



Quarterly Newsletter for Friends of Golden Arrow Bus Services

INTERCHANGE

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**Chairman's
message**

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

from the CEO's DESK

Francois Meyer

2 017 was a year filled with exciting opportunities, achievements and challenges for all of us at Golden Arrow. The Company is 156 years old and with that comes a wealth of institutional knowledge and insight into the passenger transport industry and the needs of Cape Town's public transport users.

With so much experience there is, however, the potential for complacency. Looking back at all we have achieved in the last year, I can comfortably say that complacency is not a part of the Golden Arrow ethos.

Safety first

The beginning of 2017 saw the launch of our exciting road safety campaign, which was rolled out across the Company to all Duty Bus Drivers. Rather than passively sharing information and statistics about road safety, the campaign took the form of a pledge.

Each driver was asked to sign a pledge affirming that, as Golden Arrow Duty Bus Drivers, they will always put road safety first. The campaign was a resounding success and new drivers all take the pledge during induction.

I was truly heartened to see how Duty Bus Drivers engaged with the content because to be a Golden Arrow bus driver takes a special kind of person; one who is not only technically skilled at driving but also a person who lives Golden Arrow's brand values whenever they are behind the wheel of a bus.

Shortly after the roll-out of the campaign during the launch of the Western Cape Easter Road Safety Campaign, the Deputy Minister of Transport, Sindisiwe Chikunga and other high-ranking departmental officials were given a chance to board a Golden Arrow bus, where we were able to highlight a number of interventions and present our safety statistics.

Deputy Minister Chikunga was impressed and urged GABS to continue to focus on road safety throughout all facets of our operations. We have taken this to heart.

Road safety must become an essential part of who we are and that applies not only to bus drivers. According to the Automobile Association of South Africa's road fatality statistics, 14 071 people died on our roads in 2016; a dramatic increase from 2015's 12 944 deaths. Too many people are killed and injured on our roads every day and, as a public transport operator, I believe we should set an example.

In 2018 we will continue to look for innovative and effective ways of further entrenching road safety into every facet of this Company's operations.

Our passengers are our lifeblood

Golden Arrow would not exist without the 230 000 people who board our buses every day. Each of these people has somewhere important to be and together we make it possible for them to get there.

I am encouraged by the fact that amongst the complaints which we receive on Facebook and via other channels, many of our passengers are taking the time to thank our drivers and officials for their outstanding service.

It is increasingly being affirmed that our passengers choose to board our buses because they know they will receive consistently safe and reliable transport services.

Our Automated Fare Collection (AFC) system will no doubt add to overall passenger satisfaction. As 2017 draws to a close we will have completed installation of more than 33% of the fleet.

A public transport system in crisis

Last year I reflected on the woes experienced by Cape Town's embattled train service. It saddens me deeply that this has only worsened in 2017. Just this month vandalism and theft caused a complete shut-down of services on the central line, which caters for hundreds of thousands of commuters from Khayelitsha and Mitchell's Plain.

During this time Golden Arrow once again emerged as the most stable and reliable of Cape Town's public transport operators. Golden Arrow helps where it can during times of crisis but the rail network must form the backbone of Cape Town's public transport system. It is



my hope that Metrorail is able to turn things around in 2018 although, realistically, the rehabilitation of the rail system will take decades.

Developing talent within the transport industry

With Cape Town's public transport system taking severe strain, it is now more important than ever that Golden Arrow plays its part in developing talent within the industry at large. The Santaco Learnership which is featured within this publication is just one example of our commitment to ensuring that talent is nurtured and that people have opportunities to become a part of the industry.

I am proud to know that our Company has made it possible for 15 unemployed individuals to take their trade tests and become qualified artisans. I believe that our new Training and Recruitment Centre will become even more instrumental in creating employment and changing lives.

The year ahead

As we close the door on 2017 and move boldly into 2018, I would like to take this opportunity on behalf of the board and management team, to thank you all for your continued support. I hope that you will continue upon your journey with us for this and many years to come.

Chairman's message

As the curtain comes down on 2017, we look back at a year that has been marred by varying degrees of uncertainty in the policy domain. The umpteenth change in political leadership in the national department of transport, the lingering standoff regarding the assignment of contractual authorities, and rising funding pressures have emerged as key issues.

For transport planning and implementation to be effective forward thinking is essential but deliverables are difficult to achieve when the tenure of political leadership is so short-lived. Furthermore, the vision of sustainable transport becomes blurred with so many different office bearers intent on entrenching their idiosyncratic visions within the political space.

What is even more concerning is the three-year stalemate regarding the assignment of the Contracting Authority and the establishment of the Municipal Regulatory Entity at the level of local government. Both of these are central to the GABS mandate of providing scheduled bus services in the City of Cape Town and need to be resolved to allow for a seamless transition from national to municipal oversight.

With the capitulation to the *#Feesmustfall* demand for free tertiary education, National Treasury

is going to be hard pressed to maintain subsidy support for passenger transport at levels which take into account the real cost escalations of operational inputs. This will undoubtedly also be exacerbated by the R49-billion revenue shortfall announced by the Minister of Finance in his Medium-Term Budget Policy Statement.

Despite these concerns, the HCI group remains optimistic for the long term prospects of the industry in general and GABS in particular. The environmental agenda and creeping congestion provide a sound basis for enhancing the important role of public transport in the cities of the future and GABS is well positioned to explore these opportunities.

With the unfortunate dysfunctionality of the rail system and the informality of minibus taxi services, GABS fulfils a vital role in the public transport offerings of the City. Our longstanding



commitment to the recapitalisation of our fleet, investment in a top-of-the-range automatic fare collection system and the completion of a state-of-the-art training centre is indicative of the confidence that prevails in the business and its people.

We look forward to the New Year with a deep sense of optimism and on behalf of the board and management, we wish to express our sincerest appreciation to all our stakeholders for supporting us in our endeavours to be the public transport mode of choice in the City. We trust that you will have a restful festive season and we look forward to renewing our acquaintances in 2018.



On the fast track to success

Golden Arrow encourages all staff members to pursue avenues for self-improvement so that they are able to reach their full potential.

The Accelerated Development Programme dates back to 1999 and is designed to ensure that staff members who have shown great potential are equipped with the necessary skills to take up future supervisory or management positions.

In 2017 four employees were selected from a total of 94 applicants to take part in the intensive 18-month programme. This year's candidates are the seventh group to go through the programme since its inception and previous candidates now occupy positions such as Supervisor, Area Manager and Operations Manager within the Company.

According to participant Siviwe Femela, the programme has provided many insights into the complex workings of a Company as large as Golden Arrow. "I am already growing as a person and beginning to consolidate everything I am learning into a deeper understanding of our business," he says.

Abduragman Arieff echoes Femela's sentiments. "I am gaining a far more in-depth understanding of how



NURTURING TALENT: The Accelerated Development Programme equips candidates for future supervisory or management positions

each department within the Company contributes to the functioning of Golden Arrow as a whole," he says.

John Dammert, Human Resources and Corporate Affairs Executive believes that the programme forms an important part of the Company's commitment to developing talent from within the ranks. "This programme has helped to develop staff members who now occupy key management and supervisory positions and I have no doubt that those participants who apply their minds will gain tremendously from the experience," he says.

Competition hots up at driver of the year finals

Driver of the Year (DOTY) finals were held at Arrowgate on 2 December 2017. Duty Bus Drivers are allocated 200 points at the beginning of the year. Points are deducted for transgressions but by maintaining a good record drivers are then eligible and invited to write a theory test at the various depots. After being afforded an opportunity to practice manoeuvring, the semi-finals are then held at various depots. Based on scores, Duty Bus Drivers are then invited to the DOTY finals.

DOTY finals start off bright and early in the morning with a theory test; thereafter participants head to the track to complete the practical component of the DOTY finals. DOTY runs for a year so it is important that the good record is maintained because all points count.

The DOTY instructor team set up a challenging track which was sure to challenge even the most seasoned competitors. According to Training and Development Manager Mashuda De Vries, the selection process reveals the calibre of Golden Arrow's drivers. "Watching the competitors as they make their way around the track is a joy to watch and serves as confirmation that Golden Arrow's drivers really are the cream of the crop," she says.

CREAM OF THE CROP: 2017 Driver of the Year finalists gathered to tackle the track in early December



A NEW LEASE OF LIFE:
A pilot project has given an older bus model a complete facelift

Fleet recapitalisation and revitalisation

The recapitalisation of Golden Arrow’s fleet is ongoing and over the course of 2017 43 MAN HB2s and 8 Scania KIB250s will have been added to the fleet at a cost of approximately R110 million.

Recapitalisation is not the only way in which engineering has been able to renew the fleet. In late 2017 a pilot project was undertaken to see whether an older model bus such as an A63 could be retrofitted and what the outcome of such retrofitting would be.

The results were outstanding and feedback from drivers has been extremely positive. Another bus will now be retrofitted and according to Technical Manager, Bradley Geduldt, the results will be even more impressive. “We all learned so much from retrofitting bus 4246 and I have no doubt that our next bus will be even more jaw-dropping,” he says.

According to Company Engineer, Gideon Neethling, these projects are all about increasing customer satisfaction. “We want our passengers to have a memorable experience on all our buses and to achieve that we are exploring exciting new initiatives such as the retrofit,” he says.

Changing lives through learnerships

Golden Arrow’s apprenticeship programme plays a vital role in supporting the industry at large and the Company is firmly committed to continuing with this key intervention that is critical to South Africa’s economic growth.

In addition to its traditional apprenticeship programme with 50 budgeted positions, GABS also undertook to facilitate the training of a number of unemployed

learners through the introduction of a South African National Taxi Council (SANTACO) sponsored learnership programme.

In 2017, 15 out of the original pool of 60 learners passed their trade tests and officially qualified as artisans. It is envisaged that 10 more individuals will pass their trade tests in the year to come.

This innovative partnership with SANTACO affirms that Golden Arrow is ideally placed to provide training for industry.

New Technical Manager Appointed at Multimech

Bradley Geduldt has been appointed Technical Manager at Golden Arrow's central engineering complex, Multimech.

Geduldt joined the company in 1994 as a trainee General Hand. Thereafter he was promoted to fueller before joining the apprenticeship programme at Multimech in the fitter and turner trade. Thereafter he worked in the machine shop before leaving the Company to pursue other avenues in 2004. In 2007 he returned to the Company as Charge Hand in the machine shop; in 2009 he was promoted to Leading Hand and in 2013 to Supervisor in the spring shop.

In 2015 the fuel shop, transmission shop, internal engine shop, service shop and vehicle maintenance

shop were amalgamated into a central mechanical workshop with Geduldt as Supervisor. This paved the way for his recent appointment as Technical Manager.

Geduldt holds a Certificate in Mechanical Engineering, an Advanced Supervisory Management Diploma, a Diploma in Road Transport Management from the University of Johannesburg, a Management and Senior Management Diploma from the University of Stellenbosch and he is currently busy with a Post Graduate Diploma in Business Management through the University of Cape Town.

He is looking forward to the challenges that his new position will provide. "2018 will be an exciting year as there are many things to look forward to in GABS, for example we have the roll out of our new AFC system which will give us valuable data on our operation from



APPOINTMENT:
Bradley Geduldt has been appointed as Technical Manager at the Central Engineering Complex

which we can improve operating efficiency. In engineering we strive to reduce our breakdowns to two or less per 100 000kms," he says.

Geduldt describes himself as "a bit of a perfectionist, hardworking and dedicated. I believe in self-growth, self-discipline and self-motivation to achieve one's goals". He is married and lives in Mitchells Plain with his two sons, Jason (23) and Jaydon (13).

GABS employs first female spray painter

Golden Arrow constantly seeks ways to encourage gender equity within its staff complement. It was therefore a proud moment when the first ever female spray painter was appointed in December 2017.

Samantha Adams completed her studies as a spray painter at Northlink College and joined Golden Arrow in the paint shop on an 18-month internship to complete her practicals. In the three-year course, she completed Level 1, 2 and 3 and N1 and N2.

She pursued this trade as she felt it would be more interesting than following a more traditional administrative path. "Working at GABS is so much nicer than working outside in different environments and companies. I enjoy working in the body shop because my colleagues are very helpful and always willing to assist me," she says.

Adams is also grateful to Golden Arrow for the opportunities that have been made available thus far. "From my little experience working at GABS, I can see that it is a good

company to work for as there is lots of room for improvement as a person and for the company with regards to study and promotional opportunities," she says.

Adams would like to see herself in a supervisory position within the next five years.

A FIRST FOR WOMEN:
Samantha Adams is the first female spray painter to be employed at GABS



Passenger forums celebrated

On 11 November 2017, passenger forum members and Golden Arrow officials gathered for their final forum meeting of 2017. The final meeting takes the form of a function where forum members and officials are able to reflect on the year that has passed and to discuss the year to come.

Golden Arrow's passenger forums date back (in their formalised state) to 2000 and over the last 13 years the relationship between the company and the passenger forum members has become an essential feedback mechanism. The forums are grouped according to six areas; Atlantis, Khayelitsha, Nyanga, Blue Downs, Delft and Philippi, although passengers travel to various locations along the metropole from these points.

Membership is voluntary and forum members wear a badge that identifies them to fellow bus passengers as passenger forum members. The forums are considered

a key stakeholder participation mechanism. At each meeting they set the agenda and all discussion points are formally minuted and further deliberated upon at high level operational meetings if solutions cannot be found at the particular forum discussion.

During the formal proceedings GABS General Manager, Derick Meyer, discussed some of the major challenges facing the Company and also highlighted 2017's successes. The forum members were particularly excited to participate in a demonstration of the Automated Fare Collection (AFC) system which is currently being piloted.

Luthando Mlonzi from the Provincial Department of Transport was also on hand to answer important questions from the floor. He reiterated that the strong relationship between the Department, GABS and the passengers ensures that challenges are swiftly overcome.

REAFFIRMING RELATIONSHIPS: Passenger forums play a vital role in bridging the gap between Golden Arrow and its passengers



WHAT THE PASSENGERS HAVE TO SAY

"Being a Passenger of Golden Arrow is a journey of great adventure. You meet new people, start a new conversation, share ideas and inspire the next person. As a Passenger Forum member, the Company creates the opportunity to meet and chat with the operational management structure and give our inputs in making sure our journeys are unbroken."

Andrew Bennett (Philippi Forum)

"Golden Arrow lives up to its slogan: 'The Bus for Us'. Golden Arrow's services mean a lot to us because they are affordable and we always get to work on time. I have even managed to convince my friends who used the trains to change to Golden Arrow"

- Zoleka Hlebo (Nyanga Forum)

"Travelling with Golden Arrow is always safe, I arrive on time and the drivers are always polite and helpful. Best of all, our rides are very comfortable and we are so grateful for the USB charging ports in the new buses."

- Anneline Basson (Delft Forum)