GUIDELINES: POLICE STATION MONITORING TOOL

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police

Department:
Police
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CIVILIAN SECRETARIAT FOR POLICE

1. GENERAL

This section looks at some of the key process issues that must be highlighted to give account of the duties, obligations and responsibilities attached to the National Monitoring Tool (NMT). Through the implementation of the NMT over time, it has become prudent to provide information on the key general issues that form part of the processes and procedures related to the NMT. This will ensure that all officials involved in the implementation of the NMT, either at national, provincial or regional level, have a uniform understanding on all issues related thereto.

1.1. PURPOSE OF THE GUIDELINES

The purpose of the guidelines is to provide officials with clear rules, standards and procedures to consider when conducting oversight visit using the NMT. Further, simple definitions are provided to assist official(s) to have an explicit understanding of the terms and concepts contained in the NMT and enable them to gather correct, relevant and quality information/data in an effective and efficient manner.

1.2. INTRODUCTION

The Civilian Secretariat for Police Service Act 2 of 2011 (*the Act*) establishes the Civilian Secretariat for Police that operates directly under the Minister's direction and authority. The Act mandates the civilian Secretariat to exercise civilian oversight over the police service. The Act provides for the establishment of Provincial Secretariats in order for the latter to exercise the functions and powers of the Civilian Secretariat at the provincial sphere of government. In line with the cooperative governance framework contained in the Act read with section 17(1)(a-b), Provincial Secretariats must align its plans and operations, and integrate its strategies and systems at the provincial sphere of government with the plans, policies and operations, strategies and systems of the Civilian Secretariat.

1.3. BACKGROUND: NATIONAL MONITORING TOOL (NMT)

The NMT was developed in collaboration with Provincial Secretariats for the purpose of collecting information/data at police station level. The key purpose of the NMT is to provide police station performance trends in terms of compliance to legislation, policies and directives of the Executive Authority including the status on resource allocation as provide for in the Resource Establishment System. Further, the NMT aims to achieve the following:

a) To systematically collect and analyse data and produce quality reports that reflect police station performance trends;
b) To continuously track progress against plans and recommending corrective measures;
c) To improve performance, accountability and decision-making; and
d) To generate knowledge e.g. for research purpose and maintain an institutional memory.

The NMT will evolve during its implementation with due consideration on the changing internal and external environments in safety and security matters (policing in particular) and government-wide priorities in general.

1.4. NMT REPORTING

The findings derived from the implementation of the NMT will serve as inputs toward the development of policing policy by the Executive Authority and strategies of the police service.

Thus, the NMT reports must be of high quality, objective, utilisation and development-oriented and directed to contributing towards improved governance, accountability, performance and decision making.

The Provincial Secretariats play a crucial role in gathering information/data through the implementation of the NMT. Consequently, formalised reporting standards must be set to ensure uniformity across the nine (9) Provincial Secretariats when reporting the NMT findings. In order to provide motivation for uniformity of reporting, the Civilian Secretariat designed three templates namely; NMT Police Station Reporting Template, NMT Provincial Consolidated Reporting Template and NMT Excel Spreadsheet. These reporting templates are to be communicated to the Provincial Secretariats before the commencement of the ensuing financial year.

Above all, Provincial Secretariats must submit three NMT related reports on a quarterly basis. However, the reports must be submitted within two weeks after the end of each quarter considering the administrative and logistical issues in compiling and consolidating these reports (no extensions or exceptions will be allowed). The reports referred to are as follows:
   a) NMT Police Station Reports (narrative/qualitative),
   b) NMT Provincial Consolidated Report (narrative/qualitative), and
   c) NMT Excel Provincial Consolidated Report (quantitative).

Example of due dates for reporting in the 2013/14 financial year:

First Quarter	Second Quarter	Third Quarter	Fourth Quarter
12 July 2013	14 October 2013	20 January 2014	14 April 2014

The NMT Provincial Consolidated Report must be duly approved and signed by the Head of Department (HoD) or his/her delegate before it is sent to the Civilian Secretariat. By approving the NMT Provincial Consolidated Report, the HoD would, in principle, be approving and signing-off on the contents of the NMT Police Station Reports and Excel Provincial Consolidated Report on the basis of the latter reports having informed the contents of the NMT Provincial Consolidated Report.

2. NMT IMPLEMENTATION APPROACH
This section looks at the actual implementation of the NMT.

2.1. Methodology for gathering information/data
The following methods/approaches must be used during the oversight visit when collecting information/data at the police station:
   a) The official(s) conducting the oversight visit must hold a **briefing session** to communicate the purpose of the oversight visit to the management of the police station (Station Commander, Heads of Component and other delegates as may be necessary) and the approach that will be followed throughout the oversight visit. The official(s) may use the debriefing session to interview the police station management in order to solicit **station profile** information/data. Depending on the technical skills, expertise and

composition of the officials (if more than one official), it may be prudent to allocate responsibilities per official(s) and per focus area(s).

b) **Structured interview:** to ensure uniformity and standardisation in the gathering of information/data collection, the prescribed questionnaire must be utilised. Questions are to be posed as they appear on the questionnaire. The official(s) conducting the interview may advance probing questions to the respondent(s) where necessary in order to solicit more qualitative response(s) and for the respondent(s) to corroborate responses provided.

c) **Observation:** certain questions on the questionnaire must not be asked directly to the respondent(s) but need the official(s) to make observations e.g. question 1.28.1. These observations will enable the official(s) to select the appropriate option or capture them under general comments at the end of each focus area.

d) **Perusal of documents:** most of the questions require the official(s) to peruse certain documentation in order to verify responses provided by the respondent(s) e.g. minutes of meetings, registers, files on sector policing. Through the perusal of documentation, the official(s) will be able to make an informed choice in terms of the options available on the questionnaire. Further, this process helps the official to engage with the respondent(s) where discrepancies exist in terms of the verbal response and related documentation.

e) **Feedback:** at the end of the oversight visit and having gathered all required information/data, the official(s) must hold a debriefing session with the police station management to communicate the preliminary general findings (both positive and negative). This process is meant to enable the police station management to attend to the findings in the interim while waiting for the official final report.

2.2. Time-frames for verification of documents and registers

The only specified time-frame for the sourcing of information/data is the twelve (12) months period. The questionnaire refers to this period as "*the past 12 months*" mainly because it is not aligned to a particular financial year reporting cycle as contained in National Treasury guidelines e.g. monthly, quarterly, annually. The "*past 12 months*" period refers to the "*complete*" set of 12 months prior the oversight visit at the police station (if the oversight visit is conducted during the during a certain month, the 12 months will be counted from the last "*completed*" month).

Further, the 12 months period had been broken into four parts called "*trimesters*". A trimester is a period of three (3) months and **not quarters** as commonly known in public sector reporting hence it is not aligned to a financial year. This approach was adopted to allow officials to record the performance trends and fluctuations from one trimester to the other.

Example 1: If you visited a police station on 2 April 2013, the trimesters should be arranged as follows:

1st trimester	2nd trimester	3rd trimester	4th trimester
April – June 2012	July – September 2012	October – December 2012	January – March 2013

Example 2: If you visited a police station on 2 May 2013, the trimesters should be arranged as follows:

1st trimester	2nd trimester	3rd trimester	4th trimester
May – July 2012	August – October 2012	November 2012 – January 2013	February – April 2013

The questionnaire requires the official(s) to view and verify documentation including registers within the police station to inform their choice of appropriate option(s). However, no time-frame has been attached to the questions or instances where information verification by officials is required. Consequently, officials would be required to view and verify documentation generated by the police station within the past six (6) months (or two trimesters) preceding the oversight visit.

2.3. Skip instructions
The official(s) implementing the questionnaire at the police stations must carefully take note of the skip instructions included in the tool. The skip instructions are meant to assist and guide the official(s) and guard against posing subsequent questions that may not be applicable e.g. if the police station does not have detention facilities (police cells), do not ask the remainder of the questions in the custody management section and skip to sector policing.

2.4. Standardisation
In maintaining uniformity in the completion of the questionnaire, the officials must only make use of an "X" when necessary. The use of a $\sqrt{}$ marking is thus not permitted.

Further, the date format has been designed in such a way that it is easy to capture dates. The format that must be used by the official(s) is as follows: **yyyy/mm/dd**. This format has been captured passively in the relevant boxes on the questionnaire. The official(s) must capture the date only in the format provided.

2.5. Definitions of terms and concepts
The definitions of terms and concepts will be provided per individual focus area because they may differ to a certain degree. This is meant to avoid confusion. However, the holistic list of definitions will be provided as an annexure to this document.

3. STATION PROFILE
Purpose: to get an overview of the demographics, prevalent crime trends and factors attributing to the crimes, accessibility and infrastructure developments, performance and allocation of human and physical resources of the police station. Information for this focus area must be sourced through the interactive interview with the Station Commander or his/her delegate at the station immediately after the debriefing session (preferably all members forming part of the management of the police station must attend the debriefing session to support the Station Commander in providing information for this section).

3.1. Date of the oversight visit – this refers to the date when the oversight visit started. If the oversight visit is conducted for a period of more than a day, the date of the first visit must be

recorded as the date of the oversight visit. (NB: Officials must not input two dates on the excel spreadsheet).

3.2. Accounting Police Station - refers to the police station that is the **Head** for a particular group of police stations. This does not refer to the main police station that supports satellite stations.

3.3. Rank of Station Commander - if the rank of the station commander found on the day of the visit is different from the grading of the station, the official must enquire about the difference and record such under general comments.

3.4. Appointment date of the Station Commander - the appointment date refers to the date when the member was appointed as the Station Commander for the police station. It does not refer to the date when the member was appointed in the police service.

3.5. Commissioned Officers – refers to members of the police service from the rank of Lieutenant – General

3.6. Non-commissioner Officers – refers to members of the police service from the rank of Constable – Warrant Officer (excluding student Constable)

3.7. Estimated Population within and geographical size of the station precinct – the official must request the police station precinct population estimates according to statistics prepared by the police service. The rationale to opt for the precinct estimated population statistics generated by the police service is that the Enumeration Areas (EAs) of the Statistics South Africa are not aligned to the police precinct demarcation drawn by the police service.

3.8. Types of areas that the police station is policing - the percentages of all areas must add to *exactly* 100%. The definitions of the possible types of policing areas are given below as adopted from Statistics SA, 2010:

Definitions of type policing areas[1]:

Type	Definition
Urban:	A continuously built-up area with characteristics such as type of economic activity and land use. Cities, towns, townships, suburbs, etc. are typical urban areas. An urban area is one which was proclaimed as such (i.e. in an urban municipality under the old demarcation).
Rural:	Any area that is not classified *urban*. Rural areas may comprise one or more of the following: tribal, commercial farms and informal settlements.
Formal (serviced stands):	Urban settlements (formal) occur on land that has been proclaimed as residential. A formal urban settlement is usually structured and organised. Plots or erven make up a formal and permanent arrangement. A local council or district council control development in these areas. Services such as water, sewage, electricity and refuse removal are provided; roads are formally planned and maintained by the council. This includes suburbs and townships.
Informal Settlement:	Urban informal settlements, or "squatter camps", are usually located in urban areas. The dwelling units in informal settlements are usually made of materials such as zinc, mud, wood, plastics, etc. They are typically disorderly and congested and are sometimes refer to as squatter settlements.

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[1] Statistics SA – Concepts and Definitions, 2010

Type	Definition
Business:	An area that is predominantly structured for commercial business activities (e.g. commercial mall, shopping complex, town/city Central Business District)
Industrial:	An area that predominantly has industry as its main land use.
Farming:	An area of land, together with its buildings, concerned with the growing of crops or the raising of animals.
Plot/small holding:	A piece of land smaller than a farm used for cultivation of vegetables or the breeding of animals.

3.9. Prevalent crimes in the policing precinct - this refers to the **5 most prevalent crimes** within the station precinct in the past 12 months. This information could be linked with the performance rating of the station.

3.10. Performance rating in terms of Performance Chart – performance rating refers to the star-position of the police station and various components in terms of its performance **within the police station**. The interviewer should request a copy of the Performance Chart to view and verify the ratings.

3.11. Performance ranking in terms of Performance Chart – performance ranking refers to the position of the police station in terms of its performance **within the Province**. The interviewer should request a copy of the Performance Chart to view and verify the ranking.

3.12. Internal and External environments – in order to gather information/data on this focus area, the official must make observations prior getting into the police station and during the oversight visit. Direction markers/boards should be clearly seen from the surrounding area(s) and streets to clearly indicate the direction to the police station. The blue light should be clearly visible outside the police station including signage to the different components. The South African Flag outside the station must be hoisted correctly – Red on top and blue at the bottom. The SAPS flag must have the SAPS logo and the South African flag depicted at the top right corner. Accessibility by persons with disabilities should be inspected against the standards indicated in the check list attached as Annexure "A".

3.13. Security measures at the police station – the Control of Access to Public Premises and Vehicles Act 53 of 1985 regulates the access control to public premised. Every person and vehicle that enters a public premise must be controlled and records kept (Access Control Register) by the security official(s) responsible for access control.

3.14. The physical conditions of the police station – officials must observe and make self-judgment (pictures to corroborate the chosen option may be taken and attached to the report as annexure).

3.15. Definitions under Station Profile
   a) Access control **in place** – all the gates to the police station are manned by security officials (or any other form of access control)
   b) Access control **partially in place** – not all gates to the police station are manned by security officials

c) **New police station** – refers a police station that was constructed in areas where no police station existed previously[2] (preferably a police station build after 11 May 1994)

d) **Re-established police station** – existing police station that are replaced by new structures on its existing site[3]

e) **Newly Re-established police station** – existing police station that is replaced by new structures on a new site[4]

f) **Repaired and Upgraded police station** – existing police station that is extensively repaired and upgraded, which include additional accommodation[5]

g) **Date completed** – refers to the date when the police station was officially opened or when maintenance and repair work was completed

4. STATION MANAGEMENT

Purpose: to ascertain whether the necessary meetings are held to discuss all issues relating to the functioning and operations of the police station. It further seeks to ascertain the management of complaints lodged against the police service. Information for this section should be verified through the inspection of files, registers and interview with the Station Commander or his/her delegate. The **monitoring standards** relevant for this focus area are:

a) **Standing Order 28**: Duties and Responsibilities of Station Commander

b) **Standing Order 101**: Complaints Management

4.1. Meetings - Standing Order 28: Duties and Responsibilities of Station Commander

Purpose: to ascertain whether the Station Commander hold meetings with members at the station. The official(s) must peruse records of minutes for the respective meetings. The frequency of meetings indicated on the questionnaire must correspond with the records of minutes. For instance, if the frequency of full management meetings is monthly, the records of minutes must reflect frequency. Attendance registers and agenda/discussion points can also serve as a form of verification especially for the station lecture.

4.2. Public Complains Management – Standing Order 101: Complaints Management

Purpose: to ascertain the compliance level on the provisions of Standing Order 101 in respect of complaints management (how complaints from the public are received and processed). It is required in terms of paragraph 4 of Standing order 101 requires that the Station Commander must keep an electronic database of all complaints at the *business unit* where complaints are received and processed.

The complaints register (either electronic or manual) must be viewed and perused for verification purposes. The perusal of the complaints register will also assist to ascertain the level of compliance to paragraph 6 of Standing Order 101 in terms of the time frames (30 working days) given from receiving and finalization of a complaint.

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[2] SAPS Strategic Plan 2010-2014
[3] SAPS Strategic Plan 2010-2014
[4] SAPS Strategic Plan 2010-2014
[5] SAPS Strategic Plan 2010-2014

5. COMMUNITY SERVICE CENTRE

5.1. Cubicles and Registers

Purpose: to record the number of cubicles and ascertain the level of compliance to relevant Standing Orders on the maintenance of registers at the police station. The Station Commander must maintain all the CSC Registers and conduct third level inspections on all registers at the police station. All registers referred to in this section must be kept at the CSC where all members can easily access them. The **monitoring standards** relevant to this focus area are:

a) **Standing Order 253**: Information Book
b) **Standing Order 303**: Occurrence Book
c) **Standing Order 331**: Property of persons in custody of the police service
d) **Standing Order 362**: Custody Register
e) **Standing Order 331**: Prisoner's Property

In verifying information for this focus area, the following must be done:

a) Check for record of inspections conducted by the CSC member, CSC Commander and Station Commander;
b) Physical verification by checking police cells against the Custody Register;
c) Inspecting the Custody Register against the J398 and J399 Receipts; and
d) Ask questions to members at the CSC to assess the level of knowledge and understanding on station orders, national instructions and regulations.

CSC Registers and verification activities:

Type of Register	Verification activities
Custody Register **SAPS 14**:	This register is used to record the details of suspects detained at the police station. For verification purposes, the official must check the register against the actual detainees in the police cells. The warrant of detention could also be checked against the custody register to ascertain whether the detainees at the police station are the correct detainees. Juveniles and female detainees must be marked in red. The monitoring standard applicable for this register is **Standing Order 362**.
Prisoner's Property Register **SAPS 22**:	This register is used to record all items or property that is in possession of the suspect at the time of the arrest. The suspect must be given a copy of the recorded property. Official(s) must check the register against the actual property. The monitoring standard applicable for this register is **Standing Order 331**.
Shift Commander's Report **SAPS 15**:	A report compiled by every shift commander that includes members on duty on a particular shift. Official(s) must check for signatures of both the shift Commander, CSC Commander and Station Commander
Occurrence Book **SAPS 10**:	This register is used to record all incidents and activities that occur at the police station. Official(s) must check for inspections conducted and could cross check whether police cell visits are recorded by the CSC members and Station Commander. The monitoring standard applicable for this register is **Standing Order 303**.
Firearms Register **SAPS 457**:	This register is used to record CSC firearms that are allocated on a daily basis to members conducting operational duties. The same register is used to allocate bullet resistant vests and hand cuffs, firearm magazines and bullets. All the allocation records must be reflected in the Occurrence Book. Official(s) must check both registers for consistency and signatures of recipients of the firearms. The SAP 457 Register should be viewed against the actual number of firearms that are booked in

	and out at the CSC.
Information Book:	Used to record very important information that must be known by every member and every shift commander at the police station.
Release on Bail Register **SAPS 496**	This register is used to record all suspects/accused who were release on police bail at the police station before first court appearance. Officials must inspect this register against the Custody Register, the J398, J399 and the SAPS 22. In determining whether the register is updated, officials must check whether the register has been inspected, whether the types of crime under which a police bails is given are not those listed in Part II and III of the Criminal Procedure Act 51 of 1977. (see Annexure B for a full list off all criminal offences listed in Part II and III of the Criminal Procedure Act).

      a) The following should be taken into account when perusing the Register SAP 496: Check if there are daily inspections on the register
      b) The officer who releases the suspect should be of the rank of a Sergeant up
      c) The release can only be done on crimes other than those under Part I, Schedule 2 of the CPA such Assault Common, Intimidation, Crimen Injuria and Malicious damage to Property (value less than 2500 or as determined in the Gazette), Trespassing etc. (These crimes should not be related to DV or the involvement of a firearm)
      d) Check if there is a full signature of the member releasing the suspect (signature bearing the persal number, initials and surname of the member printed)
      e) The age of the suspect
      f) If the suspect is regarded as a minor the age must be reflected
      g) The date, time and place of the trial must be clearly written down

5.2. Domestic Violence Act, 1998

The DVA 116 of 1998 (sec 18, subsections 3) instructs the National Commissioner to issue National Instructions as contemplated in section 25 of the SAPS Act (68 of 1995), with which the members must comply in execution of the DVA. Audit of the station will therefore be based mainly on the station's level and ability of compliance with the issued National Instructions, (which is National Instruction 7/1999). However this does not mean compliance with the actual DVA and SAPS Act will not be considered.

Purpose: to ascertain the level of compliance to the provisions of the Domestic Violence Act, 1998 and paragraphs 3, 6, 10, 12 and 14 of National Instruction 7 of 1999. In terms of paragraph 3, the Station Commander must ensure that certain documentation e.g DVA, DVA Regulations, National Instruction and Station Orders is available at the CSC. Further, the Station Commander must ensure that all DVA related registers and documentation are maintained and filed. The **monitoring standards** relevant in this focus area are:
    a) Domestic Violence Act 116 of 1998
    b) National Instruction 7 of 1999: Domestic Violence

The official(s) must request the DVA file to check for the availability of the documents mentioned in paragraph 3 of National Instruction 7 of 1999.

5.2.1 Regulatory Compliance

This section looks at the stations' ability to comply with accurate availability and maintenance of the required documents as stipulated in the SAPS National Instruction section 3 subsection 5 (a-e). Questions on this section will be directed to the CSC Commander. The files should be kept in the CSC where all members can easily access them.

In verifying information for this section the following should be done:
   a) Inspection of files and registers to see if all the relevant documents are available and updated.
   b) Ask questions to members at the CSC to assess the level of knowledge and understanding on station orders, national instructions and regulations.
   c) Check the SAPS 15 for all shifts to see deployment of members.
   d) Request a sample of SAPS 206 from members on duty to check for entries and signature of the Commander

5.2.2 List of organisations and services

According to the SAPS National Instruction 7/1999, it is the duty of the Station Commander to compile the list of services, after having identified organisations in his/her precinct, which must be updated at least once every six months. *(Sec 3 Subsections 2, 3 &4)*

5.2.3 Recording of DV Incidents

This section specifically looks at the proper recording and upkeep of documents at the station. Various sections in the National Instructions clearly indicate how, where and when recording and maintenance of all incidents relating to domestic violence should be done, (e.g. Sec 10; Sec 12; Sec 14)

5.2.4 Recording in the SAPS 508b

To verify whether entries are made correctly into this register, look at the front page cover of the register. This cover page clearly explains what each column means and what or how information should be recorded in each column.

5.2.5 Non-compliance complaints

Section 14 obligates the Station Commander to keep records of all reported incidents of non-compliance against the members on **SAPS 508.** A consolidated return must be submitted every month to the Provincial Commissioner. If there are recommendations from the ICD or the Secretariat, (based on previous audit or reports by the public), progress report on the implementation should be provided. An explanation should be given for failure to implement recommendations. If the Station Commander does not have the SAPS 508 register, it indicates non-compliance. Information should aldo be verified with HR: Discipline management unit.

5.2.6 Implementation of DVA

In this section the focus is on assessing the station's level of compliance with regard to the actual implementation of the DVA by the members. The aim is to identify the level of knowledge and understanding with regard to legislation. It is also to identify the gaps or challenges that

might be contributing to non-compliance. Questions in this section will look at the knowledge of members, operational plan of the station and availability of relevant resources to ensure effective and efficient implementation.

5.2.7   Assisting a complainant

In answering this this question the official must tick the relevant boxes as the SAPS member is explaining how they would go about the process. It is important to note that options must not be read to the respondent; rather the official should ask question 4.2 and select the correct box as the member responds. The official can guide the member by asking probing questions, e.g. "how can you make sure that the complainant understands the remedies available to them" – this will answer the question about handing in the notice (Form 1) and explaining in the language of the complainant's choice.

5.2.8   Training of Members

Records of members that attended training must be verified with Human Resources Management unit.

It is important to understand whether the training received by members is relevant. This should be done by checking what type of training was received and who offered the training, e.g. government department, NGO or any other institution. Records of attendance of such training should be availed.

5.2.9   Discipline Management

This question seeks to provide evidence to disciplinary processes against members who are perpetrators or alleged perpetrators of domestic violence and whether the station is taking proper action against them as required by the DVA.

5.2.10 Definitions of registers related to the implementation of DVA

Register	Definitions
SAPS 508a –	Report of Domestic Violence Incident Form. This form must contain the responses of the member, regardless of whether or not a criminal offence has been committed. The SAP 508a should be filed with reference numbers and according to months.
SAPS 508b –	Domestic Violence Register for recording of all incidents of domestic violence. Details of Protection Orders must be entered in the appropriate column of the SAPS508b.
SAPS 508 –	Register or form where reported incidents of failure to comply with the DVA, the Regulations and the National Instructions by a member are recorded
Form 1 –	A notice for informing the complainant about remedies available in terms of the DVA.
SAPS10 –	Occurrence Book used to register of all incidents and activities that occur at the station. (e.g. it can be used to verify if the station commander visits the cells).
SAPS 15	List of members on duty on a particular shift

5.3. Child Justice Act, 2008

Purpose: to ascertain the level of compliance to the provision of the Child Justice act, 2008 and paragraph 3 and 4 of SAPS National Instruction 2 of 2010. The purpose of NI 2 of 2010 is to ensure that members treat children in conflict with the law in a child justice system designed to break the cycle of crime, which will contribute to safer communities, and encourage them to become law-abiding and productive adults. The **monitoring standards** relevant to for this focus area are:

a) **Child Justice Act 75 of 2008**
b) **National Instruction 2 of 2010: Children in conflict with the Law**

The official(s) must request the DVA file to check for the availability of the documents mentioned in paragraph 3 of National Instruction 2 of 2010.

Juveniles must be recorded in red ink in the Custody Register for easy of reference. Further, juveniles must be separated from adults in the police cells and be detained for the shortest possible period.

5.4. Sexual Offences Act, 1998

Purpose: to ascertain the level of compliance to the provision of the Child Justice act, 2008 and paragraph 3, 11, 17 and 19 of SAPS National Instruction 3 of 2008. The purpose of this National Instruction is to ensure that members render a professional service to victims in respect of the investigation of offences of this nature and to assist victims in this regard. The **monitoring standards** relevant for this focus area are:

a) **Criminal Law (Sexual Offences and Related Matters) Amendment Act 32 of 2007**
b) **National Instruction 3 of 2008: Sexual Offences**
c) **National Instruction 22 of 1998: Support to victims and related aspects of the investigation**

The official(s) must request the DVA file to check for the availability of the documents mentioned in paragraph 3 of National Instruction 3 of 2008.

5.5. Victim Friendly Room (VFR)

Purpose: to ascertain the level of compliance to the provisions of the Victim's Charter, Service Charter for victims of crime is SA, Minimum Standards on services for victims of crime, JCPS Framework and National instruction 2 of 2012. The purpose of this National Instruction is to ensure that the rights of victims of crime are recognised and protected by members of the police service and to provide minimum standards for the establishment and maintenance of Victim Friendly Rooms (VFR's) in the police service. The **monitoring standard** relevant for this focus area is the **National Instruction 2 of 2012: Victim Empowerment**.

The questions are asked to establish whether the station has a VFR, is it well utilized and for the intended purpose and is it appropriately resourced (as obligated by the SAPS National Instruction on Victim Empowerment, 02 of 2012). Members are also expected to have an understanding of the Victim Empowerment Programme and regular training should be conducted. To verify information, the VFR should be physically viewed and the following checked:

a) Register of cases reported
b) List of organization
c) Details of volunteers
d) Condition or state of the room

Further, this focus area seeks to determine the establishment, resourcing and utilization of the VFR. Every police station must have a VFR to interview victims of crime in privacy and be operational 24/7 (every day and night). Should a police station not have a VFR then they must arrange to interview the victim in private, by using the interview cubicles or an available office. Depending on the space available furniture and equipment must include the following minimum standard items:

a)	A desk and chair for the police officer;	f)	White board and/or pin board;	k)	Burglar-proof on all outside doors and windows;
b)	Chairs (two) for the *victim*(s);	g)	Stationery;	l)	Register to capture the details of the *victim*;
c)	Lounge suite (three or four-seater);	h)	Dustbin;		
d)	Filing cabinet;	i)	Tea table;	m)	First aid kit; and
e)	Lockable cupboard;	j)	Cleaning equipment (broom and mob) and material (soap);	**n)**	Fire extinguisher.

Every Station Commander must designate a member as the Station Victim Empowerment Co-ordinator responsible for the implementation, co-ordination and management of matters relating to victims in his or her police station. Members working in the VFR must maintain the Victim Empowerment Register (be kept to record the information of all victims assisted in the VFR) and make available the Victim Empowerment Form (which consists of detailed information of the victims). The Station Commander must compile and forward to the cluster commander quarterly reports on the functioning of the VFR.

The VFR Check list can be used to ascertain the functionality of the VFR from a physical resource point of view *(mark with Y-Yes and N-No)*:

Key Standards	Yes	No	Other standards	Yes	No
a) VEP Co-ordinator			i. Burglar-proof on doors and windows		
b) VE Register			ii. Stationery		
c) VE Form			iii. White board and/or pin board		
d) Quarterly VFR Reports			iv. Dustbin		
e) Filing cabinet			v. Cleaning equipment and materials		
f) Lockable cupboard			vi. Lounge suite (three or four-seater)		
g) A desk and chair			vii. Tea table		
h) Chairs (two) for the *victim*(s)			Total score		
i) First aid kit			% Resourced		**%**
j) Fire extinguisher			Comments:		
k) VFR operating 24/7					
Total score					
% Resourced		**%**			

Definitions:
a) **Resourced and functional** – if over 80 per cent of the key standards are available at the police station
b) **Not functional** – if there is less than 80 per cent of the key standards are available at the police station

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6. CUSTODY MANAGEMENT

Purpose: to ascertain the level of compliance to the provision of standing order 361 and other related policies, directives and legislation relevant to the detention of suspects in police cells. The police service is responsible for securing detainees while in police cells until their first appearance in court (not later than 48 hours) as provided for in section 50(1),(2) of the Criminal Procedure Act, 1977 (Act No. 51 of 1977). In addition, the Correctional Matters Amendment Act 5 of 2011 regulates the detention of suspects in detention facilities which include police cells. It is thus implied that the police service must have detention facilities in the form of police cells to detain suspects while other processes of the Criminal Justice System is being carried out. It is also important that the detention facilities comply with the safety and health standards. The **monitoring standards** relevant in his focus area are:

   a) **Correctional Matters Amendment Act No 5 of 2011;**
   b) **Standing Order 361: Handling of persons in the custody of the police;**
   c) **National Prevention Plan to prevent escapes in police custody, 2011; and**
   d) **IPID Regulations, 2012.**

The official(s) must perform the following activities in order to solicit the information/data required and must be accompanied by a member of the police service when visiting the police cells:

   a) Physically count the police cells and the number of suspects, and observe if there are juveniles detained. Check the custody register to ascertain the length of time juveniles spent after arrest (juveniles must be recorded in red ink on the custody register and be separated from adult detainees)
   b) Make physical observation on the cleanliness and state of repair of the police cells, and also make observation for any contrabands in the police cells;
   a) Check correlation between the custody register and warrant of detention issued by the court (J8 is order to remove and J7 order of detention)
   c) Inspect the occurrence book to verify whether the visits by the CSC members and Station Commander and serving of meals to detainees are recorded;
   d) Inspect the occurrence book to ascertain whether incidents of escapes are recorded (verify information by viewing CAS 8.1.1.1 and notification form (version 1 of 2011) and information regarding prevention of further escapes);
   b) Request the records/register of complaints by detainees and steps taken to address complaints
   c) Request the report (prepared for IPID) in respect of deaths that occurred in the police cells. Records must be provided and the progress report on inquest. To ascertain the correctness of the response in relation to reporting of incidents of death(s) in custody to the Independent Investigative Police Directorate (IPID), request proof of submission to IPID (Form 1). Paragraph 5 of SAPS Circular 1/1/4/1 dated 12 April 2012, obliges the station commander and/or members to keep a copy of proof of submission of incidents to IPID.

Definitions:
   a) **Holding cells** are temporary cells at the CS meant to secure the suspect for a short period while the necessary documentation and registers are filled. Once all the

documentation and registers are properly filled, the suspect must be taken to the detention cells until the next court date or released on bail at the police station;

b) **Detention cells** are permanent cells that are used to detain suspects for court proceedings or while further investigations ensue. However, note must be taken that suspects must not be detained at the police detention facilities for more than seven days, unless authorised by the court;

c) **Juveniles (child)** – any person under the age of 18.

7. SECOND HAND GOODS ACT, 2009

This section seeks to determine the level of compliance by the station in terms of implementation of the Second Hand Goods Act 6 of 2009.

8. FIREARMS CONTROL ACT, 2000 AS AMENDED

Purpose: to ascertain the level of compliance to the provisions of the Firearms control Act, 2000 and the letter dated 23 may 2012 from Divisional Commissioner: Vispol. Information for this focus area must be collected through interviews with the Vispol Commander and/or the Designated Firearms Officer (DFO). The questions are aimed at establishing compliance or non-compliance with the Firearms Control Act, 2000 (as amended), appointment of a DFO and check whether the stations is adequately dealing with the amnesty firearms and the processing of applications. All firearms related applications must not be retained by the DFO for more than six weeks and must be finalized within 90 days.

The **monitoring standards** relevant for this focus area are;
   a) **Firearms Control Act (FCA) 60 of 2000 as amended**
   b) **FCA Regulations, 2004**

To verify information:
   a) The SAP 86 Register should be viewed against the entries in the Enhanced Firearms Registry System (EFRS). Check records of both new and renewal applications and correlate with the EFRS System by randomly choosing any application(s) and request the DFO to make an enquiry on the EFRS System to view status and progress;
   b) Details of the DFO should be availed with the record of training received to indicate relevance of the training;
   c) Check the records of resources allocated to the DFO; and
   d) Check the reasons for delays in processing of firearm related applications.

9. EXHIBIT STORE (**SAP 13 STORE**)

Purpose: to ascertain the level of compliance to Standing Orders 333, 334, 336, 337, National Instruction 3 of 2002 and the property Control and Exhibits Management Manual, 2006. The questions in this focus area seeks to ascertain the efficiency and effectiveness of exhibit management from its inception to destruction, the management of amnesty firearms in line with the FCA and firearms surrendered to the police services. The **monitoring standards** relevant for this focus area are:

a) **National Instruction 3 of 2002: Voluntary surrendering of a firearm by a person who is in lawful possession**
b) **Standing Order 333: Exhibits**
c) **Standing Order 334: Property Register**
d) **Standing Order 336: Lost, stolen and found property**
e) **Standing Order 337: Dispatching of firearms and ammunition forfeited to the state**
f) **Property Control and Exhibits Management, 2006**

The SAPS13 Stores should be demarcated according to Firearms, Goods/equipment and Vehicles (SAPS13 Camp). In the firearms store, it should be noted that the firearms must be separated according to category e.g. amnesty firearms, exhibits, etc. To verify information the official(s) must physically visit the SAPS13 Store to make observations and peruse the Property Register. In the process of verifying responses and information given by designated SAPS13 Officer, the following must be perused:

a) Availability and updating of the property register. The property register will be regarded as updated provided that all exhibits are recorded, the tagging of exhibits correlate with the register, the relevant members had made inspections and signed the register. If the property register is not updated, the official(s) must make a comment on what is missing from the register.
b) Correlation between the register and the actual items at the SAPS13 store. This can be done by randomly selecting any number in the register and requesting to see it.
c) Tagging and numbering of exhibit property
d) In order to ascertain the state of repair and maintenance of the SAPS13 stores, the official(s) must make observations.

9.1. Amnesty Firearms
The firearm amnesty is declared by the minister of Police and approved by parliament in terms of Chapter 20, Section 139 of the Firearms Control Act, 2000 (as amended). Firearm Control Act Regulation 93 regulates that amnesty firearms in the custody of the police service must be destructed within six months after the end of the amnesty period. The Registrar (National Commissioner) must issue an instruction to all business units for permission to destruct amnesty firearms (Regulation 104).

Official(s) must peruse the amnesty firearm register to ascertain the number of amnesty firearms available at the police station. If there are amnesty firearms, the SAPS13 Officer must provide specific reasons to this effect and indicate the challenges experience in processing amnesty firearms.

9.2. Voluntary surrendering of firearms
National instruction 3 of 2002 is to regulate the voluntary surrendering of a firearm to the Service, by a person who is in lawful possession thereof. All surrendered firearms are also recorded in the Property Register and kept in the SAPS13 Store. The member designated by the Station Commander for the purpose of this instruction, must ensure that all surrendered firearms are properly processed from inception until they are destructed.

There is no specific time-frame attached to the processing of surrendered firearms by the police service however, measures must be initiated to ensure that the firearms are recorded, profiled, deregistered as quickly as possible and destructed after determining if the firearm must be preserved for posterity at the South African Police Service Museum.

10. SECTOR POLICING

Purpose: to ascertain the level of compliance with the provision of National Instruction 3 of 2009 and the progress made by the police service in implementing sector policing. The monitoring standards relevant for this focus area are:
   a) National Instruction 3 of 2009: Sector Policing; and
   b) National Instruction 8 of 2011: Roadblocks, Checkpoints and cordoning

In terms of National Instruction 3 of 2009, the establishment of sectors must progress as follows:
   a) Determining the boundaries of sectors;
   b) Compilation of Sector Profile;
   c) Appointment of Sector Commander and posting of Sector Teams; and
   d) Establishment of Community Police Sub-forum.

The official(s) must perform the following activities:
   a) Request and view the copy of the National Instruction;
   b) Request and peruse files for each sector to ascertain the functioning of the sectors;
   c) Request and view the duty roster to verify deployment of members and reservists, and resource allocation in sectors;
   d) Request, view and verify the list of authorised drivers and check against the duty roster for each shift;
   e) Request and peruse the record of crime prevention operations conducted;
   f) Request and peruse the crime prevention strategy; and
   g) Physically view the road block equipment. Road block equipment includes road signs, cones, and reflectors. This equipment can be kept in a trailer.

Reaction time

The aim is to check adherence to the standard response time as set by the SAPS. Should the station be failing to meet the average reaction time, they must provide reasons. National Targets are as follows for 2012/2013 financial year: (Alpha = 19:05, Bravo = 24:33, Charlie = 21:45)

Definitions:
   a) **Alpha** – incidents or crimes that are in progress/taking place at the time of reporting;
   b) **Bravo** – incidents or crimes that have already taken place;
   c) **Charlie** – attempted incidents / crimes;
   d) **Sector Policing Coordinator** – a designated member who co-ordinates all the administrative functions and activities relating to sector policing at the police station;

e) **Sector Profile** - a planning tool that is used to provide policing direction to the *sector* in identifying the needs, concerns, perceptions and abilities of a community within a *sector* and crime related aspects;

f) **Sector Team** - team designated for every *sector* to perform police patrols and render the necessary services to the community, including responding to complaints.

g) **Community Police Sub-forum** – refers to a forum within a sector where issues of crime are discussed. The forum would include community based organisations, institutions and other interested groups

h) **Authorised driver** – refers to a member/employee of the police service who has been authorised to drive state vehicle in terms of chapter 6 of National Instruction 4 of 2011.

i) **Hot spot** – refers to an area where there is consistent reporting of crimes

j) **Crime prevention operations** – initiatives taken by the police station towards the prevention of crime;

k) **Law enforcement agencies** – could include Examples of law enforcement agencies include Municipal Police, Provincial Traffic Police, and Private Securities. To verify information, view the Joint Operation Plans.

11. RELATIONS WITH THE COMMUNITY

Purpose: to ascertain the level of compliance to the provisions of SAPS Act, 1995 in terms of the establishment of Community Policing Forum. This focus area aims to establish the extent and state of the relationship between the community and the station, and establish the level of community participation in the fight against crime. The fight against crime requires a partnership approach between the law enforcement agencies and communities. The SAPS Act of 1995 gives provision for the establishment of Community Policing Fora (CPF) as a collaborative structure meant to represent communities when engaging with the police service in crime fighting initiatives.

CPF must have a Constitution with a code of conduct and its members should be security vetted where necessary. Furthermore, CPF must keep records related to its functioning which include minutes of meetings, community complaints and feedback. Questions in this section should be directed to the Station Commander, VISPOL Commander and the CPF chairperson or a delegated member of the CPF.

The official(s) must perform the following activities:
a) The official(s) are advised to invite the CPF Chairperson/members to source and verify information provided by the police station;

b) Request the CPF file to view documentation in order to ascertain the establishment and functioning of the CPF including the composition of the executive members per race and gender, and information on other stakeholders that are involved in CPF;

c) Request, view and peruse the CPF minutes of meetings in order to ascertain the frequency of executive and public meetings, and the attendance of the management of the police station,

d) Request pamphlets or booklets and minutes of meetings in order to verify the channel used by the police station to communicate social crime prevention strategies;

e) Request the copy of the community safety plan; and
f) Request and peruse the complaints register maintained by the CPF and check records of feedback to the community

NB: Interview the Chairperson of the CPF or his/her delegate to corroborate the response provided by the station in respect of this section

12. DETECTIVE SERVICES

Purpose: to ascertain the performance trends of the detective services in terms of overall management, allocation of resources and case docket management. Detectives play a critical role in the Integrated Criminal Justice System (IJCS) by investigating cases against those who are found to be non-compliant to the rule of law. The detectives' work feed into the prosecution system to assist the prosecuting authority to secure convictions. Thus, support to the detective environment in terms of resources and other support services e.g. proper statement taking, is critically important if the police service is to achieve its strategic goals and objectives.

The **monitoring standards** relevant to this focus area are:
a) **National Instruction 2 of 2001: Registers and Finances of Informers; and**
b) **Standing Order 324: Checking of case dockets**

Information on this focus area should be obtained through interview with the Detectives Commander and the detectives can also be interviewed for clarification of some questions. These questions are focused on providing information regarding the effectiveness, efficiency and capacity of the detectives within the station. This will assist in identifying the challenges that might hinder effective detection of cases that contribute to high withdrawal rate of cases. All information must be verified against available records in the unit. Relevant registers and records should be requested for perusal, e.g. SAP 6, court register, and docket register. Information on the state of resources will be verified through observation and questions for clarity.

The official(s) must perform the following activities:
a) If the police station has special interview rooms, physically view the rooms;
b) Request a copy of the SAPS6;
c) Request the respondent to calculate the detection and conviction rates of the police station including those of the individual crimes;
d) If statement taking is average or poor, request the respondent to physically provide proof (e.g. get a written statement from a docket and indicate the deficiencies)
e) Request the persal report in respect of the record of experience of detectives;
f) If the police station has a CIO, interview him/her to get a sense of whether he/she understands the role of the CIO;
g) Request, view and peruse the court register, docket register and finger print register;
h) Request minutes of meetings within the detective services environment;
i) Request case dockets and check whether inspections are done by the group, detective and station commanders;

j) Request the statistics relating to the detectives who have been charged with corruption (there is a need to correlate these statistics with the discipline management statistics);

k) Request and peruse the docket store register to check whether inspections are done;

l) Request docket loss statistics;

m) Physically visit the detective offices to view whether detectives have filing cabinets, safes and/or strong rooms; and

n) Physically request the respondent to demonstrate how the e-docket system works.

Location of detective offices
This question will help to determine the safety and security of dockets, access for public and availability of resources for the detectives.

Statement taking
If the station is experiencing poor statement taking, check if they have any developmental plans in place. If they have no challenges, they can share their experience for best practice model.

Definitions of the columns in SAPS 6 Register:

1	Reported cases	8.1	Previously to court cases
2	Carried forward cases	8.2	Guilty cases
3	Send to court cases	8.3	Not guilty cases
4	Withdrawn cases at station	8.4	Withdrawn cases in court
5	Untraced cases	8.5	Settled otherwise in court cases
6	Unfounded cases	8.6	Not yet completed in court cases
7	Not completed cases		

Informers: View and verify
Peruse documents to find out how many informers are registered per Detective (at least 3 per Detective) and amount of money claimed for the informers for a particular period.

FCS feedbacks
The question seeks to determine if progress on investigation of cases by the FSC unit is communicated to the Branch Commander.

Docket management (inspection): view and verify
Randomly select dockets and check instructions on the last page of the docket on tracking diary. Check for compliance to instructions given by the supervisor and the prosecutor. Check profoma for feedback to the client inside the docket. Dockets should have signatures of supervisors to indicate whether they have been checked. View records of inspection to ascertain frequency of docket inspections.

Docket loss
If there has been lost dockets, establish what happened and whether there were any actions taken against members who lost the dockets. If yes request progress report.

Archives

Archives are sometimes referred to SAP6 store or docket store. Dockets should be filed in year, month and day order, and be easy for the detectives to locate and/or find filed dockets.

CJS Forum

CJS is a meeting with all criminal justice stakeholders to discuss challenges and developments in the CJS cluster. **Case flow management meeting** is a meeting between the detective(s) and the prosecutor(s) to discuss cases and dockets to be presented in court.

13. RESOURCES MANAGEMENT

Purpose: to establish whether the actual resources are being effectively utilized and whether the discrepancy between the actual resources and the allocated resources according to RAG, has any negative effect in the performance of the station. The SAPS utilises the Resource Establishment System (RES) and the Resource Allocation Guide (RAG) to determine the resources that should be allocated to police stations. The RES is supported by the Resource Programme Committee (RPC) as required by NI 6 of 2000 in terms of coordinating resource needs from all levels within the police service.

The RES should take into consideration the socio-economic and other factors within the policing precinct when determine the allocation of human and physical resources. Resources (human and physical) must be provided to enable police stations to deliver the services required by the communities they serve. The SAPS uses the Resource Allocation Guide (RAG) to ascertain the quantity of resources to be provided per the establishment of police stations.

This section focuses on the allocation, utilization and general management of all resources in the station, including human and assets. Information on this section should be gathered through interviews with Head of Support Services or designated officer. The monitoring standards relevant to this focus area are:
    a) SAPS Employment Regulations, 2008
    b) SAPS Discipline Regulations, 2006
    c) SAPS Grievance Management Guidelines
    d) Loss Management Manual
    e) Manual on SAPS Garages
    f) National Instruction 6 of 2000: Optimal distribution of resources at police station
    g) National Instruction 2 of 2004: Management and Administration of Leave
    h) National Instruction 3 of 2003: Employee Assistance Programme
    i) National Instruction 1 of 2005: Performance Enhancement Process
    j) National Instruction 4 of 2011: State Vehicles
    k) National Instruction 2 of 2011: Management of AVL System in state vehicles

NB: most of the information under this section can be verified and cross-checked with the help of the information on the Performance Chart administered by the Crime Intelligence Officer at the police station.

13.1. Human Resources

RAG – Resource Allocation Guide / Theoretical Human Resource Requirements (THRR)
RAG provides details of the resource allocation according to the needs of the station. The RAG should be viewed to verify the last date of update. A follow up question should be asked to clarify how the RAG was established, i.e. how the needs of the stations were identified.

Personnel allocation - seeks to address issues related to transformation with regard to the implementation of Employment Equity Act and allocation of resources. The actual allocation of resources must be compared with the granted allocation as per the RAG to ascertain whether the police station has more personnel or personnel shortfall. Obtain information on the total number of personnel on the RAG.

Request information on active reservists per category (A, B, C, D) and apportion them accordingly on the table in terms of race and gender.

13.2. Recruitment
The focus is on new student recruits. Note should be taken that student recruits are solely meant to perform operational duties, thus there should be no new student recruit performing duties under support services. If the recruitment process does not address the staffing needs of the police station, the respondent must provide reasons and indicate the ideal option that can be used to address the challenges.

13.3. Leave Management
Leave management has been identified as one critical aspect of the personnel management environment that requires the attention of SAPS management because of its vulnerability to abuse. The focus of this area is on sick leave and incapacity leave. It further looks at the level of absenteeism by members without permission.

The official(s) must request, view and peruse the leave register to verify responses given. For the employees on incapacity leave, full details and information must be provided i.e. whether the members applied and the decision taken by the Board. Check if applications are properly processed and the period on which the leave was taken.

In terms of absenteeism, the respondent must provide information on the steps taken by the police station to ascertain the whereabouts of the affected member; and whether disciplinary action was taken to correct the behavior, whether the member is still being remunerated etc.

13.4. Employee Health and Wellness (EHW)
The SAPS developed and issued National Instruction (NI) 3 of 2003 in order to regulate the use of the Employee Assistance Programme (EAP) as a mechanism to attempt to address problems emanating from work pressures. The EAP includes debriefing of employees who have experienced traumatic incidents in regulated by NI 18 of 1998.

The official(s) must request information relating to the appointment of a designated EHW Officer and be able to physically provide proof of how the police station communicates EHW services to its members (view and peruse copies of pamphlets, minutes of station lectures). The official(s) must view EHW registers to verify responses in terms of the number of referrals. Check whether the station has EHW services, if not where are the nearest services? Verify information by viewing HR files.

13.5. Performance Management

SAPS Act Employment Regulations, 2006 prescribe that performance agreements be entered into between the cluster and Station Commanders, and between Station Commanders and heads of component. The purpose of entering into performance agreement is to communicate to the employee/supervisee the performance expectations of the employer/supervisor. This is to ensure that the required performance expectations are explicitly agreed upon and that failure to perform could authorise the employer to take certain corrective measures.

The official(s) must request and peruse the performance agreement of the station commander and performance enhancement plans of the Heads of component to ascertain the dates of performance assessment and be able to indicate compliance to the time-frames for undertaking performance assessments.

In the performance agreement files check the following:
   a) Date of the performance agreements – should be the current financial year.
   b) Signatures – must be signed by both the supervisor and supervisee
   c) Number of agreements – should correspond with the total number of personnel in management positions in the station

13.6. Discipline Management

The SAPS Discipline Regulations, 2006 were promulgated in order to support constructive labour relations in the police service and promote mutual respect between employees and between employees and the employer. This focus area seeks to determine whether the station has adequate and appropriate systems in place to manage discipline and the conduct of members.

The official(s) must request, view and peruse the discipline management register in order to ascertain the number of cases recorded and request the individual files to inspect the progress made in solving the serious misconduct cases. For each case check the status of both departmental and criminal progress. View records. Check common trends of misconduct and steps taken to address them. The respondent should indicate the challenges (if any) in relation to the processing of serious misconduct cases; and why there are cases (if any) still pending beyond the stipulated time-frame.

NB: Serious misconduct cases refer to those cases as referred to in Annexure A of the SAPS Discipline Regulations, 2006. The time-frames for dealing with disciplinary cases

are 60 calendar days. If the case is taken to appeal, the Appeal Authority has 30 working days to finalise the case.

13.7. Grievance management
The Grievance Management Guidelines issued by SAPS regulate the management of grievance as equitably as possible. This focus area seeks to determine whether the station has adequate and appropriate systems in place to manage grievance cases lodged by members.

The official(s) must request, view and peruse the grievance management register in order to ascertain the number of cases recorded and request the individual files to inspect the progress made in solving the grievance cases. Check common grievance trends and the steps taken to address them. The respondent should indicate the challenges (if any) in relation to the processing of grievance cases; and why there are cases (if any) still pending beyond the stipulated time-frame.

NB: The time-frames for dealing with disciplinary cases are 30 working days. If the case is taken to appeal, the Council has 30 working days to finalise the case.

13.8. Training
Records of members who attended training must be verified with Human Resources Management unit. The official(s) is advised to request and peruse the Work Skill Plan to ascertain whether the learning programmes are catered for. Also, the official(s) could request an electronic register of the training provided to certain members of the management of the police station.

The members eligible to attend the following learning programmes are as follows:

Type of Learning Programme	Members eligible in terms of rank
a) Station Management Learning Programme (SMLP)	All station commanders
b) Basic Management Learning Programme (BMLP)	Constable and Sergeant
c) Junior Management Learning Programme (JMLP)	Warrant Officer and Captain
d) Middle Management Learning Programme (MMLP)	Lt Colonel and Colonel
e) Commissioned Officer Learning Programme (COLP)	Lieutenant - General
f) Detective Commander Learning Programme	All detective commanders
g) Resolving of Crime (ROC)	All identified detectives
h) Basic Detective Learning Programme	All detectives

Source documents (certificates) must be provided by the respondent with regard to the training provision. Note that all eligible members would only be regarded as competent when they have finished all the modules within a particular learning programme.

In-service training of members of the police station

It is required by National Instructions that the station commander must ensure that every members receive an in-service training on domestic violence, child justice, sexual offences and victim empowerment. It is important to establish the relevancy of the training received by members of the police station. This should be done by checking what type of training was received and who offered the training, e.g. government department, NGO or any other institution. Records of attendance of such training must be availed.

Detectives training

View records of training attended and period of training. Check whether any detectives have attended training in the past 12 months. If yes, note how many, and what level of training. Inquire about challenges the station might be experiencing with regard to training, if there are untrained members.

13.9. Asset Management

This section seeks to establish whether allocated physical resources are proportional to members deployed at a particular police station. Further, is seeks to determine appropriateness of allocated resources. E.g. computers without network connection allocated to CSC where cases are to be captured on the Case Administration System (CAS).

Records of all the physical resources must be provided by the respondent (the Provisioning Administration System is able to give a precise report). The actual allocation and the allocation per the RAG must be ascertained and recorded. The respondent must provide valid reasons related to the ideal allocation the police station requires.

13.10. Fleet Management

The SAPS issued National Instruction (NI) 4 of 2011 in order to regulate the management and use of state vehicles within the police service. The questions in this focus area seek to check utilisation, management and monitoring of vehicles in the station.

The officials must perform the following activities:
a) Request the record of boarded vehicles;
b) Request and view the log books of each vehicle (SAPS13b) to check the inspections and recording of journey details e.g. fuel, oil etc;
c) Check the AVLS Monitoring Reports and records related to the installation of the AVLS to each vehicle (each vehicle must be fitted with an AVL (Automated Vehicle Location System));
d) Request the written approved motivation for use of state vehicles by members and for those members who takes state vehicles home;
e) Request accident register to ascertain the number of vehicle accidents;
f) Correlate with the discipline management register to ascertain whether action(s) was/were taken against members who are found to be negligent in the vehicle accidents.

Loss Management
This focus area aims to ascertain the loss trends of the physical resources allocated to the police station. This information must be sourced from the Supply Chain Management section of the police station. The Loss Management Register must be given to the official(s) to view and verify the responses given by the respondent. If the disciplinary actions taken against the loss of physical resources are not reflected in the disciplinary statistics request the loss discipline statistics and attach to the questionnaire.

Definition of loss as per the SAPS loss manual, Chapter 1:

"losses" means **any prejudice**, with a monetary value, to the state, that may arise from any delictual or contractual liability or any other liability or damage-causing event, resulting in the loss or reduction in the value of state assets; or resulting in the creation or increase of any obligation (debt) for the state, which loss must be accounted for in terms of the relevant "Treasury Regulations";

CHECK LIST – ACCESSIBILITY STANDARDS FOR PERSONS WITH DISABILITIES

Physical barriers prevent people with mobility and sensory impairments from entering and/or wording in government departments. In this context, "accessibility" refers to any aspect of the physical/built environment which might present barriers to a person with a disability and it covers a broad range of aspects e.g. physical environment, communication and information (DPSA, 2007). The minimum standards for ensuring accessibility into the Public Service are as follows:

Description	Yes	No
1. Physical Environment		
1.1. Car Parking		
1.1.1. Sufficient parking bays of about 3.5m in width provided close to the CSC		
1.1.2. Ramps available to allow people using wheelchairs to transfer from the car to the chair and move to the building with ease		
1.1.3. Parking bays must be clearly signposted		
1.1.4. Availability of special lavatory for people with disabilities with appropriate urinals and basins		
1.1.5. CSC cubicles are user-friendly for people with disabilities		
1.1.6. The VFR is easily accessible for people with disabilities		
1.2. Obstructions and protrusions		
1.2.1. Availability of obstructions on passage ways		
1.2.2. Objects that are likely to obstruct or protrude into passage ways are placed at designated places/points		
1.3. Signage		
1.3.1. Braille should always be used wherever possible (e.g. on doors to show the office numbers or names of the sections).		
1.3.2. Textured signage can also be helpful (e.g. the logo is raised from the background)		
1.3.3. Colour contrast (e.g. not printed on transparent background)		
1.3.4. Surfaces used for signage should be glare free and lighting on signage should aim to reduce glare		
1.3.5. Signs should be at a suitable height for people of short stature, people using wheelchairs or people with limited mobility in their necks to easily see the sign		
1.3.6. Use of symbols is a good way of conveying information. Icons are ideal as they present a clear pattern and can be set against a contrasting background		
1.3.7. Use of readable font - i.e. a font with a clear shape		
1.4. Lightning		
1.4.1. Should be adequate to facilitate lip reading if necessary and to ensure that shadows are not cast		
1.4.2. Fluorescent lighting and other lighting that casts a glare should be avoided		
1.4.3. "Visual noise" such as bright advertisements should not be placed where the pattern of the picture will interfere with a person's vision (for example, customer services counter or reception desk)		
1.4.4. Individuals should be able to control their lighting needs. They should be able to increase or decrease the amount of lighting to suit the needs of the individual with a visual impairment		
1.5. Textured Surfaces		
1.5.1. Relatively thicker rugs or rough surfaces at the entrance and exit points		
1.5.2. Floor surfaces should reduce glare and carpets should not be heavily patterned so as to avoid confusing shapes		
1.5.3. Floor surfaces should be stable, firm and slip resistant		
1.6. Building Layout		
1.6.1. Waiting rooms and reception areas should have sufficient seating of different heights and with and without arm-rest.		
1.6.2. Reception desks/CSC counter should be low enough so that a person of short stature or a person using a wheelchair can comfortably see the receptionist.		
1.6.3. All floors / units should have a wheelchair accessible toilet		
1.6.4. All floors/ units should be reachable by lifts.		
1.6.5. "Accessible Routes" which cater for the needs of people with disabilities should be identified throughout the building (signs pointing to the accessible routes should be visible).		

1.7. Turnstiles		
1.7.1. Where turnstiles are used, there should be an alternative method of entry / exit for wheelchair users at the same location - NOT through aback or side door		
1.8. Offices		
1.8.1. Offices should not be cramped - sufficient space should be allowed for wheelchair users to move through or to turn around; the passages and public spaces must not be obstructed in any way.		
1.8.2. Key office equipment such as photocopiers should be at the correct level and position that a person of short stature or a wheelchair user can make use of the machine, as well as be able to perform maintenance (e.g. replace paper).		
1.8.3. Office furniture such as desks should take into account the ergonomic and functional needs of the user; i.e. must be at the right height and angle and provide sufficient knee room.		
1.9. Security Barriers		
1.9.1. Security barriers should be wide enough to accommodate wheelchairs		
1.9.2. Security staff should have instructions to allow assistant animals into the building.		
1.10.Doorways and door location		
1.10.1. All doorways should be sufficiently wide enough to admit a person using a wheelchair.		
1.10.2. If a person is required to use a separate entrance (for example, cannot make use of a mantrap door), the separate entrance must be at within the same vicinity as the man-trapdoor and should be open at all times.		
1.11.Steps, stepped access and steep ramps		
1.11.1. Nosings (the edge of the steps) should be colour contrasted		
1.11.2. Treads should be of an even depth and not too deep		
1.11.3. Ramps should always be provided so that people who use wheelchairs and people with visual impairments can safely and easily gain access into a building.		
1.11.4. Ramps should not be too steep, and should not have sharp corners; there must be sufficient space for a wheelchair to turn safely to either side.		
1.11.5. Ramps should have a non-slip surface, even when wet.		
1.12.Lifts		
1.12.1. Lifts should have auditory and visual prompts. The auditory warnings should also advise when the lift opens or closes.		
1.12.2. Lift buttons should have a tactile surface and should only be activated by positive force (i.e. not heat sensitive)		
1.12.3. Lifts must stop level to the ground		
1.12.4. Lifts must be wide enough to safely accommodate a wheelchair user and his/her care attendant.		
1.13.Accessible Ablution Facilities		
1.13.1. Accessible ablution facilities are toilets, washbasins and other equipment that are user friendly to a wheelchair user or any person with mobility impairment.		
1.13.2. The toilet must be of a similar height to a standard wheelchair to facilitate transfer from the wheelchair to the toilet seat.		
1.13.3. Grab rails must be provided and securely mounted to allow a person to grasp the rail to level him or herself onto the toilet seat.		
1.13.4. The flush mechanism should require only light downward pressure to activate.		
1.13.5. The area of the cubicle should be sufficient to ensure that a wheelchair can be turned around and be able to face the door.		
1.13.6. The floor and entrance to the cubicle should be free of any obstacles.		
1.13.7. The washbasin should be placed at a level which is comfortable for a seated person, with tap handles that are long, user-friendly for all types of disabilities, and requiring only light pressure to activate		
1.13.8. The area of the cubicle should allow for both the wheelchair user and care attendant.		
1.13.9. Any hand drying mechanisms should be placed within reach of a seated person		
1.13.10. For persons with visual impairments, symbols and contrasting colours should be used to indicate hot and cold taps		

Criminal Procedure Act 51 of 1977

Schedule 2

PART II
(Sections 59, 72)

Treason
Sedition
Murder
Rape
Robbery
Assault, when a dangerous wound is inflicted.
Arson
Breaking or entering any premises, whether under the common law or a statutory provision, with intent to commit an offence.
Theft, whether under the common law or a statutory provision, receiving stolen property knowing it to have been stolen, fraud, forgery or uttering a forged document knowing it to have been forged, in each case if the amount or value involved in the offence exceeds R2 500.
Any offence under any law relating to the illicit dealing in or possession of precious metals or precious stones.
Any offence under any law relating to the illicit—
(*a*) possession of—
        (i) dagga exceeding 115 grams; or
        (ii) any other dependence-producing drugs; or
(*b*) conveyance or supply of dependence-producing drugs.

Any offence relating to the coinage.
Any conspiracy, incitement or attempt to commit any offence referred to in this Part.

PART III
(Sections 59, 61, 72, 184, 185, 189)

Sedition
Public violence
Arson
Murder
Kidnapping
Child stealing
Robbery
Housebreaking, whether under the common law or a statutory provision, with intent to commit an offence.
Contravention of the provisions of sections 1 and 1A of the Intimidation Act, 1982 (Act No. 72 of 1982).
Any conspiracy, incitement or attempt to commit any of the above-mentioned offences.Treason.