



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.

Francois Meyer  
CEO: Golden Arrow Bus Services

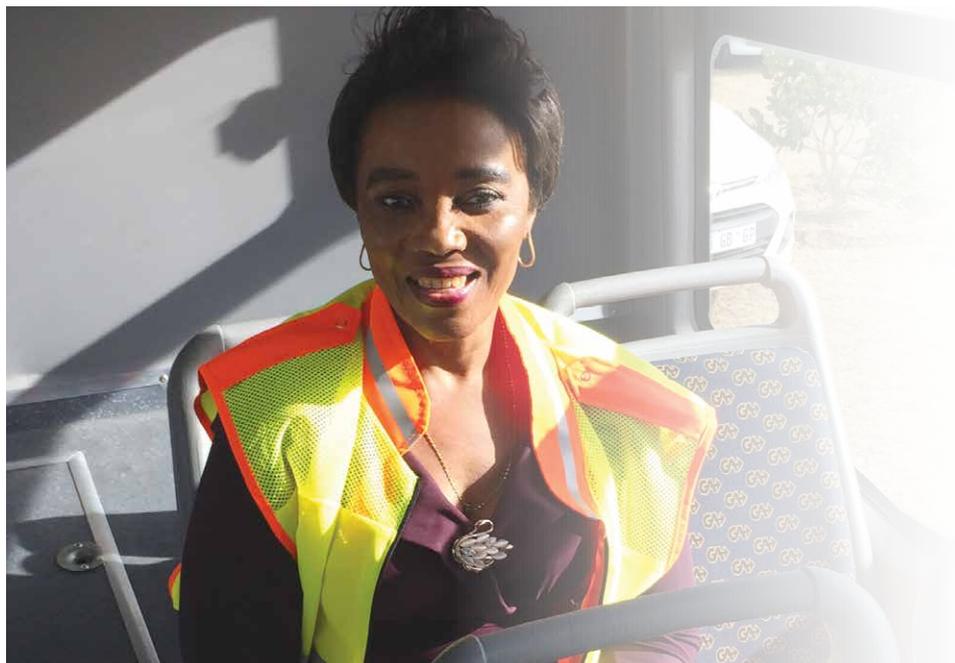


# Taking a Stand *for* Safety's Sake

As Golden Arrow's Chief Executive Officer I am committed to entrenching a culture of road safety throughout our Company. Over the last 25 years it has become increasingly clear to me that we cannot be complacent when it comes to our safety record. At Golden Arrow we have therefore developed a multi-faceted approach to ensure that road safety is always on the agenda.

When we employ drivers we do not simply give them a day or two's training and send them out onto the roads to do as they please. In fact, our compulsory training period spans a minimum of three months and this is extended when necessary until drivers meet Golden Arrow's high standards.

From the very beginning drivers are aware that our mission is to operate safe and reliable passenger transport services. This message is present throughout our comprehensive driver training programme which is



**A SAFE OPERATOR:** Deputy Transport Minister Sindisiwa Chikunga was impressed by Golden Arrow's safety record and reiterated her department's commitment to lowering South Africa's staggering road accident fatalities through a number of proposed interventions.

facilitated through our Transport Education and Training Authority Accredited Learning and Assessment Centre. The quality of this training is exceptional and I am confident that it represents industry best-practice.

The two main areas on which we concentrate for road safety are the bus itself and the driver who gets behind the wheel. Our maintenance programme is of such a high standard that we are the largest fleet to obtain Road Transport Management System Accreditation and we are also ISO 9001 and 14001 compliant. These are all essential components of our road safety strategy but I believe that it is managing driver behaviour which ultimately poses the greatest challenge while also providing the greatest benefits.

Driver behaviour is managed through four focus areas; preventative measures, recognition, monitoring/reporting and counselling/ discipline. Preventative interventions include company-wide alcohol screening before shifts, training in accident prevention and defensive driving techniques, PrDP monitoring, management of chronic conditions, monitoring of driving and rest hours, our compulsory road safety refresher course (see page 5) and our recently rolled-out pledge campaign (see page 4).

We also believe that recognition is an essential part of reinforcing positive driving behaviour and here we include compliments from the public, a depot-based quarterly programme for exemplary driving behaviour

and our annual Driver of the Year Competition. It is essential that positive behaviours are acknowledged and rewarded, rather than simply focusing on punitive interventions.

This is complemented by comprehensive monitoring and reporting which includes public complaints, inspection and accident reports, traffic fines. I would like to encourage all road-users to report any incidents or behaviours which concern them. To this end we are truly grateful to those members of the public who take the time to act as extra eyes and ears out on our roads. These monitoring and reporting techniques are further supplemented by our on-board cameras, which have been rolled-out to the majority of the fleet.

Lastly, in order to ensure that counselling and discipline are effective we make use of a negotiated disciplinary and behavioural code which provides for professional outcomes-based counselling while also showing zero tolerance for recklessness.

It is impossible to do justice to the full range of safety interventions that are in place but these should provide you with some indication of how comprehensive our approach is. It is my hope that through these interventions, our passengers and the public are aware that Golden Arrow is taking a stand against the type of driving behaviours that result in South Africa having one of the highest rates of traffic fatalities in the world.

## Deputy Transport Minister impressed by GABS' safety stats

**G**olden Arrow was proud to participate in the Western Cape Easter Road Safety Campaign, held on 31 March 2017. The event was held at the Somerset West Weighbridge and was attended by the Deputy Minister of Transport, Sindisiwa Chikunga as well as dignitaries from South Africa's road transport fraternity.

Western Cape Traffic Chief Kenny Africa called on all road safety stakeholders, both in the public and private sector, to agree on how to benchmark and promote safer roads in South Africa. Deputy Minister Chikunga

lamented that one of South Africa's entertainment industry luminaries, Joe Mafela, had recently lost his life in a road accident. "For far too long our people have been dying on our roads. This is largely due to human factors, these are factors that can and should be eliminated. It is the attitude and behaviour of road users that account for most crashes and fatalities," says Chikunga.

As part of a walkabout, the Deputy Minister and other high-ranking departmental officials were given a chance to board a Golden Arrow bus, where Golden Arrow was able to reaffirm its commitment to achieving the country's road safety goals.

# Road Safety the name of the game in 2017



**R**oad Safety is a major focus point for Golden Arrow and underpins every operational activity. Chief Executive Officer Francois Meyer wants it to play an even bigger role within organisational culture and as such two major projects are on the cards for 2017.

The Road Safety Pledge Campaign was rolled out during the last week of February across all company depots. It comprised a hard-hitting but also extremely entertaining industrial theatre production performed by a talented group of four actors from Karos and Kambro. The production cleverly portrays the working lives of bus drivers and delves into the consequences of lapses in judgement. Drivers were encouraged to connect emotionally to what they were seeing and audience reaction

certainly indicated that the message was hitting home.

Thereafter drivers were asked to take a pledge, which comprises a number of driving traits that together embody what a Golden Arrow driver should strive to be. The individual pledge components were designed based on statistical information and focused on positive reinforcement rather than a punitive tone. Each driver was also given a badge which should be worn to signal to passengers and colleagues that they have taken the pledge.

Feedback from the drivers was very positive with many taking time to process what they were seeing. Duty bus driver Jacobus George stated that "if watching this play does not change the attitude of drivers and their driving behaviour, then nothing will". Driver Satyelwa Citwa left the activation feeling

inspired: "Since watching the play, I know why I am here at GABS, I am here for my family. I love my job, I love my passengers and I respect them. There were so many things to think about, such as even if I have right of way I should exercise care not to collide with a third party vehicle. As from that day I promised myself I will not do anything that will put me or my job under pressure. I took the pledge and I want to live the pledge". Driver Xolani Nake says the play was really a big wake-up call. "They illustrated that the importance of safety and passenger care, I am more alert after the show, it gave me a reality check," he says.

According to GABS CEO Francois Meyer, this campaign is just one strategy to increase awareness around road safety. "This is just the beginning. We are constantly looking at innovative ways to entrench a culture of road safety in every

Golden Arrow employee and this filters through to every meeting and every training session," he says. For Meyer it's not just about paying lip service. "At Golden Arrow we are not just a bus company, we take our responsibilities very seriously. I want every passenger to know that they are precious cargo and every bus driver to live our ethos every time they get behind the wheel," he says.

**The safe driving pledge:**

- 1. I am a Golden Arrow Bus Driver and I have taken the pledge.
- 2. I am a Golden Arrow Bus Driver and every one of my passengers is precious cargo.
- 3. I am a Golden Arrow Bus Driver and I don't allow anything to distract me.
- 4. I am a Golden Arrow Bus Driver and I practise defensive driving.
- 5. I am a Golden Arrow Bus Driver and I know when to stop.
- 6. I am a Golden Arrow Bus Driver and I don't use my cell phone when I'm behind the wheel.
- 7. I am a Golden Arrow Bus Driver and I always maintain a safe following distance.
- 8. I am a Golden Arrow Bus Driver and I know that safe driving begins with me.
- 9. I am a Golden Arrow Bus Driver and I am considerate of other road users.
- 10. I am a Golden Arrow Bus Driver and I watch out for children and pedestrians.
- 11. I am a Golden Arrow Bus Driver and I don't have a need for speed.
- 12. I am a Golden Arrow Bus Driver and I only change lanes when it is safe to do so.

**SAFETY REFRESHER COURSE REINVIGORATED**

The Biannual Safety Refresher Course was re-introduced late last year after a thorough redesign. The course encourages drivers to experience a sense of belonging and pride when they get to say that they are not just drivers, but rather that they are Golden Arrow Bus Drivers. It offers a mix of updated information and reinforcement of basic driving behaviours.

The course runs over a span of two-days, starting on a Tuesday/Wednesday. Drivers then get back behind the wheel and begin to process what they have discussed. The following week, drivers return to reflect and provide feedback.

The course is presented as collaboration between two instructors. One of the instructors focuses on soft skills such as emotions, feelings, attitudes and behaviours, while the other focuses on practical driving behaviour and experiences. The elements covered in the course content include: personal emotions, passenger emotions, developing an excellent customer service mindset, chain reactions and how easily they are set in motion, valuing oneself as a driver and a person, company policies, national legislation, accidents and DriveCam training.

# Golden Arrow committed to saving water

**G**olden Arrow Bus Services is acutely aware of the scale of the water crisis which currently besets metropolitan Cape Town and, as a responsible corporate citizen, is committed to implementing all necessary measures to contribute towards the saving of this critical resource.

Our Arrowgate depot is one of the biggest bus depots in the Southern

hemisphere housing some 462 buses and approximately 800 employees. Initially buses were washed twice a week. This was subsequently reduced to once every two weeks when the levels in our dams had started declining.

According to Company Engineer Roger Overton, this has been further reduced. "At this stage, we are only washing when buses are visibly dirty for maintenance and safety-related purposes. Our bus

washing machine recycles 80% of the water used and the amount of water used during each wash has been drastically curtailed," he says.

Golden Arrow will continue to communicate responsible water usage to our 2 800 strong staff complement and to explore other potential water saving avenues as part of our on-going commitment to reducing water usage.

# Suffers Congestion Blues

**A**ccording to the 2016 Tom Tom Traffic Index, which is a measure of the amount of extra travel in comparison to measured travel times during uncongested conditions experienced by drivers across the entire year, Cape Town has been ranked as the most congested city in South Africa - and the 48th (out of 189 countries measured) worst in the world.

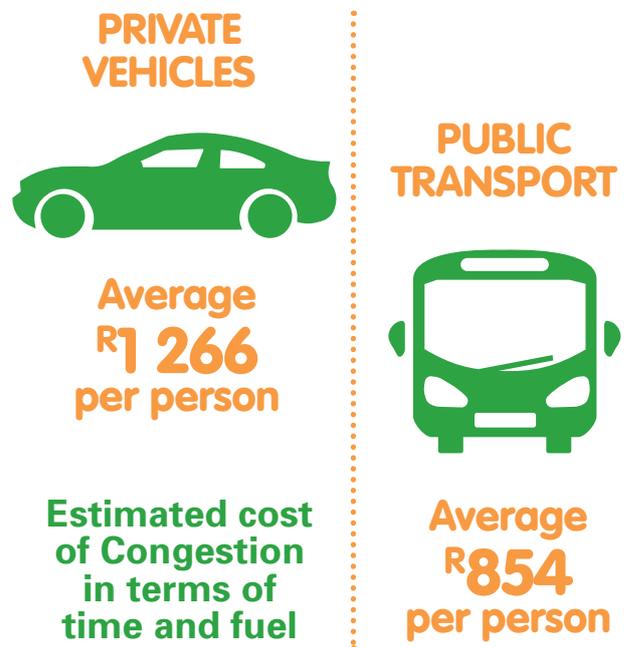
Cape Town's Traffic Index has shown a year-on-year increase of 5%, with the current congestion level pegged at 35% which corresponds to 35% of extra travel time for any trip, anywhere in the city, at any time compared to what it would be in a Free Flow situation. This equates to 42 minutes of extra travel time per day. To place this in context, Mexico City has the unenviable position as the most congested city in the world with a congestion level of 66% which adds an average of 59 minutes to the daily commute.

In part, it could be argued that the distinctive topography of the cape peninsula, with the mountain flanked by the two oceans forming natural barriers to the construction of an elaborate road network, is a major cause of the congestion in Cape Town. But this has of course over the years also been exacerbated by skewed spatial development spawned by apartheid policies that jettisoned the vast majority of the city's inhabitants to the fringes of the urban edge, leading to extraordinarily long commutes in and around the city.

While Cape Town does indeed have an extensive road network measuring approximately 20 150 kilometres, the expansion of the road surface has not matched the increase in the number of vehicles registered to use it. It has been estimated that the vehicle traffic in the city during the morning peak rose by 67% between 1990 and 2000, whereas the vehicle capacity of the network only increased by 10% over the same period. Over the period 2011-2016, the number of registered vehicles in the City showed a steady increase of 3,24% per annum amounting to approximately 1,27 million which crudely translates to one vehicle for every 3rd person living in the City.

Transport for Cape Town has estimated that the cost of congestion in terms of time and fuel to freight transport amounts to R142 million per year or 4,1% of the total

annual cost to freight transporters; the average cost of congestion to those making use of private vehicles in terms of time and fuel is R1 266 per person per month, equating to 20% of their total monthly transport cost and for those making use of public transport modes in shared traffic, the cost of congestion is R854 per person per month, equalling 17% of the total cost of transport for those making use of public transport (TCT, 2015).



For road-based public transport operators such as Golden Arrow, the cost of congestion is cogently illustrated by the fact that most of the buses operating from the outskirts of the City during peak periods are only able to complete a one-way trip. This phenomenon is counterproductive to the optimal utilisation of a high-value asset which erodes the realisation of commensurate operating margins and inadvertently exposes the operator to the risk of non-adherence to the scheduled time-table

Public Transport not only carries the lowest congestion cost, but is perhaps the panacea to the congestion woes experienced in the City. However, the private car has and continues to be the dominant form of transport on the roads of the City of Cape Town with 47% of all trips undertaken in this mode as compared

# Protection of Personal Information Act: GABS on track

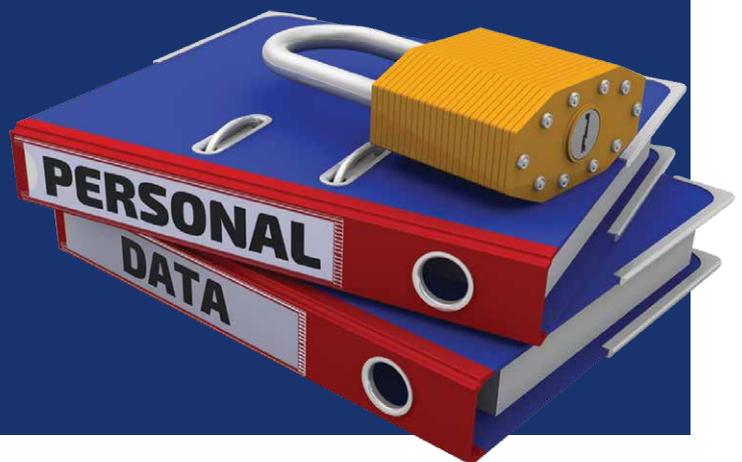
**T**hree years after its promulgation, the Protection of Personal Information Act (POPI) will now fall under the jurisdiction of the Information Regulator headed by Advocate Pansy Tlakula. The Regulator is tasked with strengthening the right to privacy as enshrined by the constitution by introducing measures which ensure that personal information is processed legally by responsible parties. For the purposes of the Act, personal information includes contact details, demographic information, history, biometric information and private correspondence.

The Regulator is further empowered to monitor and enforce compliance by public and private bodies as well as issuing codes of conduct for various sectors. These codes of conduct will comply with internationally accepted information protection principles and will be based around eight core principles. These include accountability, processing limitation, purpose specification, further processing limitation, purpose specification, information quality, openness, security safeguards and data subject participation.

There are a number of obligations that companies must fulfil in order to comply fully with the

Act. For some this will necessitate large-scale changes in information gathering and storage policies. Golden Arrow has taken a number of steps to ensure that our internal policies and procedures are fully aligned with the POPI Act.

According to Golden Arrow's legal advisor, Karin de Jongh the basic framework has always been in place but certain aspects are being tweaked and strengthened to ensure full compliance. "We are in the process of conducting a Company-wide audit to update our existing policies. Based on this each department will be issued with a specific policy relating to what information is gathered, how it is retained, what security measures are in place and how and when it is destroyed," says de Jongh. It is envisaged that this process will be completed by mid-2017.



to 44% by public transport (City of Cape Town, 2013). The private car is deemed to be the most spatially inefficient mode of carriage and interventions to incentivise public transport usage in concert with the imposition of measures aimed at mitigating the access of private vehicles to the CBD are required to address the congestion conundrum.

The City of Cape Town announced a Congestion Management Programme (CMP) at the end of 2015 which is based on a Travel Demand Strategy that is aimed at balancing the demand for travel with the supply of transport infrastructure and the operational capacity of all modes. In essence, the strategy advocates plans to alter the travel patterns and indeed the behaviour of car users aimed at inducing them to

consider a range of alternate travel options as a means to reduce the reliance on private vehicles which leads to the clogging of roadways during peak travel times. The major component of the envisaged plans to alter travel patterns is geared toward alleviating the pressures experienced during the morning and afternoon peak periods.

With the malaise of the rail system, there is a high demand for road-based public transport which should of necessity be accorded priority access to the roadways as a means to effectively obviate congestion. These together with intelligent transport solutions which provides for the right of way and priority to public transport vehicles on the road are measures to pick the low hanging fruit of lower congestion in Cape Town.



A NEW WAY TO LEARN: Students at the Cape Town Science Centre are now able to access new learning technologies which create interest in science and technology

## GABS features in classroom of the future

**O**n 24 March 2017 the Cape Town Science Centre in Observatory launched its Microsoft Classroom of the Future. The idea behind the Classroom is to harness the amazing array of learning technologies that are available to make science learning fun and progressive.

The Centre plays a significant role in introducing science, technology, mathematics and engineering to young people who may not have access to interactive learning in their own schools. Visitors are also encouraged to develop a passion for these subjects so that they can potentially pursue them in later schooling and as career options. The Centre makes use of interactive displays, events and activities and now incorporates state of the art technology.

According to Centre Director, Julie Cleverdon the Classroom of the Future encourages a far more collaborative approach to teaching. "The classroom allows for creation and collaboration, which enables

exploration and assists with the accommodation of a number of learning styles all enabled by student-based learning technology," she says.

Golden Arrow provides support to the Science Centre through the HCI Foundation's award-winning flagship Community Transport Programme, which provides transport to scholars and community initiatives across Cape Town. We were therefore very pleased when they suggested that a section of the Classroom of the Future resembles a bus, complete with Golden Arrow branding, space for six passengers and interactive touch screens.

"Golden Arrow believes that the work being done by the Cape Town Science Centre through its various initiatives is absolutely indispensable to ensuring that children are able to experience the fun and practical applications that science can provide," says John Dammert, Golden Arrow's Corporate Affairs Executive. He added that it was fitting that Golden Arrow has a place in the classroom as many of the scholars passing through the Centre travelled there with Golden Arrow.