



Department of Public Safety, Security & Liaison
Free State Province

Strategic Plan
2003 - 2006

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1. VISION

To ensure a people centered Police Service and safer environment in the Free State Province.

2. MISSION

The mission of the department is to:

- monitor, oversee and assess the delivery of police services in the Free State Province;
- promote crime prevention initiatives and
- promote good relations between the police and communities in the Free State Province.

3. LEGISLATIVE AND OTHER MANDATES

The mandate is determined by the following legal documents:

- Constitution (Chapter II, Section 206)
- White Paper on Safety and Security.
- South Africa Police Services Act, Act No 68 of 1995.
- The National Crime Prevention Strategy

The role and functions of the Department of Public Safety, Security and Liaison is determined by

- The Constitution
- White Paper on Safety and Security
- South African Police Services Act
- National Crime Prevention Strategy

The above documents empower the department to:

- Monitor and evaluate the performance of the SAPS and Municipal Policing in the province in order to ensure continuous improvements in its performance on crime prevention, law enforcement and to ensure quality service delivery.
- Co-ordinate and integrate government-led social crime prevention activities and the support of community initiatives.
- Co-ordinate the Criminal Justice System and the Criminal Justice Cluster within the Province to ensure sustained integration.
- Improve relations between communities and components of the Criminal Justice System.
- Improve communication and information in order to empower communities.

4. STRATEGIC OBJECTIVES

4.1 Directorate: Crime Prevention and Community Liaison

Activities (Key Performance Areas)	Deliverables	Performance Indicator	Time	Estimated cost
1. Strengthen the functioning of the Safety and Security Cluster	Initiate 2 programs in line with two pillars of the NCPS:			
	<ul style="list-style-type: none"> Cross border crimes. 	<p>Cross border crimes in the following towns Ficksburg, Ladybrand and Weppener;</p> <p>Establish 3 Community Safety Sub-Forums involving local stakeholders.</p> <p>Establish 1 main Community Safety Forum representative of SAPS and Comm.</p>	<p>May 2003</p> <p>August 2003</p>	<p>70 000</p>
	<ul style="list-style-type: none"> Moral regeneration. 	<p>Moral regeneration</p> <p>1x3 Seminars focusing on Initiation Schools targeting;</p> <p>Traditional Healers/Leaders Relevant Gov. Departments NGO's</p>	<p>March 2004</p>	<p>120 000</p>

Activities (Key Performance Areas)	Deliverables	Performance Indicator	Time	Estimated cost
	Three official launches for the 21 established CSC.	Public rallies in three areas with participation of surrounding towns respectively: Koppies: Community Hall/Stadium Boshof: Community Hall Vrede: Community Hall.	May 2003	180 000
5. Implement projects directed at women, children, disabled and elderly.	Increased awareness activities directed at reducing social fabric crimes affecting vulnerable groups.	Awareness programs and promotional materials directed at women, children, disabled and elderly. International and national days focus on the identified groups. Information sessions on: 2x3 Sexual Offences 2x3 Domestic Violence 2x3 AIDS Programs	March 2004 March 2004	60 000 120 000
6. Facilitate the establishment of a centre aimed at reducing youth violence, crime and substance abuse	Free State centre for youth divergence and development.	A concept document on the Free State Youth diversion and Rehabilitation Centre. Fund secured towards the establishment of the centre Identify site Renovations, upgrading of the centre.	April 2003 May 2003 July 2003	- -

Activities (Key Performance Areas)	Deliverables	Performance Indicator	Time	Estimated cost
7. To participate in the Adopt a Cop policy development	An agreed Adopt a Cop policy	30 x 3 workers sessions involving Dept of education SAPS Local Tertiary Institution School governing Bodies		27 423
8. Youth empowerment programs	Partnership programs aimed at addressing Youth Violence caused by substance abuse, liquor and drugs, in the following areas.	Four individual camps involving 30 pupils per schools per identified town. Bethlehem Bloemfontein Thabong Ficksburg	April 2003 June 2003	200 000

Activities (Key Performance Areas)	Deliverables	Performance Indicator	Time	Estimated cost
9. Facilitate, assist and guide CPF in developing and managing sustainable Crime Prevention Projects.	Training workshops in respective Areas:	Area training workshops	May 2003	150 000
	Project development and management for station Project Management Teams. NFS: 32 stations x 4 members = 128 SFS: 43 stations x 4 members = 172 EFS: 33 stations x 4 members = 132	Secure: venues in three respective areas. training provider. transportation for delegates.	May 2003	50 000
	Financial Accounting materials for 108 CPF treasures.	Secure accounting materials for distribution in 108 stations: Ledger Books Cash Registers Receipt Books	June 2003	
	Social Crime Prevention project targeting eight stations per area targeting: House Breaking Assaults Stock theft	Project proposals for funding Identification of eight stations per area. Development and submission of project proposals. Funding of approved proposals.		420 000
10. Facilitate understanding on Sector Policing and Community Policing.	Area workshops Southern FS Eastern FS Northern FS	Attendance of works by relevant stakeholders CPO Four CPF members per station Local municipality	SFS: April 2003 EFS: May 2003 NFS: June 2003	60 000
11. CCTV	Implement CCTV at Bloemfontein		1 December 2003	4 000 000
TOTAL ESTIMATED COST				5 867 423

4.2 Monitoring and Civilian Oversight

Activities (Key Performance Areas)	Deliverables	Performance Indicator	Time	Estimated cost
1. Monitor and oversee the functioning of units in SAPS dealing with women and children	Improved service delivery by rape and child protection units through recommendations to the Provincial Commissioner in the Province.	Six (6) assessment visits have been conducted to all units.	Bi-annually	-
2. Monitor the implementation of gender programmes within the SAPS	Sound input and recommendations at SAPS Transformation Committee meetings. Evaluation of gender statistic within SAPS	Attendance of all SAPS transformation Committee meetings. Reports submitted on progress. Reports have been submitted on progress	Ongoing Within 7 days after each meeting Within 7 days after each meeting	-
3. Oversee the effectiveness of SAPS in their service delivery.	Maintain an updated database on SAPS policies and practices. Monitor compliance of SAPS to all legislation, policy, rules and regulations and make recommendations to the Provincial Commissioner for corrective action. Monitor the implementation of sector policing in terms of the National Policy and make recommendations to the Provincial Commissioner on problems and discrepancies.	All new developments and amendments to existing policies have been captured. Distributed to all employees in line function An inspection and review visits and a follow-up visit have been conducted to 108 police stations in the province. (Two (2) visits per station per year). Sector policing has been implemented at all outstanding police stations and functional sector policing at all stations.	Ongoing Ongoing March 2004	- - -
	Monitor transparency in resource management and allocation thereof and recommending corrective measures to the Provincial Commissioner.	All resources needs of police stations have been identified and addressed by the Provincial Commissioner.	March 2004	-

Activities (Key Performance Areas)	Deliverables	Performance Indicator	Time	Estimated cost
	A Community Perception Survey in the Free State Province.	Second survey is outsourced in terms of specifications and terms of reference. Survey has been conducted and final report submitted to the department.	March 2004	1 520 000
4. Registration and investigation of all complaints against the SAPS.	<p>A functional complaints registry centre.</p> <p>A functional toll free line.</p> <p>Independent investigations into all substantial complaints.</p>	<p>All complaints have been received, registered and acknowledged within 5 working days.</p> <p>All complaints have been received and registered.</p> <p>All complaints have been investigated satisfactorily and finalized. A service index report has been compiled including all complaints received.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>March 2004 Ongoing Quarterly reports + one annual report</p>	360 000
5. Monitor the effectiveness and service delivery of SAPS within the integration criminal justice system at provincial level.	Ensure effective and efficient integrated service delivery through monitoring.	Identified discrepancies and problems have been taken up and addressed.	Ongoing	-
TOTAL ESTIMATED COST				1 880 000

4.3 Communication

Activities (Key Performance Areas)	Deliverables	Performance Indicator	Time	Estimated cost
1. To manage an effective and efficient communication strategy for the department.	Publications of projects undertaken by the department.	Community Perception Survey:		
		• Findings of first results	May 2003	-
		• Launch of second survey	Dec 2003	-
		Launch of Call Centre/Toll Free lines	April 2003	-
		Training Programs of CPF	Bi-monthly	-
		Complaint Boxes – awareness brochures	April 2003	-
		Youth Development Programs	Quarterly	-
		Summarised bi-monthly report on registration and investigation of all complaints against the SAPS (including those received over the toll-free line) Inform public about nature of complaints. investigations done and the findings thereof.	Bi-monthly	-
		Progress on training of volunteers for and launches of Victim Support Centres	Quarterly	-
		Progress on development of Youth Development Programmes	Quarterly	-
		Progress on Adopt a Cop Policy Development	Dec 2003	-
		Findings of Mon & Evaluation during visits to units in the SAPS dealing with women and children	Aug 2003/ Feb 2004	-

Activities (Key Performance Areas)	Deliverables	Performance Indicator	Time	Estimated cost
	Media Liaison Service	Report on transparency in resource management, allocation of resources and the corrective measures recommended to the PC.	Bi-monthly	-
		Awareness programs on the protection and empowerment of women, children and the elderly/disabled	April 2003 June 2003 Aug 2003 Oct 2003 Nov/Dec 2003	-
		Progress/info on programmes to strengthen the functioning of the S&S Cluster:	Monthly	-
		Report about progress on the monitoring of the implementation of gender programmes/transformation within the SAPS	Monthly	-
		Report on stations visited and findings as well as progress made on recommendations made previous months.	Monthly	-
		The implementation of sector policing	December 2003	-
		Projects that improve the integrated CJS: Family Courts, alternative sentencing, dockets flaw research on other issues impacting on the CJS.	Quarterly	-
		Monthly reports have been submitted to DCS on last day of the month.	Monthly	-

Activities (Key Performance Areas)	Deliverables	Performance Indicator	Time	Estimated cost
	Marketing of projects/activities of the department	<p>Organise events/functions for: Budget Vote Gala Dinner (2) Exhibitions/scribing at Imbizo's, Exco mmeets the People visits Year-end function has been organised Advertising campaigns in local newspapers/ radio were developed for National and International days: Aids Day Youth Day Women's day Children Right's Month Matric Exam 16 days of Activism Disability Day Xmas and Season Greeting</p> <p>Progress made on operational CPFs</p> <p>Progress on Youth Development and Empowerment Programmes/building of</p> <p>Awareness on criteria/aim for <i>Best CPF Awards</i> as well as the regional heats and provincial final</p>	<p>April 2003 April 2004 Dec 2004 Dec 2004</p> <p>Apr 2003 June 2003 Aug 2003 Oct 2003 Oct 2003 Dec 2003 Dec 2003 Dec 2003</p> <p>Quarterly</p> <p>Quarterly</p> <p>Monthly</p>	<p>-</p> <p>-</p> <p>-</p> <p>-</p>
	Publication Service	<p>Newsletters is compiled 15 000 Brochures compiled 500 Annual Report compiled 1000 Christmas Cards developed, printed, addressed and distributed 1000 Calendars for 2004 printed</p>	<p>Weekly September 2003 November 2003 November 2003 November 2003</p>	-

Activities (Key Performance Areas)	Deliverables	Performance Indicator	Time	Estimated cost
	Media Monitoring Service	Media monitoring of applicable newspapers has been done and report compiled and distributed to MEC, HoD, Directors and notice boards before 12:00 daily.	Daily	-
	External Communication and Community Liaison	At least 2 visits per month to SAPS stations/ communities for the MEC have been organised	Monthly	-

4.4 Organisational development and human resources management

Activities (key performance areas)	Deliverables	Performance indicator	Time	Estimated cost
Human resources management				
1. Develop and implement human resources management policies and procedures.	Approved policies and procedures	Reduced queries from the auditor general	Ongoing	-
2. Co-ordination of staff development and training program	Implementation of an effective work place skills plan	Training planned and co-ordinated for the year	Ongoing	-
3. Provide an efficient and effective HR support to the other directorates	Personnel provisioning is done in a professional and effective manner. Optimal human resources utilisation	Effective processes and systems are in place	Ongoing	-
4. Co-ordination of implementation and monitoring of PDMS System	Implementation of an effective performance plans	Every staff member has a signed performance plan and is assessed regularly	1 April 2003	-
5. Labour Relations	Implementation of the LR policy	Effective handling of LR matters	Ongoing	-
Auxiliary Services				
6. Cleaning services	Cleaning services is provided for the Perm Building	Offices and work areas are clean at all times.	Daily	-
7. Registry	Maintain a registry service for the dept.	An effective registry is maintained	Ongoing	-
8. Messenger services	An effective & efficient messenger service	Documents/files etc. are disseminated efficiently	Daily	-
Security Administration				
9. Provide a safe and secure workplace for staff	Physical security is provided to all in the dept. Security clearances are in place	Staff appointed Security points manned at all times Applicable staff issued with security clearances. Policy implemented	April 2003 Ongoing Ongoing	-
10. Information security	Document security is ensured			-
11. Security system	Security System in place	Tender compiled System installed		-

4.5 Financial and Provisioning Administration

Activities (key performance areas)	Deliverables	Performance indicator	Time	Estimated cost
1. Maintain effective, efficient and transparent financial management and procurement system	Tax reconciliation	Submitted tax reconciliation	Ongoing on monthly basis	-
	Controlling PMG accounts	Reconcile PMG accounts	Ongoing on monthly basis	-
	Expenditure reporting	Submitted early warning report to Treasury	Ongoing on daily basis	-
	Cash flow management	Submit cash flow requisition and reconciliation to Treasury	Ongoing on monthly basis	-
	Procurement of goods and services	Obtain quotation within 5 working days	Ongoing on monthly and weekly basis	-
	Implement internal audit/control systems	Risk management and fraud prevention plans operational	Ongoing on monthly and weekly basis	-
2. To render effective and efficient internal audit/control	Internal programmes for the department	Reduction of audit comments/queries	30 September	-