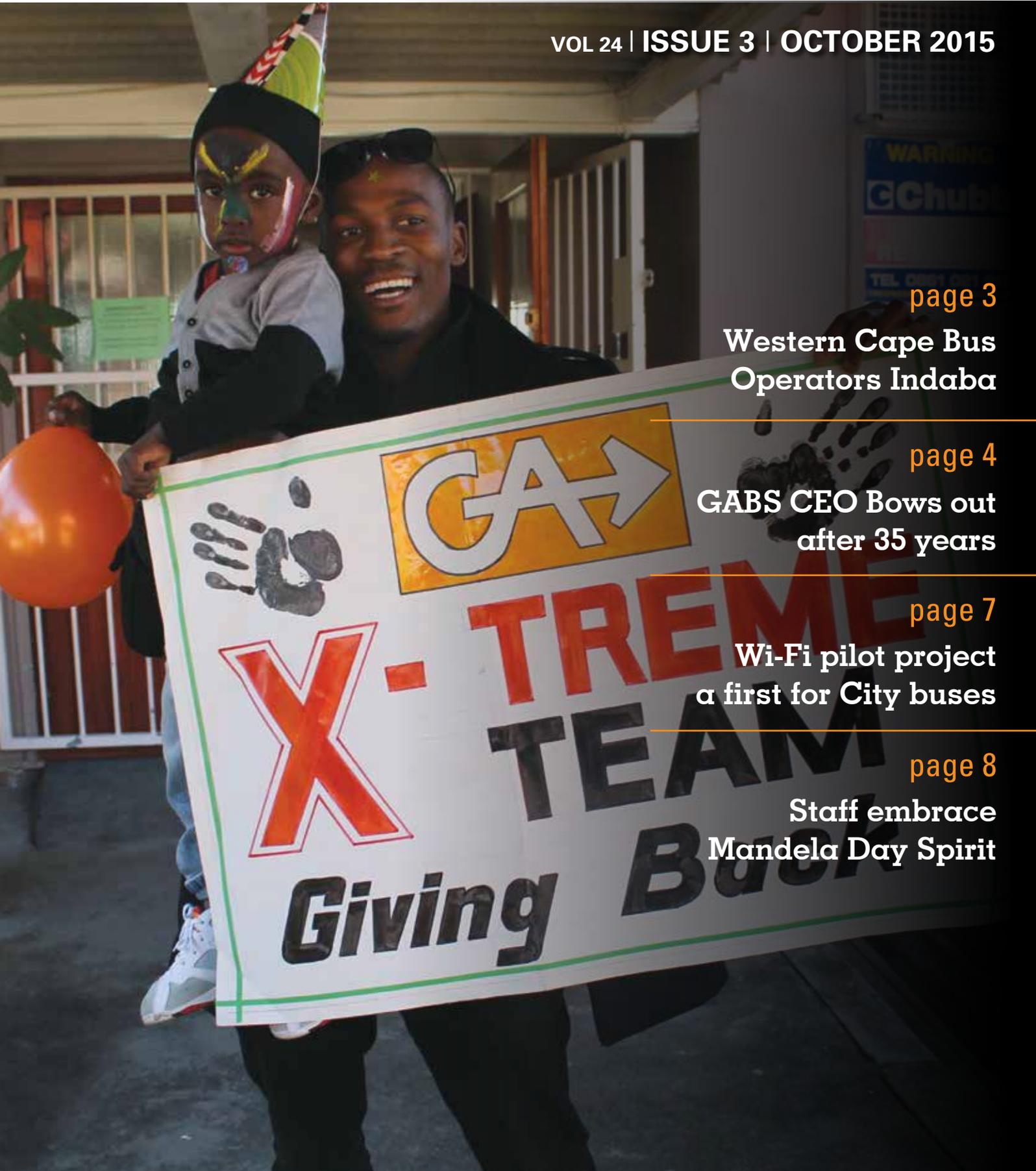




Quarterly Newsletter for Friends of Golden Arrow Bus Services

INTERCHANGE

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Golden Arrow's Mission:
To operate safe, reliable passenger transport services designed to meet the needs of our customers and by applying sound business principles, to create a secure future for the company and its people.

Golden Arrow's Missie:
Om veilige, betroubare passasiers-vervoerdienste te lewer, gerig op die behoeftes van ons klante en, deur gesonde sakebeginsels toe te pas, 'n seker toekoms vir die maatskappy en sy mense te skep.

Umqophiso kaGolden Arrow:
Ukufaka iinkonzo zothutho luka wonkewonke ezikhuselekileyo kunye nezithembekileyo kwaye nezilungiselelwe ukukhawulelana neemfuno zabakhweli bebhasi zalenkampani oku kufezekiswa ngokusebenzisa imithethosiseko yoshishino ephilileyo, nokwakha ikamva elikhuselekileyo lwalenkampani kunye nabantu bayo.

Nic Cronjé
CEO: Golden Arrow Bus Services

NOTE *from* NIC



URBAN MOBILITY – WHERE ARE WE HEADING?

As I draw the curtain on my career in public transport which has straddled the past forty years, I am drawn to reflect on the evolution of the industry over this period and to contemplate what I believe are the key variables likely to shape its future trajectory.

Firstly, it should always be borne in mind that public transport plays a crucial role in the provision of mobility which is a universally declared human right. Technological developments have and will continue to play a major role in the development of public transport and its contribution to the provision of mobility.

I have, over the span of my career, witnessed the ebb of the era of trackless trams and the dawn of the *über* taxi phenomenon, both of which demonstrate the changes in the mobility demands of commuters in different times. Throughout my career in public transport I have been of the opinion that the provision of transport, and in particular the provision of public transport is essential to the needs of a rapidly developing society. Policymakers and operators should take heed of this in the long term interest of the sector's sustainability. As we move from the information to the digital age combined with the planetary plight of climate change, the demands of the users of public transport will be influenced by and driven by these and other factors. In fact, the rate at which our society and our environment are changing is likely to accelerate rapidly.

There is therefore no place for one-dimensional, supply oriented public transport planning but rather a visionary commitment to the configuration of systems that cater for combined mobility services on demand. Decisions about public transport have long-term consequences which cannot be easily modified or undone.

Big metropolises like Paris and London are still based on decisions made at the end of the 19th century and so are ours. Being aware of the kind of urban environment in which people will most likely be living and working in 20, 30 or 40 years from now is imperative as failure to make the right decisions in this regard will have catastrophic consequences.

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Western Cape Bus Operators gather to discuss issues facing the industry

The Western Cape Bus Indaba took place at Belmont Square Conference Centre on 14 September 2015.

The half day event was held under the auspices of the Western Cape Chapter of the South African Bus Operators Association and gave operators a chance to gather to discuss issues affecting the local and national industry.

Western Cape Transport and Public Works Minister Donald Grant was on hand to open proceedings and he reiterated the fact that the bus industry is “one of the critical pillars on which public transport in the province rests and it is an important partner of the Western Cape Government”. Minister Grant also emphasised government’s commitment to the needs of the Western Cape’s commuters: “The provincial government is committed to supporting the provision of safe and reliable public transport for the many people of the Western Cape

who rely on it to access public amenities, as well as employment and economic opportunities”.

Grant then went on to describe the status and benefits of the George Integrated Public Transport Network and the development and implementation of the Provincial Transport Institutional Framework (PPTIF). The PPTIF “seeks to improve the public and non-motorised transport user experience progressively over time, in a manner that is affordable to government, limits the burden on government, and presents a lower risk to the public transport industry,” says Grant.

SABOA Chairperson Eric Cornelius was also on hand to discuss a number of concerns and developments. These included; 2015/16 wage negotiations, matters arising via the South African Road Passenger Bargaining Council (SARPBAC), scholar transport, the proposed Driver Training Academy

for the bus and coach industry, Road Traffic Legislation amendments, initiatives for the empowerment of SMME’s, Bus Rapid Transit developments, additional funding for public transport, a 2014 round table discussion with the Department of Transport and SABOA strategic planning developments.

Carmelita Herandien from the newly established Provincial Regulating Entity addressed a number of concerns raised by operators regarding the granting of operating permits and issues pertaining to the application of the National Land Transport Act.

Ultimately the indaba gave operators the opportunity to come together and celebrate achievements whilst collectively exploring avenues for strengthening the voice of local operators and ensuring that the safety of bus passengers and the ability of operators to render the best possible service remains a priority. ➔



BIG ISSUES: Western Cape Bus Operators gather to discuss the way forward



Nic Cronjé bows out

After an illustrious three and a half decades at the helm of the country's oldest commuter bus company, chief executive officer Nic Cronjé handed over the leadership baton at the end of October 2015. Cronjé joined what was then City Tramways in 1979 and occupied various management positions, including CEO of City Tramways Limited, Managing Director of Tramway Holdings and as a Director of the Tollgate Holdings Group.

In 1992, he spearheaded a ground-breaking management buyout of City Tramways Limited and assumed the executive chairmanship of a new entity in the guise of the resurrected Golden Arrow Bus Services Company.

His sphere of contribution extended beyond his company executive responsibilities to commanding leadership positions in the Southern African Bus Operators Association, Cape Chamber of Commerce and Kaapstad Sakekamer.

When prompted to recall the highlights of his career, Cronjé said, "The unwavering loyalty and support of our employees during difficult times especially during

the turbulent 1980's and early 2000's when there were concerted efforts to drive us out of Khayelitsha, will always remain uppermost in my mind. Of course, the management buy-out of the company in 1992 and the conclusion of a successful sales transaction with HCI in 2004 are also important milestones."

The Chairperson of the GABS' Board Yunis Shaik commended the immense contribution Cronjé has made to the company and the commuter bus industry in general. "Nic has led Golden Arrow through extremely difficult times and his leadership has underpinned the company's reputation as the leading commuter bus company in South Africa. Part of his legacy is the solid management cadre he has nurtured during his tenure." Shaik said.

Current General Manager Francois Meyer, who has been with the company for 25 years, has been appointed to succeed Cronjé. Cronjé will continue his links with Golden Arrow in a consultative capacity.

His tenure has been reminiscent of the dynamic Pasvolski era during which he gave impetus to the pivotal role buses play in the public transport landscape of South Africa. ☞

Getting ahead with GABS

Golden Arrow has always believed in giving staff members the opportunities for self improvement throughout their careers at GABS. The beauty is that it's not just for a select few; at GABS it's all about taking the initiative and everyone is encouraged to consider expanding their skillsets through various educational opportunities.

Some of the available courses and study paths include: Matric certification, apprenticeship with the aim of completing trade tests to become a qualified artisan, certificates, diplomas, industry-related degrees and the University of Johannesburg's Road Transport Management certificate and diploma courses.

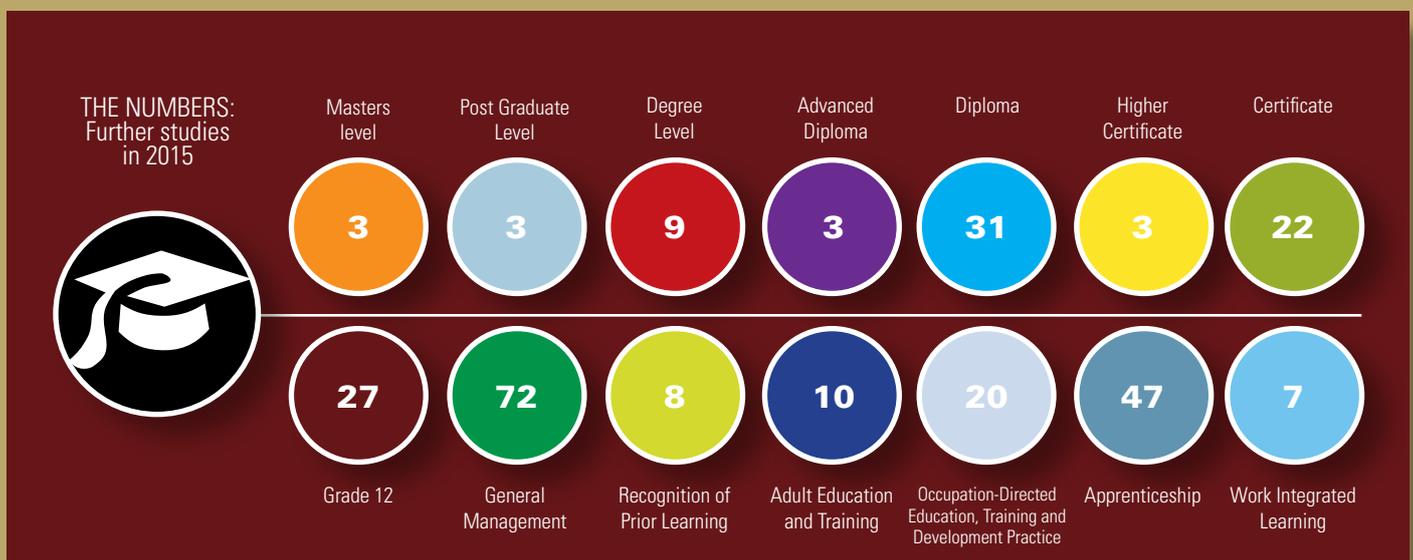
Golden Arrow has assisted 265 staff members to further their studies in 2015, but according to Training and Development Manager Phumeza Nobhongoza this number could be even higher if more staff approached the company. "Golden Arrow has always believed strongly in developing its people and this has created a somewhat unique situation in which people enter the company as general workers and are developed to the point where they now occupy managerial positions," she says. Nobhongoza also emphasises that the desire to grow must come from the individual. "This is not a passive process and it is always up to the individual to take the first step to a brighter future; we only wish that more staff would take that first step," she says.

The success stories speak for themselves; illustrating the truly transformative role that education can play in people's lives. Tinashe Dzimiri is one such individual.

Dzimiri has an impressive list of credentials including a Bachelor of Technology in Mechanical Engineering, Higher National Diploma in Mechanical Engineering, Diploma in Mechanical Plant Engineering and a Certificate in Vehicle Body Building. He is currently busy completing an Advanced Diploma in Management at UWC. In future he would also like to tackle the B Comm Honours in Management and perhaps an MBA.

Dzimiri's passion and dedication has placed him in the upper end of the top 15% academically and seen him become a member of the prestigious Golden Key Honour Society. Dzimiri hopes that his colleagues will also consider furthering their studies or improving their skill set. "Education has had such a positive influence in my career at GABS; I believe it put me on the path to the Accelerated Development Programme (ADP) which led to my appointment as small business unit manager, which has been a positive and fascinating experience," he says.

Engineering supervisor Bradley Gedult is a qualified artisan with a Certificate in Mechanical Engineering, a Certificate in Supervisory Management, a Diploma in Road Transport Management and is currently completing Management Development Programme at the University of Stellenbosch Business School (USB). He too echoes Dzimiri's sentiments. "Education is extremely important as it shapes your career path; gives you a solid foundation for possible promotion; it's an opportunity to learn new skills and it doesn't only add value to your time at GABS but adds value to your individual development. I am truly grateful that Golden Arrow has given me access to a world of learning possibilities," he says.



Continued from page 2...

The commitment of public finances in public transport should begin to give due recognition to the evolving selection of mobility services that are compatible with the environmental agenda and the rapidly expanding platforms of digital connectivity that are defining human interaction

in the 21st century. These developments will undoubtedly unlock new and exciting opportunities in the provision of mobility but will also challenge the business models of operating entities that are oblivious to the changing patterns of demand of traditional users of their services. ➔

Golden Arrow supports *young entrepreneurs and career development*

Golden Arrow proudly supported young entrepreneurs and learners at the first ever Makhaza Career Expo on 11 and 12 September 2015.

The Expo was conceived by a group of young graduate entrepreneurs from the area calling themselves the Makhaza Lifestyle Team and aims to give learners access to information regarding the job market and tertiary education opportunities.

Bringing the expo to the residents of Khayelitsha was particularly important to the team as transport and other socio-economic issues can often present insurmountable barriers for those wanting to empower themselves with information.

The event was a great success and staff from the Golden

Arrow Learning and Assessment Centre were on hand to answer any questions from participants. Other exhibitors included Santam Paramedics, Power Construction, ETA College (careers in sport), False Bay College, National Youth Development Agency (NYDA), Oval International Education, Milpark Education, Management College of South Africa Make It (Foundation level) and Cape College.

According to Golden Arrow Corporate Affairs Executive John Dammert, the expo was exactly the kind of event that Golden Arrow seeks to align itself with. "Unemployment is rife within the communities that we serve and as a socially responsible corporate citizen we are always looking for ways to empower youth who will one day make up the country's workforce. It is always heartening to see how much interest there is in the range of career opportunities available at Golden Arrow," he says. ➔



NEXT GENERATION: Learning Centre staff member Winston Qhinebe introduces expo attendees to the bus industry

Business Against Crime and GABS partner to share info

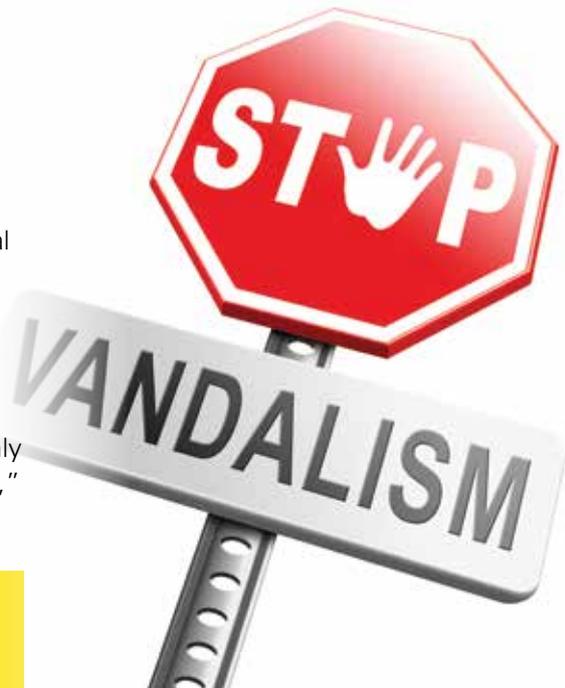
Recognising that sharing information is an essential part of bolstering their work, Business Against Crime Western Cape (BACWC) will now include Golden Arrow in their Whatsapp and bulk sms project, which provides real time information about any civil unrest and related incidents in the Western Cape. In return Golden Arrow will also share relevant information thus adding to the efficacy of the system.

The project aims to keep business informed of unrest so that they can take action and ensure that injury and damage to property can be avoided. This also reduces the amount of

resources that the South African Police Services (SAPS) have to allocate to incidents of this nature.

Golden Arrow Corporate Affairs Executive John Dammert believes that this will be a mutually beneficial arrangement. "In the last financial year alone, vandalism cost the company 20 million Rand and the human cost of potential injury or death is not even quantifiable. Projects such as these could not only save money but lives too ultimately," he says. ↗

For more information on Business Against Crime Western Cape visit www.bacwcape.co.za



Wi-Fi pilot project to be rolled-out

Golden Arrow recognises that life is increasingly taking place online and that the cost of access to the internet still remains the greatest barrier to entry. Bearing this in mind the company has decided to pilot a free Wi-Fi project on between 10 and 20 buses on various routes.

At this stage the idea is to make between 50mb and 75mb available per day to individual users. There will be certain constraints in terms of accessibility to high bandwidth websites such as YouTube, but scholars looking to access Wikipedia for a school project or business people looking to send off a quick

email will be able to do so while travelling at no cost.

The pilot project is in place to ensure that the highest quality service offering is possible. After the pilot project, all necessary tweaking will take place before rolling-out the value-added service to all the buses in our fleet.

According to Golden Arrow IT Manager Nigel Solomons, the company realises that value-added services such as these can have a substantial impact on the lives of passengers. "This project could see thousands of people accessing the internet on a daily basis; this is particularly important as every passenger regardless of their

financial situation will have the same level of access provided they have a Wi-Fi enabled handset or tablet," he says.

The pilot project will mark the first time that bus passengers across the metropole are able to access free Wi-Fi while commuting. ↗





GABS staff spend Nelson Mandela day with children in need

Every year on 18 July people across South Africa celebrate the late Nelson Mandela's birthday by giving 67 minutes of their time to do good for others. The inaugural staff organised Nelson Mandela Day took place in 2014 when staff got together to makeover a gogo's house in Khayelitsha.

This year the focus was on kids in need and the GABS Extreme Team decided to visit the Ihata Home in Heideveld and the Christine Revell Children's Home in Athlone. Both were very lucky to receive amazing support from Golden Arrow Bus Services' (GABS) CEO Nic Cronjé in the form of 4 000 much-needed disposable nappies for each organisation.

Ihata Shelter

The Ihata Shelter was opened in 2006 and it is a place of safety for women and their children. It gives women who have come from abusive homes or have substance abuse issues the opportunity to turn their lives around. There is an on-site crèche, ladies and their children receive three healthy home-cooked meals and clothing and toiletries. They are

also able to access HIV/Aids and abuse education, counselling, referral to legal and medical professionals, skills workshops and a variety of other life-changing interventions.

Christine Revell Children's Home

The Christine Revell Children's Home is more than 60 years old and cares for up to 49 children aged between birth and five years of age. These children have been referred by social workers and have been abandoned, orphaned, neglected or abused. The home provides a loving, caring and safe environment for these children regardless of their background or HIV status.

Life changing

Staff spent six hours visiting the children at both homes and collection money was used to purchase face paints, balls, balloons, stickers, crayons and all kinds of fun goodies to keep the little ones entertained. A microwave was also purchased using funds collected from staff. Golden Arrow has always been known for its commitment to the communities that it serves and GABS staff has also shown that they are willing to go the extra mile to make a difference. 🇿🇦

We would like to take this opportunity to thank you for your contribution made in aid of Mandela Day 2015. We are extremely grateful for the huge donation of disposable nappies and also for the time spent visiting with the children. Alice Rhoda – Director Christine Revell Children's Home