

# The Report of the 2004 SAPS Area Johannesburg Strategic Management Imbizo

by

Gareth Newham



Research report written for the Centre for the Study of Violence and Reconciliation, March 2004.

**Gareth Newham** is a former Project Manager in the [Criminal Justice Programme](#) at the Centre for the Study of Violence and Reconciliation.

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### **1. Introduction**

The 2004 South African Police Services Johannesburg Area Strategic Management Imbizo was held between the 4th and 6th of February 2004. It took place at the Weesgerus Conference Centre a few kilometres outside of the town of Nylstroom in the Limpopo province. The second of such events (the first being undertaken in 2003) was held with the purpose of achieving the following objectives:

- To review the implementation of area commissioner's 2003/2005 12 points policing strategy for Area Johannesburg
- To conduct a SWOT analysis on the police activities/actions during 2003
- To identify key weaknesses and challenges facing the Johannesburg SAPS
- To develop possible solutions/interventions to address identified challenges and
- Team building for senior management

The senior police management of the SAPS Johannesburg Area participating in the three-day event included all the Johannesburg Area Component Heads, the 21 Station Commissioners and representatives from the reservists and Johannesburg Community Policing Forum (CPF) Area Board. The Imbizo was organised by the Johannesburg Area Commissioner O. Reddy with assistance from his Management Services team. Facilitators from the Centre for the Study of Violence and Reconciliation were brought in to assist with the chairing of the Imbizo and facilitation of the small-group sessions.

Apart from the specific objectives highlighted above, the broad aims of these Imbizo's are to forge a common vision and improve synergy amongst the senior managers for the policing of the Johannesburg policing Area. Removed from their pressurized daily work environments, these events afford senior police managers the opportunity to receive, share and reflect on information and knowledge of strategic importance for their task of exercising collective leadership throughout the Area. Furthermore, managers are able to identify common strengths and challenges while sharing ideas as to how shortcomings can be overcome. Importantly, teambuilding can occur as participants are afforded the opportunity to get to know each other better throughout the Imbizo.

This report will briefly present the process that was followed with a brief synopsis of the presentations that were given. Detailed focus will be given to the outcomes of the small-group SWOT analysis sessions that were held during the Imbizo. A brief overview of the Imbizo evaluation will be provided and a list of documents disseminated to participants will be included at the end of this report.

## **2. Programme**

The SAPS Area Johannesburg Strategic Management Imbizo was held over a period of three days. The programme that was followed can be found below.

### **Day 1: 4 February 2004**

- 09:30 Registration and Tea
- 10:00 Opening and Welcome  
*Gareth Newham, CSV*
- 10:15 Purpose and Objectives of the Imbizo  
*Assistant Commissioner O. Reddy*
- 10:30 Address by the SAPS Johannesburg Area Commissioner  
*Assistant Commissioner O. Reddy*  
Review of the Twelve Point Strategy for Policing Johannesburg
- 11:00 The SAPS National Office Presentations  
*Senior Superintendent C. Mitchell*
  - The SAPS Service Integrity Strategy
  - The SAPS Risk Management Strategy
  - The SAPS Strategic Management Process
- 13:00 Lunch
- 14:00 National Office Presentations Continue
  - SAPS Organisational Strategic Objectives for 2004/2005
- 14:30 The SAPS Johannesburg Area Presentations
  - Support Services – Director Pitout
- 15:00 Tea
- 15:20 The SAPS Johannesburg Area Presentations Continue
  - Area Head Crime Intelligence – Snr Supt Nomdoe
- 16:00 Closure for the Day
- 16:30 Check in to accommodation
- 17:00 Team Building
- 18:00 Dinner

### **Day 2: 5 February 2004**

- 07:00 Open and Welcome
- 07:05 Team Building Exercises  
Trust and Cooperation
- 07:30 The SAPS Johannesburg Area Presentations Continue
  - Area Head Crime Prevention – Director Kweyama
  - Area Head Detectives – Director Johnson
  - Deputy Area Commissioner South/ Central – Director Billings
- 09:30 Address by the Gauteng SAPS Provincial Commissioner  
Commissioner P. Naidoo
- 10:30 Brunch
- 11:30 The SAPS Johannesburg Area Presentations Continue

- Deputy Area Commissioner North West – Director Naidoo
  - Deputy Area Commissioner North East – Director Kweyama
  - Johannesburg CPF Area Board – Deidre Penfold
- 12:30 Small Group SWOT Analysis  
Focus on Crime, Corruption, Service Delivery, Administration, CPFs and community relations
- Group 1 – Support Services  
*Facilitators: Director Susan Pitout/ Snr Supt Merita de Kock*
  - Group 2 – Crime Prevention  
*Facilitator: Themba Masuku, CSVR*
  - Group 3 – Sub-area North East  
*Facilitator: Gareth Newham, CSVR*
  - Group 4 – Sub-Area North West  
*Facilitator: Inspector Sarel*
  - Group 5 – Sub-Area South Central  
*Facilitator: Captain Marius Grundling*
  - Group 6 – Detectives & Intelligence  
*Facilitator: Millicent Maroga*
- 13:30 Group-work report back
- 14:00 Johannesburg Area Survey Results  
*Senior Superintendent Merita de Kock*
- 14:30 Presentation on Problem Orientated Policing  
*Assistant Commissioner O. Reddy*
- 15:00 Tea
- 15:20 Presentation on Problem Orientated Policing Continues
- 16:00 Closure for the day
- 17:00 Team Building
- 18:00 Imbizo Braai

**Day 3: 6 February 2004**

- 07:30 Check out of accommodation
- 08:00 Open and Welcome
- 08:10 Small Group Solution Identification  
*Small-groups as per the previous day*
- 09:00 Group-work report back
- 09:30 Presentation on the Seven Habits of Highly Effective People  
*Assistant Commissioner O. Reddy*
- 10:30 Tea
- 10:45 Video Presentation on Management by Objectives
- 11:30 Way Forward Presentation  
*Assistant Commissioner O. Reddy*
- Planning for 2004
  - Area/ station/ component plans for 2004
- 12:30 Written Evaluation of the Imbizo

13:00 Closure and departure

### **3. Presentations**

This section will provide a brief descriptive overview of some of the presentations that were given. The overview will not be comprehensive given the large amount of information presented during the Imbizo. In most cases a formal documentation accompanied the presentations given so further detail on what is contained in this report is available. A list of the documentation that was distributed to the participants containing further information relating to the presentations can be found at the end of this report.

#### **3.1 The Address from the Gauteng Provincial Commissioner**

##### *Commissioner Perumal Naidoo*

On the second morning of the Imbizo, the participants were fortunate to receive a visit and address by the Provincial Commissioner Perumal Naidoo. He stated that he was in support of the Imbizo initiative as it would assist senior managers in the Johannesburg Area to collectively identify and tackle the challenges they would face in coming year. The theme of his speech was one of "exercising authority." He stated that if police commanders and members acted professionally and undertook their work in line with the law, then there would be nothing for them to fear from any quarter.

Commanders had a responsibility to exercise authority over their members to ensure that the goals and objectives of the SAPS were realised. Similarly, police members had to take responsibility for exercising their authority to enforce the law and tackle criminals. The Commissioner emphasised that he would not under any circumstances tolerate incompetence, tardy performance, corruption, laziness, indifference and other negative traits that impacts poorly in the delivery of quality services to communities.

The Commissioner also highlighted that the Provincial Office aims for 2004 were as follows:

- To promote a partnership approach to reduce crime and disorder, and the fear of crime within Gauteng;
- To rigorously monitor operational performance and achieve continuous improvements and Best Value in policing;
- To ensure the Policing Authority and the Service adhere to the highest standards of integrity and conduct, and are seen to promote diversity;
- To promote a high standard of ethical conduct
- To ensure effective communication and consultation occurs with the diverse communities of Gauteng;
- To promote awareness of the role and the achievements of the Police Authority and to continue its development.

The Commissioner also urged all members to read his 'open letter to all policemen and women in the Gauteng Province. During his speech he recited a number of inspirational quotes ending with the following:

"The human spirit cannot be paralysed.

If you are breathing, you can dream.  
Never give up.  
Keep your thoughts and your mind always on the goal."

### **3.2 Review of the Twelve Point Strategy for Policing Johannesburg**

*SAPS Johannesburg Area Commissioner, Assistant Commissioner O. D. Reddy*

This presentation primarily focused on a review and critical analysis of the Area Commissioners Twelve Points Strategy that was presented during the Strategic Management Imbizo of 2003. The 12 point strategy requires Johannesburg Area managers to focus on the following strategies relating to the policing of Johannesburg:

1. Crime Management
2. Crime Detection
3. Crime Intelligence
4. Community Policing
5. Call Management
6. Public Reassurance
7. Marketing
8. Information Systems and Technology
9. Financial Management
10. Human Resources Management
11. Logistical Management
12. Performance Management.

The Area Commissioner provided detailed feedback on each of the twelve points during which time he highlighted particular successes, shortcomings and objectives for each strategy. These points were also clearly stated in a document that accompanied the presentation and was distributed to all participants as part of their Imbizo 2004 workshop pack. In conclusion, the Commissioner noted that a review of the past 18 months indicated that there had been an overall general improvement.

He recognised that great strides had been made in the fight against crime during the previous year and thanked each officer, member and reservist who had contributed to the notable successes. He emphasised that the key challenge for 2004 was to reduce the levels of crime even further than that which had been achieved during 2003. He highlighted that it was of utmost importance that managers read the document handed out and give effect to its content in their individual Operational Plans. He indicated that the Johannesburg Area strategy will be reviewed on a yearly basis at similar Imbizo's.

### **3.3 The Presentations from the National Office**

All the national level presentations were delivered by Senior Superintendent Craig Mitchell from Strategic Management Head office. These presentations were important as they would serve to inform the Area and Station level commanders of the strategic prerogatives of the SAPS as a national organisation. This information would ensure that commanders would be better informed about the organisational strategic context within which they were expected operate. Moreover, it would assist them in understanding future requirements and

responsibilities that would emerge as the SAPS continued to work towards becoming an increasingly professional policing agency.

Four separate presentations were delivered each with a Power Point slide show as a visual aid. Accompanying each presentation, a detailed document related to the topic was distributed so that all participants could consider and refer back to the issues presented throughout the year. Participants were invited to forward any comments or concerns that they may have about the content of these presentations to the following contact addresses:

The Head: Strategic Management  
Private Bag X91  
Pretoria  
0001  
e-mail: [moorcroft@saps.org.za](mailto:moorcroft@saps.org.za)

### ***3.3.1 The SAPS Service Integrity Strategy***

This presentation provided participants with an overview of the SAPS Service Integrity Strategy. The main goal of the strategy is to enhance the integrity among police officials within the SAPS. The strategy follows the key principles of preventing, detecting and investigating corruption. Furthermore it also includes the implementation of restorative actions to deal with the shortcomings which may have caused or contributed to corruption. The strategy consists of the six (6) following tiers around which focused organisational activity would take place:

1. Regulatory Development
2. Control and verification of Services
3. Disciplinary Action
4. Criminal Investigations
5. Intelligence Gathering
6. Preventative Partnerships

During this presentation information about the current structures for the investigation of corruption cases at Provincial and Area level was presented. It was highlighted that 872 police members were suspended due to involvement in alleged corrupt and criminal activities between 1 April 2002 and 31 March 2003. This demonstrated the seriousness with which the SAPS was taking the problem of corruption and criminality committed by its members. The following toll free numbers were highlighted for reporting cases of police corruption and criminality:

- SAPS Complaints line: 0860 11 12 13
- Community Service line: 0860 13 0860
- Emergency line: 10 111 (planned crimes)

### ***3.3.2 The SAPS Risk Management Strategy***

This presentation provided participants with information about the latest developments relating to the implementation of an organisational 'Risk Management Strategy.' The primary objective of the risk management strategy is to enable top management to identify and manage risks which impact on policing within the context of the SAPS Strategic Plan.

A secondary, yet critical objective is to provide management with a basis for implementing a system of risk management, as recommended by the revised King Report on Corporate governance and legislated by the Public Financial Management Act.

A 'risk' was defined as "uncertain future events that could influence the achievement of an organizations objectives or deviations between expected and actual outcomes". 'Risk management' was defined as "the process by which major risks within an organization are identified, evaluated and controlled. The development of the SAPS Risk Management Strategy was presented as follows:

- Identification and linking of major and potential risks threatening the achievement of SAPS strategic objectives for 2002 to 2005 by top management;
- An analysis or "unpacking" of each identified major risk to determine their impact on policing functions;
- Identification of management structures responsible for managing and controlling these risks;
- Prioritising each major risk in terms of particular criteria (i.e. potential impact and probability of occurrence).
- Developing procedure whereby risks are managed at all levels of the organization.

A risk register has been developed and a National Priority Committee will be convened to further analyse and develop 'control measures' which may be required to manage risks and associated 'sub-risks'. These measures will be incorporated into divisional operational plans for 2004 to 2005.

### ***3.3.3 The SAPS Strategic Management Process***

This presentation described the process to be followed for the development of operational plans so that they take into account internal and external stakeholders, environmental context and functional prerogatives of the relevant structures. A format to which operational plans were to adhere was presented.

### ***3.3.4 SAPS Organisational Strategic Objectives for 2004/2005***

For the final national level presentation focused on the SAPS Organisational Strategic Objectives for 2004 to 2005. A document entitled "Planning Information 2004/2005 Implementation Guidelines" was distributed as part of the presentation. This document explained the key terms that would be required for ensuring that the strategic objectives were properly understood and operational plans would be developed to ensure the realisation of the organisations strategic objectives. The key terms were presented as follows:

- Departmental programmes (i.e. financial programmes of the SAPS)
- Departmental objectives (i.e. those determined by section 205 of the Constitution)
- Priorities (i.e. specific issues on which each department must focus)
- Outputs (i.e. the final goods and services delivered by each department to the community)
- Service delivery indicators (i.e. the specific things that will be measured in terms of quantity, quality, timeliness and cost to determine the extent to which outputs are

- being achieved)
- Targets (i.e. a realistic and measurable standard of output delivery)

### **3.4 The Presentations from the SAPS Johannesburg Area Office**

Once the presentations from the National Office were completed, each of the Area level commanders delivered a Power Point presentation relevant to their specific function. The presentations were delivered by the heads of the following components:

- Support Services
- Crime Prevention
- Detectives & Intelligence
- Sub-area North East
- Sub-Area North West
- Sub-Area South Central
- Area Board CPF<sup>1</sup>

Each presentation covered a substantial amount of detailed information pertaining to the particular component. Focus areas included human and logistical resources, successes, shortcomings, and key objectives for 2004. The sub-area presentations included a focus on the crime trends for the various police stations during 2003. The presentations provided all police managers with specific insight into the work of the various components and stations throughout the area. For each of the above components, a detailed report containing the information presented was handed to the Johannesburg Area Commissioner prior to the Imbizo.

### **3.5 Presentations on Management Education and Awareness**

During the second and third days of the Imbizo, a number of presentations were delivered aimed at enhancing the awareness of police managers to particular information and conceptual management tools. Towards this end the following presentations were delivered:

#### ***3.5.1 Internal Environmental Scan for Area Johannesburg***

Senior Superintendent Merita de Kock presented the findings of a survey that was carried out during 2003. The survey was designed to provide senior management with insight into the perceptions of the various Area components and structures. The utility of such surveys is that it allows for management to identify issues that need particular work. It also provides base-line empirical data against which perceptual changes can be tracked annually to determine the success or otherwise of specific management interventions. The overall average results were presented as follows:

- Perceptions of Area Management - 56%
- Perceptions of Area Office: Service delivery - 64%
- Perceptions of Area Office: Task satisfaction - 64%
- Resources - 46%
- Conditions of employment - 49%
- Communication - 51%

- Morale

- 57%

### **3.5.2 Problem Orientated Policing**

The Area Commissioner delivered a presentation that was aimed at enhancing participants understanding of what has been internationally recognised as a 'Problem Orientated Policing' approach. The approach (which used by various organisations) aims to provide managers with a conceptual model and process through which to solve key challenges. With regards to policing, the key challenge is often a crime problem. It was highlighted that the dynamics of crime are related to three key factors namely the environment, the victim and the perpetrator. To solve crime problems, a detailed analysis of each of these factors is necessary. It may be that the crime problem cannot be solved by the police alone and other agencies may need to be brought into a crime prevention partnerships (e.g. if after dark street robberies in a particular location are partly as a result of inadequate street lighting, then local authorities responsible for providing lighting must be brought in to be part of the solution).

The Commissioner went into detail as to the following six stages of problem orientated policing:

1. Nominate the problem for attention
2. Define the problem precisely
3. Determine how to measure impact
4. Develop solutions or interventions
5. a) Implement the plan with b) Periodic monitoring, reviews and adjustments
6. Close project and allow for long-term monitoring and maintenance.

A separate, but related 20 minute video was screened on 'Management by Objectives'. This video was shown on the last day of the Imbizo and reinforced a number of the principles raised in the above presentation.

### **3.5.3 The Seven Habits of Highly Effective People**

This presentation aimed to introduce managers to the principles developed by internationally renowned life skills expert Stephen R. Covey for improving effectiveness in achieving personal and work related goals and objectives. The word 'habit' is refers to the intersection of an individual's knowledge, skill and desire. The Area Commissioner explained how people could use the principles and approach as espoused by Covey in improving their effectiveness as managers. Further detail and explanations were provided as to the following seven habits:

1. Be Proactive – Principles of personal vision
2. Begin with the end in mind – Principles of personal leadership
3. Put first things first – Principles of personal management
4. Think win/win – Principles of Interpersonal leadership
5. Seek first to understand, then be understood – Principles of empathic communication
6. Synergise – Principles of creative cooperation
7. Sharpen the saw – Principles of balanced self-renewal.

#### 4. SWOT Analysis

During this part of the Imbizo, all the participants were divided into six small groups to conduct a SWOT analysis related to a particular Johannesburg Area components and geographical regions. The small groups consisted of the following:

Group 1 – Support Services

Group 2 – Crime Prevention

Group 3 – Sub-area North East

Group 4 – Sub-Area North West

Group 5 – Sub-Area South Central

Group 6 – Detectives & Intelligence

Each group had to identify strengths, challenges and possible solutions related to the following key priority areas:

1. Crime,
2. Corruption,
3. Service Delivery,
4. Administration,
5. CPFs and community relations

This section will present a summary of the key issues that were raised by the members of each group during the SWOT analysis. The issues raised within the groups representing each of the sub-areas will be combined so as to present the issues generally confronting the station commissioners throughout the area. The issues raised in the SWOT analysis exercise (as will be presented below) have already incorporated into the Area strategic plan.

##### 4.1 Support Services

This commission did not consider issues within each of the priority areas as highlighted above as their core function is logistical support. As a result the format for their SWOT analysis differed somewhat from the other groups.

##### *Strengths:*

- Personnel are specialists in their field.
- Strong and supportive leadership
- Area Heads lead by example
- Personnel are dedicated
- Well established rules and guidelines

##### *Opportunities*

- Support partnerships
- Academic institutions provide facilities when necessary
- Business Against Crime

<b>Threats &amp; Weaknesses</b>	<b>Solutions</b>
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Support Services neglected	<ul style="list-style-type: none"> <li>• Measures to include advertising vacant posts</li> <li>• Specialised training for personnel</li> <li>• Marketing the functions of Support Services</li> </ul>
Ineffective Performance Management Framework (PEP)	<ul style="list-style-type: none"> <li>• Measures include evaluation of commanders in implementing PEP</li> <li>• Linking PEP to incentives and operational plans</li> <li>• Implementing a PEP trophy</li> </ul>
Inadequate implementation of the performance chart	<ul style="list-style-type: none"> <li>• Increase understanding of and commitment to the performance chart</li> <li>• Implementation systematically at all directors stations.</li> </ul>
Stations & units not complying with instruction	<ul style="list-style-type: none"> <li>• Identify responsible people for specific returns</li> <li>• Implementation of MIC at stations</li> <li>• Record late returns to determine reasons</li> </ul>
Lack of personnel	<ul style="list-style-type: none"> <li>• Selective recruiting</li> <li>• Redistribution of personnel</li> <li>• Utilize REP as an indicator</li> <li>• Advertising internal and external posts</li> </ul>
Constant rotation of personnel – vacuum. Training of new members (mobility)	<ul style="list-style-type: none"> <li>• Utilize and promote according to CORE</li> <li>• Develop clear job descriptions</li> <li>• Consultation before rotation</li> </ul>
Ineffective utilisation of personnel	<ul style="list-style-type: none"> <li>• Evaluation of output sheets for all individuals</li> <li>• Management of the PEP</li> <li>• Proper use of development plans for all personnel</li> </ul>
Ineffective management information	<ul style="list-style-type: none"> <li>• Measures to optimize the functioning of the MIC at Area and Station levels including filling posts and regular updating of information</li> </ul>
Low morale	<ul style="list-style-type: none"> <li>• Compensation should be integrated with performance management framework</li> <li>• Undertake a survey to determine reasons for low moral</li> <li>• Increase morale building activities and initiatives (e.g. team-building, commendations, rewards)</li> </ul>
Inadequately skilled staff	<ul style="list-style-type: none"> <li>• Update skills audit</li> <li>• Increase and improve training programmes</li> <li>• Recruit better skilled staff</li> <li>• Mentorship for in-service training</li> </ul>
Insufficient safety equipment	<ul style="list-style-type: none"> <li>• Audit to determine needs</li> <li>• Increase availability of al required safety equipment</li> </ul>
Inadequate information and	<ul style="list-style-type: none"> <li>• Decentralise budget from Province to Area</li> </ul>

communication technology	<ul style="list-style-type: none"> <li>• Increase budget for ITC</li> <li>• Audit shortfalls and plan for replacements</li> </ul>
Driver negligence	<ul style="list-style-type: none"> <li>• Treasury instructions to be revised</li> <li>• Evaluate driving skills during recruitment</li> <li>• Increase defensive driving training</li> </ul>
Medical stress boards	<ul style="list-style-type: none"> <li>• Survey to determine reasons as to why members book off stress</li> <li>• Increase visitation of those booked off for stress</li> <li>• Stress, frustration and anger management</li> </ul>
HIV/AIDS incidence	<ul style="list-style-type: none"> <li>• Increase AIDS awareness programme</li> <li>• Condoms with salary advices</li> <li>• Free voluntary testing</li> </ul>

## 4.2 Crime Prevention

### Crime

#### *Strengths*

- There is a clear command and control structure in place which provides members with direction at any point in time;
- There is a function Human Resources/ Support Services. Human resources issues are prioritized which makes members feel important. This will explain why in spite of increasing work loads there have not been strikes or disturbances;
- The availability of dedicated members who are an important resource in the fight against crime;
- The Support Services try to ensure that members in crime prevention are properly resourced with the right equipment;
- There is constant planning. New strategies are introduced in line with the changing nature of crime. This has enabled the Crime Prevention Units to be on top of crime situations in many locations;
- Improved community relations have meant that the problem of crime is not entirely a police problem. Communities are providing useful information to the police and crimes are effectively dealt with;
- There is effective communication across different levels and between commanders and members on the ground;
- The availability of technology has improved crime prevention efforts, especially in forensics and identifying wanted criminals;
- Cooperation between units has made crime prevention work much easier. The work of the intelligence units and crime prevention have foiled serious crimes before they were committed;
- There is a lot of experienced members in crime prevention;
- There is team spirit amongst crime prevention members to support each other and be a winning team in Johannesburg Area;
- Improvement in Crime Prevention and tactical related training has enabled members to gain in confidence while performing their duties.

### ***Weaknesses***

- Discipline remains a concern;
- Poor planning and coordination in some instances have undermined crime prevention efforts;
- The reputation of Crime Prevention Units and police in general is still a problem in some areas. The perception that police are corrupt and not able to fight crime is wide spread amongst communities;
- Lack of competent Crime Prevention members;
- Some members do not have basic communication tools such as radios;
- Lack of adequate technology. Insufficient equipment to identify wanted criminals was specifically mentioned;
- Insufficient funding for crime prevention projects;
- Lack of specialized training for crime prevention members;
- Lack of adequate crime prevention related technology to assist members;
- Community relations/police relations still remain a problem in some areas. Some community members want to tell the police how to do their jobs.
- Sharing information with some units is a also problematic because at times members/units want to take all the glory for the particular crimes and cases;
- Police visibility is still undermined by insufficient crime prevention members;
- External partnerships between the SAPS and other role players (SANDF, Metro police, and private security) remain weak;
- There is no clear understanding of the National Crime Prevention Strategy (NCPS).

### ***Solutions***

- Instil positive discipline amongst members;
- Enforce negative discipline;
- Educate members;
- Provide training;
- Motivate members by providing better salaries, incentives and working conditions;
- Employ enough personnel;
- Provide adequate equipment and technology;
- Ensure effective and equitable distribution of resources and personnel;
- Ensure optimal utilization of resources;
- Involve key role players
- Sensitize members on good community relations;
- Community support with regards to incentives;
- Encourage active community participation through CPFs.

### **Corruption**

#### ***Strengths***

- There are structures in place through the Organized Crime Units;
- There are policies and legislative provisions in place, eg Anti Corruption policies and Integrity Frameworks;
- There is a zero tolerance approach to corruption;
- There is a anti-corruption hot line;

- There are disciplinary regulations in place;
- Code of conduct for members;
- There are management systems in place to monitor corruption.

#### ***Weaknesses***

- The police culture which makes it difficult for members to report their colleagues. Members will always protect each other because that is part of their training;
- Poor salaries make it difficult for hungry police members to resist bribes;
- Crime prevention members felt exploited especially when they are asked to work overtime and not paid for it;
- Lack of anti-corruption unit to concentrate on fighting against corruption;
- Organized crime syndicates which includes members make it difficult to catch them because they are always a step ahead of the police;
- Members are not protected when they report their colleagues against corruption.

#### ***Solutions***

- Clamp down on organized crime syndicates with the help of communities and other role players;
- Training;
- Enforce code of conduct;
- Incentives to members who report their corrupt colleagues, and who refuse to take bribes;
- Increase salaries for members on the ground.

#### **Service Delivery**

##### ***Strengths***

- Members have positive attitudes towards community members;
- Members are generally motivated to provide good and efficient service to the communities;
- There is constant two way communication between communities and the police;
- Members have bought into the principles of Batho Phele;
- There is good command and control and members know what to do;
- Members have received training on public relations and has improved their relationships with communities.

##### ***Weaknesses***

- High literacy levels lead to communication breakdown and poor service delivery. Where this problem exists statements are not properly taken which then makes it difficult for investigations to take place;
- Police corruption remains a problem;
- Lack of discipline is high in the Area;
- Absenteeism remains high and leads to shortages of staff which lead to poor service delivery;
- Resolution 7 was also considered a problem because it led to (dis)placement of

members;

- Union activities can also undermine service provision.

#### ***Solutions***

- Improve facilities and police stations;
- Ensure that members are literate and send illiterate members for training;
- Improve communication skills of members through training;
- Provide incentives or rewards for members for recommendation of good work;
- Acknowledgement of work well done will encourage members to maintain good work;
- Increase budget for overtime to motivate members to work on rest days and avoid shortages of manpower.

#### **Administration**

##### ***Strengths***

- Availability of technology such as CAS, BI systems improved administration;
- Crime Prevention Members have received training on the administration of their work.

##### ***Weaknesses***

- There is too much paper work for crime prevention people to handle;
- Red tape makes administration difficult;
- Lack of independent budget control by units makes it difficult to administer their activities more efficiently;
- Lack of back up systems in place makes it difficult that when a member is absent that work continues undisturbed;
- Lack of maintenance of equipment makes administration difficult especially when computers crash and stationary is unavailable.

##### ***Solutions***

- Improve communication internally especially between Area and stations;
- Provide sufficient IT equipment;
- Streamline the administration processes;
- Establish Management Information Centres;
- Reduce unnecessary meetings;
- Delegation of authority to ground staff.

#### **Community Policing Forums & Community relations**

##### ***Strengths***

- Crime Prevention Units are working hand in hand with CPF structures;
- There are policy guidelines governing the relationship of the police with the CPFs;
- Some CPFs have been effective in their oversight role of the police;
- Some CPFs have been important in providing funding and some support;

- Improved community relations have strengthened police/CPF relations;
- Some CPFs have provided motivation to members by being supportive and providing useful information.

#### *Weaknesses*

- Some criminal elements have infiltrated the CPF structures for their own needs;
- There is widespread community apathy in participating in CPF activities;
- Lack of screening mechanism as to who qualifies to participate in CPF activities undermines some of their activities as criminals are also able to participate thus "getting the inside story" of police activities;
- Lack of minimum requirements or criteria for participation has a lot of loopholes which criminals are exploiting.

#### *Solutions*

- Intensify community mobilization to participate in CPF activities;
- Provide clear guidelines on the accountability of the CPFs;
- There must be a code of conduct of CPF members;
- Amend the CPF constitution to govern criteria for participation of members in order to eliminate participation by criminal elements;
- CPF members must have a "Security Clearance" if they are to hold positions.

### **4.3 The North East, North West, South and Central Sub-Areas**

#### **Crime**

#### *Strengths*

- Large number of crime operations, road blocks and patrols.
- Active Reservists: There are many reservists who are contributing productively to tackling crime.
- Sector policing: The operational deployment and implementation of sector policing is an opportunity towards combating crime. In particular it is increasing the community involvement with the police.
- Public awareness: Growing public awareness about the crime problem is contributing to increased reporting which allows for better information about criminal activities and trends.
- CPFs: Some of the CPFs are improving on their role and are starting to assist the SAPS in dealing with crime problems.
- Social Crime Prevention: Project such as "adopt-a-Cop", school visits, 'neighbourhood watch' schemes and other community based projects involving the police are opportunities for getting the public to take greater responsibility for fighting crime.
- Increased visibility: Better visibility of the police has contributed to improved community confidence in the SAPS.
- Investigation training: There are a number of very good investigation training courses that are available to detectives. Some of these are offered by the embassies of other countries. If detectives were to take advantage of these it could improve the

conviction rate.

- Improved police strategic focus: The SAPS is improving its focus relating to tackling crime and internal management.
- The formation of specific task teams for specific crime types has helped reduce priority crimes.

### *Weaknesses*

- Negative media involvement: Sometimes the media presents sensational reports of crime and shows programmes that glorifies and contributes to a culture of crime and violence that contributes to a culture.
- Community Apathy: members of the public are often unwilling to get involved in tackling crime. They don't report incidents or perpetrators, nor assist the police with investigations.
- Technology: Criminals are better able to coordinate and commit crime due to modern technology (e.g. cell-phones and computers). In some instances they have access to better technology than the police. Further, the increase in the numbers of people who have cell-phones is contributing to increasing cases of robbery and theft as these are easily sold for cash once stolen by criminals.
- Inability to access technology immediately: Eg. Stolen cell-phones cannot be easily traced.
- Insufficient Resources: There are insufficient logistical and human resources for the police to tackle the extent of the crime problem in South Africa.
- An inadequate Justice System: It is too slow resulting in many cases being withdrawn and witnesses no longer being traceable, willing or able to testify in cases. Criminals therefore get off and continue to commit crimes.
- Corruption: Amongst the police and community contributes to the crime problem. Members of the community are willing to bribe police officers to avoid arrest or undermine investigations and there are police members willing to accept money for these reasons.
- Police community conflict: Some members of the community have unrealistic expectations of the police. When they police fail to live up to these expectations, relations can break down and some people will not work with the police.
- Inadequate police: community ratio. There are not enough police members for the amount of crime occurring.
- Inadequate skills levels of new recruits. The recruitment process is not addressing this problem.
- Disinterested members: There are too many police members who are only in the SAPS to collect a salary. They do not take an interest or pride in doing their work and combating crime. (Also contributes to poor community relations with the police).
- Detectives: There is a low success rate (convictions) by the detectives due to a general lack of interest and commitment. Some detectives do not exercise their authority and are sometimes manipulated by criminal suspects. There is also a problem with prioritizing dockets and immediate follow up of arrested or identified suspects.
- Inadequate crime intelligence and informers network: Crime intelligence components at station spend time behind computers conducting analysis which is not always that helpful. There is a need for intelligence operatives in the field who

identify criminal networks and systems.

- Insufficient responsibility from the side of the community. Many people do not take adequate precautions and are not aware of how to prevent themselves becoming victims.

### *Solutions*

- Improve external communications: A number of suggestions were made regarding improving external communications and relationships with the media.
  - The profile of SAPS and its work should be improved.
  - There should be more reporting on police successes and this should be made known to CPFs and all stations.
  - There should be a campaign to market the police positively.
  - The Area office should take the lead by building positive relationships with the national media while stations could be given guidelines on how to make better use of local media.
  - Get newspapers to regularly feature photographs of the most wanted suspects and contact numbers of the investigating detectives.
  - Get agreements to use radio stations for "Crime Alerts" where they will be available to make immediate announcements (e.g. "a bank has just robbed, please contact the following number if you see a vehicle in this area matching this description ....")."
- Engage the Justice System: The experiences of station based police detectives with the justice system should be recorded so as to give feedback on where to focus improvements in the Justice system. The CPF Area Board could take the lead in something like this.
- Enhance Crime Intelligence: The following was suggested
  - Improve the quality of the members and the training of crime intelligence.
  - Stations need intelligence operatives that work in the field and can provide hard intelligence information. Station based intelligence components are largely office based.
  - Targets need to be set for registered informers.
  - There needs to be an increased focus on usable intelligence.
  - There is a need to advocate at national level for improvements in crime intelligence capacity at station level.
  - Need to address corruption amongst police informers.
- Resources: It is important that there is a better distribution of resources. The perceptions still exists that some stations or units get preferential treatment because of their contacts at higher levels.
- Crime Prevention: Attention should be paid to enhancing visible policing amongst crime prevention units and other units more generally. There is also a need to focus on improving the capacity of the crime prevention units through training and enhanced supervision. For example, if a suspect is arrested for carrying implements for breaking into vehicles or houses, the arresting officers should immediately take the suspect to his residence and search for stolen goods and other incriminating evidence.
- Detectives: Focus should be placed on ensuring that detectives prioritise their work

better. There is a need to develop a system to ensure that detectives are focusing on "positive dockets" where suspects are known or have been arrested. This will lead to improved conviction rates. At the present time too many detectives are merely 'administering' as opposed to 'investigating' dockets.

- Improve training. Especially for new recruits but also for those members who are clearly unable to do the job. A mentorship programme could be established to pair experienced members with less experienced members.

## **Corruption**

### *Strengths*

- Increased Awareness: Due to corruption summits, lectures and information about corruption there is greater awareness of the problem than previously.
- Increased reporting: This increased awareness appears to have contributed to the increased reporting of cases of police corruption.
- Steps taken: There are many cases where appropriate steps are being taken against corrupt members. This is starting to send a message that it is not acceptable.
- Toll free numbers: these are positive as they send a signal to the community that the police take the problem seriously and are willing to take action against members.
- Strategy development: that the SAPS is developing a national integrity strategy to tackle the corruption problem is an opportunity.
- Local level policies: The development and implementation of anti-corruption strategies and policies at Area and station level is a positive sign.
- Increased accountability of supervisors: Through increasing the accountability of supervisors for taking authority will assist in tackling corruption.
- Zero tolerance: Having a "zero tolerance" approach to corruption sends a strong message that it will not be tolerated and that perpetrators will be dealt with.

### *Weaknesses*

- Loss of respect in the police: The public do not respect the police if they think that they are corrupt. As a result they lose trust in the police to deal with crime and therefore engage in vigilantism leading to more work for the police. It only takes one corrupt police member to give the whole service a bad name.
- Corruption spreads: One corrupt police member can corrupt a whole shift if he is not properly dealt with.
- Lowers policing standards: When corrupt members are not stopped or removed it leads to demotivation amongst other members and standards are lowered.
- Poor SAPS capacity to tackle corruption: Even where station managers identify members where the evidence suggests they are involved in corruption, there is not always the capacity to conduct covert investigations or observations on the member. There are no proper anti-corruption investigation units that can tackle the problem on a sustainable basis.
- Systems inefficient: The justice system and the disciplinary systems do not deal with cases efficiently. Too many corrupt members get off or if caught, receive inappropriately light sentences.
- Lack of reporting: There is apathy amongst both members' public and the police who don't want to report corruption. They don't want to get involved.

- Intimidation: Some corrupt police members will intimidate those that try and report or investigate their activities. Some members will be scared to report their corrupt colleagues because of fear of being victimised. Investigators are threatened.
- No proper witness protection for those who speak out or report corruption.
- Perceived as normal practice: Amongst some units or components, certain types of corruption become normal practice and therefore no-one will report as everyone is guilty.
- Police knowledge: Corrupt police members know how investigations take place and how the justice system works. They are therefore able to engage in corruption and avoid being caught.
- Manpower shortages: Once corrupt police members are identified and then arrested, suspended or dismissed, the station or unit is left with a personnel shortage.

### ***Solutions***

- Establish early warning systems: these could be simple databases where information relating to allegations of corruption or misconduct could be kept. Over time patterns or trends could be identified allowing for targeted interventions or operations against members who are picking up different complaints that are independent of each other.
- Streamline the disciplinary system: There is a need to ensure that corruption cases are immediately followed up and investigated. Disciplinary trials for corruption or serious misconduct should be fast tracked and heard by experienced trial officers who will ensure appropriate sentences including dismissal.
- Improved supervision and control: supervisors need to be held to account for command and control. Where problems with members are identified, the direct supervisor should be called to account.
- Enforce Zero Tolerance: The message needs to be sent that there can be no mercy for any member whose actions undermine the integrity and public trust of the SAPS through involvement in corrupt activities.
- Proactive Integrity Operations: Special covert operations should be conducted where signs are that many police members (a unit or component) are involved in routine corruption. The aim should be to arrest and charge as many of such officers as possible.
- Improve witness and informer protection: Arrangements need to be made to ensure that witnesses or informers of police corruption are adequately protected.
- Community Involvement: Focus should also fall on the members of the public who bribe officers. Incentives could be considered for those members who charge and ensure successful convictions of individuals who try to bribe police members.

### **Service Delivery**

#### ***Strengths***

- Programme Implementation: The implantation of programmes such as those related to victim empowerment, crises intervention and trauma debriefing have enabled the police to provide better services to the community.
- Sector policing: the implementation of sector policing has improved service delivery in some instances.

- Volunteers: An increase in volunteers during 2003 contributed to an increase in capacity for delivery at stations.
- Partnerships: Partnership schemes such as the SPPS involving 'Business Against Crime' (BAC) have in some instances improved the capacity of the SAPS to deliver services. Furthermore, partnerships with other organisations have assisted the SAPS.
- Training: this has improved in relation to service delivery.
- Improved police community relationships: in some instances there have been marked improvements in the relationships between police stations and the communities they serve.
- The National Crime Combating Strategy: contains a focus on improving service delivery.
- Improved supervision and monitoring: where this has happened it has led to improved service delivery.
- Reservists: The active participation of reservists has improved service delivery at some stations.

### *Weaknesses*

- Complaints against the police: reveal that there is still too much poor service delivery occurring which leads to poor police community relations.
- Bad publicity: Occurs as a result of poor service delivery and contributes to a loss of confidence in the police.
- Insufficient resources: With regards to personnel and logistics (e.g. vehicles) contributes to poor service delivery as complaints cannot be attended timeously etc.
- Inadequate accommodation: Many of the police stations and offices are of poor quality or are inadequate for service delivery.
- Human resource challenges: There are too many members who are unwilling to provide service delivery due to their bad attitudes. There are also those who are 'untrainable' and do not improve at their work even following training.
- High expectations: Members of the community may have high expectations as to what they can expect from the SAPS and react negatively when they do not receive what they expect.
- Lack of client feedback: Too often police members do not provide feedback to people who require services from the police. This is particularly a problem with detectives who do not keep complainants informed as to the progress of their cases.
- Incorrect staff placement: People without the necessary knowledge or skills for their job position can contribute to poor service delivery. This happens when people apply for promotions. They may move from being a Captain in one component to a Superintendent in another component without knowing much about the type of work conducted in the new component.
- Indiscriminate transfers: Linked to the point above, members are sometimes transferred to new posts without the required skills and knowledge to be effective in their new posts.
- Lack of discipline: Due to a lack of discipline members sometimes do not follow the regulations and procedures which leads to poor service delivery. If disciplinary action is not forthcoming the problem will not be rectified.
- Inadequate systems for tracking police performance. The PEP is not being used properly to identify poor performers.
- Detectives are not trained in service delivery. Their training only focuses on

investigations and not on how to improve the way they handle the public.

### ***Solutions***

- The CSC: The members working in the CSC need to understand that they perform a vital public relations role for the SAPS. They need to be trained and assessed according to how polite and helpful they are. An evaluation of service delivery at stations should focus on how 'proactive assistance' can be given to the public when they enter into a police station.
- Environment: Focus should be on upgrading the environment of all police stations, especially where members of the public receive police services.
- Batho Pele': Increase the SAPS members awareness of the 'Batho Pele' (people first) principles and ensure that these are used in the PEP evaluations of members. This could help instil a culture of service delivery.
- Develop training for service delivery and include it as a key focus of all training courses for police members. Currently the training is poor in this regards with trainers sometimes telling members how to 'cut corners'. Training courses need to be assessed in accordance to the 'hard skills' that members are able to use once they have been trained. Attendance is not an output measure of training.
- Feedback to clients needs to be recognised as the duty of all members not just the detectives. Internal police service components (e.g. support services, logistics etc) need to give feedback.
- Direct commanders and supervisors should be properly consulted about the promotions and transfers of members.

### **Administration**

#### ***Strengths***

- Improved training: more members are being trained in administration skills.
- Increases in administrative personal: this has improved administration at stations.
- More equipment and improving the environment: has been forthcoming for administrative purposes.
- Improved communication: especially between stations.
- Better use of technology: has led to improved efficiencies where this has taken place.
- Civilian personal: have improved administration especially where they have specialist skills.
- Assistance from reservists and volunteers: has in some cases improved administration.
- Station interviews: That stations can now interview applicants for administrative posts has been a great improvement as now commanders at stations have a say in who they hire and have to work with.

#### ***Weaknesses***

- Unnecessary administration: There is far too much paperwork that is required leading to a "paper war." There is also too much duplication and competing deadlines.

- Too much 'red-tape': There are too many procedures to follow for simple things to be acquired (e.g. stationary) which wastes time and takes up resources.
- Technical failures: When the computers go off-line this can cause inefficiencies and problems.
- Untrained members: Sometimes there are people who are placed in administrative positions but they do not know what they are doing and this causes problems. There is a lack of skilled personnel.
- Too many transfers: Administrative staff are transferred to frequently which undermines continuity thereby causes inefficiency as new people take time to get up to speed.
- Insufficient use of Information technology: Too few people are using computers for administrative and communication purposes. Better I.T. utilisation could improve efficiency.
- No MIC based at the stations to ensure data integrity.

### ***Solutions***

- Recruitment: Only those with proven administrative skills should be recruited. Testing can be done as part of the recruitment process.
- Training: courses should be developed to ensure specific minimum administrative skills are acquired.
- Continuity: Administrators should have to spend a minimum amount of time in their posts before being applicable for transfers.
- Streamline bureaucracy: Focus should be brought to scaling down the red-tape. Procedures should be simplified by having fewer steps and forms could be shortened to ask for only necessary information.
- Performance Management: Greater attention needs to be given to the proper administration of the PEP document.

### **Community Policing Forums**

#### ***Strengths***

- Community mobilisation: They have helped with the mobilisation of communities for crime prevention projects.
- Partnerships: They sometimes take the lead in police/ community partnerships.
- Improved understanding: They contribute to a better understanding of activities and duties of the SAPS.
- Expertise: They can bring particular expertise to problems confronting police stations.
- Transparency: They have enhanced openness and transparency of the SAPS.
- Feedback: They can receive feedback from Crime Combating Forum meetings.
- Volunteers: In many cases they have provided a way for Volunteers to assist the police.
- Positive police attitude: They have also helped in promoting a positive police attitude towards the community.

### *Weaknesses*

- Apathy: too many members of the public are apathetic and do not get involved in their CPFs.
- Personal Agendas: Sometimes people join CPFs or pursue the position of chairperson for their hidden personal agendas. They are there to promote themselves rather than dedicated time and energy towards constructive projects.
- Talk shops: Some CPFs are all talk and no action. They come up with many ideas but are not able to implement these ideas.
- Unclear roles: Some CPF members start to think that they are the police. Many CPF members are unclear as to what their role actually is. Some of them seem to want to run the station themselves.
- Inadequate expertise: Many CPF members do not have expertise in what is required for CPFs to work well. There are no clear guidelines for CPFs.
- Unrealistic expectations: Some people join CPFs with unrealistic expectations as to what can be achieved and then cause problems when their expectations are not met.
- Politics: Some people join CPFs for political reasons that have nothing to do with the reasons for why CPFs exist.
- Inadequate structures to provide guidance and support to the CPFs to ensure that they play a constructive role. There is also a shortcoming with regards to the induction of new CPF members.

### *Solutions*

- Establish Criteria: A set of minimum criteria should be developed for people who want to join and participate on CPFs (e.g. a background security check). This is particularly important for the selection of Chairpersons. People should have to apply for the position and then certain criteria should apply before they can be appointed. (e.g. not be an office bearer of a political organisation, possess minimum skills or competencies).
- Training: Develop a training course and guidelines for the running of CPFs that all Chairpersons and at least one or two others need to go on.
- Establish an oversight structure: An area level oversight structure could be established to oversee, monitor and evaluate the functioning and operations of the CPFs. This could ensure that they play a constructive role.

## **4.4 Detectives & Crime Intelligence**

### **Crime**

#### *Strengths*

- Technological development (advancement of technology such as the implementation of the Morpho touch/AFIS has enhanced the detective services).
- Experienced members - the expertise and knowledge possessed by the members of the detective services was also identified as strength for the detective services.
- The introduction of task teams-the introduction of task team has made it easier for investigation of cases, especially related to organised crime.
- Willingness of members to work overtime and go an extra mile without any

remuneration.

- The recruitment and reward system for informers is an advantage for the detective services.
- Direct access to forensic services makes it easier for investigation purposes.
- Attendance of crime scenes by senior management, this was seen as a strength and at the same time a threat. A strength in that the senior managers who attends the crime scenes give advice and support to the investigating officers, however the sometimes interfere with the work of the investigating officers, hence it was indicated it also could be a threat.
- Availability of crime statistics.
- Better conviction rate and longer sentences.

### ***Weaknesses***

- Criminals are linked to crime scene by means of fingerprints through AFIS, but are not arrested and processed successfully through the courts.
- Suspects records are not endorsed as wanted – Morpho touch is not effective.
- Crime scene management: Crime scenes are not adequately protected to ensure proper investigations.
- Serious crime scenes are not reported on time to ensure the necessary support.
- Lack of proper investigations.
- Poor communication and working relations between SAPS and other role players within the criminal justice cluster.
- Inexperienced personnel within the criminal justice cluster.
- Inability to address organised crime within the area.
- Organised Crime Threat Analysis (OCTA) process. Problems are identified from the bottom i.e. low ranking investigators.

### ***Solutions***

- LRC Commander to inform Area Commissioner of monthly successes.
- Implementation of working procedures.
- There must be more prosecutor driven investigations.
- Area Training and lectures must be undertaken around crime scene management for relevant personal (i.e. all police members who are likely to arrive at a crime scene). Duty officer must take up the responsibility.
- Organised Crime Threat Analysis (OCTA) process: Problems should be identified from the top i.e. the Station Commissioner.

### **Corruption**

#### ***Strengths***

- The adoption of zero tolerance approach towards corruption with the SAPS as a whole.

#### ***Weaknesses***

- The inability to combat corruption within the SAPS.

## **Service Delivery**

### ***Strengths***

- The existence of a 24-hour control room.
- The monitoring of reaction time.
- (Both the above-motioed aspects were said to be assisting a great deal in service delivery and monitoring the performance of members in service delivery).

### ***Weaknesses***

- Lack of understanding of specialised fields by senior management-this was highlighted as a problem. The following example was made "A senior official from a different unit gets appointed to preside a departmental trial of a certain specialised unit, how will that official preside that case, given that he knows nothing about that the nature of the work that is undertaken by that unit?"
- Indiscipline of members.
- Not enough recognition and reward for member's good work.
- Absenteeism and lower productivity by members as a result of a terminal illness i.e. HIV/AIDS.
- Limited resources at station level to conduct investigations.
- Problems with the lines of responsibility and communication.
- Inexperienced investigating officers and prosecutors.

### ***Solutions***

- Clear job descriptions must be developed that are applicable to the work that must be done.
- Experts in the field must be part of the short-listing and recruitment process.
- Specific disciplinary officers must handle hearings related to specific fields.
- Cross Area departmental trails must be held.
- All detective roll-players should attend monthly meetings to ensure correct lines of responsibility and communication.
- Area Head of detectives to take up relevant shortcomings with Provincial and National Heads.
- The detective learning programme needs to be updated.
- There needs to be liaison between detective and prosecutorial training.
- There is a need for more/improved Area level training.

## **Administration**

### ***Strengths***

- Reward and recognition by senior management for good work done by members.
- In-service training for members.
- Motivational talks-it was highlighted that the motivational talks that take place in some of the specialised units, play a great deal in enhancing the productivity of the members.
- Channels for direct reporting - some members of the specialised units further

maintained reporting-it that the existence for direct reporting channels makes it easier for top-bottom communication.

- Support from area office to members at the station level.

#### *Weaknesses*

- Too many bureaucratic procedures-too much red tape.
- Too many meetings and paperwork.
- Lack of commitment from some members.
- Limited career development opportunities.
- Limited training for members at station level.
- Absence of a recruitment plan.
- Appointment of managers to senior position without expertise required in the specialised units.
- Lack of proper communication channels between area, specialised units and station level.

#### **Community Relations**

##### *Strengths*

- Community trust. It was highlighted that some members of the community trust the SAPS and other don't. And the challenge is win the trust of the latter.
- The existence of sub forums with the CPF and other community structures
- Better relations between the community and investigators.
- Improvement with regards to giving of feedback to the complaint.

## **5. Way Forward**

*The following section captures the Johannesburg Area Commissioner, O. Reddy's closing address at the Imbizo.*

As the workshop draws to a close, one reflects on the objectives that were set at the start and acknowledges that every objective has been achieved.

This type of introspection, especially the SWOT analysis is not always a pleasant exercise. No-one likes to talk or hear about their faults and failures. However, it is an important exercise if we are to rectify our shortfalls and improve our service delivery. It serves as a reality check against which we can assess our progress and direction towards achieving our strategic objectives.

The critical success factor for the leadership and management of the Johannesburg Area is to consistently and proactively address the shortfalls, weaknesses and challenges during 2004 and onwards until they are successfully overcome. As all the stations and components have to work together to make a difference in Johannesburg, it is necessary for everyone to take note of the shortcomings and solutions identified by each of the small groups. It will not help for managers only to focus on the issues raised by their group. We all have to learn from each other.

This Imbizo is the first stage in the consultation and planning process for drawing up the 2004/2005 SAPS Area Johannesburg's Operational Plan.

The Area Commissioner's 12 point Policing Strategy review must be taken cognisance of and incorporated into every station and unit's plan with specific emphasis on the implementation of Sector Policing.

It is also expected that every station will identify their most problematic crimes over the past 12 months and utilize the "Problem Oriented Policing" model to address such crimes in the form of special projects. Success is more likely if a well planned and focused approach is adopted towards tackling crime problems.

Further consultation must take place with station management, personnel and the CPF before the final station plan is drawn up.

Consideration must also be given to the National, Provincial and Area priorities when compiling the Operational Plan.

The plan for 2004/2005 must be ready for implementation as from 2004-04-01.

Quarterly review sessions will be held where station management will present the results on the implementation of the plan. Progress reports must be sent to the Area Management Services on a monthly basis.

A word of thanks must go to all delegates who attended the Imbizo for their participation and constructive contributions. The priorities for the Johannesburg policing Area still remain as follows:

- (1) Crime reduction;
- (2) Reduction in Corruption;
- (3) Improved service delivery.

Gareth and the team of CSVr together with our Management Services facilitators are also thanked for their assistance and support.

Together we can and will make Johannesburg more safe and secure.

## **6. Imbizo Evaluation**

Once the Imbizo had come to a conclusion, a written evaluation was undertaken to determine the experiences of the participants. The primary aim of conducting the evaluation for the Imbizo was to assess the strengths and weaknesses of the entire process, and to get feedback and recommendations for future Imbizo's.

The evaluation was conducted through a four page anonymous questionnaire that was handed out at the end of the Imbizo. The questions were focused on the following issues:

- The content of the Imbizo (participants were asked to rate the National and Area presentations)

- The SWOT analysis
- The education and awareness presentations
- Process, participation and team-building
- Logistics

A total of 50 questionnaires were handed out and 46 were returned representing a response rate of 92 %. Overall the evaluation revealed that there was overwhelming support and appreciation for the Imbizo with 96% of the participants indicating both that they understood the objectives of the Imbizo and that they found the exercise useful. A detailed 10 page evaluation report was completed after the evaluation questionnaires were analysed and handed to the Johannesburg Area Commissioner.

## **7. List of SAPS Johannesburg Management Imbizo Documents**

This section lists the documents that were distributed to all those who participated in the Imbizo and should be read in conjunction to this report for further information.

### **The SAPS Strategic Management National Office**

- *The SAPS Service Integrity Strategy*. The slides that accompanied Senior Superintendents presentation outlining the strategy.
- *The SAPS Risk Management Strategy*. A document detailing the reasons behind and process for developing the SAPS Risk Management Strategy. The document includes the SAPS Risk Management Register and criteria for identifying and prioritising risks.
- *Strategic Management National Workshop: A brief indication of the Budget Vote of the SAPS and how it is linked to the Strategic Plan*. The slides that outline this process.
- *The Strategic Management Process: Operational Plans (format and managing thereof)*. The slides that outline this process and the format.
- *Planning Information for 2004 – 2005*. This document provides the objectives, priorities, outputs, indicators and targets for each of the key SAPS departmental programmes in table format.
- *Planning Information 2004/2005: Implementation Guidelines*. This document explains the terminology and the application of indicators of the strategic plans for 2004.

### **The SAPS Gauteng Provincial Commissioner**

- *An Open Letter to all Policemen/Women in the Gauteng Province*. Written by Gauteng Provincial Commissioner Perumal Naidoo

### **The SAPS Johannesburg Area Commissioner**

- *A Review of the Twelve (12) Point Strategy*. The opening presentation delivered by the Johannesburg Area Commissioner, Assistant Commissioner O.D. Reddy.
- *Problem Orientated Policing*. The Power Point slides accompanying the presentation on this approach delivered by the Johannesburg Area Commissioner, Assistant Commissioner O.D. Reddy.

- *The Seven Habits of Highly Effective People*. The Power Point slides accompanying the presentation delivered by the Johannesburg Area Commissioner, Assistant Commissioner O.D. Reddy.

#### **Other Documents**

- *The Internal Environmental Scan: Area Johannesburg*. This document was presented by Senior Superintendent Merita de Kock on the results of the survey conducted in 2003.
- *The current and proposed organisational structure of Area Johannesburg*.
- *The SAPS Vision, Mission and Values*.
- *The SAPS Code of Conduct*.
- *The Eight Principles of Batho Pele*.
- *The participants and facilitators of the six small groups (SWOT Analysis)*.

#### **Pamphlets**

Informational pamphlets on the following issues were distributed to all participants.

- Department of Safety and Liaison. *Child Abuse and Neglect*.
- Department of Safety and Liaison. *Stopping violence against women, children and the elderly*.
- Department of Safety and Liaison. *Community Safety Forums*.
- Jhb Central Police Station. *Community Police Forums*.
- Jhb Central Police Station. *Crimes Against Children*.
- Jhb Central Police Station. *Crime Scenes: Do not cross the line*.
- Jhb Central Police Station. *Serious and Violent Crime: Protect yourself against crime*.
- Jhb Central Police Station. *Safety Tips: Housebreaking (burglary)*.
- Jhb Central Police Station. *Theft of Motor Vehicles General Safety Tips: Do not become a victim*.
- Jhb Central Police Station. *Your Rights: Freedom and Security Rights*.
- SAPS Johannesburg Communication Service. *"Reach out and touch Project"*.
- SAPS National Office: Sector Policing = Service Excellence.

#### **Note:**

<sup>1</sup> The Deputy Chairperson Deidre Penfold delivered a presentation on behalf of the CPF Area Board.