

RLM SERVICE STANDARDS

CUSTOMER CHARTER OUR PROMISE TO YOU



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MUNICIPAL BILL OF RIGHTS

What the Customers May Expect from Municipality

1. A quality of service that meets needs and expectations of customer.
2. Accurate bills for services.
3. Polite and helpful staff that greet and welcome you warmly at all service points.
4. Capable staff who deal with your enquiries and/ or are able to refer you to someone who will help.
5. A commitment to working with you, the customer.
6. All emails and phone calls receive quick answers in line with our standards.
7. Clear and accurate information that meets your needs and expectations.

How You Can Help Municipality?

You can help Your Municipality by:

1. Paying for services on time, so that you continue to receive a quality service.
2. Being a citizen and customer who will respect the rights of others.
3. Being a citizen and customer who will respect the rule of the law.
4. Being a citizen and customer who will be responsible to community.
5. Putting questions to municipality should you have any worries, concerns, issues or problems.
6. Never thinking that your worries, concerns, issues, or problems cannot be heard or solved by municipality.
7. Telling or informing us of any worries, issues, concerns, or likely problems you see or face, at any time.
8. Giving respect to municipal staff.
9. Giving municipality your opinion so that it can improve quality of service.
10. Giving accurate information in your dealings with municipality.
11. Never causing harm to anyone or property for whatever reason.
12. Promoting good neighbourliness and peace at all times.
13. Engaging in peaceful dialogue to solve differences and conflicts.

CHAPTER 2: OUR CUSTOMER CARE VALUES

As your municipality, we will be guided by these core values below as we strive to deliver quality services to you, our customer:

1. Communication

We provide open and honest communication

2. Respect

We honour diversity and treat all people with equal mutual respect

3. Customer

We put the customer first

4. Quality

We promise excellent quality service in all we do

5. Efficiency

We will eliminate wastage by providing services 'Right the First Time'

6. Community Commitment

We care for our people and communities, and aim to give them world class standards

7. Ownership and Responsibility

We take responsibility for all we do

8. Integrity

We promise to do the right thing even when no one is watching us

CHAPTER 3: MUNICIPAL SERVICE DELIVERY PRINCIPLES

We will be guided by the 'Batho Pele' principles as we strive to provide you with quality services. Batho Pele means "People First" and the eight principles set out in it are the foundation of national government's approach to guide all interaction between Government institutions and the public:

- **CONSULTATION**
You can tell us what you want from us.
- **SERVICE STANDARDS**
Insist that our promises are kept.
- **ACCESS**
One and all should get their fair share.
- **COURTESY**
Don't accept insensitive treatment.
- **INFORMATION**
You are entitled to full particulars.
- **OPENNESS AND TRANSPARENCY**
Administration must be an open book.
- **REDRESS**
Your complaints must spark positive reaction.
- **VALUE FOR MONEY**
Your money should be employed wisely.

This approach is strengthened by the values underpinned in Schedule 2 of the Municipal Systems Act, 32 of 2000; the Code of Conduct for municipal staff members.

CHAPTER 4: MUNICIPAL CUSTOMER SERVICE STRATEGY

The Municipality's Customer First & Foremost

The Municipality's aim to improve quality of services means we must put customers at the forefront of all we do, at all times. Customers are defined in this strategy as being both external and internal. We are making improvements to our customer services and accessibility to services. However, we are keen to do more to ensure that we consistently deliver an excellent service. The Customer Strategy has three purposes, namely:

- to establish the overall aims of the Council in placing the customer first in all we do
- to set out a specific direction for the development of customer information and communication services and positive attitudes and behaviours, regardless of department or service; and
- to provide a framework for customer service improvement based upon clear and agreed principles and standards.

Customer Focus

The Municipality was an early adopter of Batho Pele Principles' and the IDP identifies service delivery improvement as a key development area for the Council. The creation of the Customer Services is a tangible and successful pointer of the new focus.

The basis for Customer Services is simple; externally it puts the customer at the centre of its business planning, it provides high levels of customer care, and a single point of contact and enquiry resolution combined with constantly reliable and timely information. Internally for the Council it increases capacity for both technical and professional staff to be customer focused; it improves quality of services; it improves the effectiveness, efficiency and sustainability of service delivery, promoting a seamless service (removes 'silo operation')

There are several National service delivery agendas that reference customer satisfaction, consultation and feedback as current and future targets. Taking into consideration the national service delivery context and challenges presented by service delivery backlogs and operation and maintenance weaknesses the argument for the development and improvement of customer services and customer focus, including service quality improvement and efficiency is a priority. Although Batho Pele have existed for the past ten years, they have not been supported by a Customer Service and Customer Care focus. The Municipality now requires customer strategy to be able to deliver an efficient, effective and sustainable quality of service.

Five Themes - One Purpose - Improvement

This document outlines why a Customer Strategy is needed and what is meant by customer focus. It outlines the Council's vision for quality customer service, including key outcomes. Finally it outlines the action plans for the 'Five Themes' that will help us to deliver our vision. The Customer Strategy is supported by delivery plans for each of the key access channels - contact centre, face to face, and electronic/ self-service.

Implementing improvements to service quality and focusing on customer care are challenging tasks. For the Municipality, these challenges are made more complex by:

- Varying pressures to improve services and access to them from customers, Corporate plans, Central Government agendas or legislation.
- The development of plans to suit a variety of stakeholders.
- The requirement to deliver services via multiple channels.
- The complexity of modern technology.

This strategy aims to break down some of this complexity by identifying the issues that need to be addressed and; developing key models that can be used to support discussions.

Good customer services should be an integral part of this Council's daily business. A robust customer service strategy will address business strategy, organizational structure, culture, attitudes and behaviours, service standards, customer information and technology.

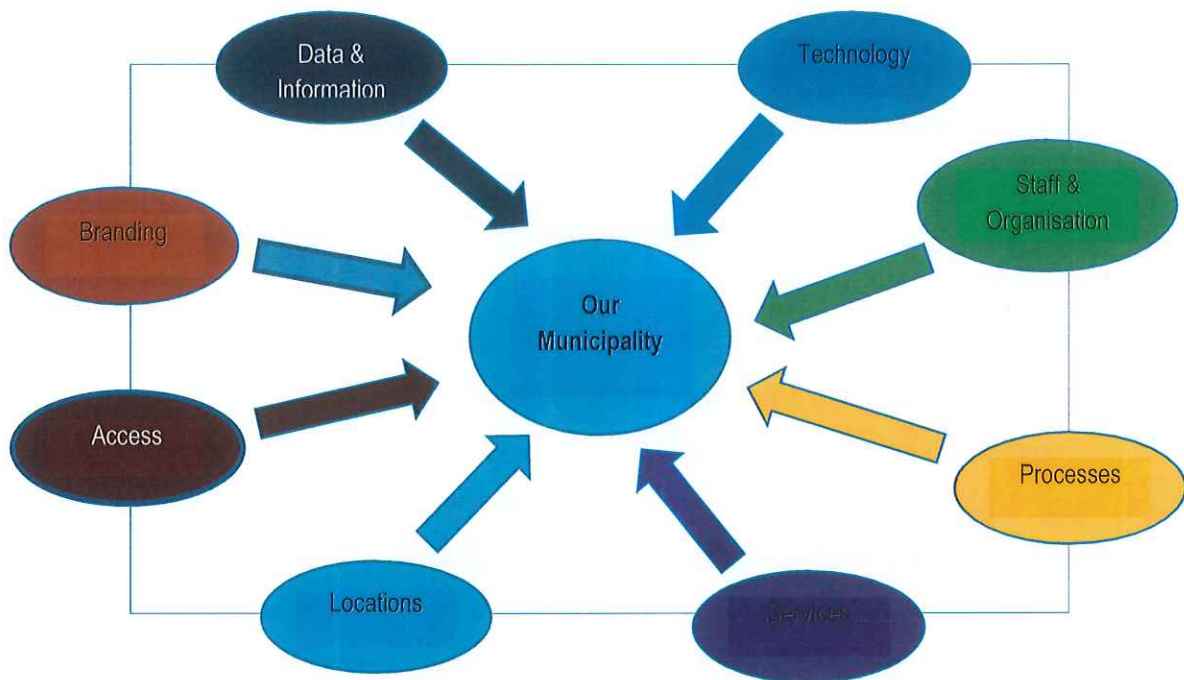
This is a particular challenge for us as a Council due to the wide range of services which we provide and also the wide range of service providers in the municipal area.

So, what does excellent customer service look like? There is no single definition but you would expect the following aspects and these constitute the basis of the '**FIVE THEMES**'

1. **Accessible** - locations and times which meet our customers' needs and expectations
2. **Relevant** - services that are fit for purpose and meet customer needs and expectations
3. **Inclusive** - all customers are treated equally and fairly and customer feedback is acted upon
4. **Quality (Efficiency, effectiveness sustainability)** - reliable, flexible and responsive services which are continuously improved and delivered cost effectively
5. **Empowered and Effective Staff** - ensuring our workforce has the appropriate skills, tools, attitudes and behaviours and authority to effectively deliver quality services.

Customer Services has several dimensions which are illustrated in this framework. The effectiveness of any service must ensure that all business activity centres on our customers and that review mechanisms are in place that act upon the most valuable data of all - customer feedback

Customer Framework



Our services must address the needs and expectations of all customers in and outside the municipal area. An accessible and customer focused Council places the customer first. We must establish what residents want and organize ourselves to deliver this within available resources. Developing this customer focused approach is not just a regulatory obligation; it is also part of good management and the provision of high quality services.

A commitment to excellence in customer services must be part of the organizational culture and attitudes and behavior change at all levels. It is a 'Thread' that starts with the IDP, then leads to Directorate Plans, Sector & Service Plans, and ultimately knots itself to individual employee Appraisals where performance measures and customer satisfaction will evidence of achievement.

The National and Local Context

A number of national initiatives make improving customer services increasingly important, including:

The Constitution of South Africa

Batho Pele principles

Back to Basics

Bill of Rights

The size of the challenge facing local strategists has been shown by the fact that the municipality has not conducted a quality of service and user satisfaction surveys. This picture is clear when viewed against the background of a major Government push for municipalities to go “Back to Basics” of service delivery and service quality improvement, demonstrates a major challenge for this Council.

In addition to these national drivers there are a range of local strategies and initiatives which seek to improve information, communication, access, consultation, stakeholder relations, cost effectiveness, efficiency and sustainability of service delivery.

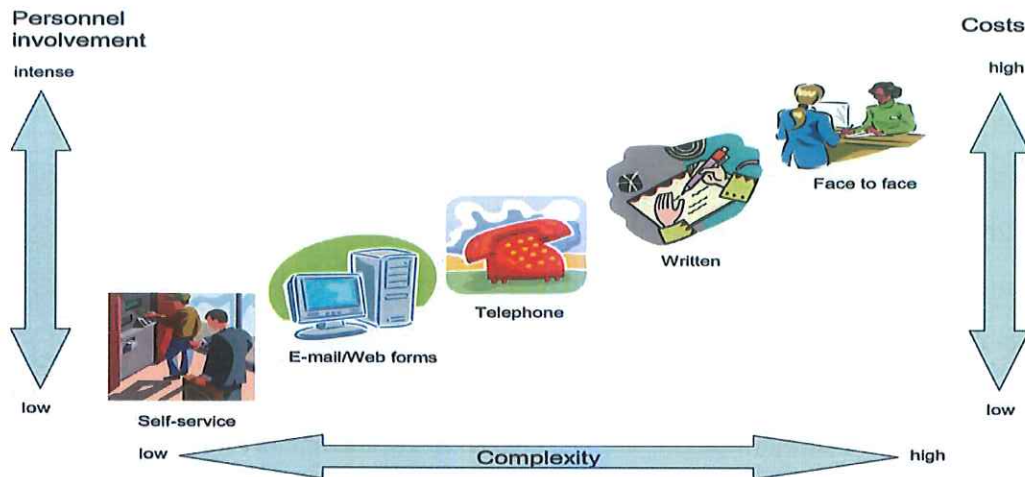
Implementing the Strategy around Five Themes - One Purpose - Improvement

The following themes are designed to ensure that the Municipality delivers excellent customer services. The Themes have stated measurable outcomes against which successful achievement can be measured - they also set the vision and direction for increasing the 'customer satisfaction'. The Themes, once approved by Council, are the enablers that will drive the Customer Focus agenda - some are quick wins, others will be continuous; but in combination they have the ability to transform the way in which we respond to those that live and work in the municipal area.

Theme 1 - Accessibility

Customers should expect to access their services conveniently and efficiently. To achieve this, services must focus around the customer needs and expectations rather than service infrastructure on its own. Access channels (in person, by telephone, by email) and the cost of providing those channels will largely depend on the complexity of the transaction as illustrated below:

Customer Service Delivery Methods - Analysis of Options



As the diagram above shows, the most efficient and cost effective way of providing access is through self-service electronic delivery - the most costly way is by face to face communication.

A primary ambition for this Council is to provide the most cost effective and efficient access to services. Resident self-service and self-fulfilment is our ultimate goal. However, experience suggests that those most in need of face to face and therefore the most costly of services are often the most disadvantaged in our community. Regardless of national and local initiatives that seek to encourage the wider use of self-service cost effective channels it is essential that we maintain our capability to deliver face to face services for this section of our community.

Theme 1 Accessibility	We will	Customers will	Progress to March 2019 will be measured by
Using customer perceptions and feedback to inform and shape service quality and delivery. Letting customers know what standards of service they will receive, and encouraging them to make comments and suggestions.	Improve access for everyone through a choice of access channels. Promote electronic and self-service channels. We will inform of operating hours and any change thereof.	Be able to get to the relevant services through a channel which suits their needs and expectations. Be able to contact and get to the Council at times convenient to them. Be able to get quality of information that meets their needs and expectations.	Residents being able to access 80% of all Council Service requests by self-service i.e. Electronically. Increasing the existing number and range of joint/ shared services through new partnerships making e.g. Ratepayers Associations, Government Institutions, Tribal Authorities, Community Forums, Business Forums, and Housing Associations. Providing information and communication in different formats and languages as appropriate to the Customer needs and expectations. Ensuring that all Council facilities are accessible to those who are handicapped. The establishment of central and linked satellite service centres. The publication of a comprehensive customer service directory containing service provision, telephone, email and address information delivered to all Customers-regularly updated on the internet.

Theme 2 - Relevant

The Council needs to adopt a One - Stop approach that will demonstrated through the creation of the centralized Customer Service Centre linked to satellite Customer Service Centres. One Stop within the Municipality is to be interpreted as single point of contact where the service requester will have their enquiry resolved at the first enquiry 80% of the time. One - Stop has several outcomes. It establishes a focus on excellent customer care through the use of dedicated and trained Customer Service supervisors who can cost effectively and flexibly deliver consistently high standards of customer care and stakeholder relations. It also provides in turn, opportunities to improve service products and provision through real-time feedback from customers.

Customer surveys and mystery shopper surveys need to be carried out in order to inform the levels of satisfaction from residents and benchmark with those of other Councils. However, AASA/ ICF/ DBSA first perception survey on quality of services suggests that many customers are dissatisfied or have low expectations of local authority services.

Responsiveness to customers is a two way process. As we make available more quality information to customers and allow them to make choices and decisions about their services, they provide us with feedback on how we can further improve the customer experience. Feedback mechanisms have a significant part to play in this Action Plan and they have the capability, once learning has been applied to radically reshape existing service delivery to better suit our customers' requirements.

The implementation of the Customer Relationship Management (CRM) technology will help the Council to capture this feedback but a council wide approach to ensure that residents are clear about how this information will be used and what has changed as a result of it, needs to be developed. Significant investment in this area needs to be secured and a rolling program that will initially start with Implementation of the MSCOA compliant ERP in July 2017.

Theme 2 Relevant	We will	Customers will	Progress to March 2019 will be measured by
<p>To understand what our customers' needs and expectations are;</p> <p>To shape our employee attitudes & behaviors and services so that they can be delivered responsively, with a minimum of barriers, accurately and cost effectively.</p>	<p>We will consult to better understand our customers' needs and expectations.</p> <p>Design services to reflect those needs and expectations.</p> <p>Join up services (including those in Partnerships) to better respond to these needs and expectations.</p> <p>Utilize Customer feedback to information to continually improve processes and minimize service failure.</p>	<p>Be able to let us know services can be improved to best suit their needs and expectations.</p> <p>Be satisfied with all services and feel involved in service improvement.</p> <p>Be able to access a range of services through generically trained staff.</p> <p>Customers will be able to comment or complain about our services.</p>	<p>Increasing the range of services delivered through Customer services to 80% by 2019.</p> <p>A 40 % reduction in direct phone numbers- working towards clarity and ease of access (Numbering Strategy)</p> <p>Ensuring all customers are able to provide electronic, telephone, face to face, postal feedback. Customers will be able to comment on the effectiveness and quality of council services thus;</p> <p>Learning to be used to improve service delivery</p> <p>Increasing year by year the percentage of customers satisfied or very satisfied with council services as measured by Satisfaction/ Mystery Shopper Surveys/Quality of Service Surveys.</p> <p>Resident satisfaction as to the speed and manner in which their Complaint was handled.</p> <p>Ensuring that services report their performance against the Municipality Customer Charter Standards; that this is made available to the Portfolio Member, Executive, Internal and External Customers.</p>

Theme 3 - Inclusive

We have taken a number of steps to ensure that we reach all sections of our community.

We know from our IDP reviews that we are not consistently reaching some sections of our community. Monitoring of the uptake of services by different community groups and other equality strands e.g. disabled, aged, gender will continue to present a challenge.

The Council's aim is to make it easier for all our diverse customers and communities to contact us by ensuring that we provide appropriate information and adequate access for all customers. We will need to understand current and future needs and expectations of our customers and customer groups and identify ways of meeting these needs. By the use of community and customer profiling and segmentation we can ensure services respond to the needs & expectations of diverse communities and customers.

Theme 3 Inclusive	We will	Customers will	Progress to March 2019 will be measured by
<p>To understand what our customer's needs & expectations are.</p> <p>To shape our employee attitudes & behaviors and services so that they can be delivered responsibly, with a minimum of barriers, accurately and cost effectively.</p>	<p>Improve consultation with our diverse communities to ensuring appropriate access to information.</p> <p>Use the IDP participation and consultation platform and processes to facilitate effective survey's events or opportunities for people to get involved and have a say about local issues or services in the Municipality.</p> <p>Understand the current and future needs of customers and customer groups and identify ways of meeting these needs and expectations.</p> <p>Develop and proactively use a Customer Relationship Management System to develop services that respond to the needs and expectations of our diverse communities.</p>	<p>Not encounter "barriers" to service delivery/ access due to low quality of service, language, disability, race or creed.</p> <p>Be encouraged to inform, engage and communicate with council so that we can better understand their needs and expectations.</p>	<p>Establishing a quality of service delivery Baseline for all our customers and communities who are underrepresented.</p> <p>Using data gathered from CRM/ Customer Services to reshape services for BME groups.</p> <p>An increase in take-up of services by those who are currently accessing them for example Social Grants & Basic services.</p> <p>To develop and promote the use of SMS phone services feedback and information platform.</p> <p>Providing interpretation and translation on request for all services.</p> <p>Benchmark quality of Customer Services.</p> <p>Adopting a council – wide approach to quality of services & satisfaction measures. By consulting in order to provide better services for all customers and communities.</p>

	<p>Reflect and develop action plans to improve community engagement/ access through Council's inclusion Strategy.</p> <p>Use our Community Forums to promote Council Services and to gather feedback from our residents regarding local issues.</p>		
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Theme 4 - Quality

We need to improve and redesign our business processes to enable us to deliver customer-focused continuous improvements. Technology is a significant enabler to implementing this Customer Strategy, and investment such as in the Customer Relationship System should help the council to get a far better view of its customer and respond better to their needs and expectations.

Theme 4 also lead to the creation of a Change Improvement Team (CIT) whose terms of reference will focus on the modernization of the culture of the Council so that systems promote efficiencies, differences are catered for, services work together and inward and outward information & communication are improved. The Terms of Reference for this work will be agreed by the Customer Focus Programme Group (CFPG) as will overall governance, however a key objective will to break down inter service barriers with the aims of streamlining work activities, efficiencies, and capacity gains. Due to the significance of this work it will be necessary to consider the resource implications in order ensure sufficient capacity exists to secure effective and timely completion. This may necessitate temporary officer secondments.

We will complement the use of technology by developing a strong stakeholder relationships and reporting mechanisms (satisfaction results for example) across our services. For improvements to take place, the service planning framework of the council must play a key role. As customer needs are identified they must then be put into service improvement plans, with the necessary resources identified and attached.

Theme 4 Quality	We will	Customers will	Progress to March 2019 will be measured by
To ensure that we are an effective and efficient Council. One that continually reviews its practices and technological requirements to deliver cost efficient quality services appropriate to our residents' requirements.	Radically improve services through a comprehensive programme of reviewing and improving existing work practices. Encourage self-service for those that are able to access these more economical ways of contacting the Council. Develop supporting technology to deliver end to end e-government services. Obtain a single view of the customer through an effective Customer Relationship system (CRM).	Use convenient self-service methods and want to continue using them. Received improved and faster enquiry/ service resolution. Receive an improved service from staff who have details of their recent transaction to hand.	The establishment of a Change Improvement Team (CIT) who will determine a work programme that delivers efficiencies across a range of Council services. The use of an Electronic Management Record System (EDMRS) to capture and manage work streams to improve the speed and accuracy of service delivery. Intelligently using the information captured by the Customer Relationship Management System (CRM) and using this re-profile services to deliver efficiency and responsiveness. Individual Service Action Plans to address service deficiency are endorsed by the appropriate Service Director and appropriate resources are dedicate to enable there successful delivery. Service Plans will contain stretch SMART targets for improving responsiveness, quality, and cost effectiveness of customer focused service delivery.

Theme 5 - Empowered and Effective Staff

We have committed and skilled workforce who are regularly praised by customers for the work they do. Staff are generally well informed and customers have commented that when they contact the council "staff are helpful and polite". However, many staff currently work within department and service silos with the exception of those staff working in Customer Services. The result is that customers can get passed from "pillar to post". It also means that sometimes 'specialist' staff can quite often end up dealing with straightforward enquiries that could be more appropriately dealt with by customer service specialists.

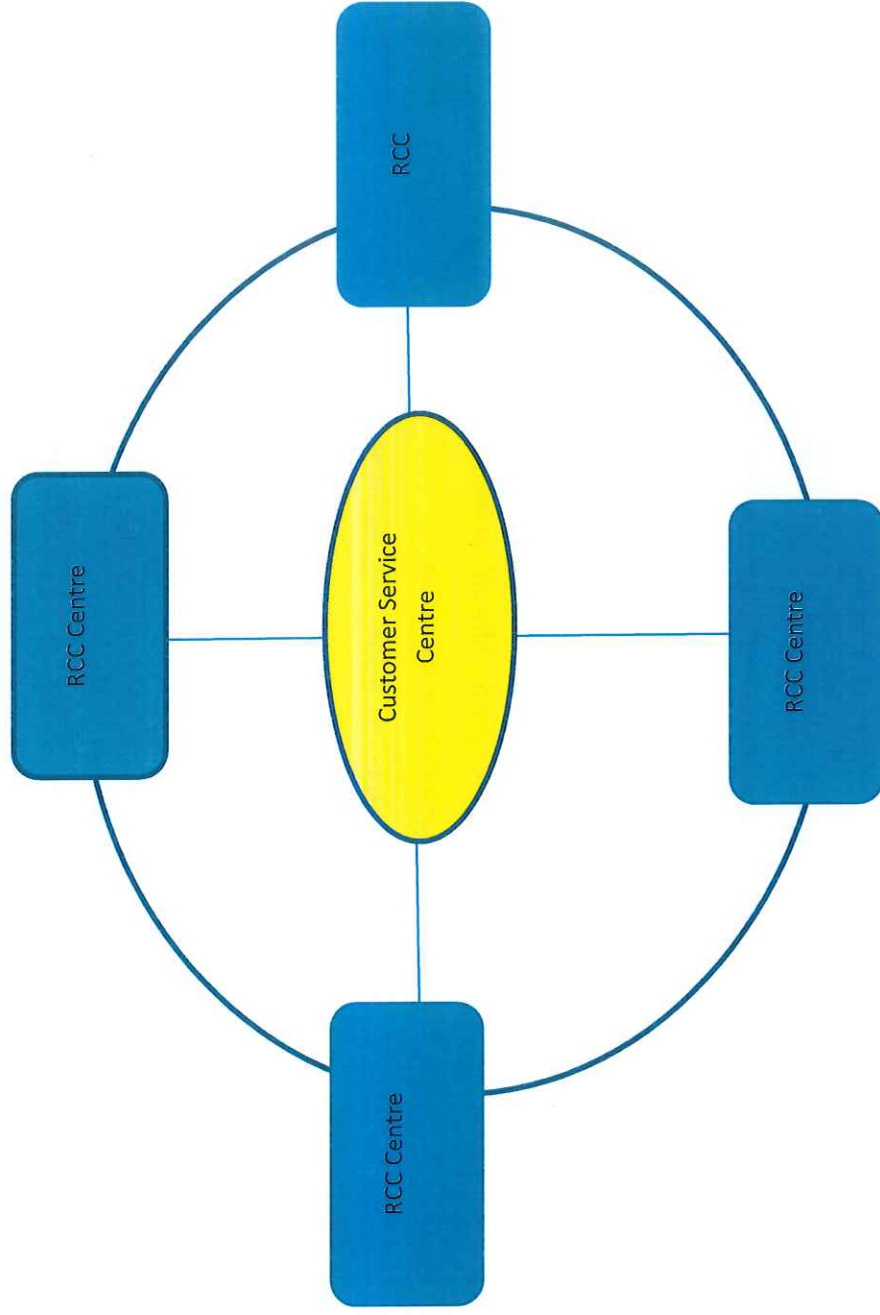
Customers would prefer that their enquiries are owned by staff rather than having to navigate their way around a system. Staff themselves would like to own customer queries, but cannot do so as they may not have insufficient information, tools, or authority to do so.

The concept of the 'internal customer' needs to be more widely accepted in relation to the connection of front and back office. Staff at the front end can unwittingly be used as a blockage, poor links will lead to unfulfilled promises, unrealistic expectations and a lack of feedback from our customers.

Our plans are to build the skills, capacity and attitude to put customers first in the Council. We will work with colleagues in Learning & Development, and Equalities to achieve this. The achievement of much of that is included within Theme 5 is also reflected the Corporate 'People Strategy'. The two strategies legitimately cross reference and support each other.

Theme 5 Empowered and Effective Staff	We will	Customers will	Progress to March 2019 will be measured by
Support the implementation of a customer focused and customer dedicated culture across the Council.	<p>Encourage a customer – focused culture across the council.</p> <p>Ensure effective recruitment and retention of a professional customer service workforce.</p> <p>Give front line staff the authority to own customer issues through to providing solutions.</p>	<p>Feel and experience that staff are helpful and that the advice is accurate.</p> <p>Rate staff highly and have confidence in them.</p> <p>Feel that their problems are owned by staff and problems are resolved quickly.</p> <p>One caller resolution – not to be passed from “pillar to post”.</p>	<p>All new starters to undertake Customer Care training as part of their Corporate Induction.</p> <p>Employee performance in respect of Customer Focus reported and integral to the Performance Management Framework i.e. one-to-one's and Appraisals.</p> <p>Providing appropriate resources for the training, development and retention of a professional customer focused workforce.</p> <p>The ability of front line staff to make important judgments and decisions to ensure first point of contact resolution – to be measured through customer satisfaction/ feedback mechanisms.</p> <p>Becoming an Investors in People and Customer focused Council</p>

Customer Service Centre & Regional Community Centres Framework



Theme	Activity	Action owner (s)	Delivered	How success is measured
1. Accessibility Aims; To use customer insight and intelligence captured by CRM and accompanying systems to meet customer needs, priorities, preferences and needs. To let Customers, know what standards of service they should expect and encouraging Customers to make	To use management information to support continuous improvement, define, identify owners/ reports, integrated feedback systems for service managers	Customer Focus Programme Group Directorate Champions	July 2017	60% of visitors are seen within 5 minutes. 60% of Customers rate services as good or excellent. 60% satisfaction as to the manner in which a complaint are handled.
	To build capacity in Customer Services to provide an escalation team to own 'difficult' problems through to resolution for the customer.	Customer Services	October 2016	Customer Services – Capacity Plan in place to predict future service demand.
	To develop a Corporate Model for reporting Customer Satisfaction.	Customer Focus Programme Group Policy and Performance	October 2016	Production and publication of the Municipality Customer Services Directory. Central & Satellite Customer Care Centres opened.
	To develop a Customer Services Model for reporting customer activity to predict future service demand.	Customer Focus Programme Group Policy and Performance	November 2016	Availability of a comprehensive range of customer care charters & service standards.

comments and suggestions.	To produce a comprehensive Municipality Customer Services Directory to make it easier for residents to contact the correct service the first time.	Customer Programme Group	September 2016	
	To link central customer care centre with RCC contact centres to improve access to a broad range of Council Services.	Customer Services	July 2016	
	To produce a comprehensive range of Customer Service Charters & Standards.	Corporate Directorate Policy and Performance	September 2016	Consultation, and quality of services perception surveys completed and outcomes used to improve quality of services.
	To consult residents and review of services and satisfaction levels.	Customer Programme Group Customer Services Policy and Performance	October 2016	

Delivery Plans

Theme	Activity	Action owner (s)	Delivered	How success is measured
2. Inclusive Aims; To review processes and undertake process re-engineering as appropriate in order to make services customer oriented and efficient.	Extensive process redesign, gapping and mapping exercises to understand and improve processes, involve staff and customers.	-CFPG/Change Improvement Team -Corporate Services -Customer Care	July 2017	80% of Customers can self-service electronically. Increase in satisfied customers to 80%
	Review the Council's electronic government work programme and bring forward recommendations for an Action Plan. To conduct a Corporate Health check of the Council's Web Site and establish its self service capability.	-Corporate Services -ICT, Policy & Performance -Customer Focus Programme Group -Individual Services	July 2017	Positive change in perceptions on quality of services to 80% by customers.
	Support self-service by delivering against the Government electronic self-service targets.	-Corporate Services -ICT, Policy & Performance -Customer Focus Programme Group -Individual Services	July 2017	

Theme	Activity	Action owner (s)	Delivered	How success is measured
3. Relevant Aims; To make it easier for our diverse communities to contact us by ensuring we provide appropriate information and access. To use customer proofing to ensure services respond to the needs of our communities. To understand the current and future needs of our customers and identify ways of meeting these needs.	The generation of a Directorate Action plans that identify services that will be delivered through Customer Services.	Individual Directorate Corporate Board Customer Focus Programme Group Change Improvement Team	July 2017	50% of all municipal front facing service will be delivered through the Customer Service 'Model' by 2019. SMS phone services capability. Increased Take-Up from all communities. Improved customer satisfaction rates among 'key customer groups.
	Provide interpretation and translation on request for all services accessed via all channels.	All Directorates Customer Focus Programme Group	July 2017	
	The creation/consultation of regular and systematic user satisfaction monitoring.	Policy and Performance Directorate Champions	July 2017	
	Achieve and promote a consistently effective use of SMS/text phone services for all public lines.	Customer Focus Programme Group ICT	July 2017	

	Customer Services development – strengthen operational capacity to cover all high volume telephone and email contacts and interaction with back office systems.	Customer Focus Programme Group	July 2017	
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Theme	Activity	Action owner (s)	Delivered	How success is measured
4. Quality Aims; To ensure that we are an effective Council; one that continually reviews its practices and technology in order to deliver cost effective quality services.	The creation of a Change Improvement Team –this team will be under the governance of the Customer Programme Focus Group (CFPG) and will be tasked with delivering those activities attribute to the CFPG.	-Customer Focus Programme Group	July 2017	Creation of the Change Improvement Team (CIT) with associated work programme. EDMRS in place. CRM fully functioning within Customer Services.
	Implement an Electronic Document Management Record System (EDMRS) into Planning, Public Relations and Community Care.	-EDMRS Programme Group	Sept 2017	

	Implement a customer Relationship Management solution into Customer Services.	-Customer Services	July 2017	
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Theme	Activity	Action owner (s)	Delivered	How success is measured
5. Quality Aims; To ensure that we are an effective Council; one that continually reviews its practices and technology in order to deliver cost effective quality services.	The creation of a Change Improvement Team –this team will be under the governance of the Customer Programme Focus Group (CFPG) and will be tasked with delivering those activities attribute to the CFPG.	-Customer Focus Programme Group	July 2017	Creation of the Change Improvement Team (CIT) with associated work programme. EDMRS in place. CRM fully functioning within Customer Services.
	Implement an Electronic Document Management Record System (EDMRS) into Planning, Public Relations and Community Care.	-EDMRS Programme Group	July 2017	
	Implement a customer Relationship Management solution into Customer Services.	-Customer Services	July 2017	

CHAPTER 5: CUSTOMER SERVICE STANDARDS

External Customers

- We expect our external customer to hold us accountable for adhering to these service standards.
- We will greet our customers in a polite and professional manner.
- We will listen effectively to our customers' requests and quickly take the necessary steps to assist them.
- We will keep our customers informed of unexpected delays and stoppage of services.
- We will inform our customers of normal process time, when they can expect completion and any delays that may arise in the process.
- We will stay in touch with our customers to inform them as to where we are with their service request.
- We will respond to all enquiries/ questions/ requests within 24 hours during normal business hours.
- We will finish our dealings with our customers in a polite and professional way.
- We will hold our customer accountable to uphold positive and constructive attitudes and behaviours at all times, in engagements with us, and even when our services are not meeting customer needs and expectations.

Internal Customers

- We will hold our employees accountable for adhering to these service standards.
- We will work with each other and together as a team and uphold positive attitudes and behaviours to service and customer.
- We will interact with each other in a polite and professional manner.
- We will inform our internal customers of normal process time, when they can expect completion and any delays that may arise in any process.
- We will stay in touch with our internal customers daily, either by e-mail or phone, or in person to inform/ update them as to where we are in any process.
- We will work to resolve issues with co-workers and other departments by discussing problems directly and working toward agreed upon solutions.
- We will be positive, considerate, reasonable, cooperative and helpful to every staff member to guarantee their positive attitude and behaviour and improved quality of services.

- We will hold ourselves and each other accountable for giving out negative comments and behaviours during and outside the service delivery process.

Telephone Behaviours

- When at our desks, we will answer the phone within five rings.
- We will identify ourselves when we answer.
- We will listen to the caller's request and assist the caller accordingly.
- If we cannot assist the caller, we will direct the call to the correct person. Before transferring the call, we will obtain the caller's permission and provide the caller with the name and extension number of the person who will then help the caller.
- We will obtain the caller's permission before placing the call "on hold" by asking and waiting for a response before using the hold function.
- We will end the conversation in a polite and professional way by thanking the caller. And we will wait for the caller to hang up first.
- We will inform our customer that someone is not available by saying, "He/She is not available. Is this an urgent issue or may I take a message?"

Voice Mail

- We will respond to voice mails within 24 hours during normal business hours.
- We will update our voice mail greeting, advising callers when we will be out of the office for an extended period of time (1/2 day or longer), informing callers of when we will return and who they may contact with questions (if applicable).

E-mail

- We will respond to e-mails within 24 hours during normal business hours.
- We will update our e-mail notification message when we will be out of the office for an extended period of time (full day or more). We will indicate our expected return date and indicate a contact person (if applicable).

General

- We will make our goal to achieve the needs and expectations of all of our customer groups.
- We will anticipate the needs and expectations of communities we serve by proactively working to know and expect their needs.
- We will hold ourselves and each other accountable for our service commitment.

- We will at all times ensure that our information and communication style meets the needs and expectations of the customer (i.e.; audible voice, eye contact when speaking to someone, tone of voice) and communicate in a professional manner.
- We will make a deliberate effort to acknowledge and compliment employees when their service, attitudes and behaviour actions comply with and promote these standards.

CHARTER #1: GENERIC CUSTOMER SERVICES

USTOMER SERVICES	MEASURE	SERVICE STANDARD
We will provide our customer with the information he/she needs and expects, at all times	Access to information provided to customer at all times	Customer is made aware of sources and location of information and how to access.
		Municipality provides information the customer needs and expects.
Our Customer Care Centre will answer calls/enquiries quickly to customer expectations	Telephones and enquiries are attended to quickly as they are received	Telephone enquiries are answered within five (5) rings whenever possible.
		Written enquiries are acknowledged as they are received and answers provided within 5 working days.
		Walk-in enquiries are attended to as they happen.
We will provide feedback/ report back on all business matters	Reports provided that meets customer needs and expectations	Reports provided to stakeholders/customers that address customer needs and expectations.

CHARTER # 2: INFORMATION AND COMMUNICATION

INFORMATION & COMMUNICATION	MEASURE	SERVICE STANDARD
We will provide information and communication services that the customer needs and expects	Information and communication needs and expectations are agreed upon	Information and communication provided according customer agreed needs and expectations
We promise to make our Customer Service Centre (CSC) fully serve the customer to improve your access to information	Customer Service Centre provides information that customer needs	Customer has access and receives the information he/she needs, always
We shall at all times (where possible) use the language /s our customer will understand	Provide information in the common official language/s that customer understands	Information is simple to understand.

CHARTER #3:
FINANCIAL SERVICES

FINANCIAL SERVICES	MEASURE	SERVICE STANDARD
We promise to consult you when we set level of annual rates & tariffs and aim to achieve fair agreement with our customer	Published annual or revised rates and tariffs	Customer is well consulted in the process of setting rates and tariffs every year or when revision is necessary.
		Tariff for a service is fair to cover the cost of providing that service
	Bills are simple, clear, and understood by customer	Bill quantities and tariffs are explained during consultations and customer understands and can read bill, and pay for service received, and pay happily.
We promise to provide to correct /accurate readings of meters	Reading of meters is carried out monthly	Meters (electricity & water) are read once every month and correct figures are shown on the bill/ invoice
		Real time reading on bulk meters
		The Municipality on exceptional circumstances use estimates for not more than 3 months before reverting to actual readings.
We will provide customer with accurate bill/ invoice every month at the agreed date	Correct bill is delivered to customer at agreed date	Error free bill in a format that customer can read and understand by the 10 th of each month.
		Respond to account queries/ inquires within 24 hours.
		Email statement to customers on the 7 th of each month.
We promise to acknowledge enquiries & queries and give feedback on time	Enquiry acknowledgement	Acknowledgement is provided immediately upon receiving inquiry
	Response to enquiries	Answers to inquiries are provided upon receipt or within 10 working days when referred to official.
		Attending and completing financial queries within 72 hours.

We promise to pay or creditors within agreed upon timeframe	Pay the suppliers or service Providers.	Within 30 days of receipt of the invoice.
We commit to exercising credit control to retain financial sustainability of the Municipality	Issue notice to defaulting consumers.	Final demands issued 14 days after the date of the initial demand.

CHARTER #4: ELECTRICITY SERVICES

ELECTRICAL SERVICES	MEASURE	SERVICE STANDARD
We commit ourselves to standard supply and connection of electricity to our customer	Quick connection within agreed times	Provide service within 14 days after payment for normal network connections.
		Provide quotation and invoice within 21 days for off-network connections
We will carry out repairs to restore your supply when loss of supply happens.	Faults are repaired as soon as they happen or are reported.	Supply is restored within 3 hours
		Customer is informed where it is not possible to restore service within 3 hours
		Municipality shall carry out faulty meter replacements within 7 days.
We will inform customer when we carry out planned maintenance that will result in cut of supply	Customer of informed 2 days in advance and expected times of loss of supply	Notice of supply cut is published and provided to customer through agreed means of communication
We will ensure that occur Customer Services Centre and Pay Centres provide you with information you need and expect	Customer Service Centre is able to provide the require information and procedures	Customer Service Centre has all the information customer needs and expects

CHARTER #5: WATER SERVICES

WATER SUPPLY	MEASURE	SERVICE STANDARD
Water is life. We will supply you with safe drinking water of high quality.	Water Quality Standards	We will supply water that meet National Water Quality Standards (SANS 241 of 2006) and meet any contractual agreement with our customers.
		We will annually conduct a Water Quality rating (Blue/Green/Brown/NO drop)

	Continuity of supply	Water supplied 24 hours a day. Water tankering services are deployed where breakdowns interrupt supplies.
	Monitoring	We will monitor water quality levels monthly and make results available to you.
	Rural Areas	A minimum of 25 lcd (litres per person per day) will be supplied with standpipes allowing a maximum walking distance of 200m
	Urban Areas	A minimum of 60 lcd will be supplied from the reticulation system
	New household connections	Within fourteen (14) days of receipt of payment.
MAINTENANCE & REPAIRS	MEASURE	SERVICE STANDARD
We will provide you with superior customer service	Supply interruption	We will give at least 21 days' notice and expected duration of repair of any interruption to the water supply due to planned maintenance work.
	Failure/leaks, Response time	Reaction within three (12) hours after the incident was reported.
	Failure/leaks, repairs done	Repaired within two (2) days of emergency action taken, (subject to procurement processes)
STAKEHOLDER PARTICIPATION	MEASURE	SERVICE STANDARD
We will encourage stakeholder participation	Water Services Forum	Meet once every month to share industry best practices and ensure that we keep you up to speed with recent developments in water services industry.

CHARTER #6: SANITATION

SANITATION PROVISION	MEASURE	SERVICE STANDARD
Your municipality will toilet system that are suitable to different settlement situations	Out-of-urban settlement	VIP latrine or other suitable.
	Urban settlement	Water-borne system or other suitable
MAINTENANCE & REPAIRS	MEASURE	SERVICE STANDARD
We will maintain and repair sanitation facilities to ensure they are functional and meet environment standards	Sewer blockages and sewer overflows	Repair works start within 3 hours of receiving the report of the blockage
	New connections	Connection starts within 10 working days of receiving full payment
	Draining of septic tanks	Draining starts within 24 hours after a request is received.
	Waste water disposal	Waste water will be discharged according to standards of the Department of Water and Sanitation.

CHARTER 7: REFUSE SERVICES

REFUSE SERVICES	MEASURE	SERVICE STANDARD
We will provide our household customer with four (4) colour coded plastic refuse bags to keep our households safe, clean and healthy	On weekly collection round	1 bag = food waste; 1 bag = plastic waste; 1 bag = metal cans; 1 bag = paper waste
We promise to collect household waste bags on the agreed day of the week to keep our households safe and healthy	Once a week	Waste bags are collected every week
	Daily	Streets are kept and free of litter

We promise to clean the streets in town centres to keep our environment safe and clean	Public Amenities	public areas cleaned after events 24hours
We promise to provide refuse bins in public places to keep our environment safe and clean	A bin at every junction of street	Bins are provided and emptied daily
We promise to implement an anti-littering promotion to keep our environment safe and clean	Anti-littering theme/ policy	Anti-littering awareness messages
We promise to maintain our refuse dump sites neat and well maintained to ensure safer environment	Fenced off and maintained dump sites	Fenced dump site and well managed refuse/ waste

Charter# 8: INTEGRATED ENVIRONMENTAL MANAGEMENT

INTEGRATED ENVIRONMENTAL MANAGEMENT	MEASURE	SERVICE STANDARD
We promise manage the environmental in a friendly manner	Monitoring of ambient air quality (Stations)	3 days in a week
	Comment on environmental impact assessment	Per application
	Time taken to resolve community complaints	7 days
	Community Capacity building - Environmental issues	bi weekly and as and when requested

COMMUNITY FACILITIES SERVICES	MEASURE	SERVICE STANDARD
We promise to provide recreational facilities that are user-friendly	General Cleaning of facilities -	Daily
	Planned Maintenance	Off season
	Swimming Pools	Pools are open from 10h00 to 17h00 (Mon-Sat) and 14h00 to 17h00 on Sunday
	Refundable deposit	Refund within 31 days
LIBRARY AND INFORMATION SERVICES	MEASURE	SERVICE STANDARD
	Library membership for Rustenburg residents	Free of charge
	Library membership for persons residing outside Rustenburg jurisdiction	At annual approved rates
	Number of books to be lent out and period	Four books per adult member and three per juvenile member for fourteen days
	Photocopying	At annual approved rates
	Public internet service	Free of charge
	Library operating hours	Monday to Friday 09H00-17H00. Saturdays 09H00-13H00

PARKS AND CEMETRIES	MEASURE	SERVICE STANDARD
We will provide dignified cemetery services	operating times for park	10H00 -18H30 Summer :10H00-17H00 Winter
	Maintenance of cemeteries (Frequency)	daily by cemetery employees based at those cemeteries. Cemeteries without permanent staff are maintained through grass cutting on bi-monthly basis
	Park Maintenance (Frequency)	daily. Currently being performed by Corporative on contractual basis
	Provision of graves	72 hrs after payment
	Provision of graves of indigents	Monday to Thursday
	Responding to complaints and requests	within 72 hours after the complaint or request

CHARTER #9:**HOUSING – HUMAN SETTLEMENTS**

HOUSING & HUMAN SETTLEMENTS	MEASURE	SERVICE STANDARD
We commit the Department of Human Settlements to implement their mandate to deliver houses and housing services to meet expectations of community in the IDP	Housing Chapters, programmes, and projects are implemented in targeted communities and communities are informed	Information is provided on delivery programmes and projects , targets and beneficiaries
We will work with interested Private Partners to deliver houses to the community	Housing delivery partnership programmes are published and communities are informed	Housing delivery partnership programmes and projects are implemented and beneficiaries and backlog are known

CHARTER #10:**ROADS AND STORM WATER SERVICES**

ROADS AND STORM WATER	MEASURE	SERVICE STANDARD
We will repair potholes in paved streets as they appear to ensure safety and comfort of customer	Monitoring, scheduled maintenance & emergency repair works; published works programme	Maintenance according to a scheduled work programme which we will publish 3 days
		Repair a road following an open trench service crossing within 24 Hours
		Emergency repairs will be carried out on potholes as they appear and are reported with in 48HRS
		Walk ways will be repaired within 72 hours.

We will maintenance our gravel roads to ensure safety and comfort of customer	Monitoring, scheduled maintenance & emergency repair works; published works programme	Maintenance according to a scheduled work programme which we will publish every 3months.
		Emergency repairs will be carried out on potholes as they appear and are reported
We will maintain driver visibility on our roads at all times to ensure safety of customer	Grass cutting & shrubs removal	Roads will be at all times kept in a clear safe way by cutting grass and removal of shrubs.
We will keep our roads clear of obstacles and hazards to ensure safety	Obstacles clearing to enhance road safety	Roads will be kept free of obstacles which may cause danger to our road users. Road Signs and markings maintenance within 3 days
	Maintaining of road side fences	Road side fences will be maintained at all times with community involvement to keep livestock and animals out
We will keep all drainages free of rubbish and objects to avoid flooding	Cleaning of water drain channels	Roads side and flood drains will be kept clear of rubbish and objects at all times with community involvement within 3 days

CHARTER #11:

PLANNING AND DEVELOPMENT SERVICES

PLANNING & DEVELOPMENT	MEASURE	SERVICE STANDARD
We will consider and give a decision of approve/ disapprove your building plan applications within	Applications accepted and reference and receipts are given within agreed times	Official letter of to prove application was received is provided to customer within 1 week is sent to customer
	Applications are processed within expected and agreed times	Plans smaller than 500m ² are approved/ or disapproved within thirty (30) days and decision is officially communicated.

the shortest expected time within 90 days	Applications are processed within expected and agreed times	Plans larger than 500m ² are approved/ or disapproved and decision is officially communicated within sixty (60) days
	Dealing with complaints is completed and replies are given to customers in expected and agreed time	Complaints are inspected and feedback is provided within five (5) days of receiving the complaint
	Certificates of Completion of Building are given in expected time	Certificates of completion of building are provided within ten (10) days of receiving application for the certificate
We will consider and give a decision of land development applications within the shortest expected time	Applications are accepted and receipts are given on expected and agreed time	Official letter of receipt and confirmation of completeness of application are made within 14 days of receipt.
	Applications will be advertised at cost of applicant	Proof of advertisements is to be provided within 14 days of receipt of application being acknowledged.
	Comments are provided to applicant	Comments provided to applicant within 14 days after closing date stipulated in advertisement.
	Submission to Council	Submission is made to Council within 30 days after receiving of response to comments.
	Informing of decision of council	Decision of council will be given within 14 days of Council minutes being given.
	Inspection of complaints and appeals	Complaints will be inspected within 5 days of receipt.

CHARTER #12:**PUBLIC SAFETY**

LICENSING AND TESTING	MEASURE	SERVICE STANDARD
We will make service accessible to the communities.	Decentralisation of services.	Fully resource office.
	Extension of services to Saturdays	Availability of personnel.
We will ensure that services are provided timeously, fairly and courteously.	Learner and driver licenses applications will be processed within a minimum of week.	Client service oriented personnel.
	Driver and learners license will be issued within two working days	Compliance in accordance with rules, regulations and procedures.
	Application for registering of motor vehicle will be completed when all necessary documents are submitted.	Compliance in accordance with rules, regulations and procedures.
LAW ENFORCEMENT AND TRAFFIC SERVICES	MEASURE	SERVICE STANDARD
We undertake to ensure the prevalence of the rule of law	Enforcement of the law without any fear or favour.	Enforcement of law shall be in observance to the human rights of individuals.
We undertake to serve and protect all community and all road users.	Create a safe and secured environment.	Prevention of crime and promotion of Road Safety through prosecution, education and awareness, traffic engineering, Crime Prevention Through Environmental Design (CPTED) and involvement of communities.

We undertake to encourage community participation and involvement on issues affecting them	Building strong partnerships	<ul style="list-style-type: none"> • Discussing issues of common interest • Resolving conflicts in communities • Creating platforms or structures.
EMERGENCY SERVICES AND DISASTER MANAGEMENT	MEASURE	SERVICE STANDARD
We undertake to respond timeously to any disaster situation	All disaster situations will be addressed within three (3) days	<ul style="list-style-type: none"> • Activation of Joint Operation Committee (JOC) • Disaster Risk Management Assessment • Relief, recovery and mitigation of the situation.
We commit to enhance the weight of response to fire and rescue services	Decentralisation of fire services	<ul style="list-style-type: none"> • Operationalise fire houses • Establish ward based forums • Capacity building through training and community participation.
Licensing services	Registration of a vehicle within	Registration of a vehicle within 15 minutes

	How long does it take to renew a vehicle license? (minutes)	5 minutes
	Issuing of a duplicate registration certificate vehicle? (minutes)	5 minutes
	De-register a vehicle? (minutes)	15 minutes
	Renewal of the driver's license? (minutes)	30 minutes
	What is the average reaction time of the fire service to an incident? (minutes)	5 minutes