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PRASA Corporate office
PRETORIA

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Regional Security Manager
31 May 2017

RE: High Crime Rate In Western Cape Region and Operational challenges leading to operational Inefficiencies.

1. INTRODUCTION

Metrorail Protection Services aim is to create a safe environment for internal as well as external clients directly exposed to the Rail Transport Environment. This also includes essential services to the following departments:

- Client Services
- Rolling Stock
- Infrastructure
- Train Operations
- PRASA Cres
- Auto Pax
- Main line passenger service
- As well as all external clients, i.e. Commuters

Since my return to the Western Cape In October 2016, I have identified serious challenges and short comings in the department. The idea of the region becoming reliant on external service providers such as contract security is posing a huge risk to the organization. It is therefore imperative that we enhance our own internal capacity to address some of these challenges. Some of the issues I have addressed are listed below:

SELF PROFFICIENCY CONDUCTED.

I have given instruction to the Operations Manager and the Training Manager to conduct a self-efficiency audit to measure the performance of the department. This audit was conducted in all four areas as well as the support departments and it was clear based on the outcome of the audits that there are still serious short comings that needs to be addressed as a matter of urgency. The audit clearly displayed that the department needs to seriously look into getting things sorted out as it was clear that we were not delivering on our core mandate.

This was confirmed when a group of managers from Head Office conducted the same audit and raised serious concerns on the non-compliance of the department. A corrective action document was compiled and all areas were given 90 days to turn things around. This deadline was not met and a two month extension was granted and yet again managers have not delivered on getting things implemented as part of the corrective action that needs to be taken. We are now still busy conducting audits to address this failure by managers and their supervisors to put measures in place to better the situation in the areas.

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CONTRACT MANAGEMENT

The issue of effective Contract Management was also identified in the Department. The fact that staff does not conduct 100% Contract Management and Contract Visits, thus resulting the Organization not getting the desired performance from the contractor leading to huge penalties due to non-compliance.

Contractors is also not performing at the required level to ensure that they or their staff protect the assets of PRASA and the business has suffered huge losses where contract securities were deployed without attempting to deal with some of the challenges.

Contract Staff has also gone on strike as a result of non-payment by their companies which left our system vulnerable to the extent where even train sets were set alight. This type of behaviour by Contract Security is not in the interest of PRASA and even though Contract Security owners were addressed to deal with their in-house challenges, they have failed to do so. Some of these contractors are more than 10 years in the system and it's by time that the business looks into getting new contractors or getting more staff and phasing out Contractors.

The current scenario the company has become dependent on Security contractors when dealing with critical security issues has resulted into huge financial losses even though contractors were paid to render a service.

CLAIMS CORPORATE INVESTIGATIONS

This is yet another area of concern which have a huge impact on the business to an extent where our under writers raised serious concern in insuring the business.

The case management system needs to be revised and modernised as it is a logistical nightmare to the business.

The introduction of a case management system will address most of the challenges faced with the current manual case management system.

This will ensure that the quality of investigations and monitoring thereof can help as a performance management tool.

To support the plan training of investigators will form an important part as well as a guide for corporate investigators.

RAILWAY SAPS

The support of the Railway SAPS is in such a nature that the relationship has soured towards PRASA Security Department to such a point that the relationship is no longer bearing the fruits of their existence within the rail environment. The contact points are no longer used for commuters to report crime but as a gathering point for the Rapid Response Teams. Some of the Challenges faced by the Department as a result of Railway SAPS not providing the necessary support are as follows:

- No joint deployment
- No joint operations
- No visibility on trains
- No visits of Prasa Stations or Depots.
- Reluctance to opening Case Dockets

2

- Reluctance to arrest suspects
- Constant Intimidation and threatening to arrest PRASA Staff.
- One sided PRCCF meetings.
- Not seeing incidents within rail environment as priority as they only work on reported crime.
- Not physically patrolling trains but seated in first class.

LOCKING DOWN OF AREA CENTRAL

It is a known fact that Area Central is deemed to be the biggest hotspot nationally, and as such have reported the highest crime incidents on Assets as well as commuters. This Area is also known to contribute to most of the claims within the Western Cape as well as the Country, which has a negative impact on the business.

Area Central has one of the biggest income generators in the Country, and the Western Cape of which has also showed huge financial losses as a result of the openness of the rail environment.

The Section where majority of the losses were suffered was between the Area, Nyanga to Bontheuwei and Bontheuwei to Lavis. This Area is also known as the notorious Bontheuwei Split. For the past twelve (12) months a total loss of more than ±R100 million was suffer by the organisation, due to incidents which occurred in Bonteheuwei split and the area up Nyanga ranging from; vandalism of Infra equipment, theft of infra equipment, claims as a result of injuries and fatalities as well as Income.

Security personnel also came under attack in this area by gangsters who come to the rail environment to steal and vandalise. Little do this people know what the impact is on PRASA's operations due to their actions? The deployment of just warm bodies is not assisting us in our fight against crime as these gangster show no remorse for their actions.

This can however be avoided if we LOCK DOWN area central. The current loses suffered for the period 1 April 2016 to 31 March 2017 amounts to more than R 100million for just this are:

• Income	R 17 Million
• Stone throwing	R 2 050 000
• Vandalism and vandalism of In	R 1 860 036.60
• Robberies	R 165 000
• Ticket office robberies	R 123 111
• Train casualties	R 55 200 000
• Injuries	R 6 million
• On-board vandalism	R 17 Million

This picture can however change if the area is locked down which will see a decrease in the crime, a decrease in vandalism, a decrease in claims and an increase in in income.

3

OPERATIONAL CHALLENGES

ROLLING STOCK CHALLENGES

The current spate of rolling stock vandalism has raised a serious challenge to the department and the business. A coach being vandalised cost thousands of rands and have a huge impact on the performance of the business when it comes to rendering a service to our commuters. Commuter unhappiness on social media is clearly noted and this is also as a result of set out of service as a result of rolling stock vandalism and theft. Trains have become easy targets to criminals where that can get cables to deal with their habits but not realising the impact there actions have on our operations. This is not just a regional challenge but impacts on the business on a national level.

There is just not enough staff to man all the trains and all the coaches to prevent from these incidents occurring. Criminals have become so desperate that they have even committing crimes in the presence of our commuters, who just become onlookers out of fear for their lives. We need to look into engineering solutions and technology to assist the security department into fighting this crime crippling our business. Locking mechanism for middle cabs, on-board cameras, buffers in between coaches, expandable foam to protect cables inside the train which will make it difficult for criminals to gain easy access to our cables which is currently the case. This foam can be used in the roof cables and side panels.

FENCING

The entire networks fence need to be restored as the fence plays a critical role in the protection of our environment. The fence is the first barrier of defence which will assist in protecting the rail environment. Some of these areas are situated in the communities where crime is very high. Many people get killed as a result of fencing which is not adequate and leads to huge liability claims against the company. These claims are huge amounts against the company. Critical staging yards are also not properly fenced which expose our assets and various assets were vandalised, damaged and even torched. Criminals have free access to our environment and as a result of this; criminals cannot be detected when breaching our environment.

I trust that the national fencing program will address this challenge as it will assist my department with effective policing of the environment. Palisade fence metal or brick was erected but did not stand the desperate attacks by criminals to gain access to our network. The proposal is to lock down the most critical areas with reinforced brick wall, which will serve as a more permanent and long term solution. This will reduce vandalism, claims and also increase revenue in the area where the reinforced brick wall will be erected. Current losses suffered in these areas will be reduced drastically and the business losses suffered thus far will no longer exist or will be reduced.

SERVICE ROADS

The condition of service roads is very poor and has resulted in staff members claiming that they were injured and vehicles being damaged. This also resulted in the poor response time to incidents. During the winter months vehicles cannot access the service roads due to some areas being water locked. This situation has been like this for many years and has never changed. At time it was also difficult for emergency vehicles. To enter certain areas as a result if this.

VEGETATION

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The vegetation throughout the network has contributed to various asset related incidents due to poor visibility. At certain areas the vegetation has even grown close some of the critical infra equipment which made it easy for criminals to vandalise the equipment without being detected. Vegetation also grow where the view of drivers of both trains and vehicles is obscured which pose a huge risk to the drivers. This is even more dangerous at night and the fact that there are no lighting on service roads makes it even more dangerous. The removal of vegetation will assist the department and also allow staff to see better and at a distance.

TARGET HARDENING

The target hardening of critical infra equipment in identified hotspots, still need urgent attention as all the equipment is still not covered. The same assets is vandalised on a regular basis and yet no conscious effort is being made to do proper target hardening to protect these assets. The fact that there is no proper fence is also making it difficult for security to police the rail environment. Sensors on the equipment and closing down of the network will ensure that these assets are protected. A better on time performance will be the result of this.

LIGHTING

The lighting in the rail network in the region is o the poorest and creates huge challenges to staff that must protect the environment. With the dense vegetation and poor lighting of the area, it becomes virtually impossible to patrol the area, his making it easy for criminals to enter our network unseen an undetected to commit crime. The lighting situation in the rail network needs to improve drastically as this will assist in safe guarding the area. Critical hotspots need to be eliminated more especially in area Central.

COMMUNICATION

In 2014 the corporate office provided all regions with radio communication except for the Western Cape. On enquiring on this matter the region was informed that the radios was in an office at corporate and that the airtime for the Western Cape was use by the Gauteng region, and that the corporate office is now sourcing funding to the amount of R 10 000 000 to get the airtime sorted out. Ever since then the radios was never sent to the region and communication is still a serious challenge.

PPE EQUIPMENT

Members are not all issued with PPE equipment and staff through labour doesn't want to work in areas where PPE equipment is required. Not all members have bullet proof vest and staff is reluctant to work in areas such as Bonteheuwel split where there are gangsters shooting at each other on a daily basis. Members don't have fire arms and this is as a result that the department have requested ammunition and thus far no ammunition was received and due to this all fire arms was withdrawn as we are not complying with the law.

5

FIREARMS

There are more than 1000 x members in the Region and only 21 x firearms in which members are trained in are available. The Region also received 51 x Glock Firearms but no one was trained in the safe handling of the Glock Firearm.

The fact that the Department has never sent the members for their annual compulsory shooting exercise as per prescription by the law; all members in the Region are not competent to carry a firearm.

The Department have for the past 12 x months attempted to procure ammunition for the shooting exercises, but the SCM Department has failed to identify a Service Provider to provide ammunition to the Department, due to the fact that Prasa is reluctant to pay after they have rendered a service. The matter is now being dealt with via the Treasury Procurement Process. We are now waiting on ammunition.

SEGMENT DEPOTS

The Region has 4 x Main Depots which is situated in Cape Town, Maitland, Bellville and Langa. The bulk of the staff is deployed on these depots, but the deployment strategy was not addressing the Operational challenges.

Each Area was divided into Segments to create more Depots in line with Corridors. These Segment depots will create Security visibility throughout the Area and improve the response time to incidents, as well as command and control over staff. Segment Depots will increase from 4 Depots to 20 Depots to create a safety net throughout the rail environment, the depots can also be viewed as Satellite Rail Law Enforcement Contact Points, where commuters can report incidents, which will enable the Security Department to respond and address the challenges faced per Segment.

It is suggested that each Station within a Segment have a hotline which rings at the Segment Depot when commuters are faced with challenges.

Staff deployment is aligned with the new roster per Segment and area.

ROSTERING OF STAFF

Protection Services operates on a 24/7 basis and the roster was designed in such a manner that we cover the Business Operational Hours. We can also look into other rostering systems used by other Essential Services to reduce Operational Costs.

BIO-METRIC SYSTEM

The introduction to the Bio-Metric system will ensure proper time keeping of members. This will also assist with monitoring of movement of staff whilst on duty.

GUARD MONITORING SYSTEMS

Due to the nature of our work, it is important that we introduce a guard monitoring system in our staging yards, hotspots and some of our super core and core station. This will ensure that our network is patrolled and it can also serve as a performance managing tool to staff and contract security personnel.

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CONDITIONS OF CURRENT FLEET

The majority of our vehicles have high mileage in excess of more than 400 000km which needs to be replaced urgently. The conditions of the vehicles are in a poor state as the vehicles were never maintained by staff, nor Supervisors or Management. There are serious damages to the vehicles and there is no trace of any vehicle accident reports. The constant repairs to the vehicles costing the company a lot of money as some of the vehicles goes in for the same repairs on a regular basis, due to the fact of the vehicles being in a poor state. These vehicles need to be withdrawn as they are not suitable for the terrain where they are used. All the vehicles are not 4 x 4 vehicles, which mean that they cannot operate in this environment where some of the service roads have huge potholes and thick sand in some areas, and other areas are water locked throughout the year which makes it difficult to patrol. Majority of the vehicles are single cabs even though the Region has requested double cabs. The purpose of the double cabs is to ensure that the teams respond with no less than 4 x members per member, whom will serve as backup for other teams. It is imperative that the new fleet is 4 x 4 Vehicles and that the vehicles should be double cabs.

OVERTIME MANAGEMENT

The departmental over was on an average of R 2.8 million a month even thou the crime was very high and no proper controls was put in place to monitor the overtime. The current overtime is at R 1.4 million but varies on a monthly basis. The perception that was created and which even formed part of the monthly overtime motivations, was never a true reflection of what was claimed where people was going to work. After reviewing the overtime an overtime monitoring tool was introduced where it is clearly explained how overtime will be allocated. The only overtime that is given is on a Sunday and all other overtime must be authorised before it is granted with clear reasons for the overtime. The other area where overtime is granted is on the night shift, but this can also change once the transport issues are addressed. A new rostering system was also designed should there be transport, which will ensure that lesser hours will be worked on night shift; this will even reduce the overtime by much more.

The bulk of the overtime is accumulated on Sundays which by Law is compulsory. Overtime may vary due to Public Holidays or special events for which Managers must request the additional overtime in writing to the Regional Security Manager for approval. The more than 50% reduction in overtime was as a result of a proper rostering system.

CONTRACT SECURITY COST SAVINGS (Phasing out)

The security cost is also one of the biggest liabilities to the business but we are not reaping the rewards of their presence within our system. Even thou we pay them large amounts of money, we still suffer huge loses where their staff are deployed. Train sets were set alight in areas where some contractors was deployed and at times more specifically during strikes where they set our trains alight. This cost can reduce drastically by the mere fact that we can start locking down the rail network which will result in the reduction in hotspots where contractors are deployed. A phased approach once the network is locked down can then be implemented which will see the contract security compliment reduced over a three year period. One third of the current contract security compliment will then remain in the system as part of social responsibility. These members will mostly be deployed at night outside the business operational hours. The business can cut the contract security cost by 66,6% over two years and will allow the internal security department to police the environment and be held accountable to protect the rain environment.

7

PSIRA REGISTRATION

It is a known fact that more than 80% of our staff is not PSIRA registered due to service providers who trained our staff and have failed to register the staff after completion of the training they conducted. Some members can also not be registered by PSIRA due to the fact that they have criminal records and the expungement thereof cannot be done due to members not complying with instructions on providing information pertaining their criminal records.

I have taken a decision to train members in-house by our accredited training centre. We have now trained close to 72 members out of 241. A total of 47 members are in process of registration for SASSETA to change grades to PSIRA. Another 120 members will now be registered from skills 1, 2 and 3 to grades E, D and C.

Members that cannot be registered with PSIRA as a result of members having criminal records and Trainee Protection officials who were trained by CHIPPA more than 5 years ago still did not receive their PSIRA registration from PSIRA due to the failure of CHIPPA to provide the information to PSIRA. A total of 434 members form part of this process.

MILITARY VETERANS

These members are the bulk of the staff who is not PSIRA registered as a result of their criminal records. The members was employed and told that the company will assist in getting their records expunged. This process was dealt with at a corporate level and thus far none of the member's records was expunged. There are also some of these members who got serious medical challenges, but don't want to come forward to get the medical assistance they need. This contributes to the region's high level of absenteeism. The other challenge with the Military Veterans is the issue where they are called up by the SANDF to perform duties and then they request unpaid leave to attend some of the events of the SANDF. I have informed them that they are employed by PRASA and that they should not expect PRASA to allow them to work for two places. In 2015 a decision was taken by the region to transfer those members with criminal records to other departments but thus far this issue is still unresolved.

ABSENTEEISM

Absenteeism in the department is one of the greatest concerns which are impacting on the effectiveness of the department. Members take sick and supervisors don't address the absence of members due to the fact that they don't know how to deal with the process. A manager was appointed to deal with members who constantly stay out of work, and also discipline them for the transgressions. Thus far many members were dismissed and sanctions given to others. This is an ongoing process until the situation is under control.

MEDICALLY UNFIT - The annual medical test of members by the clinic have revealed that many members is unfit for duty as a result of illness or substance abuse which is also being dealt with by the manager who was appointed to deal with absenteeism.

MANAGEMENT

The management of the department was all promoted four years ago and some of them have skipped two levels, it is clear that their appointment as managers was not in the interest of the business. The levels that they skipped is critical in the make-up of a manager, as these levels deals with supervision and some management functions which they missed out on. This is now clearly being displayed as they miss out on critical management functions which they don't know how to perform. They're in ability to deal with some of these functions resulted in them not being able to give proper command and control to their staff in their areas. These members clearly require training and the company need to send them at the earliest convenience.

SUPERVISION

The supervisory staffs is yet another challenge in the effective functioning of the department as some of these members still need training and don't know how to function in their grade. Due to the in ability of these members to be able to supervise their staff, members reporting to them don't show any respect towards them. Supervisors cannot give guidance to staff as they also need guidance. They don't have the ability to plan, lead, organise and control their staff, this resulting in complete lack of control and supervision of junior staff reporting to them, and their in-ability to supervise their staff. It is clear that these members need to urgently undergo training and they need to be assessed on their duties. To upskill the supervisor staff component the department has taking the decision to upskill the staff internal through our Accredited Training centre by doing an in house supervisory course.

They come late for work, don't deal with matters of staff reporting to them, they leave the work place without authority and don't attend meetings or functions they must perform.

STAFF IN GENERAL

Besides the handful of few committed members, the low moral can be clearly seen when it comes to their performance, attendances and level of commitment towards their duties. Some of the reasons sighted for this are the fact that some of the members have been employed for more than 5 years as FTCW'S and yet they were never appointed permanently as Protection Officials. After numerous motivations which were submitted for their permanent appointment which one was approved and yet was the members not appointed. This is also one of the contributors for the high level of absenteeism in the department. The members run away from work, desert their post and also show complete disregard for their supervisors and don't perform their duties as protection officials.

UNIFORMS

This is an area of great concern as members were last issued with uniform in 2014. The current procurement of the uniforms is taking very long and this also contributes to the fact that members are not visible in the rail environment. Uniforms will create visibility and will also contribute to members not running away from work and also hold them accountable when on duty. The quality of the uniforms also plays a critical role as the other uniform faded in colour. Uniforms were ordered and we are now awaiting delivery. Members with criminal records or who is not PSIRA registered will not be issued with uniform as we need to comply with the PSIRA act.

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HOW WILL THIS PROCESS UNFOULD**Phase 1:**

- To erect a brick wall stretching from Bonteheuwel station to Lavis town station.
- The wall is then extended from Lavis town and Bonteheuwel station to Netreg station.
- Continue from Netreg station to Heldeveld station.
- Then from Heldeveld station to Nyanga station
- The erection of the reinforced wall should keep criminals out of the system.

Phase 2:

- Identify the security aids to support the model
- Clearing of vegetation
- Designing of service roads

Phase 3:

Monitoring and evaluating the plan and rectify short comings.
Response component

NATIONAL SECURITY TURN AROUND TEAM

It is imperative that the security department establish a team that will look at the challenges listed from a national perspective to ensure that all the regions benefit from the process. This team must consist out of competent target driven security managers and staff with clear target dates and time frames in which some of the issues will be addressed.

Challenges should be categorised as short, medium and long term goals. To safe the organisation money the team should be housed in at least a three bedroom furnished flat or house in a secure complex. This should cost the business no more than R 15 000, 00 per month to house three members.

It cost the business more than R 80 000, 00 per person to stay at a hotel for a moth through our service providers which will not serve in the interest of the business.

The following proposal can be tabled to assist the business to ensure that the team and the work they will be doing will not be a financial burden to the business:

- | | |
|----------------------------------------------------|--------------|
| • Furnish flat rental per month | R 13 000, 00 |
| • Food allowance per member per month | R 4 500, 00 |
| • Two flights per member per month from outside HQ | R 12 000, 00 |

This is but a proposal and will assist security nationally in turning the department around in the interest of the business.

Kind regards

Ernest.

10