



 accenture

*High performance. Delivered.*

# Safety and Compliance Strategy for Public Transport in the Western Cape

## Enablement: Phase I

7 July 2006

# DRAFT



**SAFETY AND COMPLIANCE STRATEGY FOR  
PUBLIC TRANSPORT IN THE WESTERN  
CAPE**



**DRAFT**

**TABLE OF CONTENTS**

**1. Executive Summary..... 4**

**2. Definitions ..... 6**

**3. Introduction..... 7**

**4. The Approach Revisited..... 11**

**5. Institutional Roles and Responsibilities..... 13**

5.1. Description and Purpose ..... 13

5.2. Safety and Compliance Processes ..... 13

5.3. “As-Is” Institutions ..... 18

5.4. “As-Is” Roles ..... 20

5.5. “As-Is” Gaps, Overlaps and Issues ..... 21

5.6. “To-Be” Recommendations ..... 22

5.6.1. *Institutional roles* ..... 22

5.6.2. *Role and Organisation for the Directorate of Safety and Compliance* ..... 25

**6. The Project Prioritisation Process ..... 27**

6.1. Description and Purpose ..... 27

6.2. Process..... 27

6.3. Assessment Criteria ..... 31

6.4. Tool, Template and Definitions ..... 33

**7. A First Cut of the Priorities..... 34**

**8. The Strategy Refined..... 39**

8.1. Vision and Objectives ..... 39

8.2. Goals ..... 40

8.3. Thrusts..... 41

**9. A New INCIDENTS Information Architecture..... 43**

9.1. Description and Purpose ..... 43



**SAFETY AND COMPLIANCE STRATEGY FOR  
PUBLIC TRANSPORT IN THE WESTERN  
CAPE**



**DRAFT**

---

9.2. “As-Is” Incident Information Architecture .....44

9.3. “To-Be” Recommendations .....45

**10. Recommended Next Steps.....52**

10.1. Changes to Institutional Roles.....52

10.2. Changes to the Directorate of Safety and Compliance Organisation.....52

10.3. Introduction of the Projects Prioritisation Process.....52

10.4. Implementation of the High Priority Projects .....52

10.5. Changes to the Incidents Information Architecture .....52

10.6. Communication of Planned Changes to Stakeholders.....52

**11. References .....53**

**12. Appendices .....55**

12.1. Stakeholder Framework .....55

12.2. Organisational Framework .....56

12.3. Issues Diagnosed.....57

12.4. “As-Is” Institutional Roles: Gaps, Overlaps and Issues (Details) .....58

12.5. Prioritisation Tool and Definitions.....92

12.6. Preliminary Assessment Template and Definitions.....92

12.7. First Cut of Project Preliminary Assessments.....92

12.8. “As-Is” Incident Information Databases.....199



**SAFETY AND COMPLIANCE STRATEGY FOR  
PUBLIC TRANSPORT IN THE WESTERN  
CAPE**

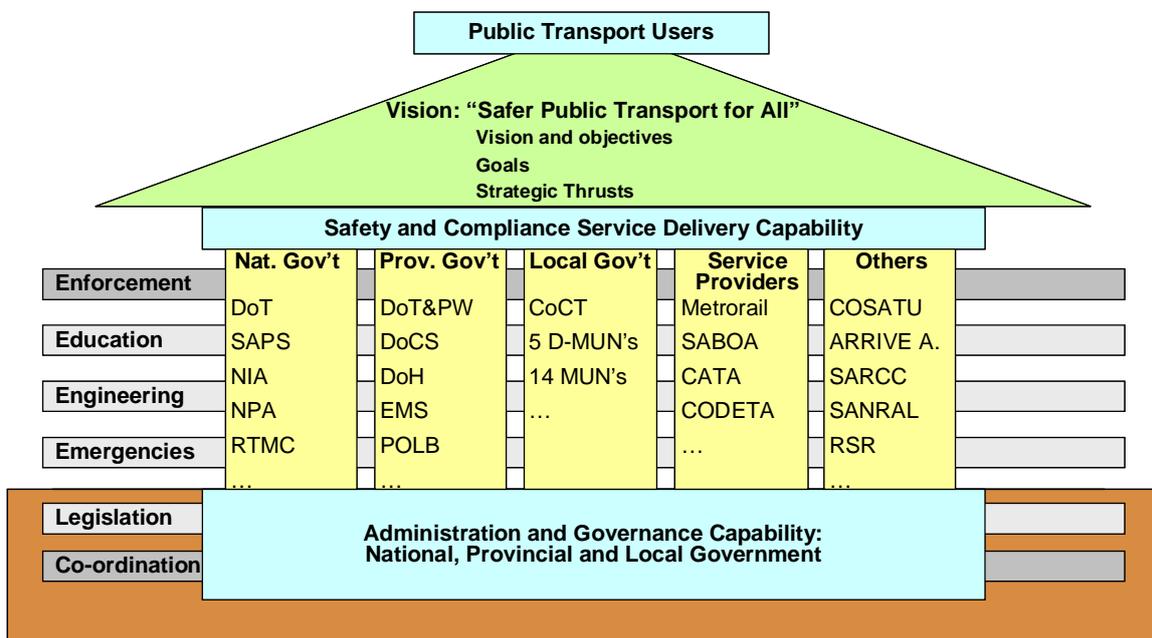


**DRAFT**

**1. EXECUTIVE SUMMARY**

The Directorate of Safety and Compliance in the Western Cape Department of Transport and Public Works has worked together with relevant stakeholders to create a strategy to address the safety and compliance issues relating to public transport in the province.

A comprehensive strategic framework was developed to ensure alignment of all stakeholders and the initiatives aimed at achieving this end.



The new vision of "Safer Public Transport for All" was made concrete through the articulation of specific objectives:

- Primary objectives: ensure the safety of all users of public transport and that users actually feel safe
- Secondary objectives: ensure that the level of user experience is not in other ways unduly compromised and that costs are kept to an affordable level

Recommendations were made regarding measures against which success of the above objectives could be measured: measures for the short term utilising currently available data; and more comprehensive measures for the longer term that are aligned with those currently being proposed at a national level. The process also included the setting of targets for these measures.

Six strategic thrusts, each comprising numerous projects, were identified as key to achieving the above goals. The different thrusts, although likely to impact over varying time frames, need to be vigorously pursued in parallel.



**SAFETY AND COMPLIANCE STRATEGY FOR  
PUBLIC TRANSPORT IN THE WESTERN  
CAPE**



**DRAFT**

The first four thrusts, collectively grouped under the “**Safety and Compliance Service Capability**” focus on those activities directly impacting the everyday safety of public transport users. The remaining two thrusts, grouped under the “**Administration and Governance Capability**” focus on those activities necessary to underpin and support the other four.

Thrust	How this will contribute to achieving the vision
<b>Safety and Compliance Service Capability: 4 Thrusts</b>	
Enforcement	Monitoring of operator/driver practices and the condition of vehicles, and ensuring compliance with all relevant laws and regulations
Education	Enabling members of the public, service providers and the relevant authorities to achieve safer public transport through communication and training
Engineering	Ensuring that infrastructure and PT facilities are planned, designed, built, operated and maintained in a manner conducive to safer public transport
Emergencies	Planning for and responding to emergencies in a manner that will minimise negative impacts of accidents and other incidents after they have occurred
<b>Administration and Governance Capability: 2 Thrusts</b>	
Legislation	Recommending updates or changes to the laws or regulations to facilitate safer public transport
Institutional	Ensuring appropriate structures are in place, with effective co-ordination between those structures, proper planning and sufficient capability/capacity

Development of the strategy included the development of a process and tool for the ongoing prioritisation of projects. Using the tool, an initial assessment and preliminary prioritisation exercise was conducted for all specific projects identified to date under all thrusts, in the context of the benefits to be delivered and the effort/difficulty of implementation in each case.

Three projects were highlighted for immediate attention:

1. **Project:** Commence with rigorous enforcement with respect to driver licensing, driver behaviour, vehicle licensing, vehicle condition and compliance to operating licenses and permit conditions. **Action Taken:** A comprehensive plan was compiled and submitted to the PRTMCC for its approval and action.
2. **Project:** Identify all the role players, gaps, overlaps and other issues impacting on safety and compliance, and make improvement recommendations in this regard. **Action Taken:** The current situation was analysed and documented, and high level organisational recommendations made to improve the way in which the various stakeholders interact in pursuit of their overall goal of improving safety and compliance.
3. **Project:** Analyse the current accident and crime information processes and architecture, and make improvement recommendations in this regard. **Action Taken:** Subsequent to a thorough analysis of the existing capabilities, a whole new architecture was proposed, aimed at improving the quality and completeness of such information, so as to facilitate more effective and efficient responses to current dangers, and better long term planning.

The successful implementation of the strategy, i.e. execution of the identified projects and ongoing identification, prioritisation and execution of new projects, now depends on the necessary political will and funding, strong leadership and full co-operation/ collaboration/ stakeholder participation.



# SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



## DRAFT

## 2. DEFINITIONS

Definitions assumed for the purposes of this strategy document are as follows:

- **Safe/safety:** (this definition includes security as normally defined elsewhere)
  - Safety of whom: all who make use of public transport in the Western Cape
  - Safe where/ when: in transit from the time they leave home until the time they arrive back home again
  - Safe from what: death, injury, fear, intimidation or loss of/ damage to personal property resulting from accidents, crime, acts of terror, natural disasters or any other causes
- **Feel safe:**
  - Individuals perceive themselves to be as safe or safer than they would be at home or at work
- **Compliance:**
  - By whom: all stakeholders involved in the public transport processes in the Western Cape
  - With what: all relevant laws, regulations and guidelines (whether or not these are safety related)
- **Accident:**
  - An incident resulting in some element of loss, that was probably the result of an unsafe act or an unsafe condition, and that could probably have been avoided, but where the loss was not deliberately caused
- **Crime/criminal incident:**
  - An incident resulting in some element of loss, that was deliberately caused



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



# DRAFT

### 3. INTRODUCTION

#### Transport and Public Transport in the Western Cape

With a 10% population and area share, the Western Cape contributes about 15% to the GDP of South Africa. Over the past decade the region consistently exceeded SA's average GDP growth rate.

The scale of transport and public transport in the Province is impressive:

- Department of Transport & Public Works:
  - Budget (2006/2007) – R2,064 million:
    - 60% earmarked for Roads Infrastructure; and 15% for Public Works
    - 10% for Public Transport and Traffic Management (each)
  - Employees: about 2000
- Roads:
  - Close on 40,000 km (excl. highways)
- Public transport operators:
  - More than 10,000 operators
- Public transport daily usage (2001):
  - Rail – 600 000 people (54%)
  - Scheduled bus – 200 000 people (17%)
  - Minibus taxis – 330 000 people (29%)
- Major road corridors (City of Cape Town):
  - Klipfontein Road/N2
  - Lansdowne Road
  - Vanguard Drive
  - Delft/R300
- Major rail corridors (City of Cape Town):
  - CT – Khayelitsha/Kapteinsklip
  - CT – Bellville
  - CT – Simonstown



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



# DRAFT

### The Serious Safety and Compliance Situation

- The level of accidents and fatalities on Western Cape roads is dire:
  - There were a total of 1 243 fatalities in the Western Cape as a whole, and early indications are that 2005 will be even worse (2004)
  - 107 998 vehicles were involved in accidents in the City of Cape Town alone; resulting in 636 fatalities (2003)
  - Metrorail reported 100 rail related fatalities (2001)
  - Public transport related accidents appear to comprise a disproportionately large component of these: minibus vehicles comprised 3.2% of the registered vehicle population but accounted for 7.0% of all vehicles involved in accidents
  - In the Department of Transport's National Household Travel Survey 2003, well over 50% of all people selected "safety from accidents" as the most important factor to consider when travelling, and over 10% selected "safety from crime." These two factors together completely outweighed all of the others, including but not limited to: convenience, flexibility, cost, travel time, etc.
- Almost all of these accidents could have been avoided:
  - Arrive Alive estimate that 95% of all road accidents in South Africa happen as a result of an offence
  - In the bus and minibus taxi industries, the poor condition of vehicles, especially faulty brakes, is also a key contributory factor. In 2001, Gauteng traffic officials conducted a survey which revealed that over 95% of minibus taxis were not fit to be on the road. Forces impacting on the industry in Gauteng are not dissimilar to those in the Western Cape, suggesting that the situation could be similar here
- The level of public transport related crime is also high:
  - Witness the recent resurgence of taxi-related violence
  - However, there are encouraging signs of an improvement in levels of train related crime (a decrease in excess of more than 50%). It must be noted though that this number is hotly disputed amongst certain emergency services providers who claim that many accidents, including some fatalities, are not included in the official statistics

### The Importance of Getting it Right

- The cost to the region is extremely worrying:
  - The incalculable human tragedy associated with over 100 deaths per month, not to mention the trauma associated with serious and other injuries. Many of these will be public transport related
  - The high economic cost of transport related accidents (estimated at about R 2.14bn p.a. for Cape Town alone). Much of this will be public transport related



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



# DRAFT

- The negative impact on plans to encourage the use of public transport especially in the light of the results of the National Household Travel Survey mentioned above
- The potential repercussions for the Province and its future if the safety and compliance issue is not addressed before South Africa gets to host the FIFA World Cup in 2010

### The Department's Response to Date

- The PGWC has developed a strategy with a view to tackling the situation head on:
  - The scope covers safety and compliance of public transport in the Western Cape
  - It has defined a vision with clear objectives and goals
  - 6 key thrusts have been identified: enforcement, education, engineering, emergency services, legislation and co-ordination
- The Department of Transport and Public Works has involved key stakeholders in the process to date, including representatives from:
  - Various levels of government and other state organisations
  - Businesses operating in the public transport sector
  - Key public transport user groups

### Critical Success Factors Going Forward

In order to be successful, the Department needs to adopt some of the leading practices from other countries that have successfully addressed some of the same safety and compliance issues in public transport that we are faced with now. These leading practices include:

- Strong leadership
- Political will and funding
- Co-operation/collaboration/stakeholder participation: the involvement and co-operation of all stakeholders going forward is absolutely critical:
- The setting of specific measurable objectives
- Definitive yearly or two yearly action plans
- Continuous improvement facilitated by ongoing research
- Efficient use of resources
- Appropriate management of information, particularly regarding accidents: inadequate data impedes both a better understanding of the current situation, and better planning to address the problems



# SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



## DRAFT

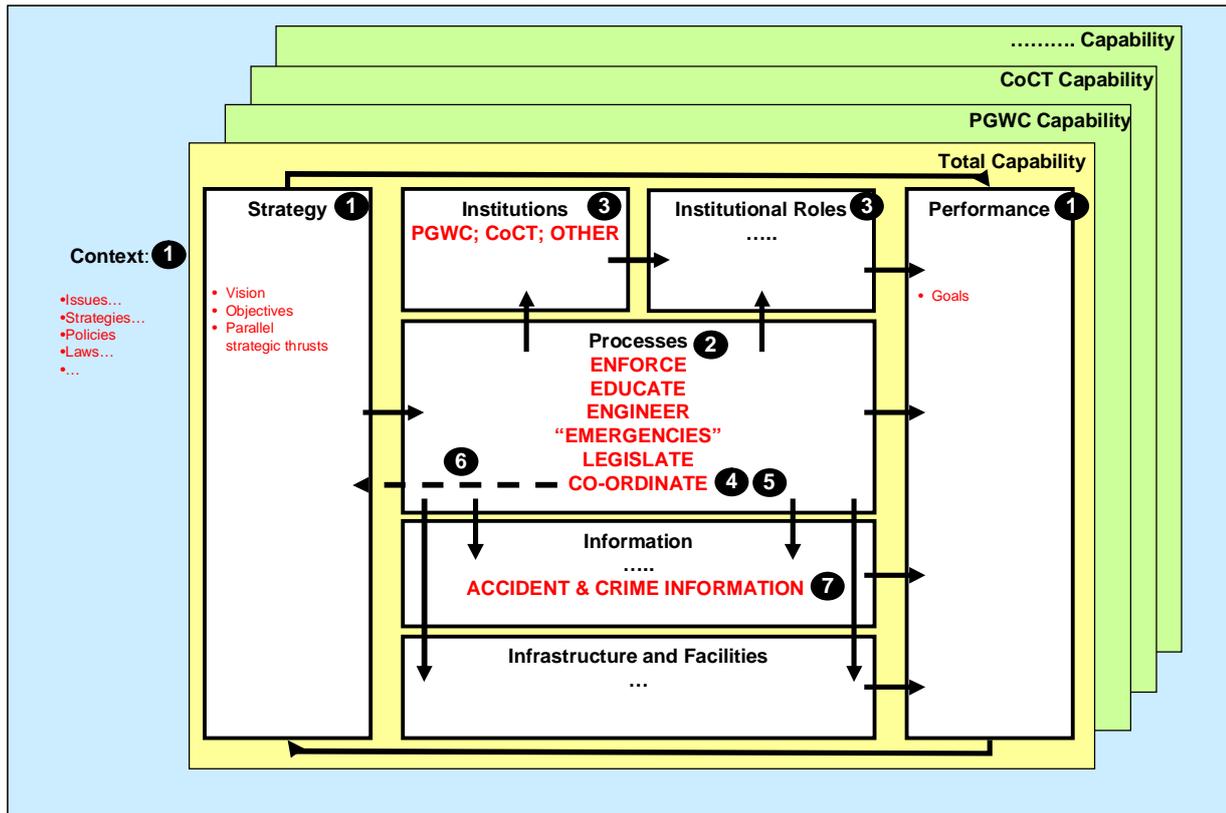
---

### Overcoming Scepticism

- There is a great deal of scepticism out there amongst authorities, service providers and the public:
  - Views like the following prevail: “not another strategy”; “here we go again, some more government rhetoric – is this going to be another report left to gather dust on the shelves”; “as usual no-one will be held to account”; and “things will keep getting progressively worse - how bad do things have to get before action is taken?”
- There is only one way now left to address the scepticism and prove the sceptics wrong, and that is to deliver, and to do so without any further delay

## 4. THE APPROACH REVISITED

This project set out to enhance the draft strategy for safety and compliance of public transport in the Western Cape by using the following approach:



- STEP 1: Understand the context, create a draft strategy and propose some high level performance measures (THIS WAS COMPLETED IN THE PREVIOUS PHASE OF THE PROJECT)
- STEP 2: Define all safety and compliance processes (SECTION 5)
- STEP 3: Identify all safety and compliance stakeholders and make recommendations regarding changes to their roles to enhance effectiveness and efficiency (SECTION 5)
- STEP 4: Under the umbrella of co-ordination process, devise a project prioritisation process and supporting tool (SECTION 6)
- STEP 5: Use the above process to perform a first cut prioritisation of the projects identified to date (SECTION 7)
- STEP 6: Use the results of the above "first cut" to refine the strategy (SECTION 8)



# SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



## DRAFT

---

- STEP 7: Investigate the critical issues surrounding the current accident and crime information architecture and make a recommendation as how best to address them (SECTION 9)



# SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



## DRAFT

### 5. INSTITUTIONAL ROLES AND RESPONSIBILITIES

#### 5.1. Description and Purpose

There appears to be a great deal of uncertainty regarding the roles and responsibilities of the various authorities when it comes to safety and compliance of public transport in the Western Cape. This results in ineffectiveness and inefficiency, mainly as a consequence of the overlaps and gaps between the authorities in carrying out the necessary safety and compliance processes.

The purpose of this exercise was to diagnose the problem and recommend a solution.

#### 5.2. Safety and Compliance Processes

The starting point for the diagnosis was a definition of the safety and compliance processes. The processes were defined at a high level with a view to ensuring that they were mutually exclusive and exhaustive.

#### 1 Enforce compliance with all laws and regulations

##### 1.1 Enforce compliance by “members of the public”

Pedestrians

Cyclists

Passengers (taxis, buses and trains)

##### 1.2 Enforce compliance by “service providers/operators”

Licenses

Driver

Operating

Vehicle/train

Vehicle/train roadworthiness/“railworthiness”

Vehicle/train driver behaviour



# SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



## DRAFT

- 1.3 Enforce compliance by “authorities”
  - Testing/licensing authorities
  - Other enforcement authorities
  - Safety educators
  - Infrastructure providers
  - Emergency services providers
- 1.4 General enforcement processes (overlapping above processes)
  - Special investigations
  - Prosecutions

## **2 Educate (training and communication) stakeholders**

- 2.1 Educate “members of the public”
  - Pedestrians
  - Cyclists
  - Passengers (taxis, buses and trains)
- 2.2 Educate “service providers/operators”
  - Taxi drivers
  - Taxi operators and representative organisations
  - Bus drivers
  - Bus operators and representative organisations
  - Train drivers
  - Train operators and representative organisations



# SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



## DRAFT

### 2.3 Educate “authorities”

- Testing/licensing authorities
- Other enforcement authorities
- Safety educators
- Infrastructure providers
- Emergency services providers

## 3 Ensure safe road & rail infrastructure

### 3.1 Ensure safe roads infrastructure (incl. roads, ranks, depots and other interchanges)

- Foot and cycle paths, road crossings, etc.
- Roads, bridges and tunnels
- Intersections and traffic lights
- Sign posting and road markings
- Stops, ranks, depots and other interchanges
- Other

### 3.2 Ensure safe rail infrastructure (incl. rails, power, signals and stations)

- Railway lines, bridges, tunnels and road crossings
- Power
- Signals
- Stations
- Rolling stock (included under rail infrastructure for the purposes of this exercise)



# SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



## DRAFT

### 4 Ensure effective and efficient emergency services

#### 4.1 Ensure effective and efficient emergency services (standard emergencies)

Medical

Fire

Policing

Forensic pathology

Site clearing

Information capturing

Reconstruction/investigations

#### 4.2 Ensure effective and efficient emergency services (disasters)

Medical

Fire

Policing

Forensic pathology

Site clearing

Information capturing

Reconstruction/investigations

### 5. Modify/introduce new laws and regulations

#### 5.1 Devise new standards, laws and regulations

#### 5.2 Motivate and follow through to implementation of new standards, laws and regulations



# SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



## DRAFT

### 6 Ensure co-ordinated delivery

#### 6.1 Ensure co-ordination of overall strategy

Ensure common high level vision, objectives, strategy and goals

Ensure appropriateness and clarity of institutional roles

Ensure appropriate prioritisation of projects

Ensure adequacy of institutional capacity and funding

#### 6.2 Ensure co-ordination of operations

Enforcement

Education

Engineering infrastructure

Emergency Services

#### 6.3 Ensure proper performance management

Establish institutional level performance targets (KPIs/SLAs)

Monitor performance against performance targets

Ensure appropriate rewards/sanctions are implemented

Update performance targets

### Other general processes deemed to be included in the categories already mentioned above

Research

Management of information

Auditing of all processes



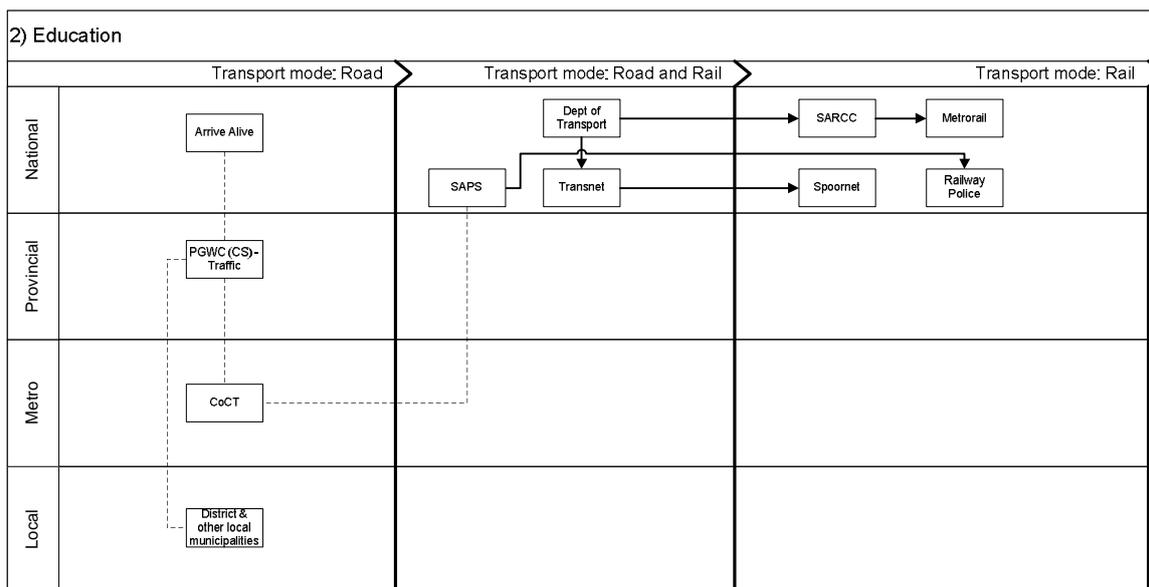
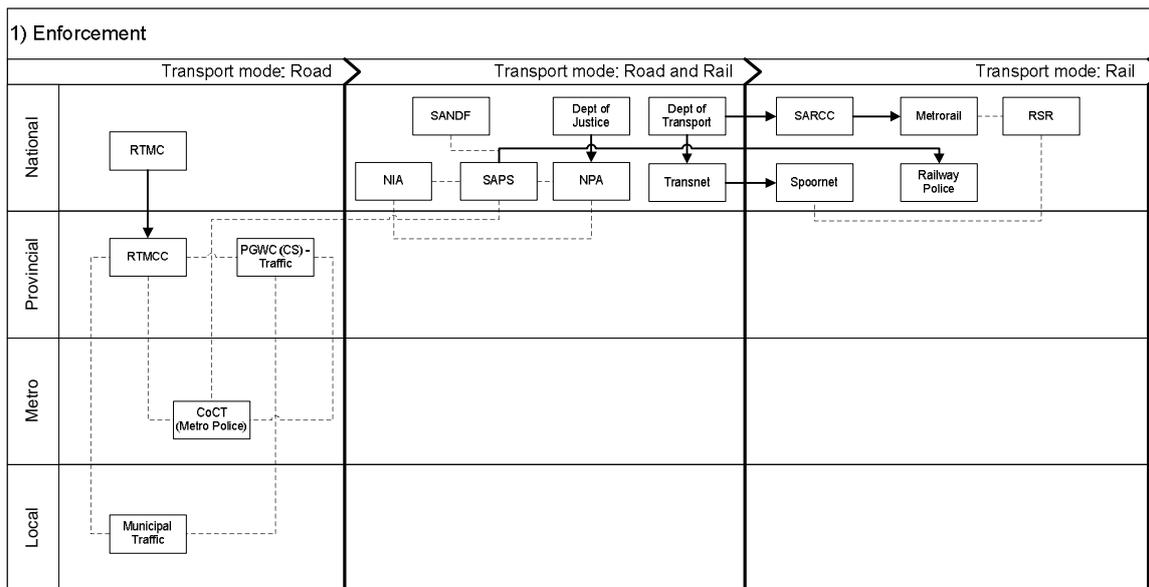
# SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



## DRAFT

### 5.3. "As-Is" Institutions

At the same time, the authorities currently playing a role in safety and compliance were identified and the existing relationships between them mapped. This was done in the four key areas of operation: Enforcement, Education, Engineering Infrastructure and Emergency Services.

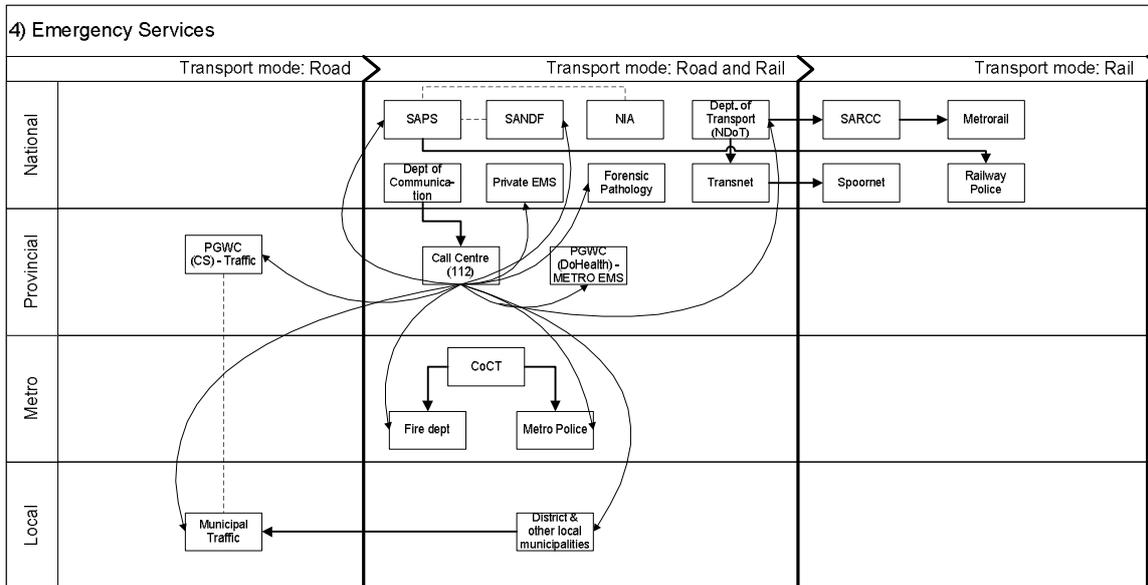
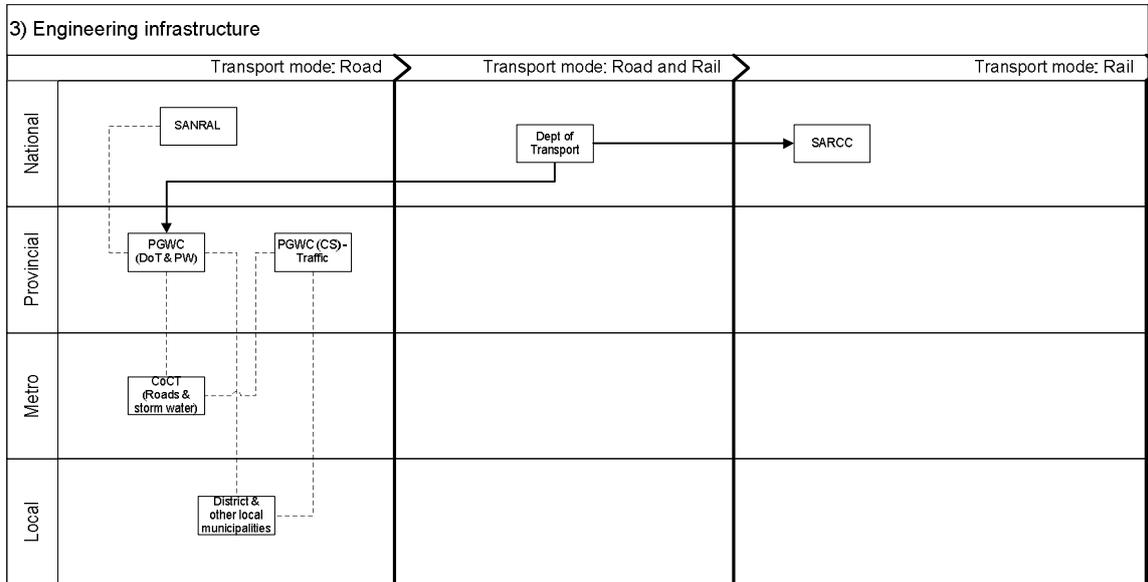




# SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



## DRAFT





# SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



## DRAFT

### 5.4. "As-Is" Roles

Roles currently being played by the identified authorities were then mapped against the defined processes in an "As-Is" Roles Matrix.

Processes					Responsible Stakeholders																															
					National										Provincial				Local																	
Level 0	Level 1	Level 2	Level 3		Dept. of Transport	Arrive Alive	S. A. National Roads Agency Limited (SANRAL)	Transnet	Spoornet	S. A. Rail Commuter Corporation (SARCC)	Metrorail	Railway Safety Regulator (RSR)	SABS	Road Traffic Mgr. Corporation (RTMCC)	SAPS	SAPS - Railway Police	National Intelligence Agency (NIA)	S. A. National Defence Force (SANDF)	Forensic Pathology	Dept. of Justice	National Prosecution Authority (NPA)	Dept. of Transport	Dept. of Community Safety	Dept. of Health	Emergency Medical Services (EMS)	Road Traffic Mgr. Coordinating Committee (RTMCC)	Provincial Operating Licence Board (POLB)	Provincial Transport Committee (ProvCom)	Provincial Transport Technical Committee (ProvTech)	City of Cape Town (CoCT)	5. District Municipalities	14. Local Municipalities				
		Rail	Road	Accident	Crime																															
<b>1) Enforce compliance with all laws and regulations</b>																																				
	1.1) Enforce compliance by "members of the public"																																			
	1.2) Enforce compliance by "service providers/operators"																																			
	1.3) Enforce compliance by "authorities"																																			
	1.4) General enforcement processes (overlapping above processes)																																			
	1.4.1) Special investigations																																			
	1.4.2) Prosecutions																																			
<b>2) Educate (training and communication) stakeholders</b>																																				
	2.1) Educate "members of the public"																																			
	2.2) Educate "service providers/operators"																																			
	2.3) Educate "authorities"																																			
<b>3) Ensure safe road &amp; rail infrastructure</b>																																				
<b>4) Ensure effective and efficient emergency services</b>																																				
	4.1) Ensure effective and efficient emergency services (standard emergencies)																																			
	4.2) Ensure effective and efficient emergency services (disasters)																																			
<b>5) Modify/introduce new laws and regulations</b>																																				
	5.1) Devise new standards, laws and regulations																																			
	5.2) Motivate and follow through until the above are implemented																																			
<b>6) Ensure co-ordinated delivery</b>																																				
	6.1) Ensure co-ordination of overall strategy																																			
	6.2) Ensure co-ordination of operations																																			
	6.3) Ensure proper performance management																																			



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



# DRAFT

### 5.5. “As-Is” Gaps, Overlaps and Issues

Using the “As-Is” Roles Matrix as a frame of reference, details in respect of each process were considered in more detail. Gaps were identified where either a process or a part of it was not effectively addressed by any authorities, across the whole of the Western Cape or in just a part of it. Overlaps were also identified where more than one authority were playing a part in the same process, in the same jurisdiction, without any clearly defined separation of their roles.

#### AS A RESULT OF THIS EXERCISE, SOME KEY ISSUES WERE IDENTIFIED:

##### Enforcement

- Issue #1: The jurisdictions of the various enforcement authorities overlap considerably; sowing confusion and hampering effectiveness and efficiency.
- Issue #2: There are circumstances where it is too risky for traffic officers to fulfil their mandate because they, unlike the police and army, are not armed.
- Issue #3: The NIA’s role and responsibilities are not clear to all enforcement authorities which creates unrealistic expectations.
- Issue #4: The level of co-ordination between SAPS and NIA is poor.
- Issue #5: The prosecution process appears to be badly flawed, in part because of the poor co-operation between the various authorities.

##### Education

- Issue #6: A number of concerns were raised regarding the effectiveness of Arrive Alive.
- Issue #7: There appears to be significant opportunity for rationalisation in the area of education of the members of the public and service providers, or at the very least, an improvement in the level of cooperation between the authorities. It was also noted that the number of education initiatives have declined due to a lack of funds.

##### Emergency Services

- Issue #8: In the delivery of emergency services, traffic officers do not work 24 hours a day. As a result, police officers need to stand in for them at times which leads to other problems and inefficiencies.

##### Co-ordination

- Issue #9: There is no formal and effective approach to co-ordinated strategy development for safety and compliance in the Western Cape. Most strategic planning appears to happen in a silo-type manner with each stakeholder group considering its own priorities in isolation from the broader picture.



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



# DRAFT

- Issue #10: The level of co-ordination between stakeholders in the execution of safety and compliance operations in the Western Cape appears to be low. This is probably a direct consequence of the silo-type manner in which strategy is formulated.
- Issue #11: The enforcement of proper performance management processes as a whole appears to be seriously flawed. Performance management, where it is carried out, is conducted within individual stakeholder organisations only. There does not appear to be any mechanism in place to measure the performance of organisations, and to make them accountable to all of the other stakeholders for the achievement of broader safety and compliance objectives.

Details of the analysis per process are included in the appendices.

### 5.6. “To-Be” Recommendations

#### 5.6.1. Institutional roles

In the light of the above issues, the following recommendations are made:

##### Recommendation 1:

The recommendation: Clearly define jurisdictions for traffic law enforcement agencies, e.g. CoCT area to be serviced by the Metro Police. Up until now available funding appears to have dictated the extent of the jurisdiction to be served by each agency. Funding should rather be allocated on the basis of what makes operational sense.

(In addition to this, consideration should be given to establishing a separate unit within the Metro Police Traffic Department to focus specifically on public transport related matters. This is how it works with the Transport Operational Command Unit (TOCU) in London which was established as the result of an agreement between the Metropolitan Police Authority (MPA) and Transport for London (TfL). This unique partnership sees the TOCU funded by TfL, but remain part of the Metropolitan Police Service (MPS). They are dedicated to fighting crime on buses, bus routes including red-route enforcement, tackling illegal taxi-touts and assisting in the control of traffic congestion.)

Issues addressed: #1

Rationale: To avoid jurisdictional ambiguity and overlapping of responsibilities in this regard.

Expected outcome: Traffic law enforcement agencies will focus on their areas of jurisdiction and become more effective and efficient.

##### Recommendation 2:

The recommendation: Consider an arrangement for the police and the army to play supporting roles to the traffic law enforcement agencies where required e.g. road blocks, focused enforcement campaigns, etc.



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



# DRAFT

---

Issues addressed: #2

Rationale: There are circumstances where it is too dangerous for traffic officers to fulfill their mandate because they are not armed to the extent that the police and army are.

Expected outcome: This should result in better co-ordination between the law enforcement agencies and the police and the army and consequently more effective and efficient traffic law enforcement.

### Recommendation 3:

The recommendation: Clearly define and communicate the roles of the NIA in supporting the police, and establish a protocol for interaction.

Issues addressed: #3 & #4

Rationale: Avoid unrealistic expectations.

Expected outcome: This should result in better co-ordination and co-operation between the police and the NIA, and consequently increased success in the fight against crime.

### Recommendation 4:

The recommendation: Define/articulate the existing prosecution process and explore ways in which to streamline it and make it more effective; consider the establishment of a public transport (or even just transport) prosecuting authority and court; ensure that the new process incorporates service level agreements; and ensure the new process is properly communicated.

Issues addressed: #5

Rationale: The prosecution process is currently ineffective.

Expected outcome: A streamlined and performance driven process involving a dedicated prosecuting authority and court that is well understood by all stakeholders, and that results in more cases being brought before the courts and a higher rate of successful prosecutions

*(Issue #6 - Arrive Alive - is currently being investigated at the national level)*

### Recommendation 5:

The recommendation: Develop a co-coordinated education strategy, especially in respect of taxi operations and all members of the public.



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



# DRAFT

---

Issues addressed: #7

Rationale: There are a number of different education programs targeting different audiences with different messages through different channels. Although many of these might be reasonably effective in isolation, it appears that they are not well co-coordinated.

Expected outcome: A more co-coordinated approach is likely to be more effective and make far better use of available resources.

### Recommendation 6:

The recommendation: The Traffic Department should be operational 24 hours a day in order to fulfill its mandate. Operations could however be scaled down at -peak times, even to a point where traffic officers are just on call in certain areas during such times.

Issues addressed: #8

Rationale: When traffic officers are not available, police officers have to do duty in their place, which leads to overlapping of roles and consequent inefficiencies. Also, there appears to be a perception on the part of vehicle operators that because there are no traffic officers on duty at off-peak times, they are at liberty to flout without fear of ever being caught. This is borne out by the disproportionately high number of accidents that occur at night given the much reduced number of cars on the road at this time.

Expected outcome: This is expected to increase operational efficiencies as well as the level of road safety compliance at night.

### Recommendation 7:

The recommendation: A co-coordinated approach to strategy development should be adopted, along the lines of that represented in the projects prioritisation process. Similarly, operational plans and operations themselves need to be far more closely co-coordinated. Once these strategies have been defined, organization service level agreements (SLAs) and individual key performance indicators (KPIs) and targets need to be put in place to hold stakeholder organisations and individuals accountable and to ensure that operations are actually carried out in alignment with the strategies.

Issues addressed: #9, #10 & #11

Rationale: It goes without saying that a fragmented and uncoordinated approach, where there is confusion regarding roles and responsibilities and a lack of accountability, will not deliver any meaningful results.



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



# DRAFT

Expected outcome: Ultimately, as involved stakeholders get to agree on priorities and set about implementing them together, such a coordinated approach will lead to “safer public transport for all.”

There are a number of other institutional issues or recommendations which are currently being investigated or put in place. These may impact on some of the recommendations above but unfortunately could not be investigated as part of this project, either because of the sensitive stage of the negotiations surrounding them, or because the information could not be made available in time. They include, but are not necessarily limited to:

- The establishment of a new Transport Authority for the Cape Town Metropole (and even possibly a Public Transport Authority)
- The intended role of the RTMC, especially with regard to its coordinating function. In terms of Act 20 of 1999, the Road Traffic Management Corporation Act, the Shareholders Committee must enter into a written governance agreement with the Board relating to, amongst other things, the expectations of national, provincial and local governments in respect of the Corporation’s scope of business. As far as could be ascertained, no such agreement has yet been reached
- The development of:
  - A Rail Framework for the City (being prepared by the City); and
  - A Regional Rail Plan (being prepared by the SARCC in conjunction with the City)

### 5.6.2. Role and Organisation for the Directorate of Safety and Compliance

It is envisaged that the role of the Directorate of Safety and Compliance will be two fold:

- To promote the establishment of provincial and local legislation and regulations to foster improved public transport safety and compliance;
- To lead and co-ordinate all stakeholders in their efforts to:
  - Comply with national, provincial and local legislation on safety and compliance legislation;
  - Forge innovative and holistic but pragmatic strategies and plans (through the prioritisation process described later) to ensure public transport safety and compliance, setting concrete goals and putting in place workable service level agreements;
  - Submit appropriate and timely motivations to the relevant authorities to ensure that funding is directed to the areas of greatest need (i.e. where the greatest safety and compliance return on investment (RoI) can be achieved) in alignment with the overall strategies and plans; and
  - Achieve the goals set and adhere to Service Level Agreements (SLAs). SLAs, once established, could be managed through the new Shared Services Centre (SSC).



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



# DRAFT

---

Both the importance of public transport safety, and the need for a single co-coordinating body, cannot be overemphasised. Although only referring to road safety (for public and private transport), the South African Motoring Journalists' Committee for Active Road Safety (CARS), in a letter to the State President in 2005, urged him to appoint a Minister of Road Safety.

In terms of Act 22 of 2000, the MEC for Transport must, amongst other things, co-ordinate Transport Authorities and other planning authorities or co-ordinate between these authorities and the province, so as to avoid duplication of effort and resources, and promote the use of public transport and in so doing, further passenger safety.

The following organisation is recommended for the Directorate in order for it to perform its role:

- A Director: to lead the process;
- A Programme Manager: to manage the process; and
- An administrative Assistant: to relieve the programme manager of purely administrative tasks.



**SAFETY AND COMPLIANCE STRATEGY FOR  
PUBLIC TRANSPORT IN THE WESTERN  
CAPE**



**DRAFT**

**6. THE PROJECT PRIORITISATION PROCESS**

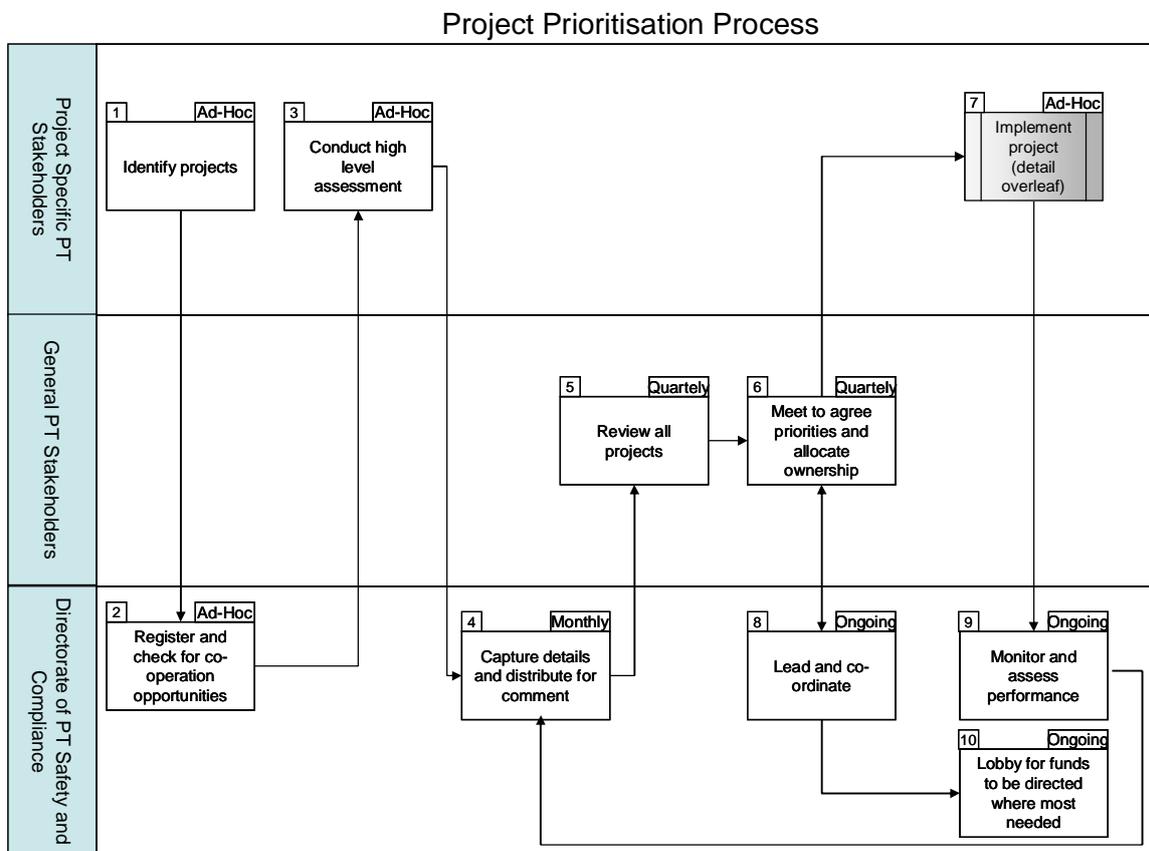
**6.1. Description and Purpose**

A great number of projects have been identified to enhance the levels of public transport safety and compliance in the Western Cape. Also, new projects will continue to be identified on an ongoing basis. However, there is currently no effective mechanism to assess the priorities that should be afforded these projects. As a result, it is not possible to craft an effective and meaningful strategy, to put in place effective action plans to implement the projects in the appropriate sequence, and to source the necessary funds in order to execute the plans.

The purpose of this exercise was to develop a pragmatic and workable prioritization process, together with a simple enabling tool.

**6.2. Process**

The following project prioritisation process is proposed:

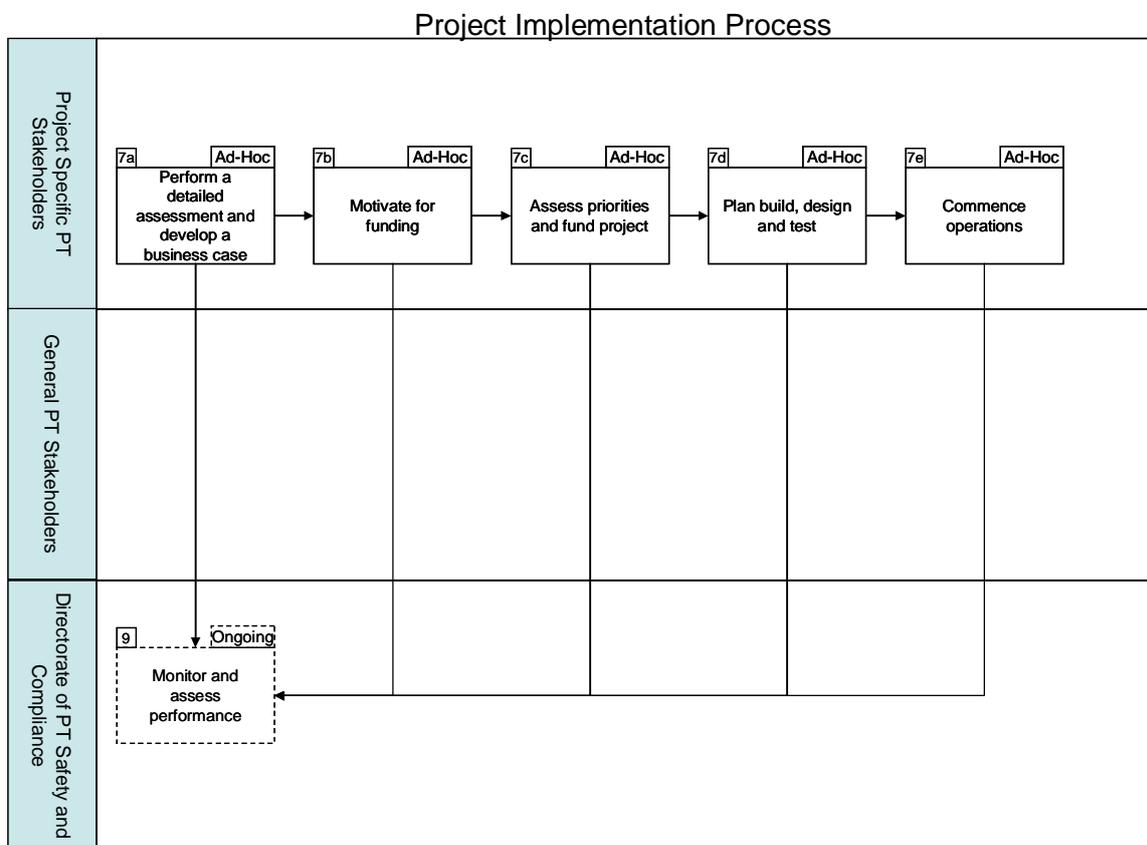




**SAFETY AND COMPLIANCE STRATEGY FOR  
PUBLIC TRANSPORT IN THE WESTERN  
CAPE**



**DRAFT**



**1. Identify projects:** Identify and define projects of any description that have the potential to make a meaningful improvement to safety and compliance in public transport in the Western Cape, i.e. projects that will address underlying safety and compliance issues. A wide variety of different project types are envisaged:

- Analysis: Deeper investigation of a specific issue and its causes
- Motivation: The compilation and submission of a formal request to an outside party to bring about some manner of change
- Capability: The development of one or more aspects of a solution (strategy, process, technology, people or facilities)

While it is likely that such projects will be identified by stakeholders most likely to be responsible for implementing such projects, this will not always be the case.

**2. Register and check for co-operation opportunities:** Contact the PGWC Public Transport Directorate of Safety and Compliance (Dir. S&C) to enable registration of projects. Only nominal details are required at this point, i.e. a very brief description of each project. On the basis of this information and knowledge of existing registered projects, a recommendation can be made by the Dir. S&C to rationalise, amend or eliminate certain projects, or alternatively suggestions made as to other parties with whom direct co-operation might be advisable.





## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



# DRAFT

- 8. Lead and co-ordinate:** Identify and act on follow up actions from stakeholder meetings. Continuously review issues arising in the safety and compliance landscape, noting those for which projects have not yet been identified, with a view to defining and “allocating” (by mutual agreement) new projects to address these. Reassess the strategy and any impediments to achieving this, and act appropriately to address these matters.
- 9. Monitor and assess performance:** Keep track of the status of projects. Obtain business case details and feedback into the prioritisation process, i.e. to refine the preliminary assessments. Assess performance on a continuous basis using SLAs or similar once projects have been completed and operations have commenced.
- 10. Lobby for funds to be directed where most needed:** Use the overall priorities framework to lobby the relevant funding authorities, both internal and external to the PGWC, to adjust the allocation of funding on the basis of greatest need or potential benefit. Do this rather than allowing projects to continue to be prioritised solely within separate stakeholder organisations without any regard to how funds could be more effectively spent elsewhere.

**Note:** All of the steps to be performed by project specific stakeholders are steps that should already be embedded in their own internal (formal or informal) processes, the only difference being the interfacing with the Dir. S&C and other stakeholders at various points along the way for co-ordination purposes.

The above approach is consistent with that adopted by the US Department of Transportation as outlined in its Intermodal Surface Transportation Efficiency Act (ISTEA) of 1991. Amongst other things, the Act promotes the flexible allocation of funding to meet the most urgent transportation needs, regardless of mode, at state or county level. Many states and counties use similar prioritisation frameworks to assess their hierarchy of needs. While the focus of the Act is not solely on safety, the approach adopted is exactly the same as that proposed in this document.

It is recommended that consideration be given to extending this prioritisation framework, at some point in the future, to include all transport related projects. The reason for this is that all projects compete for the same limited funding and should be compared against one another in this context. Having said that, all of the projects assessed in this document have been broadly assessed in terms of all potential benefits, not just those that are safety related. However, projects without a significant safety angle have not been considered because they fell outside of the scope of this safety and compliance strategy development exercise.



**SAFETY AND COMPLIANCE STRATEGY FOR  
PUBLIC TRANSPORT IN THE WESTERN  
CAPE**

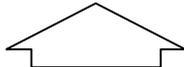


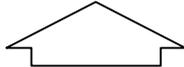
**DRAFT**

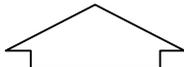
**6.3. Assessment Criteria**

The following criteria are proposed:

**BENEFITS CRITERIA AND RATING SCALES**

<b>Reduction in crime, accidents and associated costs</b>		
General definition: Direct reduction in the number and severity of such incidents, and/or minimising their consequences/associated costs through appropriate emergency response		
	Score	Definition
Very high	5	
High	4	
Medium	3	
Low	2	
Very low	1	

<b>Enabling of other projects (key dependency)</b>		
General definition: Indirect enabling of other projects or operations which cumulatively will lead to the same benefits described above		
	Score	Definition
Very high	5	
High	4	
Medium	3	
Low	2	
Very low	1	

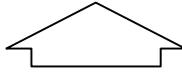
<b>Compliance with national mandates</b>		
General definition: Compliance with an Act of Parliament		
	Score	Definition
Very high	5	
High	4	
Medium	3	
Low	2	
Very low	1	

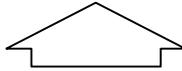


**SAFETY AND COMPLIANCE STRATEGY FOR  
PUBLIC TRANSPORT IN THE WESTERN  
CAPE**



**DRAFT**

<b>Promotion of infrastructure development and the economy</b>		
General definition: Development of infrastructure that has value beyond reducing levels of crime and accidents (including that detailed in the SIP), general development of the economy and protection of the natural environment. More efficient use of existing resources is considered to be contributing to economic development		
	Score	Definition
Very high	5	
High	4	
Medium	3	
Low	2	
Very low	1	Will have little or no direct impact on infrastructural/economic/environmental factors

<b>Promotion of people development</b>		
General definition: Creation of jobs, development of key skills and/or delivery against key BEE objectives		
	Score	Definition
Very high	5	
High	4	
Medium	3	
Low	2	
Very low	1	Will result in little or no people development benefits

**COSTS AND RATING SCALES (Also described as "Difficulty of implementation")**

General definition: Costs for the preliminary assessment are to be VERY roughly estimated according to the following formula: (estimated implementation costs + 5 x estimated annual operating costs)*risk factor. Notes: <b>1)</b> Estimated annual operating costs are over and above existing operating costs; <b>2)</b> The risk factor operates on a sliding scale where 1=no uncertainty and 2=high degree of uncertainty; <b>3)</b> Where projects are already partly completed, costs already incurred (i.e. sunk costs) are NOT included. Risk will be highly dependent on the number of stakeholders involved in the project		
	Score	Definition (in R millions)
Very low	5	0-1
Low	4	1-5
Medium	3	5-20
High	2	20-100
Very high	1	>100

Although assessed individually, the scores for the benefits criteria, are combined in a single weighted average. The weightings for the criteria have been set at 40%, 20%, 20%, 10% and 10%.



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



# DRAFT

These weightings reflect the perceived importance of these criteria in this context. The prioritisation tool (described later in this document) obviously has the flexibility to accommodate changes to these weightings.

The score for the costs is already a composite score.

While an attempt has been made to lend a degree of objectivity to the process through the definition of these criteria, a large degree of subjectivity obviously remains. Judgment can never be removed from the process.

The scores are arranged in such a way that 5 always represents a favorable outcome, for both benefits and costs.

The facts that the scales are both closed at either end, and that the costs scale is non-linear, can of course lead to distortions especially when considering projects of both very high benefits and/or very high costs, i.e. no matter how high the benefits against one or more of the criteria, a benefits score greater than 5 cannot be achieved, and similarly, no matter how expensive, a costs score less than 1 cannot be achieved. The scale is however still thought to be useful for initial screening when the object is to begin the categorisation process in a consistent fashion, and to single out those particularly high value and/or low cost projects for further attention.

Use of the "1-5" scales is proposed for the initial screening of projects only, and not for final comparisons. Once projects have received the go ahead for more detailed analysis, on the basis of the initial screening, it is proposed that predictions of actual costs be used. It is suggested that the original benefits criteria might still be appropriate but that scores be adjusted on the basis of new information, and consideration be given to any possible distortions like those described above.

It is important to note how projects are defined as they are rated in terms of those definitions. For example, a project to assess the appropriate size of enforcement team needed for a specific function is just that, an assessment. It does not include any actions that might flow from the assessment. In other words, the benefits are the value inherent in knowing what an appropriate size team is, and of getting one step closer to putting the right size team in place. Similarly, the costs would be those associated with the assessment only.

Many of the projects are defined in fairly generic terms. Such projects could be broken down at any point into sub-projects, each with a more defined scope, and each to be treated, for prioritisation purposes, in an identical manner.

### 6.4. Tool, Template and Definitions

A tool was developed for the management of projects through the prioritisation process, including the preliminary assessment against each of the criteria and the recording of the status of each project. Details regarding the tool are addressed in the appendices.



# DRAFT

## 7. A FIRST CUT OF THE PRIORITIES

The projects identified to date were passed through the first stage of the prioritisation process to get an idea of how they compared with one another and which were worthy of special attention going forward. The ratings given were those of the project team based on input to date from a wide variety of different stakeholders. These are obviously subject to review by all stakeholders.

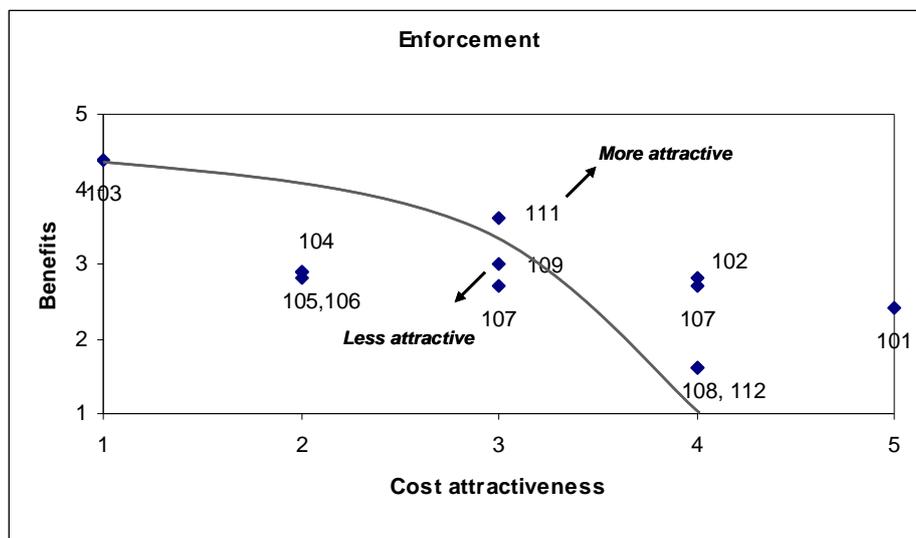
The results of this process are presented in the diagrams below, one for each key thrust. Further details can be found in the appendices.

It must be stressed that the curved line is illustrative/conceptual only. The more to the right and above the line, the more attractive a proposition a project is likely to be. The actual position of the line itself has no material consequence.

Also, given that there is no direct link between one “unit of benefit” and “one unit of cost”, it might even be appropriate to undertake all of the projects if, individually, the “actual” benefits outweigh the “actual” costs by a greater margin than other comparable projects competing for attention from the same pool of funds.

The Bacon report (Ireland) of 1999, found that road safety related projects generally delivered returns on investment of the order of 700% once the cost of human lives had been factored into the equation. Although the investments were generally made by the Department of Transport, the benefits tended to accrue in the form of savings to various other departments like for example, the Department of Health.

Finally, certain projects could rate less highly than others in terms of overall benefits, but be mandated by National Government for immediate implementation. In such cases, projects might need to “jump the queue” unless National Government can be persuaded to relax such mandates given the circumstances.



More attractive looking projects include the following:

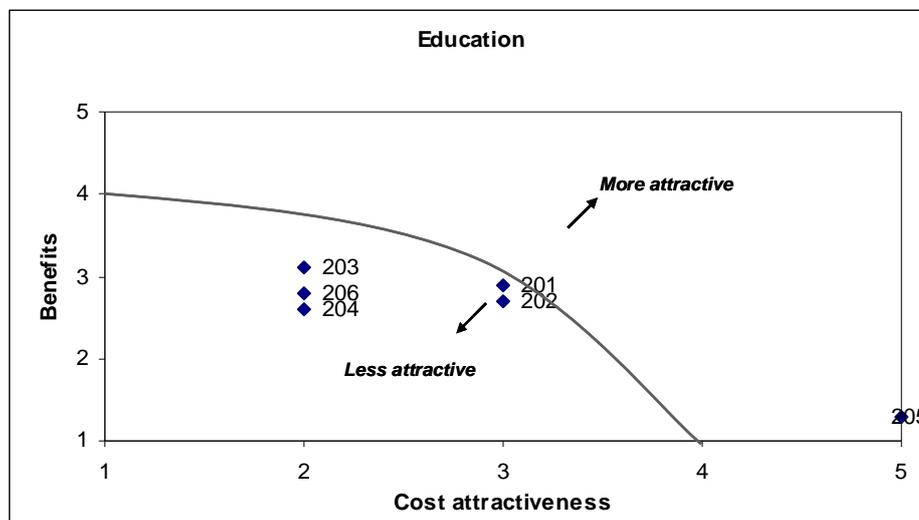


# SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



## DRAFT

- 101 – Size of enforcement teams
- 102 – Enforcement strategy and procedures
- 103 – Commencement with rigorous enforcement
- 107 – Extended use of existing command and control systems
- 111 – Taxi commission of enquiry implementation



More attractive projects include the following:

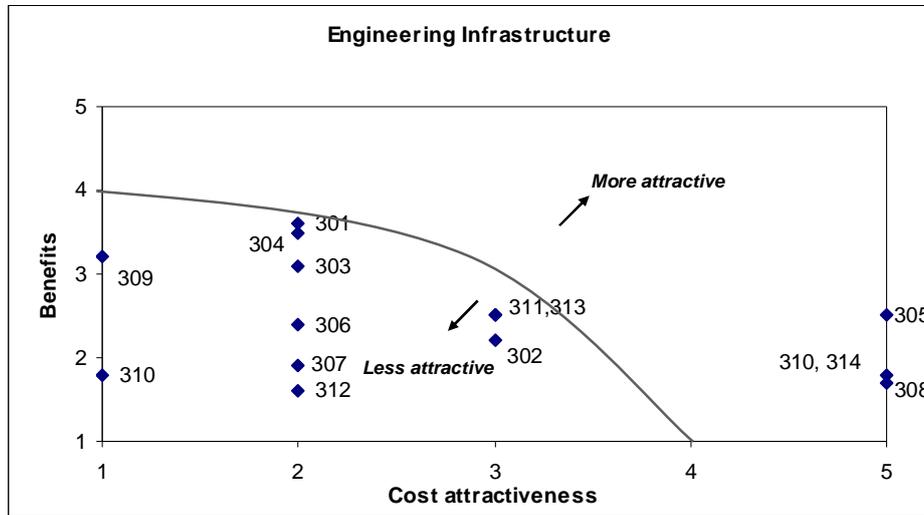
- 201 – Boost existing campaigns
- 202 – Change management program with taxis
- 203 – Training of enforcement officers (both traffic and police)



# SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE

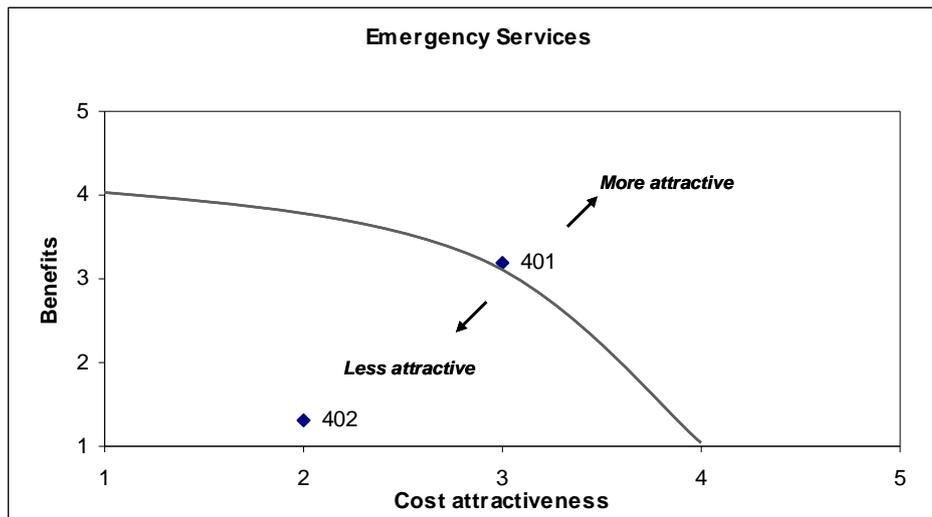


## DRAFT



More attractive projects include the following:

- 301 – Accident and crime information architecture (INCLUDED AS PART OF THIS REPORT)
- 304 - Cycle tracks, walkways and road crossings
- 305 - Increase safety considerations in planning and design
- 310 - Road congestion
- 314 - Speed limits



More attractive projects include the following:

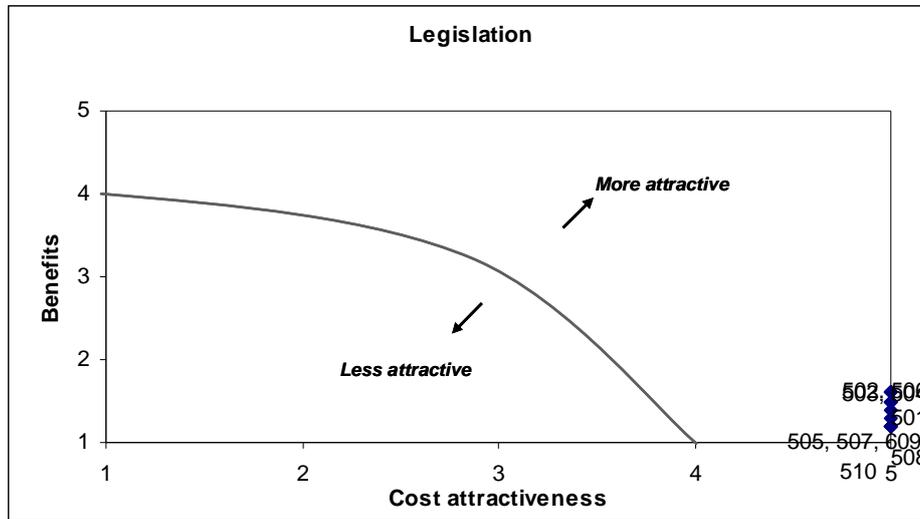
- 401 - Emergency services communications centre



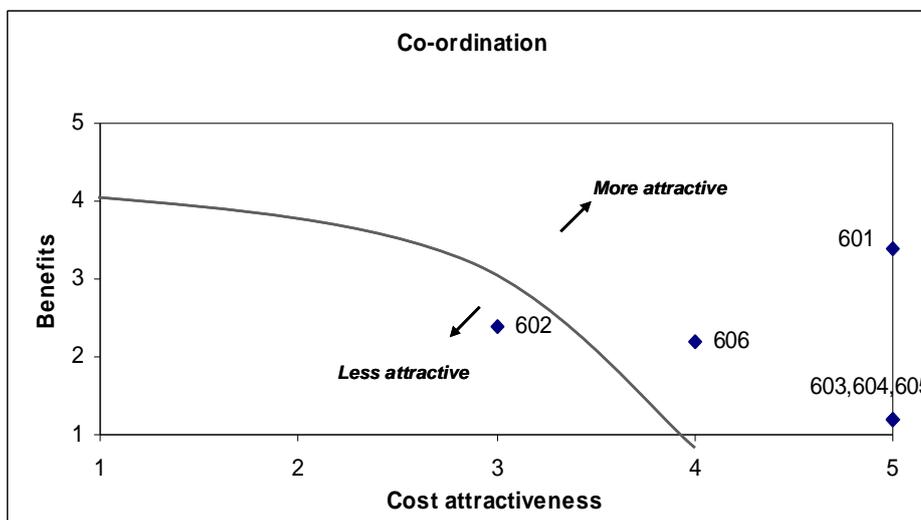
# SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



## DRAFT



All of the “Legislation projects” are seen to be attractive given their relatively low cost and perceived value.



More attractive projects include the following:

601 - Review overall structures and organisation roles (INCLUDED AS PART OF THIS REPORT)

602 - Performance management framework

606 - Funding strategy



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



# DRAFT

---

All of the other “Co-ordination projects” are seen to be attractive given their relatively low cost and perceived value.

The above results help us to refine our strategy. They seem to confirm the importance for six\* key parallel thrusts. Although all are important, it appears that “Enforcement” and “Co-ordination” demand slightly more attention.

\* - For practical reasons, the original number of five has been increased to six. Infrastructure, which formally comprised physical infrastructure and emergency services, has been split into its component parts.

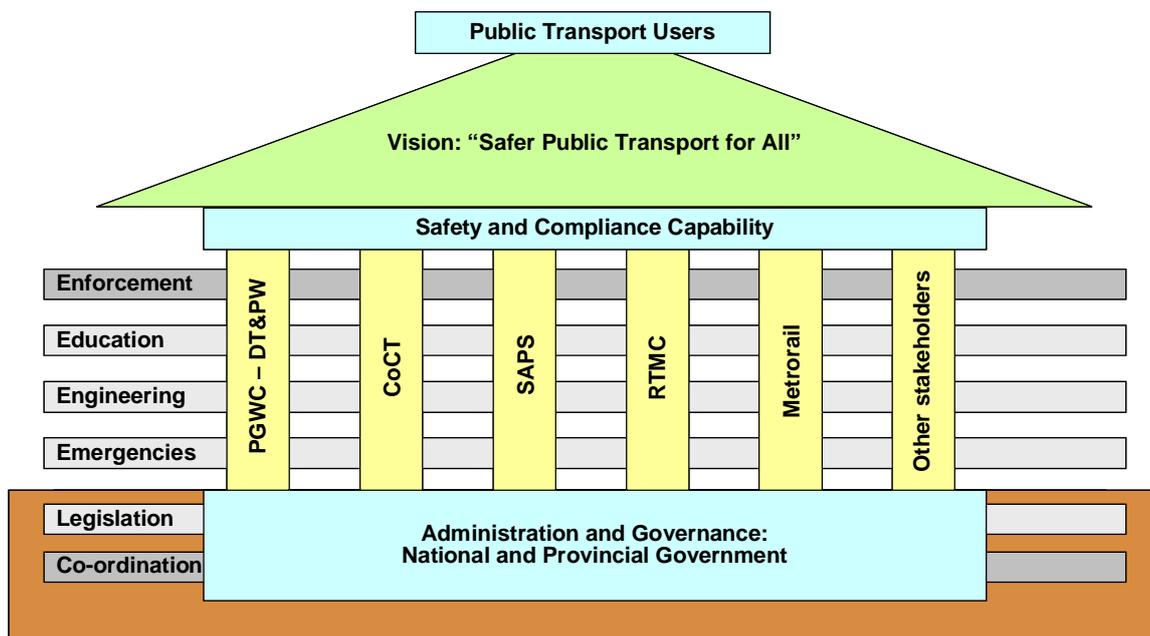


# DRAFT

## 8. THE STRATEGY REFINED

The strategy defined in the preliminary phase of this project needs to be slightly restated in the context of the recommendations regarding institutional arrangements and project prioritisations.

The “strategy in a nutshell”:



### 8.1. Vision and Objectives

The proposed vision is simple but effective and aligned with that of iKapa elihlumayo, the strategy to “grow the Cape”:

**“Safer public transport for all”**

The vision is made more concrete through the articulation of specific objectives.

Primary objectives:

- To ensure the safety of all users\* of public transport
- To ensure that users also feel safe

Secondary objectives:

- Ensuring that the level of user experience is not in other ways unduly compromised





## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



# DRAFT

Only fatalities are measured given the difficulties in measuring other injuries. It is also broadly recognised that measures adopted to reduce the level of fatalities will also reduce the level of non-fatal injuries.

The stated measures and baselines are for accidents in respect of all road transport, public and private. It is accepted that the case for public transport on its own, if it could be measured, would be a good deal worse. For example, minibus vehicles comprised 3.2% of the registered vehicle population but accounted for 7.0% of all vehicles involved in accidents.

As more reliable information becomes available, it is recommended that the measures and goals are adapted for public transport only. At present there is too much uncertainty regarding the number of public transport vehicles registered, and also accident fatalities are not yet classified according to whether or not they are public transport related.

Similar measures for rail related accidents and criminal incidents in general still need to be investigated.

- In the longer term more comprehensive measures incorporating leading and lagging indicators can be introduced:
  - In the road environment, these could include the Road Safety Index (RSI) developed by the NDoT:
    - The measure is comprehensive and presumably well thought through: it considers not only resultant crash and casualty information, but also progress made to curb key drivers of those numbers
    - This would align the Western Cape with the rest of the country: it would allow for more effective co-ordination and planning at the National level and more effective benchmarking which no doubt would lead to further performance improvements

### 8.3. Thrusts

The original strategic thrusts remain largely unchanged from the preliminary strategy, except for the “split” in the infrastructure thrust which formally comprised physical infrastructure and emergency services. This has now been split into its component parts.

**Direct thrusts** (Those that members of the public see)

**Enforcement:** *Monitoring of operator/driver practices and the condition of vehicles, and ensuring compliance with all relevant laws and regulations*

**Education:** *Enabling members of the public, service providers and the relevant authorities to achieve safer public transport through communication and training*



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



# DRAFT

---

**Engineering:** *Ensuring that infrastructure and PT facilities are planned, designed, built, operated and maintained in a manner conducive to safer public transport*

**Emergencies:** *Providing an effective and efficient response to accidents and criminal incidents, mitigating the negative consequences of such events*

**Enabling thrusts** (Those that members of the public do not see)

**Legislation:** *Recommending updates or changes to the laws or regulations to facilitate safer public transport*

**Co-ordination:** *Ensuring appropriate structures are in place, with effective co-ordination between those structures, proper planning and sufficient capability/capacity*

The direct thrusts are similar to those pursued by other authorities globally. For example, the US Federal Highway Authority talks about its “plans to address safety challenges through aggressive programs in the four “E’s” of safety—engineering, enforcement, education, and emergency medical services.”



# SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



## DRAFT

## 9. A NEW INCIDENTS INFORMATION ARCHITECTURE

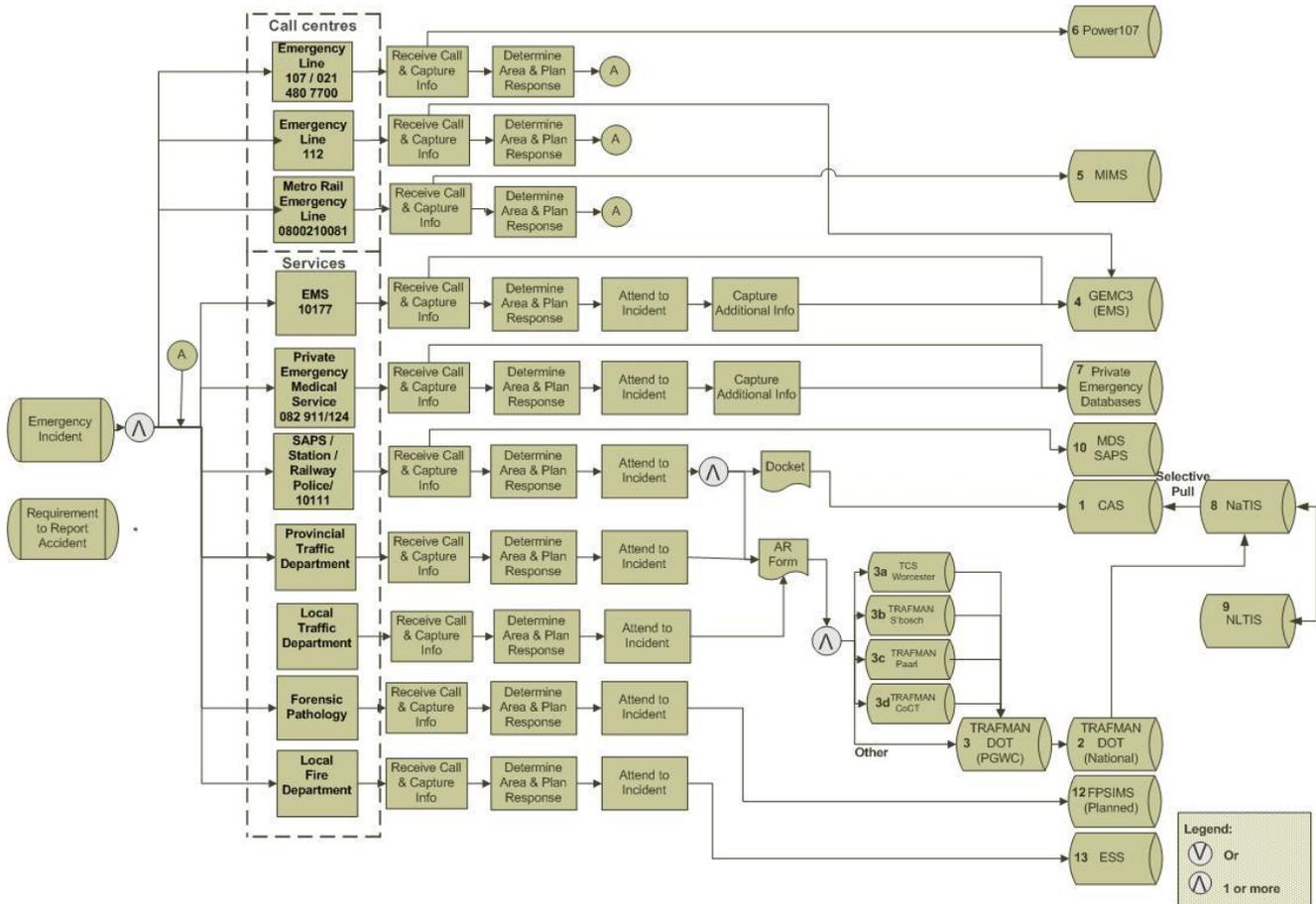
### 9.1. Description and Purpose

There are a number of issues relating to the capture, processing and reporting on public transport accident and crime data, particularly accident data. Such data is currently incomplete and lacks both sufficient detail and any reasonable level of integrity. As a result, strategic safety and compliance planning happens in something of a vacuum without comprehensive and accurate data to base anything on. This has been identified as one of the key risks to the successful achievement of the vision of “safer public transport for all”.

The purpose of this exercise was to diagnose the problem and recommend a solution.

**9.2. “As-Is” Incident Information Architecture**

The “as-is” incident information architecture is best described by the data generation process:

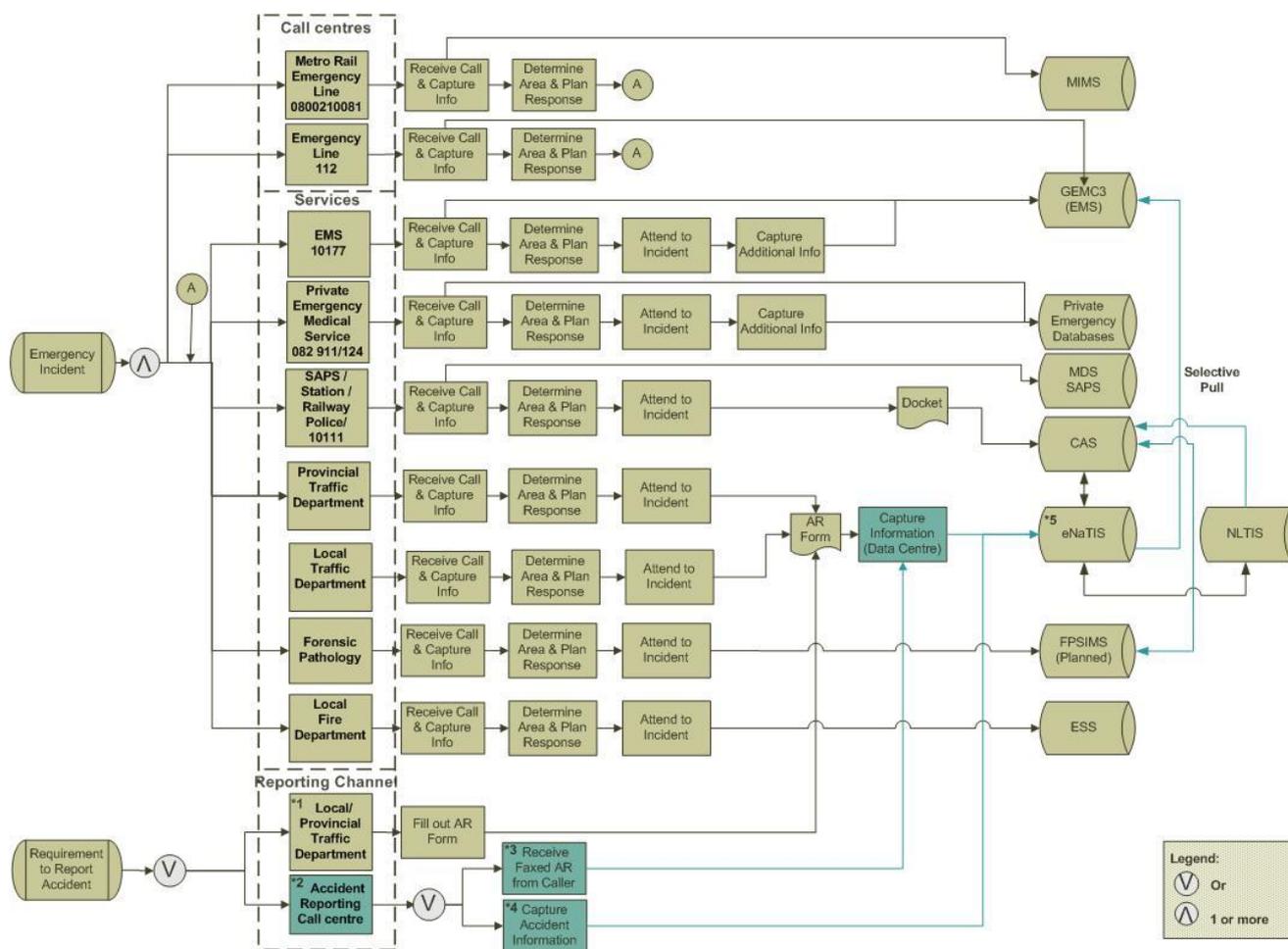


\* The process for all reporting of minor accidents, after the fact, is not detailed here.

Details relating to the “as-is” incident information databases are to be found in the appendices.

### 9.3. "To-Be" Recommendations

The recommended new solution is best described by the data generation process:



- \*1 Leverage existing offices and open a few other select offices as appropriate
- \*2 Establish a new Call Centre (this could also include the proposed new Data Centre)
- \*3 The question of proof of identity and drivers' licenses still needs to be resolved
- \*4 Information can be captured directly over the phone, with the possible exception of the sketch of the accident scene. The issue of proof of identity and drivers' licenses still needs to be resolved
- \*5 Information relating to the proposed new eNaTIS database is provisional and was not yet formally confirmed at the time of going to print. It is understood that national roll-out of the new database will commence later this year



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### MAJOR RECOMMENDATION: THE PROVINCIAL TRAFFIC DEPARTMENT SHOULD BECOME THE SOLE OWNER OF ACCIDENT REPORTING

It is recommended that the Provincial Traffic Department becomes the full owner of all accident data. This implies the need to affect a number of changes to legislation, processes, technology and facilities.

#### SUMMARY DESCRIPTION

Governance:	Department of Community Safety
Geography:	Provincial (Other provinces could be persuaded to follow suit later)
Scope:	All information regarding accidents

#### DATA AND PROCESSES

##### Data categories:

- As per the data categories in the existing AR form (see TRAFMAN details in the appendices)
- Public transport classification data
- Coordinates of the accident location provided using GPS devices where traffic authorities attended the scene of the accident

##### Inputs:

- Data for the system will be generated in a number of ways:
  - In the case of more serious accidents where the scene is attended by traffic department officials, the information will be captured on site
  - In the case of less serious accidents, the driver of a vehicle involved in the accident must report the accident within 24 hours of its occurrence to the Traffic Department, either:
    - In person at a designated office of the Department or one of its local agents, i.e. local traffic departments, or
    - Telephonically via the accident reporting call centre, or
    - By fax to the same call centre
  - In addition to the above, daily reconciliations will be conducted with the EMS database (GEMC3) to ensure that all incidents captured there are also captured into the Traffic database (eNaTIS). Data collected by EMS is primarily captured for “command and control” purposes, although the data is also then used for planning purposes. (Currently, data relating to quite a number of accidents, especially those involving pedestrians, is captured



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



by EMS but not by Traffic or the Police. It is critical that all accident data is collected into one system.) If the traffic department at some point also decides to use GEMC3 for “command and control” purposes, as recommended as part of a separate project, actual links should be established between it and eNaTIS to ensure alignment of the final data

- Completed Accident Reports will then be sent to a Data Centre for capturing directly into the new eNaTIS database. There will no longer be any intermediate local and provincial databases
- The police would no longer play a role in capturing ordinary accident data, either through their attendance at the scene of accidents or at police stations. They would however continue to remain responsible for completing dockets in the case of accidents involving fatalities or accidents that involved a serious crime

### Outputs:

- High functionality reporting will be made freely available and include all relevant data within eNaTIS including traffic offences, vehicle registrations, licenses, roadworthiness, etc.
- Copies of accident reports will be made available on request

### SYSTEM

- eNaTIS will have a module specifically for loading accident data and has the added benefit that it can immediately provide or confirm vehicle and driver information
- The eNaTIS accident module will be able to match and retrieve the license, traffic offence and roadworthiness information within the greater eNaTIS database.
- eNaTIS will also be able to request any criminal associations to drivers and vehicles involved from CAS
- eNaTIS will also be able to supply accident case numbers to GEMC3 on request
- eNaTIS will run on central server technology with an Oracle database and PC terminals with Java Web Start applications

### ORGANISATION

- The Department of Community Safety (Traffic Department) will assume sole responsibility for collecting and managing all accident data, including the establishment and operation of a call centre and data centre (possibly combined to form one centre)
- The police will no longer have any responsibility in this regard

### FACILITIES AND OTHER INFRASTRUCTURE

- The fleet of Traffic Department vehicles, provincial and local, will need to be fitted with GPS devices



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



- 
- A call centre and data centre (possibly one and the same) will need to be established with direct access into eNaTIS for the capturing of accident report data





## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



---

### Quality of information:

- Only trained traffic officers will complete accident reports ensuring far higher quality information
- Information can be cross checked when entered, further ensuring quality
- There will be no more transferring of information between databases with its inherent risks
- There will be far fewer “information gaps” (or non-reporting of accidents) as a consequence of: the elimination of any confusion as to who, of Traffic and the Police, is responsible for reporting any given accident; a situation being avoided where certain information is only captured in a separate EMS database
- Precise incident location information will be captured, radically increasing the value of the information for planning purposes
- Public transport classification information will also be captured, further increasing the value of the information for planning purposes

### Operating costs:

- The streamlined process will require less handling of data
- There will be fewer costly corrections because of the improved quality
- A dedicated and focused data centre will improve efficiencies
- Additional staffing costs for the Traffic Department will be offset by a saving for the police

### KEY ISSUES

- Loss of police stations as accident reporting locations could inconvenience members of the public
- Some funding will need to be redirected from SAPS to the Traffic Department given the changed responsibilities
- Traffic Officers will need to be available 24 hours a day
- There could be opposition to having the legislation passed, especially if the exclusion of the police from the accident data management process is only to apply to the Western Cape
- Legal considerations with regard to the faxing of copies of drivers' licenses and ID documents



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### MINOR RECOMMENDATION: SAPS SHOULD ENHANCE ITS CAS (CRIME ADMINISTRATION SYSTEM)

The following changes are recommended:

- An additional field be added to register whether or not an incident is public transport related so as to enhance strategic planning with regard to safety and compliance in public transport
- Improved links between CAS and eNaTIS in order to flag any vehicles or drivers with criminal records or ties and to extract relevant information e.g. traffic offences, driver or vehicle license details and in the process improve crime fighting capabilities
- A link to the new Forensic Pathology Services Information Management System to enhance intelligence capabilities e.g. with regard to the Missing Persons Bureau
- A link between CAS and NLTIS in order to access Taxi Association and member information which will also prove invaluable in the fight against crime





## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### 11. REFERENCES

#### LEGISLATION (INCLUDING THE MOST IMPORTANT PIECES OF LEGISLATION ONLY)

1. National Road Traffic Act, No. 93 of 1996.
2. National Land Transportation Transition Act, No. 22 of 2000.
3. Railway Safety Regulator Act, No. 16 of 2002.
4. Road Traffic Management Corporation Act, No. 20 of 1999.

#### DOCUMENTS

5. City Of Cape Town / Africon. Project 2.2: Public Transport Enforcement Strategy and Implementation Program. 2004.
6. City Of Cape Town / Axios. Project 2.1: Public Transport Safety and Security Strategy and Implementation Program. 2004.
7. City of Cape Town. Alleviation of the Pedestrian Crisis in the City of Cape Town. 2005.
8. City of Cape Town. Operating Licensing Strategy. 2004.
9. City of Cape Town. Pedestrian Safety Implementation Plan. 2005.
10. Commission of inquiry into the Instability and Conflict in the Taxi Industry. 2005.
11. COSATU. Memorandum To Government re:Train Crisis. 2004
12. CSIR. Evaluation and Monitoring of Critical Road Traffic Safety Issues in the W. Cape
13. CSIR. Road Traffic Safety Management Strategy for the Western Cape. 2005.
14. Department of Transport. Measuring Road Traffic Safety Performance. 2005.
15. Department of Transport. The Road to Safety Strategy. 2005.
16. Department of Transport and Public Works. Safety on Trains Project. 2006.
17. Department of Transport. National Household Travel Survey. 2006
18. Department of Transport and Public Works. Strategic Infrastructure plan for the Western Cape Province. 2005
19. Department of Transport and Public Works. Provincial Vision for Public Transport and 5 Year Delivery Program. 2003.
20. Department of Transport and Public Works. Annual Performance Plan. 2006.
21. Department of Transport and Public Works. 7 Critical Systems Pillars of Public Transport.
22. PGWC - Director Traffic Law Enforcement. Taxi Recapitalisation Program Strategic Law Enforcement Plan. 2006.
23. Public Private Partnerships in Road Safety. 2005.
24. Quemic. Lentegeur Hospital Complex Transport Project - Security Survey and Risk Assessment. 2003.
25. Road Traffic Management Corporation (RTMC). Road Traffic and Fatal Crash Statistics. 2004.
26. SARCC. National Safety and Security Plan. 2004.
27. SARCC. Proposed Security Plan for Protection of Commuters and SARCC Assets. 2002
28. Unisa. Crime and Crime Prevention on Public Transport. 2000.
29. Gap Analysis for Establishment of Public Transport Data Analysis Centre. 2004.
30. An Economic Assessment and Preliminary Cost Benefit Analysis of the Government Strategy for Road Safety 1998-2002, Peter Bacon & Associates, Ireland.1999.
31. Road Traffic Injury Research in Africa: Context and Priorities. A presentation at the global forum for health research. Conference (Forum 8), Mexico City. 2004.
32. Road Safety to 2010. New Zealand Department of Transport. 2003.
33. National Road Safety Strategy: 2001 – 2010. Australian Transport Council. 2000.



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### WEBSITES

34. Arrive Alive. <http://www.arrivealive.co.za>.
35. CSIR Crime Prevention Centre. <http://www.crimeprevention.csir.co.za/homepage.php3>.
36. LOUW. Getting to know police crime statistics. Nedbank ISS Crime Index, Vol. 5, No. 3, 2001. <http://www.iss.co.za/PUBS/CRIMEINDEX/01VOL5NO3/Figure.html>.
37. KwaZulu-Natal Department of Transport. <http://www.kzntransport.gov.za/>
38. Rail Road Association of South Africa. <http://www.rra.co.za>
39. South African Police Service. <http://www.saps.gov.za/>
40. South African Department of Transport. <http://www.transport.gov.za>.
41. South National Roads Agency Limited (SANRAL). <http://www.nra.co.za/>.
42. United Kingdom Department for Transport. <http://www.roads.dft.gov.uk>
43. Van der Sluis, J. Traffic Safety Information in South Africa. 2001. <http://www.swov.nl/rapport/R-2001-18.pdf>
44. Transnet. <http://www.transnet.co.za>
45. Metrorail. <http://www.metrorail.co.za>
46. South African Rail Commuter Corporation Limited (SARCC). <http://www.sarcc.co.za/>
47. Railway Safety Regulator (RSR). <http://www.rsr.org.za/>
48. South African Bureau Standards (SABS) – Transportation. <http://www.sabs.co.za/sectors/transportation/index.aspx>
49. Metropolitan Police – City of London. [www.met.police.uk/transport/](http://www.met.police.uk/transport/)
50. Railroad Association of South Africa. [www.rra.co.za](http://www.rra.co.za)
51. US Department of Transportation – Office of Intermodalism. <http://www.dot.gov/intermodal/links.html>
52. US Federal Highway Commission. <http://www.tfhc.gov/>



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



## 12. APPENDICES

### 12.1. Stakeholder Framework

A stakeholder framework has been established to manage stakeholders. The framework is a work in progress and contains some duplication given the consolidation of a number of other databases.

The framework (excel spreadsheet) is available in electronic format.



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### 12.2. Organisational Framework

An organisational framework has been established to keep track of all stakeholder organisations. The framework is also a work in progress.

The framework (excel spreadsheet) is available in electronic format.





## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### 12.4. “As-Is” Institutional Roles: Gaps, Overlaps and Issues (Details)

**Process number:** 1.1

**Process name:** Enforce compliance by “members of the public”

**Process definition:** The enforcement of Public Transport laws and regulations compliance by the members of the public (cyclists, pedestrians and passengers in buses, taxis and trains)

Transport mode		Incident type		Stakeholder	Scope of responsibility
Road	Rail	Accident	Crime		
■			■	South Africa Police Services (SAPS)	<b>Process:</b> Criminal offences only <b>Jurisdiction:</b> Province <b>Act:</b> ? <b>Further detail required:</b> - SAPS involvement in trains and train stations - SAPS jurisdiction in the metropolitan
■		■	■	PGWC (Dept. of Community Safety) – Provincial Traffic	<b>Process:</b> Traffic offences only <b>Jurisdiction:</b> National roads within the province <b>Act:</b> ? <b>Further detail required:</b> N/A
■		■	■	Metro Police	<b>Process:</b> Full process (Criminal and traffic offences) <b>Jurisdiction:</b> Metropolitan <b>Act:</b> ? <b>Further detail required:</b> N/A
■		■	■	Municipal traffic	<b>Process:</b> Traffic offences only <b>Jurisdiction:</b> Municipal roads only <b>Act:</b> ? <b>Further detail required:</b> N/A
	■	■	■	SAPS - Railway Police	<b>Process:</b> Full process (Criminal and traffic offences) <b>Jurisdiction:</b> Province <b>Act:</b> Legal Succession to the South African



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



Transport mode		Incident type		Stakeholder	Scope of responsibility
Road	Rail	Accident	Crime		
					Transport Services Act No.9 of 1989 <b>Further detail required:</b> N/A
	■	■	■	Metrorail	<b>Process:</b> Full process (Using Metrorail's three enforcement agencies namely, Metrorail Protection Services (MPS), Client Services and Modalink.) <b>Jurisdiction:</b> Metropolitan <b>Act:</b> ? <b>Further detail required:</b> N/A
	■	■	■	Spoornet	<b>Process:</b> Full process <b>Jurisdiction:</b> Province, excluding metropolitan rail <b>Act:</b> ? <b>Further detail required:</b> N/A
■	■	■	■	National Intelligence Agency (NIA)	<b>Process:</b> Provision of strategic and tactical intelligence when needed <b>Jurisdiction:</b> Province <b>Act:</b> National Strategic Intelligence Act of 1994 <b>Further detail required:</b> N/A
■	■	■	■	South African National Defence Force (SANDF)	<b>Process:</b> Plays a supportive role when called upon by other enforcement authorities <b>Jurisdiction:</b> Province <b>Act:</b> ? <b>Further detail required:</b> N/A

### GAPS, OVERLAPS AND OTHER ISSUES:

- The jurisdictions of the various authorities overlap considerably; clarification in this regard will dramatically improve the effectiveness and efficiency of these authorities.



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



**Process number:** 1.2

**Process name:** Enforce compliance by “service providers / operators”

**Process definition:** Compliance enforcement of Public Transport laws and regulations by service providers / operators

Transport mode		Incident type		Stakeholder	Scope of responsibility
Road	Rail	Accident	Crime		
■			■	South Africa Police Services (SAPS)	<b>Process:</b> Criminal offences only <b>Jurisdiction:</b> Province <b>Act:</b> ? <b>Further detail required:</b> - SAPS involvement in rail - SAPS jurisdiction in the metropolitan
■		■	■	PGWC (Dept. of Community Safety) – Provincial Traffic	<b>Process:</b> Traffic offences only <b>Jurisdiction:</b> National roads within the province <b>Act:</b> ? <b>Further detail required:</b> N/A
■		■	■	Metro Police	<b>Process:</b> Full process (Criminal and traffic offences) <b>Jurisdiction:</b> Metropolitan <b>Act:</b> ? <b>Further detail required:</b> N/A
■		■	■	Municipal Traffic	<b>Process:</b> Traffic offences only <b>Jurisdiction:</b> Municipal roads only <b>Act:</b> ? <b>Further detail required:</b> N/A
	■	■	■	SAPS - Railway Police	<b>Process:</b> Informal enforcement <b>Jurisdiction:</b> No mandate <b>Act:</b> Legal Succession to the South African Transport Services Act No.9 of 1989 <b>Further detail required:</b> N/A



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



Transport mode		Incident type		Stakeholder	Scope of responsibility
Road	Rail	Accident	Crime		
	■	■	■	Railway Safety Regulator (RSR)	<b>Process:</b> Issuing of safety permits for all railways operators <b>Jurisdiction:</b> Province <b>Act:</b> National Railway Safety Regulator Act No. 16 of 2002 <b>Further detail required:</b> N/A
■	■	■	■	National Intelligence Agency (NIA)	<b>Process:</b> Provision of strategic and tactical intelligence when needed <b>Jurisdiction:</b> Province <b>Act:</b> National Strategic Intelligence Act of 1994 <b>Further detail required:</b> N/A
■	■	■	■	South African National Defence Force (SANDF)	<b>Process:</b> Plays a supportive role when called upon by other enforcement authorities <b>Jurisdiction:</b> Province <b>Act:</b> ? <b>Further detail required:</b> N/A
	■	■	■	South African Rail Commuter Corporation (SARCC)	<b>Process:</b> Full process, enforcement on Metrorail <b>Jurisdiction:</b> Province <b>Act:</b> ? <b>Further detail required:</b> N/A
■	■	■	■	City of Cape Town (CoCT)	<b>Process:</b> Full process, enforcement on Metrorail <b>Jurisdiction:</b> Province <b>Act:</b> ? <b>Further detail required:</b> - CoCT Rail Plan
■	■	■	■	District municipalities and other local municipalities	<b>Process:</b> Full process, enforcement on Metrorail <b>Jurisdiction:</b> Province <b>Act:</b> ? <b>Further detail required:</b> - Municipality involvement in rail not confirmed



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



---

### GAPS, OVERLAPS AND OTHER ISSUES:

- The same issue addressed for process 1.1
- There are circumstances where it is too risky for traffic officers to fulfil their mandate because they are not armed. Better co-operation between enforcement authorities and either the police or the army would assist in such circumstances.
- The NIA's role and responsibilities are not clear to all enforcement authorities which creates unrealistic expectations.



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



**Process number:** 1.3

**Process name:** Enforce compliance by “authorities”

**Process definition:** Compliance enforcement of Public Transport laws and regulations of authorities (e.g. Testing / licensing authorities, other enforcement authorities, safety educators, infrastructure providers and emergency services providers)

Transport mode		Incident type		Stakeholder	Scope of responsibility
■		■	■	Road Traffic Mgt. Corporation (RTMC)	<b>Process:</b> Full process and co-ordination role <b>Jurisdiction:</b> Province <b>Act:</b> Road Traffic Management Corporation Act No. 20 of 1999 <b>Further detail required:</b> - Provincial agreement according to Act
■		■	■	Road Traffic Mgt. co-ordinating Committee (RTMCC)	<b>Process:</b> Full process and co-ordination role <b>Jurisdiction:</b> Province <b>Act:</b> ? <b>Further detail required:</b> - Provincial agreement according to Act
■	■	■	■	South African Police Service (SAPS)	<b>Process:</b> Criminal offences only <b>Jurisdiction:</b> Province <b>Act:</b> ? <b>Further detail required:</b> N/A
■	■	■	■	National Intelligence Agency (NIA)	<b>Process:</b> Provision of strategic and tactical intelligence when needed <b>Jurisdiction:</b> Province <b>Act:</b> National Strategic Intelligence Act of 1994 <b>Further detail required:</b> N/A

### GAPS, OVERLAPS AND OTHER ISSUES:



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



- The RTMC and RTMCC are in the process of establishing a direct reporting relationship.

**Process number:** 1.4.1

**Process name:** General enforcement processes: Special Investigations

**Process definition:** Compliance enforcement of Public Transport laws and regulations by means of special investigations. (Overlapping above processes)

Transport mode		Incident type		Stakeholder	Scope of responsibility
Road	Rail	Accident	Crime		
■	■		■	South African Police Service (SAPS)	<b>Process:</b> Full process <b>Jurisdiction:</b> Province <b>Act:</b> ? <b>Further detail required:</b> N/A
■	■	■	■	National Intelligence Agency (NIA)	<b>Process:</b> Plays a supportive role to SAPS <b>Jurisdiction:</b> Province <b>Act:</b> National Strategic Intelligence Act of 1994 <b>Further detail required:</b> N/A

### GAPS, OVERLAPS AND OTHER ISSUES:

- Co-ordination between SAPS and NIA is poor.
- It is not yet understood who is responsible for investigating road and rail accidents under the various different circumstances.



**SAFETY AND COMPLIANCE STRATEGY FOR  
PUBLIC TRANSPORT IN THE WESTERN  
CAPE**



**Process number:** 1.4.2

**Process name:** General enforcement processes: Prosecutions

**Process definition:** Compliance enforcement of Public Transport laws and regulations by means of prosecutions. (Overlapping above processes)

Transport mode		Incident type		Stakeholder	Scope of responsibility
Road	Rail	Accident	Crime		
■	■	■	■	National Prosecution Authority (NPA)	<b>Process:</b> Full process <b>Jurisdiction:</b> Province <b>Act:</b> ? <b>Further detail required:</b> N/A

**GAPS, OVERLAPS AND OTHER ISSUES:**

- The prosecution process appears to be badly flawed, in part because of the poor co-operation between the various authorities.



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



**Process number:** 2.1

**Process name:** Educate “members of the public”

**Process definition:** Educate the members of the public (passengers and pedestrians) on public transport safety, by means of campaigns, advertisements, etc...

Transport mode		Incident type		Stakeholder	Scope of responsibility
Road	Rail	Accident	Crime		
■		■	■	Arrive Alive	<b>Process:</b> Full process during Easter and Christmas periods. <b>Jurisdiction:</b> Province <b>Act:</b> ? <b>Further detail required:</b> N/A
■			■	South Africa Police Services (SAPS)	<b>Process:</b> Full process <b>Jurisdiction:</b> Province <b>Act:</b> ? <b>Further detail required:</b> N/A
	■	■	■	SAPS – Railway Police	<b>Process:</b> Full process <b>Jurisdiction:</b> Metropolitan <b>Act:</b> Legal Succession to the South African Transport Services Act No.9 of 1989 <b>Further detail required:</b> N/A
■		■	■	PGWC (Dept. of Community Safety)	<b>Process:</b> Full process throughout the year <b>Jurisdiction:</b> Province <b>Act:</b> ? <b>Further detail required:</b> N/A
	■	■	■	Metrorail	<b>Process:</b> Full process <b>Jurisdiction:</b> Metropolitan <b>Act:</b> ? <b>Further detail required:</b> N/A



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



Transport mode		Incident type		Stakeholder	Scope of responsibility
Road	Rail	Accident	Crime		
■	■	■	■	City of Cape Town (CoCT)	<b>Process:</b> Full process <b>Jurisdiction:</b> Metropolitan <b>Act: ?</b> <b>Further detail required:</b> - City of Cape Town Rail Plan
■	■	■	■	District municipalities and other local municipalities	<b>Process:</b> Full process <b>Jurisdiction:</b> Municipalities <b>Act: ?</b> <b>Further detail required:</b> - Involvement of district and other local municipalities in rail is not confirmed

### GAPS, OVERLAPS AND OTHER ISSUES:

- A number of concerns were raised regarding the effectiveness of Arrive Alive. It is understood that the issue is being addressed at a national level.



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



**Process number:** 2.2

**Process name:** Educate “service providers / operators”

**Process definition:** Educate the service providers (taxi drivers, bus drivers and train drivers) on public transport safety, by means of campaigns, training, etc...

Transport mode		Incident type		Stakeholder	Scope of responsibility
Road	Rail	Accident	Crime		
■		■	■	Arrive Alive	<b>Process:</b> Full process during Easter and Christmas periods. <b>Jurisdiction:</b> Province <b>Act:</b> ? <b>Further detail required:</b> N/A
■			■	South Africa Police Services (SAPS)	<b>Process:</b> Full process <b>Jurisdiction:</b> Province <b>Act:</b> ? <b>Further detail required:</b> N/A
	■	■	■	SAPS – Railway Police	<b>Process:</b> Full process <b>Jurisdiction:</b> Province <b>Act:</b> ? <b>Further detail required:</b> N/A
■		■	■	PGWC (Dept. of Community Safety)	<b>Process:</b> Full process throughout the year <b>Jurisdiction:</b> Province <b>Act:</b> ? <b>Further detail required:</b> N/A
■	■	■	■	CoCT	<b>Process:</b> Full process <b>Jurisdiction:</b> Metropolitan <b>Act:</b> ? <b>Further detail required:</b> - City of Cape Town Rail Plan



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



Transport mode		Incident type		Stakeholder	Scope of responsibility
Road	Rail	Accident	Crime		
■	■	■	■	District municipalities and other local municipalities	<b>Process:</b> Full process <b>Jurisdiction:</b> Municipalities <b>Act:</b> ? <b>Further detail required:</b> - Involvement of district and other local municipalities in rail is not confirmed
	■	■	■	Spoornet	<b>Process:</b> Train Spoornet operators <b>Jurisdiction:</b> Province, excluding metropolitan <b>Act:</b> ? <b>Further detail required:</b> N/A
	■	■	■	Metrorail	<b>Process:</b> Train Metrorail operators  <b>Jurisdiction:</b> Metropolitan <b>Act:</b> ? <b>Further detail required:</b> N/A

### GAPS, OVERLAPS AND OTHER ISSUES:

- There appears to be significant opportunity for rationalisation in this area, or at the very least, an improvement in the level of cooperation between the authorities.
- The number of education initiatives has declined due to a lack of funds.



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



**Process number:** 2.3

**Process name:** Educate “authorities”

**Process definition:** Educate the authorities (traffic officers and police) on public transport safety, by means of training.

Transport mode		Incident type		Stakeholder	Scope of responsibility
Road	Rail	Accident	Crime		
■			■	South Africa Police Services (SAPS)	<b>Process:</b> SAPS training <b>Jurisdiction:</b> Province <b>Act:</b> ? <b>Further detail required:</b> N/A
■		■	■	PGWC (Dept. of Community Safety)	<b>Process:</b> New traffic officer training <b>Jurisdiction:</b> Province <b>Act:</b> ? <b>Further detail required:</b> N/A
■	■	■	■	Metro Police	<b>Process:</b> Metro Police training <b>Jurisdiction:</b> Metropolitan <b>Act:</b> ? <b>Further detail required:</b> <ul style="list-style-type: none"> <li>- Training assistance from SAPS and Provincial traffic not confirmed</li> <li>- Rail education is not confirmed</li> </ul>
■		■	■	Municipal Traffic (Metro traffic included)	<b>Process:</b> Municipal Traffic training <b>Jurisdiction:</b> District or local municipality <b>Act:</b> ? <b>Further detail required:</b> <ul style="list-style-type: none"> <li>- Training assistance from Provincial traffic not confirmed</li> </ul>



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



Transport mode		Incident type		Stakeholder	Scope of responsibility
Road	Rail	Accident	Crime		
	■	■	■	SAPS - Railway Police	<b>Process:</b> Railway Police training <b>Jurisdiction:</b> Metropolitan <b>Act: ?</b> <b>Further detail required:</b> - Training assistance from SAPS and Provincial traffic not confirmed
	■	■	■	Metrorail	<b>Process:</b> Metrorail enforcement authorities training <b>Jurisdiction:</b> Metropolitan <b>Act: ?</b> <b>Further detail required:</b> N/A

### GAPS, OVERLAPS AND OTHER ISSUES:

- PGWC (Dept. of Community Safety) only trains new traffic officers on road safety when they join. There is no on-going training provided thereafter. A project has been identified in this regard and fed into the prioritisation process.



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



**Process number:** 3

**Process name:** Ensure safe road and rail infrastructure

**Process definition:** Ensure strategic planning, design, construction, operations, rehabilitation and maintenance of primary road infrastructure (e.g. roads, bridges and tunnels) and secondary road infrastructure (e.g. foot and cycle paths, road crossing, traffic lights, sign posting and road markings) and rail infrastructure.

Transport mode		Incident type		Stakeholder	Scope of responsibility
Road	Rail	Accident	Crime		
■				South African National Roads Agency Limited (SANRAL)	<p><b>Process:</b> Full process, except implementing changes to secondary road infrastructure</p> <p><b>Jurisdiction:</b> National roads (N1, N2 and N7)</p> <p><b>Act:</b> South African National Roads Agency Limited and National Roads Act of 1998</p> <p><b>Further detail required:</b> N/A</p>
■				PGWC (Dept. of Transport and Public Works)	<p><b>Process:</b> Full process, except implementing changes to secondary road infrastructure</p> <p><b>Jurisdiction:</b> Excluding national, metropolitan and municipal roads</p> <p><b>Act:</b> ?</p> <p><b>Further detail required:</b> N/A</p>
■				City of Cape Town	<p><b>Process:</b> Full process, except implementing changes to secondary road infrastructure</p> <p><b>Jurisdiction:</b> Metropolitan roads</p> <p><b>Act:</b> ?</p> <p><b>Further detail required:</b> N/A</p>



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



Transport mode		Incident type		Stakeholder	Scope of responsibility
Road	Rail	Accident	Crime		
■				District municipalities and other local municipalities	<b>Process:</b> Full process, except implementing changes to secondary road infrastructure  <b>Jurisdiction:</b> Municipal roads <b>Act:</b> ? <b>Further detail required:</b> N/A
■				PGWC (Community Safety) – Provincial Traffic	<b>Process:</b> Implementing changes to secondary road infrastructure  <b>Jurisdiction:</b> All roads <b>Act:</b> ? <b>Further detail required:</b> N/A
	■			SARCC	<b>Process:</b> Full process  <b>Jurisdiction:</b> Province <b>Act:</b> ? <b>Further detail required:</b> N/A

### GAPS, OVERLAPS AND OTHER ISSUES:

- ...

**Comment:** All key stakeholders appear to have clearly defined responsibilities by processes and jurisdictions.



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



**Process number:** 4.1

**Process name:** Ensure effective and efficient emergency services (Standard emergencies)

**Process definition:** Ensure adequate planning and on-going operations of effective and efficient emergency services.

Transport mode		Incident type		Stakeholder	Scope of responsibility
Road	Rail	Accident	Crime		
■		■	■	South African Police Services (SAPS)	<p><b>Process:</b> SAPS plays a public safety enforcement role and collect crime information.</p> <p><b>Jurisdiction:</b> Province</p> <p><b>Act:</b> ?</p> <p><b>Further detail required:</b> N/A</p>
	■	■	■	SAPS – Railway Police	<p><b>Process:</b> SAPS plays a public safety enforcement role and a co-ordination role with the rail authorities. They also collect accident and crime information.</p> <p><b>Jurisdiction:</b> Metropolitan</p> <p><b>Act:</b> ?</p> <p><b>Further detail required:</b> N/A</p>
■		■		PGWC (Dept. of Community Safety) – Provincial Traffic	<p><b>Process:</b> Plays a traffic enforcement role and collect accident information.</p> <p><b>Jurisdiction:</b> National roads</p> <p><b>Act:</b> ?</p> <p><b>Further detail required:</b> N/A</p>



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



Transport mode		Incident type		Stakeholder	Scope of responsibility
Road	Rail	Accident	Crime		
■		■	■	Metro Police	<p><b>Process:</b> Metro Police plays both a public safety and traffic enforcement role. They also collect accident and crime information.</p> <p><b>Jurisdiction:</b> Metropolitan <b>Act:</b> ? <b>Further detail required:</b> N/A</p>
■	■	■	■	PGWC (Dept. of Health) – METRO EMS	<p><b>Process:</b> Gives medical attention to the injured and collects accident information.</p> <p><b>Jurisdiction:</b> Province <b>Act:</b> ? <b>Further detail required:</b> N/A</p>
■	■	■	■	City of Cape Town (Fire department)	<p><b>Process:</b> Provide fire and related services at emergency scenes.</p> <p><b>Jurisdiction:</b> Metropolitan <b>Act:</b> ? <b>Further detail required:</b> N/A</p>
■	■	■	■	District and other municipalities (Fire department)	<p><b>Process:</b> Provide fire and related services at emergency scenes.</p> <p><b>Jurisdiction:</b> Municipalities <b>Act:</b> ? <b>Further detail required:</b> N/A</p>
■		■	■	Municipal Traffic	<p><b>Process:</b> Plays a traffic enforcement role and collect accident information.</p> <p><b>Jurisdiction:</b> Municipalities <b>Act:</b> ? <b>Further detail required:</b> N/A</p>



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



Transport mode		Incident type		Stakeholder	Scope of responsibility
Road	Rail	Accident	Crime		
■	■	■	■	Forensic Pathology	<p><b>Process:</b> Forensic pathology is responsible for the following:</p> <ul style="list-style-type: none"> <li>- Collecting deceased persons on the roads or rail and transporting them to the mortuary</li> <li>- Performing autopsy to determine cause of death (e.g. Testing for alcohol levels in blood of the deceased)</li> </ul> <p><b>Jurisdiction:</b> Province  <b>Act:</b> ?  <b>Further detail required:</b> N/A</p>
■	■	■	■	Private ambulance services	<p><b>Process:</b> Gives medical attention to the injured</p> <p><b>Jurisdiction:</b> Arrangement to be subsidised for covering areas METRO EMS does not cover  <b>Act:</b> ?  <b>Further detail required:</b> N/A</p>
	■	■	■	Spoornet	<p><b>Process:</b> Provide equipment to remove heavy objects on railways</p> <p><b>Jurisdiction:</b> Province, excluding metropolitan  <b>Act:</b> ?  <b>Further detail required:</b> N/A</p>
	■	■	■	Metrorail	<p><b>Process:</b> Provide equipment to remove heavy objects on railways</p> <p><b>Jurisdiction:</b> Metropolitan  <b>Act:</b> ?  <b>Further detail required:</b> N/A</p>
	■	■	■	SARCC	<p><b>Process:</b> Provide equipment to remove heavy objects on railways</p> <p><b>Jurisdiction:</b> Province  <b>Act:</b> ?  <b>Further detail required:</b> N/A</p>



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



---

### GAPS, OVERLAPS AND OTHER ISSUES:

- In some instances some stakeholders cannot fulfil their mandates because they do not work 24 hours a day.
- A number of different stakeholders record accident information because this responsibility is not clearly defined.



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



**Process number:** 4.2

**Process name:** Ensure effective and efficient emergency services (Disasters)

**Process definition:** Ensure adequate planning, capacity availability and readiness to respond to disasters of any description.

Transport mode		Incident type		Stakeholder	Scope of responsibility
Road	Rail	Accident	Crime		
■		■	■	South African Police Services (SAPS)	<p><b>Process:</b> SAPS plays a public safety enforcement role and collect crime information.</p> <p><b>Jurisdiction:</b> Province <b>Act:</b> ? <b>Further detail required:</b> N/A</p>
	■	■	■	SAPS – Railway Police	<p><b>Process:</b> SAPS plays a public safety enforcement role and a co-ordination role with the rail authorities. They also collect accident and crime information.</p> <p><b>Jurisdiction:</b> Metropolitan <b>Act:</b> ? <b>Further detail required:</b> N/A</p>
■		■		PGWC (Dept. of Community Safety) – Provincial Traffic	<p><b>Process:</b> Plays a traffic enforcement role and collect accident information.</p> <p><b>Jurisdiction:</b> National roads <b>Act:</b> ? <b>Further detail required:</b> N/A</p>
■		■	■	Metro Police	<p><b>Process:</b> Metro Police plays both a public safety and traffic enforcement role. They also collect accident and crime information.</p> <p><b>Jurisdiction:</b> Metropolitan <b>Act:</b> ?</p>



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



Transport mode		Incident type		Stakeholder	Scope of responsibility
Road	Rail	Accident	Crime		
					<b>Further detail required:</b> N/A
■	■	■	■	PGWC (Dept. of Health) – METRO EMS	<p><b>Process:</b> Gives medical attention to the injured and collects accident information.</p> <p><b>Jurisdiction:</b> Province <b>Act:</b> ? <b>Further detail required:</b> N/A</p>
■	■	■	■	City of Cape Town (Fire department)	<p><b>Process:</b> Provide fire and related services at emergency scenes.</p> <p><b>Jurisdiction:</b> Metropolitan <b>Act:</b> ? <b>Further detail required:</b> N/A</p>
■	■	■	■	District and other municipalities (Fire department)	<p><b>Process:</b> Provide fire and related services at emergency scenes.</p> <p><b>Jurisdiction:</b> Municipalities <b>Act:</b> ? <b>Further detail required:</b> N/A</p>
■		■	■	Municipal Traffic	<p><b>Process:</b> Plays a traffic enforcement role and collect accident information.</p> <p><b>Jurisdiction:</b> Municipalities <b>Act:</b> ? <b>Further detail required:</b> N/A</p>
■	■	■	■	Forensic Pathology	<p><b>Process:</b> Forensic pathology is responsible for the following:</p> <ul style="list-style-type: none"> <li>- Collecting deceased persons on the roads or rail and transporting them to the mortuary</li> <li>- Performing autopsy to determine cause of death (e.g. Testing for alcohol levels in blood of the deceased)</li> </ul> <p><b>Jurisdiction:</b> Province <b>Act:</b> ? <b>Further detail required:</b> N/A</p>



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



Transport mode		Incident type		Stakeholder	Scope of responsibility
Road	Rail	Accident	Crime		
■	■	■	■	Private ambulance services	<p><b>Process:</b> Gives medical attention to the injured</p> <p><b>Jurisdiction:</b> Arrangement to be subsidised for covering areas METRO EMS does not cover</p> <p><b>Act:</b> ?</p> <p><b>Further detail required:</b> N/A</p>
	■	■	■	Spoornet	<p><b>Process:</b> Provide equipment to remove heavy objects on railways</p> <p><b>Jurisdiction:</b> Province, excluding metropolitan</p> <p><b>Act:</b> ?</p> <p><b>Further detail required:</b> N/A</p>
	■	■	■	Metrorail	<p><b>Process:</b> Provide equipment to remove heavy objects on railways</p> <p><b>Jurisdiction:</b> Metropolitan</p> <p><b>Act:</b> ?</p> <p><b>Further detail required:</b> N/A</p>
	■	■	■	SARCC	<p><b>Process:</b> Provide equipment to remove heavy objects on railways</p> <p><b>Jurisdiction:</b> Province</p> <p><b>Act:</b> ?</p> <p><b>Further detail required:</b> N/A</p>
■	■	■	■	South African National Defence Force (SANDF)	<p><b>Process:</b> Plays a general supporting role with major disasters</p> <p><b>Jurisdiction:</b> Province, when requested by other authorities</p> <p><b>Act:</b> ?</p> <p><b>Further detail required:</b> N/A</p>



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



Transport mode		Incident type		Stakeholder	Scope of responsibility
Road	Rail	Accident	Crime		
■	■	■	■	National Intelligence Agency (NIA)	<p><b>Process:</b> Provision of strategic and tactical intelligence</p> <p><b>Jurisdiction:</b> Province, when requested by other authorities</p> <p><b>Act:</b> ?</p> <p><b>Further detail required:</b> N/A</p>

### GAPS, OVERLAPS AND OTHER ISSUES:

- ...



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



**Process number:** 5.1

**Process name:** Determine new standards, laws and regulations

**Process definition:** Determine new standards, laws and regulations for Public Transport Safety and Compliance

Transport mode		Incident type		Stakeholder	Scope of responsibility
Road	Rail	Accident	Crime		
■		■	■	SABS	<p><b>Process:</b> SABS develops national standards for the automotive and transport industries and coordinates South Africa's input to the development of international standards</p> <p><b>Jurisdiction:</b> Province <b>Act:</b> N/A <b>Further detail required:</b> N/A</p>
	■	■	■	Railway Safety Regulator (RSR)	<p><b>Process:</b> RSR develops regulations and standards</p> <p><b>Jurisdiction:</b> Province <b>Act:</b> Railway Safety Management Regulations, 2004 and detailed in the South African National Standard Railway Safety Management: Part 1: General(SANS 3000-1/ RSR 001) <b>Further detail required:</b> N/A</p>
■		■	■	National Dept. of Transport (NDoT)	<p><b>Process:</b> NDoT determines new laws.</p> <p><b>Jurisdiction:</b> Province <b>Act:</b> N/A <b>Further detail required:</b> N/A</p>
■		■	■	PGWC (Dept. of Transport)	<p><b>Process:</b> Dept. of Transport determines new laws.</p> <p><b>Jurisdiction:</b> Province <b>Act:</b> N/A</p>



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



Transport mode		Incident type		Stakeholder	Scope of responsibility
Road	Rail	Accident	Crime		
					<b>Further detail required:</b> N/A
■	■	■	■	City of Cape Town	<b>Process:</b> Dept. of Transport determines new laws. <b>Jurisdiction:</b> Metropolitan <b>Act:</b> N/A <b>Further detail required:</b> - Involvement of CoCT in rail is not confirmed
■	■	■	■	District municipalities and other local municipalities	<b>Process:</b> Dept. of Transport determines new laws. <b>Jurisdiction:</b> Municipal <b>Act:</b> N/A <b>Further detail required:</b> - Involvement of these municipalities in rail is not confirmed

### GAPS, OVERLAPS AND OTHER ISSUES:

- ...

**Comment:** Most stakeholders feel that the required laws have been put in place and that the greatest challenge lies in the implementation of those laws.



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



**Process number:** 5.2

**Process name:** Motivate and follow through to implementation of new standards, laws and regulations

**Process definition:** Motivate and follow through to implementation of new standards, laws and regulations for Public Transport Safety and Compliance

Transport mode		Incident type		Stakeholder	Scope of responsibility
Road	Rail	Accident	Crime		
■		■	■	National Dept. of Transport (NDoT)	<b>Process:</b> Full process <b>Jurisdiction:</b> Province <b>Act:</b> N/A <b>Further detail required:</b> N/A
	■	■	■	RSR	<b>Process:</b> Full process <b>Jurisdiction:</b> Province <b>Act:</b> N/A <b>Further detail required:</b> N/A
■		■	■	PGWC (Dept. of Transport)	<b>Process:</b> Full process <b>Jurisdiction:</b> Province <b>Act:</b> N/A <b>Further detail required:</b> N/A
■	■	■	■	City of Cape Town	<b>Process:</b> Dept. of Transport determines new laws. <b>Jurisdiction:</b> Metropolitan <b>Act:</b> N/A <b>Further detail required:</b> - Involvement of CoCT in rail is not confirmed



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



Transport mode		Incident type		Stakeholder	Scope of responsibility
Road	Rail	Accident	Crime		
■	■	■	■	District municipalities and other local municipalities	<p><b>Process:</b> Dept. of Transport determines new laws.</p> <p><b>Jurisdiction:</b> Municipal</p> <p><b>Act:</b> N/A</p> <p><b>Further detail required:</b></p> <ul style="list-style-type: none"> <li>- Involvement of these municipalities in rail is not confirmed</li> </ul>

### GAPS, OVERLAPS AND OTHER ISSUES:

- ...



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



**Process number:** 6.1

**Process name:** Ensure co-ordination of overall strategy

**Process definition:** Ensure co-ordination of overall strategy for Public Transport Safety and Compliance across the whole of the Western Cape

Transport mode		Incident type		Stakeholder	Scope of responsibility
Road	Rail	Accident	Crime		
■	■			National Dept. of Transport (NDoT)	<b>Process:</b> Full process <b>Jurisdiction:</b> Province <b>Act:</b> N/A <b>Further detail required:</b> N/A
	■			South African Rail Commuter Corporation (SARCC)	<b>Process:</b> Full process <b>Jurisdiction:</b> Province <b>Act:</b> N/A <b>Further detail required:</b> N/A
■	■			National Intelligence Agency (NIA)	<b>Process:</b> Full process <b>Jurisdiction:</b> Province <b>Act:</b> N/A <b>Further detail required:</b> N/A
■				Road Traffic Management Corporation (RTMC)	<b>Process:</b> Full process <b>Jurisdiction:</b> Province <b>Act:</b> N/A <b>Further detail required:</b> N/A
■	■			PGWC (Dept. of Transport)	<b>Process:</b> Full process <b>Jurisdiction:</b> Province <b>Act:</b> N/A <b>Further detail required:</b> N/A



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



Transport mode		Incident type		Stakeholder	Scope of responsibility
Road	Rail	Accident	Crime		
■				PGWC (Dept. of Community Safety)	<b>Process:</b> Full process <b>Jurisdiction:</b> Province <b>Act:</b> N/A <b>Further detail required:</b> N/A
■				Road Traffic Management Co-ordinating Committee (RTMCC)	<b>Process:</b> Full process <b>Jurisdiction:</b> Province <b>Act:</b> N/A <b>Further detail required:</b> N/A

### GAPS, OVERLAPS AND OTHER ISSUES:

- There is no formal and effective approach to co-ordinated strategy development for safety and compliance in the Western Cape. Most strategic planning appears to happen in a silo-type manner with each stakeholder group considering its own priorities in isolation of the broader picture.



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



**Process number:** 6.2

**Process name:** Ensure co-ordination of operations

**Process definition:** Ensure co-ordination of operations for Public Transport Safety and Compliance

Transport mode		Incident type		Stakeholder	Scope of responsibility
Road	Rail	Accident	Crime		
	■			South African Rail Commuter Corporation (SARCC)	<b>Process:</b> Full process <b>Jurisdiction:</b> Province <b>Act:</b> N/A <b>Further detail required:</b> N/A
■	■			National Intelligence Agency (NIA)	<b>Process:</b> Full process <b>Jurisdiction:</b> Province <b>Act:</b> N/A <b>Further detail required:</b> N/A
■				Road Traffic Management Corporation (RTMC)	<b>Process:</b> Full process <b>Jurisdiction:</b> Province <b>Act:</b> N/A <b>Further detail required:</b> N/A
■	■			PGWC (Dept. of Transport)	<b>Process:</b> Full process <b>Jurisdiction:</b> Province <b>Act:</b> N/A <b>Further detail required:</b> N/A
■				PGWC (Dept. of Community Safety)	<b>Process:</b> Full process <b>Jurisdiction:</b> Province <b>Act:</b> N/A <b>Further detail required:</b> N/A



**SAFETY AND COMPLIANCE STRATEGY FOR  
PUBLIC TRANSPORT IN THE WESTERN  
CAPE**



Transport mode		Incident type		Stakeholder	Scope of responsibility
Road	Rail	Accident	Crime		
■				Road Traffic Management Co-ordinating Committee (RTMCC)	<b>Process:</b> Full process <b>Jurisdiction:</b> Province <b>Act:</b> N/A <b>Further detail required:</b> N/A

**GAPS, OVERLAPS AND OTHER ISSUES:**

- The level of co-ordination between stakeholders for the execution of safety and compliance operations in the Western Cape appears to be low. This is probably a direct consequence of the silo-type manner in which strategy is formulated.



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



**Process number:** 6.3

**Process name:** Ensure proper performance management

**Process definition:** Ensure proper performance management for Public Transport Safety and Compliance

Transport mode		Incident type		Stakeholder	Scope of responsibility
Road	Rail	Accident	Crime		
	■			South African Rail Commuter Corporation (SARCC)	<b>Process:</b> Full process <b>Jurisdiction:</b> Province <b>Act:</b> N/A <b>Further detail required:</b> N/A
■	■			National Intelligence Agency (NIA)	<b>Process:</b> Full process <b>Jurisdiction:</b> Province <b>Act:</b> N/A <b>Further detail required:</b> N/A
■				Road Traffic Management Corporation (RTMC)	<b>Process:</b> Full process <b>Jurisdiction:</b> Province <b>Act:</b> N/A <b>Further detail required:</b> N/A
■	■			PGWC (Dept. of Transport)	<b>Process:</b> Full process <b>Jurisdiction:</b> Province <b>Act:</b> N/A <b>Further detail required:</b> N/A
■				PGWC (Dept. of Community Safety)	<b>Process:</b> Full process <b>Jurisdiction:</b> Province <b>Act:</b> N/A <b>Further detail required:</b> N/A



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



Transport mode		Incident type		Stakeholder	Scope of responsibility
Road	Rail	Accident	Crime		
■				Road Traffic Management Co-ordinating Committee (RTMCC)	<b>Process:</b> Full process <b>Jurisdiction:</b> Province <b>Act:</b> N/A <b>Further detail required:</b> N/A

### GAPS, OVERLAPS AND OTHER ISSUES:

- This process as a whole appears to be seriously flawed. Performance management, where it is carried out, is conducted within individual stakeholder organisations only. There does not appear to be any mechanism in place to measure the performance of organisations, and to make them accountable to all of the other stakeholders for the achievement of broader safety and compliance objectives.



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### 12.5. Prioritisation Tool and Definitions

A project prioritisation tool has been established to enable the project prioritisation process. All definitions are included in the tool.

The tool (excel spreadsheet) is available in electronic format.

### 12.6. Preliminary Assessment Template

A preliminary assessment template has also been established to enable the project prioritisation process. All definitions are included in the tool.

The template was used extensively in the “first cut of project preliminary assessments” as incorporated in the next section.

### 12.7. First Cut of Project Preliminary Assessments

The summary results of the “first cut of the project preliminary assessments” are to be found in the three part table below. This is followed by the completed templates which include details of the individual projects and the justifications for the ratings given.



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



		Detailed Scores					Summary Scores					
Thrust	Road	Rail	Type	Project Number	Project	Benefits			Calculated from detailed scores	Perceived rating	Costs	
						Reduction in crime, accidents and associated costs	Enabling of other projects (key dependency)	Compliance with national mandates				Promotion of infra-structure development and the economy
						40%	20%	20%	10%	10%	100%	
Enforcement				101	Size of enforcement teams	2	5	2	1	1	2.4	5
				102	Enforcement strategy and procedures	2	5	4	1	1	2.8	4
				103	Rigorous enforcement	5	5	5	3	1	4.4	1
				104	Adequate impoundment facilities	3	5	2	1	1	2.8	2
				105	CCTV and Number plate recognition systems	4	3	2	2	1	2.9	2
				106	AVL technology	4	3	2	2	1	2.9	2
				107	Extend use of command and control IT systems to	3	3	2	4	1	2.7	3
				108	Drug recognition programme	2	1	2	1	1	1.6	4
				109	Testing fraud	4	3	3	1	1	3	3
				110	Community involvement	4	3	1	1	2	2.7	4
				111	Taxi Commission of inquiry implementation	5	3	3	2	2	3.6	3
				112	Make incident reporting easier	1	3	2	1	1	1.6	4
Education				201	Boost existing campaigns	4	3	2	1	1	2.9	3
				202	Change management programme with taxi operators	3	4	2	1	2	2.7	3
				203	Training of enforcement officers (both traffic and	3	4	3	2	3	3.1	2
				204	Training of more maintenance technicians and mechanics	3	3	1	3	3	2.6	2
				205	Eco Training initiative	1	2	1	2	1	1.3	5
				206	Ongoing education of taxi and bus drivers	4	3	1	1	3	2.8	2



		Detailed Scores					Summary Scores					
Thrust	Road / Rail	Type	Project Number	Project	Benefits			Benefits	Costs			
					Reduction in crime, accidents and associated costs	Enabling of other projects (key dependency)	Compliance with national mandates			Promotion of infra-structure development and the economy	Promotion of people development	Calculated from detailed scores
				Weightings (%)								
				40%	20%	20%	10%	10%	100%			
Legislation			501	Analysis and Motivation	Alignment of different by-laws	1	2	1	2	1	1.3	5
			502	Analysis and Motivation	Penalties	2	2	1	1	1	1.6	5
			503	Motivation	Long distance bus drivers	2	1	1	2	1	1.5	5
			504	Motivation	PT operator vehicle servicing processes and facilities	2	1	1	2	1	1.5	5
			505	Motivation	Permits for metered taxis	1	2	1	1	1	1.2	5
			506	Motivation	Merit/demerit system	2	2	1	1	1	1.6	5
			507	Motivation	Driver training institutions	1	2	1	1	1	1.2	5
			508	Motivation	Squatters in rail and road	2	1	1	1	1	1.4	5
			509	Motivation	Testing in appropriate	1	2	1	1	1	1.2	5
			510	Process Capability	Prosecution process	1	2	1	1	1	1.2	5
Co-ordination			601	Analysis	Review overall structures and	3	5	5	1	1	3.4	5
			602	Process Capability	Performance Management Framework	2	4	3	1	1	2.4	3
			603	Motivation	Recapitalisation process and modal contract development	1	2	1	1	1	1.2	5
			604	Motivation	Dedicated traffic courts	1	2	1	1	1	1.2	5
			605	Analysis	Investigate and address concerns with POLB	1	2	1	1	1	1.2	5
			606	Strategy Capability	Funding strategy	1	5	3	1	1	2.2	4



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### PROJECT 101 : SIZE OF ENFORCEMENT TEAMS

**Thrust** : Enforcement  
**Mode** : Road and Rail  
**Project Type** : Analysis and Motivation

#### PROJECT DESCRIPTION

- Assess appropriate size of enforcement teams in the context of benefit/cost trade-offs.
- Based on that, motivate for funding through the normal budget process giving zero-based due consideration to benefit/cost trade-offs.

#### PROBLEM ADDRESSED

- Capacity is perceived to be a huge problem but there is currently no way of confirming this.
- There are no clear guidelines/benchmarks that can be directly used in this environment.
- This is not a matter that should be arbitrarily determined.
- Because required capacity cannot be objectively determined there is currently no basis for allocating more funding.
- An increase in the size of the enforcement teams is unlikely to materialise without appropriate budget motivation.

#### CURRENT STATUS

- No formal steps taken that we are aware of.

#### PROJECT ASSESSMENT

##### Benefits

- Reduction in crime, accidents and associated costs
  - For example, there are only 15 officials patrolling the highways in the Cape Metro. This number is not sufficient to meet demand.
  - Study will allow estimation of number of officials to meet current demand and benefits will flow from having the right number of officials.
  - Greater visibility of enforcement officials where most needed, will also lead to improved crime prevention.





## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### PROJECT 102 : ENFORCEMENT STRATEGY AND PROCEDURES

**Thrust** : Enforcement  
**Mode** : Road and Rail  
**Project Type** : Strategy Capability

#### PROJECT DESCRIPTION

- Establish enforcement strategies and standard procedures that extend from monitoring through to conviction of offenders.

#### PROBLEM ADDRESSED

- Without clear plans centred on high level objectives, no amount of additional resources will have any significant impact.
- Currently, enforcement operations are planned for specific periods, there is no long term strategy.

#### CURRENT STATUS

- There are currently no plans that we are aware of.
- An enforcement strategy for Public Transport in the City of Cape Town was developed in 2004. This needs to be updated to reflect recent changes.

#### PROJECT ASSESSMENT

##### Benefits

- Reduction in crime, accidents and associated costs
  - Will allow for more efficient use of available resource.
  - Greater effectiveness should also result with consequent reduction in crime and accidents.
- Enabling of other projects (key dependency)
  -
- Compliance with national mandates
  - Will allow for structured co-ordination of public transport safety and compliance
- Promotion of infrastructure development and the economy



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



- ....

- Promotion of people development

- ....

### Costs

- Costs to implement

- ....

- Costs to operate

- Ongoing strategy development costs should be accommodated by the existing budget.
- Implementation risks and the extent to which these can be mitigated

- ....

### Other Planning Considerations

- Dependencies on other projects

- None, but the project would benefit from an assessment of optimal enforcement teams.

- Urgency

- ....

### **KEY ISSUES**

- ....

### **CRITICAL SUCCESS FACTORS**

- The strategy must set clearly defined performance targets

### **IDEAS FOR CONSIDERATION**



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### PROJECT 103 : RIGOROUS ENFORCEMENT

- Thrust** : Enforcement
- Mode** : Road and Rail
- Project Type** : Commence Rigorous Operations

#### PROJECT DESCRIPTION

- Commence with rigorous enforcement with respect to driver licensing, driver behaviour, vehicle licensing, vehicle condition and compliance to operating licenses and permit conditions. Although not strictly speaking a project, this represents a step change in the approach to enforcement and is treated as a project.

#### PROBLEM ADDRESSED

- Enforcement is a critical component of safety and compliance – without it all other safety and compliance efforts fall flat.
- There are some areas where there is very little to no enforcement at all, e.g. the very old un-roadworthy sedan taxis (Amaphela) that operate in Gugulethu, Nyanga and Philippi East.
- In some areas, there is no traffic law enforcement at all outside office hours.

#### CURRENT STATUS

- Perceptions are that not much enforcement happens and that the enforcement carried out in the Public Transport arena has been reactive not proactive.
- This is understood to be partly as a result of current capacity and funding constraints.

#### PROJECT ASSESSMENT

##### Benefits

- Reduction in crime, accidents and associated costs
  - Over 95% of all car crashes are a result of traffic offences (vehicle condition and driver behaviour) which can be reduced by enforcement.
  - Enforcement visibility increases perceptions of safety.
  - Also helps to prevent crime.
- Enabling of other projects (key dependency)





## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



- 
- There must be political will to make a change.
  - Arrests must lead to successful prosecutions if the whole process is not undermined.
  - Strengthen structures to co-ordinate all these groups.

### IDEAS FOR CONSIDERATION

- Explore how other enforcement agencies, e.g. the Scorpions and the Judiciary, protect their officials from intimidation.
- No single organisation can be responsible for safety throughout the length of an entire journey. It requires cooperation between the different organisations and the public at large.



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### PROJECT 104 : ADEQUATE IMPOUNDMENT FACILITIES

**Thrust** : Enforcement  
**Mode** : Road  
**Project Type** : Infrastructure Capability

#### PROJECT DESCRIPTION

- Secure impoundment facilities of adequate number, size and distribution.
- Ensure the appropriate processes are in place for optimal functioning of facilities.

#### PROBLEM ADDRESSED

- Impoundment facilities and processes are currently not adequate to deal with demand.
- Great pressure from Government to impound vehicles but facilities are not available.
- Without these facilities, officials are powerless to enforce compliance with vehicle roadworthiness and behavioural requirements.

#### CURRENT STATUS

- Currently, there is an impoundment facility in Ndabeni and another has been identified in Stock Road for acquisition in FY 06/07.
- A few other facilities have been identified for acquisition.

#### PROJECT ASSESSMENT

##### Benefits

- Reduction in crime, accidents and associated costs
  - Dealing with un-roadworthy vehicles will reduce accidents on the roads.
- Enabling of other projects (key dependency)
  - Will support the taxi recapitalisation process.
- Compliance with national mandates
  - Necessary to address the roadworthiness issue.
- Promotion of infrastructure development and the economy



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



- ....

- Promotion of people development

- ....

### Costs

- Costs to implement
  - The expansion and acquisition of new impoundment facilities will have high implementation costs.
- Costs to operate
  - The operational costs of these facilities will be high.
- Implementation risks and the extent to which these can be mitigated
  - Identification of sufficient suitable sites in the right places.

### Other Planning Considerations

- Dependencies on other projects
  - Need to consider increasing the number of enforcement officials to impound vehicles if the pounds are to be of any value.
- Urgency
  - This project is necessary for the success of the taxi recapitalisation project

### **KEY ISSUES**

- ....

### **CRITICAL SUCCESS FACTORS**

- Ensure optimal distribution of impoundment centres

### **IDEAS FOR CONSIDERATION**

- Need to consider doubling testing stations as impoundment facilities, as is currently done in the Gauteng province.
- Dedicate special drivers for moving vehicles to impoundments to alleviate pressure on traffic officials.



# SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE







## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



- Promotion of people development

- ....

### Costs

- Costs to implement

- ....

- Costs to operate

- ....

- Implementation risks and the extent to which these can be mitigated

- ....

### Other Planning Considerations

- Dependencies on other projects

- ....

- Urgency

- ....

## KEY ISSUES

- Where and under what circumstances they should be used.

## CRITICAL SUCCESS FACTORS

- Need to be able to use the evidence for prosecution of offenders.
- Need to have good command and control.

## IDEAS FOR CONSIDERATION

- Link to central emergency services.



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### PROJECT 106 : AVL TECHNOLOGY

**Thrust** : Enforcement  
**Mode** : Road and Rail  
**Project Type** : Technology Capability

#### PROJECT DESCRIPTION

- Install vehicle tracking systems to service vehicles

#### PROBLEM ADDRESSED

- Difficult to track movement of public transport vehicles in the city
- Inability to track vehicles makes enforcement of operating licences cumbersome

#### CURRENT STATUS

- The ITS pre-qualification review is currently underway

#### PROJECT ASSESSMENT

##### Benefits

- Reduction in crime, accidents and associated costs
  - Technology could allow better prediction of expected arrival times for public transport.
  - Better planning of travel by commuters leads to less time standing in stations
  - Will enable quicker response to accidents.
  -
- Enabling of other projects (key dependency)
  - Better enforcement of route licensing
  - Adherence to timetables
- Compliance with national mandates
  -
- Promotion of infrastructure development and the economy
  -





## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### PROJECT 107 : EXTEND USE OF EXISTING EMERGENCY COMMAND AND CONTROL IT SYSTEMS TO ENFORCEMENT TEAMS

**Thrust** : Enforcement  
**Mode** : Road  
**Project Type** : Technology Capability

#### PROJECT DESCRIPTION

- The new Global Emergency Control system used by emergency services should be made available for use by enforcement agencies (SAPS, Provincial traffic and City Police)

#### PROBLEM ADDRESSED

- There is currently ineffective management of police and traffic fleet in response to emergencies.
- Emergency services have a competent IT system that allows effective emergency response.
- This has already been paid for by the PGWC.

#### CURRENT STATUS

- The system is being piloted in the Western Cape for emergency services, but nothing has been done for enforcement agencies.

#### PROJECT ASSESSMENT

##### Benefits

- Reduction in crime, accidents and associated costs
  - Will improve efficiency and effectiveness of non-medical service response to emergency situations which will deliver the benefits.
- Enabling of other projects (key dependency)
  - ....
- Compliance with national mandates
  - ....
- Promotion of infrastructure development and the economy
  - Will reduce costs and increase confidence in the Province and promote economic growth.



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



- Promotion of people development

- ....

### Costs

- Costs to implement
  - The hardware and software has already been paid for.
  - Project has been piloted already. It will just need to be implemented.
- Costs to operate
  - Command and control costs could actually decrease.
- Implementation risks and the extent to which these can be mitigated
  - No different from a typical system implementation project.

### Other Planning Considerations

- Dependencies on other projects
  -
- Urgency
  - The longer the wait, the greater the delay in realising the extensive benefits.

### **KEY ISSUES**

- This project might need to be revisited if the Police were to become the custodian of all accident information (See information architecture project)

### **CRITICAL SUCCESS FACTORS**

- Ensure proper training of officials to be able to use the system optimally

### **IDEAS FOR CONSIDERATION**

- ....



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### PROJECT 108 : DRUG RECOGNITION PROGRAMME

**Thrust** : Enforcement  
**Mode** : Road  
**Project Type** : Process Capability

#### PROJECT DESCRIPTION

- Complete the Drug Recognition Expert Programme (DRE) to enable enforcement agencies to be able to screen and prosecute drivers who are under the influence of alcohol, dagga, mandrax and other drugs.

#### PROBLEM ADDRESSED

- In recent times, the use of drugs has become an increasingly serious problem impacting on all road users
- Drug testing methods used do not test for hard drugs
- Enforcement of drunk driving has not been rigorous

#### CURRENT STATUS

- This has been completed at national level.
- It is now being piloted at provincial level

#### PROJECT ASSESSMENT

##### Benefits

- Reduction in crime, accidents and associated costs
  - Close to 59% of all drivers killed in car accidents are found to have exceeded the legal alcohol limit.
- Enabling of other projects (key dependency)
  -
- Compliance with national mandates
  -
- Promotion of infrastructure development and the economy



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



-

- Promotion of people development

-

### Costs

- Costs to implement
  - Resources
- Costs to operate
  -
- Implementation risks and the extent to which these can be mitigated
  -

### Other Planning Considerations

- Dependencies on other projects
  -
- Urgency
  - 
  -

### **KEY ISSUES**

- 

### **CRITICAL SUCCESS FACTORS**

- Ability to provide resources to conduct drug testing
- Ability to use drunk driving evidence for prosecutions

### **IDEAS FOR CONSIDERATION**

- Launch a comprehensive drunk driving campaign to instil a culture of compliance
- Suspend driving licences for offenders



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### PROJECT 109 : TESTING FRAUD

**Thrust** : Enforcement  
**Mode** : Road  
**Project Type** : Process Capability

#### PROJECT DESCRIPTION

- Eliminate vehicle and driver testing fraud committed by authorities, drivers and operators.

#### PROBLEM ADDRESSED

- Fraud in testing stations allows licensing of unqualified drivers and un-roadworthy vehicles.
- As long as proper channels can be avoided, there will be no compliance with set standards.

#### CURRENT STATUS

- Some investigations have started into the driver licensing fraud.

#### PROJECT ASSESSMENT

##### Benefits

- Reduction in crime, accidents and associated costs
- Will help reduce the number of unskilled drivers who contribute to a significant amount of road accidents.
- It is currently estimated that more than half of South African licences are fraudulent or invalid.
- Enabling of other projects (key dependency)
  - ....
- Compliance with national mandates
  - By law, all vehicles, drivers, etc. must have valid licences.
- Promotion of infrastructure development and the economy
  - ....
- Promotion of people development
  - ....



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



---

### Costs

- Costs to implement
  - Approach taken will determine the costs
- Costs to operate
  - Might add little to existing operating costs
- Implementation risks and the extent to which these can be mitigated
  - There are some stakeholders who have a lot to lose from tightening up in this area.

### Other Planning Considerations

- Dependencies on other projects
  - ....
- Urgency
  - The current situation cannot go unchecked for much longer.

### **KEY ISSUES**

- ....

### **CRITICAL SUCCESS FACTORS**

- Lack of capacity and long waiting times for driving tests need to be eliminated.

### **IDEAS FOR CONSIDERATION**

- Need to put systems in place to discourage corruption e.g. CCTV cameras at testing stations
- Traffic licensing teams should work on different routes to minimise corruption



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### PROJECT 110 : COMMUNITY INVOLVEMENT

**Thrust** : Enforcement

**Mode** : Road and Rail

**Project Type** : Analysis

#### PROJECT DESCRIPTION

- Explore how to increase the level of community involvement, e.g. introduce taxi hotline for reporting of non-compliant taxis.
- The community must be more involved from a consultative point of view as well as being better informed.
- Introduce a single nerve/ communications centre to cover operations, monitoring, information and complaints

#### PROBLEM ADDRESSED

- Currently, there are not many avenues for communities to assist in law enforcement.
- There is a feeling of frustration among more compliant taxi operators/drivers with less compliant ones, which could promote further violence if not dealt with appropriately.
- There don't seem to be any reasonable means for people on the streets to contribute ideas.

#### CURRENT STATUS

- The Bambanani project deploys a number of volunteers to patrol in train stations across the Western Cape.
- The National Traffic Call Centre for voluntary public traffic observers has been set up to report traffic offenders and bad road conditions

#### PROJECT ASSESSMENT

##### Benefits

- Reduction in crime, accidents and associated costs
  - Better enforcement through better monitoring coverage through leveraging communities.
  - Involving in the process those people most affected by crime will yield the greatest results.
  - Will improve operator compliance, management and efficiency of public transport.



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



- Enabling of other projects (key dependency)
  - Involvement of the community will better facilitate of education initiatives.
- Compliance with national mandates
  - ....
- Promotion of infrastructure development and the economy
  - ....
- Promotion of people development
  - Will create skills development opportunities for the unemployed through volunteer programmes.

### Costs

- Costs to implement
  - Will be a very big project to implement.
- Costs to operate
  - ....
- Implementation risks and the extent to which these can be mitigated
  - Lack of organised community structures in some areas.
  - The ability to co-ordinate all stakeholders involved.

### Other Planning Considerations

- Dependencies on other projects
  - None
- Urgency
  - Avoid delaying the benefits further.

## KEY ISSUES

- How to deal with intimidation.

## CRITICAL SUCCESS FACTORS

- Protection of witnesses from intimidation.
- Ability to allow anonymous whistle blowers.
- Ensure two way feedback process.



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



---

### IDEAS FOR CONSIDERATION

- Encourage community to be more self-policing.
- Encourage reporting of incidents and suspicions.
- New technology, e.g. cell phones, internet, can be used to better inform passengers.
- In The Netherlands, a single telephone number to a call centre gives access to all timetables of any mode of PT, also with information on the best route to the chosen destination.



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### PROJECT 111 : TAXI COMMISSION OF INQUIRY IMPLEMENTATION

**Thrust** : Enforcement  
**Mode** : Road  
**Project Type** : Commence Operations

#### PROJECT DESCRIPTION

- Implement the recommendations by the Taxi Commission of Inquiry to help prevent conflict and violence in the Western Cape.

#### PROBLEM ADDRESSED

- Findings of the Commission of inquiry into the underlying causes of violence and instability in the Western Cape Taxi industry were presented to the premier in 2005.

#### CURRENT STATUS

- Most recommendations of that report have yet to be implemented.

#### PROJECT ASSESSMENT

##### Benefits

- Reduction in crime, accidents and associated costs
  - Taxi violence in the Western Cape has caused .... fatalities.
- Enabling of other projects (key dependency)
  - Crucial to have the findings investigated and implemented to ensure the success of other attempts to regulate the industry.
- Compliance with national mandates
  - Law and order must be regained.
- Promotion of infrastructure development and the economy
  - ....
- Promotion of people development
  - ....







## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



- Promotion of people development

- ....

### Costs

- Costs to implement
  - Should be a simple analysis.
- Costs to operate
  - Negligible
- Implementation risks and the extent to which these can be mitigated
  - ....

### Other Planning Considerations

- Dependencies on other projects
  - ....
- Urgency
  - ....

### **KEY ISSUES**

- ....

### **CRITICAL SUCCESS FACTORS**

- Implementation of a single nerve centre for reporting incidents.

### **IDEAS FOR CONSIDERATION**

- Implementation of a reliable accident database.



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### PROJECT 201 : BOOST EXISTING CAMPAIGNS

**Thrust** : Education  
**Mode** : Rail and Road  
**Project Type** : Process and People Capability

#### PROJECT DESCRIPTION

- Boost existing safety awareness and culture of compliance campaigns.
- These should include awareness of general safety and crime avoidance measures targeted at all modes and ages.

#### PROBLEM ADDRESSED

- There is a poor culture of non-compliance even in the presence of appropriate infrastructure.
- There is a great deal of ignorance about safety.
- A very high number of accidents/criminal incidents could be avoided if people were simply aware of the risks/dangers they faced.
- With some big projects coming (Taxi Recapitalisation, Operating licence review) there is a need for campaigns to prepare citizens for changes.

#### CURRENT STATUS

- Arrive Alive does a lot of seasonal advertising nationally.
- Metrorail visits schools close to the tracks in Khayelitsha with an educational play.
- The PGWC and the City of Cape Town do some education of schools.

#### PROJECT ASSESSMENT

##### Benefits

- Reduction in crime, accidents and associated costs
  - Help develop social behaviour that encourages compliance.
- Enabling of other projects (key dependency)
  - ....
- Compliance with national mandates



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



- ....
- Promotion of infrastructure development and the economy
- ....
- Promotion of people development
- ....

### Costs

- Costs to implement
  - Will depend on the approach selected
- Costs to operate
  - Will depend on the approach selected
- Implementation risks and the extent to which these can be mitigated
  - ....

### Other Planning Considerations

- Dependencies on other projects
  - ....
- Urgency
  - ....

### **KEY ISSUES**

- ....

### **CRITICAL SUCCESS FACTORS**

- Co-ordination across different transport modes.
- A co-ordinated strategy targeting the right groups with the right message in the right way.

### **IDEAS FOR CONSIDERATION**

- Compliance campaigns must have two key messages: Positive message: "it's the right thing to do" Negative message: "you will be caught and the penalty will be severe"
- Have campaigns running throughout the year rather than during the festive and Easter seasons only.



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### PROJECT 202 : CHANGE MANAGEMENT PROGRAMME WITH TAXI OPERATORS

**Thrust** : Education  
**Mode** : Road  
**Project Type** : People Capability

#### PROJECT DESCRIPTION

- Reduce uncertainty and the change impact of the recapitalisation process and new modal contracts development process to minimise negative fall out.
- This should be done through training and extensive, accessible communication.

#### PROBLEM ADDRESSED

- There is general unhappiness in the taxi industry with insufficient consultation about the recapitalisation project.
- There is great ignorance about the aims of the projects which appear too complex to most members of the taxi industry.

#### CURRENT STATUS

- A few discussions have started with the industry, but this needs to be intensified to ensure full involvement of all stakeholders.

#### PROJECT ASSESSMENT

##### Benefits

- Reduction in crime, accidents and associated costs
  - Tensions could be significantly defused if operators were fully and timeously informed about pending changes and the overall reasons for those changes.
  - Could ensure success of the recap and modal contracts process and buy in from stakeholders.
- Enabling of other projects (key dependency)
  - ....
- Compliance with national mandates



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



- ....
- Promotion of infrastructure development and the economy
- ...
- Promotion of people development
- ....

### Costs

- Costs to implement
  - ....
- Costs to operate
  - ....
- Implementation risks and the extent to which these can be mitigated
  - Frequent changes to processes which will confuse the message.

### Other Planning Considerations

- Dependencies on other projects
  - ....
- Urgency
  - ....

### **KEY ISSUES**

- How to overcome lack of trust from the taxi community.

### **CRITICAL SUCCESS FACTORS**

- Two way cooperation and multi-pronged communication strategy.
- Proper explanation of changes and why they are necessary.
- Taxi operators must be made to see how the process will benefit their business.

### **IDEAS FOR CONSIDERATION**

-





## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### Costs

- Costs to implement
  - ....
- Costs to operate
  - ....
- Implementation risks and the extent to which these can be mitigated
  - ....

### Other Planning Considerations

- Dependencies on other projects
  - ....
- Urgency
  - ....

### **KEY ISSUES**

- How broad should the skills training be.

### **CRITICAL SUCCESS FACTORS**

- Need to develop multi-skilled officials who can take on many roles well.
- Ensure continuous training of officials.
- Train officers on how they can better utilise technology to do their jobs smarter

### **IDEAS FOR CONSIDERATION**

-



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### PROJECT 204 : TRAINING OF MORE MAINTENANCE TECHNICIANS AND MECHANICS

**Thrust** : Education

**Mode** : Rail and Road

**Project Type** : Motivation

#### PROJECT DESCRIPTION

- Add impetus to training of more technicians and mechanics, especially in the bus industry.
- Ensure that business cases for relevant planned skills training programmes include the long term benefits from a safety perspective.

#### PROBLEM ADDRESSED

- There are not enough skilled technicians and mechanics to service the PT industry's needs.
- The average bus mechanic in South Africa is over 50 years old.

#### CURRENT STATUS

- There has not been a great deal done to encourage young people to make these career choices.
- The implementation of these programmes is beginning through JIPSA.

#### PROJECT ASSESSMENT

##### Benefits

- Reduction in crime, accidents and associated costs
  - Availability of technicians and mechanics will help improve vehicle road worthiness and reduce accidents.
- Enabling of other projects (key dependency)
  - ....
- Compliance with national mandates
  - ....
- Promotion of infrastructure development and the economy



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



- ....

- Promotion of people development
- Advancement of skills development and job creation initiatives.

### Costs

- Costs to implement
  - ....
- Costs to operate
  - ....
- Implementation risks and the extent to which these can be mitigated
  - ....

### Other Planning Considerations

- Dependencies on other projects
  - ....
- Urgency
  - Most of technicians and mechanics are due to retire in 10 years time.

### KEY ISSUES

- How to improve retention of skilled artisans.

### CRITICAL SUCCESS FACTORS

- Attracting the right people with the right potential.

### IDEAS FOR CONSIDERATION

- Re-introduce artisan training programmes.



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### PROJECT 205 : ECO TRAINING INITIATIVE

**Thrust** : Education

**Mode** : Road

**Project Type** : Motivation

#### PROJECT DESCRIPTION

- Add impetus to the Eco training initiative to encourage proper vehicle maintenance.

#### PROBLEM ADDRESSED

- The poor condition of trucks and taxis in the road

#### CURRENT STATUS

- Project is ongoing.

#### PROJECT ASSESSMENT

##### Benefits

- Reduction in crime, accidents and associated costs
  - More effective vehicle management will contribute significantly to lowering accident levels.
- Enabling of other projects (key dependency)
  - ....
- Compliance with national mandates
  - ...
- Promotion of infrastructure development and the economy
  - Reduction of air pollution.
  - Promotion of environmental preservation.
- Promotion of people development
  - ....



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



---

### Costs

- Costs to implement
  - ....
- Costs to operate
  - ....
- Implementation risks and the extent to which these can be mitigated
  - ....

### Other Planning Considerations

- Dependencies on other projects
  - ....
- Urgency
  - ....

### **KEY ISSUES**

- ....

### **CRITICAL SUCCESS FACTORS**

- ....

### **IDEAS FOR CONSIDERATION**

- ....



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### PROJECT 206 : ONGOING EDUCATION OF TAXI AND BUS DRIVERS

- Thrust** : Education
- Mode** : Road
- Project Type** : People and Process Capability

#### PROJECT DESCRIPTION

- The introduction of continuous retraining for bus and taxi drivers.
- This could involve continuous tests of key safety manoeuvres when renewing the operating licence.

#### PROBLEM ADDRESSED

- There is a strong culture of non-compliance and bad driving habits in the taxi industry.
- Although drivers can be well trained they quickly go back to old habits.

#### CURRENT STATUS

- Not aware of any initiatives.

#### PROJECT ASSESSMENT

##### Benefits

- Reduction in crime, accidents and associated costs
  - Will help revise and maintain driving standards.
- Enabling of other projects (key dependency)
  - ....
- Compliance with national mandates
  - ....
- Promotion of infrastructure development and the economy
  - ....
- Promotion of people development
  - Ensuring on-going skills development.



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



---

### Costs

- Costs to implement
  - ....
- Costs to operate
  - ....
- Implementation risks and the extent to which these can be mitigated
  -

### Other Planning Considerations

- Dependencies on other projects
  - ....
- Urgency
  - ....
- Poses minimal risk which can be safely mitigated
  - ....

### **KEY ISSUES**

- How to get industry support for such an initiative.

### **CRITICAL SUCCESS FACTORS**

- Extensive change management programmes with the stakeholders

### **IDEAS FOR CONSIDERATION**

- ....



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### PROJECT 301 : ACCIDENT AND CRIME INFORMATION ARCHITECTURE

**Thrust** : Engineering Infrastructure

**Mode** : Road and Rail

**Project Type** : General Capability

#### PROJECT DESCRIPTION

- Improve the current information architecture.

#### PROBLEM ADDRESSED

- Information lacks integrity, completeness and is not readily accessible.
- Strategic planning is seriously hampered as a result.

#### CURRENT STATUS

- This project is currently underway in partnership with Accenture.

#### PROJECT ASSESSMENT

##### Benefits

- Reduction in crime, accidents and associated costs
  - Ready access to complete and accurate information readily improves the effectiveness and efficiency of planning teams seeking to alleviate the underlying causes of such accidents and crime.
- Enabling of other projects (key dependency)
  - ....
- Compliance with national mandates
  - ....
- Promotion of infrastructure development and the economy
  - ....
- Promotion of people development
  - ....



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### Costs

- Costs to implement
  - ....
- Costs to operate
  - ....
- Implementation risks and the extent to which these can be mitigated
  - ....

### Other Planning Considerations

- Dependencies on other projects
  - ....
- Urgency
  - ....

### **KEY ISSUES**

- ....

### **CRITICAL SUCCESS FACTORS**

- ....

### **IDEAS FOR CONSIDERATION**

-



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### PROJECT 302 : HELP ACCESS POINTS

**Thrust** : Engineering Infrastructure

**Mode** : Road and Rail

**Project Type** : Infrastructure Capability

#### PROJECT DESCRIPTION

- Introduce more help access points, e.g. emergency buttons/phones on major road routes, stations and trains.

#### PROBLEM ADDRESSED

- There are currently not enough emergency access points
- Existing access points are vandalised and are not well maintained.
- The lack of access points is a barrier to effective emergency response

#### CURRENT STATUS

- Not much has been done to increase the number of access points.

#### PROJECT ASSESSMENT

##### BENEFITS

- Reduction in crime, accidents and associated costs
  - Will allow faster response to emergency situations.
  - Will help to increase perceptions of safety.
- Enabling of other projects (key dependency)
  - ....
- Compliance with national mandates
  - ....
- Promotion of infrastructure development and the economy
  - ....
- Promotion of people development



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



- ....

### Costs

- Costs to implement
  - Depends on the extent of the project.
- Costs to operate
  - Maintenance of many access points in light of existing vandalism could be expensive.
- Implementation risks and the extent to which these can be mitigated
  - ....

### Other Planning Considerations

- Dependencies on other projects
  - ....
- Urgency
  - ....

### **KEY ISSUES**

- How to link the access points to the appropriate response centre.
- How to deal with vandalism.

### **CRITICAL SUCCESS FACTORS**

- Widespread use of a single emergency contact point, like the 112 number.
- Ability to control vandalism.
- Having well co-ordinated emergency response processes.

### **IDEAS FOR CONSIDERATION**

- ....



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### PROJECT 303 : STREET/FACILITY LIGHTING

**Thrust** : Engineering Infrastructure

**Mode** : Road and Rail

**Project Type** : Infrastructure Capability

#### PROJECT DESCRIPTION

- Improve street/facility lighting and maintenance.

#### PROBLEM ADDRESSED

- There is not enough lighting and the lights are generally not well maintained.

#### CURRENT STATUS

- A number of initiatives are currently underway.

#### PROJECT ASSESSMENT

##### Benefits

- Reduction in crime, accidents and associated costs
  - This is a key crime deterrent.
  - Lighting helps to improve perceptions of safety.
  - Adequate lighting can also reduce accidents.
- Enabling of other projects (key dependency)
  - ....
- Compliance with national mandates
  - ....
- Promotion of infrastructure development and the economy
  - ....
- Promotion of people development
  - ....



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



---

### Costs

- Costs to implement
  - Depends on scope of implementation.
- Costs to operate
  - Depends on scope of implementation.
- Implementation risks and the extent to which these can be mitigated
  - ....

### Other Planning Considerations

- Dependencies on other projects
  - ....
- Urgency
  - ....

### **KEY ISSUES**

- How to package the project into smaller, more specific initiatives.

### **CRITICAL SUCCESS FACTORS**

- ....

### **IDEAS FOR CONSIDERATION**

- The importance of proper maintenance of lighting is even more pronounced in winter months since commuters largely use public transport in the dark.



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### PROJECT 304 : CYCLE TRACKS, WALKWAYS AND CROSSINGS

**Thrust** : Engineering Infrastructure

**Mode** : Road

**Project Type** : Infrastructure Capability

#### PROJECT DESCRIPTION

- Build adequate cycle tracks, walkways and road crossings.

#### PROBLEM ADDRESSED

- More than one million people in the Western Cape travel on foot to work or school.
- The majority of road and rail accidents in the Western Cape involve pedestrians. Yet this is the first area to be hit by funding cuts.

#### CURRENT STATUS

- A number of initiatives are currently underway

#### PROJECT ASSESSMENT

##### Benefits

- Reduction in crime, accidents and associated costs
  - Will reduce the number of pedestrians and cyclists on the road and therefore minimise the potential for contact with motorised traffic.
- Enabling of other projects (key dependency)
  - ....
- Compliance with national mandates
  - ....
- Promotion of infrastructure development and the economy
  - ....
- Promotion of people development
  - ....



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



---

### Costs

- Costs to implement
  - A few projects have already started.
- Costs to operate
  - ....
- Implementation risks and the extent to which these can be mitigated
  - ....

### Other Planning Considerations

- Dependencies on other projects
  - Adequate street lighting is crucial for pedestrians to use the facilities at night
- Urgency
  - ....

### **KEY ISSUES**

- ....

### **CRITICAL SUCCESS FACTORS**

- Instituting a culture of compliance amongst users.

### **IDEAS FOR CONSIDERATION**

- ....





## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



---

- ....

### Costs

- Costs to implement
  - ....
- Costs to operate
  - ....
- Implementation risks and the extent to which these can be mitigated
  - Difficult to coordinate since there are many stakeholders.

### Other Planning Considerations

- Dependencies on other projects
  - ....
- Urgency
  - ....

### **KEY ISSUES**

- ....

### **CRITICAL SUCCESS FACTORS**

- ....

### **IDEAS FOR CONSIDERATION**

- Have representation from Safety and Compliance agencies in planning committees



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### PROJECT 306 : UPGRADING STATIONS AND INTERCHANGES

**Thrust** : Engineering Infrastructure

**Mode** : Road and Rail

**Project Type** : Infrastructure Capability

#### PROJECT DESCRIPTION

- Upgrade stations and interchanges.
- Ensure that the business case for relevant planned upgrades include the long term benefits from a safety perspective

#### PROBLEM ADDRESSED

- Current condition of some stations and interchanges does not improve perceptions of safety.

#### CURRENT STATUS

- ....

#### PROJECT ASSESSMENT

##### Benefits

- Reduction in crime, accidents and associated costs
  - The layout and design of stations and interchanges can have a big impact on crime levels.
  - Aesthetics can lower crime.
- Enabling of other projects (key dependency)
  - ....
- Compliance with national mandates
  - ....
- Promotion of infrastructure development and the economy
  - ....
- Promotion of people development
  - ....



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### Costs

- Costs to implement
  - Depends on the extent
- Costs to operate
  - Project focuses on upgrading only.
- Implementation risks and the extent to which these can be mitigated
  - ....

### Other Planning Considerations

- Dependencies on other projects
  - ....
- Urgency
  - ....

### **KEY ISSUES**

- ....

### **CRITICAL SUCCESS FACTORS**

- ....

### **IDEAS FOR CONSIDERATION**

- The Lisbon metro, Sao Paulo, Stockholm, Paris, Brussels and London underground have used art to transform stations into contemporary art galleries. This can also be used positively to showcase young and upcoming local artists.



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### PROJECT 307 : MAINTENANCE AND CLEANING OF STATIONS AND INTERCHANGES

**Thrust** : Engineering Infrastructure

**Mode** : Roads

**Project Type** : Infrastructure Capability

#### PROJECT DESCRIPTION

- Improve maintenance and cleaning of stations and interchanges, e.g. Facilities like ablutions need to work properly and be clean, broken lights and signs etc. need to be repaired/replaced.

#### PROBLEM ADDRESSED

- Stations and interchanges not well maintained and enhance unsafe feeling.

#### CURRENT STATUS

- This appears to take place in an ad hoc fashion.

#### PROJECT ASSESSMENT

##### Benefits

- Reduction in crime, accidents and associated costs
  - Neat and orderly facilities lead to a reduction in crime levels.
- Enabling of other projects (key dependency)
  - ....
- Compliance with national mandates
  - ....
- Promotion of infrastructure development and the economy
  - Neat and orderly appearances enhance perceptions of safety and will increase commuter use of public transport.
- Promotion of people development
  - More investment in maintenance will advance job creation initiatives.



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



---

### Costs

- Costs to implement
  - ....
- Costs to operate
  - ....
- Implementation risks and the extent to which these can be mitigated
  - ....

### Other Planning Considerations

- Dependencies on other projects
  - ....
- Urgency
  - ....

### **KEY ISSUES**

- How to deal with vandalism.

### **CRITICAL SUCCESS FACTORS**

- ....

### **IDEAS FOR CONSIDERATION**

- Involve commuters extensively in keeping facilities clean.
- Public Transport toilet facilities worldwide are kept in good condition by charging commuters for their use.
- Ensure good supply of waste bins.



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### PROJECT 308 : TURN NEW INTERCHANGES INTO ACTIVITY HUBS

**Thrust** : Engineering Infrastructure

**Mode** : Road and Rail

**Project Type** : Motivation

#### PROJECT DESCRIPTION

- Ensure that planners give serious consideration to this in their designs.

#### PROBLEM ADDRESSED

- Interchanges tend to be deserted.

#### CURRENT STATUS

- No plans that we are aware of.

#### PROJECT ASSESSMENT

##### Benefits

- Reduction in crime, accidents and associated costs
  - More people gathered together lessens the potential for serious crime
- Enabling of other projects (key dependency)
  - ....
- Compliance with national mandates
  - ....
- Promotion of infrastructure development and the economy
  - ....
- Promotion of people development
  - ....

##### Costs

- Costs to implement



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



- ....
- Costs to operate
  - ....
- Implementation risks and the extent to which these can be mitigated
  - ....

### Other Planning Considerations

- Dependencies on other projects
  - ....
- Urgency
  - ....

### **KEY ISSUES**

- Impacts in both interchanges and activity centres need to be investigated.

### **CRITICAL SUCCESS FACTORS**

- ....

### **IDEAS FOR CONSIDERATION**

- Public Transport boarding areas should be enclosed for ticketed passengers only.



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### PROJECT 310 : METRORAIL ROLLING STOCK AND IMPROVEMENTS

**Thrust** : Engineering Infrastructure

**Mode** : Rail

**Project Type** : Motivation

#### PROJECT DESCRIPTION

- Add impetus to need for increasing Metrorail rolling stock and improving its condition.
- Ensure that business cases for relevant planned increases/improvements include the long term benefits from a safety perspective

#### PROBLEM ADDRESSED

- There is overcrowding, vandalism, and poor maintenance of trains.
- Overcrowding can lead to increases in crime levels, especially theft.
- Doors that do not close properly and missing windows pose serious accident risks, especially in overcrowded conditions.

#### CURRENT STATUS

- Trains are being slowly revamped but there is shortage of funding and appropriate skills

#### PROJECT ASSESSMENT

##### Benefits

- Reduction in crime, accidents and associated costs
  - Increased rolling stock and conditions will result in less crowding and safer conditions.
  - Less time spent waiting for trains will reduce susceptibility to attacks.
- Enabling of other projects (key dependency)
  - ....
- Compliance with national mandates
  - ....
- Promotion of infrastructure development and the economy



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



- Economic and social benefits.
- Promotion of people development
  - ....

### Costs

- Costs to implement
  - ....
- Costs to operate
  - ....
- Implementation risks and the extent to which these can be mitigated
  - ....

### Other Planning Considerations

- Dependencies on other projects
  - ....
- Urgency
  - ....

### **KEY ISSUES**

- ....

### **CRITICAL SUCCESS FACTORS**

- ....

### **IDEAS FOR CONSIDERATION**

- Metrorail need to consider how it will protect its rolling stock from vandals.
- Old rolling stock might have reached the end of its economic life and should be condemned for replacement.



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### PROJECT 311 : ROAD CONGESTION

**Thrust** : Engineering Infrastructure

**Mode** : Road

**Project Type** : Motivation

#### PROJECT DESCRIPTION

- Add impetus to reducing road congestion by either by reducing the number of private vehicles on the road, or in certain instances increasing the extent of roads infrastructure.

#### PROBLEM ADDRESSED

- Overly congested roads.

#### CURRENT STATUS

- Current modal development process to reduce the number of taxis on the road.
- Promotion of car sharing is under way.

#### PROJECT ASSESSMENT

##### Benefits

- Reduction in crime, accidents and associated costs
  - Reduction of private vehicles on the roads will help reduce accidents.
- Enabling of other projects (key dependency)
  - ....
- Compliance with national mandates
  - Helps to meet provision in NLTTA.
- Promotion of infrastructure development and the economy
  - Any resulting new roads will result in significant other benefits in this regard.
- Promotion of people development
  - ....



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



---

### Costs

- Costs to implement
  - ....
- Costs to operate
  - ....
- Implementation risks and the extent to which these can be mitigated
  - ....

### Other Planning Considerations

- Dependencies on other projects
  - ....
- Urgency
  - ....

### **KEY ISSUES**

- Authorities need to look at the most appropriate means of achieving this end.

### **CRITICAL SUCCESS FACTORS**

- ....

### **IDEAS FOR CONSIDERATION**

- Consider variable speed traffic control systems.



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### PROJECT 312 : SPECIAL NEEDS

**Thrust** : Engineering Infrastructure

**Mode** : Road

**Project Type** : Infrastructure Capability

#### PROJECT DESCRIPTION

- Address “special needs” issues.
- The precise nature of these special needs still need to be determined.

#### PROBLEM ADDRESSED

- Currently, the public transport system does not cater for full mobility of special needs commuters, e.g. there are cases where there might be lifts inside the station building but no access from the parking area.
- This particularly vulnerable group are made all the more vulnerable if their free movement is impeded.

#### CURRENT STATUS

- Some initiatives are in place to address special needs in station designs.

#### PROJECT ASSESSMENT

##### Benefits

- Reduction in crime, accidents and associated costs
  - Better access for special needs will reduce their dependency on members of the general public and reduce susceptibility to criminal activities.
- Enabling of other projects (key dependency)
  - ....
- Compliance with national mandates
  - ....
- Promotion of infrastructure development and the economy
  - ....



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



- Promotion of people development

- ....

### Costs

- Costs to implement
  - Depends on the nature of the improvements to be made.
- Costs to operate
  - ....
- Implementation risks and the extent to which these can be mitigated
  - ....

### Other Planning Considerations

- Dependencies on other projects
  - ....
- Urgency
  - ....

### **KEY ISSUES**

- ....

### **CRITICAL SUCCESS FACTORS**

- Special need groups must be intimately involved in the planning and design process.

### **IDEAS FOR CONSIDERATION**

- ....





## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### Costs

- Costs to implement
  - ....
- Costs to operate
  - ....
- Implementation risks and the extent to which these can be mitigated
  - The unreliability of old trains and buses which frequently break down makes it difficult.

### Other Planning Considerations

- Dependencies on other projects
  - ....
- Urgency
  - ....

### **KEY ISSUES**

- ....

### **CRITICAL SUCCESS FACTORS**

- Establishment of proper performance management systems to make bus and train operators accountable.
- Establishment of commuter assistance call centres catering for all modes of transport.

### **IDEAS FOR CONSIDERATION**

- Leverage AVL technology to track movement of vehicles and provide real time timetables. In the London Underground, this has been used to provide estimated train arrival times on screens that are accurate to 1 minute.
- Provide mobile phone services for up to date public transport timetables.



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### PROJECT 314 : DRIVER TESTING FACILITIES

**Thrust** : Engineering Infrastructure

**Mode** : Road

**Project Type** : Infrastructure Capability

#### PROJECT DESCRIPTION

- Create new driver testing facilities.

#### PROBLEM ADDRESSED

- There is currently a severe backlog on new driver testing which increases the probability of fraud

#### CURRENT STATUS

- Four new facilities are currently being planned
- 

#### PROJECT ASSESSMENT

##### Benefits

- Reduction in crime, accidents and associated costs
  - Will decrease the number of illegitimate and poorly trained drivers.
  - Will help reduce the waiting times for driver licensing testing, the biggest motivation for fraud.
- Enabling of other projects (key dependency)
  - Increase in the numbers of properly trained drivers will allow for reduced need of enforcement officials on the roads.
- Compliance with national mandates
  - Will help to meet mandates for provision of appropriate testing facilities.
- Promotion of infrastructure development and the economy
  - ....
- Promotion of people development



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



- 
- More training facilities will help create job opportunities.

### Costs

- Costs to implement
  - ....
- Costs to operate
  - ....
- Implementation risks and the extent to which these can be mitigated
  - ....

### Other Planning Considerations

- Dependencies on other projects
  - ....
- Urgency
  - ....

### **KEY ISSUES**

- ....

### **CRITICAL SUCCESS FACTORS**

- Ensure there are sufficient numbers of driver testing officials.

### **IDEAS FOR CONSIDERATION**

- ....



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### PROJECT 315 : SPEED LIMITS

**Thrust** : Engineering Infrastructure

**Mode** : Road

**Project Type** : Analysis

#### PROJECT DESCRIPTION

- Revisit speed limits, especially recommended in residential areas

#### PROBLEM ADDRESSED

- Changing circumstances, e.g. the location of homes closer to roads than initially anticipated, mean that existing speed limits are no longer appropriate

#### CURRENT STATUS

- These are currently being re-assessed.

#### PROJECT ASSESSMENT

##### Benefits

- Reduction in crime, accidents and associated costs
  - Reduced speeds in residential areas will help increase road safety.
- Enabling of other projects (key dependency)
  - The project will help the successful use of cycle lanes.
- Compliance with national mandates
  - ....
- Promotion of infrastructure development and the economy
  - ....
- Promotion of people development
  - ....

##### Costs

- Costs to implement



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



- 
- ....
  - Costs to operate
    - ....
  - Implementation risks and the extent to which these can be mitigated
    - ....

### Other Planning Considerations

- Dependencies on other projects
  - ....
- Urgency
  - ....

### **KEY ISSUES**

- How to maintain what is safe and what is practical.

### **CRITICAL SUCCESS FACTORS**

- The enforcement of new speed limits.

### **IDEAS FOR CONSIDERATION**

- Speed limits in residential areas are better enforced when implemented with speed bumps.



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### PROJECT 401 : EMERGENCY SERVICES COMMUNICATIONS CENTRE

**Thrust** : Emergency Services

**Mode** : Road and Rail

**Project Type** : General Capability

#### PROJECT DESCRIPTION

- Introduce a single nerve/communications centre network for reporting emergencies and dispatching emergency services.

#### PROBLEM ADDRESSED

- The fragmented manner in which emergencies are responded to and dealt with.

#### CURRENT STATUS

- There is a single call centre (112).
- There are 6 response centres to which calls are directed.
- There are representatives of most emergency service providers at each site to co-ordinate responses.

#### PROJECT ASSESSMENT

##### Benefits

- Reduction in crime, accidents and associated costs
  - Will maximise response effectiveness and efficiency.
  - Well co-ordinated emergency response will result in better public service, increased saving of lives and significant cost savings.
- Enabling of other projects (key dependency)
  - Will assist efforts to use enforcement officials more effectively.
- Compliance with national mandates
  - It is a national mandate to provide a single point of contact for emergency response.
- Promotion of infrastructure development and the economy
  - ....





## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### PROJECT 402 : EMERGENCY RESOURCES

**Thrust** : Emergency Services

**Mode** : Road and Rail

**Project Type** : Process Capability

#### PROJECT DESCRIPTION

- Consolidate emergency resources and reduce the number of centres to 6 across the Province.

#### PROBLEM ADDRESSED

- It is difficult to manage physical resources when they are as dispersed as they are currently.

#### CURRENT STATUS

- Motivation currently being submitted to government.

#### PROJECT ASSESSMENT

##### Benefits

- Reduction in crime, accidents and associated costs
  - More efficient utilisation of resources
- Enabling of other projects (key dependency)
  - ....
- Compliance with national mandates
  - ....
- Promotion of infrastructure development and the economy
  - Will help improve existing emergency infrastructure.
- Promotion of people development
  - ....

##### Costs

- Costs to implement



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



- 
- There might be costs associated with expansion of the few emergency centres.
  - Costs to operate
    - The likely impact is uncertain at this stage.
  - Implementation risks and the extent to which these can be mitigated
    - ....

### Other Planning Considerations

- Dependencies on other projects
  - ....
- Urgency
  - ....

### **KEY ISSUES**

- How will this centralisation impact on response times and efficiency.

### **CRITICAL SUCCESS FACTORS**

- Optimal distribution of emergency centres.
- Ensure performance management systems are in place.

### **IDEAS FOR CONSIDERATION**

- ....



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### PROJECT 501 : ALIGNMENT OF DIFFERENT BY-LAWS

- Thrust** : Legislation
- Mode** : Road and Rail
- Project Type** : Analysis and Motivation

#### PROJECT DESCRIPTION

- Encourage alignment of different by-laws as far as possible.

#### PROBLEM ADDRESSED

- The proliferation of different laws increases confusion and makes education and enforcement very difficult.

#### CURRENT STATUS

- No initiatives that we are aware of.

#### PROJECT ASSESSMENT

##### Benefits

- Reduction in crime, accidents and associated costs
- Enabling of other projects (key dependency)
  - Education and enforcement will made so much more effective if variations in by-laws are kept to a minimum.
- Compliance with national mandates
  - ....
- Promotion of infrastructure development and the economy
  - .....
- Promotion of people development
  - ....

##### Costs

- Costs to implement



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



- 
- Some costs involved in changing by-laws
  - Costs to operate
    - None
  - Implementation risks and the extent to which these can be mitigated
    - Requires a lot of co-ordination and consulting.

### Other Planning Considerations

- Dependencies on other projects
  - ....
- Urgency
  - ....

### **KEY ISSUES**

- ....

### **CRITICAL SUCCESS FACTORS**

- Political will is key to this project.

### **IDEAS FOR CONSIDERATION**

- ....



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### PROJECT 502 : PENALTIES

**Thrust** : Legislation  
**Mode** : Road  
**Project Type** : Analysis and Motivation

#### PROJECT DESCRIPTION

- Increase penalties with respect to driver licensing and behaviour, vehicle condition, operating license conditions compliance, and transport related theft e.g. train cables
- Promote standardisation of penalty application.

#### PROBLEM ADDRESSED

- People are deterred by current penalties.

#### CURRENT STATUS

- ....

#### PROJECT ASSESSMENT

##### Benefits

- Reduction in crime, accidents and associated costs
  - Significantly increases penalties will deter potential transgressors.
  - Penalties in KwaZulu Natal have helped to reduce speeding related accidents.
- Enabling of other projects (key dependency)
  - ....
- Compliance with national mandates
  - .....
- Promotion of infrastructure development and the economy
  - ....
- Promotion of people development
  - ....



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### Costs

- Costs to implement
  - Very low in the context of potential impact.
- Costs to operate
  - None.
- Implementation risks and the extent to which these can be mitigated
  - ....

### Other Planning Considerations

- Dependencies on other projects
  - ....
- Urgency
  - .....

### **KEY ISSUES**

- ....

### **CRITICAL SUCCESS FACTORS**

- Penalties need to be seen as a serious deterrent and not a minor inconvenience.
- Inconsistent application of penalties further undermines the intent to deter offenders.

### **IDEAS FOR CONSIDERATION**

- ....



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### PROJECT 503 : LONG DISTANCE BUS DRIVERS

**Thrust** : Legislation

**Mode** : Road

**Project Type** : Motivation

#### PROJECT DESCRIPTION

- Make bus driver resting mandatory for long distance routes only.

#### PROBLEM ADDRESSED

- Fatigue is a major contributor to long distance bus accidents.
- Bus drivers for long distances overlook safe practices in order to make more profits

#### CURRENT STATUS

- No current initiative as far as we know.

#### PROJECT ASSESSMENT

##### Benefits

- Reduction in crime, accidents and associated costs
  - Many accidents will be prevented if fatigue could be reduced.
- Enabling of other projects (key dependency)
  - ....
- Compliance with national mandates
  - ....
- Promotion of infrastructure development and the economy
  - ....
- Promotion of people development
  - ....



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### Costs

- Costs to implement
  - ....
- Costs to operate
  - ....
- Implementation risks and the extent to which these can be mitigated
  - Will be very difficult to enforce in the current environment.

### Other Planning Considerations

- Dependencies on other projects
  - ....
- Urgency
  - ....

### **KEY ISSUES**

- Ways need to be explored of successfully achieving this in the future.

### **CRITICAL SUCCESS FACTORS**

- ....

### **IDEAS FOR CONSIDERATION**

- ....





## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



- ....

### Costs

- Costs to implement
  - ....
- Costs to operate
  - ....
- Implementation risks and the extent to which these can be mitigated
  - ....

### Other Planning Considerations

- Dependencies on other projects
  - ....
- Urgency
  - ....

### **KEY ISSUES**

- ....

### **CRITICAL SUCCESS FACTORS**

- ....

### **IDEAS FOR CONSIDERATION**

- ....



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### PROJECT 505 : PERMITS FOR METERED TAXIS

**Thrust** : Legislation

**Mode** : Road

**Project Type** : Motivation

#### PROJECT DESCRIPTION

- Cap the number of permits for metered taxis.
- There is currently no limit to the number of new metered taxis and as a result the industry is oversubscribed

#### PROBLEM ADDRESSED

- Because the industry is oversubscribed, prices and hence margins are particularly low.
- As a result, regular maintenance tends to be overlooked

#### CURRENT STATUS

- This matter has been discussed with the MEC but no agreement was reached.

#### PROJECT ASSESSMENT

##### Benefits

- Reduction in crime, accidents and associated costs
  - This could help reduce the accident rate.
- Enabling of other projects (key dependency)
  - ....
- Compliance with national mandates
  - ....
- Promotion of infrastructure development and the economy
  - ....
- Promotion of people development
  - ....



# SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



## Costs

- Costs to implement
  - .....
- Costs to operate
  - ....
- Implementation risks and the extent to which these can be mitigated
  - ....

## Other Planning Considerations

- Dependencies on other projects
  - ....
- Urgency
  - ....

## **KEY ISSUES**

- ....

## **CRITICAL SUCCESS FACTORS**

- ....

## **IDEAS FOR CONSIDERATION**

- .....



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### PROJECT 506 : MERIT/DEMERIT SYSTEM

**Thrust** : Legislation

**Mode** : Road

**Project Type** : Motivation

#### PROJECT DESCRIPTION

- Introduce a merit/demerit system.
- Both drivers and operators should be continually assessed and rewarded/punished for certain levels of compliance/non-compliance.
- Hold drivers and operators to account for their behaviour, through a combined “carrot and stick” approach.

#### PROBLEM ADDRESSED

- Non-compliance of traffic regulations.

#### CURRENT STATUS

- This is a national initiative. Its current status is unknown.

#### PROJECT ASSESSMENT

##### Benefits

- Reduction in crime, accidents and associated costs
  - Higher compliance will lead to safer driving and fewer accidents.
- Enabling of other projects (key dependency)
  - ....
- Compliance with national mandates
  - This will be the case if this is passed into law.
- Promotion of infrastructure development and the economy
  - ....
- Promotion of people development



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



- ....

### Costs

- Costs to implement
  - ....
- Costs to operate
  - ....
- Implementation risks and the extent to which these can be mitigated
  - ....

### Other Planning Considerations

- Dependencies on other projects
  - ....
- Urgency
  - ....

### **KEY ISSUES**

- ....

### **CRITICAL SUCCESS FACTORS**

- It appears this would only work if adopted nationally.

### **IDEAS FOR CONSIDERATION**

- ....



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### PROJECT 507 : DRIVER TRAINING INSTITUTIONS

**Thrust** : Legislation

**Mode** : Road

**Project Type** : Motivation

#### PROJECT DESCRIPTION

- Regulate driver training institutions and establish minimum standards for instructors.

#### PROBLEM ADDRESSED

- It is suspected that certain such institutions are encouraging the development of bad driving habits.

#### CURRENT STATUS

- Uncertain.

#### PROJECT ASSESSMENT

##### Benefits

- Reduction in crime, accidents and associated costs
  - The resulting improvements in driver behaviour will help reduce accidents.
- Enabling of other projects (key dependency)
  - ....
- Compliance with national mandates
  - ....
- Promotion of infrastructure development and the economy
  - ....
- Promotion of people development
  - ....



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### Costs

- Costs to implement
  - ....
- Costs to operate
  - ....
- Implementation risks and the extent to which these can be mitigated
  - ....

### Other Planning Considerations

- Dependencies on other projects
  - ....
- Urgency
  - ....

### **KEY ISSUES**

- Consideration should be given to the balance between driver training and introducing ineffective government bureaucracy.

### **CRITICAL SUCCESS FACTORS**

- ....

### **IDEAS FOR CONSIDERATION**

- ....



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### PROJECT 508 : SQUATTERS IN RAIL AND ROAD RESERVES

**Thrust** : Legislation

**Mode** : Road and Rail

**Project Type** : Motivation

#### PROJECT DESCRIPTION

- Motivate for the law to allow the removal of squatters in road and rail reserves.
- In terms of current legislation, squatters cannot be evicted from road or rail reserves.

#### PROBLEM ADDRESSED

- Squatters in road and rail reserves pose a serious threat to both themselves and users of PT and to the integrity of the infrastructure e.g. stone ballast is being stolen from under rails for use in building houses.

#### CURRENT STATUS

- 

#### PROJECT ASSESSMENT

##### Benefits

- Reduction in crime, accidents and associated costs
  - Greater separation between squatters and roads and rail lines will reduce the level of accidents.
- Enabling of other projects (key dependency)
  - ....
- Compliance with national mandates
  - ....
- Promotion of infrastructure development and the economy
  - ....
- Promotion of people development
  - ....



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### Costs

- Costs to implement
  - ....
- Costs to operate
  - Late enforcement is likely to be costly.
- Implementation risks and the extent to which these can be mitigated
  - ....

### Other Planning Considerations

- Dependencies on other projects
  - ....
- Urgency
  - ....

### **KEY ISSUES**

- How to get around existing legislation which deals with squatters rights in a 'one size fits all' fashion.

### **CRITICAL SUCCESS FACTORS**

- ....

### **IDEAS FOR CONSIDERATION**

- ....



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### PROJECT 509 : TESTING IN APPROPRIATE VEHICLES

**Thrust** : Legislation

**Mode** : Road

**Project Type** : Motivation

#### PROJECT DESCRIPTION

- Drivers must be tested in the actual type of vehicle that they will be operating.

#### PROBLEM ADDRESSED

- Currently, generic vehicles are used for testing in a specific code, e.g. all code 10 drivers get tested in a Dyna truck even though they will be driving a bus.

#### CURRENT STATUS

- Uncertain.

#### PROJECT ASSESSMENT

##### Benefits

- Reduction in crime, accidents and associated costs
  - Will make significant strides towards ensuring drivers are properly trained and appropriately qualified to operate public transport vehicles.
- Enabling of other projects (key dependency)
  - ....
- Compliance with national mandates
  - ....
- Promotion of infrastructure development and the economy
  - ....
- Promotion of people development
  - Operators will be forced to acquire more appropriate skills from the outset.



# SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



## Costs

- Costs to implement
  - ....
- Costs to operate
  - ....
- Implementation risks and the extent to which these can be mitigated
  - ....

## Other Planning Considerations

- Dependencies on other projects
  - ....
- Urgency
  - ....

## **KEY ISSUES**

- ....

## **CRITICAL SUCCESS FACTORS**

- ....

## **IDEAS FOR CONSIDERATION**

- ....



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### PROJECT 510 : PROSECUTION PROCESS

**Thrust** : Legislation  
**Mode** : Rail and Road  
**Project Type** : Process Capability

#### PROJECT DESCRIPTION

- Streamline the prosecution process.
- Ensure that paperwork and evidence in the process is properly managed and that correct procedures are not flouted.

#### PROBLEM ADDRESSED

- Enforcement initiatives are often unsuccessful because of administrative problems and technicalities during the prosecution process.
- Most cases are withdrawn leading to demoralisation of enforcement officers.
- The number of repeat offenders is very high.

#### CURRENT STATUS

- Nothing is known of current initiatives.

#### PROJECT ASSESSMENT

##### Benefits

- Reduction in crime, accidents and associated costs
  - Successful prosecutions as a result of this project will serve as a serious deterrent to likely offenders.
- Enabling of other projects (key dependency)
  - ....
- Compliance with national mandates
  - ....
- Promotion of infrastructure development and the economy
  - ....



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



- Promotion of people development

- ....

### Costs

- Costs to implement

- ....

- Costs to operate

- ....

- Implementation risks and the extent to which these can be mitigated

- ....

### Other Planning Considerations

- Dependencies on other projects

- ....

- Urgency

- ....

### **KEY ISSUES**

- ....

### **CRITICAL SUCCESS FACTORS**

- Requirements of public prosecutors should serve as the starting point for re-evaluating the process.

### **IDEAS FOR CONSIDERATION**

- ....



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### PROJECT 601 : REVIEW OVERALL STRUCTURES AND ORGANISATION ROLES

**Thrust** : Co-ordination

**Mode** : Road and Rail

**Project Type** : Analysis

#### PROJECT DESCRIPTION

- Identify all the role players impacting on safety and compliance in the Western Cape.
- Complete a diagnosis of the roles that each plays, identify gaps, overlaps and other issues.
- Make recommendations as to how these could be satisfactorily addressed.

#### PROBLEM ADDRESSED

- There are concerns around the sub-optimal manner in which institutions relate to one another from an organisational point of view in terms of the roles they perform.
- Inefficiencies are seen to result from the overlaps and gaps in certain circumstances.
- Accountability is also a big problem in the midst of the uncertainty.

#### CURRENT STATUS

- This project is currently underway in partnership with Accenture.

#### PROJECT ASSESSMENT

##### Benefits

- Reduction in crime, accidents and associated costs
  - Improvements in this area will result from improved accountability and efficiency.
- Enabling of other projects (key dependency)
  - Proper inter-organisational performance frameworks and SLAs can only be put in place once roles are clear.
- Compliance with national mandates
  - Relevant Acts do make provision for various levels of government to reach agreement as to who is responsible for what.



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



- 
- Promotion of infrastructure development and the economy
    - ....
  - Promotion of people development
    - ....

### Costs

- Costs to implement
  - The full draft is almost incomplete.
- Costs to operate
  - No ongoing costs.
- Implementation risks and the extent to which these can be mitigated
  - ....

### Other Planning Considerations

- Dependencies on other projects
  - ....
- Urgency
  - ....

### **KEY ISSUES**

- ....

### **CRITICAL SUCCESS FACTORS**

- Detailed consultation with all stakeholders.

### **IDEAS FOR CONSIDERATION**

- ....



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### PROJECT 602 : PERFORMANCE MANAGEMENT FRAMEWORK

**Thrust** : Co-ordination  
**Mode** : Road and Rail  
**Project Type** : Process Capability

#### PROJECT DESCRIPTION

- Put SLAs and performance management frameworks in place.
- SLAs are required between institutions once the institutional arrangements have been finalised.
- Balanced scorecard type performance management frameworks should then be investigated within the various institutions.

#### PROBLEM ADDRESSED

- Without specific measures in place, objectives are unlikely to be met.
- “What gets measured gets managed”.
- Currently, there is no system in place to monitor how different agencies are delivering against set targets.

#### CURRENT STATUS

- ....

#### PROJECT ASSESSMENT

##### Benefits

- Reduction in crime, accidents and associated costs
  - Reductions will certainly result with greater transparency and accountability for delivering.
- Enabling of other projects (key dependency)
  - ....
- Compliance with national mandates
  - It is mandated that such performance management frameworks are put in place.
- Promotion of infrastructure development and the economy



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



- ....

- Promotion of people development
  - The development of a culture of accountability.

### Costs

- Costs to implement
  - Depends on the extent of the implementation and the manner in which it is phased.
- Costs to operate
  - ....
- Implementation risks and the extent to which these can be mitigated
  - There is poor track record of implementation of SLAs in government. There appears to be a tendency to pay out performance bonuses and not to carry out sanctions regardless of the performance.

### Other Planning Considerations

- Dependencies on other projects
  - The review of overall structures and organisational roles need to be completed.
- Urgency
  - ....

### **KEY ISSUES**

- ....

### **CRITICAL SUCCESS FACTORS**

- The political will to enforce the sanctions linked to poor performance.

### **IDEAS FOR CONSIDERATION**

- SLAs should define key result areas for officials.



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### PROJECT 603 : SUPPORT THE RECAPITALISATION PROCESS AND MODAL CONTRACT DEVELOPMENT

**Thrust** : Co-ordination

**Mode** : Road

**Project Type** : Motivation

#### PROJECT DESCRIPTION

- Lend weight to accelerated recapitalisation process and modal contract development process.
- Ensure that the drivers of the recapitalisation process are fully aware of the importance from a safety point of view of pushing ahead with the changes as soon as possible.

#### PROBLEM ADDRESSED

- Recapitalisation process: the condition of taxis on the roads.
- Modal contract development process: congestion on the roads.

#### CURRENT STATUS

- Both projects are well underway.

#### PROJECT ASSESSMENT

##### Benefits

- Reduction in crime, accidents and associated costs
  - The sooner the changes are implemented, the sooner the roads will be freed of many of the “coffins on wheels”, and the more lives will be saved.
  - All new vehicles will conform to appropriate safety specifications.
- Enabling of other projects (key dependency)
  - ....
- Compliance with national mandates
  - ....
- Promotion of infrastructure development and the economy
  - ....



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



- Promotion of people development

- ....

### Costs

- Costs to implement

- ....

- Costs to operate

- ....

- Implementation risks and the extent to which these can be mitigated

- ....

### Other Planning Considerations

- Dependencies on other projects

- ....

- Urgency

- ....

### **KEY ISSUES**

- ....

### **CRITICAL SUCCESS FACTORS**

- ....

### **IDEAS FOR CONSIDERATION**

- ....



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### PROJECT 604 : DEDICATED TRAFFIC COURTS

**Thrust** : Co-ordination

**Mode** : Road

**Project Type** : Motivation

#### PROJECT DESCRIPTION

- Consider dedicated courts for traffic offences.
- Consider an arrangement similar to that for fee evaders and other offenders on the rail network

#### PROBLEM ADDRESSED

- Traffic offences appear to have lesser priority in the courts and as a result there are fewer successful prosecutions.

#### CURRENT STATUS

- Nothing underway that we are aware of.

#### PROJECT ASSESSMENT

##### Benefits

- Reduction in crime, accidents and associated costs
  - This will serve as a serious deterrent once people realise that they will most likely be successfully prosecuted if caught.
  - The morale and effectiveness of law enforcement officials will also be boosted.
  - Metrorail achieved huge successes in prosecuting non-paying passengers.
- Enabling of other projects (key dependency)
  - ....
- Compliance with national mandates
  - Prosecutions are a critical component of mandated enforcement.
- Promotion of infrastructure development and the economy
  - ...



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



- Promotion of people development

- ...

### Costs

- Costs to implement

- ....

- Costs to operate

- A more efficient dedicated court might not be any more costly to run.

- Implementation risks and the extent to which these can be mitigated

- ....

### Other Planning Considerations

- Dependencies on other projects

- ....

- Urgency

- ....

### **KEY ISSUES**

- ....

### **CRITICAL SUCCESS FACTORS**

- ....

### **IDEAS FOR CONSIDERATION**

- ....



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### PROJECT 605 : INVESTIGATE AND ADDRESS CONCERNS WITH POLB

**Thrust** : Co-ordination

**Mode** : Road

**Project Type** : Analysis

#### PROJECT DESCRIPTION

- Current concerns and the status of remedial actions need to be investigated and resolved.

#### PROBLEM ADDRESSED

- There are concerns about the POLB that impact directly on compliance which indirectly affects safety.
- The POLB approves licences that have been rejected by the City Council.
- Current backlog in approving licences.

#### CURRENT STATUS

- This project is currently underway in partnership with Accenture.

#### PROJECT ASSESSMENT

##### Benefits

- Reduction in crime, accidents and associated costs
  - Greater effectiveness of the POLB will help to reduce taxi violence in the Western Cape.
- Enabling of other projects (key dependency)
  - Efficiency improvements will help reduce motivation for fraud.
- Compliance with national mandates
  - ....
- Promotion of infrastructure development and the economy
  - ....
- Promotion of people development
  - ....



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### Costs

- Costs to implement
  - ....
- Costs to operate
  - ....
- Implementation risks and the extent to which these can be mitigated
  - ....

### Other Planning Considerations

- Dependencies on other projects
  - ....
- Urgency
  - ....

### **KEY ISSUES**

- ....

### **CRITICAL SUCCESS FACTORS**

- ....

### **IDEAS FOR CONSIDERATION**

- Operators should be security screened and need to comply with the following before they get a licence:
  - Vehicles are clean and safe;
  - Drivers are safe and have liability insurance.
- Tourism should be treated separately.
- Safety and preventing violence should be a greater factor when awarding licences.



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### PROJECT 606 : FUNDING STRATEGY

**Thrust** : Co-ordination  
**Mode** : Road and Rail  
**Project Type** : Strategy Capability

#### PROJECT DESCRIPTION

- Establish and implement a funding strategy for safety and compliance related projects regardless of organisation responsible.
- Ensure timeous and effective budget motivations for safety related projects.
- Investigate other creative approaches to raising funding where appropriate.

#### PROBLEM ADDRESSED

- Safety and compliance projects span different organisations each with their own budget. Investment decisions are currently made within specific departments with little consideration of how funds could be re-allocated to address the most serious concerns.

#### CURRENT STATUS

- The prioritisation process is a critical first step to help in identifying where funds should be channelled for maximum effect.

#### PROJECT ASSESSMENT

##### Benefits

- Reduction in crime, accidents and associated costs
  - More efficient allocation of funds will result in reductions in this area.
- Enabling of other projects (key dependency)
  - Will enable the most valuable projects.
- Compliance with national mandates
  - ....
- Promotion of infrastructure development and the economy
  - ....



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



- Promotion of people development

- ....

### Costs

- Costs to implement

- ....

- Costs to operate

- ....

- Implementation risks and the extent to which these can be mitigated

- There are a significant number of stakeholders involved and the matter of budget allocations is always going to be difficult to deal with.

### Other Planning Considerations

- Dependencies on other projects

- ....

- Urgency

- ....

### **KEY ISSUES**

- ....

### **CRITICAL SUCCESS FACTORS**

- Co-operation amongst all stakeholders
- The political will to see beyond departmental budgets to achieve the best overall solution.

### **IDEAS FOR CONSIDERATION**

- ....



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### 12.8. “As-Is” Incident Information Databases

#### CRIME ADMINISTRATION SYSTEM (CAS)

CAS is the South African Police Services’ (SAPS) system for the recording of crimes.

##### SUMMARY DESCRIPTION

Governance: SAPS

Geography: National

Scope: Information regarding all crimes and fatal accidents

##### DATA

###### Data categories:

- Station and officer information
- Crime description and type
- Accused details
- Deceased details
- Evidence details
- Record of other documents within docket
- Personal details
- Address particulars
- Contact person details
- Dates
- Methods of crime
- Instruments used

The docket may also contain original Accident Reports in case of any fatality.

###### Inputs:

- Phone calls





## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### TRAFMAN

TRAFMAN is the system used to capture all road accident details as captured on the Accident Report form.

#### SUMMARY DESCRIPTION

Governance:	National Department of Transport
Geography:	National, Provincial, Local
Scope:	All information regarding road accidents

#### DATA

##### Data categories:

- Location
- Driver information
- Vehicle information
- Vehicle type
- Traffic control type
- Accident type
- Weather conditions
- Light condition
- Road surface
- Road marking
- Obstructions
- Vehicle manoeuvre
- Vehicle damage
- Notes
- Death or injury details
- Passenger details
- Witnesses



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



- Dangerous goods details
- Special observations

### Inputs:

A driver of a vehicle which has been involved in a road accident must report the accident within 24 hours of its occurrence to any:

- Metropolitan, Municipal or City Police department
- Traffic department in South Africa
- Police station of the South African Police Service (SAPS)

This must be done in terms of the National Road Traffic Act, Act 93 of 1996 and is only applicable if a police / traffic officer did not attend the accident due to the apparent minor nature thereof.

### Outputs:

- Reports are easy to obtain and have been released for various purposes (high level of detail) to schools, engineers, and other officials.

### Process:

- An AR (Accident Report) form is completed
- All Accident Reports are sent either to a local traffic department where it is captured into a local TRAFMAN database or goes directly to the Department of Transport, Provincial Government of the Western Cape, where it is captured into TRAFMAN.
- A monthly extract of the data in TRAFMAN at each local Traffic department is then sent to the Department of Transport, and imported into their database. The same happens for the provincial TRAFMAN which is also extracted on a regular basis and sent to the National Department of Transport and imported into the National TRAFMAN database.

## SYSTEM(S)

### Description:

TRAFMAN runs on a Progress database on server technology.

## KEY ISSUES

- There is no indication of when accidents are related to public transport
- The existing processes allows for duplication of data in TRAFMAN



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



- 
- Some data is duplicated in emergency databases i.e. GEMC3, Power107 and other emergency response databases
  - The TRAFMAN system has weak reporting capabilities
  - The data captured into the database is directly related to the quality of the Accident Report filled in by an officer
  - The quality of Accident Reports filled in by police officers are much weaker than the reports filled in by traffic officers
  - The entire process is heavily delayed, because of Accident Reports being filled in at police stations, accident scenes and then being collected and taken to an office where it can be captured
  - It is difficult to determine the exact location of an accident
  - A pilot project is about to be implemented with Short Message Services (SMS) technology to determine the exact location of an accident. This will however only work if a traffic officer actually attends the accident scene



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### GLOBAL EMERGENCY MANAGEMENT AND CONTROL SYSTEM (GEMC3)

The Global Emergency Management and Control System is an emergency response and control system developed by Africon. This was funded by PGWC with the intention that it would be widely implemented by multiple service providers in the province.

#### SUMMARY DESCRIPTION

Governance:	Provincial Government of the Western Cape
Geography:	Provincial
Scope:	Information regarding emergencies in the Western Cape

#### DATA

##### Data categories:

- Caller details
- Patient details
- Location coordinates
- Resources allocated
- Registration of motor vehicles involved in the accident
- Individuals involved
- Dates and times
- Injury details

##### Inputs:

- Phone calls are received through the 112 emergency number.

##### Outputs:

- GEMC3 has an extensive reporting capability and can provide information freely within the limits of patient confidentiality.

##### Process:

- The 112 call centre receives an emergency call



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



- When the call is received from a landline, the caller details and address are automatically determined by linking to a Telkom database
- Other basic details are captured into GEMC3 and a high level diagnosis of the situation and of the resources that will be required is made
- The call is then transferred to the organisation that will provide the necessary services.
- In the event that medical assistance is required the call gets transferred to Emergency Medical Services (EMS) and the appropriate resources are dispatched.
- The resources are tracked constantly through the process via Global Positioning System (GPS) devices.
- All of this information is captured on GEMC3.
- Additional information will be captured into GEMC3 after the incident has been resolved.

### SYSTEM

#### Description:

The system was developed by Africon and it runs on an Oracle database. There are local databases at the different districts to enhance performance and the central database is updated over night.

### KEY ISSUES

- There is no indication of when the emergencies are related to public transport
- Much of the data in GEMC3 is also duplicated in other databases
- There is a dire need for links to cellular networks in order to obtain the account holder's information immediately or to determine the location via triangulation
- The means of identification of patients is still problematic
- Patient confidentiality must be considered at all times
- There is lots of duplication of data in several other systems i.e. CAS, TRAFMAN, MIMS



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### METRO RAIL INCIDENT MANAGEMENT SYSTEM (MIMS)

The Metro Rail Incident Management System is an information system developed for the recording of all incidents that are related to rail transport.

#### SUMMARY DESCRIPTION

Governance:	Metro Rail
Geography:	National
Scope:	Information regarding all rail related incidents

#### DATA

##### Data categories:

Information is captured in an informal manner into an actual register, and then captured into MIMS. The register number is referenced in MIMS.

##### Inputs:

- Phone calls received by CMOCC (Cape Metro Rail Operations Control Centre) centre via their emergency line 0800210081
- Cases from Railway Police that didn't get reported through the call centre also get recorded into MIMS after the fact

##### Outputs:

- Statistics are provided to Metro Rail head office
- Reports are for internal use only
- No information is given to the public

##### Process:

- All information regarding rail related incidents get captured into a register called the Occurrence book
- The information in this register then gets captured into MIMS



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



---

### SYSTEM ARCHITECTURE

#### Description:

The system runs on a SQL server database on normal server technology.

#### KEY ISSUES

- The quality of information depends on then agent capturing the information
- Information is captured into a free text field
- There is no structure in the database which might be problematic for reporting purposes and consistency of data
- Lots of the data is duplicated in other databases



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### POWER107

Power107 is a database that stores all the calls received by the emergency call centre 107.

#### SUMMARY DESCRIPTION

Governance:	City of Cape Town
Geography:	Local
Scope:	Information regarding all emergencies

#### DATA

##### Data categories:

- Caller information
- Location
- Incident details

##### Inputs:

- Calls coming by dialling 107 from landlines and 021 408 7700 from any line.

##### Outputs:

- Quarterly reports to Council's Safety and Security committee.

##### Process:

- A call comes in via 107 from a landline, or 021 408 7700 from any line and reaches the 107 Call centre
- When the call is received from a landline the system automatically determines the caller details and address from a Telkom database
- The necessary information gets captured into the Power107 system
- The caller determines what resources are required and the necessary resources are then contacted
- The 107 service is just a call centre



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



---

### SYSTEM(S)

#### Description:

Various versions of Microsoft SQL server are used and run on server technology.

### KEY ISSUES

- The different services used for emergency responses all use different systems which makes it difficult to match the emergency call received from 107 to the resolution of the incident.
- Apparently it was the intention of government to cancel the 107 emergency number and replace it with 112 emergency number.







## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### NATIONAL TRANSPORT INFORMATION SYSTEM (NATIS)

The National Transport Information System (NaTIS) is a system used by appointed agents to comply with the requirements of the National Road Traffic Act, 1996 (Act No 93 of 1996).

#### SUMMARY DESCRIPTION

- Governance: National Department of Transport
- Geography: National
- Scope: All Transport information regarding:
- Vehicle registrations
  - Roadworthiness
  - Traffic offences
  - Accidents data
  - Exports
  - Manufacturers

#### DATA

##### Data categories:

- Vehicle details
- Registration details
- Licensing details
- Roadworthiness details
- Accident information
- Traffic offences
- Vehicle manufacturers details
- Export details



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



---

### Inputs:

Data gets recorded at the following locations:

- Municipalities
- Licensing offices
- Test centres
- SABS
- Vehicle manufacturers
- SAPS
- Imports from other databases (i.e. TRAFMAN for accident information).

### Outputs:

- CAS links to NaTIS and retrieves some information for intelligence purposes.

### Process:

- All the access points in South Africa have direct access to the national database.

## SYSTEM(S)

### Description:

NaTIS runs on 14 networked regional UNIX servers on an Ingress II database.

## KEY ISSUES

- The current NaTIS information system is in the process of being replaced by eNaTIS which is an improved web based version of the old system.
- The plan is to have direct access from all offices into eNaTIS which will allow for immediate referential checks of information like vehicle registrations, roadworthiness, fines etc.



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### FORENSIC PATHOLOGY SERVICES INFORMATION MANAGEMENT SYSTEM

The Forensic Pathology Services Information Management System (FPSIMS) will be used to capture all information regarding forensic pathology. It is currently being planned.

#### SUMMARY DESCRIPTION

Governance:	PGWC
Geography:	Provincial
Scope:	Forensic pathology related information

#### DATA

##### Data categories:

- Deceased information
- Family information
- SAPS case information
- Post mortem details
- Burial details

##### Inputs:

- Mortuary captures all information on deceased.

##### Outputs:

- The information is very confidential and formal requests must be submitted.

##### Process:

- All information regarding the deceased is recorded when they are entered into the mortuary.

#### SYSTEM(S)

##### Description:

Still to be decided.



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



---

### KEY ISSUES

- SAPS refused links between FPSIMS and their missing person's bureau



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### DATABASE: EMERGENCY SERVICES SYSTEM (ESS)

The ESS system is used to capture all information regarding fire emergencies in Cape Town.

#### SUMMARY DESCRIPTION

Governance: Fire Department

Geography: Local

Scope: Information regarding fire emergencies in Cape Town.

#### DATA

##### Data categories:

- Caller details
- Address details
- Injuries
- Staff attending
- Cause of incident
- Fatalities

##### Inputs:

- Calls are all coming in through the 107 emergency call centre.

##### Outputs:

- Only statistical information is generally requested and sometimes specific calls are queried.

##### Process:

- A call is received from the 107 call centre
- The details are captured into ESS
- The appropriate resources are dispatched
- The incident gets resolved
- Additional information gets captured into ESS after the fact



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



---

### SYSTEM(S)

#### Description:

The system currently runs on a UNIX base with some Windows components.

### KEY ISSUES

- Calls go through to 107 emergency line and not to the 112 emergency line



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



### DATABASE: NATIONAL LAND AND TRANSPORT INFORMATION SYSTEM (NLTIS)

The National Land and Transport Information System is a system used by the Department of Transport to capture information regarding Taxi associations, member registrations, operating licenses, taxi routes etc.

#### SUMMARY DESCRIPTION

Governance: National Department of Transport

Geography: National

Scope: Information regarding taxi association registration, member registration, non member registration, taxi operating licenses, taxi route registrations

#### DATA

##### Data categories:

- Association details
- Members details
- Non member details
- License details
- Route details

##### Inputs:

- Department of Transport and Public works

##### Outputs:

- The registrar's office has access to the information in the system and can draw reports from it.

##### Process:

- Individuals go to the Department of Transport and Public works where they can register taxi associations, members of these associations, non members and taxi routes or take out operating licenses.



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



---

### SYSTEM(S)

#### Description:

NLTIS runs on Microsoft SQL server on server technology.

### KEY ISSUES

- Information is neither complete nor accurate.



## SAFETY AND COMPLIANCE STRATEGY FOR PUBLIC TRANSPORT IN THE WESTERN CAPE



---

### Reminders:

- References to appendices in the text
- No reference superscripts in the text
- Auto-update of table of contents