayo were leaders in transport provision as part of the COVID-19 community response.

*"Ni neart
go cur le
chéile"*





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