

HARARE SAPS Annual Performance Plan 2012 / 2013

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INTRODUCTION BY THE STATION COMMANDER

The vision, mission and values statement of the South African Police Service is aimed at creating a safe and secure environment for all people in Harare.

This can only be achieved when we eradicate the main contributors to crime, drugs, liquor and firearms within the Community. Therefore we pledge to co-operate with the Community, through the Community Police Forum (CPF), NGO's, and other Community based structures to respond to the challenges of addressing serious and violent crimes and crimes against Women and Children. Furthermore both the Harare SAPs and the Community needs to understand their different roles and responsibilities to combat and prevent crime through and operational, organizational organized crime and community policing (sector policing) approach.

Together with other relevant Departments, we need to address Social Economical fabrics that contribute to high levels of crime. There should also be a culture of accountability be placed on all stakeholders to ensure that we succeed in our endeavors. We cannot allow innocent citizens to be destabilized in any way by hideous criminals.

Lastly we as Harare Police cannot provide the community with excuses when it comes to fighting crime, because it is our duty to SERVE and PROTECT.

VISION, MISSION AND VALUES OF SAPS

OUR VISION IS TO:

Create a safe and secure environment for all people in South Africa

OUR MISSION IS TO:

“Prevent anything that may threaten the safety and security of any community”;
“Investigate any crimes that threaten the safety and security of any community”;

“Ensure criminals are brought to justice; and

Participate in efforts to address the root causes of crime”.

OUR VALUES ARE TO

“Protect everyone’s rights and to be impartial, respectful, open and accountable to the community”;
“Use the powers given to us in the responsible way”;

“Provide a responsible, effective and high quality service with honesty and integrity”
“Evaluate our service continuously and make every effort to improve on it”

“Use our resources in the best way possible”

“Develop the skills of all members through equal opportunity; and co-operation with the community, all levels of Government and other role players.

WESTERN CAPE POLICE SERVICE DELIVERY CHARTER

SAPS believe in the rights of all as enshrined in the Constitution and the Bill of Rights. SAPS will endeavour at all times, to provide a professional and efficient service and to always act in the spirit and the letter of the SAPS Code of Conduct. SAPS bind it to these minimum service standards

1. VICTIMS OF CRIME

SAPS will provide a quality and professional service, by keeping victims informed and to: of crime

- > Conduct interviews in a courteous manner with due regard for the dignity of the victim;
- > Provide a crime reference number immediately and in any other case within 24 hours;
- > Provide regular feedback on the progress of their cases, especially when a person has been arrested and when property has been identified;
- > Provide timeouts information about court dates and any case at least 14 days before the court date;
- > Provide a copy of their statements on request after consultation with the Director of Public Prosecutions;
- > Provide specially trained officers for victims of sexual offences and child abuse and provide facilities for those victims where confidentiality is ensured;
- > Inform about and provide witness protection where appropriate

2. CRIME

SAPS will ensure thorough and professional investigation of crime and;

- > Provide specialist investigators where necessary (irrespective of the status of the individuals involved);
- > Provide details of the Investigating Officer and information where to complain in the event of unsatisfactory service;
- > Take the required steps to apprehend those responsible

3. COMMUNICATION

SAPS will answer all calls in a prompt and courteous manner and;

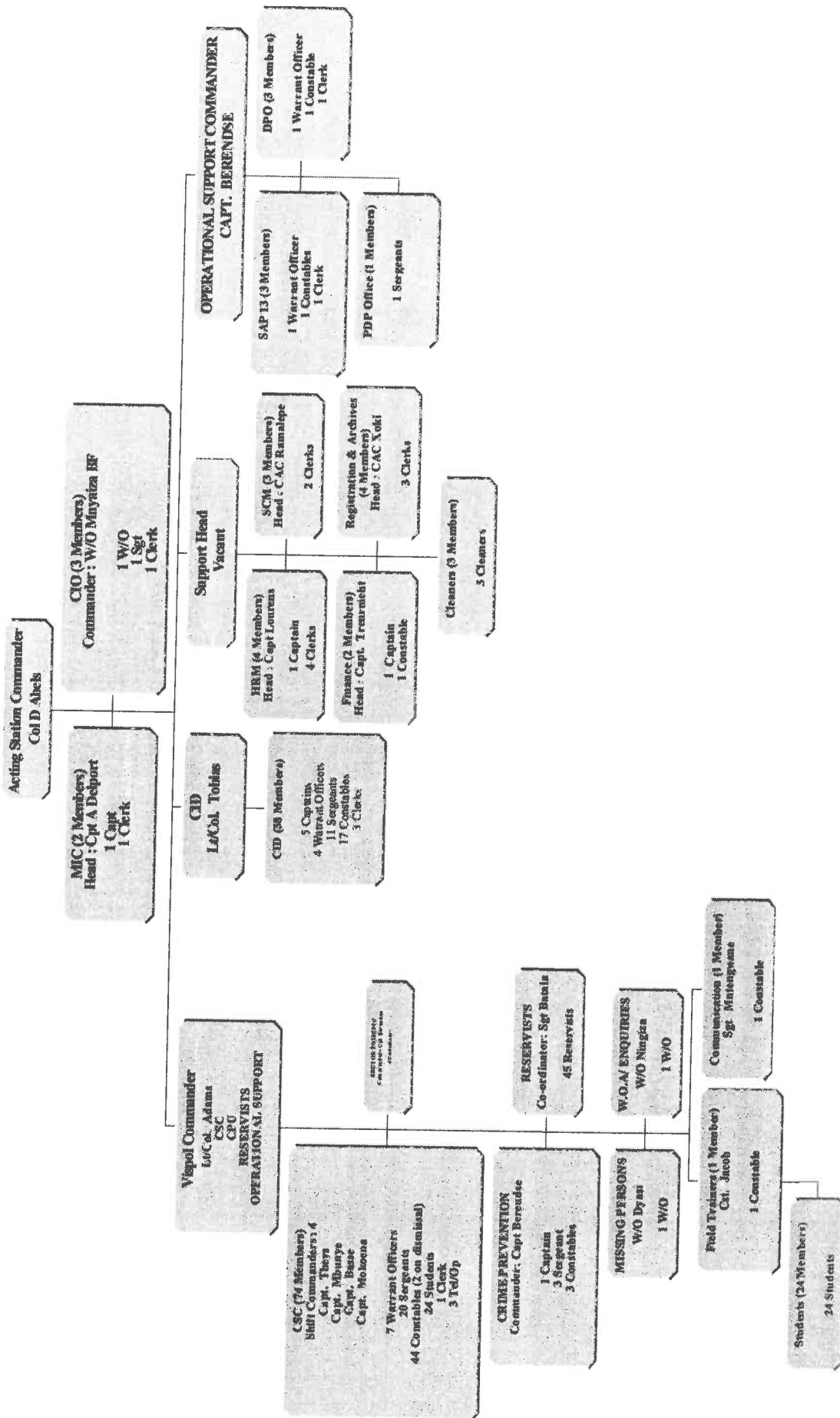
- > Respond to emergency calls from the members of the public;
- > Answer all 10111 calls within 15 seconds;
- > Where this service is not available, publicise telephone numbers of local police stations;
- > Attend public meetings and where appropriate, provide information on police services;
- > Regularly elicit public opinion about police service standards

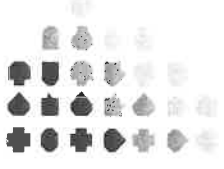
SAPS believe that all suspects are presumed innocent until proven guilty in a court of law. We will:

- > Inform arrested persons of their Constitutional Rights;
- > Within reasonable time take them to the nearest police station for processing;
- > Not use illegal and unconstitutional means to obtain information.

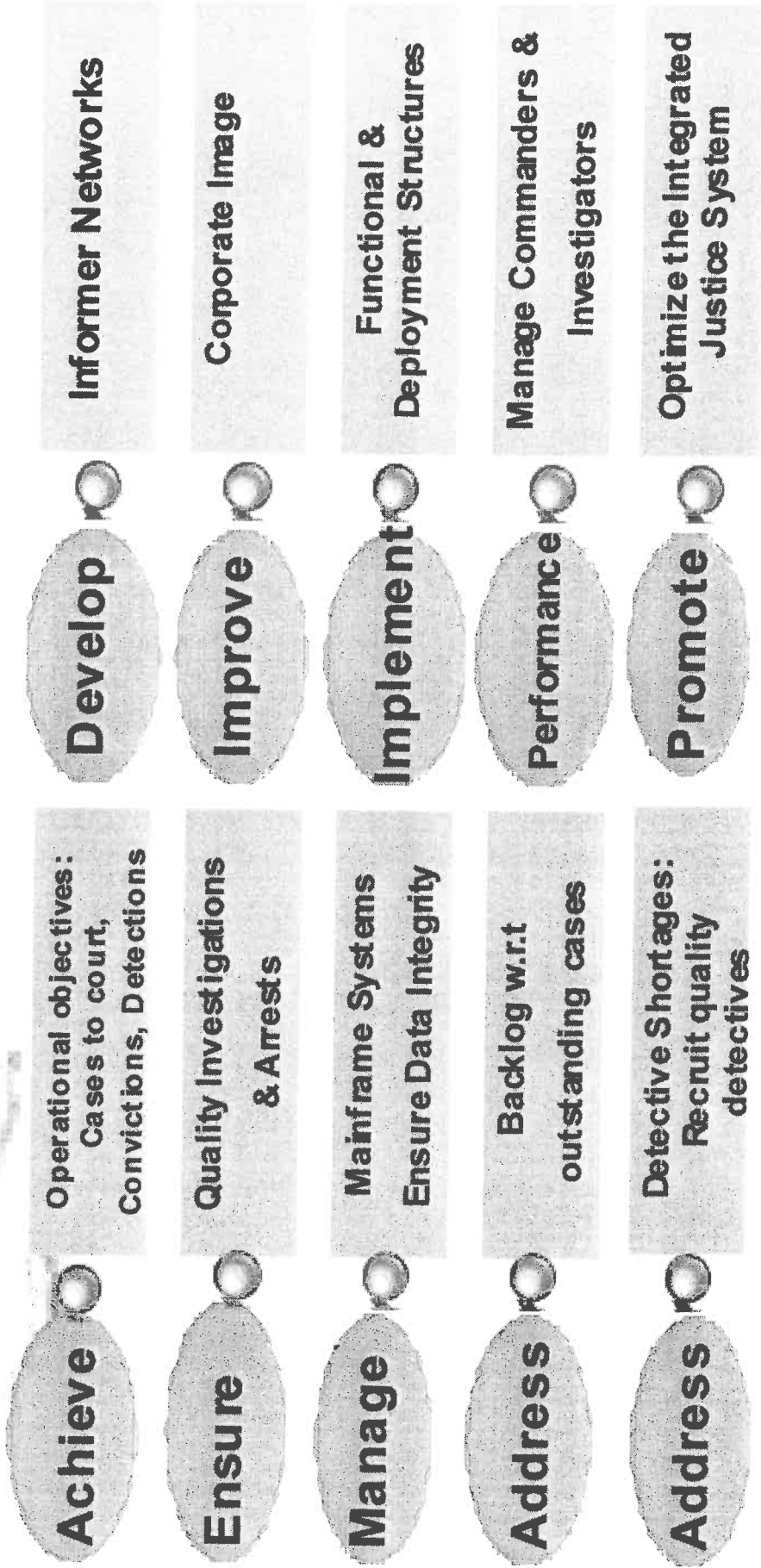
COMMITMENT: The South African Police Services commits itself to recognise and build partnerships with the community and community police forums so as to combat crime effectively.

STATION STRUCTURE





Organizational Overview



STATION OBJECTIVES, PRIORITIES AND MEASURES FOR 2012/2013

<u>Priority 1:</u>	<u>Priority 2:</u>	<u>Priority 3:</u>
<p>Crime Prevention</p> <ul style="list-style-type: none"> ➤ Crimes dependant on police action ➤ * Illegal Possession of f/farms ➤ * Drug Related crimes ➤ * Driving under the influence of alcohol 	<p>CSC and Complaints</p> <ul style="list-style-type: none"> ➤ SAP 13 Management ➤ Firearm Management ➤ Liquor Management ➤ Reservists Management ➤ Sector Policing ➤ Rural Safety ➤ Informers Network 	<p>Crime Investigation (Detectives)</p> <ul style="list-style-type: none"> ➤ Informers Network ➤ Wanted list
<p><u>Priority 4:</u></p>	<p><u>Priority 5:</u></p>	<p><u>Priority 6:</u></p>
<p>Data integrity</p> <ul style="list-style-type: none"> ➤ MAS ➤ Persal ➤ VAS ➤ BI ➤ GIS ➤ NPIS ➤ Circulation 	<p>Resources</p> <ul style="list-style-type: none"> ➤ Training ➤ Discipline Management ➤ Fleet Management ➤ * Number of Damage to Vehicles ➤ * Number of accidents to vehicles ➤ * Number of traffic fines issued ➤ Budgeted Management (Telephone Expenditure) 	<p>Communication</p> <ul style="list-style-type: none"> ➤ Communication ➤ * Internal ➤ * External ➤ * Marketing

FINANCIAL PROGRAM 1: ADMINISTRATION

Purpose: To ensure a diverse, competent, capable and committed workforce that delivers a sustainable, 5 Star services.

Sub Programme	Objective / Key Actions	Output	Performance Indicator	Baseline	Target	RESPONSIBILITY
Human Resource Management	Utilization of personnel according to the REP	Correct placement of members in components.	Maximum members placed in all components.	90%	100%	CAPT LOURENS
	Enforcement of the Performance Enhancement Process to all members.	Ensure the Performance Enhancement Process is in place for all members.	Manage and facilitate the Performance Enhancement process properly.	100%	100%	
	Management of the physical health of employees.	- Monitor stations absenteeism rate. - Monitor stations leave capturing rate	- Ensure proper management of absenteeism according to National Instructions. - Time out capturing of leave	14.99% per year per member All leave capture within 20 days.	14.99% 90%	
	Training	Development of personnel according to Job Descriptions.	Ensure correct members are nominated for training applicable to their work environment.	100%	100%	
Discipline Management	Manage the process of Discipline Management. - Grievances - Departmental cases (Reg 12) - 101.1 Complaints - 101.4 Complaints	Adherence to prescripts / guidelines in relation to the management to discipline, suspensions and grievances.	Finalize all reported disciplinary cases. - Grievances - Departmental cases (Reg 12) - 101.1 Complaints - 101.4 Complaints	Number of days 30 days 30 days 21 days 14 days	Number of days 30 days 30 days 21 days 14 days	CAPT LOURENS
Budget Management	Effective Management of the budget	Monitor the actual expenditure according to the approved budget.	Adhering to the prescripts of the PFMA at all times.	Timeous attendance of issues and matters.	Effective usage of allocated budget.	

Sub Programme	Objective / Key Actions	Output	Performance Indicator	Baseline	Target			
Crime Perception Management	Improve the corporate image and identity of SAPS through: <ul style="list-style-type: none"> - Internal Communication - External Communication - Media liaison 	<ul style="list-style-type: none"> -Improve internal communication at the station. -Improve external communication to the community. - Pro-active media engagement. 	Maintain, facilitate & coordinate imbizo' approach and meetings with relevant stakeholders. Ensure effective & pro-active media liaison.	1 (Internal) 1 (External)	2 (Internal) 2 (External)	SGT MNTENGWA		
				1 per week 4 per month	1 per week 4 per month		100%	100%
				Optimal utilization of vehicles according to the REP.	90%		100%	100% addressing of all miss-used reported incidents by taking departmental steps.
Physical Resource Management	Vehicle fleet management	Optimal utilization of vehicles according to the REP.	Ensure proper management of all vehicles.	90%	100%	VEHICLE FLEE MANAGER		
	Installation of AVL in all new vehicles	Management of AVL installations.	Ensure all new vehicles have AVL installed effectively at all times.	100%	100%			
	Effective management of vehicles. <ul style="list-style-type: none"> - Damages - Collisions - Traffic Fines 	To address all reported damages, collisions and fines to improve in the effective management of vehicles.	Collision committee meetings to be held to address miss-use of vehicles.	Timeous monitoring	Timeous monitoring			
Information & Systems Management	Manage & maintain the correctness of data on all systems in SAPS.	Improve Management Information.	Improve data-integrity on all systems.	Less than 5%	Less than 5%	CAPT DELPOR		
	Utilization of Information Technology infrastructure.	Ensure correct placement of IT equipment according to the REP.	Monitor and audit current IT equipment.	1 audit report quarterly	1 audit report quarterly			
	Maintain effective information technology infrastructure and systems for provisioning of management information.	Ensure optimal usage of IT Infrastructure & systems.	Monitoring the optimal usage of IT Infrastructure & systems.	Timeous monitoring	Timeous monitoring			

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FINANCIAL PROGRAM 2: VISIBLE POLICING

Purpose: Discourage all crimes by providing a proactive and responsive policing service that will prevent the crime rate from increasing.

Sub Programme	Objective / Key Actions	Output	Performance Indicator	Baseline	Target	RESPONSIBILITY
Visible Policing: Crime Prevention	Property Related Crimes	Decrease crime through high visibility and crime prevention operations: Roadblocks , VCP's , Morpho Touch Operations, Focused crime combating operations & Foot Patrols	To reach the set target	958	939	LT COL ADAMS
	Contact Crimes			2517	2417	
	Contact Related Crimes			366	359	
	All other serious crime			498	489	
Visible Policing: Complaints	Crime dependant on police action	Increase pro-active crime prevention activities.	To reach the set target	750	773	LT COL ADAMS
	Reaction time on complaints: - Alpha - Bravo - Charlie	To decrease the reaction time to reach the target	Reaction time on Alpha complaints:	30 minutes	30 minutes	
		Reaction time on Bravo complaints	45 minutes	45 minutes		
		Reaction time on Charlie complaints	45 minutes	45 minutes		
Evidence Management	Effective management of all exhibits.	To manage the disposal of all exhibits.	Percentage of exhibits disposed	Timeous management of disposals.	Timeous management of disposals.	DETECTIVE BRANCH
2 nd Hand goods	Conduct inspections in terms of the 2 nd hands Goods Act, 23 of 1955 and amended Act 18/	Ensure inspections on all 2 nd hand good dealers.	Inspection on 2 nd hand dealers.	One inspection per month per 2 nd hand dealer.	One inspection per month per 2 nd hand dealer	STATION COMMANDER & DPO
Detainee Management	Effective detainee management.	Prevent escapes and death in custody.	- Number of escapes from police custody. - Number of deaths.	0	0	ALL MEMBERS
Liquor outlets	Conduct inspections and enforce compliance to the liquor act.	Ensure inspections on : - licensed and - Unlicensed premises.	Inspections on : - licensed and - Unlicensed premises	One inspection per premises per month	One inspection per premises per month	DPO

Sub Programme	Objective / Key Actions	Output	Performance Indicator	Baseline	Target	RESPONSIBILITY
Fire-Arm Control	Effective implementation of Fire-arms control Act (Act 60 of 200).	Ensuring SAPS operational members utilize firearms as per Section 98 of the Act. (permit)	Effective management of permits issued.	100%	100%	DPO
	Management of the section 102 unfit declaration investigations.	Finalizing of all investigations according to instructions.	102 Police Officer 102 Public	30 days 60 days	30 days 60 days	STATION COMMANDER & DPO
Customer Satisfaction	To improve service delivery by answering telephones within 15seconds.	Adhering to Provincial instructions	All telephone calls to be answered within 15 seconds.	New	New	ALL MEMBERS ON THE STATION
	Establish and maintain partnership with the community.	Ensure sound partnership policing.	Projects between the SAPS and Community to address: - Domestic Violence - Child Justice - Substance Abuse - Sexual Offences	1 focused project per month	1 focused project per month	CST ENGEL
Social Crime Prevention	Victim Empowerment	Provide a professional support to all victims.	Satisfactory support to all victims by increasing the number of volunteers.	New	New	CST ENGEL

FINANCIAL PROGRAM 3: DETECTIVE SERVICE

Purpose: Align POSS key result areas with Detectives 10 point plan to investigate, gather and analyze all related evidence to ensure increase in cases sent to court, detection rate and conviction rate.

Sub Programme	Objective / Key Actions	Output	Performance Indicator	Baseline	Target	MPL	RESPONSIBILITY
Crime Investigation:3.	To ensure a effective Detection Rate Property Related Crimes Contact Crimes: All Contact Related Crimes All other serious crime Crime dependant on police action	To reach the set target as set by the Performance Chart.	To Increase the Rate for: DETECTION RATE	11.96	12.32	17.26	DETECTIVE COMMANDERS AND MEMBERS
				53.22	55	60	
				44.01	45.33	49.48	
				36.66	37.76	42.27	
				100	100	95	
	To ensure a effective Detection Rate Property Related Crimes Contact Crimes: All Contact Related Crimes All other serious crime Crime dependant on police action	To reach the set target as set by the Performance Chart.	To Increase the Rate for: CASES TO COURT	10.99	11.32	13.05	DETECTIVE COMMANDERS AND MEMBERS
				50.44	51.95	47.99	
				40.63	41.85	34.53	
				32.25	33.22	32.05	
				99.87	100	95	

		To Increase the Rate for: COURT READY RATE				To Increase the Rate for: CONVICTION RATE			
		To reach the set target as set by the Performance Chart.				To reach the set target as set by the Performance Chart.			
Property Related Crimes	To ensure a effective Detection Rate	2.27	2.8	6.93	91.67	91.67	84.29	84.29	DETECTIVE COMMANDERS AND MEMBERS
Contact Crimes: All		20.5	32.11	37.11	96	96	83.57	83.57	DETECTIVE COMMANDERS AND MEMBERS
Contact Related Crimes		14.68	24.11	29.11	97.5	97.5	93.9	93.9	DETECTIVE COMMANDERS AND MEMBERS
All other serious crime-		12.7	16.57	21.57	98.4	98.4	96.32	96.32	DETECTIVE COMMANDERS AND MEMBERS
Crime dependant on police action		100	100	95					DETECTIVE COMMANDERS AND MEMBERS

Sub Programme	Objective / Key Actions	Output	Performance Indicator	Baseline	Target	RESPONSIBILITY
Wanted List	Reduce the outstanding Wanted	Ensure decreasing in number of outstanding Wanted.	Decrease the outstanding circulated Wanted with 20%.	20% per month	20% per month	DETECTIVE COMMANDERS AND MEMBERS
High Flyers	Identification and arrest of high flyers	Addressed all High Flyers	Ensure that all identified high flyer are arrested within the timeframe	One(1) highflyer per month	One(1) highflyer per month	
Informer Network	Recruit, register and utilize informers.		Increase the number of Informers according to the detective 10 point plan.	One (1) informer per detective per quarter.	One (1) informer per detective per quarter.	
			Increase the number of Informers claims.	One (1) informer claim per detective per quarter.	One (1) informer claim per detective per quarter.	

COMMITMENT CERTIFICATE

We commit ourselves to be optimally involved in the execution of this Performance Plan and regularly monitor our progress to ensure that we stay on track.

Malcolm D. ...
Station Commander

... S.K.T. W.A.
Head : Visible Policing

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Head : Detective Services

Vacant
Head : Support Services

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Head : DPO

...
Head : SAP 13

...
Financial Management

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Loss Management

...
Human Resource Management

...
Supply Chain Management

...
CPF Chairperson

...
Communication Services

...
Head: MIO

The Cluster Commander is satisfied that the Performance Plan is aligned with National and Provincial Performance Plan

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CLUSTER COMMANDER

2012/04/16
DATE