

# Office of the Western Cape Police Ombudsman

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Annual Report  
2014-15



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# **PART A: GENERAL INFORMATION**



## PART A: GENERAL INFORMATION

### 1. DEPARTMENT GENERAL INFORMATION

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## 2. LIST OF ABBREVIATIONS

<b>Cel</b>	Centre for e-Innovation
<b>CPFs</b>	Community Police Forums
<b>CSFs</b>	Community Safety Forums
<b>CSIP</b>	Community Safety Improvement Partnership
<b>DOCS</b>	Department of Community Safety
<b>DVA</b>	Domestic Violence Act
<b>HOD</b>	Head of Department
<b>IOI</b>	International Ombudsman Institute
<b>IPID</b>	Independent Police Investigation Directorate
<b>MEC</b>	Member of the Executive Committee
<b>NPA</b>	National Prosecuting Authority
<b>NGOs</b>	Non-governmental Organisations
<b>NHWs</b>	Neighbourhood Watches
<b>OD</b>	Organisational Development
<b>PNPs</b>	Policing Needs and Priorities
<b>PPP</b>	Promote Professional Policing
<b>SAPS</b>	South African Police Service
<b>WCCSA</b>	Western Cape Community Safety Act
<b>WCG</b>	Western Cape Government
<b>WCPO</b>	Western Cape Police Ombudsman

### 3. FOREWORD BY OMBUDSMAN

It gives me great pleasure to present the first ever Annual Report on the work of the Western Cape Police Ombudsman. This is new ground that has not yet been ventured upon.

I am happy with the relationship which this office has forged with the South African Police Service in the Western Cape, as this bodes well for the future. My hope is that this relationship will grow from strength to strength. For this I would like to acknowledge the retired Lieutenant General Lamoer, General Patekile, who acted for some time, and the current Provincial Commissioner, Lieutenant General Jula. We have also sought to intensify and solidify our relationship with the Community Policing Forums.



I would like to highlight two areas of concern:

1) **The Domestic Violence Act**

The compliance with and implementation of the Domestic Violence Act by SAPS needs more effort and attention applied to it. The knowledge and understanding of this act by SAPS officials of the Act is critical. The Act deals with the most vulnerable of our society and there can be no excuse for an apathetic approach to the problem.

2) **Pauper Burials**

The process that SAPS currently follows which leads to pauper burials is an area that needs urgent attention by SAPS. This causes emotional stress and mental anguish for the families concerned.

A year in the Office of the Western Cape Police Ombudsman feels like a lifetime in the service of our people. We exist to serve both the people and the police. We have a legal obligation to investigate complaints from members of the public relating to police inefficiency or a breakdown in relations between the police and any community. We do this in an independent manner and an impartial fashion.

It is through professional policing that the police can achieve maximum efficiency. A by-product of efficiency is a strong and healthy relationship between the police and the communities they serve. Our goal is to build and enhance public confidence in police services thereby fostering a relationship of trust and mutual respect between the police and the communities.

People have a right to live in conditions of peace and safety where they stay, where they work and where they go for leisure. The police have a duty to protect and secure the public and their property and to uphold and enforce the law. This can only be achieved if there is a solid partnership between police and communities. This is what this office seeks to achieve. The business of crime is everybody's business, let us all contribute to the fight against crime and create stronger and safer communities.

## PART A: GENERAL INFORMATION

I would also like to take this opportunity to thank the Minister of Community Safety in the Western Cape, Minister Dan Plato, as well as the Head of Department for Community Safety for their efforts to ensure that strategic links between our offices exist.

More so, I would like to thank the staff of the Western Cape Police Ombudsman for the passion and commitment with which their duties are carried out on a daily basis.

SIGNATURE OF OMBUDSMAN

**Western Cape Police Ombudsman**

Date:

## 4. STRATEGIC OVERVIEW

### 4.1 Our Mission

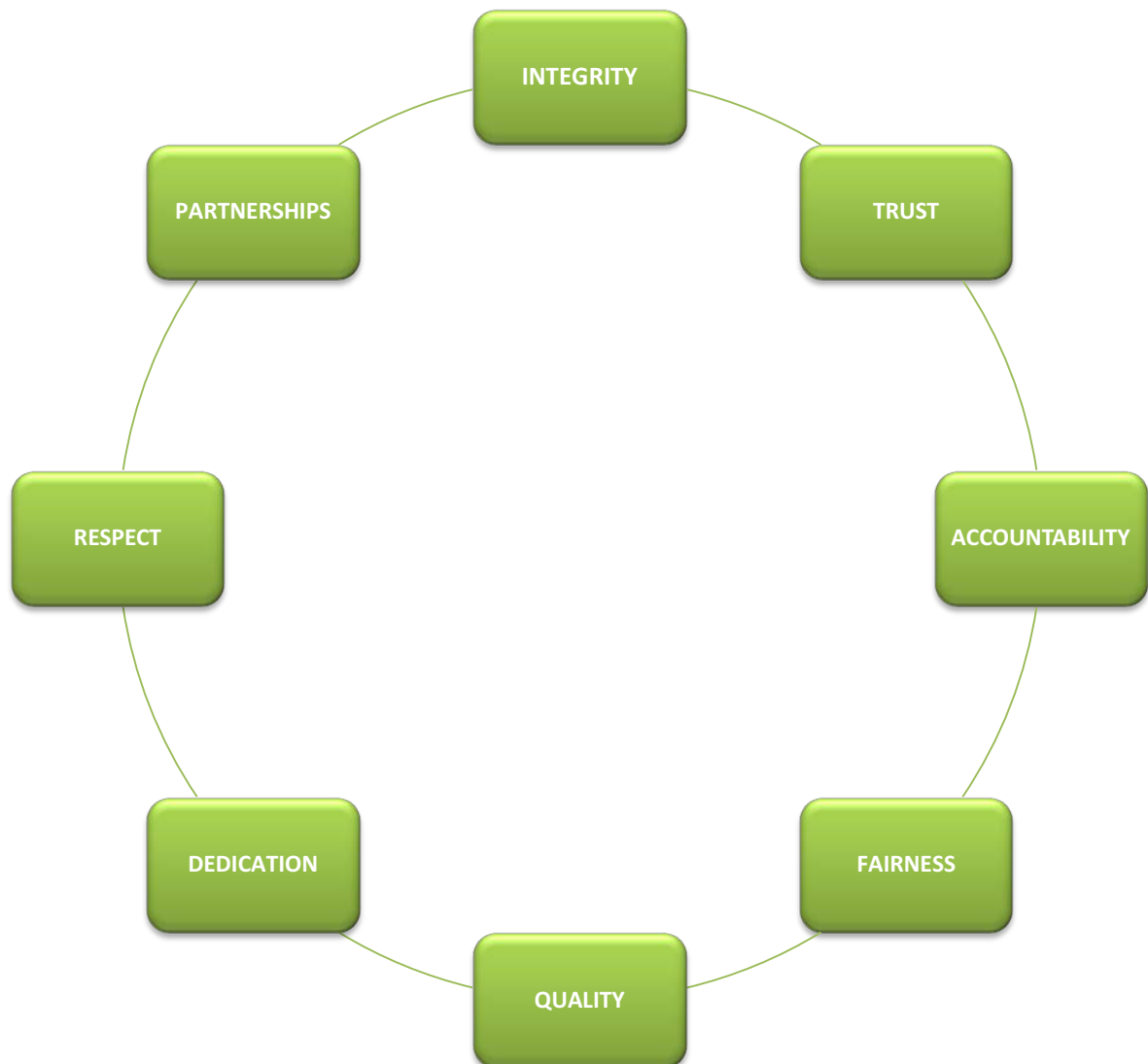
We seek to enhance the efficiency of the Police Services and improve relations between the police and communities by:

- investigating complaints of police inefficiency; and/or
- investigating a breakdown of relations between the police and the community.

### 4.2 Our Vision

A society where there is mutual respect and trust between citizens and the police.

### 4.3 Our Values



## 4.4 Summary

The office of the Western Cape Police Ombudsman (WCPO) is nestled at the base of Table Mountain in the heart of the city center, centrally located where citizens have no problem accessing this office.

The Western Cape Police Ombudsman proudly boasts the status of being the first office of its kind in South Africa and as such is dedicated to delivering a service which promotes transparency, responsiveness and accountability within the South African Police Service (SAPS).

The WCPO's vision seeks to build a society where there is mutual trust and respect between citizens and the police. Despite the mandate extending only to the Western Cape, the hope is that, in time, offices such as this will open across the country. This will have far reaching consequences for the future of policing in this country.

The WCPO's mission is to enhance the effectiveness and efficiency of the police and to improve relations between the police and communities. This is done by investigating complaints of inefficiency and/or a breakdown of relations between the police service and the communities they serve. This aims to enhance the public's confidence in the services provided by SAPS.

On 5 April 2013, the Western Cape Community Safety Act of 2013 was enacted, and *inter alia* provided for the establishment of the Office in terms of Section 10 of the Act. The Ombudsman, Advocate Vusi Pikoli, was appointed by the Premier with effect 1 December 2014 in terms of Section 11 of the Act. His appointment marked the establishment of the Office of the Western Cape Police Ombudsman (WCPO). This is the date from which the WCPO commenced receiving complaints.

Section 15 of the Act is clear in respect of the mandate of the WCPO. The Ombudsman must:

- receive and may investigate complaints submitted in terms of section 16, regarding inefficiency of the police or a breakdown in relations between the police and any community; and
- perform the other functions assigned to him or her under this Act.

Since the establishment of the Office, Advocate Pikoli and his team have made strides in creating sustainable partnerships with stakeholders, such as the National Prosecuting Authority, Public Protector, the Human Rights Commission, the Department of Justice and Constitutional Development, the Independent Police Investigative Directorate, the Military Ombudsman, the Ombudsman for the Hawks, the City Ombudsman, Provincial and National SAPS, the Inspecting Judge at Correctional Services, the Department of Health and the Department of Social Development, to name a few. The importance of stakeholder relations will be elaborated upon later in the report.

To ensure that communities understand the mandate of the Office, the Office has embarked on community engagements at magistrate courts and malls in the metro. As the Office expands, this outreach will extend to outlying rural areas of the Western Cape.

The purpose of community engagement is to disseminate information about the mandate of this office. Future engagements will see the Office interacting with all 16 SAPS clusters and 150 SAPS stations through the monthly Community Police Forum (CPF) cluster meetings. During this reporting period the Office

## PART A: GENERAL INFORMATION

has visited various communities across the Western Cape. This has assisted in creating awareness, and affording communities an opportunity to understand the role and function of the Office. The Office will continue to stand tall in its mandate to serve the people of the Western Cape impartially, without fear, favour, bias or prejudice, and in accordance with the South African Constitution. In the ensuing months the Office will continue to work towards ensuring professional policing in the Western Cape.

We have adopted a pro-active approach that seeks to look at ways and means of enhancing policy efficiency and seeks to avoid a breakdown of relations between SAPS and communities. This can be achieved if this office promotes and fosters good relationships between SAPS and communities. This, in turn, will be done by working more closely with community policing forums and integrating the CPF's as the first step towards resolving disputes and complaints.

We see our function as identifying inherent and systemic weaknesses with SAPS and propose sustainable solutions to those weaknesses. We do not rely on *ad hoc* solutions which would later lead to a recurrence of the problems.

Over the course of the review period, the WCPO has made strides in its interaction with SAPS. The successful promulgation of the regulations, paved the way for SAPS to work with the WCPO to ensure that a working agreement in the form of a provincial instruction exists for future engagements. An agreement of this nature will go a long way towards ensuring that the WCPO makes a positive contribution to policing in the Province. This report aims to provide the reader with a situational analysis of the work and state of the Office of the Western Cape Police Ombudsman. This is the first Annual Report produced by the WCPO and as such spans from 1 January 2015- 31 March 2016. Future reports will be compiled annually to cover the span of the preceding financial year.

**The Western Cape Police Ombudsman**  
**Advocate Vusi Pikoli**  
**Date:**

## 5. LEGISLATIVE AND OTHER MANDATES

### Constitutional mandates

#### Section 206, Constitution of South Africa Act 108, of 1996

*Subsection (1) states:* "A member of the Cabinet must be responsible for policing and must determine national policy after consulting the provincial governments and taking into account the policing needs and priorities of the provinces as determined by the provincial executives".

*Subsection (3) provides that:*

Each province is entitled:

- to monitor police conduct;
- to oversee the effectiveness and efficiency of the police service, including receiving report on police;
- to promote good relations between the police and the community;
- to assess the effectiveness of visible policing; and
- to liaise with the Cabinet member responsible for policing with respect to crime and policing in the province.

*Subsection (5): "In order to perform the functions set out in subsection (3) a province:*

- may investigate, or appoint a commission of inquiry into, any complaints of police inefficiency or breakdown in relations between the police and any community; and
- must make recommendations to the Cabinet member responsible for policing."

#### Constitution of the Western Cape Act 1 of 1998, Section 66 Policing functions of Western Cape Government

*66. (1) The WCG is entitled to:*

- monitor police conduct;
- assess the effectiveness of visible policing;
- oversee the effectiveness and efficiency of the police service, including receiving reports on the police service;
- promote good relations between the police and the community; and
- liaise with the national Cabinet member responsible for policing with respect to crime and policing in the Western Cape.

*66. (2) In order to perform the functions set out in subsection (1), the Western Cape Government:*

- may investigate, or appoint a commission of inquiry into, any complaints of police inefficiency or a breakdown in relations between the police and any community; and
- must make recommendations to the national Cabinet member responsible for policing.

#### Western Cape Community Safety Act, 3 of 2013

The Western Cape Community Safety Act provides for the carrying out and the regulation of the functions of the Province and the Department of Community Safety under Chapter 11 of the Constitution of the Republic of South Africa, 1996 and Chapter 8 of the Constitution of the Western Cape, 1997, to provide for the support of and co-operation with the Civilian Secretariat and the Provincial Secretariat establishment in terms of the Police Act.

## PART A: GENERAL INFORMATION

The WCPO has the authority to investigate complaints relating to allegations of service delivery inefficiencies.

LEGISLATIVE	ACT
Constitution of the Republic of South Africa, 1996	(Act 108 of 1996)
Constitution of the Western Cape, 1998	(Act 1 of 1998)
Control of Access to Public Premises and Vehicle Act, 1985	(Act 53 of 1985)
Civilian Secretariat for Police Service Act, 2011	(Act 2 of 2011)
Criminal Procedure Act, 1977	(Act 51 of 1977)
Municipal Financial Management Act, 2003	(Act 56 of 2003)
Occupational Health and Safety Act, 1996	(Act 85 of 1993)
Preferential Procurement Policy Framework Act, 2000	(Act 5 of 2000)
Private Security Industry Regulations Act, 2001	(Act 56 of 2001)
Promotion of Access to Information Act, 2000	(Act 2 of 2000)
Promotion of Administrative Justice Act, 2000	(Act 3 of 2000)
Protected Disclosures Act, 2000	(Act 26 of 2000)
Protection of Information Act, 1982	(Act 84 of 1982)
Public Finance Management Act, 1999	(Act 1 of 1999)
Public Service Act, 1994	(Act 103 of 1994)
South African Police Service Act, 1995	(Act 68 of 1995)
South African Police Service Amendment Act, 1998	(Act 83 of 1998)
The Annual Division of Revenue Act, 2009	(Act 12 of 2009)



## 6. THE COMPLAINT RESOLUTION PROCESS:

When the WCPO receives a complaint, a first level assessment is conducted. Should it be found that the complaint falls within the mandate of the Office, an Investigating Officer (IO) is assigned. Service delivery complaints received are categorised *inter alia* as follows:

### Poor communication

- Supplying incorrect information;
- Lack of telephone etiquette;
- Failure to provide feedback; and
- Language barriers.

### Poor investigation

- Failure to obtain statements;
- Failure to attend to a crime scene;
- Poor crime scene management;
- Failure to arrest suspects;
- Failure to follow-up on information;
- Failure to submit dockets to court;
- Failure to subpoena witness(es)/summon suspect(s) for court;
- Failure to compile identikits;
- Failure to send exhibits for analysis;
- Failure to use investigation aids/experts; and
- Failure to properly register a missing criminal case docket.

### Poor response

- Failure to follow-up on or respond to information;
- Unnecessary delays in assisting clients at the Community Service Centre (CSC);
- Failure to answer telephone;
- Failure to attend to a complaint;
- Lack of police visibility;
- Unnecessary delays in attending to victims/complainants; and
- Improper crowd management.

### Abuse of power

- Making an unlawful arrest; and
- Threatening or intimidating a member of the public.

The Western Cape Community Safety Act (WCCSA) has conferred the following powers on the WCPO:  
General:

- The WCPO may institute an investigation into alleged police inefficiency and/or a breakdown in relations between the police and any community, if the complaint is not manifestly frivolous or vexatious;

## PART A: GENERAL INFORMATION

- The WCPO must conduct an investigation relating to a complaint lodged by a member of the Provincial Parliament into alleged police inefficiency and/or a breakdown in relations between the police and any community, which is not manifestly frivolous or vexatious;
- The WCPO may request written representations from any person regarding investigations being conducted via a Notice in the Provincial Gazette;
- The WCPO may refer a complaint to another competent authority, if the complaint can be more appropriately dealt with by that authority; and
- If the WCPO is of the opinion that a complaint is of a serious nature or that it may more appropriately be dealt with by a Commission of Inquiry, the Ombudsman may recommend to the Premier that a Commission of Inquiry to be held to look into the complaint.

Investigative powers of the Ombudsman and the designated Investigating Officers are as follows:

- Gain reasonable access to any building, premises, vehicle, property, information or document under the control of the Organ of State concerned;
- Direct any person to submit an affidavit, or affirmed declaration or to appear before him, or to give evidence, or to produce any documentation that is in a person's possession or under his control, and may question that person; and
- Request an explanation from any person whom he or she reasonably suspects of having information which has a bearing on the matter being investigated or to be investigated.

It is an offence for any person who:

- without just cause, refuses or fails to comply with a direction or request by the Ombudsman, or refuses to answer any question put to him or her, or gives to such question an answer which to his or her knowledge is false; or
- hinders or obstructs the Ombudsman or an investigating officer in the exercise or performance of his or her powers or functions in terms of the Act.

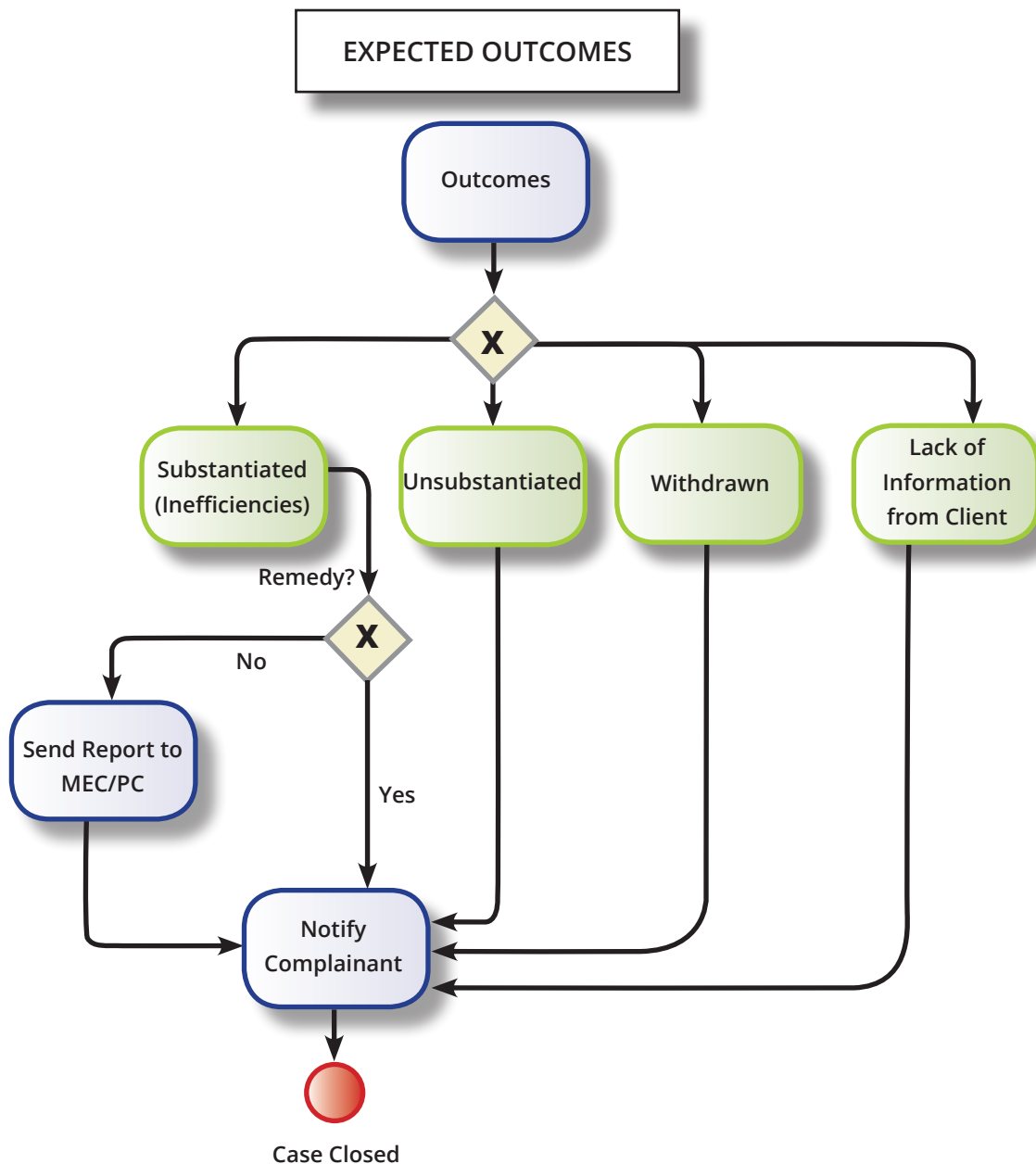
Such person is guilty of an offence in terms of the Act and liable on conviction to a fine or imprisonment not exceeding three years or both.

### **A complaint is concluded by the Ombudsman under the following circumstances:**

- Before or after conclusion of an investigation where the complaint is rejected due to the fact that it does not fall within the ambit of the Act or if it is frivolous or vexatious;
- If the complaint is resolved by means of agreement, negotiation or conciliation;
- After conclusion of an investigation where it is found that there is police inefficiency or a breakdown in relations, but it could not be resolved. The Ombudsman must submit a recommendation on the investigation and his or her findings to the Provincial Minister and inform the complainant that he or she has done so.
- There was police inefficiency or a breakdown in relations and if the said police inefficiency or breakdown in relations is remedied;
- There was police inefficiency or a breakdown in relations and the said police inefficiency or breakdown in relations has been reported to the Provincial Commissioner of SAPS or the Executive Head of the Municipal Police Service concerned to deal with the matter further;

## PART A: GENERAL INFORMATION

- If a complaint is withdrawn by the complainant and the Ombudsman is satisfied that there are no compelling reasons to proceed with the investigation; or
- If a complainant, despite a request, does not provide further information that is within his or her knowledge and which is required to finalise the investigation of the complaint.



**X** Represents a complaint received

## PART A: GENERAL INFORMATION

Citizens are encouraged to lodge complaints with the Office, by fax, e-mail, telephone, and in person at our offices. Future enhancements to the website will ensure that citizens may lodge complaints online.

If the Ombudsman decides not to initiate an investigation, the Ombudsman must inform the complainant of his or her decision and the reasons thereof.

Furthermore, upon completion of an investigation and if the matter could not be resolved, the Ombudsman must submit a recommendation on the investigation and his or her findings to the Provincial Minister for Community Safety, and inform the complainant that he or she has done so.

Thereafter, the Provincial Minister must make a recommendation to the Minister of SAPS on the investigated complaint that could not be resolved by the Ombudsman, and must inform the complainant of his or her recommendation made to SAPS.

In order to avoid unnecessary duplication, the Ombudsman must co-ordinate his or her functions and activities with other authorities that have jurisdiction in respect of the investigation of complaints against the police. Hence, continued stakeholder interaction is imperative.

In terms of the Act:

- The WCPO must report annually, in writing within 30 days of the end of each financial year, to the Provincial Minister of Community Safety on the activities of the Ombudsman during the previous financial year including:
  - the number of complaints investigated;
  - the number of complaints determined to be manifestly frivolous or vexatious under Section 17(1);
  - the outcome of investigations into the complaints; and
  - the recommendations regarding the investigated complaints.
- The Ombudsman must report to the Provincial Minister on his or her activities in terms of this Act as and when requested to do so by the Provincial Minister.
- The Provincial Minister must table the report to the Provincial Parliament within 30 days of receiving the report.

The financial year covers the period of 1 April until 31 March the following year.

## 7 ORGANISATIONAL STRUCTURE

As mentioned, Advocate Vusi Pikoli was appointed as the Ombudsman with effect 1 December 2014 and the table below indicates the assumption of duty of the officials who were on the establishment, during the review period.

Elmarechia Kennedy	September 2014 – No office
Jerome Norris	October 2014 – No office
Nontombi Hlongwane	October 2014 – No office
Geraldine Isaacs	December 2014 – Office Established
Nadia Arabi	January 2015 – Office Established
Linda Malindi (Intern)	April 2015 – Office Established
Raylene Jonkers (Intern)	April 2015 – Office Established
Carol Adonis	May 2015 – Office Established
Deidre Foster	June 2015 – Office Established
Zwelenkosi Matwa	December 2015 – Office Established
Abigail Lewis	January 2016 – Office Established

Very early in its existence, the Office identified the need for more investigating officers, and requested that an Organisational Development (OD) study be conducted for the purpose of creating more posts. This process is dependent on the Department of the Premier's People Management component and is still on-going. The Office envisages that the successful OD process will, as a start, result in the approval of two additional Investigating Officer posts (Salary Level 8), and one Personal Assistant (Salary Level 7).

## PART A: GENERAL INFORMATION



### Organisational Structure



During the review period, the Office successfully obtained approval for the appointment of three legal interns. The interns were scheduled to assume duty by 1 October 2015, however, due to limited office space, the interns could not be appointed. The WCPO is in the process of acquiring additional office space in the same building, however, renovations are currently underway, and it is envisaged these will be concluded by June 2016. This move will mark the assumption of duty of the three new graduate law interns.

All staff members of the WCPO have completed the vetting forms in accordance with the security standards of the Western Cape Provincial Government.

# **PART B: PERFORMANCE INFORMATION**



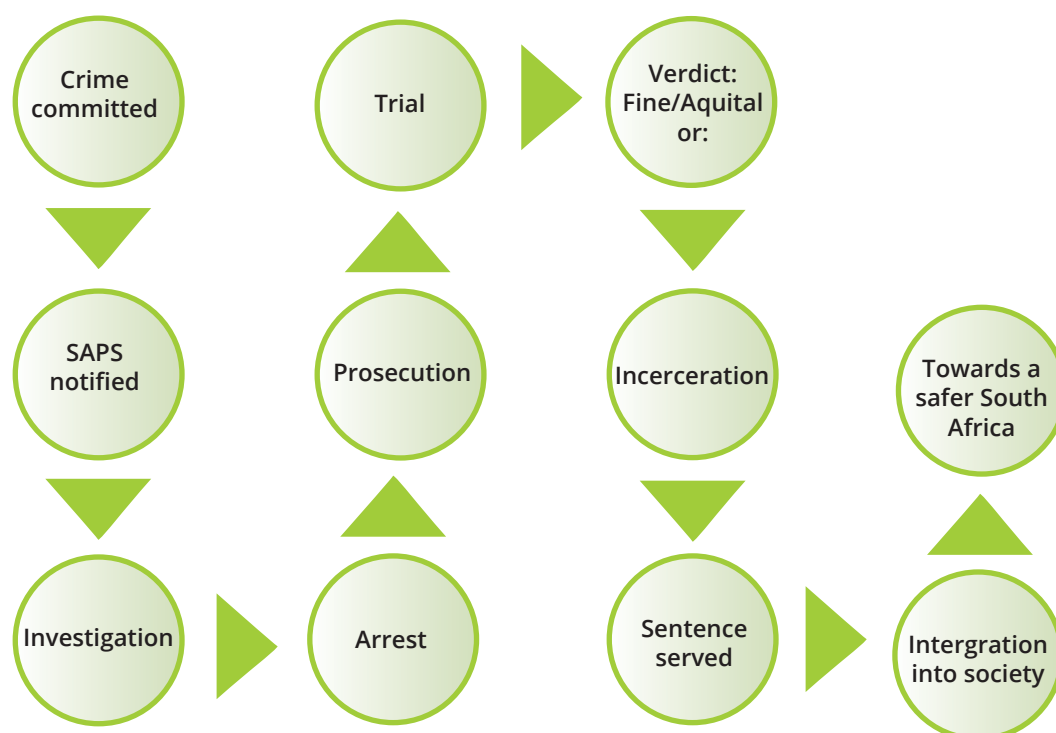
## 1. OVERVIEW OF WCPO PERFORMANCE

### 1.1 Service Delivery Environment

As mentioned earlier, stakeholder relations, such as those listed above, are essential in the enhancement of professional policing, as SAPS is but one entity within the greater Criminal Justice Value Chain. Therefore, a symbiotic and complementary relationship is essential amongst these various role players in order for the vision as outlined in the Constitution, to be put into effect.

The Criminal Justice Value Chain is made up of a series of links. Different entities are co-dependent and with each step of the justice system each entity may only function with the assistance or finalisation of another entity's work. Serving justice calls for a co-dependent, symbiotic and interdependent methodology and approach, and SAPS cannot do the work in isolation. Herein lies the importance of stakeholder engagements and the inherent need to have all links in the Criminal Justice Value Chain serve the Western Cape in unison.

The below is a graphic representation of the Criminal Justice Value Chain.





## PART B: PERFORMANCE INFORMATION

The reality is that the possibility exists that things may go wrong with any one of the above links within the chain. Of greater concern is that when things go wrong within the Justice System, it has grave life changing consequences for those involved.

Since its establishment, the Office has received complaints ranging from wrongful arrest, to witnesses not being questioned or subpoenaed. Complainants have come to the Office with heart wrenching stories of how SAPS failed to answer the phone in a crisis situation, or worse still, sent victims back to their life-threatening circumstances as some officers fail to grasp the fundamentals of the Domestic Violence Act. As the Office continues to grow, the approach will remain in the spirit of working together with all role players in the Criminal Justice Value Chain, to ensure that all stakeholders remain responsive to communities.

Due to the complex nature of the issues at hand, much deliberation, mediation, and interaction has taken place with various stakeholders. The meetings have taken the shape of meet and greet sessions, and these essential engagements have led to stakeholders linking their work, thereby breaking down silos.

One such example is that of the Forensic Pathology Services at the Department of Health that experienced difficulties, and with the support of this office, now attend the quarterly Provincial Efficiency Enhancement Committee meetings, convened by the Judge President. These meetings take place at the Western Cape High Court where issues are raised and problems resolved. These strategic engagements have also created opportunities for referrals to and from the WCPO.

Furthermore the Office has engaged with the Independent Police Investigative Directorate (IPID) and successfully managed to foster an on-going partnership between the respective offices. The Human Rights Commission has also forwarded a report to the WCPO which has proven to be useful.

## PART B: PERFORMANCE INFORMATION

The list below provides an overview of the strategic partnerships being forged between the WCPO and other state and private entities for meet and greet sessions which took place from January 2015 to March 2016:

<b>IPID:</b> <ul style="list-style-type: none"> <li>National Head</li> <li>Provincial Head</li> </ul>	Department of Justice and Constitutional Development
<b>Director of Public Prosecutions</b>	Office of the Public Protector  <ul style="list-style-type: none"> <li>National Head</li> <li>Acting Provincial Head</li> <li>Provincial Head</li> </ul>
<b>SAPS Management:</b> <ul style="list-style-type: none"> <li>National Police Commissioner</li> <li>Provincial Police Commissioner</li> <li>Acting Provincial Commissioner</li> <li>Provincial Senior Management</li> </ul>	SA Human Rights Commission
<b>Provincial Law Enforcement Agencies:</b> <ul style="list-style-type: none"> <li>Chief of Metro Police</li> <li>Chief of Traffic</li> <li>Chief of Law Enforcement</li> </ul>	Judiciary  <ul style="list-style-type: none"> <li>Judge President of the Western Cape High Court</li> <li>Regional Court President</li> <li>Chief Magistrate: Wynberg, Mitchells Plain and Cape Town</li> <li>Senior Magistrate: Bellville and Khayelitsha</li> </ul>
<b>City Ombudsman</b> 	Inspecting Judge for Correctional Services
<b>Ombudsman for the Hawks</b>	Open Democracy Advice Centre
<b>Department of Social Development</b>	Forensic Pathology Service (Department of Health)
<b>Standing Committee Chairperson Standing Committee on Safety &amp; Security</b>	Military Ombudsman
<b>Business Against Crime</b>	City Centre Improvement District (CCID)
<b>Provincial Contact Centre</b>	Social Justice Coalition
<b>Inguqu Youth Crime Prevention Week (Khayelitsha)</b>	Department of Correctional Services: <ul style="list-style-type: none"> <li>Regional Commissioner</li> </ul>
<b>Provincial Independent Electoral Commission</b>	

## PART B: PERFORMANCE INFORMATION

The Office holds regular meetings with the HOD for Community Safety, Mr Gideon Morris, to ensure that matters of a strategic and operational nature are raised and addressed to ensure synergy and strategic alignment.

### **1.2 Formation of a task team with SAPS, the NPA and the WCPO office:**

On 1 September 2015 Advocate Pikoli initiated the establishment of a task team comprised of selected members from SAPS, the NPA and the WCPO office. This team meets on an ad hoc basis to discuss systemic problems within SAPS and the NPA as identified by the WCPO during its investigations.

This concept was positively received by the Provincial Head of the NPA, as well as the Acting Provincial Commissioner for SAPS and has been endorsed by the Provincial Commissioner, Lieutenant General Jula.

### **1.3 Best Practice Benchmarking visit by delegations from Civilian Secretariat Kwa-Zulu Natal (KZN) and Mpumalanga provincial offices:**

On 17 September 2015 Advocate Pikoli addressed the delegates from KZN on the mandate of the WCPO and its origins. In addition, on 18 September 2015 the delegation attended the Wynberg Cluster PNP where their Provincial Head was introduced to Advocate Pikoli. The delegation from KZN also benefited from the presentation made on the mandate of the Police Ombudsman. In addition to the discussions tabled above, the Office has had the opportunity to share its mandate and work, with a delegation from the Gauteng Ministry for Community Safety, led by the MEC for Community Safety as well as the Mpumalanga delegation.

Being the first office of its kind in the country, the delegation was intrigued by the scope of the Ombudsman office as well as the difference between its mandate in comparison to that of the Civilian Secretariat.

## 2. MARKETING INITIATIVES

The process of marketing the Office has seen a multi-pronged approach due to the uniqueness of the Office in that it is the first of its kind in the country.

The Office successfully launched a radio campaign in February 2015. The radio campaign was aimed at informing communities about the work and mandate of the Office and to provide information to the Citizens of the Western Cape in terms of the work of the WCPO. The radio campaign was aired on major radio stations in the Western Cape, and was produced by the current advertising agencies; The Media-shop as well as YnR (Young and Rubicam). The campaign was re-flighted in January 2016 for the duration of an eight-week period.

In support of the radio campaign, a pre-recorded interview was conducted at the Fine Music Radio station, and aired during the month of February 2016. This recording was aired on the following radio stations:

Radio Atlantis
Bush Radio
Radio CCFM
Radio Eden
Fine Music Radio
Gamkaland
Heartbeat FM
Radio KC
Knysna FM
Radio Namakwaland
Radio Overberg
Radio 786
Valley FM
Voice of the Cape
Radio West Coast
Radio Zibonele

## PART B: PERFORMANCE INFORMATION

### 2.1 CSIP:

Early in its existence the Office was approached by the Department of Community Safety to form part of their Community Safety Improvement Partnership (CSIP) project. The project serves as the primary safety campaign for the Department of Community Safety and is the sum total of all projects linked to the Department. The Office welcomed the opportunity to partner, and through it, prioritised the Paarl area for the 2015/2016 financial year. In support of the CSIP, the Office hosted an information table at the Paarl Mall, and also visited the Paarl Magistrate's Court. The Office intends to visit the Paarl area in the fourth quarter of the 2016/2017 financial year to conclude its contribution to the CSIP project.

### 2.2 Policing Needs and Priorities

The Department of Community Safety invited the Office to attend the Policing Needs and Priorities (PNP) meetings. The invitation was warmly welcomed as these meetings offer a face-to-face opportunity to engage with the community and encourage citizens to make use of the services which the Office renders. Advocate Pikoli and a team of officials attended the below listed PNP meetings:

Cluster	Date	Venue
Paarl/Stellenbosch	22-23 May 2015	Mbekweni Thusong Centre
Hermanus/Caledon Cluster	05-06 June 2015	Caledon Town Hall
Worcester Cluster	19-20 June 2015	Robertson Town Hall
Vredenburg Cluster	26-27 June 2015	Hopefield Thusong Centre
Beaufort West	17-18 July 2015	Rustdene Community Hall
Khayelitsha	14-15 August 2015	Andile Msizi Recreational Centre
Mitchells Plain	27-28 August 2015	Eastridge Community Hall
Cape Town	11-12 September 2015	Maitland Town Hall
Wynberg	18-19 September 2015	Ocean View Civic Centre

The WCPO also joined the Department of Community Safety and co-hosted a 30-minute talk show on Bush Radio, to explain the work of the Office to the Bush Radio target audience. The recording was live to Bush Radio listeners and a recorded version of this interview was broadcast on other radio stations.

## PART B: PERFORMANCE INFORMATION

The Office marketed its services to the Western Cape Government, by being featured in the September 2015 Edition of the “Better Together” magazine. The Magazine has a circulation of 10 000 copies, which is distributed to all government institutions in the metro region. The Office was featured in the 6th and 7th edition of the “Your Wellness Matters” tabloid newspaper. The features were free of charge and a double page spread was allocated to the Office. This tabloid is available in the three official languages of the Western Cape.

The Ombudsman was invited to join the National Minister of Safety and Security, the Deputy Minister of Safety and Security and the Acting National Commissioner of Police together with the Provincial Commissioner of police in their community outreach event which took place in Lavender during March 2016.



*Adv. Pikoli addressing stakeholders at the Roberson PNP meeting 19 June 2015.*

## PART B: PERFORMANCE INFORMATION

The table below contains the communication interventions which have been conducted to date, to create awareness among the Western Cape citizens.


Method	Medium	Cost	Information
Advertising Campaign	Radio	R 1 400 000.00	Cape Talk KFM Good Hope FM Umhlobo Wenene Community Radio Stations
Press Releases	Print media and radio	COE	Press alerts have been limited to Advocate Pikoli's public interaction at the PNP meetings.
External Signage	A-frames	R 3 000.00	
Internal signage	Frosted stickers Banners	R 2 000.00	
Vehicle Branding	Vinyl lettering on vehicles	R 2 000.00	
Website		COE	Work on the website remains slow due to red tape challenges between the various departmental role players such as EG4C.
Twitter	Social Media	COE	Upon finalisation of the website.
Brochures	Information brochures for distribution at public engagements	R 50 000.00	On-going

### 2.3 Information desks hosted at the Magistrate's Courts in the Western Cape

To make the WCPO more accessible to communities, the Office embarked on court visits. The Office addressed a letter to the Regional Head of the Department of Justice requesting his support for WCPO staff to set up information desks at courts. The purpose of these information desks is to ensure that the Office is marketed, and to provide information to communities in respect of the Office. The desks allow the WCPO staff with a face to face opportunity to answer questions and take complaints from the public. This initiative was positively welcomed by the Regional Head of the Department of Justice and Constitutional Development, Advocate Mohamed and the Office visited the following courts.



## PART B: PERFORMANCE INFORMATION

Date	Activity	Venue
4 December 2015	Exhibition and information table	Bellville Magistrates Court 
8 December 2015	Exhibition and information table	16 Days (DOCS) Lentegour, Mitchell's Plain
18 December 2015	Exhibition and information table	Simon's Town Magistrates Court
22 January 2016	Exhibition and information table	Khayelitsha Magistrates Court
5 February 2016	Exhibition and information table	Paarl Magistrates Court
19 February 2016	Exhibition and information table	Somerset West Magistrates Court

This strategic partnership with the Department of Justice and Constitutional Development will continue with a new round of court visits being planned in the new financial year. The Office envisages four marketing and exhibition activities conducted per quarter as per our Annual Performance Plan (APP) targets.

The Office was also been invited by the City of Cape Town to their World Consumer Rights expo, where an exhibition table was set up on 16-17 March 2016.



### 3. STRATEGIC OUTCOMES AND GOALS

When the office of the Western Cape Police Ombudsman was established, it was meant to function according to a pre-determined set of goals and indicators. The below table speaks to the pre-determined goals as set out in the Annual Performance Plan of 2015/2016 by the Department of Community Safety.

#### 3.1 Goals

<b>Strategic outcome oriented goal title</b>	To contribute towards building good relations between the community and police
<b>Short definition</b>	To promote community trust and confidence in the police through conducting impartial and objective investigations
<b>Purpose/importance</b>	To enhance the public's confidence in the services provided by SAPS
<b>Source/collection of data</b>	Annual Report to the MEC
<b>Method of calculation</b>	Count
<b>Data limitations</b>	None
<b>Type of strategic outcome oriented goal</b>	Outcome
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Five-yearly
<b>New strategic oriented outcome goal</b>	Yes
<b>Desired performance</b>	As per target
<b>Strategic outcome oriented goal responsibility</b>	The Office of the Ombudsman (Adv. V Pikoli)
<b>Key risk</b>	The newly established office is relatively unknown to the public
<b>Risk treatment measure</b>	Implementation of a marketing strategy

### 3.2 Indicators

Indicator title	1. Number of cases investigated by the Office of the Ombudsman
Short definition	Investigations complaints received from the public against the police
Purpose/importance	To increase the performance of the police through effective oversight
Source/collection of data	Database on investigations conducted
Method of calculation	Count
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	As per target
Indicator responsibility	Sub-programme Manager: Ombudsman
Key risk	Resistance from SAPS
Risk treatment measure	Inter-governmental relations

## PART B: PERFORMANCE INFORMATION

<b>Indicator title</b>	2. Number of reports on cases investigated by the Office of the Ombudsman
<b>Short definition</b>	To identify and report on police inefficiencies and misconduct
<b>Purpose/importance</b>	Improved policing will contribute to safer communities
<b>Source/collection of data</b>	Reports on cases investigated
<b>Method of calculation</b>	Count
<b>Data limitations</b>	Availability and access to information
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Yes
<b>Desired performance</b>	As per target
<b>Indicator responsibility</b>	Sub-programme Manager: Ombudsman
<b>Key risk</b>	Possible ambiguous interpretation of guiding legislation and policies
<b>Risk treatment measure</b>	Proclamation to the Western Cape Community Safety Act

## PART B: PERFORMANCE INFORMATION

<b>Indicator title</b>	3. Number of priority investigations conducted
<b>Short definition</b>	To report on high priority police service delivery investigations
<b>Purpose/importance</b>	Improved policing will contribute to increasing safety
<b>Source/collection of data</b>	Report/Database
<b>Method of calculation</b>	Count
<b>Data limitations</b>	Availability of and access to information
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	As per target
<b>Indicator responsibility</b>	Sub-programme manager: Ombudsman
<b>Key risk</b>	Possible ambiguous interpretation of guiding legislation and policies that could prevent the Department from accessing information
<b>Risk treatment measure</b>	Promulgation of the Western Cape Community Safety Act

## PART B: PERFORMANCE INFORMATION

<b>Indicator title</b>	4. Number of incident reports received via the Promote Professional Policing Programme
<b>Short definition</b>	To ensure assessable avenues to lodge police service delivery complaints and compliments by the community
<b>Purpose/importance</b>	To enable the public to complain if their rights are infringed or they receive poor service or compliment good service from the police
<b>Source/collection of data</b>	Complaints data system
<b>Method of calculation</b>	Count
<b>Data limitations</b>	Access to information kept by other institutions
<b>Type of indicator</b>	Activity
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	As per target
<b>Indicator responsibility</b>	Sub-programme manager: Ombudsman
<b>Key risk</b>	Willingness of the general public to report poor/good service delivery
<b>Risk treatment measure</b>	Promoting the system

## PART B: PERFORMANCE INFORMATION

### 3.2.1 Number of cases investigated by the office of the Ombudsman

The problem identified at the offset was that the Office could not pre-empt a number of cases investigated per annum. Nor could it identify a number of priority investigations. There are a few reasons for this. Firstly, not all enquiries received are in need of an investigation. Secondly, whilst some cases may have a turnaround time of a matter of days, others may take months as officers embark on investigating the intricacies associated with more complex issues. Whilst the Office has set its own target of finalising investigations within three months, there are exceptional cases, where this target cannot be reached. Since the Office had no pre-existing data to use as a benchmark, it was difficult to set a numeric goal.

### 3.2.2 Number of priority investigations conducted

Since its inception the Office has stipulated that it does not deal with priority investigations, and that whilst complaints were received from the Minister of Community Safety, and via the Presidential Hotline, all cases received to date have received the same level of commitment and dedication regardless of the source of the complaint.

### 3.2.3 Number of incident reports received via the Promote Professional Policing (PPP) Programme:

The Office cannot account for complaints received from the PPP programme, as there is no way of identifying that a complaint referred to the office via the Department of Community Safety (DOCS) is, in fact, a complaint received from the PPP system. This goal has since been removed from future reporting templates.

The Office was furthermore envisaged to form part of the Department of Community Safety's Reward a Cop, Report a Cop initiative. However, to emphasise the WCPO mandate, its impartiality and independence, a clear distinction was made between the Department's initiative and the work of the WCPO. Whilst the Department will receive and refer matters to the WCPO or SAPS, the WCPO has the specific mandate to investigate complaints in an impartial and independent manner.

## 4. TARGETS

The WCPO met with the Strategic Planning team from DOCS to explain the constraints of the existing performance framework, and has since re-designed the targets for the 2016/2017 cycle. The targets as set out by the 14/15 APP were as follows:

Programme Performance Indicator	Targets for 2015/16 as per Annual Performance Plan (APP)	Means of Verification as per APP	1st Quarter Planned Output as per APP	1st Quarter Preliminary Output	1st Quarter Actual Output - Validated	2nd Quarter Planned Output as per APP	2nd Quarter Preliminary Output	2nd Quarter Actual Output - Validated	3rd Quarter Planned Output as per APP	3rd Quarter Preliminary Output	3rd Quarter Actual Output - Validated	4th Quarter Planned Output as per APP	4th Quarter Preliminary Output	4th Quarter Actual Output - Validated
Number of cases investigated by the Office of the Ombudsman (3.2.1)	50	Database on investigations conducted	12	54	53	12	69	69	13	43	43	13	151 (number of complaints received)	51
Number of reports on cases investigated by the Office of the Ombudsman (3.2.2)	4	Reports on cases investigated	1	0	0	1	69	69	1	0	0	1	0 (Annual Report to be submitted to MEC in terms of the Act)	0
Number of priority investigations conducted (3.2.3)	80	Report/ database	20	54	53	20	69	69	20	43	43	20	151 (all cases are dealt with equally)	151
Number of incident reports received via the Promote Professional Policing Programme (PPP) (3.2.4)	700	Complaints data system	175	151	151	175	160	161	175	64		175	n/a	n/a

## PART B: PERFORMANCE INFORMATION

... Continued ...The WCPO met with the Strategic Planning team from DOCS to explain the constraints of the existing performance framework, and has since re-designed the targets for the 2016/2017 cycle. The targets as set out by the 14/15 APP were as follows:

Programme Performance Indicator	Preliminary Output for 2015/16	Actual Output for 2015/16	Pre-audited Output for 2015/16 as per Annual Report	Variance from Planned Target to Actual Achievement for 2015/16	Pre-audited % achievement for 2015/16
Number of cases investigated by the Office of the Ombudsman (3.2.1)	166	165		-115	330%
Number of reports on cases investigated by the Office of the Ombudsman (3.2.2)	0	0		4	0%
Number of priority investigations conducted (3.2.3)	166	165		-85	206%
Number of incident reports received via the Promote Professional Policing Programme (PPP) (3.2.4)	375	312		388	45%



# **PART C: COMPLAINTS AND STATISTICS**



PART C: COMPLAINTS AND STATISTICS

## 1. COMPLAINTS RECEIVED:

Upon establishment of the Office, it was important to categorise the complaints received, so that clear deviations and assessments could be made with the data received.

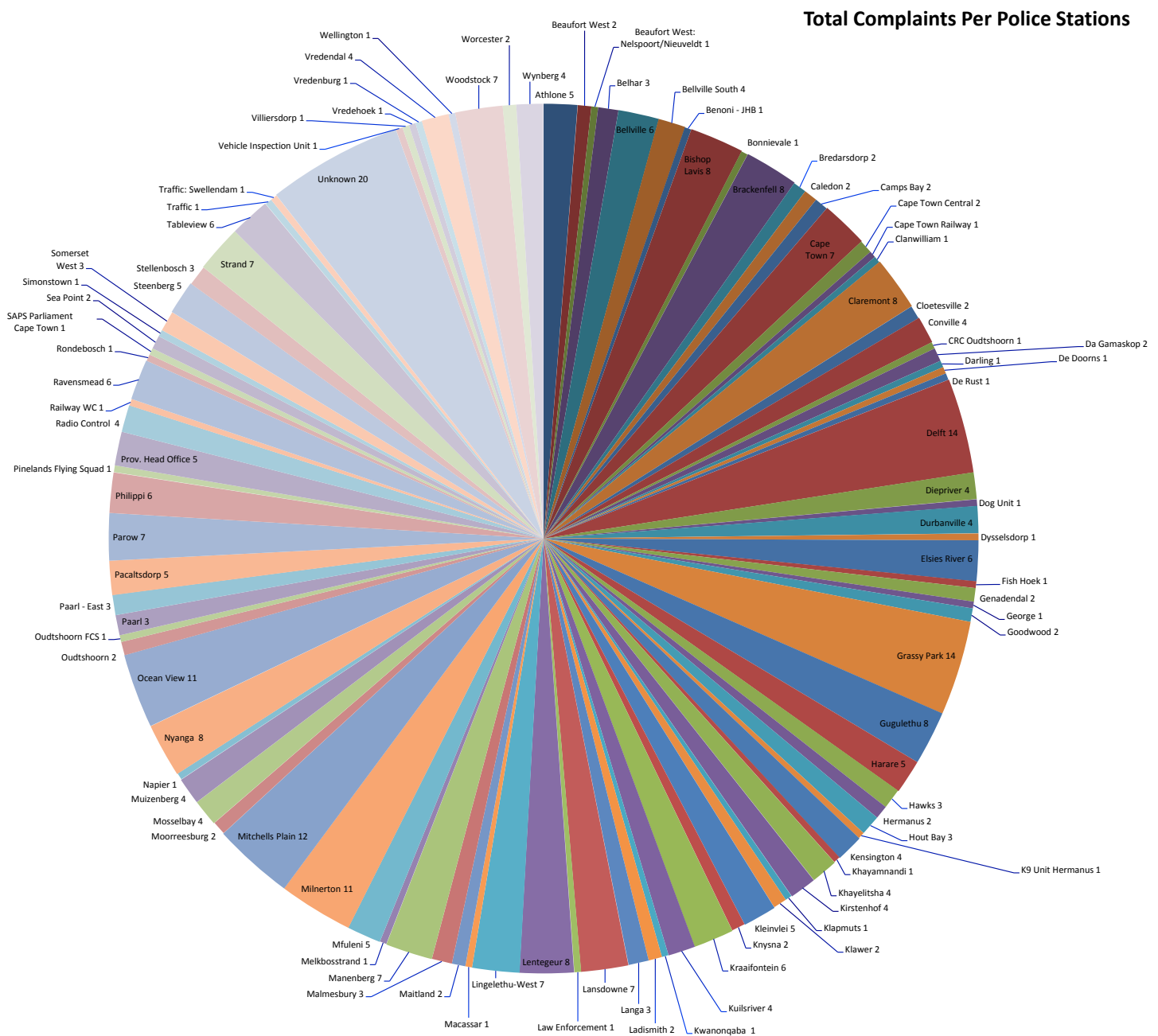
The total number of complaints received over the review period may be reviewed at a glance in the diagram below. The data is additionally tabulated in the grid.

## 2. CATEGORIES

Lack of communication - Category "A"
Poor communication - Category "B"
Poor investigation - Category "C"
Poor response - Category "D"
Unacceptable behaviour - Category "F"
General complaints - Category "G" (Poor Service Delivery)
Enquiries

### 3. COMPLAINTS RECEIVED

#### 3.1 Total Number of complaints received as at March 2016



## PART C: COMPLAINTS AND STATISTICS

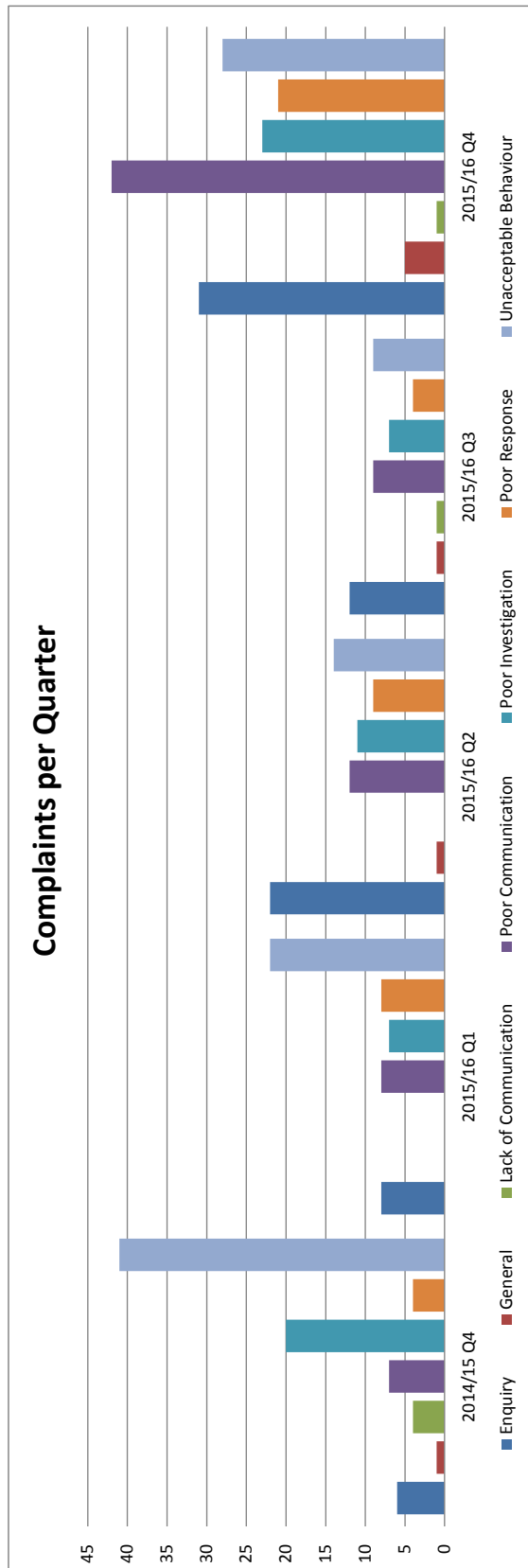
Athlone	5
Beaufort West	2
Beaufort West: Nelspoort/ Nieuveltdt	1
Belhar	3
Bellville	6
Bellville South	4
Benoni - JHB	1
Bishop Lavis	8
Bonnievale	1
Brackenfell	8
Bredarsdorp	2
Caledon	2
Camps Bay	2
Cape Town	7
Cape Town Central	2
Cape Town Railway	1
Clanwilliam	1
Claremont	8
Cloetesville	2
Conville	4
CRC Oudtshoorn	1
Da Gamaskop	2
Darling	1
De Doorns	1
De Rust	1
Delft	14
Diepriver	4
Dog Unit	1
Durbanville	4
Dysselsdorp	1
Elsies River	6
Fish Hoek	1
Genadendal	2
George	1
Goodwood	2
Grassy Park	14
Gugulethu	8
Harare	5
Hawks	3
Hermanus	2
Hout Bay	3
K9 Unit Hermanus	1
Kensington	4
Khayamnandi	1
Khayelitsha	4
Kirstenhof	4
Klapmuts	1
Klawer	2

Kleinvele	5
Knysna	2
Kraaifontein	6
Kuilsriver	4
Kwanonqaba	1
Ladismith	2
Langa	3
Lansdowne	7
Law Enforcement	1
Lentegeur	8
Lingeletu-West	7
Macassar	1
Maitland	2
Malmesbury	3
Manenberg	7
Melkbosstrand	1
Mfuleni	5
Milnerton	11
Mitchells Plain	12
Moorreesburg	2
Mosselbay	4
Muizenberg	4
Napier	1
Nyanga	8
Ocean View	11
Oudtshoorn	2
Oudtshoorn FCS	1
Paarl	3
Paarl - East	3
Pacaltsdorp	5
Parow	7
Philippi	6
Pinelands Flying Squad	1
Prov. Head Office	5
Radio Control	4
Railway WC	1
Ravensmead	6
Rondebosch	1
SAPS Parliament Cape Town	1
Sea Point	2
Simonstown	1
Somerset West	3
Steenberg	5
Stellenbosch	3
Strand	7
Tableview	6
Traffic	1

Traffic: Swellendam	1
Unknown	20
Vehicle Inspection Unit	1
Villiersdorp	1
Vredehoek	1
Vredenburg	1
Vredendal	4
Wellington	1
Woodstock	7
Worcester	2
Wynberg	4
Note: Unknown- refers to enquires where Police Station is not stated.	

## 3.2 Nature of Complaints received

### 3.2.1 Overview per quarter



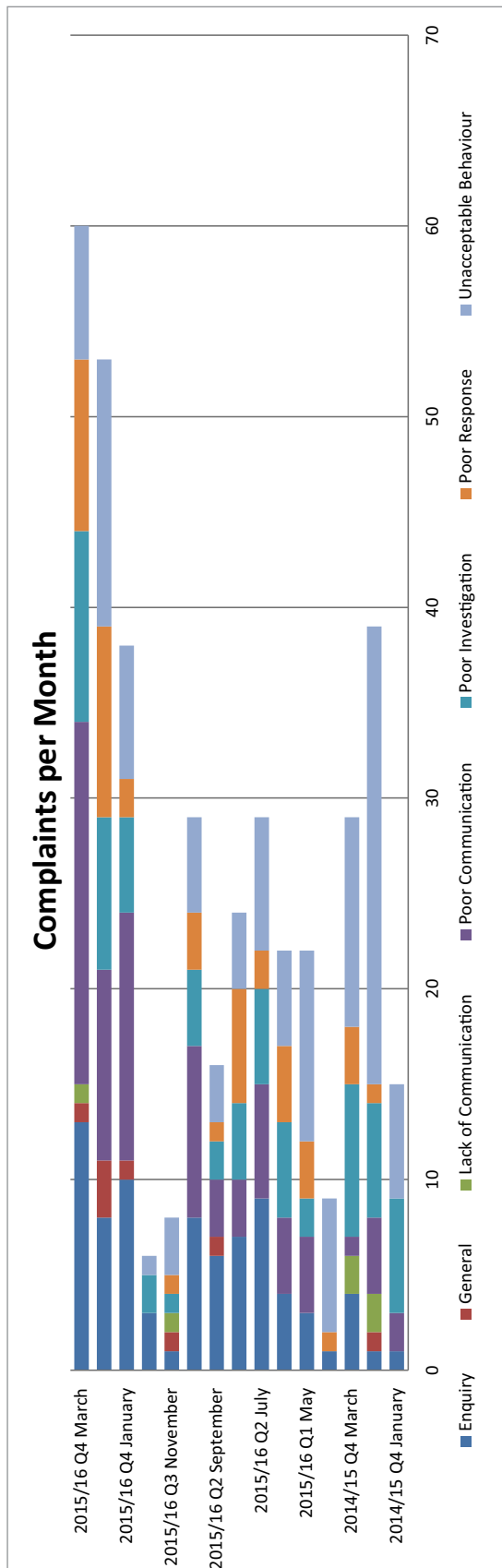
## PART C: COMPLAINTS AND STATISTICS

### 3.2.2 Detailed analysis

Financial Year	Financial Quarter	Nature of complaint							
		Enquiry	General	Lack of Communication	Poor Communication	Poor Investigation	Poor Response	Unacceptable Behaviour	Grand Total
2014/15	Q4	6	1	4	7	20	4	41	83
2015/16	Q1	8			8	7	8	22	53
	Q2	22	1		12	11	9	14	69
	Q3	12	1	1	9	7	4	9	43
	Q4	31	5	1	42	23	21	28	151
Grand Total		79	8	6	78	68	46	114	399

### 3.3 Complaints received per month

#### 3.4.1 Overview





## PART C: COMPLAINTS AND STATISTICS

### 3.4.2 Detailed analysis

			Nature of complaint							
Financial Year	Financial Quarter	Month	Enquiry	General	Lack of Communication	Poor Communication	Poor Investigation	Poor Response	Un-acceptable Behaviour	Grand Total
2014/15	Q4	January	1			2	6		6	15
		February	1	1	2	4	6	1	24	39
		March	4		2	1	8	3	11	29
		April	1					1	7	9
2015/16	Q1	May	3			4	2	3	10	22
		June	4			4	5	4	5	22
		July	9			6	5	2	7	29
	Q2	August	7			3	4	6	4	24
		September	6	1		3	2	1	3	16
		October	8			9	4	3	5	29
	Q3	November	1	1	1		1	1	3	8
		December	3				2		1	6
		January	10	1		13	5	2	7	38
	Q4	February	8	3		10	8	10	14	53
		March	13	1	1	19	10	9	7	60
Grand Total			79	8	6	78	68	46	114	399

PART C: COMPLAINTS AND STATISTICS

# PART D: HIGHLIGHTS



## 1. SWEARING IN OF WCPO STAFF MEMBERS

A requirement in terms in Section 11 of the Western Cape Provincial Police Ombudsman Regulations, 3 of 2015 is for the Ombudsman and all staff members appointed to take an oath or make an affirmation that he or she will exercise his or her powers and performance his or her functions in terms of the Act and to:

- obey, respect and uphold the Constitution of the Republic of South Africa, 1996, the Constitution of the Western Cape, 1997, and the fundamental rights entrenched therein, and all other laws of the Republic; and
- serve independently and impartially and act in good faith without fear, favour, bias or prejudice, subject to the Constitution of the Republic of South Africa, 1996, the Constitution of the Western Cape, 1997, and the law.

This is an essential requirement as it emphasises the commitment by the Ombudsman and the staff to the mandate of the WCPO office, which strengthens the need to ensure that all complaints are dealt with in an impartial and unbiased manner.

On 1 December 2015 the Ombudsman and all the staff had the honor and privilege of being sworn in by the Judge President of the Western Cape High Court, the Honorable Judge President, JM Hlope.



*Staff members of the WCPO at the swearing in ceremony.*

*Pictured from left to right: (Front) Mr Z Matwa, Adv. V Pikoli, Judge JM Hlope, Adv. Jerome Norris (Back)*

*Ms D Foster, Ms G Isaacs, Ms N Arabi, Ms C Adonis, Ms N Hlongwane, Ms E Kennedy.*

*Photograph: Ms Zanele Jam-jam.*

## 2. MEMBERSHIP WITH THE INTERNATIONAL OMBUDSMAN INSTITUTE:

In February 2015 the WCPO applied for membership to the International Ombudsman Institute (IOI). The IOI Board of Directors made a positive decision on the application and the WCPO has been admitted as a voting member of the IOI with effect 23 September 2015.

Acceptance as a member of the IOI reinforces our functional independence to receive and impartially investigate complaints relating to alleged inefficiencies in the administrative practices of SAPS.

## 3. EMPLOYEE WELLNESS

The Office operates on the notion that whilst we serve a population that is affected by social, physical, and cognitive ills, we cannot be of service to that society, unless our members are fully healthy and well themselves.

For this reason, the office embarked on a wellness drive, and on 3 July 2015 the Government Employee Medical Scheme (GEMS) was invited to speak to staff members about their health and state of wellness. Staff had the opportunity to test their blood pressure, HIV/Aids status, weight and glucose level, as well as receive a much needed shoulder massage.



*Staff of the WCPO with the nursing sister and therapist from GEMS*



## 4. CORPORATE SOCIAL RESPONSIBILITY

On 24 June 2015 the Office embarked on an outreach drive in celebration of Mandela Day. Our drive focused on a safe-house for children known as “Miracle Kids”, situated in Constantia. The Office donated fruit and vegetables to the safe-house and spent two hours at the home assisting in cleaning the house.



*WCPO Staff members at Miracle Kids with donations for the children.*

## 5. HERITAGE DAY: CELEBRATE SOUTH AFRICAN CULTURAL DIVERSITY

24 September 2015 marked the celebration of Heritage day. Former South African President Nelson Mandela concisely explained it when he said the following in a Heritage Day speech: “When our first democratically-elected government decided to make Heritage Day one of our national days, we did so because we knew that our rich and varied cultural heritage has a profound power to help build our new nation”.

The staff at the WCPO office adorned themselves in cultural attire and shared a variety of cuisine from different cultural backgrounds. The purpose of these initiatives is firstly to ensure that staff understands the significance of the commemoration, and to foster a learning environment.

## 6. BRAILLE BROCHURE

The office is particularly proud of its brochure being published in Braille. The office has partnered with the League of Friends of the Blind (LOFOB) in order to create a brochure which is accessible to those who are visually impaired. In the new financial year, the office plans to actively engage with groups of visually impaired persons in order to share its mandate. Copies of the braille brochure is available on request from the Office.

PART D: HIGHLIGHTS



# **PART E: FINANCIAL INFORMATION**



Over the past financial year; the WCPO functioned on a ring fenced budget of just under R7 Million. Below is a representation of the budget breakdown.

National Provincial (All)														
Department (All)														
Programme Level 5		Provincial Policing Functions												
	Values													
Responsibility Lowest Level	Item Level 3	April 2015	May 2015	June 2015	July 2015	August 2015	September 2015	October 2015	November 2015	December 2015	January 2016	February 2016	March 2016	Total Expenditure
WCPO	Compensation of employees	141,954.55	363,120.33	416,680.31	293,906.69	351,787.81	297,903.98	322,050.73	297,549.74	298,468.98	320,862.63	353,743.29	339,806.63	3,797,835.67
	Departmental agencies & accounts	-	-	-	-	-	198.75	-	-	-	-	-	-	198.75
	Goods and services	28,915.59	20,951.44	132,783.60	193,476.11	76,632.39	65,205.66	39,460.19	90,955.29	232,758.48	161,019.06	522,787.40	989,185.77	2,554,130.98
	Machinery and equipment	14,478.00	-	51,936.12	40,957.25	133,185.79	83.00	40,402.52	8,718.57	16,329.10	-	60,068.63	29,843.65	396,002.63
WCPO Total		185,348.14	384,071.77	601,400.03	528,340.05	561,605.99	363,391.39	401,913.44	397,223.60	547,556.56	481,881.69	936,599.32	1,358,836.05	6,748,168.03
Grand Total		185,348.14	384,071.77	601,400.03	528,340.05	561,605.99	363,391.39	401,913.44	397,223.60	547,556.56	481,881.69	936,599.32	1,358,836.05	6,748,168.03

# PART F: CONCLUSION



## PART F: CONCLUSION

The past financial year was not without its challenges and despite the difficulties, every effort was made to ensure that challenges were mitigated. Investigating Officers have, at times, gone beyond the call of duty by meeting with clients outside office hours to ensure that complainants exercise their right to be heard.

The marketing function will intensify its efforts in the ensuing months, as the office gears towards finalising phase two of the website, and further extends its services to social media. The risk remains that with the increased marketing activities come an influx of complaints, however, the Office will continue to uphold its mandate, and provide the best possible service to the public.

The Office has worked diligently towards ensuring that the police remain responsive to the needs of communities and there have been instances when the work done by SAPS has been commended by community members.

For this, the WCPO would like to extend its heartfelt appreciation to all the officers who so diligently protect communities on a daily basis.





To obtain additional copies of this document please contact:

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Website: [www.westerncape.gov.za/police-ombudsman](http://www.westerncape.gov.za/police-ombudsman)

#### DISCLAIMER

The English version of this Annual Report is regarded as the official text.

The Department cannot be held liable for any misinterpretations that may have occurred during the translation process.

#### VRYWARING

Die Engelse gedeeltes van hierdie Jaarverslag word geag as die amptelike weergawe te wees.

Die Departement aanvaar geen verantwoordelikheid vir moontlike wanvertolkings gedurende die vertalingsproses nie.

#### INKCAZO

Inguqulelo yesiNgesi yale ngxelo yonyaka itathwa njengeyona esebenza ngokusesikweni.

Isebe alinakubekwa tyala, ngazo naziphi na iziphoso ezengathi zibe khona ngxesha linguqulelo yezinye iilwimi.

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