

# **CIVILIAN SECRETARIAT FOR POLICE**



**WESTERN CAPE PROVINCE**

**KHAYELITSHA POLICE STATION: FRONTLINE SERVICE  
DELIVERY**

**31 JULY 2013**

## **1. BACKGROUND AND INTRODUCTION**

The Civilian Secretariat for Police Service Act 2 of 2011 (the Act) establishes the Civilian Secretariat for Police (CSP) to function under the authority and direction of the Cabinet member responsible for policing. The CSP has a mandate to exercise an efficient and effective oversight role over the police service and enhance the role of the Minister of Police (the Minister) in respect of developing policies for implementation by the South African Police Service (SAPS), and to identify systemic issues that require attention and recommend corrective measures.

The Department of Performance Monitoring and Evaluation (DPME) in the Presidency developed the Frontline Service Delivery Monitoring Programme (FSDMP) in 2011 to undertake hands on monitoring of the quality of service delivery at targeted service delivery sites which included unannounced visits to police stations. According to the DPME the FSDMP continuously seeks to verify if government is meeting the expectations of the citizens, where government is doing well (good practice), assist department to direct resources where they are need and to direct improvements where needed.

The declaration by the Minister of Police is thus in line with the DPME's Frontline Service Delivery Monitoring Programme (FSDMP). Further, the focus on FSD by the Executive Authority is in considerate of the importance of providing efficient and effective policing service to the communities. The focus of the FSD in the Department of Police would be geared toward monitoring the service points with specific attention on the Community Service Centres (CSCs) at all local police stations to ensure efficient and effective service delivery

The CSP sampled 100 police stations to participate in the FSD project; it is on this basis that Khayelitsha police station was selected. The Frontline Service Delivery oversights visit conducted at the Khayelitsha Station (the police station) on 31 July 2013 was done within the context of the above provisions and obligations imposed upon the CSP by the Act. This oversight visit was meant to monitor the performance of the police station in relation to compliance to policy and legislation. Furthermore, the findings emanating from the oversight visit serve to inform the Station Commander of the need for interventions or whether new strategies should be introduced to adjust or strengthen the programme of action toward improving service delivery. Consequently, discussion with the station commander resulted in the Improvement Plan being drafted in the presence of the station commander and the management team.

## **2. PURPOSE AND OBJECTIVE OF THE OVERSIGHT VISIT**

The main purpose of the FSD oversight was to assess the extent to which service delivery is rendered to the community by focusing on the functionality of the Community Service Centres at police stations. The oversight visit is further used as a mechanism of collecting information that will enable the CSP to ascertain the level of implementation of policy, legislation and directives of the Executive Authority. The purposes for conducting the oversight visit are as follows:

- a) To systematically collect and analyse data and produce quality reports that reflect police station performance trends;

- b) To continuously track progress against plans and recommending corrective measures;
- c) To improve performance, accountability and decision-making; and
- d) To generate knowledge e.g. for research purpose and maintaining an institutional memory.

The FSD is a Ministerial project, hence its emanation from the declaration by Minister of Police that, 2013/14 is the year of Frontline Service Delivery. The focus of the FSD is to monitor service points with specific attention on the functioning of Community Service Centre (CSC) at all police stations aimed to ensure efficient and effective service delivery.

### 3. METHODOLOGY

All FSD visits are unannounced hence no prior arrangements or notifications to the station commander were made. Upon arrival at the police station the team conducted a briefing session with the station commander and the management team. The methodologies utilised by the CSP team during the oversight include; observations, interviews through the administration of the FSD questionnaire, and debriefing session with the stations commander and management at the end of the visit. The findings of the oversight are highlighted below.

## 4. KEY FINDINGS OF THE STATION VISIT

### 4.1 STATION PROFILE

The police station is graded as Category C1 (Colonel) and thus headed by Colonel Murray as the Station Commander. The CSC Commander in charge at the time of the visit was Captain Msindi. Due to the construction undertaken at the police station the team observed poor access control that poses security risk. In order to address the issue of poor access control reservists were allocated to control the gates in all the access points during after hours. The police station reflects good compliance in terms of the accessibility features at the police station, as per the table below.

**Table 1: Accessibility features of a police station**

FEATURES	FINDING
a) <b>Blue Light</b>	Functioning
b) <b>Signage outside the building</b>	Visible
c) <b>SAPS Code of Ethics ,Code of Conduct, Service Delivery Charter and Vision and Mission were visibly displayed at CSC,</b>	Visible displayed
d) <b>Signage indicating different components of the station</b>	Visible
e) <b>Direction markers to the station in the surrounding areas?</b>	Clear
f) <b>Correct hoisting of the National and SAPS flag</b>	Correctly hoisted
g) <b>Accessibility to persons with disabilities</b>	Adequate
h) <b>Easily accessible to person with disabilities and elderly</b>	Adequate
i) <b>Ablution facilities for persons with disabilities and for public members</b>	Adequate and functional
j) <b>Proximity to public transport for easy access to the community</b>	Easily accessible
k) <b>Victim Friendly Room available and functional 24/7 basis</b>	Available and Functional

#### **4.2.1 Service point (CSC) as the face of service delivery**

It was observed that the building was in poor condition, more specifically with regard to cleanliness and state of repair.

#### **4.1.2 Vehicles maintenance**

All vehicles at the station were functional with the exception of one that needed to be sent to the garage. All vehicles were clean, clearly marked and fitted with a functional two way radio.

#### **4.1.3 Properly attired and adequately equipped members**

Police members were dressed properly but not all of them were wearing name tags including Civilians employees. It was generally observed that all officers were in the possession of hand cuffs and fire arms; however some of them were not wearing bullet proof vests. Civilian employees were not displaying their name tags visibly.

#### **4.1.4 Establishment of Victim Friendly Room (VFR)**

Paragraph 8(2) of National Instruction (NI) 2 of 2012 on victim empowerment requires that every police station must establish a Victim Friendly Room (VFR). The VFR is meant to provide a certain level of comfort and privacy to the victim of crime when taking statement(s) or conducting interviews among other things. Observations revealed that the police station had a resourced and functional VFR which is accessible 24 hours and met all the minimum standard of VFR (equipment /tools).The VFR is easily accessible in terms of its location and identification, and has dedicated VFR coordinator.

### **4.2 SERVICE EXCELLENCE**

#### **4.2.1 Timely, courteous and professional response by CSC members to people contacting the police station via telephone, snail mail and /or electronic mail**

Cubicles form part of the infrastructural features that contributes to the professionalization of the police service in terms of dignified treatment and confidentiality. Observations revealed that the police station has cubicles to cater for privacy of clients during the lodging of complaints and statement taking. It was however, reported that the cubicles were not adequate to cater for influx of people during pick hours. The police station does not have members in different shifts that are able to communicate with people using sign language instead an interpreter is sourced as and when the need arises. It was revealed that the police station does not experience challenges with regard to communicating with foreign nationals.

The deployment of female members is required to administer women and children victims as way of provide sensitive support to the community. This is meant to create an environment where the community (women and children) would feel comfortable to share the full details of the domestic violence incidents they have experienced. On perusal of the duty list (SAPS 15), it was found that 7-8 female members are deployed at the CSC in all shifts. Based on the findings above, this reflects adequate composition of the shifts at the station.

It was observed that members were able to answer telephones promptly, timeously, in a polite and considerate manner. This is conducted by means of calling CSC and observing the member who is answering the call in real time. All telephone lines at the CSC were functional, and are able to receive and dispatch complaints to sectors. The members were able to direct people to relevant components in a polite and professional manner. The police station has been able to achieve the turnaround time on Alpha, Bravo and Charlie complaints in the past three months. It is therefore concluded that the station is complying with Batho Pele principle (Courtesy).

#### **4.2.2 Queuing and waiting times management**

As part of managing the queue the station has appointed a dedicated floor manager to direct clients to the relevant points, maintain smooth operation to ensure positive clients relations and serve as station ambassador.

#### **4.2.3 Visible SAPS members responding professionally and courteously**

Sector policing is resource intensive and thus requires strategic deployment of human and physical resources, in terms of deployment of resources the station does not have enough. Shift Commanders hold on and off duty inspection parade and there were no members that were absent from duty without leave or late for work at the time of the visit.

#### **4.2.4 Professionally managing detainees**

The Station Commander and CSC members visit the detention cells on a daily basis, and detainees are served three meals per day. There is a complaints mechanism in place to allow detainees to lay complaints against the police and other inmates. This is done during cell visits by the Station Commander, Cell guards and CSC commander,

### ***4.3 IN PARTNERSHIP WITH COMMUNITIES TOWARDS A SAFER SOUTH AFRICA***

The station has a mechanism in place to manage complaints from the public. It was revealed through the interviews that feedback is provided in the form of verbal and written communication on complaints lodged. However, the complaints mechanism was not properly outlined at CSC and there was no suggestion box, a pen and a writing pad. The station commander should ensure that the complaint mechanism is visibly outlined at the CSC as a way of implementing Batho Pele principles.

### ***4.4 EXIT POLL FOCUSING ON CLIENTS WHO HAVE JUST RECEIVED SERVICES FROM THE CSC***

The section was looking at interviewing at least three clients. Respondents or clients mentioned that, it took 01-15 minutes to be served at the CSC. They were served with the language they understood and they are satisfied with the service they received at the police station, except for one client who complained about queue management but the matter was never taken to the station commander for intervention.

Two out of three clients perceived the overall treatment from the members at the CSC as friendly and respectful. The exit polls further reflect that people are confident that members

know their responsibilities. At the time of the visit there was also a DVA complainant, who reported that the police officers that assisted her did not show any empathy instead they refused to open a case. Both Batho Pele and the Victim Empowerment National Instruction urge public servants to show courtesy when dealing with the public. This shows a need to instill a more customer centred approach within the station

## 5. AREAS OF IMPROVEMENT AS IDENTIFIED BY THE FSD TEAM

The table below gives a summary of the areas of improvement as agreed by the station and the CSP team.

**Table B: Frontline Service Delivery: Improvement Plan**

FOCUS AREA	CHALLENGES
<b>STATION PROFILE</b>	<ul style="list-style-type: none"> <li>• Lack of security control due to construction that was taking place</li> <li>• There is shortage of office space</li> </ul>
<b>THE “CADRE OF COP” THE PEOPLE OF SOUTH AFRICA EXPECT</b>	<ul style="list-style-type: none"> <li>• Batho Pele Principles was not displayed at the CSC</li> <li>• CSC was not clean</li> </ul>
<b>SERVICE POINT (CSC) AS THE FACE OF SERVICE DELIVERY</b>	<ul style="list-style-type: none"> <li>• Contact details of station management was not displayed at the CSC</li> <li>• Signage indicating different components within the station</li> <li>• Civilian employees were not visible displaying name tags</li> <li>• No chairs for the public at that CSC</li> <li>• There was no internal signage for different components within the station</li> </ul>
<b>SERVICE EXCELLENCE</b>	<ul style="list-style-type: none"> <li>• There was no suggestion box</li> <li>• Shortage of vehicles</li> </ul>
<b>IN PARTNERSHIP WITH COMMUNITIES TOWARDS A SAFER SOUTH AFRICA</b>	<ul style="list-style-type: none"> <li>• The process of laying a complaint was not outlined at the CSC</li> <li>• CSC members to undergo a customer service training</li> </ul>
<b>EXIT POLL FOCUSING ON CLIENTS WHO HAVE JUST RECEIVED SERVICE FROM THE CSC</b>	<ul style="list-style-type: none"> <li>• There was a client that alleged that was at the station to open a case and was not treated well by members</li> </ul>

The Areas of improvements indicated above emanate from the findings derived from the oversight visit at the police station. These areas of improvements require the attention of the Station Commander and management team of the police station. Consequently, the Station Commander should populate the improvement plan template provided by the CSP with time frames on how areas of improvements will be addressed. A copy of the improvement plan was

signed by both the Civilian Secretariat as well as the station commander and copies were made available for follow-up purposes.

## **6. CONCLUSION**

Once a finalised improvement plan is submitted to the CSP with time frames and strategies for implementation, the CSP will embark on the second phase of the FSD to check on the implementation of all the areas of improvement.