

CITY OF CAPE TOWN RAIL SUMMIT

Date: Friday, 9th February 2018

Venue: DoubleTree Hotel Woodstock

Participants: City of Cape Town, Provincial Government of the Western Cape, PRASA, Metrorail and business.



TDA
CAPE TOWN

*The City of Cape Town's Transport
and Urban Development Authority*

1. INTRODUCTORY PRESENTATIONS

BRETT HERRON

The purpose of this summit is ...

- To establish ways of working together
- To jointly address crime and grime on the trains and also build capacity
- To avoid debating problems that are known and already fully aired
- **To serve the commuters needs through providing a reliable, safe and on-time rail service**

DONALD GRANT

- Passenger rail service not serving Cape Town adequately
- Rail service essential for economic development
- Aiming to transport 1m passengers up from the current 400k per day- which was 600k in 2015
- Dysfunction of rail impacts on other services such as road congestion, taxis, buses etc
- The lack of service is putting sustainable development at risk
- **Solution requires a focused and concerted effort from all participants**

GERSHWIN FORTUNE

- Our rail network represents the backbone of the city's commuter mobility and the protection of these rail assets is essential
- Crime subverting the access to rail, travelling on the trains and leaving rail destinations have consequences for all of us
- Unfortunately the gap in response to crime is widening, negatively
- To protect people and assets we need to improve the efficiency and capacity of our enforcement services
- **We need this forum to help us establish the way forward**

RICHARD WALKER

- The hierarchy is headed up by Department of Transport who appointed PRASA to oversee the national rail network and under the leadership of PRASA rests Metrorail- (6 metros served by PRASA)
- Cape Town and surrounds has 132 stations on 489 km of rail track
- From October 2015 the level of vandalism and crime escalated to the point where it now compromises the whole rail service and the consequences are that the most vulnerable are not being serviced. The last two months have reached an unacceptable low with the rail service being cancelled on the northern line
- The damage to the infrastructure means that the network has to be controlled manually as the signal service has been compromised which slows the service down, markedly, resulting in long delays
- The PRASA mandate is to operate trains and does not include policing
- However, PRASA recognises the need to overcome the legacy (old trains) and obsolescence within the rail infrastructure where the fleet is older than comparable countries (40 years old)
- Cost is a huge issue as we have no local manufacture for rail and have to import parts and skills to maintain the rolling stock and infrastructure
- Crime impacts the whole community that PRASA needs to serve, including suppliers
- Part of the solution is to close down a section of the most compromised area and build a wall
- **We have to be seen to act on safety and security to overcome the negative morale of staff and commuters and it is not possible to increase capacity without the protection of assets**

MTHURA SWARTZ

- We know the hot spots and troublesome areas
- The emphasis has to be on developing a workable and working system
- We have to work together to get rail performing again
- A solution is urgently needed- we call on all role players to assist as the response requires collective responsibility and accountability
- **We must protect the rail infrastructure by arresting and prosecuting vandals**

GUY PRESTON

- Environmental risk in the Western Cape is fire, and research has shown that we can solve two problems in one by harvesting alien species and using the timber for making fire resistant building blocks
- These building blocks are cost effective, easy to make and use in building walls and houses that are fire proof
- **Proposal is that we will assist in providing safety through partnering with PRASA, Province and City of Cape Town**

Conclusion

Society and the economy will benefit from providing a safe, secure and on-time rail service to the commuters of Cape Town.

2. FACILITATED DISCUSSION ...

This conclusion led to a discussion with the attendees on how to tackle this challenge. The process was to capture the thoughts on cards and what follows are the responses from the group.

I. Establishing short-term objectives - safety

Question: "What short-term objectives should we set to get rail working fast, with increased safety and capacity for our commuters?"

Issue 1 ... Safety and security	Responses
The main goal	<ul style="list-style-type: none"> Get rail back on track
	To achieve this undertake the following:
Crisis stabilisation team	<ul style="list-style-type: none"> Set up crisis stabilisation team with full authority for all operations and safety of rail Take control ... task team focused on securitising the system ... tasked to get it working Joint plan for policing ... this is bigger than PRASA Address crime head on with all stakeholders on local, regional and national levels Create a joint City/PRASA bylaw (huge fines & fast municipal courts) Sign MOA between parties
Dedicated law enforcement team	<ul style="list-style-type: none"> Red Ants to be deployed within one month Deploy military to secure current rail network ... immediately Establish dedicated law enforcement team (including technology to address line)

Issue 1 ... Safety and security	Responses
Visible policing	<ul style="list-style-type: none"> Visible policing at stations Visible prosecutions = greater accountability Upgrade visible security features and re-inforce infrastructure
Treat as economic sabotage & empower	<ul style="list-style-type: none"> Recognise current situation as economic sabotage in order to prioritise SAPS, courts etc efforts Build a task force to investigate and bring syndicates to book Improve collaboration of CJS Stronger regulation or nationalisation of service in 3 months
Integrated operational plan	<ul style="list-style-type: none"> Develop an integrated operations strategy with all the role players within the criminal justice cluster An integrated safety and security strategy linked to an operational plan Implement the security proposal with urgency Implement the safety plan ... to be operational in 3 months
Scrap dealing	<ul style="list-style-type: none"> Enforce controls to manage / eliminate scrap dealing
Hot spot asset protection	<ul style="list-style-type: none"> Protection of assets in hot spots within 3 months Secure rail infrastructure and rolling stock
Court follow up	<ul style="list-style-type: none"> Watching briefs for all cases opened at SAPS

This needs to be done in parallel with a communications strategy

II: Establishing short term objectives - communication

Question: "What short term objectives should we set to get rail working fast, with increased safety and capacity for our commuters?"

Issue 2 ... Communication	Responses
Community engagement and support	<ul style="list-style-type: none"> • Involve community • Fully engaged community to support Metrorail • Get greater community involvement • Community to understand the impact and why their inclusion • Community inclusion to resolve and own the solution • Establish systematic crime management systems allowing passengers to report crime pro-actively and immediately • Focus social interventions in key areas e.g. Bonteheuwel and Netreg • Campaign of awareness of socio economic issues • Establish a strong community engagement programme - ownership at local level
Communication	<ul style="list-style-type: none"> • Communication ... keep up to date with our objectives and communicate to Cape Town
Pedestrian bridges	<ul style="list-style-type: none"> • Investigate pedestrian bridges
Pilot of PRASA	<ul style="list-style-type: none"> • Pilot as per PRASA threat analysis • Pilot subject to performance evaluation
Crime intelligence	<ul style="list-style-type: none"> • Gather intelligence on crime for key stakeholders • Data analysis of where our commuters come from and times of travel

Issue 2 ... Communication	Responses
Skills development	<ul style="list-style-type: none"> • Create skills to analyse the challenge and look at technology to support this • Once challenge identified provide skills to support solution • Fast track process to eliminate copper from the network • Install CCTV systems, drones and monitoring systems immediately • Implement signals and switches immediately • Access control to rail stations
Urgent spend	<ul style="list-style-type: none"> • Spend R68m on fence ... R24m security ... R44m DEA fence
Performance	<ul style="list-style-type: none"> • Get main line up and running immediately • Get system functioning as best as possible in 3 months • Central line secured and open while ensuring theft and sabotage does not migrate • Re-instate current electrical infrastructure, upgrade and maintain in next three months • Temporarily relocate central train to other line - immediately release back once resolved • Bring Northern and Southern lines up to full service ASAP while attending to Central line issues • Passengers returned to Central line within 4 weeks • Mobilise all necessary measures to have Central line open in two weeks • Convert Central line to diesel in 6 months • Scheduling of trains i.e. 88 trains from 52 ... does this change train times on time

This needs to be done in parallel with safety strategy

III: Implementation plan

Question: "Based on the presentations and discussions ... what decisions would 'you' take to achieve our goals of implementing our safety and security plan urgently?"

Decisions	Responses
Crime intelligence capacity	<ul style="list-style-type: none"> Establish crime intelligence capacity for Metrorail ID total chain of security ... home to station ... on train ... and from station Make sure prosecutions stick and jail time enforced
Communicate with stakeholders	<ul style="list-style-type: none"> Communicate enforcement process to stakeholders
Internal communications	<ul style="list-style-type: none"> Manage internal PRASA employee communications to build morale
Renegotiate security contracts	<ul style="list-style-type: none"> Renegotiate security service contracts to local contracts Sign an MOA ... PRASA ... Province ... City Involve department of Community and Safety
Investment	<ul style="list-style-type: none"> Put money into safety plan
Community responsibility	<ul style="list-style-type: none"> Make community responsible for maintaining line
Communication	<ul style="list-style-type: none"> Make plan known to all stakeholders

Decisions	Responses
Identify bottlenecks in process	<ul style="list-style-type: none"> Identify the bottlenecks in the process and eliminate them
Rail improvement district	<ul style="list-style-type: none"> Rail improvement district Institutional response crisis team
Rail crisis working group	<ul style="list-style-type: none"> Establish a rail crisis working group as with World Cup 2010 ... cross sectoral MEC to convene Rail Security Management Team
Other parties	<ul style="list-style-type: none"> Sub committees beyond rail safety MEC to include buses and taxis in rail solution
Joint Invite	<ul style="list-style-type: none"> Next Provincial Joint Invite ... Metrorail to present This invitation has been accepted by Metrorail
Task team members	<ul style="list-style-type: none"> City, Province, SAPS, Cape Chamber, Business, Justice, plus

IV: Commitment

Question: "Please write one card each to tell us what you can do to help make these decisions a reality"

Responses: All participants committed to contributing and assisting with the implementation of the plan with written pledges below.

Offer of professional services

Report incidents to Metrorail

Participate fully as a government official

Safety and security operations

Challenge mindsets

Plan focus areas

I will use the train whenever possible

Share our research Cape Chamber

Assist with drafting ENF plan/strategy

Include private monitor and armed response computers

Set up the Rail Management Task Team with MEC

Chambers of Commerce to participate

Sign a agreement

If you see something say something.

Communicate

To give all the support needed to make the plan a success and to ensure safe and reliable trains in the W.C.

Form part of the stakeholder engagement and communications team

Assist with practical infrastructure installation and maintenance

Engage with staff

Relay and disseminate information

Assist with drafting of by law

Chamber to convene meeting of all CIDS to support