



National Policing
Strategy
Annual Operational Plan
2022/2023
South African Police Service

South African Police Service
National Policing Strategy Annual Operational Plan
2022/23

COMPILED BY:

Strategic Management Component

DESIGN AND LAYOUT:

Strategic Management Component

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South African Police Service
 National Policing Strategy Annual Operational Plan
 2022/23

LIST OF ABBREVIATIONS

AOP	Annual Operational Plan	NATJOINTS	National Joint Operational and Intelligence Structures
APP	Annual Performance Plan	NCCF	National Crime Combating Forum
CD	Crime Detection	NDP	National Development Plan
CH	Component Head	NOC	National Operational Coordination
CPF	Community Police Forum	NOCC	National Operational Command Centre
CPA	Crime Pattern Analysis	NPS	National Policing Strategy
CTA	Crime Threat Analysis	OCC	Operational Command Centre
D&FSs	Detective and Forensic Services	OD	Organisational Development
DDM	District Development Model	PC	Provincial Commissioner
DIVCOMM	Divisional Commissioner	PCCF	Provincial Crime Combating Forum
DNC	Deputy National Commissioner	POCC	Provincial Operational Command Centre
DPC	Deputy Provincial Commissioner	SANDF	South African National Defence Force
DPCI	Directorate for Priority Crime Investigation	SAPS	South African Police Service
ERRP	Economic Reconstruction and Recovery Plan	SAPSET	South African Police Service Education Trust
FCS	Family Violence, Child Protection and Sexual Offences	SC	Station Commander
GBVF	Gender-Based Violence and Femicide	SCM	Supply Chain Management
HCCS	High Contact Crime Stations	SH	Section Head
HRD	Human Resource Development	SIP	Station Intelligence Profile
HRM	Human Resource Management	SoNA	State of the Nation Address
ICT	Information and Communication Technology	SP	Station Profile
IRMC	Integrated Resource Management Committee	TMS	Technology Management Services
JCPS	Justice, Crime Prevention and Security	TRT	Tactical Response Team
MoU	Memorandum of Understanding	TT	Task Team
MTSF	Medium-Term Strategic Framework	VP&Os	Visible Policing and Operations

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INTRODUCTION

The National Development Plan (NDP), 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 gender-based violence and femicide (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 South African Police Service (SAPS) has an impact statement that reinforces the critical role that safety and security have to play in the overarching strategic direction for the Republic of South Africa, namely: "a safe and secure environment that is conducive for social and economic stability, supporting a better life for all". This impact statement clearly indicates that the socio-economic advancement of the country, as directed by the Medium-Term Strategic Framework (MTSF) 2019-2024, is underpinned by the actual and perceived levels of safety and security in the country. The SAPS realises its leading role regarding the achievement of this ideal and also understands that this cannot be achieved without the committed involvement and active participation of every citizen of this country and every stakeholder and role-player, in all sectors, who have a vested interest in a safe and secure South Africa.

Furthermore the development and implementation of the National Policing Strategy (NPS), over the medium-term, will facilitate the institutional arrangements necessary for the operationalisation of the outcomes, indicated in the Strategic Plan 2020-2025 as well as the following priorities that I have identified, in support of these outcomes:

Leadership Priorities: Enhance and establish inter –government and or inter departmental relations; improve the morale of SAPS members; address issues of integrity of SAPS members; recognise Communities and the Labour Unions as key stakeholders in the policing value-chain; improve police safety and security; improve service delivery to victims of gender-based violence and femicide (GBVF) by addressing DNA backlog in the Forensic Science Laboratories; address the back log at the Central Firearm

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Registry; ensure the filling of critical vacancies in environments such as the Crime Intelligence and the DPCI and strengthen relations with all sectors of society, including international stakeholders.

Operational Priorities: build and strengthen community policing relations; address crimes such as damage to essential infrastructure and illicit mining through established dedicated capacity; address extortion at construction sites; intensify efforts to reduce the prevalence of cash-in-transit heists and other aggravated robberies; re-establish Community Policing Forums (CPFs); enhance the organisation's crime prevention and combatting capacity as well as the investigative and detective capacity; and increase the capacity to combat cybercrime.

Support Priorities: Introduce advanced and refresher training of members to meet international policing standards; ensure that the SAPS is a Fourth Industrial revolution (4-IR) compliant organisation that is technologically able to meet the policing demands of the 21st century; build capacity through recruitment drives for entry-level training to capacitate: police stations across the country, Public Order Police, Highway Patrol Units, Search and Rescue Units, Diving Units, Motorbike Units and specialised capabilities, such as the Family Violence, Child Protection and Sexual Offences Units (FCS) and the Forensic Science Laboratory (FSL).



General

National Commissioner: South African Police Service
SF MASEMOLA

Date: 2022 -09- 21

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OFFICIAL SIGN-OFF

It is hereby certified that the National Policing Strategy Annual Operational Plan:

- Was developed by the Management of the SAPS, under the guidance of the National Commissioner.
- Takes into account all the relevant policies, legislation and other mandates applicable to the SAPS.

Major General L Rabie
Head: Strategic Management
Date: 2022-08-22



Signature

Lieutenant General PP Dimpane
Acting Deputy National Commissioner: Support Services
Date: 2022 - 08 - 22



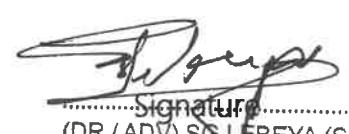
Signature

Lieutenant General TC Mosikili
Deputy National Commissioner: Policing
Date: 2022 - 08 - 23



Signature

Lieutenant General (Dr/Adv) SG Lebeya (SOEG)
National Head: Directorate for Priority Crime Investigation
Date: 2022 - 08 - 29



Signature
(DR / ADV) SG LEBEYA (SOEG)

General SF Masemola
Accounting Officer
Date: 2022 - 09 - 21



Signature

1. CURRENT SITUATION

The SAPS needs to constantly be aware of the various internal organisational factors and external environmental factors that influence its effectiveness and efficiency in regarding the provisioning of the policing service that is outlined in section 205(3) of the Constitution of the Republic, 1996.

These factors are outlined as follows:

The External Environment

The external environment refers to the conditions and events outside an organisation that affects the way it operates. As the organisation's external environment evolves, its priorities must evolve to reflect the change in the environment.

1. Protecting the territorial integrity of the RSA (Increasing demand for policing):

- Border security and migration.
- Cross-border crime and criminal networks.
- Criminal actors operating outside countries including diaspora.
- Cross-border population migration.

3. Threats to the economy:

- Business robberies (including robberies of informal traders).
- Arson, looting and targeted disruption of economic activity.
- Illicit economic activity including illicit mining and other crime affecting the mining sector.
- Extortion at business and construction sites.
- Criminal syndicates and corruption.
- Damage to pipelines, essential infrastructure and theft of fuel.
- Damage to and theft of infrastructure, in general.
- Cash-in-transit heists.
- Theft of ferrous and non-ferrous metals.
- Corruption and illicit financial flows.
- Cyber enabled crimes such as fraud, ransomware and theft of funds through hacking of bank accounts.

2. Threats to the authority of the State:

- Unrest, looting and violent public protests.
- Damage to essential infrastructure.
- Cybercrime.
- Damage to road and rail infrastructure.
- Inadequate service delivery at local level.



4. Threats to the wellbeing and safety of people in South Africa:

- Contact/violent crime including:
 - GBV and other interpersonal violence.
 - Robbery, gangsterism, taxi violence, political killings and other violent organised crime.
- Threats to safety in rural communities.
- Safety in the learning environment.
- Proliferation of illegal firearms.
- Attacks on foreign nationals



5. Increasing demand for policing:

- Rapid urbanization.
- Population growth.
- Increasing police workload based on declining police to population ratio.
- Declining levels of customer satisfaction and trust in the police.
- Social instability caused by high levels of unemployment, poverty and inequality.



The Internal Environment

The internal environment is a component of the business environment, which is composed of various elements present inside the organisation that can affect or can be affected with, the choices, activities and decisions of the organisation. It encompasses the climate, culture, machines/equipment, work and work processes, members, management and management practices.

1. Budget cuts and high wage bill: <ul style="list-style-type: none">- Declining operational budget.- Reduced staff establishment.	4. Inadequate integration and coordination of resource management: <ul style="list-style-type: none">- Resource planning, procurement and utilisation inadequately aligned with operational demand.
2. Declining personnel morale and unresponsive career management: <ul style="list-style-type: none">- Recruitment, selection and appointments.- Human resource development (training).- Lack of or no clearly defined career paths.- Inadequate succession planning.- Elements of corruption and unethical behaviour.- Incidents of the unnecessary use of force in the performance of policing duties.	5. Inadequate corporate governance: <ul style="list-style-type: none">- Gradual deterioration of principles of good governance.- Working in silos (inadequate team work).- Outdated internal controls (policies, National Instructions, standard operating procedures).- Non-compliance with the internal control framework.
3. Prolonged introduction of new information and communication technologies (4IR): <ul style="list-style-type: none">- Inadequate mainframe capability.- Outdated SAPS ICT equipment.- Ineffective procurement process for ICT equipment.	6. Inadequate infrastructure (SAPS facilities): <ul style="list-style-type: none">- Poor condition and limited size of police station buildings.- Inadequate infrastructure for specific national capabilities, including the DPCI.



2. 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.

Recognising the need to align with government's trajectory of building on the foundation of the Economic Reconstruction and Recovery Plan (ERRP), advancing the NDP as well as the District Development Model (DDM), the SAPS, through this NPS, reaffirms its determination to prevent, combat and investigate crime and to consciously reinforce the general public's feeling of being safe and secure.

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

The NPS will also directly support the Annual Performance Plan (APP) of the SAPS and in particular, the two primary categories of performance indicators that are linked to the MTSF and the SoNA and provide the clearest indication of the SAPS' levels of performance, namely the reported levels of contact crime, including crimes against women and children and the detection rates that are associated with these categories of crime.

3. INFLUENCE OF ORGANISATIONAL CULTURE ON STRATEGY IMPLEMENTATION

"Culture eats strategy for breakfast" is a famous quote from legendary management consultant and writer Peter Drucker. To be clear, he did not mean that strategy was unimportant – rather that a powerful and empowering culture was a surer route to organisational success¹.

This implies that the culture of your company always determines success regardless of how effective your strategy may be. When he said that culture eats strategy for breakfast, Drucker pointed out the importance of the human factor in any company. No matter how detailed and solid your strategy is, if the people implementing it do not nurture the appropriate culture, your projects will fail².

The current organisational culture of the SAPS is characterised by, amongst others, low morale, integrity challenges, corruption, declining performance, inadequate supervision, command and control and high levels of non-compliance with the SAPS' regulatory framework. Although aforementioned only emphasises some negative characteristics, these will ultimately obstruct effective implementation of the Strategy. **It is important that these cultural challenges be addressed during implementation.**

4. THE NEED FOR CHANGE MANAGEMENT

Change management³ is a systematic approach to dealing with the transition or transformation of an organisation's goals, processes or technologies. The purpose of change management is to

¹ <https://www.managementcentre.co.uk/management-consultancy/culture-eats-strategy-for-breakfast/>

² <https://www.thealternativeboard.com/blog/culture-eats-strategy>

³ <https://www.techtarget.com/searchcio/definition/change-management>

implement strategies for effecting change, controlling change and helping people to adapt to change.

Taking into account the current organisational culture challenges the SAPS is facing, there is a distinct need to apply the principles of change management during implementation of the Strategy. **Organisational effectiveness, including the need for innovation and change, is key to the successful implementation of the Strategy.** The components of this Strategy need to be analysed to determine the need for, and the extent of required levels of change management.

5. THE LIFECYCLE OF OPERATIONS

The manifestation of a specific crime threat requires the SAPS to initiate an appropriate response that includes a comprehensive analysis of the identified threat (i.e. the individuals, groups and networks involved in serious criminality). An appropriate operational approach must be identified, which clearly outlines the objectives to be achieved. Planning the operation must consider all five components of the planning doctrine, as discussed later in this document, irrespective of the nature of the threat. This is where the Operational Command Centre (OCC) Model provides a sound foundation from where operations are initiated. The OCC is the command and control hub from which crime combating is initiated, coordinated, and monitored at the relevant level of the SAPS. It is also tasked with monitoring and oversight over Frontline Service Delivery and operational functions at all Police Stations and Units. OCCs are being established at national, provincial and station levels. The OCC is the platform and mechanism through which the operational concept and associated policing doctrine is directed and controlled. The doctrine entails the separation of policing services into Frontline Service Delivery and Crime Combatting.

The execution of operations must ensure the integration and 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. In conclusion, the outcome and impact of operations must be evaluated and documented to inform future plans or to identify best practices for implementation and to stop and avoid activities that do not enhance public safety. The model for the approach to crime threats is depicted below:

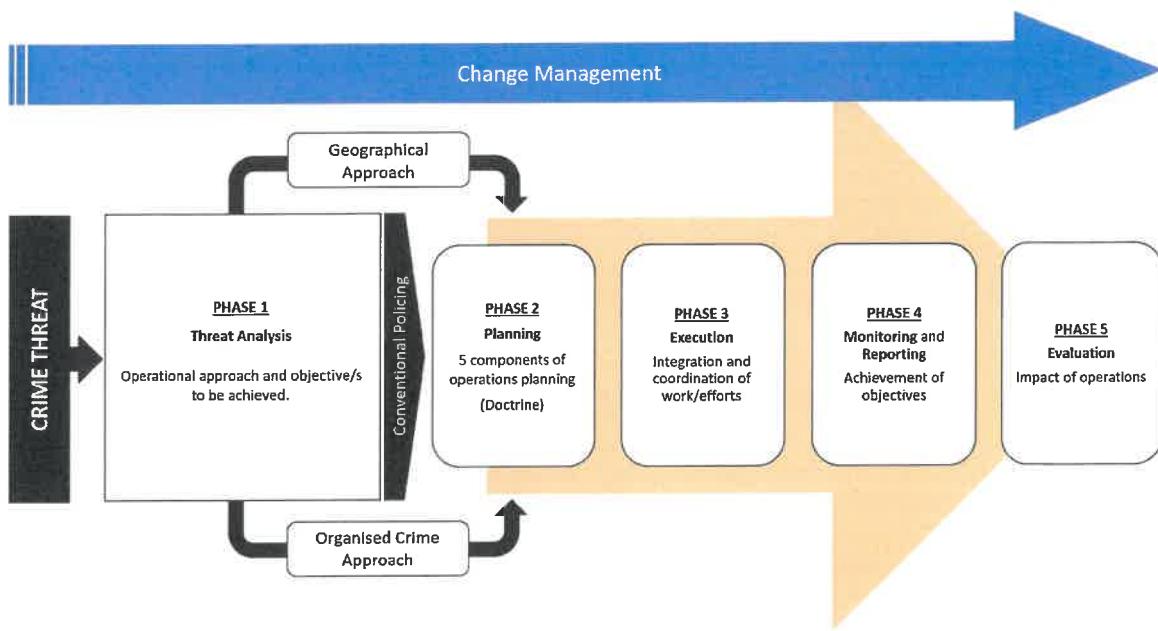


Figure 1: The Lifecycle of Operations

The different phases in the above-mentioned cycle are equally important and are applicable to various types of planning, including this Strategy. The lifecycle must be concluded in every respect to ensure optimal value add, specifically in the operational context. Control, which involves monitoring, reporting and evaluation, is frequently neglected, impacting negatively on organisational performance. Effective control identifies problems and signals to the SAPS that a change may be needed.

6. THE OPERATIONAL APPROACH

Select the appropriate operational approach informed by the analysis of the identified crime threat. The Geographical and Organised Crime Approaches are not mutually exclusive and may be combined to address a specific threat. For conventional policing to effectively reduce crime it must be guided by clear crime reduction plans that are focused at specific high-crime locations and identifiable or likely perpetrators and their networks. A key objective should be to increase the detection rate of those committing crime to better ensure that they can be brought before the courts so as to enhance the deterrence factor. A further objective would be to disrupt the activities of these individuals and networks to prevent them from engaging in criminal activity (i.e. crime prevention.)

6.1. The Conventional Policing Model

The threat identified requires the utilisation of existing policing capabilities at the various organisational levels. The SAPS has 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, in the form of the OCCs established nationwide.

The application of conventional policing requires the optimal utilisation of available capabilities to address or neutralise the identified threat. It is here that the OCC contributes to and enhances total situational awareness to the command element, through the OCC, and is underpinned by the principle of coordination and accountability and emphasizes planning. It enhances cooperation and joint action between policing units and disciplines, thus mitigating the "silo" and often "ad hoc" approach to policing. It also enables the operational capabilities and assets of the SAPS to be more agile and easily adaptable to better combat crime as it manifests and is displaced by effective policing strategies and tactics, which must be initiated, coordinated, monitored and controlled from the OCCs.

6.2. The Geographical Approach

The Geographical Approach involves the targeted response to crime problems and promotion of community level resilience within an identified geographical area, typically a specific police station area or a group of police stations. The identification of crime threats that are to be targeted will be informed by crime threats and patterns.

The targeted response to crime threats requires the deployment and coordination of multidisciplinary operational teams, the optimum use of available resources and where necessary, additional resources. Emphasis is on understanding the problem, deterrence through targeted and timely police presence and visibility, and reducing levels of crime by the successful investigation, arrest and prosecution of offenders.

Promotion of community resilience requires strategies for addressing key factors contributing to crime (i.e. the root causes) in cooperation with other government departments, community based organisations and other appropriate role-players.

The promotion of community resilience to crime should focus on sustaining what was achieved through the targeted response to crime problems and preventing the same problems from emerging elsewhere (displacement). It is characterised by optimal cooperation with stakeholders and a community-centred and partnership approach to problem-solving. Building public trust in the police needs to be at the forefront of community engagement with the police, both at an individual and group level.

6.3. The Organised, Transnational and Cybercrime Approach

Organised crime threats are identified through the Organised Crime Threat Analysis (OCTA) process and involves the investigation of such threats as major or 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 syndicates and networks.

7. THE PLANNING DOCTRINE

Every operation/incident undertaken by the SAPS in responding to crime, has a lifecycle that comprises specific steps, from the beginning to end. This planning doctrine seeks to demonstrate the approach that must be followed when operations are initiated, irrespective of the size or the intended purpose. This approach will, therefore, be followed to address the crime threats that the country currently faces in dealing with either ordinary crime or organised crime. Embedded within each one of the phases is a resource requirement, which addresses the overall resource requirement that is associated with the respective phases, in an integrated manner.

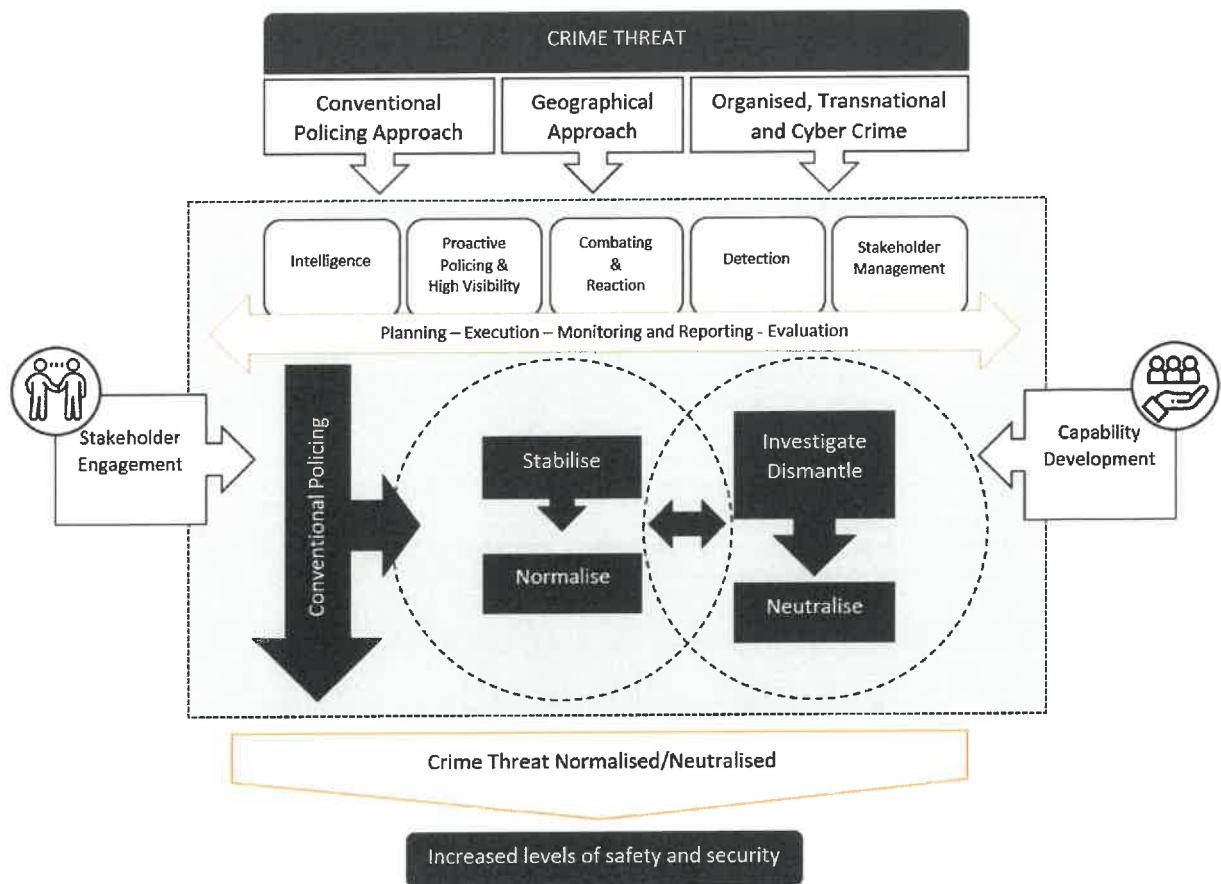


Figure 2: The Planning Doctrine

7.1. Intelligence (Intelligence and Information Management)

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. The effective interpretation of crime information and intelligence is critical for it to be used productively.

7.2. Proactive Policing and High Visibility (Prevention)

Where appropriate, the presence of the police should be increased, for a specified period of time, to serve as a deterrent and to disrupt 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. The OCC Model strengthens the realisation of

proactive policing and visibility, through the development of daily operational plans which is directed by the current crime picture provided through actionable intelligence and discussed during Core Command Group meetings. These operational plans enable Station VISPOL Commanders to direct and coordinate station activities and assign operational tasks to their respective Relief Commanders for the next 24/48 (weekend, public holiday) hours in respect of the utilisation of SAPS vehicles especially when they are not attending to complaints and CCU deployments in the policing area, thus increasing police visibility to a large extend and contributing to the prevention of crime.

7.3. Combating and Reaction (Response)

Every crime operation and project should be focused on particular high crime locations and target specific or likely perpetrators and their networks. The nature of the crime threat, levels of risk of violence and community response should determine the deployment and utilisation of specialised capabilities. These unique requirements will also inform the nature and duration of deployments. Deployments may range from a couple of hours to weeks.

7.4. 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. The detection rate is probably the most important indicator of effective police performance. Only through identifying perpetrators and ensuring that sufficient evidence is gathered against them to bring them before a court, can the police have a deterrent effect on crime levels.

7.5. Stakeholder Management and Active Citizenry, including Communication

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. For this to happen, the police need to see external role-players as partners with whom a common objective is shared and as a result seek to develop a relationship of mutual trust and commitment.

8. THE ENABLING MODEL

Resource requirements associated with the execution of operations must be managed from the onset, from when the crime threat has been identified and an operational approach has been decided on. Operations can either be executed within those limits of the operational budget of the business unit or additional resources might be required. Resource requirements must be carefully planned taking the following into consideration:

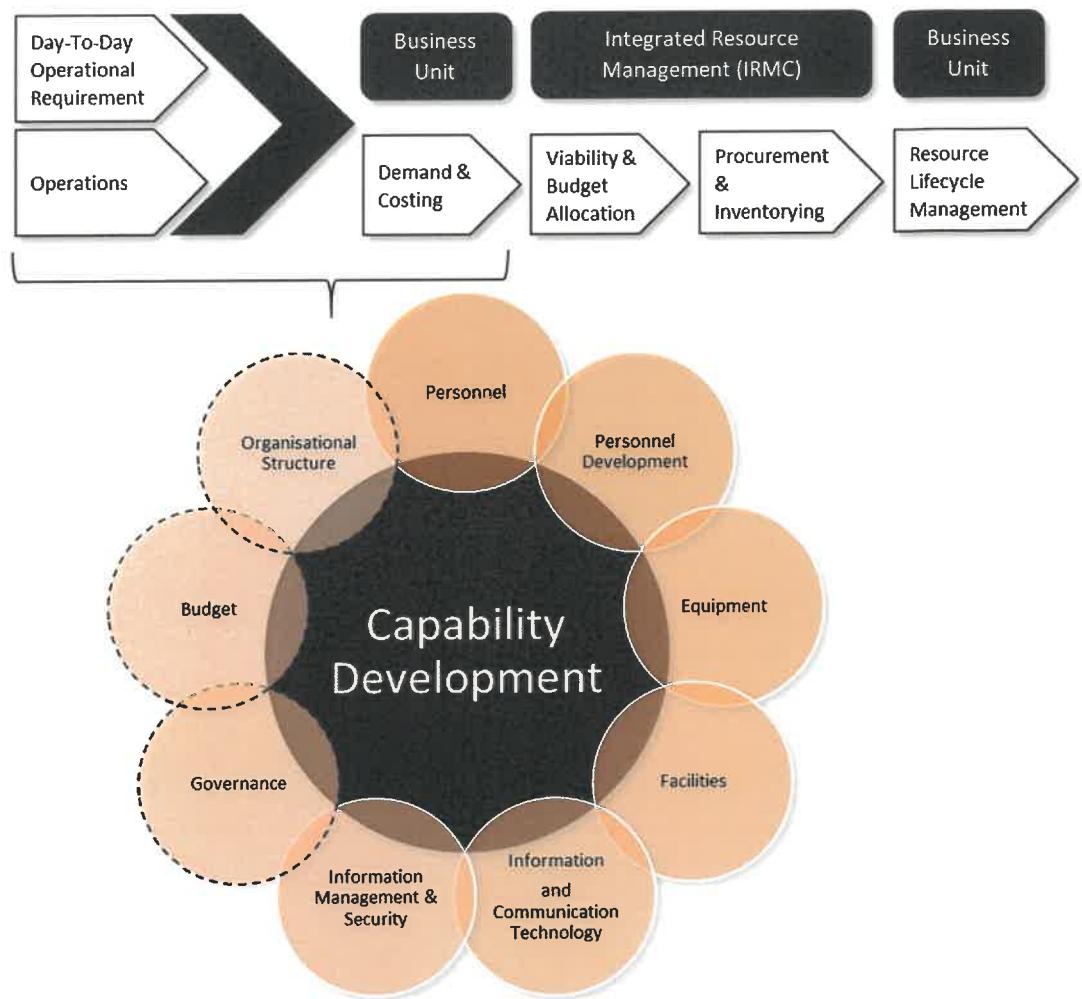


Figure 3: The Enabling Model

8.1. Planning of Capability Development

The successful execution of operations is highly dependent on the availability of the right type of resources, at the right time, at the right location with the necessary capability to target specific or likely perpetrators and their networks. Inadequate planning places operations at risk as the necessary resources may not be available or optimally utilised which will compromise the

achievement of objectives. Planning to ensure effective operational capacity requires an understanding of all resource types including human resources, physical resources, and facilities and the ability to match these to clear operational objectives and outcomes. This includes recognising the importance and utility of the various resources, as well as procurement and lifecycle management.

8.2. 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.

9. NATIONAL POLICING STRATEGY FOCUS AREAS

The SAPS NPS has six key focus areas, which are informed by the National Security Strategy⁴. This National Security Strategy is the over-arching framework of government that mobilises the state and broad society around the country’s long-term national security objectives. Importantly, the strategy links our constitutional values and national interest on the one hand with the effective and coordinated use of all resources, capabilities and instruments of national power on the other hand. The SAPS NPS further takes guidance’s from the mentioned strategy which focuses on those threats that would seriously damage or disrupt our society, economy and the institutions and functioning of the state.

Our young democracy faces a range of threats emanating from the world beyond our borders, and also from inside our country. If unmitigated, these threats have the potential to impact negatively on our national project of ensuring a better life for all and redressing the injustices of our past, on the ability of the state to perform its constitutional functions, on the well-being of our people, and on the performance and functioning of our economy. These threats also impact

⁴ Please note that the detail that is associated with the threats emanating from the National Security Strategy are reflected in the broader NPS document.

on the ability of our state to promote our national interest. Ultimately, they have the potential to compromise our national security.

These threats are mutually reinforcing. This means that they do not exist in isolation, but impact on and reinforce one another, often functioning in combination, with a potentially more severe impact on our democracy, on stability, and on our ability to advance our National Interest. In a complex world, the threats we face as a country are often linked, if unmitigated, they give rise to new threats. Their dynamic nature must therefore be assessed regularly to determine our degree of vulnerability and the expected impact should threats manifest. A comprehensive description of the six key focus areas will follow.



Figure 4: Six NPS Focus Areas

In response to addressing the above threats the SAPS has prioritised the development of key strategies, plans and projects, to respond to some of the identified threats. Of significant importance is the finalisation of those strategies and plans that are still in draft format. Responsible Divisions should work with haste to ensure that all efforts are made to support the implementation of these strategies, projects and plans mentioned below.

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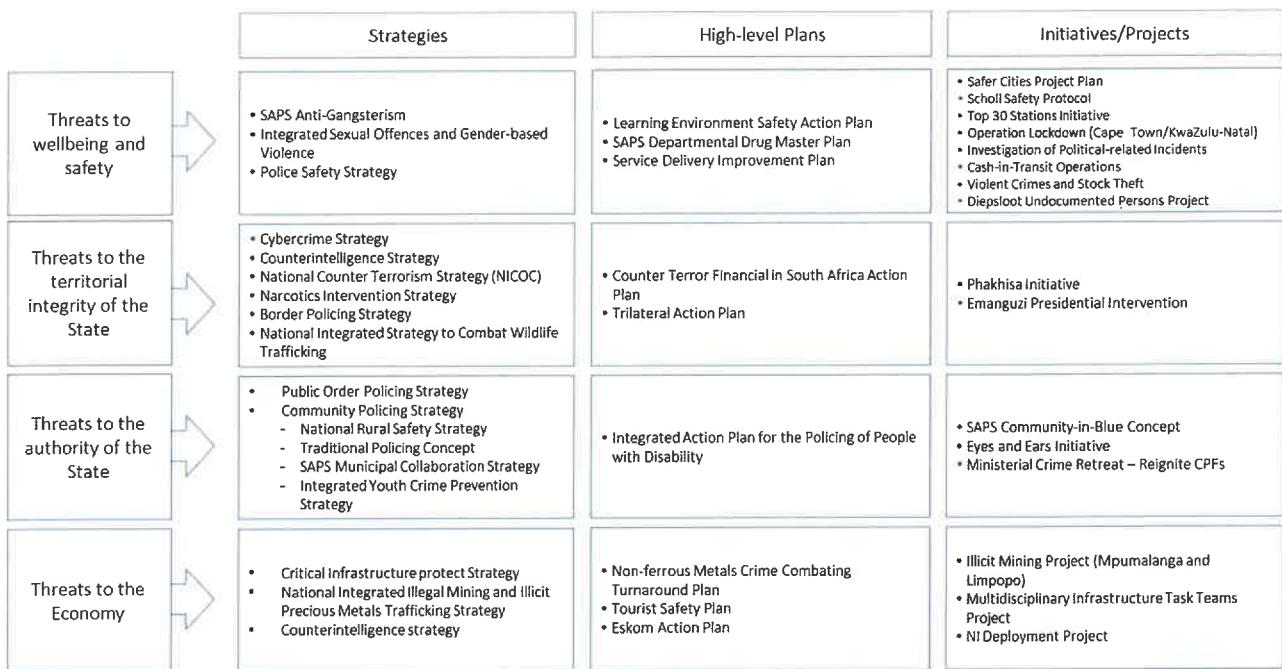


Figure 5: Strategies, High-level Plans and Projects/Initiatives in support of the NPS

10. COORDINATING STRUCTURES, MONITORING AND REPORTING

10.1. Coordinating Structures

The purpose of this phase is to ensure constant reporting and monitoring of operations/plan/strategies that have been implemented. Managers are required to substantiate and communicate achievements, monitor progress on the implementation through established structures such as

Justice, Crime Prevention and Security (JCPS) Priorities: The highest reporting structure within the JCPS Cluster is the JCPS Minister's Forum. Given that some of the priorities that will be dealt with by this strategy are threats experienced in the Country, certain of these priorities will be reported to the Minister's Forum. The Directors- General of the JCPS Cluster monitor all priorities informed by the National Intelligence Estimates Report. This forum is chaired by the Secretary for Defence and Co-Chaired by the National Commissioner of Police.

The **National Crime Combating Forum (NCCF)** is chaired by the Deputy National Commissioner of Policing, of the South African Police Service and reports on SAPS priorities to the **National Joint Operational and Intelligence Structures (NATJOINTS)**.

The National Operational Command Centre (NOCC), as well as the Provincial Operational Command Centres (POCC) (in the event of provincial operations), coordinate all reports and conduct analysis on all operations conducted and submits these reports to the Deputy National Commissioner of Policing. National and Provincial Operational Coordination report to **National and Provincial Crime Combating Forums** on progress and successes of all National Interventions.

The **National and Provincial JOINTS Committees** will be activated in the event of the following:

- Elections;
- Issues of concern; and
- National and Cabinet events.

Reports are consolidated and submitted to the chairperson of the NATJOINTS – The National Commissioner of the SAPS.

10.2. Monitoring and Reporting

A Monitoring Tool has been developed to track progress with the implementation of the various deliverables that comprise the National Policing Strategy Annual Operational Plan.

Quarterly feedback on the implementation of the Annual Operational Plan will be provided to the Office of the National Commissioner and the Board of Commissioners.

An annual performance report will also be provided by the Component Head Strategic Management on the implementation of the Strategy in the preceding financial year, enabling performance review and learnings from implementation. The annual performance report will be developed, based on the Strategy and the allocated budget. Divisional Commissioners within the Operational and Support divisions must provide feedback reports on all activities that were implemented in support of the NPS. The National Commissioner will provide guidance on reporting to any other structures internally or externally. The National Commissioner will conduct quarterly performance reviews to ensure sufficient effort is made in implementing the strategy. A portfolio of evidence will be maintained by all business units to monitor the activities executed and expenditure, to ensure the best value for money spent.

11. FOCUS AREAS, DELIVERABLES AND IMPLEMENTATION REQUIREMENTS

11.1. Focus Area 1: Responding threats to the territorial integrity of the State

Deliverable	Implementation Requirements	Target	Responsibility	Accountability
1. Ensure sustainable responses to the territorial integrity of the RSA	1.1 Coordinate the implementation, monitoring and evaluation of <ul style="list-style-type: none"> a) Counter-intelligence Strategy. b) National Counter-terrorism Strategy. c) The Narcotics Intervention Strategy. d) Border Policing Strategy. e) National Integrated Strategy to Combat Wildlife Trafficking. f) Trilateral Countries Action Plan. 	<ul style="list-style-type: none"> • Quarterly Reports 	a) Divisional Commissioner (DivComm): Crime Intelligence b) Divisional Commissioner: Visible Policing and Operations (DivComm: VP&OPS) c) Divisional Commissioner: Detective and Forensic Services (D&FSS) d) DivComm: VP&OPS e) DivComm: VP&OPS f) DivComm: D&FSS	<ul style="list-style-type: none"> • Deputy National Commissioner (DNC): Policing • DNC: Crime Detection
2. Ensure a coordinated response to cybercrime	1.2 Implement the Cybercrime Strategy Implementation Plan.	<ul style="list-style-type: none"> • Quarterly Reports 	<ul style="list-style-type: none"> • DPCI Div Comm • DivComm: D&FSS 	<ul style="list-style-type: none"> • National Head: DPCI • DNC: Crime Detection

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11.2. Focus Area 2: Responding to threats to the Authority of the State

Deliverable	Implementation Requirements	Target	Responsibility	Accountability
1. Ensure Internal Stability	<p>1.1 Implement the 25 Presidential Expert Panel Recommendations (the SAPS-specific requirements associated with the 25 recommendations, will be included).</p> <p>1.1 Establish and capacitate Operational Command Centres (OCCCs) at:</p> <ul style="list-style-type: none"> a) National level. b) Provincial level c) District level. d) Station level. <p>1.3 Establishment of NATJOINTS Nerve Centre.</p> <p>1.4 Implement a Memorandum of Understanding (MoU) between the SAPS and the SANDF, including a mobilisation and deployment protocol.</p>	<ul style="list-style-type: none"> • Implementation Plan by 31 July 2022 • Monthly progress reports <ul style="list-style-type: none"> a) 31 March 2023 b) 30 June 2023 c) 30 September 2023 d) 31 December 2023 <ul style="list-style-type: none"> • 31 May 2025 	<ul style="list-style-type: none"> • DivComm: VP&Os • DivComm: HRD 	<ul style="list-style-type: none"> • DNC: Policing • DNC: Support Services
2. Capacitation of Public Order Policing	<p>2.1 Capacitate the Public Order Policing (POP) capability through the deployment of an additional 4 000 members to POP.</p> <p>2.2 Establish the following POP Units:</p> <ul style="list-style-type: none"> a) Caledon (WC); Vredenburg (WC) and Groblersdal (LP). b) Bloemhof (NW); Harrismith (FS); Mooi River (KZN) and Soweto (GP). <p>2.3 Train first responders to incidents of public unrest, including in the use of shotgun and CS gas (refer to FA 3 – Del 1.1 above).</p>	<ul style="list-style-type: none"> • Deployment Plan by 31 July 2022 • Actual deployment by 31 December 2022 <ul style="list-style-type: none"> a) 31 March 2023 b) 31 March 2024 	<ul style="list-style-type: none"> • DivComm: VP&Os / PCs • DivComm: VP&Os / PCs • DivComm: HRD 	<ul style="list-style-type: none"> • DNC: Policing • DNC: Policing • DNC: Policing

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Deliverable	Implementation Requirements	Target	Responsibility	Accountability
3. Enhanced Police Safety	<p>3.1 Implement specified safety measures at 71 police stations, including the following:</p> <ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> • Completed by 31 March 2023 • Quarterly reports 	<ul style="list-style-type: none"> • DivComm: Supply Chain Management (SCM) • DivComm: Technology Management Services (TMS) 	<ul style="list-style-type: none"> • DNC: Support Services
4. Reduced availability of illegal Firearms	<p>4.1 Implement the CFR Action Plan to improve the registration of legal firearms, including:</p> <ul style="list-style-type: none"> - 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). <p>4.2 Implement the SAPS 13 Store Clearance Project to reduce the number of firearms stored:</p> <ul style="list-style-type: none"> - Audit of firearms in SAPS 13 Stores (by end 2022/2023). - Centralisation of SAPS 13 firearms storage facilities (establishment of suitable facilities in each Province). 	<ul style="list-style-type: none"> • Quarterly Reports 	<ul style="list-style-type: none"> • DivComm: VP&Os • DNC: Policing 	

11.3. Focus Area 3: Prevention and investigation of crime that threatens the economy of the RSA

Deliverable	Implementation Requirements	Target	Responsibility	Accountability
1. Establish a multi-	1.2 Establish Economic Infrastructure Units in all Provinces.	a) 31 May 2022	a) DivComm: VP&Os	<ul style="list-style-type: none"> • DNC: Policing

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Deliverable	Implementation Requirements	Target	Responsibility	Accountability
				DNC: Support Services
disciplinary specialised capability to address crimes related to essential infrastructure	<ul style="list-style-type: none"> a) Establish interim Economic Infrastructure Task Teams (TTs) at 18 identified Hotspots (linked to Municipalities). b) Monitor performance of Economic Infrastructure TTs. c) Conduct a work study investigation on the establishment of multidisciplinary Economic Infrastructure Units. d) Activate fully-fledged Economic Infrastructure Units in nine provinces. e) Conduct an impact evaluation on the Economic Infrastructure Units. 	<ul style="list-style-type: none"> b) Monthly production reports within 10 working days of the end of a month⁵ c) CH: Organisational Development Component Head: Police Emergency and FLASH Services d) 31 March 2023 e) 31 March 2023 f) 31 March 2024 	<ul style="list-style-type: none"> b) PCs c) CH: 	DNC: Support Services
	1.2 Participate in the development of Critical Infrastructure Act Regulations by the CSPS.	<ul style="list-style-type: none"> In accordance with the timeframes stipulated by the CSPS 	<ul style="list-style-type: none"> • DivComm: Legal Services 	DNC: Support Services
	2. Effectively investigate serious corruption in the public and private sectors as well as specific priority issues: <ul style="list-style-type: none"> - State Capture Commission recommendations. - Expert Panel recommendations. - COVID-19 procurements. - Truth and Reconciliation Commission (TRC) recommendations. 	<ul style="list-style-type: none"> • Quarterly Reports 	<ul style="list-style-type: none"> • DPCI DivComms 	<ul style="list-style-type: none"> • National Head DPCI
	3. Impact of gangsterism on communities minimised	<ul style="list-style-type: none"> • Quarterly Reports 	<ul style="list-style-type: none"> • PCs: Western Cape, Eastern Cape, Free State and Gauteng 	DNC: Policing
	3.2 Account on the expenditure of allocated to Anti-Gang Units (AGUs) in the Western Cape, Eastern Cape, Free State and Gauteng provinces (26 million).	<ul style="list-style-type: none"> • Quarterly Reports 	<ul style="list-style-type: none"> • PCs: Western Cape, Eastern Cape, Free State and Gauteng 	DNC: Policing
4. Reduced availability of	4.1 Implement the National Drug Master Plan (NDMP), including participation in Government's Multi-disciplinary Stakeholder's Forum.	<ul style="list-style-type: none"> • Quarterly Reports 	<ul style="list-style-type: none"> • PCs 	DNC: Policing

⁵ The format of the monthly production reports will be provided through the Office of the national Commissioner.

Deliverable	Implementation Requirements	Target	Responsibility	Accountability
illegal narcotics				
5. Reduced incidence of CTIs	5.1 Implement a multidisciplinary approach to preventing and combating CTIs, which ensures cooperation with Metro Police, all other law enforcement agencies, the private security industry and other entities.	• Quarterly Reports	• Div Comm: VP&Os	• DNC: Policing

11.4. Focus Area 4: Prevention and investigation of crime that threatens the wellbeing and safety of all people in South Africa

Deliverable	Implementation Requirements	Target	Responsibility	Accountability
1. Reduced levels of violent crime through the Geographical Approach	<p>1.1 Ensure the immediate stabilisation of the Top 30 High Contact Crime Stations (HCCS), including:</p> <ul style="list-style-type: none"> a) Develop and implement an NCCF Instruction with regard to the determined operational focus: • Ensure an immediate focus on trio crimes, through the application of the Planning Doctrine, including: <ul style="list-style-type: none"> - Address crime generators (illegal firearms, liquor, drugs, illicit mining, undocumented foreign nationals etc.) through: (i) Focussed intelligence gathering and analysis; (ii) Prioritisation of cases with DNA forensic reports (SAPS/NPA). (iii) High visibility patrols. (iv) High density operations. (v) Focussed investigations and the down-management of case dockets in the CJS. (vi) Targeted deployment of external force-multipliers. (vii) Targeted deployment of Tactical Response Teams (TRTs). (viii) Deployment of vehicles to highways and other prioritised roads. (ix) Community awareness and mobilisation⁶. (x) Intelligence gathering and dissemination (briefing and debriefing). (xi) Security of information (integrity of operations). 	a) 15 August 2022 b) 15 August 2022 c) 15 August 2022 d) 15 August 2022 e) 30 September 2022	a) Component Head (CH); National Operational Coordination (NOC) / PCs b) CH: NOC / PCs c) PCs and relevant DivComms d) DivComm: (SCM & TMS) e) DivComm: Crime Intelligence e) CH: Strategic Management	a) Deputy National Commissioner (DNC); Policing Services b) DNC: Policing Services c) DNC: Support Services d) DNC: Crime Detection e) DNC: Support Services

⁶ Please note that this must include other stakeholders, in addition to the community.

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Deliverable	Implementation Requirements	Target	Responsibility	Accountability
	<ul style="list-style-type: none"> (xii) Monitoring and evaluation of operations evaluation (evidence based policing) of operations at all organisational levels, on a weekly basis. b) Develop and implement a generic contact crime reduction plan for the Top 30 HCCS to guide operational activities. c) Direct the immediate optimal capacitation of the top 30 High Contact Crime Stations, including: <ul style="list-style-type: none"> • Develop and implement an NCCF Instruction with regard to the immediate and sustained resourcing of Top 30 at 100% (across all resource categories): <ul style="list-style-type: none"> - 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). <ul style="list-style-type: none"> - The criteria for the allocation of resources and prevailing budget constraints must be taken into consideration, including: <ul style="list-style-type: none"> → 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 <ul style="list-style-type: none"> - Prioritise the availability of vehicles (SAPS garages). - Manage the deployment and utilisation of vehicles using the AVL system. - Ensure that all Top 30 HCCS vehicles have AVL fitted. - Ensure that all Top 30 HCCS vehicles are fitted with blue lights and branding • Prioritise the provisioning and utilisation of technology (DivComm TMS; AVL, drones, body-worn cams). • Dedicated crime intelligence gatherers. d) Crime Intelligence to address internal corruption at the Top 30 HCCSs. e) Develop and implement a monitoring and evaluation tool for the Top 30 Police Stations. 			

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Deliverable	Implementation Requirements	Target	Responsibility	Accountability
1.2	<p>Conduct interventions at the Top 20 HCCS⁷ in each Province, including:</p> <ul style="list-style-type: none"> a) Develop and implement an NCCF Instruction with regard to the following: <ul style="list-style-type: none"> • 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. • The implementation of weekly operational diary/matrix and operational plans at the Top 20 HCCS. • Establish and maintain the following at all stations: <ul style="list-style-type: none"> - Station Intelligence Profile (SIP), including (number of criminals in their precincts; types of crimes in their precincts; number and particulars of people on bail, including repeat offenders who have received bail and number and particulars of parolees). - Station Profile (SP). <ul style="list-style-type: none"> - 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. <p>b) Develop and implement a monitoring and evaluation tool for the Top 20 Police Stations.</p>	a) 15 August 2022 b) 30 September 2022	a) CH: NOC b) CH: SM	a) DPC: Policing b) DPC: Support Services
1.3	<p>Coordinate the Top 30 HCCS Interventions by Head Office Generals (Ministerial Crime Retreat).</p> <ul style="list-style-type: none"> a) Appointment of National Champions, to ensure accountability. b) Bi-weekly reporting on the Top 30 HCCS Interventions, from the NOC to the NCCF. c) Quarterly reporting on the implementation of Improvement Plans, from the NOC to the NCCF 	a) 30 June 2022 b) Within three working days of the end of a two week period c) Within 10 working days	a) CH: NOC b) CH: NOC c) CH: NOC	a) DNC: Policing b) DNC: NOC

⁷ Please note that the Top 30 HCCS form part of the Top 20 HCCS and the same implementation requirements, therefore, apply to the Top 30.

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Deliverable	Implementation Requirements	Target	Responsibility	Accountability
2. Reduced levels of Violent Crime (through the application of the conventional policing approach)	<p>2.1 Ensure the coordination of national crime reduction operations by the NCCF/NOC:</p> <ul style="list-style-type: none"> a) Issue NCCF instructions related to the following national crime reduction operations: <ul style="list-style-type: none"> - Operation Lethuk'kulu, 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. b) Coordinate feedback on the implementation of national crime reduction operations. c) Conduct evaluations on the impact of the national crime reduction operations. <p>2.2 Ensure that quarterly crime intelligence and crime analysis reports are presented to PCGFs to assess progress and recommend priorities for crime prevention and crime combating for the upcoming quarter (Ministerial Crime Retreat).</p> <p>2.3 Implementation of Provincial Violent Crime Reduction Plans (PVCRRPs) (Ministerial Crime Retreat - SoNA Commitment to 50% reduction in violent crime in 10 years).</p> <p>2.4 Establishment of a functional, updated and fully accessible Crime Prevention and Combating-Related Interventions Good Practice Database (webpage).</p>	<p>of the end of a quarter</p> <p>a) 4 weeks prior to operation</p> <p>b) Weekly</p> <p>c) Within two 2 weeks of the end of an operation</p> <p>Within 2 weeks of the end of a quarter</p> <p>• Finalised PVCRRPs by 30 August 2022</p> <p>• Quarterly Reports</p> <p>• 30 September 2022</p>	<p>• DPC: Policing</p> <p>• PCs</p> <p>• DPC: Policing</p> <p>• PCs</p> <p>• PCs</p> <p>• DNC: Policing</p> <p>• Divisional Commissioner (DivComm): Visible Policing and Operations (NP&Os)</p>	<p>• DNC: Policing</p>

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Deliverable	Implementation Requirements	Target	Responsibility	Accountability	
				DNC: Policing	DNC: Crime Detection
	2.5 Develop and implement a Recovery Plan for 1011 Command Centres, informed by an assessment of their performance.	• 31 August 2022	• DivComm: VP&Os	• DivComm: VP&Os	• DNC: Policing
3. Under-performance within the Detective Service addressed	<p>3.1 Develop and implement a Detective Service Recovery Plan, informed by an assessment of Detective Service performance and identified root causes. The following initiatives must be addressed in the Plan:</p> <ul style="list-style-type: none"> - Categorisation of wanted suspects to address the wanted suspects' backlog. - Implementation of the Detective Service District Champion Programme. - Implementation of the following projects: <ul style="list-style-type: none"> • Bail Defence Project • Post-parole. • Dismissed Appeals. • Awaiting Trial Detainees. - Strengthened informer networks, including <i>inter alia</i> 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 CIS/NPA/JPID/DSD (Parole Board). 	<ul style="list-style-type: none"> • 30 September 2022 • Quarterly reports, linked to Detective Service performance. 	<ul style="list-style-type: none"> • DivComm: Detective and Forensic Services (D&FSS) 	<ul style="list-style-type: none"> • DNC: Crime Detection 	
3.2 Develop and implement IJS/CJS Project Plan to ensure the optimal utilisation of IJS/CJS funding.	<ul style="list-style-type: none"> • Approved Action Plan by 30 September 2022 • Quarterly reports 	<ul style="list-style-type: none"> • DivComm: D&FSS • DivComm: TMS 	<ul style="list-style-type: none"> • DNC: Crime Detection • DNC: Support Services 		
3.3 Ensure the optimal functioning of National and Provincial Organised Crime Secretariats.	<ul style="list-style-type: none"> • Quarterly reports on meetings and projects 	<ul style="list-style-type: none"> • DivComm: D&FSS 	<ul style="list-style-type: none"> • DNC: Crime Detection 		

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Deliverable	Implementation Requirements	Target	Responsibility	Accountability	
				DNC: Policing	DNC: Crime Detection
4. Reduced levels of violent crime against women and vulnerable groups	<p>4.1 Fully functional GBV Desks at Police Stations:</p> <ul style="list-style-type: none"> a) Conduct an assessment of GBV Desks to determine compliance with Guidelines. b) In-service training of designated GBV Desk members. <p>4.2 Develop and implement generic GBV and Sexual Offences Action Plans at the Top 30 GBV Hotspots.</p>	<ul style="list-style-type: none"> a) 31 August 2022 b) 31 March 2023 <ul style="list-style-type: none"> • 30 September 2022 • Quarterly reports 	<ul style="list-style-type: none"> a) Div Comm: VP&Os b) DivComm: Human Resource Development (HRD) <ul style="list-style-type: none"> • Div Comm: VP&Os • Div Comm: VP&Os 	DNC: Policing	DNC: Policing
4.3 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 <i>Annexure A</i>).		<ul style="list-style-type: none"> • Quarterly Reports 	<ul style="list-style-type: none"> • PCs 	DNC: Policing	DNC: Policing
4.4 Implement the DNA Backlog Action Plan, including:	<ul style="list-style-type: none"> - Eradication of the DNA backlog. - Status of contracts for the procurement of consumables. - Status of the development and implementation of the Forensic Exhibit Management (FEM) System. - Status of the litigation regarding the FDA. - Engage identified departments that have a role to play in the functioning of the FSLs 	<ul style="list-style-type: none"> • Monthly reports • Annual report by 31 March 2023 	<ul style="list-style-type: none"> • DivComm: D&FSS 	DNC: Crime Detection	DNC: Crime Detection
5. Reviewed SAPS Safer Cities Project	<p>5.1 Optimal implementation of the SAPS Safer Cities Project in identified high crime municipalities (Johannesburg, Tshwane, eThekweni, City of Cape Town, Ekurhuleni and Limpopo), with tangible deliverables that will impact on high levels of crime.</p>	<ul style="list-style-type: none"> • Monthly reports • Annual report by 31 March 2023 	<ul style="list-style-type: none"> • DivComm: VP&Os 	DNC: Policing	DNC: Policing
6. Ensure an integrated approach to the implementation of the DDM	<p>6.1 Develop a SAPS DDM District Blueprint Project in the Tshwane Metro (to serve as a DDM Blueprint for other Districts).</p> <p>6.2 Participate in the review of One-Plans in all 52 Districts, through the implementation of the SAPS DDM Blueprint.</p> <ul style="list-style-type: none"> - Participate in the establishment of Community Safety Forums (CSFs) with the 52 Metros and District Municipalities. 	<ul style="list-style-type: none"> • 31 October 2022 <ul style="list-style-type: none"> • Monthly reports from end November 2022 • Annual report by 31 March 2023 	<ul style="list-style-type: none"> • PCs 	DNC: Policing	DNC: Policing

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Deliverable	Implementation Requirements	Target	Responsibility	Accountability
				DNC: Policing
7. NPS Implementation Directives	7.1 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.	• 30 August 2022	• NCCF	

11.5. Focus Area 5: Stakeholder Management and Active Citizenship

Deliverable	Implementation Requirements	Target	Responsibility	Accountability
				DNC: Support Services
1. Rebuild and strengthen community relations in the fight against crime	1.1 Develop and implement a National Communication Plan ⁸ aimed at reinforcing the role of the SAPS, including, <i>inter alia</i> : - Regular media briefings by the National Commissioner and the respective Provincial Commissioners on crime trends, high profile investigations and notable successes.	• 30 September 2022 • Quarterly reports	• CH Corporate Communication and Liaison	
1.2 Conduct Izimbizo and Community Awareness Campaigns:		• Quarterly Reports	• DivComm: VP&Os • DPCs: Policing	• DNC: Policing • PCs
	- National – 20 per annum. - Provincial – 45 per annum (5 per province),			
1.3 Account for expenditure on community awareness campaigns, conferences and summits (R 10 million).		• Quarterly Reports	• DivComm: VP&Os	• DNC: Policing
1.4 Re-establish CPFs at 1155 police stations, to ensure equitable community involvement.		• Quarterly Reports	• DPCs: Policing	• PCs
1.5 Implement the MoU between PSIRA and SAPS.		• 31 July 2022	• DivComm: VP&Os	• DNC: Policing
1.6 Establish Integrated Crime Combating Forums, with the following entities:		• 30 September 2022 - Railway environment. - Eskom - Telkom.	• DivComm: VP&Os	• DNC: Policing

⁸ Please note that the direction that was provided by the Minister of Police on 17 August 2022, must be incorporated into the Communication Plan.

11.6. Focus Area 6: Capacitation of the SAPS to Execute its Constitutional Mandate

Deliverable	Implementation Requirements	Target	Responsibility	Accountability	
				DNC: Support Services	DNC: Support Services
1. Sustain the SAPS' Staff Establishment	1.1 Ensure the placement of the 9 800 new recruits (away from region of origin).	• 15 December 2022	• DivComms: HRD and PCs	• DNC: Support Services	• DNC: Support Services
	1.2 Recruit an additional 5 000 new recruits, for training in 2023/24.	• 31 March 2023	• Div Comm: HRM	• DNC: Support Services	• DNC: Support Services
	1.3 Finalise the 2022/23 Fixed Establishment in line with the compensation budget.	• 31 August 2022	• Component Head: OD	• DNC: Support Services	• DNC: Support Services
	1.4 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.	• 31 August 2022	• Component Head: OD	• DNC: Support Services	• DNC: Support Services
	1.5 Implement the Policy on the Rotation of Members (Trainees must be targeted first).	• 31 July 2022	• Div Comm: HRM • PCs	• DNC: Support Services	• DNC: Support Services
	1.6 Refine the police to population ratio to exclude SAPS Act members stationed within operational support (at all levels and per frontline business unit).	• 31 August 2022	• Component Head: OD	• DNC: Support Services	• DNC: Support Services
	2.1 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.	• Quarterly reports to the IRMC	• Div Comm: HRM	• DNC: Support Services	• DNC: Support Services
	3.1 Ensure the appointment of senior managers in the following critical vacant funded posts in Top Management, including:	• 30 August 2022	• Div Comm: HRM	• DNC: Support Services	• DNC: Support Services
	- DNC: Crime Detection. - DivComm: Crime Intelligence. - DivComm: TMS.				
	4.1 Establish specialised units within the prevention and combating of crime ⁹	a) 30 September 2022 b) 31 March 2023 b) 31 March 2024 c) CH: OD	c) CH: OD d) DivComm: VP&Os c) CH: OD	• DNC: Policing • DNC: Support Services	• DNC: Policing • DNC: Support Services
4. Capacitation of identified specialised capabilities	a) Conduct a work study investigation on the establishment of the Units. b) Activate fully-fledged Units in nine provinces. c) Conduct an impact evaluation on the established Units.				

⁹ Highway Patrol Units, Search and Rescue Units, Diving Units and Motorbike Units.

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Deliverable	Implementation Requirements	Target	Responsibility	Accountability
	4.2 Establish/capacitate specialised units within the crime detection ¹⁰ environment: a) Conduct a work study investigation on the establishment of the Units. b) Activate fully-fledged Units in nine provinces. c) Conduct an impact evaluation on the established Units. d) Appointment of forensic analysts 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.	a) 30 September 2022 b) 31 March 2023 c) 31 March 2024 d) 31 March 2024	a) CH: OD b) DivComm: D&FSS c) CH: OD d) DivComm: D&FS	• DNC; Policing • DNC; Crime Detection
5. Improved operational availability of SAPS vehicles through the enhanced capacity of and performance at decentralised SAPS Garages	5.1 Establish and execute a SAPS Garage Pilot of an integrated practice at station, province, divisional and national levels, in the KwaZulu-Natal Provincial Office, to ensure the desired 1, 5, 15 and 30 day turn-around time at the SAPS Garages of vehicles outsourced and done in house. 5.2 Down-manage the identified backlog of vehicles (5 511) at the prioritised SAPS Garages 5.3 Prioritise all Top 30 HCCS' vehicles, including: - Monitor the vehicles availability for the Top 30 Stations on a daily basis and obtain information of the Top 30 Stations regarding open job cards at the garages and request the Garage Commanders to attend to these vehicles first. 5.4 Expedite vehicles booked in for RT46 (minor repairs).	• 17 June 2022	• DivComm: SCM	• DNC: Support Services
	5.5 Improve the resourcing of SAPS 73 Stores (parts Stores) at Garages.	• 31 July 2022	• DivComm: SCM	• DNC: Support Services
	5.6 Conduct inspections at 17 SAPS Garages, prioritising Top 30 Station Garages, to identify and address root causes underlying poor performance.	• 4 November 2022	• DivComm: SCM	• DNC: Support Services
	5.7 Increase the number of Mobile Workshops/ Field Services.	• 12 by 31 March 2023	• DivComm: SCM	• DNC: Support Services
	5.8 Ensure that the Major Garages in each of the nine provinces function on a 24/7 basis.	• 31 July 2022 • CH: OD	• DivComm: SCM • DNC: Support Services	• DNC: Support Services

¹⁰ DPCI; Division: Crime Intelligence, including the vetting capability; Component: Forensic Science Laboratory, FCS Units; Illicit Drug Units; Murder and Robbery Units; Cybercrime Units; FSL and Anti-corruption Units.

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Deliverable	Implementation Requirements	Target	Responsibility	Accountability
6. Finalised Restructuring Process	<ul style="list-style-type: none"> - Component: OD to assist with the conducting of the required work study investigation. 			
6.1 Resolve outstanding issues related to the SAPS Organisational Structure (2020), including:	<ul style="list-style-type: none"> - Review of the amalgamation of the Division: <ul style="list-style-type: none"> • Human Resource Development and Human Resource Management; • Detective and Forensic Services; and • Visible Policing and Operational Response Services, including the establishment of a Component Public Order Policing. - The finalisation of the organisational structure of the Division: Crime Intelligence (centralisation versus decentralisation); and - Review of the "heavyweight" districts (span of control); and - The finalisation of the roll-out of the District Model within the Western Cape Province. 	• 30 September 2022	• CH: OD	• DNC: Support Services
6.2 Finalise the placement of SMS members at all levels.		• 30 October 2022	• National Job/Person Matching and Placing Panel	• DNC: Support Services
6.3 Finalise the placement of members between levels 1 to 12.		• 30 October 2022	• National Job/Person Matching and Placing Panel	• DNC: Support Services
7. Improved Morale of Members	<ul style="list-style-type: none"> 7.1 Implement the 2021 Organisational Climate Study Action Plan, coordinated by HRM. 7.2 Conduct Roadshows in all Provinces to communicate crime priorities and initiatives to improve morale. 	<ul style="list-style-type: none"> • Quarterly Reports 	<ul style="list-style-type: none"> • Executive Secretariat 	<ul style="list-style-type: none"> • DivComm: HRM • National Commissioner (NC)
7.3 Implement a project to detect potential corruption in the recruitment process, including Projects 10 000 and 5 000	<ul style="list-style-type: none"> • 30 September 2022 • Quarterly reports 	<ul style="list-style-type: none"> • DivComm: Crime Intelligence • CH: Internal Audit 	<ul style="list-style-type: none"> • DNC: Crime Detection • DNC: Support Services 	
8. Improved Accountability	8.1 Activate the Compliance Board.	• 31 March 2023	• DivComm: Inspectorate	• DNC: Support Services

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and Performance Management	<p>8.2 Establish a dedicated discipline management capability (Discipline Units):</p> <ul style="list-style-type: none"> - 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. <p>8.3 Conduct Quarterly Organisational Performance Reviews and determine corrective action required (under performance).</p>	<ul style="list-style-type: none"> a) 30 September 2022 b) 31 March 2023 c) 31 March 2024 	<ul style="list-style-type: none"> • CH: OD • DivComm: HRM • CH: OD <ul style="list-style-type: none"> • Quarterly, as per the NCs Schedule of Key Events 	<ul style="list-style-type: none"> • Executive Office Manager • NC
	8.4 Compile quarterly monitoring tools for the NPS.	<ul style="list-style-type: none"> • Quarterly, within 5 working days of the end of a quarter 	<ul style="list-style-type: none"> • CH: SM 	<ul style="list-style-type: none"> • DNC: Support Services
9. Improved capability of Members	<p>9.1 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).</p> <p>9.2 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.</p> <ul style="list-style-type: none"> - 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). 	<ul style="list-style-type: none"> • 30 September 2022 	<ul style="list-style-type: none"> • DivComm: HRD 	<ul style="list-style-type: none"> • DNC: Support Services
	9.3 Capacitate SAPS management with the prerequisite management skills	<ul style="list-style-type: none"> • Quarterly Reports 	<ul style="list-style-type: none"> • DivComm: HRD 	<ul style="list-style-type: none"> • DNC: Support Services
	<ul style="list-style-type: none"> - VISPOL Commanders Learning Programme; - Strategic Management Processes Learning Programme; and - Crime Intelligence Commanders' Learning Programme. <p>9.4 Capacitate the Detective Service Section at police stations with highly skilled and trained Detectives.</p>	<ul style="list-style-type: none"> • Quarterly Reports 	<ul style="list-style-type: none"> • DivComm: HRD 	<ul style="list-style-type: none"> • DNC: Support Services

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	<p>9.5 Prioritise the presentation of the four GBV-related learning programmes, including:</p> <ul style="list-style-type: none"> - Victim Empowerment Programme. - First responder to Sexual Offences Learning Programme. - Domestic Violence Learning Programme. - Vulnerable Children Learning Programme. 	• Quarterly Reports	• DPC: Policing	• PCS
10.	<p>10.1 Prioritise the following key ICT deliverables, focusing on the Top 30 HCCSs:</p> <ul style="list-style-type: none"> - 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. 	<p>• 31 March 2023 4th Quarter procurement phase one of implementation plan.</p> <p>Introduction of Drones – ARMSCOR appointed by SAPS SCM to publish Bid Specification.</p> <p>• 31 August 2022 - Deployment of the IPM release 1, 2 and 3 on nine pilot sites.</p> <p>• 28 February 2023 - Establishment of a DNA processing Laboratory.</p> <p>• 30 September 2022 –</p>	<p>• DivComm: TMS</p>	<p>• DNC: Support Services</p>

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10.2 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).	<ul style="list-style-type: none"> • Quarterly Reports 	<ul style="list-style-type: none"> • DivComm: TMS 	<ul style="list-style-type: none"> • DNC: Support Services 	
10.3 Pursue the SAPS' exemption from the SITA Act, including: <ul style="list-style-type: none"> - Establish internal capacity to manage functions taken over from SITA. - Explore other service provisioning models, e.g. Public-Private Partnerships and Build Own Transfers. 	<ul style="list-style-type: none"> • 31 October 2022 	<ul style="list-style-type: none"> • DivComm: TMS 	<ul style="list-style-type: none"> • DNC: Support Services 	
11. Improve SAPS infrastructure, including official accommodation for members <ul style="list-style-type: none"> 11.1 Address challenges related the DPCI's office accommodation, including the safekeeping of case dockets and exhibits, including: <ul style="list-style-type: none"> - 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. 11.2 Implement an action plan to address the Research Report Recommendations on the Utilisation of Official Accommodation, including: <ul style="list-style-type: none"> - 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). 	<ul style="list-style-type: none"> • 31 March 2025 	<ul style="list-style-type: none"> • DivComm: SCM 	<ul style="list-style-type: none"> • DNC: Support Services 	

Deliverable	Implementation Requirements	Target	Responsibility	Accountability
12. Improve contract management	12.1 Conduct an audit of all existing contracts, including the review of the furniture contract. ¹¹	• 30 June 2022	• DivComm: SCM	• DNC: Support Services
13. Revitalise the SAPS Education Trust (SAPSET)	13.1 Re-establish SAPSET governance structures and core functions.	• 30 September 2022	• Designated Project Manager (Maj Gen Mantsi)	• DNC: Support Services

Annexure A: Identified GBV Hotspot Areas

Province Identified GBV Hotspot Areas

Gauteng	Thembisa; Diepsloot; Dobsonville; Moroka; Tembisa; Alexandra; Mamelodi East; Orange Farm; Kopanong Thuthuzela Care Centre (Vereeniging Police Station is the serving police station for this Hotspot); and Honeydew
North West	Ikageng
Free State	Bloemspuit
Eastern Cape	Butterworth; Mthatha; KwaZakhele; and Lusikisiki
KwaZulu-Natal	uMlazi; Inanda; KwaMaashu; Osizweni; Ntuzuma; Plessislaer; and Empangeni
Western Cape	Nyanga; Mitchell's Plein; Gugulethu; Khayelitsha; Bellville; Delft; Kraaifontein; and uMfuleni

¹¹ Contracts are reviewed and monitored on a weekly basis and the end users are notified eight (8) months prior to the expiry of the contract.

