POLICING FRAMEWORKS, POLICING SYSTEMS, POLICING STRATEGIES AND POLICING MODELS WITHIN SAPS

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TRAPPED BY REALITY, FREED BY IMAGINATION” (NICHOLAS MINOLTA)

#CrimeMustFall
1. BACKGROUND

- Current policing frameworks and strategies in South Africa emanates from the outcome of the 4th March 1994 Summit.

- South Africa changed from rule book driven to vision driven country.

- The vision “to create a non racial, non sexist, united democratic South Africa for a better life for all” was adopted.

- End of rationalisation and amalgamation process (1994) created a need for the shaping of a new police service within the democratic principles.

- “Better life for all” provided and cascaded specification of the police service through one of the pillars of the mission statement; “Community Centred Governance Approach.”
Mission statement translated to “Community Centred Policing”

Community Centred Policing approach gave rise to democratic policing concept

Democratic policing concept drilled specification of the police service through the Constitution and got captured in the Police Act

Democratic policing concept simplified the specification design (model) of the police service through the eight dimensions outlined in the “White Paper on Transformation of the Public Service (1995)”

This background marked the beginning of the specification journey which sought to build and transform policing in a democratic state through a dynamic developmental process
BASIC POLICING MODEL

**STRATEGIC POLICING**
- Mobilization
- Integrated approach
- Sustainability Planning & resources

**INNOVATIVE POLICING**
- Policing through ideas
- Powerhouse
- Best Practice Sharing

**BASIC POLICING PRINCIPLES**

**FIRST THINGS FIRST**
- Inspections

**DOING THINGS RIGHT**
- Compliance with policies

**COMMAND AND CONTROL**
3. MULTI-DISCIPLINERY VALUE CHAIN (MODEL FOUNDATION)
4. NCPS/NDP SPECIFICATION INFLUENCE (PILLARS, OUTPUTS AND OUTCOME APPROACH)

**CRIMINAL JUSTICE PROCESS**

**Certain and Rapid Deterrence**
Outcome 3: Output 2: A more effective Criminal Justice System.

**Limit opportunities and maximise constraints**
Outcome 3: Output 1: Reduce the overall levels of serious crime in particular contact and trio crimes) linked NDP.

**ENVIRONMENTAL DESIGN**

**Community pressure and public participation in crime prevention**
Outcome 3: Output 4: Managed and improved perception of crime among the population.

**COMMUNITY VALUES & EDUCATION**

**Regional cooperation, stability**
(deployments) and address cross border crime
Outcome 11 - Enhanced African Agenda and Sustainable Development
Output 5: South Africa’s borders effectively safely guarded and secured.
The initiative began early Feb 1995 as a response to the then Pres. Mandela’s address at the opening of Parliament.

“The situation cannot be tolerated in which our country continues to be engulfed by the crime wave which includes murder, crimes against women and children, drug trafficking, armed robbery, fraud and theft. We must take the war to the criminals and no longer allow the situation in which we are mere sitting ducks of those in our society who, for whatever reason, are bent to engage in criminal and anti-social activities”
A united country is where:-

- all citizens are active participants in their own development;
- A capable state able to drive development, instil ethics and serve the citizenry;
- A dynamic and growing economy that is more labour absorbing, supported by adequate infrastructure;
- Education, skills and innovation systems exist that can be utilized to develop the capabilities of its own people;
- Leaders work together to confront and overcome its problems, it is essential that a multi disciplinary project concept approach is followed.
In 2030, people living in South Africa feel safe at home, at school and at work, and they enjoy a community life free of fear. Women walk freely in the streets and children play safely outside. The police service is well-resourced and professional, staffed by highly skilled officers who value their work, serve the community, safeguard lives and property without discrimination, protect the peaceful against violence, and respect the rights to equality and justice.
7. INITIAL FOUNDATION DESIGN
EMBRACING FRAMEWORKS

SAPS POLICING FRAMEWORK

OPERATIONAL LEG

CRIME DETECTION FRAMEWORK

VISPOL FRAMEWORK

ORGANISATIONAL LEG

RESOURCE MANAGEMENT FRAMEWORK
8. TRANSFORMATION FRAMEWORK

- Country’s vision and mission statement link
- Democratic policing concept requirement
- Eight dimension based umbrella framework outlining specification link between Operational and Resource Management Strategies
- Graduation development of dimensions defines quality definition, character and quality of service delivery a demand for which policy and legislative development or reviews (requiring re-alignment)
9. NATIONAL CRIME PREVENTION FRAMEWORK (NATIONAL YOUTH CRIME PREVENTION FRAMEWORK)

- National Crime Prevention Framework
  - Country’s mission statement
  - Constitution (Addressing the root causes of crime)
  - Manual on making South Africa Safe (Hard and Soft Approach)
  - NDP Vision 2030 specification requirement and alignment (statement of concern)
    - “The collapse of the NCPS made SAPS to become an all purpose agency with an extended mandate impossible to fulfil”
  - Provincialisation and localisation pre-requisites having a bearing on policing

Specification Outputs
- PCPF/LCPF
- Community Safety Plans – IDP links
- Community Sector Policing Plans
- Station OPS Plans – Local Policing Framework
Derive specification from NCPS
Meant to address active involvement of youth in crime as perpetrators and victims
Complimentary to National Crime Prevention and Community Policing Frameworks
Currently in the International Best Practise System, but not yet fully nationalised
National Crime Combating Strategy

- First step towards development of a policing model
- Anticipated to give rise to the most effective method of policing in the country
- From a value for money point of view; the most cost effective method of policing in the country
- Current available methods
  - Operational Policing
  - Basic Policing
  - Community Centred Policing
- Deliverable Description
  - Three phases
    3. Reduction (2010 onwards)
Two approaches
1. Geographical Approach (Crime weight/hot spot with 1999 declaration link)
2. Organised Crime Approach (OCTA)

Two platforms
1. National Crime Combatting Forum
2. Organised Crime Secretariat

Effect on model design
• Strategy expired 2010 without review
• Geographical approach did not link process to NCPS despite the existence of the 1999 Declaration and ISRDP
• OCTA platforms faded
• NCCF also faded but later revived
12. COMMUNITY POLICING FRAMEWORK (STRATEGY)

- Flowing from country’s mission statement (“Community Centred Governance Approach”)
- Initial design specification outlined through “White Paper on Transformation of the Public Service” cutting across the “White Paper on Safety’ and the Police Act
- Specification narrowed down to tool (viz; CPF’s/Boards) which minimised strategic links resulting in the following;
  - Could not find provision in the Resource Strategy and hence no funded mandate
  - Could not read in and capture “Sector Policing as a philosophy”
  - Did not find link to NCPS
13. RESOURCE FRAMEWORK ALIGNMENT

- Link to model to long term resource planning
- Three dimensional interconnection
- Resource Matrix provision
- Capture resource requirement for operationalization of policies and legislations including specifications related thereto
14. CHALLENGES AND GAPS REQUIRING MODEL RESPONSE

- Modus Operandi Development and Advancement
  - Focus currently more on crime and less on modus operandi destruction
  - Modus operandi analysis not very much connected to research and less institutionalised and formalised
  - Sentenced prisoners exploit current gaps within the CJS and stay out of jail despite being sentenced

- Expired re-integration programmes of released offenders and parolees, leave offenders vulnerable to repeat offending

- Multi-disciplinary policy collusions end up creating root causes of crime viz; expulsion of students, learners, drop out control, etc.
Interrelated factors produce more root causes which create a conducive climate for modus operandi development (economic, social and spatial development factors)

Policing links to key pillars of the country (viz; targeting of National Key Points, attack to Grand Economic Strategy and contamination of moral fibre)

Depletion of experience

Capacity shift from the operational field/ground through policy pressure
CHALLENGES AND GAPS REQUIRING MODEL RESPONSE:

POLICY AND MANDATORY GAPS CREATING CONDUCIVE CLIMATE FOR MODUS OPERANDI

- Expired prisoners re-integration programmes and paroles
- Number of school age children on the streets
- Expelled kids from schools
- Number of single mothers below the age of 18
- Repeat Victim/Offender Profile
- Criminal runnership profile
- Sentenced prisoners with dismissed appeals outside jails
- Child Justice Act Diversion
- Ex employees by all institutions
- Drop out profile

NO MAN’S LAND
PROFILE CHALLENGES

- STATION INTELLIGENCE PROFILE
- SECTOR PROFILE
- STATION PROFILE
- MUNICIPAL PROFILE

Inflow

Outflow
CRIMINAL CATEGORIES

- Career criminal
- Multi-Dimensional criminal
- Modus Operandi pioneers
- Petty criminals

MODUS OPERANDI IMPLICATIONS

- Societal damage
- Economic damage
- Human life
- Future of the country
Modus Operandi Development and Advancement

Modus Operandi Investment Approach (criminal investment)

- Runnership
  - Drug Substance
  - Youth Offender Creation
  - Disinvestment in moral fibre
  - Spring board creation for petty offenders
  - Delivered offenders from re-intergration and parole programmes
  - Enhance school dropout rate
  - Infiltration

- Development of criminal research capacity through recruitment of unemployed graduates.
Criminal Investment in Modus Operandi Intensifies

- Community Sponsorships (Groceries), education, etc.
- Runnership Profile
- Moral Fibre Contamination
- Technological Investment (Deep Web, Dark Web, Hacking)
ANTICIPATED MODEL RESPONSE TO MODUS OPERANDI

- Create platforms/mechanisms for modus operandi analysis and research
- Depict current and planned Modus Operandi
- Link root cause analysis to modus operandi
- Modus Operandi alert links to social media and public education
- Link killing of modus operandi through normalisation processes via the slogan matrix
- Target criminal creativity and disable their invention capacity.
- Create Deep Web Analysis capacity
Criminal Creativity Profiling

- Ranking Matrix
- Modus Advancement Link
THEME INTERGRATION AND ALIGNMENT

• OPERATIONAL THEME

FUSION:

Turning information and Intelligence Into Actionable Knowledge
THEME INTERGRATION AND ALIGNMENT

• STRATEGIC THEME

Turning integrated policy and legislative matrix (products) into actionable multi-disciplinary collaborated strategic and operational designs (plans/interventions) with high impact on socio-economic development leading to a “better life for all”.
OPERATIONAL CENTRES

Joint Operational Centre

Integrated Operational Cross Cutting Policy and Legislative Centre

Contingency Planning and Disaster Management Centre

Activation Centre

War Room

CCTV Centre

10111 Centre

Modus Operandi Analysis Centre

Social Media Activation

Semi Institutional Activation

External Activation

Inter Provincial Activation
Strategic Components

- Integrated Strategic Cross Cutting Policy and Legislative Centre
- Integrated Policy Implementation and Feasibility Analysis
- Communication and Media Policy Centre
- Integrated Policy Analysis and Development
- Modus Operandi Research and Analysis
- Integrated Research Centre
- Integrated Policy and Planning Centre
- Integrated Work Study Centre
- Multi disciplinary Project Management Centre
- Best Practice Centre
- Innovation and Creativity Centre (Powerhouse Centre)
- Tele/Video Conference
- Multi disciplinary Performance Management Centre
- Integrated Research Centre

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This diagram illustrates the strategic components of an organization, with each component linked to other related centers for comprehensive policy and management.
RECOMMENDATIONS

- Review specification to conform with democratic principles and follow the direction of the country
- Develop quality control tools to keep strategic designs on check against policy and legislative specifications
- Craft specification for each and every policy direction
- Determine resource requirement for operationalisation of policies and legislations
- Research on the most cost effective method of policing in the country
- Operationalise all sections of the frameworks and strategic designs that do not meet specification requirement yet
- Link development of the policing model to the transformation of the country
“Disney land will never be completed. It will continue to grow as long as there is imagination left in the world”.

(Walt Disney)
Thank you

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