

67 Church Street, Mt Ayliff, 4735
Tel: +27 (0)39 254 6000
Fax: +27 (0) 39 255 0167
Web : www.umzimvubu.gov.za



UMZIMVUBU
LOCAL MUNICIPALITY

813 Main Street , Mount Frere
P/ Bag 9020, M t Frere , 5090
Tel: +27 (0)39 255 8500 /166
Fax: +27 (0) 39 255 0167

**FLEET MANAGEMENT
POLICY AND PROCEDURES**

INCLUSIVE OF

CODE OF PRACTICE

FOR

ALL USERS, DRIVERS AND OPERATORS

OF THE MUNICIPALITY'S FLEET

PREPARED AND ISSUED BY

**THE SUPPLY CHAIN MANAGEMENT-FLEET
MANAGEMENT SERVICES UNDER BUDGT AND
TREASURY**



VISION

To ensure that Fleet Management, Supply Chain Management section provides an efficient and most cost-effective service for the supply of Umzimvubu Local Municipal Vehicles and plant requirements to the various Departments of the Municipality.

MISSION

The Municipality's fleet consists of 37 items, comprising vehicles, plant and equipment.

Driver and operator care in the daily use and basic maintenance of this equipment are extremely important, as it affects the cost and reliability of the fleet operation. Knowledge and the responsible handling of the numerous pieces of machinery at the work site mean less downtime, reduced maintenance and less frustration to site supervisors, drivers and operators; all factors contributing to improved efficiencies and increased productivity within the various functional areas.

This manual has been compiled for the specific purpose of establishing a uniform code of practice and conduct for all users, drivers and operators of the Municipality's fleet. The content is directed at promoting knowledge and understanding of the disciplines important to the Fleet Management Services activities, with the ultimate aim of attaining optimum productivity and cost effectiveness, and eliminating vehicle abuse. Practical application of the guidelines, in conjunction with specific standing orders/policies/instructions issued by specific section and Management, will prolong fleet service life and minimize vehicle accidents/losses caused through ignorance and/or negligence.

The Policy and Procedure document addresses most aspects of daily vehicle and plant operations. It also includes information on the "professional" driving techniques necessary to develop "above average" competence. Generally, the various sections in the Policy and Procedure document will be used for courses of instruction presented by the Fleet Management Services. Future driver/operator performance standards will be measured in terms of knowledge and practical application of the subject matter.

All users of fleet and equipment are required to comply with the contents of this document. Users must also strive to eliminate unnecessary expenses from the fleet maintenance bill. Responsible usage of the fleet, accepted and practised as a total concept, that is, eliminating vehicle abuse, will serve to produce benefits in terms of increased driver/operator safety and status, reduced stress in the working environment, improved public image and a reduced cost burden on the Municipality's ratepayers.

It is therefore imperative that section and management effectively manage vehicle usage so as to attain the objectives of this Policy and Procedures document.

DEFINITIONS

For the purpose of this Policy and Procedures document Code of Practice, the following definitions shall apply:

1. MUNICIPAL VEHICLES

All vehicles and plant, equipment (self-driven or otherwise), tractors, etc., operated on lease or hire from:

- (a) The Fleet Management Services, Budget and Treasury Department.
- (b) An external service provider.

2. SERVICE PROVIDER

- (a) In respect of municipal-owned vehicles it shall be the Fleet Management Services.
- (b) In respect of non-owned municipal vehicles, it shall be the relevant external service provider.

3. DRIVER

All persons engaged in the operation of vehicles and plant, as follows:

- (a) **OCCASIONAL DRIVER:** is not a permanent driver, but is required to use a municipal vehicle on an *ad hoc* basis to perform his/her/her duties.
- (b) **PROFESSIONAL DRIVER:** employed specifically to drive municipal vehicles for general transport purposes.
- (c) **OPERATOR:** employed specifically to operate plant.

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DRIVER CODE OF PRACTICE

GENERAL

INSTRUCTIONS

AND

PROCEDURES

SECTION 1: RESPONSIBILITIES OF DRIVERS

The full co-operation of all employees concerned are required to ensure that the municipal Fleet

System functions efficiently at all times. All drivers are expected to accept and exercise the responsibilities associated with the operation of vehicles, as described in this Policy and Procedures document.

1.1 USAGE

1.1.1 Municipal Fleet is provided strictly for official services only and is not to be used for Private purposes.

1.1.2. When a municipal vehicle is to be used, the driver must ensure that a copy of the Trip Authority (refer attached Annexure "A"), duly authorised and signed, is held in the vehicle.

1.1.3 All municipal vehicles and mobile plant must be issued with a logbook. The driver/operator is required to record all his/her/hers daily trips in the logbook, of which the top sheet is to be detached and handed to his/her/hers Supervisor for checking and retention for record purposes.

1.2 PUBLIC IMAGE

All municipal vehicles shall be driven in a SAFE and COURTEOUS manner, which will promote the Municipality's PUBLIC IMAGE. Municipal drivers and vehicle/work teams are constantly in public view. Their behavior shapes the public concept of municipal efficiency in general.

1.3 CAREFUL HANDLING

Municipal vehicles shall at all times be driven and handled with proper care and attention, to obtain the best mechanical service and avoid infringements of the law. Any evidence of neglect, rough handling or reckless driving shall be reported to the Business Unit/Office Manager concerned and will result in disciplinary action.

1.4 INSPECTION (refer Sections 4.1 and 18)

1.4.2 Pre-drive inspections of vehicles/plant are to be carried out by drivers/operators on a daily basis, as required in terms of the attached Annexure "B".

1.4.2 Every driver of a municipal motor vehicle must at all times ensure that the vehicle is in a roadworthy condition, failing which he/she will be responsible for the payment of any traffic fines that may be imposed.

1.4.3 Any damage/defects found by the driver must be reported in terms of Section 4.1 this document.

1.4.4 All municipal vehicles will be inspected periodically by designated staff appointed by the User department /Office Managers to ensure that a proper state of cleanliness, repair and efficiency is being maintained by the driver/person responsible for the vehicle.

1.5 PRE- AND POST-DRIVER ACTIVITIES

1.5.1 Before a vehicle is driven, the driver must ensure that the following activities have been carried out:

Pre-trip activities:

- Carry out an inspection of the vehicle and complete the Pre-drive Inspection Form as referred to in 1.4.1.
- Enter details of the trip to be undertaken in the Log Book, (refer Annexure "C").

Post-trip activities:

- Enter the odometer reading, distance covered and time in the Log Book.

1.5.2 Every trip undertaken by the driver must appear as a separate entry in the Log Book.

1.5.3 Inspection Forms and Log Book entries must be checked by designated staff at least once every week.

1.6 SAFETY

All employees must be fully aware that it is a criminal offence to disobey the general safety instructions issued by their employer.

Persons guilty of failing to observe safety instructions are liable not only to disciplinary action in terms of the Municipality's Conditions of Service, but also to prosecution by the Department of Labour.

1.7 RULES

Failure to observe the rules contained herein and any additional instructions issued by Fleet Management office/Office Manager will render the offending employee liable to disciplinary action.

SECTION 2: PROPER USE OF MUNICIPAL VEHICLES

The following rules must be observed:

- 21 The most economical vehicle suitable for the purpose must be used.
- 2.2 The vehicle shall only be driven by an appropriately licensed and duly authorised employee on official duty.
- 23 The driver must be licensed in terms of the National Road Traffic Act for the particular class of vehicle under his/her control.
- 24 No person shall move, drive or operate any municipal vehicle unless he/she is fully authorised to do so. The unauthorized use of a vehicle will render the person concerned liable for prosecution in a court of law, over and above any internal disciplinary action.
- 2.5 Passengers, inclusive of municipal staff, are not permitted to ride on or inside any municipal vehicle except for the execution of municipal duties.
- 26 The driver shall not deviate any vehicle from the shortest route to the destination to serve the private interest of the driver or his/her passengers, or in connection with the conveyance, loading or unloading of private property or goods.
- 27 The driver shall not utilize any municipal vehicle for private purposes.

2.10 Drivers are expected to route their vehicles so as to secure maximum operating efficiency at minimum expense.

2.11 Logbooks with specific details must be kept up to date and inspected by the Business Unit/Office Managers or designated representatives at least once a week. Any deviation must be investigated and, when necessary, reported to the Safety and Security Business Unit and the Internal Audit Services for further investigation, so that disciplinary action can be taken against infringing members.

2.12 Incidences identified as deviations found in 2.11 must be reported to the Safety and Security Business Unit by Business Unit/Office Managers on a monthly basis (refer Annexure "D").

2.13 The Safety and Security Business Unit will co-ordinate the information received in 2.12 and will submit a corporate report to the relevant Business Unit/Office Manager's meetings for the necessary attention and report in accordance with the attached Annexure "D".

SECTION 3 – VEHICLE KEYS

3.1 Employees in charge of vehicles shall ensure at all times that the ignition, doorlock, fuel cap, gear-lock and other keys of the vehicle in use are suitably safeguarded against loss or theft.

3.2 In the event of a vehicle's keys being lost or mislaid, the driver shall not attempt to open the locking system of the vehicle, but shall obtain assistance from the Fleet Management Service or the relevant external service provider.

3.3 At no time shall a driver leave his/her vehicle unattended without first switching off the engine and removing the ignition key, engaging the gear-lock and removing the key.

- 34 Vehicle keys will only be replaced on production of a copy of the relevant loss report. All costs for keys will be for the user's account.

SECTION 4: DAMAGE, LOSSES AND THEFTS

Damage, losses and thefts, other than those arising from accidents, are dealt with under this section.

- 41 An employee who takes over a municipal vehicle must ensure that any damage or loss is immediately brought to the notice of his/her supervisor in writing. Unless he/she complies with this instruction, he/she will be deemed to have received the vehicle in good order (refer section 18, paragraphs 18.3 and 18.4).

4.2 Any person found unlawfully removing fuel from a municipal vehicle or engaged in the Unauthorised removal or exchange of any component on a municipal vehicle, will be subjected to the strictest discipline, as prescribed in the prevailing Conditions of Service.

4.3. In the event of losses, thefts or hijackings, the employee operating the vehicle shall immediately report the matter to his/her Supervisor, who shall, in turn, ensure that the incident is dealt with in terms of the Municipality's Loss Control Policy Procedures Manual for Reporting of Incidents of Fraud/Theft/Loss.

- 4.4 In the event of a hijacking or armed robbery, the Business Unit/Office Manager concerned must ensure that the affected staff member(s) is/are given the necessary counselling.
- 45 Any Municipal vehicle may be subjected to a search by Security Personnel, or by any official from supervisory level upwards.

SECTION 5: SAFE CUSTODY OF MUNICIPAL FLEET MANAGEMENT AND OTHER MUNICIPAL PROPERTY

- 5.1 In respect of official vehicles taken home by employees, the Policy for Safe-Keeping of Municipal Vehicles at Private Residences will be strictly enforced. In particular, the following should be noted:
- Specific authority from the Department /Office Manager concerned must be obtained before an employee will be permitted to safeguard any official vehicle at a private residence.
 - Such vehicle shall be parked on the premises of the employee, preferably in a lockable garage, but in the event of this being impossible, the vehicle shall be kept out of sight of road users and/or passers-by, behind a locked gate/fence.
 - All such vehicles shall be equipped with insurance-approved anti-theft devices (e.g. gear-lock and immobilizer). Such devices should be in operation at all times.
 - The driver must ensure that the gear-lock is engaged and the key is removed when the vehicle is not in use.

- The driver is responsible for any tools and equipment left on or in the vehicle when taken home. The driver will be held liable should these be stolen from a vehicle not kept in a locked garage. Where vehicles are not kept in a locked garage, loose equipment must be securely locked away in the house, flat or garage.
- 5.2 The driver/employee must take possible and practical precautions for the safeguarding of municipal property in municipal vehicles when he or she temporarily absents himself/herself from the vehicle. The non-observance of this directive will render the driver/employee liable for any loss to the Municipality.
- 5.3 To eliminate the possibility of the theft or loss of municipal assets, personal belongings and radio microphones whilst a motor vehicle is being serviced or repaired, all such items must be removed *BEFORE* the vehicle is delivered to the Fleet Management or the relevant external service provider. If vehicles are left at the service provider with such items still in the vehicle, the driver will be held responsible for any subsequent loss in this regard.

SECTION 6: GARAGING AND PARKING OF MUNICIPAL FLEET

6.1 OVERNIGHT PARKING

- Vehicles shall be parked or garaged at designated municipal premises.
- Under no circumstances should municipal vehicles be parked outside designated premises without the relevant user department/Office Manager's authorization.

6.2 ON TOUR/RETRIEVAL OF MUNICIPAL VEHICLES

In the case of vehicles on tour municipal vehicles being retrieved, the most suitable arrangements must be made for safe garaging facilities.

6.3 PARKING METERS AND PARKING LOTS

Where an employee in a municipal vehicle makes use of parking meters or parking lots, the driver is *NOT* exempted from the payment of the necessary fees.

6.4 RESERVED AREAS

The casual garaging or parking of municipal motor vehicles in garages or parking areas specially set aside for specific persons or purposes is not permitted, except by special arrangement.

6.5 SECURITY

Whenever a municipal motor vehicle is garaged or parked, every precaution shall be taken to safeguard it against damage, theft or irregular use.

To this end:

- 6.5.1 The handbrake shall be applied, and if the vehicle is parked on a slope, the front wheels shall be turned towards the curb. In addition, where such vehicle has a manual transmission, either the low or the reverse gear shall be engaged and, in the case of an automatic transmission, the shifting lever shall be placed in the "P" (Parking) position.
- 6.5.2 The windows shall be closed.
- 6.5.3 The ignition key shall be removed, the gear-lock, doors and luggage compartment locked and the keys kept in safe custody.

SECTION 7: SUSPENSION OF EMPLOYEES FROM DRIVING MUNICIPAL MOTOR VEHICLES

7.1 In the event of a municipal motor vehicle being or having been subjected to flagrant misuse or irregular use, or the vehicle being maliciously damaged by the driver, or

7.2 where evidence exists that a driver is or was guilty of recklessness or negligent conduct whilst driving a municipal vehicle, or such a vehicle was involved in an accident whilst so driven;

7.3 where a driver of a municipal motor vehicle has been found guilty of driving such a vehicle –

7.3.1 under the influence of intoxicating liquor or narcotics, or

7.3.2 whilst the concentration of alcohol in his or her blood was more than 0,02 grammes per 100 millilitres for driver in possession of a PrDP and 0,05 grammes per 100 millilitres for other drivers, such a driver shall be suspended immediately from driving municipal vehicles until such time as a disciplinary tribunal has been concluded.

7.4. In the event of a driver developing any disease or disability which will render him/her incapable of effectively controlling a vehicle and subject to a report from the Health Business Unit, he/she will be suspended temporarily or permanently from driving a municipal vehicle.

SECTION 8: MECHANICAL APPRECIATION

8.1. Whilst a municipal vehicle is in operation, the driver shall regularly check the warning lights, indicators and gauges. Immediate action must be taken should anything untoward be noticed, to prevent damage or further damage to the vehicle or its components.

8.2. Where there is an indication of excessive engine heat or lack of oil pressure, the engine shall be switched off immediately and the vehicle not driven further under its own power until the matter has been rectified (refer Section 16 : Breakdown Procedures).

8.3 The "revving" up of engines is detrimental, especially at the cold starting-up stage. Until normal

operating temperatures are achieved, high speed engine operation must be avoided.

8.4. Where a vehicle is subjected to extended periods of waiting in dense traffic, the neutral gear position must be selected and the hand brake applied, in order to avoid unnecessary wear on the clutch components.

8.5. Travelling with a foot on the clutch pedal must be avoided, as this causes premature failure of the clutch assembly and release bearing.

8.6. Diesel engines fitted with turbo chargers must be allowed to idle for two minutes before switching off. This waiting period allows the turbine to slow down with sufficient lubrication.

8.8. Brake air tanks fitted to heavy commercial vehicles are to be drained daily.

SECTION 9: GOVERNORS

9.1 Where a governor is fitted to any municipal power driven machinery, it is there for the specific purpose of providing protection against over speeding/overloading/abuse of the mechanical systems. Governors are not to be tampered with.

9.2 Where heavy vehicles use lower gear ratios to negotiate down grades, progressive foot brake action must also be used, since the governor will not be able to keep control of the engine speed. Diesel engines can be effectively used as a brake, provided that the engine speed is kept below its rated governed r.p.m.

SECTION 10: SPEEDOMETERS, ODOMETERS AND HOUR-METERS

10.1 It is important that odometers and hour-meters always reflect the true elapsed distance and times. Any defect in a speedometer, odometer or hour-meter should be rectified as soon as possible.

10.2 No person shall disconnect the speedometer of a municipal vehicle. Where a speedometer is fitted to a vehicle, the National Road Traffic Act requires it to be in good working order.

10.3 Speedometers and Hour-meters should not be tampered with.

SECTION 11: CARE OF TYRES

11.1 TYRE PRESSURES

Drivers/Operators are to ensure that the inflation of tyres is in accordance with the pressures recommended by the manufacturer of the vehicle. Incorrect inflation, particularly under inflation, is the greatest single factor contributing to undue wear, overheating and premature failure of tyres. Any deviation from specified pressures will have adverse effects on steering, braking, road holding and safety.

11.2 PRECAUTIONARY MEASURES

11.2.1 The checking and correction of tyre pressures should be performed in cold tyres only.

11.2.2 Scuffing or running into kerbs and running over projections should be avoided.

11.2.3 Mechanical defects that cause uneven tyre wear should be rectified immediately.

11.2.4 Regular inspections should be held for tread wear, cuts, bruises and stones wedged between dual wheels. Tread depth at any point across the entire breadth of the tread and circumference of the tyre must not be allowed to be less than 1 mm. A tyre that does not meet this requirement must be replaced immediately.

11.2.5 Dust caps on tyre valves must be replaced.

11.2.6 Sudden or fierce braking, unnecessary acceleration and fast cornering should be avoided.

11.2.7 Dumping sites are always littered with sharp projections, which cause an ongoing puncture problem. Special care must be taken to avoid sharp obstacles in the final approach to dumping. When the vehicle is clear of the dumping area, the tyres must be inspected immediately and any foreign objects removed before they become embedded in the tyre.

11.2.8 The removal of any imbedded foreign objects will deflate the tyre, therefore must be reported to Fleet Management and not be removed by the driver.

11.2.9 The abusive or negligent treatment of tyres should be avoided as any tyre damage caused through abuse or negligence will be for the account of the driver/operator.

11.2.10 Incidences identified in 11.2.8 and 11.2.9 must be reported to the Safety and Security Business Unit/Office Manager on a monthly basis.

- i. The Safety and Security Business Unit will co-ordinate the information received in 11.2.10 and will submit a corporate report to the Business Unit/Office Managers meetings for the necessary attention and report in accordance with attached Annexure "D".

11.3 WHEEL NUTS

A daily check for any loose wheel nuts on all heavy vehicles must be carried out by drivers.

SECTION 12: FUEL AND OIL

12.1 SUPPLY

Where employees in charge of municipal vehicles require fuel and/or oil, they shall obtain supplies from the nearest designated supply point. Drivers are to ensure that the fleet number, odometer reading and quantity of fuel supplied are entered correctly on the appropriate forms. Tanks are to be filled to a constant level.

12.2 FUEL SAVING

Some factors that have a major bearing on fuel economy are set out below for the guidance of all concerned:

- 12.2.1 The Municipality's computerized fuel control system traces every vehicle's fuel consumption in litres consumed per 100 km. Personal concern for the consumption obtained over specific distances or periods keeps interest alive and is an incentive towards obtaining better results. Abnormal increases in consumption indicate losses such as those caused by careless driving, theft, leakage, mechanical defects, or errors in recording at fuel dispensing points.
- 12.2.2 Incidences identified in 12.2.1 must be reported to the Fleet Management office by Department / Office Managers on a monthly basis.
- 12.2.3 The Safety and Security Business Unit will co-ordinate the information received in 12.2.2 and will submit a corporate report to the Business Unit/Office Managers' meetings for the necessary attention and report in accordance with attached Annexure "D".
- 12.2.4 Wastage due to the overfilling of the fuel tank must be avoided and vehicles must, wherever possible, be parked on level ground and in the shade.
- 12.2.5 Vehicles must at all times be driven in the gear ratio appropriate to the road conditions.
- 12.2.6 Road speeds must be kept as constant as possible.
- 12.2.7 Acceleration and braking must be executed smoothly and gently. The most uneconomical use of fuel occurs during acceleration and with the engine idling in a stationary vehicle.
- 12.2.8 Any strong smell of fuel must be investigated immediately, especially if noticed while the vehicle is in motion. Besides causing wastage, petrol leakage is highly dangerous.
- 12.2.9 The driver should not allow the engine of any vehicle or machine to run unnecessarily.

12.3 FUEL IN SEPARATE CONTAINERS

The transporting of additional quantities of fuel in separate containers will be allowed only for small plant and issued against a separate requisition.

SECTION 13: USE OF TRAILERS

Trailers are designed to meet specific needs. They are therefore only compatible with specific vehicles.

13.1 When coupling up a trailer to a towing vehicle, the following checks apply:

13.1.1 The towing vehicle must have sufficient capacity to pull the trailer (refer Section 19). 13.1.2 The height of the vehicle tow hitch and trailer draw bar must correspond.

13.1.3 The types of couplings on a vehicle and trailer must correspond.

13.1.4 The brake systems must be compatible.

13.1.5 The electrical systems must be of the same voltage.

13.1.6 When the trailer is coupled, the jockey wheel must be retracted and secured.

13.1.7 The "Park" brake must be released.

13.1.8 If the trailer is fitted with an overriding brake, the reverse lock must be disengaged before moving forward.

13.1.9 Air brake connections must be checked for any air leaks.

13.1.10 The trailer stop lights and indicators must be tested.

13.1.11 The load on a single axle trailer must be biased forward of the axle.

13.1.12 The brakes of the vehicle with trailer must be tested after moving off.

13.1.13 Only the correct type and size of coupling pins must be used and these are to be permanently fastened to towbar attachments.

13.1.14 Daily pre-drive checks are essential, with particular attention to be directed to signalling lights, brake connections, condition of towbar, trailer "A" frame and tyres.

13.1.15 Tow hitches and ball pins must be inspected for wear and if found to be defective, the matter should be reported to Fleet Management.

13.1.16 Municipal trailers may not be modified to fit external service providers vehicles/plant.

13.2 TURNING RADIUS

The trailer wheels have a smaller turning radius than those of the towing vehicle. Consequently, when negotiating a turn, it is necessary for the driver to compensate by widening the turning

radius of the towing vehicle. This will prevent the trailer from climbing over kerbs when turning.

13.3 OVERHANG

When turning from a two or more lane situation, special caution must be exercised, since a trailer with a long overhang can swing out and collide with adjacent traffic. This situation arises where the width of the road compels tight positioning.

SECTION 14 : MAINTAINING THE APPEARANCE OF MUNICIPAL VEHICLES/EQUIPMENT

14.1 Every driver/operator must keep his/her/hers vehicle in a clean and hygienic condition. The littering of vehicle interiors with papers, bottles, etc. is not allowed.

14.2 Only cleaning materials and disinfectants that are compatible with automotive finishes may be used. Any advice on this subject can be obtained from Fleet Management Services.

14.3 Drivers/Operators can make use of designated areas provided by Fleet Management to wash and clean their vehicles.

SECTION 15: SERVICING AND REPAIR OF MUNICIPAL VEHICLES

15.1 All motor vehicles shall be serviced and repaired in accordance with the policies and procedures as laid down by Fleet Management Services and the relevant service provider.

15.2 Drivers/Operators in charge of vehicles shall be responsible for ensuring that service arrangements are strictly adhered to.

15.3 Failure to comply with 15.2 will result in the recovery of all costs as a result of damages from the driver/operator or the designated person of the Business Unit.

15.4 TIMEOUS SERVICING ARRANGEMENTS

When a vehicle needs to be serviced, the vehicle user will receive an advance notification and then arrange for the vehicle to be delivered to the relevant Fleet Management service provider at the stipulated time and day. An alternative service appointment, necessitated by unavoidable circumstances, may be negotiated with Fleet Management or the service provider at least four working days before the original service date.

Whenever possible, a replacement unit will be provided. However, servicing is not to be delayed due to the non-availability of a substitute vehicle.

15.5 ADJUSTMENTS AND REPAIRS

When handing the vehicle over for servicing or repair, the driver/operator in charge of the vehicle shall report to Fleet Management or the relevant service provider any adjustments or repairs that he/she considers necessary. A brief description of the repair required should be recorded in the vehicle log book, which must accompany the vehicle when presented for service/repair.

15.6 All vehicles requiring a Certificate of Fitness (COF) must be presented to Fleet Management or the

relevant external service provider at least six weeks prior to expiry of the COF. Failure to observe this directive will result in additional costs/penalties imposed in respect of expired COF's being charged to the driver/Business Unit concerned.

SECTION 16: BREAKDOWN PROCEDURES

- 16.1 In the event of a breakdown, all care should be taken that the vehicle and its load are in the safest position possible and that warning triangles be placed at a distance of 45 meters in line with the centre of the vehicle and in the direction of approach. If the breakdown results in a traffic hazard, assistance must be requested from the Traffic Authorities.

In the event of a breakdown involving suspected brake failure, *THE VEHICLE MUST REMAIN STATIONARY*, to be moved only by the breakdown crew.

Breakdowns during normal working hours must be reported to Fleet Management Services, or in respect of non-owned vehicles, to the external service provider concerned.

- 16.2 In order to guide the breakdown crew regarding the choice of equipment best suited for the speedy repair/recovery of the unit, the following information should be provided:

16.2.1 Names of driver and Business Unit/Office Manager.

16.2.2 Vehicle registration or fleet number.

16.2.3 Exact location where the vehicle has broken down.

16.2.4 Possible causes of breakdown.

16.2.5 Evidence of leaks (oil, water, hydraulic fluid, air, etc.)

16.2.6 Where the fault is located (e.g. front, rear, side)

16.2.7 Whether the vehicle is bogged down.

- 16.3 Breakdowns outside normal duty hours should be reported as follows: - Municipal-owned vehicles

Report the breakdown to the Fleet Management Office, tel : 039 255 8554.

- Non-owned vehicles Report the breakdown to the external service provider concerned. Drivers are to remain with their vehicles until assistance arrives.

SECTION 17: RADIO USAGE PROCEDURES AND ETIQUETTE

- 17.1 The Municipality's radio system is an open network; i.e. when transmitting on a channel, everyone tuned to that channel would be able to hear one. As many people use the radio

network, acceptable radio procedures and etiquette are essential for the radio system to function properly.

- 17.2 Before calling someone, first ascertain that the system is not busy by listening for a few seconds. Remember that Control or another user might be midway through an operating procedure and awaiting an urgent reply, so there will be short periods when nobody says anything, although the conversation may not yet be completed. If in doubt, press the PTT button and ask "Is the channel in use?" Then release the PTT and wait a few seconds for an answer. If no response is heard, call the person you wish to speak to in the accepted manner. Remember, it is unacceptable to talk "over" the voices of other people talking on the radio.
- 17.3 All the official languages may be used on the radio system, but English should be used when enquiring if the system is busy; when calling someone; and when answering a call. Remember to keep your conversation as short as possible and not to swear or shout into the radio.
- 17.4 To make a call, state the call sign of the person you wish to talk to, then give your call sign, eg. **Bravo 5 from India 3, over**. Then pause and wait for an answer. If, after two attempts, no reply has been received, wait and try again later.
- 17.5 To answer a call, state your call sign, and that of the calling person, if you wish, eg. **India 3 receiving you, or India 3, this is Bravo 5, over**.
- 17.6 The conversation can then begin. During the conversation, the term **over** should be used to indicate that your message has been completed and a reply is expected from the other person. At the end of the conversation, it is important that the term **out** be used to indicate that your message has been completed and that no further reply is expected. Others will then know that you are finished and that the channel is available.
- 17.7 It is preferred that the following terms also be used, where possible, to avoid misunderstanding:

Term Meaning

That is correct/Affirmative/Roger
Negative
Say again
Standby
Go ahead
Do you read

Yes, I confirm
No
Repeat last message
Busy, please wait a moment
I'm listening, proceed
Called you, reply please

- 17.8 If you have an urgent message, the term "Emergency - Emergency" may be used, and all others must stop transmitting. You may then send your message. This term must be used only in extreme emergencies.
- 17.9 Retransmitting commercial broadcasts through the microphone of a municipal radio is a very serious offence and offenders must expect strict disciplinary action.

17.10 RADIO SYSTEMS USED BY THE MUNICIPALITY

17.10.1 Conventional simplex systems

Communication is direct between mobile and mobile, or mobile and base. Coverage is limited on these systems, and the quality of communication will depend on the distance

and terrain between the radio users. High ground, open areas away from buildings and fences and locations closer to the base and other mobiles are generally the most favourable for good communication.

17.10.2 Conventional repeater systems

Communication between radio users is routed via repeaters located at strategic high points to improve the available coverage. Generally, at least two repeaters are used: a local and a district. In the municipal city area communication will usually be routed through the local repeater. When difficulty is experienced with transmissions, the operator outside the municipal area should switch to the district channel. Interference can be experienced when one radio is on the local channel and the other on the district channel. If this is suspected, the local channel operator must be requested to change to the district channel, for improved communication. High ground, open areas away from obstructions and locations closer to the repeaters are generally the most favourable for good communication.

17.10.3 Simulcast systems

As with conventional repeater-assisted systems, communication between users is also routed via repeaters located at strategic high points. However, in this case, all repeaters are keyed simultaneously, providing wide area coverage without requiring operators to select their nearest repeater. Some interference can be experienced in the coverage overlap areas of the repeaters. If this becomes irritating, it is recommended that the operator move to a more favourable location. The most favourable positions for communication are generally high ground, open areas away from obstructions, locations closer to the repeaters and outside repeater coverage overlap areas.

17.11 OPERATION OF TRANSCEIVERS/RADIOS

- 17.11.1 On the older transceivers/radios that do not have the squelch pre-set, switch the set on and turn the volume to half-way. Now adjust the squelch control until a background noise is heard. With no transmission taking place, turn the control slowly back until the noise is gone. This position is termed the squelch point.
- 17.11.2 Select the appropriate channel and call the base station or mobile by depressing the PTT button on the microphone. Hold the microphone face about 50 mm from your mouth. It is important, especially on the simulcast systems, to wait at least one second after pressing the PTT before talking.
- 17.11.3 If you need to communicate with a different municipal service and your transceiver/radio has been programmed to allow this, switch to the appropriate channel and make the call. It is important that you switch back to your normal working channel afterwards.
- 17.11.4 If you need to transmit while driving in dense traffic, pull to the side of the road, or slow down on an open road. Driving requires one's undivided attention.
- 17.11.5 When testing, the following procedure should be used to establish how well the signal is received. The readability of a signal varies from 0 through to 5, with 0 being completely unreadable and 5 representing perfect copy.

17.12 CARE OF RADIO EQUIPMENT

Radio units are complex, expensive items that must be handled with care. The following instructions must be adhered to:

17.12.1 SECURITY

Every precaution must be taken to ensure that transceivers/radios (especially handheld sets) are safeguarded against theft and misuse. Do not leave a handheld radio visible on a vehicle's seat when it is unoccupied. Lock it away or take it with you.

17.12.2 CLEANLINESS

When cleaning a vehicle, caution must be exercised that water does not leak into the mobile set. Where practical, the set should be dusted with a clean, dry cloth.

17.12.3 DAMAGE

No heavy objects are to be placed on the transceiver/radio, and passengers may under no circumstances rest their feet, etc. on the set. No soft drinks, liquids, etc. shall be placed on the set. The aerial of a handheld set must not be held in the hand when the set is picked up or carried.

17.12.4 MICROPHONES

Microphones are not interchangeable between various sets. The microphone may only be placed in the bracket provided.

17.12.5 AERIALS

Aerials are trimmed to a specific length and must not be bent or tampered with. No foreign objects or wires may be connected to an aerial.

SECTION 18: ROADWORTHINESS OF VEHICLES

18.1 Every driver/operator of a motor vehicle must at all times ensure that the vehicle is in a roadworthy condition, failing which he/she will be responsible for the payment of any traffic fines imposed.

18.2 Should any of the following items be found to be defective, the driver may not drive the vehicle, but must report such items in writing to the supervisor and Fleet Management or the external service provider and await further instructions:

- Lights - Brakes -
- Wheel nuts secured
- Tyre wear and condition
- Spare wheel condition
- Speedometer
- Windscreen wipers
- Steering
- Rear-view mirrors
- Hooter
- Chevron boards/retro reflectors
- Side body reflective tape (trucks)
- Emergency warning triangles
- Number plates
- Tow hitch and air couplings

18.3 Any defects discovered, must be reported immediately to Fleet Management or the relevant external service provider, for the necessary attention.

18.4 The last user of a vehicle will be held responsible for any unreported damage/defects/loss. The onus is therefore on each driver to thoroughly inspect a vehicle prior to acceptance (refer Section 4, para. 4.1).

18.5 Basic maintenance/safety checks (pre-drive checks) as prescribed, supplemented by additional checks specific to user requirements, must be carried out daily (refer Section 1.4.1).

SECTION 19: LOAD ON VEHICLES

19.1 The load on any motor vehicle must not exceed the load recommended by the manufacturers of the vehicle. Apart from excessive strain imposed on the vehicle itself, with resultant accident risk and high wear, overloading has an adverse effect on the road surface and tyre life and may induce failures that endanger the lives not only of the occupants of the vehicle, but also of other road users. In the case of commercial vehicles, the vehicle's maximum load capacity and gross vehicle mass are clearly displayed on the left side of the unit.

T = Tare mass, kg (unladen vehicle mass).

V = Gross vehicle mass, kg.

D/T = Gross combination mass, kg. (laden vehicle and laden trailer mass).

Load capacity of vehicle = $V - T$ (kg)

Load capacity of trailer = $D/T - V - \text{mass of trailer}$.

The National Road Traffic Act prohibits transgression of the GVM limit.

19.2 Due attention must be given to the correct distribution of the load over the vehicle's axles.

19.3 All loads must be firmly secured in a manner that will prevent the load from moving while the vehicle is mobile.

19.4 Loose tools, equipment or goods must be positioned in a manner that will prevent them from dangerously moving forward in the event of an emergency braking action.

19.5 Drivers must not allow any loose papers, sand, dirt, refuse, etc. to spill from or blow off the rear of the vehicle. Not only does this pollute the city, but also constitutes an offence in terms of the National Road Traffic Act.

19.6 When transporting personnel, drivers must ensure that the vehicle is stationary while passengers climb on or off.

19.6.1 All persons are to be seated before the vehicle moves.

19.6.2 Passengers must be allowed to embus and debus only at safe stopping places and not at traffic lights, stop streets etc.

19.6.3 Drivers must have some signal arrangement with passengers.

19.7 HAZARDOUS LOADS

Only drivers who have been specially trained and who are in possession of the necessary medical clearance are permitted to operate vehicles engaged in the conveyance of hazardous substance (refer section 20.4).

SECTION 20: IDENTIFICATION OF MUNICIPAL FLEET AND EQUIPMENT

20.1 GENERAL

Except for the usual number plates, municipal crests and fleet numbers, manufacturers' mascots, name and model inscriptions and licence tokens, municipal vehicles may not display any private insignia, mascots, stickers, advertising or advertising material.

20.2 Every municipal motor vehicle will be identified with an individual fleet number.

20.3 Drivers must ensure that the registration plates, fleet numbers, municipal crests and any other markings on the vehicles in their charge are always in good order and that the colour of the plates, letters and figures are at all times clearly visible.

20.4 MASS INFORMATION

Information in respect of carrying capacity is displayed on certain vehicles. In terms of the requirements of the National Road Traffic Act, information relative to the Tare Mass (T), Gross Vehicle Mass (GVM) and, where applicable, the number of passengers, is displayed on buses and goods vehicles (refer Section 19.1).

20.5 CLEARANCE CERTIFICATES

Expired tokens must be removed from the vehicle. Failure to display current tokens constitutes an offence in terms of the National Road Traffic Act, for which the vehicle driver will be held liable.

20.6 HAZARDOUS SUBSTANCES

Vehicles engaged in the conveyance of hazardous substances must display hazard and/or warning signs and panels that inform emergency services how to handle the particular substance being carried, in the event of an accident (refer Section 19.7).

SECTION 21: DUTIES OF DRIVER IN THE EVENT OF AN ACCIDENT

21.1 DAMAGES AS A RESULT OF A MOTOR VEHICLE ACCIDENT

The driver of a vehicle involved in or contributing to any accident in which any other person is killed or injured or that causes damage in respect of property or animal, shall take the following actions:

- 21.1.1 Immediately stop the vehicle.
- 21.1.2 Ascertain the nature and extent of any injury sustained by any person.
- 21.1.3 If a person is injured, render such assistance to the injured person as he/she may be capable of rendering.
- 21.1.4 If a person is injured, call an ambulance and the Traffic and Licensing Services or the SA Police Services.
- 21.1.5 If any person is injured or killed the vehicle shall not be moved from the position in which it came to rest, until such removal is authorised by a Police Officer. If the vehicle is causing a complete obstruction, its position should be marked before the vehicle may be moved to a safe place and Municipal Law enforcement to be called before removing a vehicle on the scene.
- 21.1.6 If there are no injuries at the scene of the accident the perimeter of the involved vehicles may be marked, after which they may be moved to a safe area.
- 21.1.7 **DO NOT ACCEPT ANY LIABILITY.** Under no circumstances shall a municipal official admit liability or make any statements to any person.
- 21.1.8 State only what happened to the Police. A brief account of what happened, is all that is required. **DO NOT SIGN ANY STATEMENTS.**
- 21.1.9 Do not take any intoxicating liquor or any drugs unless administered by a doctor.
- 21.1.10 Should the driver of the other vehicle be suspected of being under the influence of intoxicating liquor or drugs, this fact should be brought to the notice of the attending Police or Traffic Officer.

- 21.1.11 Record the name and address of the other driver, his/her vehicle registration number, the name of the owner of the vehicle, and the vehicle's insurance company. Record the name, licence details and address of any independent witnesses, including the occupants of the other vehicle(s) involved in the accident, in accordance with attached Annexure "E", which can be found on the log book's back page.
- 21.1.12 Supply your name, address and department details to persons having grounds for requesting such information.
- 21.1.13 Record the nature and extent of damage to all the vehicles involved in the accident and enter this on the Motor Insurance Claim (refer Annexure "F").
- 21.1.14 Inform the designated staff of the relevant Business Unit as soon as possible.
- 21.1.15 The driver's licence must be produced to the SA Police Services or Traffic Police Department within 21 days.
- 21.1.16 Complete a Motor Insurance Claim form per Section 21.2.

21.2 COMPLETION OF MOTOR VEHICLE INSURANCE CLAIM FORMS

The Municipality's Motor Insurance Claim form (refer Annexure "F") is the official document on which details of all incidents or accidents involving Municipal vehicles must be recorded and reported.

The driver of a municipal vehicle must ensure that a Motor Vehicle Insurance Claim form is completed immediately should any of the following events occur:

- 21.2.1 Any accident, theft or hijacking involving a municipal vehicle.
- 21.2.2 Any loss or theft of vehicle accessories, including batteries, spare wheels, etc.
- 21.2.3 Any damage to a municipal vehicle, even though such damage cannot be related to a specific known accident.
- 21.2.4 Any incident involving damage to private or public property, irrespective of whether or not any damage occurred to the municipal vehicle.
- 21.2.5 The driver of a municipal vehicle must ensure that all sections of the Motor Insurance Claim form are completed in full, and particular attention should be given to the following essential information:

GENERAL INFORMATION

- Date, time and place of accident.
- Full description of how the accident occurred.
- Names and addresses of witnesses.
- Names and addresses of persons injured.
- Sketch plan of accident.

OTHER VEHICLES/PROPERTY

Name and address of driver.
 Name and address of owner.
 Registration number(s).
 Make of vehicle(s).
 Description of damage.
 Expiry date of vehicle's licence disc/permit.

MUNICIPAL VEHICLE

Fleet number.
 Registration number.
 Name of driver and man number.
 Department and Section in which driver is employed.
 Description of damage.

- 21.2.6 The driver of the municipal vehicle must ensure that the completed Motor Insurance Claim form is signed, dated and submitted to the head of the Business Unit/Section in which he/she is employed within 48 hours of the accident/incident.

SECTION 22: INSURANCE OF MUNICIPAL MOTOR VEHICLE**22.1 MUNICIPAL VEHICLES****22.1.1 MUNICIPAL MOTOR INSURANCE FUND**

The Municipality provides comprehensive cover from its own insurance fund, which administers legitimate claims arising from accidents involving municipal vehicles and equipment. Suitably licensed municipal employees driving municipal motor vehicles are covered to the following extent:

- 22.1.1.1 The Municipality will provide all-risk cover of loss or damage for its vehicles, as described and provided for in terms of the currently accepted form of Automobile/Motor Insurance policies as issued and agreed by municipal insurers. Coverage is not included for the loss of or damage to any items owned or possessed by the employee or by any person or body other than the Municipality.
- 22.1.1.2 The Municipality will provide Third Party liability insurance covering any driver's liability arising out of the use of the vehicle.

22.1.2 NON-MUNICIPAL EMPLOYEES

The comprehensive motor vehicle insurance cover provided by the Municipality's Self-Insurance Fund provides cover for any municipal vehicle driven by a person qualified to do so and not in the employ of the Municipality, if such action relates to the maintenance or repair of the vehicle involved.

22.2 EXTERNAL VEHICLES FROM SERVICE PROVIDERS

22.2.1 Insurance claims in respect of vehicles provided by service providers will be dealt with by the relevant external lease agreements.

22.3 FORFEITURE OF COVER BY DRIVER

The cover and arrangements mentioned in paragraphs 22.1.1 and 22.1.2 will not apply as far as the driver of municipal motor vehicles is concerned in cases where:

22.3.1 he/she was under the influence of intoxicating liquor or a drug with a narcotic effect; or

22.3.2 the concentration of alcohol in his/her blood was more than 0,02 gram per 100 millilitres; for drivers in possession of PrDP's, and 0,05 gram per 100 millilitres for other drivers;

22.3.3 the vehicle is/was used without authority for other than strictly official purposes;

22.3.4 he/she is not in possession of an appropriate legally valid driver's licence;

22.3.5 he/she drives or has driven a vehicle without having been properly authorised thereto; or

22.3.6 he allows or has allowed the vehicle to be driven by a person not authorised thereto.

22.3.7 In the event of any one of the clauses mentioned in 22.3.1 to 22.3.6 being applicable, the driver/operator will be liable for all claims and liabilities.

22.4 EXCLUSION OF THIRD PARTY COVER

In terms of the Road Accident Fund, passengers transported IN A MUNICIPAL VEHICLE without authority shall NOT BE COVERED.

SECTION 23: SAFE DRIVING

19.1 TRAFFIC REGULATIONS

Traffic fines arising from neglect on the part of the driver will not be paid by the Municipality. The driver will be held personally responsible and will not receive any financial assistance from the Municipality.

19.2 SPEED LIMIT

Apart from the necessity of observing the speed limits laid down by the government and local authorities, municipal motor vehicles must not be driven at speeds that may endanger the lives of occupants and other road users. Speed must be adjusted to suit weather conditions, road conditions and the particular type of vehicle being used.

19.3 EMERGENCY VEHICLES

Law enforcement and emergency vehicles may only exceed the speed limits when it is essential to do so. In an emergency the appropriate alarms, warning devices and warning signals must be used. Extreme caution must be exercised by drivers of emergency vehicles.

23.4 RULES OF THE ROAD

All drivers of municipal vehicles must strictly adhere to the rules of the road. Some of the more important guidelines in this regard are as follows:

23.4.1 Maintain a thorough knowledge of traffic regulations and signs applicable to streets, main roads, through roads, etc.

23.4.2 Overtake or pass other traffic only when the road is clear and safe.

23.4.3 Always use safety belts.

23.4.4 Stop or park off the road surface only where it is safe to do so.

23.4.5 Do not communicate on any handheld communication devices while driving a vehicle.

23.5 NIGHT DRIVING

23.5.1 CORRECT USE OF VEHICLE LAMPS

Regulation 157 of the National Road Traffic Act No. 93 of 1996, requires, inter alia, that vehicle lights be operational at any time from sunset to sunrise and at any other time when, due to insufficient light or unfavourable weather conditions, persons and vehicles that may be on a public road would not be clearly discernable at a distance of 150 m ahead.

During the abovementioned periods and/or the conditions stated, minimum mandatory lighting requirements for various modes of vehicle operation apply as follows:

23.5.2 MOVING VEHICLE ON PUBLIC ROAD

23.5.2.1 Headlamps on main beam or on dipped beam, as necessary (Reg. 157 3)).

23.5.2.2 Rear lamps visible from a distance of at least 150 m (Reg. 158 (2)).

23.5.2.3 Registration plate lamp to render every letter and figure on the registration plate clearly visible from a distance of at least 20 m (Reg. 170).

23.5.3 STOPPED OR PARKED VEHICLE ON PUBLIC ROAD

23.5.3.1 Headlamps on dipped beam (Reg. 161); or

23.5.3.2 Two fog lamps or parking lamps emitting light to the front of the vehicle (Reg. 163 and 164); and

23.5.3.3 Rear lamps visible from a distance of at least 150 m (Reg. 168)

23.5.4 STOPPED OR PARKED VEHICLE OFF PUBLIC ROAD

Regulation 157 (1)(b) provides further that vehicle lights need not be displayed if a vehicle is parked off the roadway of a public road or in a parking place demarcated by appropriate road traffic signs, or within a distance of 12 m from a lighted street lamp illuminating the public road on which such a vehicle is parked.

However, even under these conditions, drivers are urged to use their discretion and switch on at least their parking lamps and rear lights if the safety of their person, the public or the vehicle is at risk.

It is the driver's responsibility to ensure that vehicle lights are working, when necessary, and that the lenses are kept clean for maximum visibility.

23.6 REVERSING AND MANOEUVRING

The driver shall not move any vehicle unless he/she is sure that there is sufficient clear space around and above the vehicle to permit the manoeuvre. Extreme care must be exercised when manoeuvring in a confined space or when reversing. Where difficulties are such that guidance is necessary, the driver is responsible for safety. If there are any doubts as to the signals given, the driver must stop the vehicle, alight and check the position of the vehicle.

23.7 ENTERING OR LEAVING PREMISES WITH GATEKEEPERS

Drivers must come to a distinct stop when entering or leaving all enclosed premises and where applicable, must not proceed until given the right of way by the gatekeeper. Where a boom or chain is placed across the entrance or exit, it is the driver's responsibility to ensure that the obstruction is moved entirely before he/she proceeds on his/her way.

SECTION 24: QUALITIES OF A "PROFESSIONAL" DRIVER

24.1 THE DRIVER

- Is a responsible skilled person who takes genuine pride in his/her work.
- His/her ability, skill and dedication are always reflected in the appearance and condition of the vehicle under his/her care.
- The driver has developed the ability to think and act safely as an individual.
- He/she has successfully combined his/her mental, physical and behavioural attributes into specialized job-orientated expertise.
- He/she is a master of his/her trade.

24.2 TRAFFIC ENVIRONMENT

Drivers and their vehicles move in an environment with constantly changing hazards, most of which are predictable to a greater or lesser degree. The least predictable of these hazards are the drivers of other vehicles in the vicinity. A "professional" driver respects the destructive potential of moving vehicles, acknowledges his/her own vulnerability and does not underrate the speed and suddenness with which accidents occur. His/her major strengths are self-discipline; ability to assess traffic conditions correctly and timeously and to plan his/her own action accordingly. In order to be able to accurately predict other people's behaviour in the traffic situation it is necessary to firstly recognize and correct in oneself those mental, physical and behavioural factors that inhibit driving excellence.

The following physical and mental factors have played a role in 77% of all recorded road accidents:

24.2.1 VISION

Good eyesight is required to constantly scan the ever-changing scene, to be able to see far ahead and react for the unexpected. The eyes should constantly scan and observe the environment as a total picture. This allows an alternative course of action or an escape route to be planned when a potentially dangerous situation is developing.

24.2.2 REACTIONS

Good reactions are the ability to convert quickly what you see and what you decide to do into well-planned actions and movements.

24.2.3 REFLEX ACTION

This is a spontaneous movement or unplanned impulsive action. Reflex action provides very little, if any, room for error. Driver dependence on reflex action, therefore, should be the exception rather than the rule.

24.2.4 MENTAL ALERTNESS

Mental alertness prevents accidents. Conversely, the absent-minded driver is inclined to lose concentration. He/she has a tendency to stare fixedly at one point, becoming dangerously unaware of the traffic situations developing around him/her.

24.2.5 DISTRACTION

The ability to keep one's attention on the road is vital for any driver. A vehicle travelling at 60 km/h covers a distance of 16 meters per second. It is accepted practice for all drivers to look away from the road for a fraction of a second. Talking to and looking at passengers is a common major distraction, invite an accident.

24.2.6 WORRY

Many drivers will pass numerous accident-free years without having an accident and then, due to sudden worry, will have a series of them.

Mental turmoil, upsets, fatigue and ill-health can destroy concentration, as can drugs and alcohol. The professional driver is aware of these human frailties and their negative effects on road safety. He/she will not allow personal problems to accompany him/her into the driver's seat.

SECTION 25: DRIVER ATTITUDES

25.1 Attitude is a mental condition combining action and behaviour toward the job, fellow employees, and life in general. Attitude is determined by the way a person talks, acts and works. Wrong attitudes cause problems, whilst right attitudes are important contributors to success. One can learn and develop good attitudes by recognizing and avoiding the bad ones. This requires constant self-appraisal and discipline on the part of the driver.

25.2 "DON'T CARE" ATTITUDE

Many drivers run into constant difficulty because of their "*Don't Care*" attitude. This type of person has no interest in his/her job, doing only the absolute minimum. This attitude results in damage to vehicles and equipment, and can lead to accidents caused by negligence.

25.3 TEMPER

When a person is angry he loses his/her sense of judgement and values. He/she will do things which he/she would not consider doing normally. Temper must be controlled: a good driver has learnt how. One of the best means of temper control is to evaluate the relative importance of events. Usually the occurrences that make one annoyed are trivial or unimportant when compared with the consequences of irrational behaviour.

25.4 OVER-CONFIDENCE

It is necessary for all drivers to have a certain amount of self-confidence if they expect to be however, when a driver reaches the expert stage where he/she is good and knows that, he/she must become wary of over-confidence.

Some of the most common and important traits, of over-confidence to recognize and guard against are as follows:

25.4.1 FALSE SECURITY

After a number of years of driving experience, and especially if their accident record has been good, many drivers begin to feel that because of their skill, they are able to take a few chances now and then and get away with them. This leads to increasingly poor driving habits.

25.4.2 POOR JUDGEMENT

Driving involves using good judgement in knowing when to move and when to stop. Over-confidence plays its part in urging a driver to go ahead, even under unfavourable conditions. Over-confidence promotes poor judgement.

25.5 IRRE-SPONSIBILITY

The irresponsible driver has no regard for his/her vehicle or other road users. He/she has no clear concept of the possible consequences of his/her behaviour and therefore projects a poor image.

SECTION 26: DEFENSIVE DRIVING

“Defensive driving” is a term used for a system of vehicle control to prevent accidents in spite of adverse conditions and the incorrect action of others.

Defensive driving is a practical system or drill, each feature of which is to be considered in sequence by the driver at the approach of any hazard.

The whole driving plan driving must be mapped out deliberately and thoughtfully, with the accent on being in the correct place on the road, at the right speed, with the correct gear engaged.

26.1 ABC OF DEFENSIVE DRIVING

1. Attitude
2. Back down
3. Clear space

26.1.1 ATTITUDE (refer section 25)

26.1.2 BACKDOWN

There is a multitude of hazards a driver may encounter on the road it is very easy for a driver to make a mistake. Seen in this context, getting irritated or insisting on one's rights will not improve matters. In fact, these reactions will tend to worsen the situation (see Section 25.3)

It is necessary to adopt an attitude of tolerance toward the mistakes of other road users and to be prepared to *back-down*.

26.1.3 CLEAR SPACE

In order for moving vehicles to operate in close proximity, they need space to manoeuvre or *clear space*. Clear space is a critical factor in defensive driving, since the driver has to create and preserve this clear space under variable conditions such as light, weather, road surface, traffic density and vehicle capability.

To maintain clear space, it is necessary to have a basic knowledge of stopping and following distances, as set out in 26.2 below.

26.2 STOPPING DISTANCES

The total stopping distance is the distance a vehicle travels from the moment the driver realises the need to stop, to the point where the vehicle actually stops.

This distance is dependent on a number of factors, which can be divided into four major categories.

1. Human response.
2. Mechanical efficiency.
3. Road conditions.
4. Weather conditions.

26.2.1 REACTION DISTANCE/HUMAN RESPONSE

The average driver's reaction time is 0.75 seconds. Reaction to a hazard consists of the following four elements:

1. The OBSERVANCE/IDENTIFICATION of the danger in the road ahead.
2. The REALIZATION of the significance of the danger and the PREDICTION of what may happen.
3. The DECISION for action.
4. The EXECUTION of physical movement to change speed or direction, or both.

The reaction distance is largely dependent on the mental and physical condition of the driver.

Inexperience and lack of concentration can produce side-effects such as, "sees but cannot assess a hazard". Consequently, there is no prediction of what may happen and it is assumed that other road users will make the necessary adjustments to avoid the hazard.

Without the process of identifying the danger and predicting what may happen, there can be no sound decision. Wrong decisions, or indecision, is the predominant danger to the clear space requirement.

26.2.2 MECHANICAL EFFICIENCY

A vehicle's brakes cannot stop it instantly. The efficiency of the braking system depends on:

- (a) The type of brakes.
- (b) The condition of the brakes.
- (c) The condition of the tyres.
- (d) The type of tyre.
- (e) The speed of the vehicle.
- (f) The size and load of the vehicle.

26.2.3 ROAD CONDITIONS

Road surfaces play an important part in the vehicle's braking distance. Again, we have a number of variables to consider.

- (a) The composition of the road surfaces (asphalt, concrete, gravel, traffic markings, etc.)
- (b) The condition of the road surfaces (loose gravel, stones, potholes, corrugations, mud, water, oil, etc.)
- (c) Road gradients.

26.2.4 WEATHER CONDITIONS

Water reduces the adhesion of tyres to the road surface. In wet conditions, the approach to other vehicles, freeway ramps, sharp curves, stop streets, robots, etc. must be significantly slower than normal, since these areas tend to turn oily from the volume of traffic.

26.2.5 STOPPING DISTANCES

The total stopping distances for an average-size vehicle with good tyres, on a dry level tarmac road, are given in the following table.

SPEED	REACTION DISTANCE	BRAKING DISTANCE	TOTAL STOPPING DISTANCE
20 km/h	4 m	3 m	7 m
40 km/h	8 m	12 m	20 m
60 km/h	13 m	23 m	36 m
80 km/h	17 m	38 m	55 m
120 km/h	25 m	80 m	105 m

This danger zone is in the total stopping distance of the vehicle.

There is a danger zone in front of any moving vehicle.

This danger zone is in the total stopping distance of the vehicle.

If any vehicle, object or person is within this danger zone, a collision will occur, unless either party changes direction.

To avoid an accident, it is necessary to change speed or direction, or both. Therefore, with the brakes fully applied, the only remaining option is to change direction.

If the brakes are applied on a loose or wet surface and the vehicle starts to slide, complete loss of control can occur. Where there is no adhesion between the road and tyres, there is no control. With no road adhesion, it is not possible to change either speed or direction therefore without clear space, a collision cannot be avoided.

It is very rare for any vehicle to go out of control if due caution is exercised and speed is adjusted to suit road conditions.

The total stopping distances have been tabulated to illustrate braking performance under average conditions and other relevant factors have been mentioned. However, a further and very important perception of the human mind should be noted.

The human mind can fairly accurately adapt itself to an increase in speed (from slow to fast), but will invariably misjudge a decrease in speed (from fast to slow).

A perception of high speed will be created by the immediate surroundings. Travelling on a road with a verge of large trees and tall undergrowth at 80 km/h, the angle of vision will give a perception of many large dense objects flowing rapidly past. Vehicle speed will therefore be perceived as fast.

The same speed of 80 km/h on a flat open road will appear to be comparatively slow, since the lack of large objects gives a far and broad horizon, which remains distant no matter how fast the vehicle is being driven.

Once a person has adapted to 120 km/h, then 60 km/h is perceived as very slow until a readjustment of perceptions takes place.

The human speedometer is not accurate; its perception is relative to its environment.

In a rapid "fast to slow" situation, the average person underestimates the terminal speed by 25%. This gives an indication of what occurs on our roads every day. These facts need to be used to good advantage in daily driving techniques.

Since stopping distances are directly related to speed, underestimated speed will result in underestimated stopping distance.

26.3 FOLLOWING DISTANCES

A normal safe distance at all speeds is a two-second interval between vehicles. The two-second rule is also termed "the time lapse formula".

Where poor road conditions, poor visibility and adverse weather are experienced, the time lapse formula should be increased to three or more seconds, depending on the nature of the circumstances.

To determine the safe two-second lapse, a driver observes the car ahead and when it has just passed some fixed point alongside the roadway (lamppost/sign post, etc.), starts counting "one thousand and one:" "one thousand and two". This equates to two-seconds.

At the end of the count, the front of the driver's vehicle must not have passed the fixed point. This would indicate a safe following distance.

If the driver's vehicle has passed the fixed point before the two-second count, he/she is too close to the vehicle in front.

In cases where another vehicle is following too closely, the safest procedure is to show tolerance and let the vehicle pass at the first opportunity.

On heavy vehicles equipped with air brake systems, the method of tapping the foot brake to flick the stoplights is not considered safe, since this can tend to bring the following vehicle even closer.

A common practice is to switch on the headlights, thereby bringing the taillights into operation, alternatively, or to switch on hazard lights at night. The concept is that the following vehicle interprets the signal as "stop lights" and increases his/her following distance. When using this method, a driver should beware of starting an unsafe chain reaction behind him/her.

26.4 THE VEHICLE CONTROL SYSTEM

The five functions in applying the vehicle control system are:

1. Mirrors.
2. Signals.
3. Position.
4. Brakes.
5. Gears.

26.4.1 MIRRORS

A driver must be fully aware at all times of the exact position of any traffic in front, behind or on either side of his/her vehicle before he/she can make a decision to alter direction or speed.

All vehicles have blind spots immediately behind the rear of the vehicle and under the left side mirror. It is therefore essential that mirrors, left and right, be used at regular intervals to confirm the clear space needed for a change of speed or direction, should a hazard arise.

26.4.2 SIGNALS

Every time a driver PLANS a change of direction or speed, he/she must signal his/her intentions early, leaving sufficient TIME for other road users to react.

There are several methods of signaling driver's intentions:

1. Indicators.
2. Stop lights.
3. Hand signals.

4. Hooter.
5. Head lights.

Drivers must be quite sure that the signaling facilities are working correctly and are not obscured by dust or dirt. The relaying of false information about a driver's intentions can lead to critical situations. Pre-drive checks are essential.

26.4.3 POSITION

The position of a moving vehicle cannot be altered safely at the last moment and requires pre-planning. Heavy vehicles need sufficient time and distance to change lanes. One of the most important factors is knowledge. To know the location of main road junctions, one-way streets, traffic circles, etc. and the type of conditions prevailing there, can be of great assistance to the driver in positional planning. Planning a vehicle's position 12 seconds in advance will allow sufficient time and distance to maintain clear space.

26.4.4 BRAKES

The first stage of braking is to take the foot off the accelerator.

METHODS OF BRAKING

1. Engine brake.
2. Front brake.
3. Hand brake.
4. Exhaust brake.

With correct speed/distance judgement, braking can be kept to a minimum. Minimum braking means efficient driving.

26.4.5 GEARS

The gear ratio must always be selected in relation to power demand and the speed of the vehicle. The average large diesel engine produces maximum turning moment (torque) at approximately 1500 engine R.P.M. For optimum efficiency, the engine should be operated at or around the maximum torque speed.

The changing of gears in a bend or corner is unsafe, since both hands are needed to control the steering.

26.5 SEQUENCE OF CONTROL

The system of vehicle control requires skill, which can only be acquired by practice. The driver control sequences for the five major driving modes are as follows:

26.5.1 PULLING OFF

1. Mirrors.
2. Signal.
3. Select correct gear.
4. Release hand brake.
5. Pull off smoothly.
6. Mirror left and right.
7. Position.
8. Cancel indicators.

26.5.2 CHANGING LANES

1. Mirror left and right.
2. Signal.
3. Change lane.
4. Mirror left and right.
5. Cancel indicator.

26.5.3 OVERTAKING

1. Mirror left and right.
2. Indicate to right.
3. Select gear as necessary.
4. Change lane.
5. Accelerate.
6. Mirror left and right.
7. Signal to left.
8. Left mirror to clear.
9. Change to left lane.
10. Check mirror left and right.
11. Cancel indicator.

26.5.4 TURNING

1. Mirrors left and right.
2. Signal.
3. Position.
4. Brake.
5. Gears.
6. Turn corner.
7. Cancel indicator.

26.5.5 STOPPING (at side of road)

1. Mirrors left and right.
2. Signal.
3. Decelerate.
4. Brake.

5. Change gears.
6. Position.
7. Handbrake.
8. Cancel indicator.

SECTION 27: HOW TO AVOID ACCIDENTS

27.1 ACCIDENTS

A motor vehicle accident can be defined as an unintentional, chance event often resulting in damage and sometimes causing injury or death. Accidents are costly in terms of lost productivity and vehicle repair costs.

A large number of motor accidents contain an element of driver negligence and whilst it is impossible to completely eradicate pure accidents, it is possible to minimise the incidence of motor accidents in the municipal fleet on two fronts by:

1. Eliminating driver negligence as a contributing factor.
2. Reducing the chance factor to below the national average.

These objectives can be achieved if each municipal driver strove to attain the proficiency of a "Professional Driver".

AVOIDANCE OF ACCIDENTS

There are only two ways in which accidents can be avoided. These are either a change in speed, or a change in direction, or a combination of both. The three methods applicable are BRAKING; STEERING; AND ACCELERATION.

27.2.1 BRAKING

A vehicle can only be stopped in order to avoid an accident if it is travelling at a speed that will enable it to stop within the available clear space.

27.2.2 STEERING

A driver can only change direction to avoid an accident if the vehicle has sufficient clear space in which to move.

Two objects cannot occupy the same clear space at the same time. A driver must surround him/herself with enough CLEAR SPACE to cope with the unexpected.

27.2.3 ACCELERATION

If it is necessary to accelerate out of a danger situation, the engaged gear ratio must be able to provide sufficient power and speed to move the vehicle into safety.

27.3 REVERSING

Statistics reveal that reversing constitutes a major hazard. All reversing procedures must be carried out slowly, after making sure that no pedestrians or animals are to the rear and that no other vehicles are approaching from behind. When reversing, the responsibility of ensuring a clear course rests entirely with the driver.

27.3.1 Routes and manoeuvres should be planned to keep reversing to a minimum. This applies particularly to heavy vehicles.

27.3.2 Reversing into traffic should be avoided.

27.3.3 Drivers should inspect the line of travel before reversing by getting out of their vehicles and checking for obstacles. Vehicle clearance of overhead wires and overhanging roofs must be confirmed.

27.3.4 The reversing area is to be sufficiently firm to carry the weight of the truck plus its load (refuse sites, construction work, dumping, etc.)

27.3.5 When an assistant is directing a driver, the helper must be in a position where he/she has a clear view and where his/her signals can be seen or heard.

27.3.6 The driver must instruct his/her assistants in methods of giving clear and conspicuous signals so that no misunderstanding will arise in situations requiring guidance.

27.3.7 Where an assistant is directing a driver and an accident occurs, the responsibility still rests with the driver.

2.8 PENALTIES

28.1 Where a penalty/sanction is not covered in this Policy and Procedures Code of Practice, and a clause is infringed, disciplinary action will be taken in terms of the Disciplinary Code of Practice.

CONCLUSION

It is trusted that this document will facilitate a safe and pleasant driving experience and reduce vehicle abuse within the Municipality.

SUPPLY CHAIN MANGEMENT:

BUDGET AND TREASURY

**GPT NOTA
MUNICIPLA MANAGER**

DATE

APPROVAL OF THE POLICY

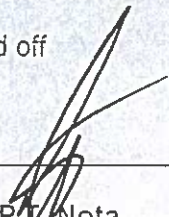
The Municipal Council has approved this policy and amendments thereof.

AUTHENTICATION

The amendments of the policy and or the new policy was adopted by the Council on the 29-01-2021...

As per Council Resolution number ULMC: 359/2020/2021

Signed off



Mr. G.P.V. Nota

Municipal Manager



Cllr. N.F Ngonyolo

Speaker of the Council