



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 nezilung- iselelwe ukukhawulelana neemfuno zabakhweli bebhasi zalenkampani oku kufezekiswa ngokusebenzisa imithethosiseko yoshishino ephilileyo, nokwakha ikamva elikhuselekileyo lwalenkampani kunye nabantu bayo.

Francois Meyer

CEO's message



Looking back at 2015, the retirement of long serving chief executive Nic Cronjé stands out as one of the more significant events that unfolded during the course of the year. Nic Cronjé was at the helm of Golden Arrow for 23 years and steered the company through several turbulent periods. He leaves behind a legacy of operational excellence and a pervasive commitment to always serving the needs of the passenger. This will stand the company in good stead as it continues to weather the storms of a fast changing public transport environment.

However, it was the awarding of the prestigious Road Transport Management System (RTMS) certification that stands out as the highlight of the company's achievements during the year. This certification affirms the high standards of Golden Arrow's operating procedures and human capital competencies and underscores our reputation as a safe, reliable and responsible public transport operator.

This accomplishment was further reinforced by the ISO 9001 accreditation of the Multimech facility. Allied to this, the Engineering department also successfully implemented the internationally accepted ISO 14001 standard which is designed to help our company to remain commercially successful without overlooking environmental responsibilities, as well as the Occupational Health and Safety Management Systems (OHSAS 18001), which is a widely recognised occupational health and safety management system.

These respective accreditations are the start of an incremental programme to have all of our operational sites certified according to internationally acclaimed quality management principles and sound occupational health and safety practices. These will not only reinforce sound internal management practices but will also enhance the company's credentials as we move towards the tendering for public transport operating contracts in the future.

Our extensive fleet recapitalisation project is ongoing and 92 new buses have been purchased for delivery on a monthly basis throughout the 2015 calendar year at an approximate cost of R 165 million.

In addition to this, we have also commissioned custom-designed MAN RR9 and Scania KIB 250 bus models which represent the new generation in urban commuter buses.

These bus models are fitted with rear-mounted Euro5 engines, WiFi accessibility, USB charger ports for mobile devices, improved airflow through fan ventilators in the roof and a novel side-view destination board. The introduction of these features will go a long way to enhancing the travel experience of our passengers and will significantly raise the standard of our service.

We continue to make great strides in achieving our breakdown target of three per 100 000 kilometres due to the collective efforts of all our engineering staff under the guidance of a committed team of technical managers. The reduction in breakdowns remains a critical part of our ability to maintain a high operating efficiency ratio and is an important contributing factor to our reliability as a public transport operator.

The ongoing development of our human capital remains a key element in our ability to execute our business strategy and this year has witnessed an unprecedented number of employees engaged in tertiary studies. However, the enrolment of 75 line managers in a TETA supported General Management Learnership with an NQF 4 level certification, has given substantial impetus to the learning and assessment initiatives in the company. This successful completion of this programme serves as an access point to further higher education and a springboard to life-long learning which is becoming all the more necessary in a rapidly changing technological environment.

On the Broad-based Black Economic Empowerment (BBBEE) front, Golden Arrow achieved a commendable level 2 rating. This was mainly due to achieving maximum scores in the areas of ownership, skills development, preferential procurement and socio-economic development. With the introduction of the revised codes for the next reporting period, formidable challenges in the areas of preferential procurement, enterprise development and employment equity are anticipated and all corporates in South Africa will have difficulty in maintaining their prior ratings.

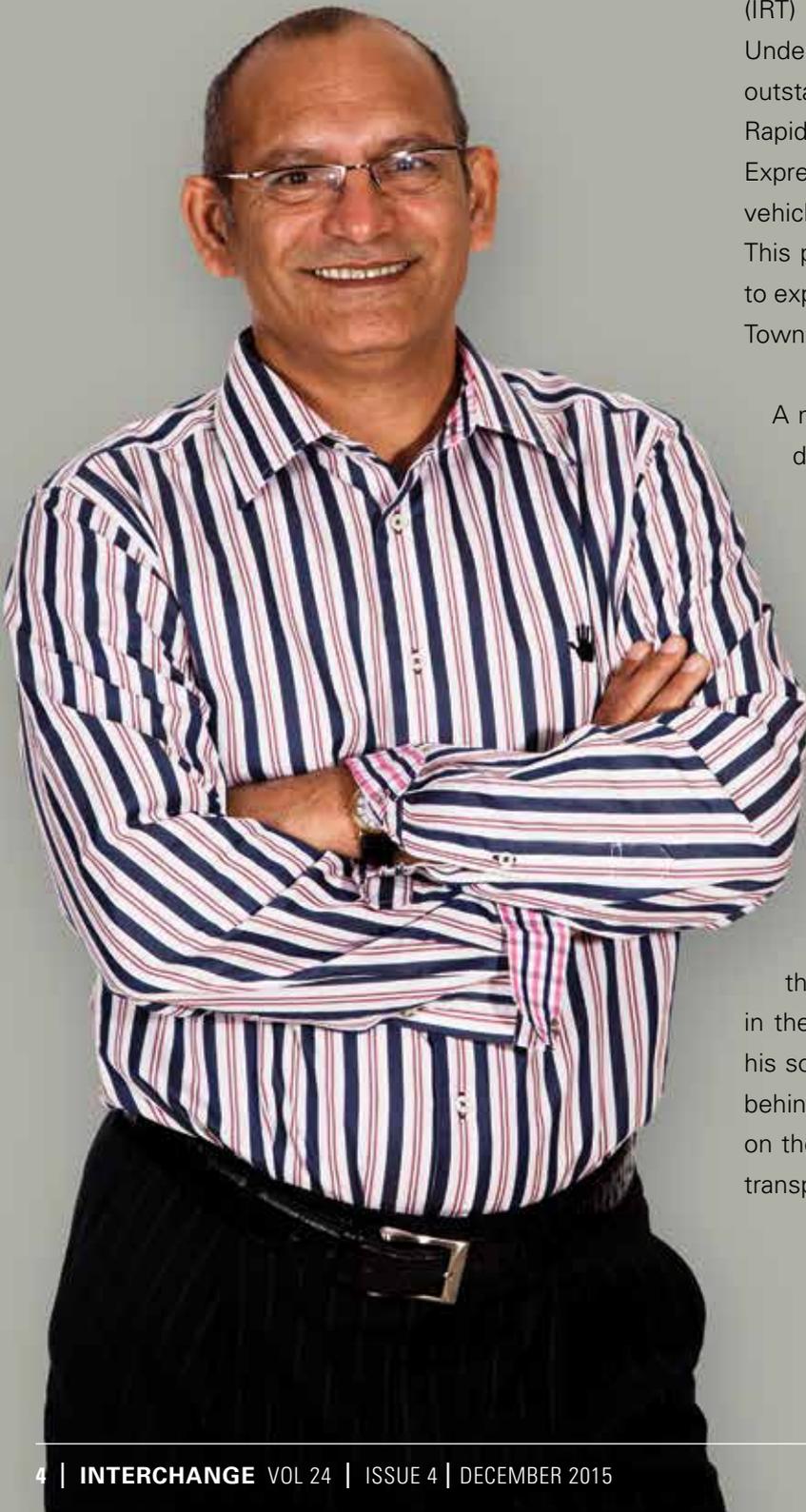
We look forward to a number of exciting initiatives during the course of 2016 which include the acquisition of a high-tech electronic ticketing system and the construction of a new state of the art Learning & Assessment Centre and Recruitment Bureau in Philippi. Both of these represent substantial capital investments which reiterate the confidence our shareholder has in the growth potential and financial viability of the company. ↻

LOOKING AHEAD:
The first Interchange for 2016 will feature a full interview with new CEO Francois Meyer with insight into his vision for Golden Arrow's future



Chairman's message

Since HCI acquired GABS some ten years ago, the company has posted its best performance during the past financial year. As the shareholder, we are extremely proud of this achievement which has been accomplished in an extremely robust and dynamic public transport environment.



Our confidence in the company and its people has guided our decision to avail resources to recapitalise the bus fleet and to extend the depot infrastructure, both of which have proven to be the pillars upon which the impressive performance of the past year has been built.

Though the bulk of our services are still performed under the interim contract regime, we have proactively secured a niche in the new Integrated Rapid Transit (IRT) operating system through the Memorandum of Understanding with the City and the Province. The outstanding performance of our subsidiary Table Area Rapid Transit (TBRT) and our joint venture in the N2 Express service have cemented our reputation as reliable vehicle operating companies in the MyCiTi operations. This provides a solid base from which we will be able to explore further opportunities with Transport for Cape Town (TCT).

A number of exciting initiatives have been launched during the past year which will ensure that we remain in sync with the rapid changes that are taking place in public transport. Our operations team has interrogated the acquisition of a new electronic ticketing system while the IT department is in the process of piloting WiFi accessibility on our buses. These projects signify our entrée into the digital space which is poised to become the new operating platform for conducting transport operations in the ensuing years.

This year has also witnessed the retirement of the former CEO, Nic Cronjé who has been a stalwart in the commuter bus industry in South Africa. Due to his sound leadership, we are fortunate that he has left behind a competent executive team to continue building on the legacy of being a reliable and successful public transport operator. ☞

Yunis Shaik
Chairman: Golden Arrow Bus Services

GABS INTRODUCES NEW GENERATION CITY BUSES

As part of continuous efforts to ensure that its service offering meets the fluctuating needs of commuters, Golden Arrow commissioned the production of a custom designed city bus model to augment its 1050-strong bus fleet.

The MAN RR9 is a high-floor, rear-engined city bus with a MAN Lions City R body powered by a 184 kW (250 hp) Euro-5 six-cylinder engine and includes Anti-lock Braking (ABS) with Electronic Brake System (EBS), Traction Control, a kneeling function, a two-piece curved windscreen, two emergency-exit roof hatches, and LED lights. Additional features include, WiFi accessibility, USB charger ports for mobile devices, improved airflow through fan ventilators in the roof and a novel side view destination board.

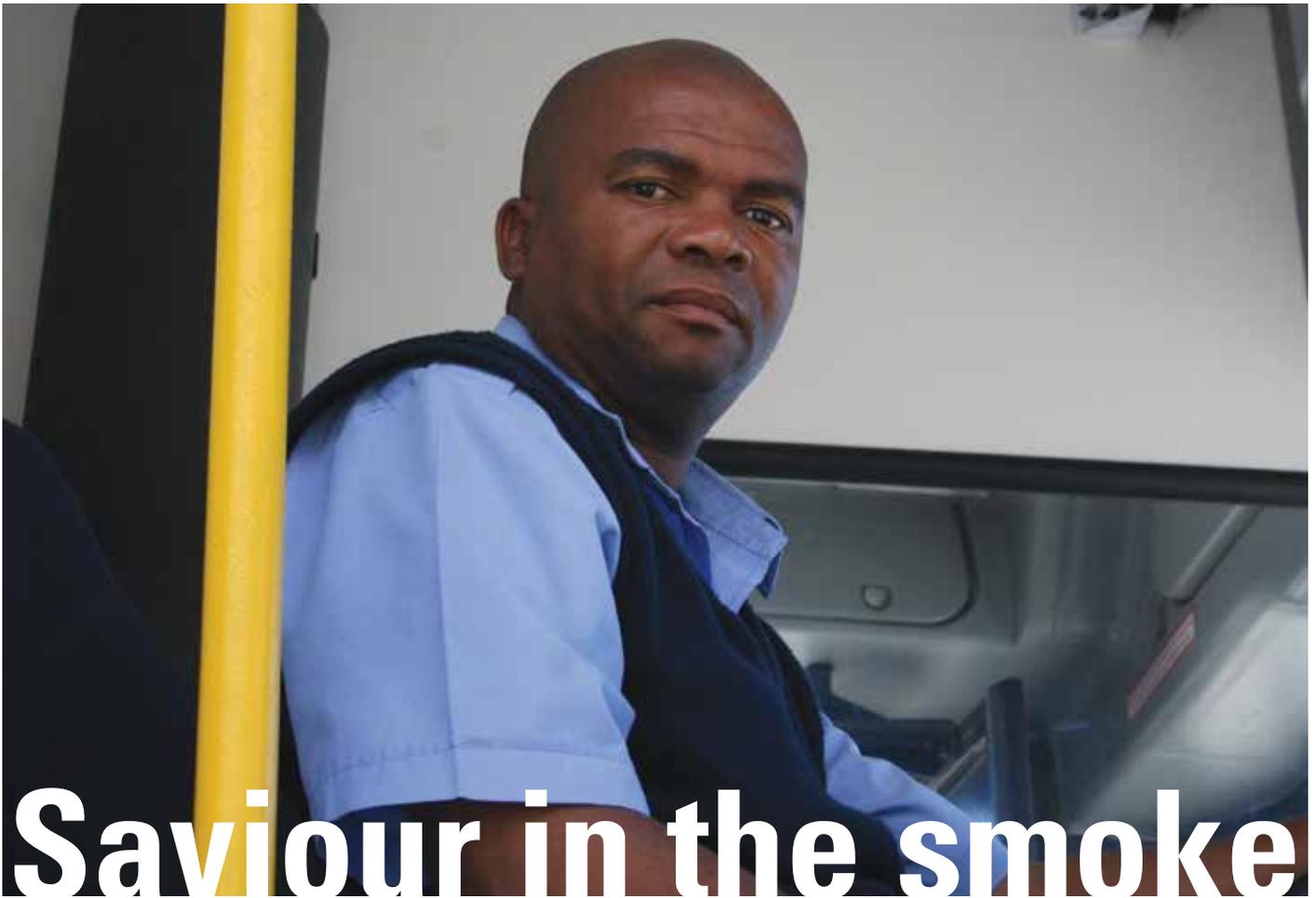
Twenty RR9 bus models will be acquired and will be assigned for service from the company's Tollgate depot in Woodstock on routes that are generally destined for service to the City Bowl and surrounds. With all its novel

features, the RR9 should blend in seamlessly with the avant garde ethos of the modern urban lifestyle of inner-city Cape Town and will be the ideal complement to MyCiti services.

"The RR9 incorporates all of the design elements to withstand the rigours of a mass-transit scheduled bus service on the one hand, while significantly enhancing the travel experience with a range of luxury accessories which were not previously available on commuter buses on the other. This will certainly raise the bar of commuter bus travel in the city and is probably destined to become the norm rather than the exception for the future," says company engineer Roger Overton.

In the urban commuter bus sector, it has always been difficult to provide a comfortable and luxurious travel experience without compromising the longevity of the asset's utilisation which is a prerequisite for its effective amortisation. The RR9 is set to become a game-changer in this regard and is the perfect balance between travel comfort and a vehicle. 





Saviour in the smoke

FEARLESS LIFESAVER:

Gcinikhaya Mqonci saved seven people from a burning house

Gcinikhaya Mqonci a duty bus driver from Arrowgate was picked up by a caboose at approximately 03h00 on 4 November 2015 at his home in Leiden, Delft.

As they were driving out of Delft he noticed smoke coming out of a house and there seemed to be no one in the vicinity to assist. Mqonci asked the driver to get closer so that he could assess the situation. At this point he made the startling discovery that everyone in that house was still trapped inside and none of the neighbours were awake. Mqonci didn't think twice he simply jumped out of the bus and ran straight to the burning house. A lone neighbour came to assist.

Mqonci was able to think on his feet and first smashed all the windows so that some of the smoke could escape from the house, he then kicked the front door in and made his way into the home with zero visibility and a fire raging.

As he was trying to look through the smoke he felt something on the floor, an adult male had collapsed on his way to the door, and he immediately pulled him out,

and went back into the house. He then found an adult female, wearing a burnt t-shirt. By this time a crowd had gathered but no one was willing to get closer.

One of the neighbours shouted that there were children inside and he knew he had to go back. He had found a toddler of about two years old and carried him to safety when someone shouted that there was a baby too. He ventured further into the home and noticed something that looked like a pillow on the floor. It was the baby, who was not breathing at the time.

At this stage Mqonci was tired and the smoke was affecting him badly but when he heard that three teenagers were fast asleep in a linked room he just kept going. He woke the shocked teenagers and assisted them to safety.

Mqonci is matter of fact about what happened and tells the story as if it were just another day on the job. It wasn't though. Seven people are still alive because of his courageous actions and Golden Arrow is extremely proud of him. 🙌

GABS EXTENDS ITS CERTIFICATIONS

Following in the wake of achieving the prestigious Road Transport Management System (RTMS) accreditation, Golden Arrow's Multimech facility was recently awarded the ISO 9001, 14001 and OHSAS 18001 certifications.

The ISO 9001 is a quality management system standard designed to assist companies with meeting the needs of customers and other stakeholders, while meeting the statutory and regulatory requirements related to the products or services it offers.

ISO 14001 on the other hand, is an environmental management system that maps out a framework that a company can follow in order to minimize the impact of its operations on the environment and to be compliant with applicable laws and environmentally oriented.

The Occupational Health and Safety Management Systems (OHSAS) 18001 is an internationally applied British Standard for occupational health and safety management designed to help organizations put in place sound occupational health and safety performance standards.

With the heightened discernment of and choices available to consumers together with a raft of regulations designed to protect their interests, suppliers of goods and services are increasingly being compelled to provide a credible seal of quality which affirms the integrity and standards of the internal processes followed.

These standards are also a reputable assurance that the company places a high priority on the health and safety of their employees and that it commits itself to ongoing audits to ensure that the requisite performance levels are maintained consistently.

Stipulations in government procurement contracts are becoming more insistent of potential services providers being certified according to internationally prescribed standards pertaining to the processes that are associated with their product and /or service offering.

In anticipation of the tender regime that will be applicable to future operating contracts outlined in the National Land Transport Act (NLTA), GABS is intent on having all of its operational facilities appropriately certified. The certification of the Mutimech facility has provided a valuable "dry run" and will expedite the process at the depots which ids earmarked for the coming year. ☞

NEW APPOINTMENT Ticketing systems manager

Michael Gould has joined the company as ticketing systems manager based at the Epping complex. Gould qualified as an electronics technician in the South African Air Force, completed a small business course and a diploma in industrial electronics.

He will be facing a number of challenges in the coming year. "The next year and a half will be a challenging time as we will be implementing a new ticketing system and this needs to be done as seamlessly as possible," he says.

Gould lives by the motto "to blow out someone's candle doesn't make yours burn any brighter", and he supports anyone who genuinely has a wish to improve themselves. To his colleagues he says: "Do what you enjoy, just do it with passion, do it well and consistently. You will succeed." Welcome to the GABS family! ☞



What does a ticket systems manager do?

- Manage the ticket systems workshop in such a way as to give customers the best service levels possible;
- Identifies equipment that has been tampered with in order to identify fraud and take the necessary action;
- Monitors spares and consumables levels;
- Monitors clip card levels at Arrowgate and the replenishing of their stock levels;
- Sees to the repair of electronic ticket machines that we have on the buses and kiosks;
- Sees to the installation or removal of equipment in buses or kiosks; and
- Solves recurring machine faults.



FRESH FACE IN TICKETING:
Michael Gould will now head up the ticket systems department



SENDING OFF THE YEAR IN STYLE:
The Blue Downs passengers celebrate 2015

Celebrating our passenger forums

This year's annual Golden Arrow passenger forum function was held at the Eyethu Multipurpose Centre in Khayelitsha. The function represents the last meeting of the year and it gives forum members and Golden Arrow officials a chance to contemplate the year that was, while looking forward to the year ahead.

Golden Arrow's passenger forums date back (in their formalised state) to 2000 and over the last 15 years the relationship between the company and the passenger forum members has strengthened immeasurably. The forums are grouped according to six areas; Khayelitsha, Nyanga, Blue Downs, Delft, Philippi and Atlantis.

Membership is voluntary and forum members receive a badge that they wear which identifies them to fellow bus passengers as passenger forum members. At each monthly meeting members set the agenda, discussions are minuted and all issues are investigated and action taken. Where action is not possible the

forums are made fully aware of why a particular situation exists and what the company's options are.

The formal proceedings include presentations from each forum, a senior company official and a representative from the provincial Department of Transport. Operations Manager, Anwar Ally, was on hand to discuss exciting future initiatives and the challenges that the company has faced over the last year. Provincial Department of Transport representative, Luthando Mlonzi, explained the contract system and how the Division of Revenue Act (DORA) impacts Golden Arrow's government subsidy allocation. He also urged forum members to assist Golden Arrow and government in the fight against vandalism, which continues to be a major concern.

Once all the serious business had been taken care of it was time to relax and enjoy each other's company. Passenger forums continue to play a major role in the company's operations and each member forms a vital part of the Golden Arrow family. ☺