



**Western Cape
Government**

Social Development

BETTER TOGETHER.

Customer Care Performance Plan

2018/2021

Western Cape Government
Department of Social Development

Draft: 18 September 2018

Provincial Minister of Social Development Adv. Albert Fritz

"As the Provincial Minister of Social Development, I have consistently worked to improve the Department with regard to governance, leadership and performance. At the heart of this Ministry's efforts in the past and going forward into this new year is the consolidation and expansion of the progress made in line with our constitutional, legislative and electoral mandates, as set out in the provincial and departmental strategic plans. Our primary focus is to maintain good governance practices that are geared towards effective service delivery. The attainment of clean audit outcomes from the Auditor-General has been a welcome outcome of our drive to deliver better. In the last financial year, I committed the Department to moving beyond compliance with Auditor-General requirements and oversaw the introduction of a number of innovations that spoke to improving service delivery. As we continue through the new financial year, I intend to continue this trajectory of innovation... The Western Cape Department of Social Development will continue to work efficiently, and in a pro-poor manner to serve the people of this province"

(Source: DSD.APP 2018/2019: Foreword)

APPROVAL

It is hereby certified that this Strategic Plan:

- Was developed by Mr K Marthinus, Deputy Director Customer Care under the guidance of Ms Marion Johnson, Chief Director Business Planning and Strategy;
- Considers all the relevant policies, legislation and other mandates for which the Department is responsible;
- Incorporates all the relevant policies, legislation and other mandates for which the Department of the Premier (Chief Directorate Organisation Development) in relation to the implementation of Batho Pele in this Department, is responsible; and
- Accurately reflects the strategic outcome orientated goals and objectives which the Sub-Directorate Customer Care will endeavour to achieve over the period 2018 to 2021

Supported:


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25/9/18
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Date


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Date


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Date

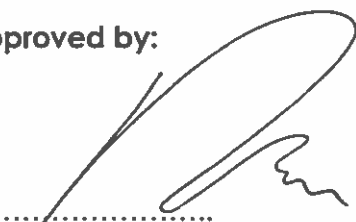

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2018-09-28
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Date

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PART C: IMPLEMENTATION FRAMEWORK

PREAMBLE

Purpose of this document

The Customer Care Performance Plan will provide the overarching framework for the uniform implementation of customer care services in the Department.

2. REVISION HISTORY

Version	Revised	Author	File
1st Draft	September 2013	K Marthinus/ Robert Stevens	2/8/6/2
Approved	March 2014	K Marthinus/ Robert Stevens	2/8/6/2
Revision	March 2017	K Marthinus	2/8/6/2
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Revision	June 2018	K Marthinus	2/8/6/2
Revision	July 2018	K Marthinus	2/8/6/2
Revision	August 2018	K Marthinus	2/8/6/2
Final Draft	September 2018	K Marthinus	2/8/6/2
Approval		HOD	2/8/6/2

Part A: Strategic Overview

1. *Vision*

A self-reliant society.

2. *Mission*

To ensure the provision of a comprehensive network of social development services that enables and empowers the poor, the vulnerable and those with special needs.

3. *Values*

The core values of the Western Cape Government (WCG), to which the Department subscribes, are as follows:



Caring

To care for those we serve and work with



Competence

The ability and capacity to do the job we are appointed to do



Accountability

We take responsibility



Integrity

To be honest and do the right thing



Innovation

To be open to new ideas and develop creative solutions to problems in a resourceful way



Responsiveness

To serve the needs of our citizens and employees

The Department of Social Development is committed to the following **key service delivery principles**:

Innovation: Working differently

The Department will endeavour to explore and test different and innovative ways of working to achieve maximum results in the shortest possible time without compromising quality.

Consultation and inclusion

We will pay on-going attention to meaningful engagement with our partners and stakeholders as defined in the Intergovernmental Relations Framework Act 13 of 2005.

Accessibility

Accessibility of services to those who need it is essential. The Department will continue modernising its structure and processes where necessary over the Medium-Term Expenditure Framework (MTEF) period.

Accountability and transparency

Institutionalise good corporate governance through the implementation of results-based monitoring, evaluation and reporting, sound business processes, policies and enhancement of compliance to improve accountability and performance.

4. Legislative, other mandates and core functions

The Customer Care Performance Plan is aligned to the legislative and policy mandates of the National, Provincial governments and the Strategic Plan (2015-2020) and the Annual Performance Plan (APP) 2018/ 2019 of the Department:

4.1 Constitutional Mandate

The Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996)

Chapters 2 and 10 of the Constitution refers to "an efficient and effectively run Public Service" Chapter 10 [Section 195 (1)] states that "Public Administration must be governed by the democratic values and principles enshrined in the Constitution".

4.2 Legislative Mandate

The White Paper on Transforming Public Service Delivery (Batho Pele), 1997

The White Paper on Transforming Public Service Delivery (Batho Pele) is expressive on the need to "put people first". The Batho Pele White Paper signalled very strongly Government's intention to adopt a **Citizen-orientated approach** to service delivery, informed by the eight principles of consultation, service standards, access, courtesy, information, openness and transparency, redress and value for money.

The Public Service Regulation, 2016

Part 3 of the Public Service Regulations, 2016, speaks to the aspect of **Service Delivery** that according to regulation 36 requires that the Executive Authority (EA) shall establish and maintain an **Operations Management Framework** which shall include:

- (a) An approved service delivery model;
- (b) A list of all core mandated services provided by the department;
- (c) Mapped business processes for all services;
- (d) Standard operating procedures for all services;
- (e) Service standards for all services;
- (f) A Service Delivery Charter referred to in regulation 37 that states that a Department must publish a service delivery charter annually on its website which clearly indicates its service standards and how that standards will be met; and
- (g) A Service Delivery Improvement Plan (SDIP) referred to in regulation 38 that makes provision in item (f) for a "mechanism for complaints".

Promotion of Access to Information Act (PAIA) (Act No. 2 of 2000)

PAIA's aims to "give effect to the constitutional right of access to any information held by the State..." It allows government to foster a culture of transparency and accountability, which enables, rather than disables, the public to protect and exercise their rights.

Promotion of Administrative Justice Act (PAJA) (Act No. 3 of 2000)

Section 33(1) and (2) of the Constitution stipulates that everyone has the right to administrative action that is lawful, reasonable and procedurally fair and that everyone whose rights has been adversely affected by administrative action, has the right to be given written reasons. Section 33(3) of the Constitution requires national legislation to be enacted to give effect to the above rights and to:

- a) Provide for the review of administrative action by a court or, where appropriate, by an independent and impartial tribunal;
- b) Impose a duty on the state to give effect to those rights; and
- c) Promote efficient administrative.

Public Finance Management Act (PFMA) (No.1 of 1999)

The PFMA indicates that strategic plans cannot be developed in isolation and that strategic plans must be integrally linked to a Department's Service Delivery Improvement Programme. The PFMA further promotes the objective of good financial management, to maximize service delivery through the efficient and effective use of limited financial resources.

4.3 Core functions of the Department

The Department is committed to the following two core functions:

- A Social Welfare Service to the poor and vulnerable in partnership with stakeholders and civil society organisations; and
- A Community Development Service that provides sustainable developmental programmes, which facilitate empowerment of communities.

4.4 National Mandates

Department of Public Service and Administration (DPSA)

DPSA is responsible for the national coordination of the Batho Pele programme and includes initiatives such as the Batho Pele Forums, the development of Service Charters, the coordination of Public Service Week, African Public Service Day, Public Service Month and the management of the national Programme of Excellence.

Department of Performance Monitoring and Evaluation (DPME)

The Department of Performance Monitoring and Evaluation in the Presidency (DPME) ensures continuous service delivery improvement through performance monitoring and evaluation. With respect to customer services, its focus is on (i) Frontline Service Delivery Monitoring, (ii) Presidential Hotline; and (iii) Citizen-Based Monitoring.

Department of Social Development (DSD)

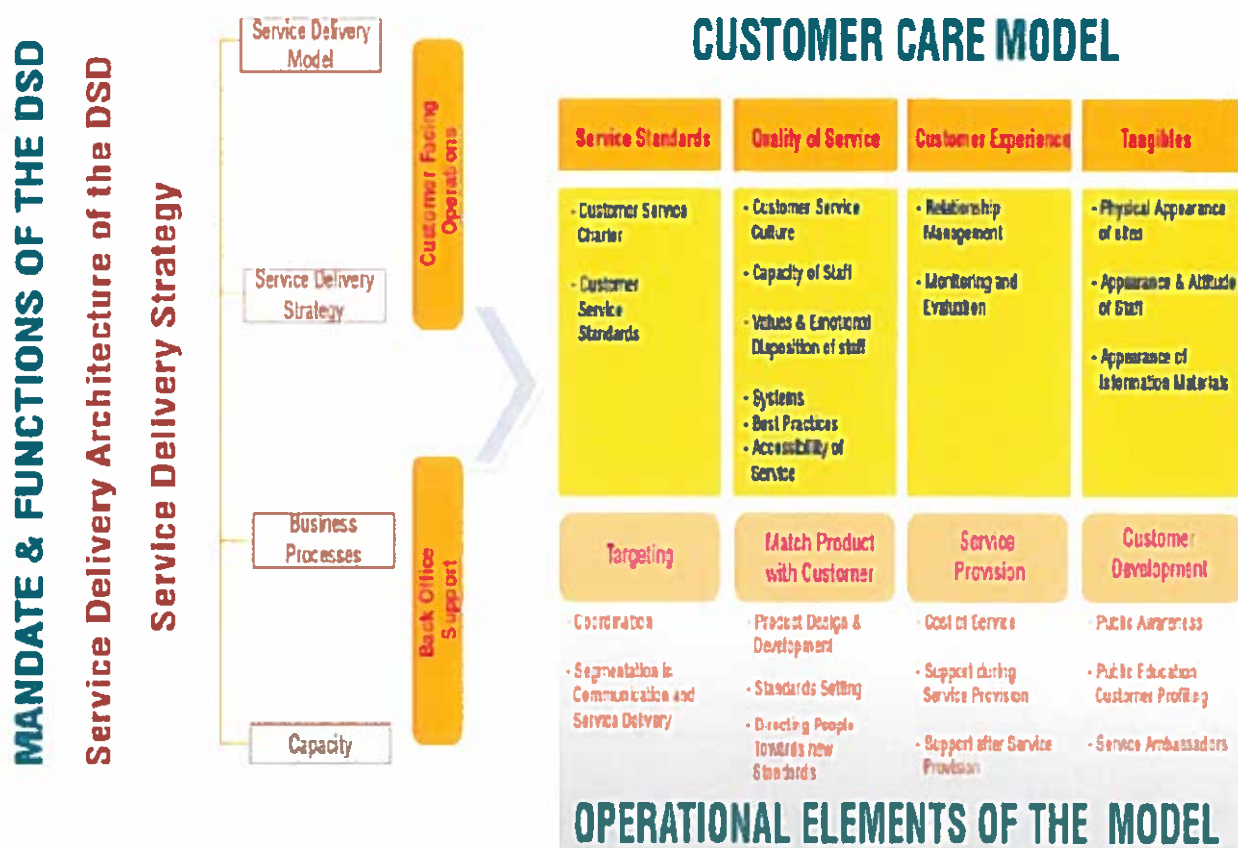
The national Department of Social Development (NDSD) has approved the national Customer Care Strategic Plan (NCCS) in 2014. To ensure uniform implementation, NDSD convenes a quarterly forum which includes all provincial departments. The CCS includes the Customer Care Model (CCM) illustrated in **Figure 1.1** below, which seeks to ensure that

the department has properly defined service standards, improved service quality and tangible changes to the environments in which the public and government interacts.

The CCM defines customer satisfaction as 'the state of mind' that customers have about a service provider and its products or services when their expectations have been met or exceeded. This state reflects the lifetime of the product or service experience. At the centre of customer care is the processes and interventions geared at managing customer experiences throughout their interaction with the organisation.

Figure 1.1: Customer Care Model

The model can be illustrated as follows:



Source: Customer Care Strategy. NDSD, 2014

4.5 Provincial Mandates

The Western Cape Government (WCG) has approved five (5) provincial strategic goals to drive and direct services to the citizens of the Province. **Strategic Goal 5:** speaks to "Embed good governance and integrated service delivery through partnerships and spatial alignment" The functions of the Sub-Directorate Customer Care services is embedded in PSG5. The outcomes and outputs for the SG5 are identified as:

Table 1: Provincial Strategic Goal 5

Outcome	Outputs
Outcome 1: Enhanced Governance	Output 1: Efficient, effective and responsive provincial governance Output 2: Efficient, effective and responsive local governance Output 3: Strategic Partnership
Outcome 2: Inclusive Society	Output 1: Service Interface Output 2: Community Engagement

Outcome	Outputs
Outcome 3: Integrated Management	Output 1: Policy alignment, integrated planning, budgeting and implementation Output 2: Provide-wide Monitoring and Evaluation System (with intergovernmental reporting) Output 3: Spatial Governance Targeting and Performance Output 4: Develop and implement the Provincial Strategic Plan

PSG 5 of the Western Cape Government (WCG) aims *inter alia* to improve the delivery of services through service integration and community engagements. Customer care services is a support service that supports the primary services of the Department in line with the aims and objectives of the eight (8) *batho pele* principles. The Customer Care Performance Plan of the Department of Social Development aim to ensure that the value system of the WCG realises the vision of a citizen centric government that is internalized it in its operations and activities through the application of the *batho pele* principles

5. Situational Analysis

5.1 Performance environment

The Sub-Directorate Customer Care was established in 2010 as part of the Department's modernization process with the responsibilities of:

- (i) Supporting implementation of customer care services through the development of policies, guidelines and Standard Operating Procedures (SOPs);
- (ii) Managing enquiries, reports and complaints from citizen; and
- (iii) Guiding the implementation of Batho Pele programmes.

Customer Care position itself as the "voice of the citizen" which aims to improve access for customers to the Departments services; to be responsive to service delivery needs; to have an informed citizenry of the type and standard of service they can expect; to improve the customer experience when interacting with the Department whether through telephone, social media or visits to our offices; and to affect redress when that service has not met the required standard.

Customer care services are supported by a call centre that operates from 07h00 to 19h00 seven (7) days a week that receives and refer enquiries, complaints and reports to the Department via a toll-free hotline (0800 220 250) and other channels. Call centre staff are capacitated by the unit to understand the functions of the Department to improve responses to citizen enquiries, complaints and reports. The Presidential Hotline enquiries is routed via the call centre to the Customer Care Unit for referral to the responsible officials in the Department.

An after-hour telephone service was introduced during 2014 in partnership with the City of Cape Town (CoCT) to cover the period when the call centre closes – in fact a customer care official is available to answer the line from 16h00 until 07h30 daily. Its primary focus is dealing with child protection and child abuse matters.

Customer Care coordinates and reports on the implementation of Departmental batho pele projects such as African Public Service Day (APSD), Public Service Month and the Thusong Outreach programmes. The unit report to the quarterly Batho Pele Impact Assessment Network (BPIAN) engagements within the Department of the Premier.

As part of its strategic interventions, the Sub-Directorate Customer is responsible for the development and implementation of the following:

- The customer care engagement forum to ensure the uniform implementation of customer care services in the Department;
- A Customer Manual;
- Customer Care Generic Standards
- A Service charter for the Head office, Regional offices and Facilities of the Department as required by the Public Service Regulation (PSR), 2016.
- The Front Office Monitoring standards which is used to monitor the performance of local offices against a set standard
- Standard Operating Procedures (SOP) for all customer care services.

5.2 Organisational environment

Customer care services are mainly executed at the head office and regional office level as discussed below:

Head Office

At head office the approved organisational structure makes provision for three (3) posts: Deputy Director (SL11), Assistant Director (SL9) and a Customer Care Assistant (SL5).

Regional Office

The Department render social welfare and community development services from Head Office, six (6) Regional Offices and 45 local offices. These services are augmented through satellite offices and the Thusong Outreach programme to communities. Customer care services in each of the six (6) regional offices are supported by one (1) Customer Care Officer (CCO) and one (1) Customer Care Assistant (CCA). The CCA's are deployed at all local offices to provide reception services, deal with customer enquiries, reports and complaints, and provide administrative support to the local office.

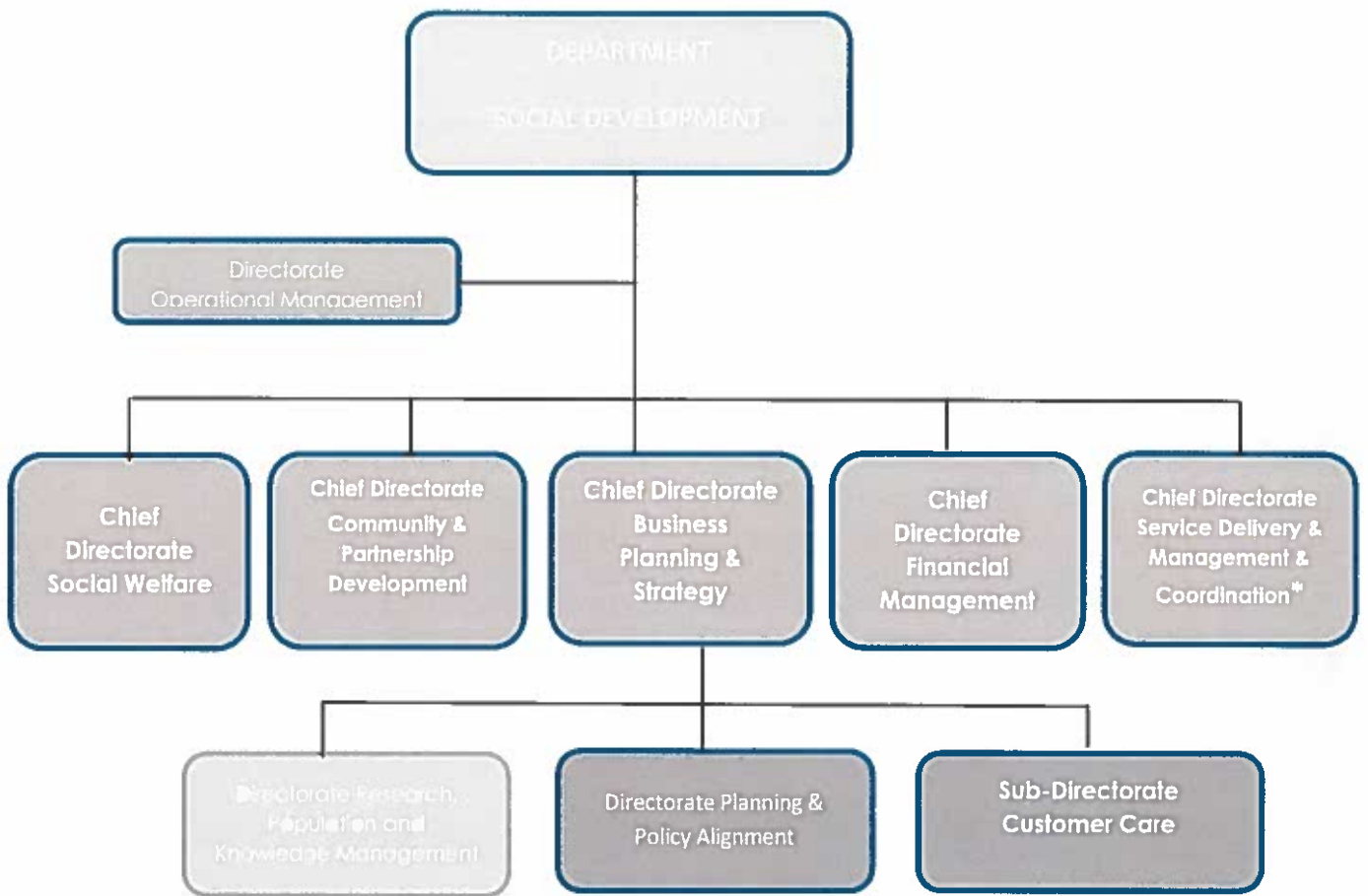
6 Departmental Strategic Outcome Oriented Goals

The five (5) strategic outcome -orientated goals indicate the broad strategic focus that the Department will focus on to deliver its services in achievement of the vision and mission. Customer Care services are aligned to Strategic Outcome 1 as described in Table 2 below.

Table 2: Strategic Outcome-orientated goals

Strategic Outcome Orientated Goal 1	Improved Corporate Governance
Goal statement:	The Department implements effective and efficient business processes, including research, planning, and knowledge and performance management and thereby improves its performance in the social sector.
Justification:	To increase the integrity of business processes through transparent and inclusive decision-making and focussed implementation based on social research, as well as monitoring and reporting. Business processes, systems and the organisational structures will be made efficient and effective in order to enhance service delivery improvement for all in the province.
Links:	This goal links to the PSG5: 'Embed good governance and integrated service delivery through partnerships and spatial alignment.' It also links closely to the NDP 2030 outcome: 'Building a capable and developmental state' and 'Fighting corruption' and the MTSF 2019 outcome: 'An efficient, effective and development oriented public service.'

6.1 Organisational Structure



Part B: Strategic Objectives and Customer Care Information

7 Programme 1: Customer Care Services

Purpose: The primary functions of the Sub-Directorate Customer Care is to (i) Support the implementation of customer care services through the development of policies, guidelines and Standard Operating Procedures (SOPs); (ii) Managing enquiries, reports and complaints from citizens; and (iii) Guiding the implementation of Batho Pele programmes.

7.1 Strategic Objectives

Strategic Objective	To provide a framework for the implementation of customer care services in the Department
Objective Statement	Enhanced good governance in the delivery of customer care services
Baseline	Approved and implemented customer care related Policies and SOPs
Justification	To enhance the efficiency of the Department to provide a quality service to its citizens of the western cape
Links	This programme contributes to Provincial Strategic Goal 5 and Sub-programme 1.2, Corporate Management Services of the Department aimed at enhancing good governance in the Western Cape Government through efforts to ensure that citizens are empowered to engage with government on the level of service they receive.

Strategic Objective	To ensure that the department is responsive to the needs of its customers
Objective Statement	Ensure the provision of an efficient, effective and responsive redress management process
Baseline	Ensure an effective mechanism for redress are for citizens
Justification	To enhance the efficiency of the WC for improved service delivery
Links	This programme contributes to Provincial Strategic Goal 5 and Sub-programme 1.2, Corporate Management Services of the Department aimed at enhancing good governance in the Western Cape Government through efforts to ensure that citizens are empowered to engage with government on the level of service they receive.

Strategic Objective	Build cohesion and promote service delivery improvement
Objective Statement	Provide guidance regarding the implementation of Batho Pele programmes in the Department
Baseline	Ensure the provision of services that are aligned to the eight (8) batho pele principle and the participation of the Department in
Justification	To enhance the efficiency of the WC for improved service delivery
Links	This programme contributes to Provincial Strategic Goal 5 and Sub-programme 1.2, Corporate Management Services of the Department aimed at enhancing good governance in the Western Cape Government through efforts to ensure that citizens are empowered to engage with government on the level of service they receive.

7.2 Outputs for the Strategic Objectives

Enhanced good governance	
Output 1	Review and amend the Customer Care Performance Plan to promote sound governance
Output 2:	Develop a Customer Care Operational Plan in line with the priorities of the Department
Output 3:	Optimise service delivery through the development, implementation and review of the generic customer service standards
Output 4	Develop and support the implementation of Customer Care Policies, Manual and SOPs for the uniform implementation of customer care services in the Department

Effective and accountable redress mechanisms that promotes improved service delivery	
Output 1	Deal with enquiries/ complaints/ citizen reports received from the call centre in terms of the approval Service Level Agreement(SLA) and Memorandum of Understanding (MOU) concluded with the Department of the Premier
Output 2:	Develop, implement and maintain a uniform Standard Operating Procedure (SOP) for enquiries/ citizen reports/ customer complaints
Output 3:	Develop, implement and maintain a uniform SOP for enquiries/ citizen reports/ customer complaints received at the Head/ Regional Offices
Output 4:	Reporting on the management of complaints/ enquiries / reports received from citizens to MANCOM
Output 5	Render a customer care after-hour helpline service

Provide guidance regarding the implementation of Batho Pele programmes in the Department	
Output 1	Coordinate and report on the implementation of Batho Pele initiatives in the Department to the provincial Batho Pele Impact Assessment Network (BPIAN)
Output 2:	Review and amend the Departmental Service Charter for Head Office, 6 Regional Offices and the Directorate Facilities and Quality Monitoring
Output 3:	Improve the customer experience through the implementation of front office standards in of local offices in accordance with the Front Office Monitoring Plan
Output 4:	Develop, implement and maintain a uniform Standard Operating Procedure (SOP) for the implementation and reporting of Batho Pele programmes in the Department
Output 5	Piloting of the queue management system and Customer Relations Management system at the Gugulethu Local Office in Metro South

7.3 Performance Indicators

The following section sets the performance targets over the MTEF period for each strategic objective identified in Part B above.

Strategic Objective	Enhanced good governance in the delivery of customer care services				
Performance indicator	PSG Linkages	Reporting Period	Medium Term Targets		
			2018/19	2019/ 20	2020/ 21
Approved updated and aligned Customer Care Three Year Performance Plan	5	Annually	1	1	1
Approved Operational Plan for Customer Care	5	Annually	1	1	1
Approved and updated generic customer care standards	5	Annually	1	1	1
Approved and updated Customer Care Manual	5	Annual	1	1	1

Strategic Objective	Ensure the provision of an efficient, effective and responsive redress management process				
Performance indicator	PSG Linkages	Reporting Period	Medium Term Targets		
			2018/19	2019/ 20	2020/ 21
Approved Service Level Agreement(SLA) and Memorandum of Understanding (MOU) concluded with the Department of the Premier regarding the provision of a call centre service	5	Annually	1	1	1
Develop, implement and maintain a uniform Standard Operating Procedure (SOP) for enquiries/ citizen reports/ customer complaints	5	Annually	1	1	1
Approved uniform SOP for enquiries/ citizen reports/ customer complaints received at the front desks at the Head/ Regional Offices including walk-ins, telephone and social media	5	Annually	2	2	2
Number of reports on the management of complaints/ enquiries / reports received from citizens and other sources	5	Quarterly	4	4	4
Number of reports on the management of an after-hour customer care helpline service	5	Quarterly	4	4	4

Strategic Objective	Guide the implementation of Batho Pele programmes in the Department				
Performance Indicator	PSG Linkages	Reporting Period	Medium Term Targets		
			2018/19	2019/ 20	2020/ 21
Number of reports on the implementation of Batho Pele initiatives in the Department to the provincial Batho Pele Impact Assessment Network (BPIAN)	5	Quarterly	4	4	4
Number of Service Charters for Head Office, 6 Regional Offices and the Directorate Facilities and Quality Monitoring reviewed and amended	5	Annually	8	8	8
Number of front office visits conducted at local offices in terms of the Front Office Monitoring Plan	5	Annually	20	15	15
Approved and implemented uniform Standard Operating Procedure (SOP) for the implementation and reporting of Batho Pele programmes in the Department	5	Annually	1	1	1
Piloting of the queue management system and Customer Relations Management system at the Gugulethu Local Office in Metro South	5	Bi- Annually	2	2	2

8 Monitoring and Evaluation Framework

Monitoring and evaluation for the strategy will be applied through the following tools:

8.1 Performance Management

Progress on the implementation of Customer Care Performance Plan will be reported through the normal reporting systems of the department

8.2 Evaluation Tools to assess progress

The following tools will be utilized to support the stated outcomes of the Customer Care Performance Plan:

- The customer care outputs will be included in the annual Operational Plan of the Sub-Directorate Customer Care and relevant components in the Regional Offices
- The outputs will be included in the Performance Plans of individual staff which is evaluated through weekly progress meetings and the quarterly performance evaluation
- The bi- annual Customer Care Forum will be utilised to monitor performance of the various regional offices regarding compliance of customer care norm and standards. The CCF consist of staff responsible for customer care in the regions and head office, respectively.

- Capacity building with Customer Care staff in the local offices will be conducted by the Customer Care Officer in the Region on a quarterly basis
- Annual monitoring and evaluation of customer care standards through the front office monitoring programme

9 Risk Management Plan

Below are the key risk factors and how these will be managed:

Risk	Risk Mitigation
Inadequate capacity to deliver on the strategy leading to credibility crisis for the strategy	<ul style="list-style-type: none"> • All funded vacant posts in customer care must be filled within the prescribed HRM standard
Poor coordination of programs and activities of different units towards customer care	<ul style="list-style-type: none"> • Use the value chain of the department as a framework within which the strategy will be implemented
Inadequate budget for the implementation of customer care projects	<ul style="list-style-type: none"> • Customer Care projects will be managed within the operational budget of the relevant office
Inadequate operating controls to manage human resources and operations of the unit	<ul style="list-style-type: none"> • Address these in the review of departmental businesses processes
Inadequate management of compliance with policies, systems and business processes	<ul style="list-style-type: none"> • The bi-annual Customer Care Forum will assist the Department to conduct reviews regarding policy implementation • The provincial wide front office monitoring plan will be utilised to review compliance to customer care standards

10 Stakeholders

The relevant stakeholders will be engaged throughout the various functions to ensure effective and efficient roll out of customer care service

11 Financial Implication

The implementation of the Customer Care Performance Plan will be conducted over a period of three years from 2018/19 to 2020/21. The various components of the Departments will be responsible to budget for the implementation over the MTEF period

12 Scope of the Document

The recommendations contained in this document are applicable to all staff responsible for the management and implementation of customer care services in the Department. Of importance is to note that staff in social welfare and community development in the especially the regional offices, are at the coalface of service delivery. Therefore, the onus is on them as well that the objectives and spirit of the Customer Care Performance Plan is executed in their course of work.

13 Review of The Customer Care Performance Plan

The Customer Care Performance Plan will be reviewed on an annual basis and where required amended in consultation with all stakeholders in the Department.

14 Implementation Guideline for the Customer Care Performance Plan

Part C contain the implementation guideline.

PART C: IMPLEMENTATION GUIDELINE FOR THE CUSTOMER CARE THREE YEAR PERFORMANCE PLAN 2018 -2021

1. To provide a framework for the implementation of customer care services in the Department

Outcome		Enhanced Governance		Time Frames / Frequency
Output	Projects	Activities		
Develop and maintain a Departmental Customer Care Performance Plan to promote sound governance	Review / amend the customer care performance plan	Review the customer care performance plan		September - Annually
		Submit draft customer care performance plan to stakeholders for comment and inputs, where required		November Annually
		Compile the final customer care performance plan for approval		December Annually
Develop the Annual Operational Plan for Customer Care in line with the priorities of the Department	Conduct an Operational Review with relevant customer care staff in the regions	Review operational plans in line with strategic goals of the Department		December -Annually
		Compile and Submit draft operational plan		February - Annually
		Consult with regions about the coordination of projects		February- March Annually
		Draft final Operational Plan for approval		March – April Annually
The optimisation of service delivery through review and amendment of generic customer service standards	Review and amend the generic customer care standard	Review generic standards		December- Annually
		Submit draft to stakeholders for comments/ inputs		December- Annually
		Submit draft generic standards for approval and circulate to stakeholders		January - February
		Communicate the generic customer care standards through the placement of it on the Departmental website and the policy register of the Department		March – Annually

Outcome		Enhanced Governance		Time Frames / Frequency
Output	Projects	Activities		
Approved and updated Customer Care Manual	Compile and approve a Customer Care Manual	Review and update draft customer care manual 2013		March- Annually
		Submit draft to stakeholders for comments/ inputs		May- Annually
		Submit draft manual for approval and circulate to stakeholders		June - Annually
		Communicate the approved customer care manual through the placement of it on the Departmental website and the policy register of the Department		July – Annually

2. Ensure the provision of an efficient, effective and responsive redress management process

Outcome		Effective and accountable redress mechanisms that promotes improved service delivery		Time Frames / Frequency
Output	Projects	Activities		
Approval of Service Level Agreement(SLA) and Memorandum of Understanding (MOU)in respect of the delivery of call centre services	Review and approve SLA and MOU with the Department of the Premier	Review of the SLA and MOU		July - Annually
		Advise Executive Management on any amendments and provide inputs to DotP		July- Annually
		Monitor the SLA and MOU		Monthly
		Reconciliation and payment of invoices		Monthly
Develop, implement and maintain a uniform Standard Operating Procedure for enquiries/ citizen reports/ customer complaints	Review/ amend the SOP for citizen Enquiries/ Reports/ Complaints	Review and approval of SOP for Enquiries/ Citizen Reports/ Complaints		June – August: Annually
		Capacity building for customer care and call centre staff		September- Annually
		Submission of an evaluative report of all (100%) enquiries/ citizen reports and complaints		Quarterly

Outcome		Effective and accountable redress mechanisms that promotes improved service delivery	
Output	Projects	Activities	Time Frames / Frequency
Develop, implement and maintain a uniform SOP for enquiries/ citizen reports/ for customer complaints at the Head Office and Regional Offices received at the front desk including telephone and social media	Review/ amend the SOP for enquiries/ citizen reports/ customer complaints received at the front desk including telephone and social media	Review and approval of SOP for Enquiries/ Citizen Reports/ Complaints received at the front desk	April – June
		Capacity building for customer care and call centre staff	July- September
		Submission of an evaluative report of all (100%) enquiries/ citizen reports and complaints received from the front desk to Executive Management	Quarterly
Render a customer care after-hour helpline service	Coordinate the provision of a customer care after hour services between the City of Cape Town and services related to street children	Amend and approved applications for standby and overtime services and submit to Corporate Service Support	February – Annually
		Appoint appropriate staff and render supervisory oversight	Monthly
		Coordinate service with various role-players such as eG4C (call centre) and regional offices	Quarterly
		Deal with monthly claims for standby and Overtime	Monthly

3. Build cohesive and promote integrated service delivery improvement

Outcome		Cohesive and improved service delivery	
Output	Projects	Activities	Time Frames / Frequency
Coordinate and report on the implementation of Batho Pele initiatives in the Department to the provincial	Coordinate and report on the implementation of Batho Pele Work Schedule in the Department	Conduct two Customer Care Workshops customer care regional office staff to facilitate integrated budgeting and promote sound implementation	June/ February: Annually

Cohesive and improved service delivery			
Outcome	Projects	Activities	Time Frames / Frequency
Batho Pele Impact Assessment Network (BPIAN)		Distribute the WCG batho Pele work schedule to all stakeholders in the Department	December- Annually
		Consolidate inputs and send to DotP for inclusion in the consolidated WCG batho pele plan	February -Annually
		Distribute final consolidated WCG batho pele in the Department	March - Annually
Coordinate and report on the implementation of Batho Pele initiatives in the Department to the provincial Batho Pele Impact Assessment Network (BPIAN)	Promotion of African Public Service Day in the Regions	Send out notifications to Regional Offices as per the DotP guidelines	May - Annually
		Submit consolidated inputs to DotP on the approved template	June - Annually
		Submit consolidated reports on the implementation of APSD in the regions	July - Annually
	Promotion of Public Service Month in the Regions	Send out notifications to Regional Offices as per the DotP guidelines	July - Annually
Submit consolidated inputs to DotP on the approved template		September - Annually	
Submit consolidated reports on the implementation of the projects in the regions		October - Annually	
Review and amend the Departmental Service Charter for Head Office, 6 Regional Offices and the	Review and amend of the approved Service Charter of the Department	Request inputs/ comments from stakeholders in the department to review the approved service charter in line with the Public Service Regulations, 2016	April - Annually
		Compile draft service charter and consult with stakeholder	April - Annually
		Submit final draft for approval	May- Annually

Outcome		Cohesive and improved service delivery			Time Frames / Frequency
Output	Projects	Activities			
Directorate Facilities and Quality Monitoring		Submit to Communications for printing and distribution of copies to all offices			May- June Annually
Implementation of customer care standards at the front offices	Monitor the implementation of customer care standards at local offices	Review and amend guidelines and standards for the implementation of front office standards in consultation with stakeholders			Annually
		Monitor and report on the implementation of customer care standards at the front office of the Regions			October- December: Annually
Participate in the Public Service Interface Workgroup that promotes the integration of customer facing operations in the WCG	Piloting of a Customer Relations Management (CRM) system at Gugulethu Local Office in Metro South	Represent the Department in the workgroup meetings			Monthly
		Support and report on the implementation of the CRM and queue management systems			Monthly
	Piloting of a queue management services in Gugulethu Local Office in Metro South	Consult with the Metro South management on the implementation of the programmes			Annually
		Report on the project to MANCOM			Annually