TRANSPORT IN TRANSPORT FOR CAPE TOWN (TCT): A NEW ERA FOR SOUTH AFRICA

Conclave of Champion Cities of Asia and Africa on Clean Air and Sustainable Mobility - 9th April 2015

Presented by:
Cyril Benjamin
Manager: Performance Mgt & Investment
TABLE OF CONTENTS

- Introduction
- Problem Statement
- Establishment of Transport for Cape Town (TCT)
- TCT Structural Arrangement
- TCT Strategy
- Lessons Leant
- The Way Forward
INTRODUCTION

Establishment of Transport for Cape Town (TCT)
INTRODUCTION

The establishment of Transport for Cape Town (TCT) in 2013, the City of Cape Town’s transport authority, was definitive step towards the achievement of City’s Vision for Public Transport known as “TCT’s Vision of 1” and in so doing give effect to an integrated, intermodal and interoperable public transport solution.
PROBLEM STATEMENT

Major issues for Transport for Cape Town (TCT) across the entire transport lifecycle
1. PROBLEM STATEMENT

A third-rate public transport system and plan inherited from the apartheid era has resulted in:

- Overcrowding on public transport and related facilities, especially during the peak periods, with very little movement in the off-peak.
- A chaotic, unregulated minibus-taxi system that has been a source of swelling public complaint.
- Limited access to formal public transport services in previously disadvantaged areas.
- In many cases facilities in the disadvantaged areas are inferior and substandard requiring varying degrees of maintenance and management.
2. PROBLEM STATEMENT

- There is major congestion on both the road and rail network, which has been exacerbated in 2015. Just to alleviate the problem areas will amount to $74.5 million.
- Deteriorating road conditions, due to the lack of regular maintenance. Research has quantified the need for Category 4 and 5 roads at over +/- $1 billion over 15 years.
- Lack of development integration, land use intensities or focused densities along trunk corridors.
3. PROBLEM STATEMENT

Increase in the public transport passenger demands and the need to roll out quality and unified public transport across the City of Cape Town requires:

- An integrated road-based and rail public transport network that is performance-driven
- An integrated ticket system and timetable that runs to 95% of its schedule
ESTABLISHMENT OF TCT

Establishment of Transport for Cape Town (TCT), the City of Cape Town’s Transport Authority (TA)
ESTABLISHMENT OF TCT

The establishment of Transport for Cape Town (TCT) started the transformation of Cape Town’s fragmented transport system into an integrated, multi-modal system that puts commuters first – resulting in more efficient, affordable and safer public transport.

- Council approved the Constitutional of TCT Bylaw in 2013 which sets out the scope of the functions and how they must be discharged within TCT which refers extensively to the National Land Transport Act, No 5 of 2009 (NLTA) to ensure that TCT operates firmly within the transport and municipal legislative framework.
- The macro structure of TCT, the City’s transport authority was approved was approved at Council on 30 May 2013.
- The nine (9) functions contained in the TCT Constitution By-law, 2013 translated into a management structure with 8 departments
- Performance-orientated and focused on integrated service delivery.
Public transport is a fiscal “black hole”. If you keep it within the local government confines it will drain the municipality, financially. That’s why a TA was required to be establishment in Cape Town. Although certain considerations are still in place, i.e.:

- TCT is still part of the Municipality but held separately accountable for transport related issues
- The TA is able to acquire funding in the ring-fenced MLTF without becoming a financial burden to the greater Municipality.
ESTABLISHMENT OF TCT

TCT has been established on the premise of the five pillars of the City of Cape Town’s Integrated Development Plan 2012-2017.
The development of the Matrix Styled Organisational structure of TCT
In achieving the strategic pillars of the City of the Cape Town, the nine (9) functions contained in the TCT Constitution By-law, have been translated into a management structure with eight departments administered by Council; MAYCO and the Portfolio Committee as the political leg and the Commissioner as the administrative component.
TCT STRUCTURAL ARRANGEMENT

TCT structure has been designed with a few principles:

1. Moving from a local government hierarchical structure to that of a matrix organisation structure, the key advantages are:
   - Better integration
   - Greater chance of sustained high standards of delivery through shared responsibilities (no silos of skill retention).
   - Scalability, breadth of skill, communication and flexibility

2. TCT operates at 3 levels:
   - Lower level is the operational level (how we regulate the public transport environment, each department in TCT has joint responsibility)
   - Middle level – corporate or organisational (CoCT) involvement
   - Top level – TA accountability within National/International linkages which brings investment opportunities
TCT STRUCTURAL ARRANGEMENT

3. Action plan matrix
   - Consists of three (3) specific areas (20% governance, 20% related to mechanisms and 60% investment driven).

4. Executive Director’s title has also changed to that of Commissioner: TCT which enables her to operate at a higher level to achieve optimal investment opportunities.

5. A successful working relationship between the political and administrative head is very important, as it aids in:
   - Setting long term strategic direction and achieving goals
   - Driving effective and efficient service delivery
   - Creating key external relationships for the development of sustained investments

• [Curitiba is a good example of this]
TCT STRATEGY

Key aspects relating to TCT's Strategies for the achievement of the long term objectives
SETTLING THE POLICY AND STRATEGY DIRECTION FOR TCT

Focus on achieving viable integrated public transport that reduces the cost of the users in relation to access requires:

- Costed objectives in the Comprehensive Integrated Transport Plan 2013-2018 that are linked to a 5 year action plan matrix.
- The operational and business plan for the City’s Integrated Public Transport Network 2032 (IPTN) as a tool to facilitate the change in direction of TCT and will be used to give effect to its mandate.
- Establishment of the TCT Transport Development Index that sets the baseline for integrated, costed service delivery and determines where the City is at in relation to the current cost of the user access priorities, which will be launched in April 2015.
- Determination of the TCT Long Term Strategy with the four sub-strategies, which focus on performance-oriented service delivery and focused investment.
The TCT Long Term Strategy has a 15 Year Timeline starting from its inception, June 2013. This 15 year timeline has been broken down in 3, 5, 10 and 15 year intervals.
LESSONS LEARNT

Key lessons learnt during the last two years
LESSONS LEARNT THUS FAR

- You have to customise the solution to fit your specific region/unique environment.
- The learning process is continuous as TCT treads new ground which invariably creates new opportunities.
- Challenges are faced daily but we have the capacity to overcome them and importantly, learn from them.
- Structural tweaks (no more than 5% of structure) invariably happen with this organic environment which ultimately leads to greater efficiency, i.e.:
  - Fleet and asset management
  - Law enforcement
LESSONS LEARNT THUS FAR

- If you go with the Planning Approach only as a TA, you have no power. You must have power, controlling standards and delivery of the operators. TCT has this power built-in as well as the financial power. [Legislative, financial backing, TCT regulations and plans]
- In short, this has been the quickest and most radical process to changing public transport within South Africa. The foundations are in place and we are not going back.

“When he reached the new world, Cortez burned his ships. As a result, his men were well motivated.”
THE WAY FORWARD

The planned next steps over the next 3-5 years
2015 AND BEYOND

- Completed rollout of the IRT Phase 1A, 1B and N2 Express
- Planning, detailed design, and construction of 3 IRT corridor priorities:
  - Phase 2 A – Lansdowne Wetton Corridor
  - Blue Downs Rail Corridor and road-based feeders
  - Klipfontein Corridor as a distributor corridor
- Rollout of the contracting authority function, inclusive of an integrated ticket, single performance management, etc.
2015 AND BEYOND

- The development of a business plan for rail management
- Exploration of a road maintenance fund
- Costing of the rollout of universal access across all public transport services
- With the establishment of the Municipal Land Transport Fund (MLTF) identify key investment initiatives to be undertaken
THANK YOU

Cyril Benjamin
Manager: Performance Management and Investments
Email: cyril.benjamin@capetown.gov.za
Cell: +27 84 333 7608

Get the TCT Mobile App on:
- iTunes
- Android
- Windows Phone
- BlackBerry