

EKURHULENI SERVICE DELIVERY MODEL

Item A-CORP (68-2009) CM 29/10-2009	EKURHULENI SERVICE DELIVERY MODEL
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RESOLVED:

1. **That** the contents of the report regarding the Reviewed Business Plan for Customer Care Areas **BE NOTED**.
2. **That** the Business Plan for Customer Care Areas attached to the report as **Annexure “X”**, including the Annexures attached thereto, **BE APPROVED**.
3. **That** the Systems of Delegated Powers for the Ekurhuleni Metropolitan Municipality as approved by Council Resolution A-CL (05-2007) dated 29 March 2007 as amended, **BE FURTHER AMENDED** in terms of the Local Government Municipal Systems Act, Act 32 of 2000 by:
 - 3.1 the separation of the existing delegations to “General Manager – CCC” from schedule 36 of the System of Delegated Powers attached to the report as **Annexure “Y”** and the re-naming thereof as “Customer Care Area Managers”; and
 - 3.2 the addition of the delegations as set out in the Business Plan for Customer Care Areas.



Ekurhuleni Service Delivery Model

September 2009

signature wall



entrance enquiries atm payment

entrance enquiries atm payment

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ABBREVIATIONS

CBO	Community Based Organisation
CCA	Customer Care Area
CCC	Customer Care Centre
CCSDM	Customer Care Service Delivery Model
CRM	Customer Relations Management System
ED	Executive Director
ED: HRM&D	Executive Director: Human Resources Management and Development
EMM	Ekurhuleni Metropolitan Municipality
ICT	Information Communications Technology
IDP	Integrated Development Planning
MMC	Member of Mayoral Committee
MPCC	Multi Purpose Customer Centre
MSA	Municipal Systems Act / Municipal Structures Act
NGO	Non-Governmental Organisation
RED	Regional Executive Director
SPM: CC	Special Project Manager Customer Care

ANNEXURES

Annexure "A"	:	Delegated Powers
Annexure "B"	:	Relationship between the CCA and CCC
Annexure "C"	:	Existing CCCs
Annexure "D"	:	Allocation of Wards

BUSINESS PLAN FOR CUSTOMER CARE AREAS (CCA)

1. INTRODUCTION

The Business Plan for Customer Care Centre (CCC) was officially approved in November 2007. This resulted in twenty Customer Care Areas (CCA's) been established in all areas within Ekurhuleni.

The CCCs have been operational for over two years and it is generally accepted that it has improved service delivery within Ekurhuleni. However, the CCC concept can be improved to fulfill the mandate of government, which is to bring government services to communities and to provide ultimately a "one stop-shop" for all government services.

2. BACKGROUND

Sufficient practical experience has now been gained to put forward proposals to further enhance the original concept i.e. Customer Care Service Delivery Model (CCSDM) and to make it more effective, efficient and practical.

During the previous two years of the implementation of the CCSDM, the CC has become the face of EMM in terms of servicing customers and as a result customers now demand responses and information from CC offices.

This results in the CCSDM not been able to fully deliver on its mandate to service all communities' equitability and providing a "one-stop shop" for service delivery.

3. EMM SERVICE DELIVERY MODEL

The creation of EMM Service through the establishment of CCA will ensure that there is a "one-stop shop" for customers. This will reduce customers' frustrations of being sent from pillar to post. This will also allow immediate interventions to correct/ intervene on any service delivery matter.

The CCA Managers will ensure that community's queries and/or requests are addressed timeously and in terms of the Batho Pele Principles.

3.1 Customer Care Areas (CCA)

CCA's is the area covered by ward/s that will be serviced by a particular CCC. (Refer to annexure "D")

Through the establishment of CCAs, government's mandate to provide integrated services and information to communities will be realised.

It is envisaged that the CCA will improve the service delivery abilities of the EMM as problem identification, service delivery challenges will be identified at the source and the resolution of these will be expedited.

3.2 Customer Care Centre (CCC)

The CCC is a walk in facility where communities will ideally have access to all services.

The following services will, inter-alia, be rendered within a CCC:

- Payment and account related services;
- The logging and following up of all complaints management;
- The provision of information related to all services of the Metro;
- The liaison with and referrals to line departments as and when required;
- The renewal of vehicle licenses where applicable;
- The booking of facilities and services;
- The provision of a “One-stop shop” service to all customers of a CCC.

The principles of Batho Pele should be adhered to at all times and the community should have the same delivery experience at each and every CCC.

3.2.1 Brownfield

Existing CC offices/ building that will be renovated to comply with the business plan layout.

3.2.2 Greenfield

Newly constructed CC offices / building.

3.2.3 Branding of CCC's

The services that are to be rendered within a CCC and the general layout and aesthetics of a CCC must be exactly the same regardless of where the CCC is located.

Similar to what is found in the Banking Industry; proper branding of the CCC concept is regarded as a critical requirement for successful implementation of the concept.

This will be achieved through the implementation of the Branding Policy of the EMM, and attention will be given to aspects such as lay-out, signage and waiting facilities.

3.3.4 Thusong Centres

A Thusong Service Centre is a one-stop service centre established by Province or Government providing information and services to communities, through the development communication approach, in an integrated manner. These centres

provide a hub of activities and a variety of services, organised according to the Six-Block Service Model. The model reflects an "ideal" Thusong Service Centre. Since community needs are the driving factor in service provision, this model is modified to suit the context and environment of each Thusong Service Centre.

There are currently Thusong Centres in the following CCAs:-

- (i) Tembisa;
- (ii) Vosloorus;
- (iii) Thokoza;
- (iv) Daveyton;
- (v) Tsakane;
- (vi) Kwa-Thema; and
- (viii) Duduza

3.4 **Municipal Wards**

The CCA Manager is responsible for the wards that are served by a particular CCC within a particular CCA. The following ward allocation-criteria were taken into consideration:-

- Accessibility of services to communities;
- Ward boundaries;
- Non-splitting of wards;
- A balanced spread of the number of wards per Centre; [where possible]
- Population distribution;
- The availability of EMM facilities; and
- Councillors to be "serviced" from one CCA.

The demarcation of wards and CCCs are indicated in **Annexure "D"**. Although all endeavours were made to comply with the above-mentioned criteria, however, due to practical and other reasons it was not possible to allocate an equal number of wards to each CCA. Minor changes to the allocation of wards to CCAs have been made (Ward 25) accurately reflects the actual situation.

4. **SERVICES RENDERED WITHIN A CCA**

Currently the main focus is on services offered by the EMM. The following services are offered:

- Finance
- Information Communications Technology
- Legal & Administrative Services
- Human Resource Management & Development

- Health
- Infrastructure Services
- Housing
- Sport, Recreation, Arts & Culture
- Community Safety
- Environmental Development

- City Development
- Economic Development
- Integrated Development
- Customer Care and Service Delivery Services
- Fleet Management
- Facilities Management
- Urban Management

5. RELATIONSHIP BETWEEN LINE DEPARTMENTS AND CUSTOMER CARE AREA MANAGERS

CCA Managers are authorised to exercise control over service delivery within a CCA. It must be clearly stated that the area manager/responsible person will still remain responsible for the daily operations within their respective departments. However, the CCA Manager can intervene / instruct the area manager /responsible person on any matter that will improve service delivery.

CCA structural arrangements within a particular Department will be taken into consideration in the allocation of control authority to CCA Managers but it will be expected of Departments to allocate sufficient resources at CCA level to ensure equitable service delivery within a particular CCA.

The core function of a CCC is to provide a “one-stop” service to the community. The Customer Relations Management (CRM) System will be utilised by departments and CCA Managers to capture complaints and enquiries within a particular area. It would also be to ensure that complaints and enquiries by members of the community are being dealt with efficiently and effectively. Customers will be kept updated on the progress of their issues and the necessary feedback will be given when complaints are resolved.

5.1 Service Standards

EMM has approved Service Standards for all Departments which will enable customers to assess the response time taken to address their concerns in terms of the Batho Pele principles.

The CCA Manager will monitor the effective implementation and compliance of departments with the service standards.

5.2 Delegated Powers (Annexure “A”)

To enable CCA Managers to execute their duties effectively, powers will be delegated to them in accordance with the System of Delegations.

5.3 **Management Principles**

In order to ensure clear roles and responsibilities the following principles will apply:

- 5.3.1 Service delivery responsibilities at strategic and senior management level, **will be retained** by line departments.
- 5.3.2 Structural arrangements to accomplish service delivery **will remain** the responsibility of the EDs.
- 5.3.3 Staff at strategic and senior management level **will not report** to CCA Managers and the line of command will be retained by the EDs.
- 5.3.4 CCA Managers will be the custodians of integrated service delivery within the relevant area.

6. **ROLES AND RESPONSIBILITIES OF THE CCA MANAGER**

The CCA Manager will inter-alia, have the following responsibilities:-

- 6.1 Managing all aspects of service delivery within the CCA and ensuring compliance with Batho Pele Principles.
- 6.2 Facilitate and establish short and medium term needs and priorities of wards and communities within a CCA.
- 6.3 Identifying shortcomings in service delivery and project execution and advise the line function to take the necessary management action to rectify such shortcomings.
- 6.4 Monitoring maintenance within the wards and shortcomings in the standards of service delivery.
- 6.5 Monitoring of and keeping stakeholders informed about all projects and programmes that are being executed or are planned to be executed, within wards.
- 6.6 Coordinate and facilitate IDP related matters at local level within wards, ensuring proper community consultation and feedback thereon.
- 6.7 Liaise with external stakeholders such as NGOs, CBOs, business leaders, community leaders, investors, developers etc. and to provide feedback to the relevant line departments, when applicable.

- 6.8 The day-to-day discipline within the CCAs.
- 6.9 Ensuring the proper upkeep, maintenance and cleanliness of the CCA.

7. **LAY-OUT AND WORK-FLOW WITHIN A CCC**

Due to existing buildings and facilities, it would not be possible to have a standardised lay-out for all CCCs, except in those cases where it is necessary to build totally new CCCs: (Greenfield CCCs).

Each CCC must however endeavour to comply with the schematic lay-out as depicted in **Annexure “B”**. **Annexure “B”** also depicts the relationship of the CCC within the CCA.

7.1 **Call Centre, Switchboard and Customer Relations Management System (CRM)**

Call Centre:

Is an office that handles all EMM Service Delivery telephone calls (Number 086 054 3000). This office allows customers to contact EMM telephonically to deal with service delivery matters.

Switch Board:

Is a routing for telephone calls to a particular CC Centre that will enable customers to interact with the different departments on service delivery related matters.

Customer Relations Management System (CRM):

The CRM System enables EMM Service departments and the Call Centre to receive and register complaints on a System (CRM) which allows the registering distribution, tracking and reporting of complaints by issuing a reference number.

8. **POLITICAL OVERSIGHT**

Members of the Mayoral Committee will be responsible for political oversight regarding service delivery within CCA/CCAs.

ANNEXURES

(A-D)

ANNEXURE “A”

DELEGATION OF POWERS FOR CCA MANAGER

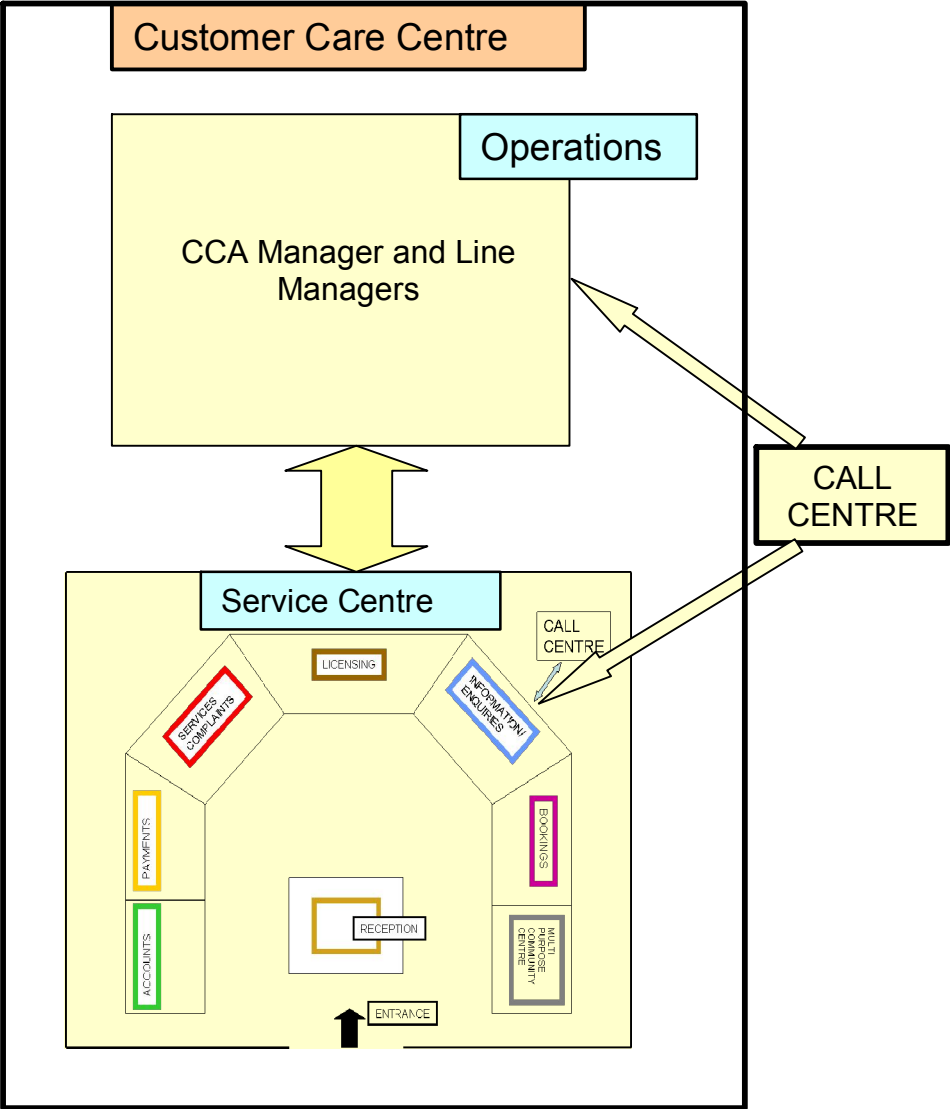
These delegations must be read in conjunction with schedule 21 “CONDITIONS OF DELEGATIONS OF POWERS TO THE CITY MANAGER AND OTHERS” as well as any other relevant legislation and EMM Policy

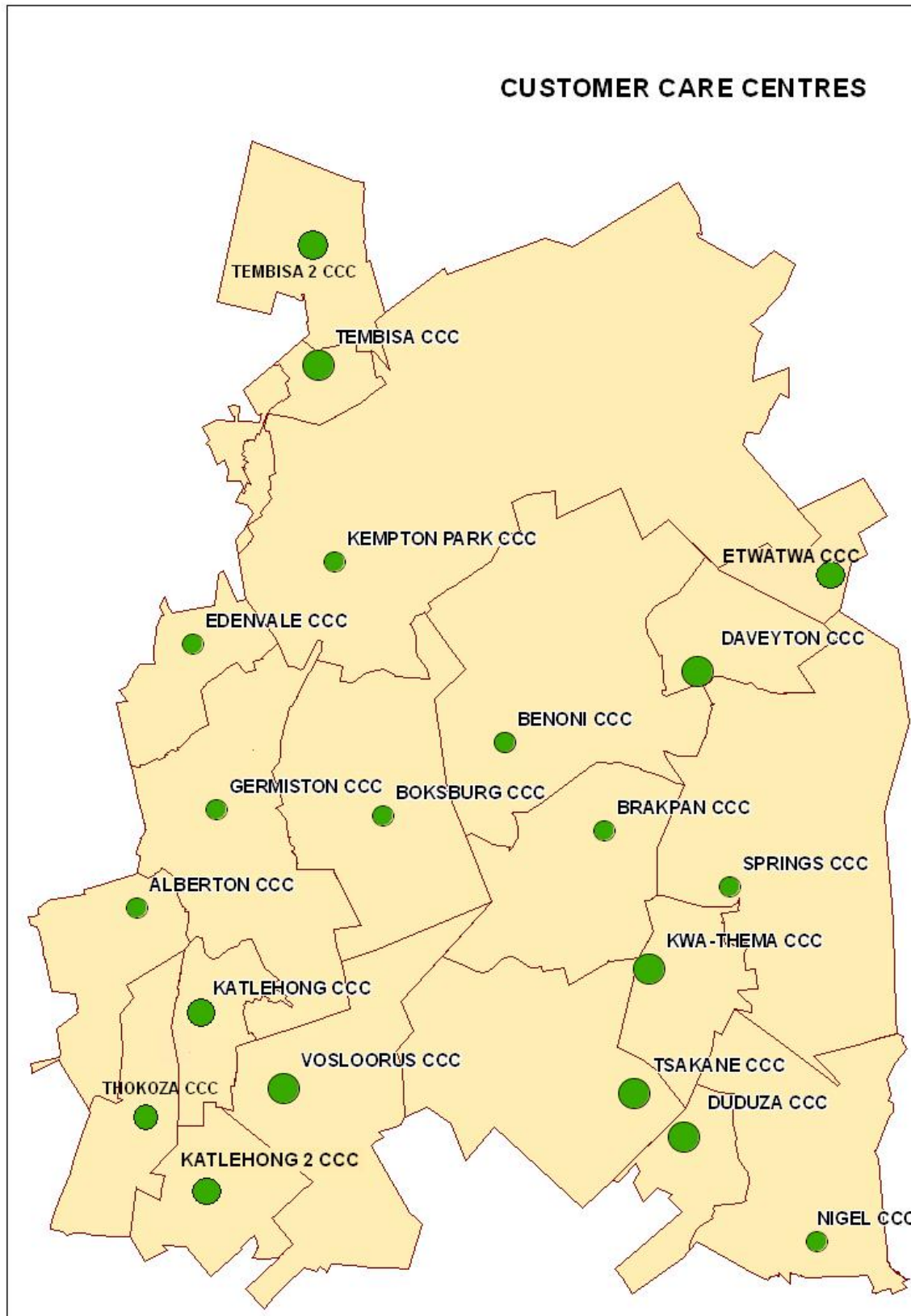
I PERSONNEL		AUTHORISING PROVISION	KEY
The CCA MANAGER IS AUTHORISED TO			
1	Appoint		
	a. Students in his/her office in line with council policy and in conjunction with ED:HRM&D	Policy	APPOINTMENT OF STUDENTS
	b. Temporary workers in the CCC in consultation with ED:HRM&D	Policy	TEMPORARY EMPLOYEES
2	Approve		
	Overtime in respect of all critical areas in conjunction with line departments and subject to availability of funds	Conditions of Service	OVERTIME
3	Manage		
	Employees performing Public Participation and Ward Committee duties	Conditions of Service	MANAGE PUBLIC PARTICIPATION AND WARD COMMITTEE STAFF

4	Control and manage Managers responsible for direct services in respect of CCA in conjunction with relevant functionaries	Conditions of Service	STAFF CONTROL AND MANAGEMENT
II FINANCIAL MATTERS The CCA MANAGER IS AUTHORISED TO		AUTHORISING PROVISION	KEY
1	Procure goods and services in terms of EMM Supply Chain Management Policy	EMM SCMP MFMA	PROCUREMENT OF GOODS AND SERVICES
III CONTRACTS/SERVICES/AGREEMENTS/ETC THE CCA MANAGER IS AUTHORISED TO		AUTHORISING PROVISION	KEY
1	Manage all contracts and agreements that pertain to the CCC	EMM SCMP MFMA	CONTRACTS AND AGREEMENTS
IV PROPERTY/BUILDINGS/LAND THE CCA MANAGER IS AUTHORISED TO		AUTHORISING PROVISION	KEY
1	Grant permission for temporary land use for no longer than thirty (30) days and to impose conditions and rentals as per EMM policies and procedures	Ordinance 17 of 1939	COUNCIL'S LAND: TEMPORARY USE
2.	Control and manage multi-user buildings and also ensure that all buildings in the area are properly managed	Occupational Health and Safety Act 85 of 1993	CONTROL OF MULTI-USER BUILDINGS

IV	GENERAL	AUTHORISING PROVISION	KEY
1	Manage health and safety issues within the CCA and ensure adherence within the CCAs	Occupational Health and Safety Act 85 of 1993	OCCUPATIONAL HEALTH AND SAFETY
2	a. Intervene in all service delivery matters to ensure quality service to customers	POLICY	INTERVENTION IN SERVICE DELIVERY
	b. Ensure departments submit to him/her all capital programmes and major service delivery issues prior to implementation thereof; ensure proper coordination within the CCA	POLICY	CAPITAL PROJECTS AND COORDINATION OF SERVICE DELIVERY
3	Make media statements on matters that affect their CCAs in consultation with relevant departments and the Marketing and Communication Directorate	Policy	MEDIA STATEMENTS
	SPM:CCCs is authorised to	AUTHORISING PROVISION	KEY
1	SPM:CC is responsible and accountable for the efficient and effective functioning of permanent Services Call Centre	POLICY	SERVICES CALL CENTRE

RELATIONSHIP BETWEEN THE CCC AND CCA





**CUSTOMER CARE AREA
ALLOCATION OF WARDS**

ANNEXURE “D”

CUSTOMER CARE AREA	No of Wards	Ward Numbers	Split Wards
Kempton Park	6	13, 15, 16, 17, 23, 25	17 - western portion in Germiston Wards; 23 – southern portion in Germiston & Boksburg Wards;
Tembisa 1	6	5, 6, 7, 8, 9, 10, 14	10 – northern portion in Edenvale Wards; 14 – southern portion in Kempton Park Wards;
Tembisa 2	5	1, 2, 3, 4, 7	
Edenvale	5	11, 12, 18, 19, 20	20 – southern portion in Germiston Wards;
Benoni	5	24, 27, 28, 29, 30	24 – northern portion in Kempton Park Wards;
Etwatwa	4	26, 65, 66, 67	
Germiston	5	21, 35, 36, 39, 41	39 – western portion in Alberton Wards;
Katlehong 1	6	40, 48, 49, 50, 51, 55,	
Katlehong 2	5	59, 60, 61, 62, 63	61 – Eastern portion in Tokoza (Greenfields);
Alberton	3	37, 38, 53	53 – eastern portion in proposed expanded Tokoza Wards;
Tokoza	5	52, 54, 56, 57, 58,	52 – northern portion in Katlehong Wards; 54 & 58 – eastern portions in Katlehong
Boksburg	5	22, 32, 33, 34, 42	42 – western portion in Germiston Wards;

CUSTOMER CARE AREA	No of Wards	Ward Numbers	Split Wards
Springs	3	72, 75, 76	75 – Western portion in Brakpan and southern portion in Kwa-Thema CC Areas;
Kwa -Thema	5	77, 78, 79, 80, 81	81 - portions in Duduza and Nigel Wards;
Brakpan	3	31, 73, 74	31 – northern portion in Benoni, southern portion in Tsakane, eastern portion in Boksburg CCA; 73 –northern ½ in Benoni; 74 – eastern portion in Kwa-Thema Wards;
Tsakane	3	82, 83, 85	
Nigel	1	88	88 – western portion included into expanded Duduza Wards;
Duduza	3	84, 86, 87	86 - western portion in Tskane Wards;
Daveyton	4	68, 69, 70, 71	67 – Southern portion in Springs Wards. 25 – southern portions in Benoni & Daveyton;
Vosloorus	6	43, 44, 45, 46, 47, 64	