



SOUTH AFRICAN POLICE SERVICE

Strategic Plan

2010 - 2014

Revised Version



Together squeezing crime to zero

Strategic Plan

2010 - 2014

Revised Version

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Foreword by the Minister Of Police

The most important defining feature of the South African democratic state is that it champions the aspirations of the law abiding citizens. Its primary task is to work for the realisation of a safe and secured environment for women, children, the disabled and the elderly to exercise their right without fear. The democratic state has charged the police with the task of championing the course of law abiding citizens by ensuring that the most basic aspirations of this majority assumes the status of hegemony.

Over the last financial year there have been considerable successes in the fight against crime. The 2010/11 crime statistics released in September 2011, showed that we are turning the tide with regard to many of the serious contact crimes.

What is also encouraging is that Statistics South Africa last year conducted the most extensive ever victims survey and the finding released in November 2011 indicates that many South Africans believe that we are seeing results in the fight against crime and that 60% of households felt satisfied with the way police and courts are doing their work.

However, despite these successes, we should not be complacent about the mammoth task that faces us. While we must celebrate our successes, we must also take stock of issues and areas that still require our attention. The continued development of a professional police officer and service must be addressed at all levels of the institution.

We need to place significant focus on a number of key areas within the policing environment that will assist us in realising this objective.

The first of these priority areas must be the effective transformation of the police. There are still certain aspects, units or specialized areas which remain untransformed with regard to issues of race and gender and this must be addressed. In addition, our approach to transformation must also speak about the type of police service we want to see, that is, a police service that inspires confidence.

Amongst others, an officer we want to see must be:

- a police officer who respects and upholds the Constitution,
- a police officer who does not tolerate disloyalty and ill-discipline,
- a police officer who is enforcing the law without fear or favour,
- a police officer who recognizes that we are a developmental state and embraces effective service delivery within the Police, and
- a police officer who demonstrates, through their deeds, a firm commitment to ensure government priorities are realized.

The second priority area of focus must be the issue of smarter policing and our engagement with the Criminal Justice System (CJS) revamp process. The first step in this regard is the harmonisation of our Information and Communication Technology (ICT) systems within the South African Police Service. The realisation of this objective will address various issues, amongst them the e-docket. The e-docket system will eliminate the problem of missing dockets. Huge resources have been dedicated towards ICT within SAPS and we need to ensure that we are receiving returns on this investment. ICT should also be able to contribute to the increased detection rate, the roll out of war rooms and the improvements in our forensic laboratories.

Having achieved the harmonisation of our ICT sector within SAPS, we will have to move towards the linking our ICT with that of Criminal Justice system. Co-ordination within the system is central in ensuring that South Africans are and feel safe in the land of their birth.

The third priority, which relates both to service delivery within SAPS and to government's priority, is to ensure that the

pace of building new Police stations is accelerated. Supply Chain within the Department must be able to deliver on this strategic objective in a timely, clear, accountable and transparent manner. The very existence of the police station structure itself is a deterrent to crime.

The fourth priority, in 2011, we also introduced a new policy for the area of Public Order Policing and are encouraged by the positive feedback we have received. This policy must now be effectively implemented throughout the country.

The policing of community protests in a democracy needs to reflect the ethos of human rights. We cannot use maximum force in a situation requiring minimum force. At any moment we must be able to enforce and uphold the law. However at the same time we need to educate people regarding not only their rights but also their responsibilities.

The fifth priority, Crime Intelligence in the police and improvements in the field of detective services also requires our attention. We need to build a stable environment within the crime intelligence community. There must be a strong link between crime intelligence and detective services and be focused on improving our conviction rate.

The sixth priority, in 2011, we re-established the Family, Child and Sexual Offences Unit. Our task in the years ahead is to strengthen this unit. We need to take practical steps to retain the skill we have and to build the required skills capacity. To ensure that the unit is successful we must look at their resourcing, including the retention allowances of these officers.

The seventh priority must be a constant focus on recruitment within SAPS. Over the last year we have made certain changes in our approach to recruitment and our official standards have been benchmarked against other countries and have compared favourably. However, we need to seriously address how our recruitment is actually being carried out in practice. We need to constantly check who we are recruiting and the type of person we want in the police. We equally need to be able to identify gaps in our screening processes and to develop the ability to attract the right kind of skills. Once we have the right type of recruits we must be in a position to effectively career path people so that these skills are developed and retained.

The eighth priority, the next area requiring our focus is that of training. While the extension of SAPS basic training period and the introduction of basic detective training is a step in the right direction, we still need to do more. We need to revise how and what is involved in training. Our training must speak to issues of human rights and to the principles of Batho Pele. Training cannot just be about churning out numbers but must be ongoing and relevant.

The ninth priority is command and control. This is something we have been constantly and will continue to emphasise as a key aspect of professional policing. This command and control must address how we are managing our members from the station level, cluster, provincial and at national level. Management must become more accountable on how officers working under their command and control operate and perform. Part of management performance must not only be about being able to issue instructions but also about managing how these instructions are implemented.

The tenth priority, the introduction of the Rural Safety Strategy and the support we have received from various role players, stakeholders and communities has been encouraging. In the coming period we should work to enhance and consolidate this strategy.

The FIFA World Cup 2010, the local government elections, COP 17, Operation Duty Calls - Festive Season are just a few of our recent successes particularly with regard to the role played by Visible Policing. However, we need to continue to enhance and dedicate resources to maintain and increase the visibility of the police at all levels of the country. Sector policing should be one of the means for enhancing our interaction and visibility as the police.

Finally, during the last financial year we made concerted efforts on strengthening civilian oversight of the police through the reform of the Independent Complaints Directorate (ICD) and the Civilian Secretariat for Police. Now that these reforms have been processed, the task will not only be on ensuring delivery of these oversight bodies but also the review of the White Paper for Safety and Security and a subsequent overhaul of the SAPS Act.



Hon. EN Mthethwa, MP
Minister of Police



Introduction by the Acting National Commissioner

The SAPS has, during recent years, traversed a difficult period in its history. The mandate that the Constitution bestows on the SAPS to police the country is undoubtedly a key element of Government and affects every aspect of our society. It is, however, not an easy mandate to fulfill, particularly in light of the fact that South Africa is essentially a very young country that is still coming to terms with the difficulties of the past, the constraints of the present and the challenges of the future. There have also been internal developments that have affected the functioning of the SAPS and made it all the more difficult for SAPS members to fulfill the extraordinarily important role that this large organisation has to play. This Strategic Plan, however, marks the beginning of a new chapter in the history of the SAPS.

The SAPS has achieved many successes in the recent past, despite the difficulties that I have described. The intention of this Strategic Plan is to build on those successes, but equally to embark on a new, forceful course of action that will see the SAPS firmly establishing the professionalism, authority and respect that we seek. There are a number of specific priorities that will be pursued over the next four years. There will be an entrenchment of discipline and an emphasis on command and control among our members to support the performance of our core functions, namely the effective prevention, investigation and combating of crime. The SAPS' ability to respond to the challenges of crime prevention, investigation and combating will be enhanced through the focused developing of specialized, properly resourced, technologically advanced, adequately skilled and well-managed capacities, including Visible Policing, the Directorate of Priority Crime Investigations, Crime Intelligence and the Criminal Record and Forensic Science Service. The key principle underpinning our strategic efforts will be the mobilization of all sectors of society in the fight against crime through the establishment of partnerships that will benefit policing and the establishment of safe and secure communities.

The considered direction provided in this Strategic Plan for 2010 - 2014 will be implemented on an annual basis by means of Annual Performance Plans. These annual plans will provide specific details on the priorities, objectives and performance standards that the SAPS will pursue during each of the four years that constitute this Strategic Plan. Performance plans developed at national, provincial and station levels containing detailed outputs in support of the strategic priorities and objectives, will be used to implement each Annual Performance Plan and in so doing, the Strategic Plan. Individual performance agreements for every member will be linked to performance plans and therefore the strategic priorities and objectives of the SAPS.

It is time for the SAPS, and all of its members, to establish a position of professionalism, authority and respect in its policing of this country. As Acting National Commissioner of Police, working closely with the Minister of Police, it is my responsibility to provide the direction that will enable the establishing of this position. "Indlela ibuzwa

kwabaphambili”, a Zulu proverb that literally means a way forward is asked from those who have travelled down the road. I have, since my appointment as Acting National Commissioner, supported by the Minister, indicated very clearly that, although I am leading this large, complex and diverse organization, I will reliably draw on the experience of my predecessors and colleagues. This strategic plan is therefore the direction that I provide to every SAPS member. The effective and committed implementation of this direction is crucial and in this regard, the call by the President during the Conversation with SAPS Management during September 2009, that the management and every single member of the SAPS must work hard to achieve our priorities and targets, must and will be heeded.



LIEUTENANT GENERAL NS MKHWANAZI
ACTING NATIONAL COMMISSIONER

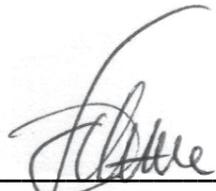


Official sign-off

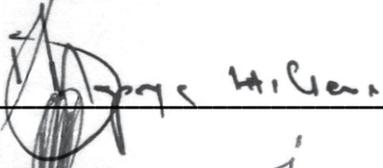
It is hereby certified that this Strategic Plan:

- Was developed by the management of the South African Police Service under the guidance of the Minister of Police
- Takes into account all the relevant policies, legislation and other mandates for which the South African Police Service is responsible
- Reflects reasonably accurate strategic goals and objectives which the South African Police Service will endeavour to achieve over the period 2010 – 2014

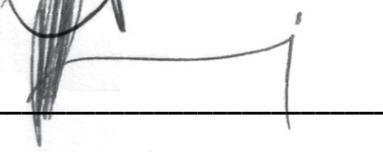
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PART A: STRATEGIC OVERVIEW

1. VISION

The vision of the SAPS is to create a safe and secure environment for all the people in South Africa.

2. MISSION

The Mission of the SAPS is to:

- prevent and combat anything that may threaten the safety and security of any community;
- investigate all crimes that threaten the safety and security of any community;
- ensure offenders are brought to justice; and
- participate in efforts to address the root causes of crime.

3. VALUES AND CODE OF ETHICS

The values of the SAPS are to -

- protect everyone's rights and to be impartial, respectful, open and accountable to the community;
- use the powers given to us in a responsible way;
- provide a responsible, effective and high-quality service with honesty and integrity;
- evaluate our service continuously and make every effort to improve on it;
- ensure the effective, efficient and economic use of resources;
- develop the skills of all members through equal opportunity; and
- cooperate with all communities, all spheres of Government and other relevant role-players.



The Code of Ethics of the SAPS underpins the way in which every member of this organisation should behave, irrespective of whether they are on duty or not. This Code has the specific purpose of providing a standard of police behaviour that does not allow any leniency for poor service delivery or corrupt activities by the members of this organisation and must therefore be applied by all members in their daily tasks. The Code of Ethics is as follows:

Integrity - Employees of the SAPS regard the truth as being of the utmost importance. We, as the employees of the SAPS, continually strive to uphold the mission, values, ethical principles and ethical standards of the SAPS. We will behave in a manner, which is consistent with these values. We will act honestly and responsibly in all situations. We will always tell the truth, perform our duties with noble motives and set an example in the communities we serve.

Respect for diversity - Employees of the SAPS acknowledge the diversity of the people of our country and treat every person with equal respect. In performing our duties, we will always show respect for the cultural and other diversities in the community. We will treat every person with equal respect and honour their rights as inhabitants of South Africa. We will not unlawfully discriminate against any person.

Obedience to the law - Employees of the SAPS respect and uphold the law at all times. Our duties mainly involve enforcing the law, and in our application of the law we will always stay within the law and Constitution of our country. We will, at all costs, avoid any conduct which would make us violators of the law. We will protect the inhabitants of South Africa against unlawful actions.

Service excellence - Employees of the SAPS work towards service excellence. We will, at all times, perform our duties to the best of our abilities. Our conduct will bear the mark of professionalism. Our conduct and appearance will be proof of our commitment to service excellence.

Public approval - Employees of the SAPS always work with and for the approval of the community. We will serve the best interest of the community, seeking the approval of the broad community in everything we do.

4. LEGISLATIVE AND OTHER MANDATES

4.1. Constitutional Mandate

The mandate of the SAPS is derived from Section 205 of the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996). The objectives of policing are to:

- Prevent, combat and investigate crime.
- Maintain public order.
- Protect and secure the inhabitants of the Republic and their property.
- Uphold and enforce the law.

4.2. Legislative Mandate

The Minister of Police is responsible for policy determination, direction and overall execution of the laws that fall within the mandate for which he or she is constitutionally accountable. The South African Police Service is responsible for the administration and enforcement of the following pieces of legislation which have been taken into consideration during the determining of the strategic priorities and objectives for the SAPS:

- South African Police Service Act, 1995 (Act No. 68 of 1995), as amended by the South African Police Service Amendment Act, 2008 (Act No. 57 of 2008).
- Protection of Constitutional Democracy Against Terrorist and Related Activities Act, 2004 (Act No. 33 of 2004).
- Firearms Control Amendment Act, 2006 (Act No. 28 of 2006).
- Explosives Act, 1956 (Act No. 26 of 1956).
- Tear-gas Act, 1964 (Act No. 16 of 1964).
- Dangerous Weapons Act, 1968 (Act No. 71 of 1968).
- Control of Access to Public Premises and Vehicles Act, 1985 (Act No. 53 of 1985).
- National Key Points Act, 1980 (Act No. 102 of 1980).
- Intimidation Act, 1982 (Act No. 72 of 1982).
- Second-hand Goods Act, 1955 (Act No. 23 of 1955).
- Private Security-Industry Regulation Act, 2001 (Act No. 56 of 2001).
- Independent Police Investigative Directorate Act, 2011 (Act No. 1 of 2011).



- Civilian Secretariat for Police Service Act, 2011 (Act No. 2 of 2011).

The SAPS derives its powers and functions from the following legislation, which enables the activities undertaken in pursuance of its mandate in terms of Section 205 of the Constitution:

- South African Police Service Act, 1995 (Act No. 68 of 1995), as amended by the South African Police Service Amendment Act, (Act No. 57 of 2008)
- Criminal Procedure Act, 1977 (Act No. 51 of 1977)
- Regulation of Interception of Communications and Provision of Communication Related Information Act, 2002 (Act No. 70 of 2002)
- National Strategic Intelligence Act, 1994 (Act No. 39 of 1994)
- Domestic Violence Act, 1998 (Act No. 116 of 1998)
- Prevention and Combating of Corrupt Activities Act, 2004 (Act No. 12 of 2004)
- Inter-Governmental Relations Framework Act, 2005 (Act No 13 of 2005)
- Sexual Offences Act, 2007 (Act No. 32 of 2007)
- Child Justice Act, 2008 (Act No. 75 of 2008)
- Firearms Control Amendment Act, 2006 (Act No. 28 of 2006)

4.3. Policy Mandate

- The White Paper on Safety and Security (1998)
- The National Crime Prevention Strategy (1996)
- The fourth democratic elections necessitated a new electoral mandate which had to define the strategic objectives and targets of Government for the period 2009-2014. The Medium-term Strategic Framework (MTSF) contains the various strategic priorities to realize this mandate.
- The priority that is directly related to the Criminal Justice System (CJS) and the SAPS in particular is: *“to intensify the fight against crime and corruption”*, as emphasised by the President in the State of the Nation Address in June 2009. This was further elaborated during a subsequent address in 2011 where more emphasis was on improving the capacity and effectiveness of the police detectives, forensic analysts, crime intelligence, police visibility, and reducing the proliferation of illegal firearms.
- The SAPS functions as an integral part of the Justice Crime Prevention and Security (JCPS) Cluster, and the priorities of this Cluster must therefore be taken into consideration by the SAPS. The

Department of Performance Monitoring and Evaluation at the Presidency has developed an outcome-based planning framework for the priorities as contained in the Medium-term Strategic Framework. For the priority: “Intensify the fight against crime”, a broad outcome for the JCPS was developed, namely “Ensure that all South Africans are and feel safe”. Therefore, it is imperative for the SAPS to align its planning with the JCPS Cluster outcome and related outputs, as presented in the Delivery Agreement.

- A strategy has been developed specifically for the revamping of the CJS and the objective of this strategy is the bringing about of an integrated, modernized, properly resourced and well-managed CJS. The focus of the strategy will be to:
 - Improve the efficiency and effectiveness of the CJS by enhancing detective and forensic environments;
 - Modernize the CJS through the application of technology solutions;
 - Enhance the skills and increasing the number of investigators and forensic experts;
 - Mobilize the population in the fight against crime;
 - Accelerate efforts to reduce all serious crimes by the set target of 7-10% per annum (the January 2010 Cabinet Lekgotla changed the target to 4-7% over the next four years);
 - Intensify efforts to combat crimes against women and children and the promotion of the empowerment of victims of crime;
 - Establish a border management agency to manage migration, customs and land borderline control services and to efficiently coordinate other relevant departments in the ports of entry environment; and
 - Combat corruption in the public and private sector.

4.4. Planned Policy Initiatives

The Minister of Police is responsible for providing policy direction for the Department of Police and to ensure on a continual basis that the SAPS effectively implements the developed policies, hence the intended review of the White Paper for Safety and Security which will be finalized and implemented during the MTEF period.



5. SITUATIONAL ANALYSIS

The Situational Analysis provides an overview of the key factors that have influenced the identification of the SAPS' strategic priorities and objectives for the period 2010 to 2014.

5.1. Performance Environment

5.1.1 Analysis of Crime

All of the prioritized, serious crimes are not equally influenced and cannot be reduced to the same extent by conventional policing as practiced by the SAPS. This is why the 7-10% contact crime reduction target implemented by Government during 2004/2005, for implementation over the ten-year period from 2004/2005 to 2013/2014, was never intended to be solely a SAPS or even overall policing reduction target. The 7-10% contact crime reduction target stated that each category of contact crime should be reduced by 7-10% per annum over the ten-year period from 2004/2005 to 2013/2014. The intention was that this national target towards normalization of crime should be a South African effort involving the CJS, including the SAPS, all other relevant Government Departments, Non-Governmental Organisations and the citizens themselves.

In 2010/11, a total of 2 071 487 (approximately 2.1 million) serious crime cases were registered in the RSA, compared to the 2 121 887 cases registered during 2009/2010. This means that the total number of serious crimes was reduced by -2,4% or 50 400 cases. This decrease exceeds the target determined by Government, namely to reduce the total volume of serious crime by -1,0% to -1,8% per annum. The ratio of serious crime per 100 000 of the population decreased by -3,7% (from 4 302.1 to 4 143.6). Besides crimes detected as a result of police actions, other crimes decreased from 1 909 566 to 1 839 645 cases (i.e. by 69 921 cases or -3,7%), with a concomitant ratio decrease of -5,0% (from 3 871.6 to 3 679.9). Of the approximately 2,1 million cases, almost a third (30,8% or 638 468 cases) were contact crimes; about a quarter (25,8% or 534 866 cases) were other serious crimes; another quarter (25,8% or 534 451 cases) were property-related crimes; 11,2% (231 842 cases) were crimes detected as a result of police action and 6,4% (131 860 cases) were contact-related crimes.

5.1.2 Community Participation in Fighting Crime

There has, since the inception of a democratic dispensation in South Africa, been continuous, robust debate on the levels of crime and the success of Government in addressing crime. An important outcome of this debate on crime and what should be done to address it has been the need for the constructive involvement of all communities in the activities of the SAPS and Government as a whole in combating crime. The expectation that the SAPS eradicate crime in this country without such active involvement is unrealistic. Several platforms exist for such community involvement, the majority of which have been initiated by the SAPS, including the Community Police Forums, the Crime Stoppers reporting line, the recently established Crime Line, the Police Reservists and various community-based crime prevention initiatives such as the Youth Crime Prevention Capacity-building Programmes, the Anti-Rape Strategy and Local Crime Prevention Development Programmes. The challenge is to develop a sustained and systemic response, and to build a sustainable partnership

between the police and the community that makes it possible.

The SAPS acknowledges and promotes the need for community involvement in the fight against crime and there have been numerous calls for such involvement from the Executive and Management of the SAPS for the mobilizing of communities in the fight against crime. There are, despite the best efforts of the SAPS, still large sectors of South African society that are not optimally involved in the SAPS' initiatives aimed at preventing crime and eliciting information on criminals and their activities.

5.1.3 The Investigation of Crime

The investigation of crime is one of the core functions of the SAPS that are also mandated by Section 205 of the Constitution. It plays a crucial role in the combating of crime in the country. The more effective the SAPS at investigating crime that has been committed, the less likely individuals will be to actually commit crime. The effective investigation of crime therefore remains a powerful deterrent in the fight against crime. Effective and sufficient investigative training on various aspects of crime intelligence gathering and analysis is necessary to reduce the number of unsolved crimes that plague law enforcement and the population. During the preceding years, structural changes have been made to the Detective environment and most notable of these changes has been the closure of some specialized units. The need for the re-establishment of certain of these specialized units has been identified by certain sectors of the community as well as the Executive and Management of the SAPS. At police station level, Detective Service Centres have been created to improve the response to reported crime and the recruiting and comprehensive training of detectives has been an ongoing process. The further, intensified capacitating of the Detective Service within the SAPS has been identified by the highest level of Government as a necessity in the fight against crime. Structural changes, informed by a work study, are underway in the Detective Service environment with emphasis on the re-establishment and capacitating of specialized units such as the FCS and Stock Theft Unit.

The Directorate of Priority Crime Investigations (DPCI) was established in terms of the amended South African Police Service Act to prevent, combat and investigate national priority offences. The operational priorities for the DPCI are focused on crimes such as Corruption (especially within Government Departments), Serious Economic Crimes (i.e. internet fraud, card fraud, cheque fraud, counterfeit goods), and Organised Crimes (i.e. vehicle-related crime, precious metal and diamond crime, non-ferrous metals, narcotics, wildlife crimes, stock theft, and violent crime). The appointment of the Head of the DPCI during May 2009 initiated a process of the gradual capacity building for the DPCI to place it in the best position to fulfill its mandate. Furthermore, the functions of the DPCI will be aligned to the proposed amendments to the SAPS Act.

Forensic Services contributes towards the Criminal Justice System by supporting the investigation of crime through the processing of crime scene, forensic evidence and maintenance of criminal records. The provision of forensic evidence shall in the main be focused on addressing the investigation of TRIO crimes, crimes against women and children and serious and violent crimes but not limited to these types of crime.

5.1.4 Crime Intelligence

Crime Intelligence contributes to the prevention and investigation of crime by identifying crime



prone areas and suspects and conducting operations focused on violent organized crime, security intelligence, counter-intelligence, property-related crimes and crimes dependent on police action for detection. Crime Intelligence operates at various levels within the SAPS and therefore strives to provide products and services that meet the needs of various clients, hence the adoption of an intelligence-led policing approach. Crime Intelligence provides a key informational support function to all operational environments. It is therefore imperative that this function has the capacity to effectively support the proactive and reactive informational needs of the SAPS' key operational functions and has also been prioritised by Government for accelerated capacitating as a key component of the fight against crime.

5.1.5 The Justice, Crime Prevention and Security Cluster

The SAPS is an integral part of the JCPS Cluster and contributes to the priorities of the JCPS Cluster through its planning process, including the Strategic Plan and Annual Performance Plan. The focus has been on the improving of the efficiency and effectiveness of JCPS Cluster Departments including, reducing case backlogs; the speedy resolution of trials; effective safety and security in detention facilities; and increased use of alternatives to custodial sanctions, especially focusing on children. The JCPS Cluster has also prioritized the integration of existing intra-departmental information technology systems and the focused development of additional systems. The SAPS will continue to contribute actively towards the establishing of an integrated, modernized and well-managed CJS, in line with the prioritisation of this issue at the highest level of Government.

5.2. Organisational Environment

5.2.1 Service Delivery at Station Level

The police stations that serve local communities are the window to the SAPS because it is at this level that the vast majority of the citizens of the country access the services provided by the SAPS, as mandated by Section 205 of the Constitution. The SAPS has developed and implemented a number of initiatives during the preceding five years aimed specifically at improving the levels of service delivery at station level. Examples of these initiatives are the restructuring of the stations into more manageable clusters, the placement of senior, experienced personnel members at this level to coordinate effective and responsive policing within and across station boundaries, either as Station Commanders or as Cluster Commanders, and the implementation of Sector Policing in station precincts throughout the country. In addition to this, the station precincts in the country in whose area more than 50% of the priority crimes are committed, were identified and targeted for focused support from national and provincial levels, to support them in efforts to effectively address crime. The capacitating of stations across the country as described was supported by the adequate resourcing of stations and the upgrading of the technology and corporate systems available to manage crime and their station resources. The Government, the Executive and Management of the SAPS and communities served by local police stations, will continue to expect the unremitting improvement of service delivery levels in terms of all of the services provided by the SAPS.

The Constitution of the Republic of South Africa is based on the premise that all citizens of South Africa have the right to live with dignity; and therefore, observing human rights in law enforcement is crucial. The following are in support of what entails the observation of human rights in the service delivery environment for law enforcement:

- Law enforcers are accountable to the people, where rule of law prevails,

- Justice is delivered, and
- Fundamental human rights are respected.

The levels of service delivery at station level are closely aligned with the levels of professionalism of personnel when they come into contact with those individuals and organizations that access or contribute to the services provided by the SAPS. The more focused implementation of the Batho Pele programme, the rigorous application of risk management, combating corruption involving SAPS personnel members, and the continued development of the skills of personnel members, will contribute to the continuous improvement in professionalism levels.

The expectations of a better life by the broader population since democratization of South Africa have not been realized in all respects, and frustrations in this regard have been observed in the form of violent service delivery and continued labour-related protests. These protests have in the recent past been difficult to anticipate, have involved large numbers of people and, in many cases, have resulted in the perpetration of serious, violent crime such as public violence, malicious damage to property, assault and intimidation. The policing of these protests places an additional strain on the SAPS' resources, often leading to serious injury to personnel members and the damage/destruction of physical resources. It is anticipated that protests of this nature will continue to materialize over the medium-term and consequently require additional planning and allocation of resources by the SAPS.

5.2.2 Increases to the Staff Establishment

The SAPS has, since 2003, increased its staff establishment in order to increase the number of operational personnel members available for all key functions at station level, but specifically to increase the number of personnel members performing visible policing functions. The incremental enlarging of the SAPS' staff establishment is a key feature of the SAPS' medium term planning with the emphasis on:

- recruiting quality above quantity and
- ensuring the effective, disciplined skills development of recruits, in line with the SAPS' policing responsibilities and priorities

Central to this emphasis is the fostering of an atmosphere that promotes new ideas, creative thinking, and risk-taking among its members to ensure that the organization conducts business differently in order to ensure operational excellence in the swift delivery of its mandate.

Given the nature of policing in the country the staff establishment has increased significantly from 131 483 in 2003 to 193 892 in March 2011. It will also be necessary to pursue specific recruitment directions in order to bolster service delivery at station level in line with the requirements of the Criminal Justice System. These increases have, in certain instances, not achieved the desired effect - deficiencies in respect of skills levels remain a concern which necessitate the bridging of the skills gap through continued skills development and the appointment of skilled personnel. There is also room for community participation in the recruitment of police officers. Additionally, government has been clear in its gender and equity representative requirements. Therefore, in order for police officers to execute their work efficiently and effectively in the communities they serve, membership of SAPS must reflect the diverse permutation of population within those communities. The progress that has been made is worth noting and should be further enhanced.



5.2.3 Improving Infrastructure

The geographic distribution of the SAPS is substantial as it is one of a few government departments that have a physical presence in virtually every city and town across the country. This extensive distribution is essential in order that the services provided by the SAPS in support of safe and secure communities, may be accessed as quickly and conveniently as is possible. There are, however, areas of the country in which the SAPS, due to past imbalances, is not as accessible to the community as it should be, resulting in citizens having to travel unacceptably long distances to access basic policing services. The infrastructure that the SAPS has at its disposal was inherited from the previous dispensation and is therefore characterised in some areas by preferential treatment of certain sectors of society. Due to the large number of stations, i.e. 1 125, it is not possible, given budget constraints, to adequately maintain this vast infrastructure at once. This is planned over the MTEF period. The building of new police stations to improve the accessibility of policing services to the community as well as the improving of the condition of existing stations is therefore a medium-term priority for the SAPS.

5.2.4 Technology and Resource Utilisation

Technology is a critical success factor in the successful performing of the SAPS' core and support functions and is an integral part of the CJS. The SAPS has invested significantly in the upgrading of the technology available to numerous capacities including Visible Policing, Detective Services, Crime Intelligence and the Criminal Record and Forensic Science Services, taking into consideration the technological requirements of the CJS. Continued technological advancement has been prioritized by Government, the JCPS Cluster and the SAPS as a critical enabler in addressing crime.

The increases to the staff establishment of the SAPS have been matched by concomitant increases in the levels of resources required for operational policing and in particular critical items such as vehicles, firearms and bullet-resistant vests. The utilisation of these resources, particularly vehicles, in pursuit of the strategic and operational objectives must however be improved, as these serve as a key driver of improved service delivery.

5.2.5 Addressing Corruption in the Public Service

Generally, the preponderance of corruption in government is a general concern as it undermines the delivery of basic services such as housing, education and policing. In relation to the SAPS, the development, implementation and evaluation of the intended impact of the Anti-Corruption Strategy is one of the essential priorities in order to advance the efforts of combating corruption, recognizing the negative impact corruption bears on the morale of SAPS members. The ultimate thrust is on changing public perceptions on the SAPS' image and the ability to impeccably and effectively police this country.

In terms of the assessment by the Department of Public Service and Administration during 2009/10, the SAPS was found to be 69% compliant, i.e. in the 7th position overall of the 27 national departments assessed. This Minimum Anti-Corruption Capacity Requirements (MACC) audit further emphasised the need for SAPS to review its Anti-corruption Strategy, not only to ensure compliance with the MACC, but also to ensure performance in terms of the combating of corruption in the SAPS. The

implementation of the Anti-corruption Strategy will be driven by Management at all levels through the implementation of specific, measurable, attainable, time-bound anti-corruption action plans that are designed to ensure the integrated application of the four pillars of the Anti-corruption Strategy. These pillars include: the prevention, detection and investigation of corruption, and the resolution of cases of corruption. The four pillars of the strategy each have a specific purpose, with key initiatives having been developed for implementation within each pillar. Vetting of members by crime intelligence, risk-based audits, and the investigation of registered corruption cases (SAPS and JCPS officials) are some of the initiatives undertaken. Furthermore, some work has already been done by the department to address issues of corruption, which will be furthered during the current MTEF period, such as sensitisation programmes.

5.2.6 Enterprise Risk Management

In order to address identified organisational risks, the SAPS, as an organ of state, is required to implement an effective, efficient and transparent system of risk management and internal controls in terms of the Public Finance Management Act, 1999 (Act No. 1 of 1999), and the Treasury Regulations 2005 to address the risks that might impact on service delivery initiatives. The SAPS approach is not merely to comply, but to also utilize risk management as an integral part of its integrated approach to ensure wholesome and effective corporate governance.

The SAPS' Risk Management Strategy and supportive tools have been developed to ensure thorough identification of existing and emerging strategic risks that affect all levels of operation; the establishment of a seamless process to manage identified risks; and the comprehensive monitoring of the effectiveness of internal controls to mitigate or reduce the risk over the MTEF period. The strategy will be phased-in throughout the MTEF period focusing on National Divisions, Provinces, Cluster Stations and Police Stations. In order to ensure the realization of this priority towards the improvement of SAPS's risk profile, the implementation process will be fastidiously managed by the National Risk Committee.

5.3. The Strategic Planning Process

The strategic planning process was informed by the legislative mandate of the SAPS, Government's key Medium-term Strategic Framework, the priorities of the JCPS Cluster, the Presidents' State of the Nation Address - 11 February 2010, issues identified by the Minister of Police, and considerations of the issues that emanate from the recommendations of oversight structures of government, i.e. the Portfolio Committee on Police, the Standing Committee on Public Accounts, the National Treasury, the Audit Committee and the Auditor-General.

Furthermore, the plan reflects the input from various external stakeholders such as the Community Police Forums and civil society, as well as the outcomes of the National Commissioner's strategic planning conference with the Department's top management during September 2009, the President's Conversation with the Management of the SAPS and subsequent consultations by the National Commissioner with management within the SAPS at national and provincial levels. Furthermore, as a means to understand and determine the necessary issues that would flow into short-term interventions and medium-term strategic planning processes of the organisation, the SAPS Top



Management conducted police station and border posts visits in the following provinces:

Province	Number of sites visited	Timeframe
Mpumalanga	12	27-28 July 2010
Limpopo	12	15-17 September 2010
Free State	13	21-23 October 2010
KwaZulu-Natal	16	23-25 November 2010
Eastern Cape	14	23-25 February 2011
Western Cape	13	23-25 March 2011
Northern Cape	14	19-21 April 2011
North West	14	25-27 May 2011

6. STRATEGIC OUTCOMES ORIENTED GOALS AND STRATEGIC PRIORITIES OF THE SAPS

6.1. Strategic Outcomes Oriented Goals

The Presidency, together with the JCPS Cluster developed an outcome-based model as well as evaluation and monitoring tools in order to realise the broad strategic outcome: **All People in South Africa Are and Feel Safe**. This outcome contains various focus areas, presented below in the goal statement, on which the SAPS Strategic Plan for 2010-2014, as part of the JCPS Cluster, will focus on.

Strategic Outcome Orientated Goal 1	Ensure that all people in South Africa are and feel safe
Goal Statement	<p>To provide police services that will ensure safer communities by:</p> <ul style="list-style-type: none"> ◆ Reducing the number of all serious crime, contact crime and trio crime ◆ Increasing activities to prevent and combat border crime ◆ Increasing the percentage of court ready case dockets for all serious crime, contact crime and trio crime ◆ Increasing the detection rate for all serious crime, contact crime and trio crime, including organised crime and the crimes against women and children ◆ Increasing the conviction rates for all serious crime, contact crime and trio crime

Another strategic outcome that the SAPS Strategic Plan for 2010-2014 will address is: Outcome 12: **An Efficient, Effective and Development Orientated Public Service**, specifically Output 1: *Service Delivery Quantity and Access*.

Strategic Outcome Orientated Goal 2	Ensuring adequate availability of, and access to, SAPS service points
Goal Statement	Improve the levels of service delivery and accessibility to services by bringing SAPS service points closer to the communities

This goal has been prioritized in the development of the SAPS Medium-term Infrastructure and Capital Asset Plan, which forms part of the Long-term Infrastructure and Capital Asset Plan, and the Access Strategy for determining the construction of access or service points, i.e. police stations, satellite police stations, fixed and mobile contact points, which is based on the analysis of geographical location and input from community engagements. Particular emphasis is on constructing police stations within the rural environment.



6.2. Strategic Priorities of the SAPS

The SAPS has identified a number of broad, strategic priorities that will inform the realisation of the above-mentioned strategic outcome oriented goals and to also direct the annual planning processes for the 2010 to 2014 MTEF period. These strategic priorities are subdivided into operational priorities, i.e. those priorities directed at the SAPS' core functions in terms of Section 205 of the Constitution; and the organisational priorities, or those priorities aimed at the managing of SAPS resources and the creation of an enabling environment to deliver on predetermined objectives.

6.2.1. Operational Strategic Priorities

6.2.1.1. Crime Prevention

- **Reduction of Crime Levels:** The reduction of all serious crime levels, specifically **contact crime, "trio crimes" and crimes against women and children**, including domestic violence, which despite continued success during the past, remains a challenging task given the prevailing socio-economic conditions and related factors in the country.

Increasing the visibility of SAPS personnel members, particularly at station level, is a priority and includes the focused patrolling of cities and highways, informed by identified crime tendencies and patterns and the appropriate use of Tactical Response Teams. The accelerated **implementation of Sector Policing and leveraging of requisite resources** in station precincts throughout the country is one of the priorities that will enhance visible policing and increase police turnaround times. The **implementation of the Rural Safety Strategy** will not address only issues of the farming community but will also be extended to embrace all communities living in rural areas.

The medium-term target priority will be focused on the reduction of all serious crime, by between 4-7% over the medium-term period. In addition, the target for the reduction of levels of contact crime has been set at 34% (i.e. 4-7% per annum) and the target for the reduction of TRIO crimes has been set at 31% (i.e. 4-7% per annum) for the period 2010 – 2014.

- The **Improvement of Police Response Times** remains a priority of the Department. The successes and good practices from various call centres around the country will be consolidated and utilized in the process of developing learning networks intended to improve response times and access to police services throughout the country. The SAPS is in the process of finalising an Access Strategy in terms of which geographic access norms on the establishment of SAPS service points will be developed to inform and direct the future placement and construction of these service points in a phased approach that is intended to address imbalances in the determined geographic access points.
- **Crime Perception Management:** The **mobilization of the community** in fighting crime through the establishment of strategic partnerships, as emphasized by the President and SAPS Management, is a priority. **Partnership policing** has been and still remains a priority

that ensures visible and interactive community-police policing approach. Partnerships include a variety of role players within government, business, municipalities, interest groups, organized communities, etc. The development of a sustainable approach in this regard will be an emphasis as these partnerships have to strategically occur at national, provincial, sector (cluster) and at police station level with an emphasis on value realisation for all involved stakeholders. The establishment and development of these partnerships will be undertaken in tandem with **crime perception management programmes** that are geared at **building a positive image for the SAPS**.

- Further development and implementation of the **Victim Empowerment Programme** also forms part of the medium-term and will focus in the management of the effects and perceptions of crime. It is the intention of the SAPS that the number of crimes reported to the SAPS, specifically contact crimes, should increase over the medium-term. In order to facilitate the measurement of increased reporting of crime by victims, **an annual victim survey**, which is conducted by **Statistics South Africa** in collaboration with the SAPS and other key departments in the CJS. Additionally, as a means to tap into the barometer on the public perceptions on crime, **an annual perceptions survey** will be conducted to inform and assist the SAPS Management on the necessary interventions required to manage perceptions about crime and to also determine how the SAPS should share information relating to its functioning with affected stakeholders.
- **Effectiveness and Integration of Border Management** involves the improvement of **regional cooperation** efforts in combating crime that has the potential to affect the Southern African region and the Continent. The SAPS will take a leading role in defining the relationship between a local police station, borderline, port of entry and exit, and a police station in a neighbouring country. The establishment of effective regional policing is therefore the ultimate priority, especially around the country's borders. Counterparts in neighbouring countries do not, however, always have the same resources as does the SAPS, and this makes interaction difficult. Agreements regarding the shared use of resources, particularly police stations and facilities between neighbouring states, will be strengthened. In addition, different countries have different ways of dealing with crime, e.g. stolen vehicles, and the approach to relevant crimes must be harmonized. Joint and coordinated working relations will facilitate the fight against crime.

The SAPS will actively participate in the establishment of the **Border Management Agency** which has been utilised at the highest level of Government as a means for establishing a mechanism that will oversee the various aspects associated with the securing of South Africa's borders, including borderlines and ports of entry and exit. The SAPS will have a crucial role to play in this regard together with other departments such as the South African National Defense Force and the Department of Home Affairs.

- **Policing Incidents of a Public Disorder or Security Nature** is the responsibility of SAPS to create and maintain capacity to respond to all public disorder situations which are not deemed to be "normal" crime. Although this capacity should be utilized for visible policing



functions, the capability to respond to extraordinary situations remains a priority and this is addressed in the **Public Order Policing Policy** and the re-establishment of the dedicated unit. Extraordinary situations refer to crowd-related incidents of both a violent and non-violent nature as well as incidents affecting the security of the State (i.e. marches, strikes, service delivery protests, etc).

This specialized capacity is not limited to interventions within the borders of the Republic, but also to **external deployments** in terms of international obligations. Although the active participation of the SAPS is deemed important in this regard, the fulfillment of such a role does impact on the capacity of the SAPS in terms of policing within the borders of the Republic as it stretches the current resources thinly across the spectrum.

- **Combating Corruption:** The prevention, detection and investigation of corruption within the ranks of the SAPS will be a major focus area in the following years. An **Anti-corruption Strategy** has been developed for the SAPS, which focuses on the prevention of corruption, the effective investigation of cases of corruption involving SAPS personnel members, the detection of corruption to ensure the exposing corrupt practices, and the restoration of the SAPS' policies, procedures and systems to prevent re-occurrence of corrupt practices.

The management of the SAPS will therefore ensure that the Anti-corruption Strategy is properly communicated both within and outside the SAPS, and that it is implemented to its fullest extent. The implementation of this Anti-corruption Strategy will be undertaken in conjunction with other departments, but specifically those in the JCPS Cluster, including specific **anti-corruption operations across the Cluster**. Furthermore, **the process of addressing criminality within the SAPS** will include vetting of personnel via fingerprint testing, as well as testing of all police firearms. This will assist in the identification of those police officials that are involved in crime and will significantly contribute in curbing corrupt and criminal activities within the SAPS.

6.2.1.2. Investigation of Crime

The focus of this priority is the effective investigation of reported crime within South Africa, with a focus on the detection and the court-ready case docket rates. In addition to addressing the basic performance requirements of the investigative process, the focus will also be on apprehending and charging known criminals, particularly those that operate across provincial boundaries.

- The Directorate of Priority Crimes Investigation (DPCI) is one of the key investigative organs within the SAPS that require the necessary capacity and expertise in order to give full effect to its mandate in terms of Section 17 (1) of the amended South African Police Service Act. This Directorate represents a specialised investigative capacity within the SAPS whose focus is on crimes that are a national priority such as serious economic crime, with a key consideration being the combating of cyber-crime, identity theft (focusing on securing the identity and status of citizens), corruption and organised crime.

- A priority of Government is the improvement of the CJS. Medium-term initiatives planned in this regard include the aligning of the objectives, priorities and execution capacities of the various departments within the CJS; the compiling of a central CJS business plan and action plan to effect the aligning of objectives, performance targets and measurements for the CJS as a whole; the identifying and improving of specific components of the CJS whose weakness undermines the entire system; the improving of the performance of courts; the modernisation of the CJS through the development, integration and implementation of tailored IT solutions; and the involving of the community at large in the fight against crime, focusing on securing community participation in key issues such as policing, parole boards and community sentencing.
- Increasing the capacity and professionalism of detectives investigating crime has been a priority for some time within the SAPS; however, due to significant increases in capacity, a backlog has been created in the training of detectives. The SAPS will prioritize efforts to ensure sufficient numbers of detectives to deal with the investigation of reported crimes by means of a comprehensive recruitment strategy, in addition to increasing the skills of detectives via the elimination of training backlogs and continuous retraining of existing detectives.

The medium-term target for the investigation of crime will involve increasing the detection rate for contact crimes from 53,46% to 60%. The medium-term target for court-ready case dockets rates (a new indicator from 2010/11) for contact crimes will be increased to 41,24%.

With regard to certain priority crimes, particularly crimes against women and children and stock theft, the Department will reestablish the Family, Child and Sexual Offenses Unit and the Stock Theft Unit, and establish other utilization units to deal with these crimes, and also ensure allocation of resources to these units.

6.2.1.3. Support to the Investigation of Crime

- Improving the Collection and Processing of Evidence: A concerted effort will be made to improve the collection and processing of evidence at crimes scenes by crime scene experts. Additional focus areas within this environment will include improving the procedures for the updating of records of offenders that have been convicted of crime. These procedures will therefore ensure that repeat offenders are identified before bail hearings are held as this will significantly reduce the incidence of bail being awarded to hardened offenders. The strategic sharing of databases with other organs of state such as the Department of Home Affairs will further strengthen the capacity of the SAPS to identify individuals involved in crime.
- Capacitating the Criminal Record and Forensic Science Service: The support provided to the investigation of crime is a key enabling factor in the SAPS' ability to successfully investigate reported crime. During the next five years priority will be given to extending the capacity of the Criminal Record and Forensic Science Services Division, due to the important role it plays in support of the investigation of crime. This will include the expanding of infrastructure to support the decentralization of the services provided. Coupled to this, the procurement of



new technology or expanding of existing technology will be a priority. Improved training and competency certification, in accordance with international standards, will be focused on to improve the service delivery of individual employees.

Proposed legislation enabling the SAPS to take fingerprints of all arrestees will enhance the functionality of existing databases. However, implementation of this practice will impact significantly on the existing capacity of this environment as workloads will increase.

The target focus over the medium-term will be incremental relating to the processing of forensic and fingerprint evidence, which currently stands at 94% and 81.5%, respectively. The increase in performance relating to forensic and fingerprint evidence is dependent on the improving of the systems related to the processing of these categories of evidence.

- War Rooms: In view of the success of the current War Rooms, there is a need for the Department to urgently roll out this approach to all provinces, with particular emphasis on provinces that have high levels of violent and organised crime.

6.2.1.4. Crime Intelligence

Crime intelligence is a key support to the investigation and prevention of crime and the focus during 2010 to 2014 will be on providing quality services to its clients within the SAPS, so as to provide actionable intelligence and to enable successful prosecutions and convictions. In this regard, Crime Intelligence will emphasise intelligence operations pertaining to serious crime including contact and “trio” crimes, syndicates involved in drug and people smuggling, human trafficking, and the recovery of illegal firearms.

The capacitating of crime intelligence so as to ensure improved service delivery will address the improvement of skills at various levels and the retention of these skills. In order to improve the provision of crime intelligence products and services, various strategies will be implemented during 2010 to 2014. These strategies will include: the development of better threat assessment and targeting systems; improving network collection by increasing ground coverage and open source information; the utilization of visible policing personnel for the gathering and provision of intelligence and crime related information; increasing support for collectors by enforcing more effective management of sources; focusing on a “targeted” approach, i.e. network operations; improving targeted undercover operations through advanced covert methodology; focusing on interaction with other role players, e.g. other departments, Visible Policing and the DPCI; and improving intelligence database capabilities as well as access to remote systems for purposes of integrating information management.

6.2.2. Operational Support Priorities

The SAPS' organisational or support priorities will be measured over the period 2010 to 2014 in terms of the medium-term plans that have been developed specifically to ensure a comprehensive and integrated tabulation of the issues relating to the strategic priorities within this category.

6.2.2.1. Human Capital Development

- Skills development and the retention of skills will be a priority over the period 2010 – 2014. The shortage of skills within the SAPS cannot in all instances be addressed by the recruitment of personnel and the existing staff establishment must be developed to provide for certain of the scarce skills required. In this regard, training will play a vital role in creating pools of skilled personnel within the SAPS in order to meet future skill needs. This requires that a revision of existing training and skills retention practices and strategies be undertaken. The developing of additional training programmes to create pools of skilled personnel and a review of the current Scarce Skills Policy (to determine whether or not it is facilitating the retention of scarce skills), including the realization of Government's objectives contained in the Job Access Strategy, will be undertaken.

The SAPS top management has identified "command and control" as one of the major problems being experienced in the management of personnel, above all at station level. The role of the Inspectorate will be enhanced to ensure compliance and proper implementation of official directives at police station level. It has also become essential to also develop and implement training courses for commanders at station level to not only provide them with the operational and tactical skills relevant to these jobs, but also to skill them in the management of their personnel.

- Focused recruitment of personnel will continue to be a medium-term priority for the SAPS. There will, however, be a transition from volume-based recruiting to the recruiting of individuals with the proper skills that are required by the Department in its key areas of functionality.
- The health and wellness of the SAPS' employees is an ongoing priority and the focus for the future will be on ensuring the health and wellness of employees, including physical maintenance, to ensure that members performing operational duties are capable of dealing with the physical demands of the job.
- Employees can, however, only perform as well as what their physical surroundings allow them. In this regard, improving the SAPS' physical infrastructure will also impact positively on employee health and wellness.
- The transformation of the SAPS must be progressed as a matter of urgency including issues such as racism, discrimination and ineffective discipline management. The improvement of the employment equity of the SAPS, in accordance with Government objectives, also remains a critical focus area. In this respect, existing affirmative action programmes will be continued and where required, additional programmes to address racial imbalance will



be instituted. A concerted effort will be made to promote gender equity within the SAPS by developing and appointing women in decision-making posts. The drive to ensure the achievement of the required 2% target of people with disabilities within the SAPS will also be enhanced.

6.2.2.2. Budget and Resource Management

- The accelerated improvement of the infrastructure through a structured capital works programme, with specific reference to police stations and other office and specialized accommodation in the SAPS, is substantial. Budgetary constraints, however, impact on what can realistically be achieved. The building of new police stations, the renovation (refurbishing) of existing ones and the provision of accommodation in accordance with the determined need, will be prioritized and fast-tracked in line with the operational priorities and objectives of the SAPS. The Long-term Infrastructure and Capital Asset Plan included in the relevant section below provides greater detail on the construction of stations and refurbishments planned over the medium-term. It will, however, be important that the improvement of infrastructure is conducted in a coordinated fashion, that available budgets are fully utilized and that contracting and subsequent service delivery are done in accordance with relevant legislation. The effective management of existing assets will be guided by the development of an Immovable Asset Management Plan to comply with the Government Immovable Asset Management Act, 2007.
- The enhancement of asset management is a major focus area as this issue impacts on the level of service delivery, particularly at local level, the expenditure of the SAPS in line with its priorities and its ability to demonstrate the effective utilization of its allocated budget. The majority of the physical resources employed by the SAPS are directed towards the performance of the core, operational functions. A key issue that will be addressed in this regard is the planned procurement and distribution of critical assets such as vehicles, firearms and bullet resistant vests. The expansion of the procurement of critical assets, in accordance with the expansion of the establishment, as well as the maintenance and replacement of these items, will be prioritized given the critical role that they play in safeguarding members and reducing the risks associated with operational policing duties.

6.2.2.3. Enhancing Information Systems and Information and Communication Technology

The development, sustenance and implementation of information systems and information and communication technology over the medium-term will be directed, on the one hand, towards the requirements that the SAPS has in this regard, given its operational and support strategic priorities; and on the other hand to the system and information requirements of the CJS. The trend towards globalisation as well as the developing nature of South Africa's economy has placed a higher premium on effective information technology as a major contributor to the effective management of core processes within any organisation, and the SAPS is no exception. The SAPS has developed an Information and Communications Technology Plan that provides an overview of the key information and communications technology projects that will drive the acquisition, integration and maintenance of information and communication technology within the SAPS over the

medium-term. The technological focus of the SAPS will be on the capacity building in the core functions of crime prevention, investigation and detection. This will be done in line with the modernization of technological and systems requirements of the CJS to ensure a single, coordinated management of the continuum of criminal justice and performance across the CJS utilization. Furthermore, the ICT plan, as outlined in Part C below, will take into account proper audit of systems, integration of associated systems, and expediting the full implementation of key systems such as the e-docket.

In terms of the CJS, this will include the following:

- Single, coordinated management of continuum of criminal justice and performance across the CJS;
- A system to be developed to ensure records and data on corruption crimes across the CJS;
- The development of a database of victims across CJS;
- A database that enables convictions and sentences related to identity theft; and
- The establishment of an integrated systems approach to combating cyber crime.



PART B: STRATEGIC OBJECTIVES

The SAPS has identified a number of broad, strategic objectives that will direct its annual planning for the MTEF period in order to ensure that the intended goals are met. These objectives are presented below in line with the relevant programmes.

7. OUTLINE OF DEPARTMENTAL PROGRAMMES

7.1. Key Departmental Programme 1: Administration

Purpose: Develop policy and manage the Department, including providing administrative support.

Programme Description:

The Administration Programme regulates the overall management of the Department and provides centralised support services such as information technology, capital works such as the building and renovations of police station and property management costs. It also provides for training of personnel and employer contributions to medical aid benefits. The Administration Programme comprises the following sub-programmes:

- Minister
- Deputy Minister
- Management
- Corporate Services
- Office Accommodation

The key institutions that are responsible for the performance in this programme include:

- Ministry
- Office of the National Commissioner:
 - Chief Operations Office
 - ◆ Internal Audit
 - ◆ Strategic Management
 - ◆ Corporate Communication
 - ◆ Organisational Development
 - Executive Legal Office
- Divisions and Provincial Offices:
 - National Inspectorate
 - Supply Chain Management
 - Human Resource Development
 - Human Resource Utilisation
 - Personnel Management
 - Financial Administration Services (FAS)
 - Technology Management Services (TMS)

Strategic Objective: To regulate the overall management of the Department and provide centralised support services			
Objective statement	Baseline	Justification	Links
Maintaining 98% of quality personnel employed by the Service	99%	This objective is intended to manage staff attritions, attract quality personnel and ensure gradual increase in the staff establishment in key functional areas	This will ensure proper and effective HR Management through the implementation of Medium-term Human Resource Management Plan and HR policies of SAPS and government
Ensuring quality of trained members by maintaining 88% of learners declared competent upon completion of their training	88%	There is a need to bridge skills gap through continued skills development and the appointment of skilled personnel in order to improve and ensure efficient and effective service delivery in the SAPS	This advance the implementation of National Skills Development and ASGISA Programme of Government. This will also allow previously disadvantaged groups opportunities to develop requisite skills
Maintaining the ratio of not more than 73/27% of compensation versus operational expenditure	71/29%	This ratio is intended to ensure that the total amounts spent on all compensation expenditure compared to the total amount spent on all operational expenditure does not far exceed the SAPS set standards	This will contribute to acceptable planning standards

7.2. Key Departmental Programme 2: Visible Policing

Purpose: Enable police stations to institute and preserve safety and security, and provide for specialised interventions and the policing of South Africa's borders.

Programme Description:

The Visible Policing Programme is one of the key programmes that are entrusted with implementing the statutory mandate of the SAPS. It comprises the following three sub-programmes:

- *Crime Prevention* – provides for basic crime prevention and visible policing services rendered at police stations, including community service centres.
- *Border Security* – provides for the policing of borders.



- *Specialised Interventions* – comprise the Air Wing, the Special Task Force and the crime-combating capacity, among others.

The responsibility to deliver on this programme is entrusted on the following structures:

- Visible Policing
- Police Stations
- Operational Response Services

Strategic Objective: To discourage all crimes by providing a proactive and responsive policing service that will reduce the levels of priority crimes			
Objective statement	Baseline	Justification	Links
To contribute to the reduction of all serious crime by between 4-7%	-2.4%	The reduction of levels of serious crime is one of the priorities of government	This will contribute towards ensuring that all people in South Africa are and feel safe
To combat cross-border crime	100% reaction to hits	Crime prevention activities along South Africa's borders will contribute towards the reduction of cross-border or trans-national crime	Border management is a priority for government and the SAPS has a crucial role to play to ensure the safety of all within South Africa's borders
To stabilise all medium to high-risk incidents	99%	The objective of total stabilisation of incidents of public disorder or serious crime incidents contributes to the security of people within the South African borders	This will contribute to peace and stability of the country, the SADC region and beyond

7.3. Key Departmental Programme 3: Detective Services

Purpose: Enable the investigative work of the South African Police Service, including providing support to investigators in terms of forensic evidence and the Criminal Record Centre.

Programme Description:

The Detective Services Programme comprises the following four sub-programmes:

- *Crime investigations* accommodate detectives at police stations, who investigate crimes of a general nature.

- *Specialised Investigations* provides for the prevention, combating and investigation of national priority offences including the investigation of organised crime syndicates, serious and violent crime, commercial crime and corruption.
- The *Criminal Record Centre* provides for an effective and credible Criminal Record Centre/Local Criminal record Centre service in respect of crime scene management/processing and the provision of criminal history and related information.
- The *Forensic Science Laboratory* provides for forensic science services, including specialised technical analysis and support to investigations regarding evidence.

Institutes responsible for performance delivery under this programme are the following:

- Detective Services
- Forensic Science Laboratory and Criminal Record Centre
- Directorate of Priority Crimes Investigation

Strategic Objective: Contribute to the successful prosecution of crime, by investigating, gathering and analysing evidence, thereby increasing the detection rate of priority crime.			
Objective statement	Baseline	Justification	Links
To increase the detection rate of all serious crime to 59%	46,16% Detection Rate	This objective will improve detection and investigation of crime towards successful prosecutions	Successful detection and prosecution of crime ensures optimum performance of the CJS
To increase the percentage of court ready case dockets of all serious crime to 42,84%	30,84% (2010/11 serves as baseline and this is a new indicator)	This objective will improve detection and investigation of crime towards successful prosecutions	Successful detection and prosecution of crime ensures optimum performance of the CJS
To increase the detection rate of serious commercial crime to 55%	37% Detection Rate	This objective will improve detection and investigation of crime towards successful prosecutions	Successful detection and prosecution of crime ensures optimum performance of the CJS
To increase the percentage of court ready dockets of serious commercial crime to 34%	25,6% (2010/11 serves as baseline and this is a new indicator)	This objective will improve detection and investigation of crime towards successful prosecutions	Successful detection and prosecution of crime ensures optimum performance of the CJS



To ensure that the conviction rates for all serious crime is not less than 89% by 2014/15	88,83% Conviction Rate	This objective will improve detection and investigation of crime towards successful prosecutions	Successful detection and prosecution of crime ensures optimum performance of the CJS
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7.4. Key Departmental Programme 4: Crime Intelligence

Purpose: Manage crime intelligence and analyse crime information, and provide technical support for investigations and crime prevention operations.

Programme Description:

The Crime Intelligence Programme is comprised of the following sub-programmes:

- Crime Intelligence Operations provides for intelligence-based crime investigations.
- Intelligence and Information Management provides for the analysis of crime intelligence patterns that will facilitate crime detection, in support of crime prevention and crime investigation.

The key role-player responsible for performance delivery within these sub-programmes is Crime Intelligence

Strategic Objective: Contribute to the neutralising of crime by gathering, collating and analysing intelligence that leads to an actionable policing activity			
Objective statement	Baseline	Justification	Links
To increase the number of operational and strategic analysis reports in support of crime prevention and investigation to 261 330	234 020 intelligence analysis reports	This objective contributes towards ensuring that crime is prevented through intelligence activities and that crime intelligence-led investigations are successfully prosecuted	This will assist the SAPS and government in neutralising crime, enhancing investigations and thus ensuring the security of those within South African borders
To increase the number of network operations conducted resulting from intelligence files to 34 507	24 368 network operations	This objective contributes towards ensuring that crime is prevented through intelligence activities and that crime intelligence-led investigations are successfully prosecuted	This will assist the SAPS and government in neutralising crime, enhancing investigations and thus ensuring the security of those within South African borders

7.5. Key Departmental Programme 5: Protection and Security Services

Purpose: Provide protection and security services to all identified dignitaries and government interests.

Programme Description:

The Protection and Security Services Programme is divided into three sub-programmes:

- VIP Protection Services provides for the protection, while in transit, of the President, Deputy President, former Presidents, and their spouses, and other identified VIPs.
- Static and Mobile Security is for protecting other local and foreign VIPs; and the places in which all VIPs including persons related to the President and the Deputy President.
- The Government Security Regulator provides for security regulations, evaluations and the administration of National Key Points and strategic installations.

In order to deliver on its objective, the programme is comprised of the following institutions:

- Protection and Security Services; and
- Presidential Protection Services;

Strategic Objective: Minimise security violations by protecting foreign and local prominent people and securing strategic interests			
Objective statement	Baseline	Justification	Links
To provide 100% protection to all VIPs in-transit and static	100% in-transit	This objective is intended to minimise security breaches that might occur to foreign and local VIPs	The objective is to render South Africa capable of securing local and foreign dignitaries in terms of the Risk Management Policy (RIMAS)
	99.98% static		
To audit 50% of identified strategic installations and 100% National Key Points evaluated per annum	60% strategic installations audited	This objective is geared towards ensuring that the securing of strategic installations or sites is in compliance with security standards	This objective will contribute towards minimising the risk associated with securing National Key Points, strategic sites and installations in line with relevant legislation
	83% NKPs evaluated		



7.6. Resource Considerations

7.6.1 Expenditure Estimates

The expenditure trends in the programme's budget and economic classification over the seven year period are the following:

Programme	Audited outcome			Adjusted appropriation	Revised estimate	Medium-term expenditure estimate		
	2008/09	2009/10	2010/11			2011/12	2012/13	2013/14
R thousand								
Administration	11 081 706	12 600 183	13 945 619	15 204 241	15 204 241	16 281 134	17 162 132	18 109 110
Visible Policing	20 233 389	23 458 044	25 799 892	27 268 276	27 268 276	28 684 508	31 105 431	33 029 470
Detective Services	7 586 993	8 449 175	10 120 060	11 960 602	11 960 602	13 159 758	14 072 523	14 874 444
Crime Intelligence	1 579 706	1 814 767	2 115 692	2 391 577	2 391 577	2 549 166	2 692 278	2 840 430
Protection and Security Services	1 153 454	1 340 303	1 548 437	1 725 841	1 725 841	1 810 793	1 888 979	1 994 530
Total	41 635 248	47 662 472	53 529 700	58 550 537	58 550 537	62 485 359	66 921 343	70 847 984
Change to 2011 Budget estimate				489 000	489 000	407 754	224 608	149 445

Economic classification

Current payments	38 647 559	44 424 871	49 733 592	55 085 433	55 085 433	58 724 240	63 025 022	66 742 327
Compensation of employees	29 147 399	33 771 480	38 415 337	42 298 631	42 298 631	45 042 199	48 180 724	50 770 170
Goods and services	9 500 160	10 653 391	11 318 255	12 786 802	12 786 802	13 682 041	14 844 298	15 972 157
<i>of which:</i>								
Computer services	1 611 944	2 078 860	2 130 660	3 326 098	3 326 098	3 450 922	3 511 281	3 593 262
Inventory: Fuel, oil and gas	1 874 816	1 537 393	1 639 075	1 655 816	1 655 816	1 757 575	2 121 593	2 383 045
Lease payments	1 187 138	1 503 451	1 704 522	1 930 544	1 930 544	2 132 817	2 254 179	2 395 656
Property payments	660 273	807 430	947 306	898 480	898 480	991 181	1 085 247	1 157 282
Transfers and subsidies	379 939	437 802	500 296	464 622	464 622	492 102	516 039	542 274
Provinces and municipalities	22 447	25 195	25 712	25 327	25 327	26 605	27 963	29 592
Departmental agencies and accounts	18 427	20 818	23 861	24 268	24 268	27 724	29 713	31 789
Non-profit institutions	–	–	–	1 000	1 000	–	–	–
Households	339 065	391 789	450 723	414 027	414 027	437 773	458 363	480 893
Payments for capital assets	2 605 647	2 798 750	3 292 936	3 000 482	3 000 482	3 269 017	3 380 282	3 563 833
Buildings and other fixed structures	991 150	1 070 126	1 182 141	1 235 293	1 235 293	1 344 557	1 429 507	1 527 277
Machinery and equipment	1 612 501	1 726 771	2 109 890	1 764 954	1 764 954	1 924 210	1 950 515	2 035 836
Biological assets	1 996	1 853	905	235	235	250	260	270
Payments for financial assets	2 103	1 049	2 876	–	–	–	–	–
Total	41 635 248	47 662 472	53 529 700	58 550 537	58 550 537	62 485 359	66 921 343	70 847 984

7.6.1.1 Expenditure Trends and Strategic Outcome Oriented Goals

The spending focus over the medium term will be on personnel numbers, physical resources such as basic equipment needs, capital infrastructure, skills development and technological enhancements in the information and telecommunications environments. The spending trends are however influenced by the reduction on the baseline allocations over the medium term to the extent of R2.186 billion. These amounts reduce the extent to which new personnel are appointed and spending levels of cost drivers such as travel and subsistence, fuel and oil and communication expenses.

Expenditure increased from R41.6 billion in 2008/09 to R58.6 billion in 2011/12, at an average annual rate of 12 per cent driven mainly by the increased expenditure in compensation of employees. It is expected to grow to R70.8 billion over the medium term, at an average annual rate of 6.6 per cent. The growth in expenditure over the medium term is primarily due to: investing in capital infrastructure and technological enhancements, especially in the forensic science and investigative functions; additional capacity for the Directorate for Priority Crime Investigation; upgrading the IT network; and reviewing and modernising the criminal justice system to create an integrated criminal justice environment.

The Budget sets out additional allocations of R872.9 million in 2012/13, R990.8 million in 2013/14 and R1.1 billion in 2014/15 for improved conditions of service.

7.6.1.2 Infrastructure spending

Spending on infrastructure increased from R991.1 million in 2008/09 to R1.2 billion in 2011/12 at an average annual rate of 7.6 per cent, and is expected to increase to R1.5 billion over the medium term at an average annual rate of 7.3 per cent. Allocations earmarked for infrastructure will be used to build and upgrade police stations. Spending on office accommodation functions devolved from the Department of Public Works increases from R1.4 billion in 2008/09 to R3.2 billion in 2014/15, at an average annual rate of 19.5 per cent.

In 2008/09, the department began building a forensic laboratory in Western Cape and expects it to be completed in 2012/13. The new building will accommodate all the different forensic disciplines to eliminate the duplication of certain administration processes. The new laboratory complex will also allow for an increase in personnel capacity and analytical instrumentation.

7.6.1.3 Spending priority focus

The Police budget over the medium term is aligned to the priority indications thus taking into account departmental strategic objectives for the medium term period ahead. These focus areas are:

- Specific emphasis on –
 - Enhance Investigative capacity quite significantly
 - Enhance Crime Intelligence capacity



- Enhance Visible Policing capacity
- Enhancing DPCI capacity as far as human and physical resources are concerned.
- Continued training focus – basic, investigative training, CSC Commander, etc.
- Resourcing the CJS Revamp initiative intensely – CRC, FSL and systems
- Continuous funding of the IJS
- Upgrading of the hosting and network infrastructure
- Resourcing of the DPCI – address organised crime etc.
- Capital infrastructure and property management
- Establish tactical response teams in provinces
- Re-establishment and roll-out of Family Violence, Child Protection and Sexual Offences Units and
- Strengthening of Stock Theft Units.

7.7. Risk Management

There are five (5) key risks that have been identified and prioritized for management by the SAPS. The Department has established a comprehensive risk control environment across its entire programme structure which extends throughout all levels of the department. Most of these identified key risks cut across more than one financial programme and include:

- Inadequate case docket management and case docket security as a risk relates directly to one of the core policing functions, namely the investigation of crime. This risk also impacts on the entire Criminal Justice System because ineffective investigation of criminal cases by the SAPS may result in the reduction in conviction rates. This may also negatively influence public perceptions on the effectiveness of the entire criminal justice process.
- Inadequate police response and service delivery at station level. This risk relates to public expectations of the SAPS to respond effectively and promptly to calls for services or assistance. Delayed response or failure to respond to these calls may undermine public confidence in the ability of the SAPS to ensure safety and security of the communities. Ultimately, this may affect cooperation and assistance from the public in combating crime. Consequently, this may result in the eruption of unwarranted elements affecting the safety of our communities, such as vigilantism and xenophobia.
- Criminality involving SAPS members, including fraud and corruption. The upholders of law and order cannot be seen to be complicit in crime. SAPS members' involvement in crime and corruption poses serious challenges to the reputation of the SAPS and may elicit a very negative reaction from all sectors of society.
- Inadequate personnel security impacting on the murder of, and attacks on, SAPS members. The murder of police officers affects the morale of SAPS members and may have a negative effect on policing crime, especially with regard to recruitment of citizens into the service, deployment of members in incident-prone areas, and possible staff attritions. When not properly managed, the murder of police may be conceived by citizens as an indication of the failure by police to win the war against dangerous criminals.
- Compromised detention management resulting in escapes from police custody has far-reaching consequences for the SAPS, the Criminal Justice System and the citizens. Failure to manage this

risk may result in (among others):

- Exposing the citizens to escapees who have the potential to commit more crimes additional to the ones they were initially apprehended for,
- Wasteful utilization of resources in effecting the re-apprehension of the escapees, and
- Increase in court backlogs due the unavailability of the escapees to participate in the court process.

The management of the SAPS will address the above mentioned risks in terms of the following table:

Strategic Risk	Strategic Priority	Performance Indicator	Actual Performance			Estimated Performance 2011/12	Medium-term Targets		
			2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
1. Inadequate case docket management.	Detective Services. Effective investigation and detection of serious crimes, contact-related crimes, crimes against women and children, property related crimes, and crimes dependent on police action for detection.	Percentage of case dockets closed as undetected.	-	-	1 100 303	1 078 297	Decreased by 2% to 1 056 731	Decreased by 2% to 1 035 596	Decreased by 2% to 1 014 884
2. Inadequate police response and service delivery at station level.	Visible Policing. Effective investigation and detection of serious crimes, contact-related crimes, crimes against women and children, property related crimes, and crimes dependent on police action for detection.	Average response times for Alpha , Bravo and Charlie complaints.	-	-	Alpha complaints reaction time reduced to an average of : 23.03 mins Bravo complaints reaction time reduced to an average of : 31.49 mins Charlie complaints reaction time reduced to an average of 27.01 mins	Alpha complaints reaction time reduced to an average of : 19.05 mins Bravo complaints reaction time reduced to an average of 24.33 mins Charlie complaints reaction time reduced to an average of 21.45 mins	Alpha complaints reaction time reduced to an average of : 19.05 mins Bravo complaints reaction time reduced to an average of 24.33 mins Charlie complaints reaction time reduced to an average of 21.45 mins	Alpha complaints reaction time reduced to an average of : 19.05 mins Bravo complaints reaction time reduced to an average of 24.33 mins Charlie complaints reaction time reduced to an average of 21.45 mins	Alpha complaints reaction time reduced to an average of : 19.05 mins Bravo complaints reaction time reduced to an average of 24.33 mins Charlie complaints reaction time reduced to an average of 21.45 mins
3. Criminality involving SAPS members, including fraud and corruption.	All strategic priorities.	Percentage of reported charges against SAPS members for corruption and fraud.	-	-	650	592	Decreased by 3% to 574	Decreased by 3% to 557	Decreased by 3% to 540
		Percentage of reported charges against SAPS members for all crime.	-	-	9 437	7 230	Decreased by 5% to 6 868	Decreased by 5% to 6 525	Decreased by 5% to 6 199



Strategic Risk	Strategic Priority	Performance Indicator	Actual Performance			Estimated Performance 2011/12	Medium-term Targets		
			2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
4. Inadequate personnel security impacting on the murder of, and attacks on, SAPS members.	All strategic priorities.	Number of murders of members of the SAPS (on and off duty).	-	-	Murders (on and off duty) – 93	Murders (on and off duty) – 91	Decreased to 82	Decreased to 74	Decreased to 67
5. Compromised detention management resulting in escapes from police custody.	Visible Policing. Effective investigation and detection of serious crimes, contact-related crimes, crimes against women and children, property related crimes, and crimes dependent on police action for detection.	Number of escapes from SAPS custody.	-	-	478	301	Decreased to 150	Decreased to 75	Decreased to 38

PART C: LINKS TO OTHER PLANS

8. LINKS TO LONG-TERM INFRASTRUCTURE AND OTHER CAPITAL PLANS

8.1. Long-term Infrastructure and Capital Asset Plan

The Long-term Infrastructure and Capital Asset Plan will respond directly to the requirements in this regard that have been determined by the National Commissioner, for the medium-term. The SAPS is currently in a position where the infrastructure that is in place does not provide access to the services provided by the SAPS to all communities, and certain police stations are in need of renovation. This plan will therefore direct the number of police stations that are constructed and renovated annually as well as the location of these stations.

The table below provides a medium-term infrastructure plan with regard to the construction and renovation of police stations:

Definitions:

New Police Stations (N)

Police Stations that are constructed in suburbs, townships, towns, cities or rural areas where no police stations previously existed.

Re-established Police Stations (RE)

Existing Police Stations that are replaced by new structures on its existing site.

Newly Re-established Police Stations (NRE)

Existing Police Stations that are replaced by new structures on a new site.

Repaired & Upgraded (including new structures) Police Stations (R&U)

Existing Police Stations that are extensively repaired and upgraded, which includes additional accommodation.



PROVINCE	2011/ 2012	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017
EASTERN CAPE	BISHO POLICE STATION (NRE)	BOLO POLICE STATION (R&U)	MTHATHA 10111 (N)	PATERSON POLICE STATION (R&U)		
	LADY FRERE POLICE STATION (NRE)	STEYTLERVILLE POLICE STATION (R&U)	KAMESH POLICE STATION (RE)	BETHELSDORP POLICE STATION (RE)		
	PORT ELIZABETH 10111 (N)		HANKEY POLICE STATION & LIVING QUARTERS (RE)	QUEENSTOWN POLICE STATION (R&U)		
	JOZA POLICE STATION (N)		LUSIKISIKI POLICE STATION (NRE)	MOYENI POLICE STATION (N)		
	CRADOCK POLICE STATION (NRE)			MAJOLA POLICE STATION (N)		
	EAST LONDON 10111 (N)			NEMATO POLICE STATION (N)		
FREE STATE	CLOCOLAN POLICE STATION (R&U)		SMITHFIELD POLICE STATION (RE)	KAGISANONG POLICE STATION (RE)	MAKGOLOKWENG POLICE STATION (N)	
			SPRINGFONTEIN POLICE STATION (RE)	VREDE CATTLE THEFT UNIT (NRE)		
				SONSKYN "BLOEMSPRUIT" (RE)		
				KUTLWANONG POLICE STATION (NRE)		
				KOPANONG POLICE STATION (RE)		
LIMPOPO	LETSITELE POLICE STATION (RE)		VUWANI POLICE STATION (RE)	DZANANI POLICE STATION (R&U)	BOLOBEDU POLICE STATION (RE)	
	MUSSINA POLICE STATION (RE)		TOLWE POLICE STATION (RE)	MALIPSDRIFT POLICE STATION (RE)	THABAZIMBI TRAINING COLLEGE (RE)	
	MUSSINA HOLDING FACILITY (N)		MANKWENG POLICE STATION (RE)	HLOGOTLOU POLICE STATION & LIVING QUARTERS (RE)	APEL POLICE STATION (RE)	
			TZANEEN POLICE STATION (R&U)	GIYANI POLICE STATION PHASE II (RE)		

Strategic Plan 2010 - 2014

Revised Version

PROVINCE	2011/ 2012	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017
			ELANDSKRAAL POLICE STATION (RE)	LETSITELE LIVING QUARTERS (N)		
			ROEDTAN POLICE STATION (NRE)			
WESTERN CAPE	KHAYELITSHA DETECTIVE OFFICES (RE)		LENTEGEUR POLICE STATION AND LCRC (N)	DYSSELSDORP POLICE STATION (NRE)	FAURE SHOOTING RANGE (N)	
	PAROW FORENSIC SCIENCE LAB. (NRE)		BISHOP LAVIS POLICE STATION (RE)	GUGULETHU POLICE STATION (NRE)	WELTEVREDEN (NYANGA) POLICE STATION (N)	
	SALDANHA BORDER CONTROL (N)		PLETTENBERG BAY POLICE STATION (RE)	TAFELSIG POLICE STATION (N)		
			MUIZENBERG POLICE STATION (RE)	MAKAZA POLICE STATION (N)		
KWAZULU-NATAL	DURBAN NORTH POLICE STATION (R&U)	GAMALAKHE POLICE STATION (RE)	BESTERS POLICE STATION AND LIVING QUARTERS (R&U)	DONNYBROOK POLICE STATION (RE)	EKOMBE POLICE STATION (RE)	MONTCLAIR POLICE STATION (R&U)
	WEENEN POLICE STATION (RE)		NTUZUMA CCTV CONTROL ROOM (N)	MADADENI POLICE STATION (RE)	HLUHLUWE POLICE STATION (RE)	
			GREENWOOD PARK POLICE STATION: DETECTIVE OFFICES (NRE)	UMBUMBANO (NKANDLA) POLICE STATION (N)	KWA-MASHU POLICE STATION (RE)	
			SAWOTI POLICE STATION (R&U)	BIZANA POLICE STATION (RE)	MAPUMULU POLICE STATION (RE)	
			EMANGUZI POLICE STATION (R&U)	GINGINDLOVU POLICE STATION (R&U)	DONDOTHA POLICE STATION (N)	
			PAULPIETERSBURG POLICE STATION (RE)	KWA-MBONAMBI POLICE STATION (RE)	DUDUDU POLICE STATION (RE)	
			COLENSO POLICE STATION (RE)	ULUNDI SHOOTING RANGE (N)		
			MELMOTH POLICE STATION (RE)	EMATIMATOLO POLICE STATION (RE)		
			INGWAVUMA POLICE STATION (RE)	KWA-NOCOMBOSHE POLICE STATION (N)		



PROVINCE	2011/ 2012	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017
				NSUZE POLICE STATION (N)		
NORTHERN CAPE	KIMBERLEY ARCHIVES (N)		KEIMOOES POLICE STATION (RE)		SUNRISE POLICE STATION (NRE)	
			TSINENG POLICE STATION (RE)		BOETSAP POLICE STATION (RE)	
					RIEMVASMAAK POLICE STATION (N)	
					MOTHIBISTAD POLICE STATION (RE)	
GAUTENG	BENONI TRAINING COLLEGE K53 (DRIVER TRAINING) (N)	DIEPSLOOT POLICE STATION (N)	DUBE POLICE STATION (NRE)	CARLETONVILLE POLICE STATION (RE)	SILVERTON: DIVING UNIT (R&U)	
	SILVERTON SCM (R&U)	PRETORIA WEST OPERATIONAL RESPONSE UNIT (RE)	DOORKOP POLICE STATION (N)	ENNERDALE POLICE STATION (RE)	SILVERTON POLICE STATION (RE)	
	SILVERTON FSL: DRUG STORE (R&U)		NATIONAL INTERVENTION UNIT (RE)	WALLMANSTHAL SHOOTING RANGE (N)	EVATON POLICE STATION (NRE)	
	TEMBISA POLICE STATION (N)		LANGLAAGTE POLICE STATION & DOG UNIT (RE)		REIGIERPARK POLICE STATION (NRE)	
NORTH WEST	HEBRON POLICE STATION (N)	AMALIA POLICE STATION (NRE)	RUSTENBURG POLICE STATION: CELL BLOCK (RE)	RUSTENBURG POLICE STATION (R&U)	VRYBURG POLICE STATION (RE)	ITSOSENG POLICE STATION (RE)
	JOUBERTON POLICE STATION (KLERKSDORP) (RE)	LEHURUTSE DOG UNIT (R&U)	ZEEERUST POLICE STATION (RE)	MAKAPANSTAD POLICE STATION (RE)	LETHLABILE POLICE STATION (RE)	
			POTCHEFSTROOM TRAINING FACILITY (R&U)	TAUNG POLICE STATION (R&U)	BOITEKONG POLICE STATION (RE)	
				KANANA POLICE STATION (NRE)		
				IKAGENG POLICE STATION (NRE)		
MPUMALANGA		TWEEFONTEIN POLICE STATION (KWAMHLANGA) (RE)	BUSHBUCKRIDGE POLICE STATION (NRE)	MMAMETLAKE POLICE STATION (RE)		

PROVINCE	2011/ 2012	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017
			HAZYVIEW LIVING QUARTERS (N)	GROOTVLEI POLICE STATION (RE)		
				SIYATHEMBA (BALFOUR) POLICE STATION (RE)		
				MASOYI POLICE STATION (RE)		
				WESSELTON (ERMELO) POLICE STATION (N)		
TOTAL FIGURES = 134	TOTAL = 22	TOTAL = 8	TOTAL = 36	TOTAL = 43	TOTAL = 23	TOTAL = 2
	N = 9	N = 1	N = 5	N = 12	N = 5	N = 0
	NRE = 4	NRE = 1	NRE = 5	NRE = 6	NRE = 3	NRE = 0
	RE = 5	RE = 3	RE = 21	RE = 19	RE = 14	RE = 1
	R&U = 4	R&U = 3	R&U = 5	R&U = 6	R&U = 1	R&U = 1

In terms of the police stations, serving as the main contact points for service delivery at local level, the above infrastructure plan indicates that there are **19** new, **16** newly re-established, **15** repaired and upgraded, and **58** re-established, amounting to **108** police station projects that will be completed during the MTEF period.



8.2. Information and Communications Technology Plan

The purpose of the Information Systems and Information and Communication Technology (IS/ICT) Plan is to ensure:

- The development, expansion, enhancement and extension of IS/ICT systems, products and services within the SAPS and between relevant Departments),
- Sustainability of IS/ICT services and infrastructures of the SAPS to ensure the maintenance and upgrading of deployed IS/ICT, including the consequential maintenance resulting from the establishment of additional IS/ICT. This also includes renewal and regular enhancement of outdated IS/ICT, as well as the necessary expansion to accommodate natural growth in capacity required, and
- Implementation of IS/ICT in line with the constitutional, legislative and policy mandates of government, and the strategic priorities of the SAPS. This is a critical requirement that implies the resolution of certain key factors that could negatively influence initialization, completion or the outcome of initiatives.

The following **new initiatives** have been identified in **support of the strategic priorities** of the SAPS, including the CJS:

Information and Communications Technology Initiatives: 2010-2014

No	Initiative name	Description	2011/12	2012/13	2013/14	2014/15
1	Action Request for Service (ARS)	A crime related complaint or request could be lodged directly with a police official on duty at an Emergency Response Centre (ERC) or in person at a Community Services Centre (CSC). It entails the recording of incidents reported by the public and the consequent police response	Integrated Action Request for Service solution (GEMC3) implemented at: <ul style="list-style-type: none"> • 7 x 10111 centres 	Integrated Action Request for Service solution (GEMC3) implemented at: <ul style="list-style-type: none"> • 7 x 10111 centres 	Integrated Action Request for Service solution (GEMC3) implemented at: <ul style="list-style-type: none"> • 8 x 10111 centres 	Integrated Action Request for Service solution (GEMC3) implemented at: <ul style="list-style-type: none"> • 7 x priority police stations
2	Automatic Fingerprint Identification System (AFIS) replacement	Establish a more cost effective solution for the capturing and storing of fingerprints on AFIS. The new solution will include the following additional capabilities: <ul style="list-style-type: none"> • Live scanning for fingerprint identification searches • Live scanning at holding facilities for fingerprint verifications 	-	-	<ul style="list-style-type: none"> • Replace existing AFIS at 35 LCRC's sites • Implement AFIS capabilities at 25 LCRC's sites 	-
3	Border Line Operations	Real-time enquiries of stolen vehicles, firearms and missing/wanted persons (Mobile Connectivity Devices)	<ul style="list-style-type: none"> • 491 x MCD's deployed (replacements) 	<ul style="list-style-type: none"> • 490 new MCD's deployed (replacements) 	<ul style="list-style-type: none"> • 3200 new MCD's deployed 	<ul style="list-style-type: none"> • 4800 new MCD's deployed

Information and Communications Technology Initiatives: 2010-2014

No	Initiative name	Description	2011/12	2012/13	2013/14	2014/15
4	Cyber crime	The establishment of a centralized data storage capacity in order to archive forensic computer data	<ul style="list-style-type: none"> Implement additional data storage capacity at Numerus 	-	-	-
5	Detention Management - (SAPSDM)	Establishes an integrated business, information, system and ICT architectures, for the management of a detainee from the time of arrest until the legal release of the person	-	<ul style="list-style-type: none"> Implemented at 1 x priority site (pilot) 	SAPDM solution implemented at: <ul style="list-style-type: none"> 50 x priority sites 	SAPDM solution implemented at: <ul style="list-style-type: none"> 100 x priority sites
6	E-Learning	Provide a Learning Content Management System (LCMS) capability to enable on-line distance training/learning to promote Knowledge and Talent management in SAPS.	LCMS capability Implemented at: <ul style="list-style-type: none"> 5 x SAPS Training Institutions 	LCMS capability implemented at: <ul style="list-style-type: none"> 22 x SAPS Training Institutions 	<ul style="list-style-type: none"> Establish access to e-Learning capability via SAPS Internet and Intranet 	<ul style="list-style-type: none"> Integrate Organisational Knowledge Management into e-Learning capability
7	Fingerprint Exhibit Imaging	The establishment of a capacity to detect fingerprints at crime scenes. The establishment of a digital capacity to photograph and enhance fingerprints that were lifted from crime scenes.	<ul style="list-style-type: none"> Implement 17 x Poliviews Upgrade 55 x Poliviews with Nikon D700 cameras Upgrade 10 x Poliviews with politrollies 	-	-	-
8	Forensic Science Laboratory: Integrated Case Management System (LabWare)	Provide an automated solution which support the Forensics Science Laboratory in the execution of daily activities and optimise chain of custody processes	-	<ul style="list-style-type: none"> Deploy at 1 x pilot site in Pretoria (Forensic Science Services [FSS]). 	<ul style="list-style-type: none"> Implement at 3 x provincial FSS sites 	-
9	ID Services (IJS)	Provide a single, unified approach and capability to ensure that an individual can be uniquely identified upon his/her entry into the IJS process	<ul style="list-style-type: none"> Deploy the Fingerprint Enrollment System(FES) at Twenty (20) police stations 	<ul style="list-style-type: none"> Deploy the Fingerprint Enrollment System(FES) at Twenty (20) police stations 	<ul style="list-style-type: none"> Deploy the Fingerprint Enrollment System(FES) at Twenty (20) police stations 	<ul style="list-style-type: none"> Deploy the Fingerprint Enrollment System(FES) at Twenty (20) police stations



Information and Communications Technology Initiatives: 2010-2014

No	Initiative name	Description	2011/12	2012/13	2013/14	2014/15
10	IJS Transversal Capability Development	The development of various management applications, the establishment of the interoperability layer, the development of integrations and the provision of various transversal services such as the IJS Portal (SAPS targets dependant on IJS Cluster Departments readiness for implementation)	Extend 6 of the Integrations Services capabilities to: <ul style="list-style-type: none"> • NPA • Legal Aid SA • DHA 	Extend 6 of the Integrations Services capabilities to: <ul style="list-style-type: none"> • DCS • DSD • DOD 	–	–
11	IJS Transversal Hub infrastructure	An inter-departmental information exchange services capability to promote the integration of the criminal justice business processes	Extend the Infrastructure Peering Services capability to: <ul style="list-style-type: none"> • NPA • Legal Aid SA • DHA 	Extend the Infrastructure Peering Services capability to: <ul style="list-style-type: none"> • DCS • DSD • DOD 	–	–
12	Investigation Case Docket Management -(Administer Case)	The management and administration of criminal cases, inquests and enquiries throughout the life cycle of a case, i.e. from inception to disposal	<ul style="list-style-type: none"> • Implement Investigate Case Docket Management System (E-Docket) at 20 priority police stations 	<ul style="list-style-type: none"> • Implement Investigate Case Docket Management System (E-Docket) at 40 priority police stations 	<ul style="list-style-type: none"> • Implement Investigate Case Docket Management System (E-Docket) at 40 priority police stations 	<ul style="list-style-type: none"> • Implement Investigate Case Docket Management System (E-Docket) at 40 priority police stations
13	Local Criminal Record Centre (LCRC) Admin Information System (LIAS)	Replace the outdated LCRC Admin System with a modernized Admin Information System (LIAS) including additional functionalities and technologies in order to support the management of all LCRC's activities.	-	-	<ul style="list-style-type: none"> • New Admin Information System (LIAS) solution implemented at 92 LCRC's 	-
14	Mobile Operational Vehicles Project	An operational requirement for Mobile Communication Vehicles to ensure effective command and control communications	-	<ul style="list-style-type: none"> • 450 vehicles equipped with mobile communication technologies • 18 busses equipped with mobile communication technologies 	<ul style="list-style-type: none"> • 450 vehicles equipped with mobile communication technologies • 18 busses equipped with mobile communication technologies 	<ul style="list-style-type: none"> • 450 vehicles equipped with mobile communication technologies • 18 busses equipped with mobile communication technologies

Information and Communications Technology Initiatives: 2010-2014

No	Initiative name	Description	2011/12	2012/13	2013/14	2014/15
15	Property Control & Exhibit Management (PCEM)	To manage exhibits and property items from the time they enter the SAPS process until the lawful disposal thereof, without terminating the current system	Implement the Property Control and Exhibit Management solution at the following FSL Laboratories: <ul style="list-style-type: none"> • Pretoria • KwaZulu Natal • Eastern Cape • Western Cape 	<ul style="list-style-type: none"> • Implement the Property Control and Exhibit Management solution at 150 police stations 	<ul style="list-style-type: none"> • Implement the Property Control and Exhibit Management solution at 482 police stations 	<ul style="list-style-type: none"> • Implement the Property Control and Exhibit Management solution at 481 police stations
16	Modernization at Ports of Entry (land, sea and air)	A joint project between SAPS, South African Revenue Services and Department of Home Affairs to implement specialised detection equipment i.e. document scanners/verifiers, narcotics detectors and IR Telescopic cameras.	-	<ul style="list-style-type: none"> • Implement at 8 x Port of Entries 	<ul style="list-style-type: none"> • Implement at 12 x Port of Entries 	<ul style="list-style-type: none"> • Implement at 13 x Port of Entries
17	SAPS Network Modernization Programme	Redesign the SAPS network to cater for modern technology capabilities and the replacement of redundant infrastructure	<ul style="list-style-type: none"> • Upgrade network capacity at 333 priority sites nationally 	<ul style="list-style-type: none"> • Upgrade network capacity at 197 of priority sites nationally • Implement microwave radio links at 20 x prioritised site 	<ul style="list-style-type: none"> • Upgrade network capacity at 525 of priority sites nationally • Implement microwave radio links at 20 x prioritised site 	<ul style="list-style-type: none"> • Upgrade network capacity at 535 of priority sites nationally • Implement microwave radio links at 20 x prioritised site
18	Webification	Modernization of the legacy systems (Change the front end of systems to make it more user friendly)	<ul style="list-style-type: none"> • Webify CAS, Circulations and CRIM 	<ul style="list-style-type: none"> • Webify PERSAL, POLFIN, PAS 	-	-
19	War Rooms	Establish the IS/ICT capabilities and capacity required 3.5 (Enable managers to identify, prioritize and achieve strategic and tactical objectives by exercising authority and direction over human and material resources)	-	<ul style="list-style-type: none"> • Implement the War Room solution at Gauteng Province 	<ul style="list-style-type: none"> • Implement the War Room solution at KZN Province • Implement the War Room solution at WC Province • Implement the National War Room 	<ul style="list-style-type: none"> • Implement the War Room solution at planned sites according to RFB No. 2 (see FY 2013/14)



Information and Communications Technology Initiatives: 2010-2014

No	Initiative name	Description	2011/12	2012/13	2013/14	2014/15
20	Modernization and expansion of hardware and software	Replace redundant and expand current hard/software at Crime Intelligence, Detective Services, Support Services, Ports of Entry, Criminal Record Centers (CRC) and Forensic Science Laboratories (FSL), Police Stations, 10111 Centres.	Replace the following outdated computer equipment: <ul style="list-style-type: none"> • 5052 x Windows 95/98/2000 workstations • 395 x Windows 95/98/2000 notebooks & tablets • 2740 x colour printers • 9593 x mono printers • 1011 x faxes/MFC's 	-	-	-
21	Office automation	Implement office automation solutions	<ul style="list-style-type: none"> • Implement IP Telephony at the Directorate Priority Crimes Investigations • Implement Fax to Email at the Pretoria LCRC Implement video conferencing at: <ul style="list-style-type: none"> • 4 x police stations in the Limpopo Province • 9 x Clusters police stations in the Northern Province • Interpol (HQ) • Directorate Priority Crime Investigations (HQ) Implement least cost telephonic routing capability at: <ul style="list-style-type: none"> • Directorate Priority Crime Investigations • Wachthuis (HQ) • Supply Chain Management (HQ) • TMS Tulbagh Park • Crime Intelligence (HQ) • FSL (HQ) • CRC (HQ) 	<ul style="list-style-type: none"> • Implement Video Conferencing at 5 x police stations in the Limpopo Province Implement IP Telephony at: <ul style="list-style-type: none"> • Supply Chain Management (HQ) • Central Firearms Register Office Implement least cost telephonic routing capability at <ul style="list-style-type: none"> • 9 x provincial offices • All cluster police stations in all 9 provinces 	-	-

Information and Communications Technology Initiatives: 2010-2014

No	Initiative name	Description	2011/12	2012/13	2013/14	2014/15
22	BIU (Ballistic Interface Unit) Capability	The BIU is used for analysing firearm related case investigation and research at the Forensic Laboratory. The BIU system has been used for analysis and solving trajectory cases, evaluating ammunition performance in crime related cases since 1995. The BIU is the first system of its type developed internationally and is used with great success in solving fire arm related crimes		Implementation of the new BIU at the Pretoria Silverton site (pilot)	Implementation of the BIU in one province (WC or EC, or KZN Provinces)	Implementation of the BIU in one province (WC or EC, or KZN Provinces)
23	Closed Circuit Television (CCTV) including access control	Design, develop, test and implement (roll-out) capabilities	-	Implement at the following Forensic Science Laboratories: <ul style="list-style-type: none"> • WC • EC • KZN • Silverton 	• Implement at 20 x priority sites	• Implement at 50 x priority sites
24	Secure Email technologies	Replacement of data 6 fax machines with secure email technologies	<ul style="list-style-type: none"> • Deploy 540 x PC's • Deploy 540 x Scanners • Deploy 540 x Printers 	-	-	-



8.3. Medium-term Human Resource (HR) Management Plan

The Department acknowledges its human resource capital as its most valuable asset in the quest against crime. The SAPS, like all other State Departments, is bound by a Legislative Framework that provides the mandatory and statutory environment within which the organization must manage its human resources. The SAPS developed and implemented a Medium Term Personnel Framework (MTPF) to address the urgent needs required to direct the SAPS towards a more Integrated Human Resource Management approach. The Medium Term Personnel Framework was introduced with the main objective of institutionalising the Key Values and Principles of the Public Service, as reflected in the Police Service Regulations, 2008. The objective of the MTPF is to lay the foundation for building a competent, effective and efficient department in terms of its personnel. The MTPF will also ensure a more responsive and cohesive approach towards the management of Human Resources in the Department. The MTPF consist out of 6 pillars namely:

- Staffing Plan
- Staffing Practices
- Remuneration and Conditions of Services
- Performance Management
- Human Resource Development
- Labour Relations

The following human resource priorities will be addressed during the MTEF period:

- **Staffing Plan:** Will ensure the effective, efficient and economic planning, forecasting and distribution of new entry level personnel to meet the future HR demands

Medium Term Expenditure Framework establishment targets

Target date	Establishment target
By 31 March 2011	195 310
By 31 March 2012	197 930
By 31 March 2013	194 130
By 31 March 2014	190 590
By 31 March 2015	188 490

The department had an establishment of 193 947 posts in 2010/11 and projects it to grow to 197 930 posts in 2011/12. Between 2008/09 and 2011/12, the Visible Policing programme's staff made up 50.4% of the department's personnel followed by the Administration and Detective Services programme's at 17.2% and 19.3%, respectively. Due to the baseline reductions introduced effective from the 2012/13 financial year, the total establishment will be reduced to 188 490 by the end of March 2014/15.

- **Staffing practices:** To ensure fair and effective procedures and processes for the recruitment, appointment, promotion, deployment, etc. to meet organisational needs and to ensure the well-being of employees:
 - Capacitate specialised environments by giving preference to the Detective, Criminal Record Centre, Forensic Sciences and Crime Intelligence environments.
 - Enhancement of a 50/50 gender representation on Middle Management and Senior Management Level.
 - Implementation of a revised promotion policy.
 - Roll-out of a Work Reintegration Strategy.
 - Interventions focusing on the following: Integrity Management Framework/Wellness of Employees/Commander Support/ Bereaved Family Support.
 - Promote HIV counseling and testing.



- **Remuneration and conditions of service:** To ensure the attraction and retention of personnel and the enhancement of performance through appropriate pay, benefits and working conditions):
 - Proposed salary structure to accommodate the Lieutenant and Major ranks, including pay progression.
 - Ensure the successful implementation of salary increases for employees below Senior Management Level and Senior Management Level with effect from 1 May 2011 and 1 January 2012 respectively.
 - Review payment of Scarce Skills Allowances.
- **Performance Management:** To foster productivity and effectiveness by maximising and maintaining individual and team performance:
 - Implement a key performance area-based generic assessment framework for Senior Management.
 - The entrenchment of procedures (e.g. audits) to confirm compliance and adherence to performance management systems.
- **Human Resource Development:** To improve organisational effectiveness by fostering the skills and knowledge of personnel.

The following development priorities will be focused on during the last two years of the MTEF period:

IDENTIFIED PRIORITY		2012/2013		2013/2014	
CATEGORY	COURSE NAME	COURSES	MEMBERS	COURSES	MEMBERS
Detective Courses	Resolving of Crime	30	1731	30	1730
	Basic Investigative Course	120	2400	120	2400
	Specialised Detective Courses	80	1500	80	1500
	Fraud Course for General Detectives	2	400	2	100
	Stock Theft Course	1	200	4	100
	Short Interventions	202	4040	202	4040
	ROC (Graaff-Reinet)	1	350	1	350
TOTAL FOR DETECTIVE TRAINING		436	10 621	436	10 220
Re-skilling of SAPS Officers		30	1000	30	2000
Crowd Management Training		35	1000	35	2000
Tactical Response Team Training		30	1000	30	2000
Violence against Women & Children		400	8000	400	8000
Client / Customer Service		450	9000	450	10000
Forensic Related Training		200	2600	250	3800
Family Violence, Child Protection & Sexual Offences Training		66	1320	66	1320
Information Technology Training		30	8000	30	8000
Aviation Training	Pilot Training	1	10	1	10
	Engineer Training	1	10	1	10
	Mechanic Training	1	10	1	10
	Safety Officers Training	1	20	1	20
Prepcon Training	Task Force members	2	80	2	80
	Counter Assault Team members	1	40	1	40
	NIU	1	40	1	40
Task Force Training		9	15	9	15
DPCI Training		8	200	8	200
NIU Training		4	40	4	40
Maritime Training		32	40	32	40

- **Labour relations:** To foster and maintain good working relations between personnel and the SAPS by recognising their mutual dependence.
 - Review agreements and policies relating to the: SAPS Discipline Regulations; Grievance Procedure; a policy regarding transport between residence and place of work; restructuring of divisional and provincial structures and the re-introduction of the Lieutenant and Major ranks.



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