



CITY OF CAPE TOWN  
ISIXEKO SASEKAPA  
STAD KAAPSTAD



**Directorate: Safety and Security**  
**Department: Public Safety and Operational Coordination**

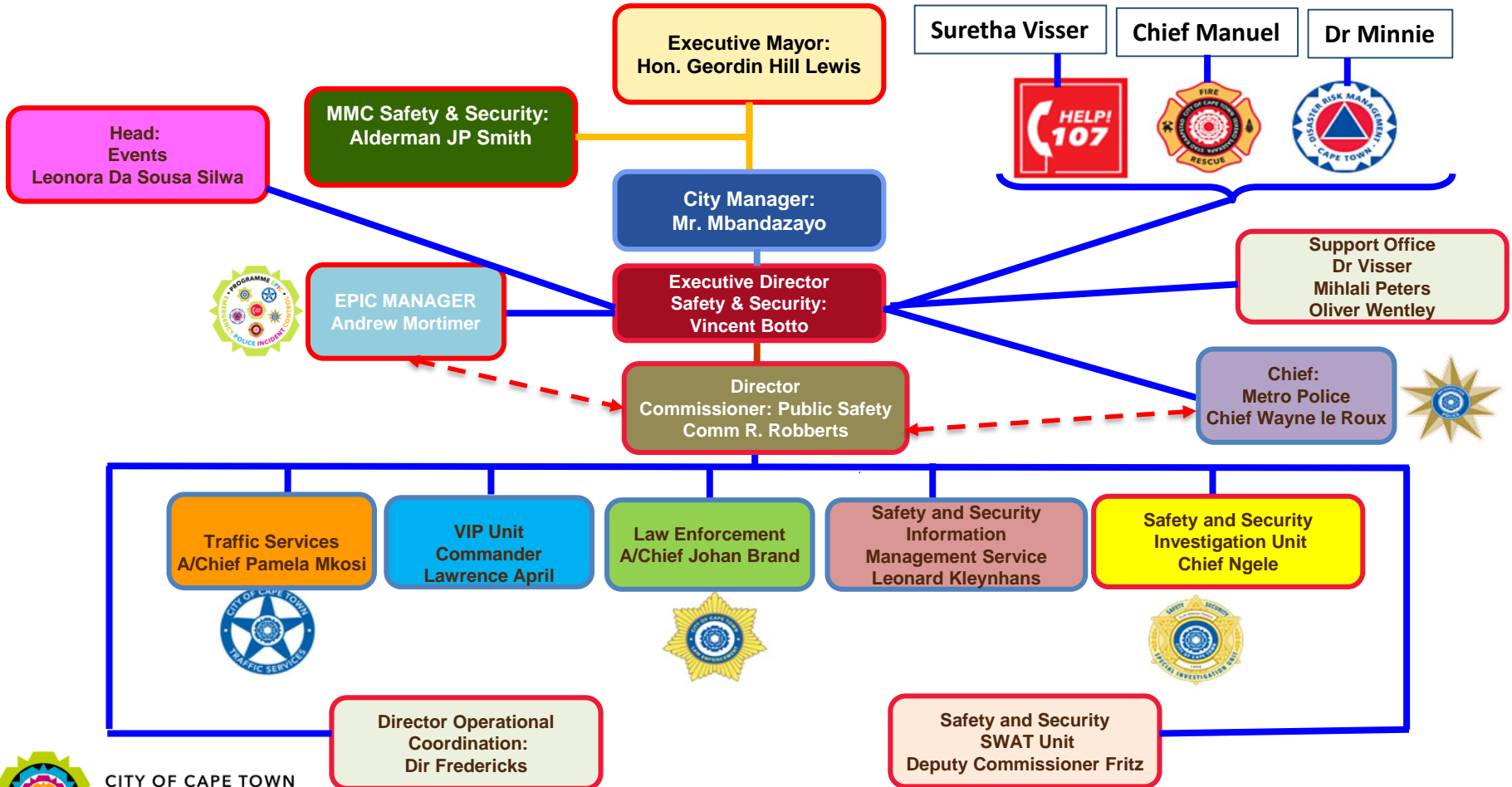
## Integrated operational approach between the City of Cape Town and Golden Arrow Bus Services

15<sup>th</sup> August 2024

Making progress possible. **Together.**



## Safety and Security Directorate: Command Structure



# The Golden Arrow Way

Everything we do is guided by set of six principles. We call this the "Golden Arrow Way" and its what truly sets up apart.



**Service Quality**



**Affordability**



**Reliability**



**Passenger-centered**



**Community-oriented**



**Developing Talent**



# HISTORICAL BACKGROUND

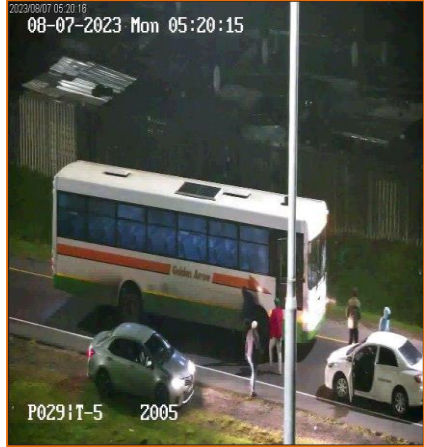
---

## **PUBLIC VIOLENCE TOWARDS GABS CRIME COMMITTED TOWARDS GABS**





# 2021 to 2023 Safety and Security Situation: GABS



**A Golden Arrow bus was set alight in Nyanga this morning as two of the biggest taxi associations protest over what they say is unfair treatment...**

IOL  
Golden Arrow bus petrol-bombed in ...



Topic: Crime | GroundUp  
Topic: Crime | GroundUp



News24  
Alleged Golden Arrow robbers ...



African Insider  
Gunmen rob Golden Arrow bus pass...



IOL  
Golden Arrow bus robbery: 'Where are ...



IOL  
Suspects sought after robbing a bus ...



YouTube  
WATCH | Golden Arrow passengers robb...



IOL  
Golden Arrow bus passengers in Khayeli...



The Daily Voice  
20th Golden Arrow bus robbed



The Daily Voice  
Plain skelm is arrested for mugging bus ...



News24  
Cape Town bus robberies ...



SNL24  
Bus crashes into homes after ro...



Cape Town ETC  
R50k reward offered for bus robbery tip ...



IOL  
Golden Arrow buses ...



News24  
Gunmen rob Golden Arrow bus pas...



IOL  
Golden Arrow bus held up, passengers ro...



Vukani News  
Robbers target Golden Ar...

# Statistical situation in terms of crimes committed against

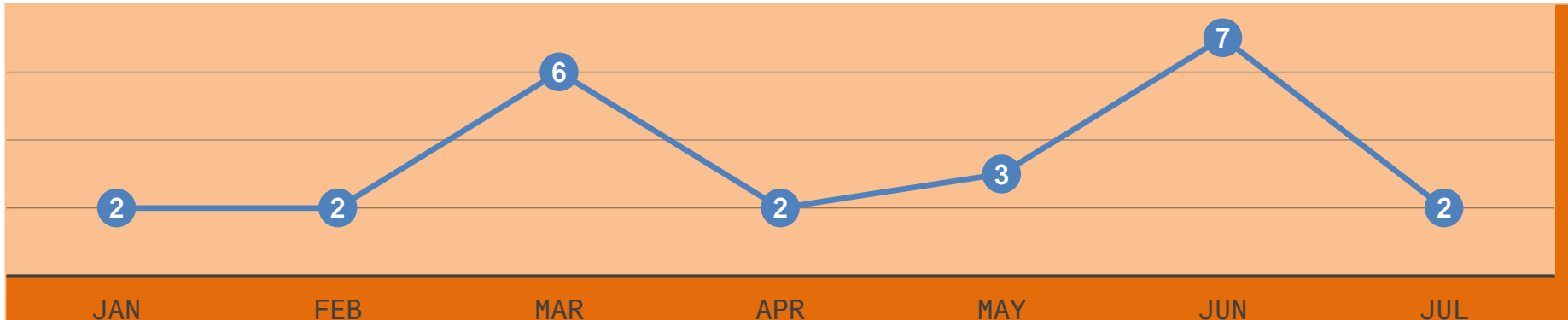
---

## GOLDEN ARROW BUS SERVICES

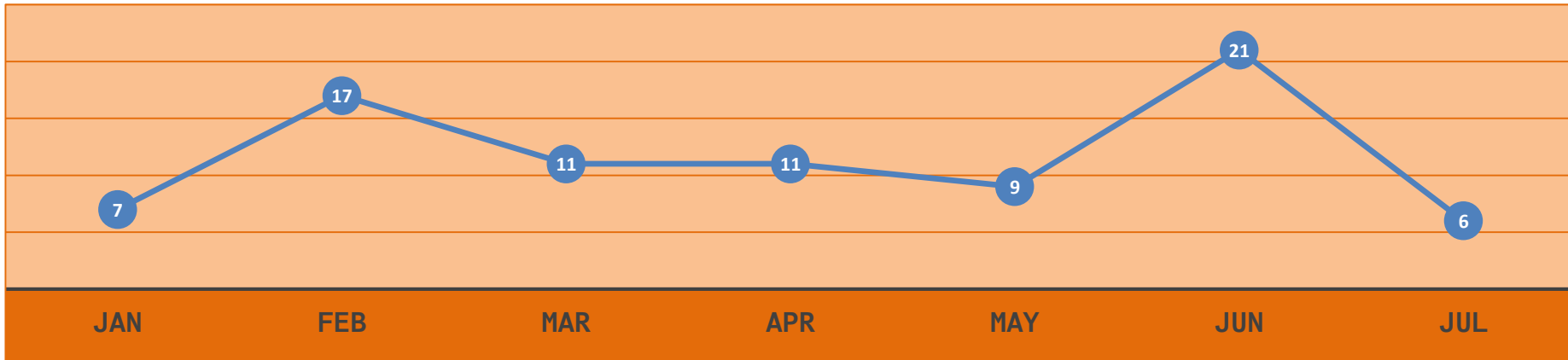


# Comparative Stats between January to July 2024 compared with the same period the previous year 2023.

Jan to July 2024 (24)



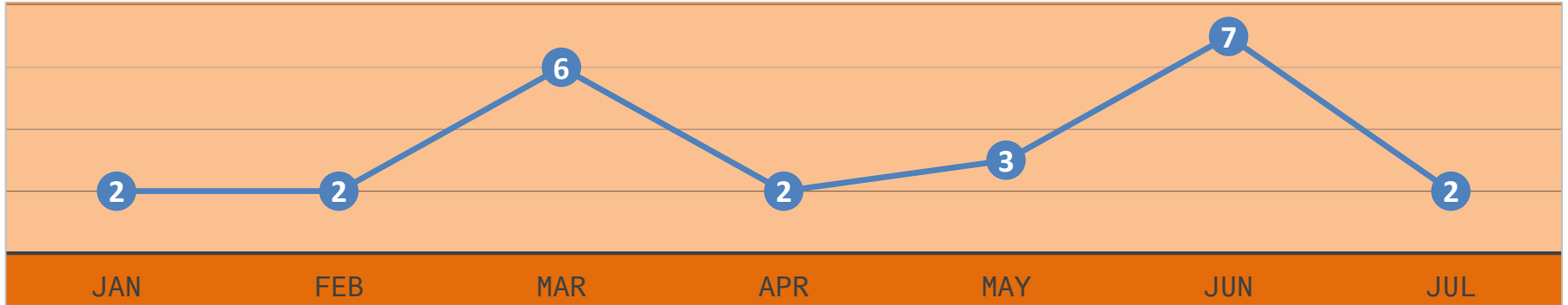
Jan to July 2023 (82)



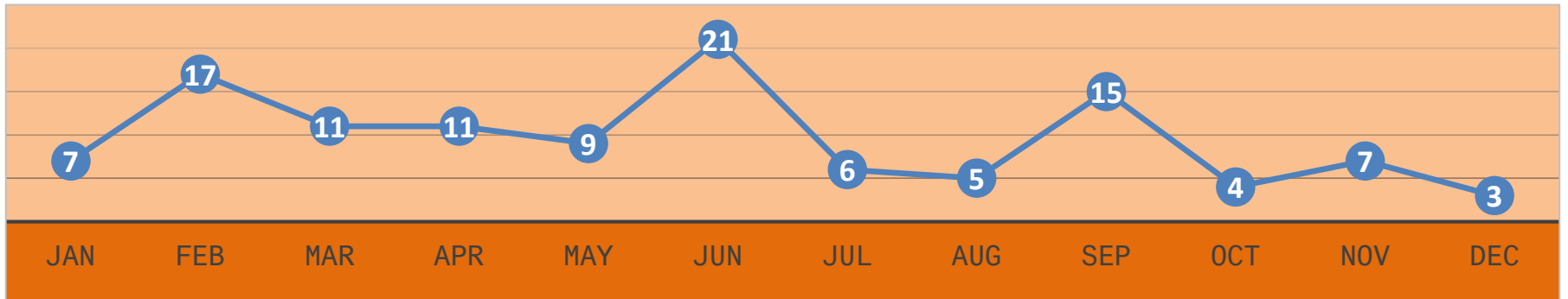
Comparative stats for the current year indicated a huge decrease in robberies.

# CURRENT YEAR 2024 VS PREVIOUS YEAR 2023

Jan to July 2024



Jan to Dec 2023

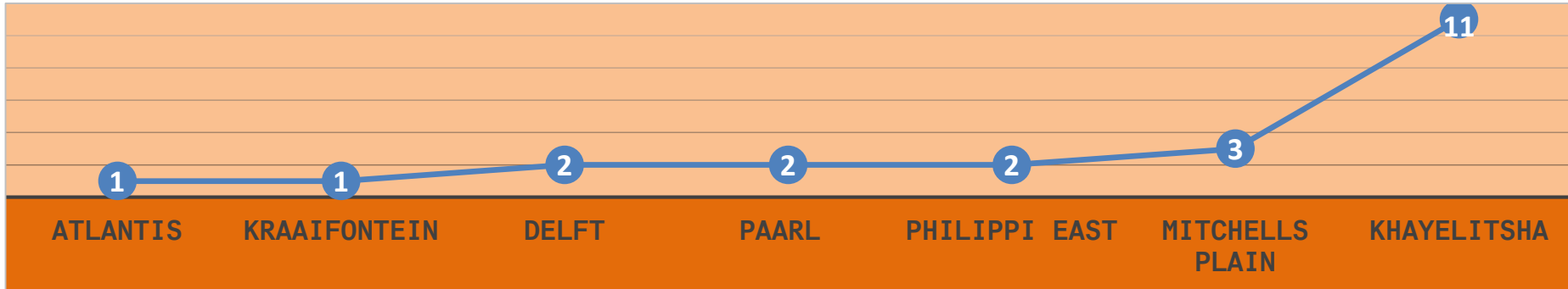


CITY OF CAPE TOWN  
ISIXEKO SASEKAPA  
STAD KAAPSTAD

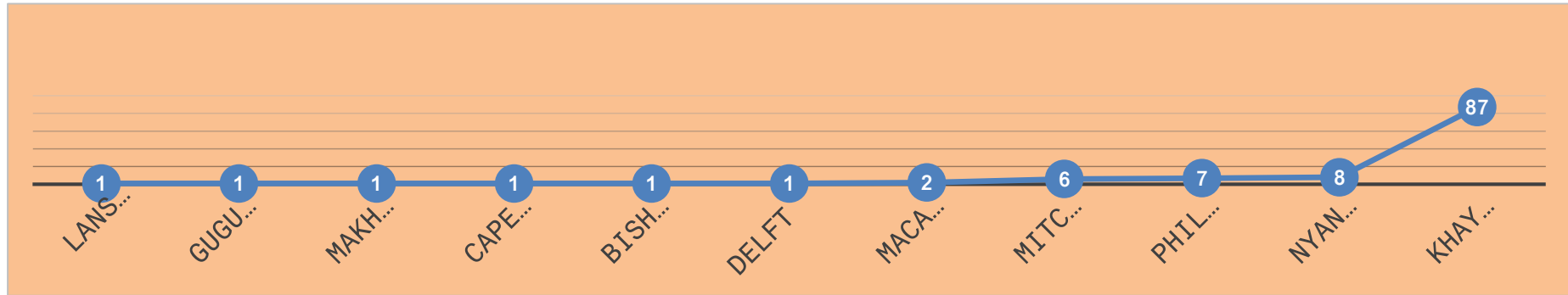


# INCIDENTS PER HOT SPOT STATION AREA

Jan to July 2024



Jan to Dec 2023



**Over time, robberies were displaced. However it remained prevalent in areas like Khayelitsha, Philippi East and Mitchells Plain.**

# MODUS OPERANDI IN TERMS OF CRIMES COMMIT AGAINST GOLDEN ARROW

General Modus Operandi: Jan to June 2024	Total
Loading and off loading passengers	20
Theft	2
Staff robbed	1
Breakdown	1

General Modus Operandi: Jan to Dec for 2023	Total
Loading / off loading passengers	81
While in traffic / at intersection	19
Driver exiting bus for personal reasons	6
Bus involved in accident	3
Other staff targeted	3
Bus experiencing breakdown	2
Suspects dressed in gabs uniform	2

The use of firearms in execution of crime is prevalent. In few occasions suspects used knives, but firearms was the weapon of choice.



**CITY OF CAPE TOWN SAFETY AND SECURITY  
GOLDEN ARROW BUS SERVICES  
SOUTH AFRICAN POLICE SERVICES**

---

**OPERATIONAL APPROACH**

# Safety and Security Operational Approach

- **The six (6) Pillar approach will be implemented to address the Election**
- Pillar 1: Intelligence gathering, analysis and co-ordination
- Pillar 2: Proactive approach
- Pillar 3: Combat and reaction approach
- Pillar 4: Reaction through detection including organised crime
- Pillar 5: Communication and liaison
- Pillar 6: Operational Coordination



IOL  
Suspects sought after robbing a bus ...



1.7E vocfm  
Law enforcement to board Golden Arr...

WEEKEND ARGUS NEWS

## Golden Arrow buses to be fitted with cameras and panic buttons



Cameras and panic buttons will be installed on Golden Arrow buses from next week. Picture: Henk Kruger/African News Agency (ANA)

# PILLAR 1 : INTELLIGENCE AND INFORMATION GATHERING

---



# Pillar 1 Intelligence and Information Gathering Threats: City of Cape Town

- Cape Town police have taken in 17 people for questioning in connection with a spate of bus passenger robberies in Cape Town.
- Meanwhile, Golden Arrow Bus Service (GABS) management said 15 people were arrested as a result of the company working with police to catch suspects.
- CCTV photographs of five men robbing passengers in a bus were circulated on social media this week.

**A Golden Arrow bus was set alight in Nyanga this morning as two of the biggest taxi associations protest over what they say is unfair treatment...**

## THREATS

### RELEVANT THREATS

PROTESTS

GANG VIOLENCE

TRANSPORT

FIREARMS

EXTORTION

- Informal Businesses
- Formal Businesses
- Construction
- Transport
- Tender

KIDNAPPING

NON FERUS METALS



**Identified threats that impact daily deployment in terms of the mandate of the Policing Departments**

**Identified threats have an impact on the overtime budget:**

- Allocated overtime budget
- Emergency unplanned budget





# Pillar 1: Intelligence/ Information gathering Safety and Security Information Service (SSIM)

Early warning system (internal and external)



Alerts or notifications to all role players



Upcoming matters that need to be consider



EPIC Incidents, Crime CPA & CTA and CCTV  
analyses (WWWWWH)



Making products available for operational  
purposes



Statistical analyses and hotspot analyses



Profiling of suspects, wanted and arrests and  
reward system

Your  
Source  
of  
information

F  
E  
E  
D  
B  
A  
C  
K

W  
H  
O  
I  
S  
T  
H  
E  
C  
L  
I  
E  
N  
T



# PILLAR 2 : PROACTIVE APPROACH

---

# PILLAR2: OPERATIONAL APPROACH



Plainsman  
Promoting law and order on ...



YouTube  
Golden Arrow bus overturned ...



vocfm  
Law enforcement to board Golden Arr...



## Police officers make buses safer

Samantha Lee-Jacobs @Samantha\_Lee121

Comments Bookmark



Listen to this article 0:00

SUBSCRIBERS CAN LISTEN TO THIS ARTICLE

Boarding a Golden Arrow Bus, commuters may notice a few additional passengers. Passengers dressed in blue uniforms, with the specific aim of ensuring safer travel.

This is thanks to a partnership between Golden Arrow Bus Services (Gabs), police and other security agencies, including the City of Cape Town's law enforcement officers.

Officers began sporadically boarding buses along certain routes from Tuesday 6 July.

Bronwen Dyke-Beyers, Gabs spokesperson, says they approached various police agencies for assistance. "Golden Arrow approached police and all other safety and security agencies for urgent assistance to address criminal activities on our buses. Golden Arrow keeps a record of each incident and hands over the data to the various role-players to ensure a coordinated holistic effort," she says.



Facebook  
Golden Arrow Bus ...



Plainsman  
Promoting law and order on boar...



## Golden Arrow Bus Services

9 October 2019 · 🌐

Enforcement in action!

👍❤️ 351

98 🗨️ 35 ➦

👍 Like

🗨️ Comment

Most relevant ▼



Author

Golden Arrow Bus Services

They do stop and search and other enforcement. We can't give too many details but every day we are working around the clock to do our part in the fight against crime. We would just ask that you give them your full co-operation so that they can do their jobs.

4 y

29 👍❤️

View 1 reply



Roslin Arends  
Thnx GABS

4 y



CITY OF CAPE TOWN  
ISIXEKO SASEKAPA  
STAD KAAPSTAD



MSN

Golden Arrow bus robberies

# PILLAR 2:

# Digital EPIC City of Cape Town



## DIGITAL EPIC

The Services of the City are all operational in terms of the Emergency Policing Incident Management. Services and processes in terms of EPIC need to go digital in terms of gathering, mining and analysing live stream evidence in order to enhance workforce management as well as case investigation management. The organisation harnesses digital tools to stimulate innovation & drive transparency, improving the level, quality & reach of service delivery.

- Metro Police
- Traffic
- Law Enforcement
- Disaster Risk Management
- Fire Emergency Services
- Other City Emergency Services
- 107PECC
- Social Services

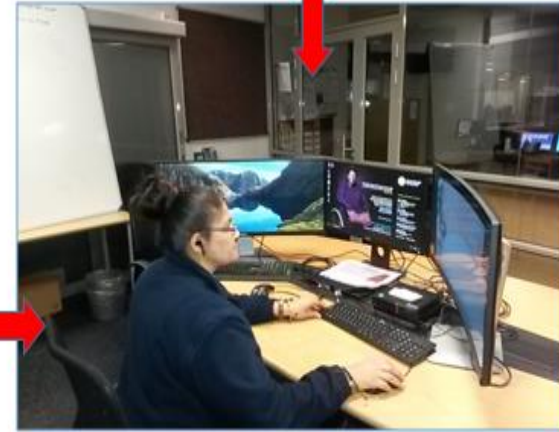
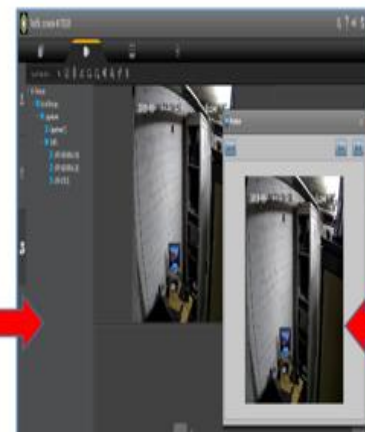


	CALL TAKING
	DISPATCHING
	MOBILE FIELD ENABLEMENT
	CASE MANAGEMENT
	WORKFORCE MANAGEMENT
	REPORTING

**SOCIAL DEVELOPMENT**



Live Stream Digital Connectivity



# Pillar 2 : Operational information gathering, assessment, planning, deployment, monitoring, coordination, evaluation

Joint Integrated approach between the South African Police Service, GABS and City of Cape Town

Joint Management Team

JOC / C&C Management

Unit/Field Management

Admin Support

Fusion Centre Support

Fusion Centre

Operational Environment

Operational Support

Admin

HELP! 107

Directorate WFP

Dep't WFP

Dep't WFP

Dep't WFP

Dep't WFP

Dep't WFP

Dep't WFP

GABS The Big Fix-Us

CCT C&C Management

Partners

TS Operators

MPD Operators

LE Operators

SAPS Liaison

CID Liaison

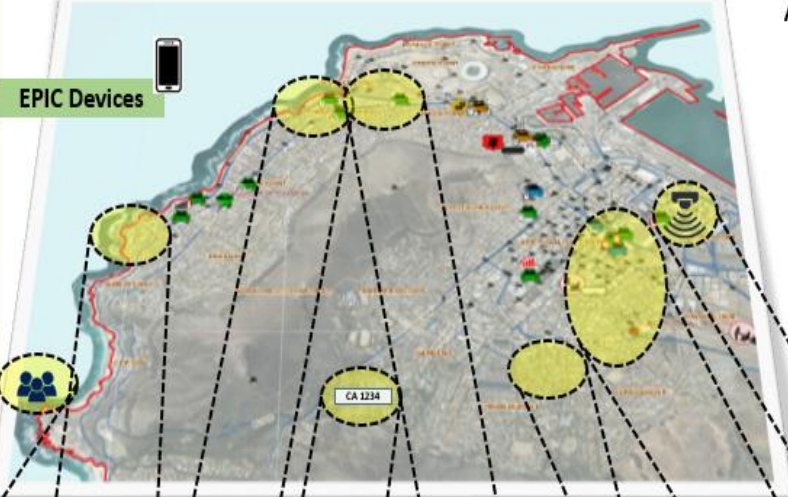
NW Liaison

Incidents (Reactive)

Activities (Pro-active)

Unit / Incident Commander

Operational Commander



Admin

SSIU

RTSA Specialist

CrowdSourcing

Drones

CCTV

ANPR

DashCams

BodyCams

ISR

Sensors

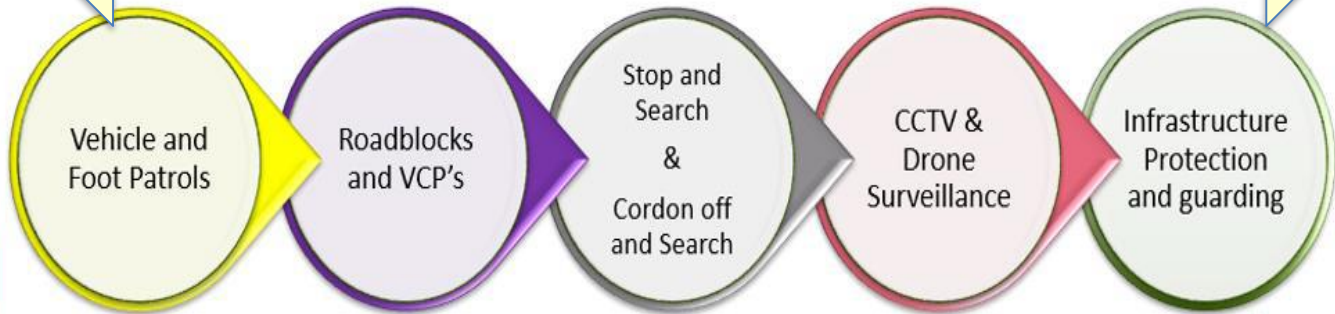
# Pillar 2 : Traffic, Metro Police, SSIMS, SSIU and Law Enforcement, SAPS and GABS



## Operational Concept



Day to day policing in terms of all Services and deployment



Joint, Integrated and Autonomous Operations



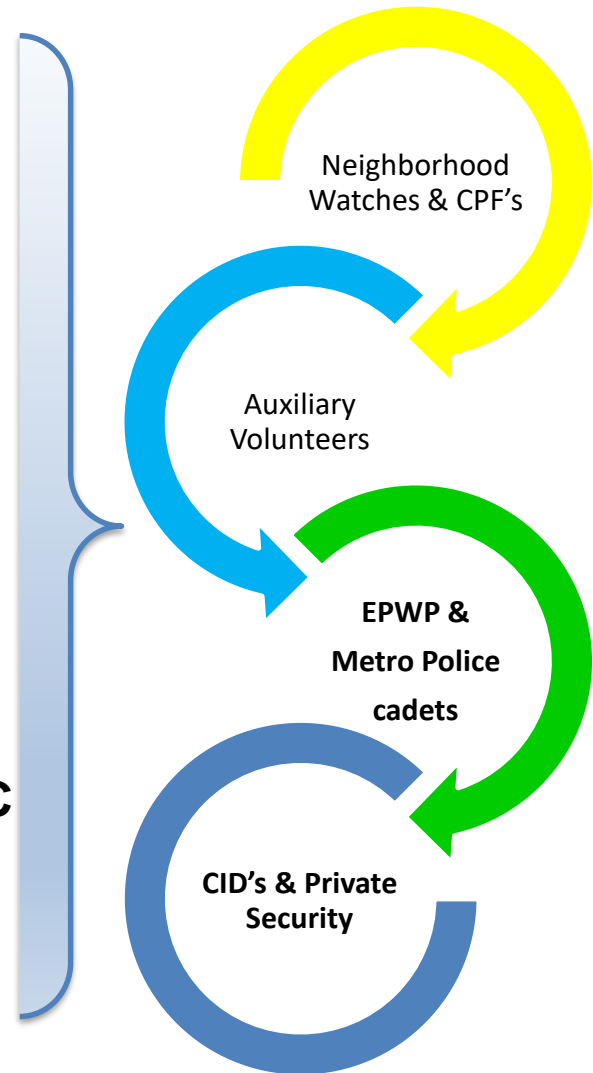
### SIX PILLAR APPROACH

- Intelligence gathering
- Proactive Policing
- Combat and Reaction
- Investigation
- Communication
- Operational Coordination

## PILLAR 2 : OPERATIONAL APPROACH

### COMMUNITY MOBILISATION IN TERMS OF DIFFERENT APPROACHES

- Command structure
- Threats
- Strategic approach
- Reward and Incentives
- Private Technology
- Multidisciplinary approach
- Operational Approach
- Operational Coordination through the City JOC
- Utilisation of Technology approach



# Pillar 3: Combat and reaction approach

---

# Pillar 3: Combat and reaction approach

Golden Arrow bus petrol-bombed in Philippi during protest



A Golden Arrow bus was torched on Tuesday morning in a suspected service delivery protest in Philippi.



The Citizen  
Taxi strike hits tourism: Tourists ...



Licensable

Al Jazeera  
Cape Town amid taxi strike ...



Al Jazeera  
Cape Town amid taxi strike ...



Reuters  
Cape Town amid taxi strike ...

POPS

TRU

Escorts

Drones

Traffic

Save Pick-up points

**Have your operational contingency plan in place with all your role players**



Al Jazeera  
Cape Town amid taxi strike ...



GroundUp  
violent taxi strike ...



VOA Africa  
Cape Town Taxi Strike Leaves 2 Dead ...

# PILLAR 4: INVESTIGATION / ARREST / PROSECUTION

---



- Cape Town police have taken in 17 people for questioning in connection with a spate of bus passenger robberies in Cape Town.
- Meanwhile, Golden Arrow Bus Service (GABS) management said 15 people were arrested as a result of the company working with police to catch suspects.
- CCTV photographs of five men robbing passengers in a bus were circulated on social media this week.

All Images News Videos Shopping Books Web More Tools

**News24**  
<https://www.news24.com/news24/already-93-armed-robberies-on-golden-arrow-buses-since-the-beginning-of-the-year>  
**Already 93 armed robberies on Golden Arrow buses since ...**  
 12 May 2021 — On the agenda was commuter safety, specifically on Golden Arrow buses. Giving feedback to the committee, provincial transport official Faizel ...  
 Missing: SECURITY | Show results with: SECURITY

**The South African**  
<https://www.thesouthafrican.com/news/golden-arrow-robberies/>  
**Golden Arrow to deploy enforcement unit to its buses**  
 28 May 2019 — ... safety and security, JP Smith, this is in response to ... Related: Golden Arrow considers security after passenger dies during bus robbery ...

**The Daily Voice**  
<https://www.dailyvoice.co.za/news/outrage-over-yet-another-golden-arrow-bus-robbery/>  
**Outrage over yet another Golden Arrow bus robbery**  
 08 Mar 2020 — Golden Arrow Bus Service has come under fire for being lax about the security of its drivers and passengers after yet another armed robbery ...

**Facebook**  
<https://m.facebook.com/photos/golden-arrow-bus-ser-.../>  
**Voice of the Cape Radio - VOC - Golden Arrow ...**  
 06 Mar 2019 — Golden Arrow Bus Services (or GABS) is working closely with law ... address issues of public safety. This after three male suspects robbed ...

**Voice of the Cape**  
<https://www.vocfm.co.za/All-News/>  
**Golden Arrow bus held up, passengers robbed**



Voice of the Cape Radio - VOC

6 March 2019 · 🌐

Golden Arrow Bus Services (or GABS) is working closely with law enforcement and the government to address issues of public safety. This after three male suspects robbed passengers of their cellphones and other personal belongings at gunpoint on Tuesday. The robbing of passengers travelling from Claremont to Mitchells Plain, has prompted an increase in security and patrols in some areas. Commuters have said the route is often targets and accuses the service of not doing enough. Gabs spokesperson Bronwen Dyke-Beyer says the service is offering a R50 000 reward for any information leading to the arrest and conviction of the suspects.

GABS

SSIU

JUSTICE

TECHNOLOGY

CORRECTIONAL SERVICES

NPA

PAROLEES

WARRANTS

SAPS DETECTIVES

- Golden Arrow Bus Services say they have recorded 93 armed robberies on their vehicles since the beginning of the year.
- Last year, they reported a total 224 robberies, leaving the company with losses of R102 million.
- CEO Francois Meyer said they would install surveillance cameras, but that this would take some time.

# PILLAR 5: COMMUNICATION

---

# Pillar 5 : Communication

**Cape Town – Golden Arrow commuters can feel a lot safer thanks to City of Cape Town law enforcement officers' patrols on buses.**

The initiative between the bus service and the City is intended to protect commuters. Twenty officers of the Rail Enforcement Unit, some uniformed and others in plain clothes, will also be deployed randomly on buses.

This year several Golden Arrow buses have been petrol-bombed, with four coming under attack in June, with other incidents where passengers were robbed.

The deployment has already resulted in numerous successes. A group of 20 officers were appointed through the Expanded Public Works Programme last month to patrol buses along routes identified by Golden Arrow Bus Services, which is funding the project entirely.

These areas include Nyanga, Philippi, Gugulethu, Samora Machel and Khayelitsha.

“Gabs has looked at various options to eliminate this organised crime. Our relationship with police forms a vital part of our approach,” she says.

“Gabs has launched various projects, including drop safes, panic buttons and CCTV surveillance systems, as deterrents and to assist police with their investigations.”

Some passengers who recently boarded buses with officers on-board say they are happy to see commuter safety prioritised.

WEEKEND ARGUS NEWS

**Golden Arrow buses to be fitted with cameras and panic buttons**



Cameras and panic buttons will be installed on Golden Arrow buses from next week. Picture: Henk Kruger/African News Agency (ANA)

CAPETIMES NEWS

**City law enforcement officers' patrols making Golden Arrow buses safer**



Following a spate of attacks on buses in the Western Cape, Golden Arrow Bus Services will be making use of a Transport Enforcement Unit to ensure that its bus routes are safer. The unit is comparable to Metrorail's Rail Enforcement Unit.

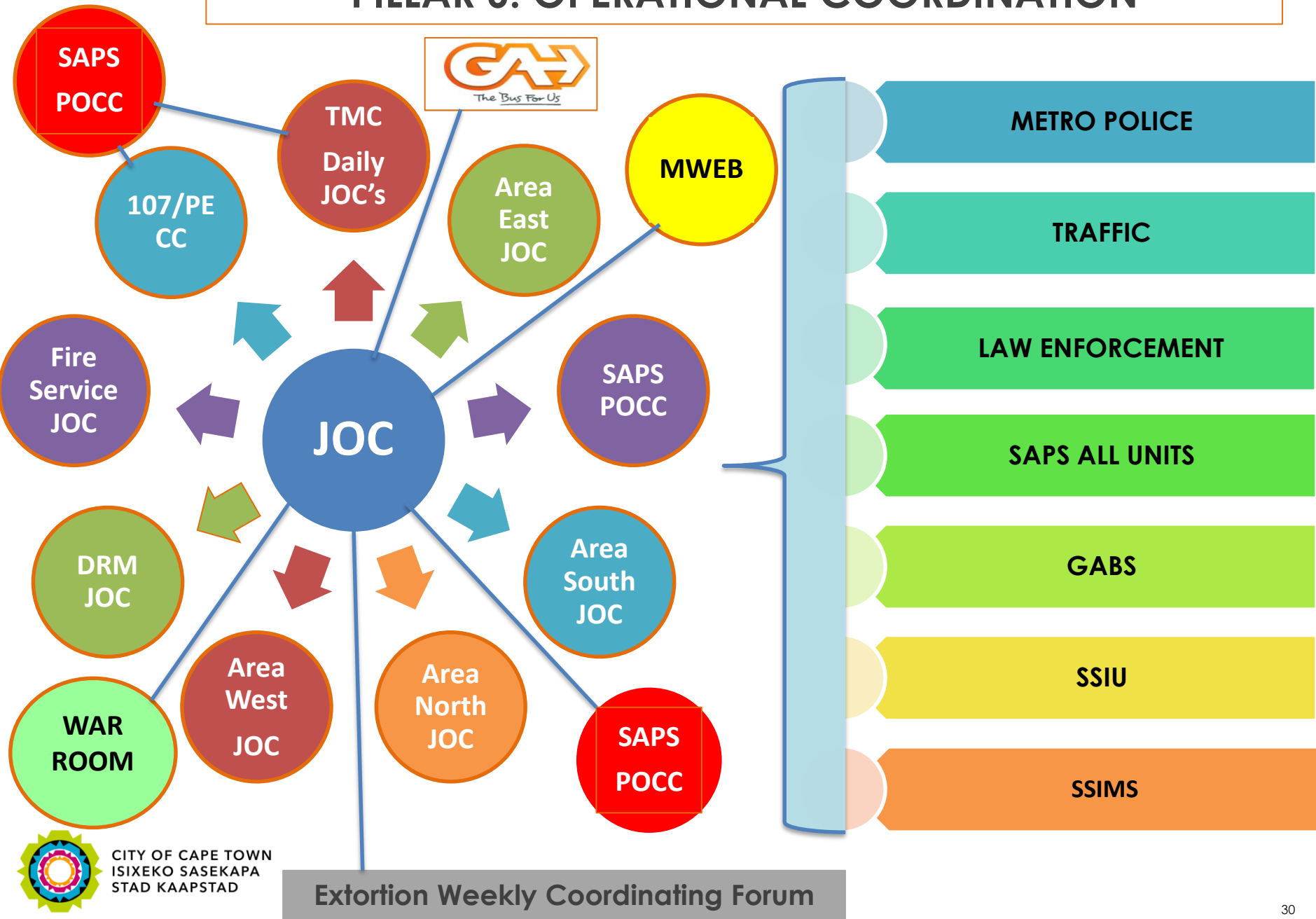
The City of Cape Town will assist Golden Arrow in funding the unit, including its staff and operational costs.

According to Mayco member for Safety and Security JP Smith the unit will give first priority to routes that the bus service has identified as a hotspot.

# PILLAR 6: OPERATIONAL COORDINATION

---

# PILLAR 6: OPERATIONAL COORDINATION



# PILLAR 6: Coordination of the Utilisation of Technology

## A One-Stop Centre for the utilization and coordination of technology:

### EPIC

- Proactive policing
- Reactive incident management
- Evidence from EPIC Devices

### CCTV

- Eagle Eye & Cyclops Feeds
- ANPR Technology
- Partner Camera Feeds
- Video Analytics (motion & intrusion detection etc)

### Other Technologies

- Eye in the Sky (ISR)
- Dash cameras
- Body Worn Cameras
- Drones
- Gunfire Detection
- Social Media Analysis

### Data Sources

- EPIC Data
- Transport Data
- Crime Statistics
- EMS Statistics
- Other Dept. Stats

WEEKEND ARGUS NEWS

Golden Arrow buses to be fitted with cameras and panic buttons

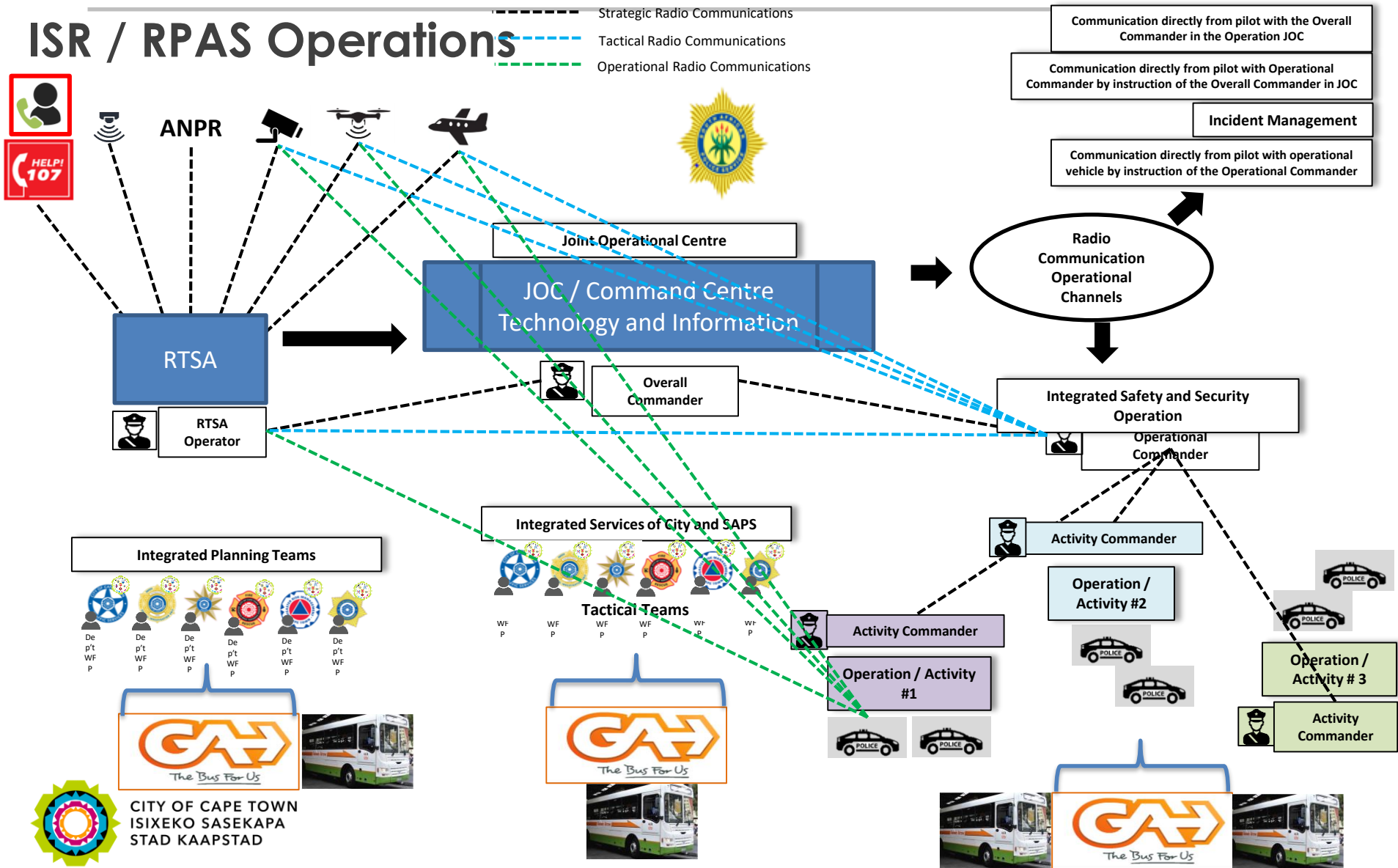


Cameras and panic buttons will be installed on Golden Arrow buses from next week. Picture: Henk Kruger/African News Agency (ANA)



# PILLAR 6: OPERATIONAL COORDINATION

## ISR / RPAS Operations



# Pillar 6: Coordinating Structure: Within the Joint Operational Centre (JOC) and within the whole of the Metropole : Multi Disciplinary



ch in terms of threats and crimes committed against



CITY OF CAPE TOWN  
ISIXEKO SASEKAPA  
STAD KAAPSTAD



## The Golden Arrow Way

Everything we do is guided by set of six principles. We call this the "Golden Arrow Way" and



CITY OF CAPE TOWN  
ISIXEKO SASEKAPA  
STAD KAAPSTAD

# Thank You

**Golden Arrow Bus Services**  
5m · 📍

A SEASON OF GRATITUDE AND BLESSINGS TO ALL: As 2023 draws to a close we thank you for your support throughout this year and look forward to what the new year brings, from all of us at #TEAMGABS

**THANK YOU FOR 2023**  
FROM ALL OF US AT GOLDEN ARROW BUS SERVICES

To: Safety & Security Directorate/  
Commissioner/SAPS/Metro/ LE/Traffic 📌