National Policing Strategy
South African Police Service

Date: 30 November 2022

Presentation to: The Portfolio Committee on Police

- The **National Development Plan, Vision 2030**, sets out a vision for safer communities, recognising the **need to address the drivers of crime and violence** and acknowledging that crime and violence prevention is not the sole responsibility of the police.

- Addressing crime and in particular, **violent crime and GBVF**, is dependent on the **establishment of a multidisciplinary approach, which involves all sectors of society**, including, *inter alia*, key business industries, such as, the banking, transportation and consumer goods industries, led by an effective Criminal Justice System, which must deliver quality and professional services in an integrated, coordinated, effective and efficient manner.

- The National Policing Strategy (NPS), as endorsed by the SAPS' Top Management, was approved by the National Commissioner, on 21 September 2022.

- The NPS Annual Operational Plan, in addition to a Monitoring Tool, were distributed to all key business units for implementation, on 23 September 2022.

  - The due date for the submission of feedback on the NPS Monitoring Tool is 21 October 2022.

- NCCF Instruction 18 of 2022, which relates directly to the immediate stabilisation of the Top 30 National High Contact Crime Stations and Top 20 Provincial High Contact Crime Stations, was issued on 10 October 2022.

Strategic Intent

The development of the NPS is premised on the tone set by the President of South Africa, His Excellency Cyril Ramaphosa during his State of the Nation Address (SoNA), on 10 February 2022, direction that has been provided by the Minister of Police, General BH Cele (MP) and the priorities that were identified by the recently appointed National Commissioner of the SAPS, General Masemola, who took up office on 01 April 2022.

Creating a safe and secure environment, that is conducive for social and economic stability, supporting a better life for all.

Recognising the need to align with government's trajectory of building on the foundation of the Economic Reconstruction and Recovery Plan, advancing the National Development Plan as well as the District Development Model, the South African Police Service, through this National Policing Strategy, reaffirms its determination to prevent, combat and investigate crime and to consciously reinforce the general public's feeling of being safe and secure.

The manifestation of a specific crime threat requires the SAPS to initiate an appropriate response, that includes a comprehensive analysis of the identified threat. An appropriate operational approach must be identified, clearly identifying the objectives to be achieved. Planning the operation must focus on all 5 components of the planning doctrine, irrespective of the nature of the threat. Execution of the operations must ensure the coordination of work, according to the planned approach. Progress must be reported regularly and actions implemented to address areas of underperformance or deviation from set objectives. On conclusion, the outcome and impact of operations must be evaluated to inform future plans or to identify best practices for implementation.
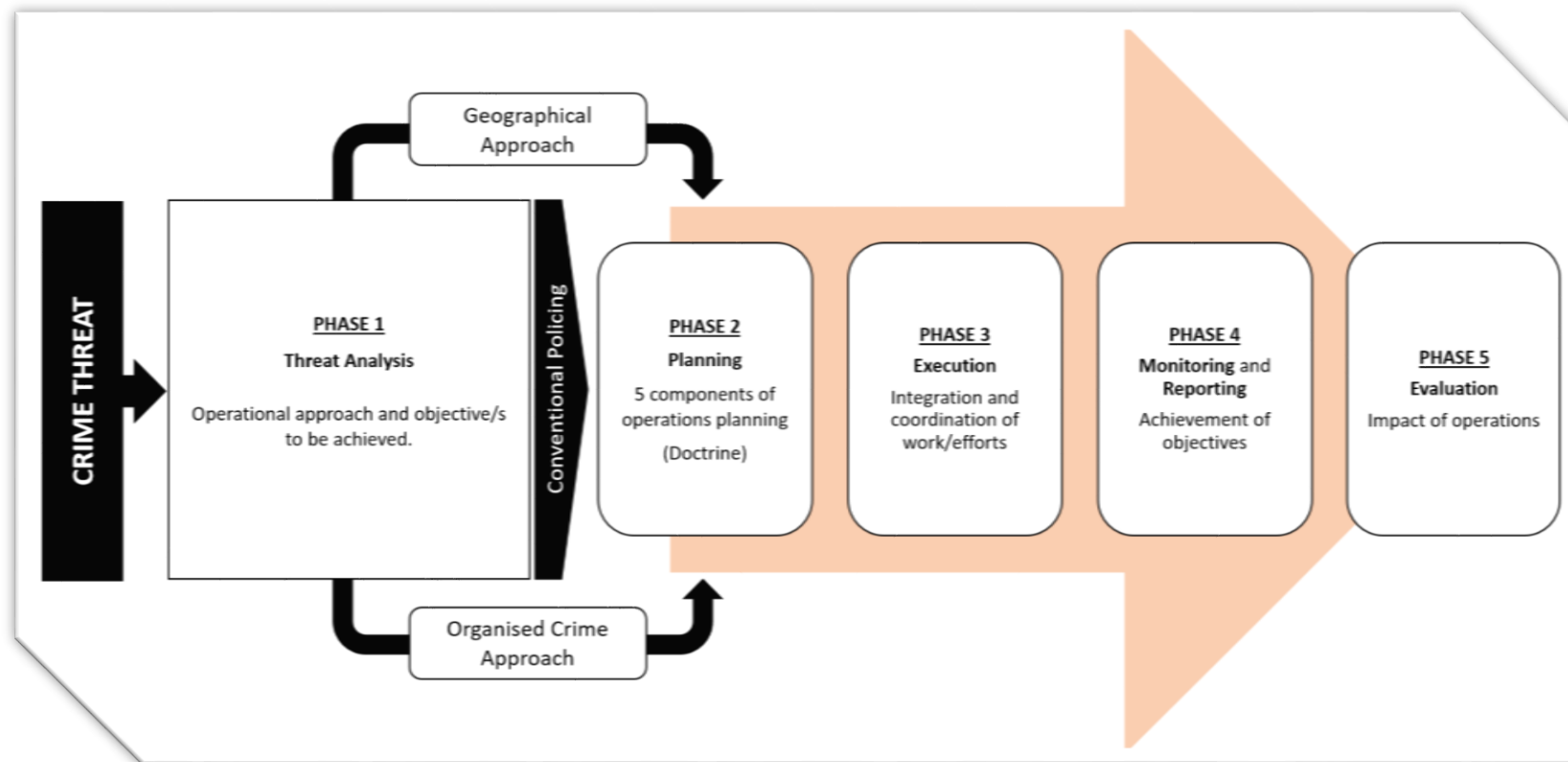
Select the appropriate operational approach informed by the analysis of the identified crime threat

Operational Approach

CP
Conventional Policing

The threat identified requires the utilisation of existing policing capabilities at the various organisational levels. The SAPS have 1 158 police stations representing the frontline of the Department. Police stations are supported by various specialised operational capabilities at national, provincial and district level.

The application of conventionl policing requires the optimimal utilization of available capabilities to address or neutralise the identified threat.

Note

The Geographical and Organised Crime Approaches are not mutualy exclusive and may be combined to address a specific threat.

GA
Geographical Approach

The Geographical Approach involves the stabilisation and normalisation of an identified geographical area, typically a specific police station area or a group of police stations. The identification of the targeted geographical area will be informed by crime threats and patterns.

- Stabilisation requires the deployment and coordination of multidisciplinary operational teams, as well as the allocation of additional resources. Emphasis is on the restoring of law and order, reducing levels of crime and ensuring successful prosecution of offenders. Simultaneously, identified root causes are addressed in cooperation with other government departments.
- Normalisation follows stabilisation and focusses on sustaining what was achieved through stabilisation. It is characterised by optimal cooperation with stakeholders and a community centred approach to policing.

OCA
Organised Crime Approach

Organised crime threats are identified through the Organised Crime Threat Analysis process and involves the investigation of such threats as major of project investigations.

- These investigations include a multidisciplinary approach and are not necessarily limited to a specific geographical area.
- They may also cut across provincial and international borders.
- All stakeholders within the crime detection value chain are included, including external stakeholders such as the National Prosecuting Authority and the Financial Intelligence Centre.
- The aim is to disrupt, neutralise and dismantle identified organised crime threats.

Planning Doctrine (1)
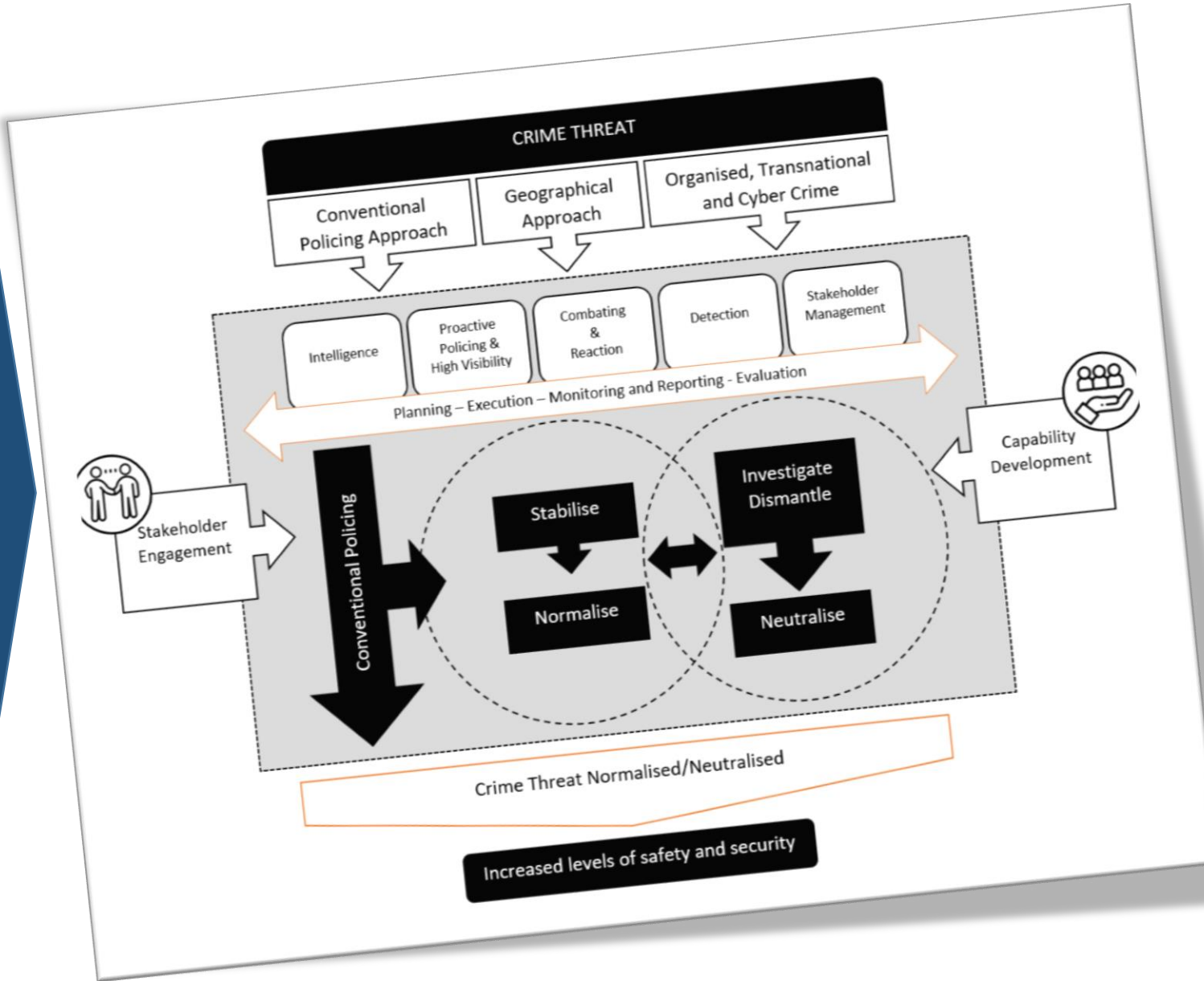
Intelligence:
Every crime operation or project will have unique intelligence and information requirements, informed by the crime threat and nature of the operation. The aim is to ensure that all operations and projects are guided by sufficient intelligence and information. Intelligence must be gathered continually, on current and emerging crime threats.

Proactive Policing & Visibility:
Where appropriate, the presence of the police should be increased, for a specified period of time, to serve as a deterrent and disruption of criminal activities. The aim is to respond to incidents of crime within the shortest possible time. The efforts of the various capabilities, including other stakeholders and force multipliers must be effectively coordinated. The involvement of and collaboration with stakeholders and force multipliers must be planned according to the current crime threat and other operational requirements.
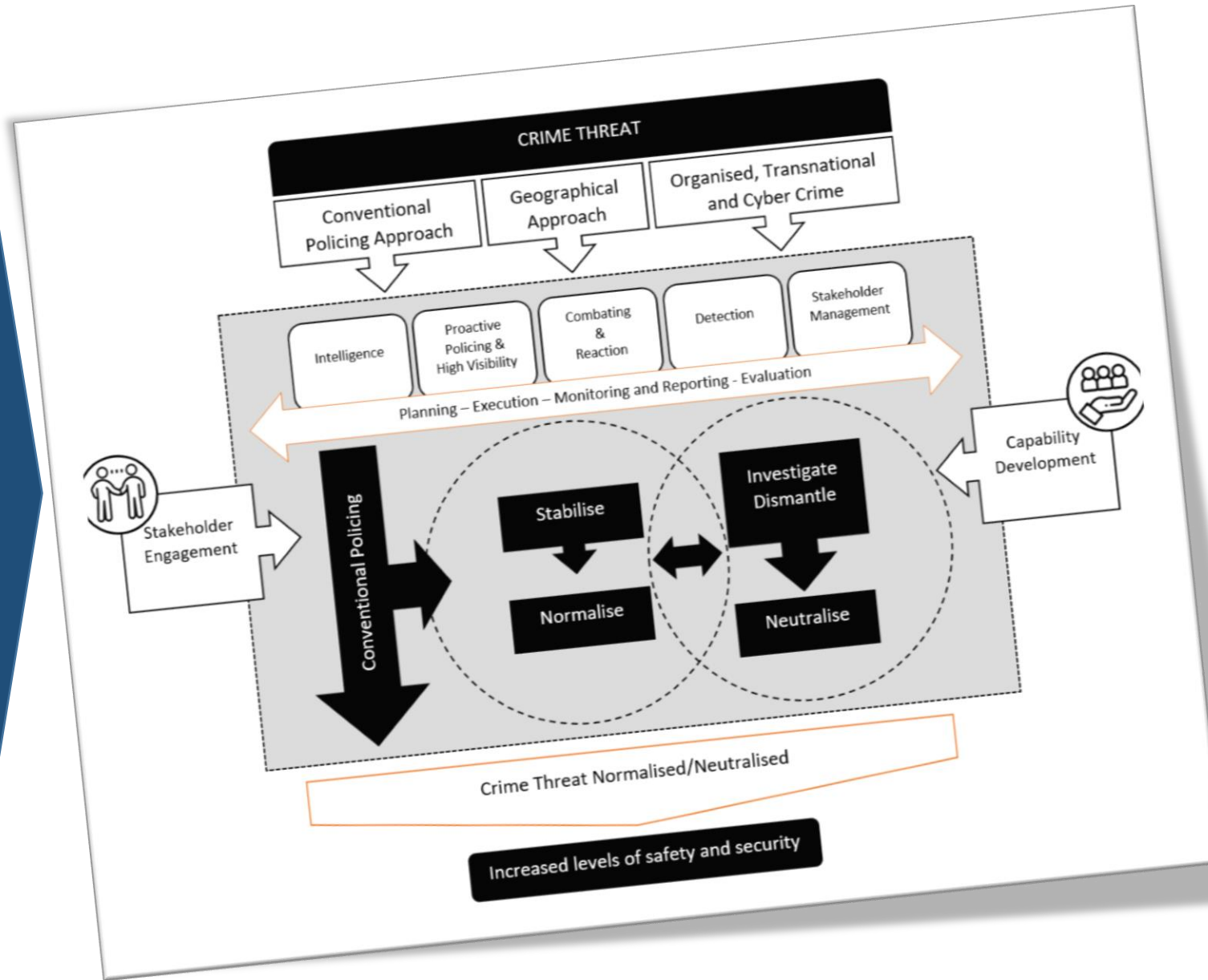
Combating & Reaction:

Every crime operation and project will have unique requirements that relates to the deployment and utilisation of specialised capabilities. These requirements will be informed by the specific crime threat and associated operational requirements. These unique requirements will also inform the nature and duration of deployments. Deployments may range from a couple of hours to weeks.

Detection:

Successful prosecution of a case/s is dependent on the quality of the investigation and optimal utilisation of all stakeholders in the value chain. The investigation of crime may be approached as a single case, multiple cases in the form of a major investigation or a project, comprising several cases.

Stakeholder Management:

Depending on the nature and extent of an operation, various stakeholders may be involved to prevent, combat or investigate the identified threat. Relations with these stakeholders must be effectively managed to yield optimal results.

Capitation Model
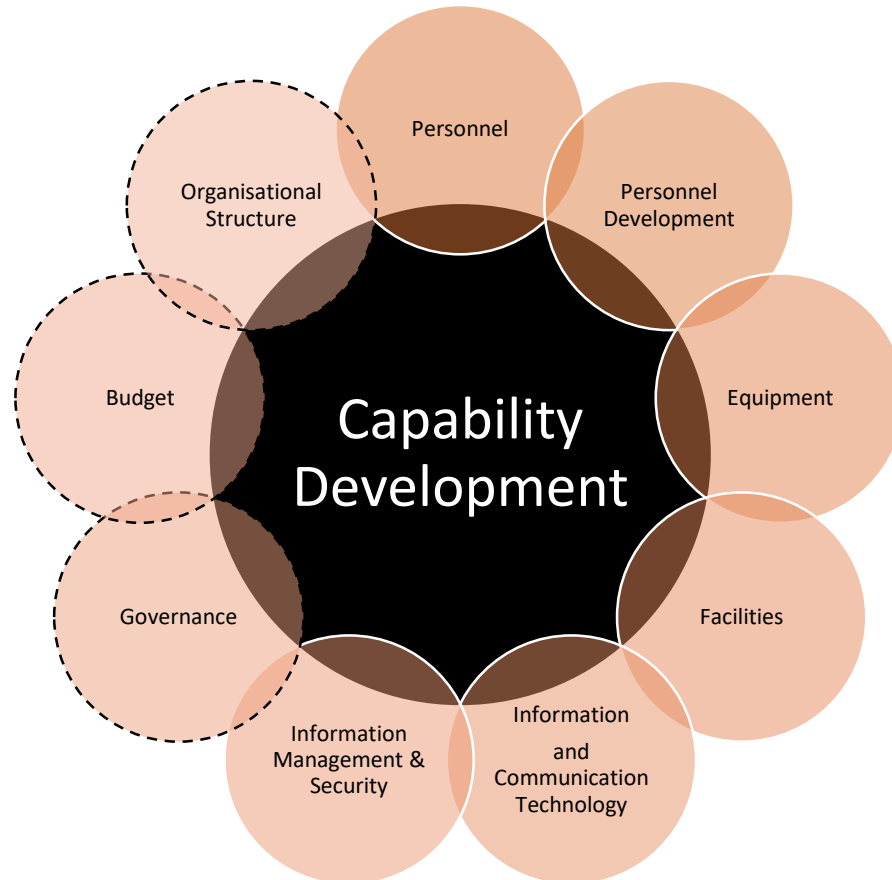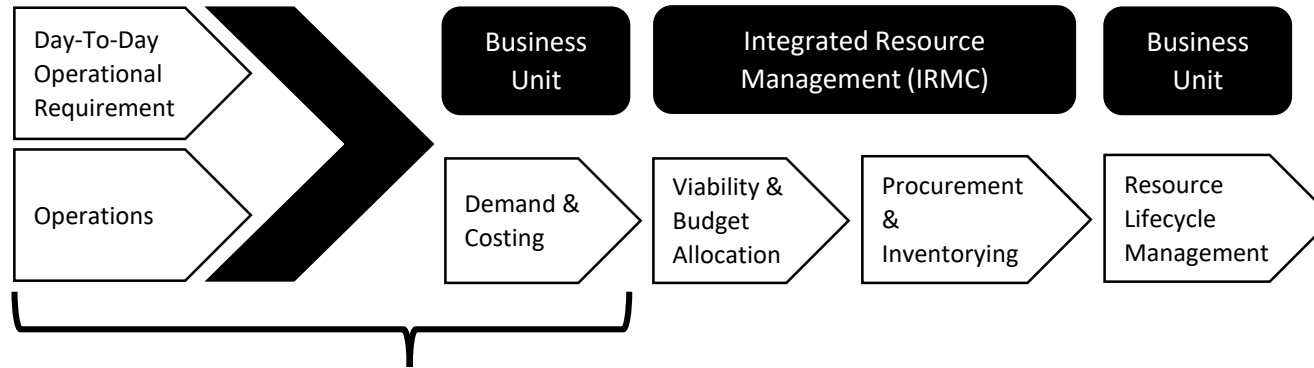
**Planning of Capability Development**:
The successful execution of operations is highly dependent of the availability of the right type of resources, at the right time and at the right location. Assuming that resources will be available places operations at risk and will compromise the achievement of objectives. Planning capacitation requires an understanding of all resource types including human resources, physical resources, facilities. This includes recognising the importance of the various resources, as well as procurement and lifecycle management.

Integrated Resource Management:
There is an obvious and important requirement for an integrated approach to resource management. This is premised on the fact that effective operations are dependent on the availability of, not only human resources, but also "tools of the trade". Demand, procurement and lifecycle management should be effectively planned, scheduled, executed and monitored.
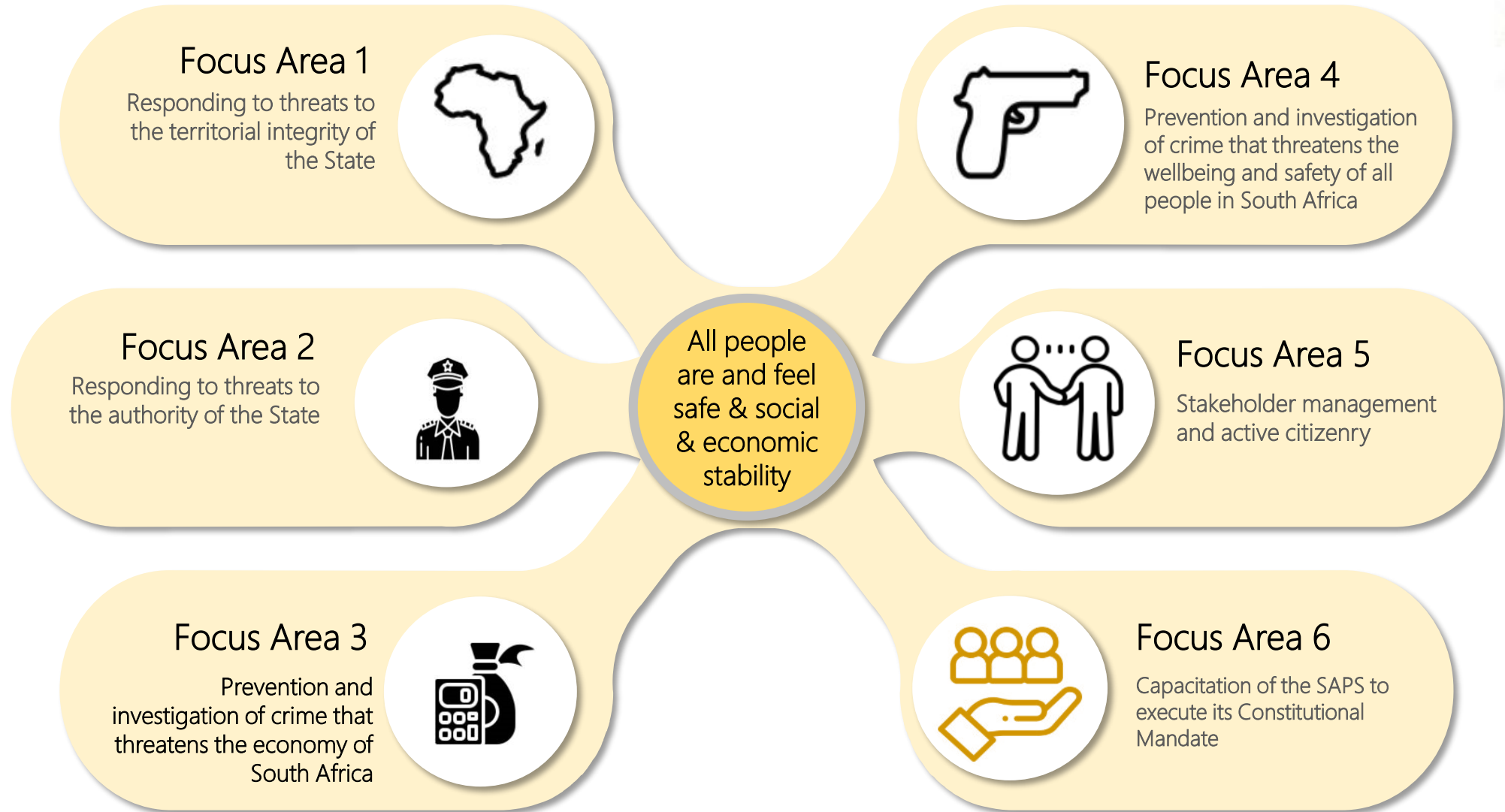
Deliverable 1: Ensure sustainable responses to the territorial integrity of the RSA

- Coordinate the implementation, monitoring and evaluation of:
  - Counter-intelligence Strategy.
  - National Counter-terrorism Strategy.
  - The Narcotics Intervention Strategy.
  - Border Policing Strategy.
  - National Integrated Strategy to Combat Wildlife Trafficking.
  - Trilateral Countries Action Plan.

Deliverable 2: Ensure a coordinated response to cybercrime

- Implement the **Cybercrime Strategy Implementation Plan**.

Deliverable 1: Ensure Internal Stability

- Implement the **25 Presidential Expert Panel Recommendations** (the SAPS-specific requirements associated with the 25 recommendations, will be included).

- Establish and capacitate **Operational Command Centres (OCCs)** at:

  - National, Provincial, District & Station levels.

- Establishment of **NATJOINTS Nerve Centre**.

- Implement a **Memorandum of Understanding (MoU) between the SAPS and the SANDF**, including a mobilisation and deployment protocol.

Deliverable 2: Capacitation of Public Order Policing

- Capacitate the **Public Order Policing (POP) capability** through the deployment of an additional 4 000 members to POP.

- **Establish the following POP Units**:

  - Caledon (WC); Vredenburg (WC) and Groblersdal (LP) – 2022/23

  - Bloemhof (NW); Harrismith (FS); Mooi River (KZN) and Soweto (GP) – 2023/24.

- **Train first responders to incidents of public unrest**, including in the use of shotgun and CS gas.

Deliverable 3: Enhanced Police Safety

- Implement **specified safety measures at identified police stations**, including the following:
  - Perimeter fencing and lighting.
  - Security Gate for pedestrians and vehicles.
  - CSC Bullet Proof Glass.
  - Burglar proofing of windows and doors.
  - CCTV systems installed and functional at identified police stations.

Deliverable 4: Reduced availability of illegal Firearms

- Implement the **CFR Action Plan** to improve the registration of legal firearms, including:
  - Reduce backlogs of new applications, renewals and amnesty applications.
  - Status and process of the printing of firearm licences (SCM).
  - Relocation of the CFR from the Veritas to the Telkom Towers Annex building (SCM).
  - Digitisation of the CFR processes (TMS).
  - Status/implementation of the new Firearm Control System (TMS).
  - Capacitation of DFO at station level (HRM).
- Implement the **SAPS 13 Store Clearance Project**.

Deliverable 1: Establish a multi-disciplinary specialised capability to address crimes related to essential infra-structure

- Establish **Economic Infrastructure Units** in all Provinces.
    - Establish interim Economic Infrastructure Task Teams (TTs) at 18 identified Hotspots (linked to Municipalities).
    - Monitor performance of Economic Infrastructure TTs.
    - Conduct a work study investigation on the establishment of multidisciplinary Economic Infrastructure Units.
    - Activate fully-fledged Economic Infrastructure Units in nine provinces.
    - Conduct an impact evaluation on the Economic Infrastructure Units.
- Participate in the development of **Critical Infrastructure Act Regulations by the CSPS.**

Deliverable 2: Effectively investigate serious corruption in the public and private sectors

- **Prioritise high-level investigations**, including:
    - State Capture Commission recommendations.
    - Truth and Reconciliation Commission (TRC) recommendations.
    - Expert Panel recommendations.
    - COVID-19 procurements.

Deliverable 3: Impact of gangsterism on communities minimised

- Implement the **National Anti-Gangsterism Strategy**.
- Account on the earmarked funding associated **Anti-Gang Units (AGUs).**

Deliverable 4: Reduced availability of illegal narcotics

- Implement the **National Drug Master Plan (NDMP)**, including participation in Government's Multi-disciplinary Stakeholder's Forum.

Deliverable 5: Reduced incidence of CITs

- Implement a **multidisciplinary approach to preventing and combating CITs**, which ensures cooperation with Metro Police, all other law enforcement agencies, the private security industry and other entities.

Deliverable 1: Reduced levels of violent crime through the Geographical Approach

- Ensure the **immediate stabilisation of the Top 30 High Contact Crime Stations (HCCS)**, including an immediate focus on trio crimes, through the application of the Planning Doctrine, including:
  - **Address crime generators** (illegal firearms, liquor, drugs, illicit mining, undocumented foreign nationals etc.) through:
    - Focused intelligence gathering and analysis;
    - Prioritisation of cases with DNA forensic reports (SAPS/NPA).
    - High visibility patrols.
    - High density operations.
    - Focused investigations and the down-management of case dockets in the CJS.
    - Targeted deployment of external force-multipliers.
    - Targeted deployment of Tactical Response Teams (TRTs).
    - Deployment of vehicles to highways and other prioritised roads.
    - Community awareness and mobilisation.
    - Intelligence gathering and dissemination (briefing and debriefing).
    - Security of information (integrity of operations).
    - Monitoring and evaluation of operations evaluation (evidence based policing) of operations at all organisational levels, on a weekly basis.

- Direct the **immediate optimal capacitation of the top 30 High Contact Crime Stations**, including:
  - **Immediate and sustained resourcing of the Top 30 HCCSs at 100%** (across all resource categories):
    - Redeployment of resources from other stations/units in provinces, as required.
  - Submit a resource **requirement for the Top 30 HCCSs to the Integrated Resource Management Committee (IRMC)**.
    - The criteria for the allocation of resources and prevailing budget constraints must be taken into consideration, including:
      - Recommendations on the source of funding for these requirements.
      - Alternative arrangements that will be made should the full resource requirement for the Top 30 HCCSs not be met.
  - Provincial, district and station management to establish **bi-weekly accounting on performance and resource utilisation**.
  - **Vehicle fleet maintenance and management**:
    - Prioritise the availability of vehicles (SAPS garages).
    - Manage the deployment and utilisation of vehicles using the AVL system.
    - Prioritise the availability of vehicles in all police stations, fitted with the required marking and tools.
  - Prioritise the **provisioning and utilisation of technology,** to support policing.

- Develop and implement a **generic contact crime reduction plan.**
- Develop and implement **a monitoring and evaluation tool for prioritised ;police stations**.

- Coordinate the **Top 30 HCCS Interventions by Head Office Generals** (Ministerial Crime Retreat).
  - Appointment of National Champions, to ensure accountability (finalised).
  - Bi-weekly reporting on the Top 30 HCCS Interventions to the National Crime Combating Forum (NCCF).
  - Quarterly reporting on the implementation of Improvement Plans to the NCCF.

- Conduct interventions at **the Top 20 HCCS in each Province**, including:
  - Ensure the **deployment and availability of Station Commanders (SCs) over weekends** (including the issuing of a directive, in this regard).
    - SCs to attend all morning parades at Stations.
  - The appointment of **Provincial Champions for all Districts in the Province** (finalised).
  - The implementation of **weekly operational diary/matrix and operational plans** at the Top 20 HCCS.
  - Establish and maintain the following at all stations:
    - Station Intelligence Profile (SIP).
    - Station Profile (SP).
    - Crime Threat Analysis (CTA).
    - Crime Pattern Analysis (CPA).
  - The conducting of **bi-weekly crime briefings of PCs**, with relevant SCs, including accountability on: crime levels and the utilisation of the SIP, SP, CTA and CPA
  - Implement the **Community-in-Blue Concept at the Top 20 HCCS**, including defining the standards for recruitment at high crime sectors.
  - **Compile Improvement Plans** to address the identified challenges at each of the Top 20 Provincial HCCS.
  - Develop and implement a **monitoring and evaluation tool for the Top 20 Police Stations**.

Deliverable 2: Reduced levels of Violent Crime (through the application of the conventional policing approach)

- Ensure the coordination of national crime reduction operations by the NCCF/NOC:
  - Issue NCCF Instructions related to the following national crime reduction operations:
  - Operation Lethuk'thula, Orlando, Gauteng.
  - Operation Khuculula, Diepsloot, Gauteng.
  - Stabilisation operation, KwaZulu-Natal.
  - N3 highway protection between Gauteng and KwaZulu-Natal.
  - Cross-border crimes, eManguzi, KwaZulu-Natal.
  - Mining unrest, Burgersfort, Limpopo.
  - Intelligence-driven operation, Limpopo.
  - Illicit mining in Mpumalanga.
  - Lockdown II, Cape Town, Western Cape.
- Coordinate feedback on the implementation of national crime reduction operations.
- Conduct evaluations on the impact of the national crime reduction operations.
  - Ensure that **quarterly crime intelligence and crime analysis reports are presented to Provincial Crime Combating Forums (PCCFs)** to assess progress and recommend priorities for crime prevention and crime combating for the upcoming quarter (Ministerial Crime Retreat).
  - Implementation of **Provincial Violent Crime Reduction Plans (PVCRPs)** (Ministerial Crime Retreat - SoNA Commitment to 50% reduction in violent crime in 10 years).
  - Establishment of a functional, updated and fully accessible **Crime Prevention and Combating-Related Interventions Good Practice Database** (webpage).
  - Develop and implement a **Optimisation Plan for 10111 Command Centres**, informed by an assessment of their performance.

Deliverable 3: Under-performance within the Detective Service addressed

- Develop and implement a **Detective Service Recovery Plan**, informed by an assessment of Detective Service performance and identified root causes, including:
  - Categorisation of wanted suspects to address the wanted suspects' backlog.
  - Implementation of the Detective Service District Champion Programme.
  - Implementation of the following projects:
    - Bail Defence Project.
    - Post-parole.
    - Dismissed Appeals.
    - Awaiting Trial Detainees.
  - Strengthened informer networks, including inter alia parolees.
  - Reviewed investigative techniques (ICT, Forensic Aids, etc.).
  - Determine and implement standard turnaround times for investigations.
  - Determine and implement standard times for arrests relating to serious and violent crimes.
  - Ensure the effective maintenance and utilisation of the Station Intelligence Profile.
  - Develop and implement practice to ensure effective case docket management and administration.
  - Determine the feasibility of re-introducing paralegals at the Top 30 HCCSs, to improve statement-taking.
  - Monitoring of personal feedback to complainants by Investigating Officers.
  - Strengthen the relationship within the CJS/NPA/IPID/DSD (Parole Board).
- Develop and implement **IJS/CJS Project Plan to ensure the optimal utilisation of IJS/CJS funding**.
- Ensure the optimal functioning of **National and Provincial Organised Crime Secretariats**.

FA 4 - Crime that threatens the well being and safety of people in South Africa (7)

- Fully **functional GBV Desks** at Police Stations:
  - Conduct an assessment of GBV Desks to determine compliance with Guidelines.
  - In-service training of designated GBV Desk members.
- Develop and implement **generic GBV and Sexual Offences Action Plans** at the Top 30 GBV Hotspots.
  - Account on the expenditure to address GBVF, including the Top 30 GBV Hotspots (R 100 million) that has been allocated to the provinces (please refer to Annexure A).
- Implement the **DNA Backlog Action Plan**, including:
  - Eradication of the DNA backlog.
  - Status of contracts for the procurement of consumables.
  - Optimise the utilisation of the Forensic Exhibit Management (FEM) System.

Deliverable 5: Reviewed SAPS Safer Cities Project

- Optimal implementation of the **SAPS Safer Cities Project** in identified high crime municipalities (Johannesburg, Tshwane, Ekurhuleni, eThekwini and the City of Cape Town) with tangible deliverables that will impact on high levels of crime.

Deliverable 6: Ensure an integrated approach to the implementation of the DDM

- Develop a **SAPS DDM District Blueprint Project** in the Tshwane Metro (to serve as a DDM Blueprint for other Districts).
- Participate in the **review of One-Plans in all 52 Districts**, through the implementation of the SAPS DDM Blueprint.
  - Participate in the establishment of Community Safety Forums (CSFs) with the 52 Metros and District Municipalities.

Deliverable 7: NPS Implementation Directives

- Develop and **implement directives to ensure the successful operationalisation of the NPS**, including:
  - Change Management and Organisational Culture.
  - Lifecycle of Operations.
  - Planning Doctrine.
  - Capability Development Model.

FA 5 – Stakeholder Management and Active Citizenry (1)

Deliverable 1: Rebuild and strengthen community relations in the fight against crime

- Develop and implement a **National Communication Plan** aimed at reinforcing the role of the SAPS, including, inter alia:
  - Regular media briefings by the National Commissioner and the respective Provincial Commissioners on crime trends, high profile investigations and notable successes.
- Conduct **Izimbizo and Community Awareness Campaigns**:
  - National – 20 per annum.
  - Provincial – 45 per annum (5 per province).
- **Account for expenditure** on community awareness campaigns, conferences and summits (R 10 million).
- **Re-establish CPFs at police stations**, to ensure equitable community involvement.
- Implement the **MoU between PSIRA and SAPS**.
- Establish **Integrated Crime Combating Forums**, with the following entities:
  - Railway environment.
  - Eskom
  - Telkom

Deliverable 1: Sustain the SAPS' Staff Establishment

- Ensure the **placement of the 9 800 new recruits** (away from region of origin).

- Recruit an **additional 5 000 new recruits**, for training in 2023/24.

- Finalise the **2022/23 Fixed Establishment** in line with the compensation budget.

- Finalise the **medium-term Fixed Establishment in line with the MTEF**, to identify functional areas that require safeguarding over the medium-term, including, inter alia, police stations that are not able to provide a 24-hour policing service.

- Implement the **Policy on the Rotation of Members** (Trainees will be addressed first).

Deliverable 2: Capacitation of the Top 30 High Contact Crime Stations

- Address all of the **identified deficiencies to effectively support the Top 30 Police Stations** in executing police operations, following the conducting of thorough assessments, as recommended by the CSPS.

Deliverable 3: Filling of critical vacancies

- Expedite the filling of critical vacancies, including at command levels.

Deliverable 4: Capacitation of identified specialised capabilities

- **Establish specialised units within the prevention and combating of crime** environment:
  - Conduct a work study investigation on the establishment of the Units.
  - Activate fully-fledged Units in nine provinces.
  - Conduct an impact evaluation on the established Units.

- **Establish/capacitate specialised units within the crime detection** environment:
  - Conduct a work study investigation on the establishment of the Units.
  - Activate fully-fledged Units in nine provinces.
  - Conduct an impact evaluation on the established Units.
  - Appointment of forensic analysists and nodal support to capacitate the structure of Component: Quality Management within the Forensic Services to ensure effective and efficient implementation and sustaining of the Quality Management services in the Forensic Science Laboratory and Criminal Record and Crime Scene Management in compliance to the ISO Standards.

Deliverable 5: Improve the operational availability of SAPS vehicles through the enhanced capacity of and performance at decentralised SAPS Garages

- Prioritise the **capacitation and functioning of SAPS Garages** to ensure the availability of vehicles for operational deployment.
- Down-manage the identified **backlog of vehicles** at the prioritised 16 SAPS Garages.
  - Prioritize all Top 30 HCCSs' vehicles.

Deliverable 6: Ensure the stability of the organisation

- Finalise the Restructuring Process.

Deliverable 7: Improve Morale of Members

- Implement the **2021 Organisational Climate Study Action Plan**, coordinated by HRM.
- Conduct **Roadshows in all Provinces** to communicate crime priorities and initiatives to improve morale.

Deliverable 8: Improve Accountability and Performance Management

- Activate the **Compliance Board**.

- Establish a **dedicated discipline management capability** (Discipline Units):
  - Conduct a work study investigation on the establishment of the Units, including the review of the SAPS Discipline Regulations, 2016.
  - Activate fully-fledged Units in nine provinces.
  - Conduct an impact evaluation on the established Units.

- Conduct **Quarterly Organisational Performance Reviews** and determine corrective action required (under performance).

Deliverable 9: Improved capability of Members

- Establish an approach to the **localised in-service training of members** to improve operational readiness (including: Human Rights, GBV and vulnerable groups, first responders to crowd gathering; cybercrime and statement-taking).

- **Review current basic and advanced operational learning programmes**, and all other relevant learning programmes, to ensure that they are aligned with international standards and are an appropriate response to emerging threats, including cybercrime.

  - Review the Introduction to Electronic-related Crime Scenes (Cybercrime Act to be included).

  - Development of a Cybercrime Workshop.

  - Training provided to Visible Policing Specialised Units, e.g. Special Task Force.

  - Frontline service delivery (community engagement).

- **Capacitate SAPS management** with the prerequisite management skills:

  - VISPOL Commanders Learning Programme;

  - Strategic Management Processes Learning Programme; and

  - Crime Intelligence Commanders' Learning Programme.

- **Capacitate the Detective Service** Section at police stations with highly skilled and trained Detectives.

- Prioritise the presentation of the four **GBV-related learning programmes**, including:

  - Victim Empowerment Programme.

  - First responder to Sexual Offences Learning Programme.

  - Domestic Violence Learning Programme.

  - Vulnerable Children Learning Programme.

Deliverable 10: Intensify the utilisation of appropriate technology to prevent, combat and investigate crime

- Prioritise the following **key ICT deliverables**, focusing on the Top 30 HCCSs:

  - The introduction of Remotely Piloted Aircraft Systems (Drones).

  - Body-worn cameras;

  - The deployment of the Integrated Person Management (IPM) booking and verification of a person processed and identified within the Integrated Justice System (IJS) value chain,

  - The establishment of a DNA processing Laboratory in the Eastern Cape Forensic Science Laboratory; and

  - The re-introduction of digital investigative initiatives intended for cybercrime investigation.

- Ensure the fast-tracking of **secured cloud computing** (the SAPS' network infrastructure is the main conduit to technology as information-sharing is highly dependent on the sound and structured availability and accessibility of adequate bandwidth).

- Pursue the SAPS' **exemption from the SITA Act**, including:

  - Establish internal capacity to manage functions taken over from SITA.

  - Explore other service provisioning models, e.g. Public-Private Partnerships and Build Own Transfers.

Deliverable 11: Improve SAPS infra-structure, including official accommodation for members

- Address **challenges related the DPCI's office accommodation**, including the safekeeping of case dockets and exhibits, including:
  - Facilitate the process for NDPWI to conduct the required feasibility study.
  - Facilitate the process of the implementation of the recommendations, as per feasibility study report presented by NDPWI.
  - Acquisition of storage facilities for case dockets and exhibits, as per the end-user specification.
- Implement an action plan to address the **Research Report Recommendations on the Utilisation of Official Accommodation**, including:
  - The maintenance of Official Accommodation.
  - The conducting of inspections on existing Official Accommodation.
  - The provisioning of Official Accommodation for deep rural areas.
  - The allocation of official accommodation to new recruits (Project 10 000).

Deliverable 12: Improve contract management

- Conduct an **audit of all existing contracts**, including the review of the furniture contract.

THANK YOU