

Reference no. 25385/1
Thandi Radebe (7674)
MAYORAL COMMITTEE: 11 May 2022



1.2.1 CUSTOMER RELATIONS MANAGEMENT DEPARTMENT
2021-2022 REVIEWED CITY OF TSHWANE SERVICE NORMS AND STANDARDS
(From the Executive Committee: 25 April 2022)

1. PURPOSE

The purpose of the report is to request approval of reviewed 2021/2022 City of Tshwane Service Norms and Standards.

2. STRATEGIC PILLARS

- A City that facilitates economic growth and job creation;
- A City that cares for residents and promotes inclusivity;
- A City that delivers excellent services and protects the environment;
- A City that keeps residents safe; and
- A City that is open, honest, and responsive.

3. BACKGROUND

City of Tshwane as a sphere of government closer to people has both a legal and moral responsibility to deliver the best possible services to the public in line with its roles and responsibilities as defined in the constitution for the Republic of South Africa, Chapter 7, section 152: Objects of local government. These roles are further explained in the Municipal Systems Act of 2000, Section 73(2) and other legislative frameworks.

The 11 Batho Pele Principles are considered main pillars in the delivery of services and promoting service excellence, these principles remained at the core service norms and standards review process.

Municipal Service Norms and Standards are used as a critical measuring tool for public and the City to successfully deliver the services in a fair and acceptable manner. If found lacking in any of the items listed in this document, city customers and/or public may raise a service request or complaint about their dissatisfaction as per approved Service Norms and Standards of the City.

The city has adopted in February 2008 the strategy on implementation of Service Delivery Norms and Standards with an intention to enforce the openness and fairness of the service delivery to its customers and public at larger. The Service Norms and Standards are the city's commitment towards its citizens, and they are used as a monitoring mechanism which guides deployment of resources towards needed areas. All the City's departments and regions are expected to deliver quality services in line with the set norms and standards.

4. DISCUSSION

4.1 Customer Relations Management Consultation Approach with all Departments

An intensive consultation process for the review of Service Norms and Standards was undertaken from December 2021 until February 2022 with all the departments lead by Customer Relations Management (CRM) Department. The purpose of the consultation was to allow departments to directly input on the Norms and Standards, advise CRM on the sector specific regulations and own their Service Norms and Standards.

The current Service Norms and Standards are reviewed in line with lessons learned by the affected departments, available resources, applicable sector regulations and best practice with an intension to contribute to the City of Tshwane vision of becoming “A prosperous capital city through fairness, freedom and opportunity” which directly promotes the delivery of services in fair and equal manner. Application of these vision is embedded in the five (5) strategic pillars which gives guidance to the governance system, values, and set priorities towards as considered in the service norms and standards review process.

The consultation was rolled out as per the schedules below:

4.1.1 First Round of Consultation:

Department	Date	Time	Venue
GOVERNANCE AND SUPPORT CLUSTER			
Economic Development and Spatial Planning	06 DEC 2021	09H00	MS TEAMS
Group Property	06 DEC 2021	13h00	MS TEAMS
CHIEF OPERATINS OFFICER CLUSTER			
Community and Social Development	07 DEC 2021	09H00	MS TEAMS
Customer Relations Management	07 DEC 2021	13H00	MS TEAMS
Utility Services (Energy and Electricity)	08 DEC 2021	09H00	MS TEAMS
Utility Services (Water and Sanitation)	09 DEC 2021	09H00	MS TEAMS
RO	10 DEC 2021	09H00	MS TEAMS
Roads and Transport	13 DEC 2021	09H00	MS TEAMS
Environment & Agricultural Management	13 DEC 2021	13H00	MS TEAMS
Health	14 DEC 2021	09H00	MS TEAMS
Housing & Human Settlement	14 DEC 2021	13H00	MS TEAMS
GROUP FINANCIAL SERVICES			MS TEAMS
COMMUNITY SERVICES CLUSTER			
Emergency Services Department	15 DEC 2021	09H00	MS TEAMS
Tshwane Metro Police Department	15 DEC 2021	13H00	MS TEAMS

4.1.2 Second Round of Consultation:

Department	Date	Time	Venue
GOVERNANCE AND SUPPORT CLUSTER			
1. Economic Development and Spatial Planning	07 FEB 2022	09-10 AM	MS TEAMS
2. Group Property		11-12 AM	
GROUP FINANCIAL SERVICES		13-14 PM	
CHIEF OPERATINS OFFICER CLUSTER			
Community and Social Development	08 FEB 2022	09-10 AM	MS TEAMS
Customer Relations Management		M	
Housing & Human Settlement		13-14 PM	
Utility Services (Energy and Electricity)	09 FEB 2022	09-10 AM	MS TEAMS
Utility Services (Water and Sanitation)		11-12 AM	
ROC		13 -14 PM	
Roads and Transport	10 FEB 2022	09-10 AM	MS TEAMS
Environment and Agricultural Management		11-12 AM	
Health		13 -14 PM	
COMMUNITY SERVICES CLUSTER			
Emergency Services Department	11 FEB 2022	09 -10 AM	MS TEAMS
Tshwane Metro Police Department		11- 12 PM	

The above sessions were well attended by the departmental representatives as nominated by the departmental Group Heads. Additional guidance and clarity was provided to a department that indicated such a need.

4.2 Service Norms and Standards per Department

Departments are clustered in the Service Norms and Standards documents and only departments servicing external customers are considered for this process. The following are the clusters considered in this process:

Governance and Support Services

- Economic Development and Spatial Planning Department; and
- Group Property.

Group Financial Services
Chief Operating Office Cluster

- Community and Social Development Services Department;
- Customer Relations Management Department;
- Energy and Electricity Department
- Environment and Agriculture Management Department;
- Health Department;
- Human Settlements Department;
- Regional Operations and Coordination Department;
- Roads and Transport Department; and
- Water and Sanitation Department.

Community Services Cluster

- Emergency Services Department; and
- Tshwane Metro Police Department.

Departmental tasks that are no longer relevant to customers' and or public are removed from the 2021/2022 reviewed document, while others are remained for easy reference and alignment of terminology used by both front and back office. Whereas other tasks have been added, while others remained as is applicable to the City of Tshwane's current environment.

The approved Service Norms and Standards will be used to update departmental tasks in the front office system (SAP CRM or any other) to allow frontline workers better communication with public on the turnaround service times when logging service requests.

All department providing external service are expected to have access to SAP CRM system for the purpose of accessing the service requests, updating the progress, and closing them when work is completed. SAP CRM system enables the logging, tracking, escalation, closing and reporting of service requests logged.

4.2.1 Summary of Tasks and Updated Service Norms and Standards Per Department

A total of 454 tasks were reviewed across all the departments with 279 tasks not changed or amended. This significant change was mostly due to poor performance of the departments in the previous financial years as most tasks were attended to outside approved Service Norms and Standards.

Based on Legislative Framework around other tasks, 56 tasks were revised backwards (regressing) from the previous turnaround times. Majority of tasks revised downwards are within the Regional Operations and Coordination (15), Health Department (8), Environmental and Agriculture Management (8), Economic Development and Spatial Planning (5) and Tshwane Metro Police department (5).

Detailed tasks per departments are as follows:

Economic Development and Spatial Planning Department				
Number of Tasks	Tasks with unchanged Norms and Standards	Tasks with Improved Norms and Standards	Tasks with Regressing Norms and Standards	New or Remove Tasks
39	32	0	6	1

Group Property Department				
Number of Tasks	Tasks with unchanged Norms and Standards	Tasks with Improved Norms and Standards	Tasks with Regressing Norms and Standards	New or Remove Tasks
3	0	0	3	0

Group Financial Service Department				
Number of Tasks	Tasks with unchanged Norms and Standards	Tasks with Improved Norms and Standards	Tasks with Regressing Norms and Standards	New or Remove Tasks
66	63	3	0	0

Community and Social Development Services Department				
Number of Tasks	Tasks with unchanged Norms and Standards	Tasks with Improved Norms and Standards	Tasks with Regressing Norms and Standards	New or Remove Tasks
1	1	0	0	0

Customer Relations Management Department				
Number of Tasks	Tasks with unchanged Norms and Standards	Tasks with Improved Norms and Standards	Tasks with Regressing Norms and Standards	New or Remove Tasks
11	5	4	1	1

Environmental and Agriculture Services Department				
Number of Tasks	Tasks with unchanged Norms and Standards	Tasks with Improved Norms and Standards	Tasks with Regressing Norms and Standards	New or Remove Tasks
49	33	3	8	5

Energy and Electricity Department				
Number of Tasks	Tasks with unchanged Norms and Standards	Tasks with Improved Norms and Standards	Tasks with Regressing Norms and Standards	New or Remove Tasks
43	32	8	2	1

Water and Sanitation Department				
Number of Tasks	Tasks with unchanged Norms and Standards	Tasks with Improved Norms and Standards	Tasks with Regressing Norms and Standards	New or Remove Tasks
36	29	5	2	0

Regional Operations and Coordination Department				
Number of Tasks	Tasks with unchanged Norms and Standards	Tasks with Improved Norms and Standards	Tasks with Regressing Norms and Standards	New or Remove Tasks
58	31	8	15	4

Roads and Transport Department				
Number of Tasks	Tasks with unchanged Norms and Standards	Tasks with Improved Norms and Standards	Tasks with Regressing Norms and Standards	New or Remove Tasks
86	21	11	1	53

Human Settlements Department				
Number of Tasks	Tasks with unchanged Norms and Standards	Tasks with Improved Norms and Standards	Tasks with Regressing Norms and Standards	New or Remove Tasks
4	0	0	4	0

Health Department				
Number of Tasks	Tasks with unchanged Norms and Standards	Tasks with Improved Norms and Standards	Tasks with Regressing Norms and Standards	New or Remove Tasks
40	29	1	8	2

Emergency Services Department				
Number of Tasks	Tasks with unchanged Norms and Standards	Tasks with Improved Norms and Standards	Tasks with Regressing Norms and Standards	New or Remove Tasks
4	3	0	1	9

Tshwane Metro Police Department				
Number of Tasks	Tasks with unchanged Norms and Standards	Tasks with Improved Norms and Standards	Tasks with Regressing Norms and Standards	New or Remove Tasks
15	0	2	5	8

4.3 Service Charter

The following three (3) elements are embedded as part of Service Charter in the Norms and Standards:

4.3.1 FRONT OFFICE SERVICE PRINCIPLES

All Customer Service Consultants and Agents of the City of Tshwane shall adhere to the following service principle:

- Wear City of Tshwane name tag with a name and surname;
- Dress in a professional appropriate manner in line with the approved City's dressing code;
- Always provide professional service to all customers by applying City of Tshwane welcome script and introducing themselves;
- Provide reference number for all service rendered; and
- Apply all Batho Pele Principles when serving customers without favour.

4.3.2 CUSTOMERS' RIGHTS

You have the right to the following:

- Make suggestions for service improvements;
- Respect the dignity of City of Tshwane officials;
- Update the City with your personal information as and when personal details changes;
- Study municipal accounts in details and ask clarity from the City;
- Pay municipal services in full by the due date, as displayed on the bill
- Use services wisely to help conserve precious resources;
- Report service breakdowns when they occur and provide accurate information;
- Utilize municipal facilities and services accordingly;
- Make alternative paying arrangement at a City of Tshwane centre should they be unable to fulfil their service payment obligations;
- Know the City of Tshwane plans and programmes;
- The right to a prompt and efficient service;
- The right to accurate information regarding all aspects of the services provided;
- The right to demand and expect an unconditional apology for lapses in services;
- The right to a clean and safe environment;
- The right to be consulted on service delivery matters;
- The right to be attended to in a language that you understand;
- The right to submit suggestion for improvements to the City; and
- The right to raise complaints should the set service standards not be met by the City.

4.3.3 CUSTOMERS' RESPONSIBILITIES

- Respect the dignity of City of Tshwane officials;
- Update the city with your personal information as and when personal details changes;
- Study municipal accounts in details and ask clarity from the City;
- Pay municipal services in full by the due date, as displayed on the bill;
- Use services wisely to help conserve precious resources;
- Report service breakdowns when they occur and provide accurate information;
- Utilize municipal facilities and services accordingly;
- Make alternative paying arrangement at a City of Tshwane centre should they be unable to fulfil their service payment obligations;

- Know the City of Tshwane plans and programmes; and
- Make suggestions for service improvements.

Comments received from the following departments are addressed in details in the annexure as attached:

- Emergency Service Department as detailed in page 65-66 of the annexure;
- City Strategy and Organizational Performance as per amended paragraph 4 under item 4.3 of the main report; and
- Water and Sanitation Department as detailed in page 42-46 of the annexure. The task referral to ROC is addressed in page 48 of the annexure.

5. COMMENTS OF THE STAKEHOLDER DEPARTMENTS

5.1 COMMENTS OF THE CHIEF FINANCIAL OFFICER

Cognisance is taken of the contents of the report.

The purpose of this report is to request approval of reviewed 2021/2022 City of Tshwane Service Norms and Standards.

Group Financial Services, in principle, has no objection to the proposed Revision of the City of Tshwane Service Norms and Standard as effective management and measuring of the City's adherence to Service Norms and Standards requires use of one technological system which lodges, monitor, escalate and report progress against the set standards.

There are no financial implications emanating as a result of this report for the City of Tshwane.

Group Financial Services will render further financial comments on future reports in this regard.

5.2 COMMENTS OF THE CHIEF OF EMERGENCY SERVICES

The purpose of this report is to request approval of reviewed 2021/2022 City of Tshwane Service Norms and Standards.

The Emergency Services Department (ESD) take note of the contents of the report and recommendations are supported with the following changes to be made on the report and annexure:

- On page 75 of the Norms and Standards, "7.4.1. EMERGENCY MEDICAL OPERATIONS" must be changed to EMERGENCY SERVICES DEPARTMENT;
- Duplications on the ES numbering to be corrected from ES1 to ES3 on the Norms and Standards Document; and
- In the tables on page 3 and 4 of the report, 'EMERGENCY SERVICES CLUSTER' must be changed to COMMUNITY SAFETY CLUSTER.

5.3 COMMENTS OF THE CHIEF OF POLICE

The purpose of this report is to request approval of reviewed 2021/2022 City of Tshwane Service Norms and Standards.

Cognisance is taken of the contents of the report.

The purpose of this report is to request approval of reviewed 2021/2022 City of Tshwane Service Norms and Standards. Tshwane Metro Police Department, in principle, has no objection to the proposed Revision of the City of Tshwane Service Norms and Standard as effective management and measuring of the City's adherence to Service Norms and Standards requires use of one technological system which lodges, monitor, escalate and report progress against the set standards.

5.4 COMMENTS OF THE GROUP HEAD: ENERGY AND ELECTRICITY

Energy and Electricity Department is taking note of the report which the purpose is to request approval of reviewed 2021/2022 City of Tshwane Service Norms and Standards. The Department has reviewed and signed-off the 2021/22 norms and standards in line with lessons learned, available resources, applicable sector regulations and best practice with an intension to contribute to the City of Tshwane vision. The Department would like to urge CRM to update and make use of the submitted Norms and Standards once the report is approved and adopted. The report and its recommendations are therefore supported by Energy and Electricity Department.

5.5 COMMENTS OF THE GROUP HEAD: GROUP LEGAL AND SECRETARIAT SERVICES

The purpose of this report is to request approval of reviewed 2021/2022 City of Tshwane Service Norms and Standards.

In terms of Section 11 (3) (a) (b) & (n) of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000), a municipality exercises its legislative or executive authority by developing and adopting policies, plans, strategies, and programs, including setting of targets for delivery, promoting, and undertaking development and doing anything else within its legislative and executive competence. In addition, section 40 requires a municipality to establish mechanisms to monitor and review its performance management system. The report seeks to review the City's Service Norms and Standards in line with the aforementioned provisions.

The process followed and the intended Service Norms and Standard provides for better service delivery and will enhance the image of the City and its reputation. Having taken regard to the aforesaid and with specific reference to the contents of the report, Group Legal and Secretariat Services Department support the approval of the report and its recommendations.

5.6 COMMENTS OF THE GROUP HEAD: CITY STRATEGY AND ORGANISATIONAL PERFORMANCE

The purpose of the report is to request approval of the reviewed 2021/2022 City of Tshwane Service Norms and Standards.

The CSOP in general supports the review of the norms and standards which follows a scientific method of determining acceptable standard control limits for the SOPs. This method would also map processes or determine from a work study realistic turnaround times.

Nevertheless, the background of the report highlights an important aspect of the municipal resource allocation, that the Service norms and standards are used as a monitoring mechanism which guides the deployment of resources towards areas with need. The services norms and standards should be utilised as part of the needs assessments during the IDP & SDBIP process to allocate resources which will address issues raised directly by the communities.

Paragraph 4.2 refers to the 11 Batho Pele principles, which some of them state that the public is entitled to get accurate and up to date facts about the service they are entitled to and that, the public should be informed what level and quality of public service they will receive so that they are aware of what to expect. This is crucial information which may empower the citizens if the norms and standards could be widely communicated and publicised.

Paragraph 4 of the report further mentions that SAP-CRM system enables the logging, tracking, escalation, and reporting of service requests. Does service request log refer to 'closing of the query?' if not it is proposed to add it in order to close the process flow.

CSOP therefore proposes that the next process of SOP review, consider scientific methods to determine acceptable standard control limits [over and above regulated and ISO informed ones] in order to provide accurate norms and standards.

CSOP further proposes that norms and standards be publicised and communicated widely to empower the citizens.

5.7 COMMENTS OF THE GROUP HEAD: COMMUNICATIONS, MARKETING AND EVENTS

Communication, Marketing and Events (CME) has noted the content of the report and is in support of the implementation thereof. CME will play its role by publishing the norms and standards on the City's website and perform any other communication functions required by the dept.

5.8 COMMENTS OF THE GROUP HEAD: COMMUNITY AND SOCIAL DEVELOPMENT SERVICES

The purpose of this report is to request approval of reviewed 2021/2022 City of Tshwane Service Norms and Standards. The CSDS Department was consulted on the revised norms and standards by the CRM Department. The department supports the revised norms and standards including the recommendations of the report.

5.9 COMMENTS OF THE GROUP HEAD: ECONOMIC DEVELOPMENT AND SPATIAL PLANNING

Comments requested on 01 March 2022 10:45:49 AM and not received by 19 April 2022 8:13:33 AM.

5.10 COMMENTS OF THE GROUP HEAD: ENVIRONMENT AND AGRICULTURE MANAGEMENT

The Environment and Agriculture Management Department participated and made inputs during the consultation sessions. Thus, the request approval of reviewed 2021/2022 City of Tshwane Service Norms and Standards is supported.

5.11 COMMENTS OF THE GROUP HEAD: GROUP PROPERTY

The Group Property Department takes note of the content of the report and its annexure and supports the recommendations, as contained in the report.

5.12 COMMENTS OF THE GROUP HEAD: HEALTH

Following engagement and consultation with CRM as well as agreeing to correction of some minor errors, which was affected in the annexure, Health Department support the report and its recommendation.

5.13 COMMENTS OF THE GROUP HEAD: HUMAN SETTLEMENT

Human Settlements Department noted and support the report and its recommendations.

5.14 COMMENTS OF THE GROUP HEAD: REGIONAL OPERATIONS AND COORDINATION

The purpose of the report is to request approval of reviewed 2021/22 City of Tshwane Service Norms and Standards.

ROC takes cognisance of the contents of the report.

The norms and standards for ROC as captured in the report, are as per the submissions and recommendations of the department.

ROC supports the report, its objectives, and recommendations.

5.15 COMMENTS OF THE GROUP HEAD: ROADS AND TRANSPORT

The purpose of the report is to request approval of the of reviewed 2021/2022 Norms and Standards. The Roads and Transport Department was duly consulted, and it has no objections to the report.

5.16 COMMENTS OF THE GROUP HEAD: WATER AND SANITATION

The Water and Sanitation Department takes cognisance of the report and require that the following amendments be made to Annexure A.

Item 7.3.5.1 be reworded as the Department consist of two Divisions and should therefore be changed to:

- 7.3.5.1 Bulk Water and Waste Water Services Division and Infrastructure Planning and Implementation Division;
- W&S 1 changed from 'Providing a water meter' to 'Access to water services';
- W&S 5.8 be removed as this is an operational function and therefore the responsibility of ROC;
- W&S 6.2 be reworded from 'New water connections application' to 'Application for a new water meter connection' and moved to W&S 5.1; and
- W&S 6.3 to be changed to 'Low water pressure' and also be referred to ROC.

The submission of the 2021/2022 Norms and Standards is supported with the above-mentioned changes.

6. IMPLICATIONS

6.1 HUMAN RESOURCES

None.

6.2 FINANCES

None.

6.3 CONSTITUTIONAL AND LEGAL FACTORS

The Constitution of the Republic of South Africa, Chapter 7

The White Paper on the Transformation of Public Service Delivery (1997); Local Government Municipal Systems Act, 2000 (ACT 32 of 2000); chapter 6; and Local Government Municipal Planning and Performance Management Regulation 13 (2) (c).

6.4 COMMUNICATION

Approved 2021/2022 City of Tshwane reviewed Service Norms and Standards to be published in City of Tshwane public website and all customer Interaction points.

6.4 PREVIOUS COUNCIL OR MAYORAL COMMITTEE RESOLUTIONS

On 27 February 2008, the mayoral committee considered and approved a report titled: "IMPLEMENTATION STRATEGY ON NORMS AND STANDARDS". The report was tabled by the Customer Relations Division of the Corporate and Shared Services Department.

On 02 February 2011, the mayoral committee considered and approved a report titled: "DRAFT SERVICE DELIVERY NORMS AND STANDARDS FOR CITY OF TSHWANE". The report was tabled by the Service Delivery Coordinator.

On 1 February 2012, the mayoral committee considered and approved a report titled: "INTEGRATED SERVICE DELIVERY NORMS AND STANDARDS FOR THE CITY OF TSHWANE". The report was tabled by the Service Delivery Coordinator.

On the 07 February 2018 the Mayoral committee considered and approved a report titled: "CITY OF TSHWANE REVISED SERVICE NORMS AND STANDARDS:2017" for final consultation with Group heads. the report was tabled by Customer Relations Management department.

On the 29 November 2018 Council considered and approved a report titled: "CITY OF TSHWANE 2018/19 REVISED SERVICE NORMS AND STANDARDS CONSULTATION FEEDBACK". The report was tabled by Customer Relations Management department.

7. CONCLUSION

Effective management and measuring of the City's adherence to Service Norms and Standards requires use of one technological system which lodges, monitor, escalate and report progress against the set standards. SAP-CRM is identified as the main system with functionalities to perform required functions as part of the value chain in the monitoring of Service Norms and Standards. All departments providing service to the public are mandated to have access to SAP-CRM to enable effective management of set Service norms and Standards.

Adherence to service norms and standards is dependent on availability of resources, efficient management of such resources and effective end to end business processes.

The reviewed City of Tshwane 2021/2022 Service Norms and Standards report should be treated as a living document and changes should be affected as and when required by regulations and or any material costs.

ANNEXURE:

- A. 2021-2022 Revised City of Tshwane Service Norms and Standards Final Document April 2022

RESOLVED:

1. That cognisance be taken of the content of the report;
2. That the Reviewed 2021-2022 City of Tshwane Service Norms and Standards be approved for implementation; and
3. That the Service Norms and Standards performance report be presented to Mayoral Committee on a quarterly basis.





CITY OF TSHWANE METROPOLITAN MUNICIPALITY

2021/22 REVISED NORMS AND STANDARDS

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1. BACKGROUND

The purpose of the document is to table the revised integrated 2021/22 service norms and standards of the City of Tshwane. Service norms and standards serve as the blueprint for monitoring performance in a fair, equitable and standardised manner for all customers, while the City's mandate is to continuously deliver quality and sustainable services to its customers.

The 2021/22 process to review the service norms and standards commenced in December 2021 and was finalised in February 2022. During the period, service delivery departments and regions were extensively consulted in order to enhance openness, transparency and inclusive consultation processes.

The 2011/12 and 2017/18 approved norms and standards were used as a baseline for reviewing the current norms and standards. This process was also undertaken in line with best practices and benchmarked against similar service delivery institutions, for example other metropolitan municipalities. The set service standards are at a level that is demanding but realistic, as well as precise and measurable, and that complies with legislative and regulatory frameworks to enable residents, customers or ratepayers to assess or judge for themselves whether they are receiving what was promised. The updated revised service norms and standards serve as a measure of improvement in how the City delivers its services.

2. PURPOSE

The City of Tshwane has the legal and moral responsibility to deliver the best possible services to the public. The legal responsibility emanates from legislative and regulatory frameworks, whereas the moral aspects are underpinned by the Batho Pele principles. Within the context of the Batho Pele principles, providing quality services means putting in place a service delivery mechanism that meets customers' needs and expectations.

The Batho Pele principles are about putting people first and therefore remaining central to the delivery of services and promoting service excellence in the City. The amended Batho Pele principles include the following:

- Consultation
- Service standards
- Access
- Courtesy
- Information
- Openness and transparency
- Redress
- Value for money
- Encouraging innovation and rewarding excellence
- Customer impact
- Leadership and strategic direction

3. DEFINITIONS OF SERVICE NORMS AND STANDARDS

▪ *Standard*

A standard refers to a basis of measurement and a definite level of excellence. Therefore, service standards are level of measurement desired by both the department and region while performing their mandates.

▪ *Norm*

A norm refers to a usual or average level of performance.

▪ *Service Standards*

A service standard is an honest commitment undertaken by the service provider (City of Tshwane) to meet or exceed customer's reasonable and measurable expectation. Service standards have a qualitative aspect, such as appropriateness and acceptability, expressed in terms of quantity, time and cost.

4. CITY OF TSHWANE OVERVIEW

4.1 Tshwane Vision 2030

“A prosperous capital city through fairness, freedom and opportunity”

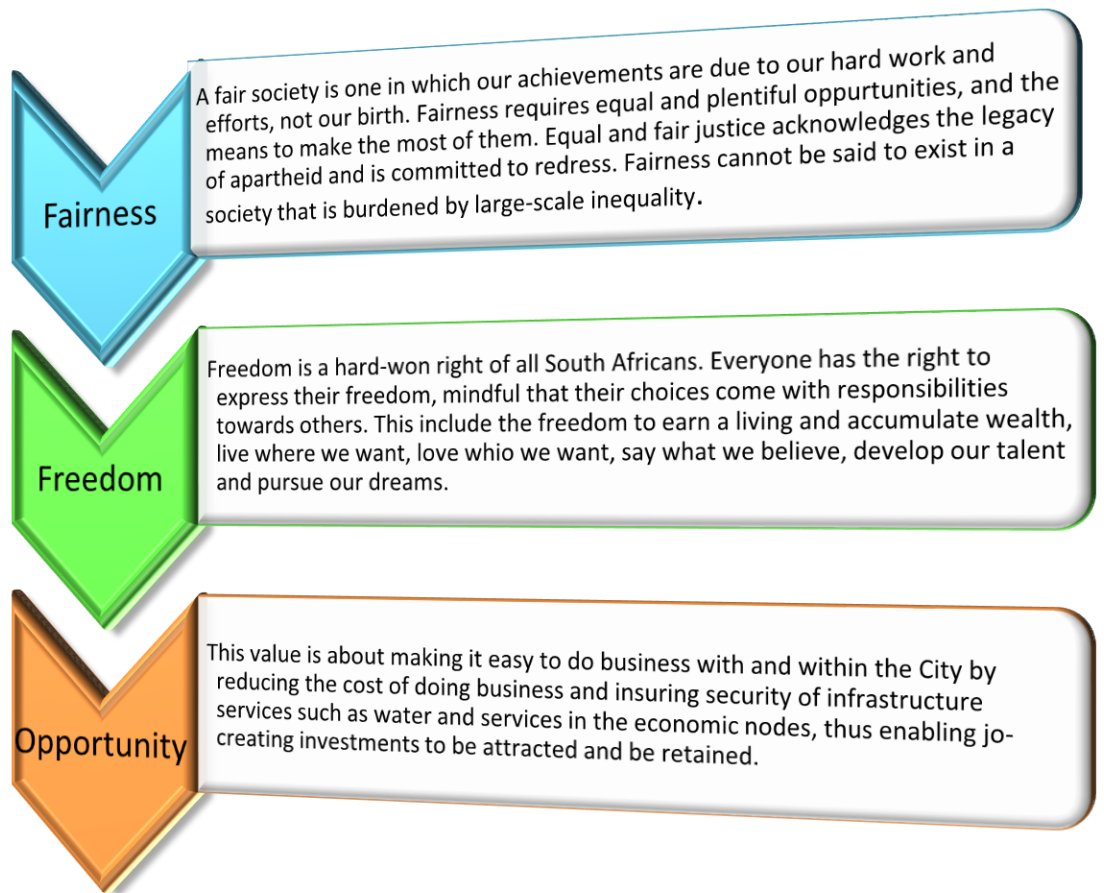
4.2 Strategic pillars

The achievement of the City's' vision is embedded in the Five (5) Strategic Pillars which gives guidance on its governance systems, values, actions and plans.

2021 -2026 Integrated Development Plan (IDP) document outlines the city's strategic pillars as follows:

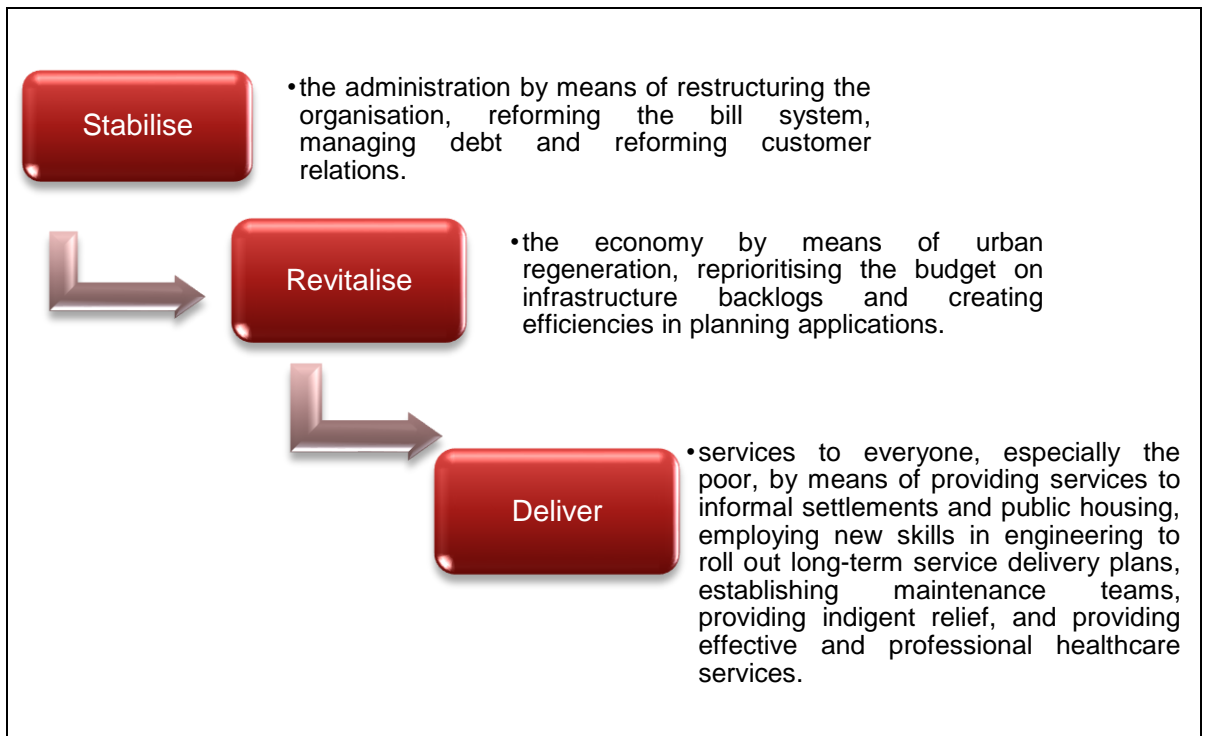
- A City that Facilitates Economic Growth and Job Creation
- A City that Cares for Residents and Promotes Inclusivity
- A City that Delivers Excellent Services and Protects the Environment
- A City that Keeps Residents Safe
- A City that is Open, Honest and Responsive

4.3 Governance values



4.4 The City's framers

Stabilise, revitalise and deliver services



5. CITY OF TSHWANE SERVICE CHARTER

5.1 Front-Office Service Principles

All customer service consultants and agents of the City of Tshwane shall adhere to the following service principle:

- Wear City of Tshwane name tag with a name and surname.
- Dress in a professional appropriate manner in line with the approved City's dressing code.
- Always provide professional service to all customers by applying City of Tshwane welcome script and introducing themselves.
- Provide reference number for all service rendered.
- Apply all 11 Batho Pele principles when serving customers without favour.

5.2 Customers' Rights

You have the right to the following:

- The right to dignity.
- The right to be treated with courtesy and respect.
- The right to a prompt and efficient service
- The right to accurate information regarding all aspects of the services provided,
- The right to demand and expect an unconditional apology for lapses in services,
- The right to a clean and safe environment,

- The right to be consulted on service delivery matters,
- The right to be attended to in a language that you understand,
- The right to submit suggestion for improvements to the city,
- The right to raise complaints should the set service standards not be met by the city.

5.3 Customers' Responsibilities

Customers have following responsibilities:

- Respect the dignity of City of Tshwane officials.
- Update the city with your personal information as and when personal details changes
- Study municipal accounts in details and ask clarity from the city
- Pay municipal services in full by the due date, as displayed on the bill
- Use services wisely to help conserve precious resources
- Report service breakdowns when they occur and provide accurate information
- Utilize municipal facilities and services accordingly
- Make alternative paying arrangement at a City of Tshwane centre should they be unable to fulfil their service payment obligations
- Know the City of Tshwane plans and programmes
- Make suggestions for service improvements.

6. THE CITY'S SERVICES

City of Tshwane services are offered in line with approved IDP and organised through organogram to enhance the effectiveness, efficiency, and economic utilization of resources to achieve its overall mandate.

Composition of clusters are as follows:

- 5.1. Governance and Support Services
 - Economic Development and Spatial Planning
 - Group Property Management
- 5.2. Group Financial Services
- 5.3. Chief Operating Officer Cluster
 - Customer Relations Management
 - Community and Social Development Services
 - Environmental and Agriculture Management Services
 - Energy and Electricity
 - Health Services
 - Housing and Human Settlement
 - Regional Operations Coordination
 - Roads and transport

- Water and Sanitation
- 5.4. Emergency Services
 - Emergency medical operations
 - Fire and rescue operations
- 5.5. Tshwane Metro Police Department

7. SERVICE NORMS AND STANDARDS PER DEPARTMENT

7.1 Governance and Support Cluster

7.1.1 Economic Development and Spatial Planning Department

City Planning and Development Division

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
CPD 1	Development applications				
CPD 1.1		Evaluating all building plans (including residential, industrial, and commercial buildings) of 500 m ² or less	Within 30 working days	21 days	30 working days The standard is set in terms of the National Building Regulations and Building Standards Act, 1977 (Act 103 of 1977), as amended, and applicable countrywide.
CPD 1.2		Evaluating all building plans (including residential, industrial and commercial buildings) of 501 m ² and above	Within 60 working days	60 days	60 working days The standard is set in terms of the National Building Regulations and Building Standards Act, 1977, as amended, and applicable countrywide.
CPD 1.3		Evaluating land use applications	14 working days	10 days	n/a

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
CPD 1.4		Building activities: Approval for excavation inspections, open drainage inspection and final inspection	4 to 6 weeks	2 days	2 working days
CPD 1.5		Encroachments	A warning letter will be sent within a week, giving 21 working days' notice.	1 day	n/a
CPD 1.6.		Illegal building work on private properties	2 weeks	7 days	Investigation is conducted within 7 working days. Appropriate legal action will be instituted as per the relevant legislation.
CPD 1.7		Operating an illegal business	2 weeks	7 days	Investigation is conducted within 7 working days. Appropriate legal action will be instituted as per the relevant legislation
CPD 1.8		Land use rights: Information to customers about the rights on their property, that is, business or residential, and zoning	Immediately	1 day	n/a

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
CPD 1.9		Subdivision: Request for subdivision	3 to 4 months	63 days	3 to 4 months. As per the legislated timeframes.
CPD 1.10		Rezoning property	6 months if no objections received	63 days	6 months if no objections are received. As per the legislated timeframes.
CPD 1.11		Application for access control or closure of an existing road	Depending on the activity	1 day	Up to 6 months to report the request to the Public Protector. As per the legislated timeframes.
CPD 1.12		Issuing a zoning certificate	n/a	1 day	3 days
CPD 1.13		Application for a building demolition	n/a	2 days	30 working days. The standard is set in terms of the National Building Regulations and Building Standards Act, 1977, as amended, and applicable countrywide.
CPD 1.14		Issuing a building completion certificate	n/a	2 days	14 working days. The standard is set in terms of the National Building Regulations and Building Standards Act, 1977, as amended, and applicable countrywide.

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
CPD 2	Outdoor advertising				
CPD 2.1		Evaluating and finalising outdoor advertising applications for high-impact advertising signs	Within 14 working days	10 days	120 working days
CPD 2.2		Outdoor advertising: Aerial signs: Information and permission	30 working days	1 day	Within 120 working days
CPD 2.3		Outdoor advertising: Approval of outdoor advertising applications (billboards)	4 months	84 days	Within 120 working days
CPD 2.4		Outdoor advertising: Rules for estate agent boards and signs: Information	7 days	1 day	n/a An annual licence fee is applicable.
CPD 2.5		Outdoor advertising: Rules for estate agent boards and signs: Permission and information	7 days	7 days	n/a An annual licence fee is applicable.
CPD 2.6		Outdoor advertising: Nu Lite advertising or signs: Information and permission	1 month	21 days	21 days
CPD 2.7		Outdoor advertising: Permanent signs:	1 month	21 days	Within 120 working days

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
		Permission and information			
CPD 2.8		Outdoor advertising: Residential area: Putting up a sign on a customer's own stand	1 month	21 days	Within 120 working days
CPD 2.9		Removing free-standing signs	Removal of illegal signs is done by the Development Compliance and Legislation Section.	7 days	14 days
CPD 2.10		Issuing contravention notices for private property	Removal of illegal signs is done by the Development Compliance and Legislation Section	14 days	Within 14 days

Economic Development Division

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
ED1	Formal business licencing				
ED 1.1		Formal business licence: Application and approval	An acknowledge ment notice is to be issued immediately. The Economic Development Division is to give the customer (applicant) a formal written response within two months.	21 days	21 days, as per the Business Act, 1991 (Act 71 of 1991)

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
ED 1.2		Hawker's licence: Application and approval	An acknowledgment notice is to be issued immediately. The Economic Development Division is to give the customer (applicant) a formal written response within 336 hours.	5 days	5 days
ED 1.3		Approval of registration on the business database	n/a	1 day	Daily
ED 1.4		Standalone permits: Application and permission	An acknowledgment notice is to be issued immediately. The Economic Development Division is to give the customer (applicant) a formal written response within 1 month.	21 days	21 days, as per the Business Act, 1991
ED 2	Others				
ED 2.1		One-day event licence	An acknowledgment notice is to be issued immediately. The Economic Development Division is to give the customer (applicant) a formal written response	1 day	2 days

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
			within 24 hours.		
ED 2.2		Enquiries about business information road shows or workshops	Information is to be provided on normal working days (Monday to Friday) from 07:30 to 16:00.	1 hour	Simple enquiries are attended to within 1 day. Complex enquiries are attended to within 2 days.
ED 2.3		Enquiries about the following: <ul style="list-style-type: none"> • Co-operative support: • Starting a co-operative • Growing or expanding a co-operative • Funding and support for co-operatives • Training 	Simple enquiries: 48 hours Complex enquiries and provision of services: 5 working days	Simple enquiries: 1 day Complex enquiries: 2 working days	Simple enquiries are attended to within 1 day. Complex enquiries are attended to within 2 to 5 working days.
ED 2.4		Enquiries about economic policy and strategies	Simple enquiries: 48 hours Complex enquiries and provision of services: 5 working days	Simple enquiries: 1 day Complex enquiries: 2 working days	Simple enquiries are attended to within 1 day. Complex enquiries str attended to within 2 working days.
ED 2.5		Enquiries about economic statistics	Simple enquiries: 48 hours Complex enquiries and provision of services: 5 working days	Simple enquiries: 2 days Complex enquiries: 5 days	Simple enquiries are attended to within 2 days. Complex enquiries are

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
					attended to within 5 days.
ED 2.6		Enquiries about exhibitions	Simple enquiries: 48 hours Complex enquiries and provision of services: 5 working days	Simple enquiries: 1 day Complex enquiries: 2 days	Simple enquiries attended to within 1 day. Complex enquiries attended to within 2 days
ED 2.7		Enquiries about exports: <ul style="list-style-type: none"> Export training Export markets 	Simple enquiries: 48 hours Complex enquiries and provision of services: 5 working days	Simple enquiries: 1 day Complex enquiries: 2 days	Simple enquiries are attended to within 1 day. Complex enquiries are attended to within 2 days.
ED 2.8		Enquiries about industrial areas	Simple enquiries: 48 hours Complex enquiries and provision of services: 5 working days	Simple enquiries: 1 day Complex enquiries: 2 working days	Simple enquiries are attended to within 1 day. Complex enquiries are attended to within 2 working days.
ED 2.9		Enquiries about the industrial contacts database	Simple enquiries: 48 hours Complex enquiries and provision of services: 5 working days	Simple enquiries: 1 day. Complex enquiries: 2 working days	Simple enquiries are attended to within 1 day. Complex enquiries are attended to within 2 working days.
ED 2.10		Informal business licence or hawker's licence	An acknowledgement notice is to be issued immediately. The Economic Development Division is to give the customer (applicant) a formal written	10 days	14 days

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
			response within 14 days.		
ED 2.11		<p>Enquiries about the following:</p> <ul style="list-style-type: none"> Funding for production Joint ventures Export agents (local and international) Freight forwarders 	<p>Simple enquiries: 48 hours</p> <p>Complex enquiries and provision of services: 5 working days</p>	<p>Simple enquiries: 1 day</p> <p>Complex enquiries: 2 working days</p>	<p>Simple enquiries are attended to within 1 day.</p> <p>Complex enquiries are attended to within 2 working days.</p>
ED 2.12		Enquiries about international trade	<p>Simple enquiries: 48 hours</p> <p>Complex enquiries and provision of services: 5 working days</p>	<p>Simple enquiries: 1 day</p> <p>Complex enquiries: 2 working days</p>	<p>Simple enquiries are attended to within 1 day.</p> <p>Complex enquiries are attended to within 2 working days.</p>
ED 2.13		Enquiries about investment opportunities	<p>Simple enquiries: 48 hours</p> <p>Complex enquiries and provision of services: 5 working days</p> <p>Should an investment enquiry qualify for a special investment initiative, then such enquiries will be closed within 34</p>	<p>Simple enquiries: 2 days</p> <p>Complex enquiries: 5 working days</p> <p>Investment facilitation: In line with the Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013) (SPLUMA), which could take 12 to 48 months</p>	<p>Simple enquiries are attended to within 2 days.</p> <p>Complex enquiries are attended to within 5 working days.</p> <p>Investment facilitation: In line with SPLUMA, which could take 12 to 48 months</p>

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
			days, on condition that the developer complies.		
ED 2.14		Metropolitan Economic Development Strategy	Information provided on normal workdays (Monday to Friday) from 07:30 to 16:00	1 day	n/a
ED 2.15		Enquiries on support for small businesses (SMMEs): <ul style="list-style-type: none"> Starting a business Growing or expanding a business Funding for businesses Marketing Training 	Simple enquiries: 48 hours Complex enquiries and provision of services: 5 working days	Simple enquiries: 1 day Complex enquiries: 2 days	Simple enquiries are attended to within 1 day. Complex enquiries are attended to within 2 days.
ED 2.16		Enquiries about trade missions	Simple enquiries: 48 hours Complex enquiries and provision of services: 5 working days	Simple enquiries: 1 day. Complex enquiries: 2 days	Simple enquiries are attended to within 1 day. Complex enquiries are attended to within 2 days.
ED 2.17		Application for trading stalls permit	An acknowledgement notice is to be issued immediately. The Economic Development Division us to give the customer (applicant) a formal written	5 days	21 days

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
			response within 1 month.		

Fresh Produce Market Division

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
FP 1	Fresh produce				
FP 1.1		Application for buyers' tags	n/a	15 minutes	Immediately, within 15 minutes
FP 1.2		Application for daily trade statistics	n/a	Immediately	2 hours (subject to the extent of customisation that is required to prepare the trade statistics)
FP 1.3		Application for monthly trade statistics	n/a	Immediately	4 hours (subject to the extent of customisation that is required to prepare the trade statistics)
FP 1.4		Application for yearly trade statistics	n/a	Immediately	8 hours (subject to the extent of customisation that is required to prepare the trade statistics)
FP 1.5		Contact information for the market management or market agents	n/a	Immediately	Immediately
FP 1.6		Application for sales permits	n/a	5 days	5 days

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
		from market agencies			
FP 1.7		Complaints received from market role players (farmers, market agencies, buyers or external role players)	n/a	48 hours	48 hours
FP 1.8		Dispute between a buyer and a market agent (Section 24 of the Tshwane Market By-law promulgated on 13 December 2017)	n/a	Immediately	Immediately
FP 1.9		Claims against the market	n/a	Referral to Group Legal and Secretariat Services within 5 days	Referred to Group Legal and Secretariat Services within 5 working days
FP 1.10		Request for cold storage and ripening	n/a	1 hour	Within 1 hour
FP 1.11		Collecting waste from the trading floor	n/a	30 minutes	Within 30 minutes
FP 1.12		Cleaning the premises	n/a	Daily	The hygiene standard operating procedure is to be followed daily.
FP 1.13		Responding to security incidents	n/a	Immediately	Immediately
FP 1.14		Maintaining facilities		30 days	Maintenance defects reported immediately

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
					by stakeholders
FP 1.15		Application for facility utilisation	n/a	90 days	Approval of lease agreements within 90 days
FP 1.16		Opening and closing the trading system	n/a	Daily at 10:30	Daily at 05:00 and 10:30 00
FP 1.17		Responding to system down time	n/a	Immediately	Immediately
FP 1.18		Responding to system down time	n/a	Daily and monthly	On a daily, weekly, and monthly basis

7.1.2 Group Property

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
GPM 1.1		Processing lease, sale or servitude applications on municipal properties	n/a	21 days NB: Correction of 21 days to 21 months	24 months

Detailed process activities and timeframes

PHASE 1: COUNCIL APPROVAL PROCESS				
Step 1: Report drafting and management review	1 month	1 month		
Step 2: Consultation with stakeholder departments	4 months	3 months		
Step 3: Decision-making committees	3 months	2 months		
Step 4: Public participation process	3 months	3 months		
Step 5: Drafting of final report and management review	1 month	1 month		
Step 6: Report serves at the decision-making committees for final decision	3 months	2 months		
TOTAL PERIOD: PHASE 1	15 months	12 months		
PHASE 2: SUPPLY CHAIN MANAGEMENT PROCESS				
Step 1: Drafting tender specifications and management review	1 month	1 month		
Step 2: Bid specification approval and advertisement	1 month	3 months		

Step 3: Tender advertising period	1 month	1 month
Step 4: Tender documents evaluated by the Bid Evaluation Committee	1 month	2 months
Step 5: Tender adjudicated by the Bid Adjudication Committee	1 month	1 month
TOTAL PERIOD: PHASE 2	5 months	8 months
PHASE 3: DRAFTING AND SIGNING THE CONTRACT		
Step 1: Receive the appointment letter and request Group Legal and Secretariat Services to draft the contract	n/a	2 weeks
Step 2: Receive contract and send to the client for signing	n/a	1 month
Step 3: Send the signed contract to Group Legal and Secretariat Services for review and submission to the acting City Manager for signature	n/a	2 months
Step 4: Open account with Group Financial Services and send to the client for payment of the purchase price or lease deposit	n/a	2 weeks
TOTAL PERIOD: PHASE 3	n/a	4 months
COMPLETE LEASE OR ALIENATION PROCESS		24 months

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
GPM 1.2		Processing hall hiring applications		36 hours	3 working days
GPM 1.3		Enquiries from the public on issues related to Group Property		48 hours	3 working days

7.2 Group Financial Services

Revenue Management Division

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
GFS 1	Revenue management				
GFS 1.1		Resolving assessment rates queries	10 minutes	14 days	14 days
GFS 1.2		Concluding an agreement to pay off arrears	20 minutes	20 minutes	15 minutes

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
GFS 1.3		Disconnection for non-payment	14 days	14 days	14 days
GFS 1.4		Move in and move out	15 minutes	15 minutes	15 minutes
GFS 1.5		Issuing clearance certificates	3 days	3 days	3 days
GFS 1.6		Issuing clearance figures	10 days	3 days	3 days
GFS 1.7		Issuing valuation certificates	2 days	2 days	2 days
GFS 1.8		Prepayment meter vending point access: In Tshwane	Private vendors, within 5 km from residence	Vendors within 5 km in residential areas	Accessible immediately through online services
GFS 1.9		Processing payment or multiple transactions	4 minutes	4 minutes	4 minutes for payments and 30 minutes for multiple transactions
GFS 1.10		Completing a prepayment transaction or a prepaid card transaction	1 minute	3 minutes	3 minutes for prepayment and 5 minutes for prepaid card transactions
GFS 1.11		Time taken to provide details on a water leak	15 minutes	15 minutes	15 minutes
GFS 1.12		Time taken to resolve a misallocation of payment	15 minutes	15 minutes	15 minutes
GFS 1.13		Vacant stand enquiries	30 minutes	20 minutes	
GFS 1.14		Reconnections after payment	From 3 hours to no later than the first working day after full payment of the fees	4 hours	4 hours

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
GFS 1.15		Rates refund queries	The whole process takes up to 30 working days.	30 working days after the information was updated in the Deeds Office	30 working days after the information was updated in the Deeds Office
GFS 1.16		Deposit refunds after move out	To be resolved within 7 days	7 days	7 days
GFS 1.17		Use code or zoning change	Information will be sent to SAP through interface system. Notification should be finalised 21 days from the date when the documentation was received by Property Valuation Management Section	21 days	21 days
GFS 1.18		Rates refund queries	Refund forms shall be processed within 21 working days of being received.	21 days	21 days
GFS 1.19		Deposit refunds after move out	14 days	10 days	10 days
GFS 1.20		Property valuation query	7 days	5 days	5 days
GFS 1.21		General rates enquiries	7 days	5 days	5 days
GFS 1.22		Transferring credit requests where there is a clearance block on the account	Transferring credit requests within 7 days of being received	5 days	5 days

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
GFS 1.23		Application for pensioners' rebate	7 days	5 days	5 days
GFS 1.24		Grants-in-aid: (for example, old-age homes, schools, sports grounds and all non-profit organisations)	30 working days	21 days	21 days
GFS 1.25		Water and electricity readings: Submission by customer	The Metering Section receives a notification to capture submitted readings and completes the notification. A maximum of 5 days for the completing the task on SAP.	1 day	1 day
GFS 1.26		Meter reading: Frequency of meter reading	Once per month	30 days	30 days
GFS 1.27		Metered services: Testing meters	A meter test will be conducted for water within a one-month period and for electricity within a two-month period. If a meter is found faulty, a three-month average will be used to do the adjustments. A levy will be charged to the customer's account if the meter that is tested is found to be	90 days	90 days

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
			functioning properly.		
GFS 1.28		Metered services: Journal correction for swapped devices	A journal is processed by the Metering Services Section after swapped meters are corrected within three months of attending to the notification. Currently refining the process. Some journals can be done in a shorter period.	90 days	90 days
GFS 1.29		Metered services: Journals to credit basic charges	The notification will be completed within 3 months. Currently refining the process. Some journals can be done in a shorter period.	90 days	90 days
GFS 1.30		Tariff correction for water and sanitation and electricity	A journal shall be processed by the Metering Section to credit basic charges within 3 months of attending to notification. Currently refining the process. Some journals can be done in a shorter period.	90 days	90 days

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
GFS 1.31		Incorrect bill correction	The Metering Section shall open a notification, rectify the bill and complete the notification. A maximum of 5 days for completing the task	5 days	5 days
GFS 1.32		Meter reading queries	A maximum of 5 days for completing the task	1 day	1 day
GFS 1.33		Billing and meter reading adjustments or faulty meters	A maximum of 3 months for completing the task	90 days	90 days
GFS 1.34		Printing duplicate invoice on the original form	5 days	1 hour	1 hour
GFS 1.35		Online invoice error	1 day	1 day	1 day
GFS 1.36		Debit order: Missing payment	7 days	3 days	3 days
GFS 1.37		Credit control or cut-off charges	14 days	24 hours	24 hours
GFS 1.38		Credit control or final demand charge	It can take 7 days to receive the final demand from the contractors and a further 7 days to do the reversal, if necessary.	7 days	7 days
GFS 1.39		Cut-offs	30 days after the due date	14 days	14 days
GFS 1.40		Reversing security deposit increase and	Property Rates and Taxes Section will take a maximum of 7	5 days	5 days

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
		deposit increase	days to make adjustments.		
GFS 1.41		Deposit increase related to incorrect cut-off	14 days	1 day	1 day
GFS 1.42		Deferral request	7 days	24 hours	24 hours
GFS 1.43		RIP [Reconnection of ripped electricity cable]	A reconnection should be executed within 5 working days of issuing the instruction.	96 hours	72 hours
GFS 1.44		Disputed credit control actions (cut-offs only)	Action shall be taken within 7 days of receiving the submitted affidavit and payment of investigation fee. Investigation feedback from Revenue Protection [Debt Collection and Credit Control Section] take up to 2 months.	24 hours	24 hours
GFS 1.45		Reconnecting electricity and water (excluding RIP)	Reconnecting electricity and/or water shall be executed between 6 to 8 hours after the reconnection is entered on the reconnection system.	4 to 6 hours	4 to 6 hours
GFS 1.46		All other credit control actions, excluding	Reconnections should be executed on the same day	6 to 8 hours	4 to 6 hours

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
		Reconnection of ripped electricity cable	as receiving payment.		
GFS 1.47		Credit control and debit order applications	The debit order will be deducted from the client's bank account, depending on the billing cycle (approximately 30 days after application).	21 days	21 days
GFS 1.48		Closing or opening an estate account	The Debt Collection and Credit Control Section handles the account according to policy.	21 days	21 days
GFS 1.49		Interest reversal on settlements		24 hours	3 days
GFS 1.50		Group accounts debt collection		5 days	5 days
GFS 1.51		Dispute resolution		21 days	21 days

Supply Chain Management Division

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/2022 review of norms and standards
GFS 2	Procurement				
GFS 2.1		Time taken to issue appointment letters to successful bidders after a resolution has been taken by the Tender and	4 days	4 days	4 days

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/2022 review of norms and standards
		Procurement Committee			
GFS 2.2		Time taken to award a bid after the closing date of the bid	42 working days	42 days	42 days
GFS 2.3		Time taken to respond to enquiries or requests by suppliers and service providers	14 days	7 days	7 days
GFS 2.4		Time taken to obtain quotes below R30 000	2 days	2 days	2 days
GFS 2.5		Time taken to advertise a quote above R30 000	9 days	9 days	9 days
GFS 2.6		Time taken to evaluate quotes after closing	4 days	4 days	4 days
GFS 2.7		Time taken to generate "emergency purchase orders"	2 days	1 day	1 day
GFS 2.8		Time taken to pay SMMEs	14 days	14 days	14 days
GFS 2.9		Time taken to register bidders after closing of quotes	2 days	2 days	2 days
GFS 2.10		Time taken to register a new supplier	n/a	48 hours	48 hours
GFS 2.11		Time taken to produce an official order	n/a	48 hours	48 hours
GFS 2.12		Time taken to pay a supplier	n/a	360 hours	360 hours
GFS 2.13		Preparing a creditor	n/a	48 hours	48 hours

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/2022 review of norms and standards
		statement on request			
GFS 2.14		Time taken to register a new supplier	n/a	48 hours	48 hours
GFS 2.15		Time taken to produce an official order	n/a	48 hours	48 hours

7.3 Office of the Chief Operating Officer Cluster

7.3.1 Community and Social Development Services Department

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
CSD 1	Social services				
CSD 1.1		Indigent application approval process	Verification within 3 weeks, linked to a service within a month	15 days	Within 15 working days

7.3.2 Customer Relations Management Department

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
CRM 1	Customer contact (walk-in) centres				
CRM 1.1		Information request: Time taken to resolve information requests to the customer's satisfaction at all customer care walk-in centres	Immediately; 85% of all information requests are resolved on first contact. 90% of all information requests are closed within one hour.	Immediately; 85% of all information requests are resolved on first contact. 90% of all information requests are closed within one hour.	Immediately; 85% of all information requests are resolved on first contact. 90% of all information requests are closed within one hour
CRM 1.2		Service request: Time taken to log a notification for service	2 weeks	30 minutes	20 minutes

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
		requests to the customer's satisfaction at customer care walk-in centres and provide reference number			
CRM 1.3.		Complaints: Time taken to resolve customer complaints at all customer care walk-in centres by senior management	2 weeks	1 day	1 day
CRM 1.4		Time that the customer spends in the queue in customer care walk-in centres	20 minutes	20 minutes	20 minutes
CRM 1.5		Time taken to provide a duplicate statement	10 minutes	10 minutes	5 minutes
CRM 1.6		Time taken to capture readings of electricity and water consumption	10 minutes	10 minutes	5 minutes
CRM 1.7		Time taken to open a new municipal services account	20 minutes	20 minutes	30 minutes
CRM 2	Virtual contact centre operations				
CRM 2.1		Answering calls	Within 5 rings	20 seconds	20 seconds
CRM 2.2		Answering emails	Within 72 hours	Within 72 hours	Within 48 hours
CRM 2.3		Providing the customer with a reference	Immediately	Immediately	Immediately

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
		number via voice/telephone			
CRM2.4.		Providing response on Social media platforms	n/a	n/a	Within 2 hours

7.3.3 Environment and Agricultural Management Department

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
EAM 1	Collection: Refuse removal				
EAM 1.1		Domestic (formal and informal)	Once a week, except on Christmas day	Once a week, except on Christmas day	Once a week, except on Christmas day
EAM 1.2		Business	1 to 5 times weekly, except on Christmas day (depending on the business request)	1 to 5 times weekly, except on Christmas day (depending on the business request)	1 to 5 times weekly, except on Christmas day (depending on the business request)
EAM 1.3		Industrial	1 to 5 times weekly, except on Christmas day	1 to 5 times weekly, except on Christmas day	1 to 5 times weekly, except on Christmas day
EAM 1.4		Refuse bin damaged or to be replaced/ Stolen or new bin request (this refers to the general household refuse bin: 240 l)	Within 14 days after the request has been received	7 days	7 days
EAM 1.5		Farms		As per the contract	As per the contract
EAM 1.6		Communal village		As per the national standards	As per the national standards
EAM 1.7		Distribution of rubbish bags		Once a quarter	Once a quarter
EAM 1.8		Refuse or waste:	2 days	1 day	2 days

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
		Household refuse bin not removed: Time to redress and remove the bin			
EAM 2	Bulk containers				
EAM 2.1		Collection: Business, domestic and industrial		As per the contract or 1 day after receiving the request	As per the contract or 1 day after receiving the request
EAM 2.2		Ad hoc delivery	On request, 10 days' standing time	Collection 2 days after proof of payment	Collection 2 days after proof of payment
EAM 3	Litter picking				
EAM 3.1		Availability of street bins in the inner city and transport nodes	n/a	Two-bin system, placed at 50 m apart	Swivel bins to be placed at 50 metres apart in high pedestrians traffic areas and only 100 metres apart on low pedestrian's areas
EAM 3.2		Availability of street bins in other areas	n/a	100 m apart	Swivel bins to be placed at 50 metres apart in high pedestrians traffic areas and only 100 metres apart on low pedestrian's areas
EAM 3.3.		Emptying street bins	n/a	Daily	Street bins serviced at least once a week; however in high pedestrian area (e.g. Inner-city) frequency can

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
					be up to every second day
EAM 4	Domestic recycling				
4.1		Domestic waste recycling	n/a	Once every 2 weeks	n/a
4.2.		Communal villages	n/a	Once every 2 weeks	n/a
4.3		Farms	n/a	As per the contract	n/a
EAM 5	Waste disposal				
EAM 5.1		Dumping illegally on private empty erven or stands		14 days	14 days
EAM 5.2		Buyback	Immediately	Operating hours: Monday to Saturday	Operating hours: Monday to Friday from 08:00 to 16:00
EAM 6	Parks				
EAM 6.1		Parks hiring: Confirmation of availability	Immediately	1 day	7 day
EAM 6.2		Pest control request from the public: Termites on sidewalks Bees in street trees or holes in the ground	15 days	2 days	10 working days
EAM 6.3		Pest control in municipal buildings Problems with rodents (rats and mice) and bees)	15 days	2 days	10 working days
EAM 6.4		Plants: Hiring plants to the public	Immediately	1 day	1 day
EAM 6.5		Plants: Hiring and decoration confirmation	n/a	1 day	N/A Services suspended from July

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
					2017 until further notice
EAM 6.6		Plants: Site handover on the event day	n/a	2 hours before the event start time	N/A Services suspended from July 2017 until further notice
EAM 6.7		Trees: Request for donation by the government, schools and religious institutions (the property must be owned by the church)	n/a	5 days	5 working days
EAM 6.8		Hiring open spaces	7 days	3 days	7 days
EAM 7	Conservation				
EAM 7.1		Cleaning rivers and wetlands	n/a	Annually	Annually
EAM 7.2		Problem animal control (snakes and monkeys)	n/a	1 to 3 hours	1 to 3 hours
EAM 7.3		Nature reserves: Operating hours	n/a	Sunrise to sunset	Sunrise to sunset
EAM 8	Facilities				
EAM 8.1		Hiring facilities	Booking required 2 days in advance, subject to the availability	2 days	2 days
EAM 8.2		Day visitors (picnics, braais, game drives, swimming pool activities, mountain biking, etc)	Opens daily	Opens daily	Opens daily

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
EAM 9	Compliance development and air quality management				
EAM 9.1		Development applications	30 working days per legislative requirement	21 working days	30 working days per legislative requirement
EAM 9.2		Environmental impact assessments (EIAs) and environmental management plans (EMPs)	n/a	30 working days per legislative requirement	30 working days per legislative requirement
EAM 9.3		Internal landscape design requests	42 working days	30 days	42 working days
EAM 9.4		Acknowledgement of atmospheric emission application	n/a	14 days	14 days
EAM 9.5		Atmospheric emission licence	60 days	60 days	60 days
EAM 9.6		Environmental incidents	1 day	1 days	1 day
EAM 9.7		Environmental complaints	3 days	3 days	3 days
EAM 9.8		Environmental management: Information on events	2 days	1 day	8 days
EAM 10	Nature conservation and resorts				
EAM 10.1		Bookings: Chalets and overnight rooms	2 weeks in advance, plus deposit	1 day; proof of payment to be received within 4 hours after booking	1 day; proof of payment to be received within 4 hours after booking
EAM 10.2		Application for events (music festivals)	60 days in advance, deposit with application, payment 21 days before the date of the event.	60 days	60 days

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
EAM 10.3		Bookings for guided activities (game drives, horse trails, hiking trails, educational programmes, etc)	2 weeks in advance, plus deposit	7 days	7 days
EAM 10.4		Caravan and camping enquiries	Per day payments, groups and rally bookings	1 hour	1 hour
EAM 11	Agriculture and rural development				
EAM 11.1		Agriculture open days or information days	n/a	Once a year	Once a year
EAM 11.2		Request for information on agricultural training	n/a	Immediately (this will require the information to be provided to the front office in terms of training offerings)	Immediately (this will require the information to be provided to the front office in terms of training offerings)
EAM 11.3		Technical agricultural information	n/a	3 days	3 days
EAM 11.4		Use of tractors and implements	n/a	7 days after all the relevant documentation has been submitted	7 days after all the relevant documentation has been submitted
EAM 11.5		Request for repair and maintenance of operational machines and any other equipment in agri-parks	n/a	Immediately	Immediately
EAM 11.6		Operating times in agri-parks for the public to buy vegetables	n/a	7 days a week (except on Christmas days) Opening: 09:00	7 days a week (except on Christmas days) Opening: 09:00

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
		and other farm products		Closing: 18:00	Closing: 18:00

7.3.4 Energy and Electricity Department

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
EPD 1	Electricity Planning and Development Division				
EPD 1.1		Application to use existing infrastructure	Within 10 working days	10 days	10 days
EPD 1.2		Network extensions required	Within 1 month	21 days	21 days
EPD 1.3		New network installation required	Target for a response: 1 month	21 days	21 days
EPD 1.4		New applications for industrial and commercial customers	Target for a response: 1 month	21 days	21 days
EPD 1.5		Network extensions required: Low voltage	Within 2 months	21 days	21 days
EPD 1.6		Network extensions required: medium voltage	Within 3 months	42 days	42 days
EPD 1.7		Network extensions required: High voltage	By agreement	63 days	By agreement
EPD 1.8		New connection: One-phase	21 working days	21 days	21 days
EPD 1.9		New connection: Three-phase	21 working days	21 days	21 days
EB 2	Energy Business Division				

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
EB 2.1		Meter accuracy queries	Within 15 working days	10 days	10 days
EB 2.2		Meter box moved	21 days	21 days	21 days
EB 2.3		Meter reading: Special meter reading	72 hours	3 days	2 days
EB 2.4		Meter covering: Electricity box open or safety issues (conventional meters and prepaid meters)	2 weeks	2 days	2 days
EB 2.5		Meters: New connections	2 weeks	14 days	5 days
EB 2.6		Meters: Inspection required	2 weeks	7 days	3 days
EB 2.7		Burnt-out meter	5 days	5 days	3 days
EB 2.8		Faulty meter	5 days	5 days	3 days
EB 3	Prepayment metering				
EB 3.1		Meter accuracy queries	Within 15 working days	4 hours	4 hours
EB 3.2		Disconnection for tampering	Upon detection	24 hours	24 hours
EB 3.3		Reconnection following payment	No later than the first working day after full payment of fees	4 to 6 hours	6 hours
EB 3.4		Prepaid application	Immediately	12 hours	12 hours
EB 3.5		Prepaid card lost	Replaced within one hour	2 hours	2 hours
EB 3.6		Prepaid electricity device installation	Immediately	24 hours	24 hours

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
EB 3.7		Prepaid electricity device removal or being replaced, damaged device or inspection required	Two days	24 hours	24 hours
EB 3.8		Prepaid vending point or merchant requests	Immediate feedback	2 hours	2 hours
EB 3.9		Prepaid voucher incorrect: Customer received for another customer or wrong meter number entered by cashier	24 hours.	4 hours	2 hours
EB 3.10		Prepaid: Customer has supply and a prepaid meter but is unable to purchase electricity	1 day	4 hours	4 hours
EB 3.11		Prepaid: Malfunctioning or faulty prepaid meter or meter not registering	1 day	24 hours	12 hours
EB 4	Restoration of supply after forced interruptions				
EB 4.1		One service connection affected	4 hours	4 hours	4 hours
EB 4.2		Up to 5 service connections affected	6 hours	6 hours	6 hours
EB 4.3		Up to 20 service connections affected	8 hours	8 hours	8 hours

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
EB 4.4		High-voltage outage: Alternate feeder available	4 hours	4 hours	4 hours
EB 4.5		High-voltage outage: No alternate feeder available	12 hours	12 hours	24 hours
EB 4.6		High-voltage outage-excessive damage to high-voltage Infrastructure with no alternative supply	n/a	n/a	14 days
EB 5	Notice of planned interruptions to be given				
EB 5.1		Notice of planned interruptions: Residential	48 hours	72 hours	72 hours
EB 5.2		Notice of planned interruptions: Business	48 hours	120 hours	120 hours
EB 6	Quality of supply (NRS 048 matters)				
EB 6.1		Non-compliance with defined voltage levels, voltage dips, frequency, unbalance, etc	Milestone dates are to be communicated to the customer once noncompliance is established.	8 hours	8 hours
EB 9	Other				
EB 9.1		Claims: Customer claims due to damage because of power failures Education and advice	2 weeks	10 days	10 days

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
		Consumer education			
EB 9.2		Damage to electrical assets: Damaged or vandalised electrical equipment	1 day	12 hours	24 hours
EB 9.3		High consumption enquiry Education and advice Consumer education	1 week	1 week	1 week
EB 9.4		Illegal connections or tampering with meters	Immediately	2 hours	12 hours
EB 9.5		Cable theft: Time taken to respond	Within 24 hours	8 hours	8 hours
EB 9.6		Time taken to respond to an individual service request	1 hour	2 hours	2 hours

7.3.5 Water and Sanitation Department

Bulk Water and Wastewater Services Division

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
W&S 1	Access to Water Services				
W&S 1.1		Application to use existing infrastructure	Within 14 working days	14 days	14 days as per tender (USD WS-09)
W&S 1.2		Network extensions required: 110 mm	By agreement	5 days	By agreement
W&S 1.3		Network extensions	By agreement	5 days	By agreement

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
		required: 160 mm			
W&S 1.4		Network extensions required: Larger than 200 mm	By agreement	5 days	By agreement
W&S 1.5		New network installation required	By agreement	20 days	By agreement
W&S 1.6		New application: Industrial and commercial customers	By agreement	20 days	By agreement
W&S 2	Bulk water supply system faults				
W&S 2.1		Fault-reporting centres	A 24-hour telephone service to report faults. A customer services desk to report faults during normal office hours. Telephone to be answered within 3 minutes.	24/7 hour	24/7 hour
W&S 2.2		Major water pipe bursts: Response after reporting (physical site visit)	2 hours for water closure	2 hours	2 hours
W&S 2.3		Repairs on water pipe bursts: Minor losses	12 hours	12 hours	12 hours
W&S 2.4.		Repairs on water pipe bursts: Major losses	48 hours	24 hours	24 hours
W&S 3	Notice of planned interruptions				
W&S 3.1		Notice of planned interruptions to be given for minor areas: Less than 3	24 hours	24 hours	24 hours

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
		hours or 1 000 consumers			
W&S 3.2		Notice of planned interruptions to be given for larger areas: 3 to 9 hours or more than 1 000 consumers	48 hours	48 hours	48 hours
W&S 3.3		Notice of planned interruptions to be given for large areas: More than 12 hours or more than 1 000 consumers	168 hours	7 days	7 days
W&S 3.4		All hospitals, old-age homes and schools to be informed individually	168 hours	7 days	7 days
W&S 3.4		Notice of planned interruptions: Other large areas	48 hours as above	7 days	7 days
W&S 4	Water quality				
W&S 4.1		Requests regarding drinking water quality: Response	24 hours	4 hours	4 hours
W&S 4.2		Requests regarding available drinking water quality test results	7 days	48 hours	48 hours
W&S 4.3		Requests regarding storm water and river water pollution: Response	1 hour	4 hours	4 hours

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
W&S 4.4		Requests regarding available storm water and river water pollution test results	7 days	72 hours	72 hours
W&S 4.5		Levying industrial effluent charges	Monthly	24 hours	Monthly
W&S 4.6		Applications for industrial effluent discharge permits	168 hours	120 hours	120 hours
W&S 4.7		Quality of drinking water	Comply with SANS 241	Comply with SANS 241	Comply with SANS 241

Infrastructure Planning and Implementation Division

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
W&S 5	Water meters				
W&S 5.1		Application for new water meter connections	14 days	14 days	14 days
W&S 5.2		Water meter: Replacement of water meter	14 days	14 days	14 days
W&S 5.3		Water meter: clean meter box	14 days	14 days	14 days
W&S 5.4		Water meter covered or unable to be located	14 days	7 days	7 days
W&S 5.5		Water meter dial dirty, not clear, stuck or spinning	14 days or 100% within 19 days	3 days	14 days
W&S 5.6		Water meter needs to be moved	14 days	14 days	14 days

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
W&S 5.7		Water meter: Water meter faulty (high or low consumption)	3 months	21 days	14 days (to replace a faulty water meter) 3 months (for testing the water meter) 21 days (for water meter auditing for high or low consumption)
W&S 5.8		Water meter: Customer investigation	1 day	1 day	1 day
W&S 5.9		Water meter: Leaking meter and restrictor	48 hours	24 hours	24 hours
W&S 5.10		Water meter: Stopcock broken or damaged	48 hours	48 hours	48 hours
W&S 5.11		Water: Backfill	48 hours as per contract	2 days	Backfilling of water meter installation is done immediately. Pavement repair after water meter works is 14 days.
W&S 5.12		Water: Meter, V-box or cover missing	Make safe immediately 7 days to repair	3 days	3 days
W&S 5.13		Water: Meter damaged or vandalised	14 days	48 hours	48 hours
W&S 5.14		Water: Meter stolen	24 hours	24 hours	24 hours
W&S 6	Other				
W&S 6.1		Existing water services: Information on	Immediately	24 hours	24 hours

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
		existing water services			

7.3.6 Regional Operations and Coordination Department

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
ROC 1: FM	Facilities maintenance				
ROC FM: 1.1		Submission of facilities repairs requests	Once weekly	3 days	3 days
ROC 2: ULS	Urban landscaping				
ROC ULS: 2.1		Weeding	Once a month	30 days	30 days
ROC ULS: 2.2		Water features	Repaired within 14 working days	2 working days	Repaired within 14 days
ROC 3: CEM	Cemeteries				
ROC CEM 3.1		Cemeteries: Burial request: Muslims and Jews	Burial within 1 day	1 day	1 day
ROC CEM 3.2		Cremation request	Within 7 days, subject to demand	2 days	5 working days
ROC CEM 3.3		Crematorium information request	Immediately	1 hour	24 hours
ROC CEM 3.4		Exhumation request	Within 14 days	7 days	7 working days
ROC CEM 3.5		Tombstone applications	Approval within 5 days	5 days	5 working days
ROC CEM 3.6		Paupers' burials (information request)	Immediately	1 hour	Within 48 hours
ROC CEM 3.7		Weekend burials application	Cut-off is on Thursday at 13:00	Cut-off is on Thursday at 13:00	Cut-off is on Thursday at 13:00

Water and Sanitation

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
ROC 5: S&S	Sewerage services				
ROC S&S: 5.1		Sewer blockage	1 day	8 hours	24 hours
ROCS&S: 5.2		Sewerage: Manhole cover missing or damaged	80% of all sewerage requests to be addressed within 8 hours of receiving the request	24 hours	24 hours
ROCS&S: 5.3		No water	n/a	n/a	24 hours
ROCS&S: 5.4		Water leaks	n/a	n/a	48 hours
ROCS&S: 5.6		Low water pressure	7 days to resolve	48 hours	48 hours
ROC 6:WQ	Water quality				
ROC WQ: 6.1		Low pressure requests: Business and industrial	48 hours to resolve the request	24 hours	24 hours
ROC WQ: 6.2		Low pressure requests: Residential	48 hours to resolve the request	24 hours	24 hours
ROC 7	Other				
ROC 7.1		Hydrants: Fire hydrant leak or maintenance	75% of leaks resolved within 48 hours	48 hours	48 hours
ROC 7.2		Hydrants: Vandalism	75% resolved within 48 hours	3 days	72 hours
ROC 7.3		Water leak at valve box	n/a	n/a	48 hours

Energy and Electricity

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
ROC 8: E&E	Streetlights				
ROC E&E: 8.1		Repairing a single	2 to 3 working days	3 days	7 days

		streetlight failure			
ROC E&E: 8.2		Repairing a streetlight section failure	3 to 4 working days	3 days	7 days
ROC E&E: 8.3		Repairing a high-mast light failure	3 to 4 working days	4 days	7 days
ROC E&E: 8.4		Repairing a condition where streetlights are on during daytime	2 working days	2 days	7 days
ROC E&E: 8.5		Damaged high-mast pole	7 days, depending on availability of opex	7 days	14 days
ROC E&E 8.6		High-mast light on (during the day)	1 day	1 days	7 days
ROC E&E 8.7		High-mast light out (all lights off)	7 days	7 days	7 days
ROC E&E 8.8		High-mast light partially off	7 days	7 days	7 days
ROC 9: HH	Power: House lights				
ROC HH: 9.1		Power failure affecting multiple consumers	4 hours	4 hours	7,5 hours
ROC HH: 9.2		Power failure affecting a single consumer	n/a	n/a	24 hours
ROC HH: 9.3		Fire on electrical equipment (responding)	Immediately	1 hour	3,5 hours
ROC HH: 9.4		Shock from taps	Immediately	1 hour	3,5 hours
ROC HH: 9.5		Trees flashing overhead lines	Immediately	1 hour	3.5 hours

Urban Management

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
ROC 6: PM	Parks maintenance				
ROC PM: 6.1		Parks maintenance: Information request	Immediately	Immediately	48 hours
ROC PM 6.2		Pruning of trees after request	Street tree requests are prioritised on an emergency basis. Inspections are done every 4 weeks for non-emergency requests.	1 day for emergency 7 days for non-emergency	1 day for emergency 7 days for non-emergency
ROC PM 6.3		Scheduled pruning of trees	n/a	Annually	Annually

Roads and Transport

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
ROC 8: RINF	Services related to road infrastructure: Response time				
ROC RINF: 8.1		Armco barriers or guardrails (safeguarding)	15 days only for investigations, damaged rails based on stock available	15 days	2 days
ROC RINF: 8.2		Bollards required (safeguarding)	14 days after acceptance of quote	14 days	2 days
ROC RINF: 8.3		Bridges: Structural deterioration (visual assessment)	3 days	3 days	7 days
ROC RINF: 8.4		Claims (information request)	2 days after received from Group Legal and Secretariat Services	2 days after received from Group Legal and Secretariat Services	2 days after received from Group Legal and Secretariat Services

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
ROC RINF: 8.5		Gravel roads (blading and complaints)	30 working days	30 days	30 days
ROC RINF: 8.6		Loose soil or gravel deposited	15 days	7 days	7 days
ROC RINF: 8.7		Missing manhole covers (storm water)	2 days	2 days	2 days
ROC RINF: 8.8		Missing or damaged kerb or gutters	14 days	14 days	14 days
ROC RINF: 8.9		Road surface repair following an open trench service crossing	14 days	7 days	7 days
ROC RINF: 8.10		Dangerous potholes	1 day for temporary repair and 48 hours for final repair	2 days	2 days
ROC RINF: 8.11		Road shoulder: Bad Road shoulder conditions	30 working days	30 days	30 days
ROC RINF: 8.12		Roads: Debris, sand and weeds (removal)	30 working days	30 days	30 days
ROC RINF: 8.13		Sidewalk maintenance	30 working days	30 days	30 days
ROC RINF: 8.14		Spills in road	Immediately	1 to 4 hours	Immediately
ROC RINF: 8.15		Unblocking storm water drainage	15 days	15 days	15 days
ROC RINF: 8.16		Work in progress (safeguarding or traffic accommodation)	Immediately	1 to 4 hours	1 to 4 hours
ROC 9: RSTS	Road signs, markings and traffic signals				

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
ROC RSTS: 9.1		Directional sign: Time taken to repair or replace an information or directional sign	14 days	14 days	60 days
ROC RSTS: 9.2		Regulatory road sign: Time taken to repair or replace a safety-related regulatory road sign	2 days	2 days	2 days
ROC RSTS 9.3		Road markings: Time taken to repaint road markings	14 days	14 days	14 days
ROC RSTS 9.4		Street name board: Time taken to repair or replace a street name board	45 days	45 days	60 days
ROC RSTS 9.5		Traffic signs: Missing traffic signs or damaged boards	5 days	5 days	5 days

7.3.7 Roads and Transport Department

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
RT 1	Road infrastructure related services: Response time				
RT 1.1		Bollards required	14 days after acceptance of quote	14 days	14 days
RT 1.2		Claims	2 days after received from Group Legal and Secretariat Services	2 days after received from Group Legal and Secretariat Services	2 days after received from Group Legal and Secretariat Services

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
RT 1.3		New footway or kerb line required	Capex, pending on funds from the City	6 months	12 months
RT 2	Traffic signals				
RT 2.1		Any traffic signal (robot) faults	4 hours	4 hours	4 hours
RT 2.2		Robots: All signals out (possible power failure)	2 days	1 day	4 hours
RT 2.3		Robots: All signal lamps out or off	2 days	1 day	4 hours
RT 2.4		Robots: Emergency, vehicle accident or fallen pole	12 hours	6 hours	4 hours
RT 2.5		Robots: Inspection of traffic signals at intersection	7 days	2 days	4 hours
RT 2.6		Robots: Lenses damaged	n/a	n/a	4 hours
RT 2.7		Robots: Faulty loops	7 days	2 days	4 hours
RT 2.8		Robots: Overhead signal lamps not working	n/a	n/a	4 hours
RT 2.9		Robots: Poles damaged (still standing) with signals	2 days	1 day	4 hours
RT 2.10		Robots: Signal cycle not correct	2 days	1 day	4 hours
RT 2.11		Robots: Signal head facing the wrong direction	2 days	1 day	4 hours
RT 2.12		Robots: Signal lamps all burning	2 days	1 day	4 hours

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
		simultaneously			
RT 2.13		Robots: Signals flashing on red	2 days	1 day	4 hours
RT 2.14		Robots: Signals stuck on red	2 days	1 day	4 hours
RT 2.15		Robots: Single lamps are out	n/a	n/a	4 hours
RT 3	Vehicle registration				
RT 3.1		Registration of vehicles	45 minutes	45 minutes	45 minutes
RT 3.2		Renewal of vehicle licences	30 minutes	30 minutes	30 minutes
RT 3.3		Duplicate registration certificate	3 days	30 minutes	30 minutes
RT 3.4		Deregistration of vehicles	30 minutes	30 minutes	30 minutes
RT 3.5		Status change: Errors, for example chassis or engine number	30 working days	30 days	30 working days
RT 3.6		Tare changes	30 working days	30 days	30 working days
RT 3.7		Bulk registration	2 days	1 day	1 day
RT 3.8		Speed services: Drive through	15 minutes	15 minutes	15 minutes
RT 4	Providing a testing service for motor vehicles and drivers				
RT 4.1		Testing of learner's licences	1 hour	1 hour	1 hour
RT 4.2		Testing of driving licences	45 minutes	45 minutes	45 minutes

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
RT 4.3		Issuing learner's licences	15 minutes	15 minutes	15 minutes
RT 4.4		Issuing temporary driving licenses	10 minutes	10 minutes	10 minutes
RT 4.5		Manufacturing card-type driving licences	6 weeks	21 days	21 days
RT 4.6		Renewing card-type driving licences	15 minutes	15 minutes	15 minutes
RT 4.7		Application for professional driving permit (PrDP)	20 minutes	20 minutes	20 minutes
RT 4.8		Testing motor vehicles for roadworthiness	30 minutes	30 minutes	30 minutes
RT 4.9		Issuing a roadworthiness certificate	10 minutes	10 minutes	10 minutes
RT 4.10		Issuing an instructor certificate	15 minutes	15 minutes	15 minutes
RT 5	Integrated public transport planning				
RT 5.1		Requesting bus or taxi lay-bys (infrastructure)	n/a	n/a	Within 14 days
RT 5.2		Requesting provision of ranking facilities	n/a	n/a	Within 14 days
RT 6	Geological and geotechnical engineering management				
RT 6.1		Reporting dolomitic conditions or sinkholes	n/a	n/a	Within 7 days Refer for rehabilitation by the Regional Operations and

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
					Coordination Department
RT 7	Traffic-calming measures				
RT 7.1		Traffic-calming measures	n/a	n/a	Within 14 days
RT 8	Applications for public transport operating licences				
RT 8.1		Recommendation for application for operating licences	n/a	n/a	10 days
RT 9	Bus operations services: Tshwane Bus Services				
RT 9.1		Complaint regarding the conduct of a bus driver	n/a	n/a	5 days
RT 9.2		Interruptions of bus services and non-availability of bus operations	n/a	n/a	5 days
RT 9.3		Request for services in an area not serviced by Tshwane Bus Services	n/a	n/a	12 months
RT 9.4		Request for private bus hire services	n/a	n/a	1 day
RT 10	Bus operations services: A Re Yeng				
RT 10.1		Bus fare trips: Queries related to bus fares (the cost of a trip)	n/a	n/a	Immediately
RT 10.2		EMV card: Registration process	n/a	n/a	Immediately
RT 10.3		EMV card: Replacement or stolen card	n/a	n/a	Immediately

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
RT 10.4		EMV card: Lost PIN number	n/a	n/a	Immediately
RT 10.5		EMV card: Value load procedures and challenges	n/a	n/a	Immediately
RT 10.6		Refund	n/a	n/a	Immediately
RT 10.7		EMV card: selling and loading points enquiry	n/a	n/a	Immediately
RT 10.8		Concession card renewal enquiry	n/a	n/a	Immediately
RT10.9		EMV card: Renewal enquiry	n/a	n/a	Immediately
RT 10.10		Bus schedule (bus delays and operations enquiry)	n/a	n/a	Immediately
RT 10.11		Bus route enquiry (location of stops and stations and requests for future services)	n/a	n/a	Immediately
RT10.12		Lost property enquiry (personal belongings left on the bus or at stations and stops)	n/a	n/a	Immediately
RT10.13		Other enquiries	n/a	n/a	Immediately
RT 10.14		EMV card: Replacement	n/a	n/a	7 days
RT 10.15		EMV card: Declined at retail outlet	n/a	n/a	14 days

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
RT 10.16		Penalty fees or overcharge query	n/a	n/a	7 days
RT 10.17		TSV (travel) points not reflecting	n/a	n/a	7 days
RT 10.18		EMV (cash) value not reflecting	n/a	n/a	7 days
RT 10.19		Complaint about cashier	n/a	n/a	3 days
RT 10.20		Request for construction or removal of a bus stop	n/a	n/a	6 months
RT 10.21		Complaint about a bus driver	n/a	n/a	3 days
RT 10.22		Complaint about station staff	n/a	n/a	3 days
RT 10.23		Late arrival of buses, bus delays or buses not adhering to frequencies	n/a	n/a	2 days
RT 10.24		Bus accidents, commuter injury and claim-related enquiries	n/a	n/a	3 days
RT 10.25		Enquiry related to bus door functionality	n/a	n/a	14 days
RT 10.26		Enquiry related to bus aircon functionality	n/a	n/a	2 days
RT 10.27		Enquiry related to bus maintenance (such as torn seats, peeling paint and	n/a	n/a	14 days

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
		general appearance)			
RT 10.28		Bus and stations: Cleanliness-related enquiry	n/a	n/a	2 days
RT 10.29		Bus advertising, public interest in advertising on buses	n/a	n/a	3 days
RT 10.30		Bus validator not operating or malfunctioning	n/a	n/a	Within 1 day
RT 11	Tshwane Airport Services				
RT 11.1	Occupational health and safety	Noise complaints	n/a	n/a	3 working days
RT 11.2		Aviation fire and rescue enquiries	n/a	n/a	Immediately
RT 11.3		Defueling of aircraft	n/a	n/a	5 minutes
RT 11.4	Security and law enforcement	Complaints about security guards	n/a	n/a	Investigate and refer to the Tshwane Metro Police Department
RT 11.5		Complaints about breaches of security or theft	n/a	n/a	Investigate and refer to the Tshwane Metro Police Department
RT 11.7	Events coordination and public relations	Requests to do filming, photography or special events at the airport	n/a	n/a	3 working days
RT 11.8		Complaints by tenants about tenants	n/a	n/a	7 working days
RT 11.9		Media queries and	n/a	n/a	3 working days

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
		stakeholder management			
RT 11.10		Water and storm water queries	n/a	n/a	Immediately
RT 11.12		Electricity queries	n/a	n/a	3 working days

7.3.8 Human Settlements Department

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
HHS 1	Housing-related enquiries				
HHS 1.1	General enquiries	General enquiries on registration in the Housing Needs Register, allocation of houses, rental units, issuing of title deeds, etc	5 minutes	5 minutes	5 days 10 days for external stakeholders
HHS 1.2		Checking and confirming status on the National Housing Needs Register (NHNR) (waiting list) and Housing Subsidy System - HSS)	4 minutes	4 minutes	5 days 10 days for external stakeholders
HHS 1.3	NHNR enquiries	Rental unit applications and processing	10 minutes	10 minutes	5 days 10 days for external stakeholders
	NHNR and rental unit applications	Analysing and updating the applications with documentation as per the	4 minutes	4 minutes	5 days 10 days for external stakeholders

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
		qualification criteria			
HHS 1.4	Rental Housing Tribunal	Rental Housing Tribunal complaints	10 minutes	10 minutes	5 days 10 days for external stakeholders

7.3.9 Health Department

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
HSD 1	Provision of clinics				
HSD 1.1		Fixed clinics	5 days' service	5 days a week	5 days per week Saturday from 08:00 to 13:00 at 14 primary healthcare clinics
HSD 1.2		Satellite clinics	1 to 3 days	3 days a week	1 day per week
HSD 1.3		Mobile clinics	1 to 2 days	2 days a week	5 days per week
HSD 2	District health services				
HSD 2.1		Accessibility of health facilities	2 to 5 km radius	5 km radius	2 to 5 km radius
HSD 2.2		Primary healthcare services (according to the primary healthcare service package and national norms and standards)	In terms of the national norms and standards	Available 8 hours a day, five days a week	Available 8 hours a day, five days a week
HSD 2.3		Health information, education and communication			
HSD 2.4		Integrated management of			

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
		childhood illnesses			
HSD 2.5		Immunisation			
HSD 2.6		Family planning			
HSD 2.7		Antenatal care			
HSD 2.8		Counselling and referral for termination of pregnancy			
HSD 2.9		Cancer screening			
HSD 2.10		Acute curative care			
HSD 2.11		Mental health			
HSD 2.12		Chronic diseases care			
HSD 2.13		Management of sexually transmitted infections			
HSD 2.14		Tuberculosis control programme			
HSD 2.15		Voluntary counselling and testing			
HSD 2.16		Prevention of mother-to-child transmission			
HSD 2.17		Assessment and referral for antiretroviral therapy (staging)			
HSD 2.18		Antiretroviral therapy (at selected sites only)			
HSD 3	Community participation				
HSD 3.1		Mayoral AIDS Council	At least 1 meeting in a month At least 1 meeting in 3 months	1 meeting within 90 days	1 meeting within 90 days (quarterly)

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
HSD 4	Food safety (routine inspection and certification)				
HSD 4.1		Inspecting food-handling premises per business premise	Once every 3 months	90 days	Twice per every 12 months for low risk food premises.
HSD 4.2		Inspecting non-food premises	Once in 3 months	90 days	Once every 12 months
HSD 4.3		Application for a certificate of acceptability (COA)	Acknowledge receipt within 72 hours	48 hours	Acknowledge receipt of application within 3 working days
HSD 4.4		Inspecting premises for issuing of COA	Within 5 days	5 working days if all requirements are met	Within 5 working days
HSD 4.5		Issuing COA or complying with requirements	Within 5 days	3 days	Within 5 working days after all requirements or criteria have been met
HSD 4.6		Sampling at milk parlours and other food premises (food, water, and milk sampling)	Once a month	30 days	One sampling activity per month according to the approved programme
HSD 5	Disposal of the dead				
HSD 5.1		Inspection of funeral undertakers to evaluate compliance	Once a quarter	90 days	At least once a quarter
HSD 5.2		Application for a certificate of competence	Acknowledge receipt within 3 working days. Inspection within 5 working days. Registration or notice within 21 working days. Note: In case of objections,	21 days	Acknowledge receipt within 3 working days Inspection within 5 working days Registration or notice within 21 working days

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
			the development tribunal arbitration process will be followed.		
HSD 5.3		Exhumation of bodies (issuing an approval permit for the exhumation of bodies)	Acknowledge application within 3 working days. Availability of an environmental health practitioner on the day set in the exhumation order.	3 days	Within 7 working days after receiving an application
HSD 6	Surveillance of premises				
HSD 6.1		Inspecting childcare institutions (per institution)	Once in 3 months	90 days	Once per quarter
HSD 6.2		Inspecting accommodation facilities to determine compliance	Once in 3 months	90 days	Twice per year
HSD 6.3		Issuing health certificates	Acknowledge receipt within 3 working days. Inspection within 5 working days. Issue or notice within 21 working days.	5 days, if all requirements are met	Within 5 working days, if all requirements are met
HSD 7	Noise control				
HSD 7.3	Complaints	Assessing noise complaints and reporting	n/a	n/a	Respond to noise complaints within 7 working days
HSD 8	Customer care				
HSD 8.1		Average response time	Not more than 168 hours	Acknowledge a complaint	Acknowledge complaint within 5

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
		to complaints at all clinics		within 24 hours Investigate and respond to the complaint within 21 days	working days after receipt by the relevant health establishment Investigate and respond to the complaint within 25 working days
HSD 8.2		Average waiting time at all clinics	Waiting time less than 150 minutes	150 minutes	180 minutes
HSD 8.3		Time for reporting and response on structural defects	Within 24 hours	Within 24 hours	Within 24 hours
HSD 8.4		Percentage of authorised list medicine available at primary healthcare facilities	n/a	n/a	90% of standards set
HSD 9	Carcass removal				
HSD 9.1		<i>Ad hoc</i> Removal of carcasses by an appointed service provider after receiving an instruction	2 days	1 day	Within 1 day

7.4 Emergency Services Department

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
ES 1	Emergency calls				
ES1.1	Life-threatening emergencies	Call receipt	1,5 minutes	120 seconds	90 seconds

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
	Life-threatening emergencies	Emergency turnout	3 minutes	60 seconds	180 seconds
ES 2	Emergency incidents				
ES 2.1		Priority 1 response to medical emergencies in built-up areas	The response time to 80% of Priority 1 patients must be under 30 minutes in urban areas and minutes in rural areas.	Average attendance time of 15 minutes for calls dispatched as Priority 1 emergency medical incidents in built-up areas at least 65% or more of the time (measured from the time of the call to the time of attendance)	Measured from the time the call is received from the emergency call centre to the first emergency vehicle to arrive on the scene: P1 urban response time must be under 30 minutes. P1 rural response time must be under 60 minutes.
ES 2.2	Emergency medical operations	Per capita allocation of ambulance	1 ambulance to cover 30 000 people to improve quality of service	1 ambulance per 30 000 people	1 ambulance per 30 000 people
ES 3	Fire and rescue operations				
ES 3.1		Firefighting response to structural fires in built-up areas	Response times to fire risk areas 80% of the time: Category A = 8 minutes Category B = 10 minutes Category C = 13 minutes Category D = 23 minutes	Average attendance time of 14 minutes for structural fire incidents in built-up areas at least 75% or more of the time (measured from the time of the call to the time of attendance)	Average attendance time of 14 minutes for structural fire incidents in built-up areas at least 75% or more of the time (measured from the time of the call to the time of attendance)

7.5 Tshwane Metro Police Department

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
TMPD 1	Law enforcement and prosecutions				
TMPD 1.1		Notification response	Within 2 days	1 day	n/a
TMPD 1.2		First notice	7 days	7 working days	n/a
TMPD 1.3		Final notice	Within 21 to 30 working days	21 working days	n/a
TMPD 1.4		Issuing spot fines	Immediately	15 minutes	n/a
TMPD 1.5	Response time	In rural areas	2 days	2 days	72 hours
TMPD 1.6		In urban areas	2 days	2 days	72 hours
TMPD 1.7		Response to noise or public nuisance	n/a	4 hours	72 hours Unresolved issues referred to the Municipal Health Services Section
TMPD 1.8		Response to illegal trading	n/a	48 hours	72 hours Unresolved issues referred to Local Economic Development Division
TMPD 1.9		Response to illegal taxi rank	n/a	120 hours	48 hours Unresolved issues referred to the Roads and Transport Department
TMPD 1.10		Response to illegal mining	n/a	120 hours	n/a Pending promulgation of the by-law
TMPD 1.11		Response to animal related matters	n/a	48 hours	n/a

Reference number	Focus area	Task	2012 approved norms and standards	2018 approved norms and standards	2021/22 review of norms and standards
TMPD 1.12		Response to illegal dumping or littering	n/a	48 hours	72 hours Unresolved issues referred to the Waste Management Services Division
TMPD 1.13		Response to illegal carwash	n/a	120 hours	72 hours Unresolved issues referred to Local Economic Development Division
TMPD 1.14		Response to illegal land invasion	n/a	n/a	48 hours Unresolved issues referred to the Land Invasion Unit
TMPD 1.15		Disciplinary complaint	n/a	n/a	3 months (2 160 hours)