

BACK TO BASICS

TOWARDS A SAFER TOMORROW



BRIEFING TO THE SELECT COMMITTEE ON SECURITY AND JUSTICE

2 November 2016

- THE IMPLEMENTATION OF PROFESSIONALISM IN POLICING
- PUBLIC ORDER POLICING TRAINING
- RELATIONSHIP BETWEEN SAPS AND METRO POLICE DEPARTMENTS

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SCOPE OF PRESENTATION

PURPOSE

SECTION 1- THE IMPLEMENTATION OF PROFESSIONALISM IN POLICING

SECTION 2- PUBLIC ORDER POLICING TRAINING AND ITS IMPLEMENTATION

**SECTION 3- THE RELATIONSHIP BETWEEN SAPS AND METRO POLICE
DEPARTMENTS**



The purpose of this presentation is to brief the Select Committee on:

- Implementation of professionalism in policing and its impact on service delivery.
- Capacitation of Public Order Policing in terms of training in relation to the increasing public protest actions in the country.
- Relationship between South African Police Service and Metro Police Departments.

(The briefing will also highlight the achievements and or challenges experienced in all these three aspects)

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Section

1

THE IMPLEMENTATION OF PROFESSIONALISM IN POLICING

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PROFESSIONALISM IN POLICING - THE APPROACH

- Implementation of professionalism in policing is one of the strategic objectives of the South African Police Service(SAPS) since 2015.
- To achieve this, the **Back to Basics Approach** has been adopted as derived from the Constitutional mandate of the SAPS and the National Development Plan, 2030, focussing on the following:
 - Enhancing police visibility
 - Thorough & responsive investigation of every crime reported
 - Efficient utilisation of resources in support of the investigation of crime
 - Crime intelligence in support of proactive and reactive policing
 - Targeted, informed deployment of resources
 - Collaborative, consultative approach to policing
 - Transformation of SAPS (Professionalization, Demilitarisation, Integrity & Discipline)
 - Uncompromising compliance with the fundamental principles of policing
 - Culture of performance management & accountability
- These include discipline and the manner in which police officers conduct themselves as a distinctive characteristic of policing.

PROFESSIONALISM IN POLICING - THE APPROACH



- Emphasis is on the essence that the Back to Basics approach requires that the public play a central role in changing the outlook of the Police.
- This will ensure that we have a police service that is responsive to the safety and security needs of society, a Police Service that is known to be upholding a high standard of conduct and that is in sync with the constitutional imperative that is described in its mandate.
- The Back to Basics concept seeks to improve both policing operational performance as well as organisational well-being of the SAPS.

PROFESSIONALISM IN POLICING - THE IMPLEMENTATION



- The Acting National Commissioner of SAPS held a series of meetings with management from all nine provinces.
- The purpose of these meetings was to introduce and explain the **BACK TO BASICS CONCEPT** as an approach to be implemented nationally in order to effectively and efficiently address crime and criminality, and at the same time instil the culture of professionalism in the South Africa Police Service.
- In order to implement this approach, the National Management Interventions were initiated, focussing on identified critical areas and policing precincts of under-performance.
- These critical areas were in programme two: Visible Policing (VISPOL):
 - reported crime: serious crimes and crimes against women and children
 - recovery of stolen/lost state-owned firearms
 - recovery of stolen/robbed firearms
 - volume of liquor confiscated (as a result of police actions)
 - National Crime Awareness Campaigns

PROFESSIONALISM IN POLICING - THE IMPLEMENTATION



- Programme three : Detective Service:
 - detection rate
 - trial-ready rate
 - conviction rate
- The overall purpose of the management interventions was to turnaround areas of under-performance as per the targets set in the 2015/2016 Annual Performance Plan (APP) of the Department to ensure sustainability going forward and implement the Back to Basics approach, thus achieving professionalism in policing.
- In total, there were 63 police stations which were identified as having issues relating to under-performance.
 - The top 40 stations were identified according to the volume of crime and underperformance of detective indicators, the top 30 stations were identified on the highest volumes of crime reported and other issues, for example, related to service delivery.

PROFESSIONALISM IN POLICING - THE IMPLEMENTATION



- The areas of intervention for Visible Policing:
 - partnership policing: addressing the desire/motive to commit crime through an integrated approach
 - enforcing command and control at all levels
 - crime prevention including crime awareness campaigns
 - enhancing police visibility in hotspot areas
 - intelligence-based operations targeting drugs, liquor, wanted suspects, firearms and gangs
 - police response to crime reports from the community.
- With the Detective Service, the following areas were targeted for intervention:
 - performance and accountability (including consequence management)
 - wanted suspects: tracing and arrest
 - DNA Act: compliance and utilisation of forensic leads
 - crime scene management
 - correct application of the basics principles of crime investigation and case docket management such as the thorough inspection of case dockets and the management of the performance and productivity of investigating officers as part of the Back to Basics approach.

PROFESSIONALISM IN POLICING - THE IMPLEMENTATION



- In conducting management interventions at each identified station:
 - There would first be a briefing session with cluster and station management to look at the purpose of the intervention and its method.
 - Parades would then be conducted with detectives and visible policing members including shifts.
 - To check appointment certificates, pocketbooks/diaries, the validity of drivers licenses and firearm competency certificates.
 - Thorough “camp inspection” to identify and resolve infrastructure and resource allocation deficiencies, checking of the neatness and cleanliness of the station and that redeployment of resources, including vehicles, were facilitated.
 - The intervention team will complete the exercise by addressing the management on identified non-compliance and performance problems and their correction in emphasising Back to Basics.
- Management at Station, Cluster and provincial levels are directed to continuously engage in this intervention exercise at all stations.



- **Achievements in relation to service delivery**
 - Motivated personnel at all levels especially at station level.
 - Less complaints from the public on attendance to crime related reports.
 - Improvement on performance areas identified as under-performing before intervention and implementation of Back to Basics approach.
 - Impact in respect of recently released crime statistics:
 - An overall reduction of 1.4% in the 17 community reported crimes
 - Decrease of Common Robbery by 1.5%
 - Robbery Aggravated increased by 2.7% (a slower rate as compared to the proceeding financial year which was 8.5%)
 - Four of the five categories of crimes making up the broad category of property related crimes also decreased by 1.8%

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Section

2

**PUBLIC ORDER POLICING TRAINING AND ITS
IMPLEMENTATION**

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INTRODUCTION : PUBLIC ORDER POLICING TRAINING

- During the 2013 State of the National Address (SONA), the President instructed the Justice, Crime Prevention and Security Cluster (JCPS) to put measures in place at National, Provincial and Local level to ensure that any incidents of violent protest are acted upon, investigated and prosecuted.
- This led to the Joint Operational and Intelligence Structure (JOINTS) establishing the Stability RSA Priority Committee at National, Provincial and Local levels in order to manage immediate security threats to stability, focussed on generators as identified and continuously evaluated by Intelligence Coordinating Committee such as:
 - Labour issues, especially in the mining section
 - Political intolerance
 - Service-delivery protests
 - Anti-foreigner sentiments
 - Transport Sector related violence
 - Education Sector related incidents
- As part of responding to the situation, the SAPS also embarked on the process of re-capacitation of Public Order Policing.

RE-CAPACITATION OF PUBLIC ORDER POLICING



- Critical areas that are addressed during this process of capacitating Public Order Policing include, among others aspects:
 - Enhancing the National structure of Public Order Policing within the Division Operational Response Services (ORS) of SAPS;
 - **Prioritising the training of Public Order Police members**
 - Establishing Public Order Policing Mobile Units;
 - Enhancing capacity of the existing Public Order Policing Units;
 - Re-establishing dormant Public Order Policing Units;
 - Establishing additional Public Order Policing Units;
 - Establishing dedicated Investigating Officers for Public Order related crimes;
 - Establishing dedicated Information Section within all Units;
 - Establishing dedicated Legal Officers;
 - Establishing dedicated DPCI Investigators.

TRAINING: PUBLIC ORDER POLICING



- The following training programmes are available for Public Order Policing and are continuously offered to all Public Order Police Unit members:
 - Crowd Management for Platoon Members(Basic)
 - Crowd Management for Platoon Commanders
 - Crowd Management Refresher Course(Periodically)
 - Dangerous Weapons Act 15 of 2013
 - FLOM: (First Line Operational Manager Course)
 - RG-12 Nyala Operators Course
 - 40mm Grenade Launcher Course
 - Water Canon Operator Course
 - First Responder To Crowd Gathering Workshop(SAPS Visible Policing members and Metropolitan Police members)
 - Operational Commanders Training(Commanders and Planners)
 - First Aid: level 1-3
 - Video Operator's Course
 - Information Management and Analysis Course



SPECIAL TRAINING PROJECT: PUBLIC ORDER POLICING

- As part of capacitating the Public Order Policing Units with personnel, the SAPS undertook an internal recruitment drive and 580 members were successfully selected to join various Units.
- A special training project was launched in order to integrate the lateral placement of these members into the Public Order Policing Units.
- Three training interventions were conducted in July 2016, with a total of 380 members trained in Operational Crowd Management aspects including Legal principles.
- The remaining 200 members' training commenced on 23 October 2016 until 18 November 2016.



REVIEW OF TRAINING PROGRAMMES

- The following training programmes are being reviewed in order to address the identified operational challenges and the target date for completion and implementation is 31 March 2017:
 - CROWD MANAGEMENT FOR PLATOON COMMANDERS: To address Command and Control issues.
 - GR-12 NYALA OPERATORS COURSE: To increase capacity for specialised driving skills of Hard Top vehicles.
 - PUBLIC ORDER POLICE'S OPERATIONAL COMMANDERS TRAINING: To align training modules to current and ever changing public disorder situation.
 - CROWD CONFLICT MANAGEMENT: To emphasise tactical negotiating skills during Public Disorder situations.



CHALLENGES

- Public Order Policing has two approaches to maintain public order:
 - Maintaining order during peaceful gathering
 - Restoring order during violent gathering
- The current training focuses heavily on maintaining public order as per the prescripts of the Regulation of Gatherings Act, where the centre of focus is the concept of “Negotiated Management of Public Space”.
- However the current public disorder pattern demands a different approach to crowd management as most are spontaneous especially the service delivery protests (the prescripts of the Regulation of Gatherings Act not followed), but rather managed as a spontaneous event. Public Order Policing is required to respond to an ever increasing number of violent protest actions requiring the restoration approach.
- The idea going forward is that Public Order Policing will have to adopt a more flexible approach in terms of maintaining and restoring and be supported by the necessary competencies (skills), and resources in an integrated approach.

CHALLENGES



- Primary(crowd management) and Secondary(crime prevention) functions of POP affects the specialisation nature of the environment.
- Negative effects of previous restructuring process resulted in Public Order Policing neglected and not a priority for a long time in terms of skills, sharpness, training and resources. This also led to most of the Units disbanded.
- Increase in service delivery protest and other public disorder situations.
- Location of POP units makes it expensive to deploy as members have to be accommodated and also makes the response time to be very long because of travelling.

ACHIEVEMENTS



- Higher levels of tolerance displayed
- Improvement in command and control
- Improved planning
- Integration (Metro Police and SAPS)

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Section

3

**THE RELATIONSHIP BETWEEN SAPS AND METRO
POLICE DEPARTMENTS**

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STATUTORY RELATIONSHIP

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- The Metropolitan Police Services are established under Section 64 of the South African Police Service Act, 1995 (Act No. 68 of 1995).
- The Metropolitan Police Services resort under their respective Metropolitan Councils and are completely independent entities from one another.
- Section 64L of the SAPS Act (Act No. 68 of 1995) provides that the National Commissioner may determine national standards of Policing including standards of training(for both SAPS and Metro Police).
- Section 64E of the SAPS Act, 1995 (Act No. 68 of 1995) provides the functions of a Municipal Police Service as traffic, subject to any legislation relating to road traffic, the policing of municipal by-laws and regulations which is the responsibility of the municipality in question and the prevention of crime.

ESTABLISHED MUNICIPAL (METROPOLITAN) POLICE SERVICES



As per Section 64K of the SAPS Act, there are six established metropolitan police services namely:

- Durban/ eThekwni Metropolitan Police Department
- Johannesburg Metropolitan Police Department
- Ekurhuleni Metropolitan Police Department
- Tshwane Metropolitan Police Department
- Cape Town Metropolitan Police Department
- Nelson Mandela Bay Metropolitan Police Department.

NB: Although Nelson Mandela Bay Metropolitan Police Department was officially established in 2012, it has not been fully operational due to internal challenges.





OPERATIONAL COORDINATION RELATIONSHIP

- Municipal (Metropolitan) Police Services are involved in the following committees:
 - **National Level**
 - National Joint Operational and Intelligence Structure (NATJOINTS)
 - National Crime Combating Forum (NCCF)
 - Metro Police are represented by their Nodal Point in both these Forums (one Representative for all of them)
 - **Provincial Level**
 - Provincial Joint Operational and Intelligence Structure (PROVJOINTS)
 - Provincial Crime Combating Forum (PCCF)
 - Metro Police are part of these structures in respective Provinces
 - **Local Level**
 - Cluster Crime Combating Forums
 - Station Crime Combating Forums
 - Community Police Forums.



DEDICATED FORUM FOR ALL METRO POLICE DEPARTMENTS AND SAPS

- The National Forum for Municipal Police Services (NFMPS) serves as an engagement instrument of interaction to support the development of:
 - National co-operation agreements,
 - National policing standards and procedures, and
 - Identification and sharing of good practices.
- This duly constituted Forum is chaired by the Divisional Commissioner: Visible Policing on behalf of the National Commissioner.
- Meetings are held on a quarterly basis.
- Representation from the Department of Police and other identified Departments is based on overlapping responsibilities.
- SAPS is represented by:
 - Provincial Commissioners where Metro Police are established i.e.(Gauteng, KwaZulu-Natal, Western Cape and Eastern Cape).
 - Divisions: Human Resource Development, Operational Response Services, Technology Management Services and Policy and Legal Services.



DEDICATED FORUM FOR ALL METRO POLICE DEPARTMENTS AND SAPS

- **Municipal (Metropolitan) Police Services**
 - Host meetings and represented by their respective Chiefs.
- **Road Traffic Management Corporation (RTMC) on behalf of the National Department of Transport**
 - Update/ report on traffic related matters.
- **Civilian Secretariat for Police**
 - Update/ report on new legislation and progress with regard to Single Police Service.
- **Independent Police Investigative Directorate (IPID)**
 - Update/ report challenges regarding reported cases.
- **Road Traffic Infringement Agency (RTIA)**
 - Update/ report on the implementation of Adjudicative Administration of Road Traffic Offences (AARTO) and other related issues

DEDICATED FORUM FOR ALL METRO POLICE DEPARTMENTS AND SAPS



- There are two sub-forums are established under the NFMPMS:
 - **National Training Committee for Municipal (Metropolitan) Police Services**
 - Hold meetings on a quarterly basis.
 - Discuss issues of training for Municipal (Metropolitan) Police Services
 - The meeting is chaired by the Divisional Commissioner: Human Resource Development from SAPS.
 - The meeting is held two days before the NFMPMS
 - Representation:
 - SAPS
 - All Municipal (Metropolitan) Police Services
 - Road Traffic Management Corporation

NB: The Chairperson of the above sub-committee attends the NFMPMS to present reports under their agenda points.



DEDICATED FORUM FOR ALL METRO POLICE DEPARTMENTS AND SAPS

- **National Research and Technical Committee for Municipal (Metropolitan) Police Services**
 - Hold meetings on a quarterly basis.
 - The meeting is Chaired by the Chief of Hosting Municipal Police Service.
 - Discuss technical and research issues e.g. Sharing of Information Systems and equipment.
 - The meeting is held two days before the NFMPS
 - Representation:
 - SAPS
 - All Municipal (Metropolitan) Police Services

NB: The Chairperson of the above sub-committee attends the NFMPS to present reports under their agenda points.

DEVELOPMENTAL SUPPORT FOR MEMBERS OF MUNICIPAL (METROPOLITAN) POLICE SERVICES (BASIC POLICE ENTRY LEVEL QUALIFICATION)



- The support required from the SAPS Division, Human Resource Development cuts across the fields of responsibility of the respective Human Resource Development Components and requires an integrated approach.
- The SAPS provides assistance in the following areas:
 - Assessment Management and Quality Assurance of the Policing Entry Level Qualification for the MPS members (Law Enforcement Skills Programme 04/2012);
 - Guidance with the development of a single unique qualification for the Metropolitan Police under the Quality Council for Trades and occupations (QCTO);
 - Provisioning of additional training programmes for the MPS like Drill & PTI Instructors, Management & Leadership training, Crowd Management training and General Policing training (Mostly training of trainers); and
 - Monitoring of training progress and standards in the MPS environment.

POST-BASIC TRAINING PROGRAMMES



- The SAPS is responsible for assisting the MPS with post-basic training in all relevant policing fields. This is mainly focussed on the training of trainers in existing programmes and new legislation;
- An annual Needs Analysis is done to determine the needs. The MPS needs are fed into the SAPS Training Planning process;
- Seats are offered on courses at no cost to the MPS including accommodation and meals if the trainees are accommodated at a SAPS Academy; and
- SAPS Division Human Resource Development keeps record of all training provided to the MPS.

INTEGRATED OPERATIONS (JOINT OPERATIONS BETWEEN THE SAPS AND METRO POLICE)



- The Regulations for Municipal Police Services requires that the Executive Head (Chief of Metropolitan Police Department) must develop the Annual Plan in cooperation with the Provincial Commissioner of the South African Police Service and the plan must relate to the prevention of crime in the area of jurisdiction of the municipal council concerned.
- Based on the regulation as stated above, joint operations are planned/ coordinated and executed at provincial and station level.
- Joint operations are reported on quarterly basis by the Metropolitan Police Nodal Point to the Division, Visible Policing.
- Examples of integrated operations:
 - Joint road blocks
 - Safer festive seasons (arrive alive)
 - National and Local Government elections
 - Parliament opening
 - Major events operations in terms of Safety at Sport and Recreational Events Act
 - Threat specific Operations like Operation Combat (in Cape Town regarding Gangs)

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Thank you

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