

IN THE COMMISSION OF INQUIRY INTO ALLEGATIONS OF POLICE  
INEFFICIENCY IN KHAYELITSHA AND A BREAKDOWN IN RELATIONS  
BETWEEN THE COMMUNITY AND THE POLICE IN KHAYELITSHA

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52

STATEMENT OF COLONEL GIDEON FRANCOIS VERMEULEN

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I, the undersigned,

GIDEON FRANCOIS VERMEULEN

do hereby state under oath that:

1. I am a Colonel in the SAPS stationed at Provincial Office and responsible for performance measurement.
2. The facts deposed to hereunder are, unless otherwise stated or the context indicates the contrary, within my personal knowledge and are true and correct.
3. I will only testify on the Performance Chart. The Performance Chart is a performance measurement system which reflects the accomplishment of targeted results. Refer to *Appendix A* (Performance Chart Learning Programme Manual)
4. Progress is measured in five (5) areas:



- 4.1. crime prevention,
  - 4.2. crime reaction,
  - 4.3. crime investigation,
  - 4.4. human resource management
  - 4.5. vehicle management.
  - 4.6. data integrity.
5. The measurement of productivity is conducted in terms of an efficiency index called the *Eupolsa Index*.
6. The key aims of the Performance Chart are :
- 6.1. to create a balance between fulfilling the mission of the SAPS and measuring police performance / successes.
  - 6.2. to ensure that the SAPS is fulfilling its mission and accomplishing targeted results,
  - 6.3. to establish whether resources (human and physical) are used effectively and efficiently in fulfilling the mission of the SAPS and institutionalizing the organization's corporate strategy,



- 6.4. to measure police performance (successes) in respect of input, output, outcomes, effectiveness and efficiency, which will have a direct impact on the combating of crime, and is of value to customers and/or communities served by the police.
- 6.5. Initiate corrective action if required including assistance to poor performing entities.
- 6.6. Continuous monitoring of progress and the impact of corrective action.
- 7. The following are key complementary features of the Performance Chart:
  - 7.1. It was developed to assist police management in combating crime,
  - 7.2. It makes provision for a holistic perspective on a police station's crime combating operations,
  - 7.3. A distinction is drawn between quantity and quality assessments, as well as the correlation between them,
  - 7.4. All performance objectives and indicators are quantified in terms of percentages or concrete numbers,
  - 7.5. These indicators and objectives are generic, in other words, they could be applied and assessed at any police station in South Africa,



7.6. The performance indicators and objectives are not fixed, and are subject to change according to organizational needs.

8. On a monthly basis the following are available:

8.1. Results of all performance indicators

8.2. Management Information in respects of performance indicators

8.3. Efficiency Index of all Dimensions.

8.4. The Efficiency Index is only available between the 15<sup>th</sup> and 20<sup>th</sup>

9. Successful impact of the Performance Chart entails:

9.1. The Performance Chart being a standing point on the monthly Provincial Management Forum / Provincial Crime Combating Forum meetings

9.2. The performance of the Province/ cluster/ station on various dimensions is noted on a monthly basis. (including quarter, semester, annual results)

9.3. Appropriate action is initiated, including providing assistance to poor performing entities.

9.4. Continuous monitoring of progress and the impact of corrective action



9.5. The implementation of the Performance Chart being facilitated at cluster / station level  
by cluster / station Management Information Officials

56

9.6. Continuous verification of the data influencing the results

9.7. Continual registering and follow up of identified system errors

## 10. TRAINING

10.1. A formal one week course in the Performance Chart was developed to train users formally in the dynamics of the Performance Chart. To date a total of 206 members have been trained in the Western Cape on the Performance Chart. 1 person each has attended the Performance Chart Learning Programme at Khayelitsha Cluster office, Khayelitsha, Harare and Lingeletu West. Stations and clusters are supported by the Provincial Performance Measurement office in terms of enquiries, in-service training etc.

## 11. MONTHLY PERFORMANCE REPORTS

11.1. The monthly Performance Report is compiled by the Provincial Performance Measurement office and circulated to all Station Commanders, Clusters Commanders, Provincial Heads and Deputy Provincial Commissioners. A printed copy is provided to the Provincial Commissioner.

11.2. The report consists of five year comparative cumulative efficiency rates and positions for the Operational dimension as well as the sub dimensions – Crime Prevention, CSC



and Complaints, Detectives, Human Resources and Physical Resources. The Component performance is also indicated, per station and per cluster.

37

11.3. The purpose of this document is to ascertain the improvements or deterioration in cumulative performance over five years, of stations and clusters in the Province. The (deteriorating) performance must then be investigated by station commanders, with the aim of addressing the indicators contributing to the respective performance.

## 12. **5 YEAR PERFORMANCE (OPERATIONAL PERFORMANCE)**

12.1. This performance entails the total performance of dimensions allocated to operational functions namely Crime Prevention, Crime Reaction and Detective Service. Underneath is the Operational Performance of the three stations from 2007/08 until 2012/13 financial year. It can be seen that the Operational Performance of Khayelitsha [+16.64%] and Harare [12.99%] showed an improvement while Lingeletu West [-7.01%] showed a decrease in performance since 2007/08 until date.

12.2. Stations are compared against each other. In the Western Cape a total of 149 stations is established. Khayelitsha improved it's position from 116<sup>th</sup> position in 2007/08 financial year to 81<sup>st</sup> position in 2012/13 financial year. Harare improved from a position of 122 in 2007/08 financial year to 116 in 2012/13 financial year. Lingeletu West decreased from a position of 58 position in 2007/08 financial year to 125 in 2012/13 financial year



COLOURCODING	COLOURCODING
85 - 100	Increase $\geq 10\%$
70 - 84.99	Decrease $\leq -10\%$
60 - 69.99	
55 - 59.99	
0 - 34.99	

58

SEARCH CRITERIA	PREVIOUS FINANCIAL YEARS												2012/2013		
	2007/08		2008/09		2009/10		2010/11		2011/12						
Name of station	Rate	Efficiency	Position	Rate	Efficiency	Position	Rate	Efficiency	Position	Rate	Efficiency	Position	Rate	Efficiency	Position
Khayelitsha	43.36	116		50.26	95		53.92	95		55.16	91		58.13	88	
Harare	41.63	122		51.60	103		46.18	105		55.18	115		48.86	134	
Lingelothu-West	60.01	58		54.58	68		56.46	55		56.18	106		53.24	125	

### 13. IMPACT ON SERVICE DELIVERY

13.1. To address the strategic priorities of intensifying the fight against crime and ensuring that South Africans are and feel safe, the Performance Chart serves as an evaluation and monitoring tool which focuses on improvement of performance in the most critical areas of policing. The system compels all Station Commanders, Clusters Commanders, and the Provincial Commissioner to perform against nationally set standards as well as against their own performance (baselines and targets). The monitoring of performance against these various standards allows for monitoring on different levels.

13.2. Police stations are the focal point of assessment in the Performance Chart since they serve local communities and are the window to the SAPS, because it is at this level that the vast majority of the citizens of the country access the services provided by the SAPS, as mandated by Section 205 of the Constitution. The Performance Chart is one of the numerous initiatives developed by the SAPS aimed specifically at improving the levels of service delivery at station level.



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**GIDEON FRANCOIS VERMEULEN**

59

I certify that the above declaration was submitted to me and the deponent has acknowledged that she knows and understands the contents of same. This declaration was sworn to before me and deponent's signature placed thereon in my presence at \_\_\_\_\_ on \_\_\_\_\_ at \_\_\_\_\_.

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**COMMISSIONER OF OATHS**

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