

g-Fleet Management
Trading Entity



Annual Performance Plan

2016 – 2017



FOREWORD BY THE MEC

g-Fleet has demonstrated its continued commitment to provide Executive authorities and authorised public servants with fleet services that are accessible, predictable, comfortable, safe and secure. Its Strategic Plan emanates from the organisational changes, operational challenges and the audit opinion issued by the Auditor-General.

The Annual Performance Plan (APP 2016/17) continues to align and support the key strategic priorities embedded in the turnaround strategy. g-Fleet's strategic goals in the 2014/15 Financial Year are to:

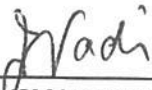
1. Build, maintain and sustain effective client relations;
2. Provide clients with safe, high quality, affordable, reliable and environmentally-sound fleet transport service;
3. Ensure that adequate internal controls and systems are in place in order to improve and ensure effective; efficient, and sound financial, asset, procurement, and human resource management.

This Plan reflects the performance targets for the 2016/17 financial year and associated budget for the Entity. It must be noted that g-Fleet is a self-sustainable Entity that generates adequate revenue to cover its operational and administrative costs.

The Annual Budget has been prepared on a zero-basis, with minimal adjustments that are based on inflationary increases. The focus of the 2016/17 APP will also be to ensure maximum collection and utilisation of its revenue to realise the objectives set out in the Strategic Plan and this Annual Performance Plan. In addition, it shows how the Entity intends to meet these objectives while giving effect to the Strategic Plan developed (by the Management of g-Fleet) for the next three financial years.

The APP 2016/17 is developed in accordance with Treasury prescripts. The implementation of this Plan will be timeously reported on by the Trading Entity, to ensure that the planned interventions and objectives are achieved throughout 2016/17, resulting in a more efficient and effective g-Fleet.

This Annual Performance Plan will allow for the planning and execution of g-Fleet's mandate and I look forward to the report on the achievement of the objectives in the Annual Report to follow. I endorse the attached Plan and indicate my support and commitment to ensuring its successful implementation in the 2016/17 financial year.



DR. ISMAIL VADI

MEC: ROADS AND TRANSPORT

DATE: 26/02/2016

Official Sign Off

It is hereby certified, that the g-Fleet Management 2016/17 Annual Performance Plan:

- Was developed by the management of g-FleetT under the guidance of the g-FleetT: Accounting Officer, namely Mr Ronald Swartz.
- Was prepared in accordance with the current priorities of the Gauteng Provincial Government and the Gauteng Department of Roads and Transport.
- Accurately reflects the performance targets, which g-FleetT will endeavour to achieve given the resources made available in the Budget for 2016/17 Financial Year.

Mr. Victor Mhangwana
Chief Operations Officer
g-FleetT Management

Signature: _____



Mr. Thulani Mkwana
Acting Chief Financial Officer
g-FleetT Management

Signature: _____



Ms. Noxolo Maninjwa
Acting Chief Executive Officer
g-FleetT Management

Signature: _____



Mr. Ronald Swartz
Accounting Officer

Signature: _____



Approved By:

Dr. Ismail Vadi
Member of the Executive Council
Gauteng Department of Roads and Transport

Signature: _____

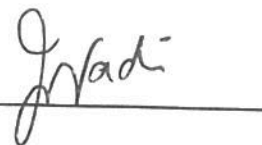


TABLE OF CONTENTS

FOREWORD BY THE MEC	2
Official Sign Off	3
PART A: Strategic Overview	5
1. Updated situational analysis	5
1.1 Performance delivery environment	6
1.2 Organisational environment	7
2. Revision to legislative and other mandates	8
3. Overview of annual budget and estimates	8
3.1 Annual Budget Estimates	8
3.2 Expenditure trends linked	8
PART B: PROGRAMME AND SUB-PROGRAMME PLANS	10
4.1 Strategic objective annual targets	10
4.2 Reconciling strategic objectives with approved budget	15
PART C: LINKS TO OTHER PLANS	17
5. Links to the long term infrastructure and other capital plans	17
ANNEXURE A	18
Vision	18
Mission	18
Values	18
Strategic outcome oriented goals	18
ANNEXURE B – TECHNICAL INDICATOR DESCRIPTIONS	19

PART A: Strategic Overview

1. Updated situational analysis

To-date several initiatives have contributed to the development of a vast knowledge base that has been used in this strategic planning process. This includes work undertaken in support of the:

- The Sustainability Assessment, followed by
- The South African Fleet Industry Competitive Analysis,
- The g-Fleet Management Customer Satisfaction Research,
- The g-Fleet Turnaround Strategy and Implementation Plan, and
- The Management Report and Audit Opinion issued by the Auditor-General.

All of these initiatives have provided concrete information on developments in the fleet management industry in which g-Fleet operates. Due to negative perceptions over the quality of the fleet services delivered the Entity, a new operating model is being developed. This contains the requirements for turning the organization around and includes a range of other issues pertaining to internal controls, systems and processes.

This Plan draws extensively on this prior work and aims to build on this. The strategic overview highlights the organization's vision, mission, values and mandates as a way of demonstrating its priorities.

This document sets out what g-Fleet intends on achieving in the upcoming financial year and during the Medium Term Expenditure Framework (MTEF) to implement its Strategic Plan. In addition this document sets out the:

- Performance indicators and targets for each budget programs and sub-programs where relevant; and
- Quarterly breakdown of performance targets for the upcoming year.

The Entity's Budget Programmes, goal, strategic objectives, performance indicators and targets are therefore captured in three key planning documents:

- The Strategic Plan;
- The Annual Performance Plan; and
- The Annual Budget.

The Provincial Cabinet began a process to review its vision, mission and values, based upon the results of a survey undertaken amongst management staff in the Provincial Government. This review process resulted in the Provincial Cabinet redeveloping its vision and mission.

The strategic overview highlights the organization's vision, mission, values and mandates as a way of demonstrating its priorities.

Vision

We Keep Government Service Delivery on the Move

Mission

We will achieve our vision by:

- Providing effective, competitive and efficient fleet services to government.
- Focusing on providing reliable fleet to meet client needs.
- Building and maintaining sustainable stakeholder relations.

Values

The core values applicable to the Provincial Government were revised and reflect as follows:

- Competence,
- Accountability,
- Integrity, and
- Responsiveness

1.1 Performance delivery environment

Transport cost management means that g-FleeT will continue to monitor and respond to the needs of its client department proactively. Due to the vast advances in modern means of communication, distances between people can be overcome using telephones, email, World Wide Web, and broadband connections. This has reduced the need to travel from one point to another. However there are times when it is necessary to physically move from one place to another in order to perform official duties to enable service delivery. Hi-tech contact is not always enough. In such instances, g-FleeT provides the transport means to move government officials from one place to another, through its fleet of vehicles. Current usage of vehicle includes transport of people, individually and as groups, and transport of light goods.

In transporting people, there are instances when a vehicle is leased out over a long period to provide continued transport services. In short term leases there could be a possibility of reducing cost even further without sacrificing efficiency.

Over the period ahead, government will take steps to modernise its outputs and take proactive steps to prevent corruption. Among key actions are to improve efficiency in public spending, eliminate wastage and improve spending and policy priorities. Further steps will also be taken to root out corruption.

The provision of fleet management services coverage will be extended to every client Department, whilst considering each client's ability to pay.

The ten pillars of Gauteng Provincial Government Priorities as outlined by the Premier at the State of the Province Address on 27 June 2014 are:

Transformation

- Radical economic transformation
- Decisive spatial transformation
- Accelerated social transformation
- Transformation of the state and governance

Modernisation

- Modernisation of the public service
- Modernisation of the economy
- Modernisation of human settlements and urban development
- Modernisation of public transport infrastructure

Re-industrialisation

- Re-industrialisation of Gauteng province
- Taking the lead in Africa's new industrial revolution

The following have been identified as applicable to g-FleeT Management:-

Re-industrialisation of Gauteng province, specifically the revitalisation of the township economy, within the context of its mandate of providing fleet services g-FleeT will participate in the re-industrialisation of the Township economy.

Through g-FleeT will provide safe and efficient fleet services to client department's officials in a manner that supports modernisation and prevents corruption. g-FleeT also recognises the critical importance of competency and capability of financial practitioners to the quality of governments' management of finances. In this regard a capacity-building model for public-sector financial management has been developed and training of new and existing staff will continue over the period covered in this plan.

1.2 Organisational environment

The organisational environment analysis as provided in the Strategic Plan state that there has been much discussion and debate about the nature of g-FleeT's business. There are some who argue that the organisation provides a product, while others hold the view that the organisation provides a service experience to its clients or those using its services. While the vehicles being provided to client departments are tangible products, there is a general consensus that the business of the organisation is the provision of a complete service experience to its clients over the duration of the relationship. A series of service standards should underpin all the interactions with client departments in the process of delivering the service.

The organisation provides total fleet management services to all Government Departments at National, Provincial and Local Spheres of Government. It provides its services in four other Provinces through regional offices.

2. Revision to legislative and other mandates

There were no revisions to the mandates.

3. Overview of annual budget and estimates

3.1 ANNUAL BUDGET ESTIMATES

During the Strategic Planning Session, Annual Budget Estimates were determined at an overall as per economic classification which also included all capital projects. A conservative Budget approach was adopted in line with the budget guidelines:

- Adequately provides for each business units capital and current goods and services expenditure requirements.
- Includes revenue estimates for the MTEF period.
- Includes project estimates included in the budget per economic classification for the MTEF period.
- Enables the achievement of the Entity's pre-determined targets relating to providing fleet management services that are effective, efficient and client-focused and ensuring a sustainable and well governed organisation.

3.2 Expenditure trends linked

The Entity is responsible for buying and leasing of vehicles to departments in all three spheres of government. The buying and leasing of vehicles is based on the need by the client departments. The Entity also provides for the maintenance of vehicles as well as tracking. The Entity does not receive any voted funds from Provincial Treasury and is generating its revenue through the leasing of vehicles to client department as part of its operations.

Most of the Entity's budget is allocated to Goods and Services and relates to maintenance of vehicles, Fuel, spares and accessories, tyres, e-tolls, vehicle registration and vehicle tracking. In the financial years from 2012/13 to 2014/15 we have seen a decrease of about 25% in the actual expenditure for Goods and Services. This is because the entity has been replacing older vehicles with the new ones.

The second largest budget is allocated to the Acquisition of Vehicles. The Entity has been acquiring on average 1 107 vehicles from 2012/13 to 2014/15 of which most of these were replacing older vehicles. The Entity has seen an increase in expenditure for acquisition of vehicles of 17% between 2012/13 and 2014/15 financial years.

The Entity has also identified a need to budget for Capital Projects. Around R41 million was spent for Phase 1 of the projects between 2012/13 and 2014/15 financial years. The following projects were implemented during this phase: Perimeter lighting upgrade, Partitioning and Construction of offices at g-Fleet Wellness Centre, Supply and install office furniture to g-Fleet Wellness Centre, Upgrade of roads, parking and storm water management, Sewer and portable water reticulation, Construction of Carwash and boundary wall.

The Entity has also made available budget allocation of R96 million for Phase 2 of the Capital Projects of which one of the projects was planned to commence in the current year while the rest of the projects are planned to be implemented in the next MTEF. The projects involved in phase 2 are as follows: New Permanent Building (still at cost plan stage), Head Office Building (still at cost plan stage), Visitors Centre (still at cost plan stage), Canteen Building (still at cost plan stage), LMV Workshops (as per elemental estimate), Carports and Vehicle storage (bill of quantities done but excludes full fire allowance) and VIP Covered Parking (as per elemental estimate).

The table below represents the Entity's MTEF budget:

EXPENDITURE ESTIMATES

Programme	Audited Outcomes (Actual)		Adjusted Budget	Main Appropriation	Adjustment appropriation	Revised estimate	Medium Term Expenditure Estimate		
	R'000	R'000					R'000	R'000	R'000
	2013/14	2014/15					2017/18	2018/19	2019/20
1. Administration	73 608	71 000	95 722	101 316	-	101 316	113 498	74 218	65 061
2. Operations	667 795	617 969	631 713	637 806	-	637 806	665 428	684 872	684 872
TOTAL	741 403	688 969	727 435	739 122	-	739 122	778 926	759 090	749 933

EXPENDITURE ESTIMATES

Economic Classification	Audited Outcomes (Actual)		Adjusted Budget	Main Appropriation	Adjustment appropriation	Revised estimate	Medium Term Expenditure Estimate		
	R'000	R'000					R'000	R'000	R'000
	2013/14	2014/15					2017/18	2018/19	2019/20
Current Payments	448 108	391 697	419 207	388 907	-	388 907	399 773	422 858	422 858
Compensation of employees	73 175	79 821	84 170	80 356	-	80 356	81 416	86 762	86 762
Goods and Services	374 933	311 876	335 037	308 551	-	308 551	318 357	336 096	336 096
Payment for Capital Assets	293 295	297 272	308 228	350 215	-	350 215	379 153	336 232	327 075
Buildings and other fixed structures	24 510	19 236	8 302	29 448	-	29 448	52 169	9 157	-
Software and other intangible assets	73	1 364	5 345	11 000	-	11 000	2 000	2 000	2 000
Computer Hardware	959	728	994	1 500	-	1 500	1 300	1 375	1 375
Office Furniture	128	97	632	217	-	217	230	243	243
Acquisition of Motor Vehicles	267 625	270 495	291 945	308 000	-	308 000	323 400	323 400	323 400
Machinery and Equipment	-	5 352	1 010	50	-	50	54	57	57
TOTAL	741 403	688 969	727 435	739 122	-	739 122	778 726	759 090	749 933

REVENUE ESTIMATES

	Audited Outcomes (Actual)		Adjusted Budget	Main Estimate	Adjusted estimate	Revised estimate	Medium Term Revenue Estimate		
	R'000	R'000					R'000	R'000	R'000
	2013/14	2014/15					2017/18	2018/19	2019/20
R thousand									
Revenue - Exchange	695 573	633 101	776 856	819 583	-	819 583	860 562	910 474	910 474
Revenue - Non-Exchange	-	5 929	17 703	19 473	-	19 473	21 421	22 663	22 663
Revenue - Transport	6 344	569	1 794	3 400	-	3 400	3 600	3 808	3 808
Revenue - Auctions	45 075	61 637	64 749	58 000	-	58 000	65 000	68 770	68 770
TOTAL	746 992	701 236	861 102	900 456	-	900 456	950 583	1 005 715	1 005 715

PART B: Programme and Sub-Programme Plans

4.1 Strategic objective annual targets

Strategic outcome oriented goal 1: Provide fleet management services that are effective, efficient and client-focused

Strategic Objective 1: Provide clients with reliable fleet to meet their needs by servicing 70% of vehicles per schedule and by buying and selling vehicles to maintain the average age of the fleet at four years.							
PERFORMANCE INDICATORS	AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE 2015/16	MEDIUM-TERM TARGETS		
	2012/13	2013/14	2014/15		2016/17 TARGET	2017/18 TARGET	2018/19 TARGET
1.1 Average age of allocated fleet	New KPI	New KPI	≤ 4 years	≤ 4 years	≤ 4 years	≤ 4 years	≤ 4 years
1.2 Percentage of vehicles compliant to scheduled maintenance	New KPI	New KPI	60%	60%	70%	80%	90%

Quarterly Targets

PERFORMANCE INDICATORS	REPORTING PERIOD	ANNUAL TARGET 2016/17	QUARTERLY TARGETS			
			1ST	2ND	3RD	4TH
1.1 Average age of allocated fleet	Quarterly	≤ 4 years	≤ 4 years	≤ 4 years	≤ 4 years	≤ 4 years
1.2 Percentage of vehicles compliance to scheduled maintenance	Quarterly	70%	70%	70%	70%	70%

Strategic Objective 2: To provide quality and value-added client service by monitoring vehicle location and maintaining turn-around times of 20 days for services to achieve client satisfaction of 55%.

PERFORMANCE INDICATORS	AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE 2015/16	MEDIUM-TERM TARGETS		
	2012/13	2013/14	2014/15		2016/17 TARGET	2017/18 TARGET	2018/19 TARGET
2.1 Percentage of in-service vehicles tracked.	New KPI	New KPI	80%	80%	90%	93%	95%
2.2 Average turnaround time for accidents and mechanical repairs	New KPI	New KPI	20 working days	20 working days	20 working days	20 working days	20 working days
2.3 Percentage of client satisfaction level for all g-Fleet's client departments.	-	62%	45%	-	55%	-	60%

Quarterly Targets

PERFORMANCE INDICATORS	REPORTING PERIOD	ANNUAL TARGET 2016/17	QUARTERLY TARGETS			
			1ST	2ND	3RD	4TH
2.1 Percentage of in-service vehicles tracked	Quarterly	80% 5778 tracked 7200 in-service	90%	90%	90%	90%
2.2 Average turnaround time for accidents and mechanical repairs	Quarterly	20 working days	20 working days	20 working days	20 working days	20 working days
2.3 Percentage of client satisfaction level for all g-Fleet's client departments.	Every two years	55%	-	-	-	55%

Strategic outcome oriented goal 2: Sustainable and well-governed organisation

Strategic Objective 1: Optimise return on investment by reviewing tariff structure, reducing inventory to 25 days and achieve rental utilisation of 65% to ensure sustainability.							
PERFORMANCE INDICATORS	AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE 2015/16	MEDIUM-TERM TARGETS		
	2012/13	2013/14	2014/15		2016/17 TARGET	2017/18 TARGET	2018/19 TARGET
1.1 Average Number of business days from delivery of vehicle to active vehicle contract with (permanent vehicles only)	New KPI	New KPI	New KPI	30 days	25 days	20 days	15 days
1.2 Average rental utilisation of available VIP self-drive and Pool Fleet	New KPI	New KPI	New KPI	average rental utilisation of 65%	average rental utilisation of 65%	average rental of utilisation of 67%	average rental of utilisation of 69%
1.3 Annual Tariff structure submitted to Treasury for approval	New KPI	New KPI	New KPI	N/A	Reviewed Tariff structure submitted to National Treasury for approval	Reviewed Tariff structure submitted to National Treasury for approval	Reviewed Tariff structure submitted to National Treasury for approval
1.4 Sustainability model developed and approved	New KPI	New KPI	New KPI	New KPI	Approved sustainability Model	Phase 1 Implementation of sustainability model	Phase 2 Implementation of sustainability model
1.5 Percentage decrease in Average debtors days	New KPI	New KPI	New KPI	15%	15%	20%	25%

Quarterly Targets

PERFORMANCE INDICATORS	ANNUAL TARGET 2016/17	QUARTERLY TARGETS			
		1ST	2ND	3RD	4TH
1.1 Average number of business days from delivery of vehicle to active vehicle contract (permanent vehicles only)	25 business days	25 business days	25 business days	25 business days	25 business days
1.2 Average rental utilisation of available VIP self-drive and Pool Fleet	average rental utilisation of 65%	average rental utilisation of 65%	average rental utilisation of 65%	average rental utilisation of 65%	average rental utilisation of 65%
1.3 Annual Tariff structure submitted to Treasury for approval	Reviewed Tariff structure submitted to National Treasury for approval	-	-	-	Reviewed Tariff structure submitted to National Treasury for approval
1.4 Sustainability model developed and approved	Approved sustainability Model	-	-	-	Approved sustainability Model
1.5 Percentage decrease in Average debtors days	20%	20%	20%	20%	20%

Strategic Objective 2: Engender organisational and culture change

To build and maintain a healthy organisation with effective operations

PERFORMANCE INDICATORS	AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE 2015/16	MEDIUM-TERM TARGETS		
	2012/13	2013/14	2014/15		2016/17 TARGET	2017/18 TARGET	2018/19 TARGET
2.1 Percentage of valid invoices paid within 30 days from receipt of invoice	New KPI	New KPI	97%	100%	100%	100%	100%
2.2 Audit outcome (Auditor-General)	New KPI	Adverse	Disclaimer	Unqualified opinion	Clean audit	Clean audit	Clean audit
2.3 Employee satisfaction rate/percentage	New KPI	New KPI	33%	50%	50%	70%	70%
2.4 Percentage of employee Performance Management Development System (PMDS) assessments completed	New KPI	New KPI	New KPI	95%	100%	100%	100%
2.5 Review, approval and implementation of organisational structure	New KPI	New KPI	New KPI	Submit organisational structure to DPSA for approval.	Vacancy rate ≤3%	Vacancy rate ≤3%	Vacancy rate ≤3%

2.6 An approved Information Communication Technology (ICT) Strategy/Plan	New KPI	New KPI	New KPI	ICT strategy approved by the HOD	Phase 1 Implementation of ICT strategy	Phase 2 Implementation of ICT strategy	Phase 3 Implementation of ICT strategy
2.7 Percentage of maintenance spent on [automotive] township businesses	New KPI	New KPI	New KPI	2%	2%	2%	2%
2.8 Implementation of the apprenticeship program	New KPI	New KPI	New KPI	Apprenticeship plan submitted for approval	Phase 1 Implementation Apprenticeship plan	Phase 2 Implementation Apprenticeship plan	Phase 3 Implementation Apprenticeship plan

Quarterly Targets

PERFORMANCE INDICATORS	ANNUAL TARGET 2016/17	QUARTERLY TARGETS			
		1ST	2ND	3RD	4TH
2.1 Percentage of valid invoices paid within 30 days from receipt of invoice	100%	100%	100%	100%	100%
2.2 Audit outcome (Auditor-General)	Clean audit	Clean audit	Clean audit	Clean audit	Clean audit
2.3 Employee satisfaction rate/percentage	50%	-	-	-	50%
2.4 Percentage of employee Performance Management Development System assessments completed	95%	100%	100%	100%	100%
2.5 Review, approval and implementation of organisational structure	Vacancy rate $\leq 3\%$	Vacancy rate $\leq 3\%$	Vacancy rate $\leq 3\%$	Vacancy rate $\leq 3\%$	Vacancy rate $\leq 3\%$
2.6 An approved ICT strategy/plan	ICT strategy approved by the HOD	-	-	-	-
2.7 Percentage of maintenance spend on [automotive] township businesses	2%	2%	2%	2%	2%
2.8 Implementation of the apprenticeship program	Approved apprenticeship plan	-	-	-	Approved apprenticeship plan

4.2 Reconciling strategic objectives with approved budget

Table 4.2.1: Summary of payments and estimates by sub-programme: Administration

Programme	Audited Outcomes (Actual)		Budget	Main Appropriation	Adjustment appropriation	Revised estimate	Medium Term Expenditure Estimate		
	R'000	R'000					R'000	R'000	R'000
	2013/14	2014/15					2017/18	2018/19	2019/20
3. Office of the CFO				10 762	-	10 762	11 387	12 192	12 192
4. Financial Accounting	19 756	19 346	41 379	15 381	-	15 381	16 199	17 139	17 139
5. Office of the CEO	2 905	2 706	2 901	3 025	-	3 025	3 045	3 257	3 257
6. Corporate Services	50 947	48 948	51 442	72 148	-	72 148	82 869	41 630	32 472
TOTAL	73 608	71 000	95 722	101 316	-	101 316	113 500	74 218	65 060

Economic Classification	Audited Outcomes (Actual)		Budget	Main Appropriation	Adjustment appropriation	Revised estimate	Medium Term Expenditure Estimate		
	R'000	R'000					R'000	R'000	R'000
	2013/14	2014/15					2016/17	2017/18	2018/19
Current Payments	47 938	48 060	82 267	59 101	-	59 101	57 747	61 386	61 386
Compensation of employees	23 532	26 815	23 531	31 087	-	31 087	28 796	30 564	30 564
Goods and Services	24 406	21 245	58 736	28 014	-	28 014	28 951	30 822	30 822
Payment for Capital Assets	25 670	22 940	13 455	42 215	-	42 215	55 753	12 832	3 675
Buildings and other fixed structures	24 510	19 236	5 474	29 448	-	29 448	52 169	9 157	-
Software and other intangible assets	128	1 364	5 345	11 000	-	11 000	2 000	2 000	2 000
Computer Hardware	73	728	994	1 500	-	1 500	1 300	1 375	1 375
Office Furniture	959	97	632	217	-	217	230	243	243
Acquisition of Motor Vehicles		-	-	-	-	-	-	-	-
Machinery and Equipment		1 515	1 010	50	-	50	54	57	57
TOTAL	73 608	71 000	95 722	101 316	-	101 316	113 500	74 218	65 060

Table 4.2.2: Summary of payments and estimates by sub-programme: Operations

Programme	Audited Outcomes (Actual)		Budget	Main Appropriation	Adjustment appropriation	Revised estimate	Medium Term Expenditure Estimate		
	R'000	R'000					R'000	R'000	R'000
	2013/14	2014/15					2017/18	2018/19	2019/20
1. Chief Operating Officer	9 484	10 014	1 532	2 976	-	2 976	3 174	3 381	3 386
2. Customer Management Services	9 799	12 972	10 920	8 683	-	8 683	9 144	9 733	9 733
3. VIP & Pool	9 395	11 062	16 457	16 765	-	16 765	17 834	19 097	19 097
4. Fleet Maintenance	116 775	104 501	98 633	79 373	-	79 373	77 771	82 401	82 401
5. Transport Support Services	222 058	201 531	200 275	214 733	-	214 733	226 319	238 583	238 583
6. Permanent Fleet	300 284	277 889	303 896	315 276	-	315 276	331 157	331 671	331 670
TOTAL	667 795	617 969	631 713	637 806	-	637 806	665 428	684 872	684 872

Economic Classification	Audited Outcomes (Actual)		Budget	Main Appropriation	Adjustment appropriation	Revised estimate	Medium Term Expenditure Estimate		
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
	2013/14	2014/15	2015/16	2016/17	2016/17	2016/17	2017/18	2018/19	2019/20
Current Payments	400 170	343 637	343 014	329 806	-	329 806	342 028	329 007	361 472
Compensation of employees	56 294	53 006	60 886	49 269	-	49 269	52 620	56 198	56 198
Goods and Services	343 876	290 631	282 128	280 537	-	280 537	289 408	305 274	305 274
Payment for Capital Assets	267 625	274 332	288 699	308 000	-	308 000	323 400	323 400	323 400
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Tracking	-	-	-	-	-	-	-	-	-
Computer Hardware	-	-	-	-	-	-	-	-	-
Office Furniture	-	-	-	-	-	-	-	-	-
Acquisition of Motor Vehicles	267 625	270 495	288 699	308 000	-	308 000	323 400	323 400	323 400
Machinery and Equipment	-	3 837	-	-	-	-	-	-	-
TOTAL	667 795	617 969	631 713	637 806	-	637 806	665 428	684 872	684 872

PART C: Links to other plans

5. Links to the long term infrastructure and other capital plans

Infrastructure Projects at the Entity relate to the planned Phase 2 Projects.

PROJECT ESTIMATES

No	Project Name	Municipality	Outputs	Outcome			Main Appropriation R'000	Adjustment appropriation R'000	Revised estimate R'000	Medium-term estimates		
				R'000	R'000	R'000				R'000	R'000	R'000
				2013/14	2014/15	2015/16	2015/16	2015/16	2015/16	2016/17	2017/18	2018/19
1	Permanent – Admin Block	Ekurhuleni		-	-	-	11 167	-	11 167	30 901	5 157	-
2	New Permanent Building	Ekurhuleni		-	-	-	3 000	-	3 000	10 376	4 000	-
3	Carports and vehicle storage	Ekurhuleni		-	-	5 475	2 692	-	2 692	-	-	-
5	Visitors Centre	Ekurhuleni		-	-	-	4 724	-	4 724	-	-	-
6	VIP Covered Parking	Ekurhuleni		-	-	-	2 957	-	2 957	4 787	-	-
Total new and replacement assets				-	-	5 475	24 540	-	24 540	46 064	9 157	-
1	Canteen Building	Ekurhuleni		-	-	-	1 908	-	1 908	-	-	-
2	LMV Maintenance centre	Ekurhuleni		-	-	-	3 000	-	3 000	6 105	-	-
Total rehabilitation, renovations and refurbishments				-	-	-	4 908	-	4 908	6 105	-	-
GRAND TOTAL						5 475	29 448	-	29 448	52 169	9 157	-

Annexure A

Vision

Included in Strategic Plan:

We Keep Government Service Delivery on the Move

Mission

Included in Strategic Plan:

We will achieve our vision by:

- Providing effective, competitive and efficient fleet services to government.
- Focusing on providing reliable fleet to meet client needs.
- Building and maintaining sustainable stakeholder relations.

Values

Included in Strategic Plan:

The core values applicable to the Provincial Government were revised and reflect as follows:

- Competence,
- Accountability,
- Integrity, and
- Responsiveness

Strategic outcome oriented goals

Included in Strategic Plan:

#	Goals	Goal Statement
1	Provide fleet management services that are effective, efficient and client-focused	Provide reliable fleet and quality services to meet our client's needs in an effective and efficient manner.
2	Sustainable and well-governed organisation	Ensure a well- run organisation by designing and maintaining effective systems and process that will results in optimal use of the Entity's assets in delivery of services.

Annexure B – Technical indicator descriptions

Indicator title	1.1 Average age of allocated fleet
Short Definition	Percentage of passenger and light commercial vehicle that are in service on FIS. Allocated fleet refers to vehicles that are available to be leased to clients or has been leased to clients. The 4 – year age threshold refers to the age of the vehicle from the date it was issued/purchased.
Purpose/Importance	To ensure that all vehicles provided to clients are reliable
Source/collection of data	New and In service report (FIS)
Method of calculation	Number of vehicles that are equal or less than 4yrs old/ Number of vehicles allocated)
Data limitations	No limitation
Type of indicator	Output
Calculation Type	Non-Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	Target is set at desired performance level
Indicator responsibility	Permanent Fleet Unit

Indicator title	1.2 Percentage of vehicles compliant to scheduled maintenance
Short Definition	Vehicles without maintenance plan that have gone for scheduled maintenance/service, as a percentage of all vehicles without a maintenance plan that should have gone for service.
Purpose/Importance	To ensure that all vehicles provided to clients are serviced and are reliable
Source/collection of data	Projected maintenance report and services conducted report. (Stannic)
Method of calculation	Vehicles without maintenance plan that have gone for scheduled maintenance/service, as a percentage of all vehicles without a maintenance plan that should have gone for service.
Data limitations	Reports not received from service provider. Reports not received on time from service provider
Type of indicator	Output
Calculation Type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	Target is set at desired performance level
Indicator responsibility	Maintenance Unit

Indicator title	2.1 Percentage of in-service vehicles tracked.
Short Definition	Percentage of in-service vehicles to be tracked excluding vehicles that are exempt from being tracked.
Purpose/Importance	Safeguard and monitor vehicles and ensure vehicles are traceable to ensure availability and on time delivery to clients
Source/collection of data	In service report (FIS) and tracking Report
Method of calculation	(Total number of in service vehicle tracked/Total number of in service vehicle)%
Data limitations	No limitation.
Type of indicator	Input
Calculation Type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	Target is set at desired performance level
Indicator responsibility	Transport Support Services Unit

Indicator title	2.2 Average turnaround time for accidents and mechanical repairs
Short Definition	Average number of days taken to complete major accidents and mechanical repairs administered in-house. These are vehicles that are reported directly to the Entity for repairs
Purpose/Importance	To provide quality and value-added client service by reducing down-time.
Source/collection of data	Major accidents and mechanical repair report
Method of calculation	Total number of days taken for repairs administered in-house/total number of vehicles whose repairs were administered in-house
Data limitations	No limitation
Type of indicator	Input
Calculation Type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	Target is set at desired performance level
Indicator responsibility	Maintenance Unit

Indicator title	2.3 Percentage of client satisfaction level for all g-Fleet's client departments.
Short Definition	The indicator measures the quality of the relationship between g-Fleet and its clients based on a sample.
Purpose/Importance	To gauge the level of client loyalty and identify issues to be addressed to improve it
Source/collection of data	Client Survey Report
Method of calculation	Qualitative and quantitative measurement
Data limitations	No limitation
Type of indicator	Output
Calculation Type	Non- Cumulative
Reporting cycle	Every Second Year
New indicator	No
Desired performance	Target is set at desired performance level
Indicator responsibility	Client Management Services Unit

Indicator title	1.1 Average number of business days from delivery of vehicle to active vehicle contract(permanent vehicle only)
Short Definition	Average Number of business days from the date of delivery of vehicle to g-Fleet to the date the vehicle contract is activated on FIS (permanent vehicles only)
Purpose/Importance	The Entity optimizes billing on purchased vehicles by ensuring that vehicles are allocated to clients within a reasonable timeframe.
Source/collection of data	OEM delivery note, new and in-service FIS report with active vehicle contract.
Method of calculation	Number of business days from date of delivery to g-Fleet active vehicle contract/number of new vehicles delivered to g-Fleet.
Data limitations	No limitation
Type of indicator	Input
Calculation Type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	Target is set at desired performance level
Indicator responsibility	Permanent Fleet Unit

Indicator title	1.2 Average rental utilization of available VIP self-drive and Pool fleet.
Short Definition	Calculation of utilisation rates of VIP and Pool fleet. Not available means downtime, i.e. vehicles under mechanical repairs or accident damage repairs.
Purpose/Importance	To ensure that the Entity's assets are optimally utilised to generate revenue
Source/collection of data	VIP self-drive and Pool vehicle utilisation reports
Method of calculation	$\left(\frac{\text{Average number of days that VIP self-drive and Pool vehicles were rented out}}{\text{total number of days VIP self-drive and Pool vehicle were available for use}} \right) \times 100$
Data limitations	No limitation
Type of indicator	Input
Calculation Type	Non-Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	Target is set at desired performance level
Indicator responsibility	VIP and Pool Services Unit

Indicator title	1.3 Annual Tariff structure submitted to Treasury for approval
Short Definition	Review, adjustment of the current tariff and submission for approval to National Treasury
Purpose/Importance	To ensure sustainable Entity through correct pricing
Source/collection of data	Tariff Review/structure
Method of calculation	Count
Data limitations	No limitation
Type of indicator	Input
Calculation Type	Non-Cumulative
Reporting cycle	Annually
New indicator	New
Desired performance	Target is set at desired performance level
Indicator Responsibility	Permanent Fleet Unit

Indicator title	1.4 Sustainability model developed and approved
Short Definition	Entity's sustainability model to be developed and documented and implemented
Purpose/Importance	To ensure a sustainable Entity
Source/collection of data	Sustainability model/plan
Method of calculation	Count
Data limitations	No limitation
Type of indicator	Input/output
Calculation Type	Non-Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Target is set at desired performance level
Indicator Responsibility	Finance Unit

Indicator title	1.5 Percentage decrease in average debtors days
Short Definition	Percentage decrease in collection days compare to prior year.
Purpose/Importance	To ensure timely collection of revenue due to the Entity.
Source/collection of data	Debtors age analysis.
Method of calculation	(Debtors days Y2 - Debtors days Y1/Debtors Y1)%
Data limitations	No limitation
Type of indicator	Input/output
Calculation Type	Non-Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Average debtors days 60.
Indicator Responsibility	Finance Unit

Indicator title	2.1 Percentage of Valid invoices paid within 30 days from receipt of invoice
Short Definition	A percentage of invoices paid within 30 days from receipt from suppliers that are valid. Valid means they must be for goods and services ordered and must be rendered and include VAT where applicable.
Purpose/Importance	To ensure the Entity pay suppliers within the legislated timeframes
Source/collection of data	Suppliers Analysis Report
Method of calculation	(Number of invoices paid within 30 days /total number of invoices received excluding invoices aging 30days or less)%
No Data limitations	No limitation
Type of indicator	Input/output
Calculation Type	Non-Cumulative
Reporting cycle	Monthly
New indicator	No
Desired performance	100%
Indicator Responsibility	Finance Unit

Indicator title	2.2 Audit Outcome
Short Definition	Outcome of the statutory financial audit conducted by the AGSA or on behalf of AGSA
Purpose/Importance	To ensure a healthy and well governed Entity
Source/collection of data	Audit Report
Method of calculation	Audit Opinion
Data limitations	Audit opinion issued after the audit
Type of indicator	Input/output
Calculation Type	Non-Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Clean Audit
Indicator Responsibility	Finance Unit

Indicator title	2.3 Employee satisfaction rate/percentage
Short Definition	Conduct and employee satisfaction survey and obtain results of the survey
Purpose/Importance	To ensure a healthy organisational culture in order to improve service delivery
Source/collection of data	Organisational climate survey Report
Method of calculation	Calculation of the percentage
Data limitations	No limitation
Type of indicator	Input/output
Calculation Type	Non-Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	80%
Indicator Responsibility	Human Resource Unit

Indicator title	2.4 Percentage of employee PMDS assessments completed.
Short Definition	The implementation of the PMDS cycle as per the DPSA Framework.
Purpose/Importance	To ensure a healthy organisational culture in order to improve service delivery
Source/collection of data	PMDS Report
Method of calculation	Calculation of percentages: Number of employees who have signed performance contracts and completed quarterly performance reviews/total number of employees.
Data limitations	No limitation
Type of indicator	Input/output
Calculation Type	Non-Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	Target is set at desired performance level
Indicator Responsibility	Human Resource Unit

Indicator title	2.5 Review, approval and implementation of organisational structure.
Short Definition	Current approved organisational structure to be updated and reviewed to meet the HR needs of the Entity.
Purpose/Importance	To ensure a healthy organisational culture in order to improve service delivery
Source/collection of data	An approved organisational structure and employment contracts.
Method of calculation	Number of filled posts/number of approved posts.
Data limitations	No limitation
Type of indicator	Input/output
Calculation Type	Non-Cumulative
Reporting cycle	Annually
New indicator	New
Desired performance	Target is set at desired performance level
Indicator Responsibility	Human Resource Unit

Indicator title	2.6 An approved ICT Strategy/Plan
Short Definition	Development, approval and implementation of the ICT Strategy/Plan
Purpose/Importance	To ensure effective and effective operational systems
Source/collection of data	ICT Strategy/Plan
Method of calculation	Count
Data limitations	No limitation
Type of indicator	Input/output
Calculation Type	Non-Cumulative
Reporting cycle	Annually
New indicator	New
Desired performance	Target is set at desired performance level
Indicator Responsibility	Information and Communications Technology Unit

Indicator title	2.7 Percentage of maintenance spent on [automotive] township businesses
Short Definition	Percentage of the rand value maintenance on township businesses compared to total spend (automotive)
Purpose/Importance	To contribute to modernisation of townships and support township businesses
Source/collection of data	Maintenance expenditure breakdown from RT46 service provider
Method of calculation	Maintenance spend on township businesses/total maintenance spend
Data limitations	Depends on timely availability of the input from the service provider(RT46)
Type of indicator	Input/output
Calculation Type	Non-Cumulative
Reporting cycle	Annually
New indicator	New
Desired performance	Target is set at desired performance level
Indicator Responsibility	Maintenance Unit

Indicator title	2.8 Implementation of the apprenticeship program
Short Definition	Development and implementation of the apprenticeship program.(Plans and intakes)
Purpose/Importance	To contribute to township economy
Source/collection of data	Apprenticeship program
Method of calculation	N/A
Data limitations	No limitation
Type of indicator	Input/output
Calculation Type	Non-Cumulative
Reporting cycle	Annually
New indicator	New
Desired performance	Target is set at desired performance level
Indicator Responsibility	Maintenance Unit