

Rail Incidents

Metrorail : Western Cape

Cape Disaster Debrief 2004

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The Track Ahead: Lessons Learned from the Rail Incidents of 2003

A view from Metrorail : Western Cape
L. Sisa Mtwla, Operations Manager

Presentation Structure

Overview of the Incidents

- By the numbers
- Mitigating Factors

Success Factors and Challenges

- Execution of Emergency Plan
- Business Operations Planning & Recovery

What Now? *Lessons Learned*

- What have we learned? What do we do now?



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Overview of the Incidents

By the numbers

Although numbers do not tell the whole story, they can define the scope of what happened

- **Muldersvlei - 07 January 2003**
 - 10 people dead
 - Over 100 injured
- **Cape Town - 24 October 2003**
 - None dead
 - 35 Injured

Overview of the Incidents

Mitigating Factors

Timing of the Incidents

- During summer holidays (Muldersvlei)
- After morning peak (Cape Town)

Teamwork and Cooperation

- Relevant agencies more understanding and quick to deploy necessary resources

Level of Preparedness

- Learning from incidents elsewhere in the country leveraged

Execution of Emergency Plan

..... *Status of the Various Elements*

- ✓ Notification and Response to Incident
- ? First Actions on the scene (Cordoning/Crowd Control/JOC setup)
- ? Rescue Operations
- ✓ Traffic to and from the Scene
- ? VIP/ Media Liaison
- ✓ Clearing up Operations & Aftercare

Execution of Emergency Plan

..... *What Worked*

Notification and Response to Incident

- CMOCC contacted immediately
- Call out procedure accordingly activated
- Quick response and arrival on scene of most important role-players

Execution of Emergency Plan

..... *What Worked*

First Actions on the Scene

- Cordoning in accordance with the emergency plan
- JOC establishment went well
Should possibly have been outside cordon for CT
- Overhead power switch off – *perhaps a bit late*
- Some early problems with crowd control
Related mainly to ill discipline of our own teams

Execution of Emergency Plan

..... *What Worked*

Traffic to and from Scene

- Response teams could easily gain access to sites
- Access of emergency vehicles generally unimpeded
CT - CMOCC could perhaps I.d. best access option
- Relationships with stakeholders in surrounding areas crucial in ensuring ease of access
- Muldersvlei a typical example

Execution of Emergency Plan

..... *What Worked*

Clearing up Operations and Aftercare

- Clearing up expeditiously done
Impact on the service minimal under circumstances
- Early contact made with families of affected
- Process of providing assistance for medical treatment and with burials expedited
Resulted in a lot goodwill for Muldersvlei incident

Execution of Emergency Plan

.....? Opportunity Areas

Crowd Control

- SAPS/Metrorail security generally lax in ensuring effective control
- Site coordinator role not accorded necessary respect
Role needs to be appreciated
- CT – gates could have been opened earlier to allow for customer exit

Execution of Emergency Plan

.....? Opportunity Areas

Rescue Operations

- Rescue equipment adequacy questionable
Took 4 hours to free Muldersvlei train driver from cab

Execution of Emergency Plan

.....? Opportunity Areas

VIP/Media Liaison

- Access to scene not well managed
Resulted in a disruptive effect
- Necessary protocol not established for managing information flow
- Concerns about media statements made during incident - CT

Business Operations

- Planning & Recovery

- Existing systems for customer assistance and ensuring continuity of services worked well
- Disruptive effect of incidents to normal business kept to a minimum
- Required investigations expeditiously done and followed up with the necessary corrective actions

What Now ?

- Lessons Learned

- Schedule more simulations - improves readiness
- Site coordinator - *reinforce role/ accord respect*
- JOC - *keep outside cordoned area*
- Crowd control – *clarify roles/responsibilities early*
- Rescue equipment - test regularly for adequacy
- Media - *hold regular briefs as per agreed protocol*
- VIPs/Politicians - *appoint dedicated “ Chaperones”*

Thank you

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Questions??

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