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DISCLAIMER

Information contained in this report is the result of an exit poll conducted in the Western Cape during November 2001 and aimed at providing management information to the Western Cape Department of Community Safety and the South African Police Service (SAPS). It is the collated responses of 3 339 people interviewed during this period and not the opinion of members of the PricewaterhouseCoopers Consortium.

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- The South African Police Service (SAPS) in the Western Cape with specific reference to Dir. Colleen Scharnick.
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ABBREVIATIONS

SAPS: South African Police Service
CSC: Community Service Centres
CSIC: Community Safety Information Centre
SDIP: Service Delivery Improvement Programme
Serdex: Long index for measuring service delivery
ST Short index for measuring service delivery

EXECUTIVE SUMMARY

The pursuit of excellence and the desire to be “*best of the best*” has long been one of the key competitive objectives of successful commercial organisations. In recent years, however, police services all over the world have also realised the benefits of objective external comparison and analysis, or benchmarking, as a way of ensuring continuous service improvement. Benchmarking is an external focus on internal activities, functions or operations in order to identify improvements or areas of service that may benefit from further, more detailed, investigation.

This report consists of three parts:

- The first part is an overview of the survey context and research approach (see paragraphs 1 – 12);
- The second part is the presentation of findings and the analysis of data on a macro level (the Western Cape as province being a composite of the four regions - Boland, Southern Cape, East and West Metropole). See paragraphs 13.2 - 22; and
- The third part being the presentation of findings and the analysis of data on a micro level (each one of the 162 CSCs individually). See Annexure C.

The survey aimed to:

- Conduct the first comprehensive and all-inclusive CSC service delivery survey in South Africa;
- Collect information to feed into SAPS management initiatives, e.g. the Service Delivery Improvement Programme (SDIP);
- Examine the level of CSC service at every CSC in the Western Cape;
- Compare service delivery between CSCs;
- Set a benchmark for future surveys; and
- Provide the Department and SAPS management with a comprehensive, easy to understand and user friendly report on the survey findings.

In order to achieve these aims this survey was demarcated for the purpose of this study in the following areas:

- i) Reasons for visiting the CSC;
- ii) Service waiting time;
- iii) Facilities;
- iv) Treating people with respect;
- v) Serving people in their language of preference;
- vi) Environmental safety;
- vii) Trust in the SAPS;
- viii) Willingness to help;
- ix) Case sensitivity;
- x) Service satisfaction;
- xi) Case satisfaction;
- xii) Thoughts on the SAPS;
- xiii) Suggested changes;
- xiv) Where to complain; and
- xv) Knowledge of CPFs.

In all respects the demarcation was limited to the 162 CSCs in the Western Cape and a questionnaire technique were used to gather data.

The type of information needed by the Department, as well as instructions in the tender brief, prescribed the questionnaire technique. It makes replication possible with the benefit of longitudinal surveys that could show tendencies over time (benchmarking). In order to limit the influence of possible leading questions, the questionnaire was designed with both closed as well as open-ended questions. The use of a patented P-Index made it possible to incorporate qualitative responses with quantitative attributes. All satisfaction measurements in this survey were made with the aid of this instrument

Because of the nature of the study, the timeslots of the survey were treated as a purposive sample. It was decided to conduct interviews on those days and times that most people visited CSCs according to the experience of SAPS personnel.

Two service delivery indexes were developed to make benchmarking and comparison possible:

1. The Service Trio is a short index developed from the data as an indicator for “*over the counter*” service delivery and is based on the three pillars of *contact service delivery* and involves the respondents’ experience regarding:
 - (i) Waiting time;
 - (ii) Willingness to help; and
 - (iii) Satisfaction with expected service.These three elements in combination shed some light on the respondents’:
 - (i) Experience; and
 - (ii) Expectation in respect of service delivery.
2. The Serdex as long index is a construct of the elements, which were developed and motivated by means of various brainstorming sessions with people familiar with the work of the SAPS and the function of a CSC. Because of the nature of service delivery, these elements were all asked and measured as perceptions on the P-Index and together treated as a construct consisting of 3 categories, namely:
 - (i) The general state of the CSC facility;
 - (ii) The personal attention the respondent received; and
 - (iii) General perceptions regarding safety in the CSC.

With respect to the November 2001 exit poll at CSCs in the Western Cape the following generalised conclusions could be made:

- i) Reasons for visiting the CSC
 - The survey has shown that, on average, one third of the contact service in CSCs is administrative in nature. At some CSCs this burden is as high as 90%; and
 - On the other hand only one third of contact service in CSCs relates to crime.
- ii) Service waiting time
 - Service waiting time is on average good with a substantial number of respondents being served in less than two minutes. There are some deviations from this norm with respect to individual CSCs; and
 - It might be that the large administrative burden on CSC personnel negatively impacts on service waiting time.

- iii) Facilities
 - In general respondents experienced the CSCs in the Western Cape as clean. Some deviation from this norm is, however, apparent and should be easy to address with limited effort.
- iv) Treating people with respect
 - In general respondents experienced being treated with respect in the Western Cape. Some regional deviations from this norm are, however, apparent. To address this issue is not that easy because it entails changing the hearts and minds of people. To change the attitude of SAPS personnel will imply a multi-pronged approach from training to change management.
- v) Serving people in their language of preference
 - With regard to this element the SAPS did exceptionally well and are most probably setting a norm for other Public Service departments in the province. Some individual CSCs did not fare as well as the Western Cape average.
- vi) Environmental safety
 - In general respondents felt safe in CSCs in the Western Cape. Some deviation from this norm is, however, apparent. To address these deviations may be costly e.g. entail changing the layout of the CSC in order to enhance privacy and remove detainees from the view of respondents. In certain instances the location of the CSC is problematic, thus letting people feel unsafe.
- vii) Trust in the SAPS
 - There is a tendency towards not trusting members of the CSC in the Western Cape. To address this issue is not that easy because it entails changing the hearts and minds of people. To change the perception of people regarding trusting the SAPS will imply a multi-pronged approach from mass media information drives to one-on-one trustworthy service by members of the SAPS.
- viii) Willingness to help
 - Willingness to help scored relative low in the Western Cape and is closely linked to treating people with respect. Addressing this issue entails changing the hearts and minds of people (SAPS members). To change the attitude towards the public and/or the ability/skills of SAPS personnel to help the public will imply a multi-pronged approach from training to change management.
- ix) Case sensitivity
 - Case sensitivity is the second lowest scored service factor in the Western Cape. The only score lower than case sensitivity is trust. This might be a direct result of members of the SAPS exhibiting a low EQ (Emotional Coefficient). To change the EQ and/or the ability/skills of SAPS personnel to help the public in a sensitive manner will equally imply a multi-pronged approach.
- x) Service satisfaction
 - Satisfaction with service was scored low for the whole of the Western Cape and linked directly to the service attitude, willingness and ability of SAPS members to serve members of the public. Service satisfaction is to an extent a composite of some of the other service factors included in this survey and as such will benefit from action taken to improve those individual factors e.g. willingness to help.

- xi) Case satisfaction
 - Case satisfaction scored low for the whole of the Western Cape and have more to do with after service satisfaction by detective than CSC personnel do. There is an indication that follow-up service by the SAPS is not adequate.
- xii) Thoughts on the SAPS
 - In this survey, the semantograph was used to determine the active perceptions regarding the CSC that the respondent just visited. It seems that in the Western Cape, good service (measured by the Serdex) outstrips the connotation of bad service (measured by the semantograph). This shows that except for the Southern Cape, predominantly negative perceptions exist, but when the same respondents' experiences were measured, a general positive measurement was received. This means that the negative inclination is merely a perception (the "baggage" which the respondent carries) that is not based on experience. A good communication strategy should serve to rectify this anomaly, as it is not generally supported by the experience of the respondents. However, counteracting negative perceptions is not an easy task and any incident that supports the negative perception acts as further confirmation thereof (reinforcement).
- xiii) Suggested changes
 - With regard to suggested change it is apparent that respondents leant towards three issues. The first issue has to do with improving facilities at the CSC and the second issue focussed on improving the attitude and service orientation of members (please also see issues like willingness to help and case sensitivity). The third issue relates to the limited number personnel in the CSC/SAPS.
- xiv) Where to complain
 - A substantial number of respondents did not know where to complain about the quality of services rendered by the SAPS.
- xv) Knowledge of CPFs
 - Only 43% of respondents were aware of a CPF at their specific CSC.

1 INTRODUCTION

The pursuit of excellence and the desire to be “*best of the best*” has long been one of the key competitive objectives of successful commercial organisations. In recent years, however, police services all over the world have also realised the benefits of objective external comparison and analysis, or benchmarking, as a way of ensuring continuous service improvement. Benchmarking is an external focus on internal activities, functions or operations in order to identify improvements or areas of service that may benefit from further, more detailed, investigation.

The ultimate objective of the Department of Community Safety (the Department) with regard to the exit poll for the whole of the Western Cape’s 162 Community Service Centres (CSC) is to start a process of objective external comparison and analysis that will help enhance police service delivery in years to come. The aim is to set a base year which may be used in subsequent years as a norm to measure the effectiveness of CSC service delivery in the Province.

The report consists of three parts:

- The first part is an overview of the survey context and research approach (see paragraphs 1 – 12);
- The second part is the presentation of findings and the analysis of data on a macro level (the Western Cape as province being a composite of the four regions - Boland, Southern Cape, East and West Metropole). See paragraphs 13.2 - 22; and
- The third part being the presentation of findings and the analysis of data on a micro level (each one of the 162 CSCs individually). See Annexure C.

2 BACKGROUND AND AIMS

The Department of Community Safety has a long-standing working relationship with the South African Police Service (SAPS). This stems directly from its constitutional relationship with the SAPS, as well as the Department’s true commitment to contribute to making South Africa and the Western Cape safe for all.

One of the initiatives by the Department is the establishment of a Community Safety Information Centre (CSIC). The CSIC is an online database with service delivery by the SAPS as one of its focus points. The CSIC has identified the need to measure and benchmark how members of the public perceive the service they received via a process of objective external comparison and analysis that will help enhance police service delivery. The aim of the exit poll was “*not just to acquire a general perception of police service delivery issues, but also to enable a measure of comparison to be made of service delivery at specific police stations*”. Against this background the first ever all-inclusive provincial exit poll was launched on 29 October 2001.

The survey aimed to:

- Conduct the first comprehensive and all-inclusive CSC service delivery survey in South Africa;
- Collect information to feed into SAPS management initiatives, e.g. the Service Delivery Improvement Programme (SDIP);
- Examine the level of CSC service at every CSC in the Western Cape;

- Compare service delivery between CSCs;
- Set a benchmark for future surveys; and
- Provide the Department and SAPS management with a comprehensive, easy to understand and user friendly report on the survey findings.

3 DELINEATION OF THE PROBLEM

Service delivery by SAPS was demarcated for the purpose of this study in the following areas:

- i) Reasons for visiting the CSC;
- ii) Service waiting time;
- iii) Facilities;
- iv) Treating people with respect;
- v) Serving people in their language of preference;
- vi) Environmental safety;
- vii) Trust in the SAPS;
- viii) Willingness to help;
- ix) Case sensitivity;
- x) Service satisfaction;
- xi) Case satisfaction;
- xii) Thoughts on the SAPS;
- xiii) Suggested changes;
- xiv) Where to complain; and
- xv) Knowledge of CPFs.

In all respects the demarcation was limited to the CSC.

4 METHODOLOGY

The underlying nature of the survey is to put the Department in a position to start a process of objective external comparison and analysis that will help enhance police service delivery in years to come. In order to do that, it was decided to include all 162 CSCs (see Annexure A for a list of CSCs) in the survey and not to draw a sample of randomly selected CSCs. This approach makes the measurement of tendencies relating to the performance of individual CSCs possible when monitoring the situation during follow-up surveys/studies.

5 SURVEY PROCEDURE

The aims of this survey (see par 2) and the tender brief were such that a survey procedure and questionnaire technique were dictated. For this purpose a thorough data collection plan with the necessary control procedures were designed and put into place. These control procedures included:

- Physical and telephonic monitoring during actual survey time slots (see Annexure A for time slots);
- Standardised training of interviewers;
- Checking for correct completion of interviews administratively;
- The handling of questions according to prescribed instructions; and

- Quality checks on data capturing and administrative processes aimed at:
 - Validity;
 - Reliability;
 - Accuracy; and
 - Completeness.

6 QUESTIONNAIRE TECHNIQUE

The type of information needed by the Department, as well as instructions in the tender brief, prescribed the questionnaire technique. If designed carefully and tested during a pilot study, it makes replication possible with the benefit of longitudinal surveys that could show tendencies over time. In order to limit the influence of possible leading questions, the questionnaire was designed with both closed as well as open-ended questions. The latter included strict instructions to the interviewers to avoid any prompting that may lead the respondents to answer in a biased way.

The use of a patented P-Index made it possible to incorporate qualitative responses with quantitative attributes. All satisfaction measurements in this survey were made with the aid of this instrument (see figure 6.1).

This P-index was originally designed to quantify qualitative responses across language and cultural barriers. This technique was needed in this survey as the purpose was to measure perceptions of people visiting the CSCs on a number of pre-determined issues (see par 3). These demands proved hard to meet with the conventional structured questionnaire and face-to-face interview technique, especially as perceptions are usually a construct of various and sometimes undefined elements that need to be measured.

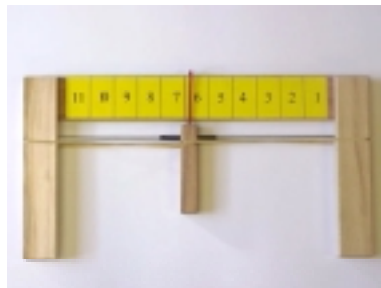
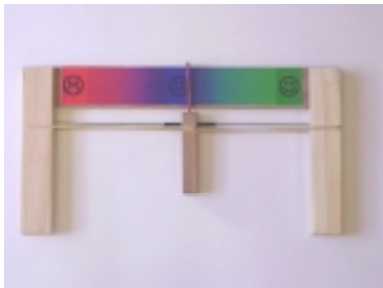
The P-Index offers some solutions to the above mentioned problems. It was specifically designed to determine the importance of an item at a *given point in time* and (ii) ranking them in *order of importance*, without asking the respondent to rank order the different items in relation to one another. Further problems often encountered using some traditional questionnaire measuring techniques, and largely surmounted by the P-Index, are the following:

- Illiterate, semi-literate and highly educated individuals could be respondents, and their opinions are measured with equal validity. The P-Index allows for rank ordering without having to weigh items against each other. Therefore, each item is weighted on its own merit and not relative to other items;
- Apart from just the rank order of items, the P-Index gives added quality to the responses as it gives the added attribute of "*measured distance*" between the scores of the different elements measured. This makes prioritising the different elements possible as the "*distance between*" the elements can be calculated and a decision made as to the relative priority thereof; and
- The P-Index makes it possible to express attitudes and perceptions across languages as responses are indicated as a perception or "*feeling*" based on visual and motoric involvement of the respondent in the reflection of his/her attitude/stereotype, but numerically recorded.

FIGURE 6.1: EXAMPLE OF THE P-INDEX USED IN THE SURVEY

Side facing the respondent

Side facing the fieldworker



7 QUESTIONNAIRE DESIGN

The questionnaire was designed in accordance with the following predetermined criteria:

- The interview should not take longer than 3-4 minutes (tender requirement);
- Both literate and illiterate respondents should be able to respond with the same level of validity;
- The interviews will be conducted as face-to-face interviews with the help of trained interviewers/fieldworkers;
- Responses should include more than just “yes” and “no” responses to shed some light on the quality of the service delivery; and
- Respondents must be able to answer in their preferred Western Cape official language (Afrikaans, English and Xhosa - tender requirement) - fieldworkers were recruited accordingly. To maximise validity, it was decided to translate the questionnaire into these languages, and not to let interviewers translate questions on an impromptu basis.

Given the above predetermined criteria the questionnaire was designed to measure satisfaction regarding the following three issues:

- i) Facility/accommodation
 - Cleanliness of CSCs facility.
- ii) Service delivery
 - Service waiting time;
 - Willingness of SAPS staff to help;
 - Service satisfaction;
 - Case satisfaction;
 - Respect with which people are treated; and
 - Ability to serve people in their preferred Western Cape official language.
- iii) General perceptions
 - Stereotyping of negative and positive perceptions;
 - Safety levels of the environment; and
 - Trust levels in SAPS staff.

The questionnaire used is attached as Annexure B.

8 SAMPLING

Because of the nature of the study, the timeslots of the survey were treated as a purposive sample. It was decided to conduct interviews on those days and times that most people visited CSCs according to the experience of SAPS personnel. It was agreed to conduct the interviews during the times as indicated in Annexure A.

With respect to some of the smaller CSCs only one respondent was interviewed (Boland region and Southern Cape) and in two cases, even after redoing the specific CSCs survey, no respondents were interviewed.

Only one person was interviewed at:

- Riebeeck Kasteel;
- Nuwerus;
- McGregor;
- Napier; and
- Philadelphia.

No respondents were interviewed at:

- Murraysburg; and
- Klaarstroom.

Serdex and ST scores are acceptable in cases where the respondents were more than five. In cases where there were less than five respondents bias might occur.

9 PILOT STUDY

A pilot study was conducted between 2 and 7 November 2001 to evaluate the:

- Expected frequency of visitors to various CSCs;
- The layout and sequence of questions in the questionnaire;
- How respondents understood the questions; and
- The phrasing of some sensitive questions.

Two formal feedback sessions were held. A preliminary session was held on 5 November 2001 and a final session on 8 November 2001. All the interviewers/fieldworkers who were involved in the pilot study, as well as the two senior researchers, were included in these feedback sessions.

The outcome of the feedback session led to the sequence of some of the questions being changed and that satisfaction was measured in one direction only, namely how good, instead of two directions, namely how good or bad. The reason for the latter was to simplify the handling of the P-Index in order to keep the interview as short as possible. However, the same “*face*” and scoring factor was still used and it was concluded that the change would not have any effect on the validity of responses measured with the P-Index.

The pilot study was conducted at:

- Paarl CSC (a large city-like CSC);
- Paarl East (a CSC in a previously disadvantaged area);
- Mbekweni (a satellite CSC); and
- Klapmuts (a rural CSC).

10 DATA COLLECTION

Data were collected between 16 and 24 November 2001 (some deviations occurred – see Annexure A). All of the interviewers were telephonically checked or physically inspected during the actual prescribed time slot during which the interviews had to be done. In the one case where problems were experienced, the existing data were discarded and data collection was redone.

11 CODING AND DATA CAPTURE

PricewaterhouseCoopers and DeLaw undertook the coding of the data. The open questions were clustered in consultation with the researchers. After a second analysis of the clusters, some clusters were merged applying the principles of logic within the theoretical context of the questions. With respect to these questions (see questions C1-5 on the questionnaire – Annexure B) the following clusters were used:

If you think about this CSC, what comes to mind?

- Help;
- Place of safety;
- Good service;
- Good CSC location;
- Help with personal hardship;
- Report case/information;
- Bad service;
- Bad CSC location;
- Other;
- Don't know/no response/no comment;
- Lack of vehicles; and
- Crime.

If you can change one thing at this CSC, what will it be?

- Satisfied with the CSC as it is;
- More personnel/stations;
- More vehicles/patrols;
- Transport to CSC;
- Improved detention arrangements;
- Improved accommodation facilities;
- Faster response/service;
- Improved attitude/service;
- Increase sensitivity;
- Improved friendliness;
- Improved staff equity;
- Improved language proficiency; and
- Stop corruption.

Data capturing was done in Excel and Stats Soft (statistical software) and statistics were calculated to describe the results.

12 DATA ANALYSIS

Descriptive statistics were calculated to describe phenomena. Three sets of data were calculated with independent variables, namely the full data set (for the whole of the Western Cape), a set per region (Boland, Southern Cape, East and West Metropole) and a set for every CSC (162 in total).

The mean was used to reflect the central distribution value of responses on the P-Index. The combined responses (means) on all the service delivery questions were treated as a construct to give the Service Delivery Index value (Serdex-value) and Service Trio (Service Trio-value) for all the CSCs in the Western Cape, as well as for the four regions (see paragraphs 16 and 15 respectively).

13 FINDINGS

13.1 Presentation of findings

This report was written in such a manner as to provide the Department and SAPS management with a comprehensive, easy to understand and user-friendly report on the survey findings. The intentions of the authors was at all times to keep the report simple, understandable and useful, with respect to future benchmarking and practical with as little scientific jargon as possible.

The report consists of three parts:

- The first part is an overview of the survey context and research approach (see paragraphs 1 – 12);
- The second part is the presentation of findings and the analysis of data on a macro level (the Western Cape as provinces being a composite of the four regions - Boland, Southern Cape, East and West Metropole). See paragraphs 13.2; and
- The third part being the presentation of findings and the analysis of data on a micro level (each one of the 162 CSCs individually). See Annexure C.

13.1.1 The macro level report (paragraphs 13.2 – 21)

With respect to the macro level presentation of findings and the analysis of data the following sequence was employed:

- i) the Western Cape as a province, being a composite of the four regions; followed by
- ii) each region individually.

In some cases all data were presented in one table/figure – the Western Cape always being the composite of the four regions in the Western Cape. Narrative analyses are also presented in the same manner, namely firstly the Western Cape as a whole, followed by each one of the regions.

13.1.2 The micro level report (Annexure C)

With respect to the micro level reports on each one of the 162 CSCs in the Western Cape the following sequence was employed (**THIS IS AN EXAMPLE**):

General Information							
Community Service Centre	Region			Number of Respondents	1996 Census Population		
Mitchells Plain	West Metro			88	295,395		
SERDEX	64.3	MAX	88	%	70%		
Willingness	Respectability	Language	Sensitivity	Service Satisfaction	Safety	Trust	Cleanliness
8.2	8.8	9.8	8.2	8.5	7.7	5.4	7.7

Crime Breakdown Year 2000					
Violent Crime	Property Crime	Other			
7,326	10,609	1,771			
ST	22.8	MAX	33	%	66%
Waiting time	Willingness	Service Satisfaction			
6.1	8.2	8.5			

Community Service Centre: The CSC discussed and illustrated in the micro level report. This also includes the satellite police stations and forms the base of the alphabetical sequence for the reports.

Region: One of the four regions - Boland, Southern Cape, East and West Metropole.

Number of Respondents: Number of respondents interviewed.

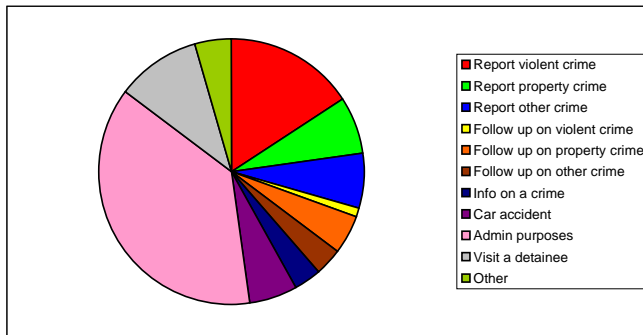
1996 Census population: Census population is demarcated according to the jurisdiction of the 132 police stations in the region. No census population is provided for satellite police stations. Data provided by the Community Safety Information Centre (CSIC).

Crime Breakdown 2000: Crime breakdown is demarcated according to the jurisdiction of the 132 police stations in the region. No crime breakdown is provided for satellite police stations.

Serdex: A long index measuring service delivery (See paragraph 16).

Service Trio (ST): A short index measuring service delivery (See paragraph 15).

Reason for Visiting the CSC											
Report violent crime	Report property crime	Report other crime	Follow up on violent crime	Follow up on property crime	Follow up on other crime	Info on a crime	Car accident	Admin purposes	Visit a detainee	Other	TOTAL
14	6	6	1	4	3	3	5	33	9	4	88
16%	7%	7%	1%	5%	3%	3%	6%	38%	10%	5%	



This section provides an overview of the reasons respondents visited the CSC. The following definitions applied with respect to crime:

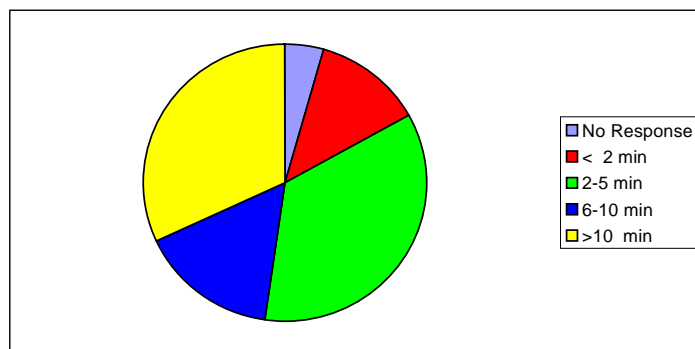
Violent crime: Murder, attempted murder; all types of robbery, rape and all types of assault.

Property crime: All types of burglary, stock theft, shoplifting, theft out of motor vehicles, theft of motor vehicles and other theft.

Other crime: Arson, malicious damage to property, fraud, drug-related crime, driving under the influence of alcohol and/or drugs, illegal possession of firearms and ammunition.

Both tabular and pie chart data are presented.

Service Waiting Time					
No Response	< 2 min	2-5 min	6-10 min	>10 min	TOTAL
4	11	31	14	28	88
5%	13%	35%	16%	32%	

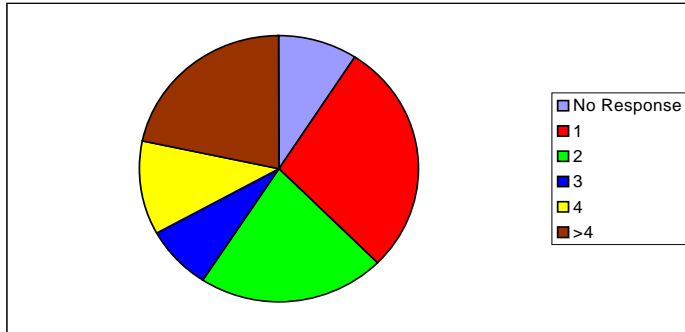


The time respondents felt they had to wait before being served. Respondents had four alternatives:

- i) Under two minutes (< 2 min);
- ii) Two to five minutes (2 – 5 min);
- iii) Six to ten minutes (6 – 10 min); and
- iv) More than ten minutes (> 10 min).

Both tabular and pie chart data are presented.

Number of Visits to CSC						
No Response	1	2	3	4	>4	TOTAL
8	25	19	7	10	19	88
9%	28%	22%	8%	11%	22%	



An indication of the numbers of visits by respondents to the CSC in the past twelve months. Respondents had four alternatives:

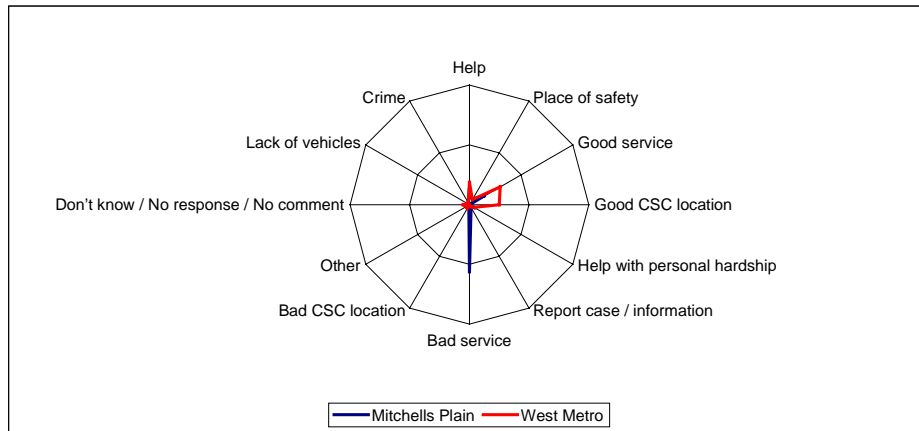
- i) Once (the visit for which the respondent was interviewed for this survey (1);
- ii) Twice (2);
- iii) Three times (3);
- iv) Four times (4); and
- v) More than four times (>4).

One can assume that the more a respondent visited the CSC in the past twelve months the less her/his perception of the SAPS and CSC would be based on intuition and the more it would be based on experience.

Both tabular and pie chart data are presented.

**Western Cape Department of Community Safety
Exit Poll Survey: November 2001**

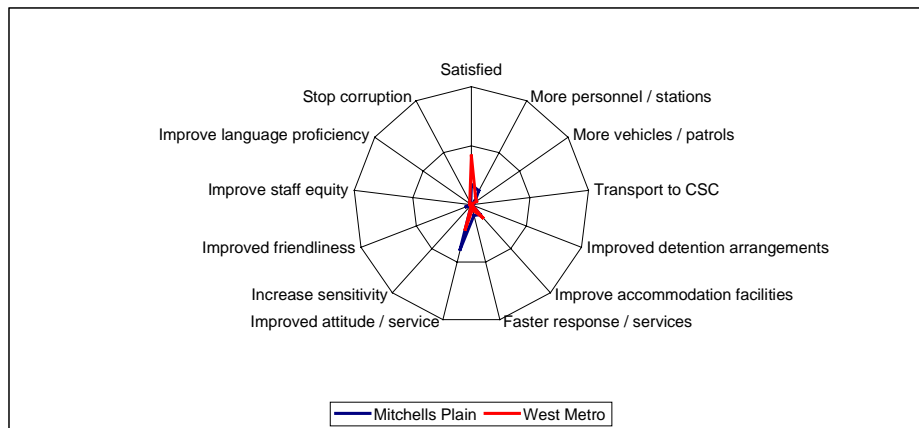
Perception of the CSC														TOTAL
	Help	Place of safety	Good service	Good CSC location	Help with personal hardship	Report case / information	Bad service	Bad CSC location	Other	Don't know / No response / No comment	Lack of vehicles	Crime		
Mitchells Pla	13	5	14	0	5	3	56	1	2	0	0	2	100	
West Metro	19	5	30	25	4	2	2	4	3	5	1	2	100	



For more detail on the semantograph see paragraph 18 and 18.1. For the purposes of the microanalysis the regional data with respect to the semantograph were proportionally reduced to enhance CSC and regional analysis and comparison.

Both tabular and radar graph data are presented.

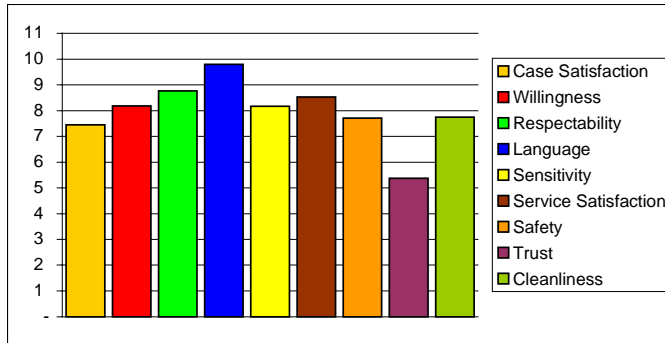
What to Change at the CSC													
	Satisfied	More personnel / stations	More vehicles / patrols	Transport to CSC	Improved detention arrangements	Improve accommodation facilities	Faster response / services	Improved attitude / service	Increase sensitivity	Improved friendliness	Improve staff equity	Improve language proficiency	Stop corruption
Mitchells Pla	17	14	3	0	1	11	9	39	0	5	0	0	1
West Metro	41	7	5	0	1	14	4	21	0	1	1	0	3



For more detail on the semantograph see paragraph 18 and 18.2. For the purposes of the microanalysis the regional data with respect to the semantograph were proportionally reduced to enhance CSC and regional analysis and comparison.

Both tabular and radar graph data are presented.

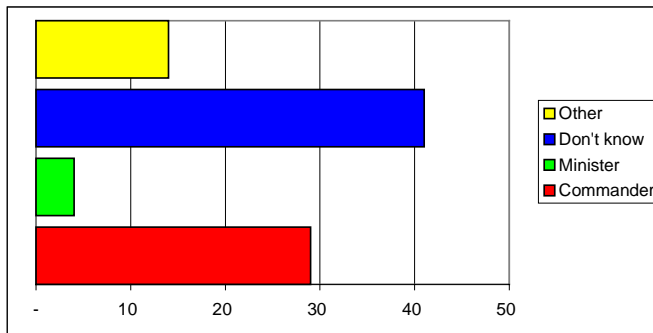
Service Delivery Averages								
Case Satis- faction	Willing- ness	Respect- ability	Language	Sensitivity	Service Satis- faction	Safety	Trust	Cleanli- ness
7.4	8.2	8.8	9.8	8.2	8.5	7.7	5.4	7.7



Service delivery averages refer to data gathered by means of a P-Index (see paragraph 6). The column bar gives a clear indication of areas where room for improvement exists. The score is out of a possible score of eleven (11).

Both tabular and column bar data are presented.

Where to Complain					
	Commander	Minister	Don't know	Other	TOTAL
	29	4	41	14	88
	33%	5%	47%	16%	



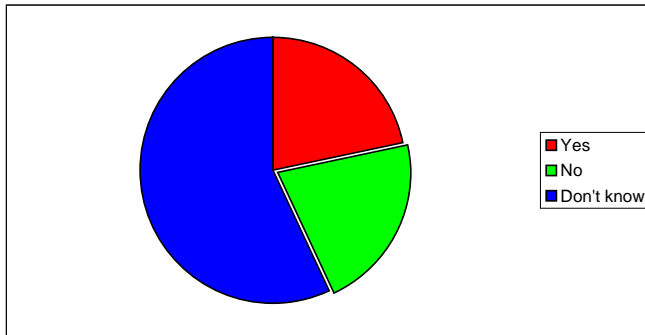
Where could respondents complain about services rendered by the SAPS?

Respondents had four alternatives:

- i) Station Commander/Commissioner (Commander);
- ii) Minister;
- iii) Do not know (Don't know); and
- iv) Other.

Both tabular and stack bar data are presented. The left-hand column in the table provides the data for the bottom bar on the stack bar.

Knowledge of Community Police Forum			
Yes	No	Don't know	TOTAL
19	19	50	88
22%	22%	57%	



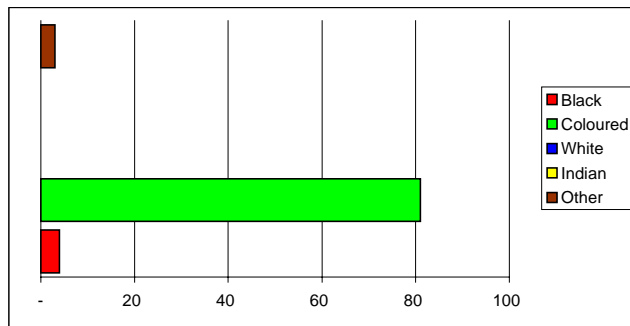
When asked about the existence of a Community Police Form (CPF) in their region respondents had three possible answers:

- i) Yes, there is a CPF (Yes);
- ii) No, there is not a CPF (No); and
- iii) Do not know (Don't know).

In both the cases of "No" and "Don't know" there is an indication that respondents do not know about a CPF in their region.

Both tabular and pie chart data are presented.

Population Group						
	Black	Coloured	White	Indian	Other	TOTAL
	4	81			3	88
	5%	92%	0%	0%	3%	

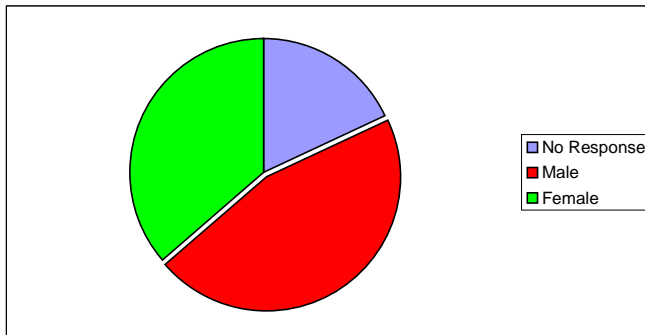


With respect to population group respondents had five possible choices:

- i) Black;
- ii) Coloured;
- iii) White;
- iv) Indian; and
- v) Other.

Both tabular and stack bar data are presented. The left-hand column in the table provides the data for the top bar on the stack bar.

Gender			
No Response	Male	Female	TOTAL
16	40	32	88
18%	45%	36%	



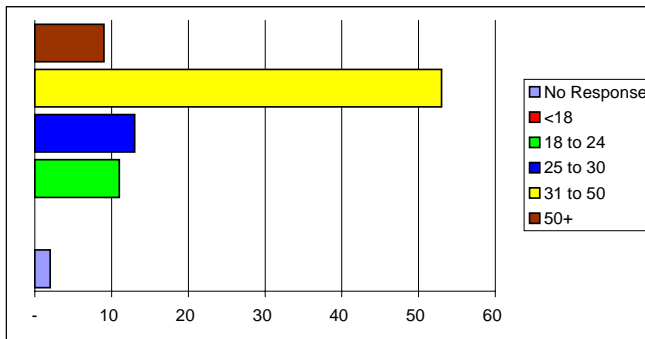
With respect to gender respondents had two possible choices:

- i) Male; and
- ii) Female;

Some respondents' data were not recorded.

Both tabular and pie chart data are presented.

Age						
No Response	<18	18 to 24	25 to 30	31 to 50	50+	TOTAL
2		11	13	53	9	88
2%	0%	13%	15%	60%	10%	



With respect to age respondents had five possible choices:

- i) Under eighteen (<18);
- ii) 18 – 24;
- iii) 25 - 30;
- iv) 31 - 50; and
- v) >50

Some respondents' data were not recorded.

Both tabular and stack bar data are presented. The left-hand column in the table provides the data for the bottom bar on the stack bar.

Comment

deLaw Pty. (Ltd)

Research Consultants



FCR



Department of Community Safety

PRICEWATERHOUSECOOPERS 

Forty two percent (42%) of all respondents visited Mitchells Plain CSC for issues related to crime and 38% for administrative purposes. Waiting time for assistance is relatively high, with more than a third (35%) of all respondents waiting between 2 and 5 minutes, and almost a third (32%) waiting more than 10 minutes. Almost two thirds (63%) of all respondents have visited the CSC more than once in the past twelve months. The Serdex for Mitchells Plain is 64,3 (70%) and the Service Trio 22,8 (66%).

Most respondents view the service of the CSC as generally bad, which deviates substantially with the West Metropole norm. When asked what to change at the CSC, respondents were adamant that the attitude and personnel's service orientation improve.

With respect to service delivery, there is room for improvement with regard to all aspects measured. Special attention should be paid to the level of trust in the members of the SAPS.

More than three quarters (78%) all respondents are unaware or do not know of a CPF at Mitchells Plain. Almost half (47%) of all respondents do not know where to complain about service by the SAPS.

Narrative comments, with some key suggestions are made as a conclusion to each one of the micro reports. For the purpose of writing of reports, reporting a crime, following up on a crime and the provision of information pertaining to a crime were clustered together as visiting the CSC for crime related purposes.

13.2 Characteristics of respondents

Since the sample was randomised on time slots and included all respondents that visited the CSC during those time slots, the realisation gives a profile of the people that generally visit the CSC and should not be measured against the population composition of the people in the country. This visitors' profile is reflected in tables 13.1 to 13.5.

13.2.1 Region

Table 13.1 presents the distribution of respondents over the 4 regions of the Western Cape.

Table 13.1: Distribution of respondents per region

Region	%	N
Boland	27.7	925
East Metro	27.9	930
Southern Cape	11.3	378
West Metro	33.1	1 106
Total	100.0	3 339

13.2.2 Gender

It appears (question F2) that more than half the visitors were male (52.1%), compared to the 39.1% who were female (see table 13.2). For 8.8% of respondents their gender was not recorded.

Table 13.2: Gender of respondents

Gender	%	N
No response	8.8	295
Male	52.1	1 738
Female	39.1	1 306
Total	100.0	3 339

13.2.3 Age

The median age (question F3) of the people who visited the CSCs was in the age cohort 31-50 years. See table 13.3. A substantial number of respondents (40%) fell in the age group under thirty-one (N=1 363)

Table 13.3: Age of respondents

Age	%	N
No response	3.5	117
<18	2.2	74
18-24	15.9	530
25-30	22.7	759

31-50	43.8	1 462
51+	11.9	397
Total	100.0	3 339

13.2.4 Population group

Visitors to the CSCs were asked with which population group they associated themselves most (question F1). The results show that 49.8% (N=1 663) of the visitors were Coloured, followed by 23.5% (N=786) Blacks, 16.5% (N=552) Whites and 0.6% (N=19) Asians. This reflection of visitors is roughly in line with the population composition of the Western Cape (Black 20.9%, Coloured 54.2%, White 20.8% and Indian 1% - 1996 census). See Table 13.4.

Table 13.4: Ethnic group of respondents

Ethnic group	%	N
No response	7.0	235
Black	23.5	786
Coloured	49.8	1 663
White	16.5	552
Asian	0.6	19
Other	2.5	84
Total	100.0	3 339

13.2.5 Times visited the Community Service Centre

Table 13.5 gives a reflection of how many times the respondents visited the CSC in the past twelve months (question B2). A substantial number (54%) of respondents visited the CSC more than once in the past twelve months (N=1 808). One may assume that the more a respondent has visited the CSC in the past twelve months the less his perception of the SAPS and CSC would be based on intuition and the more it would be based on experience.

Table 13.5: Number of times respondents visited the CSC

Number of times the CSC was visited	%	N
No response	3.3	110
1	42.6	1421
2	21.8	728
3	12.9	432
4	6.7	224
>4	12.7	424
Total	100.0	3 339

14 Reason for visiting the CSC

The survey reveals that just over one-third (34.6%) of the respondents visited the CSC for administrative reasons. Fourteen and a half percent (14.5%, N=483) reported violent

crime and 12.5% (N=417) reported property crime. (See table 14.1). For the purpose of writing of reports, reporting a crime, following up on a crime and the provision of information pertaining to a crime were clustered together as visiting the CSC for crime related purposes.

Table 14.1: Reason(s) for visiting the CSC

Reason for visit to CSC	%	N
Did not want to give reason	0.8	28
Report a violent crime	14.5	483
Report a property crime	12.5	417
Report other crime (non-violent/non-property)	6.1	202
Follow up on reported violent crime	2.5	83
Follow up on reported property crime	3.1	104
Follow up on reported other crime (non-violent/non-property)	2.3	76
Provide information about crime	2.2	73
Report a car accident	5.2	174
Administrative services	34.6	2255
Visit cells	6.1	201
Other	10.2	341
Total	100.0	3339

Gender had a statistically significant influence ($p=0.0000$) on the reasons why respondents visited the CSC. Of the 14.5% visits to report violent crime incidents, 54% were reported by females (N=234) and 46% by males (N=199). Likewise 63.3% females (N=50) visited the CSC to follow up on violent crime incidents, compared to 36.7% (N=29) males. See table 14.2)

Table 14.2: Gender and reason why respondents visited the CSC

Reason for visit to CSC	Male		Female		Total	
	%	N	%	N	%	N
Report a violent crime	46.0	199	54.0	234	14.3	433
Report a property crime	65.5	247	34.5	130	12.5	377
Report other crime (non-violent/non-property)	53.5	100	46.5	87	6.2	187
Follow up on reported violent crime	36.7	29	63.3	50	2.6	79
Follow up on reported property crime	62.9	61	37.1	36	3.2	97
Follow up on reported other crime (non-violent/non-property)	54.6	36	45.5	30	2.2	66
Provide information about crime	49.2	31	50.8	32	2.1	63
Report a car accident	74.7	118	25.3	40	5.2	158
Administrative services	57.9	618	42.1	450	35.4	1 068
Visit cells	55.3	105	44.7	85	6.3	190
Other	60.5	182	39.5	119	10.0	301
Total						3 019*

*For 320 respondents gender were not recorded.

15 Service Trio – ST

The Service Trio is a short index developed from the data as an indicator for “*over the counter*” service delivery and is based on the three pillars of any *contact service delivery* or Service Trio. It involves the respondents’ experience regarding:

- (i) Waiting time (question B1);
- (ii) Willingness to help (question D2); and
- (iii) Satisfaction with expected service (question D6).

These three elements in combination shed some light on the respondents’:

- i) Experience; and
- ii) Expectation in respect of service delivery.

Because of the almost neutral effect of language (see par 16.3) language as an element was not included in the ST.

The following scoring applies when determining the ST.

(i) Waiting time (11-point scale):

Good	11	(<2 min.)
	9	(2-5 min.)
	6	(6-10 min.)
Bad	1	(>10 min.)

Score were amended to accommodate an 11-point scale.

(ii) Willingness to help (11-point scale):

Good	11
Bad	1

(iii) Satisfaction with expected service (11-point scale):

Good	11
Bad	1

The best possible score for the 3 elements combined is 33 (11+11+11) and the worst possible score is for the 3 elements combined is 3 (1+1+1). The higher the score the better the result. The ST can also be expressed as a percentage (see Table 15.1 and Annexure C).

The ST for all the CSCs in the Western Cape was 19.2. Table 15.1 shows the mean scores of the different elements in the calculation of the ST.

Table 15.1: Mean scores of the elements in the STs for the different

ST element	Western Cape	Boland	East Metro	Southern Cape	West Metro
How long did you wait before you were helped	9.0	9.6	8.8	9.0	8.8
Treated with respect	9.1	9.2	9.3	8.8	9.1
Satisfaction with expected service	8.6	8.8	8.9	8.2	8.6
Total	26.7	27.6	27.0	26.0	26.5
Percentage	79.0%	82.0%	80.0%	76.7%	78.3%

The ST for the Southern Cape is the lowest at 26 and in the Boland and East Metropole it is respectively 27.6 and 27. In the case of some individual CSCs the ST is as low as 12. The best individual ST is close to 33.

Two elements in the ST are also part of the Serdex (see par 16). The ST is, however, a short index that may be used as a thermometer to measure service delivery on a continuous base during a specific time period. The Serdex has more value as an annual benchmark tool, is more comprehensive and expensive.

16 Service Delivery Index – Serdex

The Serdex is a construct of the elements, which were developed and motivated by means of various brainstorming sessions with people familiar with the work of the SAPS and the function of a CSC. Because of the nature of service delivery, these elements were all asked and measured as perceptions on the P-Index and together treated as a construct consisting of 3 categories, namely:

- (iv) The general state of the CSC facility;
- (v) The personal attention the respondent received; and
- (vi) General perceptions regarding safety in the CSC.

These three categories were measured with a total of 8 questions (D2 – D9) to form the Serdex. The Western Cape as province, being a composite of the four regions and the four regions (Boland, Southern Cape, East and West Metropole), are presented in a tabular manner.

The following scoring applies when determining the Serdex:

Good	11
Bad	1

The elements were all measured on an 11-point scale and dealt with the following 8 issues:

- (i) Personal/individuality of attention**
 - Willingness to help;
 - Treated with respect;
 - Communication (language);
 - Sensitive treatment; and
 - Satisfaction with expected service.
- (ii) General perceptions (surrounding and staff)**
 - Safe environment; and
 - Trust in SAPS staff.
- (iii) General appeal of facility**
 - Cleanliness of CSCs facility.

All elements of the Serdex were measured as perception/attitudes with the P-Index (see par 6) and recorded as a figure on a scale ranging from 1 to 11. The best possible score being 88 (8X11) and the worst possible score 8 (8X1). The higher the score the better the result. The Serdex can also be expressed as a percentage (see Annexure C).

Two elements in the ST are also part of the Serdex (see par 15). The ST is, however, a short index that could be used as a thermometer to measure service delivery on a

continuous base during a specific time period. The Serdex has more value as an annual benchmark tool, is more comprehensive and expensive.

The results show a general Serdex of 71.2 (on a scale ranging from 8-88) for the SAPS in the Western Cape. Looking at the breakdown in the different regions, the best Serdex is in the East Metropole (72.7), followed by the Boland (72.5). The Serdex for Southern Cape is 70.2. At some individual CSCs the Serdex is as high as 88 and as low as 40.

Looking at the elements that are combined in the Serdex, it seems that the extent to which the staff understood the respondents' language was evaluated most positively, with the East Metropole (10.0) and Southern Cape (10.1) leading in this respect. The Serdex element that scored the lowest was trust in the members of the CSC. The least trust was detected in the Southern Cape and West Metropole, both with a mean score of 7.8 out of a possible 11. (See table 16.1)

Table 16.1: Mean scores of the elements in the Serdex for the different regions

Serdex Element	Western Cape	Boland	East Metro	Southern Cape	West Metro
Willingness to help	8.8	8.9	9.0	8.6	8.8
Treated with respect	9.1	9.2	9.3	8.8	9.1
Communication (language)	9.9	9.8	10.0	10.1	9.8
Sensitive treatment	8.6	8.8	8.8	8.4	8.5
Satisfaction with service	8.6	8.8	8.9	8.2	8.6
Safe environment	9.2	9.3	9.3	9.4	8.9
Trust in SAPS staff	8.0	8.4	8.1	7.8	7.8
Cleanliness of facility	9.0	9.3	9.3	8.9	8.5
Serdex Total	71.2	72.5	72.7	70.2	70.0

16.1 Facility

The physical appearance and cleanliness of any building often contributes to positive or negative first impressions/stereotyping. Because most visitors to the police station visit only the CSC, and to shed some light on the experience of visitors when they visit their police station, respondents were asked how clean they experienced the CSC. The cleanliness of CSCs was rated as 9.0 (in the Western Cape) on the P-Index (see table 16.1). For the West Metropole the score was 8.5 and for both the Boland and East Metropole the scores were 9.3.

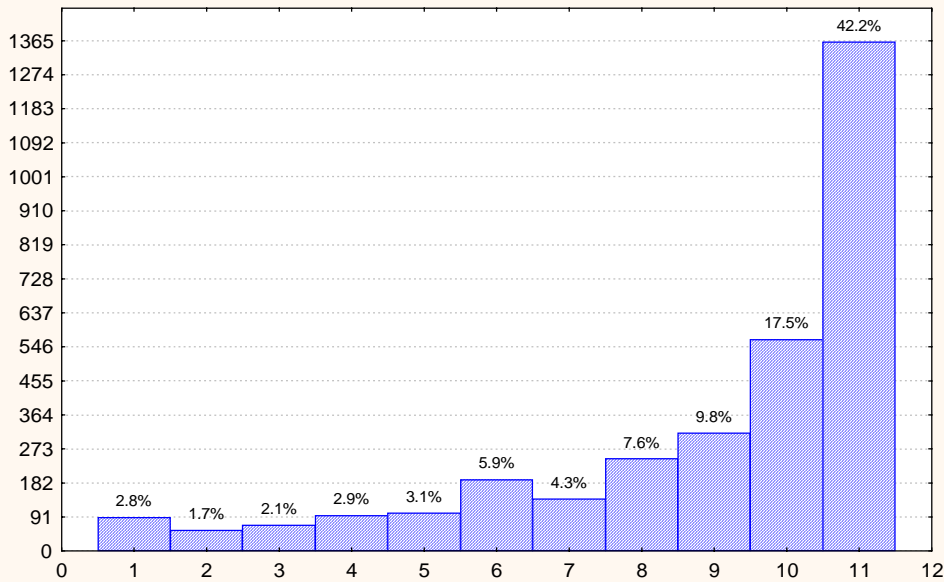
It should be borne in mind that this measurement reflects a stereotyped perception, as the respondents were not asked to specifically look for the cleanliness of the building before they went into the building. However, it is also to be expected that exceptional untidiness or cleanliness will make a sub-conscious impression on the visitor, and prompted for a response on this issue will reveal this "reality" in the minds of the people visiting the CSC.

The level of cleanliness measured was supported by responses on the open-ended question (see paragraph 18.2) which asked the respondent that she/he would be in a

position to change anything in the CSC, what would it be. Twelve point five percent (12.5%) of the responses related to the facilities of the CSC or the building in general.

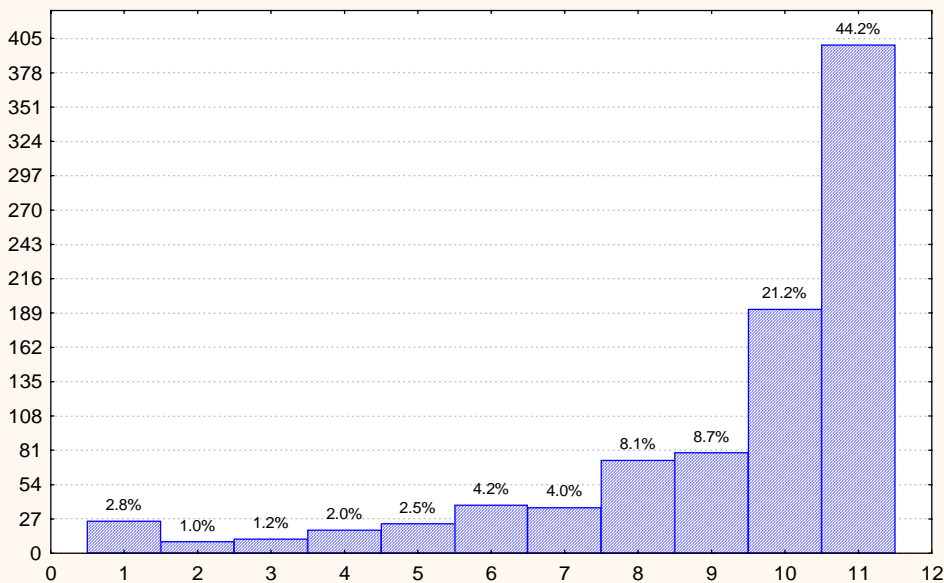
Figures 16.1 to 16.5 reflects the responses received on the question under discussion by region.

FIGURE 16.1: WESTERN CAPE: HOW CLEAN THE RESPONDENTS EXPERIENCED THE CSC



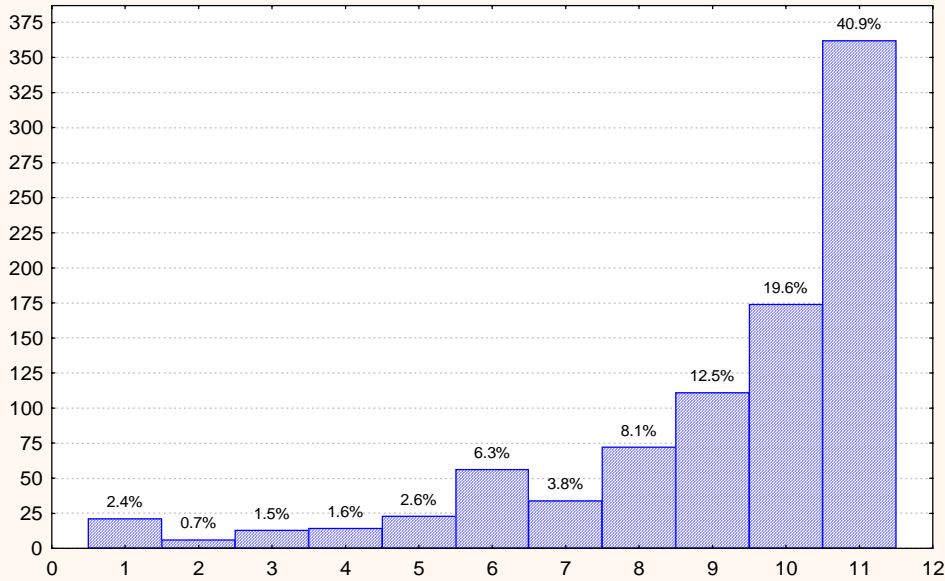
In general respondents experienced the CSCs in the Western Cape as clean with a Serdex score of 9.0 – this is the fourth highest score after Communication and language (9.9), Safe environment (9.2) and Treated with respect (9.1). Some deviation from this norm, is however, apparent with 18.5% of respondents with scores below 7.

FIGURE 16.2: BOLAND REGION: HOW CLEAN THE RESPONDENTS EXPERIENCED THE CSC



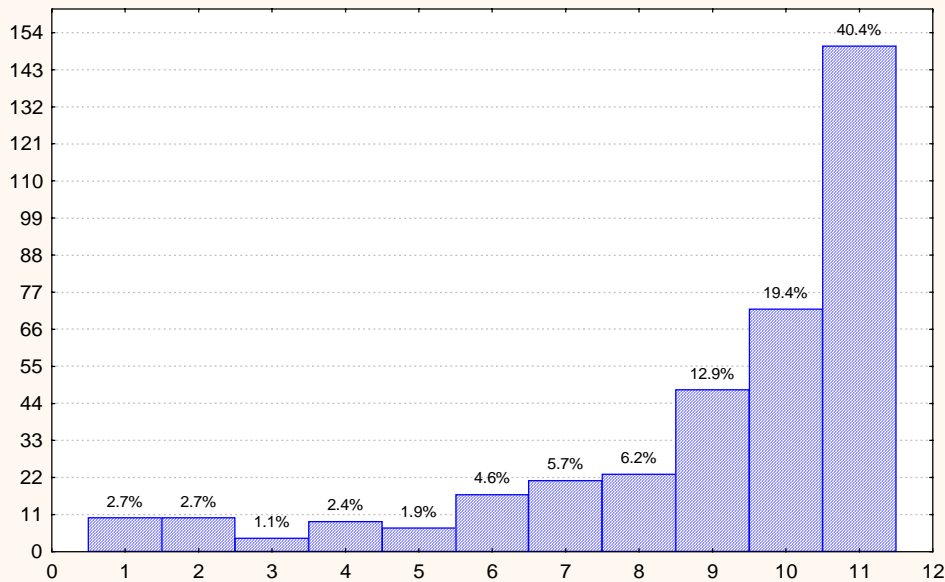
Boland region, together with the East Metropole, had the highest score for cleanliness – 9.3. Only 13.7% of respondents had scored below 7. At Botrivier, Eendekuil, Elim, Laingsburg, Napier, St Helena, Struisbaai, Touwsrivier and Van Rynsdorp CSCs the individual score was 11. The lowest score was recorded at Bredasdorp (5).

FIGURE 16.3: EAST METROPOLE: HOW CLEAN THE RESPONDENTS EXPERIENCED THE CSC



East Metropole, together with Boland, had the highest score for cleanliness – 9.3. Just over fifteen percent (15.1%) of respondents scored below 7. At Milnerton CSC the individual score was 11. The lowest score was recorded at Mfuleni (5.4).

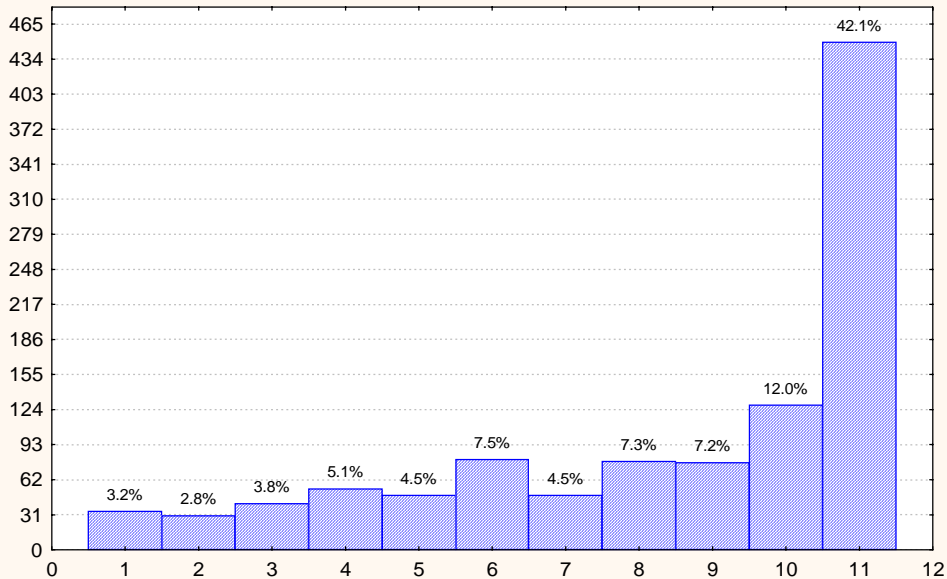
FIGURE 16.4: SOUTHERN CAPE: HOW CLEAN THE RESPONDENTS EXPERIENCED THE CSC



The Southern Cape recorded a score of 8.9 for cleanliness. Almost fifteen and a half percent (15.4%) of respondents scored below 7. At De Rust, Herbetsdale, Kwa-

Nonqaba, Leeu-Gamka, Nelspoort, Nieuveld Park and Wilderness CSCs the individual score was 11. The lowest score was recorded at Herold (3.1).

FIGURE 16.5: WEST METROPOLE: HOW CLEAN THE RESPONDENTS EXPERIENCED THE CSC



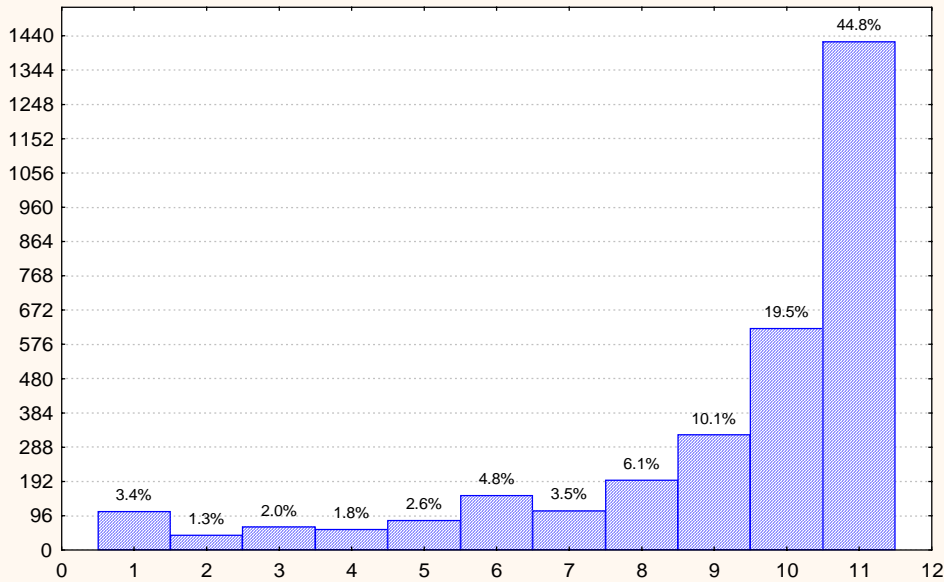
The West Metropole recorded a score of 8.5 for cleanliness, placing it in the last place when compared to the other regions. They also score well below the Western Cape norm (9.0). More than a quarter (26.9%) of respondents scored below 7. At Simonstown CSC the individual score was 11. The lowest score was recorded at Langa (3.9).

16.2 Treated with respect

One of the most important elements of service delivery, especially in a policing environment, is being treated with respect. Being treated with respect is in most cases a perception that is based on a subjective feeling and/or irrational thinking and is complicated by emotional situations.

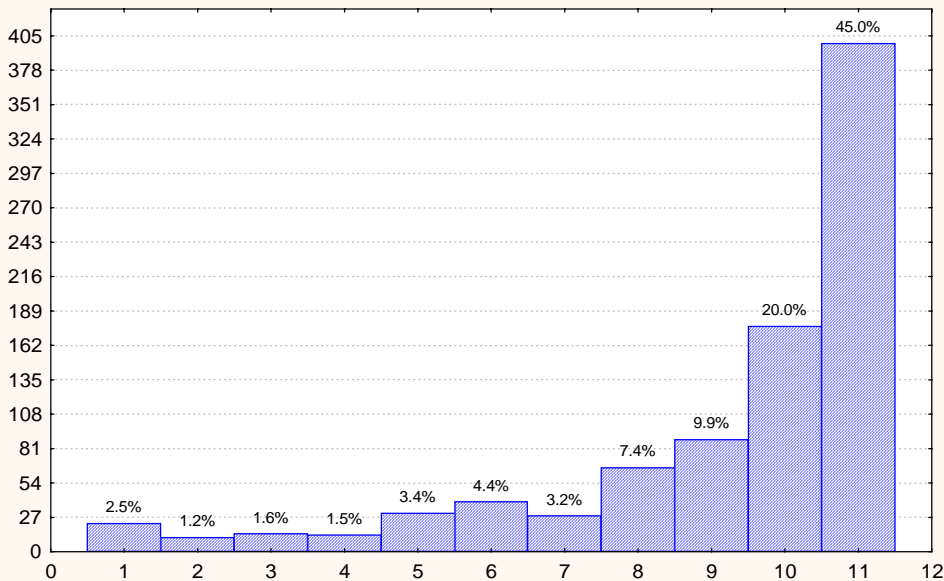
The survey shows an average score of 9.1 pertaining to this issue in the Western Cape (see table 16.1). See figures 16.6 to 16.10 for detailed responses in this regard for the Western Cape and its different regions.

FIGURE 16.6: WESTERN CAPE: EXTENT TO WHICH THE RESPONDENTS FELT THAT THEY WERE TREATED WITH RESPECT



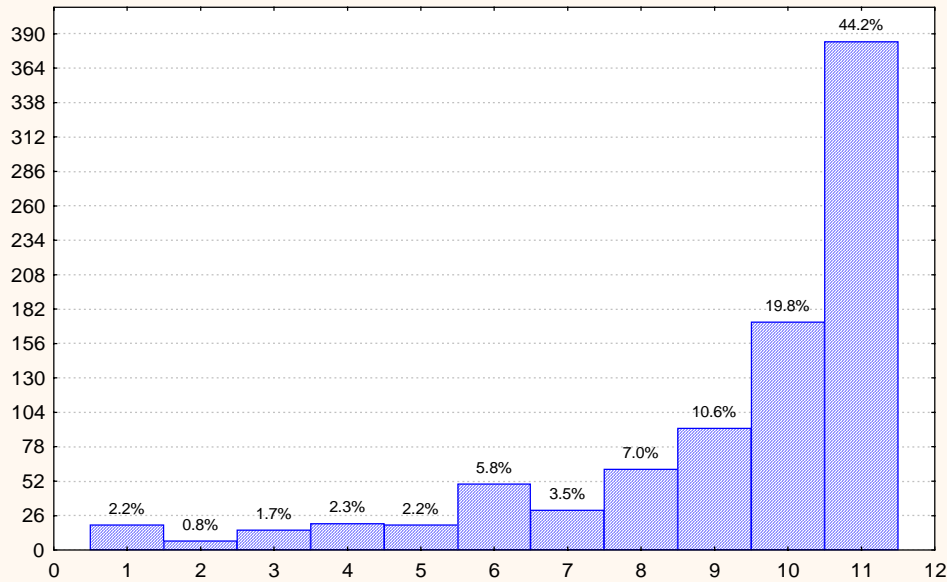
In general respondents experienced being treated with respect in the Western Cape with a Serdex score of 9.1. This is the third highest score after Communication and language (9.9) and Safe environment (9.2). Some regional deviations from this norm are, however, apparent with 15.9% of respondents with scores below 7.

FIGURE 16.7: BOLAND: EXTENT TO WHICH THE RESPONDENTS FELT THAT THEY WERE TREATED WITH RESPECT



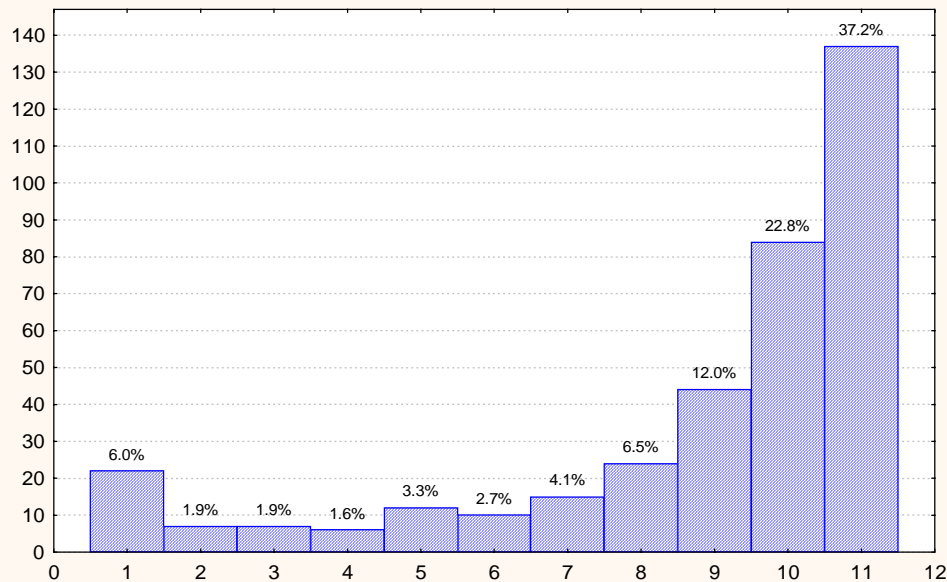
The score with regard to Boland is 9.2 (see figure 16.1). Almost fifteen percent (14.6%) of respondents scored below 7. At Botrivier, McGregor, Napier, Saron, St Helena and Struisbaai CSCs the individual score was 11. The lowest score was recorded at Bredasdorp (2.8).

FIGURE 16.8: EAST METROPOLE: EXTENT TO WHICH THE RESPONDENTS FELT THAT THEY WERE TREATED WITH RESPECT



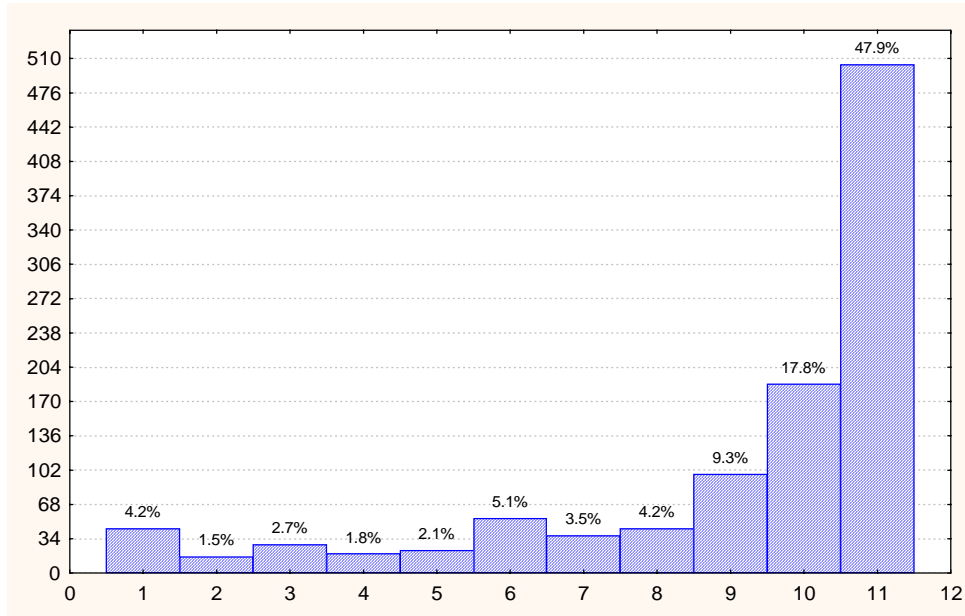
The score with regard to the East Metropole is the highest in the Province at 9.3. Fifteen percent of respondents scored below 7. At Cape Town International Airport CSC the individual score was 11. The lowest score was recorded at Harare (5.3).

FIGURE 16.9: SOUTHERN CAPE: EXTENT TO WHICH THE RESPONDENTS FELT THAT THEY WERE TREATED WITH RESPECT



The Southern Cape underscored in comparison to the other regions with regard to this issue with a score of 8.8. Some concern is raised by the fact that 6% of all respondents rated service in this regard as 1 out of a possible 11. Almost seventeen and a half percent (17.4%) of respondents scored below 7. At Wilderness CSC the individual score was 11. The lowest score was recorded at Herold (2.6).

FIGURE 16.10: WEST METROPOLE: EXTENT TO WHICH THE RESPONDENTS FELT THAT THEY WERE TREATED WITH RESPECT



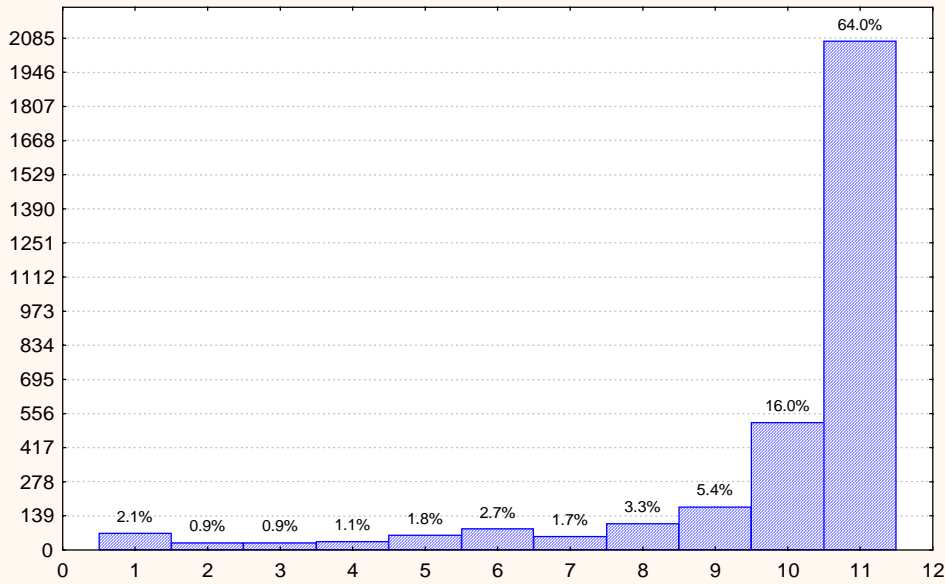
The score with regard to the West Metropole is 9.1. Almost seventeen and a half percent (17.4%) of respondents scored below 7. At Kirstenhof CSC the individual score was (10.8). The lowest score was recorded at Guguletu (6.5).

16.3 Communication - language

Service delivery in a CSC is normally done via verbal communication. If a member of the public cannot make himself/herself understood, it could have serious consequences, especially in the case of laying charges or communicating other sensitive issues. As South Africa is a multi-lingual society, it is to be expected that the inability of the service deliverer to communicate in the preferred language of the client may be interpreted as bad service delivery.

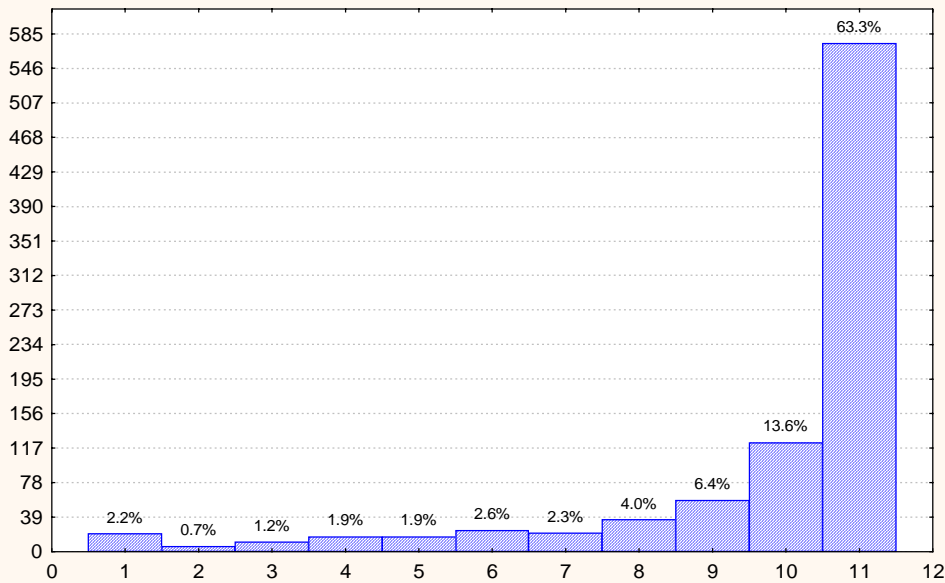
In this survey respondents were asked to what extent his/her language was understood. This was the Serdex element that scored the highest in the Western Cape (9.9 – see table 16.1). See figures 16.11 to 16.15 for a breakdown of the responses on this issue into the different regions.

FIGURE 16.11: WESTERN CAPE: THE EXTENT TO WHICH RESPONDENTS THOUGHT THAT THEIR LANGUAGE WAS UNDERSTOOD



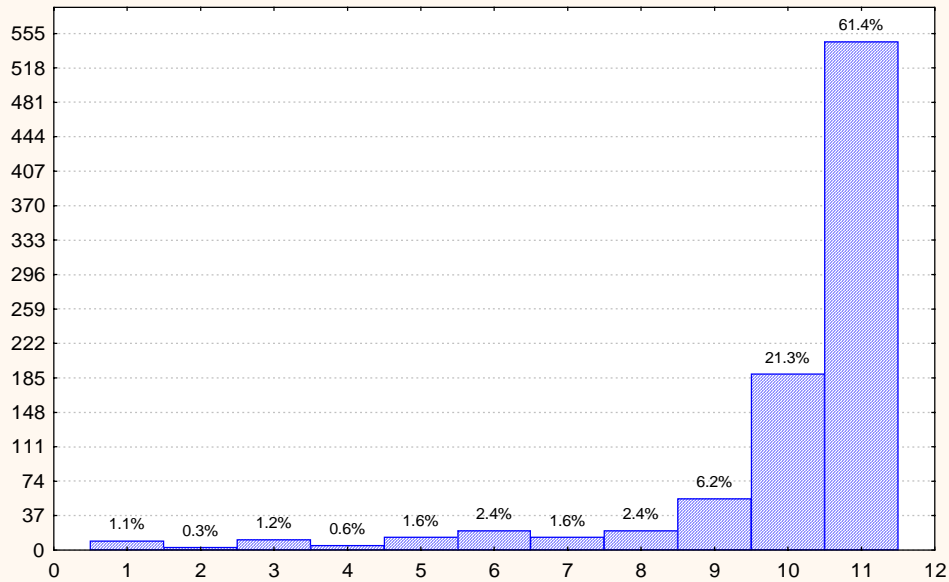
In general respondents experienced being understood. The Western Cape score of 9.9 out of a possible score of 11 is by far the best individual Serdex score. Almost two-thirds (64%) of respondents were fully satisfied in this regard. Small regional deviations from this norm are apparent with only 9.5% of respondents with scores below 7.

FIGURE 16.12: BOLAND: THE EXTENT TO WHICH RESPONDENTS THOUGHT THAT THEIR LANGUAGE WAS UNDERSTOOD



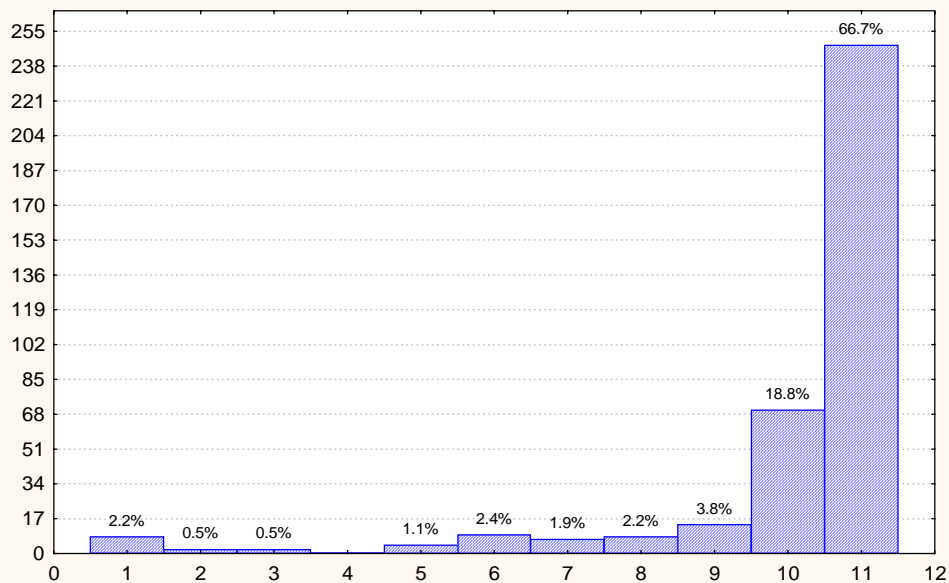
The score with regard to the Boland region is high at 9.8. Just over ten percent (10.5) of respondents scored below 7 and 63.3% scored 11. At fifteen CSCs the individual score was 11.

FIGURE 16.13: EAST METROPOLE: THE EXTENT TO WHICH RESPONDENTS THOUGHT THAT THEIR LANGUAGE WAS UNDERSTOOD



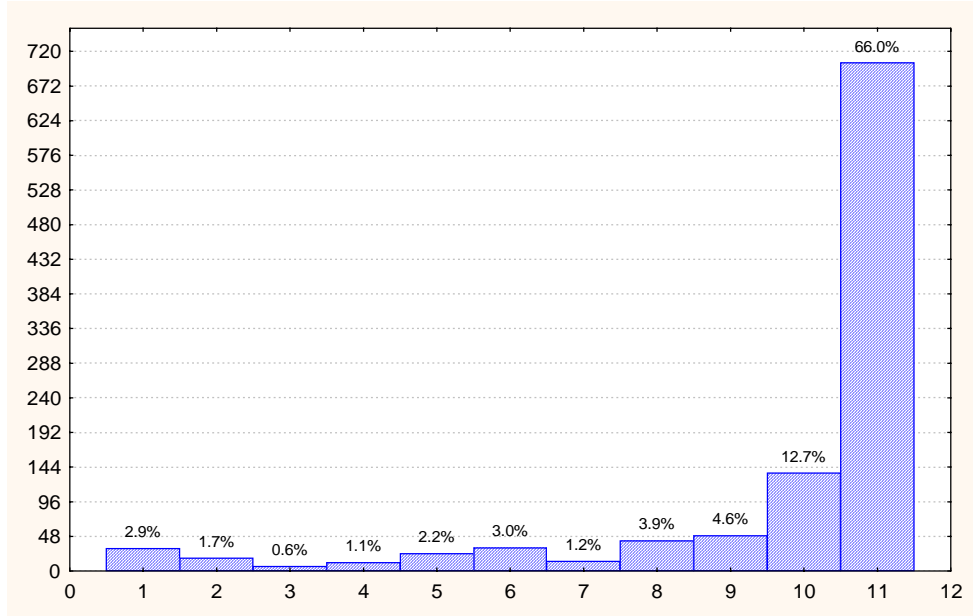
The score with regard to the East Metropole region is high at 10.0. Only 7.2% of respondents scored below 7 and 61% scored 11. At Milnerton CSC the individual score was 11. The lowest score was recorded at Bishop Lavis (8.5).

FIGURE 16.14: SOUTHERN CAPE: THE EXTENT TO WHICH RESPONDENTS THOUGHT THAT THEIR LANGUAGE WAS UNDERSTOOD



The score with regard to the Southern Cape is the highest in the Province at 10.1. Only 6.7% of respondents scored below 7 and 85.5% scored either 10 or 11. At eleven CSCs the individual score was 11. The lowest score was recorded at Uniondale (4.8).

FIGURE 16.15: WEST METROPOLE: THE EXTENT TO WHICH RESPONDENTS THOUGHT THAT THEIR LANGUAGE WAS UNDERSTOOD

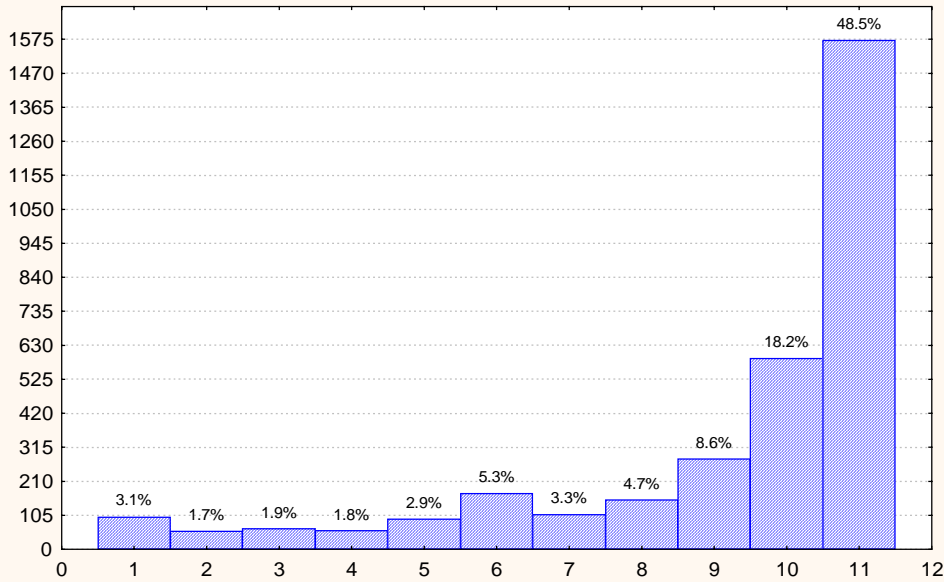


The score with regard to the West Metropole is high at 9.8. Just over ten percent (11.5) of respondents scored below 7 and 66.6% scored 11. At Langa CSC the individual score was (10.9). The lowest score was recorded at Table Bay Harbour and Wynberg CSCs (8.2).

16.4 Safe environment

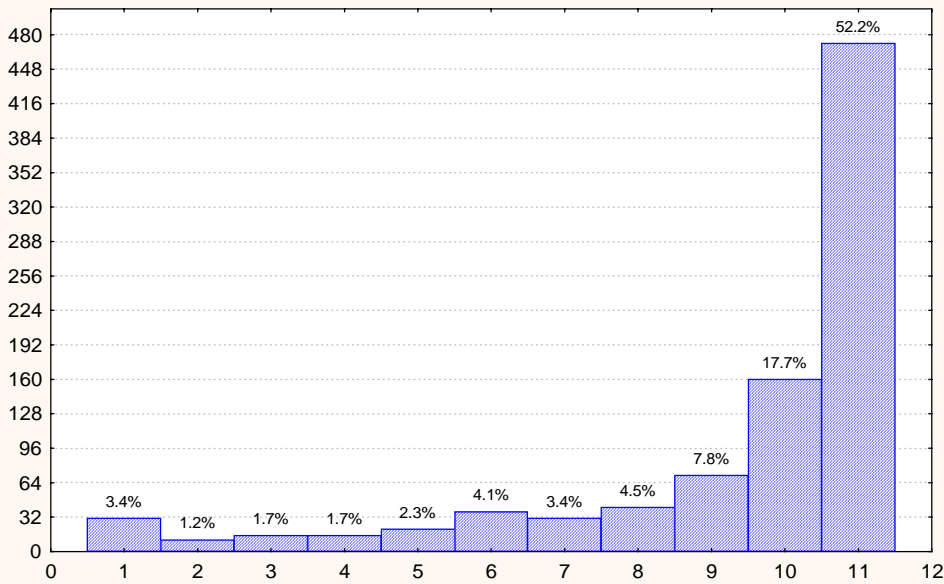
Any CSC should project what is central to the SAPSs vision – a safe environment. In an environment where places of safety and where people could feel safe and be protected are becoming fewer, the concept of a CSC becomes vital to maintain law and order and to project a safe haven to all sectors of society. Against this background, the question was asked how safe respondents felt inside the CSC. The survey shows an average of 9.2 (see table 16.1). See figures 16.16 to 16.20 for a reflection of responses on how safe the respondents felt in their CSC for the Western Cape and the different regions.

FIGURE 16.16: WESTERN CAPE: HOW SAFE THE RESPONDENTS FELT IN THEIR CSC



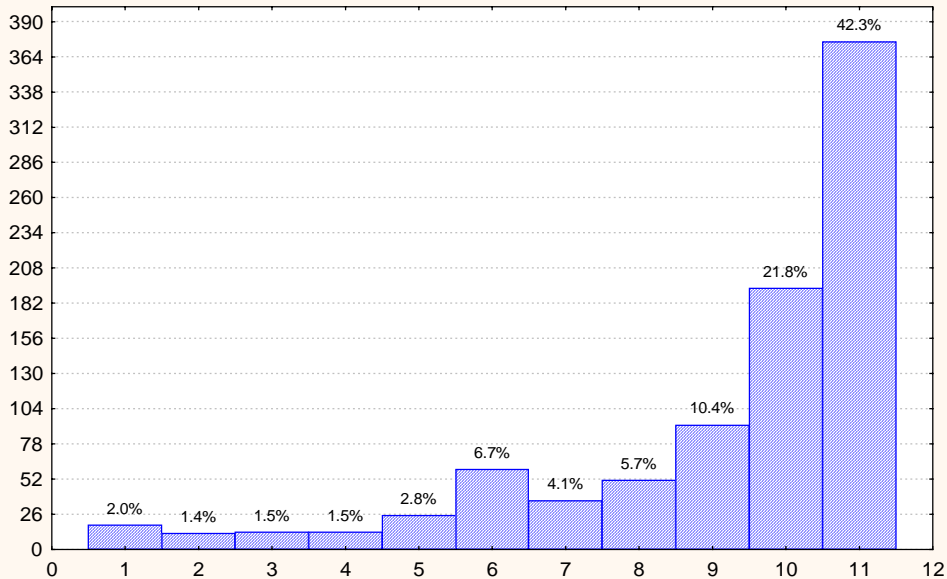
In general respondents felt safe in CSC in the Western Cape with a Serdex score of (9.2). This is the second highest score, next to Communication – language at 9.2. Some deviation from this norm is, however, apparent with 16.7% of respondents with scores below 7.

FIGURE 16.17: BOLAND: HOW SAFE THE RESPONDENTS FELT IN THEIR CSC



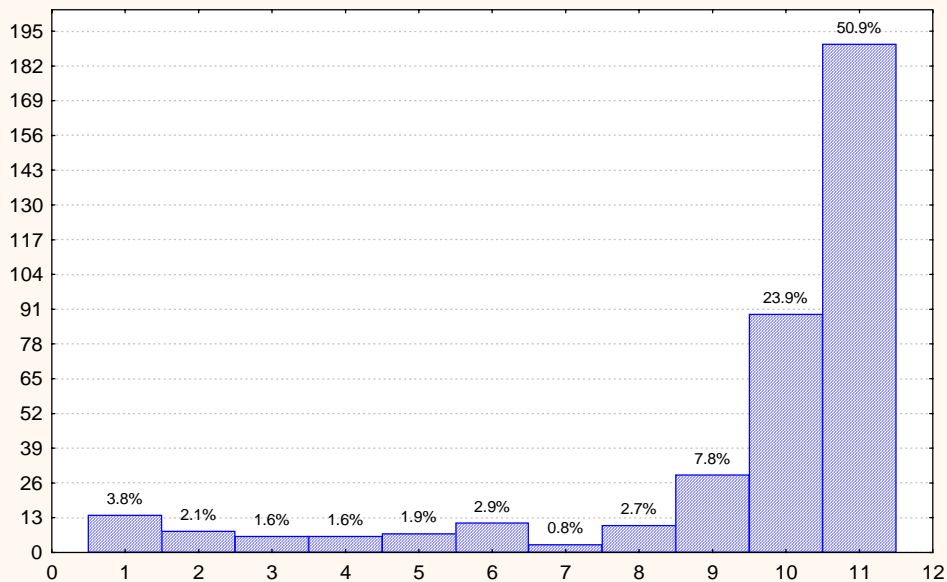
The Boland region, together with the East Metropole, had the second highest score for feeling safe – 9.3. Only 14.4% of respondents scored below 7. At Laingsburg, McGregor, Napier, Riebeeck West, St. Helena Bay, Struisbaai and Van Rhynsdorp CSCs the individual score was 11. The lowest score was recorded at Bredasdorp (2.5).

Figure 16.18: East Metropole: How safe the respondents felt in their CSC



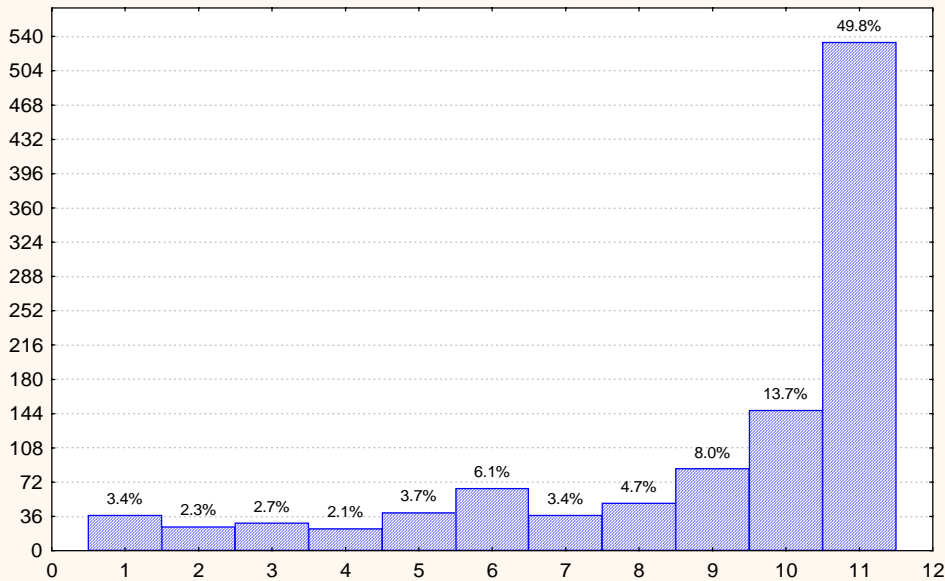
The East Metropole, together with Boland region, had the second highest score for feeling safe – 9.3. Only 15.9% of respondents scored below 7. At Cape Town International Airport and Melkbosstrand CSCs the individual score was 11. The lowest score was recorded at Lingulethu – West (6.9).

FIGURE 16.19: SOUTHERN CAPE: HOW SAFE THE RESPONDENTS FELT IN THEIR CSC



The Southern Cape had the highest score for feeling safe – 9.4. Only 13.9% of respondents scored below 7. At Kwa-Nongqaba, Nieuveltdt Park, Wilderness and Zoar CSCs the individual score was 11. The lowest score was recorded at Uniondale (4).

FIGURE 16.20: WEST METROPOLE: HOW SAFE THE RESPONDENTS FELT IN THEIR CSC

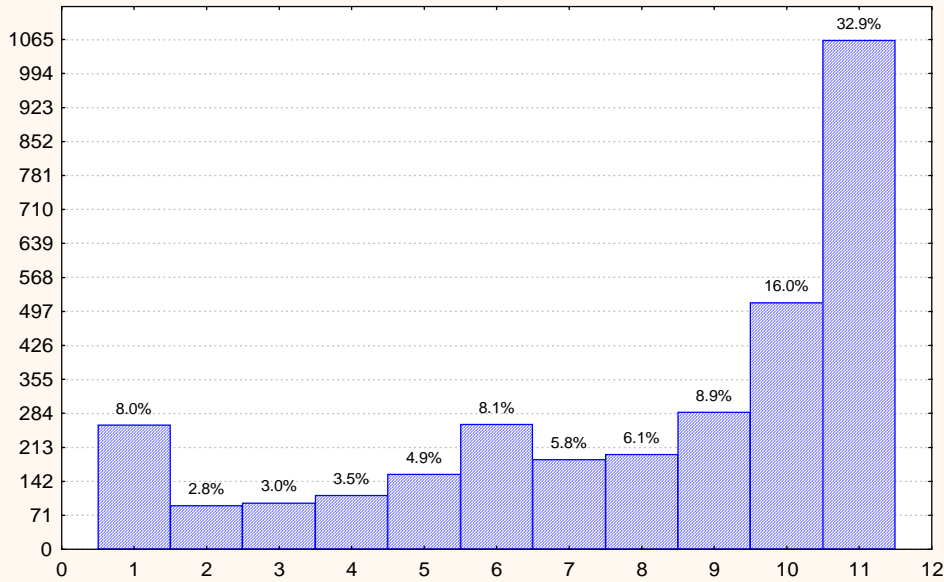


The West Metropole had the lowest score for feeling safe – 8.9 (this deviates substantially from the Western Cape norm as well as the other regions). One-fifth (20.3%) of respondents had below 7. At Simonstown CSC the individual score was 11. The lowest score was recorded at Muizenberg (6.4).

16.5 Trust in SAPS staff

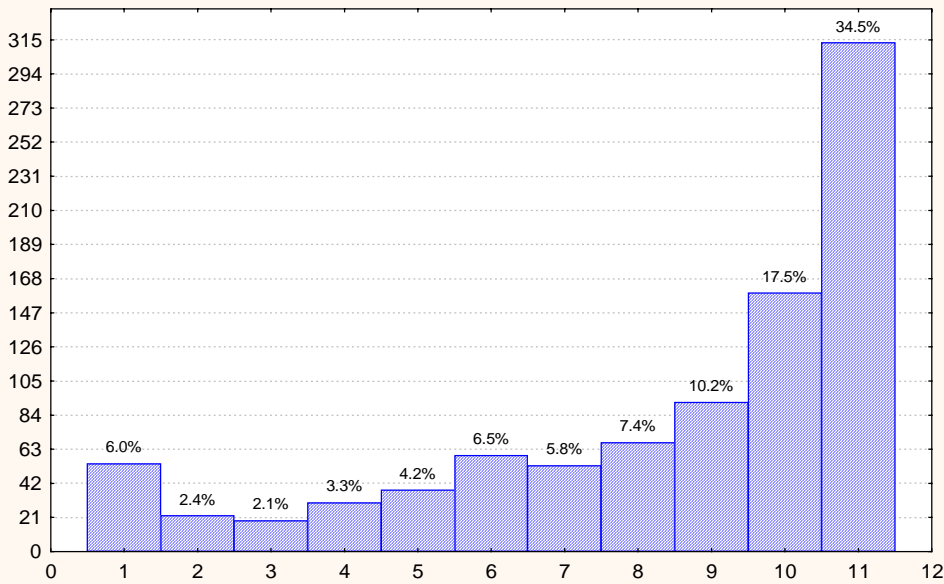
One of the most fundamental issues for any service delivery in a police environment is trust in the service deliverer. In the case of a police service, this fundamental issue takes on a specific meaning that could be regarded as critical for the service to be successful in fulfilling its lawful task. If the public does not show trust in the SAPS in their efforts to combat lawlessness and in their objective role in the development of a secure and just post-apartheid society, their efforts to maintain law and order and to create a safe and secure environment for all will falter. The respondents were asked to what extent they trust the members of their CSC. This was the one question which scored the lowest rating (8.0 – see table 16.1) among all of the Serdex elements. See figures 16.21 to 16.25 for responses on the level of trust in the Western Cape and the different regions.

FIGURE 16.21: WESTERN CAPE: LEVEL OF TRUST IN THE MEMBERS OF THE CSC



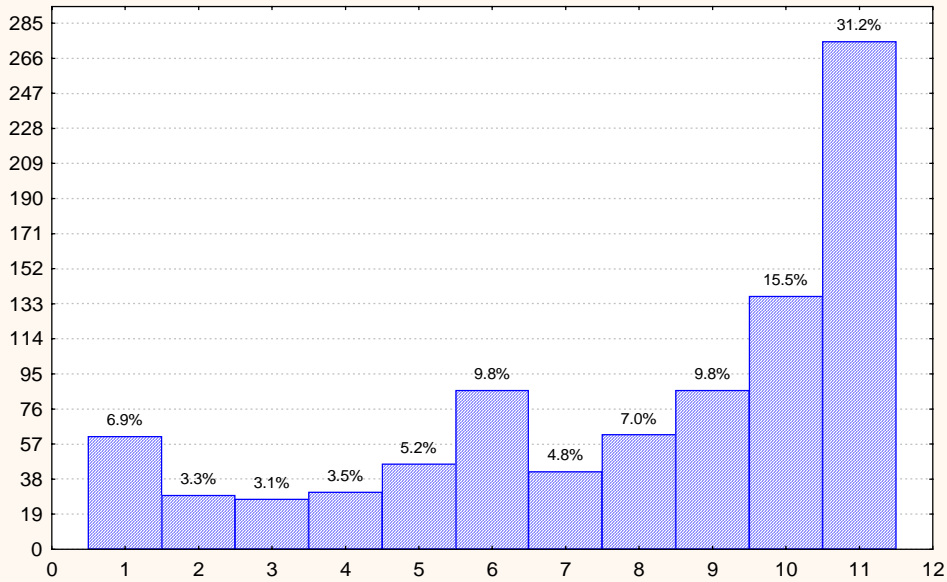
There is a tendency towards not trusting members of the CSCs in the Western Cape with a Serdex score of (8.0). This is the lowest score element in the province. Only 48.9% of respondents scored between 10 and 11 and 33.3% of respondents scored below 7.

FIGURE 16.22: BOLAND: LEVEL OF TRUST IN THE MEMBERS OF THE CSC



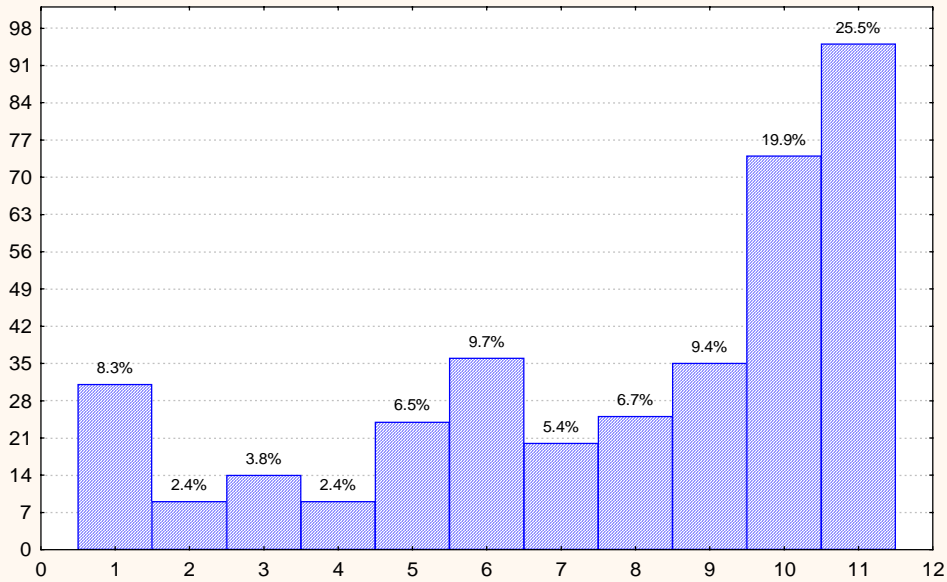
The Boland region had the highest score at 8.4. One-quarter (24.5%) of respondents scored below 7. At Napier, Nuwerus and Struisbaai CSCs the individual score was 11. Several low scores (1) were recorded.

FIGURE 16.23: EAST METROPOLE: LEVEL OF TRUST IN THE MEMBERS OF THE CSC



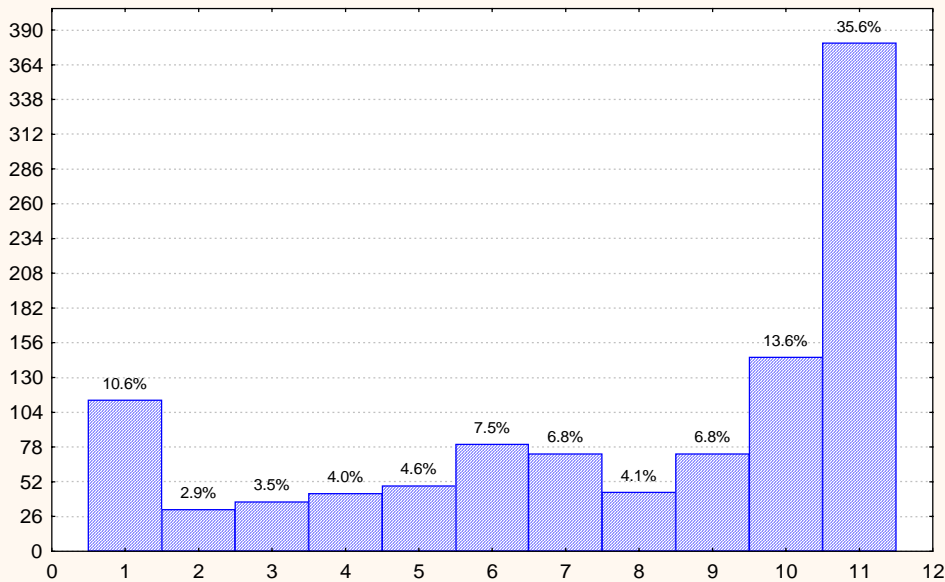
The east Metropole had the second highest score at 8.1. Almost one-third (31.5%) of respondents scored below 7. At Cape Town International Airport CSC the individual score was 10.8. The lowest score was recorded at Harare (4.5)

FIGURE 16.24: SOUTHERN CAPE: LEVEL OF TRUST IN THE MEMBERS OF THE CSC



The Southern Cape, together with the West Metropole, had the lowest score at 7.8. One-third (33.1%) of respondents scored below 7. At Wilderness CSC the individual score was 11. The lowest score was recorded at Uniondale (3.8).

FIGURE 16.25: WEST METROPOLE: LEVEL OF TRUST IN THE MEMBERS OF THE CSC

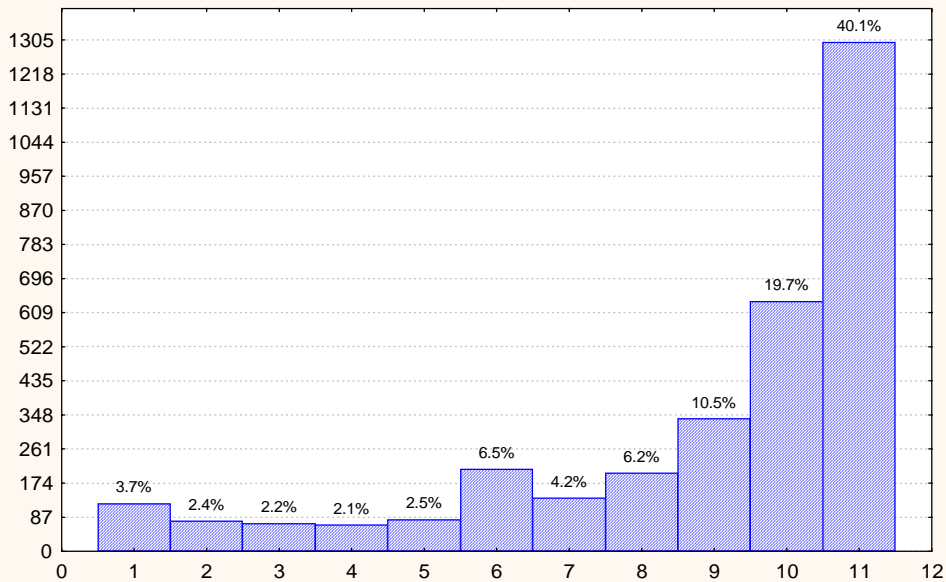


The West Metropole, together with the Southern Cape, had the lowest score at 7.8. One-third (33.1%) of respondents scored below 7. At Kirstenhof and Landsdowne CSCs the individual score was 10.4. The lowest score was recorded at Kensington (4.5)

16.6 Willingness to help

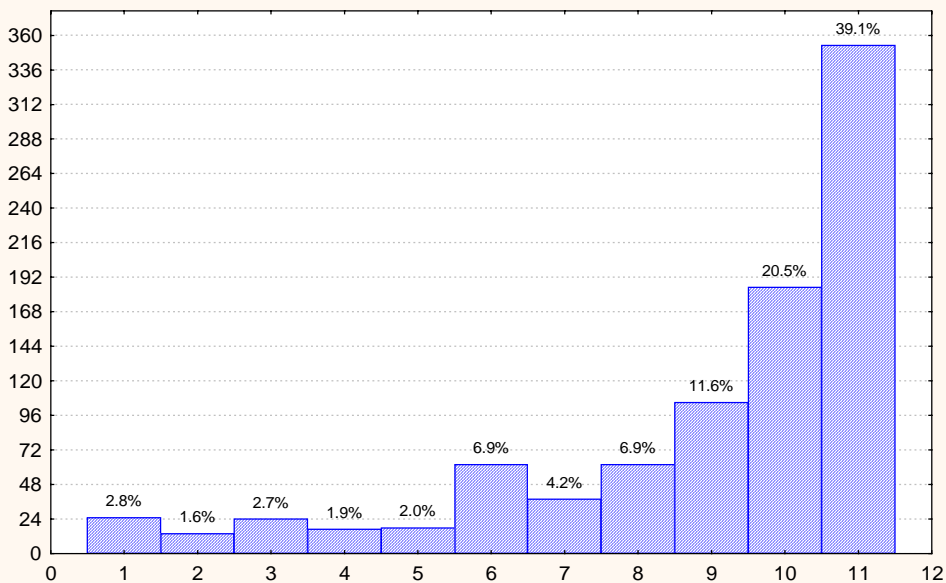
Clients' perception of a service providers' willingness to help is based on the observed attitude and behaviour of the latter. This is a culmination of promptness, effort and knowledge of the system and is translated for the purpose of this survey by the perception of willingness to help. One of the important elements of bad service delivery is if the service deliverer projects the image of unwillingness to help. The survey shows a mean score of 8.8 for the Western Cape (see table 16.1). See figures 16.26 to 16.30 for the respondents' evaluation of the staff's willingness to help in the Western Cape and the different regions.

FIGURE 16.26: WESTERN CAPE: THE STAFF'S WILLINGNESS TO HELP



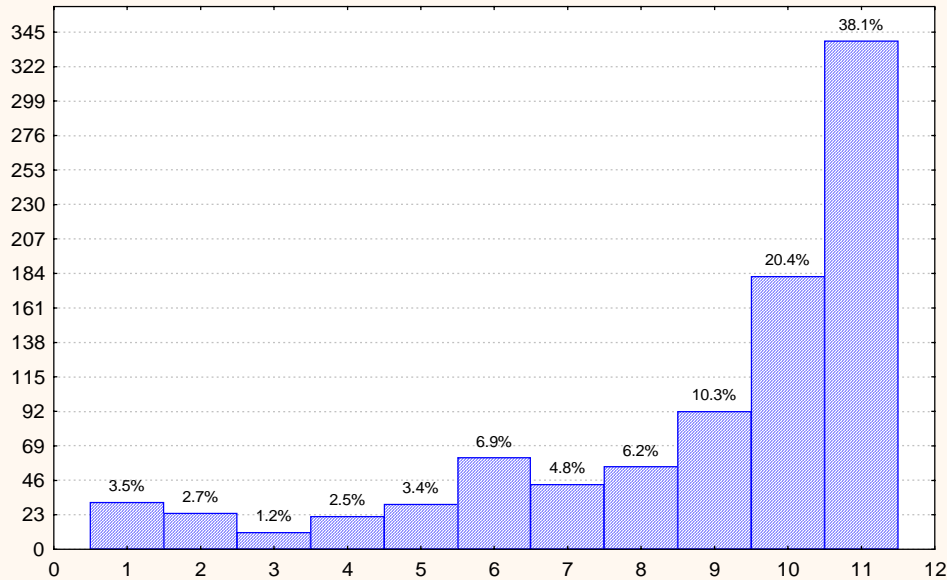
Willingness to help is the fourth-lowest score in the Western Cape (8.8) followed only by Sensitive treatment and Satisfaction with service at 8.6 and Trust in the SAPS at 8.0. Only 59.8% of respondents scored between 10 and 11 and 19.4% of respondents scored below 7.

FIGURE 16.27: BOLAND: THE STAFF'S WILLINGNESS TO HELP



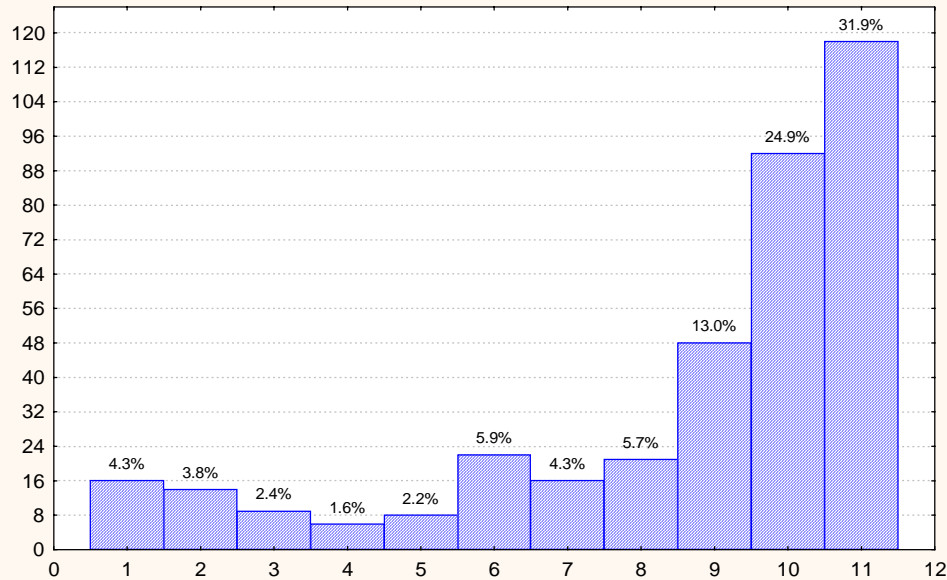
The Boland region had the second highest score at 8.9. Just fewer than eighteen percent (17.9%) of respondents scored below 7. The small CSCs tend to score high with regard to this issue.

FIGURE 16.28: EAST METROPOLE: THE STAFF'S WILLINGNESS TO HELP



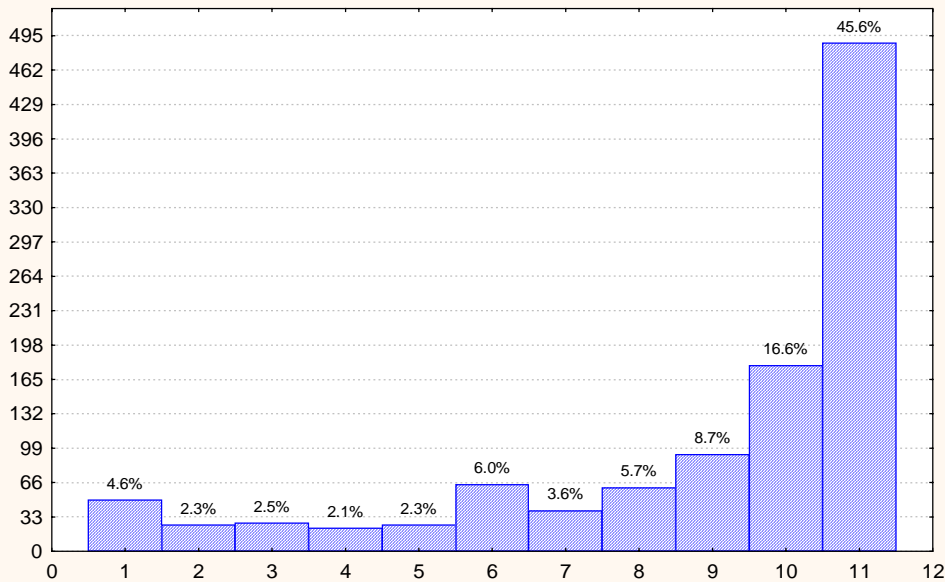
The East Metropole had the highest score at 9.0. Just over one-fifth (20.2%) of respondents scored below 7. At Cape Town International Airport and Table View CSCs the individual score was 11. The lowest score was recorded at Harare (5.3)

FIGURE 16.29: SOUTHERN CAPE: THE STAFF'S WILLINGNESS TO HELP



The Southern Cape had a score of 8.6 (see table 16.1). Just over one-fifth (20.2%) of respondents scored below 7. At De Rust and Wilderness CSCs the individual score was 11. The lowest score was recorded at Herold (2.8).

FIGURE 16.30: WEST METROPOLE: THE STAFF'S WILLINGNESS TO HELP



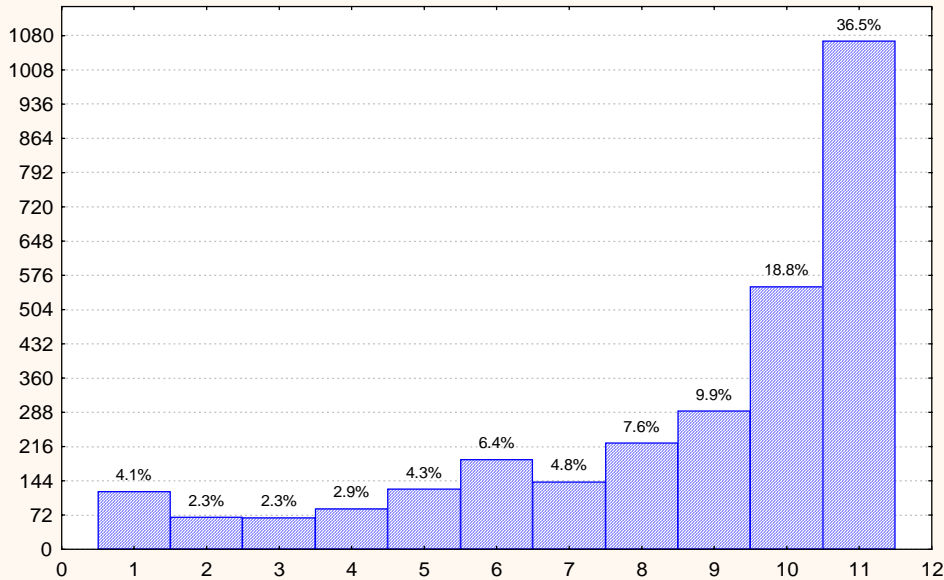
The West Metropole had a score of 8.8 (see table 16.1). Just under one-fifth (19.8%) of respondents scored below 7. At Kirstenhof CSC the individual score was 10.6. The lowest score was recorded at Mowbray (6.5).

16.7 Case sensitivity

The seriousness of the cases that are reported at CSCs could vary from not sensitive at all, to extremely sensitive. However, what is considered to be sensitive or not, is not an objective evaluation dependent on the nature of the case, but rather what the client considers to be sensitive or not. When a person is asked what his/her income is, could be sensitive for some and not sensitive for others. The same holds true for issues like simple matter such as names of people involved, etc. It is often heard that rape victims often complain that they were not treated in a sensitive way, especially with reference to privacy and the emotional state that they were in. One of the golden rules for good service delivery in a police environment should be to treat all cases/administration as sensitive.

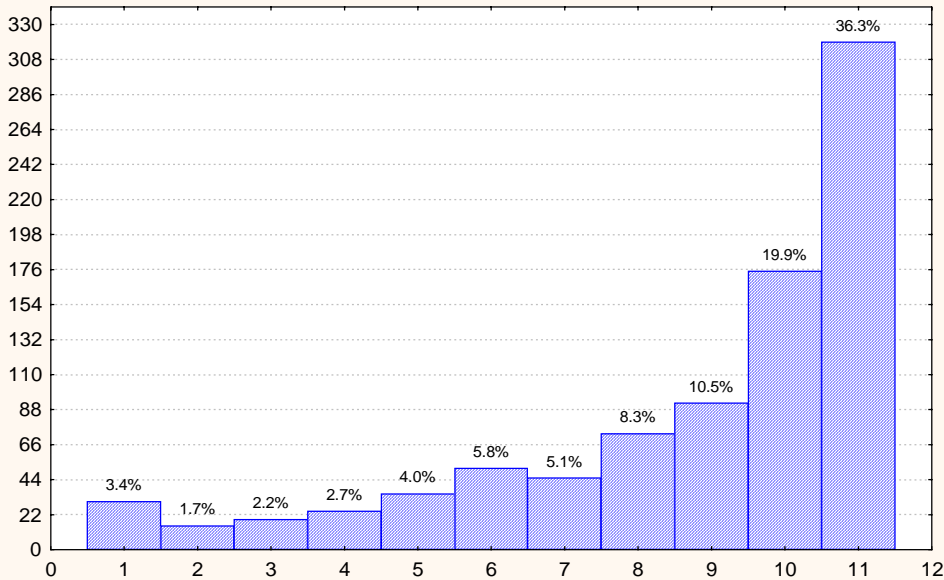
The visitors to CSCs in the Western Cape evaluated the sensitivity of their treatment as 8.6 out of a possible 11 (see table 16.1). Figures 16.31 to 16.35 reflect case sensitivity in the Western Cape and the different regions.

FIGURE 16.31: WESTERN CAPE: LEVEL OF SENSITIVITY CASES WERE TREATED WITH



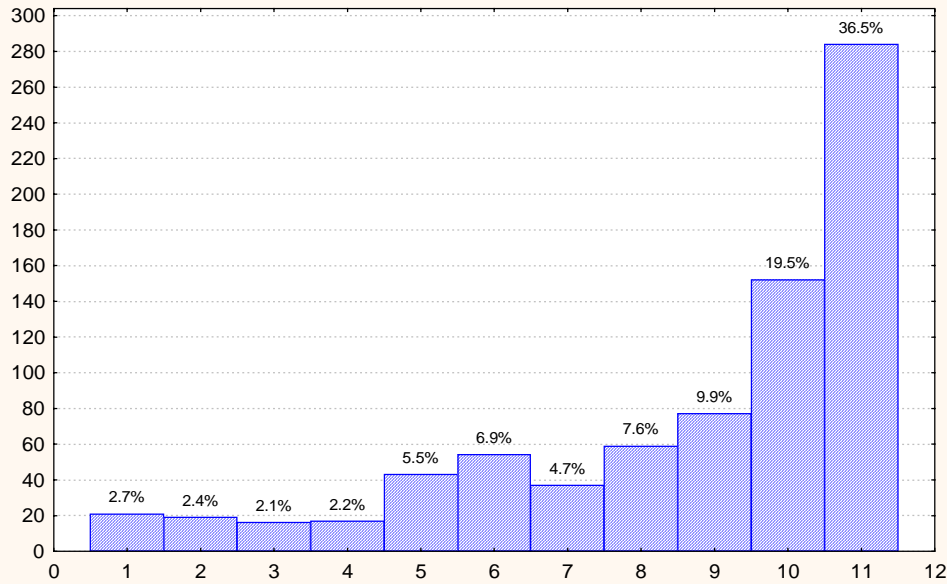
Case sensitivity and Satisfaction with service is the second lowest score in the Western Cape (8.6) followed only by Trust in the SAPS at 8.0. Only 55.3% of respondents scored between 10 and 11 and 22.3% of respondents scored below 7.

FIGURE 16.32: BOLAND: LEVEL OF SENSITIVITY CASES WERE TREATED WITH



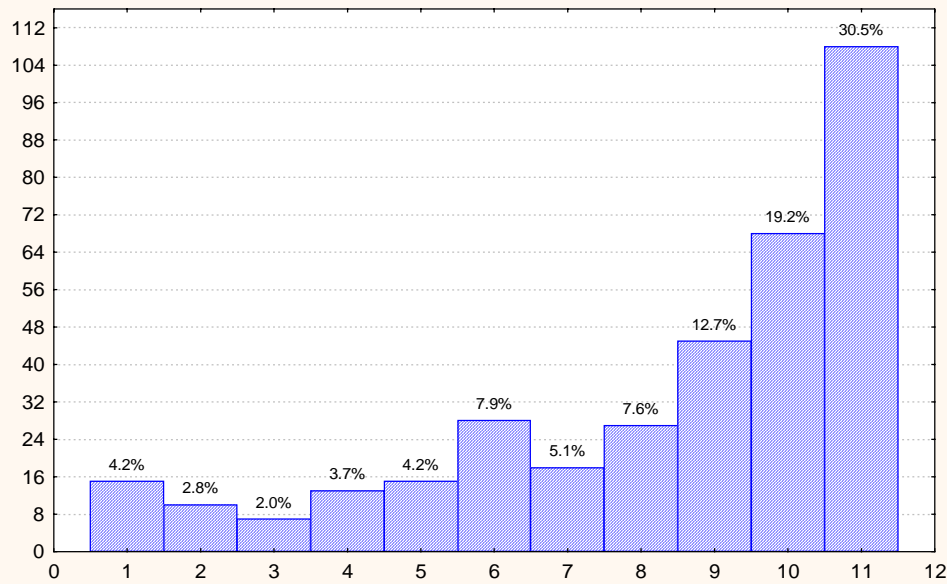
The Boland region, together with the East Metropole, had the highest score at 8.8. Just under one-fifth (19.8%) of respondents scored below 7. At Botrivier, Napier and Struisbaai CSCs the individual score was 11. The lowest score was recorded at Bredasdorp (2.8).

FIGURE 16.33: EAST METROPOLE: LEVEL OF SENSITIVITY CASES WERE TREATED WITH



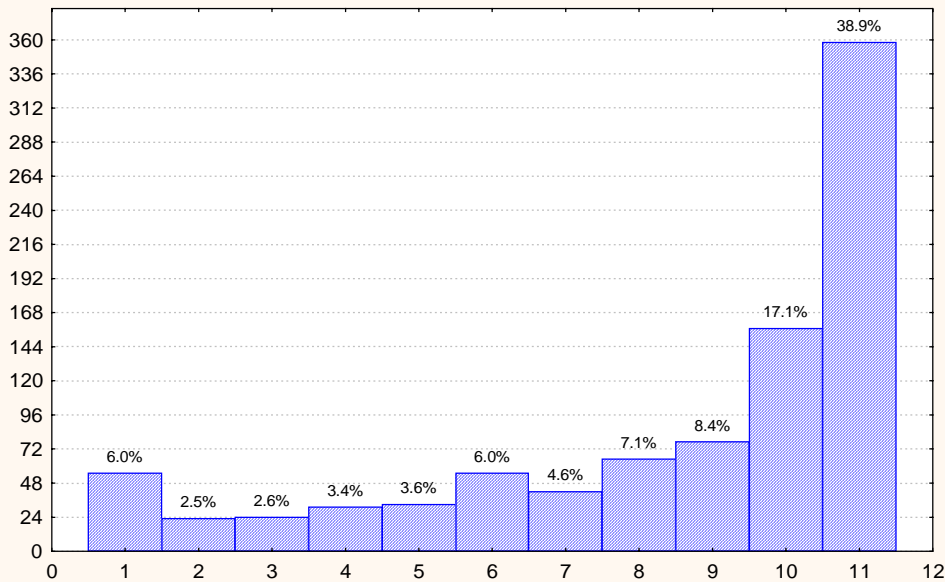
The East Metropole and Boland region had the highest score at 8.8. Just over one-fifth (21.8%) of respondents scored below 7. At Table View CSC the individual score was 11. The lowest score was recorded at Harare (6.2).

FIGURE 16.34: SOUTHERN CAPE: LEVEL OF SENSITIVITY CASES WERE TREATED WITH



The Southern Cape had the lowest score of 8.4 (see table 16.1). Just under one-quarter (24.8%) of respondents scored below 7. At Wilderness CSC the individual score was 11. The lowest score was recorded at Herold (2.8).

FIGURE 16.35: WEST METROPOLE: LEVEL OF SENSITIVITY CASES WERE TREATED WITH



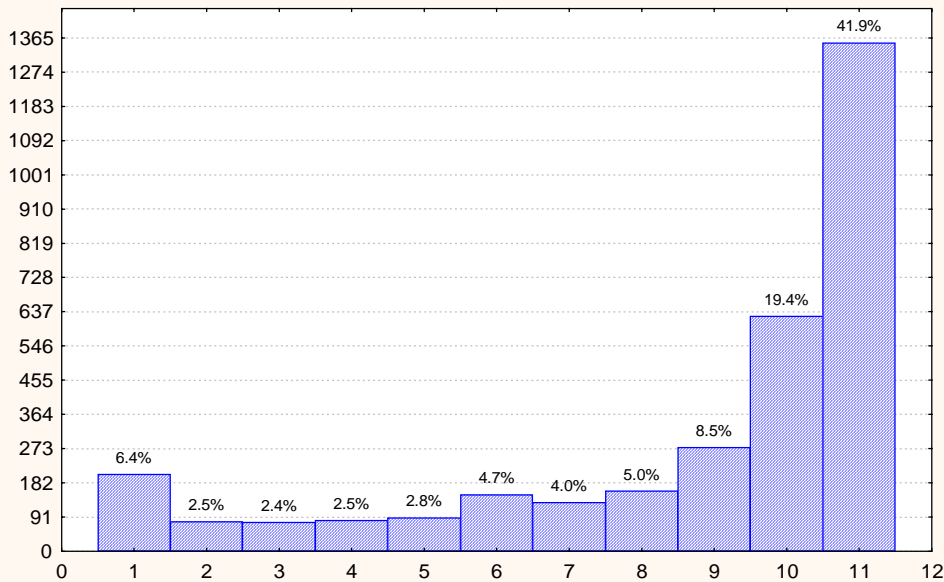
The West Metropole had the second lowest score of 8.4 (see table 16.1). Just under one-quarter (24.1%) of respondents scored below 7. At Camps Bay CSC the individual score was 10.4. The lowest score was recorded at Table Bay Harbour (4.8).

16.8 Service satisfaction

To detect the public's general perception related to service satisfaction, respondents were asked to indicate on the P-Index how satisfied they were with the service they received. This is the only question in the Serdex that refers directly to the delivery of service. Like the other questions in the Serdex, this question measured a perception (construct) that could be based on various elements/issues, depending on the personality of the respondent, the reason for the visit to the CSC and even the mood of the respondent during the time of his/her visit. Therefore, the content of this response is not fixed, but the reality lies in the perception as it is measured for each respondent.

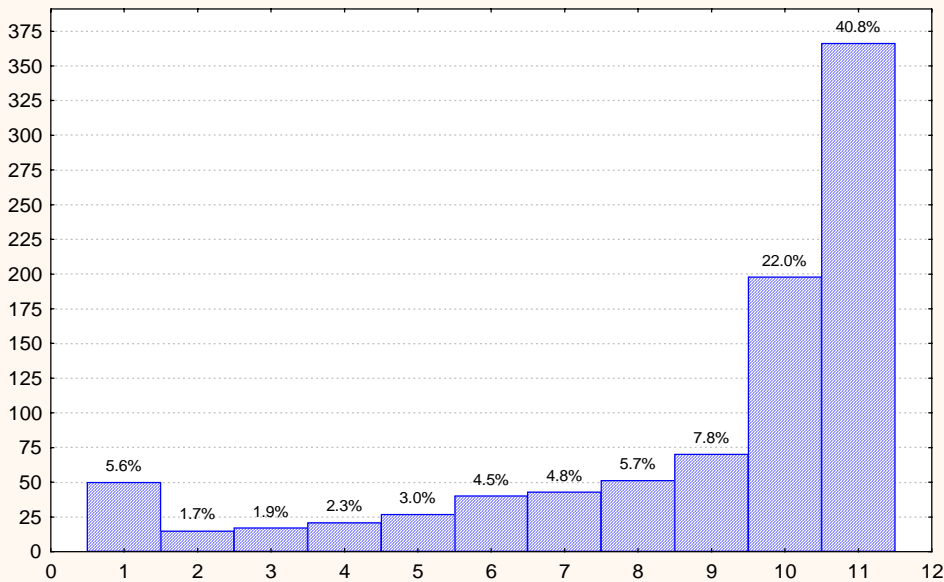
Satisfaction with the service in the Western Cape scored 8.6 on the P-Index (see table 16.1). See Figures 16.36 to 16.40 for a reflection of the satisfaction with the service the respondents received in the Western Cape and the various regions.

FIGURE 16.36: WESTERN CAPE: SATISFACTION WITH THE SERVICE RECEIVED



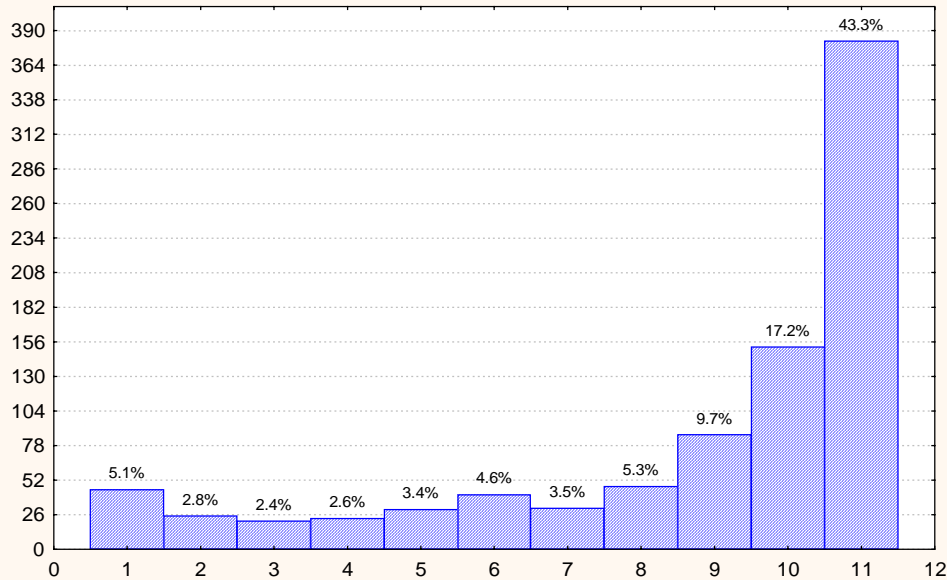
Satisfaction with service and Case sensitivity is the second lowest score in the Western Cape (8.6) followed only by Trust in the SAPS at 8.0. Only 61.3% of respondents scored between 10 and 11 and 21.3% of respondents scored below 7.

FIGURE 16.37: BOLAND: SATISFACTION WITH THE SERVICE RECEIVED



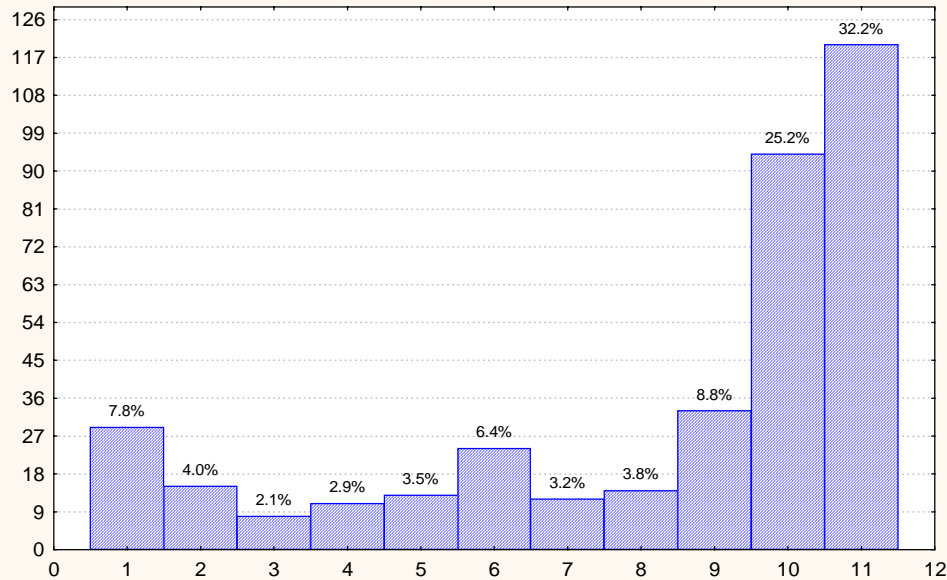
The Boland region had the second highest score at 8.8. Just under a quarter (19%) of respondents scored below 7. At Napier, St. Helena Bay and Struisbaai CSCs the individual score was 11. The lowest score was recorded at Bredasdorp (2.7)

FIGURE 16.38: EAST METROPOLE: SATISFACTION WITH THE SERVICE RECEIVED



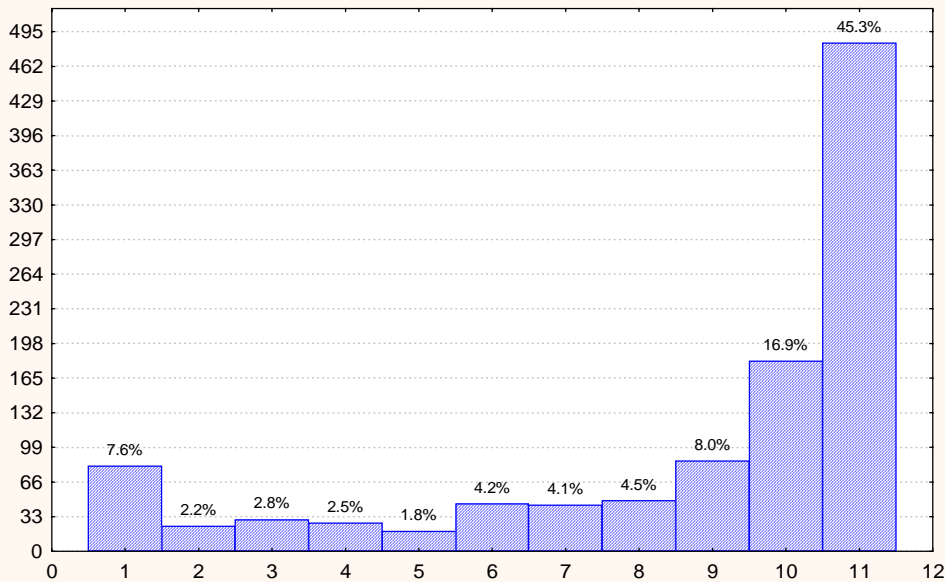
The East Metropole had the highest score at 8.9. Just over one-fifth (20.9%) of respondents scored below 7. At Cape Town International Airport and Table View CSCs the individual score was 10.8. The lowest score was recorded at Harare (5).

FIGURE 16.39: SOUTHERN CAPE: SATISFACTION WITH THE SERVICE RECEIVED



The Southern Cape had the lowest score at 8.2. Just over one-quarter (26.7%) of respondents scored below 7 and 7.8% scored 1. Fifty-seven percent (57.4%) of respondent scored between 10 and 11. At Nieuveltdt Park CSC the individual score was 10.9. The lowest score was recorded at Herold (2.6).

FIGURE 16.40: WEST METRO: SATISFACTION WITH THE SERVICE RECEIVED

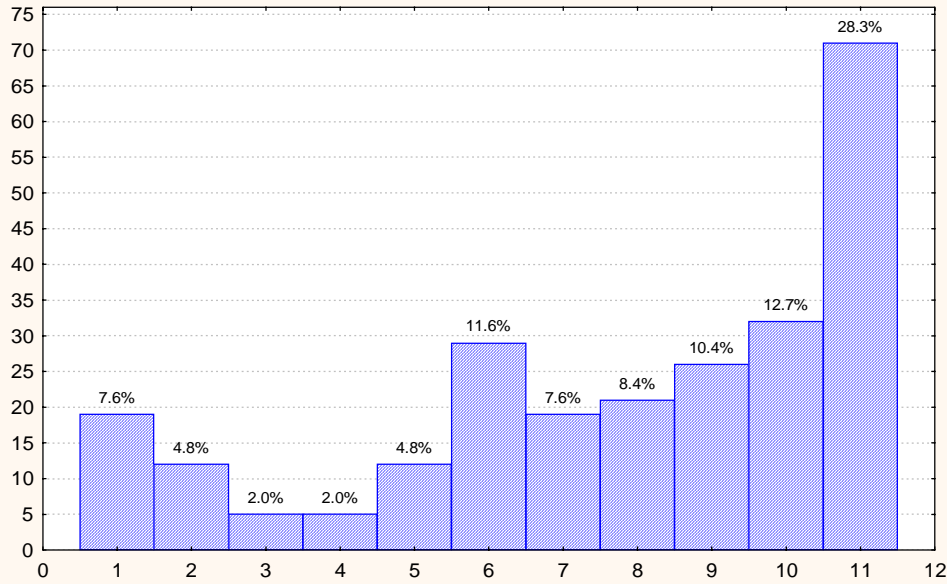


The West Metropole had a score of 8.6 (see table 16.1). Just over one-fifth (21.1%) of respondents had scored below 7 and 7.6% scored only 1. At Simonstown CSC the individual score was 11. The lowest score was recorded at Gugulethu and Mowbray CSCs (6.3).

17 Satisfaction with the follow-up of a specific case(s)

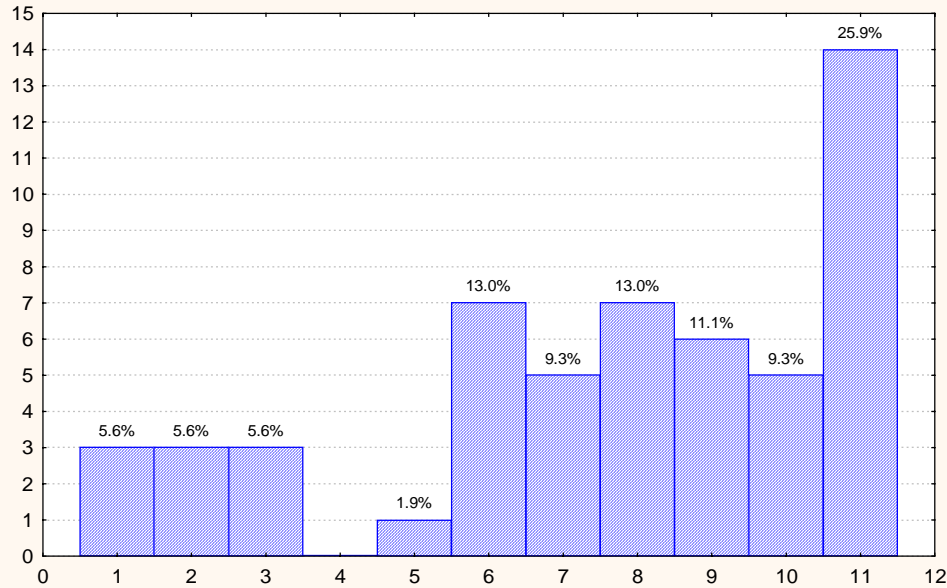
It is assumed that a visit to any CSC could include the possibility of follow-up visits in connection with a previous visit. This would mean that after the follow-up visit, respondents would be able to give some indication of progress with a specific case, which in turn would reflect on a specific quality of service delivery, other than a first visit. Seven point nine (7.9% - N=263) of the visits to the CSCs during the survey period were follow-up visits. The level of satisfaction recorded was 7.9, which is an indication of a general satisfaction with service that was not linked to a first visit, but to follow-up on a reported crime (in a snap-survey on 21 January 2002 it was found that only 44% of respondents who reported a crime in November 2001 received any feedback from the SAPS). Some deviations from the norm do, however, exist. This perception clearly provides information on service delivery that goes beyond *over the counter service*, but involves the SAPS as institution. As such this was not included in the Serdex. See figures 17.1 to 17.5 for the satisfaction with the follow-up service in the Western Cape and the different regions.

FIGURE 17.1: WESTERN CAPE: RESPONDENTS' SATISFACTION WITH THE FOLLOW UP OF THEIR CASE AND CASE SATISFACTION IN GENERAL



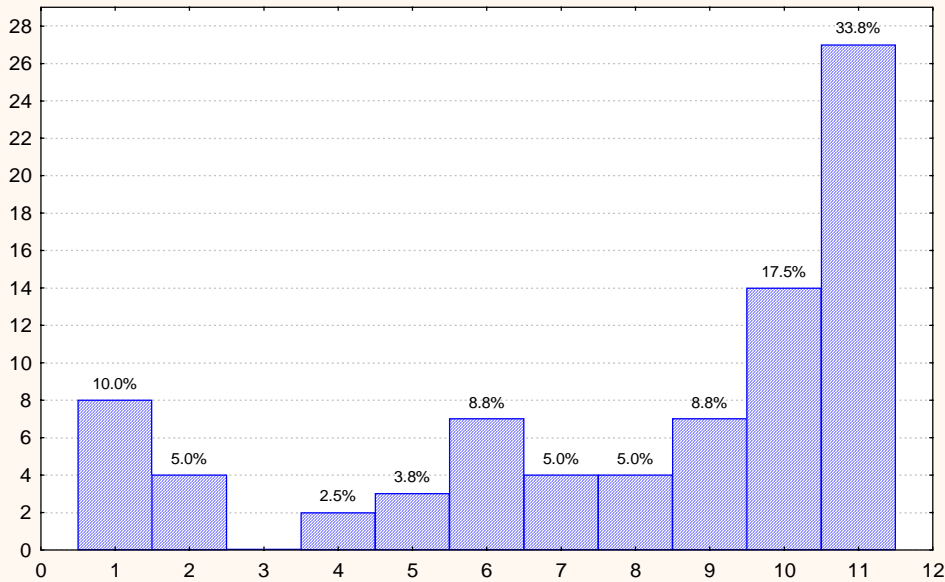
In the Western Cape as a whole only 41% of respondents recorded scores between 10 and 11. Almost one-third (32,8%) of respondents recorded scores below 7 of whom 7.6% scored 1.

FIGURE 17.2: BOLAND: RESPONDENTS' SATISFACTION WITH THE FOLLOW UP OF THEIR CASE AND CASE SATISFACTION IN GENERAL



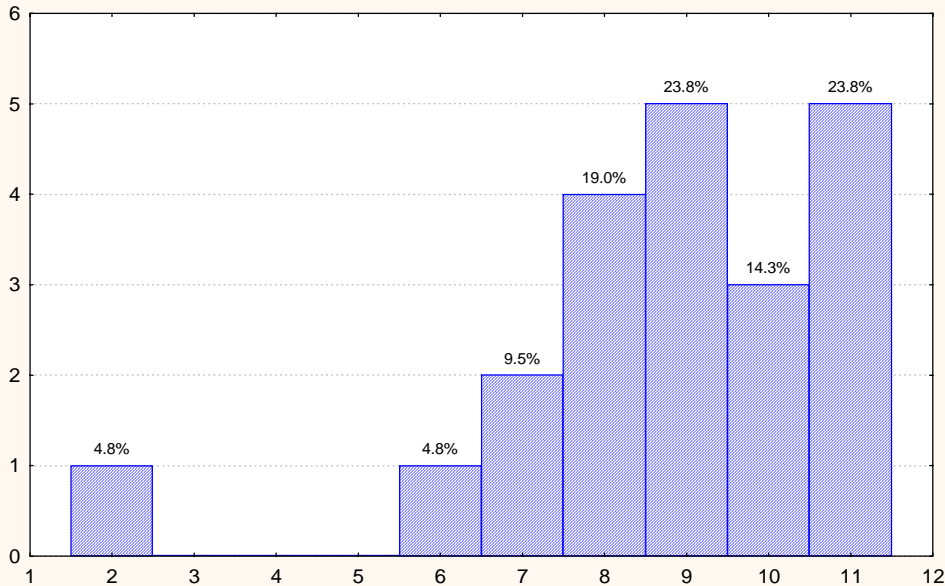
In the Boland region only 35.2% of respondents recorded scores between 10 and 11. Almost one-third (31.7%) of respondents recorded scores below 7 of whom 5.6% scored 1.

FIGURE 17.3: EAST METROPOLE: RESPONDENTS' SATISFACTION WITH THE FOLLOW UP OF THEIR CASE AND CASE SATISFACTION IN GENERAL



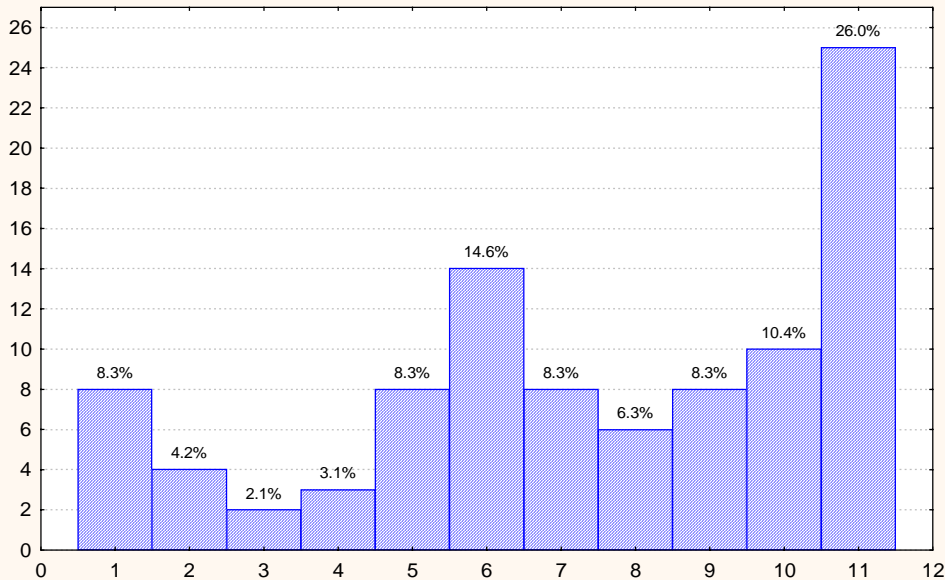
In the East Metropole almost half (51.3%) of respondents recorded scores between 10 and 11. Twenty-nine percent (28.7%) of respondents recorded scores below 7 of whom 10% scored 1.

FIGURE 17.4: SOUTHERN CAPE: RESPONDENTS' SATISFACTION WITH THE FOLLOW UP OF THEIR CASE AND CASE SATISFACTION IN GENERAL



In the Southern Cape only 38.1% of respondents recorded scores between 10 and 11 – this is below the Western Cape norm. Only 9.6% of respondents recorded scores below 7.

FIGURE 17.5: WEST METROPOLE: RESPONDENTS' SATISFACTION WITH THE FOLLOW UP OF THEIR CASE AND CASE SATISFACTION IN GENERAL



In the West Metropole only 36.4% of respondents recorded scores between 10 and 11. Forty-one percent (40.6%) of respondents recorded scores below 7 of whom 8.3% scored 1.

18 SEMANTOGRAPH

The semantograph (see questions C1-5) is a technique that was designed by Roland Szalay to retrieve the semantic connotations/perceptions in the mindset of a respondent, linked to a specific concept. The information shed some light on the value systems active in the minds of the respondents related to the concept/issue with which they are confronted. The technique entails that the respondent is asked to reflect everything that comes to his/her mind when confronted with a specific concept. The results are coded and clustered and presented in a semantograph. The semantograph is also a good monitoring instrument as overlays based on future results reveal shifts in the mindset of the respondents regarding specific issues.

18.1 Thoughts on the CSC

In this survey, the semantograph was used to determine the active perceptions regarding the CSC that the respondent just visited. It seems that in the Western Cape, good service outstrips the connotation of bad service, with the biggest discrepancy between good and bad service in the Southern Cape. However, the contrary is true for all the regions, except the East Metropole, which shows a positive connotation to good service. This negative perception of bad service stands in strong contradiction with the results of this survey. This shows that except for the Southern Cape, predominantly negative perceptions exist, but when the same respondents' experiences were measured, a general positive measurement was received. This means that the negative inclination is merely a perception (the "baggage" which the respondent carries) that is not based on experience.

A good communication strategy should serve to rectify this anomaly, as it is not generally supported by the experience of the people. However, counteracting negative perceptions is not an easy task and any incident that supports the negative perception acts as further confirmation thereof (reinforcement). See table 18.1 for a reflection of clustered responses on the question: "If you think about this CSC, what comes to your mind?"

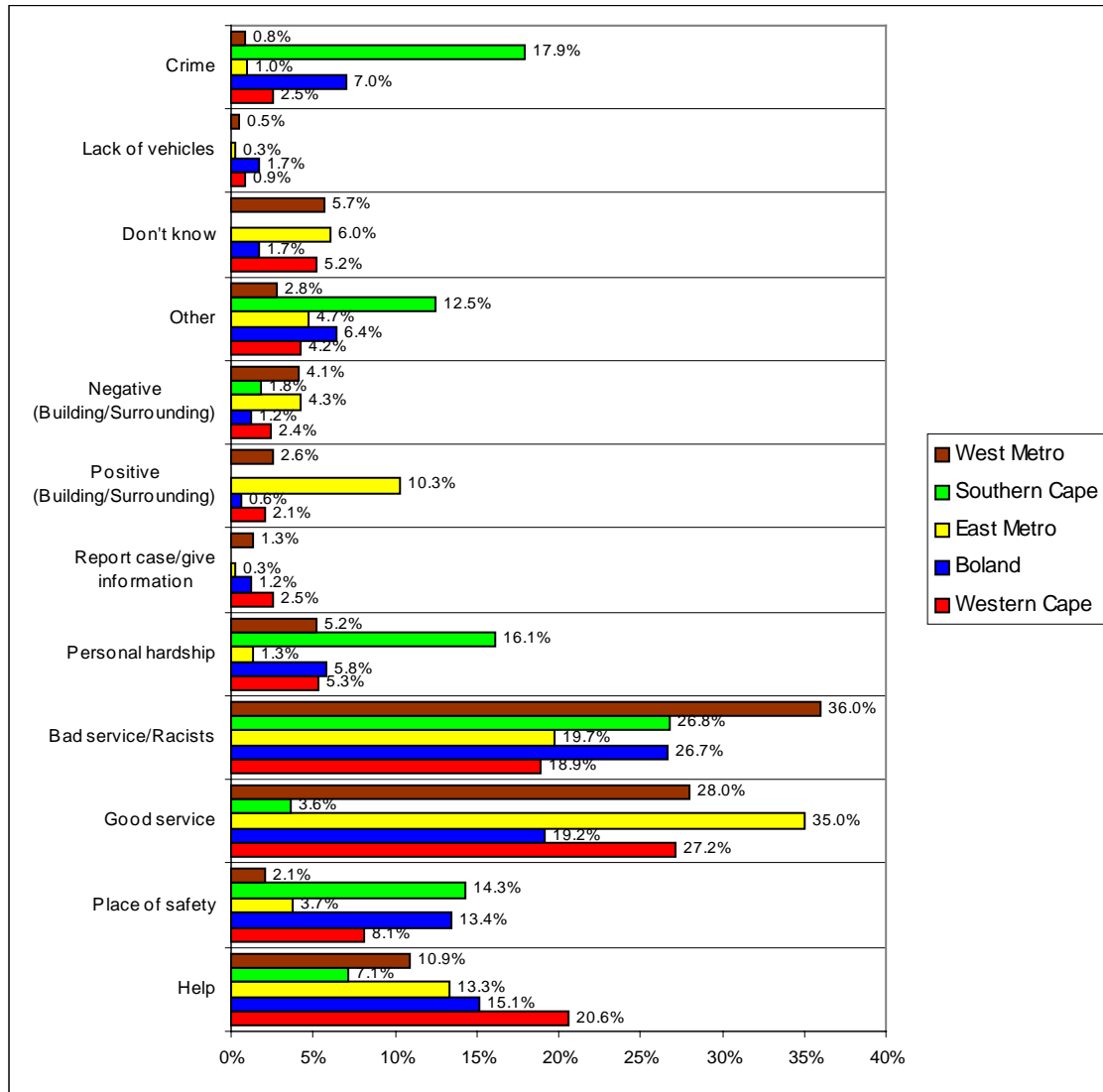
Table 18.1: Public perceptions associated with the CSC

Response	Western Cape	Boland	East Metro	Southern Cape	West Metro
	%	%	%	%	%
Positive connotations					
Help	20.6	15.1	13.3	7.1	10.9
Place of safety	8.1	13.4	3.7	14.3	2.1
Good service	27.2	19.2	35.0	3.6	28.0
Personal hardship	5.3	5.8	1.3	16.1	5.2
Report case/give Information	2.5	1.2	0.3	0.0	1.3
Positive (Building/ Surrounding)	2.1	0.6	10.3	0.0	2.6
Crime	2.5	7.0	1.0	17.9	0.8
Other	4.2	6.4	4.7	12.5	2.8
Don't know	5.2	1.7	6.0	0.0	5.7
Negative connotations					
Bad service/Racists	18.9	26.7	19.7	26.8	36.0
Negative (Building/ Surrounding)	2.4	1.2	4.3	1.8	4.1
Lack of vehicles	0.9	1.7	0.3	0.0	0.5
Total	100.0	100.0	100.0	100.0	100.0

With respect to the Western Cape as a whole the positive connotations outstrip the negative ones four to one (77.8%/22.2%). In the Boland region this relationship is two to one (70.4%/29.6%). In the East Metropole the positive connotations almost outstrip the negative ones three to one (75.7%/24.3%). The relationship in the Southern Cape is two to one (71.4%/28.6%). In the West Metropole the relationship is six to four (59.4%/40.6%).

For more detail with respect to these issues please see each one of the micro reports (Annexure C). See Figure 18.1 for a reflection of the perceptions that the respondents associate with the CSC.

FIGURE 18.1: ASSOCIATIONS WITH THE CSC



18.2 Changes suggested

In an effort to detect the underlying negative perceptions among respondents with a possible general positive inclination towards the CSC, the question was asked: "If you can change one thing at this CSC, what will it be?" This question is not driven by a specific critical inclination, but provokes possible suggestions, if any, from all respondents. The results support the general positive attitude towards the SAPS and the service they deliver, as nearly half (48.2% - N 1609) of the respondents could not think of anything they would like to change or said that they were satisfied with things as they are. See table 18.2 for a reflection of clustered responses as to what the respondents would change if they were in a position to do so.

Table 18.2: What to change

To change	Western Cape	Boland	East Metro	Southern Cape	West Metro
	%	%	%	%	%
More personnel/CSCs	7.9	8.3	8.2	7.7	7.4
More vehicles/Patrols	4.6	4.4	4.0	4.5	5.4
Transport to CSC	1.1	1.1	1.4	1.3	0.9
Imp detention arrangements	1.5	1.1	1.2	4.8	1.1
Improve CSC facilities	12.5	10.4	12.8	11.4	14.3
Faster response/Services	4.0	3.9	3.9	4.8	4.0
Improve attitude/Service	15.4	11.2	13.1	14.5	21.2
Increase sensitivity	1.8	0.8	1.6	2.4	2.7
Improve friendliness	0.2	0.2	0.2	0	
Improve staff equity	1.8	2.1	2.3	1.0	1.3
Improve language proficiency	0.8	1.2	1.3	0.3	0.2
Stop corruption	0.1	0.2	0.2	0.3	0
Satisfied/No response	48.2	55.1	49.9	47.1	41.3
Total	100	100	100	100	100

It is apparent that respondents lean towards three issues. The first issue had to do with improving facilities at the CSC and the second issue focussed on improving the attitude and service orientation of members. The third issue related to the limited number of personnel in the CSC/SAPS.

For more detail with respect to these issues please see each one of the micro reports (Annexure C).

19 Where to go with complaints

Striving towards effective and friendly public service delivery necessitates facilities and/or channels through which problems could be raised, if and when needed. However, it is possible that where complaints exist, the procedure/person/office where to raise the complaints is not known or does not exist. To shed more light on this issue, visitors to the CSCs were asked where they should go if they would have a complaint about the service rendered by the SAPS. The survey shows that 4 out of every 10 people (see table 19.1) do not know where to complain about bad service, should they want to.

Table 19.1: Where respondents would go with complaints

Where to go	%	N
Commander	41.2	1 376
Minister	7.3	243
Do not know	40.6	1 356
Other	10.9	364
Total	100.0	3 339

20 Community Police Forums - CPFs

One of the developments/initiatives to involve the public in the activities of the SAPS, is the development of local Community Police Forums (CPF's). The success of a CPF depends to a large extent on public support and knowledge about its existence/activities. Respondents were asked whether they know if a CPF exists in their region.

Table 20.1: Knowledge about a CPF in the region

Police Forum	Western Cape	Boland	East Metro	Southern Cape	West Metro
	%	%	%	%	%
Yes	43.0	41.2	39.5	45.2	46.8
No	18.5	16.7	18.3	18.5	20.3
Don't know	38.4	41.0	42.1	36.2	32.9
Total	100	100	100	100	100.0

It seems that 43% (N 1437) of the respondents were informed about the existence of a CPF in their region. Bearing in mind that a CPF is supposed to exist in all regions, the rest 57% (N 1802) were not informed on this matter. Table 20.1 shows the respondents' knowledge about the existence of a CPF in their region. The average is slightly higher than the Western Cape norm (43%) for the Southern Cape (45.2%) and West Metropole (46.8%).

21 Survey Challenges and Limitations

The following challenges and limitations apply with regard to this survey:

- The survey was limited to the service rendered in the CSC and excludes service with respect to responding to calls/complaints (a integral part of service delivery in rural areas) and telephone calls made to the CSC; and
- This survey is the start of a benchmarking process for the whole of the Western Cape and as such will have limited impact if not duplicated within the next twelve to eighteen months.

22 Conclusion

The survey revealed that the actual experience of respondents with regard to service delivery at the 162 CSCs in the Western Cape is largely positive. Both the Serdex and ST show a positive index, although some negative elements, which need to be addressed, were observed with respect to individual CSCs.

On the downside it is clear that the public still has deeply rooted negative perceptions towards the SAPS. The two open-ended questions, asking the respondents *“what come to their minds first when they think of the CSC”*, and *“what they would like to change if they were in a position to change anything”*, revealed some of these negative perceptions. This did not correspond with the responses when they were asked to evaluate the service they just received. This means that the SAPS still has to deal with perceptions that were not based upon first hand experience. This could only be rectified with a carefully designed communication strategy, of which the dissemination of the results of this survey could form an important part. However, it should be borne in mind that changing the perceptions of the general public has always been a difficult task and could be expensive.

The following generalised conclusions could be made:

- i) Reasons for visiting the CSC
 - The survey has shown that, on average, one third of the contact service in CSCs is administrative in nature. At some CSCs this burden is as high as 90%; and
 - On the other hand only one third of contact service in CSCs relates to crime.
- ii) Service waiting time
 - Service waiting time is on average good with a substantial number of respondents being served in less than two minutes. There are some deviations from this norm with respect to individual CSCs (see Annexure C); and
 - It might be that the large administrative burden on CSC personnel negatively impacts on service waiting time.
- iii) Facilities
 - In general respondents experienced the CSCs in the Western Cape as clean. Some deviation from this norm is, however, apparent and should be easy to address with limited effort.
- iv) Treating people with respect
 - In general respondents experienced being treated with respect in the Western Cape. Some regional deviations from this norm are, however, apparent. To address this issue is not that easy because it entails changing the hearts and minds of people. To change the attitude of SAPS personnel will imply a multi-pronged approach from training to change management.
- v) Serving people in their language of preference
 - With regard to this element the SAPS did exceptionally well and are most probably setting a norm for other Public Service departments in the province. Some individual CSCs did not fare as well as the Western Cape average. (See Annexure C).
- vi) Environmental safety
 - In general respondents felt safe in CSCs in the Western Cape. Some deviation from this norm is, however, apparent. To address these deviations

may be costly e.g. entail changing the layout of the CSC in order to enhance privacy and remove detainees from the view of respondents. In certain instances the location of the CSC is problematic, thus letting people feel unsafe.

- vii) Trust in the SAPS
 - There is a tendency towards not trusting members of the CSC in the Western Cape. To address this issue is not that easy because it entails changing the hearts and minds of people. To change the perception of people regarding trusting the SAPS will imply a multi-pronged approach from mass media information drives to one-on-one trustworthy service by members of the SAPS.
- viii) Willingness to help
 - Willingness to help scored relative low in the Western Cape and is closely linked to treating people with respect. Addressing this issue entails changing the hearts and minds of people (SAPS members). To change the attitude towards the public and/or the ability/skills of SAPS personnel to help the public will imply a multi-pronged approach from training to change management.
- ix) Case sensitivity
 - Case sensitivity is the second lowest scored service factor in the Western Cape. The only score lower than case sensitivity is trust. This might be a direct result of members of the SAPS exhibiting a low EQ (Emotional Coefficient). To change the EQ and/or the ability/skills of SAPS personnel to help the public in a sensitive manner will equally imply a multi-pronged approach.
- x) Service satisfaction
 - Satisfaction with service was scored low for the whole of the Western Cape and linked directly to the service attitude, willingness and ability of SAPS members to serve members of the public. Service satisfaction is to an extent a composite of some of the other service factors included in this survey and as such will benefit from action taken to improve those individual factors e.g. willingness to help.
- xi) Case satisfaction
 - Case satisfaction scored low for the whole of the Western Cape and have more to do with after service satisfaction by detective than CSC personnel do. There is an indication that follow-up service by the SAPS is not adequate.
- xii) Thoughts on the SAPS
 - In this survey, the semantograph was used to determine the active perceptions regarding the CSC that the respondent just visited. It seems that in the Western Cape, good service (measured by the Serdex) outstrips the connotation of bad service (measured by the semantograph). This shows that except for the Southern Cape, predominantly negative perceptions exist, but when the same respondents' experiences were measured, a general positive measurement was received. This means that the negative inclination is merely a perception (the "baggage" which the respondent carries) that is not based on experience. A good communication strategy should serve to rectify this anomaly, as it is not generally supported by the experience of the respondents. However, counteracting negative perceptions is not an easy

- task and any incident that supports the negative perception acts as further confirmation thereof (reinforcement).
- xiii) Suggested changes
 - With regard to suggested change it is apparent that respondents lean towards three issues. The first issue has to do with improving facilities at the CSC and the second issue focussed on improving the attitude and service orientation of members (please also see issues like willingness to help and case sensitivity). The third issue relates to the limited number personnel in the CSC/SAPS.
 - xiv) Where to complain
 - A substantial number of respondents did not know where to complain about the quality of services rendered by the SAPS.
 - xv) Knowledge of CPFs
 - Only 43% of respondents were aware of a CPF at their specific CSC.

For each individual CSC a profile (micro report) has been drawn up with more detailed analysis and recommendations (see Annexure C). It is suggested that the Department and SAPS, in general, as well as each CSC, launch programs to rectify the negative elements discovered in this survey and to monitor the progress thereof. This survey acts as a benchmark survey for the improvement of service to the public and the tools developed for this survey could easily be used to monitor the progress of programs.