



“A Western Cape society where there is mutual respect and trust between the people and the police.”



Western Cape  
Police

**mbudsmen**

# ANNUAL PERFORMANCE REPORT

## 2024/25

TOGETHER WE CAN ENSURE PROFESSIONAL POLICING  
IN THE WESTERN CAPE.



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The Western Cape Police Ombudsman seeks to enhance the effectiveness and efficiency of the police services and to improve relations between the police and the communities by investigating complaints of police inefficiency and / or a breakdown of relations between the police and any community.

## LIST OF ABBREVIATIONS

ADR	Alternative Dispute Resolution
AOMA	African Ombudsman and Mediators Association
AORC	African Ombudsman Research Centre
AOP	Annual Operational Plan
APP	Annual Performance Plan
CMS	Complaints Management System
CPFs	Community Policing Forums
CSPS	Civilian Secretariat for Police Services
CTMPD	Cape Town Metro Police Department
DV	Domestic Violence
DOTP	Department of the Premier
GCIS	Government Communication and Information Services
IPID	Independent Police Investigation Directorate
IO	Investigating Officer
IOI	International Ombuds Institute
ISS	Institute for Security Studies
MEC	Member of the Executive Committee (used interchangeably with Provincial Minister)
MOU	Memorandum of Understanding
PAY	Premier's Advancement of Youth
POCS	Department of Police Oversight and Community Safety
SAPS	South African Police Service
SO	Strategic Objectives
SOP	Standard Operating Procedure
TDIs	Technical Description Indicators
WCCSA	Western Cape Community Safety Act
WCG	Western Cape Government
WCPO	Western Cape Police Ombudsman

# GLOSSARY OF TERMS

<b>Complainant</b>	Refers to any person or any member of the Provincial Parliament contemplated in section 16 of the Act who submits a complaint to the Ombudsman, or a person on whose behalf a complaint is submitted to the Ombudsman
<b>Complaint</b>	Refers to a complaint submitted to the Ombudsman in terms of section 16(1) or (2) of the Act
<b>Investigating Officer</b>	Refers to a staff member or other suitable person designated as investigating officer in terms of section 18(3) of the Act
<b>Police Inefficiency</b>	Refers to the failure of the police to perform their duties effectively, leading to ineffective and inefficient service delivery
<b>Breakdown in Relations</b>	Refers to the state of mistrust, lack of communication and lack of cooperation between the police and the communities they serve. These inefficiencies often stem from perceived or actual failures in accountability, transparency, fairness, or responsiveness to community concerns. Such breakdowns can lead to reduced public safety, lower crime reporting rates, heightened tensions, and diminished legitimacy and effectiveness of policing efforts, ultimately eroding the foundational relationship between the police and the public (Mkhize, 2020 & Modise, 2024).
<b>Frivolous</b>	Refers to complaints that lack merit and is made without any substantive evidence
<b>Vexatious</b>	Refers to complaints that are made with the intent to annoy, harass, or burden the WCPO
<b>Substantiated but resolved</b>	The investigation confirmed police inefficiencies; however, the issues were subsequently addressed and corrected by SAPS to the satisfaction of the complainant, resulting in no further remedial action being necessary.
<b>Substantiated with Recommendations</b>	The investigation confirmed the presence of police inefficiencies. The police were given an opportunity to respond to the findings, and formal recommendations were submitted to the Provincial Commissioner to address and rectify the identified shortcomings.
<b>Unsubstantiated</b>	Following the investigation, the Investigating Officer examined the allegations of police inefficiencies but found no evidence to support the claims. As a result, no wrongdoing or failure in service delivery could be attributed to the police.



## FOREWORD BY THE OMBUDSMAN

I am delighted to submit this Annual Performance Report of the Western Cape Provincial Police Ombudsman (WCPO) for the 2024/2025 Financial Year. As of 31st March 2025, I have completed 42 of the 60-month (5 year) contract and this is the fourth Annual Performance Report that I submit during my tenure.

The Ombudsman is required in terms of Section 13 (1) of the Western Cape Community Safety Act, 2013. (Act 3 of 2013) read with Regulation 16 (1) of the Western Cape Provincial Police Ombudsman Regulations, 2020 as amended, to report annually, to the Provincial Minister of the Department of Police Oversight and Community Safety, on the activities of the Ombudsman during the previous financial year.

As a result of the National and Provincial Elections during 2024, we postponed our 2024/2025 Financial Year "Strategic Planning Bosberaad," pending the appointment of the Provincial MEC for the Department of Police Oversight and Community Safety (POCS).

The Strategic Planning Bosberaad was held at the Protea Fire and Ice Hotel, in Cape Town from 26th to 28th June 2024.

The 2023/2024 Financial Year "Performance Review Session" was conducted on Day 1,

Wednesday 2024-06-26 where the support service matters and complaint statistics for the period 1 April 2023 to 31 March 2024 were presented and discussed.

The highlight of the first day was the attendance of the newly appointed MEC of POCS, Minister Anroux Marais. The WCPO were privileged to have her with our office management and personnel during her first official engagement on taking office.

Her keynote address highlighted her priorities for her term in office, expressed support for the WCPO in receiving and investigating complaints from the people of the Western Cape relating to police inefficiencies against both the South African Police Service (SAPS) and the Cape Town Metro Police Department (CTMPD), and her expectations of improved service delivery through cooperation, respect and trust building by the WCPO with the community and police.

On Day 2, Thursday 2024-06-27, the focus was on a “Strategic Review” of the WCPO’s legislative mandate, policies, and Standard Operating Procedures (SOP) in view of the shortage of personnel and resultant backlogs. Interim measures were put in place to ensure that the office mandate could be fulfilled to the best of its ability during the 2024/2025 Financial Year.

On Day 3, Friday 2024-06-28 the focus was on the “Strategic Planning” for the 2024/2025 Financial Year. My 5-year Strategic Direction 2026 document was also presented and discussed providing the way forward.

The amendments to the Western Cape Community Safety Act, 2013 including matters relating to the WCPO like powers to initiative own investigations, post monitoring and/or remedial powers remains in progress.

We continue to submit Quarterly Performance Reports to the MEC of POCS and the Western Cape Government, Standing Committee on Police Oversight and Community Safety. The South African Police Service remains accountable to the said Standing Committee on the outcomes of our substantiated investigations.

The Ombudsman activities will be provided in greater detail in the report, however, some activities will be highlighted for information.

Since inception until 31 March 2024 the WCPO has investigated 5122 complaints. During the period under review, we dealt with 366 complaints. A detailed breakdown of these complaints will be provided in the report.

The 2025/2026 Financial Year “Strategic Planning Bosberaad” was held from 26th to 28th March 2025 at the Caledon Conference Centre.

The first day’s focus was on the WCPO’s “Performance Review” for the 2024/2025 financial year. The keynote address was conducted by the Provincial Minister of POCS, Ms Anroux Marais.

The second day focused on the “Strategic Review” and the third day focused on the “Strategic Planning” for the 2025/2026 Financial Year.

Her keynote address highlighted her priorities for her term in office, and her expectations of improved service delivery through cooperation, respect and trust building by the WCPO with the community and police.

During the 2025/2026 financial year and beyond, our focus will be on Alternative Dispute Resolution (ADR) measures to ensure speedy resolutions of complaints through agreement, negotiation or conciliation in terms of Regulation 15 (1)(b) of the WCPO amended Regulations, 2020..

During the 2025/2026 financial year and beyond, our focus will be on Alternative Dispute Resolution (ADR) measures to ensure speedy resolutions of complaints through agreement, negotiation or conciliation in terms of Regulation 15 (1)(b) of the WCPO amended Regulations, 2020.

As an oversight establishment, my office is guided by the standards and principles of the International Ombudsman Institute (IOI) as well as the African Ombudsman and Mediators Association (AOMA). The WCPO is a registered member, and, in good standing, of both these prestigious institutions. To this end, my office has been afforded opportunities to attend online webinars / Seminars and international conferences all with the view of benchmarking and enhancing the WCPO service delivery standards. The WCPO had the opportunity to showcase its legislative mandate, policies and procedures internationally in Botswana, Hong Kong and Zambia.

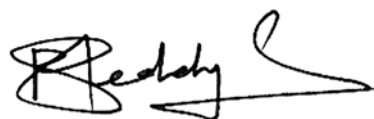
I wish to thank the AOMA, AORC, the ISS, the South African Police Service and the Cape Town Metropolitan Police Department and our many stakeholders for their continuous cooperation with and support for our office. I would also like to acknowledge all the loyal and hardworking officers and members of these agencies.

Lastly, I also wish to thank every employee of the WCPO for their contribution, loyalty and hard work in trying to improve the overall performance of our office. The shortage of personnel has resulted in personnel taking on additional workload and responsibilities so that the community are not adversely impacted.

I place on record my sincere thanks and appreciation to our Head of Office, Ms. Kim Seale for the initiative and efforts to improve the content and information of this Annual Performance Report 2024/2025 which not only reflects the performance of our office during the previous financial year, but also attempts to provide recommendations for overall improvement of police service delivery relating to the identified inefficiencies in complaints management by the SAPS and CTMPD in the Western Cape.

The WCPO is now in existence for 10 years. An application for the overall review of the office has been submitted. The office plans to celebrate this decade of service to the people of the Western Cape during the latter part of 2025.

Best wishes,



**Oswald D Reddy Major General (Retired)**

Western Cape Police Ombudsman

Date: 26th June 2025



IT IS HEREBY CERTIFIED THAT THIS ANNUAL PERFORMANCE REPORT:

- was developed by the management of the Office of the WCPO
- accurately reflects the performance targets the Office of the WCPO has endeavoured to achieve with the resources made available to it in the 2024/25 budget

A handwritten signature in black ink, appearing to read 'O Reddy'.

**Oswald D Reddy Major General (Retired)**

Western Cape Police Ombudsman



# PART A

## General Information

# 1. GENERAL INFORMATION

The vision, mission, values, and motto of the Western Cape Police Ombudsman (WCPO) encapsulate the essence of its mandate and commitment to fostering trust between the community and law enforcement agencies. These guiding principles serve as the foundation for the WCPO's operations, driving its efforts to ensure accountability, efficiency, and fairness in addressing complaints against police services.



## 1.1 OUR VISION

To independently and impartially address complaints against police inefficiencies and to promote relations built on mutual respect and trust between communities and police in the Western Cape.



## 1.2 OUR MISSION

To enhance the efficiency and effectiveness of police services, the Western Cape Police Ombudsman seeks to:

- a. Resolve complaints of police inefficiency, and/or
- b. Investigate any breakdown of relations between the communities and police in the Western Cape.

## 1.3 OUR VALUES

- **Integrity:** Acting with honesty, confidentiality, transparency, and ethical conduct to uphold public trust and credibility.
- **Accountability:** Taking responsibility for our actions and decisions, ensuring fairness and trustworthiness in all we do.
- **Caring:** Understanding and addressing the needs of communities and individuals with compassion and care.
- **Partnerships:** Fostering collaboration with communities and stakeholders to strengthen trust relationships and promote mutual respect.
- **Innovation:** Continuously seeking effective solutions to improve service delivery and address complaints.

## 1.4 OUR MOTTO

*Together we can ensure professional policing in the Western Cape*

The vision, mission, values, and motto of the Western Cape Police Ombudsman (WCPO) encapsulate the essence of its mandate and commitment to fostering trust between the community and law enforcement agencies.

## 2. LEGISLATIVE AND OTHER MANDATES

The Western Cape Police Ombudsman was established in 2014 under the Western Cape Community Safety Act, 2013 (Act No. 3 of 2013), to promote accountability and efficient policing services to the public. The Office became operational in January 2015, serving as an independent entity tasked with resolving and investigating complaints of police inefficiencies. Its mandate is rooted in Section 206(3) of the Constitution of South Africa, which provides that each province may monitor, oversee, and support the effective functioning of police services within their jurisdiction.

### 2.1 CONSTITUTIONAL MANDATE

#### **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:

- a. to monitor police conduct.
- b. to oversee the effectiveness and efficiency of the police service, including receiving reports on police.
- c. to promote good relations between the police and the community.
- d. to assess the effectiveness of visible policing; and
- e. 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:

- a. 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
- b. must make recommendations to the Cabinet member responsible for policing.

### 2.2 CONSTITUTION OF THE WESTERN CAPE ACT 1 OF 1998, SECTION 66 POLICING FUNCTIONS OF THE WESTERN CAPE GOVERNMENT (WCG)

#### **66. (1) The WCG is entitled to —**

- a. Monitor police conduct;
- b. Assess the effectiveness of visible policing;
- c. Oversee the effectiveness and efficiency of the police service, including receiving reports on the police service;

“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”.

- d. Promote good relations between the police and the community; and
- e. Liaise with the national Cabinet member responsible for policing with respect to crime and policing in the Western Cape.

## 2.3 WESTERN CAPE COMMUNITY SAFETY ACT, 3 OF 2013

The Premier of the Province of the Western Cape, on 5 April 2013, assented to the Community Safety Act which was published in the Provincial Gazette no. 7116 dated 5 April 2013 (hereafter referred to as “the Act”).

The Act governs and regulates the functions of the Province and the Department of Police Oversight and Community Safety as outlined in Chapter 11 of the Constitution of the Republic of South Africa, 1996, and Chapter 8 of the Constitution of the Western Cape, 1997. The Act further mandates support for and cooperation with the Civilian Secretariat and the Provincial Secretariat as established under the Police Act.

The Western Cape Police Ombudsman (WCPO) is empowered by Section 15 of the Act to investigate complaints regarding allegations of inefficiencies involving members of the South African Police Service (SAPS) and the Cape Town Metro Police Department (CTMPD).

In line with Section 3 (3) of the Act and to ensure effective management and assessment of complaints, the WCPO applies defined complaint categories that guide the investigation and resolution process. The categories are as follows:

- **CATEGORY A: Lack of Communication**

Complaints where there is a complete absence of communication or assistance from the police, particularly in matters raised by sentenced or awaiting-trial prisoners.

- **CATEGORY B: Poor Communication**

Complaints related to inadequate or incorrect communication between the police and the public, including lack of feedback, poor telephone etiquette, language barriers, and failure to provide necessary information.

- **CATEGORY C: Poor Investigation**

Concerns about inadequate investigative work by the police, such as missing dockets, failure to take statements or arrest suspects, poor crime scene management, and mishandling of evidence.

- **CATEGORY D: Poor Response**

Complaints involving delayed or insufficient police response to incidents, lack of police visibility, failure to attend crime scenes or answer calls, and unreasonable wait times for service.

- **CATEGORY E: Breakdown in Relations Between the Police and Community**

Complaints highlighting a breakdown in trust or engagement between the police and specific communities, often requiring broader stakeholder engagement.

- **CATEGORY F: Unacceptable Behaviour**

Involves complaints of police misconduct, including abuse of power, neglect of duty,

In line with Section 3 (3) of the Act and to ensure effective management and assessment of complaints, the WCPO applies defined complaint categories that guide the investigation and resolution process.

and behaviour that contravenes disciplinary regulations or the SAPS/CTMPD Code of Conduct.

● **CATEGORY G: General Complaints**

Any other complaints not covered by the other categories, including crime information provided by the public or matters falling outside the WCPO's mandate, which are referred to relevant institutions.

● **CATEGORY H: Poor Administration**

Administrative inefficiencies, including complaints about delays or problems with firearm applications, detainee property (SAPS 22), and responses to information requests under PAIA.

**The Act confers the following powers on the WCPO:**

**General Powers:**

- The WCPO **may institute an investigation** into alleged police inefficiency and/or a breakdown in relations between the police and any community, provided the complaint is not manifestly frivolous or vexatious.
- The WCPO **must conduct an investigation** into a complaint lodged by a Member of the Provincial Parliament regarding alleged police inefficiency and/or a breakdown in relations between the police and any community, if the complaint is not manifestly frivolous or vexatious.
- The WCPO **may request written representations** from any person in relation to an investigation, by way of a notice published in the Provincial Gazette.
- The WCPO may refer a complaint to another competent authority if it appears that the complaint can be more appropriately dealt with by that authority.
- If the WCPO is of the opinion that a complaint is of a serious nature or could more appropriately be addressed by a Commission of Inquiry, the Ombudsman **may recommend to the Premier** that such a Commission be appointed.

**Investigative Powers of the Ombudsman and Designated Investigating Officers:**

**The Ombudsman and designated Investigating Officers are empowered to:**

- **Gain reasonable access** to any building, premises, vehicle, property, information, or document under the control of the relevant Organ of State.
- **Direct any person** to submit an affidavit or affirmed declaration, to appear before the Ombudsman, to give evidence, or to produce any documentation in their possession or under their control; and may question that person.
- **Request an explanation** from any person whom the Ombudsman or Investigating Officer reasonably suspects of having information that is relevant to the matter being or to be investigated.

Furthermore, Section 30 of the Act states that it is an offence for any person who –

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

- a. 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
- b. 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 because 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 a breakdown in relations is remedied; or
  - 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.
- 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 request does not provide further information that is within his or her knowledge and which is required to finalise the investigation of the complaint.

Citizens are encouraged to lodge complaints with the office by fax, email, telephone, and in person at our offices. Citizens are also able to access the complaint form on the WCPO website to lodge a complaint 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 Police Oversight and Community Safety and inform the complainant that he or she has done so.

In order to avoid unnecessary duplication, the Ombudsman must coordinate 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.

Citizens are encouraged to lodge complaints with the office by fax, email, telephone, and in person at our offices.



The Ombudsman must coordinate his or her functions and activities with other authorities that have jurisdiction in respect of the investigation of complaints against the police.

In terms of the Act -

1. The WCPO must report annually, in writing within 90 days of the end of each financial year, to the Provincial Minister of Police Oversight and Community Safety on the activities of the Ombudsman during the previous financial year including—
  - a. the number of complaints investigated.
  - b. the number of complaints determined to be manifestly frivolous or vexatious under Section 17(1).
  - c. (c) the outcome of investigations into the complaints; and
  - d. (d) the recommendations regarding the investigated complaints.
2. The Ombudsman must report to the Provincial Minister on his or her activities in terms of the Act as and when requested to do so by the Provincial Minister.
3. 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.

## 2.4 ADDITIONAL LEGISLATION

NATIONAL LEGISLATION	ACT
Basic Conditions of Employment Act, 1997	Act 75 of 1997
Broad-Based Black Economic Empowerment Act, 2003	Act 53 of 2003
Constitution of the Republic of South Africa, 1996	Act 108 of 1996
Civilian Secretariat for Police Service Act, 2011	Act 2 of 2011
Civilian Secretariat for Police Regulations, 2016	Act 2 of 2011
Control of Access to Public Premises and Vehicle Act, 1985	Act 53 of 1985
Domestic Violence Act, 1998	Act 116 of 1998
Employment Equity Act, 1998	Act 55 of 1998
Labour Relations Act, 1995	Act 66 of 1995
Independent Police Investigative Directorate, 2011	Act 1 of 1998
Local Government: Municipal Systems Act, 2000	Act 32 of 2000
National Archives of South Africa Act, 1996	Act 43 of 1996
Occupational Health and Safety Act, 1993	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
Protection of Personal Information Act, 2013	Act 4 of 2013
Public Finance Management Act, 1999	Act 1 of 1999
Public Administration Management Act, 2014	Act 11 of 2014
Public Service Act, 1994	Act 103 of 1994
South African Police Service Act, 1995	Act 68 of 1995
PROVINCIAL LEGISLATION	ACT
Constitution of the Western Cape, 1998	Act 1 of 1998
Provincial Archives Records Service of the Western Cape Act, 2005	Act 3 of 2005
Western Cape Community Safety Act, 2013	Act 3 of 2013
Western Cape Liquor Act, 2008	Act 4 of 2008
Western Cape Liquor Amendment Act, 2010	Act 10 of 2010
Western Cape Liquor Amendment Act, 2015	Act 3 of 2015

The Ombudsman must report to the Provincial Minister on his or her activities in terms of the Act as and when requested to do so by the Provincial Minister.

### 3. DEMOGRAPHICS OF THE WESTERN CAPE

The Western Cape spans approximately 130,682 km<sup>2</sup> and is home to an estimated 7.433 million people, making it the third most populous province in South Africa. The province comprises 152 police precincts, which are structured into six policing districts aligned with the province’s district municipal boundaries. These districts include:

- City of Cape Town District, which is further divided into six sub-districts: Cape Town, Khayelitsha, Mitchells Plain, Nyanga, Tygerberg, and Wynberg;
- Garden Route District
- Central Karoo District
- Overberg District
- West Coast District
- Cape Winelands District

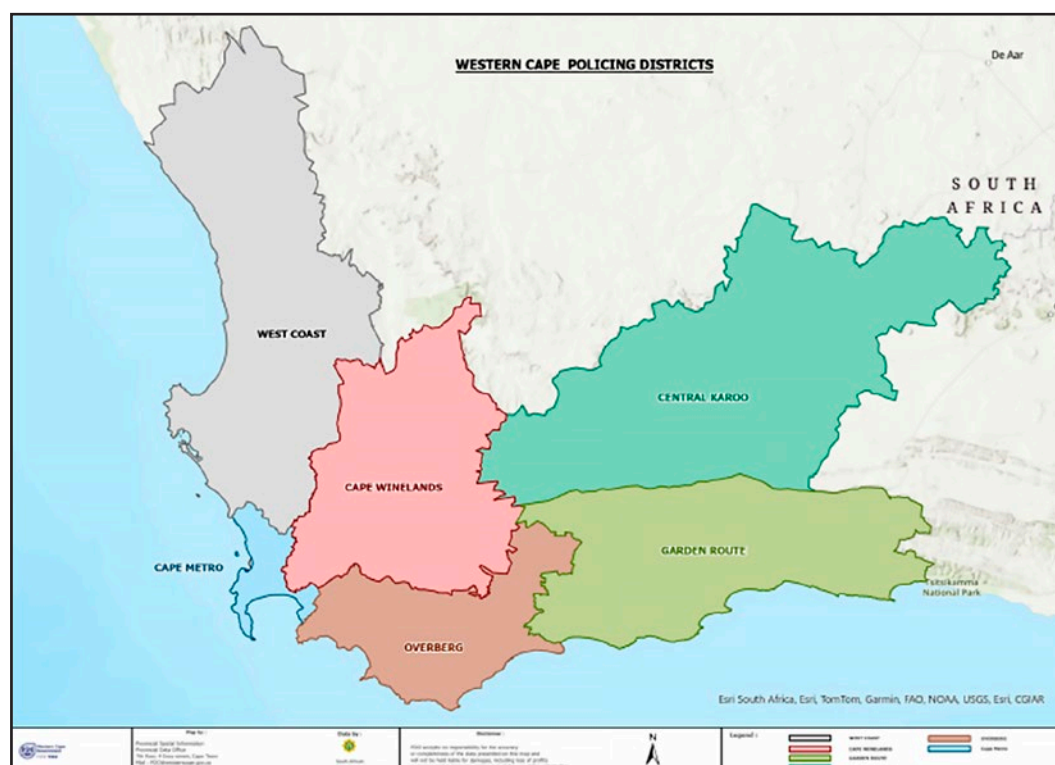
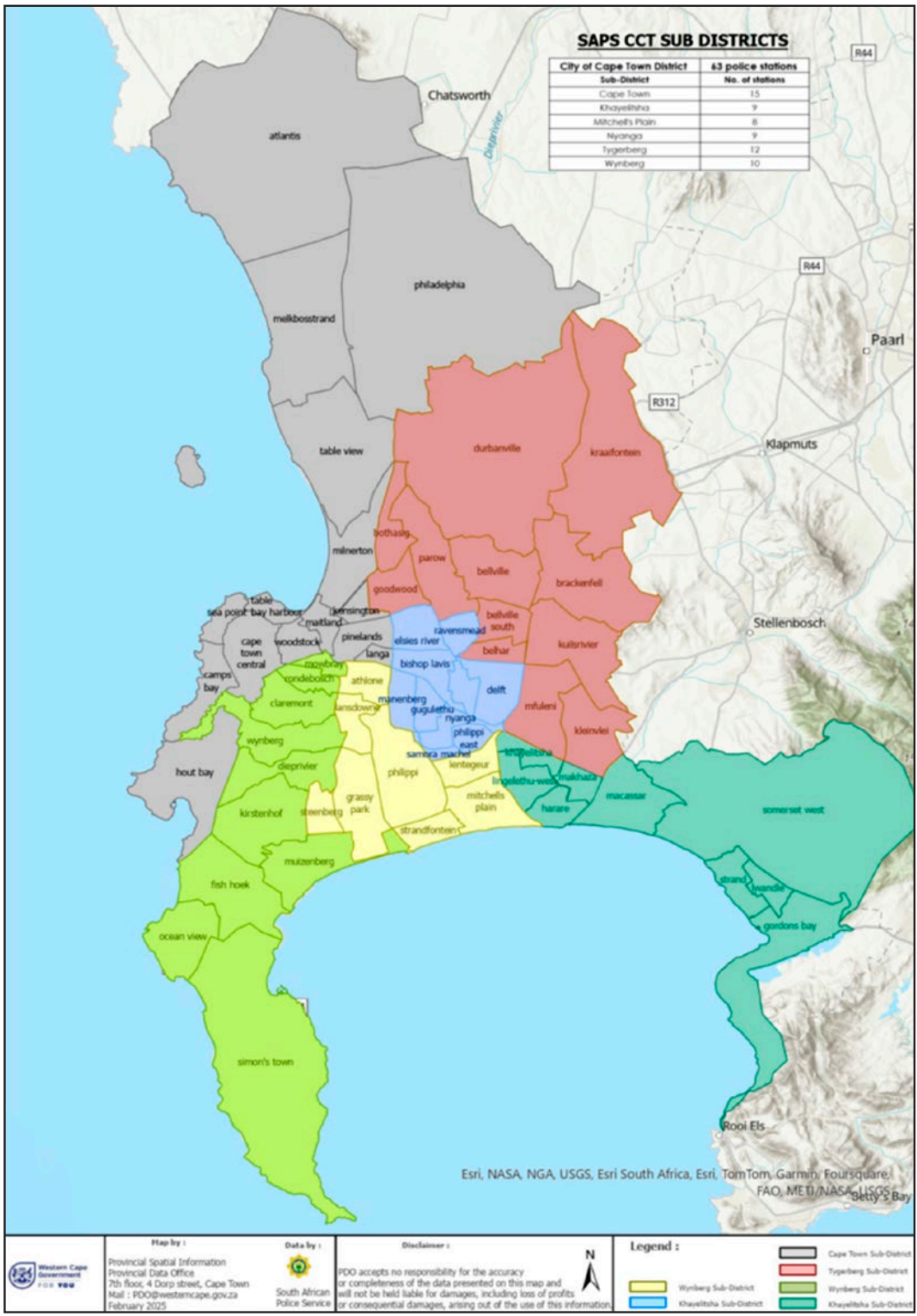


Figure 1: The Western Cape Policing Districts Source: The Provincial Data Office DOTP WCG

The Western Cape spans approximately 130,682 km<sup>2</sup> and is home to an estimated 7.433 million people, making it the third most populous province in South Africa.



The province comprises 152 police precincts, which are structured into six policing districts aligned with the province's district municipal boundaries.

Figure 2: The CCT SAPS Sub-Districts Source: The Provincial Data Office DOTP WCG

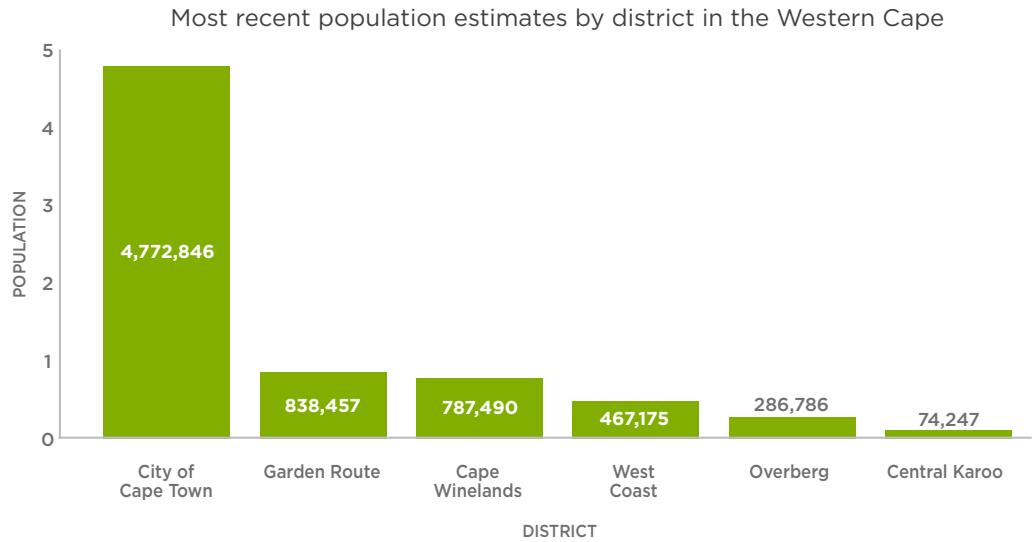


Figure 3. Population estimates by District within the Western Cape Province

### 3.1 IMPLICATIONS OF POPULATION DISTRIBUTION ON ACCESS TO SERVICES IN THE WESTERN CAPE

The population distribution across the Western Cape has a direct impact on how residents access public services, including policing, complaint mechanisms, and oversight bodies like the Western Cape Police Ombudsman (WCPO).

#### 3.1.1. Concentration of Demand in the City of Cape Town

With nearly two-thirds of the province's population residing in the City of Cape Town, service demand is intensely concentrated. This places significant pressure on police stations, government departments, and complaint-handling mechanisms within the metro. The volume of complaints, service users, and administrative burden is naturally higher, necessitating well-resourced service points, and digital access solutions.

#### 3.1.2 Growing Pressure in Secondary Urban Centres

Districts like the Garden Route and Cape Winelands are experiencing demographic growth. These areas may see rising complaints and service delivery gaps, particularly in townships and informal settlements where police visibility and response capacity are limited. Strategic expansion of WCPO outreach and visibility in these districts would enhance responsiveness and relevance.

#### 3.1.3 Barriers in Rural and Sparsely Populated Areas

In districts like the Central Karoo, West Coast and parts of the Overberg, residents face long distances to the nearest police station or public office. Poor transport infrastructure, digital exclusion, and low population density contribute to limited access to justice and oversight mechanisms. These communities are often underrepresented in complaint statistics, not necessarily due to an absence of need, but due to systemic barriers in accessing help.

The population distribution across the Western Cape has a direct impact on how residents access public services, including policing, complaint mechanisms, and oversight bodies like the Western Cape Police Ombudsman (WCPO).

### 3.2. NEED FOR DIFFERENTIATED SERVICE MODELS

This uneven population spread highlights the need for a differentiated, people-centred approach to service delivery:

- Urban hubs require well-resourced service centres capable of handling high volumes of complaints efficiently, supported by case-tracking and data management systems to ensure accountability, responsiveness, and timely feedback to the public.
- Rural and remote areas benefit more from mobile outreach, partnerships with Thusong Centres, and community-based complaint mechanisms.

This analysis will inform the planning and prioritisation of our outreach initiatives, ensuring that engagement efforts are responsive to population distribution, service demand, and geographic access barriers across the province.

### 3.3 THE CONTEXT OF POLICING IN THE WESTERN CAPE

Policing in the Western Cape is shaped by a distinct and deeply complex set of challenges. The province grapples with high levels of gang-related violence, persistent violent crime, and entrenched drug trafficking networks that undermine public safety and community well-being. Many police stations - especially those servicing high-crime, low-income communities - remain critically under-resourced, limiting their ability to respond effectively to escalating crime levels.

These structural shortcomings are compounded by longstanding issues such as fractured police-community relations, the marginalization and vulnerability of youth, and pervasive socio-economic inequality, all of which create an environment where crime can flourish. The province's diverse geographic and social landscape further complicates the policing mandate: urban areas battle with organized gang activity and gun violence, while rural communities contend with challenges like stock theft, domestic abuse, and gender-based violence.

Staff shortages, particularly in specialized units such as detective services and visible policing, have reached crisis levels. These human resource deficits severely constrain investigative capacity and contribute to some of the lowest detection and conviction rates in the country for serious offences, including murder and armed robbery.

It is within this complex and demanding policing environment that the Western Cape Police Ombudsman (WCPO) receives and addresses complaints from the public. These challenges highlight the pressing need for strategic leadership and an evidence-based approach to police oversight and accountability. In pursuit of its Vision, Mission, Motto, and Mandate, the WCPO champions a **Procedural Justice** model—one that prioritises fairness, transparency, and respect, with the goal of strengthening public trust and improving relationships between communities and the police in the Western Cape. In this context, the WCPO has adopted a set of **Strategic Objectives** that shape its operational priorities and empower the office to respond to the province's safety challenges with effectiveness and resilience for meaningful impact.

The province grapples with high levels of gang-related violence, persistent violent crime, and entrenched drug trafficking networks that undermine public safety and community well-being.

## 4. STRATEGIC DIRECTION 2021 – 2026

The Western Cape Police Ombudsman (WCPO) Strategic Direction for the period 2021 - 2026 aims to foster trust and mutual respect between the community and police services while promoting evidence-based professional policing and improved service delivery through independent investigations. To achieve this, the current Ombudsman has identified 12 strategic objectives:

1. Streamline Core Business Processes
2. Create a Performance-Focused Culture
3. Enhance Strategic Partnerships
4. Initiate Evidence-Based Service Delivery Improvement
5. Improve Investigations and Customer Satisfaction
6. Invest in Total Quality Management
7. Increase Community Outreach
8. Attract and Retain Qualified Personnel
9. Build High-Performing Teams
10. Develop Leadership and Organizational Learning
11. Ensure Compliance and Strategic Alignment
12. Enhance Working Conditions and Recognition

These objectives, underpinned by action plans and regular performance reviews, guide the WCPO in its mission to strengthen police-community relations and ensure fair, transparent, and effective policing services across the Western Cape.

### 4.1 PROGRESS ON ACHIEVING STRATEGIC OBJECTIVES

#### **SO1: Streamline Core Business Processes:**

During the period under review, the WCPO undertook several engagements with staff to review and assess its SOPs and workflow processes in response to staff shortages. This included a 3-day Strategic Bosberaad, supported by three preparatory sessions and three follow-up sessions. The purpose was to evaluate the alignment of our business processes with the legislative mandate and existing SOPs, and to identify opportunities to streamline complaints management and investigation procedures for greater efficiency. The revised workflow is currently being piloted.

#### **SO2: Create a Performance-Focused Culture:**

The WCPO has developed a tracking system to monitor the progress of complaints and assess staff performance more effectively. In addition, Performance Agreements and Key Result Areas (KRAs) have been revised to align with operational requirements. The office has also engaged with a performance consultant from the Department of the Premier to assist in developing measurable performance standards and indicators to support the evaluation of individual and team performance.

#### **SO3: Enhance Strategic Partnerships:**

The WCPO has engaged with key stakeholders—including the Government Communication and Information Service (GCIS), the Department of Local Government, Department of the Premier, and the Ombudsman of Namibia—to strengthen collaboration in pursuit of our strategic objectives. As part of this process, we are required to review and sign Memoranda of Understanding (MOUs) with each of these partners, where applicable, and ensure full implementation of the agreed actions.

The Western Cape Police Ombudsman (WCPO) Strategic Direction for the period 2021 - 2026 aims to foster trust and mutual respect between the community and police services

#### **SO4: Initiate Evidence-Based Service Delivery Improvement:**

The WCPO has received approval to implement a major enhancement of the Complaints Management System (CMS). This upgrade will significantly improve our ability to manage data and information, thereby strengthening service delivery and our advocacy efforts for improved policing services and relations between communities and the police. In support of this initiative, the WCPO has identified the need to appoint a dedicated data analyst to extract insights from complaints data, support evidence-based decision-making, and drive continuous service delivery improvements.

#### **SO5: Improve Investigations and Customer Satisfaction:**

The investigation process has undergone a comprehensive review and has been significantly strengthened through the introduction of standardized procedures, as well as uniform report and correspondence templates. These improvements ensure greater consistency and alignment with the provisions of the Act. To further enhance efficiency and client satisfaction, the process will now incorporate alternative dispute resolution mechanisms aimed at facilitating the speedy resolution of complaints. This includes a revised set of complaint categories, scheduled for implementation on 1 April 2025. As part of the ongoing enhancement of the Complaints Management System (CMS), we also plan to introduce a client-facing interface. This platform will enable complainants to track the progress of their cases and provide direct feedback—fostering greater transparency, responsiveness, and accountability in our service to the public.

#### **SO6: Invest in Total Quality Management:**

The WCPO considered the principles of Total Quality Management during its Strategic Bosberaad. To operate optimally and deliver high-quality services, it is essential that all posts on the approved organizational structure are filled. In the interim, the WCPO has reviewed and adapted its business processes to align with current capacity constraints, ensuring optimal performance despite staffing shortfalls.

#### **SO7: Increase Community Outreach:**

The WCPO has laid the foundation for its rural expansion initiative through engagements with relevant stakeholders to secure buy-in and foster cooperation. Successful implementation of this initiative will require the appointment of additional staff to support its rollout and sustainability.

#### **SO8: Attract and Retain Qualified Personnel:**

To attract and retain qualified personnel, the WCPO has implemented a range of initiatives aimed at fostering a positive and supportive work environment. These include offering compensation for approved overtime, enabling alternative working arrangements where feasible, and prioritizing staff health and wellness through dedicated initiatives. In addition, the WCPO actively invests in staff development by providing opportunities for training and professional growth and development, all of which contribute to a motivated and purpose-driven workforce.

#### **SO9: Build High-Performing Teams:**

To support the development of effective teams, the WCPO undertook several initiatives aimed at improving collaboration and building capacity. Roles and responsibilities were reviewed to ensure better alignment with strategic objectives, while team engagements and strategic planning sessions helped encourage open communication and a shared understanding of priorities. Given the dynamic nature of the office and limited resources, staff have adopted a flexible approach, with team members able to support and perform aspects of each other's work where needed.

The investigation process has undergone a comprehensive review and has been significantly strengthened through the introduction of standardized procedures, as well as uniform report and correspondence templates.



Given the dynamic nature of the office and limited resources, staff have adopted a flexible approach, with team members able to support and perform aspects of each other's work where needed.

**SO10: Develop Leadership and Organizational Learning:**

Following on SO9, to support leadership development and organizational learning, the WCPO implemented a range of initiatives aimed at building internal capacity and fostering a learning culture. Staff were given opportunities to take on leadership responsibilities in acting roles and participate in targeted training. Cross-functional collaboration and knowledge sharing were encouraged through regular engagements and mentoring. As part of this effort, Major General (Retired) Reddy facilitated internal training sessions on building high-performing teams and introduced staff to John Maxwell's 5 Levels of Leadership as a foundation for basic leadership development.

**SO11: Ensure Compliance and Strategic Alignment:**

The WCPO dedicated significant time and effort during the financial year to ensuring compliance and strategic alignment across its operations. Activities are guided by relevant legislative and policy mandates, with strategic objectives embedded in daily work. Regular monitoring is undertaken to track progress and address any gaps or risks. Through consistent communication and accountability measures, staff remain informed of compliance requirements and understand how their roles contribute to the office's broader strategic goals.

**SO12: Enhance Working Conditions and Recognition:**

The WCPO has implemented a range of initiatives to enhance working conditions and recognition in the office. Efforts have been made to improve the physical work environment, promote work-life balance through flexible arrangements, and prioritize staff wellness. Staff contributions are regularly acknowledged, fostering a culture of appreciation and motivation. The office also encourages open communication, respect, and inclusion, ensuring that staff have a voice in decisions that affect their work and overall wellbeing.

The WCPO has made measurable strides in implementing its 2021-2026 Strategic Direction by translating each of the 12 strategic objectives into tangible actions and institutional reforms. Despite ongoing challenges such as staff shortages, the office has demonstrated adaptability, innovation, and a commitment to continuous improvement. As the WCPO continues along this strategic path, it remains steadfast in its mission to foster public trust, ensure police accountability, and contribute to a safer Western Cape.



# PART B

## Performance and Governance



## 5. ANNUAL PERFORMANCE PLAN (APP) INDICATORS

The Western Cape Police Ombudsman (WCPO) envisions a society built on mutual respect and trust between the community and the police. Its mission is to independently investigate and resolve complaints relating to police inefficiencies and/or a breakdown in relations between the police—including the Cape Town Metropolitan Police Department (CTMPD)—and the community. Where appropriate, alternative dispute mechanisms such as agreement, negotiation and conciliation are employed in pursuance of a speedy resolution to complaints.

**Sub-programme 3.2:** Western Cape Police Ombudsman (WCPO)

**Purpose:** To independently investigate and seek to resolve complaints by community members against police inefficiencies in an impartial manner.

OUTCOME	OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGETS						
			AUDITED /ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Improving the oversight of law enforcement and safety partners	Receive and investigate police inefficiency complaints	3.2.1 Number of reports on police inefficiency complaints received and the status thereof	4	4	4	4	4	4	4
	Compliance to WCCSA (Sections 13 to 18)	3.2.2 Number of Annual Performance Reports on the Western Cape Police Ombudsman	1	1	1	1	1	1	1

OUTPUT INDICATORS	ANNUAL TARGET	2024/25	2025/26	2026/27	2027/28
3.2.1 Number of reports on police efficiency complaints received and the status thereof	4	1	1	1	1
3.2.2 Number of Annual Performance Reports on the Western Cape Police Ombudsman	1	1			

## 6. TECHNICAL DESCRIPTION INDICATORS (TDIS)

Technical description indicators provide clear, standardised definitions of performance measures to ensure consistent data collection, reporting, and evaluation. They enhance accountability and transparency by specifying exactly what is being measured, how it is measured, and how progress toward achieving strategic outcomes is assessed.

### Sub-Programme 3.2: Western Cape Police Ombudsman

<b>Indicator number</b>	<b>3.2.1</b>
<b>Indicator title</b>	<b>Number of reports on police inefficiency complaints received and the status thereof.</b>
<b>Short definition</b>	The Western Cape Police Ombudsman (WCPO) is required to receive and may investigate complaints relating to alleged police inefficiency and/or breakdown in relations between the police and any community and report on the status thereof. (Includes Metro Police)
<b>Purpose</b>	As per the Section 15 of the WCCSA (2013), the WCPO must report on the complaints received.
<b>Key Beneficiaries</b>	Citizens of the Western Cape.
<b>Source of data</b>	Source of data: Complaints Management System Actual data table used (if system/excel): Excel spreadsheet
<b>Data limitations</b>	Personal Information omitted in reports in compliance with POPI Act.
<b>Assumptions</b>	Complaints submitted that fall within the mandate of the Ombudsman will be recorded and investigated.
<b>Means of verification (POE)</b>	Completed complaint form and quarterly complaints database.
<b>Method of calculation</b>	Simple Count
<b>Calculation type</b>	Cumulative: <input checked="" type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
<b>Reporting cycle</b>	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually
<b>Desired performance</b>	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower (less is more) than target
<b>Type of indicator</b>	Is this a Service Delivery Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input type="checkbox"/> Access <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity Is this a Demand Driven Indicator? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO Is this a Standardised Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
<b>Spatial Location of indicator</b>	Number of locations: <input type="checkbox"/> Single Location <input checked="" type="checkbox"/> Multiple Locations Extent: <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail/Address/Coordinates: N/A For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP) <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
<b>Indicator responsibility</b>	Sub-Programme Manager: Office of the Ombudsman.
<b>Spatial Transformation</b>	Spatial transformation priorities: N/A Description of spatial impact: N/A

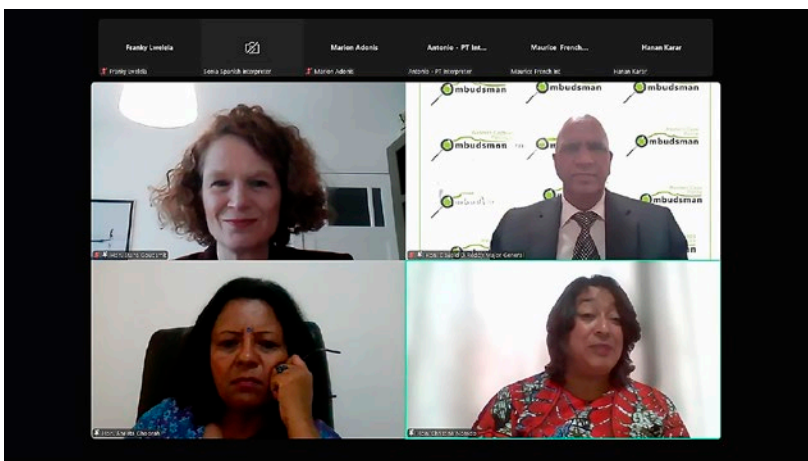
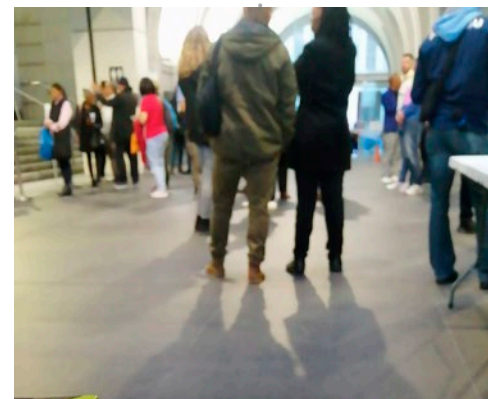
The Western Cape Police Ombudsman (WCPO) envisions a society built on mutual respect and trust between the community and the police.

Technical description indicators provide clear, standardised definitions of performance measures to ensure consistent data collection, reporting, and evaluation.

<b>Disaggregation of beneficiaries -Human Rights Groups</b>	Target for women: Target for youth: Target for people with disabilities: Target for older persons: <input checked="" type="checkbox"/> "None of the above"
<b>Provincial Strategic Implementation Plan (PSIP)</b>	<input type="checkbox"/> G4J <input type="checkbox"/> Safety <input type="checkbox"/> Educated, Healthy & Caring Society <input type="checkbox"/> Innovation, Culture and Governance <input checked="" type="checkbox"/> "None of the above"
<b>Implementation Data (Key deliverables measured)</b>	As per Programme Business/Annual Operational Plan.

<b>Indicator number</b>	3.2.2
<b>Indicator title</b>	<b>Number of Annual Performance Reports on the Western Cape Police Ombudsman.</b>
<b>Short definition</b>	The Western Cape Police Ombudsman (WCPO) is required to compile an Annual Performance Report (APR) in terms of Section 13(1) of the WCCSA (2013).
<b>Purpose</b>	The purpose of the report is to provide the following information: - statistics of complaints received and the status thereof. - any other information, such as highlights and challenges.
<b>Key Beneficiaries</b>	The Department and the WCG.
<b>Source of data</b>	Source of data: Quarterly Complaints database and outreach documents Actual data table used (if system/excel): None
<b>Data limitations</b>	Personal Information omitted in reports in compliance with POPI Act.
<b>Assumptions</b>	A report on the Ombudsman's activities will be drafted annually.
<b>Means of verification (POE)</b>	Annual Report
<b>Method of calculation</b>	Simple Count
<b>Calculation type</b>	Cumulative: <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> Non-cumulative
<b>Reporting cycle</b>	<input type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input checked="" type="checkbox"/> Annually
<b>Desired performance</b>	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower (less is more) than target
<b>Type of indicator</b>	Is this a Service Delivery Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input type="checkbox"/> Access <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity
	Is this a Demand Driven Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
	Is this a Standardised Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO

<b>Spatial Location of indicator</b>	Number of locations: <input type="checkbox"/> Single Location <input checked="" type="checkbox"/> Multiple Locations  Extent: <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address  Detail/Address/Coordinates: N/A  For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP) <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
<b>Indicator responsibility</b>	Sub-Programme Manager: Office of the Ombudsman.
<b>Spatial Transformation</b>	Spatial transformation priorities: N/A Description of spatial impact: N/A
<b>Disaggregation of beneficiaries -Human Rights Groups</b>	Target for women: Target for youth: Target for people with disabilities: Target for older persons: <input checked="" type="checkbox"/> "None of the above"
<b>Provincial Strategic Implementation Plan (PSIP)</b>	<input type="checkbox"/> G4J <input type="checkbox"/> Safety <input type="checkbox"/> Educated, Healthy & Caring Society <input type="checkbox"/> Innovation, Culture and Governance <input checked="" type="checkbox"/> "None of the above"
<b>Implementation Data (Key deliverables measured)</b>	As per Programme Business/Annual Operational Plan.



## 7. COMPLAINTS INFORMATION

### 7.1 COMPLAINTS RECEIVED PER FINANCIAL YEAR SINCE THE INCEPTION OF THE WCPO AND THE STATUS THEREOF ON THE 25 MARCH 2025

During the period under review, the office received a total of 366 complaints, bringing the total number of complaints received since the inception of the WCPO to 5122 since the inception of the office. This is reflected in the table below :

FINANCIAL YEAR	STATUS AS AT 25 MARCH 2025			TOTAL COMPLAINTS RECEIVED
	FINALISED	UNDER INVESTIGATION	ADMINISTRATION	
2014/15	83	0	0	83
2015/16	316	0	0	316
2016/17	540	0	0	540
2017/18	513	0	0	513
2018/19	433	0	0	433
2019/20	734	0	0	734
2020/21	724	0	0	724
2021/22	470	0	0	470
2022/23	520	0	0	520
2023/24	423	0	0	423
2024/25	282	44	40	366
<b>Total</b>	<b>5038</b>	<b>44</b>	<b>40</b>	<b>5122</b>
	<b>98.36%</b>	<b>0.86%</b>	<b>0.78%</b>	

During the period under review, the office received a total of 366 complaints, bringing the total number of complaints received since the inception of the WCPO to 5122 since the inception of the office.

FINANCIAL YEAR		STATUS AS AT 25 MARCH 2025			TOTAL COMPLAINTS RECEIVED
		FINALISED	UNDER INVESTIGATION	ADMINISTRATION	
2024/25	Q1	128	0	0	128
	Q2	80	0	7	87
	Q3	65	0	16	81
	Q4	9	40	21	70
<b>Total</b>		<b>282</b>	<b>40</b>	<b>44</b>	<b>366</b>
		<b>77.05%</b>	<b>10.93%</b>	<b>12.02%</b>	

The table above illustrates the amount of complaints received per quarter within the 2024/25 financial year and the status thereof, as at 25 March 2025.

The notable decline to 366 complaints lodged with the WCPO in 2024/25, compared to previous years, may be attributed to several factors. These include possible improvements in police conduct and service delivery, reduced public awareness of the WCPO's mandate, or limited access, particularly in rural areas. Alternative complaint channels, such as IPID or community structures, may also have contributed. Additionally, reduced outreach efforts due to staffing constraints, as well as broader socio-political dynamics, could have impacted public engagement and reporting behaviour.

## 7.2 FRIVOLOUS AND VEXATIOUS COMPLAINTS

In line with the definitions, **no complaints** were categorized as frivolous or vexatious during the reporting period.

The table below illustrates the outcomes of finalized complaints, per category:

METHOD FINALIZED	TOTAL COMPLAINTS RECEIVED
Duplicate	21
Lack of grounds	1
Lack of information	10
Not within our mandate	42
Substantiated but resolved	36
Substantiated with recommendations	72
Unsubstantiated	92
Withdrawn	8
<b>Total</b>	<b>282</b>

This may suggest a need for improved public awareness on what constitutes a legitimate service complaint and potential gaps in complainants' understanding of police procedures or expectations.

## 7.3 FINALIZED COMPLAINT ANALYSIS (TOTAL: 282 COMPLAINTS):

### 7.3.1 Substantiated Complaints (Total: 108 cases/38.3%)

- Substantiated with recommendations (72/25.5%) and
- Substantiated but resolved (36/12.8%)

Together, these represent over a third of all complaints received. This indicates that a significant portion of complaints were valid and pointed to identifiable police inefficiencies.

### 7.3.2 Unsubstantiated Complaints (92 cases/32.6%)

The largest single category, unsubstantiated complaints, indicates that while concerns were raised, no evidence of inefficiency was found upon investigation.

This may suggest a need for improved public awareness on what constitutes a legitimate service complaint and potential gaps in complainants' understanding of police procedures or expectations.

### 7.3.3 Outside Mandate or Incomplete Complaints (53 cases/18.8%)

- Not within our mandate (42/14.9%)
- Lack of information (10/3.5%)
- Lack of grounds (1/0.4%)

These reflect procedural or jurisdictional limitations. The high number of complaints outside the WCPO's mandate points to a continued need for public education on the office's role and scope.

### 7.3.4 Duplicate and Withdrawn Complaints (29 cases/10.3%)

- Duplicate (21/7.4%)
- Withdrawn (8/2.8%)

This may suggest process inefficiencies such as unclear submission channels or a lack of follow-through from complainants. It also highlights the need for streamlined intake processes and stronger engagement during early stages of the complaint lifecycle.

## 7.4 SUBSTANTIATED COMPLAINTS

NUMBER OF COMPLAINTS SUBSTANTIATED	108
Number of complaints substantiated but resolved	36
Number of complaints substantiated with recommendations	72

Of the **108** substantiated complaints, **36** were resolved without requiring further action, while **72** resulted in formal recommendations to the Provincial Commissioner.

POLICE STATIONS	NUMBER OF COMPLAINTS	NUMBER OF STATIONS	TOTAL COMPLAIN
Athlone, Atlantis, Belhar, Bonnievale, Bothasig, Caledon, City of Cape Town District, Cloetesville, Diepriver, Elsie's River, Goodwood, Grabouw, Grassy Park, Gugulethu, Hermanus, Hopefield, Hout Bay, Kraaifontein, Kraaifontein FCS, Kuilsriver, Laingsburg, Langebaan, Lansdowne, Leeu Gamka, Makhaza, Mbekweni, Ravensmead, Robertson, SAPS POPS, Sea Point, Somerset West, Strandfontein, Thembalethu, Wellington, Wolseley	1	35	35
Bishop Lavis, Brackenfell, Delft, Durbanville, Franschhoek, Gordons Bay, Harare, Kensington, Khayelitsha, Kuilsriver FCS, Langa, Lingeletu-West, Maitland, Milnerton, Mitchells Plain, Mitchells Plain FCS, Parow, Steenberg	2	18	36
Kleinvelei, Pinelands, Stellenbosch	3	3	9
Cape Town Central, Muizenberg, Nyanga, Oudtshoorn, Provincial Head Office	4	5	20
Philippi	8	1	8
<b>Totals</b>		<b>62</b>	<b>108</b>

### 7.4.1 Key Observations:

- **Widespread Distribution at Low Volume:**  
A large number of stations (35) each had 1 substantiated complaint. This suggests isolated issues or less frequent complaints spread across many areas.
- **Moderate Concern Clusters:**  
21 stations had 2 – 3 substantiated complaints. This might indicate patterns of recurring inefficiencies or systemic problems needing attention in specific precincts like Delft, Khayelitsha, and Mitchells Plain.
- **Emerging Problem Areas:**  
Stations like Cape Town Central, Muizenburg, Nyanga, and Oudtshoorn had 4 complaints each, implying increasing concern in those areas.

It also highlights the need for streamlined intake processes and stronger engagement during early stages of the complaint lifecycle.

- **High-Risk Complaint Station(s):**

Philippi stands out with 8 substantiated complaints, significantly higher than any other station, suggesting serious ongoing issues potentially requiring immediate intervention.

- **Provincial-Level Complaints:**

Complaints (4) were also substantiated against the Provincial Head Office, indicating that issues may not only be at the station level but could also involve higher-level administrative or systemic failures.

During the 2025/26 financial year, the WCPO will prioritise targeted engagements with communities and police station management in areas recording moderate to high levels of substantiated complaints, with the aim of addressing root causes of concern and strengthening accountability.

## 7.5 COMPLAINTS RECEIVED PER POLICING DISTRICT/UNIT:

POLICE DISTRICT/UNIT	NUMBER OF COMPLAINTS
City of Cape Town	264
West Coast	11
Garden Route	23
Central Karoo	2
Overberg	8
Cape Winelands	27
Provincial Head Office	29
CTMPD	1
Gauteng (enquiry)	1
<b>Total</b>	<b>366</b>

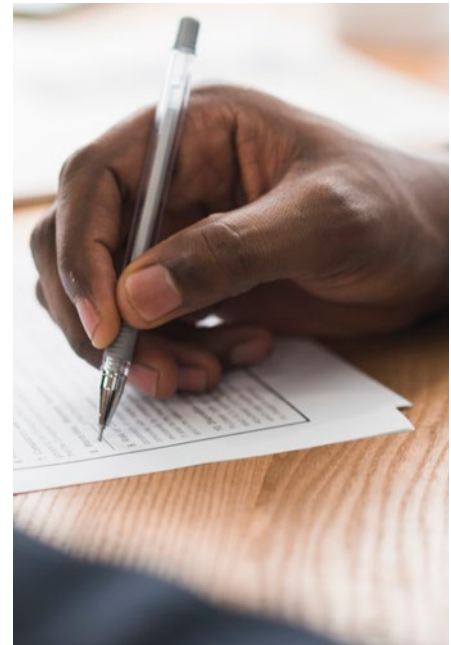
The City of Cape Town accounted for the overwhelming majority of complaints, with 264 cases (72%), reflecting both the size of the population it serves and the intensity of policing activity in the metro area. This concentration suggests that public-police interaction is highest here and may also indicate deeper systemic service delivery challenges requiring sustained oversight and intervention.

The Provincial Head Office and Cape Winelands followed with 29 (7.9%) and 27 (7.4%) complaints respectively, while other districts such as the Garden Route (23) and West Coast (11) recorded smaller complaint volumes. These figures may correspond to population size, policing capacity, or accessibility of the WCPO’s services in those areas.

Lower complaint numbers in the Central Karoo (2), Overberg (8), and CTMPD (1) could suggest either limited police-public engagement, underreporting, or restricted access to WCPO services—especially in rural or less connected regions.

The single enquiry from Gauteng falls outside the WCPO’s jurisdiction and may reflect public misunderstanding of the office’s provincial scope.

During the 2025/26 financial year, the WCPO will prioritise targeted engagements with communities and police station management in areas recording moderate to high levels of substantiated complaints.



## 7.6 COMPLAINTS CATEGORY

COMPLAINT CATEGORY	TOTAL COMPLAINTS RECEIVED
Enquiry	70
Category A: Lack of Communication	11
Category B: Poor Communication	29
Category C: Poor Investigation	67
Category D: Poor Response	62
Category F: Unacceptable Behaviour	27
Category G: General Complaint	90
Category H: Poor Administration	1
Uncategorized (being processed)	9
<b>Total</b>	<b>366</b>

Most complaints received by the WCPO during the period under review fell under Category G: General Complaint (90), highlighting a wide range of public concerns that did not fit neatly into specific categories.

Most complaints received by the WCPO during the period under review fell under **Category G: General Complaint (90)**, highlighting a wide range of public concerns that did not fit neatly into specific categories. This was followed by a significant number of **enquiries (70)**, indicating a high demand for clarity or assistance outside of formal complaint processes.

Substantial concerns were also raised under **Category C: Poor Investigation (67)** and **Category D: Poor Response (62)**, reflecting ongoing dissatisfaction with case handling and police responsiveness. **Category B: Poor Communication (29)** and **Category F: Unacceptable Behaviour (27)** further pointed to issues related to officer conduct and professionalism.

Fewer complaints were recorded under **Category A: Lack of Communication (11)** and **Category H: Poor Administration (1)**, while **9** cases were **uncategorized** and were still being processed.

## 7.7 COMPLAINTS RECEIVED PER POLICE STATION/UNIT/ AGENCY

POLICE STATIONS/UNITS/AGENCIES (INCLUDING CTMPD)	NUMBER OF COMPLAINTS RECEIVED	NUMBER OF STATIONS/ UNITS/ AGENCIES	TOTAL COMPLAINTS RECEIVED
Barrydale, Bellville (VCI), Bellville (VIS), Bonnievale, Caledon, Camps Bay, Cape Town FCS, Citrusdal, Claremont, SAPS (Flying Squad), George, George (POP), Grabouw, Heidelberg, Hermanus, Hopefield, Klaver, Kleinmond, Kraaifontein (FCS), Kwanokuthula, Ladismith, Laingsburg, Langebaan, Leeu Gamka, Makhaza, Malmesbury, Mbekweni, Cape Town Metro Police, Paarl, Piketberg, Radio Control, Riversonderend, SAPS (POP), Stikland VIS, Strandfontein, Thembalethu, Vereeniging (Gauteng), Vredenburg, Provincial Detectives, Wellington	1	40	40
Ashton, Belhar, Bothasig, Brackenfell, Cloetesville, Conville, De Rust, Diepriver, Genadendal, Kuilsriver (FCS), Lansdowne, Lentegeur, Mitchells Plain (FCS), Mossel Bay, Philippi East, Robertson, Sea Point, Table Bay Harbour, SAP Vehicle Crime Investigation Unit, Wolseley, Woodstock	2	21	42
Atlantis, City of Cape Town District, Gordon's Bay, Hout Bay, Macassar, Maitland, Manenberg, Montagu, Paarl-East, Pacaltsdorp, Stellenbosch, Strand	3	12	36
Athlone, Bellville, Durbanville, Harare, Kensington, Knysna, Langa, Lingeletu-West, Milnerton, Moorreesburg, Muizenburg, Oudtshoorn, Somerset West,	4	13	52
Gugulethu, Khayelitsha, Pinelands, Tableview	5	4	20
Franschhoek, Kuilsriver, Nyanga, Ravensmead, Steenberg	6	5	30
Anti-Gang Unit, Bishop Lavis, Elsies River, Goodwood, Mfuleni	7	5	35
Grassy Park, Parow	8	2	16
Kleinvele	9	1	9
Kraaifontein	11	1	11
Provincial Head Office	12	1	12
Delft, Mitchells Plain, Philippi	14	3	42
Cape Town Central	21	1	21
<b>Totals</b>		<b>109</b>	<b>366</b>

Most complaints are distributed across a large number of stations, with 40 stations receiving only one complaint each, suggesting relatively isolated incidents at those sites or underreporting.

### 7.7.1 Key Observations

- **Dispersed Complaint Origins:**

Most complaints are distributed across a large number of stations, with 40 stations receiving only one complaint each, suggesting relatively isolated incidents at those sites or underreporting.

- **High-Volume Contributors:**

Only 1 station (Cape Town Central) received the highest number of complaints (21), indicating a concentration of public dissatisfaction or visibility in that area. Three stations (Delft, Mitchells Plain, and Philippi combined) received 14 complaints, which is significant considering persistent service delivery concerns in those precincts.

- **Moderate Complaint Clusters:**

A sizeable number of complaints come from stations receiving between 4 and 7

complaints, showing small clusters of recurring concerns. Notably:

- 13 stations received 4 complaints each, contributing 52 total complaints.
- 5 stations received 6 or 7 complaints, totaling 65 complaints combined.

● **Geographic and Operational Spread:**

The list includes both local precincts (e.g., Langa, Parow, Khayelitsha) and specialized units (e.g., SAPS Flying Squad, Anti-Gang Unit, Provincial Head Office), indicating that inefficiencies and concerns are not limited to traditional precincts but also extend to specialized operations.

### 7.7.2 Insights and Implications:

● **Targeted Intervention:**

Areas with high volumes (e.g., Cape Town Central, Delft, Philippi, Mitchells Plain) may require dedicated oversight or intervention strategies due to systemic inefficiencies or high community engagement.

● **Capacity Building:**

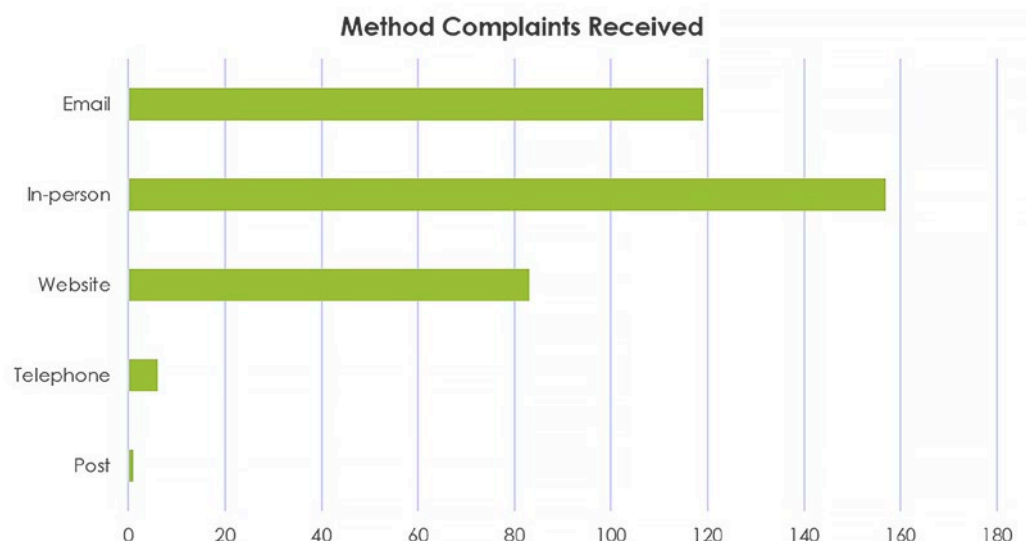
Moderate-volume stations may benefit from capacity-building efforts or targeted training to prevent escalation of complaints.

● **Broad Awareness Campaigns:**

The spread of single-complaint stations (40%) may indicate lack of awareness or limited access to WCPO services, reinforcing the need for rural expansion and outreach.

Moderate-volume stations may benefit from capacity-building efforts or targeted training to prevent escalation of complaints.

### 7.8 Methods in which complaints were received



Of the 366 complaints received, 119 (32.5%) complaints via email, 157 (42.9%) in-person, 83 (22.7%) complaints via the website, 6 (1.6%) were taken via a telephone consultation and 1 (0.3%) complaint was received via post.

## 7.9 ANALYSIS OF COMPLAINTS

Based on a thematic analysis of the 366 complaints submitted to the Western Cape Police Ombudsman (WCPO) for the 2024–2025 period, the top five most common themes identified are as follows:

### ● **Poor Investigation**

The most frequent concern raised by complainants relates to perceived inadequacies in police investigations. This includes failures to follow up on cases, collect evidence, obtain statements, make arrests, or provide feedback to complainants.

### ● **Poor Response**

A significant number of complaints involve delays or lack of response from the police. These include reports of officers arriving late (or not at all), not responding to emergency calls, or failing to take action when approached.

### ● **Police Misconduct**

Allegations of misconduct include rude or abusive behaviour, threats, intimidation, racism, and unprofessional conduct by police officers. These reflect public concerns about inappropriate or unlawful behaviour during interactions with SAPS or CTMPD members.

### ● **Administrative Issues**

Complainants also report frustrations with bureaucratic inefficiencies. Common issues involve delays or problems with SAPS 69 certificates, firearm applications, police clearance processes, or failure to provide requested records or documentation under PAIA.

### ● **Other/Unclear**

A notable portion of complaints could not be clearly classified into specific themes, either due to vague descriptions or lack of sufficient detail in the narrative.

### 7.9.1 Analysis of Substantiated Complaints

Based on the analysis of the substantiated complaints submitted to the Western Cape Police Ombudsman, five key themes emerged. These themes highlight the persistent challenges faced by members of the public when interacting with law enforcement, particularly in relation to service delivery and police conduct. Each theme is illustrated with real-world examples from the reported cases:

#### 7.9.1.1 POOR INVESTIGATION

Many complainants expressed deep frustration with the quality and thoroughness of police investigations. Cases were either poorly followed up or seemingly ignored altogether.

A complainant with complaint **COM02042024\_1** alleged that her husband purchased a vehicle that was later found to be stolen. Despite reporting the matter and providing relevant documentation, SAPS allegedly failed to investigate the seller.

Based on the analysis of the substantiated complaints submitted to the Western Cape Police Ombudsman, five key themes emerged. These themes highlight the persistent challenges faced by members of the public when interacting with law enforcement, particularly in relation to service delivery and police conduct.

In **COM27052024\_1**, a complainant involved in an accident with a police vehicle, faced repeated delays and broken promises from officers across two stations. Despite assurances, she was never taken to the scene to complete a sketch, nor given a copy of her statement. As a wheelchair user, she was further hindered by officers citing vehicle inaccessibility.

#### 7.9.1.2. POOR RESPONSE

Delayed or no response to reports of crime was a common concern. This included failure to open cases or attend to scenes.

In **COM02052024\_1**, the complainant alleged that a police officer refused to open a case despite the suspect being present in the complainant's vehicle. When the complainant expressed dissatisfaction with the service, the officer responded dismissively.

In **COM13052024\_1**, a complainant reported a disturbing incident involving a known suspect found naked near his elderly mother's home. Although the suspect was arrested, he was later released without explanation. The complainant was sent between two police stations, with no clear accountability. Key evidence was dismissed, and the investigating officer only visited the scene nearly two weeks later.

#### 7.9.1.3. GENERAL COMPLAINTS

Some complaints related to numerous issues with more than one category identified in which the categories would emerge during the investigation process.

In **COM18042024\_5**, for example, the complainant reported that his niece died following an assault, yet more than a year later, there has been no clarity or progress in the investigation. Although the case was said to be under investigation by a different station from where the crime occurred, it remains unclear why the docket was transferred. The receiving station later confirmed that the docket was never physically received and that efforts to obtain it from the original station had been unsuccessful, leaving the family without answers.

#### 7.9.1.4. UNACCEPTABLE BEHAVIOUR

This theme focuses specifically on unprofessional or aggressive conduct by police officers.

In **COM09092024\_4**, SAPS members allegedly broke into a complainant's property, swore at him, and failed to properly identify themselves, actions that amounted to intimidation.

In **COM05072024\_2**, the complainant alleged that police entered her residence without a warrant by breaking a locked security gate, despite the door being unlocked. Alcohol was taken from the property in her absence, and the incident was witnessed and photographed by neighbours. When she attempted to report the matter the following day, she was allegedly dismissed by the officer on duty and the Station Commander, who refused to open a case. She later approached IPID and was referred to the WCPO.

#### 7.9.1.5. POOR COMMUNICATION

A recurring issue was the lack of feedback or updates from SAPS, leaving victims feeling abandoned and uninformed.

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In **COM04062024\_1**, the complainant reported a lack of communication and follow-up from police after opening a serious case. She was repeatedly sent back and forth, informed at one point that the docket was missing, and then later told it had been found. An appointment was set to provide her statement, but the investigating officer stopped responding to her messages and calls. Despite receiving confirmation that the case was referred to the Senior Prosecutor, she was left without clarity or closure. The complainant expressed distress over the lack of action while the alleged perpetrator remained free.

Similarly, in **COM12062024\_4**, the complainant reported a robbery by a known suspect and repeatedly informed SAPS of his whereabouts, but delays in response allowed him to evade arrest until much later. Throughout the investigation, she experienced poor communication from SAPS, calls went unanswered, updates were not provided, and promises to follow up were not fulfilled. Even after the suspect was granted bail, she was not properly informed.

In **COM15072024\_2**, the complainant raised concerns about poor communication from SAPS following a serious stabbing incident involving her grandson. Despite repeated efforts to engage with the investigating officer and senior police officials, there was no meaningful feedback or follow-through. The detective failed to collect key evidence, responded aggressively when contacted, and did not provide the required information to the court, resulting in the case being closed. Multiple attempts to secure meetings with senior officers were ignored, leaving the family without answers or support.

## 7.9.2 Domestic Violence and Assault Matters:

An examination of the substantiated complaints received by the Western Cape Police Ombudsman reveals critical failures in how the South African Police Service (SAPS) responds to cases involving domestic violence and sexual assault. These cases not only highlight procedural inefficiencies but also reflect a broader lack of trauma-informed practices and victim-centred approaches within the policing system.

### 7.9.2.1. REFUSAL TO OPEN CASE DESPITE EVIDENCE

In **COM15052024\_2**, the complainant, 33 weeks pregnant at the time, sought to open a domestic violence case after being assaulted and having her front door damaged. Despite presenting a completed J88 form and an interim protection order, SAPS officers at the station refused to assist her. One officer dismissed her complaint and diverted the conversation to unrelated matters, while another officer advised her to return to court instead.

### 7.9.2.2. DELAYS AND LACK OF ENFORCEMENT OF PROTECTION ORDERS

In **COM01072024\_4**, a gender-based violence survivor's case bounced between at least five stations and units, over nearly a year. Despite the severity of the matter and a pending protection order, there was little to no progress, and the alleged perpetrator continued to harass her.

### 7.9.2.3. POOR VICTIM SUPPORT AND INVESTIGATION

In **COM12082024\_1**, the complainant alleged that after being assaulted by a known gangster, SAPS failed to arrest the suspect or provide meaningful follow-up. Despite multiple attempts to engage the investigating officer and the station, she received minimal communication

An examination of the substantiated complaints received by the Western Cape Police Ombudsman reveals critical failures in how the South African Police Service (SAPS) responds to cases involving domestic violence and sexual assault.

before her case was closed without explanation. The suspect allegedly continues to threaten and harass her publicly, further restricting her access to basic facilities, while SAPS has taken no decisive action.

#### 7.9.2.4. CHILD ABUSE AND SAPS INACTION

In **COM24052024\_2**, the complainant's child disclosed abuse by the biological mother and her family, yet there is no evidence of police intervention to safeguard the child or pursue the allegations. The lack of action raises serious concerns about child protection and police responsiveness in abuse cases.

#### 7.9.2.5. LIFE-THREATENING DOMESTIC VIOLENCE INEFFICIENCY

In **COM01082024\_1**, a request for police assistance was made following a domestic dispute. During a phone call with one of the involved parties, audible pleas for help were heard. Two SAPS members accompanied the requester to the residence, where calls for help were audible from an upper floor and a person was visible on the balcony. After a brief engagement with an occupant of the house, the SAPS members concluded that the matter was not serious and departed without entering the premises or engaging directly with the person calling for help.

A further attempt was made to obtain assistance from SAPS, which was unsuccessful. Municipal law enforcement later attended the scene. While outside, a vehicle arrived with occupants indicating that the individual in distress had been transported to hospital. Medical personnel reported injuries consistent with assault, including a stab wound and head trauma. The individual fell into a coma and passed away approximately one month after the incident.

An investigation found non-compliance with the Domestic Violence Act and applicable standing orders. No occurrence book entry was made, and no action was taken to assess or ensure the safety of the individual. Disciplinary files were opened against two SAPS members for failure to act in accordance with their legal and procedural obligations.

### 7.9.3 Life-Threatening Inefficiency

#### 7.9.3.1 DELAYS AND LACK OF COMMUNICATION

In case **COM18042024\_1**, a complainant reported that her son had been fatally shot. She raised concerns regarding limited communication from SAPS following the incident, particularly around the progress of the case and confirmation of a suspect's arrest. The complainant noted that she had to make several visits to the police station to obtain updates. She expressed that the lack of timely information and feedback contributed to her distress during an already traumatic period for the family.

#### 7.9.3.2. CUSTODY MANAGEMENT INEFFICIENCY

A complainant with complaint **COM20052024\_1** reported that his diabetic son, who was in SAPS custody, was unable to access his medication. The father stated that he attempted to deliver insulin to the station, but it was not accepted at the time. While awaiting a court appearance and medical assistance, the detainee's condition reportedly worsened. He was later released and transported to hospital, where he subsequently passed away. The family

Key issues identified include poor investigation, limited follow-up, failure to attend crime or accident scenes, and inaction in domestic and child-related cases.

was informed that the matter would be investigated but indicated that they did not receive any formal follow-up despite several enquiries.

### 7.9.3.3. FAILURE TO INVESTIGATE SERIOUS CRIMES

In **COM06062024\_2**, a complainant reported that her son was fatally shot in July 2023. She was informed by SAPS that a case had been opened and that the incident was believed to be gang-related. During her follow-up visits to the station, she was advised that statements had not been taken, reportedly due to the challenges associated with witness cooperation in such cases. Since then, she has not received formal updates on the progress of the investigation. However, SAPS has contacted her on multiple occasions requesting the death certificate, which she found distressing in the absence of further communication. The complainant continues to seek clarity on the status of the case.

In summary, the complaints received by the WCPO reflect a wide spectrum of incidents initially reported to the police, ranging from serious crimes such as murder and assault to administrative matters and service delivery concerns. Key issues identified include poor investigation, limited follow-up, failure to attend crime or accident scenes, and inaction in domestic and child-related cases. Complaints about administrative inefficiencies—such as delays in issuing documents or responding to enquiries—were also prevalent. Notably, 36 fraud-related complaints were recorded, often involving concerns about inadequate investigation or alleged procedural irregularities. A recurring theme across many cases was the absence of police response to calls in emergency situations, raising concerns about overall reliability and accessibility. Collectively, these patterns point to systemic challenges in investigative practices, administrative support, and public trust in policing services. In light of these patterns, a set of recommendations is proposed to address the identified concerns and enhance police responsiveness, accountability, and overall service delivery.

Collectively, these patterns point to systemic challenges in investigative practices, administrative support, and public trust in policing services.

## 7.10 RECOMMENDATIONS TO SAPS

Based on the thematic analysis of complaint narratives submitted to the Western Cape Police Ombudsman (WCPO) for 2024–2025, the following **recommendations are proposed for the South African Police Service (SAPS)** to address the inefficiencies and concerns raised:

### 7.10.1 Strengthen Investigative Standards and Accountability.

**Problem:** Poor investigations, lack of follow-up, and failure to act on information.

**Recommendations:**

- Implement mandatory investigative checklists for key case categories (e.g. murder, robbery, domestic violence) to ensure standard procedures are followed.
- Establish case review panels within districts or stations to audit the quality of investigations, particularly unresolved or cold cases.
- Training and Enforce Consequence Management for members who repeatedly fail to carry out proper investigative duties after being trained.

Introduce a “red flag” system to track repeat offender officers and ensure remedial disciplinary processes are triggered early.

### 7.10.2. Improve Police Responsiveness to Emergencies and Complaints

**Problem:**

Delays or non-response to emergencies and reported incidents.

**Recommendations:**

- Expand deployment of real-time response monitoring systems, including GPS-tracked patrols and centralized dispatch review logs to monitor and reduce non-responses.
- Publish response statistics by precinct to encourage transparency and community accountability.
- Review shift structures and resource allocation to ensure adequate staffing, particularly in high-demand crime hotspot areas during identified problematic days and times.

### 7.10.3. Curb Police Misconduct and Promote Professionalism

**Problem:**

Allegations of abuse, intimidation, and misconduct by SAPS officers.

**Recommendations:**

- Establish or strengthen Independent Ethics Committees at provincial or district level to review complaints of officer misconduct.
- Expand body-worn camera pilot projects with the aim to implement nationally, prioritize particularly in hotspot areas or in domestic violence responses.
- Mandate regular in-service training on the SAPS Code of Conduct, human rights, anti-racism, and dealing with vulnerable groups (e.g. women, children, people with disabilities).
- Enforce Officer identification compliance during police operations: SAPS should implement and strictly enforce a Standard Operating Procedure requiring officers involved in public-facing operations to visibly display name badges, verbally and by producing their appointment certificates, identify themselves, and provide written notice of the action and participating officers, unless safety considerations justify an exemption. However, proper records must be maintained as per prescribed policies at the stations where operations are conducted.
- Introduce a “red flag” system to track repeat offender officers and ensure remedial disciplinary processes are triggered early.

### 7.10.4. Reform Administrative Service Delivery

**Problem:**

Delays and inefficiencies with administrative processes (e.g. SAPS 69, police clearance, firearm applications).

**Recommendations:**

- Digitize and centralize administrative services to reduce manual errors and provide accessible online tracking for public applications.
- Create “administrative walk-in open days” at police stations or use mobile units in under-served areas to streamline document collection and submissions.
- Set service-level standards and deadlines (e.g. 7 working days for police clearance) and publish performance statistics, as per the specific service charters.

- Train dedicated administrative officers (floor managers) separately from frontline policing staff to reduce bottlenecks and improve service quality.

### 7.10.5 Address Service Denial and Institutional Gatekeeping

**Problem:**

Complainants being ignored, dismissed, or actively denied service.

**Recommendations:**

- Appoint Public Liaison Officers at each police station who are specifically trained to assist community members who feel neglected and dissatisfied.
- Require officers to document and sign off all public engagements, especially where services are refused, with regular audits by station management.
- Introduce community satisfaction surveys linked to station performance assessments.

### 7.10.6. Strengthen SAPS Response to Domestic Violence and Sexual Assault Cases

**Problem:**

Inconsistent and inadequate SAPS responses to domestic violence and sexual assault cases, including failure to assess risk, non-compliance with legal procedures, lack of victim support, poor case follow-up, and insufficient coordination with specialist units, resulting in compromised victim safety and accountability.

**Recommendations:**

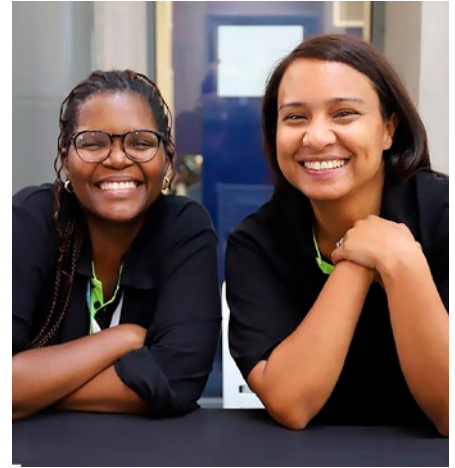
- **Escalate High-Risk Cases:** Prioritize follow-up on rape and child sexual abuse cases where SAPS inaction is alleged.
- **Audit Missing Dockets and Case Statuses:** A focused audit on the handling of domestic and sexual violence cases should be conducted.
- **Trauma-Informed Training for SAPS:** Implement mandatory training on victim-sensitive approaches, especially for officers handling GBV-related calls.
- **Liaise with FCS Units (Family Violence, Child Protection, and Sexual Offences):** Coordinate with SAPS FCS units to track progress and ensure specialist oversight of the cases.

Escalate High-Risk Cases: Prioritize follow-up on rape and child sexual abuse cases where SAPS inaction is alleged.

### 7.10.7 Cross-Cutting Recommendation: Strengthen Civilian Oversight

Across all themes, it's clear that SAPS requires:

- Proactive partnerships with civilian oversight bodies like WCPO and CPF structures.
- Improved reporting systems and dashboards that allow oversight bodies to track trends in complaints and performance.
- Regular public feedback forums where SAPS leadership engages with communities about performance concerns and reform progress.



## 8. RISK MANAGEMENT

The Western Cape Police Ombudsman (WCPO) underwent two risk assessments during the period under review, identifying critical risks and developing action plans to mitigate them. Several operational challenges were highlighted, which could significantly hinder the WCPO's ability to provide effective and efficient services to the people of the Western Cape.

A major issue identified is the inadequate organisational structure, which undermines the WCPO's capacity to effectively deliver on its mandate. This structural inefficiency leads to staff shortages, causing delays in resolving complaints and potential damage to the office's reputation. Public confidence in the Ombudsman's ability to address complaints promptly might consequently be diminished. Additionally, the WCPO struggles to attract and retain skilled personnel due to limited career progression opportunities within the current structure. This exacerbates the workload for the remaining staff, increasing the risk of burnout and further impacting operational efficiency.

An increase in complaints from communities, driven by growing awareness of the WCPO's services, has also emerged as a challenge. While this reflects positively on the WCPO's outreach efforts, the potential rising volume of complaints risks overburdening the current staff capacity, potentially compromising case management and service delivery. Compounding these challenges are issues with the Complaints Management System (CMS), which suffers from inadequate functionality, poor user interface, and outdated technology. These limitations significantly impede the efficiency of complaint handling and investigative processes.

The WCPO's limited mandate and powers, as defined under the Western Cape Community Safety Act (WCCSA), present another critical obstacle. These restrictions hinder the office's ability to comprehensively address specific cases, creating risks of legislative non-compliance, potential legal liability, and challenges in preserving institutional records. Furthermore, inadequate office accommodation and poor working conditions disrupt service delivery, negatively affecting staff productivity and raising concerns about IT service interruptions.

Records management also remains a pressing concern, with insufficient measures in place to protect both electronic and physical records. This leaves the WCPO vulnerable to delays in service delivery and risks of non-compliance with privacy legislation such as the Protection of Personal Information Act (POPIA). External disruptions, including pandemics, protests,

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and natural disasters, may further exacerbate these challenges, limiting the WCPO's ability to maintain a consistent presence, particularly in rural areas.

To address these challenges, the WCPO has developed a series of mitigation strategies. In response to ongoing staff shortages, the office secured buy-in for a comprehensive organizational evaluation, which will explore career progression opportunities aimed at retaining skilled personnel and prioritising the urgent filling of critical posts. In addition, concurrence was obtained to proceed with the appointments for the positions of Personal Assistant, Administration Officer, and Graduate Intern.

The Complaints Management System will undergo a major enhancement to ensure more user-friendly access, improved data integrity, and robust functionality that aligns with legislative requirements. At the same time, the WCPO is engaging the Department of Police Oversight and Community Safety (POCS) to advocate for amendments to its legislative mandate, aiming to expand its powers and address gaps in service delivery through partnerships.

Improving office infrastructure remains a key priority for the WCPO, with plans underway to secure new premises that will enhance working conditions, boost staff morale, and improve accessibility for the public. The WCPO is also committed to strengthening its records management by implementing secure electronic systems and establishing clear protocols for managing physical documents. In parallel, public outreach initiatives are being expanded to increase the WCPO's presence in rural areas by attending Thusong Outreach Programmes and through the establishment of satellite offices, ensuring greater access for communities across the province.

Finally, the WCPO is strengthening its readiness for potential disruptions by developing business contingency plans and policies to address crises such as pandemics and protests. Flexible operational frameworks are being designed to enable quick adaptation to unforeseen challenges. Through these proactive measures, the WCPO aims to mitigate risks effectively, safeguard its reputation, and deliver on its mandate to serve the communities of the Western Cape with integrity and efficiency.

The WCPO is engaging the Department of Police Oversight and Community Safety (POCS) to advocate for amendments to its legislative mandate, aiming to expand its powers and address gaps in service delivery through partnerships.

## WCPO RISK PROFILE 2024/25

QUARTERS		RISK STATEMENT	RESIDUAL RATING
<b>Outcome:</b> Improved governance practices in the Department and related entities			
Q1_2024/25FY	The Western Cape Police Ombudsman may not have the required resources and powers to provide an effective and efficient service to the <b>citizens</b>		<b>6</b>
Q2_2024/25FY	The Western Cape Police Ombudsman may not have the required resources and powers to provide an effective and efficient service to the <b>people of the Western Cape Province</b>		<b>12</b>
Q3_2024/25FY	The Western Cape Police Ombudsman may not have the required resources and powers to provide an effective and efficient service to the people of the Western Cape Province		<b>12</b>
Q4_2024/25FY	The Western Cape Police Ombudsman may not have the required resources and powers to provide an effective and efficient service to the people of <b>the Western Cape Province</b>		<b>12</b>
Comments	The residual rating of the risk was revised in Q2 <ul style="list-style-type: none"> <li>• Due increase in staff vacancies to 7 of which two are critical posts.</li> <li>• Due to major backlog in cases not completed within the stipulated timeframes</li> </ul>		
Key Action Plans	Filling of Posts: <ul style="list-style-type: none"> <li>• <b>Progress:</b> Submitted the critical posts with motivations for Administration and PA posts for Premier concurrence.</li> </ul> Review of the POCS organisational structure: <ul style="list-style-type: none"> <li>• <b>Progress:</b> POCS has finalized the Provincial and Departmental Strategic Plans, also finalized first draft of the Safety Plan.</li> </ul>		

## 9. EXPENDITURE 2024 – 2025

The WCPO was allocated a budget of R9,927 million for the financial year ending March 2025. The table below expresses the annual budget and expenditure for the office for the 2024/25 financial year.

DESCRIPTION	ORIGINAL BUDGET 2024/25	ADJUSTMENTS	BUDGET AFTER THE ADJUSTMENT	TOTAL EXPENDITURE AS 31 MARCH 2025	OVERSPEND / UNDERSPEND	% BUDGET SPENT	REASONS FOR THE OVER/UNDER SPENDING
COMPENSATION OF EMPLOYEES	7 631 000	(1 290 000)	6 341 000	6,203 840.75	137,159.25	97.84%	Underspending due to staff attrition and moratorium placed on filling of posts
GOODS AND SERVICES	1 893 000	52 000	1 945 000	1 010 732.02	934 026.98	51.97%	Administrative delay in procurement of promotional and marketing items
HOUSEHOLDS/ TRANSFERS	52 000	26 000	78 000	55,205.58	22 794.42	70.78%	Less funds required for SAPS awards
MACHINERY AND EQUIPMENT	351 000	221 000	572 000	571,516.70	483.80	99.92%	Less funds utilized for computer equipment
<b>GRAND TOTAL</b>	<b>9 927 000</b>	<b>-991 000</b>	<b>8 963 000</b>	<b>7 841 295.05</b>	<b>1 121 704.95</b>	<b>87.49%</b>	



## 10. HUMAN RESOURCES AND ORGANOGRAM

The Western Cape Police Ombudsman (WCPO) continues to operate under challenging human resource constraints, primarily due to the national directive on fiscal sustainability which has led to the freezing of posts across departments (DG Circular No. 39 of 2023). In addition to these limitations, the WCPO faces ongoing challenges in retaining staff, as there is limited room for growth within the organization.

The process to fill posts required critical motivation and updated job evaluations for any new appointments, with funding confirmed by the CFO, subject to approval by the HOD and concurrence from the Premier. The resignation of the Ombudsman's Personal Assistant, which rendered the position vacant as of 1 August 2024, added to the staffing constraints and underscored the urgency of filling key support roles. Despite these challenges, the posts for Administration Officer and Personal Assistant have been advertised and are expected to be filled in the new financial year. Concurrence was also granted to extend the Graduate Intern position for an additional 12 months to ensure business continuity. Furthermore, three PAY interns commenced duty on 1 April 2024, providing additional support to the office.

A comprehensive evaluation of the WCPO structure has been approved by Minister Anroux Marais and will be facilitated by the Organizational Development unit within the Department of the Premier (DotP).

To support staff development, training and development opportunities were actively pursued throughout the financial year. These included sessions on conflict resolution for managers, POPIA awareness, futures thinking, mentoring and coaching, risk management awareness, and project management. Staff also participated in programmes focused on community capacity enhancement, public service senior management service (SMS) pre-entry, and digital content management essentials. Notably, one staff member was awarded a full bursary to pursue a Postgraduate Diploma in Monitoring and Evaluation for Public Management at WITS University. In addition, the Ombudsman, Major General (Retired) Oswald Reddy, facilitated in-house leadership and life skills training for both staff and interns, aimed at enhancing professional and personal development and workplace effectiveness.

International learning exposure was also prioritized, with Ms N. Ndlwana and Ms S. Jordaan attending the 2nd International Ombud Expo in Botswana, and Ms N. Ndlwana and Ms K. Seale participating in Lusaka Arbitration Week in Zambia, focusing on Alternative Dispute Resolution (ADR).

Staff wellness has remained a key focus. Initiatives include a rotational work-from-home arrangement (one day per week from April to December 2024, and on an exceptional basis from January to March 2025), as well as approved overtime claims for September to November 2024 and February to March 2025. Health and wellness are actively promoted through Friday run/walks and participation in the Provincial Gym.

To support staff development, training and development opportunities were actively pursued throughout the financial year. These included sessions on conflict resolution for managers, POPIA awareness, futures thinking, mentoring and coaching, risk management awareness, and project management.

Western Cape  
Police



# Ombudsman Organogram





# PART C

## Highlights

## 11. WESTERN CAPE POLICE OMBUDSMAN ACTIVITIES 2024 – 2025

During the 2024/2025 financial year, the Western Cape Police Ombudsman (WCPO) continued to fulfil its mandate of promoting police accountability and improving service delivery through a range of strategic activities and engagements. The office hosted several key benchmarking and information-sharing sessions, offering valuable opportunities for mutual learning and the strengthening of institutional practices.

These engagements included a preliminary visit by the Director of Investigations from the Namibian Ombudsman on 24 May 2024, followed by a formal benchmarking and exchange programme discussion with the Namibian Ombudsman's Office from 19 to 20 November 2024. Additionally, the WCPO hosted the KwaZulu-Natal Department of Community Development from 10 to 11 June 2024 for a benchmarking visit. These interactions reinforced regional cooperation in civilian oversight and contributed to the ongoing refinement of the WCPO's operational model.

During the same reporting period, the WCPO also commenced foundational work toward the establishment of its Rural Expansion Initiative. This initiative aims to extend the office's reach and impact by establishing a rural footprint in partnership with local government structures, including Thusong Centres and Community Development Workers. The initiative seeks to ensure greater accessibility and visibility of the WCPO's services in underserved rural communities.

The WCPO remains committed to promoting accountability and excellence in policing by recognizing SAPS stations that demonstrate exceptional co-operation with our office. As part of this commitment, the WCPO annually sponsors a special award category at the SAPS Prestige Awards. During the 2024/25 financial year, Cape Town Central, Mfuleni, and Bishop Lavis SAPS were awarded for their outstanding communication, responsiveness, and collaborative efforts with the WCPO. Although funds were earmarked for all WCPO staff to attend the event, the Office was unfortunately not accommodated due to limited space. Nevertheless, the Ombudsman attended the ceremony on 18 January 2025 and represented the Office.

The table on the following pages outlines the full range of activities in which the Ombudsman and staff participated during the financial year.

During the 2024/2025 financial year, the Western Cape Police Ombudsman (WCPO) continued to fulfil its mandate of promoting police accountability and improving service delivery through a range of strategic activities and engagements.

2024-04-19	PAY Intern Oath of Office	WCPO Boardroom
2024-04-25	WCPO Management Meeting	WCPO Boardroom
2024-05-06	Attend TV interview on Police Brutality and the role of the Ombudsman	Cape Town TV, Observatory
2024-05-07	Attend feedback meeting on Gugulethu and Hanover Park Ministerial Imbizos	Civilian Secretariat for Police and SAPS
2024-05-08	WCPO and POCS Complaints Management Meeting – Director Bhekithemba	WCPO Boardroom
2024-05-09	Attend Innovation launch – WCG and Centre for Public Service Innovation	Ms Teams
2024-05-16	Attend official opening of new Makaza police station	Lentegeur Police Station - attend in person
2024-05-23	Consultation process on the CSOS transformation strategy concept note, The Capital 15 on Orange	In-person attendance by K. Seale
2024-05-23	Attend SAPS State of Readiness for General Elections 2024	Attended in-person at Belhar 35 Squadron
2024-05-24	Meet and greet Namibian Ombudsman Investigator and Ghana Commission on Human Rights Senior Investigator	WCPO Boardroom
2024-05-27	WCPO Management meeting	WCPO Boardroom
2024-05-30	AOMA Training session	Online, Zoom
2024-06-03 – 2024-06-06	Attend Older Persons Symposium at the University of Johannesburg	Presentation on WCPO Mandate
2024-06-18	WCPO Management Meeting	WCPO Boardroom
2024-06-18	Attend AOMA – Regional Meeting	Online, Zoom
2024-06-24	SAPS Complaints Inspectorate Meeting with Col De Wet and WCPO Management Team	WCPO
2024-06-26 – 2024-06-28	WCPO Strategic Planning Bosberaad 2024 Protea Fire and Ice Hotel, Cape Town	In-person attendance
2024-07-02	CSPS Police Conduct Forum meeting	MS Teams
2024-07-10	Eden FM Radio Interview Part 1 – Rural Outreach, WCPO mandate	Telephonic interview
2024-07-12	Risk Management Meeting with WCPO and DotP – Christell Cochrane	Microsoft Teams
2024-07-16	Eden FM Radio interview Part 2 – call in Q & A session. Rural Outreach, WCPO mandate	Telephonic interview
2024-07-17 – 2024-07-19	Attend IMPS meeting in Prince Albert – Rural Outreach WCPO mandate	In-person attendance
2024-07-20	Attend Ministerial Imbizo in Hanover Park	In-person attendance
2024-07-23	WCPO Management Meeting	WCPO Boardroom
2024-07-23	WCPO Management Meeting with acting HOD – POCS Hilton Arendse regarding vacant posts and shortage of staff at WCPO	In-person attendance at POCS, 35 Wale Street
2024-07-28 – 2024-08-03	Attend African Ombudsman Expo and Training session	In person attendance in Gaborone, Botswana
2024-07-30	SAFE Platform Meeting at Paarl East Thusong Centre	In-person attendance by A. Lewis
2024-08-08	MOSAIC Anniversary Gala Dinner Celebration	In-person attendance by A. Lewis
2024-08-15	Attend Quarterly Police Conduct Forum with CSPS	Ms Teams
2024-08-27	Attend Ministerial Stakeholder engagement	In person attendance at Cape Town Civic Centre
2024-08-28	Attend WCPO Management Meeting	WCPO Boardroom
2024-08-28	Attend ISS Seminar on Anti-corruption	Online, Zoom

The WCPO remains committed to promoting accountability and excellence in policing by recognizing SAPS stations that demonstrate exceptional co-operation with our office.

2024-08-30	Attend Ministerial engagement in Belhar – launch of cooperation agreement (3 spheres of Government) President Ramaphosa and Premier Winde	In-person attendance in Belhar
2024-09-03	Attend POCS Strategic Session – crime reduction	In-person attendance at 4 Dorp Street with K. Seale
2024-09-06	WCPO Broad Management Meeting and Leadership Development session	WCPO Boardroom
2024-09-10	Meeting Complaints Management – acting HOD POCS, Amanda Dissel and Bhekithemba Simelane	In-person attendance with K. Seale HOO at 35 Wale Street
2024-09-19	SBSI-Community Safety Forum Meeting, Saldanha Bay	In-person attendance by K. Seale and S. Jordaan
2024-09-20	Ah-hoc management meeting – WCPO mandate and complaints categories	WCPO Boardroom
2024-09-30	WCPO Management Meeting	WCPO Boardroom
2024-10-03	Open Government First Thursday event	4 Dorp Street
2024-10-07	Ad-hoc Management Meeting – preparation for WCG Portfolio Committee session	WCPO Boardroom
2024-10-08	Attend and present WCPO Annual Performance Report 2023/2024 FY to WCG Portfolio Committee on Police Oversight and Community Safety	Attend with WCPO management in person – WCG Provincial Legislature 4 Dorp Street
2024-10-10	Manenberg police management, CPF and NHW – presentation on WCPO mandate and evidence-based policing	In-person attendance with intern Phumlani Masola
2024-10-17	Attend SAPS Festive season launch	In-person attendance in Mitchells Plain
2024-10-23	Attend Johannesburg City Ombudsman webinar	Online webinar, Zoom
2024-10-28	WCPO Management Meeting	WCPO Boardroom
2024-10-29	Attend launch of Older Persons Research Report by Ikamva Labantu	In-person attendance in Woodstock
2024-10-30	International Ombuds Day 2024 hosted by the City Ombudsman held in Parow	Attended by K. Seale and N. Ndlwana
2024-11-05	Evidence-Based Policing Project Seminar hosted by POCS and ISS	Online attendance by K. Seale
2024-11-05 – 2024-11-06	Attend WC Violence Prevention Forum meeting	In-person attendance in Salt River with N Ndlwana
2024-11-07	Broad Management Meeting – review legislative mandate of WCPO	WCPO Boardroom
2024-11-07	Meeting with GCIS and WCPO management teams at GCIS Regional Office, 8 Riebeek Street, Cape Town	In-person attendance by K. Seale, A. Lewis and Z. Matwa
2024-11-07	Open Government First Thursday event	4 Dorp Street
2024-11-17 – 2024-11-20	Attend PPSA conference	In-person attendance in Kempton Park GP
2024-11-19 – 2024-11-20	Namibia Ombudsman Benchmarking and Exchange Programme Engagement	WCPO Boardroom
2024-11-21	CDWP Regional Management Meeting in Arniston	In-person attendance by K. Seale in Arniston
2024-11-21 – 2024-11-23	Military Ombud Symposium in Pretoria with the theme “Affirming and Promoting the Military Ombud’s Oversight Responsibility: 30 Years into Democracy”	In-person attendance by A. Lewis and Z. Matwa
2024-11-25	WCPO Legislative Review Session held in Melkbosstrand	In-person attendance by WCPO Team
2024-11-26 – 2024-11-28	Attend WCG Thusong Provincial Forum meeting	In-person attendance in Bredasdorp
2024-11-29	WCPO Management meeting including review of Standing Committee Recommendations to WCPO	WCPO Boardroom

2024-11-30 – 2024-12-06	Attend International Ombudsman Summit 2024 and Hong Kong Ombudsman 35th Anniversary	In-person attendance in Hong Kong
2024-12-03	MinMay Technical Meeting held in Mossel Bay	In-person attendance by K. Seale
2024-12-05	Open Government First Thursday event	4 Dorp Street
2024-12-10	Attend CSPS Complaints Management Forum	Ms Teams
2024-12-11	WCPO Management Meeting	WCPO Boardroom
2025-01-07	Attend Ministerial Imbizo in Atlantis	In-person attendance
2025-01-08	Attend Ministerial Imbizo in Samora Machel	In-person attendance
2025-01-18	Attend WC SAPS Excellence Awards at Century City	In-person attendance
2025-01-24	Meeting POCS M&E Director Bhekithemba Simelane	WCPO Boardroom
2025-01-24	Meeting CTMPD Chief Le Roux – WC Ombudsman Regulation 10(4) response	WCPO Boardroom
2025-01-29	WCPO Management meeting	WCPO Boardroom
2025-01-29 – 2025-01-31	Attend IMPS WC Conference in Hermanus	In-person attendance in Overstrand Municipality
2025-02-04	Ad-hoc management meeting – stats workload breakdown analysis and backlog review	WCPO Boardroom
2025-02-06	Risk Assessment Session Q4 – 2024/2025 (Enterprise Risk Management), Steven Africa	MS Teams
2025-02-11	WCPO Management site-visit for office relocation	Adderley Street Golden Acre
2025-02-11	WCPO Management – Work session on reporting templates	WCPO Boardroom
2025-02-12	CSF/ CPF programme of action meeting at Protea Fire & Ice Hotel with Mr J Lottering	In-person attendance
2025-02-17	WCPO Management – Work session continued – reporting templates	WCPO Boardroom
2025-02-18	Attend AOMA – AORC Webinar – The Role of Ombudsman in building trust and resolving conflict	Online webinar, Zoom
2025-02-24	Attend WC VPF driver group meeting	Bellville
2025-02-25 – 2025-03-01	Attend International Conference on ADR – AOMA	Lusaka, Zambia
2025-03-06	Open Government First Thursday event	4 Dorp Street
2025-03-06 – 2025-03-07	Attend and address SAPS George meeting	George
2025-03-10	Meeting Dr Anine Kriegler – Evidence Based Policing – WC Safety Plan	WCPO Boardroom
2025-03-13	Attend and Address Saldanha Bay Safety Forum – SBSI	Vredenburg Municipality
2025-03-17	Attend City of Cape Town Ombudsman – International Consumer Rights Day (Panellist)	Cape Town City Ombudsman office
2025-03-18	Attend SA Human Rights Commission meeting – complaint from Rastafarian Community	SA Human Rights Commission office Cape Town
2025-03-18	Thusong Centre Outreach Programme in Hawston	In-person attendance by N Ndlwana
2025-03-20	WCPO Management Meeting	WCPO Boardroom
2025-03-25	Chair AOMA/AORC webinar “Championing Children’s Rights”	Online webinar, Zoom
2025-03-26 – 2025-03-28	WCPO 3 Day Strategic planning and Team Building Bosberaad 2025	In-person attendance at Caledon Hotel and Conference Centre

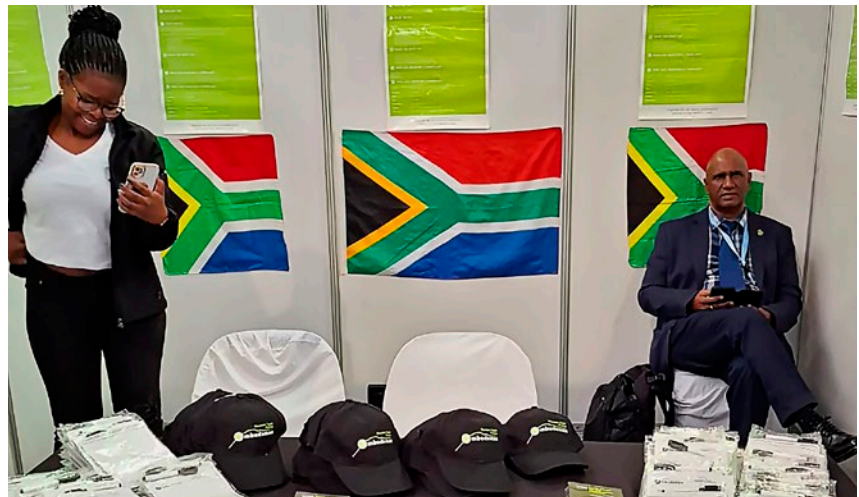
## 12. CONCLUSION

As we look to the future, the WCPO remains committed to promoting trust, transparency, and professionalism in policing across the Western Cape.

As the Western Cape Police Ombudsman marks its 10th year of service, this report reflects not only the progress made during the 2024/2025 financial year but also the Office's steadfast commitment to strengthening police accountability and improving service delivery for all communities.

Despite facing challenges such as staffing constraints and operational limitations, the WCPO embarked on delivering on its mandate through strategic partnerships, enhanced complaint resolution processes, capacity-building efforts, and expanded community outreach.

The ongoing development of the Rural Expansion Initiative, legislative review processes, and system enhancements signal a forward-looking approach to ensuring the Office remains responsive, accessible, and impactful. As we look to the future, the WCPO remains committed to promoting trust, transparency, and professionalism in policing across the Western Cape.



## ANNEXURE A:

Certificate of Participation as a panellist at the International Ombud Expo, Gaborone, Botswana, 29 July -1 August 2024







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# TO LODGE YOUR COMPLAINT

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Together we can ensure professional  
policing in the Western Cape

Xa sibambisene amapolisa angenza  
umsebenzi ngobuchule eNtshona Koloni

Ons kan tesame verseker dat daar beter  
polisiëring in die Wes-Kaap plaasvind