



**SOUTH AFRICAN POLICE SERVICE**

Department of Police



**REPLIES TO  
RECOMMENDATIONS: BRRR  
DATED 24 OCTOBER 2013**

**PRESENTATION TO THE PORTFOLIO  
COMMITTEE ON POLICE**

**4 MARCH 2014**



# SOUTH AFRICAN POLICE SERVICE

Department of Police



2

Recommendation	Progress
<p><b><u>2014/15 allocation:</u></b> The Committee has raised the need for proper and quality controls to the SAPS Budget. The Committee requested figures for the 2014/15 allocation and that the carry through costs of the salary adjustments should be taken on an advisory basis and the Committee is of the opinion that the carry through costs of salary adjustments must be re-examined by the SAPS in deciding how these adjustments taken effect. The Committee requires further information before supporting such a request.</p>	<ul style="list-style-type: none"><li>• MTEF (June), ENE (November) methodology prescribed by National Treasury</li><li>• National Treasury indicates % cost of living for budget preparation by departments (controlled process)</li><li>• Inflation related percentage (forecast)</li><li>• Subject to future change (CPI)</li><li>• PSCBC salary agreement compulsory implementation</li></ul>



# SOUTH AFRICAN POLICE SERVICE

Department of Police

3

## Recommendation

### **Funds For Capital Works:**

The Committee is concerned that SAPS continues to build on its own. These buildings have taken a longer time than those built by the Department of Public Works and Administration. In addition, money is being moved from the building account and this is causing delays with the station buildings process. The Committee was dissatisfied with the building process and the length of time it takes to complete projects. The Committee recommends that funds should be made available per station project and that improved financial controls and reporting be in place for this purpose.

## Progress

The mandate to provide new facilities as well as the maintenance thereof was devolved to SAPS through a memorandum of understanding between the Department of Public Works and Department of Police.

The past changing of priorities, projects being put on hold and shifted into out years resulted in delays.

The Divisional Commissioner SCM has since structured the execution of building projects into the following phases to ensure the achieving of reasonable milestones per financial year.

- Site Clearance –this process can take up to a period of 18 months to achieve completion as there are time bound approvals required from other Government Departments.
- Planning and Design –This phase has a duration of 10 months
- Construction –the duration of the phase varies from project to project. The duration of this phase is also influenced by the performance of contractors and/or the natural elements (weather).

Funds are available for all projects per phase that are on the Annual Performance Plan. There is also funding made available for stations to cater for day to day maintenance.



# SOUTH AFRICAN POLICE SERVICE

Department of Police



4

Recommendation	Progress
<p><b><u>Integrated Justice System and Criminal Justice Revamp Funds:</u></b></p> <p>The Committee registered its concern that many of the intended projects with the links to stations such as the e-docket system have not shown the required results despite huge financial investments in the project. The Committee recommends that the Department's management make available the necessary systems for ensuring the completion of the projects and the link to courts.</p> <p>The Committee is further of the opinion and recommends that the project manager for the IJS/CJS project provides a regular quarterly report on the progress of all projects.</p>	<p>The quarterly report on the IJS/CJS projects will be submitted on a quarterly basis as requested by the Portfolio Committee.</p>



# SOUTH AFRICAN POLICE SERVICE

Department of Police



5

## Recommendation

### **Supply Chain Management:**

The Committee recommends that in view of the findings of the Auditor General, supply chain management must be tightly managed to prevent weakening of the controls which saw tenders being extended without the necessary service level agreements in place. The SCM environment should therefore tighten up on internal controls and the committee recommends that SCM not enter into any SLA without one of the SAPS legal department staff members examining every contract.

## Progress

- A Contract Management Strategy (CMS) in respect of the procurement of goods and services has been refined for the SAPS. The CMS will address the concerns raised by the Committee. The CMS is being considered by the Division: TMS in order to align the CMS with instructions issued by National Treasury.
- Legal Capacity has been appointed at Division SCM to assist with the drafting of Service Level Agreements and contracts where applicable.



# SOUTH AFRICAN POLICE SERVICE

Department of Police



6

Recommendation	Progress
<p><b><u>Technology Management Services:</u></b></p> <p>The Committee has registered its discontent with the TMS environment and was concerned about the continued investigation into the TETRA project. The Committee recommends that the project is finalised within the next three months to prevent an escalation of costs and that the National Commissioner oversees its progress.</p>	<p>Following an instruction from the National Commissioner senior counsel has been briefed by the State Attorney to advise SAPS in respect of the TETRA project. The findings by the Special Investigating Unit will be taken into consideration and will inform advice to the SAPS in respect of the way forward.</p>



# SOUTH AFRICAN POLICE SERVICE

Department of Police



7

Recommendation	Progress
<p><b><u>Resource Allocation Guide:</u></b></p> <p>The Committee recommends that the RAG report should be compiled together with research conducted by the Secretariat without delay. The findings of the research should provide input into the finalisation of the RAG.</p>	<p>During 2013, the SAPS management committed themselves in correcting the distortions and imbalances found out in the allocation of posts and personnel at all business units of the SAPS. Most of which were attributed to management practices (promotions, transfers, establishment of new business units etc), and interpretation of principles of post provisioning norms. All this were presented at the Top level of SAPS, debated and agreed on an approach to Stabilise and Normalise.</p> <p>According to the Public Service Act, public service regulations, Police Act, and SAPS regulations the SAPS must determine its fixed establishment in accordance with the MTEF and Budget allocation. The Stabilisation and normalisation process intents precisely to determine the fixed establishment of SAPS in all business units. The process is ongoing and it can be reported that all Police Stations, Provinces, Divisions and Units were allocated their fixed establishment base on the 2013/14 Budget allocation for personnel compensation.</p>



# SOUTH AFRICAN POLICE SERVICE

Department of Police



8

Recommendation	Progress
<p><b><u>Resource Allocation</u></b> <b><u>Guide: (continued)</u></b></p> <p>The Committee recommends that the RAG report should be compiled together with research conducted by the Secretariat without delay. The findings of the research should provide input into the finalisation of the RAG.</p>	<p>In order to determine the fixed establishment of each business unit, all relevant and unique factors form the basis of a scientific work study methodologies and the same can be said about the Detective Service. Elements and properties in the post provisioning norms as stated by the Secretariat report are and have been norms and standards by the SAPS for many years. However, the application requires a disciplined management ethos, without compromising services delivery, and understanding the dynamics of police resource management and deployment.</p> <p>The findings and recommendations made in the Secretariat report already form part on the Theoretical Human Resource Requirement formula (which uses scientific formulae, adjusted regularly when new factors are identified) to determine the fixed establishment. It must however, be stated that the current Human resource require to provide police services are depended on the Budget allocation and are insufficient according to SAPS resources planning information.</p>



# SOUTH AFRICAN POLICE SERVICE

Department of Police



9

Recommendation	Progress
<p><b><u>Resource Allocation</u></b> <b><u>Guide: (continued)</u></b></p> <p>The Committee recommends that the RAG report should be compiled together with research conducted by the Secretariat without delay. The findings of the research should provide input into the finalisation of the RAG.</p>	<p>The displacement of crime from location to location, demographics, socio-economic changes, establishment of new service points, impact on where, what capacity and how to resource such and the SAPS local management has full responsibility to try and allocate personnel resources accordingly, but utilising what they have within the financial year and the MTEF. If and when additional MTEF allocations are made all the planning information are revisited, prioritised and adjustments made.</p> <p>The South African Police Services follow a DPSA prescribed process of organisational design. The process allows the organisation to self diagnose, assess and determine course of action and solutions.</p> <p>As we do all the diagnostic assessment and analysis, key to that is consultation with internal stakeholders, (management, labour and principles) external stakeholders (DPSA, other Government departments, security institutions, Universities etc) and benchmark with other police agencies abroad.</p>



Recommendation	Progress
<p><b><u>SAP 13 Stores:</u></b></p> <p>The SAP 13 stores are a cause for concern and the Committee recommends that a detailed report on how management controls will be improved be availed to the Committee.</p>	<ul style="list-style-type: none"><li>• The Implementation of a Strategy for SAPS 13 Stores addressing the following:</li><li>• Develop a standardised design &amp; layout for SAPS 13 Stores. (Minimum standards also addressing the Occupational Health and Safety Act and Regulations)</li><li>• Establish sufficient safe and secure storage facilities for property and exhibits at police stations &amp; relevant identified places;</li><li>• Improve proper execution of the SAPS 13 Stores policies, procedures, instructions and guidelines.(Develop, implement and monitor standards and procedures)</li></ul>



Recommendation	Progress
<p><b><u>SAP 13 Stores: (continued)</u></b></p> <p>The SAP 13 stores are a cause for concern and the Committee recommends that a detailed report on how management controls will be improved be availed to the Committee.</p>	<ul style="list-style-type: none"><li>• Improve command and control measures within the SAPS 13 Stores environment.</li><li>• Ensure the proper assessment of performance within the SAPS 13 Stores. (Design an assessment tool on performance/clearance of SAPS 13 Stores),</li><li>• Prevent losses, theft and corruption.</li><li>• Support capacity building &amp; a career path for SAPS 13 officials. (selection, recruitment, development of training programmes to develop the skills &amp; knowledge of the SAPS 13 official, commanders &amp; managers)</li><li>• Ensure that the PCEM System is rolled out to all SAPS 13 stores in SAPS.</li></ul>



# SOUTH AFRICAN POLICE SERVICE

Department of Police



12

Recommendation	Progress
<p><b><u>Police Inspectorate:</u></b></p> <p>The Committee recognised the work of the Police Inspectorate and noted the absence of reporting in the Annual Report. The Committee recommends that the Inspectorate reports on its turnaround strategy and how it intends to influence and affect discipline in the Department.</p>	<p>The management of discipline rests with Commanders at different levels. The commanders are supported by Human Resources to ensure proper procedures are followed when enforcing discipline. The Inspectorate's role is to provide oversight.</p>



# SOUTH AFRICAN POLICE SERVICE

Department of Police



13

Recommendation	Progress
<p><b><u>Police Firearms:</u></b></p> <p>The Committee notes that the Annual Report does not contain a report on missing police firearms. The Committee recommends that a full report on lost / stolen police firearms is availed to it.</p>	<p>The following performance related recommendations include:</p> <ul style="list-style-type: none"><li>• The relevant levels of inspections are done at Stations level</li><li>• SAPS firearms are physically inspected and certified twice a year by SCM Officials;</li><li>• The stations are also visited by Inspectorate to conduct inspections;</li><li>• Stations are also inspected by Provincial and National SCM Performance Management teams on an annual basis.</li><li>• A 5% stock level is maintained at stations. The excess firearms are taken to Firearm stores for storage and redistribution;</li><li>• All SAPS firearms are being barcoded and dot-peened (including the Police emblem) for easy identification, inspection and accounting.</li><li>• All new firearms are dot peened, barcoded and IBIS tested before allocation to police officials.</li><li>• SAPS report on lost/stolen firearms is as follows:</li></ul>



# SOUTH AFRICAN POLICE SERVICE

Department of Police



14

## FIREARM LOSSES FOR THE LAST 5 FINANCIAL YEARS AS PER THE PROVISIONING ADMINISTRATION SYSTEM AS AT 2013-03-31

<u>Financial year</u>	<u>LOSS</u>	<u>RECOVERY</u>
2008/09	3403	1020
2009/10	3812	1142
2010/11	1344	348
2011/12	887	183
2012/13	834	101
<u>Grand Total</u>	<u>10280</u>	<u>2794</u>

# FIREARM LOSSES PER PROVINCE

**FIREARM LOSSES AND RECOVERIES FOR THE LAST 5 FINANCIAL YEARS PER PROVINCE AS ON THE PROVISIONING ADMINISTRATION SYSTEM AS ON 2013-03-31**

	LOSS per financial year					LOSS Total		RECOVERY per financial year					RECOVER Y Total
Province	2008/09	2009/10	2010/11	2011/12	2012/13			2008/09	2009/10	2010/11	2011/12	2012/13	
NATIONAL	344	302	178	140	69	1033		151	129	41	40	12	373
EASTERN CAPE	1190	1123	215	105	124	2757		166	284	61	26	7	544
FREE STATE	167	140	48	26	36	417		68	51	10	7	2	138
GAUTENG	723	411	233	196	212	1775		309	112	42	24	12	499
KWAZULU-NATAL	365	1099	236	225	190	2115		57	271	46	42	22	438
LIMPOPO	80	47	46	29	43	245		18	16	3	4	7	48
MPUMALANGA	169	524	263	63	43	1062		68	200	105	16	5	394
NORTH WEST	216	39	55	43	45	398		120	9	11	11	9	160
NORTHERN CAPE	36	49	10	9	19	123		19	34	4	2	8	67
WESTERN CAPE	113	78	60	51	53	355		44	36	25	11	17	133
Grand Total	3403	3812	1344	887	834	10280		1020	1142	348	183	101	2794



# SOUTH AFRICAN POLICE SERVICE

Department of Police



16

Recommendation	Progress
<b>ADMINISTRATION</b>  <b><u>Organisation changes:</u></b> The Committee recommends that the Committee is appraised of all organisational and structural changes in the command structure of SAPS prior to it being announced in the media. Such announcements should also be made to SAPS personnel.	<p>Once final approval is made the announcement and implementation process kick on with internal communication systems. This has been a normal practise in the SAPS (refer to SAPS file 3/5/1).</p> <p>It sometimes occurs that during the financial year, our strategic approach to our mandate requires shifting and redeploying of resourcing, informed by management practice requirement. In such event, i.e. the initial merging of Crime Intelligence and Protection and Security Services, operational and command imperatives may require a review. Most of these are informed by functionality assessment to undertake organisational design.</p> <p>The Portfolio Committee will be appraised if there are changes in Mandate, Functions and structural adjustments as a result of legislation affecting the SAPS Top Management.</p>



# SOUTH AFRICAN POLICE SERVICE

Department of Police



17

Recommendation	Progress
<b>ADMINISTRATION</b>  The Committee recommends the better management of sick and incapacity leave.	<p>The DPSA regulates management of leave according to the PSCBC Resolution 7/2000 which include all Government Departments.</p> <p>Leave Administration within the Department is currently regulated by National Instruction 2/2004: Leave which is aligned to PSCBC Resolution stated above.</p> <p>The next slide indicates the effects of the measures put in place to better manage sick leave and incapacity leave.</p>



### Recommendation

### Progress

#### ADMINISTRATION

The Committee recommends the better management of sick and incapacity leave.

#### AVERAGE NUMBER OF DAYS TAKEN BY EMPLOYEES WHO WERE ABSENT DUE TO SICK LEAVE

CATEGORY	2010	2011	2012	AVERAGE
Sick Leave	10	9	8	8.75
Incapacity Leave	57	40	32	46.25

The average number of days sick leave utilized per employee has reduced from 10 days in 2010 to 8 days in 2012. The average days of incapacity leave taken per employee reduced from 57 in 2010/2011 to 40 days in 2011/2012 to 32 days in 2012/2013, which is quite significant.



# **SOUTH AFRICAN POLICE SERVICE**

Department of Police



19

Recommendation	Progress
<b>ADMINISTRATION</b>  The Committee recommends the better management of sick and incapacity leave.	<b>INTERVENTIONS TO IMPROVE THE MANAGEMENT OF SICK LEAVE / TEMPORARY INCAPACITY LEAVE</b>  In compliance to the recommendation made by the Portfolio Committee a diagnostic approach to analyze the causes for concern as raised by the Portfolio Committee was followed.  In improving the management of sick leave and incapacity leave, the Department adopted a proactive and reactive approach.



Recommendation	Progress
<p><b>ADMINISTRATION</b></p> <p>The Committee recommends the better management of sick and incapacity leave.</p>	<p><b>Proactive Intervention (Before an employee exhausts his/ her 36 days sick leave)</b></p> <p>The following management interventions were embarked upon by the Department :</p> <p><b>(A) Early Warning System</b></p> <p>Employees who are at risk to exhaust their 36 days sick leave benefit before the end of the three year sick leave cycle are called in by their immediate commanders and suitable interventions (per case) are made :</p> <ul style="list-style-type: none"><li>• Referred to EHW</li><li>• Temporary redeployment</li></ul>



# SOUTH AFRICAN POLICE SERVICE

Department of Police



21

Recommendation	Progress
<p><b>ADMINISTRATION</b></p> <p>The Committee recommends the better management of sick and incapacity leave.</p>	<p><b>(B) Enhancement of Technology Systems to improve absenteeism management</b></p> <p>The organisational Information Management System on leave has already been amended to discourage short absence without medical certificates. This discourages employees from staying away from work while depleting their medical benefits.</p> <p>The enhancement of Technology Systems and the benchmarking thereof against other institutions will be investigated. The main objective for enhancing current technology management systems (Performance Chart) is to ensure effective monitoring and evaluation in order to identify problematic areas which require targeted intervention at an early stage.</p>



# SOUTH AFRICAN POLICE SERVICE

Department of Police



22

Recommendation	Progress
<b>ADMINISTRATION</b>  The Committee recommends the better management of sick and incapacity leave.	<b>(C) Management of absenteeism by National Office and oversight visits, inspections and training at Station Level</b>  The approach adopted by the National Office pertaining to absenteeism is to move away from an administration approach to a management approach.  The role of the National Office is to provide strategic direction, develop policies, to provide monitoring and evaluation services.  The National Office conducts oversight visits and inspections.  Training is provided where developmental areas have been identified during the visits and inspections.  A total of 59 employees were trained on the new administration and management manual in collaboration with the Division: Human Resource Development.



Recommendation	Progress
<p><b>ADMINISTRATION</b></p> <p>The Committee recommends the better management of sick and incapacity leave.</p>	<p><b>Reactive Intervention</b></p> <p>Work Reintegration Strategy (WRS) is a reactive strategy as it deals with employees who are already on long sick leave. The WRS includes the following:</p> <ul style="list-style-type: none"><li>• Temporary Redeployment</li><li>• Adjustment of Working Hours</li><li>• Adjustment of Workload (Light duties).</li><li>• Medical Assessment by the Health Risk Manager in conjunction with Polmed.</li></ul> <p>The above measures are reviewed after a period of 6 months, taking into account the clinical findings drawn from Wellness Forums constituted by SAPS-EHW, Executives from POLMED and Health Risk Manager.</p> <p>Should the employee's condition not have improved, the employee is re-subjected to medical assessment by the Health Risk Manager, which may lead to medical boarding.</p>



# **SOUTH AFRICAN POLICE SERVICE**

Department of Police



24

## **LEAVE ADMINISTRATION (continued)**

### **IMPACT OF WORK REINTEGRATION STRATEGY FOR THE PERIOD 1 JULY 2012 TO 31 MARCH 2013**

<b>TOTAL EMPLOYEES SUBJECTED TO THE WRS</b>	<b>TOTAL EMPLOYEES PLACED</b>	<b>TOTAL EMPLOYEES WHOSE SERVICES WERE TERMINATED</b>
552	472 (85.5%)	80 (14%)

\* Service terminations include medical boarding, resignations, death etc.

### **IMPACT OF WORK REINTEGRATION STRATEGY FOR THE PERIOD 1 APRIL 2013 TO 31 DECEMBER 2013**

<b>TOTAL EMPLOYEES SUBJECTED TO THE WRS</b>	<b>TOTAL EMPLOYEES PLACED</b>	<b>TOTAL EMPLOYEES WHOSE SERVICES WERE TERMINATED</b>
715	555 (78%)	160 (22%)

\* Service terminations include medical boarding, resignations, death etc.



# SOUTH AFRICAN POLICE SERVICE

Department of Police



25

## Recommendation

### ADMINISTRATION

The 2012 SAPS Disciplinary Regulations must be finalised and implemented as a matter of urgency.

## Progress

The new Disciplinary Regulations have been finalised and submitted to the Minister of Police for promulgation.



# SOUTH AFRICAN POLICE SERVICE

Department of Police



26

## Recommendation

### ADMINISTRATION

The Committee recommends that there should be Quarterly report on progress made on the implementation of e-dockets.

## Progress

The quarterly report on the implementation of the e-docket will be submitted on a quarterly basis as requested by the Committee.



# SOUTH AFRICAN POLICE SERVICE

Department of Police



27

Recommendation	Progress
<p><b>ADMINISTRATION</b></p> <p>The Committee commends the Department for using Pocketbooks, but recommends that it be inspected during oversight visits of all SAPS Members.</p>	<p>Pocket Books (SAPS 206) do form part of the focus of inspections by the Inspectorate as it is an integral part of managing human resources on the reliefs. Findings on the managing and administration of Pocket Books have been highlighted as a cause for concern in Management reports, as it is a factor that can affect command and control being exercised effectively.</p>



# **SOUTH AFRICAN POLICE SERVICE**

Department of Police



28

Recommendation	Progress
<p><b>ADMINISTRATION</b></p> <p>The Committee recommends that SAPS should include feedback on previous concerns raised by the Committee during engagements.</p>	<p>This recommendation will be implemented during the SAPS appearance to the Portfolio Committee on Annual Performance Plans and Annual Reports</p>



# SOUTH AFRICAN POLICE SERVICE

Department of Police



29

## Recommendation

### ADMINISTRATION

The Department must submit an erratum on the Annual Report to the Minister to be tabled in Parliament.

## Progress

The Erratum on the Annual Reports has been finalised for tabling with parliament by the Minister. Corrective measures are underway to avoid a repeat in this regard



Recommendation	Progress
<p><b><u>Programme 2: Visible Policing:</u></b></p> <p>It is recommended that the provisions of the <b>Domestic Violence Act</b> be fully implemented at station level and that SAPS is fully resourced to implement such provisions. All stations should be fully equipped to implement the Act.</p>	<ul style="list-style-type: none"><li>▪ <b>General Background Information on the initial implementation of the Domestic Violence Act, 1998</b> A training manual on domestic violence for the Service was developed.</li></ul> <p>The purpose of this manual was:</p> <ul style="list-style-type: none"><li>– To ensure that the complexities of domestic violence are brought to the attention of members and that they are sensitized concerning the dilemmas in which victims of domestic violence find themselves;</li><li>– To address the underlying gender sensitivity connected therewith; and</li><li>– To outline in practical and understandable terms to members exactly what is expected of them in terms of the Act, Regulations and National Instruction.</li></ul> <p>Training was presented to <b>1 771 trainers</b>.</p>



# SOUTH AFRICAN POLICE SERVICE

Department of Police



31

## Recommendation

## Progress

### Programme 2: Visible Policing: (continued)

It is recommended that the provisions of the **Domestic Violence Act** be fully implemented at station level and that SAPS is fully resourced to implement such provisions. All stations should be fully equipped to implement the Act.

- A communication strategy was developed and the following mediums were utilized in this regard:
  - Publication of information on the Website of the Service and on the internal Intranet;
  - E-mail to all users within the Service;
  - SAPS Bulletin;
  - Servamus magazine;
  - Message on domestic violence on the envelope of the salary advice of employees of the Service; and
  - Panel discussion on Pol-TV.
- **Remedial Steps already taken:**
  - A circular was forwarded to all Provincial Commissioners in terms of implementation.
  - All Provincial Commissioners were to ensure that Cluster/Station Commanders adhere to the following:
    - Appoint **experienced** members in each relief, particularly those performing duties at the front line services (CSC and patrol van drivers) to deal with domestic violence complaints.
    - Intensify the monitoring of the Domestic Violence Act at all police stations.
    - All Provincial Commissioners have been informed that Victim Friendly Rooms (VFRs) that must be managed in accordance with minimum standards.



# SOUTH AFRICAN POLICE SERVICE

Department of Police



32

Recommendation	Progress
<p><b><u>Programme 2: Visible Policing: (continued)</u></b></p> <p>It is recommended that the provisions of the <b>Domestic Violence Act</b> be fully implemented at station level and that SAPS is fully resourced to implement such provisions. All stations should be fully equipped to implement the Act.</p>	<ul style="list-style-type: none"><li>▪ <b>Comprehensive Plan to improve the implementation of the DV Act</b><ul style="list-style-type: none"><li>– Following recommendations of the Portfolio Committee on Police, the SAPS has undertaken the process of reviewing the SAPS National Instruction on DV and proposing changes to certain clauses of the DV Act which will be used when engaging with the DoJCD during the envisaged review process. The following proposals were made:<ul style="list-style-type: none"><li>• The simplification of the SAPS National Instruction 7/1999 so that members can more easily effect services to domestic violence complainants and comply with the Act;</li><li>• The alignment of the monitoring tool with the one used by ICD/IPID and the new monitoring tool developed by the Secretariat for Police to assist SAPS with assessing their own compliance with the DVA and effective monitoring of the DVA;</li><li>• The development of a simple 10 point “<b>checklist</b>” so that SAPS members could ensure compliance by checking off their obligations on this list and to be fully compliant with the DVA. The checklist, agreed upon at the National work session was rolled out to all Provinces for implementation and to assist members reduce non-compliance; and</li><li>• In addition to this a Communications Nodal Point email was circulated on 24 July 2013 to all email users in SAPS with additional guidelines and forms in respect to the policing of the DV Act.</li></ul></li></ul></li></ul>



# SOUTH AFRICAN POLICE SERVICE

Department of Police



33

Recommendation	Progress
<p><b><u>Programme 2:</u></b> <b><u>Visible Policing:</u></b> <b>(continued)</b></p> <p>It is recommended that the provisions of the <b>Domestic Violence Act</b> be fully implemented at station level and that SAPS is fully resourced to implement such provisions. All stations should be fully equipped to implement the Act.</p>	<p><b>10 point “Checklist” forwarded to provinces for implementation:</b></p> <ol style="list-style-type: none"> <li>1. Was the complainant interviewed/a statement taken?</li> <li>2. Did you issue FORM 1 <i>and</i> explain its contents?</li> <li>3. Does the complainant have an existing protection order?             <ol style="list-style-type: none"> <li>a) If not, was he/she advised to get one?</li> </ol> </li> <li>4. Did the complainant get proper information regarding items that may require seizure?</li> <li>5. Was the complainant offered assistance to:             <ol style="list-style-type: none"> <li>a) Obtain medical assistance?</li> <li>b) Find shelter or temporary accommodation?</li> <li>c) Protection or care of children?</li> </ol> </li> <li>6. Did you:             <ol style="list-style-type: none"> <li>a) Register a case docket?</li> <li>b) Complete a 508(a)?</li> <li>c) Complete a 508(b)?</li> <li>d) Make an OB entry?</li> <li>e) Make an entry in your Pocket Book?</li> </ol> </li> <li>7. Did you:             <ol style="list-style-type: none"> <li>a) Effect an arrest?</li> <li>b) If not, why not?</li> </ol> </li> <li>8. Did you give feedback to the complainant about the progress of the case?</li> <li>9. Did you advise the complainant about who to consult with or to get support from (for instance, a social worker, a lawyer or any NGO or agency on your list of agencies at the station)?</li> <li>10. Did you check and review that the above is complete (quality assurance)?</li> </ol>



Recommendation	Progress
<p><b><u>Programme 2:</u></b> <b><u>Visible Policing:</u></b> <b>(continued)</b></p> <p>It is recommended that the provisions of the <b>Domestic Violence Act</b> be fully implemented at station level and that SAPS is fully resourced to implement such provisions. All stations should be fully equipped to implement the Acts.</p>	<ul style="list-style-type: none"><li>▪ <b>Following recommendations of the Portfolio Committee on Police and as part of its turn-around strategy, the SAPS undertook the following:</b><ul style="list-style-type: none"><li>– Intensifying its compliance inspections by Head Office Divisions: Visible Policing and Inspectorate by conducting more regular station visits.</li><li>– Provinces are required to report progress in terms of Head Office circulars regarding improving service delivery to victims of Domestic Violence, including 1<sup>st</sup> level compliance inspections.</li><li>– Enhance Public Education and Awareness (including the roll out of all new communication materials and Flow Charts for SAPS frontline service personnel and incl. victims rights). The roll out of the English version of the pamphlets and victim's rights posters have been distributed since December 2012. The process of printing in other official languages is underway.</li><li>– Improve on Inter-Departmental Collaboration iro the implementation of the DV Act, 1998 by engaging with the National Compliance Forum led by the Secretariat for Police. In this regard a National Compliance forum was established to ensure that SAPS and Secretariats at National and Provincial level co-operate iro monitoring and enhancing compliance. This structure serves as an accountability platform for the SAPS to account on how the recommendations made by the Secretariat have been managed by SAPS before being tabled to Parliament.</li><li>– To train <b>6 532</b> members (target) during the 2013/2014 year on the Domestic Violence Learning Programme including basic training. As from January 1999 to December 2013, <b>104 947</b> members underwent the 5 day Domestic Violence Learning Programme including the Basic Training, <b>20 349</b> members prior to 1999 basic training underwent the 5 day Learning Programme, and <b>309</b> members underwent the Train the Trainer Domestic violence Learning Programme.</li></ul></li></ul>



Recommendation	Progress
<p><b><u>Programme 2: Visible Policing: (continued)</u></b></p> <p>It is recommended that the provisions of the <b>Domestic Violence Act</b> be fully implemented at station level and that SAPS is fully resourced to implement such provisions. All stations should be fully equipped to implement the Act.</p>	<ul style="list-style-type: none"><li>▪ Improve the management of Victim Friendly Rooms (VFRs) by developing a multi-year plan for the establishment of additional VFRs at Police Stations without this facility.</li><li>▪ Participation in the National Council on Gender Based Violence chaired by the Deputy President. The Council provides a platform for all departments including the SAPS to maintain consensus on policy and strategic issues by coordinating all activities on this matter in order to provide strategic guidance while monitoring the implementation of all programmes dealing with the elimination of gender-based violence in the country.</li><li>▪ Establishing a partnership with the Law Society of South Africa (LSSA) to conduct a series of work sessions with members of the SAPS in terms of addressing police attitudes towards addressing domestic violence.</li><li>▪ As part of its efforts to improve the implementation of the DV Act, a series of provincial capacity building work sessions was completed between November 2012 and March 2013 in all provinces.</li></ul>



Recommendation	Progress
<p><b><u>Programme 2: Visible Policing: (continued)</u></b></p> <p>It is recommended that the provisions of the <b>Domestic Violence Act</b> be fully implemented at station level and that SAPS is fully resourced to implement such provisions. All stations should be fully equipped to implement the Act.</p>	<ul style="list-style-type: none"><li>▪ <b>Monitoring and Evaluation:</b><ul style="list-style-type: none"><li>– As part of the SAPS monitoring and evaluation function the Division: Visible Policing has embarked on integrated station visits with the National and Provincial Inspectorate to enhance the monitoring compliance based also on the audit tools jointly developed with the Division Visible Policing.</li></ul></li><li>▪ <b>National work session to share good practices:</b><ul style="list-style-type: none"><li>– A work session is planned to share the good practices identified by Visible Policing, other Divisions, Provinces and Secretariats with implementers in SAPS. This session will also serve as an opportunity to provide feedback on the review process for the Act and National Instruction.</li></ul></li><li>- Number of Victim Friendly Rooms: There were 922 established as at 31 December 2013.</li></ul>



# SOUTH AFRICAN POLICE SERVICE

Department of Police



37

## Recommendation

## Progress

### **Programme 2: Visible Policing: (continued)**

It is recommended that the provisions of the **Child Justice Act** be fully implemented at station level and that SAPS is fully resourced to implement such provisions. All stations should be fully equipped to implement the Act.

#### ▪ **General Background Information:**

- The Child Justice Act, 2008 (Act No 75 of 2008), National Instructions 2 / 2010 (children in conflict with the law) and 3 / 2010 (children in need of care and protection also applicable to children under 10) were communicated via the SAPS intranet in 2010. Directives issued for stations with no access to the intranet to be assisted by provinces.
- National office continuously demonstrates during compliance monitoring station visits on how to download regulatory frameworks for reference and utilisation.
- Ongoing training conducted in order to ensure all functional members are trained on a cumulative basis. Directive given by National Office in 2012 for station management to ensure that each shift has skilled members to attend to children in conflict with the law and domestic violence.
- Station lectures have been recommended as a sound practice to impart skills to as large a component of members at stations as is possible.



Recommendation	Progress
<p><b><u>Programme 2: Visible Policing: (continued)</u></b></p> <p>It is recommended that the provisions of the <b>Child Justice Act</b> be fully implemented at station level and that SAPS is fully resourced to implement such provisions. All stations should be fully equipped to implement the Act.</p>	<ul style="list-style-type: none"><li>▪ <b>Thrust of training:</b><ul style="list-style-type: none"><li>– 5 Day Vulnerable Children Learning Programme has become the preferred course with regard to training members on the Child Justice Act, according to members trained in 2012 / 2013 when compared with those trained in the 1 day information sessions and 2 day course in previous years. In 2012/ 2013 also conducted capacity building sessions in all 9 provinces.</li><li>– The advantage of the 5-Day Vulnerable Children Learning Programme is that it provides more in-depth knowledge regarding social context, regulatory framework, case studies and process flow information.</li><li>– Number of members trained are 36 170 ( for 2010 / 2013) and 3 882 as at Oct 2013.</li></ul></li><li>▪ <b>Planning:</b><ul style="list-style-type: none"><li>– It is intended that a Training Review Plan be developed in consultation with the Human Resource Development Division that will focus on ensuring increased targets:<ul style="list-style-type: none"><li>• numerically (number of members trained); and</li><li>• functionally (CSC, members conducting patrols, detectives).</li></ul></li></ul></li></ul>



# SOUTH AFRICAN POLICE SERVICE

Department of Police

39

Recommendation	Progress
<p><b><u>Programme 2: Visible Policing: (continued)</u></b></p> <p>It is recommended that the provisions of the <b>Child Justice Act</b> be fully implemented at station level and that SAPS is fully resourced to implement such provisions. All stations should be fully equipped to implement the Act.</p>	<ul style="list-style-type: none"><li>▪ <b>Management Information Systems</b><ul style="list-style-type: none"><li>-Monthly statistics are provided to the Inter-Sectoral Committee on Child Justice on the number of charges (all crimes and specifically on sexual offences) regarding children, disaggregated by province, age and station.</li><li>-Child Justice System: Notification of probation officers is part of system that was developed and is currently being rolled out to other provinces for children under 10 (piloted, tested in Gauteng).</li></ul></li><li>▪ <b>Transportation Protocol:</b><ul style="list-style-type: none"><li>- Clear interdepartmental roles</li><li>- Unmarked vehicles a challenge for visible policing members</li></ul></li><li>▪ <b>Monitoring and Evaluation</b><ul style="list-style-type: none"><li>- Compliance station visits</li><li>- Station and Cluster management Framework</li><li>- Combined Assurance Audits and interventions</li><li>- Performance Agreements</li></ul></li><li>▪ <b>One Stop Child Justice Centres</b></li></ul>



# SOUTH AFRICAN POLICE SERVICE

Department of Police



40

Recommendation	Progress
<p><b><u>Programme 2:</u></b> <b><u>Visible Policing:</u></b> <b>(continued)</b></p> <p>It is recommended that all stations are equipped to implement the provisions of the <b>Criminal Law (Forensic Procedures) Amendment Act.</b></p>	<p>Division: Technology Management Services (TMS) is in the process to assist Division: Visible Policing in performing a gap analysis of IT equipment at Stations. TMS to acquire and install the equipment (e.g. workstations, biometrics and barcode readers to read the barcodes of the buccal samples).</p> <p>This process includes ensuring that NPIS and supporting equipment is rolled-out to all Stations so that photographic images are taken.</p> <p>SITA /TMS have scoped the development of the functionality on the systems [e.g. CAS/ICDMS] to support the Criminal Law [Forensic Procedures] Amendment Act, for example to capture both barcode of buccal sample and linking to fingerprint.</p> <p>SITA/TMS are in the process to fast-track the development of outstanding functionality of the e-docket and ensure roll-out (including training) to Stations and monitoring that the system is fully implemented.</p>



# SOUTH AFRICAN POLICE SERVICE

Department of Police



41

Recommendation	Progress
<p><b><u>Programme 2: Visible Policing: (continued)</u></b></p> <p>Reliability of Information: It is recommended in view of the Auditor General's finding that the management of information captured on the CAS system should be become a performance measure for police officers at station level to improve their efficiency. The reliability of information should not be compromised as a result.</p>	<p>The following jobs at station level were identified as having the responsibility for ensuring data integrity on the CAS system namely:</p> <p>Relief Commander Client Service Centre (CSC) Commander Detective Group leader and Detective Commander.</p> <p>The above mentioned Generic PEP plans were perused and it was determined that the capturing of information were included as a task in the PEP plans for the Client Service Centre Commander and the Relief Commander. The task of ensuring that the correct capturing of information on the CAS system was not provided for in the PEP plans for the Detective Commander and Team Leader jobs. Therefore, it is proposed that matter be addressed as follows:</p>



# SOUTH AFRICAN POLICE SERVICE

Department of Police

42

Recommendation	Progress
<p><b><u>Programme 2: Visible Policing: (continued)</u></b></p> <p>Reliability of Information: It is recommended in view of the Auditor General's finding that the management of information captured on the CAS system should be become a performance measure for police officers at station level to improve their efficiency. The reliability of information should not be compromised as a result.</p>	<p>As an interim measure, a letter will be circulated to Provinces in order to instruct the mentioned supervisors to include a deliverable on their PEP plans to ensure that case docket information is correctly captured and verified on the CAS system. Guidelines will be provided in the proposed letter to direct supervisors what to include in their 2013/2014 PEP plans. Assessment of such additional tasks will be assessed and the end of the 2013/2014 financial year. In addition the generic PEP plans (2014/2015 financial year) for the relevant jobs will be updated with additional deliverable that will measure the performance of the supervisors' individually who is responsible for the correct capturing and verification of case docket information on the CAS system.</p> <p>The implementation of the Crime Registrars at stations and Provinces will further institute control measures for the improvement of data integrity once operationalised.</p>



Recommendation	Progress
<p><b><u>Detective Service:</u></b></p> <p>It is recommended that all detectives be trained in the DNA legislation and the taking of buccal samples.</p>	<p>The Memorandum of Understanding [MOU] supporting the training to authorised officers by the service provider of the Department of Health, namely the National Health Laboratory Service [NHLS] for training in the taking of the DNA buccal samples, has been compiled and was submitted to the National Commissioner for signature. Thereafter it will be submitted to the DG of Health for signature.</p> <p>With regard to the training of authorised personnel in the taking of buccal samples, a memorandum of understanding was signed in respect of the training in the South African Police Service [SAPS] and the Independent Police Investigative Directorate [IPID] by the National Department of Health.</p> <p>The content of the training material is under development and will be informed by the signed legislation. Pilot training programs will commence once the MOU is signed by the signatories.</p> <p>In respect of training concerning DNA legislation, learning material for training detectives in the Criminal Law [Forensic Procedures] Amendment Act , 2010 was developed and piloted in Pretoria. A Train-the-Trainer course was also conducted. Both interventions took place during the third quarter of the 2013/2014 financial year.</p> <p>Once the DNA Bill is signed by the President, the content of the training programs will be verified and rolled-out nationally to all Provinces.</p>



# SOUTH AFRICAN POLICE SERVICE

Department of Police



44

Recommendation	Progress
<p><b><u>Detective Service: (continued)</u></b></p> <p>It is also recommended that a full report on lost/stolen dockets be made available.</p>	<p>▪ During the period 1 April 2013 until 30 September 2013 57 dockets were reported as lost/stolen</p> <p><b>Circumstances relating to lost/stolen of dockets :</b></p> <ul style="list-style-type: none"><li>– 20 dockets were lost by members</li><li>– 25 dockets were lost at court</li><li>– 2 dockets were stolen during a house robbery</li><li>– 10 dockets were lost during the dismissal/transfer of investigating officers</li></ul> <p>Dockets were reconstructed and 14 members charged departmental. 3 Criminal cases were also opened.</p>



# SOUTH AFRICAN POLICE SERVICE

Department of Police



45

Recommendation	Progress
<p><b><u>Detective Service: (continued)</u></b></p> <p>Lastly, it is recommended that the e-docket system link at the 185 stations be linked to courts within the last quarter of the 2013/14 financial year.</p>	<ul style="list-style-type: none"><li>- From SAPS side it is ready to be implemented but the dependency is the NPA</li></ul>



# SOUTH AFRICAN POLICE SERVICE

Department of Police

46

Recommendation	Progress
<p><b><u>Crime Intelligence:</u></b></p> <p>It is recommended that the targets for crime intelligence be revised and made to follow the SMART principles.</p>	<p>The Division: Crime Intelligence is reviewing its Annual Performance Plan. Revised and relevant targets will be featured on the 2014/15 onwards plan.</p>



# SOUTH AFRICAN POLICE SERVICE

Department of Police



47

Recommendation	Progress
<p><b><u>Crime Intelligence:</u></b> <b>(continued)</b></p> <p>It is also recommended that the capacity of Crime Intelligence be enhanced with the filling of all outstanding vacant posts within the 2013/14 financial year.</p>	<p><b>FILLING OF ALL OUTSTANDING POSTS WITHIN THE 2013/14 FINANCIAL YEAR</b></p> <p><b>FILLING OF THE SMS POSTS:</b></p> <ul style="list-style-type: none"><li>▪ <b>7</b> Crime Intelligence: Provincial Head posts at the level of Major General were advertised with a closing date of 2013-12-20.</li><li>▪ Above posts will be filled within this Financial Year (2013/2014)</li></ul> <p><b>FILLING OF CRITICAL POSTS:</b></p> <ul style="list-style-type: none"><li>❑ Division: Crime Intelligence was allocated <b>139</b> posts to be filled at the following levels:<ul style="list-style-type: none"><li>• Colonels = <b>3</b></li><li>• Lieutenant Colonels / Majors = <b>42</b></li><li>• Lieutenants / Captains = <b>55</b></li><li>• Warrant Officers = <b>39</b></li><li>• The posts will be advertised soon, within this Financial Year.</li></ul></li></ul>



# SOUTH AFRICAN POLICE SERVICE

Department of Police



48

Recommendation	Progress
<p><b><u>Crime Intelligence: (continued)</u></b></p> <p>It is also recommended that the capacity of Crime Intelligence be enhanced with the filling of all outstanding vacant posts within the 2013/14 financial year.</p>	<p><b>FILLING OF PUBLIC SERVICE ACT POSTS</b></p> <p>The Division: Crime Intelligence received an allocation of <b>111</b> PSA posts;</p> <p><b>74</b> PSA posts have already been advertised with a closing date of <b>2014-01-17</b>;</p> <p><b>37</b> posts are still outstanding and will be advertised very soon;</p> <p>All the above mentioned PSA posts will be filled within the 2013/2014 Financial Year;</p> <p>Vetting posts are filled.</p>



Recommendation	Progress
<p><b><u>Crime Intelligence: (continued)</u></b></p> <p>It is also recommended that the capacity of Crime Intelligence be enhanced with the filling of all outstanding vacant posts within the 2013/14 financial year.</p>	<p><b>VETTING FOR ALL SAPS PERSONNEL</b></p> <p><b>VETTING PRIORITIES:</b></p> <p>In the past 3 years the priorities of SAPS vetting has been the following units:</p> <ul style="list-style-type: none"><li>❖ DPCI</li><li>❖ PSS</li><li>❖ CI</li><li>❖ SMS</li><li>❖ TRT</li><li>❖ MINISTRY</li></ul>



# SOUTH AFRICAN POLICE SERVICE

Department of Police



50

Recommendation	Progress
<p><b><u>VIP Protection and Security:</u></b></p> <p>It is recommended that all security personnel immediately be vetted for security clearance in the interests of national security</p>	<p>Information regarding the progress of this process has already been provided to the Committee. Further updates will be provided to the Committee with the next Annual Report.</p>



**SOUTH AFRICAN POLICE SERVICE**

Department of Police



**END**