

EXECUTIVE SUMMARY

Reference: 3/1/8/6/4

REPORT FOR THE SECOND QUARTER: 1 JULY 2014 TO 30 SEPTEMBER 2014 IN TERMS OF THE ANNUAL PERFORMANCE PLAN: COMPLAINTS AGAINST THE SAPS: DIVISION: INSPECTORATE: 2014/2015 FINANCIAL YEAR

1. INTRODUCTION

1.1 The report for the second quarter in terms of the Annual Performance Plan for the Division Inspectorate encapsulates the following:

- Performance in terms of the Key Performance Areas.
- Management Information and analysis of complaint files processed.
- Challenges.
- Way forward.

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

- 2.1. During the 2nd Quarter 2014/2015 **795** complaints were received and registered on the Complaints Management System.
- 2.2. A total of **531** of the **1520 (35%)** complaint files on hand were finalized during the 2nd Quarter 2014/2015.

3. MANAGEMENT INFORMATION AND ANALYSIS OF COMPLAINT FILES PROCESSED

- 3.1. A comparison of complaints received per province/division/components for the period 1 July 2013 to 30 September 2013 and 1 July 2014 to 30 September 2014 shows an increase of **561** complaints (**240%**).
- 3.2. A comparison of the nature of complaints for the above period depicts the following:

Nature of complaints	2 nd Quarter 2013/2014	2 nd Quarter 2014/2014	Increased %
Poor communication	27	146	441%
Poor investigation	53	146	175%
Poor response	16	78	388%
Police negligence/misconduct	106	296	179%
Complaints against Management	21	57	171%
General complaints	11	72	555%
Total	234	795	

- 3.3. A total of **8** Public Service Commission complaints were received during the 2nd Quarter 2014/2015 and **11** complaints from the Public Service Commission were carried over to the 3rd Quarter 2014/2015.
- 3.4. A total of **129** Presidential Hotline complaints were received during the 2nd Quarter 2014/2015 and **163** complaints from the Presidential Hotline were carried over to the 3rd Quarter 2014/2015.
- 3.5. A total of **4** Domestic Violence Act complaints were received during the 2nd Quarter 2014/2015.
- 3.6. A total of **62** complaints were received personally and telephonically at the Call Centre and a total of **73** of the **544** messages on the voice recorder were usable.

4. NEW AND FINALISED COMPLAINTS: STATIONS THAT GENERATED THE MOST COMPLAINTS ((TWO (2) OR MORE COMPLAINTS)) AS WELL AS STATIONS THAT ARE LISTED ON THE 290 STATIONS THAT WERE DESIGNATED IN THE 2012/13 FINANCIAL YEAR AS STATIONS THAT CONTRIBUTED TO 70% OF THE SERIOUS REPORTED CRIMES IN SOUTH AFRICA.

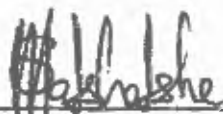
- 4.1. A total of **214 (27%)** of the **795** complaints received in the 2nd Quarter 2014/2015 were related to **124 (43%)** of the **290** stations that were designated in the 2012/13 financial year as stations that contributed to 70% of the serious reported crimes in South Africa

5. CHALLENGES

- 5.1. Fragmentation and duplication of complaints.
- 5.2. Ineffective Complaints Management System and lack of a centralized database.
- 5.3. Shortage of functional officers.
- 5.4. Lengthy time to open new files at Head Office Registry.

6. WAY FORWARD

- 6.1. The implementation of the envisaged structure will solve the issue of shortage of personnel and duplication of efforts to address complaints.
- 6.2. A suitable web-based database must be identified or developed in conjunction with TMS and other role players which would serve as a national and centralised database for all service delivery complaints against the SAPS.



VS MATSHATSHE
MAJOR GENERAL

MAJOR GENERAL

ACTING DIVISIONAL COMMISSIONER

DIVISION: INSPECTORATE

VS MATSHATSHE

Date: 2014 -10- 24



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The Deputy National Commissioner
 POLICING

**REPORT FOR THE SECOND QUARTER: 1 JULY 2014 TO 30 SEPTEMBER 2014 IN
 TERMS OF THE ANNUAL PERFORMANCE PLAN: COMPLAINTS AGAINST THE
 SAPS: DIVISION: INSPECTORATE: 2014/2015 FINANCIAL YEAR**

A1. INTRODUCTION

- 1.1 Herewith, the report for the second quarter in terms of the Annual Performance Plan for the Division: Inspectorate.
- 1.2 The report encapsulates the following:
- Performance in terms of the Key Performance Areas.
 - Management Information and analysis of complaint files processed.
 - Challenges.
 - Way forward.

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

- 2.1. KPA 1: Management and coordination 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 coordinate the assessment and classification of all service delivery complaints received at the Division.	To assess and classify (100%) complaints per day.	100% of complaints received were assessed and classified per working day during the 2 nd Quarter 2014/2015.
2.1.2 To manage and coordinate the registration and analysis of service delivery complaints	To register (100%) complaints received on the Complaints Management System.	100% (795) complaints were received and registered on the Complaints Management System during the 2 nd

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on the Complaints Management System within the Division.		Quarter 2014/2015.
2.1.3 To manage and coordinate the compilation and communication of reports to SAPS Management based on the analysis of the service delivery complaints received.	(3) Monthly reports and (1) Quarterly report forwarded to SAPS Management during the 2 nd Quarter 2014/2015.	(4) (1x Quarterly and 3 x Monthly) reports were forwarded to Management.
2.1.4 To manage and coordinate the development and implementation of the procedural manual to establish and maintain the centralised database for complaints received.	(1) Draft Procedural Manual developed and Implemented by 31 March 2015.	(1) Draft Complaints Management System Manual developed.

2.2. KPA 2: Management and coordination 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 complaint received.	To maintain an average of (3) calendar months to finalize service delivery complaints received during 2014/2015.	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 2014/2015.	A total of 531 out of 1520 (35%) of complaint files were finalized during the 1 st Quarter.
2.2.3 To manage the development and implementation of awareness programs to address the root causes of service delivery	(2) Awareness programs developed and implemented by 31 March 2015	(0) Awareness programs were conducted based on Annual root causes analysis for 2014/2015.

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complaints.		
2.2.4 To manage and coordinate 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 2015.	(1) Draft Standing Operational Guideline on the management of complaints against the SAPS is available

3. MANAGEMENT INFORMATION AND ANALYSIS OF COMPLAINT FILES PROCESSED

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

COMPLAINTS	July 2014	August 2014	September 2014	TOTAL
Brought forward	725	916	968	
Received (including reopened files)	360	230	205	795
Finalized	169	178	184	531
Carried over	916	968	989	

Comment: A total of 989 complaints files were carried over to October 2014

3.2. Comparison of complaints received per province for the period 1 July 2013 to 30 September 2013 and period 1 July 2014 to 30 September 2014 (Origin of complaints)

Province	2 nd Quarter 2013/2014	2 nd Quarter 2014/2015	Increased %
Eastern Cape	19	40	110%
Free State	4	27	575%
Gauteng	94	318	238%
Kwazulu Natal	35	100	186%
Limpopo	14	45	221%
Mpumalanga	12	39	225%
Northern Cape	4	10	150%
North West	14	34	143%
Western Cape	21	84	300%
Division: Crime Intelligence	0	3	300%
Division: Detective Service	0	9	900%
Division: Financial Management	0	1	100%
Division: Forensic Services	0	8	800%

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Division: Human Resource Development	3	7	133%
Division: Human Resource Management	0	29	2900%
Division: Technology Management Services	0	1	100%
Division: Inspectorate (Personally Investigated)	9	1	800% decreased
Division: Operational Response Services	0	1	100%
Division: Protection and Security Services	2	2	0%
Division: Supply Chain Management	0	3	300%
Division: Visible Policing	3	25	733%
Directorate for Priority Crime Investigation	0	3	300%
Head: Legal Service	0	1	100%
Head: Presidential Protection Service	0	1	100%
Head: Administration Services: Head Office	0	2	200%
Head: Internal Audit	0	1	100%
TOTAL	234	795	240%

- 2nd Quarter 2013/2014 = 1 July 2013 to 30 September 2013
- 2nd Quarter 2014/2015 = 1 July 2014 to 30 September 2014

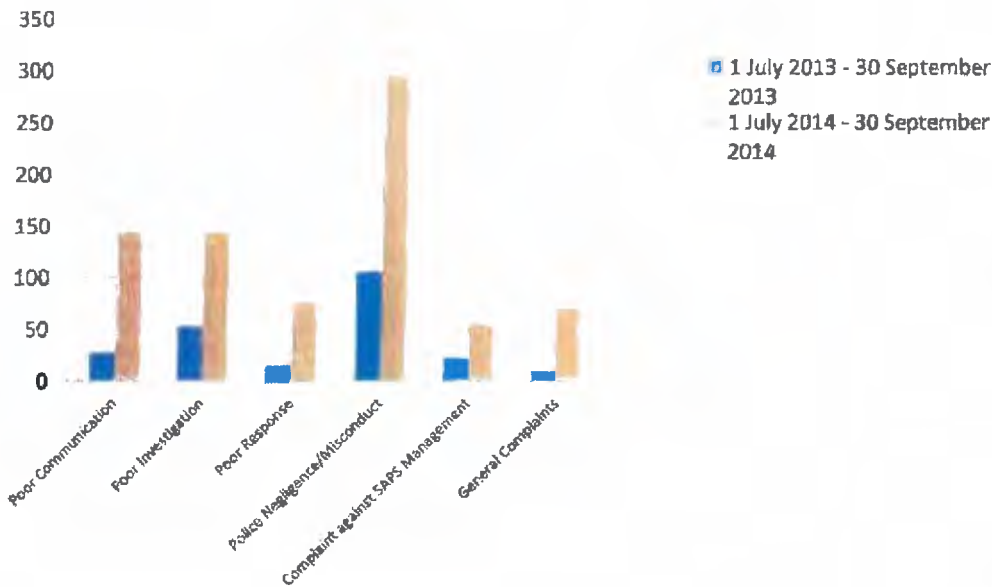
Comment: The comparison between the two periods shows that complaints increased with 561 complaints (240%) during the period 1 July 2014 to 30 September 2014.

3.3. Comparison of nature of complaints for the period 1 July 2013 to 30 September 2013 and period 1 July 2014 to 30 September 2014

Nature of complaints	2 nd Quarter 2013/2014	2 nd Quarter 2014/2015	Increased %
Poor communication	27	146	441%
Poor investigation	53	146	175%
Poor response	16	78	388%
Police negligence/misconduct	106	296	179%
Complaints against Management	21	57	171%
General complaints	11	72	555%
Total	234	795	

- 2nd Quarter 2013/2014 = 1 July 2013 to 30 September 2013
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Comment: It is evident that all nature of complaints has drastically increased comparing the two periods

3.4. Complaint files re-opened as per classification.

Classification	July 2014	August 2014	September 2014	Total
Poor Communication	2	0	2	4
Poor Investigation	2	3	1	6
Police Negligence/misconduct	2	2	1	5
Complaints Against SAPS Management	4	0	1	5
General Complaints	2	0	0	2
Poor Response	0	1	0	1
Domestic Violence Act	0	0	0	0
Total	12	6	5	23

3.5. Re-opened complaint files referred to Provinces/Divisions.

Province	July 2014	August 2014	September 2014	Total
Eastern Cape	1	1	0	2
Free State	0	0	1	1
Gauteng	7	3	1	11
Kwazulu Natal	2	0	0	2
Limpopo	0	1	0	1
Mpumalanga	0	0	0	0

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Northern Cape	1	0	1	2
North West	0	1	1	2
Western Cape	0	0	0	0
Division: Crime Intelligence	0	0	0	0
Division: Detective Service	0	0	0	0
Division: Financial Management	0	0	0	0
Division: Forensic Services	0	0	0	0
Division: Human Resource Development	1	0	0	1
Division: Human Resource Management	0	0	1	1
Division: Technology Management Services	0	0	0	0
Division: Inspectorate	0	0	0	0
Division: Operational Response Services	0	0	0	0
Division: Protection and Security Services	0	0	0	0
Division: Supply Chain Management	0	0	0	0
Division: Visible Policing	0	0	0	0
Directorate for Priority Crime Investigation	0	0	0	0
Head: Legal Service	0	0	0	0
Head: Presidential Protection Service	0	0	0	0
Total	12	6	5	23

Comment: The above statistics (par 3.5) are included in (par 3.1, 3.2, 3.3 and 3.4).

3.6. Complaints referred to the provinces/divisions.

Province	July 2014	August 2014	September 2014	Total
Eastern Cape	21	10	9	40
Free State	11	10	6	27
Gauteng	130	99	88	317
Kwazulu Natal	52	22	26	100
Limpopo	18	15	11	44
Mpumalanga	24	7	8	39
Northern Cape	7	2	1	10
North West	18	8	8	34

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Western Cape	42	18	24	84
Division: Crime Intelligence	0	2	1	3
Division: Detective Service	3	3	3	9
Division: Financial Management	1	0	0	1
Division: Forensic Services	2	6	0	8
Division: Human Resource Development	0	2	5	7
Division: Human Resource Management	15	12	2	29
Division: Technology Management Services	1	0	0	1
Division: Inspectorate	1	1	1	3
Division: Operational Response Services	1	0	0	1
Division: Protection and Security Services	1	1	0	2
Division: Supply Chain Management	1	0	2	3
Division: Visible Policing	10	9	6	25
Directorate: Priority Crime Investigation	0	1	2	3
Head: Legal Service	0	0	1	1
Head: Presidential Protection Service	0	1	0	1
Head: Administration Services: Head Office	1	0	1	2
Head: Internal Audit	0	1	0	1
Total	360	230	205	795

3.7. Public Service Commission complaints processed:

COMPLAINTS	July 2014	August 2014	September 2014	TOTAL
Brought forward	16	9	10	
Received	3	1	4	8
Finalized	10	0	3	13
Carried over	9	10	11	

Comment: 11 complaints received from the Public Service Commission have been carried over to October 2014

3.8. Presidential Hotline complaints processed:

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COMPLAINTS	July 2014	August 2014	September 2014	TOTAL
Brought forward	167	187	177	
Received	72	35	22	129
Finalized	52	45	36	133
Carried over	187	177	163	

Comment: 163 complaints received from the Presidential Hotline have been carried over to October 2014

3.9. Complaints relating to non-compliance with the Domestic Violence Act:

Classification	July 2014	August 2014	September 2014	Total
Domestic Violence Act	1	3	0	4
Total	1	3	0	4

3.10. Finalized complaint files per root cause:

Classification	July 2014	August 2014	September 2014	Total
Police Negligence/Misconduct	36	37	63	136
Poor Communication	29	38	30	97
Poor Investigation	33	35	30	98
Poor Response	14	11	9	34
Complaints against SAPS Management	7	3	8	18
Unfounded	32	19	24	75
Civil Matter	0	2	0	2
Duplicate files	10	13	6	29
General Complaint	5	14	7	26
Referred	3	6	7	16
Total	169	178	184	531

3.11. Complaints received: Origin of complaints:

ORIGIN OF COMPLAINTS	July 2014	August 2014	September 2014	TOTAL
Ministry of Police	2	4	5	11
National Commissioner	25	29	15	69
Public Service Commission	3	1	4	8
Public Protector	7	2	0	9

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Presidential Hotline	72	35	22	129
Newspapers	1	2	7	10
Centre for Service Excellence	137	82	78	297
Community	82	57	61	200
Civilian Secretariat for Police	27	11	13	51
Independent Police Investigative Directorate	0	1	0	1
Other	4	6	0	10
TOTAL	360	230	205	795

3.12. Complaints received personally and telephonically at the Call Centre:

	July 2014		August 2014		September 2014		TOTAL	
	R e c e i v e d	F i n a l i z e d	R e c e i v e d	F i n a l i z e d	R e c e i v e d	F i n a l i z e d	R e c e i v e d	F i n a l i z e d
Personally	9	2	10	0	6	0	25	2
Received by telephone	15	0	7	0	15	0	37	0
Referred for further investigation	22		17		21		60	

Comment: The above mentioned calls that were referred for further investigations are included in (par 3.1, 3.2, 3.3 and 3.4).

3.13. Messages retrieved from the voice recorder at the Call Centre.

	July 2014	August 2014	September 2014	TOTAL
Retrieved from the Voice Recorder	267	83	194	544
Total number of Unusable Calls	224	74	173	471
Total number of Useable Calls	43	9	21	73

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Comments: *Complaint files were opened for the useable calls and were referred for further investigation. These statistics are included in (par 3.1, 3.2, 3.3 and 3.4).*

The Toll-Free Complaints line 0860130860 was out of order from 28 July 2014 until 20 August 2014 due to a Telkom cabling problem. This led to the decrease in messages received for August 2014.

4. NEW AND FINALISED COMPLAINTS: STATIONS THAT GENERATED THE MOST COMPLAINTS ((TWO (2) OR MORE COMPLAINTS)) AS WELL AS STATIONS THAT ARE LISTED ON THE 290 STATIONS THAT WERE DESIGNATED IN THE 2012/13 FINANCIAL YEAR AS STATIONS THAT CONTRIBUTED TO 70% OF THE SERIOUS REPORTED CRIMES IN SOUTH AFRICA.

PROVINCE	STATIONS	NEW COMPLAINTS	FINALIZED
Eastern Cape	Jeffreys Bay	2	0
	Kwaaiman	2	2
	Matatiele	0	0
	Mount Ayliff	2	0
	Provincial Commissioner: Eastern Cape	2	0
Free State	Kaizeranong	2	0
	Odendaarsrus	0	3
	Park Road	2	0
	Thabong	2	2
	Provincial Commissioner: Free State	4	5
Gauteng	10111 GP	0	2
	Actonville	2	0
	Akasia	8	5
	Alexandra	2	0
	Atteridgeville	5	3
	Bedfordview	3	0
	Benoni	0	3
	Boksburg	2	0
	Boksburg North	3	0
	Booyens	3	5
	Boschkop	2	0
	Brixton	2	2
	Bronkhorstspuit	3	0
	Brooklyn	2	5
	Carletonville	2	0
	Cullinan	3	0
	Dawn Park	2	0
	De Deur	2	0
	Diepkloof	0	2
	Dobsonville	3	7

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Douglasdale	6	3
Duduza	0	2
Edenpark	0	2
Eersterust	0	5
Ennerdale	0	2
Etatwa	0	2
Evaton	4	0
Farlands	2	0
Florida	4	2
Ga-Rankuwa	2	2
Garsfontein	0	4
Germiston	6	4
Hillbrow	4	2
Honeydew	8	4
Jabulani	3	2
JHB Central	6	2
Kagiso	3	2
Katlehong	7	0
Kempton Park	2	6
Kliptown	2	0
Krugersdorp	3	3
Langlaagte	0	3
Lenasia	5	3
Linden	2	2
Loate	2	3
Lyttelton	5	8
Mabopane	0	2
Mamelodi	3	2
Mamelodi East	10	8
Midrand	3	2
Moffat View	4	4
Mondeor	7	4
Moroka	2	2
Naledi	0	2
Norkem Park	2	10
Olievenhoutbosch	2	5
Orlando	2	2
OR Tambo International Airport	0	2
Parkview	2	0
Pretoria Central	13	8
Pretoria West	9	9
Protea Glen	3	3
Randfontein	3	2
Rietgat	3	4
Roodepoort	6	3
Sandringham	2	3
Sandton	5	4
Setonca	2	0

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	Sebokeng	0	2
	Silverton	4	9
	Sophiatown	2	3
	Soshanguve	3	3
	Sunnyside	3	7
	Temba	4	6
	Tembisa	6	2
	Tsakane	2	2
	Vanderbijlpark	3	0
	Vereeniging	2	2
	Villieria	3	2
	Wierdabrug	4	3
	Wonderboompoort	0	3
	Provincial Commissioner Gauteng	21	11
Kwazulu Natal	Bellair	3	0
	Chartworth	3	0
	Durban Central	4	0
	Empangeni	3	2
	Greenwood Park	3	0
	Kwamashu	3	2
	Ladysmith	3	0
	Margate	2	0
	Mayville	2	0
	Newlands East	2	0
	Nguthu	2	0
	Ntuzumal	2	0
	Phoenix	3	0
	Pietermaritzburg	4	2
	Pinetown	4	0
	Point	4	0
	Sydenham	2	0
	Umlazi	2	2
	Vryheid	2	0
	Wentworth	3	0
Westville	0	2	
	Provincial Commissioner: Kwazulu Natal	11	0
Limpopo	Bert Bridge	2	0
	Bolobedu	2	0
	Burgersfort	4	2
	Dennilton	3	0
	Gravelotte	0	2
	Lebokwagomo	3	0
	Lephalale	2	3
	Mokopane	2	3
	Musina	2	4
Thohoyandou	0	2	

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	Werstenburg	2	0
	Provincial Commissioner: Limpopo	2	0
Mpumalanga	Bushbuckridge	3	0
	Carolina	3	0
	Embalenhle		
	Graskop	0	2
	Kwaggafontein	2	3
	Middelburg		
	Nelspruit		
	Vosman		
	Witbank		
	Provincial Commissioner: Mpumalanga	5	0
Northern Cape	Kimberley	2	0
	Springbok	2	0
North West	Botekong	2	0
	Brits	4	0
	Klerksdorp	0	2
	Klipgat	2	0
	Mmakau	2	2
	Potchefstroom	0	2
	Rustenburg	4	0
	Zeerust	2	0
	Provincial Commissioner: North West	4	3
Western Cape	Athlone	2	0
	Beaufort West	0	3
	Beihar	4	0
	Bellville	2	0
	Bishop Lavis	2	0
	Delft	2	3
	Gugulethu	2	0
	Kuilsriver	2	0
	Landsdowne	2	0
	Langa	2	0
	Lingeletu West	0	2
	Manenberg	2	0
	Mfuleni	2	2
	Mitchells Plain	5	0
	Nyanga	2	0
	Parow	2	0
	Somerset West	2	0
	Stellenbosch	2	0
	Strandfontein	2	0
	Provincial Commissioner: Western Cape	8	3
Divisions	Division: Crime Intelligence	3	0

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Division: Visible Policing	16	7
Division: Detective Services	9	3
Head: Presidential Protection Service	2	0
Division: Human Resource Development	4	2
Division: Human Resource Management	31	5
Division: Forensic Services	8	3
Directorate: Priority Crime Investigations	2	3
Head: Administration Services: Head Office	2	0

Comments: Complaints finalized may include complaints that were carried over from the previous Quarters;

*It should be noted that stations indicated in **red** are part of the 290 stations in the country which contributed to 70% of the serious reported crimes for the 2012/13 Financial Year and generated 2 or more complaints;*

214 (27%) of the 795 complaints received in the period 01 July 2014 to 30 September 2014 were related to 124 (43%) of the 290 stations that were designated in the 2012/13 financial year as stations that contributed to 70% of the serious reported crimes in South Africa

5. CHALLENGES

The primary challenges hampering the effective management of service delivery complaints against the SAPS, experienced during the 2013/2014 financial year and not yet satisfactory addressed, are summarized as follows:

5.1. Fragmentation and duplication of complaints:

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. The envisaged plan to centralize complaints at the Division: Inspectorate will definitely avoid duplication of efforts in addressing complaints.

5.2. Complaints Management System:

Although a Complaints Management System is currently utilized, it was found to be insufficient. The system should be reviewed to either factor in additional fields or an advance web-based system should be identified or developed that will conform to the specific needs. This will ensure a centralized database and data integrity of the information captured on the system that should also serve as the national database for complaints against the SAPS.

5.3. Shortage of functional officers:

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TERMS OF THE ANNUAL PERFORMANCE PLAN: COMPLAINTS AGAINST THE SAPS:
DIVISION: INSPECTORATE: 2014/2015 FINANCIAL YEAR**

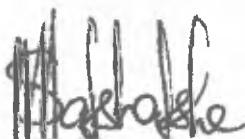
Shortage of functional officers to effectively cope with the volume of work generated by the large number of complaints against SAPS received at the Division: Inspectorate. These complaints mainly originate from the Presidential Hotline via the Centre for Service Excellence. It must be noted that the complaints increased with **240%** if you compare the statistics from the 2nd Quarter 2013/2014 with the 2nd Quarter 2014/2015.

5.4. Opening of New Files:

The current procedure to open new files at Head Office Registry and have it registered on the Registry System needs to be streamlined. A consultation process did take place between Brigadier Senekal from Division: Inspectorate and Colonel SS Maleswena of Head Office Registration in this regard. The process is now much more streamlined but far from ideal.

6. WAY FORWARD

- 6.1. The implementation of the envisaged structure will solve the issue of shortage of personnel and duplication of efforts to address complaints.
- 6.2. A suitable web-based database must be identified or developed in conjunction with TMS and other role players which would serve as a national and centralised database for all service delivery complaints against the SAPS.



VS MATSHATSHE
MAJOR GENERAL

MAJOR GENERAL

**ACTING DIVISIONAL COMMISSIONER
DIVISION: INSPECTORATE
VS MATSHATSHE**

Date: 2014-10-24