



THE CITY OF TSHWANE METROPOLITAN MUNICIPALITY

INFORMATION STATEMENT

In terms of Sec 84(2)a of Act 56 of 2003

And

NOTICE

in terms of sec 78(3)a and sec 81(2) of Act 32 of 2000

I, B K Mosley-Lefatola, Municipal Manager of the City of Tshwane Metropolitan Municipality, hereby

1. make public the City of Tshwane Metropolitan Municipality's intention to:

- 1.1. **explore** the provision of its municipal bus service through an external mechanism;

and thereafter, at a meeting of the City of Tshwane Metropolitan Municipality Council to be held on the 28th day of July 2005 at the Council Chamber, Munitoria Building, Vermeulen Street, Pretoria, TSHWANE ;

- 1.2. **consider** and approve or reject or amend proposals and plans to establish or participate in a municipal entity for the purpose of operating the Tshwane Passenger Services (buses) and
 - 1.3. **consider** and approve or reject or amend the proposed Service Delivery Agreement to be entered into with the service provider:
2. **give notice** that the assessment required by sec 84(1) of the above act, and other reports and supporting documentation as well as the proposed Service Delivery Agreement, are available on display at the municipality's head and satellite offices and libraries as indicated below during office hours and on the City of Tshwane Metropolitan Municipality's official website at www.tshwane.gov.za from the 25th April 2005 to 25th July 2005;
 3. **invite** the local community, organised labour and other interested persons to submit to the City of Tshwane Metropolitan Municipality comments or representations in respect of the matter before the 25th of July 2005 - these should be provided to The Municipal Manager, Attention: Mr M. Arnold, PO Box 6338, Pretoria, 0001;
 4. **invite** any person who cannot write to come to Room 711, H B Phillips Building, corner of Schoeman, Skinner and Bosman Street, Pretoria during office hours, where Lebo Mokgosi will assist such a person to transcribe that person's comments or representations.

Signed at TSHWANE this 19 day of April 2005.

B K Mosley-Lefatola.

Dear Sir / Madam,

Re: Participation in a municipal entity. / Section 84 of Act 56 of 2003

The City of Tshwane Metropolitan Municipality is in the process of establishing a municipal entity for the provision of the municipal bus service.

Your views and recommendations are required in terms of sec 84(2)(ii) of the above-mentioned act.

We attach herewith a copy of the documentation that will be made available to the various stakeholders as prescribed by legislation, and to considered by the Council of the City of Tshwane Metropolitan Municipality on 28 July 2005.

Your early response for consideration will be appreciated.

Yours Faithfully,

B F Moseley-Lafatola.

Municipal Manager.

City of Tshwane Metropolitan Municipality.

Information Statement

1. The Local Government Systems Act, Act 32 of 2000 (the "MSA") and the Local Government Municipal Finance Management Act, act 56 of 2003 (the "MFMA") provide for a municipal service being rendered through a "municipal entity".

A municipal entity is, in this context, a private company in the effective control of the City of Tshwane Metropolitan Municipality. "Effective control" means the power to:

- (a) appoint or remove the majority of the board of directors; or,
- (b) control the majority of the voting rights at a general meeting.

2. The patent and prime benefits of making use of a municipal entity as a service provider, amongst others, are:

- (a) access to external business acumen and skills through board members; and,
- (b) access to private funding through loans and shares.

3. The MFMA requires the City of Tshwane Metropolitan Municipality, when considering the establishment of, or participation in, a municipal entity, to:

- (a) determine precisely the function or service that such entity would perform on behalf of the municipality; and
- (b) make an assessment of the impact of the shifting of that function or service to the entity on the municipality's staff, assets and liabilities.

The assessment in terms of sec 84(1) is published herewith as "Annexure 1 and 2".

4. The MSA requires the City of Tshwane Metropolitan Municipality to first assess (sec 78(1)(a)):-

- i) the direct and indirect costs and benefits associated with the project if the service is provided by the municipality through an internal mechanism, including the expected effect on the environment and on human health well-being and safety;
- ii) the municipality's capacity and potential future capacity to furnish the skills, expertise and resources necessary for the provision of the service through an internal mechanism mentioned in section 76 (a);
- iii) the extent to which the re-organisation of its administration and the development of the human resource capacity within that administration as provided for in sections 51 and 68, respectively, could be utilised to provide a service through an internal mechanism mentioned in section 76 (a);

- (iv) the likely impact on development, job creation and employment patterns in the municipality, and
- (v) the views of organised labour.

The report in terms of sec 78(1)(a) is published herewith titled "Annexure 3".

5. The MSA (sec 78(3)) further requires the City of Tshwane Metropolitan Municipality to assess the different service delivery options in terms of section 76 (b), taking into account-

- (i) the direct and indirect costs and benefits associated with the project, including the expected effect of any service delivery mechanism on the environment and on human health, well-being and safety;
- (ii) the capacity and potential future capacity of prospective service providers to furnish the skills, expertise and resources necessary for the provision of the service;
- (iii) the views of the local community;
- (iv) the likely impact on development, job creation and employment patterns in the municipality; and
- (v) the views of organised labour;

It is this part of the process that the City of Tshwane Metropolitan Municipality is currently undertaking, and that this Information Statement, Notices and assessment form part of.

The assessment in terms of sec 78(3)(b) is now published as "Annexure 4". The local community and organised labour are invited to submit their views.

6. An amendment to the MSA (sec. 78(3)(c)) further requires the City of Tshwane Metropolitan Municipality to conduct or commission a feasibility study which must be taken into account and which must include

- (i) a clear identification of the municipal service for which the municipality intends to consider an external mechanism;
- (ii) an indication of the number of years for which the provision of the municipal service through an external mechanism might be considered;
- (iii) the projected outputs which the provision of the municipal service through an external mechanism might be expected to produce;
- (iv) an assessment as to the extent to which the provision of the municipal service through an external mechanism will-
 - (aa) provide value for money;
 - (bb) address the needs of the poor;
 - (cc) be affordable for the municipality and residents; and
 - (dd) transfer appropriate technical, operational and financial risk;
- (v) the projected impact on the municipality's staff, assets and liabilities;
- (vi) the projected impact on the municipality's integrated development plan;
- (vii) the projected impact on the municipality's budgets for the period for which an external mechanism might be used, including impacts on revenue, expenditure, borrowing, debt and tariffs.

The report is now published with these documents as "Annexure 5" in terms of section 78(3c) of Act 32 of 2000.

7. The proposal is to set up a corporatised entity according to the prescripts of the applicable legislation. In particular it is ensured through entrenchment in its Memorandum and Articles of Association that it will always comply with the criteria for "effective control" and which can only be altered with the consent of the City of Tshwane Metropolitan Municipality according to the applicable legislative prescripts.

8. The City of Tshwane Metropolitan Municipality will consider a draft Service Delivery Agreement which will ensure that the municipal entity complies with applicable legislation, policies and practices.

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ANNEXURE 1

ANNEXURE 1.

CITY OF TSHWANE METROPOLITAN MUNICIPALITY: PROPOSED ESTABLISHMENT OF A PRIVATE COMPANY AS A MUNICIPAL ENTITY FOR THE PROVISION OF A MUNICIPAL BUS SERVICE FOR THE CITY OF TSHWANE METROPOLITAN MUNICIPALITY IN TERMS OF THE MUNICIPAL SYSTEMS ACT, ACT 32 OF 2000

SECTION 84(1)(a) MUNICIPAL FINANCE MANAGEMENT ACT, ACT 56 OF 2003

THE FUNCTION OR SERVICE THAT SUCH ENTITY WOULD PERFORM ON BEHALF OF THE CITY OF TSHWANE METROPOLITAN MUNICIPALITY.

The proposed service is comprised of two aspects:

1. Provide an affordable, safe, reliable and effective bus service for the residents of the City of Tshwane Metropolitan Municipality.
2. To supply a cost effective mechanical, electrical and structural repair and maintenance service to the corporate entity (bus service).

ANNEXURE 2

CITY OF TSHWANE METROPOLITAN MUNICIPALITY: PROPOSED ESTABLISHMENT OF A PRIVATE COMPANY AS A MUNICIPAL ENTITY FOR THE PROVISION OF A MUNICIPAL BUS SERVICE FOR THE CITY OF TSHWANE METROPOLITAN MUNICIPALITY IN TERMS OF THE MUNICIPAL SYSTEMS ACT, ACT 32 OF 2000

SECTION 84(1)(b) MUNICIPAL FINANCE MANAGEMENT ACT, ACT 56 OF 2003

ASSESSMENT OF THE IMPACT OF THE SHIFTING OF THAT FUNCTION OR SERVICE TO THE ENTITY ON THE MUNICIPALITY'S STAFF, ASSETS AND LIABILITIES

- (I) THE NUMBER OF STAFF OF THE MUNICIPALITY TO BE TRANSFERRED TO THE ENTITY

The number of **operational personnel** affected by the proposed corporatization of Pretoria City Transport (PCT) into a municipal entity is summarised in Table 2.1

Table 2.1: Operational Personnel

CATEGORIES	TOTAL
Managers	2
Drivers	256
Inspectors	7
Skilled labour	24
Unskilled labour	20
Student	24
Total	333

A summary of the **maintenance personnel** which would be affected by the establishment of the municipal entity is indicated in Table 2.2 below.

Table 2.2: Maintenance Personnel

CATEGORIES	TOTAL
D1 – E1 Manager (HTS)	1
D1/2 Works Manager	2
C3 Foreman	10
C2 + 1 Notch Planner	12
C1/2/3 Artisans	10
C1/2 Mechanics	35
B1/2/3 Senior Operations Computer Officer	18
A3/B1/ operation/Fork	30
A1/2 Worker	43
A1/A	1
Total	162

The combined total number of employees (operational and maintenance) currently employed at PCT is 495.

(II) THE NUMBER OF STAFF OF THE MUNICIPALITY THAT WOULD BECOME REDUNDANT BECAUSE OF THE SHIFTING OF THAT FUNCTION OR SERVICE

The transfer of personnel to the corporatized entity will include all current personnel. **No jobs are foreseen to become redundant as a direct result of the corporatization.** However, the new municipal entity would have total control over the resources required by the entity to be able to deliver an efficient, effective and financially viable service to the public. The CTMM would therefore have no jurisdiction over the managerial and operational actions of the new entity, apart from a service delivery quality point of view. For this reason it will be the new entity's prerogative to consider redundancies or expansion of human resources according to its operational needs in the future.

(III) THE COST TO THE MUNICIPALITY OF ANY STAFF RETRENCHMENTS OR THE RETENTION OF REDUNDANT STAFF

No retrenchments or redundancies are foreseen with the corporatization of PCT and it is therefore most unlikely for any cost to be incurred in this regard. The entire current

PCT staff compliment will be transferred to the new entity at its inception in order to ensure continuity of service.

(IV) ANY ASSETS OF THE MUNICIPALITY TO BE TRANSFERRED TO THE ENTITY

It is proposed that essentially all the assets (vehicles, major equipment, land and buildings) currently utilised by PCT will be transferred to the new entity by means of a "sale agreement". These assets (value greater than R10 000) are listed in Annexure 2 - 1. The only major asset which would not be transferred in its entirety would be the CR de Wet complex. It is proposed that the Operational side (the depot and associated buildings) should be transferred to the new entity, while due to other divisions also using portions of the Maintenance buildings (workshops et al), the portions used by the Maintenance sub-division would be rented by the new entity from the CTMM.

It should be noted that the South East Depot, situated in Pretorius Park, is presently in the process of being transferred to the Electricity Division, "Tshwane Electricity". However the accommodation associated with this depot is proposed to be transferred to the new corporatized entity and not to the Electricity Division.

(V) ANY ASSETS OF THE MUNICIPALITY THAT WOULD BECOME OBSOLETE BECAUSE OF THE SHIFTING OF THAT FUNCTION OR SERVICE

As explained in (IV) above, the transfer of assets will include essentially all the assets required to maintain and sustain the service currently provided by PCT. The continuation of the service on this basis therefore implies that the new entity should retain these assets in order to operationally and functionally maintain the service currently delivered by the CTMM (PCT).

The only assets that would become obsolete in due course are a numbers of buses that qualify for replacement. The replacement of the bus fleet would form part of a structured “Fleet Replacement Programme” whereby all buses deemed obsolete (once replaced where necessary), will be sold for their scrap value. The buses which can still be utilised for their spare parts will not be sold.

(VI) ANY LIABILITIES OF THE MUNICIPALITY TO BE CEDED TO THE ENTITY

With the establishment of an independent autonomous company it is implied by the Companies Act that such an organisation should be governed by its own statutes and memorandum of association. This aspect further implies that the newly established organisation becomes responsible for its own income generation, debt, liabilities, future business decisions and business development.

The transfer of fixed and movable assets to the newly corporatized entity would automatically transfer the responsibility for the long term liabilities which was the responsibility of the CTMM to the new entity. The asset transfer goes hand in hand with the transfer of the liabilities attached to the acquisition of the assets in question.

The transfer of fixed and movable assets will form part of a legal binding agreement whereby all assets and liabilities that would be affected by the proposed transfer, be clearly indicated in an agreement and bound by the terms and conditions approved by both the CTMM and the new entity.

(VII) ANY DEBT OF THE MUNICIPALITY ATTRIBUTED TO THAT FUNCTION OR SERVICE WHICH THE MUNICIPALITY WOULD RETAIN

It is proposed that the CTMM will be the sole shareholder of the new company and therefore retain a certain control of the financial, operational, and managerial aspects of the entity. Although the entity will make use of income generating mechanisms, the majority of its budget will be transferred from the CTMM to the company.

The new company will have to find alternative management initiatives and implement operational changes (work smarter) within the organisation in order to reduce the present deficit to acceptable levels. With the transfer of the entire PCT budget to the new company, the debt responsibilities will certainly become an intricate part of the day-to-day debt administration, payments and monitoring thereof in order to maintain liquidity within the financial matters of the company.

ANNEXURE 3

ANNEXURE 3.

CITY OF TSHWANE METROPOLITAN MUNICIPALITY: PROPOSED ESTABLISHMENT OF A PRIVATE COMPANY AS A MUNICIPAL ENTITY FOR THE PROVISION OF A MUNICIPAL BUS SERVICE FOR THE CITY OF TSHWANE METROPOLITAN MUNICIPALITY IN TERMS OF THE MUNICIPAL SYSTEMS ACT, ACT 32 OF 2000

ASSESSMENT IN TERMS OF SEC 78(1)(a) OF THE MUNICIPAL SYSTEMS ACT, ACT 32 OF 2000 - PROVISION OF THE SERVICE THROUGH AN INTERNAL MECHANISM:

- (I) THE DIRECT AND INDIRECT COSTS AND BENEFITS ASSOCIATED WITH THE PROJECT IF THE SERVICE IS PROVIDED BY THE CITY OF TSHWANE METROPOLITAN MUNICIPALITY THROUGH AN INTERNAL MECHANISM, INCLUDING THE EXPECTED EFFECT ON THE ENVIRONMENT AND ON HUMAN HEALTH WELL-BEING AND SAFETY

Environmental impacts

At present the average age of PCT's buses is about 20 years. Some problems with the high age of the buses are high maintenance costs, poorer emission control (older technology and standards) and lower reliability. This high average age also excludes PCT from being able to compete for subsidized contracts, as these contracts have a requirement of a bus fleet with an average age of not more than ten years old. Although not critical in the short term, the need to be able to participate in such tendered contracts could become more important with the proposed rationalisation of the public transport services in the CTMM. Accordingly, linked to the corporatization process, it is proposed that the present fleet of buses should be replaced according to a programme over a period of several years.

Newer vehicles are more fuel efficient, produce less atmospheric pollution, are generally quieter to operate and are less likely to lose fluids such as engine oil. Newer, more modern vehicles will impact less on the natural environment.

A further potential benefit is that the newer, more attractive vehicles will serve as an incentive for more commuters to actually use the bus service. This should assist in reducing the number of private vehicles on the road network, offering further benefits in terms of reduced atmospheric and noise pollution, reduced energy consumption and traffic congestion and extending the service life of the existing transport infrastructure.

The operation of the bus service with a more business-orientated approach should also contribute to the improved maintenance of the vehicle fleet.

Human health, well-being and safety

A newer, well maintained bus fleet can be expected to produce less atmospheric pollution and to be generally quieter to operate than the existing fleet. These as benefits to human health (both passengers and other road-users) should be obvious. The further benefits that may arise from increased patronage are of a similar nature.

Newer and better maintained buses are less likely to break down due to their greater mechanical reliability. The risk of accidents and other incidents that have the potential to harm or injure people should also be less.

- (II) THE CITY OF TSHWANE METROPOLITAN MUNICIPALITY'S CAPACITY AND POTENTIAL FUTURE CAPACITY TO FURNISH THE SKILLS, EXPERTISE AND RESOURCES NECESSARY FOR THE PROVISION OF THE SERVICE THROUGH AN INTERNAL MECHANISM MENTIONED IN SECTION 76 (A)

The CTMM could continue the provision of the municipal bus service through some type of internal mechanism. However, unless this type of internal mechanism provides the necessary focus to take the bus service out of its present doldrums and is accepted (in terms of the National Land Transport Transition Act) as providing the necessary degree of autonomy from the CTMM (so that subsidised contracts may be bid for), such an internal mechanism would be limited in its usefulness.

In principle the CTMM has the capacity to provide, or obtain the skills necessary to provide such an internal mechanism.

- (III) THE EXTENT TO WHICH THE RE-ORGANISATION OF ITS ADMINISTRATION AND THE DEVELOPMENT OF THE HUMAN RESOURCE CAPACITY WITHIN THAT ADMINISTRATION AS PROVIDED FOR IN SECTIONS 51 AND 68, RESPECTIVELY, COULD BE UTILISED TO PROVIDE A SERVICE THROUGH AN INTERNAL MECHANISM MENTIONED IN SECTION 76 (A)

The same comments applicable to (II) above are applicable here. This is essentially retention of the bus service in its present form, but with re-organisation and development of its existing human resources via training, etc.

(IV) THE LIKELY IMPACT ON DEVELOPMENT, JOB CREATION AND EMPLOYMENT PATTERNS IN THE CITY OF TSHWANE METROPOLITAN MUNICIPALITY

If the municipal bus service is continued to be provided by an internal mechanism, i.e. its present format, it will be inclined to be beset by its present problems, most of which are founded in the bureaucracy of the CTMM (both organisational and political), due to its present culture.

Although it may be able to improve on some of these aspects, it is most unlikely ever to sufficiently overcome these to be able to make more effective and quicker decision making than it could if it was more autonomous. Accordingly the impact on development, job creation and employment patterns in the CTMM are likely to be slower than if the mechanism was more autonomous (whether internal or external).

(V) THE VIEWS OF ORGANISED LABOUR

Officials of the CTMM met on various occasions with Union representatives from PCT to solicit their views, comment and recommendations regarding the proposed corporatization process of PCT. In some instances burning issues were discussed which, in view of the different opinions of organised labour and the employer, could not be addressed to the satisfaction of both parties. The CTMM however took note of these concerns and is nevertheless committed to find common ground with the unions as far as possible.

These discussions included a workshop, held on 2004-09-23 about the proposed corporatization process between the CTMM, IMATU and SAMWU. They covered a wide variety of issues which were raised by the unions, as listed below:

- General items regarding the introduction of an Electronic Ticketing System (ETS), the radius permit system and an investigation into directly linking routes on existing radial axes
- Unions opinion not taken into account with the corporatization process by the CTMM
- Encouraging the use of public transport over privately owned vehicles
- Socio-economic benefits of public transport
- Re-planning of routes to improve economic efficiency of the service.
- Recapitalization of bus fleet
- Fare restructuring
- Subsidies
- Technical issues regarding the mechanical workshops
- Improvement of management systems
- Special hiring and other methods of income
- Labour and employment issues such as shifts, overtime, work hour, wages, etc.
- Opposition to corporatization & privatization

From the above items it is evident that the issues raised by organised labour were wide and not just focussed on the issue of corporatization.

The task at hand should be to ensure a more stable, environment friendly, effective, efficient and more sustainable public transport system from which the community of Tshwane and its visitors could directly benefit. This can only be achieved if all parties around the negotiation table have common goals and objectives – for instance that of improving public transport and reducing public transport costs.

This 90 day statement process is the most comprehensive way of reaching all the stakeholders. This invitation allows further comments and views to be obtained from organised labour about the proposed restructuring of PCT, which will be included in the report to Council after the 90 day period has passed.

ANNEXURE 4

CITY OF TSHWANE METROPOLITAN MUNICIPALITY: PROPOSED ESTABLISHMENT OF A PRIVATE COMPANY AS A MUNICIPAL ENTITY FOR THE PROVISION OF A MUNICIPAL BUS SERVICE FOR THE CITY OF TSHWANE METROPOLITAN MUNICIPALITY IN TERMS OF THE MUNICIPAL SYSTEMS ACT, ACT 32 OF 2000

ASSESSMENT IN TERMS OF SEC 78(2)(b) OF THE MUNICIPAL SYSTEMS ACT, ACT 32 OF 2000 OF THE DIFFERENT SERVICE DELIVERY OPTIONS IN TERMS OF SECTION 76 (B):

- (I) THE DIRECT AND INDIRECT COSTS AND BENEFITS ASSOCIATED WITH THE PROJECT, INCLUDING THE EXPECTED EFFECT OF ANY SERVICE DELIVERY MECHANISM ON THE ENVIRONMENT AND ON HUMAN HEALTH, WELL-BEING AND SAFETY

The direct costs associated with the corporatization of the PCT are the current operational and management costs which are carried by the CTMM. The annual amount with escalation will remain a portion of the CTMM budget for an indefinite period as the CTMM remains the only shareholder in the municipal entity. The annual approved budget will be transferred to the entity's bank account, for the board of directors and CEO to manage and perform the necessary checks and balances. The municipal entity will be a private company which implies that the Companies Act requirements will apply to the new municipal entity, which includes an annual financial audit performed by independent auditors.

The total annual PCT budget for the 2003/04 financial year consisted of the following income and expenditure.

Table 4.1: 2003/04 Operating Expenditure of PCT

ITEM	BUDGET AMOUNT	% OF BUDGET
Fixed Cost	R 62 476 004,00	53,4
Variable Cost	R 28 977 600,00	24,8
Overhead Cost	R 25 576 361,00	21,8
Total Operating Cost	R117 029 965,00	100,0

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Table 4.2: 2003/04 Income Generated by PCT

ITEM	BUDGET AMOUNT	% OF BUDGET
Ticket Sale Income	R 33 989 279,00	95,4
Private Hire	R 1 600 000,00	4,5
Time Tables	R 43 647,00	0,1
Total Operating Income	R 35 632 926,00	100,0

Table 4.3: Total Operating Budget of PCT for 2003/04

ITEM	BUDGET AMOUNT	PERCENTAGE OF BUDGET
Operating Cost	R117 029 965,00	143,8
Operating Income	R 35 632 926,00	43,8
Nett Operating Loss	R 81 408 039,00	

The above amounts include the additional expenditure for the appointment of the CEO (executive member) together with his support staff. The board of directors will however not be permanently employed (non-executive members) by the municipal entity. The requirements set by the Companies Act; Act 61 of 1973 will apply for the appointment of the applicable number of directors. The non-executive director's will only be compensated for their specific services rendered to the company on a time and cost basis. These additional costs should be included into the total operating budget of the company. Adequate office space exists for the CEO and board of director's at the current PCT office block.

At this stage it is anticipated that no further additional (indirect) costs will form part of the corporatization process apart from the cost for the CEO and the board of director's as mentioned above.

The benefits of the project could include aspects such as:

- ❖ The implementation of an electronic ticketing system (ETS) throughout the bus fleet, in order to reduce the loss of income from cash handling and fraud. The implementation of an electronic ticketing system would definitely improve the

services rendered to the public as well as to increase the income generated from ticket sales. The current loss as a result of not utilising an ETS reduces PCT's income by between 30-40% due to fraud. In monetary terms the additional income could increase with between R 10,0 to R 14,0 million per annum.

- ❖ The replacement of the current aging bus fleet. This will be achieved by means of a lease agreement or an outright purchase of new vehicles could take place. The replacement of the on average 20 year old fleet will reduce maintenance costs and improve service delivery to the community. This would further enable the new municipal entity to tender for provincial transport subsidies which on the other hand will reduce transport costs (Rand/km). Potential savings by the entity could enable the new entity to reduce ticket sales costs, particularly to those who can not afford public transport.
- ❖ Improved management culture and external industry expertise through the board of non-executive directors.
- ❖ Improved and effective decision making process. CEO and board of director's have delegated authority to make decisions as and when required.
- ❖ Entity is managed and according to sound business principles and according to an approved predetermined budget.
- ❖ Responsibility for organisational and operational decisions rest with the board of directors who would be directly accountable for their actions.

The above aspects will definitely have a direct or indirect impact on the ability of the new entity to deliver a better service to the Tshwane community at large.

(II) THE CAPACITY AND POTENTIAL FUTURE CAPACITY OF PROSPECTIVE SERVICE PROVIDERS TO FURNISH THE SKILLS, EXPERTISE AND RESOURCES NECESSARY FOR THE PROVISION OF THE SERVICE

As it is not the intention to privatise the bus service, that is, to get external service providers to provide the service, this aspect is not relevant.

(III) THE VIEWS OF THE LOCAL COMMUNITY

Various information sessions, associated with the community participation for the Integrated Transport Plan (ITP), have been held for members of the public and ward councillors to be able to make an input into various aspects of the CTMM's ITP, which includes the proposals for restructuring of the municipal bus service. However, apart from general comments that the bus service needs to be improved both in terms of acquiring new buses and improving the coverage of its services in the CTMM to areas which are not yet served by it, few comments were received from this source.

This 90 day statement process is the most comprehensive way of reaching the wider CTMM community in general to obtain their views about the proposed restructuring of PCT, which will be included in the report to Council after the 90 day period has passed.

(IV) THE LIKELY IMPACT ON DEVELOPMENT, JOB CREATION AND EMPLOYMENT PATTERNS IN THE CITY OF TSHWANE METROPOLITAN MUNICIPALITY;

As it is the intention that all the personnel of PCT should be transferred to the new corporatised entity, it is not considered that the corporatization process will have any major affect on the above aspects (development, job creation and employment patterns). However it can be mentioned that with the proposed entity being more autonomous, it should be able to react more quickly to changing demands for service. As there is a definite need for extending of its services to other parts of the CTMM and between existing nodes within the CTMM, this quicker reaction time should, in general, have a positive affect on job creation and employment patterns and accordingly assist development within the CTMM.

(V) THE VIEWS OF ORGANISED LABOUR

This 90 day statement process is the most comprehensive way of reaching all the stakeholders. Although some comments have already been obtained from the driver's unions at PCT, this invitation allows further comments and views to be obtained from them about the proposed restructuring of PCT, which will be included in the report to Council after the 90 day period has passed

ANNEXURE 5

CITY OF TSHWANE METROPOLITAN MUNICIPALITY: PROPOSED ESTABLISHMENT OF A PRIVATE COMPANY AS A MUNICIPAL ENTITY FOR THE PROVISION OF A MUNICIPAL BUS SERVICE FOR THE CITY OF TSHWANE METROPOLITAN MUNICIPALITY IN TERMS OF THE MUNICIPAL SYSTEMS ACT, ACT 32 OF 2000

FEASIBILITY STUDY IN TERMS OF SEC 78(2)(b) OF THE MUNICIPAL SYSTEMS ACT, ACT 32 OF 2000

(I) IDENTIFICATION OF THE MUNICIPAL SERVICE FOR WHICH THE CITY OF TSHWANE METROPOLITAN MUNICIPALITY INTENDS TO CONSIDER AN EXTERNAL MECHANISM

The proposed service is comprised of two aspects:

3. Provide an affordable, safe, reliable and effective bus service for the residents of the City of Tshwane Metropolitan Municipality.
2. To supply a cost effective mechanical, electrical and structural repair and maintenance service to the corporate entity (bus service).

(II) THE NUMBER OF YEARS FOR WHICH THE PROVISION OF THE MUNICIPAL SERVICE THROUGH AN EXTERNAL MECHANISM MIGHT BE CONSIDERED;

The intention with the establishment of the new company is to provide a cost effective public transport service for **an indefinite period**.

However a service level agreement will be signed between the CTMM and the new entity, and this may contain some time related clauses, i.e. certain conditions to be fulfilled by certain dealines. The management of the new entity, by signing the agreement, will commit them to fulfilling the requirements set by the CTMM. Any breach of the service level agreement could lead to the dismissal of board members or the CEO. The CEO is most likely to be appointed on a performance based contract for a period between three to five years.

(III) THE PROJECTED OUTPUTS WHICH THE PROVISION OF THE MUNICIPAL SERVICE THROUGH AN EXTERNAL MECHANISM MIGHT BE EXPECTED TO PRODUCE

The outputs of the new entity would not differ much from the current service delivered to the community of Tshwane apart from the following items:

- ❖ Improved service delivery as a result of the acquisition of new buses which would decrease breakdowns and increase reliability
- ❖ Reduced costs in terms of the maintenance on the new bus fleet
- ❖ Improved image and public transport utilization
- ❖ Expansion of the service to areas previously not served
- ❖ Improved corporate culture and more user friendly service through a stronger management focus
- ❖ More effective income collection by means of an Electronic Ticketing System (ETS)

(IV) ASSESSMENT AS TO THE EXTENT TO WHICH THE PROVISION OF THE MUNICIPAL SERVICE THROUGH AN EXTERNAL MECHANISM WILL—

(AA) PROVIDE VALUE FOR MONEY;

The present bus fleet requires a subsidy of about R 33 150,00 per bus per month to break even. Although the new corporate entity is obliged to replace the present bus fleet, amongst other conditions, it is anticipated that the operating costs of the replacement buses will be substantially lower than the present fleet and that in the long run it should be more cost effective (and hence better value for money) than the present service with its old buses. It should be noted that subsidization from the CTMM will have to continue, especially for the social services (pensioners, etc) expected to be provided.

(BB) ADDRESS THE NEEDS OF THE POOR;

Public transport, by its very nature, is a mobility option for those who are less able to choose private transport, mostly for reasons of affordability. The expenditure on transport as a portion of discretionary income has a significant influence on the welfare of persons who are captive to public transport.

It is important that the poor be able to access whatever economic opportunities may be presented to them and that every effort be made not to marginalize the economic position of these people further. It is also essential that the poor be assimilated socially into the urban community. To achieve all this, access to affordable transport is critical. Public transport is without a doubt a social service.

The establishment of a municipal entity as envisaged in the Local Government: Municipal Systems Act presents an opportunity for improvement on several fronts:

- The entity will be in a position to tender for service contracts, giving access to subsidies paid by the DOT.
- Renewal of the bus fleet should improve the reliability of vehicles and reduce maintenance costs. This, in turn, should improve the financial efficiency of the service, which could be beneficial to users.
- Improved fare collection will also improve the financial viability of the operation, further contributing to affordability.

(CC) BE AFFORDABLE FOR THE CITY OF TSHWANE METROPOLITAN MUNICIPALITY AND RESIDENTS

Urban public transport operations are generally not financially viable and financial support, usually in the form of subsidies, are required for continuing the delivery of the service. Being a social (as well as public) service, the subsidies are paid from public sources, in other words, the income of government derived from taxes, levies, etc. paid by individuals and companies to the state.

Presently the financial shortfall of operating the bus service is largely financed by the community of the City of Tshwane, represented by the CTMM. The establishment of a municipal entity to continue the operation of the bus service will allow access to the national subsidy fund, reducing the obligation of taxpayers towards the CTMM in respect of supporting the municipal bus service.

As already mentioned, the improved financial efficiency that should arise from improved reliability, reduced maintenance costs and more effective fare collection should also prove to be beneficial to the financial position of the bus service. There should therefore be a demonstrable improvement in the affordability of continuing the provision of this essential public service.

The current poor public transport service delivered to commuters is a direct result of the state of the bus fleet as well as management problems. This current state of affairs creates a tendency with commuters to not make use of public transport. The end result is that commuters rather use private transport instead of public transport, which leads to road congestion. Time delays are a direct product of congestion which increase travel time cost and has a direct negative impact on the economy of Tshwane.

The replacement of the bus fleet would change the overall image of public transport and improve service delivery. Increased rider ship implies increased income. PCT would therefore be able to deliver an improved service more cost effectively.

By replacing the aging bus fleet, it is implied that the CTMM will be able to tender for the provincial bus subsidies which would directly reduce the running cost per kilometre on the subsidised routes. This direct cost saving could be transferred to the commuter in so far as the cost per ticket is concerned.

(DD) TRANSFER APPROPRIATE TECHNICAL, OPERATIONAL AND FINANCIAL RISK

The replacement of the bus fleet would most probably be on the basis of a long term loan or lease agreement. The technical workshop will most probably still be responsible for maintaining the current and new bus fleet according to the requirements set by the manufacturers and the financial institutions. For this to happen it will be necessary to train the existing drivers and technical personnel to be able to maintain the new bus fleet according to the manufacturer's standards. The technical risk of not be able to maintain the vehicles properly is thus eliminated.

Operationally it implies that the effectively trained personnel will be able to reduce turnaround times on defective vehicles. Operators will know what their personal and the vehicles limits are. Properly trained personnel will further be able to assess specific situations in order to limit personal injury and damage to property.

Financial risk is transferred in so far as the new entity will be responsible for the efficient and effective utilization of the financial budget. Any shortages will have to be addressed through alternative mechanisms in order to be able to balance the bottom line of the balance sheet. The purchasing of the new bus fleet by means of a lease agreement will in effect mean that the entity will finance the deal through of balance sheet money. The financial risk would thus be transferred to the financial institution. The resale value of the vehicle automatically becomes the responsibility of the financial institution. Any unexpected financial expenditure becomes the responsibility of the entity and the CTMM will have no financial obligation to stand in for this expenditure other than the already committed financial support.

(V) THE PROJECTED IMPACT ON THE CITY OF TSHWANE METROPOLITAN MUNICIPALITY'S STAFF, ASSETS AND LIABILITIES

The intention is to transfer the whole of the staff complement, as well as the current assets of the PCT (buses, inspection vehicles, equipment, fixed properties, etc.) to the new municipal entity.

Until such time that the new corporate entity is established, the municipality will be tasked with essentially two aspects:

- The transfer of all assets deemed to be owned by the PCT to the new entity. The maintenance, operation and insurance of all the fixed and moveable assets will become the responsibilities of the municipal entity and the municipality will not have to make provision for these aspects any longer.

- The Human Resources division of the CTMM will be actively involved in the transfer of the existing personnel of the PCT to the new municipal entity, after which all aspects related to the management of personnel will become the responsibility of the new municipal entity.

The staff will be subject to the conditions of employment of the new entity. Existing labour affiliations will not be affected.

(VI) THE PROJECTED IMPACT ON THE CITY OF TSHWANE METROPOLITAN MUNICIPALITY'S INTEGRATED DEVELOPMENT PLAN;

The purpose of the Integrated Development Plan (IDP) is improving the delivery of services to the community, in line with the needs of the community. The new municipal entity will have to tender for service contracts, the terms and extent of which are responses to the transport needs of the community. There are, however, certain aspects of maintaining a minimum level of social service that will not be included in the operating contracts, which will have to be financed by the municipality. These aspects need to be researched and quantified.

It can also be expected that there will be interaction between land development and the provision of public transport for primarily two reasons:

- To promote the use of public transport.
- To improve the viability of public transport.

The new municipal entity will essentially form the executive arm of Transport. Transport development strategy and policy will remain a municipal function and will as such be included in both the Integrated Transport Plan and the IDP.

(VII) THE PROJECTED IMPACT ON THE CITY OF TSHWANE METROPOLITAN MUNICIPALITY'S BUDGETS FOR THE PERIOD FOR WHICH AN EXTERNAL MECHANISM MIGHT BE USED, INCLUDING IMPACTS ON REVENUE, EXPENDITURE, BORROWING, DEBT AND TARIFFS:

The CTMM budget allocation to the new entity will be limited to the current allocation for PCT. This amount would probably increase by approximately R 2,0 million per annum to make provision for the CEO, his/her support staff and the board of directors.

Revenue could increase by between R10 -14 million per annum (30-40% income loss) once the Electronic Ticketing System (ETS) has been implemented. The capital outlay to implement the ETS could cost between **R 2,0 and R 5,0 million**. The implementation of an ETS could thus finance the development cost within the first year.

Debt or borrowing will definitely increase when the recapitalisation of the bus fleet is considered. The capital investment will most probably be financed by an external financial institution, for which the new entity will have contractual responsibility. The new entity would have to show ability to repay the loan or a lease from income generated from ticket sales. In this regard it is imperative to establish the ETS as soon as possible.

Public Transport tariffs are revised on an annual basis, based on the discretion of the CTMM which considers aspects such as affordability and service delivery. These criteria will remain the basis by which public transport tariffs are adjusted.

ANNEXURE 1

ANNEXURE 1.

CITY OF TSHWANE METROPOLITAN MUNICIPALITY: PROPOSED ESTABLISHMENT OF A PRIVATE COMPANY AS A MUNICIPAL ENTITY FOR THE PROVISION OF A MUNICIPAL BUS SERVICE FOR THE CITY OF TSHWANE METROPOLITAN MUNICIPALITY IN TERMS OF THE MUNICIPAL SYSTEMS ACT, ACT 32 OF 2000

SECTION 84(1)(a) MUNICIPAL FINANCE MANAGEMENT ACT, ACT 56 OF 2003

THE FUNCTION OR SERVICE THAT SUCH ENTITY WOULD PERFORM ON BEHALF OF THE CITY OF TSHWANE METROPOLITAN MUNICIPALITY.

The proposed service is comprised of two aspects:

4. Provide an affordable, safe, reliable and effective bus service for the residents of the City of Tshwane Metropolitan Municipality.
5. To supply a cost effective mechanical, electrical and structural repair and maintenance service to the corporate entity (bus service).

ANNEXURE 2

CITY OF TSHWANE METROPOLITAN MUNICIPALITY: PROPOSED ESTABLISHMENT OF A PRIVATE COMPANY AS A MUNICIPAL ENTITY FOR THE PROVISION OF A MUNICIPAL BUS SERVICE FOR THE CITY OF TSHWANE METROPOLITAN MUNICIPALITY IN TERMS OF THE MUNICIPAL SYSTEMS ACT, ACT 32 OF 2000

SECTION 84(1)(b) MUNICIPAL FINANCE MANAGEMENT ACT, ACT 56 OF 2003

ASSESSMENT OF THE IMPACT OF THE SHIFTING OF THAT FUNCTION OR SERVICE TO THE ENTITY ON THE MUNICIPALITY'S STAFF, ASSETS AND LIABILITIES

(VIII) THE NUMBER OF STAFF OF THE MUNICIPALITY TO BE TRANSFERRED TO THE ENTITY

The number of **operational personnel** affected by the proposed corporatization of Pretoria City Transport (PCT) into a municipal entity is summarised in Table 2.1

Table 2.1: Operational Personnel

CATEGORIES	TOTAL
Managers	2
Drivers	256
Inspectors	7
Skilled labour	24
Unskilled labour	20
Student	24
Total	333

A summary of the **maintenance personnel** which would be affected by the establishment of the municipal entity is indicated in Table 2.2 below.

Table 2.2: Maintenance Personnel

CATEGORIES	TOTAL
D1 – E1 Manager (HTS)	1
D1/2 Works Manager	2
C3 Foreman	10
C2 + 1 Notch Planner	12
C1/2/3 Artisans	10
C1/2 Mechanics	35
B1/2/3 Senior Operations Computer Officer	18
A3/B1/ operation/Fork	30
A1/2 Worker	43
A1/A	1
Total	162

The combined total number of employees (operational and maintenance) currently employed at PCT is 495.

(IX) THE NUMBER OF STAFF OF THE MUNICIPALITY THAT WOULD BECOME REDUNDANT BECAUSE OF THE SHIFTING OF THAT FUNCTION OR SERVICE

The transfer of personnel to the corporatized entity will include all current personnel. **No jobs are foreseen to become redundant as a direct result of the corporatization.** However, the new municipal entity would have total control over the resources required by the entity to be able to deliver an efficient, effective and financially viable service to the public. The CTMM would therefore have no jurisdiction over the managerial and operational actions of the new entity, apart from a service delivery quality point of view. For this reason it will be the new entity's prerogative to consider redundancies or expansion of human resources according to its operational needs in the future.

(X) THE COST TO THE MUNICIPALITY OF ANY STAFF RETRENCHMENTS OR THE RETENTION OF REDUNDANT STAFF

No retrenchments or redundancies are foreseen with the corporatization of PCT and it is therefore most unlikely for any cost to be incurred in this regard. The entire current

PCT staff compliment will be transferred to the new entity at its inception in order to ensure continuity of service.

(XI) ANY ASSETS OF THE MUNICIPALITY TO BE TRANSFERRED TO THE ENTITY

It is proposed that essentially all the assets (vehicles, major equipment, land and buildings) currently utilised by PCT will be transferred to the new entity by means of a "sale agreement". These assets (value greater than R10 000) are listed in Annexure 2 - 1. The only major asset which would not be transferred in its entirety would be the CR de Wet complex. It is proposed that the Operational side (the depot and associated buildings) should be transferred to the new entity, while due to other divisions also using portions of the Maintenance buildings (workshops et al), the portions used by the Maintenance sub-division would be rented by the new entity from the CTMM.

It should be noted that the South East Depot, situated in Pretorius Park, is presently in the process of being transferred to the Electricity Division, "Tshwane Electricity". However the accommodation associated with this depot is proposed to be transferred to the new corporatized entity and not to the Electricity Division.

(XII) ANY ASSETS OF THE MUNICIPALITY THAT WOULD BECOME OBSOLETE BECAUSE OF THE SHIFTING OF THAT FUNCTION OR SERVICE

As explained in (IV) above, the transfer of assets will include essentially all the assets required to maintain and sustain the service currently provided by PCT. The continuation of the service on this basis therefore implies that the new entity should retain these assets in order to operationally and functionally maintain the service currently delivered by the CTMM (PCT).

The only assets that would become obsolete in due course are a numbers of buses that qualify for replacement. The replacement of the bus fleet would form part of a structured "Fleet Replacement Programme" whereby all buses deemed obsolete (once replaced where necessary), will be sold for their scrap value. The buses which can still be utilised for their spare parts will not be sold.

(XIII) ANY LIABILITIES OF THE MUNICIPALITY TO BE CEDED TO THE ENTITY

With the establishment of an independent autonomous company it is implied by the Companies Act that such an organisation should be governed by its own statutes and memorandum of association. This aspect further implies that the newly established organisation becomes responsible for its own income generation, debt, liabilities, future business decisions and business development.

The transfer of fixed and movable assets to the newly corporatized entity would automatically transfer the responsibility for the long term liabilities which was the responsibility of the CTMM to the new entity. The asset transfer goes hand in hand with the transfer of the liabilities attached to the acquisition of the assets in question.

The transfer of fixed and movable assets will form part of a legal binding agreement whereby all assets and liabilities that would be affected by the proposed transfer, be clearly indicated in an agreement and bound by the terms and conditions approved by both the CTMM and the new entity.

(XIV) ANY DEBT OF THE MUNICIPALITY ATTRIBUTED TO THAT FUNCTION OR SERVICE WHICH THE MUNICIPALITY WOULD RETAIN

It is proposed that the CTMM will be the sole shareholder of the new company and therefore retain a certain control of the financial, operational, and managerial aspects of the entity. Although the entity will make use of income generating mechanisms, the majority of its budget will be transferred from the CTMM to the company.

The new company will have to find alternative management initiatives and implement operational changes (work smarter) within the organisation in order to reduce the present deficit to acceptable levels. With the transfer of the entire PCT budget to the new company, the debt responsibilities will certainly become an intricate part of the day-to-day debt administration, payments and monitoring thereof in order to maintain liquidity within the financial matters of the company.

ANNEXURE 3

ANNEXURE 3.

CITY OF TSHWANE METROPOLITAN MUNICIPALITY: PROPOSED ESTABLISHMENT OF A PRIVATE COMPANY AS A MUNICIPAL ENTITY FOR THE PROVISION OF A MUNICIPAL BUS SERVICE FOR THE CITY OF TSHWANE METROPOLITAN MUNICIPALITY IN TERMS OF THE MUNICIPAL SYSTEMS ACT, ACT 32 OF 2000

ASSESSMENT IN TERMS OF SEC 78(1)(a) OF THE MUNICIPAL SYSTEMS ACT, ACT 32 OF 2000 - PROVISION OF THE SERVICE THROUGH AN INTERNAL MECHANISM:

- (VI) THE DIRECT AND INDIRECT COSTS AND BENEFITS ASSOCIATED WITH THE PROJECT IF THE SERVICE IS PROVIDED BY THE CITY OF TSHWANE METROPOLITAN MUNICIPALITY THROUGH AN INTERNAL MECHANISM, INCLUDING THE EXPECTED EFFECT ON THE ENVIRONMENT AND ON HUMAN HEALTH WELL-BEING AND SAFETY

Environmental impacts

At present the average age of PCT's buses is about 20 years. Some problems with the high age of the buses are high maintenance costs, poorer emission control (older technology and standards) and lower reliability. This high average age also excludes PCT from being able to compete for subsidized contracts, as these contracts have a requirement of a bus fleet with an average age of not more than ten years old. Although not critical in the short term, the need to be able to participate in such tendered contracts could become more important with the proposed rationalisation of the public transport services in the CTMM. Accordingly, linked to the corporatization process, it is proposed that the present fleet of buses should be replaced according to a programme over a period of several years.

Newer vehicles are more fuel efficient, produce less atmospheric pollution, are generally quieter to operate and are less likely to lose fluids such as engine oil. Newer, more modern vehicles will impact less on the natural environment.

A further potential benefit is that the newer, more attractive vehicles will serve as an incentive for more commuters to actually use the bus service. This should assist in reducing the number of private vehicles on the road network, offering further benefits in terms of reduced atmospheric and noise pollution, reduced energy consumption and traffic congestion and extending the service life of the existing transport infrastructure.

The operation of the bus service with a more business-orientated approach should also contribute to the improved maintenance of the vehicle fleet.

Human health, well-being and safety

A newer, well maintained bus fleet can be expected to produce less atmospheric pollution and to be generally quieter to operate than the existing fleet. These as benefits to human health (both passengers and other road-users) should be obvious. The further benefits that may arise from increased patronage are of a similar nature.

Newer and better maintained buses are less likely to break down due to their greater mechanical reliability. The risk of accidents and other incidents that have the potential to harm or injure people should also be less.

(VII) THE CITY OF TSHWANE METROPOLITAN MUNICIPALITY'S CAPACITY AND POTENTIAL FUTURE CAPACITY TO FURNISH THE SKILLS, EXPERTISE AND RESOURCES NECESSARY FOR THE PROVISION OF THE SERVICE THROUGH AN INTERNAL MECHANISM MENTIONED IN SECTION 76 (A)

The CTMM could continue the provision of the municipal bus service through some type of internal mechanism. However, unless this type of internal mechanism provides the necessary focus to take the bus service out of its present doldrums and is accepted (in terms of the National Land Transport Transition Act) as providing the necessary degree of autonomy from the CTMM (so that subsidised contracts may be bid for), such an internal mechanism would be limited in its usefulness.

In principle the CTMM has the capacity to provide, or obtain the skills necessary to provide such an internal mechanism.

(VIII) THE EXTENT TO WHICH THE RE-ORGANISATION OF ITS ADMINISTRATION AND THE DEVELOPMENT OF THE HUMAN RESOURCE CAPACITY WITHIN THAT ADMINISTRATION AS PROVIDED FOR IN SECTIONS 51 AND 68, RESPECTIVELY, COULD BE UTILISED TO PROVIDE A SERVICE THROUGH AN INTERNAL MECHANISM MENTIONED IN SECTION 76 (A)

The same comments applicable to (II) above are applicable here. This is essentially retention of the bus service in its present form, but with re-organisation and development of its existing human resources via training, etc.

(IX) THE LIKELY IMPACT ON DEVELOPMENT, JOB CREATION AND EMPLOYMENT PATTERNS IN THE CITY OF TSHWANE METROPOLITAN MUNICIPALITY

If the municipal bus service is continued to be provided by an internal mechanism, i.e. its present format, it will be inclined to be beset by its present problems, most of which are founded in the bureaucracy of the CTMM (both organisational and political), due to its present culture.

Although it may be able to improve on some of these aspects, it is most unlikely ever to sufficiently overcome these to be able to make more effective and quicker decision making than it could if it was more autonomous. Accordingly the impact on development, job creation and employment patterns in the CTMM are likely to be slower than if the mechanism was more autonomous (whether internal or external).

(X) THE VIEWS OF ORGANISED LABOUR

Officials of the CTMM met on various occasions with Union representatives from PCT to solicit their views, comment and recommendations regarding the proposed corporatization process of PCT. In some instances burning issues were discussed which, in view of the different opinions of organised labour and the employer, could not be addressed to the satisfaction of both parties. The CTMM however took note of these concerns and is nevertheless committed to find common ground with the unions as far as possible.

These discussions included a workshop, held on 2004-09-23 about the proposed corporatization process between the CTMM, IMATU and SAMWU. They covered a wide variety of issues which were raised by the unions, as listed below:

- General items regarding the introduction of an Electronic Ticketing System (ETS), the radius permit system and an investigation into directly linking routes on existing radial axes
- Unions opinion not taken into account with the corporatization process by the CTMM
- Encouraging the use of public transport over privately owned vehicles
- Socio-economic benefits of public transport
- Re-planning of routes to improve economic efficiency of the service.
- Recapitalization of bus fleet
- Fare restructuring
- Subsidies
- Technical issues regarding the mechanical workshops
- Improvement of management systems
- Special hiring and other methods of income
- Labour and employment issues such as shifts, overtime, work hour, wages, etc.
- Opposition to corporatization & privatization

From the above items it is evident that the issues raised by organised labour were wide and not just focussed on the issue of corporatization.

The task at hand should be to ensure a more stable, environment friendly, effective, efficient and more sustainable public transport system from which the community of Tshwane and its visitors could directly benefit. This can only be achieved if all parties around the negotiation table have common goals and objectives – for instance that of improving public transport and reducing public transport costs.

This 90 day statement process is the most comprehensive way of reaching all the stakeholders. This invitation allows further comments and views to be obtained from organised labour about the proposed restructuring of PCT, which will be included in the report to Council after the 90 day period has passed.

ANNEXURE 4

CITY OF TSHWANE METROPOLITAN MUNICIPALITY: PROPOSED ESTABLISHMENT OF A PRIVATE COMPANY AS A MUNICIPAL ENTITY FOR THE PROVISION OF A MUNICIPAL BUS SERVICE FOR THE CITY OF TSHWANE METROPOLITAN MUNICIPALITY IN TERMS OF THE MUNICIPAL SYSTEMS ACT, ACT 32 OF 2000

ASSESSMENT IN TERMS OF SEC 78(2)(b) OF THE MUNICIPAL SYSTEMS ACT, ACT 32 OF 2000 OF THE DIFFERENT SERVICE DELIVERY OPTIONS IN TERMS OF SECTION 76 (B):

- (VI) THE DIRECT AND INDIRECT COSTS AND BENEFITS ASSOCIATED WITH THE PROJECT, INCLUDING THE EXPECTED EFFECT OF ANY SERVICE DELIVERY MECHANISM ON THE ENVIRONMENT AND ON HUMAN HEALTH, WELL-BEING AND SAFETY

The direct costs associated with the corporatization of the PCT are the current operational and management costs which are carried by the CTMM. The annual amount with escalation will remain a portion of the CTMM budget for an indefinite period as the CTMM remains the only shareholder in the municipal entity. The annual approved budget will be transferred to the entity's bank account, for the board of directors and CEO to manage and perform the necessary checks and balances. The municipal entity will be a private company which implies that the Companies Act requirements will apply to the new municipal entity, which includes an annual financial audit performed by independent auditors.

The total annual PCT budget for the 2003/04 financial year consisted of the following income and expenditure.

Table 4.1: 2003/04 Operating Expenditure of PCT

ITEM	BUDGET AMOUNT	% OF BUDGET
Fixed Cost	R 62 476 004,00	53,4
Variable Cost	R 28 977 600,00	24,8
Overhead Cost	R 25 576 361,00	21,8
Total Operating Cost	R117 029 965,00	100,0

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Table 4.2: 2003/04 Income Generated by PCT

ITEM	BUDGET AMOUNT	% OF BUDGET
Ticket Sale Income	R 33 989 279,00	95,4
Private Hire	R 1 600 000,00	4,5
Time Tables	R 43 647,00	0,1
Total Operating Income	R 35 632 926,00	100,0

Table 4.3: Total Operating Budget of PCT for 2003/04

ITEM	BUDGET AMOUNT	PERCENTAGE OF BUDGET
Operating Cost	R117 029 965,00	143,8
Operating Income	R 35 632 926,00	43,8
Nett Operating Loss	R 81 408 039,00	

The above amounts include the additional expenditure for the appointment of the CEO (executive member) together with his support staff. The board of directors will however not be permanently employed (non-executive members) by the municipal entity. The requirements set by the Companies Act; Act 61 of 1973 will apply for the appointment of the applicable number of directors. The non-executive director's will only be compensated for their specific services rendered to the company on a time and cost basis. These additional costs should be included into the total operating budget of the company. Adequate office space exists for the CEO and board of director's at the current PCT office block.

At this stage it is anticipated that no further additional (indirect) costs will form part of the corporatization process apart from the cost for the CEO and the board of director's as mentioned above.

The benefits of the project could include aspects such as:

- ❖ The implementation of an electronic ticketing system (ETS) throughout the bus fleet, in order to reduce the loss of income from cash handling and fraud. The implementation of an electronic ticketing system would definitely improve the

services rendered to the public as well as to increase the income generated from ticket sales. The current loss as a result of not utilising an ETS reduces PCT's income by between 30-40% due to fraud. In monetary terms the additional income could increase with between R 10,0 to R 14,0 million per annum.

- ❖ The replacement of the current aging bus fleet. This will be achieved by means of a lease agreement or an outright purchase of new vehicles could take place. The replacement of the on average 20 year old fleet will reduce maintenance costs and improve service delivery to the community. This would further enable the new municipal entity to tender for provincial transport subsidies which on the other hand will reduce transport costs (Rand/km). Potential savings by the entity could enable the new entity to reduce ticket sales costs, particularly to those who can not afford public transport.
- ❖ Improved management culture and external industry expertise through the board of non-executive directors.
- ❖ Improved and effective decision making process. CEO and board of director's have delegated authority to make decisions as and when required.
- ❖ Entity is managed and according to sound business principles and according to an approved predetermined budget.
- ❖ Responsibility for organisational and operational decisions rest with the board of directors who would be directly accountable for their actions.

The above aspects will definitely have a direct or indirect impact on the ability of the new entity to deliver a better service to the Tshwane community at large.

(VII) THE CAPACITY AND POTENTIAL FUTURE CAPACITY OF PROSPECTIVE SERVICE PROVIDERS TO FURNISH THE SKILLS, EXPERTISE AND RESOURCES NECESSARY FOR THE PROVISION OF THE SERVICE

As it is not the intention to privatise the bus service, that is, to get external service providers to provide the service, this aspect is not relevant.

(VIII) THE VIEWS OF THE LOCAL COMMUNITY

Various information sessions, associated with the community participation for the Integrated Transport Plan (ITP), have been held for members of the public and ward councillors to be able to make an input into various aspects of the CTMM's ITP, which includes the proposals for restructuring of the municipal bus service. However, apart from general comments that the bus service needs to be improved both in terms of acquiring new buses and improving the coverage of its services in the CTMM to areas which are not yet served by it, few comments were received from this source.

This 90 day statement process is the most comprehensive way of reaching the wider CTMM community in general to obtain their views about the proposed restructuring of PCT, which will be included in the report to Council after the 90 day period has passed.

(IX) THE LIKELY IMPACT ON DEVELOPMENT, JOB CREATION AND EMPLOYMENT PATTERNS IN THE CITY OF TSHWANE METROPOLITAN MUNICIPALITY;

As it is the intention that all the personnel of PCT should be transferred to the new corporatised entity, it is not considered that the corporatization process will have any major affect on the above aspects (development, job creation and employment patterns). However it can be mentioned that with the proposed entity being more autonomous, it should be able to react more quickly to changing demands for service. As there is a definite need for extending of its services to other parts of the CTMM and between existing nodes within the CTMM, this quicker reaction time should, in general, have a positive affect on job creation and employment patterns and accordingly assist development within the CTMM.

(X) THE VIEWS OF ORGANISED LABOUR

This 90 day statement process is the most comprehensive way of reaching all the stakeholders. Although some comments have already been obtained from the driver's unions at PCT, this invitation allows further comments and views to be obtained from them about the proposed restructuring of PCT, which will be included in the report to Council after the 90 day period has passed

ANNEXURE 5

CITY OF TSHWANE METROPOLITAN MUNICIPALITY: PROPOSED ESTABLISHMENT OF A PRIVATE COMPANY AS A MUNICIPAL ENTITY FOR THE PROVISION OF A MUNICIPAL BUS SERVICE FOR THE CITY OF TSHWANE METROPOLITAN MUNICIPALITY IN TERMS OF THE MUNICIPAL SYSTEMS ACT, ACT 32 OF 2000

FEASIBILITY STUDY IN TERMS OF SEC 78(2)(b) OF THE MUNICIPAL SYSTEMS ACT, ACT 32 OF 2000

(VIII) IDENTIFICATION OF THE MUNICIPAL SERVICE FOR WHICH THE CITY OF TSHWANE METROPOLITAN MUNICIPALITY INTENDS TO CONSIDER AN EXTERNAL MECHANISM

The proposed service is comprised of two aspects:

6. Provide an affordable, safe, reliable and effective bus service for the residents of the City of Tshwane Metropolitan Municipality.
2. To supply a cost effective mechanical, electrical and structural repair and maintenance service to the corporate entity (bus service).

(IX) THE NUMBER OF YEARS FOR WHICH THE PROVISION OF THE MUNICIPAL SERVICE THROUGH AN EXTERNAL MECHANISM MIGHT BE CONSIDERED;

The intention with the establishment of the new company is to provide a cost effective public transport service for **an indefinite period**.

However a service level agreement will be signed between the CTMM and the new entity, and this may contain some time related clauses, i.e. certain conditions to be fulfilled by certain dealines. The management of the new entity, by signing the agreement, will commit them to fulfilling the requirements set by the CTMM. Any breach of the service level agreement could lead to the dismissal of board members or the CEO. The CEO is most likely to be appointed on a performance based contract for a period between three to five years.

(X) THE PROJECTED OUTPUTS WHICH THE PROVISION OF THE MUNICIPAL SERVICE THROUGH AN EXTERNAL MECHANISM MIGHT BE EXPECTED TO PRODUCE

The outputs of the new entity would not differ much from the current service delivered to the community of Tshwane apart from the following items:

- ❖ Improved service delivery as a result of the acquisition of new buses which would decrease breakdowns and increase reliability
- ❖ Reduced costs in terms of the maintenance on the new bus fleet
- ❖ Improved image and public transport utilization
- ❖ Expansion of the service to areas previously not served
- ❖ Improved corporate culture and more user friendly service through a stronger management focus
- ❖ More effective income collection by means of an Electronic Ticketing System (ETS)

(XI) ASSESSMENT AS TO THE EXTENT TO WHICH THE PROVISION OF THE MUNICIPAL SERVICE THROUGH AN EXTERNAL MECHANISM WILL—

(AA) PROVIDE VALUE FOR MONEY;

The present bus fleet requires a subsidy of about R 33 150,00 per bus per month to break even. Although the new corporate entity is obliged to replace the present bus fleet, amongst other conditions, it is anticipated that the operating costs of the replacement buses will be substantially lower than the present fleet and that in the long run it should be more cost effective (and hence better value for money) than the present service with its old buses. It should be noted that subsidization from the CTMM will have to continue, especially for the social services (pensioners, etc) expected to be provided.

(BB) ADDRESS THE NEEDS OF THE POOR;

Public transport, by its very nature, is a mobility option for those who are less able to choose private transport, mostly for reasons of affordability. The expenditure on transport as a portion of discretionary income has a significant influence on the welfare of persons who are captive to public transport.

It is important that the poor be able to access whatever economic opportunities may be presented to them and that every effort be made not to marginalize the economic position of these people further. It is also essential that the poor be assimilated socially into the urban community. To achieve all this, access to affordable transport is critical. Public transport is without a doubt a social service.

The establishment of a municipal entity as envisaged in the Local Government: Municipal Systems Act presents an opportunity for improvement on several fronts:

- The entity will be in a position to tender for service contracts, giving access to subsidies paid by the DOT.
- Renewal of the bus fleet should improve the reliability of vehicles and reduce maintenance costs. This, in turn, should improve the financial efficiency of the service, which could be beneficial to users.
- Improved fare collection will also improve the financial viability of the operation, further contributing to affordability.

(CC) BE AFFORDABLE FOR THE CITY OF TSHWANE METROPOLITAN MUNICIPALITY AND RESIDENTS

Urban public transport operations are generally not financially viable and financial support, usually in the form of subsidies, are required for continuing the delivery of the service. Being a social (as well as public) service, the subsidies are paid from public sources, in other words, the income of government derived from taxes, levies, etc. paid by individuals and companies to the state.

Presently the financial shortfall of operating the bus service is largely financed by the community of the City of Tshwane, represented by the CTMM. The establishment of a municipal entity to continue the operation of the bus service will allow access to the national subsidy fund, reducing the obligation of taxpayers towards the CTMM in respect of supporting the municipal bus service.

As already mentioned, the improved financial efficiency that should arise from improved reliability, reduced maintenance costs and more effective fare collection should also prove to be beneficial to the financial position of the bus service. There should therefore be a demonstrable improvement in the affordability of continuing the provision of this essential public service.

The current poor public transport service delivered to commuters is a direct result of the state of the bus fleet as well as management problems. This current state of affairs creates a tendency with commuters to not make use of public transport. The end result is that commuters rather use private transport instead of public transport, which leads to road congestion. Time delays are a direct product of congestion which increase travel time cost and has a direct negative impact on the economy of Tshwane.

The replacement of the bus fleet would change the overall image of public transport and improve service delivery. Increased rider ship implies increased income. PCT would therefore be able to deliver an improved service more cost effectively.

By replacing the aging bus fleet, it is implied that the CTMM will be able to tender for the provincial bus subsidies which would directly reduce the running cost per kilometre on the subsidised routes. This direct cost saving could be transferred to the commuter in so far as the cost per ticket is concerned.

(EE) TRANSFER APPROPRIATE TECHNICAL, OPERATIONAL AND FINANCIAL RISK

The replacement of the bus fleet would most probably be on the basis of a long term loan or lease agreement. The technical workshop will most probably still be responsible for maintaining the current and new bus fleet according to the requirements set by the manufacturers and the financial institutions. For this to happen it will be necessary to train the existing drivers and technical personnel to be able to maintain the new bus fleet according to the manufacturer's standards. The technical risk of not be able to maintain the vehicles properly is thus eliminated.

Operationally it implies that the effectively trained personnel will be able to reduce turnaround times on defective vehicles. Operators will know what their personal and the vehicles limits are. Properly trained personnel will further be able to assess specific situations in order to limit personal injury and damage to property.

Financial risk is transferred in so far as the new entity will be responsible for the efficient and effective utilization of the financial budget. Any shortages will have to be addressed through alternative mechanisms in order to be able to balance the bottom line of the balance sheet. The purchasing of the new bus fleet by means of a lease agreement will in effect mean that the entity will finance the deal through of balance sheet money. The financial risk would thus be transferred to the financial institution. The resale value of the vehicle automatically becomes the responsibility of the financial institution. Any unexpected financial expenditure becomes the responsibility of the entity and the CTMM will have no financial obligation to stand in for this expenditure other than the already committed financial support.

(XII) THE PROJECTED IMPACT ON THE CITY OF TSHWANE METROPOLITAN MUNICIPALITY'S STAFF, ASSETS AND LIABILITIES

The intention is to transfer the whole of the staff complement, as well as the current assets of the PCT (buses, inspection vehicles, equipment, fixed properties, etc.) to the new municipal entity.

Until such time that the new corporate entity is established, the municipality will be tasked with essentially two aspects:

- The transfer of all assets deemed to be owned by the PCT to the new entity. The maintenance, operation and insurance of all the fixed and moveable assets will become the responsibilities of the municipal entity and the municipality will not have to make provision for these aspects any longer.

- The Human Resources division of the CTMM will be actively involved in the transfer of the existing personnel of the PCT to the new municipal entity, after which all aspects related to the management of personnel will become the responsibility of the new municipal entity.

The staff will be subject to the conditions of employment of the new entity. Existing labour affiliations will not be affected.

(XIII) THE PROJECTED IMPACT ON THE CITY OF TSHWANE METROPOLITAN MUNICIPALITY'S INTEGRATED DEVELOPMENT PLAN;

The purpose of the Integrated Development Plan (IDP) is improving the delivery of services to the community, in line with the needs of the community. The new municipal entity will have to tender for service contracts, the terms and extent of which are responses to the transport needs of the community. There are, however, certain aspects of maintaining a minimum level of social service that will not be included in the operating contracts, which will have to be financed by the municipality. These aspects need to be researched and quantified.

It can also be expected that there will be interaction between land development and the provision of public transport for primarily two reasons:

- To promote the use of public transport.
- To improve the viability of public transport.

The new municipal entity will essentially form the executive arm of Transport. Transport development strategy and policy will remain a municipal function and will as such be included in both the Integrated Transport Plan and the IDP.

(XIV) THE PROJECTED IMPACT ON THE CITY OF TSHWANE METROPOLITAN MUNICIPALITY'S BUDGETS FOR THE PERIOD FOR WHICH AN EXTERNAL MECHANISM MIGHT BE USED, INCLUDING IMPACTS ON REVENUE, EXPENDITURE, BORROWING, DEBT AND TARIFFS:

The CTMM budget allocation to the new entity will be limited to the current allocation for PCT. This amount would probably increase by approximately R 2,0 million per annum to make provision for the CEO, his/her support staff and the board of directors.

Revenue could increase by between R10 -14 million per annum (30-40% income loss) once the Electronic Ticketing System (ETS) has been implemented. The capital outlay to implement the ETS could cost between **R 2,0 and R 5,0 million**. The implementation of an ETS could thus finance the development cost within the first year.

Debt or borrowing will definitely increase when the recapitalisation of the bus fleet is considered. The capital investment will most probably be financed by an external financial institution, for which the new entity will have contractual responsibility. The new entity would have to show ability to repay the loan or a lease from income generated from ticket sales. In this regard it is imperative to establish the ETS as soon as possible.

Public Transport tariffs are revised on an annual basis, based on the discretion of the CTMM which considers aspects such as affordability and service delivery. These criteria will remain the basis by which public transport tariffs are adjusted.

MAIN VOTE 077									
No	Fleet number	License Plate Nr	Asset Description	Erf number	Title deed number	Model	Replacement value	Cost Centre	Classification Description
1	27/100	KJG082GP	FORD, TRACTOR					Transport Distribution Account	OTHER:Vehicles:Tractor
No	Fleet number	License Plate Nr	Asset Description	Erf number	Title deed number	Model	Replacement value	Cost Centre	Classification Description
1	27/008	KWJ538GP	TOYOTA, TRUCK 3 TON					Transport Distribution Account	OTHER:Vehicles:Commercial (GVM>3500kg)
2	27/079	LHB404GP	MITSUBISHI, CANTER 35					Transport Distribution Account	OTHER:Vehicles:Commercial (GVM>3500kg)
3	27/087	LDG672GP	TOYOTA, DYNA TRUCK 2.5 TON					Transport Distribution Account	OTHER:Vehicles:Commercial (GVM>3500kg)
4	27/107	DWY223GP	NISSAN, CK SERIES					Transport Distribution Account	OTHER:Vehicles:Commercial (GVM>3500kg)
5	27/125	LXT994GP	LEYLAND, SUPER ELAND					Transport Distribution Account	OTHER:Vehicles:Commercial (GVM>3500kg)
6	27/147	LHB396GP	MERCEDES-BENZ 2628 BREAK DOWN					Transport Distribution Account	OTHER:Vehicles:Commercial (GVM>3500kg)
7	27/155	MHW128GP	MITSUBISHI, CANTER 35			2003		Transport Distribution Account	OTHER:Vehicles:Commercial (GVM>3500kg)
8	27/158	KWJ524GP	NISSAN, RECOVERY VEHICLE 14 TON					Transport Distribution Account	OTHER:Vehicles:Commercial (GVM>3500kg)
No	Fleet number	License Plate Nr	Asset Description	Erf number	Title deed number	Model	Replacement value	Cost Centre	Classification Description
1	58/069	RHR004GP	FIAT, PALIO 1.2 EL 5 Dr			2004		Transport Distribution Account	OTHER:Vehicles:Sedan
No	Fleet number	License Plate Nr	Asset Description	Erf number	Title deed number	Model	Replacement value	Cost Centre	Classification Description
1	27/105	KWJ529GP	TRAILER,			1997		Transport Distribution Account	OTHER:Vehicles:Trailers (General)
2	49/400	MCL700GP	TRAILER, MOBI JACK					Labour Distribution Account	OTHER:Vehicles:Trailers (General)
3	49/653	FSN766GP	TRAILER, MOB.WORKSOP					Labour Distribution Account	OTHER:Vehicles:Trailers (General)

No	Fleet number	License Plate Nr	Asset Description	Erf number	Title deed number	Model	Replacement value	Cost Centre	Classification Description
1			49 Basuin Crescent	Prp01.0000067.0000	T9615/1987		R 93,600.00	Buses	OTHER:Land:Developed Land
2			73 Basuin Crescent	Prp01.0000073.0000	T9615/1987		R 105,300.00	Buses	OTHER:Land:Developed Land
3			29 Basuin Crescent	Prp01.0000062.0000	T9615/1987		R 88,400.00	Buses	OTHER:Land:Developed Land
4			69 Basuin Crescent	Prp01.0000072.0000	T9615/1987		R 101,400.00	Buses	OTHER:Land:Developed Land
5			37 Basuin Crescent	Prp01.0000064.0000	T9615/1987		R 89,700.00	Buses	OTHER:Land:Developed Land
6			57 Basuin Crescent	Prp01.0000069.0000	T9615/1987		R 94,900.00	Buses	OTHER:Land:Developed Land
7			5 Basuin Crescent	Prp01.0000080.0000	T9615/1987		R 101,400.00	Buses	OTHER:Land:Developed Land
8			45 Basuin Crescent	Prp01.0000066.0000	T9615/1987		R 84,500.00	Buses	OTHER:Land:Developed Land
9			26 Basuin Crescent	Prp01.0000079.0000	T9615/1987		R 100,100.00	Buses	OTHER:Land:Developed Land
10			53 Basuin Crescent	Prp01.0000068.0000	T9615/1987		R 91,000.00	Buses	OTHER:Land:Developed Land
11			61 Basuin Crescent	Prp01.0000070.0000	T9615/1987		R 106,600.00	Buses	OTHER:Land:Developed Land
12			33 Basuin Crescent	Prp01.0000063.0000	T9615/1987		R 88,400.00	Buses	OTHER:Land:Developed Land
13			924 Bugle Street	Prp01.0000086.0000	T9615/1987		R 97,500.00	Buses	OTHER:Land:Developed Land
14			21 Basuin Crescent	Prp01.0000060.0000	T9615/1987		R 89,700.00	Buses	OTHER:Land:Developed Land
15			65 Basuin Crescent	Prp01.0000071.0000	T9615/1987		R 101,400.00	Buses	OTHER:Land:Developed Land
16			41 Basuin Crescent	Prp01.0000065.0000	T9615/1987		R 88,400.00	Buses	OTHER:Land:Developed Land
17			14 Basuin Crescent	Prp01.0000078.0000	T9615/1987		R 100,100.00	Buses	OTHER:Land:Developed Land
18			25 Basuin Crescent	Prp01.0000061.0000	T9615/1987		R 88,400.00	Buses	OTHER:Land:Developed Land
19			2 Basuin Crescent	Prp01.0000075.0000	T9615/1987		R 96,200.00	Buses	OTHER:Land:Developed Land
20			204 Stormvoël Road	Jnp00.0000265.0000	T25372/1963		R 66,300.00	Buses	OTHER:Land:Developed Land
21			912 Bugle Street	Prp01.0000083.0000	T9615/1987		R 97,500.00	Buses	OTHER:Land:Developed Land
22			10 Basuin Crescent	Prp01.0000077.0000	T9615/1987		R 100,100.00	Buses	OTHER:Land:Developed Land
23			6 Basuin Crescent	Prp01.0000076.0000	T9615/1987		R 100,100.00	Buses	OTHER:Land:Developed Land
24			920 Bugle Street	Prp01.0000085.0000	T9615/1987		R 97,500.00	Buses	OTHER:Land:Developed Land
25			916 Bugle Street	Prp01.0000084.0000	T9615/1987		R 97,500.00	Buses	OTHER:Land:Developed Land
26			904 Bugle Street	Prp01.0000081.0000	T9615/1987		R 101,400.00	Buses	OTHER:Land:Developed Land
27			908 Bugle Street	Prp01.0000082.0000	T9615/1987		R 97,500.00	Buses	OTHER:Land:Developed Land
No	Fleet number	License Plate Nr	Asset Description	Erf number	Title deed number	Model	Replacement value	Cost Centre	Classification Description
1			Simplex (8 Units)	74			R 0.00	Buses	OTHER:Buildings:Personnel Accomodation
2			Duplex (12 Units)	74			R 0.00	Buses	OTHER:Buildings:Personnel Accomodation
3			VERVOER North/SOUT	1728			R 18,000,000.00	Buses	OTHER:Buildings:Personnel Accomodation
No	Fleet number	License Plate Nr	Asset Description	Erf number	Title deed number	Model	Replacement value	Cost Centre	Classification Description
1	50/002	JFR543GP	Single-decker			1985	R 265,088.44	Buses	OTHER:Vehicles:Buses
2	50/003	JGH870GP	Single-decker			1985	R 262,163.54	Buses	OTHER:Vehicles:Buses
3	50/004	HGS205GP	Single-decker			1987	R 262,165.38	Buses	OTHER:Vehicles:Buses
4	50/005	JML397GP	Single-decker			1985	R 259,112.45	Buses	OTHER:Vehicles:Buses
5	50/006	HLS269GP	Single-decker			1985	R 256,387.51	Buses	OTHER:Vehicles:Buses
6	50/007	HDM357GP	Single-decker			1985	R 256,163.54	Buses	OTHER:Vehicles:Buses

No	Fleet number	License Plate Nr	Asset Description	Erf number	Title deed number	Model	Replacement value	Cost Centre	Classification Description
7	50/008	HXT804GP	Single-decker			1985	R 273,163.54	Buses	OTHER:Vehicles:Buses
8	50/009	JPL107GP	Single-decker			1985	R 257,369.09	Buses	OTHER:Vehicles:Buses
9	50/010	JML438GP	Single-decker			1985	R 257,217.67	Buses	OTHER:Vehicles:Buses
10	50/011	HPK074GP	Single-decker			1985	R 256,347.75	Buses	OTHER:Vehicles:Buses
11	50/012	JPX233GP	Single-decker			1985	R 2,099,253.45	Buses	OTHER:Vehicles:Buses
12	50/013	JML442GP	Single-decker			1985	R 256,163.54	Buses	OTHER:Vehicles:Buses
13	50/014	JPT277GP	Single-decker			1985	R 274,163.54	Buses	OTHER:Vehicles:Buses
14	50/015	HPK077GP	Single-decker			1985	R 264,562.15	Buses	OTHER:Vehicles:Buses
15	50/021	JPL113GP	Single-decker			1987	R 256,163.54	Buses	OTHER:Vehicles:Buses
16	50/022	JHX079GP	Single-decker			1987	R 258,284.35	Buses	OTHER:Vehicles:Buses
17	50/023	JHX081GP	Single-decker			1987	R 268,163.54	Buses	OTHER:Vehicles:Buses
18	50/024	CYS809GP	Single-decker			1987	R 256,163.54	Buses	OTHER:Vehicles:Buses
19	50/025	JLJ528GP	Single-decker			1987	R 256,163.54	Buses	OTHER:Vehicles:Buses
20	50/026	HFX994GP	Single-decker			1987	R 258,163.54	Buses	OTHER:Vehicles:Buses
21	50/027	LYR134T	Single-decker			1987	R 259,163.54	Buses	OTHER:Vehicles:Buses
22	50/028	HFK671GP	Single-decker			1987	R 257,163.54	Buses	OTHER:Vehicles:Buses
23	50/029	JNL851GP	Single-decker			1987	R 256,163.54	Buses	OTHER:Vehicles:Buses
24	50/030	JPL117GP	Single-decker			1987	R 256,163.54	Buses	OTHER:Vehicles:Buses
25	50/031	JML446GP	Single-decker			1987	R 256,163.54	Buses	OTHER:Vehicles:Buses
26	50/032	LRY293GP	Single-decker			1987	R 257,163.54	Buses	OTHER:Vehicles:Buses
27	50/033	JMF489GP	Single-decker			1987	R 257,163.54	Buses	OTHER:Vehicles:Buses
28	50/034	HPK078GP	Single-decker			1987	R 1,787,053.45	Buses	OTHER:Vehicles:Buses
29	50/035	JPL121GP	Single-decker			1987	R 257,163.54	Buses	OTHER:Vehicles:Buses
30	50/036	JPT284GP	Single-decker			1987	R 259,163.54	Buses	OTHER:Vehicles:Buses
31	50/037	JML448GP	Single-decker			1987	R 257,163.54	Buses	OTHER:Vehicles:Buses
32	50/038	HFY003GP	Single-decker			1987	R 273,163.54	Buses	OTHER:Vehicles:Buses
33	50/039	HJT609GP	Single-decker			1987	R 260,156.19	Buses	OTHER:Vehicles:Buses
34	50/040	HFK675GP	Single-decker			1987	R 256,163.54	Buses	OTHER:Vehicles:Buses
35	50/143	JLJ532GP	Single-decker			1978	R 281,237.73	Buses	OTHER:Vehicles:Buses
36	50/144	HFX956GP	Single-decker			1978	R 295,491.13	Buses	OTHER:Vehicles:Buses
37	50/148	HXT798GP	Single-decker			1978	R 262,396.47	Buses	OTHER:Vehicles:Buses
38	50/162	JPT291GP	Single-decker			1978	R 1,895,568.87	Buses	OTHER:Vehicles:Buses
39	50/171	HPK083GP	Single-decker			1981	R 272,163.54	Buses	OTHER:Vehicles:Buses
40	50/174	JFR545GP	Single-decker			1981	R 1,985,859.33	Buses	OTHER:Vehicles:Buses
41	50/177	JMF492GP	Single-decker			1981	R 260,533.78	Buses	OTHER:Vehicles:Buses
42	50/178	JLJ533GP	Single-decker			1981	R 260,241.45	Buses	OTHER:Vehicles:Buses
43	50/179	HJT836GP	Single-decker			1981	R 258,957.32	Buses	OTHER:Vehicles:Buses
44	50/180	JPL129GP	Single-decker			1981	R 248,876.30	Buses	OTHER:Vehicles:Buses
45	50/181	HDM359GP	Single-decker			1981	R 245,448.96	Buses	OTHER:Vehicles:Buses
46	50/182	JML609GP	Single-decker			1981	R 261,594.40	Buses	OTHER:Vehicles:Buses
47	50/183	JNL852GP	Single-decker			1981	R 261,272.47	Buses	OTHER:Vehicles:Buses

No	Fleet number	License Plate Nr	Asset Description	Erf number	Title deed number	Model	Replacement value	Cost Centre	Classification Description
48	50/185	HFK678GP	Single-decker			1981	R 262,594.40	Buses	OTHER:Vehicles:Buses
49	50/187	HJY047GP	Single-decker			1981	R 259,721.36	Buses	OTHER:Vehicles:Buses
50	50/190	HPW186GP	Single-decker			1981	R 258,594.40	Buses	OTHER:Vehicles:Buses
51	50/195	HGS209GP	Single-decker			1987	R 297,270.93	Buses	OTHER:Vehicles:Buses
52	50/197	HPK088GP	Single-decker			1981	R 271,328.93	Buses	OTHER:Vehicles:Buses
53	50/201	JHX085GP	Double-decker			1988	R 306,707.13	Buses	OTHER:Vehicles:Buses
54	50/202	JHX086GP	Double-decker			1988	R 296,968.67	Buses	OTHER:Vehicles:Buses
55	50/203	JHX087GP	Double-decker			1988	R 306,299.91	Buses	OTHER:Vehicles:Buses
56	50/204	HHY562GP	Double-decker			1988	R 305,943.31	Buses	OTHER:Vehicles:Buses
57	50/205	JML458GP	Double-decker			1988	R 296,815.79	Buses	OTHER:Vehicles:Buses
58	50/206	JHX088GP	Double-decker			1988	R 305,870.81	Buses	OTHER:Vehicles:Buses
59	50/207	JHX089GP	Double-decker			1988	R 304,870.81	Buses	OTHER:Vehicles:Buses
60	50/208	JHX091GP	Double-decker			1988	R 304,707.54	Buses	OTHER:Vehicles:Buses
61	50/209	JHX092GP	Double-decker			1988	R 294,870.81	Buses	OTHER:Vehicles:Buses
62	50/210	JHX367GP	Single-decker			1988	R 293,970.81	Buses	OTHER:Vehicles:Buses
63	50/211	JHX370GP	Double-decker			1988	R 304,653.94	Buses	OTHER:Vehicles:Buses
64	50/212	JHX372GP	Double-decker			1988	R 303,870.81	Buses	OTHER:Vehicles:Buses
65	50/213	JHX373GP	Double-decker			1988	R 305,316.67	Buses	OTHER:Vehicles:Buses
66	50/214	JHX375GP	Double-decker			1988	R 292,983.85	Buses	OTHER:Vehicles:Buses
67	50/215	JHX377GP	Double-decker			1988	R 306,058.02	Buses	OTHER:Vehicles:Buses
68	50/216	JHX379GP	Single-decker			1988	R 307,714.33	Buses	OTHER:Vehicles:Buses
69	50/217	JHX382GP	Double-decker			1988	R 304,804.46	Buses	OTHER:Vehicles:Buses
70	50/218	JHX385GP	Double-decker			1988	R 303,970.81	Buses	OTHER:Vehicles:Buses
71	50/219	JHX388GP	Double-decker			1988	R 303,970.81	Buses	OTHER:Vehicles:Buses
72	50/220	JHX328GP	Double-decker			1988	R 304,870.81	Buses	OTHER:Vehicles:Buses
73	50/231	HFY563GP	Double-decker			1978	R 304,870.81	Buses	OTHER:Vehicles:Buses
74	50/232	JBP053GP	Double-decker			1983	R 303,970.81	Buses	OTHER:Vehicles:Buses
75	50/233	HYF568GP	Double-decker			1983	R 337,779.10	Buses	OTHER:Vehicles:Buses
76	50/234	HYF571GP	Double-decker			1983	R 306,870.81	Buses	OTHER:Vehicles:Buses
77	50/235	JBP058GP	Double-decker			1983	R 304,870.81	Buses	OTHER:Vehicles:Buses
78	50/236	JHX329GP	Double-decker			1983	R 305,870.81	Buses	OTHER:Vehicles:Buses
79	50/237	JBP057GP	Double-decker			1983	R 309,487.41	Buses	OTHER:Vehicles:Buses
80	50/238	JLJ535GP	Double-decker			1987	R 2,062,337.95	Buses	OTHER:Vehicles:Buses
81	50/239	HZW487GP	Double-decker			1983	R 304,870.81	Buses	OTHER:Vehicles:Buses
82	50/240	HZW488GP	Double-decker			1983	R 99,090.48	Buses	OTHER:Vehicles:Buses
83	50/241	HZW490GP	Double-decker			1983	R 73,632.59	Buses	OTHER:Vehicles:Buses
84	50/242	JBP055GP	Double-decker			1983	R 304,870.81	Buses	OTHER:Vehicles:Buses
85	50/243	JBP059GP	Double-decker			1983	R 308,910.57	Buses	OTHER:Vehicles:Buses
86	50/244	HHY521GP	Double-decker			1983	R 304,870.81	Buses	OTHER:Vehicles:Buses
87	50/251	HSV941GP	Double-decker			1992	R 331,762.71	Buses	OTHER:Vehicles:Buses
88	50/252	HSV948GP	Double-decker			1992	R 1,934,076.23	Buses	OTHER:Vehicles:Buses
89	50/272	JBV177GP	Single-decker			1989	R 324,606.02	Buses	OTHER:Vehicles:Buses
90	50/273	HKN481GP	Double-decker			1989	R 324,606.02	Buses	OTHER:Vehicles:Buses
91	50/274	HMB676GP	Double-decker			1989	R 1,789,352.81	Buses	OTHER:Vehicles:Buses
92	50/275	HJY037GP	Double-decker			1989	R 2,587,687.62	Buses	OTHER:Vehicles:Buses

No	Fleet number	License Plate Nr	Asset Description	Erf number	Title deed number	Model	Replacement value	Cost Centre	Classification Description
93	50/276	HLS276GP	Double-decker			1989	R 296,109.36	Buses	OTHER:Vehicles:Buses
94	50/277	HJT604GP	Double-decker			1989	R 325,097.31	Buses	OTHER:Vehicles:Buses
95	50/278	LMV561GP	Double-decker			1987	R 317,308.47	Buses	OTHER:Vehicles:Buses
96	50/279	HHD847GP	Double-decker			1989	R 298,759.87	Buses	OTHER:Vehicles:Buses
97	50/280	HLS279GP	Double-decker			1989	R 399,953.76	Buses	OTHER:Vehicles:Buses
98	50/281	JHX330GP	Double-decker			1989	R 286,162.18	Buses	OTHER:Vehicles:Buses
99	50/283	HKN488GP	Double-decker			1989	R 310,424.59	Buses	OTHER:Vehicles:Buses
100	50/284	HLS502GP	Double-decker			1989	R 324,606.02	Buses	OTHER:Vehicles:Buses
101	50/285	HPK094GP	Double-decker			1989	R 2,494,842.42	Buses	OTHER:Vehicles:Buses
102	50/286	HKB377GP	Double-decker			1989	R 1,787,817.40	Buses	OTHER:Vehicles:Buses
103	50/287	HYF572GP	Double-decker			1989	R 314,839.68	Buses	OTHER:Vehicles:Buses
104	50/288	HLS507GP	Double-decker			1989	R 309,006.39	Buses	OTHER:Vehicles:Buses
105	50/289	HJY039GP	Double-decker			1989	R 323,697.49	Buses	OTHER:Vehicles:Buses
106	50/290	HWM916GP	Double-decker			1989	R 2,204,653.37	Buses	OTHER:Vehicles:Buses
107	50/469	HZW031GP	Single-decker			1987	R 257,163.54	Buses	OTHER:Vehicles:Buses
108	50/470	HZW028GP	Single-decker			1987	R 259,446.64	Buses	OTHER:Vehicles:Buses
109	50/471	JHX332GP	Single-decker			1985	R 265,088.44	Buses	OTHER:Vehicles:Buses
110	50/472	HZW026GP	Single-decker			1987	R 260,703.92	Buses	OTHER:Vehicles:Buses
111	50/473	JBV179GP	Single-decker			1987	R 257,163.54	Buses	OTHER:Vehicles:Buses
112	50/474	HZV984GP	Single-decker			1987	R 256,163.54	Buses	OTHER:Vehicles:Buses
113	50/475	JLJ538GP	Single-decker			1987	R 259,961.25	Buses	OTHER:Vehicles:Buses
114	50/476	HZV989GP	Single-decker			1987	R 259,847.43	Buses	OTHER:Vehicles:Buses
115	50/477	JFR547GP	Single-decker			1987	R 258,754.24	Buses	OTHER:Vehicles:Buses
116	50/478	HSB996GP	Single-decker			1987	R 8,392,333.18	Buses	OTHER:Vehicles:Buses
117	50/479	HFK689GP	Single-decker			1997	R 259,163.54	Buses	OTHER:Vehicles:Buses
118	50/480	HZV992GP	Single-decker			1987	R 259,979.08	Buses	OTHER:Vehicles:Buses
119	50/481	HZW491GP	Single-decker			1987	R 268,163.54	Buses	OTHER:Vehicles:Buses
120	50/482	JCT901GP	Single-decker			1987	R 256,163.54	Buses	OTHER:Vehicles:Buses
121	50/483	JBV170GP	Single-decker			1987	R 260,248.75	Buses	OTHER:Vehicles:Buses
122	50/484	JBV171GP	Single-decker			1987	R 257,163.54	Buses	OTHER:Vehicles:Buses
123	50/485	JLJ541GP	Single-decker			1987	R 1,806,243.53	Buses	OTHER:Vehicles:Buses
124	50/486	HCC273GP	Single-decker			1987	R 1,937,121.77	Buses	OTHER:Vehicles:Buses
125	50/487	FRP805GP	Single-decker			1987	R 258,160.60	Buses	OTHER:Vehicles:Buses
126	50/488	FRP806GP	Single-decker			1987	R 275,996.95	Buses	OTHER:Vehicles:Buses
127	50/489	JSH275GP	Single-decker			1987	R 1,814,281.01	Buses	OTHER:Vehicles:Buses
128	50/490	HYF574GP	Single-decker			1987	R 2,076,764.35	Buses	OTHER:Vehicles:Buses
129	50/491	JCT905GP	Single-decker			1987	R 259,367.03	Buses	OTHER:Vehicles:Buses
130	50/492	HGS211GP	Single-decker			1987	R 259,521.08	Buses	OTHER:Vehicles:Buses
131	50/493	JCT908GP	Single-decker			1987	R 257,659.27	Buses	OTHER:Vehicles:Buses
132	50/494	JSH276GP	Single-decker			1987	R 306,107.46	Buses	OTHER:Vehicles:Buses
133	50/495	FRP807GP	Single-decker			1987	R 260,603.12	Buses	OTHER:Vehicles:Buses
134	50/496	HXT790GP	Single-decker			1987	R 1,806,621.79	Buses	OTHER:Vehicles:Buses
135	50/497	JGH873GP	Single-decker			1987	R 256,163.54	Buses	OTHER:Vehicles:Buses
136	50/498	HSC441GP	Single-decker			1987	R 262,163.54	Buses	OTHER:Vehicles:Buses
137	50/499	JSH278GP	Single-decker			1987	R 257,163.54	Buses	OTHER:Vehicles:Buses

No	Fleet number	License Plate Nr	Asset Description	Erf number	Title deed number	Model	Replacement value	Cost Centre	Classification Description
138	50/515	HXT781GP	Single-decker			1983	R 262,316.02	Buses	OTHER:Vehicles:Buses
139	50/516	HWM899GP	Single-decker			1983	R 260,070.26	Buses	OTHER:Vehicles:Buses
140	50/517	HYF575GP	Single-decker			1987	R 270,594.40	Buses	OTHER:Vehicles:Buses
141	50/519	JHX336GP	Single-decker			1983	R 269,530.14	Buses	OTHER:Vehicles:Buses
142	50/520	JBV174GP	Single-decker			1983	R 259,063.70	Buses	OTHER:Vehicles:Buses
143	50/521	HYF576GP	Single-decker			1983	R 262,557.66	Buses	OTHER:Vehicles:Buses
144	50/522	JML631GP	Single-decker			1983	R 279,594.40	Buses	OTHER:Vehicles:Buses
145	50/523	JML632GP	Single-decker			1983	R 267,086.04	Buses	OTHER:Vehicles:Buses
146	50/554	JFR550GP	Single-decker			1985	R 242,636.02	Buses	OTHER:Vehicles:Buses
147	50/555	HFX964GP	Single-decker			1985	R 259,163.54	Buses	OTHER:Vehicles:Buses
148	50/556	JFR551GP	Single-decker			1985	R 257,163.54	Buses	OTHER:Vehicles:Buses
149	50/557	HPW191GP	Single-decker			1985	R 257,163.54	Buses	OTHER:Vehicles:Buses
150	50/558	JGH889GP	Single-decker			1978	R 261,852.09	Buses	OTHER:Vehicles:Buses
151	50/559	JHX339GP	Single-decker			1985	R 260,996.55	Buses	OTHER:Vehicles:Buses
152	50/560	JFR556GP	Single-decker			1985	R 257,163.54	Buses	OTHER:Vehicles:Buses
153	50/561	JFR562GP	Single-decker			1985	R 1,788,166.84	Buses	OTHER:Vehicles:Buses
154	50/562	JFR558GP	Single-decker			1985	R 257,224.54	Buses	OTHER:Vehicles:Buses
155	50/563	HSZ189GP	Single-decker			1985	R 262,614.92	Buses	OTHER:Vehicles:Buses
156	50/564	JML633GP	Single-decker			1985	R 261,996.42	Buses	OTHER:Vehicles:Buses
157	50/565	JFR566GP	Single-decker			1985	R 1,787,253.45	Buses	OTHER:Vehicles:Buses
158	50/566	JHX343GP	Single-decker			1985	R 256,842.12	Buses	OTHER:Vehicles:Buses
159	50/567	JHX345GP	Single-decker			1986	R 257,137.06	Buses	OTHER:Vehicles:Buses
160	50/568	JHX346GP	Single-decker			1985	R 268,163.54	Buses	OTHER:Vehicles:Buses
161	50/569	JPT292GP	Single-decker			1985	R 256,163.54	Buses	OTHER:Vehicles:Buses
162	50/570	JHX021GP	Single-decker			1985	R 271,163.54	Buses	OTHER:Vehicles:Buses
163	50/571	HHY538GP	Single-decker			1985	R 2,040,553.45	Buses	OTHER:Vehicles:Buses
164	50/572	JHX032GP	Single-decker			1985	R 261,923.08	Buses	OTHER:Vehicles:Buses
165	50/573	JML634GP	Single-decker			1985	R 268,322.24	Buses	OTHER:Vehicles:Buses
166	50/574	JHX030GP	Single-decker			1985	R 262,570.05	Buses	OTHER:Vehicles:Buses
167	50/575	HFX967GP	Single-decker			1985	R 256,363.54	Buses	OTHER:Vehicles:Buses
168	50/576	JHX039GP	Single-decker			1985	R 260,824.71	Buses	OTHER:Vehicles:Buses
169	50/577	JLJ543GP	Single-decker			1985	R 257,629.32	Buses	OTHER:Vehicles:Buses
170	50/581	JML635GP	Single-decker			1986	R 257,163.54	Buses	OTHER:Vehicles:Buses
171	50/582	JML636GP	Single-decker			1986	R 268,163.54	Buses	OTHER:Vehicles:Buses
172	50/583	HHY534GP	Single-decker			1986	R 262,972.05	Buses	OTHER:Vehicles:Buses
173	50/584	JPX773GP	Single-decker			1986	R 257,163.54	Buses	OTHER:Vehicles:Buses
174	50/585	HPW198GP	Single-decker			1986	R 257,163.54	Buses	OTHER:Vehicles:Buses
175	50/586	HFY009GP	Single-decker			1986	R 259,163.54	Buses	OTHER:Vehicles:Buses
176	50/587	LRR211GP	Single-decker			1981	R 257,163.54	Buses	OTHER:Vehicles:Buses
177	50/588	HSB951GP	Single-decker			1986	R 257,163.54	Buses	OTHER:Vehicles:Buses
178	50/589	HFK692GP	Single-decker			1986	R 258,184.91	Buses	OTHER:Vehicles:Buses
179	50/590	HSC435GP	Single-decker			1986	R 257,163.54	Buses	OTHER:Vehicles:Buses
180	50/591	HFX971GP	Single-decker			1986	R 253,053.70	Buses	OTHER:Vehicles:Buses
181	50/592	HFX975GP	Single-decker			1986	R 256,163.54	Buses	OTHER:Vehicles:Buses
182	50/593	HFB342GP	Single-decker			1986	R 257,817.82	Buses	OTHER:Vehicles:Buses

No	Fleet number	License Plate Nr	Asset Description	Erf number	Title deed number	Model	Replacement value	Cost Centre	Classification Description
183	50/594	JSH279GP	Single-decker			1986	R 259,680.49	Buses	OTHER:Vehicles:Buses
184	50/595	FRX292GP	Single-decker			1986	R 282,163.54	Buses	OTHER:Vehicles:Buses
185	50/732	HFB343GP	Single-decker			1986	R 260,163.54	Buses	OTHER:Vehicles:Buses
186	50/741	JNL833GP	Single-decker			1982	R 260,747.31	Buses	OTHER:Vehicles:Buses
187	50/742	HSV952GP	Single-decker			1982	R 260,163.54	Buses	OTHER:Vehicles:Buses
188	50/743	HFX977GP	Single-decker			1982	R 260,824.71	Buses	OTHER:Vehicles:Buses
189	50/744	JTZ690GP	Single-decker			1982	R 1,789,253.45	Buses	OTHER:Vehicles:Buses
190	50/746	JPX776GP	Single-decker			1982	R 259,371.14	Buses	OTHER:Vehicles:Buses
191	50/747	HZW034GP	Single-decker			1984	R 259,579.75	Buses	OTHER:Vehicles:Buses
192	50/748	HBX543T	Single-decker			1982	R 267,501.51	Buses	OTHER:Vehicles:Buses
193	50/749	HLS520GP	Single-decker			1982	R 1,787,253.45	Buses	OTHER:Vehicles:Buses
194	50/750	JHX044GP	Single-decker			1982	R 256,163.54	Buses	OTHER:Vehicles:Buses
195	50/751	HPK741GP	Single-decker			1982	R 245,636.02	Buses	OTHER:Vehicles:Buses
196	50/752	JSH283GP	Single-decker			1982	R 256,158.22	Buses	OTHER:Vehicles:Buses
197	50/753	HDM367GP	Single-decker			1982	R 260,163.54	Buses	OTHER:Vehicles:Buses
198	50/754	HDM361GP	Single-decker			1982	R 259,604.58	Buses	OTHER:Vehicles:Buses
199	50/756	JMF498GP	Single-decker			1982	R 257,222.16	Buses	OTHER:Vehicles:Buses
200	50/757	HJT832GP	Single-decker			1982	R 271,227.65	Buses	OTHER:Vehicles:Buses
201	50/758	HKB379GP	Single-decker			1982	R 915,953.05	Buses	OTHER:Vehicles:Buses
202	50/759	JNL837GP	Single-decker			1982	R 260,594.40	Buses	OTHER:Vehicles:Buses
203	50/760	HKB382GP	Single-decker			1982	R 257,163.54	Buses	OTHER:Vehicles:Buses
204	50/761	JCT909GP	Single-decker			1982	R 266,248.03	Buses	OTHER:Vehicles:Buses
205	50/763	HSV953GP	Single-decker			1982	R 262,578.96	Buses	OTHER:Vehicles:Buses
206	50/764	JHX047GP	Single-decker			1982	R 260,438.04	Buses	OTHER:Vehicles:Buses
207	50/765	HKB384GP	Single-decker			1982	R 1,134,838.33	Buses	OTHER:Vehicles:Buses
208	50/767	JPX780GP	Single-decker			1982	R 259,761.94	Buses	OTHER:Vehicles:Buses
209	50/768	HKN504GP	Single-decker			1982	R 256,163.54	Buses	OTHER:Vehicles:Buses
210	50/769	HFK693GP	Single-decker			1982	R 268,069.58	Buses	OTHER:Vehicles:Buses
211	50/770	HPW204GP	Single-decker			1982	R 260,163.54	Buses	OTHER:Vehicles:Buses
212	50/771	JPX785GP	Single-decker			1982	R 257,163.54	Buses	OTHER:Vehicles:Buses
213	50/772	HPW206GP	Single-decker			1982	R 261,191.26	Buses	OTHER:Vehicles:Buses
214	50/773	HDM365GP	Single-decker			1982	R 263,169.15	Buses	OTHER:Vehicles:Buses
215	50/774	HZW492GP	Single-decker			1982	R 257,163.54	Buses	OTHER:Vehicles:Buses
216	50/775	HGS755GP	Single-decker			1982	R 263,165.01	Buses	OTHER:Vehicles:Buses
217	50/775	HHY548GP	Single-decker			1982	R 267,367.85	Buses	OTHER:Vehicles:Buses
218	50/776	JWZ293GP	Single-decker			1982	R 257,163.54	Buses	OTHER:Vehicles:Buses
219	50/778	HHF212GP	Single-decker			1982	R 260,177.41	Buses	OTHER:Vehicles:Buses
220	50/779	JPL136GP	Single-decker			1982	R 1,800,140.53	Buses	OTHER:Vehicles:Buses
221	50/781	JMF499GP	Single-decker			1984	R 258,280.23	Buses	OTHER:Vehicles:Buses
222	50/782	HDM368GP	Single-decker			1984	R 258,163.54	Buses	OTHER:Vehicles:Buses
223	50/782	HYZ331GP	Single-decker			1984	R 282,163.54	Buses	OTHER:Vehicles:Buses
224	50/783	JPL141GP	Single-decker			1984	R 257,232.69	Buses	OTHER:Vehicles:Buses
225	50/783	HHF282GP	Double-decker			1989	R 309,637.89	Buses	OTHER:Vehicles:Buses
226	50/784	JNL841GP	Single-decker			1984	R 258,163.54	Buses	OTHER:Vehicles:Buses
227	50/785	KBR407GP	Single-decker			1984	R 260,094.84	Buses	OTHER:Vehicles:Buses

No	Fleet number	License Plate Nr	Asset Description	Erf number	Title deed number	Model	Replacement value	Cost Centre	Classification Description
228	50/786	JPT304GP	Single-decker			1984	R 252,622.47	Buses	OTHER:Vehicles:Buses
229	50/787	JPT308GP	Single-decker			1984	R 308,264.47	Buses	OTHER:Vehicles:Buses
230	50/788	HHF217GP	Single-decker			1984	R 267,576.14	Buses	OTHER:Vehicles:Buses
231	50/789	JPX791GP	Single-decker			1984	R 257,163.54	Buses	OTHER:Vehicles:Buses
232	50/790	JXV493GP	Single-decker			1984	R 305,970.20	Buses	OTHER:Vehicles:Buses
233	50/791	HGS759GP	Single-decker			1984	R 261,211.80	Buses	OTHER:Vehicles:Buses
234	50/793	JVX272GP	Single-decker			1984	R 258,163.54	Buses	OTHER:Vehicles:Buses
235	50/794	HGS768GP	Single-decker			1984	R 289,163.54	Buses	OTHER:Vehicles:Buses
236	50/795	HDM371GP	Single-decker			1984	R 273,940.92	Buses	OTHER:Vehicles:Buses
237	50/903	HPK744GP	Double-decker			1978	R 304,870.81	Buses	OTHER:Vehicles:Buses
238	50/904	HFY015GP	Double-decker			1978	R 304,870.81	Buses	OTHER:Vehicles:Buses
239	50/905	JGH895GP	Double-decker			1978	R 312,677.97	Buses	OTHER:Vehicles:Buses
240	50/906	JGH899GP	Double-decker			1978	R 304,870.81	Buses	OTHER:Vehicles:Buses
241	50/907	HFK705GP	Double-decker			1978	R 441,936.33	Buses	OTHER:Vehicles:Buses
242	50/908	JNL845GP	Double-decker			1978	R 305,870.81	Buses	OTHER:Vehicles:Buses
243	50/909	HTV814GP	Double-decker			1978	R 2,408,461.21	Buses	OTHER:Vehicles:Buses
244	50/910	JNL847GP	Double-decker			1989	R 354,305.12	Buses	OTHER:Vehicles:Buses
245	50/911	HLS521GP	Double-decker			1978	R 294,731.08	Buses	OTHER:Vehicles:Buses
246	50/912	HSB953GP	Double-decker			1978	R 307,443.52	Buses	OTHER:Vehicles:Buses
247	50/921	HVZ599GP	Double-decker			1981	R 304,870.81	Buses	OTHER:Vehicles:Buses
248	50/922	JMF507GP	Double-decker			1981	R 355,905.91	Buses	OTHER:Vehicles:Buses
249	50/923	KPC580GP	Double-decker			1981	R 308,870.81	Buses	OTHER:Vehicles:Buses
250	50/924	HYF578GP	Double-decker			1981	R 402,123.40	Buses	OTHER:Vehicles:Buses
251	50/925	HVZ608GP	Double-decker			1981	R 444,659.03	Buses	OTHER:Vehicles:Buses
252	50/926	KKX164GP	Double-decker			1981	R 364,063.71	Buses	OTHER:Vehicles:Buses
253	50/927	JCT913GP	Double-decker			1981	R 368,639.86	Buses	OTHER:Vehicles:Buses
254	50/928	JPT487GP	Double-decker			1981	R 335,278.60	Buses	OTHER:Vehicles:Buses
255	50/930	FRX293GP	Double-decker			1981	R 366,758.30	Buses	OTHER:Vehicles:Buses
256	50/931	HWM907GP	Double-decker			1981	R 349,436.63	Buses	OTHER:Vehicles:Buses
257	50/935	HFX982GP	Double-decker			1982	R 2,684,809.08	Buses	OTHER:Vehicles:Buses
258	50/936	HSB958GP	Double-decker			1981	R 438,078.61	Buses	OTHER:Vehicles:Buses
259	50/939	HJT593GP	Double-decker			1981	R 443,060.84	Buses	OTHER:Vehicles:Buses
260	50/940	JML639GP	Double-decker			1981	R 339,762.71	Buses	OTHER:Vehicles:Buses
261	50/941	JSY515GP	Double-decker			1981	R 339,962.71	Buses	OTHER:Vehicles:Buses
262	50/942	HSB961GP	Double-decker			1981	R 333,328.88	Buses	OTHER:Vehicles:Buses
263	50/944	HGS772GP	Double-decker			1981	R 311,102.83	Buses	OTHER:Vehicles:Buses
264	50/946	JSY522GP	Double-decker			1981	R 306,667.73	Buses	OTHER:Vehicles:Buses
265	50/947	HFB344GP	Double-decker			1981	R 294,870.81	Buses	OTHER:Vehicles:Buses
266	50/948	LPH433GP	Double-decker			1982	R 295,870.81	Buses	OTHER:Vehicles:Buses
267	50/949	JTZ689GP	Double-decker			1981	R 337,078.46	Buses	OTHER:Vehicles:Buses
268	50/950	HFB345GP	Double-decker			1981	R 292,870.81	Buses	OTHER:Vehicles:Buses
269	50/951	JSH285GP	Double-decker			1981	R 327,166.87	Buses	OTHER:Vehicles:Buses
270	50/952	JCT916GP	Double-decker			1981	R 364,308.80	Buses	OTHER:Vehicles:Buses
271	50/953	FRX294GP	Double-decker			1981	R 387,514.16	Buses	OTHER:Vehicles:Buses
272	50/954	HPW217GP	Double-decker			1981	R 302,381.50	Buses	OTHER:Vehicles:Buses

No	Fleet number	License Plate Nr	Asset Description	Erf number	Title deed number	Model	Replacement value	Cost Centre	Classification Description
273	50/961	HPK755GP	Double-decker			1986	R 338,243.22	Buses	OTHER:Vehicles:Buses
274	50/962	JHX052GP	Double-decker			1986	R 329,818.58	Buses	OTHER:Vehicles:Buses
275	50/963	JSH288GP	Double-decker			1986	R 327,818.58	Buses	OTHER:Vehicles:Buses
276	50/964	HZW035GP	Double-decker			1986	R 338,871.34	Buses	OTHER:Vehicles:Buses
277	50/965	HYZ330GP	Single-decker			1986	R 2,560,640.08	Buses	OTHER:Vehicles:Buses
278	50/966	HZW494GP	Double-decker			1986	R 2,483,499.03	Buses	OTHER:Vehicles:Buses
279	50/967	HYZ310GP	Double-decker			1986	R 305,861.89	Buses	OTHER:Vehicles:Buses
280	50/968	JPX792GP	Double-decker			1986	R 338,972.08	Buses	OTHER:Vehicles:Buses
281	50/969	HYZ314GP	Double-decker			1986	R 296,667.12	Buses	OTHER:Vehicles:Buses
282	50/970	HYZ315GP	Double-decker			1986	R 335,818.58	Buses	OTHER:Vehicles:Buses
283	50/971	HYZ319GP	Double-decker			1986	R 334,818.58	Buses	OTHER:Vehicles:Buses
284	50/972	HYZ322GP	Double-decker			1986	R 332,818.58	Buses	OTHER:Vehicles:Buses
285	50/973	JCT918GP	Double-decker			1986	R 338,840.20	Buses	OTHER:Vehicles:Buses
286	50/974	JLJ545GP	Double-decker			1986	R 352,151.03	Buses	OTHER:Vehicles:Buses
287	50/975	HYZ324GP	Double-decker			1986	R 336,818.58	Buses	OTHER:Vehicles:Buses
288	50/976	HYZ327GP	Double-decker			1986	R 336,598.90	Buses	OTHER:Vehicles:Buses
289	50/977	JML640GP	Double-decker			1986	R 334,818.58	Buses	OTHER:Vehicles:Buses
290	50/978	HHY550GP	Double-decker			1986	R 340,733.15	Buses	OTHER:Vehicles:Buses
291	50/979	JGH905GP	Double-decker			1986	R 305,522.81	Buses	OTHER:Vehicles:Buses
292	50/980	HJY044GP	Double-decker			1986	R 335,818.58	Buses	OTHER:Vehicles:Buses
293	50/981	JFR559GP	Double-decker			1986	R 304,925.45	Buses	OTHER:Vehicles:Buses
294	50/982	KPC584GP	Double-decker			1996	R 313,736.47	Buses	OTHER:Vehicles:Buses
295	50/983	JGH907GP	Double-decker			1986	R 1,490,320.17	Buses	OTHER:Vehicles:Buses
296	50/984	HFK665GP	Double-decker			1986	R 293,870.81	Buses	OTHER:Vehicles:Buses
297	50/985	JGH914GP	Double-decker			1986	R 304,870.81	Buses	OTHER:Vehicles:Buses
298	50/986	KPC586GP	Double-decker			1986	R 307,553.48	Buses	OTHER:Vehicles:Buses
299	62/015	CFN472GP	Single-decker			1987	R 80,858.20	Buses	OTHER:Vehicles:Buses

No	Fleet number	License Plate Nr	Asset Description	Erf number	Title deed number	Model	Replacement value	Cost Centre	Classification Description
1	60/022	CST672GP	KAWASAKI, GT 550			1996	R 37,994.00	Buses	OTHER:Vehicles:Motor Cycles:Motorcycles
2	62/001	LFT741T	SUZUKI, GSX-R 750 S-RAD			1996	R 59,840.00	Buses	OTHER:Vehicles:Motor Cycles:Motorcycles
3	62/002	PDX643T	Motor cycle, 2 wheel			1992	R 13,953.00	Buses	OTHER:Vehicles:Motor Cycles:Motorcycles
4	62/003	FPC017GP	Motor cycle, 2 wheel			1992	R 13,018.73	Buses	OTHER:Vehicles:Motor Cycles:Motorcycles
5	62/008	PGD080T	KAWASAKI, GT 550			1996	R 37,994.00	Buses	OTHER:Vehicles:Motor Cycles:Motorcycles
6	62/011	NKH186T	Motor cycle, 2 wheel			1992	R 13,018.73	Buses	OTHER:Vehicles:Motor Cycles:Motorcycles
7	62/016	BSZ251GP	KAWASAKI, ELIMINATOR 600CC			1995		Inspectorate	OTHER:Vehicles:Motor Cycles:Motorcycles
8	62/017	BSZ252GP	KAWASAKI, GT 550			1996	R 37,994.00	Buses	OTHER:Vehicles:Motor Cycles:Motorcycles
									OTHER:Vehicles:Motor

