

The organiser's role in the urban public transport

The integration of independent entities to achieve a common goal is applied in many areas of human activity, including the transport. The integration can be achieved by mergers of participating entities or by the establishment of mutual cooperation links, i.e. coordinating activities to achieve a common goal. In the case of urban public transport it is the organiser who coordinates the performance processes of legally independent operators (e.g. a municipal company and private investors). Because of independence each operator (beyond a budgetary entity) is free to implement its internal organisation (organisation, assets, capital, human resources, payroll system, planning or pricing structure).

Text **WOJCIECH BĄKOWSKI**

A two-tier model of authority structure is used in the national system of urban public transport. On the first level there is an organiser, who determines the amount of public use services supply and resulting from that transport tasks in the area of a conurbation, and on the second level – operators, who perform those tasks. The efficiency of an organiser's unit (separate team of people and ICT hardware) in the determination of tasks to operator and in the coordination of processes depends on the organisational-legal form allowed by the legislation (it will not be discussed



herein), and on the value of possessed intellectual capital and of IT.

Not replaceable human capital

Strategies and tactical tasks, faced by the urban transport system in a conurbation, are developed by the organiser (specialised organisational unit), but the final version of those documents is approved by the city authorities (organiser) and most frequently neighbouring municipalities after consultation with the city council (politicians) and the local community. The organiser's capability to carry out the aforementioned tasks depends on the poten-

Streszczenie

W artykule omówiono rolę organizatora (władz gminy, wyspecjalizowanego podmiotu gminnego lub międzygminnego) w miejskiej komunikacji publicznej. Wymagania wobec organizatora i sposób koordynacji przez niego transportu publicznego są różne i zależą między innymi od wielkości gminy, gęstości sieci komunikacyjnej, potencjału kapitału ludzkiego i technicznego. W eseju omówiono ponadto zalety i wady tworzenia związków komunalnych lub porozumień prawnych w zakresie komunikacji publicznej.

Słowa kluczowe: organizator transportu, związki komunalne, samorząd terytorialny

Summary

The organiser's role in the urban public transport

The paper discusses the role of an organiser (municipality authorities, specialised municipal or inter-municipal entity) in the urban public transport. The requirements related to the organisers and the way of public transport coordination by them vary and depend, among other things, on the municipality size, the transport network density, as well as on the human and technical capital. Moreover, the essay presents the advantages and disadvantages of establishing municipal unions or legal agreements in the field of public transport.

Keywords: transport organiser, municipal unions, local governments



tial of its **intellectual capital**. The basic part of this capital is the **human capital**, i.e. the staff having the knowledge about:

- 1) methods and ways of valuing the socio-economic links value, expected by residents of the conurbation (demand surveys);
- 2) methods and ways of designing the transport network and timetables, taking into account the budget capacity to cover the expenditure on investments and operations of the public transport (supply designing); apart from the material-organisational side it is indispensable to have a skill to determine revenues, costs, subsidies, financial settlements, carrying out financial analyses;
- 3) improvement methods for systemic solutions, comprising changes and innovations (from tickets distribution, through networks and timetables up to the infrastructure, IT systems, economic solutions).

The **social capital** is a component of the intellectual capital, as the knowledge gathered and developed among the organiser's employees, in relationships with the operators, IT vendors and passengers. The most significant information creates links to carry out dialogue with passengers (the application

Katowice, al. W. Korfantego

of CRM techniques) and with other organisers. The third component of the intellectual capital is the **organisational capital**, consisting of: the acquisition of new knowledge about intelligent transport, the organisational culture, organiser's strategy and structure as well as information resources in the database about roads layout and parameters, lines, transfer nodes, costs and tariff prices, algorithms, traffic control systems.

Bigger and smaller organisers

The applicability and benefits, which can be practically achieved from the model discussed above in the authority structure of local governments, were made more flexible by the establishment of municipal unions or legal agreements between an urban municipality and neighbouring municipalities or towns. As a result of transport agreements one organiser can integrate the public transport in an area much larger than the conurbation. The cost of transport service and auxiliary services are reduced. Conditions are created to introduce standardisation in the field of tickets, passenger information, tariff prices



- ◆ and increasing the accessibility to the town for residents of neighbouring municipalities.

A significant level of organiser's intellectual capital and equipment with IT may be found in large conurbations (population of around 200,000 and more) and in metropolises, where the transport network is well developed. The administration structure of urban local government of big cities most frequently comprise a transport management, which apart from the organiser's role is handling the road investments, road maintenance, parking places – that is the whole 'area of transport issues'.

In smaller towns, served by 20-60 vehicles on 10-30 urban and suburban lines, there are three types of organiser roles:

1. The organiser has a separate unit for the integration of a few operators in the network comprising the town, the urban district and neighbouring municipalities; such solution is applied by few cities, e.g. Grudziądz.
2. The organiser does not have a separate organisational unit (prevailing number of cities), because one operator owned by the city serves not only the urban transport, but also the district and intercity transport – for example Lubin (operator – PKS Lubin) or only the urban transport and the adjacent municipalities – Kalisz (operator – KLA), Gorzów Wlkp., Ostrołęka.
3. The town local government does not have an own operator and through a tendering procedure selects an 'external' operator(s) to serve the public transport in the conurbation – e.g. Goleniów.

Developed transport network

The organiser's role, as a section in the urban authority administration, works well for cities of developed transport network penetrating many towns, municipalities and villages surrounding the organiser's city. In the case of smaller towns the organiser's role is assigned to the operator being an internal

KZK GOP fulfils the role of urban transport organiser in the area of 29 municipalities in the Silesian Voivodeship

entity (owned by the local government). The organiser does not have an independent team of people with skills necessary to fulfil the role, which it has to perform in the field of developing the strategy, planning, control and introducing changes in the public transport. In many cities the reduction of demand for urban public transport services activated the internal entities to service the transport network in a wider territorial area. Neighbouring municipalities and towns recognised benefits of that for their residents and started participating in subsidies to 'out-of-town public transport'. The demand was increased due to a larger transport network. In turn, the inter-city carriers experience a diminished demand for such services.

Worn buses and a small number of travellers are a systemic drawback of the urban public transport range expansion. A gap occurs between the revenue on tickets sale and the amount of payment for the performed transport work. The selling of transport services based on a unit price for the travelled vehicle-kilometres makes that an own operator will suggest to the organiser solutions favourable for itself. The use of independent auditor services at the preparation of the transport plan and the contract conclusion is a kind of regulator limiting the operator's advantage in the form of possessed knowledge over the municipal authorities representatives. ■



Prof. Wojciech Bąkowski D.Sc. |
Faculty of Management and Economics of Services,
University of Szczecin
e-mail: wojciech.bakowski@wzieu.pl