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*2014/01/12*

Your reference: THE HEAD  
 My reference: 3/18/8/4 COMPLAINTS AGAINST THE SAPS  
 Enquiries: Brig Netswera DIVISION: INSPECTORATE  
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Acting Divisional Commissioner  
INSPECTORATE

Att: IAC

**QUARTERLY REPORT: 1 OCTOBER 2013 TO 31 DECEMBER 2013 IN TERMS OF THE ANNUAL PERFORMANCE PLAN FOR THE DIVISION INSPECTORATE: 2013/2014 FINANCIAL YEAR**

**1. INTRODUCTION**

- 1.1. Herewith, the Quarterly Report in terms of the Annual Performance Plan for the Division Inspectorate.
- 1.2. The report encapsulate the following:
  - 1.2.1. Performance in terms of the key Performance Areas.
  - 1.2.2. Ad hock taskings.
  - 1.2.3. Management Information and analysis of complaint files processed.
  - 1.2.4. Challenges.
  - 1.2.5. Way forward.

**2. PERFORMANCE IN TERMS OF KEY PERFORMANCE AREAS (KPA)**

- 2.1. **KPA 1: Management and co-ordination of the establishment and maintenance of a centralised database for service delivery complaints received at the Division.**

Key Action	Target	Performance
2.1.1 To manage and co-ordinate the assessment and classification of all service delivery complaints received at the Nodal Point.	To assess and classify (100%) complaints per day.	100% Of complaints received were assessed and classified per working day during the 3rd Quarter 2013/2014.
2.1.2 To manage and co-ordinate the registration and analysis of service delivery complaints on the Complaints Management System within the Division.	To register (100%) complaints received, on the Complaints Management System.	100% (221) Complaints were received and registered on the Complaints Management System during the 3rd Quarter 2013/2014.
2.1.3 To manage and co-ordinate the compilation and communication of reports to SAPS Management based on the analysis of the service delivery complaints received.	(4) Quarterly reports and (1) Annual Report forwarded to SAPS Management during 2013/2014.	(1) Report was forwarded to Management.
2.1.4 To manage and co-ordinate the development and implementation of the procedural manual to establish and maintain the centralised database for service delivery complaints received.	(1) Draft Procedural Manual developed and implemented by 31 March 2014.	(1) Draft Complaints Management System Manual developed.

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**2.2. KPA 2: Management and co-ordination of the response to and monitoring the investigation of service delivery complaints received at the Division: Inspectorate**

Key Action	Target	Progress/Performance
2.2.1 To manage the investigation/finalization period of service delivery complaints received.	To maintain an average of (3) calendar months to finalize service delivery complaints received during 2013/2014.	Average of (3) calendar months taken to investigate/finalize service delivery complaints.
2.2.2 To manage the finalization rate of complaints received.	To maintain the annual finalization rate of 70% during 2013/2014.	A total of 43.69% (267) of (390 + 221 = 611) complaint files were finalized during the 3 <sup>rd</sup> Quarter.  A total of 68.05% (733) (436+641=1077) complaint files were finalized during the 1 <sup>st</sup> , 2 <sup>nd</sup> and 3 <sup>rd</sup> Quarter 2013/2014
2.2.3 To manage the development and implementation of awareness programs to address the root causes of service delivery complaints.	(2) Awareness programs developed and implemented by 31 March 2014	( 0 ) Awareness programs developed and implemented based on Bi-annual root causes analysis.
2.2.4 To manage and co-ordinate the development of Standing Operational Guidelines on Management of complaints against the SAPS.	(1) Standing Operational Guideline on the management of complaints against the SAPS available by 31 March 2014.	(1) Draft Standing Operational Guideline on the management of complaints against the SAPS is available

**2.3. Ad Hoc Tasking's**

During the assessment period, the following *ad hoc* taskings were carried out:

- 2.3.1. Development of the Curriculum and Course content for Module 5 of the Inspecting Officer's Learning Programme for the Division: Inspectorate.
- 2.3.2. Investigation on various cases, reported at Gauteng/Soweto police stations.

**3. MANAGEMENT INFORMATION AND ANALYSIS OF COMPLAINT FILES PROCESSED**

**3.1 Summary of complaints brought forward, received, finalized and carried over.**

COMPLAINTS	October 2013	November 2013	December 2013	January 2014
Brought forward	390	352	369	344
Received (including re-open files)	93	78	50	
Finalized	131	71	65	
Carried over	352	359	344	

**3.1.1 Summary of complaints brought forward, received, finalized and carried over for the 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> Quarter.**

COMPLAINTS	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Brought forward	436	400	390	344
Received (including re-open files)	186	234	221	
Finalized	222	244	267	
Carried over	400	390	344	

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**3.2. Complaints received per post/email/fax/newspaper articles (origin of complaints):**

COMPLAINTS	October 2013	November 2013	December 2013	TOTAL
Ministry of Police	1	11	4	16
National Commissioner	2	4	0	6
Public Service Commission	9	1	0	10
Public Protector	0	1	0	1
Presidential Hotline	0	2	4	6
Newspapers	1	1	0	2
Community	80	58	42	180
<b>TOTAL</b>	<b>93</b>	<b>78</b>	<b>50</b>	<b>221</b>

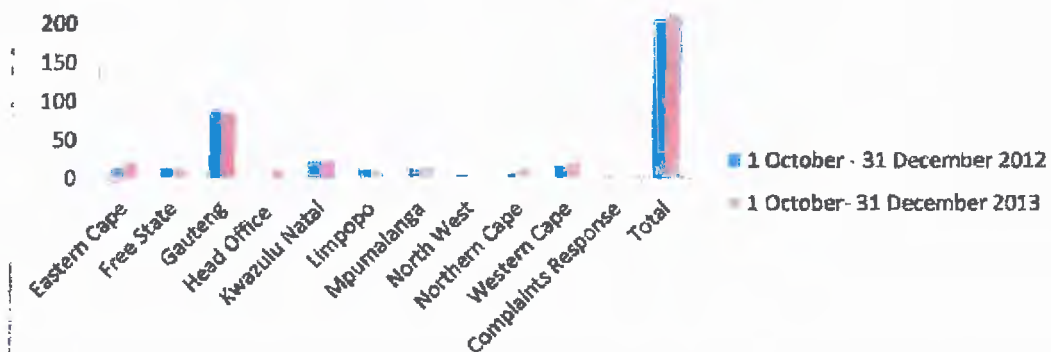
**3.3. Complaints received personally and telephonically at the Call Centre:**

	OCTOBER 2013		NOVEMBER 2013		DECEMBER 2013		TOTAL	
	Received	Finalized	Resolved	Finalized	Received	Finalized	Total Received	Total Finalized
Personally	10	7	5	4	3	1	18	12
Received by telephone	14	11	4	3	3	3	21	17
Referred for further investigation	6		2		2		10	

**3.4. Messages retrieved from the voice recorder at the Call Centre.**

	OCTOBER 2013	NOVEMBER 2013	DECEMBER 2013	TOTAL
Retrieved from the Voice Machine	235	222	85	542
Total number of Non-useful Calls	171	190	59	420
Total number of Useful Calls	64	32	26	122

**3.5. Comparison of complaints received per province for the period 1 October 2012 to 31 December 2012 and 1 October 2013 to 31 December 2013 (Origin)**

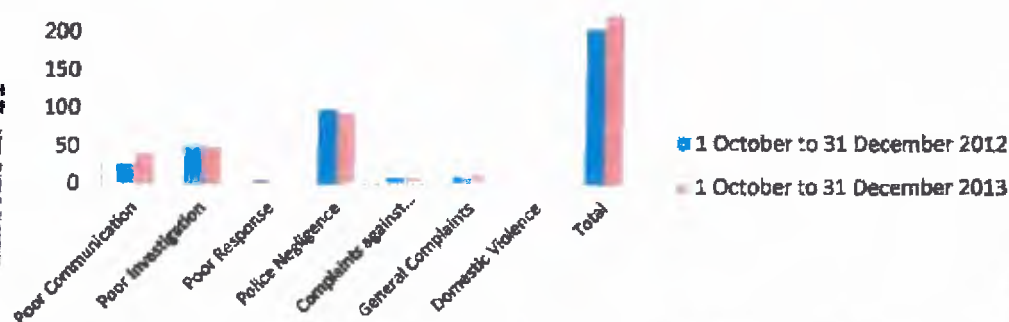


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Province	1 October to 31 December 2012	1 October to 31 December 2013
Eastern Cape	13	23
Free State	15	13
Gauteng	81	87
Head Office	1	12
KwaZulu Natal	23	23
Limpopo	14	10
Mpumalanga	15	15
Northern Cape	8	1
North West	8	15
Western Cape	18	22
Complaints Response & Investigations	0	0
<b>Total</b>	<b>286</b>	<b>221</b>

3.5.1. The comparison of the two periods shows that complaints *increased* with 15 (7.28%) during the period 1 October 2013 to 31 December 2013.

3.6. Comparison of nature of complaints for the period 1 October 2012 to 31 December 2012 and 1 October 2013 to 31 December 2013



Nature of complaints	1 October to 31 December 2012	1 October to 31 December 2013
Poor communication	28	43
Poor investigation	52	51
Poor response	6	5
Police negligence/misconduct	100	96
Complaints against Management	9	10
General complaints	11	16
<b>Total</b>	<b>286</b>	<b>221</b>

3.6.1 It should be noted that Poor communication has *increased* with 15 (53.75%) whilst Police Negligence/Misconduct *decreased* with 4(3.03%).

3.7. Complaints files re-opened as per classification.

Classification	October 2013	November 2013	December 2013	Total
Poor Communication	3	2	0	5
Poor Investigation	0	2	1	3
Police Negligence/misconduct	1	1	0	2
Complaints Against SAPS Management	1	0	0	1
General Complaints	0	0	0	0
Poor Response	0	0	0	0
Domestic Violence Act	0	0	0	0
<b>Total</b>	<b>5</b>	<b>5</b>	<b>1</b>	<b>11</b>

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**3.8. Re-opened complaints files referred to Provinces.**

Province	October 2013	November 2013	December 2013	Total
Gauteng	0	2	0	2
North West	1	1	1	3
Kwazulu Natal	1	1	0	2
Mpumalanga	1	0	0	1
Northern Cape	0	0	0	0
Western Cape	1	0	0	1
Eastern Cape	0	0	0	0
Free State	0	1	0	1
Limpopo	0	0	0	0
Head Office	1	0	0	1
<b>Total</b>	<b>5</b>	<b>5</b>	<b>1</b>	<b>11</b>

*Comment:*

*The above statistics (par 3.7 and 3.8) are included in (par 3.1, 3.2, 3.3 and 3.4).*

**3.9. Complaints referred to the provinces/divisions.**

Province	October 2013	November 2013	December 2013	TOTAL
Eastern Cape	10	6	4	20
Free State	5	3	2	10
Gauteng	25	26	19	70
Head Office	2	6	3	11
Kwazulu Natal	6	9	4	19
Limpopo	2	5	2	9
Mpumalanga	7	0	7	14
Northern Cape	1	0	0	1
North West	8	2	3	13
Western Cape	8	10	2	20
Complaints Response & Investigations	19	11	4	34
<b>Total</b>	<b>93</b>	<b>78</b>	<b>50</b>	<b>221</b>

**3.10. Public Service Commission's complaints processed:**

COMPLAINTS	October 2013	November 2013	December 2013	January 2014
Brought forward	21	22	17	11
Received	9	1	0	
Finalized	8	6	6	
Carried over	22	17	11	

**4. Finalized complaint files per root cause:**

Classification	October 2013	November 2013	December 2013	Total
Police Negligence/Misconduct	39	20	20	79
Poor Communication	24	6	5	35
Poor Investigation	21	13	12	46
Poor Response	11	3	0	14
Complaints Against SAPS Management	12	3	0	15
Unfounded	15	14	19	48
Civil Matter	3	4	4	11
Duplicate files	3	3	1	7
Referred (SAPS components)	3	5	4	12
<b>Total</b>	<b>131</b>	<b>71</b>	<b>65</b>	<b>267</b>

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**5 NEW AND FINALISED COMPLAINTS: STATIONS GENERATED THE MOST COMPLAINTS (TWO (2) OR MORE COMPLAINTS)**

**GAUTENG**

<b>Stations</b>	<b>New complaints</b>	<b>Finalized complaints</b>
Sandton	2	0
Pretoria West	2	2
Germiston	4	0
Sunnyside	5	6
Garsfontein	2	4
Akasia	3	0
Laudium	2	2
Katlehong	2	0
Mabopane	4	4
Honeydew	3	2
Sebokeng	2	0
Pretoria Central	2	2
Prov Comm Gauteng	3	7
Springs	2	0
Midrand	2	3
Hillbrow	4	3
Hercules	2	2
Germiston	0	2
Vanderbijlpark	0	2
Pretoria Moot	0	2
Garanguwa	0	2
Brooklyn	0	2
Honeydew	0	2
Bramley	0	2
Atteridgeville	0	2
Temba	0	2
Tsakane	0	2
Kempton Park	0	2
Lenasia	0	2
Norkempark	0	2
Tembisa	0	3
Lytelton	0	2
Rabie Ridge	0	2

**NORTH WEST**

<b>Stations</b>	<b>New complaints</b>	<b>Finalized complaints</b>
Rustenburg	2	3
Brits	2	0
Mahikeng	0	2

**KWAZULU NATAL**

<b>Stations</b>	<b>New complaints</b>	<b>Finalized complaints</b>
Pietermaritzburg	2	0
Umlazi	2	2
Durban Central	2	0



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Phoenix	2	2
Chatsworth	2	0
Kwanakhutha	0	2
Sydenham	0	2
Pinetown	0	2
Newcastle	0	2
Nquthu	0	2

**MPUMALANGA**

<b>Stations</b>	<b>New complaints</b>	<b>Finalized complaints</b>
Mamethlake	2	0
Witbank	3	0
Hendrina	0	2
Ermelo	0	2

**WESTERN CAPE**

<b>Stations</b>	<b>New complaints</b>	<b>Finalized complaints</b>
Kuilsriver	2	0
Beaufort West	2	0
Belville	0	2

**EASTERN CAPE**

<b>Stations</b>	<b>New complaints</b>	<b>Finalized complaints</b>
Bisho PSS	2	0
East London	0	2
Middelburg	0	2
K9 Port Alfred	0	2

**FREESTATE**

<b>Stations</b>	<b>New complaints</b>	<b>Finalized complaints</b>
Park Road	3	0

**LIMPOPO**

<b>Stations</b>	<b>New complaints</b>	<b>Finalized complaints</b>
Piensaarsriver	2	0
Hlohotlou	0	2

**HEAD OFFICE**

<b>Divisions</b>	<b>New complaints</b>	<b>Finalized complaints</b>
HRD	2	0
CRC & Forensic	2	0
Personnel Management	3	0
Pearl Training	0	2

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**ANALYSIS OF COMPLAINTS EMANATING FROM THE 290 POLICE STATIONS CONTRIBUTED TO 70% OF THE SERIOUS REPORTED CRIMES**



■ 93 Stations  
 ■ 130 Complaints

**6. COMPLAINTS RELATING TO DOMESTIC VIOLENCE**

Classification	OCTOBER 2013	NOVEMBER 2013	DECEMBER 2013	Total
	1	1	1	3
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>3</b>

**7. CHALLENGES**

- 7.1 Fragmentation and duplication of efforts at National and Provincial level because the same complaint is received and simultaneously dealt with at various Divisions and Components.
- 7.2 Although the Complaints Management System is currently utilized, however, some of the fields are not yet factored/built in.
- 7.3 Shortage of functional officers to effectively cope with the volume of work generated by the large number of complaints against SAPS received at the Division: Inspectorate.
- 7.4 Ad hoc taskings within the Division also contribute to the shortage of personnel.

**8. WAY FORWARD**

- 8.1 The implementation of envisaged structure will solve the issue of shortage of personnel and duplication of efforts to address complaints.
- 8.2 TMS to add some fields in the Complaint Management System.

  
**BRIGADIER**  
**MHEAD: COMPLAINT AGAINST THE SAPS**  
**DIVISION: INSPECTORATE**  
**LA NETSWERA**

Date: 2014/01/12