



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



Safety & Security – *Sine qua non* for Public Transport Success

Cape Town, during July and August, once again had the unpleasant experience of witnessing public unrest and violence which, as has become the regrettable norm, left a path of destruction in its wake.

In addition to the inevitable loss of life, buses and train sets were torched, signalling systems damaged, public transport services disrupted, commuters inconvenienced and the economy of the City damaged.

It is indeed a sad indictment that grievances aren't being addressed through dialogue and negotiation and that there are those who, only too readily, revert to violence to achieve their goals or to have their voices heard.

This most recent protest action is even more surprising as it comes at a time when steady progress is being made on a number of fronts to improve the efficacy of the City's public transport system. These are *inter alia*;

- PRASA's commitment to expend billions of Rands on recapitalisation of train sets and the extension of the railway network that will link the metro south-east to the northern hub of the city.
- The implementation of the MyCiti N2 Express from Khayelitsha and Mitchells Plain.
- The City's announcement of its intention to upgrade Lansdowne Road as the MyCiti Phase 2A trunk corridor.
- The Land Transport Advisory Board and Intermodal Planning Committee being institutionalised by Transport for Cape Town.

According to a bi-annual survey conducted, during May of this year, amongst commuters making use of the GABS bus service, safety and security were rated amongst the most important

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Bus Passenger Survey Paints Fascinating Picture

We all know that public transport is the lifeblood of our City. The legacy of apartheid spatial planning, the economic downturn, traffic and a variety of other factors impact on people's individual travel options and while some may have five or six options others may have none. To understand why public transport needs to remain a talking point for government, civil society and business one needs to understand the true scope of its usage. For those of us whose biggest problem is sitting in traffic every morning the challenges that the majority of our populace face in accessing mobility is little understood.

With a conservative estimate of 18% of the public transport modal split, Golden Arrow Bus Services covers a total area of approximately 2 460 Km² in metropolitan Cape Town. Our fleet travels 58.5 million kilometres, conveying 48.5 million passengers annually, at a rate of approximately 198 000 per week day. Thus the company has a considerable responsibility to make sure people

get to work, to day hospital, to school and to pick up their pension money.

For this reason Golden Arrow commissioned its third official passenger satisfaction survey in 2014. To ensure that the survey was entirely independent and that the results could be trusted to be objective and accurate, the Company enlisted the services of Cape Peninsula University of Technology's Department of Mathematics and Physics, who had successfully conducted a similar survey in 2012, to comprehensively measure passenger perception of our services.

The study made use of a questionnaire with predominantly closed-choice questions which collectively measured perceived service quality (PSQ). A five-point scale was used to determine satisfaction and perceived importance.

To test the suitability of the survey a pilot was conducted on 5 March 2014 - 283 individuals were surveyed and the questionnaire was then refined.

The main survey was conducted between 12 and 16 May 2014 and a group of 43 trained enumerators were sent to five termini (Golden Acre Cape Town CBD, Town Centre Mitchells Plain, Bellville, Nyanga and Mowbray) with the aim of completing 2 500 surveys. The process was very strictly monitored and during the data-capturing process a double capture method was used to ensure that the results captured were accurate and to minimise human error.

A report was then independently compiled by senior staff from the Mathematics and Physics department. This was handed over to Golden Arrow's Chief Executive Officer and Provincial Transport Minister Donald Grant on 16 September 2014.

The findings provide a unique insight into the typical Golden Arrow bus passenger and their perception of the manner in which their daily commute plays out. Passengers are typically single (68%), distributed across age categories and the majority is female (60%). The vast majority either self-identify as Black African (49%) or Coloured (46%). Most passengers (62%) are working and some 40% are studying at a primary, secondary or tertiary level and 36% have not completed matric.

The biggest eye-opener of all perhaps is that 52% of passengers surveyed earn less than R3 500 per month. If a monthly clipcard costs, for example, R480 this leaves the average passenger with at the very least a 15% chunk of their salary going towards transport. The full economic fare is in fact double that, which would leave very little for food and other expenses.



PASSING IT ON: GABS CEO Nic Cronjé officially hands the 2014 passenger survey over to Provincial Transport MEC Donald Grant

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service attributes. There can be little doubt that safety and security are prerequisites if commuters are to migrate from private car usage to public transport.

It is not the task of public transport operators to enforce public order and/or to manage safety and security in their areas of operation. This is the sole responsibility of the intelligence and law enforcement agencies. It is a legitimate expectation of law abiding citizens that these agencies will, effectively and professionally, do what is necessary to ensure the safety of citizens including the safety of the vast number of public transport users.

While few are more dependent on the public transport system than those living in poor communities, it is these very persons who, regrettably, bear the greatest brunt of service disruptions. There must, therefore, be greater support for the City's ambitious transport plans and spending with increased vigilance of and effective response to public unrest. A political intent to deal with and resolve undisciplined and unacceptable behaviour is necessary if we are to stem the tide of public unrest, perpetrated with apparent impunity, by a minority to the detriment of the majority.

The recent launch of a joint forum,

under the leadership of the City's Executive Mayor, is a step in the right direction. We hope the joint forum will be able to sustain its mandate of providing a platform where issues of discontent in the public transport space can be raised before it spills over into violent protest action.

Without the guarantee of safety and security, our collective efforts to improve public transport in the City will amount to naught. These issues require far greater attention than they appear to be getting at the present time. 

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Golden Arrow now administers its own traditional scheduled service comprising of some 1 046 buses as well as operating 46 buses as Table Bay Rapid Transit, one of three vehicle operating companies for Phase 1A of MyCiTi and 16 buses as a joint venture partner (with CODETA and Route 6) on the N2 Express service operating in Khayelitsha and Mitchells Plain.

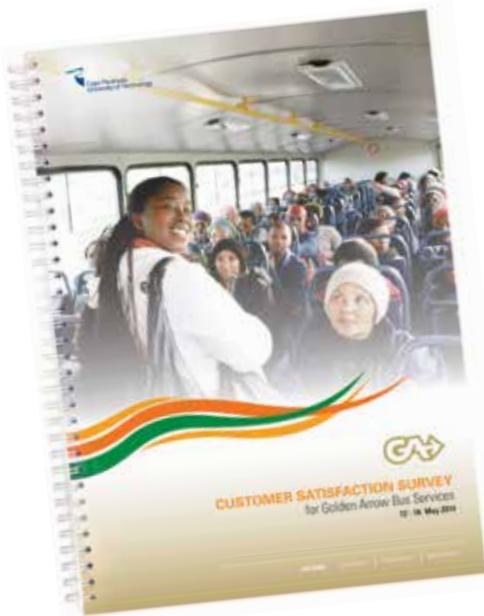
These MyCiTi contracts come with their own performance and evaluation criteria and these have been incorporated into the design of the questionnaire in order to give the Company some idea of how existing services match up to expectations.

The majority of Golden Arrow's passengers, some 67%, scored as somewhat satisfied on the PSQ index with the scoring weighted in favour of perceived importance. However, when asked directly how they felt about Golden Arrow, 75% of respondents were either somewhat satisfied or very satisfied. It was also noted that a full 93% of respondents would recommend Golden Arrow's

services to other commuters. The future also looks fairly positive as 90% of respondents indicated that they see themselves still using Golden Arrow in 12 months' time.

These findings are obviously pleasing but the purpose of the survey was not simply to paint Golden Arrow in the best light possible. More importantly the survey results give a great deal of guidance in terms of which service aspects passengers are not happy or satisfied with. A number of key recommendations were made based on the survey's results; these relate to safety and security, fares, response time to complaints and the addition of new routes, services and more buses. The use of social media and cellular phones was also a key potential focus point.

It is Golden Arrow's intention to use the data that has been collected to ensure that the service that we offer to our passengers is of the highest standard possible given the resources available to us. 



These findings are also important in terms of the current state of flux in which public transport nationwide and particularly within the Cape Metropole finds itself. The National Land Transport Act makes provision for the devolution of the public transport contracting and oversight function from a provincial to a municipal level. The introduction of the City's MyCiTi Rapid Bus Transit system and the subsequent roll-out and awarding of contracts have also changed the playing field considerably.



PROUD PARTNERS: (from l-r) Meko Magida (GABS), Hawk Williams (Route 6), Executive Mayor of Cape Town Patricia de Lille, Cllr Brett Herron, Mzimkhulu Mpoza (CODETA) and Transport for Cape Town Commissioner Melissa Whitehead sign on the dotted line.

N2 Express Joint Venture celebrated

The success of the initial roll-out of the N2 Express MyCiTi project was recently celebrated at a function hosted by Cape Town Mayor Patricia de Lille. The event was attended by members of Transport for Cape Town, the Provincial Government, Route Six Taxi Association, CODETA and Golden Arrow Bus Services (GABS).

According to Alderman de Lille the negotiations with the affected parties were concluded in record time, taking only a few months to complete. "This process has shown how we can make progress possible, together," she said.

The joint venture company is operated by Golden Arrow Bus Services, Route Six (Mitchells Plain) and CODETA (Khayelitsha) and has thus far proved to be a great example of what can be achieved when all parties commit themselves to excellence.

The N2 Express service was rolled-out officially on 5 July 2014, when 14 12-metre low-floor buses (accommodating 34 seated and 34 standing passengers) and 10 nine-metre low-floor buses (accommodating 25 seated and 25 standing passengers) began operating between Town Centre, Mitchells Plain and the Civic Centre as well as Khayelitsha and the Civic Centre. The buses are housed at the Eastgate depot which has been specifically reopened for this purpose.

The services are a top-up to complement existing services which include just fewer than 100 GABS buses travelling on each of the two routes.

Golden Arrow has also undertaken to provide the requisite training to selected taxi drivers through its TETA-accredited Learning and Assessment Centre. Approximately 100 taxi drivers will be given the opportunity to upgrade their licences from Code 8 to Code 11 at a cost of approximately R29 200 per learner. All of the trainees will be offered employment as MyCiTi bus drivers once they have passed a diagnostic assessment, learner's licence test, driver's licence test and route and product training.

According to N2 Express Director and GABS Human Resources Executive, Meko Magida this joint venture is a chance to cross the divide and reach out to the taxi operators who have shared the road space with GABS for so many years. "As we move forward with this project, let all of us explore what unites us instead of belabouring that which divides us. It is my sincere belief that, together with the City of Cape Town, we are more than capable of making this project a resounding success and Golden Arrow looks forward to strengthening our partnerships going forward," he said. 



DOING GREAT THINGS: Mario Gaffley has recently been appointed as Operations Manager for Philippi

Developing Homegrown Talent: *A Success Story*

faced body building apprentice. Here he flourished under the guidance of his mentor, Body Shop Foreman Johnny Adams: "His personal support and interest in me gave me confidence. The long passionate lectures he gave me ignited something inside of me from day one. I knew I wanted to be more," he explains.

Having qualified as an artisan in 2000 Gaffley began looking for opportunities and his prayers were answered in the form of the Accelerated Development Programme (ADP) which requires a year-long immersion into all aspects of the Company's operations. The aim is to develop employees who exhibit leadership potential into future managers. As a result Gaffley was then promoted to Small Business Unit Manager in 2005.

Things did not always go according to plan but Gaffley's resilient and tenacious spirit kept him motivated: "When I looked at all the achievements of senior management and company directors it was truly inspiring to see how they too had to overcome many obstacles to get

where they are today. Each stumbling block is an opportunity to improve," he says. This attitude saw him promoted yet again to the position of Area Manager in 2009 which paved the way for his recent promotion.

Attitude was only one part of the long road to success – education was to be the key. "I knew I needed to keep learning and so I completed my Diploma in Road Transport Management, Workplace Assessor Certification, a B.Comm in Transport Economics and next month I will graduate from an International Leadership Development Programme. I'm currently tackling my Honours Degree in Transport Economics and from there I will re-assess," Gaffley says humbly.

While Gaffley deserves recognition for his outstanding efforts over the years; he does not have to be a single shining light; Golden Arrow has such a wealth of institutional knowledge and it is all there just waiting to be accessed. "I would really encourage every employee to take advantage of what is made available to them and to never stop dreaming – anything really is possible," says Gaffley. 

A large part of Golden Arrow's formula for success can be attributed to its people centric developmental approach. Each and every employee is seen to possess the potential for greatness and every attempt is made to identify ways in which to develop personal and vocational skills.

Newly-appointed operations manager Mario Gaffley is proof that a willingness to grab every opportunity that presents itself can result in great things. Gaffley heeded the call to become a tradesman and in 1997 at age 17 arrived at Golden Arrow as a fresh-



KEEPING US ON TIME: Keith Brickles will now head up the Schedules Department

New Schedules Manager Appointed

Keith Brickles was recently appointed to the position of Schedules Manager. He joined Golden Arrow Bus Services (GABS) in 1983 as a ticket office clerk, was then promoted to chief clerk before being moved to the schedules department. In 2009 he took up the position as Admin Manager at the Southgate Depot and now returns to scheduling.

Brickles was awarded a diploma in Road Transport Management from the University of Johannesburg in 2002 and is currently busy with an Advanced Diploma of Finance

through the University of the Western Cape.

Brickles certainly has his work cut out for him as scheduling lies at the very core of GABS' operations. He is, however, looking forward to overcoming any challenges that he may face. "I am very happy to be back to schedules after a number of years and am really looking forward to putting my own stamp on things – meeting daily, weekly and monthly deadlines and maintaining a seamless scheduling function will be at the top of my priority list," he says. 

GABS' Life Changing Extreme Home Makeover Experience



SO MUCH TO DO: It was all hands on deck on Saturday morning



SHARED KNOWLEDGE: Ronald Kleynhans advises Mfundo Mani while fitting the custom-made burglar bars



ALL DONE: Team members pose proudly after a weekend's hard labour

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. This year, Lungelo Pati, a young body builder with dreams of changing lives inspired Golden Arrow Bus Services' (GABS) staff to give of their time or to donate what they could to help a frail gogo from Makhaza who was looking after her six children in really dire circumstances.

Pati started his campaign in late June by targeting all the staff at the Company's Central Engineering Division (Multimech) but to achieve real change he would need the money to buy the materials to make over the entire home which was derelict and unsafe. When GABS management got wind of the project they immediately pledged R10 000 to be spent on building materials. The Estate Department was able to stretch the money further than expected when some very generous suppliers offered to assist.

One of the biggest concerns about the house was that it didn't have a proper door and had broken windows with no burglar bars, which was not a safe environment for the family. Using his amazing talent, Ronald Kleynhans from the body shop was able to craft a much-needed security gate and burglar bars. The house also needed a good clean, painting, doors, rewiring and a ceiling.

When Saturday July 19th arrived it was all hands on deck. A number of electricians immediately set to work making sure that the electricity supply was safe and functional. Neighbours and GABS staff members ranging from general workers to managers all came together to tackle what turned out to be a very big but rewarding project. Vehicles belonging to Small Business Unit Managers were put to good use carting away refuse and, after hours of hard labour, the structure that had once been so unwelcoming began to resemble a real family home.

Many GABS volunteers dedicated their whole weekend selflessly to the makeover project and their efforts were noted and truly appreciated. Lungelo Pati remains in contact with the family and continues to assist them in a number of ways. Although it was only one house and family out of millions the GABS Nelson Mandela Day Extreme Home Makeover was a life-changing experience for those involved as participants got to spend time with colleagues in a way which fostered a real spirit of team-building. Everyone involved can be truly proud of their contribution. 

New Whistleblowing Policy to fight Corruption

Whistleblowing is an essential tool in the fight against corruption, but all too often people are too scared to speak out for fear of being discriminated against. Golden Arrow has therefore recently updated its whistleblowing policy to ensure that the Company's commitment to integrity, ethical behaviour and transparency is treated with the utmost importance and in line with current best practices. The policy complies fully with the Protected Disclosures Act of 2000.

The policy itself serves as an undertaking by Golden Arrow that whistleblowing is not only possible but encouraged. The scope of its application extends to business partners, contractors and sub-contractors, consultants and suppliers and deals with bona fide concerns related to fraud, corruption and malpractice within GABS.



SPEAKING OUT: Employees are encouraged to report any suspicious behaviour or activities

Any employee who has a reasonable belief that there has been any misconduct relating to criminal offences, statutory obligations, financial mismanagement, potential environmental risks, improper conduct, unethical behaviour and the concealment of any of the above is encouraged to come forward.

It is hoped that the policy will further entrench a culture of good business practice. 

GABS' Holding Company Achieves Level 2 B-BBEE Rating

The HCI group has just completed its B-BBEE verifications countrywide and now has a final consolidated certificate for all subsidiaries. The group has diverse investments in gaming, hotels & leisure, transport, media & broadcasting, energy, property & exhibitions, food & beverages, industrial, services & technology and industry.

This year's verification has seen HCI achieve a Level 2 rating with 125% Procurement Recognition. HCI has improved on its equity with 59.61% shares being held by black people and 33.55% by black women. This makes HCI and all subsidiaries quite attractive to customers as they meet the definitions for black owned (at least 51% black owned) and black-female owned (at least 30% black-female owned) supplier-

spend under the highly challenging Revised Codes of Good Practice.

HCI is passionate about empowerment and illustrates this by having at least 50% of its equity shareholding held by black new entrants, which are defined as black individuals who have never held shares to the value of more than R 20 million prior to their HCI investment.

HCI is highly pleased with the achievement. It is not easy to score well considering the fact that most of these sectors are historically white-dominated. HCI is also happy with the Revised Codes of Good Practice and has already begun making changes where possible to improve even further on their scorecard. We expect some hurdles ahead but are keen to grow under the guidance of the Revised Codes. 