

g-Fleet Management
Trading Entity



Annual Performance Plan

2017– 2018



28th February 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 2017/18) continues to align and support the key strategic priorities embedded in the turnaround strategy. g-Fleet's strategic goals in the 2017/18 Financial Year are to:


1. **Provide fleet management services that are effective, efficient and client focused.**
2. **Sustainable and well-governed organisation.**

This Plan reflects the performance targets for the 2017-18 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 conservative budget approach, with minimal adjustments that are based on inflationary increases. The focus of the 2017-18 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 2017/18 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 2017/18, 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 2017/18 financial year.



DR. ISMAIL VADI

MEC: ROADS AND TRANSPORT

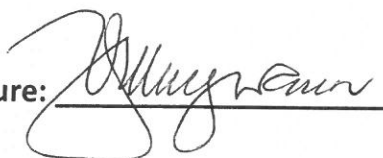
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Official Sign Off

It is hereby certified, that the g-FleeT Management 2017-18 Annual Performance Plan:

- Was developed by the management of g-FleeT under the guidance of the g-FleeT: 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-FleeT will endeavour to achieve given the resources made available in the Budget for 2017-18 Financial Year.

Mr. Victor Mhangwana
Chief Operations Officer
g-FleeT Management

Signature: 

Mr. Lebogang Jantjies
Acting Chief Financial Officer
g-FleeT Management

Signature: 

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

Signature: 

Mr. Ronald Swartz
Accounting Officer

Signature: 

Approved By:

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

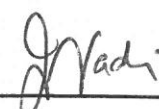
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PART A: Strategic Overview

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. The Entity has taken a decision to be more customer focused, and in order to achieve this the Entity is developing a new operating model. 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.

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 three 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 acquisition of motor vehicles and goods and services. These are the high drivers of the entity's budget as they are the core of the business. Goods and services budget comprises of maintenance of vehicles, Fuel, spares and accessories, tyres, e-tolls, vehicle registration and vehicle tracking.

The Entity acquires on average 1000 vehicles annually, most of the acquisitions are replacement of old fleet with some being new acquisitions, this trend of acquisition is expected to continue in 2017/18. The vehicles price fluctuations mainly linked the currency exchange rate has resulted decrease in prices of the fleet in fourth quarter of 2016/17. The budgeted amount includes the impact of the changes in vehicle prices.

The entity is developing a service delivery model and sustainability plan which is to be implemented in the next two years, the sustainability plan is to be approved by March 2017. The sustainability plan includes filling vacant positions, investing in capital assets projects that include renovations of the buildings and information technology enablement systems. As a result despite the infrastructure budget not being fully spent in the 2016/17 financial year, in order to implement the sustainability plan, the entity is budgeting for capital projects of R51.3 million. The renovations include upgrade of the security controls as recommended by State Security Agency and implementation of Phase 2 of the Capital Project. 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, Carports and Vehicle storage (bill of quantities done but excludes full fire allowance) and VIP Covered Parking (as per elemental estimate).

The current fleet information system (FIS) revision project will be finalised by end of the 2016/17 financial year. The entity will roll-out FIS version 3 with improved controls in 2017/18. The system will be utilised while the entity is working on further improving the control environment and digitisation of the environment which would require new fleet information system. The entity will implement Phase 1 of the approved ICT Strategy during the 2017/18 financial year.

The table below represents the entity's MTEF budget:

EXPENDITURE ESTIMATES

Programme	Audited Outcomes (Actual)			Main Appropriation	Adjustment appropriation	Revised estimate	Medium Term Expenditure Estimate		
	R'000 2013/14	R'000 2014/15	R'000 2015/6				R'000 2017/18	R'000 2018/19	R'000 2019/20
R thousand									
1. Administration	73 608	71 000	95 722	101 316	-3 260	101 316	113 348	116 868	86 622
2. Operations	667 795	617 969	631 713	637 806	3 260	637 806	709 602	746 786	790 256
TOTAL	741 403	688 969	727 435	739 122	-	739 122	822 950	863 654	876 878

EXPENDITURE ESTIMATES

Economic Classification	Audited Outcomes (Actual)			Main Appropriation	Adjustment appropriation	Revised estimate	Medium Term Expenditure Estimate		
	R'000 2013/14	R'000 2014/15	R'000 2015/16				R'000 2017/18	R'000 2018/19	R'000 2019/20
R thousand									
Current Payments	448 108	391 697	419 207	388 907	8 950	397 857	444 501	468 904	493 314
Compensation of employees	73 175	79 821	84 170	80 356	-150	80 206	85 126	91 938	99 299
Goods and Services	374 933	311 876	335 037	308 551	9 100	317 651	359 375	376 966	394 015
Payment for Capital Assets	293 295	297 272	308 228	350 215	- 8 950	341 265	378 449	394 750	383 564
Buildings and other fixed structures	24 510	19 236	8 302	29 448	-8 410	21 038	31 274	33 119	9 697
Software and other intangible assets	73	1 364	5 345	11 000	-2 500	11 000	7 803	9 000	1 500
Computer Hardware	959	728	994	1 500	1 500	1 500	2 200	200	200
Office Furniture	128	97	632	217	460	217	700	741	783
Acquisition of Motor Vehicles	267 625	270 495	291 945	308 000	-	308 000	327 096	346 395	365 793
Machinery and Equipment	-	5 352	1 010	50	-	50	4 376	-	-
Security projects	-	-	-	-	-	-	5 000	5 295	5 592
TOTAL	741 403	688 969	727 435	739 122	-	739 122	822 950	863 654	876 878

REVENUE ESTIMATES

	Audited Outcomes (Actual)			Main Estimate	Adjusted estimate	Revised estimate	Medium Term Revenue Estimate		
	R'000 2013/14	R'000 2014/15 Restated	R'000 2015/16				R'000 2017/18	R'000 2018/19	R'000 2019/20
R thousand									
Revenue from leases	695 573	723 705	682 638	819 583	-	819 583	760 000	836 000	919 600
Interest income	-	19 514	28 093	19 473	-	19 473	20 447	21 469	22 542
Government employee transport services	6 344	1 651	1 556	3 400		3 400	1 680	1 764	1 852
Revenue – Auctions	45 075	51 736	77 885	58 000	-	58 000	60 900	63 945	67 142
TOTAL	746 992	796 606	790 172	900 456		900 456	843 027	923 178	1 011 136

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 80% 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 2016/17	MEDIUM-TERM TARGETS		
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
Average age of allocated fleet	New KPI	New KPI	4 Years	≤4 years	≤4 years	≤4 years	≤4 years
Percentage of vehicles compliant to scheduled maintenance	New KPI	New KPI	83.26%	70%	80%	90%	90%

Quarterly Targets

PERFORMANCE INDICATORS	REPORTING PERIOD	ANNUAL TARGET 2017/18	QUARTERLY TARGETS			
			1ST	2ND	3RD	4TH
Average age of allocated fleet	Quarterly	≤4 years	≤4 years	≤4 years	≤4 years	≤4 years
Percentage of vehicles compliance to scheduled maintenance	Quarterly	80%	80%	80%	80%	80%

Strategic Objective 2: To provide quality and value-added client service by monitoring vehicle location and maintaining turn-around times of 20 days							
PERFORMANCE INDICATORS	AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE 2016/17	MEDIUM-TERM TARGETS		
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
Percentage of in-service vehicles tracked.	New KPI	New KPI	80%	90%	93%	95%	95%
Average turnaround time for accidents and mechanical repairs	New KPI	New KPI	20 days	20 days	20 days	20 days	20 days

Quarterly Targets

PERFORMANCE INDICATORS	REPORTING PERIOD	ANNUAL TARGET 2017/18	QUARTERLY TARGETS			
			1ST	2ND	3RD	4TH
Percentage of in-service vehicles tracked	Quarterly	93%	93%	93%	93%	93%
Average turnaround time for accidents and mechanical repairs	Quarterly	20 days	20 days	20 days	20 days	20 days

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

Strategic Objective 1: Optimise return on investment

Optimal use of the entity's assets in delivery of services that is cost effective and yield return to ensure sustainability

PERFORMANCE INDICATORS	AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE 2016/17	MEDIUM-TERM TARGETS		
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
Average Number of business days from delivery of vehicle to g-Fleet to active vehicle contract with client (permanent vehicles only)	New KPI	New KPI	29 days	25 working days	20 business days	15 business days	15 business days
Average rental utilisation of VIP self-drive.	New KPI	New KPI	71.94%	Average rental utilisation of 65%	Average rental utilisation of 67%	Average rental utilisation of 69%	Average rental utilisation of 69%
Average rental utilisation of Pool Fleet	New KPI	New KPI	New KPI	New KPI	Average rental utilisation of 67%	Average rental utilisation of 69%	Average rental utilisation of 69%
Annual Tariff structure submitted to Treasury for approval	New KPI	New KPI	New KPI	Reviewed Tariff submitted to Treasury for approval	Implementation of the approved tariff. Review of tariff for 18/19 for submission to Treasury for approval	Implementation of the approved tariff. Review of tariff for 19/20 for submission to Treasury for approval	Implementation of the approved tariff. Review of tariff for submission to Treasury for approval

Development of sustainability model	New KPI	New KPI	New KPI	Approved sustainability Model	Phase 1 Implementation of sustainability model	Phase 2 Implementation of sustainability model	
Percentage decrease in Average debtors days	New KPI	New KPI	33%	15%	20%	25%	25%

Quarterly Targets

PERFORMANCE INDICATORS	REPORTING PERIOD	ANNUAL TARGET 2017/18	QUARTERLY TARGETS			
			1ST	2ND	3RD	4TH
Average Number of business days from delivery of vehicle to g-Fleet to active vehicle contract with client (permanent vehicles only)	Quarterly	20 Business days	20 business days	20 business days	20 business days	20 business days
Average rental utilisation of VIP self-drive.	Quarterly	Average rental utilisation of 67%	Average rental utilisation of 67%	Average rental utilisation of 67%	Average rental utilisation of 67%	Average rental utilisation of 67%
Average rental utilisation of Pool Fleet	Quarterly	Average rental utilisation of 67%	Average rental utilisation of 67%	Average rental utilisation of 67%	Average rental utilisation of 67%	Average rental utilisation of 67%
Annual Tariff structure submitted to treasury for approval	Annually	Implementation of approved tariff.	-	-	-	Implementation of approved tariff.
		Review of tariff for 18/19 for submission to Treasury for approval	-	-	-	Review of tariff for 18/19 for submission to Treasury for approval
Implementation of sustainability model	Annually	Phase 1 Implementation of sustainability model	-	-	-	Phase 1 Implementation of sustainability model
Percentage decrease in Average debtors days	Quarterly	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 2016/17	MEDIUM-TERM TARGETS		
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
Percentage of undisputed invoices paid within 30 days from receipt of invoice	New KPI	New KPI	90%	100%	100%	100%	100%
Audit outcome (Auditor-General)	Unqualified Opinion	Disclaimer	Unqualified opinion		Unqualified audit for 16/17 FY	Clean audit for 17/18 FY	Clean audit for 18/19 FY
Implementation of ICT Strategy/Plan	New KPI	New KPI	50%	Approved ICT Strategy by the HOD	Phase 1 Implementation of ICT Strategy	Phase 2 Implementation of ICT strategy	Phase 3 Implementation of ICT strategy
Percentage of maintenance spend on [automotive] township businesses	New KPI	New KPI	3%	2%	4%	4%	4%

Quarterly Targets

PERFORMANCE INDICATORS	REPORTING PERIOD	ANNUAL TARGET 2017/18	QUARTERLY TARGETS			
			1ST	2ND	3RD	4TH
Percentage of undisputed invoices paid within 30 days from receipt of invoice	Quarterly	100%	100%	100%	100%	100%
Audit outcome (Auditor-General)	Annually	Unqualified audit for 16/17 FY	-	Unqualified audit for 16/17 FY	-	-
Implementation of ICT Strategy/Plan	Annually	Phase 1 Implementation of ICT Strategy	-	-	-	Phase 1 Implementation of ICT strategy
Percentage of maintenance spend on [automotive] township businesses	Quarterly	4%	4%	4%	4%	4%

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)			Main Appropriation	Adjustment appropriation	Revised estimate	Medium Term Expenditure Estimate		
	R'000	R'000	R'000				R'000	R'000	R'000
	2013/14	2014/15	2015/16				2017/18	2018/19	2019/20
R thousand									
1.Office of the CFO	19 756			10 762	3 961	14 733	10 769	8 419	8 950
2 Financial services	19 756	19 346	41 379	15 381	-370	15 010	15 558	16 818	18 132
3.Office of the CEO	2 905	2 706	2 901	3 025	-90	2 935	5 390	6 914	3 237
4.Corporate Services	50 947	48 948	51 442	72 148	-6 760	65 388	81 631	84 717	56 304
TOTAL	73 608	71 000	95 722	101 316	-3 260	98 057	113 348	116 868	86 622

Economic Classification	Audited Outcomes (Actual)			Main Appropriation	Adjustment appropriation	Revised estimate	Medium Term Expenditure Estimate		
	R'000	R'000	R'000				R'000	R'000	R'000
	2013/14	2014/15	2015/16				2017/18	2018/19	2019/20
R thousand									
Current Payments	47 938	391 697	391 697	59 101	5 600	64 791	66 371	68 512	68 851
Compensation of employees	23 532	26 815	23 531	31 087	260	31 347	31 788	34 529	37 018
Goods and Services	24 406	21 245	58 736	28 014	5 340	33 354	34 583	34 253	31 823
Payment for Capital Assets	25 670	22 940	13 455	42 215	- 8 950	33 265	46 977	48 355	17 771
Buildings and other fixed structures	24 510	19 236	5 474	29 448	-8 410	21 038	31 274	33 119	9 697
Software and other intangible assets	128	1 364	5 345	11 000	-2 500	8 500	7 803	9 000	1 500
Computer Hardware	73	728	994	1 500	1 500	3 000	2 200	200	200
Office Furniture	959	97	632	217	460	677	700	741	783
Security projects		-	-	-	-	-	5 000	5 295	5 592
Machinery and Equipment		1 515	1 010	50		50	-	-	-
TOTAL	73 608	71 000	95 722	101 316	-3 260	98 057	113 348	116 868	86 622

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

Programme	Audited Outcomes (Actual)			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
R thousand	2013/14	2014/15	2015/16	2016/17	2016/17	2016/17	2017/18	2018/19	2019/20
1. Chief Operating Officer	9 484	10 014	1 532	2 976	-127	2 849	1 690	1 815	1 946
2. Customer Management Services	9 799	12 972	10 920	8 683	-2 241	6 441	11 367	11 016	12 163
3. VIP & Pool	9 395	11 062	16 457	16 765	-940	15 825	16 213	17 562	18 956
4. Fleet Maintenance	116 775	104 501	98 633	79 373	7 000	86 373	119 218	121 841	128 901
5. Transport Support Services	222 058	201 531	200 275	214 733	-60	214 673	226 862	240 518	254 281
6. Permanent Fleet	300 284	277 889	303 896	315 276	-372	314 904	334 252	354 033	374 010
TOTAL	667 795	617 969	631 713	637 806	3 260	641 065	709 602	746 786	790 256

Economic Classification	Audited Outcomes (Actual)			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
R thousand	2013/14	2014/15	2015/16	2016/17	2016/17	2016/17	2017/18	2018/9	2019/20
Current Payments	400 170	343 637	343 014	329 806	-	329 806	378 130	400 757	424 469
Compensation of employees	56 294	53 006	60 886	49 269	-	49 269	53 338	57 678	62 281
Goods and Services	343 876	290 631	282 128	280 537	-	280 537	324 792	343 078	362 188
Payment for Capital Assets	267 625	274 332	288 699	308 000	-	308 000	331 472	346 395	365 793
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
Computer Hardware	-	-	-	-	-	-	-	-	-
Office Furniture	-	-	-	-	-	-	-	-	-
Acquisition of Motor Vehicles	267 625	270 495	288 699	308 000	-	308 000	327 096	346 395	365 793
Machinery and Equipment	-	3 837	-	-	-	-	4 376	-	-
TOTAL	667 795	617 969	631 713	637 806	-	637 806	709 602	747 151	790 262

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				2017/18	2018/19	2019/20
1	Permanent – Admin Block	Ekurhuleni		-	-	-	11 167	-7 000	4 167	11 803	32 724	5 461
2	New Permanent Building	Ekurhuleni		-	-	-	3 000	-	3 000	3 186	10 988	4 236
3	Carports and vehicle storage	Ekurhuleni		-	-	5 475	2 692	-	2 692	2 859	-	-
4	Fleet Management System	Ekurhuleni		-	-	3 345				1 000	5 000	-
5	FIS upgrade					2 000						
	New server									2 000		
6	Client relation Management system									1 000	2 500	-
7	Key system Management									500	-	-
	Document Management system									3 500		
8	Visitors Centre	Ekurhuleni		-	-	-	4 724	-1 410	3 314	5 071	-	-
9	Security projects									5 000	-	-
10	Machinery & tools									4 376	-	-
9	VIP Covered Parking	Ekurhuleni		-	-	-	2 957	-	2 957	3 140	5 069	-
Total new and replacement assets				-	-	-	24 540	-	16 130	43 435	56 281	
1	Canteen Building	Ekurhuleni		-	-	-	1 908	-	1 908	2 026	-	-
2	LMV Maintenance centre	Ekurhuleni		-	-	-	3 000	-	3 000	3 186	6 465	-
Total rehabilitation, renovations and refurbishments				-	-	-	4 908	-	4 908	5 212	6 465	-
GRAND TOTAL				-	-	-	29 448	-	21 038	41 011	62 746	9 697

Annexure D

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 E – Technical indicator descriptions

Indicator title	Average age of allocated fleet
Short Definition	<p>Passenger and light commercial vehicles that are in service on FIS.- (Excluding withdrawn and vehicles earmarked for auction (Board Of Survey vehicles)).</p> <p>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 purchased.</p>
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	The average of the ages of the vehicles that are allocated.
Data limitations	No limitation
Type of indicator	Output
Calculation Type	Non-Cumulative
Reporting cycle	Quarterly
New indicator	Continues without significant changes.
Desired performance	Target is set at desired performance level
Indicator responsibility	Permanent Fleet Unit

Indicator title	Percentage of vehicles compliant to scheduled maintenance
Short Definition	<p>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. (Excluding withdrawn and vehicles earmarked for auction (Board Of Survey vehicles)).</p>
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. (RT46 Service Provider)
Method of calculation	The number of vehicles serviced divided by the number of vehicles that were due for service according to manufacturer's schedule interval.
Data limitations	Reports not received on time from RT46 service provider.
Type of indicator	Output
Calculation Type	Non-Cumulative
Reporting cycle	Quarterly
New indicator	Continues without significant changes.
Desired performance	Target is set at desired performance level
Indicator responsibility	Maintenance Unit

Indicator title	Percentage of in-service vehicles tracked.
Short Definition	Percentage of in-service vehicles to be tracked excluding vehicles that are exempt from being tracked, withdrawn and vehicles earmarked for auction (Board Of Survey vehicles).
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 vehicles that are tracked divided by the total number of vehicles that are in service, excluding vehicles that are exempt from being tracked, withdrawn and vehicles earmarked for auction (Board Of Survey vehicles)] %
Data limitations	No limitation.
Type of indicator	Input
Calculation Type	Cumulative
Reporting cycle	Quarterly
New indicator	Continues without significant changes
Desired performance	Target is set at desired performance level
Indicator responsibility	Transport Support Services Unit

Indicator title	Average turnaround time for major 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 major repairs divided by total number of vehicles repaired.
Data limitations	No limitation
Type of indicator	Input
Calculation Type	Cumulative
Reporting cycle	Quarterly
New indicator	Continues without significant changes
Desired performance	Target is set at desired performance level
Indicator responsibility	Maintenance Unit

Indicator title	Average Number of business days from delivery to active vehicle contract(permanent vehicle only)
Short Definition	Average Number of business days from the date of delivery of vehicles 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	New and in-service FIS report with active vehicle contract.
Method of calculation	The average of the difference between the purchase date and the vehicle contract start date.
Data limitations	No limitation
Type of indicator	Input
Calculation Type	Non-Cumulative
Reporting cycle	Quarterly
New indicator	Continues without significant changes
Desired performance	Target is set at desired performance level
Indicator responsibility	Permanent Fleet Unit

Indicator title	Average rental utilization of VIP self-drive.
Short Definition	Calculation of utilisation rates of available VIP 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 vehicle utilisation reports
Method of calculation	(Average number of days that VIP self-drive vehicles were rented out /total number of days VIP self-drive vehicle were available for use) x 100
Data limitations	No limitation
Type of indicator	Input
Calculation Type	Non-Cumulative
Reporting cycle	Quarterly
New indicator	Continues without significant changes
Desired performance	Target is set at desired performance level
Indicator responsibility	VIP and Pool Services Unit

Indicator title	Average rental utilization of Pool fleet.
Short Definition	Calculation of utilisation rates of available 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	Pool vehicle utilisation reports
Method of calculation	(Average number of days that Pool vehicles were rented out /total number of days Pool vehicle were available for use) x 100
Data limitations	No limitation
Type of indicator	Input
Calculation Type	Non-Cumulative
Reporting cycle	Quarterly

New indicator	Continues without significant changes
Desired performance	Target is set at desired performance level
Indicator responsibility	VIP and Pool Services Unit

Indicator title	Implementation of approved tariff structure
Short Definition	Implementation of the approved tariff structure for 2017/18
Purpose/Importance	To ensure sustainable Entity through correct pricing
Source/collection of data	Approved Tariff structure
Method of calculation	N/A
Data limitations	No limitation
Type of indicator	Input
Calculation Type	Non-Cumulative
Reporting cycle	Annually
New indicator	Continues without significant changes
Desired performance	Target is set at desired performance level
Indicator Responsibility	Office of the CFO

Indicator title	Review of tariff structure for 18/19 for submission to Treasury for approval.
Short Definition	Review, adjustment of the current tariff and submission for approval to Treasury
Purpose/Importance	To ensure sustainable Entity through correct pricing
Source/collection of data	Tariff structure submission
Method of calculation	N/A
Data limitations	No limitation
Type of indicator	Input
Calculation Type	Non-Cumulative
Reporting cycle	Annually
New indicator	Continues without significant changes
Desired performance	Target is set at desired performance level
Indicator Responsibility	Office of the CFO
Indicator title	Phase 1 Implementation of the Sustainability Model
Short Definition	Entity's sustainability model to be implemented.
Purpose/Importance	To ensure a sustainable Entity
Source/collection of data	Approved Sustainability plan
Method of calculation	N/A
Data limitations	No limitation
Type of indicator	Input/output
Calculation Type	Non-Cumulative
Reporting cycle	Annually
New indicator	Continues without significant changes
Desired performance	Target is set at desired performance level
Indicator Responsibility	Office of the CEO

Indicator title	Percentage decrease in average debtors days
Short Definition	Percentage decrease in average debtors days compared to prior year.
Purpose/Importance	To ensure timely collection of revenue due to the Entity.
Source/collection of data	Trial Balance
Method of calculation	<p>(Debtors days Y2 - Debtors days Y1/Debtors days Y1)%</p> <p>Debtors days is equal to average trade debtors divided by total billings multiplied by number of days in the reporting period.</p> <p>Average trade debtors equal the average of the opening and closing trade debtors balance.</p>
Data limitations	No limitation
Type of indicator	Input/output
Calculation Type	Cumulative
Reporting cycle	Quarterly
New indicator	Continues without significant changes
Desired performance	Average debtors days 30.
Indicator Responsibility	Finance Unit

Indicator title	Percentage of undisputed invoices paid within 30 days from receipt of invoice
Short Definition	A percentage of undisputed invoices paid within 30 days from receipt of invoices from suppliers.
Purpose/Importance	To ensure the Entity pay suppliers within the legislated timeframes
Source/collection of data	SAP 30 days payments report
Method of calculation	Average of monthly percentage per SAP 30 days payment report, excluding invoices under dispute
Data limitations	No limitation
Type of indicator	Activity
Calculation Type	Non-Cumulative
Reporting cycle	Quarterly
New indicator	Continues without significant changes
Desired performance	100%
Indicator Responsibility	Finance Unit

Indicator title	Audit Outcome for 16/17 FY
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	Continues without significant changes
Desired performance	Clean Audit
Indicator Responsibility	Finance Unit

Indicator title	Phase 1 Implementation of ICT Strategy
Short Definition	Implementation of the phase 1 ICT strategy projects.
Purpose/Importance	To ensure effective and efficient operational systems
Source/collection of data	Approved ICT Strategy and implementation plan.
Method of calculation	N/A
Data limitations	No limitation
Type of indicator	Input
Calculation Type	Non-Cumulative
Reporting cycle	Annually
New indicator	Continues without significant changes
Desired performance	Target is set at desired level
Responsibility	ICT Unit

Indicator title	Percentage of maintenance spend on [automotive] township businesses
Short Definition	Percentage of the rand value of maintenance spend 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 divided by total maintenance spend
Data limitations	Depends on timely availability of the input from the RT46 service provider.
Type of indicator	output
Calculation Type	Non-Cumulative
Reporting cycle	Quarterly
New indicator	Continues without significant changes
Desired performance	Target is set at desired performance level
Indicator Responsibility	Maintenance Unit