



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 se 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.

GOLDEN ARROW *goes fibre optic*

Golden Arrow relies on a variety of complex information systems to administer and provide a world-class scheduled bus service. The Company has previously relied on traditional copper cabling but, due to frequent service interruptions and cable theft, it was simply no longer a suitable option. The entire GABS system has therefore recently been upgraded to fibre optics.

Fibre optic is a cable that contains a bundle of threads, smaller "pipes" that transmit data as pulses of light. The advantages are that it can transmit more information over longer distances at a faster rate than normal copper cables. The additional bandwidth capacity of fibre technology also enables the system to carry data and voice services between depots which significantly reduces the Company's voice bills.

"Fibre optic allows Golden Arrow's systems to communicate at faster speeds and with the increased demand for information coming from all departments in the Company; it was the correct investment to make to meet this demand," says IT Manager Nigel Solomons. He further explains that "As a cost sensitive department, our strategy was to follow the projections of major reduction in fibre optic offerings. This has been realised and the cost benefit now outweighs the marginal increase in cost".



UPGRADED: Fibre optic technology has boosted Golden Arrow's IT capabilities



FACE TO FACE: A biennial survey helps Golden Arrow to keep in touch with our passengers

Independent Survey confirms quality of GABS services

Golden Arrow Bus Services (GABS) is committed to constantly improving on our service offerings and we remain ever cognisant of the integral role that we play in ensuring that our passengers are able to get to work and school. We are guided by our mission statement which calls on us to operate safe, reliable passenger transport services which are designed to meet the needs of our passengers.

For this reason Golden Arrow commissions a biennial Customer Satisfaction Survey in order to measure how effective our services are in meeting the needs of our 230 000 passengers. The survey measures passengers' perceptions and expectations of the services in line with the performance and evaluation criteria of the operating subsidies allocated by government and international best practice benchmarks.

The 2016 survey was independently conducted by the Department of Mathematics and Physics of the Cape Peninsula University of Technology (CPUT) and took place

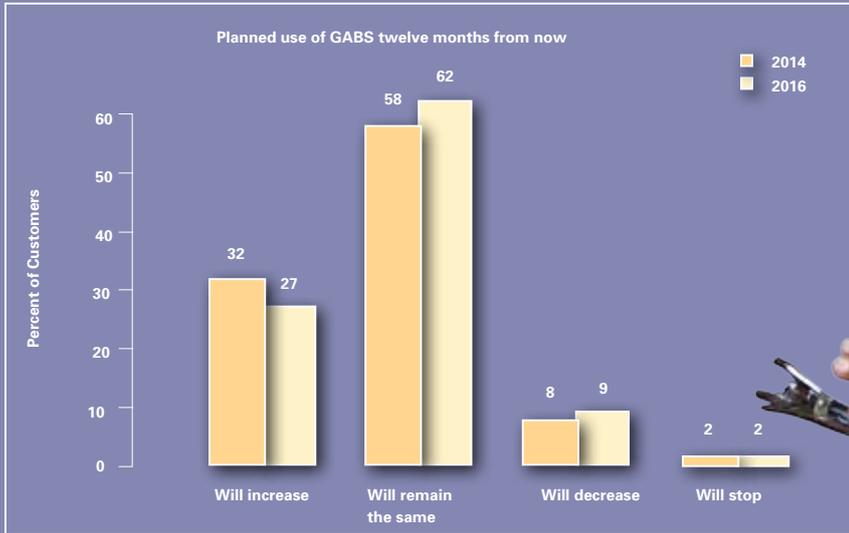
between 9 and 13 May 2016. Passengers were surveyed via face-to-face questionnaires at major transport interchanges including Golden Acre in Cape Town, Town Centre in Mitchells Plain, Khayelitsha, Bellville, Killarney and Wynberg and a total sample of 2573 respondents were interviewed.

Seven major service attributes formed the basis for the Perceived Service Quality (PSQ) index and these included; affordability, convenience and accessibility, physical quality of service, on-board experience, safety and security, customer relations and staff courtesy and corporate citizenship.

The demographic profile of GABS passengers reveals that there is a 60-40 split in favour of female passengers with most self-identifying as Black African (59%) or Coloured (38%). In terms of the total number surveyed, 75% are currently employed; with an even split of 44% without a matric qualification and 43% matriculants. The majority of passengers earn between R2000 and R9000 per month in take home pay, with 67% earning less than R4000.

Number of Questionnaires by Terminus

Terminus	Target	Achieved	Deviation (Count)	Deviation (%)
Cape Town	417	598	181	43,4%
Mitchell's Plain	417	387	-30	-7,2%
Khayelitsha	416	216	-200	-48,1%
Wynberg	417	393	-24	-5,8%
Bellville	417	534	117	28,1%
Killarney	416	445	29	7,0%
Total	2500	2573	73	2,9%



Intended future use of GABS



Half (50%) of GABS passengers scored as 'satisfied' on the PSQ index with items weighted according to perceived importance, while 11% scored as 'Very satisfied'. About one-third of the passengers (32%) fell into the 'Neutral' range, while a small minority could be classified as 'Somewhat dissatisfied' (6%) or 'Very dissatisfied' (1%).

When asked directly about their overall level of satisfaction, 69% of passengers scored a 4 or 5 out of 5, indicating a moderate to a high degree of satisfaction. Furthermore, fully 90% of passengers indicated that they would be willing to recommend the GABS service to others. The short-term outlook for GABS' market share looks positive, with 89% of passengers indicating that twelve months from now they intend to use GABS as often as or more often than they do now.

On the whole, the results of the survey confirm that GABS is serving its passengers well across all indicators of service quality. There are, however, areas where improvements can be made. Based on an Importance-Performance Analysis (IPA), areas identified as priorities for intervention include availability and condition of bus shelters (a municipal function), level of safety from crime at bus stops and terminals, amount of time spent waiting for a bus, availability of route and timetable information,

availability of buses when needed, and convenience of bus stop locations.

Golden Arrow will carefully study all of the findings in order to address the concerns raised by the survey. Where the issues raised do not fall within our authority we will continue to lobby those responsible. We would also like to urge all our passengers to contact us with any concerns or suggestions that they may have as it is our firm belief that the customer survey is only part of the continuous process of gauging the needs of our passengers.



Importance Weights of Service Attributes

Management and Union training session inspires all

On 16 September 2016, Management and Union Representatives gathered at the River Club for a training session led by diversity expert, Stanley Bongwe. Representatives of the South African Transport and Allied Workers Union (SATAWU), the Transport and Omnibus Workers Union (TOWU), the National Union of Metalworkers of South Africa (NUMSA) and the United Association of South Africa (UASA) attended

Francois Meyer, Chief Executive Officer, gave an informative presentation on the current situation facing Golden Arrow and suggestions for the way forward. He highlighted key issues such as the current operational challenges facing the company, future prospects and the concerns around the subsidy gap. Meyer also highlighted the company's holistic approach towards road safety and encouraged attendees to make it a priority at all meetings and interactions with GABS staff. Meyer then opened the floor for questions and gave union leadership the opportunity to address a number of issues.

Stanley Bongwe was then called upon to present his "Winning Work Behaviours" training session which covers: mastering diversity for personal effectiveness and career success, leveraging diversity to enhance team work and collaboration, applying diversity principles in improving customer service and motivational insights to unleash winning work behaviours. The interactive presentation provided insights regarding the future of diversity in the workplace and some of the new best practices that allow diversity to play a more strategic role in cultivating sound employment relationships and sustainable business growth.

According to Meko Magida, Human Resources Executive, the training session is an opportunity to gather together and collectively confirm a shared commitment to GABS' future and its ethos. "Management is committed to maintaining and strengthening our symbiotic relationship with labour. We find ourselves in a rapidly changing employment and operational environment and we need to consistently reaffirm our shared understanding of diversity and its integral role in the workplace," he says.



TEAM WORK: GABS' CEO Francois Meyer tackles a problem-solving exercise with union representatives Freddie Julius and Abubaker Rinquest

Transforming Woodside

A project team of USB Executive Development's (USB-ED) Senior Management Development Programme (SMDP), including Philippi Technical Manager Faiek Hendricks, has taken up the challenge of "adopting" a non-profit organisation.

They choose Woodside Special Care Centre which provides 24-hour care to profoundly disabled children and adults. The project team co-created a strategic plan for the Centre as well as developing action plans for each manager and staff member. After implementation, the team will provide analytical tools that can be used to evaluate progress and ensure continued improvement.

Hendricks found the experience to be gratifying not only in terms of applying what he has learned in the Management Development programme but also on a personal level. "I was enormously challenged and humbled by the demanding task of delivering a solution



A HELPING HAND: Team members Tracy Vogt and Faiek Hendricks present their strategic future plans to Woodside staff members

that would make a difference to Woodside Special Care Centre. It has shifted my mind and ideas about people with disabilities. It's not about what you can do for them, once you meet them, you see what they can do for you and the blessings they bring into your life," he says.

Reflecting on the SMDP Programme, Hendricks would encourage anyone looking to sharpen their leadership

skills to consider a programme of this kind. "I enjoyed the diverse range of approaches and styles the course offered and my mind has been opened to new paradigms. I found the course to be intense and quickly adopted a more focused and objective style to deliver with speed. I have also adopted the learning style of reflection as a daily practice as it helps with reviewing and taking action," he says.

New technology to **DECREASE** tyre-related breakdowns

Golden Arrow's engineering team is constantly seeking ways in which to decrease breakdowns and increase overall service efficiency.

The recent purchase of an Airtec inflation and deflation machine will no doubt assist in reducing breakdowns significantly. The device is similar to the device found at petrol stations and

is able to inflate and deflate tyres to the required specification using a buzzer to inform the user when the correct tyre pressure is reached. The preventative maintenance regimen will now incorporate a revised target of 3 500km checks to ensure that tyre pressures are within required legal specifications.

The decision to invest in a tyre machine was an easy one when considering the substantial amount spent on tyres on an on-going basis. According to Arrowgate Technical Manager Craig Swain, it is passengers who will ultimately see the greatest benefit from the new addition. "Each tyre-related breakdown is not only an

additional job card; it also means that the passengers on that bus may be delayed in reaching their destination. It is crucial that we do all we can to reduce this potential burden on them," he says.



INCREASED EFFICIENCY: The newly-purchased tyre machine will decrease tyre-related breakdowns

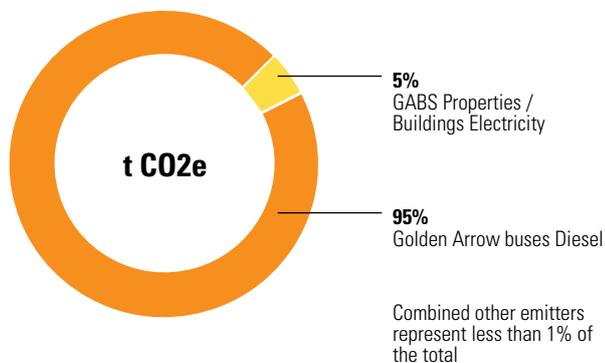
GABS performs well against carbon emissions benchmarks

Transportation, both public and private, contributes to over a quarter of South Africa's and the world's carbon emissions. Greenhouse gases such as carbon dioxide emitted from driving motor vehicles and through other human activities, trap heat in the atmosphere, resulting in global warming or a change in temperature. Scientists believe that as atmospheric concentrations of greenhouse gases continue to rise, average global temperatures and sea levels will continue to increase and precipitation patterns might change - permanently altering the balance in the ecosystem.

As a subsidiary of the HCL group, GABS' carbon footprint is measured and reported as part of the JSE listing annual reporting requirements. In addition to aggregating the carbon emissions resulting from fuel and electricity usage, a metric pertinent to the commuter sector was enumerated as a means of comparison with international industry benchmarks. The results have shown that Golden Arrow compares adequately in this regard.



WORLD CLASS: Golden Arrow's carbon footprint is in line with its global counterparts



As a bus company, 95% of GABS emissions comes from significant diesel usage. For GABS, this equates to just under 70 000tCO₂e. Public transportation, though a very large contributor to the world's carbon emissions, ultimately reduces total emissions globally. Each bus on the road effectively replaces between 45 and 70 private vehicles. It is estimated that 1.6 million tonnes of CO₂ equivalent emissions can be saved by 2020 if 15% of private vehicle users who live near city centres switch to public transportation.

The metric project was rolled out with the guidance of sustainability consultants, ERM Southern Africa. Various

sources of data and methods were investigated and a host of variables applicable to transport companies and particularly passenger transport were interrogated. The most suitable metric was found to be grams of carbon emissions per passenger-km (gCO₂/passenger-km).

GABS was found to be averaging 60.86 gCO₂/passenger-km for the first few months of the 2017 financial year. This is comparable to various international standards which have large variances.

Benchmarks	
Source	gCO ₂ / passenger-km
US Department of Transportation	184
EEA 2012	109
EEA 2014	68
Carbon independent.org	60-170
Transport for London (government information – UK - transport-emissions-roadmap	61
AEAPTEG Carbon Footprinting final version 2009	81.8 - 107

This is at the lowest possible range when compared globally. GABS will continue working towards a greener economy with numerous projects lined up in the next few years. The metric will allow the company to measure and improve its carbon emission efficiencies over time.

VANDALISM

FROM APRIL 2014 TO
MARCH 2015

GABS REPORTED

25

INCIDENCES
OF PUBLIC
VIOLENCE



6966

DAMAGED
SEATS,
WINDOWS
AND
WINDSCREENS

14

BURNT
BUSSES



WITH A
TOTAL
COST
OF

20
million
rand



STRAIGHT TALK: Rudzani Kutama explains the consequences of vandalism to scholars at Impendulo Primary School

Vandalism campaign targets scholars

Vandalism is a major concern throughout Golden Arrow's operations; with repair and replacement costs rising year on year unabated. In fact, over a one-year period vandalism cost Golden Arrow R20 million. Every day buses are damaged through acts of vandalism. It starts with writing on the back of seats and escalates to damaging seats and pushing out windows for entertainment. Stones are thrown at passing buses by bored children or adults with unknown motives. Sometimes buses are set alight.

These cowardly acts are never victimless crimes as they always have a number of serious consequences. Cost is the most obvious given the amount of money that is spent fixing and replacing parts or entire buses. As a private company Golden Arrow has no choice but to pass these costs on to our passengers. As a result of this unrelenting scourge, Golden Arrow has had to look at innovative ways of spreading the anti-vandalism message.

The first step has been identifying areas with the greatest prevalence of vandalism. Statistics show that hot spots include Delft, Nyanga, Khayelitsha, Mitchell's Plain and Mfuleni. Witness statements and investigations have identified scholars as being

the primary culprits of stone throwing and as such this grouping should be targeted through the first phase of the company's anti-vandalism campaign.

The campaign involves an interactive presentation from operations managers, area managers and trade union representatives who introduce Golden Arrow as an empowered company, which empowers its staff and the communities that it serves. Presenters also highlight the serious and potentially deadly consequences of acts of vandalism. These include injuries from stone throwing and even fatalities, remembering the senseless death of Sandile Hoko in 2012 as a result of cowardly stone throwers.

According to Corporate Affairs Executive John Dammert, the project has definite potential thus far. "We have visited Impendulo Primary School in Khayelitsha and Imbasa Primary School in Nyanga and the reception we have received has been very positive. I am heartened by the way in which the children have responded to the message," he says. Dammert adds that this project will ultimately feed into a number of community-based initiatives planned for the future. "It is essential that the communities in which we operate in recognise Golden Arrow as an essential service provider and that a deep sense of brand loyalty is instilled from a very young age. If this connection is created we believe that it will go a long way in decreasing senseless acts of vandalism," he says.