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Your reference:		THE HEAD
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Divisional Commissioner  
INSPECTORATE

**1<sup>st</sup> QUARTERLY REPORT: 1 APRIL 2013 TO 30 JUNE 2013 IN TERMS OF THE ANNUAL PERFORMANCE PLAN FOR THE FINANCIAL YEAR 2013/2014: COMPLAINTS AGAINST THE SAPS: DIVISION, INSPECTORATE**

**1. INTRODUCTION**

1.1. Herewith, the consolidated 1<sup>st</sup> Quarterly Report for the period 1 April 2013 to 30 June 2013 pertaining to the overall performance of the Component: Complaints Against the SAPS in terms of the deliverables.

**2. PERFORMANCE IN TERMS OF KEY PERFORMANCE AREAS**

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 <b>per working day</b> during the 1 <sup>st</sup> quarter 2013.
2.1.2 To manage and co-ordinate the registration and analysis of service delivery complaints on the Computerised Management System within the Division	To register (100%) complaints received, on the Computerised Management System.	100% (176) complaints were received and registered on the Computerised Management System during the 1 <sup>st</sup> quarter 2013.
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 the Divisional Commissioner: Inspectorate and the Inspectorate Analysis Centre during the 1 <sup>st</sup> quarter 2013.
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 Computerized Management System Manual developed and implemented.

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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 <b>(3)</b> calendar months to finalize service delivery complaints received during 2013/2014.	Average of <b>(3)</b> 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 <b>70%</b> during 2013/2014.	A total of <b>64.14%</b> (399) of (436 +186 = 622) complaint files were finalized during the 1 <sup>st</sup> quarter.
2.2.3 To manage the development and implementation of awareness programs to address the root causes of service delivery complaints.	<b>(2)</b> Awareness programs developed and implemented by March 2014	<b>(0)</b> 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.	<b>(1)</b> Standing Operational Guideline on the management of complaints against the SAPS available by 31 March 2014.	<b>(0)</b> Standing Operational Guideline on the management of complaints against the SAPS available

**2.3. Ad Hoc Taskings**

2.3.1. During the assessment period, the following *ad hoc* taskings were proceeding with, namely:

Development of the Curriculum and Course content for Module 5 of the Learning Programme for the Division: Inspectorate.

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

3.1. During the assessment period from **1 April 2013 to 30 June 2013**, all the complaint files processed by the Component: Complaints Against the SAPS, were analyzed and recorded on the Computerized Management System (Computerized Registration System). Therefore, the following extract of available management information is presented:

**3.1.1. Complaints *received* per post / e-mail / fax / news reports, at the Nodal Point**

COMPLAINTS	APRIL 2013	MAY 2013	JUNE 2013	TOTAL
Complaints received from the Office of the Minister	10	5	5	20
Complaints received from the Office of the National Commissioner	4	0	0	4
Complaint received from the Public Service Commission	2	8	1	11
Complaint received from the Public Protector	0	2	0	2
Complaint received from the Presidential Hotline	3	3	0	6
Complaints retrieved from news papers	1	0	2	3
Complaints against other departments	0	1	1	2

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Complaints received from the community at this office (via post, e-mail, fax, including files re-opened)	30	20	75	125
Complaint received from the Call Centre	1	0	2	3
<b>TOTAL</b>	<b>51</b>	<b>39</b>	<b>86</b>	<b>176</b>

**3.1.2. Complaints Received *Personally and Telephonically*, at the Call Centre**

	APRIL 2013		MAY 2013		JUNE 2013		TOTAL	
	Received	Finalized	Received	Finalized	Received	Finalized	Total Received	Total Finalized
Complaints received personally	3	3	5	3	5	5	13	11
Complaints/enquiries received by telephone	8	8	10	10	11	11	29	29
Complaints referred for further investigation	0		2		0		2	

**3.1.2.1. Messages *retrieved* from the Voice Recording Machine, at the Call Centre**

	APRIL 2013	MAY 2013	JUNE 2013	TOTAL
Retrieved from the Voice Machine	220	279	245	744
Total number of None-useful Calls	167	203	198	568
Total number of Useful Calls	53	76	47	176

**3.1.3. New complaint files *opened* (excluding the re-opened files as per par 3.1.5)**

Classification	APRIL 2013	MAY 2013	JUNE 2013	Total
Police Negligence/misconduct	28	22	38	88
Poor Communication	6	1	15	22
Poor Investigation	8	11	20	39
Poor Response	2	2	5	9
Complaints Against SAPS Management	6	3	5	14
General Complaints	1	0	3	4
Domestic Violence Act	0	0	0	0
<b>Total</b>	<b>51</b>	<b>39</b>	<b>86</b>	<b>176</b>

**3.1.4. New complaint files *referred to specific Provinces/Divisions***

Province	APRIL 2013	MAY 2013	JUNE 2013	Total
Gauteng	32	10	41	83
North West	1	5	4	10
Kwazulu Natal	6	4	7	17
Mpumalanga	0	3	5	8
Northern Cape	1	0	2	3
Western Cape	2	4	7	13
Eastern Cape	2	7	8	17
Free State	3	1	1	5
Limpopo	1	1	6	8
Head Office	3	4	5	12
<b>Total</b>	<b>51</b>	<b>39</b>	<b>86</b>	<b>176</b>

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**3.1.5. Complaint files *re-opened* because of follow up correspondence received from a complainant regarding a complaint previously finalized.**

Classification	APRIL 2013	MAY 2013	JUNE 2013	Total
Poor Communication	2	2	1	5
Poor Investigation	1	1	0	2
Police Negligence/misconduct	1	1	0	2
Complaints Against SAPS Management	0	0	0	0
General Complaints	0	0	0	0
Poor Response	1	0	0	1
Domestic Violence Act	0	0	0	0
<b>Total</b>	<b>5</b>	<b>4</b>	<b>1</b>	<b>10</b>

**3.1.5.1. *Re-opened* Complaint Files referred to specific Provinces/Divisions**

Province	APRIL 2013	MAY 2013	JUNE 2013	Total
Gauteng	5	2	0	7
North West	0	0	0	0
Kwazulu Natal	0	0	0	0
Mpumalanga	0	1	0	1
Northern Cape	0	0	0	0
Western Cape	0	1	0	1
Eastern Cape	0	0	1	1
Free State	0	0	0	0
Limpopo	0	0	0	0
Head Office	0	0	0	0
<b>Total</b>	<b>5</b>	<b>4</b>	<b>1</b>	<b>10</b>

**3.1.6. Total number of Complaint Files *Processed* (Volume of Work)**

COMPLAINTS	APRIL 2013	MAY 2013	JUNE 2013	JULY 2013
Brought forward	436	415	358	223
Received (including re-open files)	56	43	87	
Finalized	77	100	222	
Carried over	415	358	223	

**Note:**

From the above statistics it is evident that 51.13% of the complaints received (including re-open files) during the 1st quarter, were as a result of incidents pertaining to poor service delivery that occurred at Police Stations in the Gauteng Province. This correlates with the crime statistics which indicate that the majority of all the crime committed in South Africa, are reported in the Gauteng Province.

**3.1.6.1. Total number of Public Service Commission Complaints *Processed* (Volume of Work)**

COMPLAINTS	APRIL 2013	MAY 2013	JUNE 2013	JULY 2013
Brought forward	35	36	28	21
Received	2	8	1	
Finalized	1	16	8	
Carried over	36	28	21	

**Note:**

The above statistics are included in the statistics of par 3.1.6. Of the 176 complaints received for the 1<sup>st</sup> quarter, 11 (6.25%) were complaints from the Public Service Commission. From the 222 complaints finalized during the 1<sup>st</sup> quarter, 25 (11.26%) were complaints finalized of the Public Service Commission. Reports were forwarded to the Public Service Commission with regard to the

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*outcome of each complaint that was finalized. It has to be noted that not all complaints received from the Public Service Commission is received, monitored and co-ordinate by this Component.*

**3.1.7. Complaint files *finalized per day***

An average of 4 complaints was closed per day for the period 1 April 2013 to 30 June 2013.

**3.1.7.1. Complaint Files *finalized per Root Cause***

Classification	APRIL 2013	MAY 2013	JUNE 2013	Total
Police Negligence/Misconduct	10	28	10	48
Poor Communication	7	17	7	31
Poor Investigation	10	5	7	22
Poor Response	2	6	3	11
Complaints Against SAPS Management	0	4	3	7
Unfounded	37	32	10	79
Civil Matter	3	3	2	8
Duplicate files	2	1	0	3
Referred (State Departments & SAPS components)	6	4	3	13
<b>Total</b>	<b>77</b>	<b>100</b>	<b>45</b>	<b>222</b>

**Note:**

- a. *Complaints finalized during a specific month were not necessarily received in that same month, but were brought forward from previous months.*
- b. *Files are closed as 'unfounded' after the allegations made by the complainant were thoroughly investigated and no grounds were found to substantiate the allegations originally made. A considerable number of complaint files, 79 (35.58%) were finalized as 'unfounded' during the 1st quarter. These were mostly the result of allegations of 'poor investigation and or police negligence/misconduct' made by the complainant. However, after investigation of the complaint it was confirmed that the original case docket was in fact properly investigated, but the outcome of the criminal investigation process, was poorly communicated by the Investigating Officer to the complainant, that there was no grounds to confirm of police negligence/misconduct of members. This can be attributed to incorrect contact nrs/addresses provided by complainants or anonymous complainants.*
- c. *A small number of complaint files are closed as 'referred'. Complaints are 'referred' when the allegations made by the complainant falls beyond the mandate of the SAPS and are referred to the relevant Government Department/Institution or if dealt with by another Division of SAPS, for example Legal Services regarding civil claims.*

**3.1.8. Complaint Files *finalized per Province***

Province	APRIL 2013	MAY 2013	JUNE 2013	Total
Gauteng	31	40	17	88
North West	6	7	1	14
Kwazulu Natal	13	13	5	31
Mpumalanga	4	4	5	13
Northern Cape	2	4	2	8
Western Cape	4	6	7	17
Eastern Cape	3	9	3	15
Free State	5	6	1	12
Limpopo	5	8	4	17
Head Office	4	1	0	5
Referred to other State Departments	0	2	0	2
<b>Total</b>	<b>77</b>	<b>100</b>	<b>45</b>	<b>222</b>

For the month JUNE 2013, it took an average of 120 working days for the provinces/divisions to finalize complaints and forwarded a progress report to Head Office.

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The time frame it takes for complaints to be investigated by provinces was only established since the 1<sup>st</sup> of June 2013 and therefore statistics is only available for the month of June 2013. From the next quarter it will be available per month and report quarterly.

From the breakdown below one can say that for the month of *JUNE 2013*, 35% of the complaints take more than 90 working days at province/division level to forward a final report to Head office for closure, which is not in line with the set target of 3 calendar months.

**Six Provinces that acceded 90 working days to finalized 16 (35.5%) complaints.**

*Western Cape (6 complaints)*  
*Kwazulu Natal (2 complaints)*  
*Eastern Cape (2 complaints)*  
*Gauteng (3 complaints)*  
*Mpumalanga (2 complaints)*  
*Free State (1 complaint)*

**Five Provinces that acceded 60 working days to finalized 7 (15.5%) complaints.**

*Gauteng (1 complaint)*  
*KwaZulu Natal (1 complaint)*  
*Northern Cape (1 complaint)*  
*Limpopo (3 complaints)*  
*North West (1 complaint)*

**Two Provinces that acceded 30 working days to finalized 9 (20%) complaints.**

*Gauteng (8 complaints)*  
*Mpumalanga (1 complaint)*

**Seven Provinces took LESS than 30 working days to finalized 13 (28.8%) complaints.**

*Northern Cape (1 complaint)*  
*Gauteng (7 complaints)*  
*Eastern Cape (1 complaint)*  
*Mpumalanga (1 complaint)*  
*Limpopo (1 complaint)*  
*Western Cape (1 complaint)*  
*Kwazulu Natal (1 complaint)*

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

Analysis of complaints emanating from 290 stations that contributes to 70% of serious crime to identify the nature of complaints / root causes of complaints and recommend awareness campaigns to be conducted.



■ 90 Stations

■ 127 Complaints

Analysis of complaints files closed during April - June 2013/2014 Financial Year shows the following trends:

Poor investigation: -Incomplete investigation

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Poor communication: -Not providing feedback to complainants and victims

Police negligence/misconduct: -Ill treatment of clients/unacceptable behavior  
-Failure to register dockets

Poor Response: -Failure to attend to incidents reported

The **root cause** analysis of complaints **previously finalized** was also utilized for an analysis of the 290 police stations in the country that contribute to 70% of the Serious Reported Crimes. From the 290 stations, **90 stations** generated **127 complaints**.

Stations that **generated the most complaints** for the 1<sup>st</sup> quarter of 2013 are in Gauteng, namely Pretoria Central, Hercules, Wierdaburg and Silverton.

## 5. CHALLENGES

5.1. Challenges experienced during the 1<sup>st</sup> quarter are summarized as follows, namely:

### 5.1.1 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. It is envisaged that the matter will be addressed.

### 5.1.2 Shortage of personnel

Currently, a shortage of experienced and functional police officers is experienced to effectively

- cope with the volume of work generated by the large number of complaints against the SAPS received at the Division: Inspectorate;
- conduct root cause analysis of the complaints finalized; and
- ensure the integrity and analysis of management information captured on the Computerized Management System.

### 5.1.3. Opening of New Complaint Files

The processing of new complaints is negatively affected by the current cumbersome process which delays the opening of new complaint files at Registry, Head Office. A meeting should be held with the Section Head: Archives and Registry, Head Office to discuss the matter.

### 5.1.4. Delays on Submission of Reports

Delays by provinces (Eastern Cape, Limpopo and Western Cape) on submission of progress reports on complaints forwarded to them.

### 5.1.5. Complaints Management System

Shortcomings were identified in the new Complaints Management System, which needs to be corrected.

## 6. WAY FORWARD

6.1. To implement the new Organizational Structure for Complaints against the SAPS in terms of the Work Study Report that is currently being finalized. This will prevent the duplication of effort to address complaints

6.2. Shortage of personnel will be addressed after the work study has been done. To review the JD's of all personnel to ensure function purification and the optimization of available personnel attached to the Component: Complaints Against the SAPS.

6.3. To, in consultation with the Component Head: Registry, Head Office, streamline the current process by shortening the time required for the opening and registration of a new complaint file.

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- 6.4. Identified shortcomings on Complaints Management System will be communicated to Division: TMS for upgrading.
- 6.5. Visiting of provinces which delays progress reports or having some challenges in addressing complaints against the SAPS.
- 6.6. Additional tasking from the Component Head: Complaints Against the SAPS and Divisional Commissioner: Inspectorate will be carried out as instructed.

**7. CONCLUSION**

- 7.1. It should be indicated that awareness campaigns must be done at the stations identified in par 4.

**MAJOR GENERAL**  
**HEAD: COMPLAINT AGAINST THE SOUTH AFRICAN POLICE SERVICE**  
**FN VUMA**

**Date:**



**PERFORMANCE PLAN FOR THE FINANCIAL YEAR 2012/2013 OF THE DIVISION,  
INSPECTORATE**

for upgrading.

- 6.5. Visiting of provinces which delays progress reports or having some challenges in addressing complaints against the SAPS.
- 6.6. Additional tasking from the Component Head: Complaints Against the SAPS and Divisional Commissioner: Inspectorate will be carried out as instructed.

**7. CONCLUSION**

- 7.1. Strategic of awareness campaigns must be forwarded to the office of the Head: Complaints Against the SAPS in due course.



**MAJOR GENERAL  
HEAD: COMPLAINT AGAINST THE SOUTH AFRICAN POLICE SERVICE  
FN VUMA**

Date: 2013-08-26