



IRU Bus Excellence Award Malta Public Transport Application

June 2017

The Project: Transformation of public transport in Malta



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Malta Public Transport is a private company that has the exclusive concession to operate scheduled bus services on the Maltese Islands.

In 2011, a concession contract to operate public transport replaced individual operators in Malta. After three years, the operator left the concession and government took over the company.

In 2015 we took over the operation, with a complete overhaul of the public transport operation in Malta.

Project Description (1)



380 buses

- One of youngest fleets in Europe
- Clean Euro 6 engines
- Narrower for better manoeuvrability
- Two doors for quicker boarding and alighting
- Safe and accessible with CCTV on all buses



1,400 employees

- Mix of local and foreign management
- Better working conditions
- Invested in training and development
- New driving simulator
- Offering incentives promoting safety and excellence



30 million km a year

- Network, frequency and fares regulated by Transport Malta
- Over 5,600 trips per day
- Network was updated in 2015
- Direct routes introduced in 2016, with shorter travelling times

Project Descripton (2)



Tallinja Card

- Revolutionised how people buy their tickets
- Over half the population have a tallinja card
- More than 80% of passengers use a card
- Over 100,000 people use their card every month



Maintenance

- We employ over 60 mechanics and electricians
- Buses are serviced monthly
- Most work is done overnight for efficiency
- We clean and fuel buses during the night



Fleet Tracking

- All buses are tracked in real time
- We track 200,000 stops per day
- System allows for better service planning and management
- The Authority in Malta has access to data

Campaigns



Campaigns



We have implemented various initiatives aimed at promoting mobility and generating demand, some of which were done together with the government.

These included:

- a free double “top up” campaign
- bus cards exchanged for parking spaces
- free transport scheme for 18-year olds
- Road safety campaigns with schools
- Special student offers
- Competitions for tallinja card holders



Key achievements



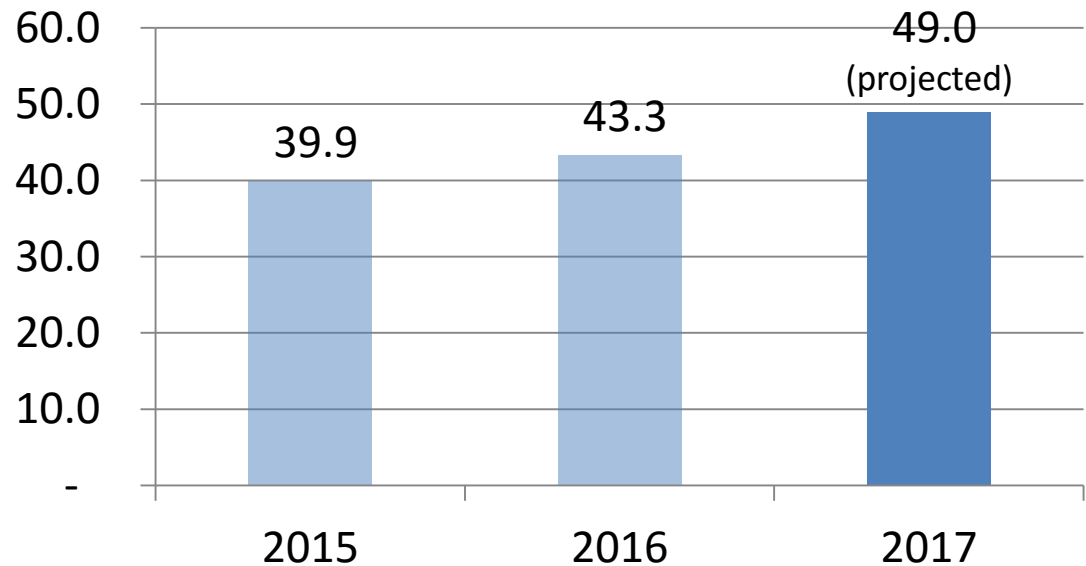
Key Achievement 1

More and more people using the bus

+15% Passengers from 2014

- +35% from 2010
- +10% Tallinja Card users
- + 7% regular travellers
- + 23% 18-year olds
- Estimated more than 70% of passengers are residents
- 70% of resident passengers have access to alternative transport (survey)

Passengers (million)



Key Achievement 2

Better information for passengers



Tallinja APP

- Real time information for passengers
- Over 100,000 downloads
- Won Best Maltese APP Award for 2016
- Innovation influences passenger behaviour
- More features planned

Key Achievement 3

Strengthened people's confidence in our service

Improved Service Reliability

- 95% punctuality achieved
- Accidents and Breakdowns reduced
- Summer capacity being managed
- Public transport is part of the solution for the first time

Complete Service Turn-around

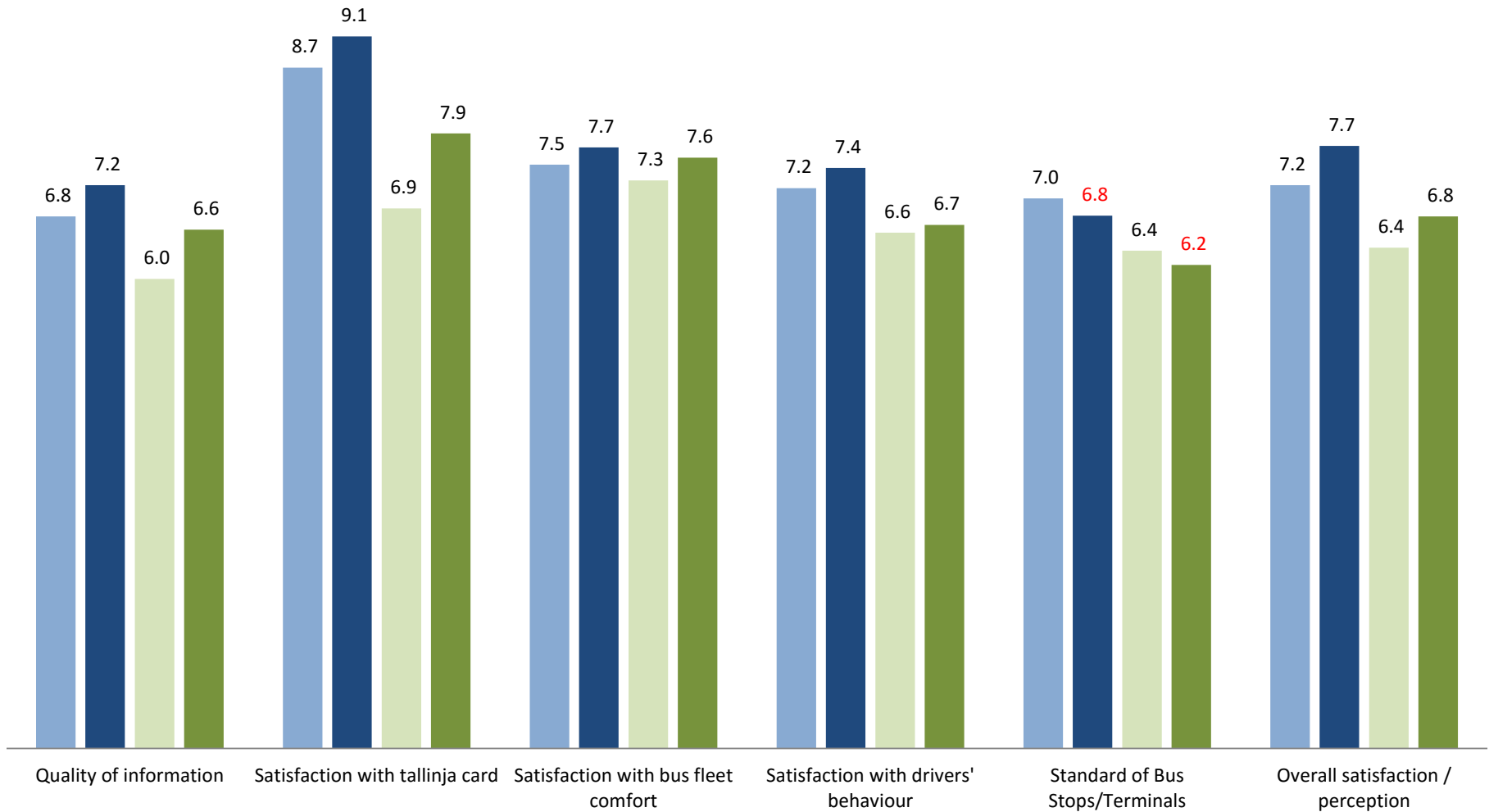
- Implemented all contractual requirements
- +17% in daily trips
- Increased our fleet with 33 buses beyond contractual requirement
- No longer a loss-making business

Customer Satisfaction

- Rating of 7.7/10.0
- +5% from 2016
- +17% from 2012
- Reduction of 45% in incoming calls

Satisfaction Ratings 2017

USERS 2016 USERS 2017 NON-USERS 2016 NON-USERS 2017



Key achievement 4

Increasing capacity and comfort

New Direct Services

- Additional capacity in busy areas
- Quicker routes with limited stops
- Extended night services



Key achievement 5

Increasing capacity and comfort



Additional New Buses

- 176 new buses in the first 2 years of operation
- An additional 28 new buses this year
- High capacity with more luggage space and USB charger points on board for airport routes

Key achievement 6

First intermodal transport card!

Explore Plus! Card

- Unlimited bus travel for a week
- Sightseeing on open top buses or Comino tour boat trip
- Use of Valletta / Sliema / Birgu Ferry



Investments and revenue

In order to achieve these results, the company invested over €40,000,000

We have kept the subsidy model where the government establishes the route network and maximum fares, and the operator collects a subsidy and the fares, which amounted to circa €26,000,000* in 2016.

However, we have improved the financial framework to provide for future changes. With this system, both the Operator and Authority have clear visibility on how changes to the network can be implemented, including the financial impact.

Network changing: We have set-up a new methodology that specify clearly how the changes will impact in financial terms in the contract.

Inflation: We have defined a new approach to calculate and compensate any change caused by inflation.

We have provided for the financial impact of increases the prices and quantity of the bus fleet.

* Last figure tabled in parliament. Other figures which are not public and commercially sensitive are available on request.

Summary



Wider Network
25m → over 30m KM



More Capacity
260 → 380 buses



More Passengers
+15% in two years



More drivers
580 → 1,100 drivers



Faster boarding time
0% → 80% Smart Payment



Complete Service Turnaround

Thank You