



**Western Cape
Government**

Transport and Public Works



Annual Performance Plan 2014/15
Government Motor Transport

ISBN Number –978-0-621-42355-6

PR Number – 331/2013

This document is available on the following web site:

<http://www.westerncape.gov.za>

To obtain additional copies of this document, please contact: Mr Leslie Sampson

Address: Room B8, Roeland Building, 34 Roeland Street, Cape Town

Tel: 021 467 4752

Fax: 021 483 7093

Email: leslie.sampson@westerncape.gov.za

APOLOGY

We fully acknowledge the Province's language policy and endeavour to implement it. It has been our experience that the English version is in the greatest demand. Consequently, the document will be available in the other two official languages as soon as possible. In the event of any discrepancy between the different translations of this document, the English text shall prevail.

NOTE

To support the Department's drive for a paperless environment and improved electronic content management, minimum hard copies of this Annual Performance Plan will be available.

VERSKONING

Ons gee volle erkenning aan die Provinsie se taalbeleid en streef daarna om dit toe te pas. Praktyk het egter geleer dat die Engelse weergawe van die dokument die meeste in aanvraag is. Die dokument sal gevolglik so gou as moontlik in die ander twee amptelike tale van die Wes-Kaap beskikbaar wees.

NOTA

Ten einde die Departement se strewe na 'n minder papier omgewing en verbeterde elektroniese inhoud bestuur te ondersteun, sal minimum harde kopieë van hierdie Jaarlikse Prestasie Plan beskikbaar wees.

ISINGXENGXEZO

Siyawuqonda umgaqo-nkqubo weelwimi wePhondo kwaye siyazama ukuwufezekisa. Kambe ke sayiqwalasela yeyokuba lulwimi lwesiNgesi ekufuneka lusetyenzisiwe kolu xwebhu. Iya kufumaneka nangezinye iilwimi ezimbini ezisemthethweni zaseNtsona Koloni kwakamsinya.

QAPHELA

Ukuxhasa iinzame zelisebe zokusebenza kwimeko nesimo sokucutha ukusetyenziswa kwamaphepha nokuphuhliswa kolawulo ziqulatho zezixhobo zongxulumelwano ngombane, kuyakuzanywa ushicilelo oluncitshisiwe loluxwebhu.

LIST OF ABBREVIATIONS/ACRONYMS

AARTO	Administrative Adjudication Road Traffic Offences Act, 1998 (Act 46 of 1998)
APP	Annual Performance Plan
BI	Business Intelligence
CD	Chief Director
CCGMT	Co-ordination Committee for Government Motor Transport
CSC	Corporate Service Centre
DDG	Deputy Director General
ECM	Enterprise Content Management
ERP	Enterprise Resources Planning
FleetCare	Repair and maintenance management module
FleetMan	Fleet Management System
GAAP	Generally Accepted Accounting Principles
GG	Government Garage
GMT	Government Motor Transport
GoFin	Financial Management System
GRAP	Generally Recognised Accounting Practice
HoD	Head of Department
ICT	Information and Communication Technology
Mil	Million
MTEF	Medium Term Expenditure Framework
PAY	Premier's Advancement of Youth
PFMA	Public Finance Management Act
PPP	Public Private Partnership
SITA	State Information Technology Agency
SL	Service Level
VDC	Virtual Data Centre
WCG	Western Cape Government

TABLE OF CONTENTS

LIST OF ABBREVIATIONS/ACRONYMS	iii
OFFICIAL SIGN-OFF	2
PART A: STRATEGIC OVERVIEW	3
1. Vision, Mission and Values	3
1.1 Vision.....	3
1.2 Mission	3
1.3 Values.....	3
1.4 Enabling environment	5
2. Updated situational analysis	5
2.1 Economic factors	5
2.2 Political factors	6
2.3 Strategic partnerships.....	6
2.4 Performance delivery environment.....	7
2.5 Organisational environment	9
3. Revisions to legislative and other mandates	12
4. Overview of 2014 Budget and MTEF estimates	12
4.1 Payments and Estimates.....	12
4.2 Revenue.....	13
PART B: PERFORMANCE TARGETS.....	15
5. Performance targets and indicators	15
5.1 Strategic objective annual targets for 2014/15.....	15
5.2 Performance indicators and targets for 2014/15.....	16
6. Risk Profile.....	19
7. Performance and expenditure trends	20
PART C: LINKS TO OTHER PLANS.....	15
8. Links to the long-term infrastructure and other capital plans	21
9. Conditional grants	21
10. Public entities	21
11. Public-private partnerships (PPP)	21

LIST OF TABLES

Table 1: Values and behavioural statements	4
Table 2: Employment and vacancies by salary bands, as at 31 December 2013	9
Table 3: Summary of Payments and Estimates for Trading Entity	12
Table 4: Summary of Payments and Estimates per economic classification	12
Table 5: Strategic Objectives	15
Table 6: Strategic objectives indicators and medium term targets	15
Table 7: Performance indicators and targets for 2014/15	17
Table 8: Risk Assessment of GMT Strategic Goals	19
Table 9: Key activities.....	20

LIST OF FIGURES

Figure 1: Organisational structure.....	11
---	----

Notes:

FOREWORD

This Annual Performance Plan is prepared for the final year of delivery for the GMT trading entity's five year strategic plan: 2010 – 2014.

The main cost driver in the fleet environment is fuel. With ever increasing fuel prices over the last five years, the management team at GMT seeks to ensure efficient, effective and economical utilisation of the fleet, resulting in normalised fuel patterns and associated costs.

The team at GMT has managed to successfully transition to GAAP (Generally Accepted Accounting Practices) over the last three years. Furthermore, with effect from 1 April 2013 GMT commenced with the implementation of GRAP (Generally Recognised Accounting Practices). New procedures and systems were developed and successfully integrated with the existing fleet management system (FleetMan).

GMT has grown and will continue to grow its fleet and address the many challenges to meet the needs of a diverse range of clients. Furthermore, technology and effective business processes are some of the initiatives to steer the fleet to become more efficient. With more than 5 000 vehicles in the fleet, GMT has also taken up the challenge to lead the way for drivers of its vehicles to become ambassadors for road safety. The team accepted my challenge of introducing technology that will monitor driver behaviour to ensure a safer journey for them and their passengers and safer roads in the Western Cape in general. Having run and assessed a successful pilot project during 2013, GMT will now be issuing unique driver tags to each official who drives a government vehicle.

The on-going success of this trading entity can in large part be attributed to the hard work, dedication and personal contributions by the GMT team. I am grateful to them, to my Cabinet colleagues and to all of our client departments for their support in building this world class fleet management entity and seeing it go from strength to strength.



ROBIN CARLISLE

Minister: Transport and Public Works

Date: 28 February 2014






OFFICIAL SIGN-OFF

It is important to note that this Annual Performance Plan represents the fifth year of the five year Strategic Plan period and must thus be read in conjunction with the GMT's five year Strategic Plan and medium term Estimates of Provincial Expenditure, Budget 2014/15.

It is hereby certified that this Annual Performance Plan -

- was developed by the management of GMT and the Department of Transport and Public Works under the guidance of Provincial Minister Robin Carlisle;
- was prepared in line with the current Strategic Plan of GMT, and
- accurately reflects the performance targets which GMT will endeavour to achieve given the resources made available in the budget for 2014/15.

Approved by:

Top Management Member		Signature
Johan Koegelenberg	Head: Government Motor Transport	
Yasir Ahmed	CD: Transport Regulation	
Vacant	DDG: Provincial Roads and Transport Management	
Cedric Ismay	DDG: Finance (Chief Financial Officer)	
Richard Petersen	DDG: Strategy, Planning and Co-ordination (Acting)	
Jacqueline Gooch	Head of Department (Accounting Officer)	



ROBIN CARLISLE

Minister: Transport and Public Works

Date: 28 February 2014

PART A: STRATEGIC OVERVIEW

1. Vision, Mission and Values

The vision, mission and values of the Department remain unchanged. These are stated below:

1.1 Vision

From a service delivery perspective, the Western Cape Government's vision, and therefore the vision applicable to the Department of Transport and Public Works is -

"To create an open opportunity society for all in the Western Cape so that people can live lives they value."

1.2 Mission

"To protect and promote rights and expand opportunities". (Western Cape Government)

"The Department of Transport and Public Works develops and maintains appropriate infrastructure and related services for sustainable economic development which generates growth in jobs and facilitates empowerment and opportunity." (Department)

"To be the leader in Government Motor Transport services by providing quality, integrated and cost effective motor transport to provincial and national client departments inclusive of a pleasant, safe and interactive environment where staff are offered the opportunity of development and self-improvement." (Government Motor Transport)

1.3 Values

The core values applicable to the Western Cape Government were confirmed as follows:



Caring



Competence



Accountability



Integrity



Responsiveness

The values practised by GMT, shown in Table 1 below are all underpinned by the concept of team work and will apply to GMT as part of the administration of the Department, as well as to all provincial employees. A detailed explanation of what each core value encapsulates is outlined below:

Table 1: Values and behavioural statements

Value	Behavioural statement
Caring	<p>We endeavour to understand person's needs and will show interest.</p> <p>We will show respect for each other.</p> <p>We will treat staff as more than just a worker and value staff as people.</p> <p>We will empathise with our staff.</p> <p>We will emphasise positive aspects in the workplace.</p> <p>We will provide honest criticism when needed.</p>
Competence	<p>Our people are able to do the tasks they are appointed to do, live our values and always strive for excellence.</p> <p>We all deliver on our outcomes and targets with quality, on budget and in time.</p> <p>We focus on the best results to serve the people of the Western Cape.</p> <p>We demonstrate an understanding of and work together to achieve our role in our Constitutional and electoral mandate.</p>
Accountability	<p>We have a clear understanding of our objectives, roles, delegations and responsibilities.</p> <p>We are committed to deliver agreed outputs on time.</p> <p>We hold each other accountable and know we can trust each other to do as we say we will.</p> <p>As individuals we take responsibility and ownership for our outcomes, and accept the consequence of failure to do so.</p>
Integrity	<p>We seek for truth and greater understanding of it in each situation and we do the right things.</p> <p>We are honest, show respect and live out our positive values.</p> <p>We are reliable and trustworthy, doing what we say we will.</p> <p>There are no grey areas, with integrity applying at all levels in all instances ensuring we are corruption free.</p>
Responsiveness	<p>We take the public seriously, listening and hearing their voice (listening a lot and talking less).</p> <p>We respond with action timeously, always asking is this the right response, where could we be potentially wrong and how we can do it better.</p> <p>We engage collaboratively with each other, our stakeholders and the media, providing full information.</p> <p>Our focus is the citizen, and responding as their government for the best results for the people we serve. They tell us how well we respond.</p>

1.4 Enabling environment

The Department's focus areas identified previously, for ensuring an enabling environment to achieve its vision and mission, are still relevant for the ensuing delivery period. These are:

- Strategic partnerships;
- Organisational structure;
- Skills;
- Systems;
- Information;
- Legislative changes; and
- Resources.

Given that this Annual Performance Plan (APP) is for the fifth year of GMT's 5-year Strategic Plan, the progress registered against these enabling factors is discussed in the various sections which follow.

2. Updated situational analysis

The situational analysis in broad terms remains largely the same as that captured in the Strategic Plan for the fiscal years 2010 - 2014. The current status is reflected below.

2.1 Economic factors

The unpredictable increases in the cost of fuel and the vehicle purchase prices are the two single biggest cost drivers that affect the core business arena of fleet management in the Province. Recent predictions by a top South African economist¹ indicated that the **fuel price** is made up of R7-50/liter (56 percent) before it arrives on South African shores and receives a mark-up of just over R5-00 (44%). Over the past 10 years the latter part has increased by almost 162 percent – resulting in an average increase of 16 percent per annum. During the same period the inflation rate has been just under 7 percent. It is forecasted that the trend will continue, with the local costs spiraling upwards and may even outstrip the global oil price. The local costs are influenced by factors such as transport, salaries, profit margins, losses due to strikes and the contribution to the Road Accident Fund. GMT made provision for an increase in the anticipated fuel expenditure for 2014/15.

The Rand/Dollar exchange rate affects the pricing of imported vehicles/vehicle kits and careful planning is a pre-requisite to determine when to place orders for replacement vehicles. The planning process is now supported by forecasts from the electronic systems. However, more testing needs to be done to ensure higher levels of accuracy.

¹ Mike Schüssler

2.2 Political factors

In May 2014 a general election will take place to elect a new National Assembly and new Provincial Legislatures. The latter may impact on the strategic priorities and possibly the policies of the Department that includes GMT, should new leadership be elected.

2.3 Strategic partnerships

The Co-ordinating Committee for Government Motor Transport's (CCGMT) membership consists of the Heads of the GMT/GG components in the Provinces, the Department of Transport, the National Treasury, the South African National Defence Force and South African Police Service. The objectives of this Committee are as follows:

- Overall management of government vehicle fleet operations in a manner that is safe, functional and cost effective.
- Provide guidance on overall government vehicle fleet strategy.
- Determine and formulate government fleet policies, guidelines and official documentation.
- Overall management of service levels in terms of transversal contracts.
- Compliance, implementation and end user training on the impact of legislation that affects government vehicle fleet operations such as the Administrative Adjudication of Roads Traffic Offences Act, 1998 (Act 46 of 1998) (AARTO) and Regulations, 2008, National Credit Act, 2005 (Act 34 of 2005) and Open Road Tolling.
- Minimize overall risk of government vehicle fleet operations.
- Periodically review the performance of appointed service providers on transversal contracts as administered by the National Treasury and provide recommendations to improve their efficiency and maximise the value offered to government.
- Provide technical inputs or serve as a technical team during the recommendation of bids in line with the requirement of National Treasury.
- Strive for quality and value for money within the government vehicle fleet environment.
- Members or their delegates will serve as a panel for consultation and approval of tender specifications prior to the submission thereof to National Treasury to ensure that tenders are functional, operationally applicable and meet the requirements of the applicable end user departments.

- Conduct research on matters pertaining to fleet operations, management and advise government on best practice.
- Develop links with other such minded government institutions and bodies so as to enhance knowledge in the government structures by information sharing and research.

The Committee as a group of highly skilled, experienced and knowledgeable officials makes a valuable contribution towards delivery of effective fleet management services in the public sector.

2.4 Performance delivery environment

The performance delivery environment broadly remains unchanged to that captured in the Strategic Plan for the fiscal years 2010 - 2014. However, the following update is provided:

Vehicle replacements

A total of 2 703 vehicles have been ordered as replacements during the 2012/2013 and 2013/2014 financial years that improved the profile of the fleet further. During the first three quarters of the 2013/14 year only 326 units could be ordered due to the fact that some of the previous year's orders were still being delivered after end March 2013. Furthermore, due to the limited staff establishment and time required to prepare and convert vehicles, GMT could not accommodate further units on site until early in 2014. The situation has been normalised to a large extent except for some specialised vehicles that must still be converted. The last order in the 2013/14 financial year has been placed and delivery is expected to be concluded by June 2014. The programme to expedite the replacement of the vehicles that have reached the end of their economic life cycles will continue in the 2014/15 financial year.

Historical vehicle utilisation data is currently under scrutiny to determine the vehicles that need to be ordered in the 2014/15 financial year. The replacement cycles are being refined as more analysis is done and reports are obtained from the electronic systems.

Debtor position

GMT instituted a revised business process in billing the client departments in order to fast track the issuing of accounts to its clients by utilising odometer readings, which were captured and checked by the client departments and thereafter verified by GMT officials. This has proven successful as all kilometres travelled during the 2013/2014 financial year could be accounted for and billed before year-end. The client departments are billed electronically via an e-mailed soft copy of their invoices. Although the capturing of odometer readings was intended to fast track the payment process, it remains a

challenge to ensure that government debtors settle their accounts within 30 days as prescribed by the PFMA.

The annual average debtors' collection periods over the last four financial years were as follows:

FINANCIAL YEAR	DEBTOR COLLECTION PERIOD
2009/10	59 days
2010/11	53 days
2011/12	48 days
2012/13	44 days

The aim for the next financial year is to reduce the debtor collection period further to be in line with the PFMA requirement of 30 days. The implementation of, the charging of interest on outstanding accounts older than 30 days together with dedicated officials to follow-up on debt, were contributing factors to reduce outstanding debt.

Information Communication Technology (ICT) systems

The FleetMan ERP system consisting of the following modules is now housed by SITA in the virtual data centre that is hosted by an external service provider:

- Enterprise Business Suite (financial, procurement and repair and maintenance management).
- Oracle Business Intelligence Enterprise Edition (business intelligent analysis and reporting).
- FleetMan Base (customised systems for fleet management, clients and website).
- OpenText ECM (Instance for GMT and a full instance for the Department of Transport and Public Works).

The environment meets all regulatory requirements, security policies and provides for a disaster recovery site outside the SITA environment. The disaster recovery readiness is tested on a six monthly basis through simulation tests.

The following external electronic systems are integrated with FleetMan ERP:

- Fuel management.
- Tracking and control.
- Banking on-line.
- Open Text ECM system.

The repair and maintenance management module (FleetCare) is the latest addition to the FleetMan ERP system. The module will enable GMT to take full control over the function to ensure higher levels of efficiency and improved service delivery levels. The implementation has reached the construction phase that will include the second

prototype for evaluation and finalisation. Hereafter integration of data will be proceeded with before extensive user acceptance testing will be conducted. The “go-live” date is set for the last quarter of the 2014/15 financial year.

The FleetMan ERP system will be further enhanced during the year. The project includes the training and up-skilling of own staff to be able to utilise the functionalities effectively.

The roll-out of the project to issue an identification tag to each driver for controlling via the vehicle tracking and control system will continue.

The off-site scanning centre that became operational in September 2012 already exceeded a total of 3 million images scanned and indexed in the Open Text ECM system.

2.5 Organisational environment

The Corporate Service Centre (CSC) in the Department of the Premier renders human resources, enterprise risk management, internal audit services and information communication technology services to GMT. Activities are regulated in accordance with an agreed governance framework consisting of policy, strategy and service schedules.

Due to the specialised nature of work required to support the electronic systems, GMT will continue to operate on a co-sourced resource model in which internal capacity is augmented with contracted-in expertise. Vehicle repair and maintenance work and conversion of vehicles are all outsourced. It is planned that GMT would be fully responsible for the management of repair and maintenance work with effect from 1 October 2014.

As at 31 January 2014, the organisation had 14 vacancies with an establishment of 111 posts. Furthermore, GMT employed 28 resources additional to the establishment. This figure excludes the interns in the Premier's Advancement of Youth (PAY) Project.

The following table summarise the number of posts on the approved establishment, the number of employees, the percentage of vacant posts, and staff that are additional to the establishment. This information was obtained from the CSC and presented in terms of salary band.

Table 2: Employment and vacancies by salary bands, as at 31 December 2013

Salary Band	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment	Vacancy Rate Including Additional
Lower skilled SL 1 – 2	10	7	30.0%	2	10.0%
Skilled SL 3 – 5	66	58	12.1%	21	0%

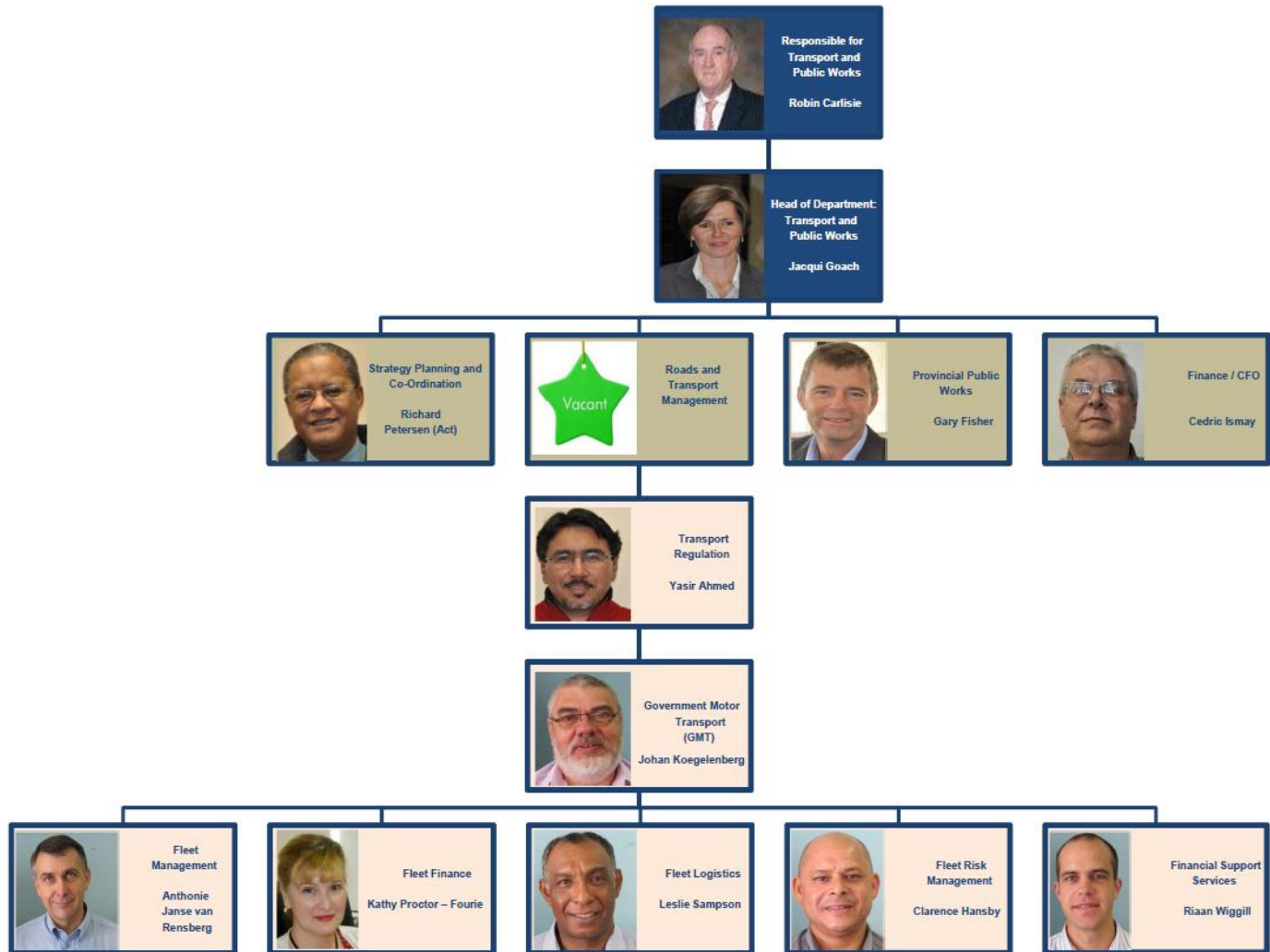
Salary Band	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment	Vacancy Rate Including Additional
Highly skilled production SL 6 – 8	28	26	7.1%	4	0%
Highly skilled supervision SL 9 – 12	6	5	16.7%	1	0%
Senior Management SL 13 – 16	1	1	0%	0	0%
TOTAL	111	97	12.6%	28	0%

A proposed organisational structure and post establishment to provide, *inter alia*, for the new GRAP accounting environment, new accounting system, scanning centre and repairs/maintenance management functions was prepared. The report is under consideration by Organisational Development (Department of the Premier). The revised microstructure is planned to be finalised during 2014/15.

GMT adopted a co-sourcing approach as the change management strategy to ensure that the financial statements for 2013/14 are prepared and submitted by the due date. Furthermore, additional business processes were documented, standard operating procedures revisited and adjusted and adapted for the new environment. The Manager: Financial Support Services oversees the preparation of the AFS and audit processes. The phasing approach will be continued with to strengthen internal capacity after which external resources would be reduced gradually and completely phased out. A plan to reduce external consultants is due by 31 March 2014.

The Directorate: Government Motor Transport is under the control of the Branch Provincial Roads and Transport Management, as depicted in Figure 1 (refer to next page).

Figure 1: Organisational structure



3. Revisions to legislative and other mandates

There are no changes to GMT's mandates from those captured in the Strategic Plan, apart from the requirement to shift from GAAP to GRAP from 1 April 2013.

4. Overview of 2014 Budget and MTEF estimates

The purpose of GMT is to provide quality, integrated and cost effective motor transport to State clients.

4.1 Payments and Estimates

The following Tables show the summary of Payments and Estimates.

Table 3: Summary of Payments and Estimates for Trading Entity

Programmes R'000	Outcome			Main appro- priation	Adjusted appro- priation	Revised Estimate	Medium-term estimate			% Change from Revised estimate
	Audited	Audited	Audited				MTEF Guideline 5.4%	MTEF Guideline 5.3%		
	2010/11	2011/12	2012/13				2013/14	2013/14	2014/15	
Government Motor Transport Trading Entity	268 560	368 797	502 765	628 267	830 863	457 960	737 482	777 243	818 434	61.04
Total payments and estimates	268 560	368 797	502 765	628 267	830 863	457 960	737 482	777 243	818 434	61.04

Note: The Government Motor Transport budget for the main appropriation (2014/15) and the adjustments estimate (2013/14) has been prepared in terms of Generally Recognised Accounting Practice (GRAP).

The Table below shows the summary of Payments and Estimates per economic classification.

Table 4: Summary of Payments and Estimates per economic classification

Economic classification R'000	Outcome			Main appro- priation	Adjusted appro- priation	Revised Estimate	Medium-term estimate			% Change from Revised estimate
	Audited	Audited	Audited				MTEF Guideline 5.4%	MTEF Guideline 5.3%		
	2010/11	2011/12	2012/13				2013/14	2013/14	2014/15	
Operating Budget	227 567	293 092	348 041	411 857	421 632	354 247	484 675	510 784	537 853	36.82
Administrative expenditure	23 268	14 504	18 022	21 070	25 468	16 350	26 558	27 992	29 475	62.43
Staff Costs	19 366	20 458	23 633	30 944	30 944	19 707	34 838	36 719	38 665	76.78
Operating Expenditure	160 980	235 146	269 704	243 379	248 276	232 642	305 788	322 301	339 382	31.44
Depreciation	19 074	14 681	16 681	72 191	71 941	52 151	68 235	71 920	75 731	30.84
Amortisation	1 590	3 678	4 530	4 800	4 800	4 125	6 026	6 288	6 621	46.08
Accident and Losses	2 483	655	1 267	3 643	3 610	458	3 780	3 984	4 195	725.33
Operating Leases	806	3 970	14 204	35 830	36 593	28 814	39 450	41 580	43 784	36.91
Capital Asset Expenditure	40 993	75 705	154 724	216 410	409 231	103 713	252 807	266 459	280 581	143.76
Non-Current Assets	40 993	75 705	154 724	216 410	409 231	103 713	252 807	266 459	280 581	143.76
Total	268 560	368 797	502 765	628 267	830 863	457 960	737 482	777 243	818 434	61.04
Total expenditure	268 560	368 797	502 765	628 267	830 863	457 960	737 482	777 243	818 434	61.04
Less Estimated revenue	(416 096)	(491 109)	(587 536)	(551 379)	(551 379)	(499 455)	(737 482)	(777 243)	(818 434)	47.66
(Surplus)/ Deficit to be voted	(147 536)	(122 312)	(84 771)	76 888	279 484	(41 495)	-	-	-	(100)

4.2 Revenue

GMT's operations are mainly funded through daily and kilometre tariff charges paid by client departments (users) for the use of the vehicle fleet. Other income is made up of claims instituted against client departments, insurance companies and private parties for losses suffered by the State, monies earned at auctions for withdrawn and sold vehicles and service charges not covered by the tariffs (e.g. tracking data communication costs). Annual tariff increases are authorised by the Provincial Treasury.

Notes:

PART B: PERFORMANCE TARGETS

5. Performance targets and indicators

This section sets the performance targets for the upcoming financial year and over the MTEF for each strategic objective identified in Part B of the Strategic Plan. Performance indicators that will facilitate the assessment of the overall performance of GMT are also included.

The Table below reflects the strategic objectives as per the Strategic Plan.

Table 5: Strategic Objectives

Strategic Objective 1.1	Provide a vehicle fleet.
Strategic Objective 2.1	An effectively utilised vehicle fleet.
Strategic Objective 3.1	Excellent client satisfaction rating.
Strategic Objective 4.1	An unqualified external audit opinion annually.
Strategic Objective 4.2	Improved financial management capability.
Strategic Objective 5.1	Improved operational capability.
Strategic Objective 6.1	An effective fleet management system.

5.1 Strategic objective annual targets for 2014/15

The Strategic Objective indicators and targets below are the higher order indicators and targets linked to the strategic objectives in the Strategic Plan. The Strategic Objective Indicator number refers to the Strategic Objective contained in the Strategic Plan.

Table 6: Strategic objectives indicators and medium term targets

Strategic objective indicator		Audited/Actual performance			Estimated performance 2013/14	Medium-term targets		
		2010/11	2011/12	2012/13		2014/15	2015/16	2016/17
1.1	No of vehicles in the fleet	4 465	4 973	4 942	5255	5315	5375	5435
2.1	No of vehicles travelling more than 1 750 kilometres per month	1 594	2 585	2554	2567	2695	2823	2951
3.1	No of client surveys conducted	1	1	1	1	1	1	1

Strategic objective indicator		Audited/Actual performance			Estimated performance 2013/14	Medium-term targets		
		2010/11	2011/12	2012/13		2014/15	2015/16	2016/17
4.1	No of findings leading to a qualified audit report	0	0	0	0	0	0	0
5.1	No of business processes documented	55	29	32	25	25	23	22
6.1	No of system enhancements achieved	134a	160	6 *	19	10	10	10

Note: * The method of calculation has been updated since the 2012/13 financial year to track the system enhancements via registered projects instead of individual tasks.

5.2 Performance indicators and targets for 2014/15

The Performance Indicators and targets set out in the Table below are lower order indicators linked to the strategic objectives in the Strategic Plan. The Performance Indicator number refers to the Strategic Objective Indicator number stated above.

Table 7: Performance indicators and targets for 2014/15

No.	PSO Linkage	Programme performance indicator	Responsible official	Audited/Actual performance			Estimated performance	Medium-term Targets							
				2010/11	2011/12	2012/13	2013/14	2014/15	Reporting frequency Annually/ Quarterly	Q1	Q2	Q3	Q4	2015/16	2016/17
GOVERNMENT MOTOR TRANSPORT															
Provincial Indicators															
1.1.1	3	No of replacement vehicles acquired	Manager: Fleet Operations	310	1 154	1 549	1100	650	Quarterly	0	400	0	250	650	650
1.1.2	3	No of vehicles added to the fleet	Manager: Fleet Operations	137	153	152	120	130	Annually	0	0	0	130	140	140
2.1.1	3	No of vehicles serviced and maintained	Manager: Fleet Operations	Na	4 522	6 471	4 500	4 400	Quarterly	1 125	1 125	1 025	1 125	4 300	4 300
2.1.2	3	No of vehicle inspections carried out	Manager: Fleet Operations	7 577	7 451	6 999	5 800	5 900	Quarterly	1 475	1 475	1 475	1 475	6 000	6 000
2.1.3	3	No of merchant inspections carried out	Manager: Fleet Operations	60	19	70	50	100	Annually	0	0	0	100	150	150
2.1.4	3	No of updates of the asset register	Manager: Fleet Operations	4	4	4	4	4	Quarterly	1	1	1	1	4	4
3.1.1	3	No of tracking units provided	Manager: Fleet Operations	4 324	4 661	5 166	4723	4 777	Annually	0	0	0	4 777	4 837	4 897
3.1.2	3	No of eFuel units provided	Manager: Fleet Operations	4 076	4 177	4 710	4642	4 766	Annually	0	0	0	4 766	4 826	4 886
3.1.3	3	No of Client Forums maintained	Manager: Fleet Operations	7	6	6	6	6	Quarterly	2	2	1	1	6	6
3.1.4	3	No of policy and guideline circulars issued	Head: GMT	31	26	28	25	25	Quarterly	6	7	6	6	25	25
4.1.1	3	Debt outstanding for current financial year	Manager: Fleet Finance	n/a	n/a	na	R 65 mil	R 68 mil	Annually	0	0	0	R 68 mil	R 71 mil	R 71 mil
4.1.2	3	Debt outstanding for all previous financial years	Manager: Fleet Finance	n/a	n/a	na	R 20 mil	R 15 mil	Annually	0	0	0	R 15 mil	R 10 mil	R 10 mil

No.	PSO Linkage	Programme performance indicator	Responsible official	Audited/Actual performance			Estimated performance	Medium-term Targets							
				2010/11	2011/12	2012/13	2013/14	2014/15	Reporting frequency Annually/ Quarterly	Q1	Q2	Q3	Q4	2015/16	2016/17
4.2.1	3	No of business processes documented	Head: GMT	55	29	32	32	25	Annually	0	0	0	25	25	25
4.2.2	3	No of documented business processes reviewed	Head: GMT	10	42	34	30	25	Annually	0	0	0	25	25	25
5.1.1	3	No of transport officers trained (operational)	Manager: Fleet Logistics	142	209	227	120	120	Annually	0	0	0	120	120	120
5.1.2	3	No of transport officers trained (FleetMan)	Manager: Fleet Logistics	12	30	43	40	40	Annually	0	0	0	40	40	40
5.1.3	3	No of misuse complaints processed	Manager: Fleet Logistics	679	375	291	300	300	Annually	0	0	0	300	300	300
5.1.4	3	No of traffic violations processed	Manager: Fleet Operations	4 843	6 545	5 016	5 300	5200	Annually	0	0	0	5 200	5 100	5 100
5.1.5	3	No of 3rd party claims processed	Manager: Fleet Risk Management	103	88	77	85	85	Annually	0	0	0	85	100	100
5.1.6	3	No of accident and losses incidents processed	Manager: Fleet Risk Management	2 336	2 679	2 601	2 800	2 900	Annually	0	0	0	2 900	3 000	3 000
6.1.1	3	No of registered FleetMan users	Manager: Fleet Logistics	322	355	382	420	450	Annually	0	0	0	450	480	480

Note: N/a Actual data has not been reported and audited for the respective financial year.

6. Risk Profile

The risks identified on enterprise level during the planning period linked to the applicable strategic goals which might impact on the components performance, remain and are reflected below.

Table 8: Risk Assessment of GMT Strategic Goals

Strategic Goal 1	Access to a unique vehicle fleet.
Goal statement	To allow clients access to a fit for purpose fleet of vehicles on a full time basis that will enable them to deliver government's services efficiently and effectively.
Risk	Delays with ordering and delivery of vehicles due to late awarding of the transversal contract.
Mitigation	Consideration by the National Treasury of extending the term of the contract and earlier adjudication of bids.

Strategic Goal 4	Improved financial reporting.
Goal statement	Improved financial reporting through the transformation from GAAP accounting to a fully functional accrual based GRAP compliant system with effect from 1 April 2013.
Risk	Qualified audit report resulting from financial statements not complying with GRAP standards as required by treasury regulations applicable to trading entities.
Mitigation	Further rollout and refinement of the GRAP compliant financial system at GMT inclusive of adequate trained staff and updating of SOP's and policies.

Strategic Goal 5	A healthy operational environment.
Goal statement	To create a healthy operational environment through maintaining effective business processes by 31 March 2015.
Risk	Inadequate systems and business processes to manage increasing numbers of accidents and traffic violations.
Mitigation	Introduction of driver identification tags and supporting business processes to link individual drivers to offences, together with reporting of such offences to their respective departments. Risk profiles and speed reports will be provided to clients for disciplinary purposes.

Strategic Goal 6	Effective operational systems.
Goal statement	To enhance operational activities through a technologically advanced fleet management system as defined in ICT strategy of the trading entity by 31 March 2015.
Risk	A break in GMT service delivery as a result of inadequate systems disaster recovery functionalities.
Mitigation	Adequate back-up, replication and disaster recovery of data are included in a hosting contract with an external service provider.

7. Performance and expenditure trends

The Table below indicates the key activities that are to be undertaken by GMT, with their concomitant allocations for 2014/15:

Table 9: Key activities

KEY ACTIVITIES TO ACHIEVE OBJECTIVES	ALLOCATION 2014/15 (R'000)
Maintenance and repairs of vehicles	63
Replacement of vehicles (capital)	217
Provision of fuel	150
Electronic systems development (capital)	27

PART C: LINKS TO OTHER PLANS

8. Links to the long-term infrastructure and other capital plans

GMT provides inputs into the departmental Infrastructure Plan.

9. Conditional grants

GMT has conditional grants, for the purchase of additional vehicles to the fleet.

10. Public entities

GMT operates as a Trading Entity under the auspices of the Department of Transport and Public Works.

11. Public-private partnerships (PPP)

GMT is not engaged in any PPP.

Government Motor Transport
Room B-8, Roeland Building, 34 Roeland Street, Cape Town, 8000
Tel: +27 21 467 4752 Fax: +27 21 483 7093
Email: Leslie.Sampson@westerncape.gov.za

www.westerncape.gov.za

Afrikaans and isiXhosa versions of this publication are available on request.



**Western Cape
Government**

Transport and Public Works

PR331/2013
ISBN: 978-0-621-42355-6