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Renewal
ANNUAL REPORT
— 2008 - 2009 —

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"I have the honour of submitting the 2008/2009 Annual Report of the Department of Community Safety in terms of the Public Finance Management Act, 1999",

A handwritten signature in black ink, appearing to read 'M. Diedricks', with a large, stylized initial 'M'.

Margaret-Ann Diedricks
Head of Department
Department of Community Safety



Foreword by MEC Khabisi Mosunkutu

It is with humility and a sense of pleasure and pride to be able to present this foreword. It is a foreword to a document that records great milestones aimed at promoting the safety of our communities in their homes, neighbourhoods and on our roads.

Martin Luther King Junior is quoted as having observed that 'all labour that uplifts humanity has dignity and importance and should be undertaken with painstaking excellence'. I am writing this foreword to a report that has all these attributes. The work that we all do as ANC deployees must meet this criteria. My predecessor, MEC Firoz Cachalia, his Head of Department, Ms Margaret-Ann Diedricks, her senior management team and all staff in the department, ensured that the work they executed during the financial year under discussion meet the criteria that Martin Luther King Junior spoke of. Having joined this department only a few months ago, I may today look taller and I am able to see further thanks to the brilliant work of these cadres.

Presenting this foreword during the National Women's Month, August, it is important to pay tribute to the women of Gauteng and of South Africa as a whole. To this extent, I shall first report on the work done to try and make the lives of women more dignified and with drastically reduced incidences of gross abuse and violence.

Having established Ikhaya Lethemba, the department established 132 victim empowerment and support centres during the financial year under discussion. 547 volunteers were also trained to provide victim support services at local satellite stations.

Ikhaya Lethemba is an institution that helps to mitigate the effects of violence and crime on victims. This department's initiative also assists in averting secondary victimization of victims. During the period under review we also conducted 6 women and child safety promotion audits and established 4 Men as Gender and Child Safety Promotion networks.

I have referred to the work of Ikhaya Lethemba as if it is solely aimed at assisting women. This is precisely because in our society, which is still steeped in patriarchal tendencies, it is primarily women who are victims of violence and abuse.

The second strata of our society that is subjected to gross abuse and violence are our children. In recognition of this, the department, in conjunction with the Department of Education, initiated the Hlayiseka School Safety project. This venture is aimed at promoting the safety of learners. In addition, we established Youth Desks to promote fighting against crime.

During this period under review, the department was also able to drastically cut down, if not eradicate, ATM bombing criminal activities. This was attained through the implementation of the Gauteng Crime Intervention plan.

We also need to commend the community of Gauteng who understood that in this theatre of man's life, it is reserved only for God and Angels to be lookers on, to borrow from the words of educationist Francis Bacon. These awakened communities gave their all, some even sacrificed their very lives, to protect their communities and their loved ones. During the outgoing financial year, the department worked with over 20 000 volunteers who participated in the Patroller Programme, Youth Desks and Community Policing Forums activities across the province.

To further enhance social crime prevention initiatives, the department started engaging with local municipalities to encourage inclusion of crime in local Integrated Development Plans (IDPs). Also having noted the apparent obstinacy in relation to home and business robberies as well as in vehicle hijackings (termed trio crimes),

the department put in place a number of intervention plans. Amongst the plans that were started during the financial year under discussion is the establishment and equipping of a team, the Anti-Truck Hijacking team. The work of this team focuses primarily on vehicle hijackings, with particular focus on hijacking of business trucks.

In addition to the implementation of the Gauteng Provincial Safety Strategy (part of the work referred to earlier are elements of this strategy), we also implemented the Gauteng Road Safety Strategy. The Gauteng Road Safety Strategy also yielded very positive results as we managed to reduce road fatalities and accidents by 35%, 5% more than the target set by the provincial government for the outgoing term of office. During the financial year under review we removed 2 189 vehicles from our roads. These vehicles were fitted with fraudulent Roadworthy Certificates. We also cancelled 951 drivers' licences that were also obtained fraudulently.

To achieve these successes, the department also had to enhance its operational environment. Part of this enhancement entailed reviewing, and the introduction and implementation of a number of policies and strategies including the Equity Employment, Anti-corruption, Ethics and Zero Tolerance policies. The department also introduced the Fraud Prevention Plan and Risk Management strategies.

I hope that you will agree with me that this brief reflection on some of the work of the department does indeed contribute towards making Gauteng a safer place to work and live in. The report also shows, I hope, that working together with our communities, we can do more to better their lives.

In conclusion I wish to remind you that this is a foreword which should set broad outline to the annual report. It is not, in itself, a comprehensive report. For the full report, please do continue reading. I also wish to reiterate my gratitude to my predecessor, Mr Firoz Cachalia, the outgoing Head of Department, Ms Margaret-Ann Diedricks, senior management and the entire staff of the department.

At the beginning of this foreword I said that I am taller and able to see further thanks to the

work of these leaders and staff members. I am also aware that whatever man has done, man may do and actually improve on it. It is on these grounds that I commit to do my best to take the work of my predecessor to higher levels for the benefit of all our communities and in respect of the mandate given to the ANC by the people of South Africa.

Allow me to leave you with the words of Jacob Bronowski. Writing in *The Ascent of Man*, Bronowski observed that 'the world can only be grasped by action, not contemplation'. It is this action that will help further improve on the good work of the department.



Khabisi Mosunkutu
MEC: Community Safety



Introduction by the Head of Department Margaret-Ann Diedericks

*The soil has been tilled
The seeds have been planted*

*Out of the ground will burst a new dawn
A new dawn free of fear
A new dawn free of crime
A safer Gauteng*

During the political term 2004 to 2009, the Department of Community Safety implemented its flagship policies, namely the Gauteng Provincial Safety Strategy and the Gauteng Road Safety Strategy. And we are proud to report as we did in the previous financial year that the department has succeeded in giving effect to these flagship strategies as well as the priorities of the Gauteng Provincial Government. We believe that we have tilled the soil, laid the foundation and planted the seeds for our province to flourish as a safer Gauteng in the next term.

In outlining our key achievements, I will focus on the strategic pillars of the two flagship strategies.

IMPROVING THE QUALITY OF POLICING IN THE PROVINCE

For the Provincial Government to improve the quality of policing, it requires detailed

information about the performance of the police in combating and investigating priority crimes throughout the province. One of the instruments that the department has developed in this regard is the Gauteng Information on Police Performance System (GIPPS). GIPPS is an information system that assists the Department of Community Safety to monitor policing and crime and promotes improvements on police performance. The system produces a monthly overview report on the status of priority crimes and police performance. Stations experiencing increasing crime rates and/ or deteriorating performance ratings are selected for the GIPPS Station Performance Review process.

Although overall violent and property related crime has consistently decreased over the past few years in Gauteng, specific forms of aggravated robbery have continued to increase. The province has continued to experience high and increasing levels of residential robbery; business robbery; and vehicle hijacking. The Department together with the SAPS developed a strategy that guides a range of different role-players towards the common objective of reducing aggravated robbery through targeting the perpetrators of these robberies and their support networks.

The response of the Gauteng Provincial Government to the increase in the ATM bombings was decisive and resulted in a decrease in this form of crime. A law enforcement project was therefore initiated and implemented which is underpinned by an intelligent surveillance system to enable rapid response from law enforcement agencies. The surveillance system not only focuses exclusively on the reduction of ATM bombings but is utilized to respond to all crimes that take place in the area under surveillance.

The Department has set up a mobile police station in Diepsloot in partnership with the SAPS and the Office of the Premier in order to ensure that policing services are rendered to the community.

The Department initiated a pilot project focusing on the transformation of the Criminal Justice System (CJS) with a focus on the implementation of the Aggravated Robbery Strategy. Key partners in the pilot project are SAPS, National Department of Justice, National Prosecuting Authority, Department of Correctional Services and the Big Business Working Group. The project aims to apprehend 4 000 known “wanted persons” through

a centrally coordinated and managed tracing and tracking project based on intelligence driven investigations.

PROMOTING SOCIAL CRIME PREVENTION

In promoting social crime prevention, the department has established youth desks across the province and has provided training for Youth Desk Members, SAPS & local government officials to run and support these youth desks. The Hlayiseka School Safety Plan was implemented in schools which were identified in partnership with the Department of Education.

The department has developed and implemented a provincial crime prevention strategy which will assist provincial government departments as well as local government to give effect to social crime prevention in a coordinated manner. With a view to assisting local government, the department developed Integrated Development Plan (IDP) safety guidelines for utilization by local government in their crime prevention and safety initiatives.

With regard to providing victim empowerment and support services throughout the province, 132 Victim Empowerment Centres were established which are staffed by volunteers. Through Ikhaya Lethemba, the department has designed and implemented an expansion model for victim empowerment services at regional / satellite offices across the province to provide victim empowerment and support services to victims in areas where no facilities are available. To further strengthen this initiative, we have established a victim empowerment coordination unit to coordinate these services across the province and have trained 547 volunteers on providing victim support at station level.

ENCOURAGING COMMUNITY MOBILIZATION

In order to give effect to this pillar the department supported and in certain cases, established patroller groups as part of its volunteer management programme. In the short term volunteers consist of patrollers but in the medium to long term other types

of volunteers will be encouraged to assist in various components. It is estimated that there are 20 000 volunteers operating in Gauteng in various programmes like community policing, youth desks and victim empowerment.

During the financial year the department has designed and implemented an accredited training programme for Community Policing Forum (CPF) members. In order to ensure the optimal functionality of CPFs in the province, the department has developed and implemented minimum standards for the functioning of CPFs.

Community Safety Plans were developed in various parts of the province to deal with issues of safety at community level.

GAUTENG ROAD SAFETY STRATEGY

Trafstats was established to drive the reduction of accidents and fatalities in the Province. The approach of the Trafstats is similar to that of GIPPS. It is on the basis of this approach that the department may scientifically report that it has reduced road fatalities and accidents.

The anti-truck hijacking unit was established to deal specifically with the hijacking of trucks on major routes. This unit works with all law enforcement agencies in the province to ensure a coordinated approach to truck hijackings on these major routes.

In the past year the department has successfully deployed the Special Patrol Unit (SPU) to conduct visible patrols on freeways. The SPU is responsible for ensuring a dedicated focus on transgressions that occur on freeways.

A pedestrian management plan has been developed to prioritize pedestrian safety and is implemented on a daily basis. Daily visibility patrols are conducted in order to target jaywalking pedestrians on freeways. Multipurpose Vehicles have also conducted visibility patrols on various routes. A plan for the management of hazardous locations was approved and therefore road safety audits were conducted and multi-agency treatment interventions were applied to these areas to improve road safety for all road users in

these locations.

The Boekenhoutkloof Traffic Training College is a dedicated college for training our traffic officers, and is a one of a kind facility located in Gauteng. The College currently trains a maximum of 100 recruits at any given time. The Department has completed a project to review the Traffic Training College for its transformation into a Centre of Excellence. The recommendations are being implemented in a phased approach.

CORPORATE GOVERNANCE ENVIRONMENT

The department has continued to improve its corporate governance arrangements pertaining to decision making structures, its policy environment, the management of performance information and organizational performance monitoring and evaluation. This environment has significantly assisted the department with the implementation, monitoring and review of strategic and operational plans as well as ensuring that it gives effect to the Programme of Action for the Gauteng Provincial Government.

Training and development of our staff members was a priority in the financial year. The following courses were initiated and completed:

- Executive Development Programme
- Management Development Programme
- Advanced Management Development Programme.

During the financial year the Department produced one article for the Gauteng Management Development Programme Leadership Journal on "Leadership in the Gauteng City Region". This is a new initiative within the organization which will continue into the new financial year.

The Department undertook an international study tour to Sao Paulo during May 2008 to identify best practice models on community mobilization, community police relations, creating a social movement as well as identifying programmes on pedestrian management, driver management and vehicle management.

ORGANIZATIONAL CHALLENGES

The Department whilst achieving great success has not been without challenges in the reporting period. Attracting the right skill at the right cost, mainly at SMS level, was a major challenge especially with information technology and on the level of CFO. The department explored various recruiting and selection methods as in most cases more than two sessions were conducted before a suitable candidate could be sourced and/or the normal recruitment process had to be supplemented by a headhunting process.

Programme management capacity to deal with the IIMS project was contracted to manage the IIMS project. Due to the fact that the Department could not recruit a CFO at the required time, the department contracted professional services through KPMG for the period April to August 2008 to render this critical service, therefore, there is an increase in the expenditure of business and advisory services for the financial year in question.

One of the major future challenges still facing the department is the funding constraints in respect of the maintenance of the premises and facilities for the Chief Directorate Traffic Management especially the Boekenhoutskloof Traffic Training College. These facilities were migrated in 2004 from the Department of Transport and Public Works without the maintenance budget. Gauteng Provincial Treasury was approached in respect of funding the current maintenance as well as upgrades to the structure of the College. The department has reprioritized funds to address the most urgent requirements for example ensuring that the shooting range meets SABS standards to ensure accreditation.

CONCLUSION

I would like to take this opportunity to thank the Department's management team and all staff for their unwavering support and their diligence. Without you, we could not have Taken Charge and achieved such great success.

To our former MEC, MEC Firoz Cachalia, we appreciate and thank you for your guidance and leadership over the past five years. We believe that you have left a footprint in the Gauteng province.

MEC Mosunkutu, we believe that with your leadership and new insights in the field of public safety, policing and crime prevention, the department will grow from strength to strength.

To our partners, in the South African Police Services and Metropolitan Police Departments, the Banking Sector, the provincial departments and local authorities, thank you for your continued support and commitment in Taking Charge of our Province.



Margaret-Ann Diedricks
Head of Department

1.1 VISION

The vision of the Department of Community Safety is to realize Gauteng as a safe and secure Province.

1.2 MISSION

To give effect to this vision; the department has identified its mission to improve public safety in the Province specifically through:

- Monitoring and evaluating the effectiveness and efficiency of policing agencies;
- Effective implementation and promotion of appropriate social crime prevention initiatives;
- Providing excellent traffic management services;
- Coordination of efforts and programmes in the criminal justice system;
- Educating and empowering citizens on issues of public safety and coordinating community safety initiatives; and
- Improving and strengthening relations between communities and law enforcement agencies.

1.3 LEGISLATIVE MANDATE

The department's broader and dual mandate of police oversight and traffic law enforcement may be summarized as:

- Conducting oversight through monitoring and evaluation of law enforcement agencies;
- Public awareness and education;
- Initiating, leading and coordinating social crime prevention initiatives in the province;
- Promoting good community police relations;
- Coordinating a range of Criminal Justice System (CJS) initiatives;
- Enforcement of traffic legislation;
- Monitoring of compliance and adherence to traffic legislation and road public transport legislation; and

- Training of traffic officers, examiners and inspectors.

The Department of Community Safety's mandate is derived from the following policies and pieces of legislation:

- The Constitution of RSA, Act no 108/1996, Chapter 11 section 206, and Schedules 4 and 5
- South African Police Service (SAPS) Act (Act 68 / 1995) and its amendments
- The National Crime Prevention Strategy (NCPS) of 1996
- The White Paper on Safety & Security of 1998
- The White Paper on National Transport Policy of 1996
- The National Road Traffic Act of 1996 (Act 93 of 1996)
- The National Land Transport Transition Act of 2000 (Act 22 of 2000)
- The Gauteng Public Passenger Road Transport Act of 2001
- The Gauteng Transport Framework Revision Act 2002
- The National Road Safety Act (9 of 1972)
- The Gauteng White Paper on Transport Policy of 1997.

Constitutional mandate

- In respect of policing, the Constitution entitles the provincial government to:
- Monitor police conduct;
- Oversee efficiency and effectiveness of the police service (and receive reports on the police service);
- Promote good relations between the police and the community;
- Assess the effectiveness of visible policing in the province;
- Contribute to the determination of national policing policy taking into account the policing needs and priorities of the province.

A provincial government, in order to perform the functions outlined above:

- May investigate or appoint a commission of enquiry into any complaint of police inefficiency or a breakdown in relations between the police and any community;

- May make recommendations to the (National) Cabinet Minister responsible for policing; and
- A provincial legislature may require the provincial commissioner of the province to appear before it or any of its committees to answer questions.

In addition, and related to the Traffic Management role of the Department; Schedules 4 and 5 of the Constitution empower provinces with concurrent competencies (with National Government), and with exclusive legislative competencies on specific functional areas such as public transport, provincial roads and public works.

- Schedule 4 lays down the functional areas of concurrent national and provincial legislative competence;
- Schedule 4 (Part A) covers Road Traffic Regulation
- Schedule 5 describes the areas of exclusive provincial legislative competence
- Schedule 5 (Part A) – Provincial roads, traffic and parking
- Road Safety Management is a concurrent function on all 3 levels of Government.

National legislative mandate

The South African Police Services Act, No. 68 of 1995 provides that a Provincial Government may appoint a Provincial Secretariat, similar to the National Secretariat for Safety and Security. Such a secretariat shall:

- Advise the Member of the Executive Council (MEC) in the exercise of his or her powers and the performance of his or her duties and functions
- Perform such functions as the MEC may consider necessary or expedient to ensure civilian oversight of the South African Police Services (SAPS) in the province
- Promote democratic accountability and transparency in the SAPS
- Promote and facilitate participation by the SAPS in the Reconstruction and Development Programme
- Provide the MEC with legal services and advise on constitutional matters
- Provide the MEC with communication, support and administrative services
- Monitor the implementation of policy and directions issued by the (National) Minister and report thereon

- Conduct research into any policing matter in accordance with the instructions of the MEC
- Perform such functions as may from time to time be assigned by the MEC
- Evaluate the functioning of the SAPS and report thereon.

Although these functions are laid down in legislation in relation to the National Secretariat, the same functions would apply largely to the Provincial Secretariat as well.

An Amendment to the SAPS Act in 1998 allowed for the creation of municipal police services. The SAPS Amendment Act gives Provincial Governments the following powers and responsibilities in respect of municipal police services:

- Approve applications for the establishment of municipal police service (Section 64A)
- Impose conditions on any application / approval of establishment of a municipal police service
- A range of powers detailed in Section 64N of the Amendment Act.

In terms of the National Road Safety Act, Act 9 of 1972, the following functions must be executed by any officer in the Province designated by the Minister:

- undertake the collection of information in connection with road safety and the making available thereof to authorities and the persons concerned and the public generally;
- give guidance regarding road safety by means of the organizing of congresses, symposiums, summer schools and study weeks, by means of mass communication media and in any other manner deemed fit by the Director-General. If necessary, pay the costs of the operations therefore, and remunerate persons performing there at;
- consult with authorities and persons concerned in a road safety system in order to co-ordinate and activate the combating of traffic collisions;
- enquire into any matter falling within the objects of the Act;
- perform any other task which falls within the objects of the Act;
- produce or acquire publicity material, including films, for dissemination by himself or any other person;
- finance research in connection with road safety;
- disseminate information in connection with road safety by means of the press, the radio and television;

- obtain the services of advertising institutions for the promotion of road safety;
- assist local authorities which do not have the necessary staff therefore, in the laying out of grounds for the training of learner motor vehicle drivers;
- assist in providing training facilities for motor vehicle drivers in cases where such facilities are not provided by some authority;
- give guidance to associations or bodies of persons working towards the promotion of road safety;
- with the approval of the Minister, take any other steps that may be necessary to achieve the object of this Act

In terms of the National Road Traffic Act, Act 93 of 1996, the following functions must be executed by any traffic officer designated by the Minister:

- Inspections of drivers licenses
- Inspections of vehicle roadworthiness
- Inspections of Vehicle Testing Stations and Examiners of Vehicles for compliance
- Inspections of Driving License Testing Centres and Examiners of Driving Licenses for compliance
- Inspections of road users' compliance with the rules of the road (offence monitoring)
- Inspections of transportation of hazardous goods
- Inspections of freight vehicles for overloading
- Conducting of traffic training at the Traffic Training College

The Department is further mandated by the National Land Transport Transition Act of 2000 (Act 22 of 2000), which focuses on traffic management and road safety as far as public transport is concerned.

Provincial legislative mandate

In terms of the Gauteng Public Passenger Road Transport Act, 2001, the following functions must be executed by any officer designated by the MEC:

- Inspection of public passenger transport vehicles for valid operating licenses issued

by the Gauteng Operating License Board

- Inspections of public passenger transport vehicles for compliance with conditions of the valid operating license
- Transport law enforcement in areas declared by the MEC

The Gauteng White Paper on Transport Policy of 1997 provides several Road Safety Policy objectives including the following:

- Holistic approach to Road Traffic Management
- Optimal utilization of Road Traffic Management resources
- Provision of adequate safety measures along roads
- Road traffic law enforcement
- Maintain an accident data management system
- Research on Road Safety
- Education and training in Road Safety
- Provide adequate pedestrian and cycle facilities
- Provide for adequate rest and service areas
- Hazardous loads control
- Provincial Traffic Control
- Traffic Training College operation and maintenance
- Overload Control facilities
- Co-operative governance, consultation and participation

Provincial Policy Imperatives & Priorities

The Gauteng Provincial Safety Strategy and the Gauteng Road Safety Strategy have been contextualized against a number of national and provincial strategies and frameworks during its development, namely:

- Global City Region Perspective
- Gauteng Growth and Development Strategy
- Accelerated and Shared Growth Initiative for South Africa
- National Spatial Development Perspective
- Strategic Agenda for Transport in Gauteng.

The Department continues to give effect to the Gauteng Provincial Safety Strategy and the Gauteng Road Safety Strategy as its flagship strategies.

The Gauteng Provincial Safety Strategy is premised on four strategic pillars namely:

- Improving the criminal justice system with a focus on policing;
- Promoting social crime prevention throughout government;
- Enhancing institutional capacity; and
- Community participation.

The focus areas of the Gauteng Road Safety Strategy are:

- Engineering
- Enforcement
- Education
- Emergency Services
- Evaluation.

Key policy developments

Policing is a national competency, and so is the process to set policing policy. The Constitution requires National Government to consult Provinces when determining national policing policy and to take into account policing needs and priorities that the Provincial Executive determines. This is expressed in the Constitution in section 206 (1): 'A member of the Cabinet must be responsible for policing and must determine national policing policy after consulting the provincial governments and taking into account the policing needs and priorities of the provinces as determined by the provincial executives'. Section 206 (2) of the Constitution avers that 'The national policing policy may make provision for different policies in respect of different provinces after taking into account the policing needs and priorities of these provinces'. The above provisions aim to enable cooperative governance between National and Provincial governments about policing services. The White Paper on Safety and Security also advocates cooperative governance. It calls upon the National and Provincial Secretariats to forge a closer working relationship and administrative coordination, particularly in relation to monitoring of national policing policy.

Pronouncements are however not made regarding processes to develop provincial policing priorities and needs.

Researchers studied strategic planning guidelines and documents of SAPS to understand sources of policing needs, prioritizing methods, and the role of Provincial Departments of Safety and Security. The study revealed that:

- There are guidelines and sub-processes that SAPS utilize to identify and assess policing needs and priorities. The process to integrate local and provincial level inputs into the formal policing plan, and how they are linked to the budget and resourcing process of the SAPS is not clear.
- The spirit of cooperative governance is non-existent in the planning guidelines of SAPS. They limit the role that the provincial executive plays in determining policing needs and priorities.
- Social crime prevention issues form part of the broader safety and security environment and must be considered when finalizing the policing plan to address needs and priorities.
- Democratically elected local councillors do not participate in the process to identify policing needs. The Manual for Community based Crime Prevention provides criteria for prioritizing needs recommending that CPFs choose the most serious crime type on the basis of: volume, rate, risk, rate of change, fear and concern, impact and reduction potential. CPFs have thus, a critical role to play in identifying community needs.

The department therefore made a submission to Cabinet on the methodology for soliciting the views of communities regarding policing needs and priorities and utilizing other information sources. This will enable the Executive to determine policing needs and priorities for the Gauteng Province. It is envisaged that the Department of Community Safety will implement this methodology in the financial year 2009 – 2010 to inform the strategic and financial planning processes of SAPS for the financial year 2010 – 2011 onwards.

2.1 STRATEGIC OBJECTIVES OF THE DEPARTMENT

The Department of Community Safety has identified the following strategic objectives to give effect to its vision and mission as reflected earlier in the Annual Report:

- Effective oversight of law enforcement agencies in terms of their effectiveness and efficiency;
- Co-operative governance to ensure effective working relationships with all role-players and stakeholders, law enforcement agencies, traffic law enforcement agencies and all spheres of government;
- Safety promotion; and
- Effective traffic law enforcement.

2.2 PROGRAMMES OF THE DEPARTMENT

Each of these strategic objectives relates to the programmes of the department as follows:

Safety Promotion Programme

- Ikhaya Lethemba
- Citizen Safety
- Public Education and Information

Civilian Oversight Programme

- Monitoring of Police Service Delivery
- Service Evaluation and Research
- Community Police Relations

Traffic Management Programme

These three departmental programmes are line function chief directorates. The Management and Administration Programme renders a support service to the Department. Chief Directors

report directly to the HOD and MEC and indirectly to other bodies as designated by the HOD and MEC.

The Safety Promotion programme has the objective of capacitating communities to deal with the social causes of crime and also focuses on victim empowerment and support. The programme develops and implements communication programmes to raise awareness on departmental programmes and implements outreach initiatives which deal with the communities' perceptions of crime and safety. The programme has three directorates, namely, Ikhaya Lethemba; Citizen Safety and Public Education and Information.

The focus of the Civilian Oversight Chief Directorate is on the effective monitoring and evaluation of police service delivery including strengthening the relationship between the police and their communities. The programme has three directorates, namely, Community Police Relations, Service Evaluation and Research and Monitoring of Police Service Delivery.

Traffic Management provides effective Traffic and Public Passenger Transport law enforcement for all road users in the province. The Boekenhoutkloof Traffic Training College is also resident within this programme which renders traffic training to recruits, officers currently employed by the department as well as to other geographic regions.

The Management and Administration Programme comprises the:

- Office of the MEC
- Office of the HOD
- Office of the CFO
- Corporate Support Services

This programme provides a support service to the Department as a whole. The Chief Directorate for Corporate Support Services drives human resource management and development, auxiliary services and information technology.

Details of the key measurable objectives per programme as well as key highlights will be depicted later in the Annual Report under the section focusing on programme performance.

THE DEPARTMENT'S MANAGEMENT TEAM

THE DEPARTMENT'S MANAGEMENT TEAM



MEC
Khabisi Mosunkutu



HOD
Margaret-Ann Diedricks



**Chief Director
Safety Promotion**
*Ms Reshoketsoe
Tshabalala*



**Chief Director
Civilian Oversight**
Ms Duxita Mistry



**Chief Director
Corporate Support
Services**
Ms Amanda Hartmann

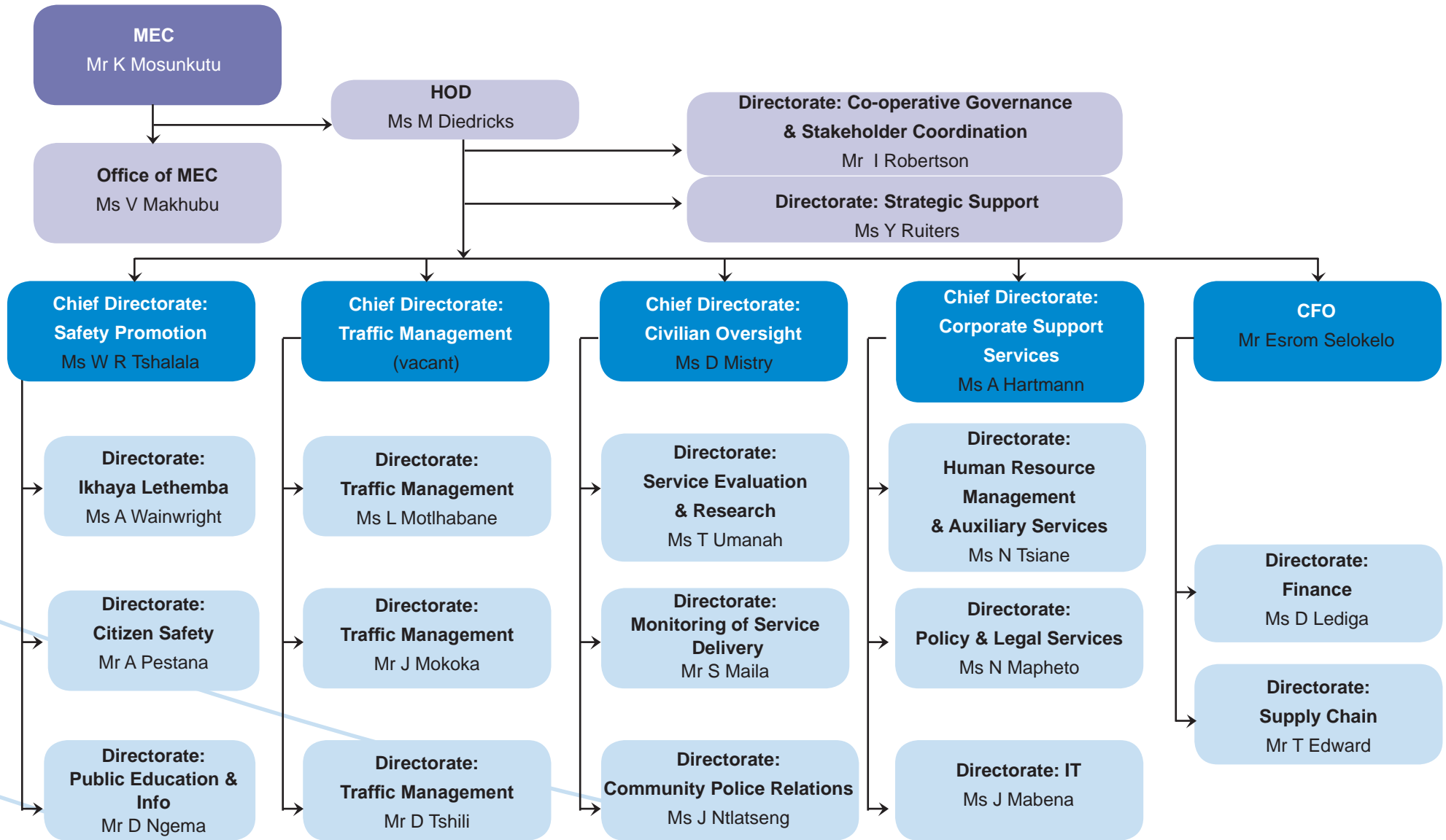


**Chief Director
Traffic
Management**
vacant



CFO
Mr Esrom Selokelo

THE DEPARTMENT'S ORGANOGRAM



2.5 SERVICES RENDERED BY THE DEPARTMENT

The Department of Community Safety is largely programme-driven as reported in the previous financial year; however, it does provide some services to the people of our province. These services are:

- Ikhaya Lethemba
- Victim empowerment
- Complaints management
- Traffic management including road safety
- Patroller Programme

These services may be described as follows:

Ikhaya Lethemba & Victim Empowerment

Ikhaya Lethemba is a one-stop centre that provides a comprehensive package of care services to victims of domestic violence and sexual abuse. The holistic package of care services available to victims includes counselling, medico-legal services, prosecutorial and policing services, residential services and training and development programmes for residents of the centre.

The centre operates on a 24 hour basis and provides services through partnerships with various governmental and non-governmental agencies.

The extension of these services is found at the victim empowerment centres across the province and these sites are linked through a referral network to Ikhaya Lethemba.

For Ikhaya Lethemba, the following may be reported for the financial year:

- 1062 new cases were dealt with during 2008-2009
- 361 protection orders were issued.
- 284 post trial debriefing sessions were held.
- 1404 court preparation sessions were held.
- 109 victim impact statements were drafted.

- 351 victims were accommodated in the shelter.
- 350 women benefitted from skills development services.

No client that fitted the criteria for admission into Ikhaya Lethemba was turned away from the centre. Clients who required services that the centre could not offer were referred professionally to other relevant service providers. The only service that was not offered as per the mandate of the centre was medico-legal services.

In 2004 when the centre was opened a systems and protocol manual was developed. This manual is the basis for all services at Ikhaya Lethemba and is still in use. It governs all services at the centre and provides service standards.

The management of the Department of Community Safety and more specifically Ikhaya Lethemba endeavoured to ensure that all services offered at the centre met with the service standards as outlined in the systems and protocol manual. Any complaints that were brought to the attention of management were dealt with speedily. The real measurement of the quality of services is the improvement in the lives of women and their children who enter the system.

In terms of Victim Empowerment Centres (VECs) and regional offices, the following may be indicated:

- 727 monitoring visits were carried out at VEC's for the financial year.
- 517 supervision sessions were held during the year.
- 237 volunteers were recruited
- 547 volunteers were trained.
- 436 management committee meetings at station level were held.

During all training, monitoring and volunteer development and debriefing sessions held at the VEC's, volunteers are trained around customer care. It is emphasised to them that victims should not be turned away from the VEC sites. If the volunteer feels that they require services that are not offered at the VEC they should be referred appropriately. An example of this is when a client needs help with services like social grants. If the

victimisation is complex, the department has staff that is on call twenty four hours a day who can assist with referral into Ikhaya Lethemba. All volunteers are required to sign a code of conduct that guides their behaviour towards victims. If a complaint is raised which alleges that they have violated this code they are disciplined appropriately.

The VECs operate according to the minimum norms and standards document. This document guides all aspects of service delivery at VECs.

Complaints management

The public may report any complaints against law enforcement agencies in the province through either the IMPACC system or through the Call Centre housed at the Gauteng Shared Services Centre. The department then investigates these complaints and provides feedback to complainants.

The total number of complaints received in the financial year was 469 and where appropriate referrals to other agencies were made.

Most of the complainants that were serviced by the Department were generally satisfied and all complaints received were resolved in the financial year. It should be noted that the business unit will be conducting a client satisfaction survey in the 2009/2010 financial year.

Traffic management & road safety

The Gauteng Traffic Police renders a traffic law enforcement function at a provincial level which includes road safety promotion. These services include:

- Traffic services which include law enforcement, community training, escorting of abnormal loads and testing of driving school instructors;
- The Transport Inspectorate renders a law enforcement function to ensure safe, reliable and authorised public passenger road transportation in terms of various public transport mandates and legislation;

- Special Services is responsible for specialised patrol services, information management and inspections of driving license testing centres, vehicle testing stations and driving schools as well as providing a 24 hour communication service; and
- The Traffic Training College provides training to traffic officers, examiners of vehicles and examiners for driving licences.
- Road safety promotion creates awareness and raises education with regards to the various categories of road user through various programmes and activities.

Patroller programme

The department commenced with Patroller Programme in 2007. During the financial year 2007/2008 2 100 patrollers were recruited, trained and deployed to police precincts throughout the province. For the financial year 2008/2009, the department has recruited, trained and deployed 6 566 patrollers. These patrollers have received SASSETA accredited training, which will allow them to seek gainful employment opportunities in the security industry. The department has equipped them with reflective jackets, caps, pants, boots, torches, batteries, two way radios and pocket books. These patrollers have assisted with increasing police visibility in our community.

During the financial year in question, 1 083 patrollers were selected to undergo additional stewardship training by the 2010 Local Organizing Committee (LOC) so that they may provide a steward service during the FIFA 2009 Confederations Cup.

The department has implemented the patroller programme in the following areas:

PRECINCT	NUMBER OF PATROLLERS DEPLOYED TO AREAS
1.LENASIA	100
2.KWA-THEMA	184
3.MABOPANE	100
4.HAMMANSKRAAL	86
5.ALEXANDRA	122
6.EKANGALA	151
7.SPRINGS	158

8.LENASIA SOUTH	98
9.LOATE	150
10.TEMBA	163
11.RIETGAT	165
12.PRIMROSE	88
13.JABULANI	109
14.KLIPTOWN	151
15.DOBSONVILLE	163
16.GA-RANKUWA	166
17.BOIPATONG	74
18.PROTEA GLEN	173
19.DAWN PARK	80
20.EDEN PARK	109
21.MEADOWLANDS	72
23.ETWATWA	116
24.RABIE RIDGE	50
25.TEMBISA	50
26.IVORY PARK	51
27.ACTONVILLE	50
28.ORLANDO	54
29.DUDUZA	163
30.RATANDA	78
31.DIEPKLOOF	100
32.MAMELODI WEST	157
33.DUBE	70
34.MAMELODI EAST	154
35.BEKKERSDAL	86
36. ENNERDALE	70
37.ELDORADO PARK	70
38.GERMISTON	80
39.BRONKORSPRUIT	80
40.BENONI	50

41.BOKSBURG	40
42.SILVERTON	158
43.AKASIA	167
44.MOROKA	70
45.WELBEKEND	105
46.ATRIDGEVILLE	100
47.ALBERTON	80
48.MEYERTON	100
49.DE DEUR	100
50. BOOYSENS	100
51.DEVON	121
52.SHARPVILLE	160
53.LANGLAAGTE	70
54.NIGEL	66
55.VOSLOORUS	70
56.BRAMLEY	70
57.TSAKANE	191
58.JEPPE	100
59.IVORY PARK	70
60.TSHEPISONG	62
61.KATLEHONG	80
62.TOKOZA	83
63.ORANGE FARM	50
64.RANDFONTEIN	102
TOTAL	6 566

2.6 OUR PARTNERS & STAKEHOLDERS

The Department has identified partners and stakeholders who are pivotal in ensuring the realization of our department's strategic objectives.

In implementing the Gauteng Provincial Safety Strategy and the Gauteng Road Safety Strategy the Department has established and maintained various partnerships in order to leverage resources available for greater impact on public safety in the province.

Our partnerships

The Take Charge campaign as the communication vehicle for the Gauteng Provincial Safety Strategy has given the department the opportunity to engage and mobilize

sectors and communities in the fight against crime. The department has continued to build partnerships with stakeholders in various sectors in the design, implementation and monitoring of its departmental programmes including:

- Youth formations
- Women and gender groups
- Men's groups
- Faith based organizations
- Business communities
- Hostel communities
- Taxi associations
- Organized and recognized labour
- Research and academic institutions.

For the financial year in question the Department has established the following partnerships:

Directorate	Project	Partner	Partner's Contribution	Success arising from Partnership
Public Education & Information	Take Charge	Creative Workers Union of South Africa	Creation of Take Charge song	Launching & marketing of song
Ikhaya Lethemba	Skills Development Programme	Thembaletu, Tshwaranang Legal Advocacy	Offered employment to residents at Ikhaya Lethemba as part of the skills development programme and rendered legal advice to residents.	Economic empowerment of women is realized and legal advice offered to women in need
Ikhaya Lethemba	Skills Development Programme	Aids Consortium. Tshwaranang Aids consortium	Offered information sessions to residents on a monthly basis and individual aids counseling on a needs basis.	Awareness on HIV&AIDS is realized at a preventative level and empowered women living with HIV&AIDS through in-depth individual counselling
Ikhaya Lethemba	Medico-legal services	Department of Health	Provision and management of medico-legal services	This is a scarce skill and the provision of services has been quite erratic due to a shortage of medico-legal practitioners nationally thus impacting adversely on the availability provincially.
Ikhaya Lethemba	NGO programmes	Department of Social Development	Funding of specialized services to clients	SLAs have been signed which ensured adherence to conditions of the SLAs.
Citizen Safety	Hlayiseka School Safety Programme	Department of Education	Coordination and co-funding of the implementation of the programme.	The program was established in schools across the province.

Directorate	Project	Partner	Partner's Contribution	Success arising from Partnership
Risk Management	Fraud and corruption DLTC and VTS	Department of Public Transport, Roads and Works National Department of Transport KZN Department of Transport SAPS National Inspectorate of Testing Stations NITSA NPA TUV Germany	All the partners participated with the investigation of allegations of fraud and corruption at DLTC and VTS.	<p>Received a total of 58 appeals in terms of professional driving permits from the Department of Public Transport, Roads and Works and 24 investigations in this regard was completed.</p> <p>Recalled 2 189 vehicles that received roadworthy certificates irregularly for retesting.</p> <p>Recommended 959 drivers licenses issued irregularly for cancellation.</p> <p>Issued 6 notices of intention to deregister testing stations. These Stations made the necessary corrections and were not deregistered.</p> <p>Arrested 31 people for corruption and the matters are still in court.</p> <p>Investigated and completed 25 of the 52 accidents involving the Gauteng Traffic Police employees.</p>

Our stakeholders

The strategic objective of stakeholder co-ordination and co-operative governance is to ensure effective working relationships with all role players and stakeholders, law enforcement agencies, traffic law enforcement agencies and all spheres of government. Integrated strategic planning, resource deployment, joint implementation and reporting are critical elements in ensuring greater integration and coordination across spheres of government for greater impact on public safety in the province.

As contained in the Gauteng Provincial Safety Strategy, the vision of Gauteng as a global city-region demands that the different departments and spheres of government operate in a more integrated and coordinated manner. This requires the alignment of the planning processes, capacity and activities of government and agencies outside of government to realize specific objectives that will achieve maximum impact on targeted crime problems. The Gauteng Provincial Safety Strategy represents an attempt to apply the theory and practice of 'holistic governance' as envisaged by the global city-region vision in the fight against crime in Gauteng. This is encapsulated in pillar 3 of the PSP which pertains to institutional arrangements and which is depicted below:



To give effect to the Provincial Safety Plan (PSP) and the Road Safety Plan (RSP) the department has established two structures that involve local government. The department has successfully established the Provincial Safety Plan and Road Safety Plan Technical Committee which includes heads of public safety and traffic management from local authorities in the province and the Gauteng Safety Coordinating Committee (GSCC) which includes the MEC for Community Safety and the Members of the Mayoral Councils for public safety. These structures are chaired by the HOD and MEC for Community Safety respectively and both structures meet on a quarterly basis.

Through the Secretariat, located within the Department, a business process framework is implemented to guide the work of provincial and local government in giving effect to the PSP and RSP. This business process framework is aligned to national, provincial and local reporting cycles.

The Gauteng Safety Committee encourages and coordinates joint planning and initiatives between the provincial and local spheres of government in the province. The department through these structures has successfully convened the second joint strategic planning session and joint financial planning session between the Department of Community Safety and the Local Authorities in the Province. These joint strategies highlight the undertakings of the department and local authorities in giving effect to the PSP and RSP for the financial year 2009/2010. These sessions coordinated by the department were pivotal in ensuring that local government becomes a key partner in the implementation of the PSP and RSP. The department provides continued support to local government in taking these joint strategic and financial plans forward into the integrated development planning process.

With regard to the Integrated Development Plans (IDPs) of the 14 local municipalities, the department has developed formal comments on these submissions with a view to ensuring that the PSP and RSP are reflected within these strategic planning documents of local authorities.

The department has also made a submission to the Office of the Premier for the establishment of the GSCC as a statutory body in line with the Intergovernmental Relations Act. It is envisaged that this process will be finalized in the new financial year and will address the main challenges impacting the optimal functionality of the GSCC, namely, insufficient participation of local authorities in the structures as well as local authorities driving the PSP and RSP through the IDP process.

The department continued to implement the monitoring and evaluation framework to ensure the implementation and reporting on the joint strategic and financial planning processes.

The Provincial Crime Prevention Forum has improved in this financial year as it has as its intention the coordination of community safety work as directed by the PSP and RSP Technical Committee and the GSCC towards achieving its social crime prevention goals and objectives. The effective and sustainable implementation of programs flowing from

the PSP's goals and objectives require the pooling of mandates, resources and skills. This structure is therefore responsible for developing relevant multi-agency partnerships through which the necessary commitments and planning will be undertaken to ensure progress.

In Gauteng the Transport Co-ordinating Committee, also referred to as Traffic Management Gauteng (TMG), is the provincial forum that co-ordinates the planning, execution and evaluation of the road safety engineering, enforcement and education projects and operations in Gauteng. It has been restructured in line with the Gauteng Local Government demarcation and structures. The TMG feeds into the PSP RSP Technical Committee and the GSCC on matters pertaining to the implementation of the Gauteng Road Safety Strategy. The strategic priorities of the TMG are:

1. Joint road operations with local government co-ordinate from road-side traffic control centres
2. Road safety education, communication and community participation
3. Public passenger road transport enforcement
4. Overload control, heavy vehicle roadworthiness and congestion control
5. Pedestrian management
6. Road safety audits, hazardous locations and engineering
7. Traffic offences monitoring for vehicle, driver and pedestrian offences
8. Traffic accident reporting, incident management, anti-fraud and corruption and traffic information management.

3. CORPORATE GOVERNANCE ARRANGEMENTS

In line with good governance and legislative responsibilities, the department has the responsibility to fulfill the reporting requirements of its policy and legislative environment and to ensure a culture of good corporate governance within the department.

Our legislative responsibilities are premised on various pieces of legislation which impact on our programmes, policies and targets. Key legislative pieces include:

- Public Finance Management Act & Amendment Act
- Treasury Guidelines and Delegations
- Public Service Act
- Labour Relations Act
- Skills Development Act
- Employment Equity Act
- Skills Development Levies Act
- South African Qualifications Authority Act
- National Skills Development Strategy
- Code of Conduct in the Public Service
- Promotion of Access to Information Act
- White Paper on the Transformation of the Public Service.

The department has continued to strengthen corporate governance arrangements throughout the financial year. To this end the Department has implemented the policy on performance information management whose objectives are:

- To position the Department of Community Safety to track and report on organizational performance on a monthly, quarterly and annual basis.
- To ensure that the Department of Community Safety formally records and explains any deviations from approved annual performance plan targets.
- To ensure compliance by the Department of Community Safety with relevant regulatory frameworks pertaining to the management of performance information.

In its strategic planning and financial planning processes the department continues to implement the Golden Thread model.

Strategic planning

The Department develops on an annual basis an annual performance plan, reviews its three year strategic plan and the five year strategic plan. These documents once approved and signed by the Accounting Officer and the Executing Authority are submitted

to the Office of the Premier, the Gauteng Provincial Treasury and the Gauteng Provincial Legislature. This submission is coordinated by the Office of the Head of Department and is aligned to the schedule of submissions as outlined by Provincial Treasury each year.

Financial planning

The Department develops business plans and cashflow projections on the basis of approved annual performance plans and the three year strategic plan. These documents are submitted to the Gauteng Provincial Treasury once approved by the Accounting Officer.

Budget monitoring

The Office of the CFO on a monthly basis convenes budget monitoring sessions with each chief directorate to review expenditure patterns against cashflow projections. In this manner financial management across the department is improved.

The Office of the CFO has met its financial reporting requirements in the form of In-Year Monitoring Reports as well as financial reporting to the Executing Authority and the Accounting Officer on a monthly and quarterly basis.

PERFORMANCE MONITORING & EVALUATION

Monthly performance reporting

- All directorates submit a detailed monthly report on their performance in relation to their operational plans to chief directors.
- Chief Directors compile an executive summary which highlights challenges and achievements of the chief directorate for the reporting period.
- The HOD convenes a monthly performance management committee meeting involving the CFO and Chief Directors to review performance for the month. The Secretariat in the Office of the HOD records minutes which are duly approved by the

Chairperson of the Performance Management Committee.

- Terms of reference have been approved by the Head of Department for the Performance Management Committee.
- Corrective measures and additional activities are put in place if need be which is then recorded on the meeting task list and is monitored by the Performance Management Committee at every meeting until the matter is concluded and/or resolved.
- In addition, if the annual performance plan or business plan for a directorate needs to be amended, it is processed through the Chief Director and approved by the Head of Department.
- The Department also through the Finance Directorate utilizes the BAS report to monitor spending. On a monthly basis at the performance management committee the Chief Financial Officer presents the current financial overview for the Department and highlights challenges and areas that need to be addressed by either the Chief Directors and/or the Head of Department.

Quarterly performance reporting

- All directorates submit a detailed quarterly report on their performance in relation to their annual performance plans. Chief Directors then compile an executive summary which highlights challenges and achievements of the chief directorate for the reporting period.
- The HOD's office compiles a performance snapshot on the basis of quarterly reports and operational plans which is a performance assessment report for the HOD's reference during the quarterly review sessions.
- The HOD convenes a departmental quarterly review session involving the MEC, CFO, Chief Directors, Directors and Deputy Directors to review performance for the past quarter and to present plans for the forthcoming quarter. The Secretariat in the Office of the HOD records minutes of this session which is duly approved by the Chairperson.
- Corrective measures and additional activities are put in place if need be which is then monitored and recorded in the minutes of the session.
- In addition, if annual performance plans need to be amended, it is processed through

the Chief Director and approved by the HOD.

- The Department also through the Finance Directorate utilizes the BAS report to monitor spending and identify areas of intervention for Chief Directors and the HOD.

The department submits to the Standing Committee on Community Safety a summary of its achievements for the quarter. The department submits to Provincial Treasury on a quarterly basis, a quarterly report in line with the Provincial Treasury Quarterly Reporting Template that contains non-financial data. On a quarterly basis, the department presents both financial and non-financial data to the Audit Cluster Committee meeting, which provides indicators for the department's performance on a quarterly basis.

The department reports its progress on commitments made in relation to the GPG Five Year Plan of Action that is coordinated by the Office of the Premier. This reporting is effected quarterly through a web-based monitoring system that allows all GPG departments to submit electronic reports that are consolidated within the department and approved by the HOD through this web-based system. The Department must also report on the Key Performance Indicators for the Department as highlighted by the Office of the Premier.

The department through the Office of the CFO and the Chief Directorate for Corporate Support Services reports on targets arising from transversal issues that impact on the department's reporting, for example, BBEEE targets, SCM targets, grievances, etc. These targets may be set by the Office of the Premier, Provincial or National departments.

The department by the end of the financial year had approved its strategy on monitoring and evaluating organizational performance. In the new financial year, it is envisaged that the department will continue to improve on these reporting systems and procedures.

Policy & legal services

The department's policy environment was strengthened with the adoption of the following policies:

- Zero tolerance policy
- Funeral policy
- HIV and Aids policy
- Employment and Assistance policy
- Change control policy
- Help desk policy
- Inventory policy
- Refreshments policy
- Debt policy
- Document security procedure.

In addition, the department may report that:

- The File Plan for the Department was adopted in February 2009 and submitted to National Archives.
- The Fraud Prevention Plan and the Risk Management Strategy were reviewed.
- The security procedures, access control procedure, the Whistle Blower Policy and the parking control procedure were reviewed and adopted.
- The Anti-Corruption and Ethics Policy and the Loss Control Policy were adopted.

A tracking system for case management was enhanced as well as tracking registers for SLAs and policies. The unit has developed a contract management framework which was adopted by the Policy Management Committee. The framework is intended to ensure the effective monitoring of service delivery on procured services and to this end the unit has provided, analysed, advised and assisted in the drafting of 56 service level agreements for various services in the Department.

Capacity for the legal unit is enhanced by the body shop of legal service providers that assists with opinions in respect of matters required by the department and the MEC. The Unit has succeeded in ensuring support to the Department with regard to legal questions which resulted in the provision of opinions which had an impact on decision making and to this end a total of 45 opinions were provided with the assistance of the members of the legal panel. The report in respect of legislative compliance was completed.

The Unit has ensured that the 62 civil claims against the Department follow a proper legal process and provided advice to the HOD and the Risk Management Committee on active as well as non active cases. The unit has maintained consistent liaison with the State Attorney with regard to litigation matters.

The unit has developed the legislative compliance framework which was adopted by the Policy Management Committee. The framework is intended to ensure effective compliance with the relevant legislation that governs the functioning of the Department.

The Unit has developed a policy development framework which was adopted by the Policy Management Committee. The Unit has provided procedural and legal support to the committee which assisted in their deliberations and decision making on policy related issues. The unit has succeeded in the analysis of 14 Policies which are intended to ensure good governance in the Department.

Human resource management and development

The department in the previous financial year developed an approved its HR Strategy. In the financial year under review an implementation plan was developed for implementation.

The employer-employee relationship was strengthened by the review and adoption of Terms of Reference for the Labour Forum. In addition, a workshop with organized labour and the employer to clarify roles and responsibilities was held. Monthly meetings of the Labour Forum took place and bilateral meetings were scheduled as and when needed.

The Employment Equity Plan was reviewed and submitted to the Department of Labour by 1 October 2008. The Employment Equity Committee is functional and progress on the EE plan is monitored monthly.

At the beginning of the financial year there were 901 filled positions and 218 vacant positions. By the end of the financial year a total of 998 posts were filled and 120 posts were vacant. A breakdown of these can be seen in the attached HR oversight report. Recruitment and selection has been a challenge as a result of delays in the delivery

of CVs and applications by the GSSC that impacts the processes after advertisement. These shortcomings have been dealt with in the drafting of a service level agreement (SLA) for 2009/10 with the Gauteng Shared Services Centre (GSSC).

The Department established 121 learnerships and internships during 2008/09. The provincial target for Gauteng of 9.5% of the total staff establishment for internships and learnerships was exceeded as the 121 learnerships and internships at year end constituted 13.4% of the total staff establishment.

The Workplace Skills Plan (WSP) was submitted timeously to the PSETA on 30 June 2008. Two of the recognised unions signed the WSP. PSETA quarterly reports were submitted in this regard. Further details can be seen in the attached HR Oversight report.

Training was provided to members of staff on the following:

- 7 Habits of Highly Effective People targeted at middle managers and Assistant Directors.
- Executive Development Programme for Directors and Chief Directors.
- Advanced Management Development Programme for Control Provincial Inspectors in Traffic Management
- Management Development for Middle Managers
- Fundamentals of report writing
- Risk Management
- Computer Training
- Accident Reconstruction
- Project Management
- First Aid Training
- Disciplinary Code and Procedure
- Secretarial Development Course
- Trainers Conference for the Directorate: Human Resource Management and Development.

The department developed and administered climate survey questionnaires. The results of the survey pointed to gaps in communication, leadership, training and development.

An action plan to mitigate the gaps was developed and is implemented as part of the HR processes.

Employee wellness continued to be an area of focus with men and womens forum meetings being conducted. Training sessions for staff and supervisors were held to address matters of wellness throughout the organization. The department continued to monitor the utilization rate of ICAS. There was an incremental increase on a quarterly basis in respect of the utilization rate.

The department commemorated World Aids Day in a different manner this year by training 32 middle and junior managers on HIV and Aids Management in the workplace.

The implementation and monitoring of the suggestion boxes is an ongoing initiative in the department. The HR database dealing with queries from our internal clients was developed and queries are tracked.

Information technology

The strategic objective relating to this area deals with developing, introducing and maintaining information and knowledge management systems within the Department.

An IT strategy was developed and adopted. Enhancing the current capacity requirements for IT and the IIMS were completed with the adoption of the workstudy report by the HOD and the MEC. Funding for the implementation of the full structure needs to be sourced.

The time and energy of the CIO and the IT team was focused on finalizing the establishment of the Integrated Information Management System. In addition a Programme Manager was appointed to coordinate the work of the various service providers related to the IIMS. Linked to the implementation of the IIMS, the upgrading of the network was completed to ensure an appropriate support environment. The Integrated Information Management System was implemented successfully.

The main challenge experienced during 2008-09 in the IT environment was a loss of capacity. The CIO resigned (September 2008) as well as the Assistant Director IT (February 2009) which resulted in a loss of capacity to drive and improve the IT environment significantly.

Risk management

The culture of risk management was maintained by the review of the risk management strategy for the department and conducting monthly meetings of the risk management committee. The global annual risk assessment for the department was completed and subsequently a risk mitigation programme for the department was adopted.

The risk management culture was further strengthened during the reporting period as each chief directorate is fully involved in risk management in the department due to the decentralized approach to risk management. The Barn Owl risk management tool was introduced to all Chief Directorates.

A client satisfaction survey was completed. It revealed that although most understand the enterprise risk management methodology and strategy, units still require assistance with the implementation of this into their daily activities.

Fraud and corruption

For the reporting period under review, the fraud prevention plan was reviewed and adopted. The Fraud unit may report as follows:

- Conducted 16 awareness sessions focusing on ethics, fraud and corruption.
- Investigated 17 of the 71 hotline reports received.
- A total of 58 appeals in terms of professional driving permits were received from the Department of Public Transport, Roads and Works and 24 investigations in this regard was completed.
- Recalled 2 189 vehicles that received roadworthy certificates irregularly for retesting.
- Recommended 959 drivers licenses issued irregularly for cancellation.
- Issued 6 notices of intention to deregister testing stations. These Stations made the

necessary corrections and were not deregistered.

- Arrested 31 people for corruption and the matters are still in court.
- Investigated and completed 25 of the 52 accidents involving the Gauteng Traffic Police employees.

The Unit developed an investigation manual as well as a new inspection methodology for Drivers License Testing Centres. The Unit is currently in consultation with relevant role players to finalize the process. The Unit also approached the Australian Police to develop a Quality Assurance Model to improve the quality of Traffic Policing in the Province.

An investigation at the Gauteng Call Centre revealed that block bookings for learners and drivers licenses were sold to driving schools. Two Managers were charged, found guilty and dismissed.

The Unit facilitated a consultation process with all driving schools in the Province resulting in new legislation pertaining to Driving Schools being drafted and submitted to the National Department of Transport.

As part of creating awareness of fraud and corruption, Anti Corruption posters were displayed at various DLTC and departmental sites. A total of 852 Code of Conduct booklets were distributed in the Department.

The work at DLTCs and VTSS were recognized provincially with the Bronze Award in the "Face of Government" category during the Premier's Service Excellence Awards.

Security & facilities management

In partnership with the Department of Public Transport, Roads and Works a facility maintenance and compliance audit was completed which identified areas for improvement. Various regional offices were maintained during the year. The Unit also facilitated the construction of a new Victim Empowerment Centre at Orange Farm SAPS.

The Chief Directorate managed security services via the Security Policy and Procedures Manual and the introduction of access control on all floors of the Department. The implementation of the new File Plan commenced and 4 training sessions were conducted to train staff on the new File Plan.

4. PROGRAMME PERFORMANCE

The next section on programme performance will detail the actual performance of the line function programmes within the department against the annual performance plan and the budget statement for the financial year in question.



Safety Promotion



4.1 SAFETY PROMOTION PROGRAMME

The Gauteng Provincial Safety Strategy argues that there is a need to prioritise the reduction of violent crimes to achieve the biggest gains for community safety throughout the province. To this end, the Safety Promotion programme aims to effectively, through its interventions, empower communities to deal with social issues that lead to crime and address fears of crime and perceptions of unsafe environments which complements traditional law enforcement activities.

The Safety Promotion programme comprises three business units, namely, Ikhaya Lethemba; Citizen Safety and Public Education and Information.

Ikhaya lethemba

The purpose of this directorate is that of enhancing victim empowerment with the main focus being the monitoring of Victim Empowerment Services at police station level; enhanced Criminal Justice System coordination at Ikhaya Lethemba; a strengthened Victim Empowerment (VEP) network in Gauteng; and a skilled victim empowerment volunteer resource base.

Ikhaya Lethemba provides victim empowerment services for the broader Gauteng province. It consists of three components:

1. Professional services
2. Residential services
3. VEC (Victim empowerment centres) co-ordination unit

These three components work together in an integrated manner to ensure that holistic

services are offered to victims of violence and crime, both at the one stop centre, Ikhaya Lethemba, and at community based VEC's.

As part of pillar 2 of the PSP, Ikhaya Lethemba has identified two focus areas namely:

- Leading the implementation of the strategy for the prevention of violence and abuse of women and children; and
- Coordinating victim empowerment at police station level.

Citizen safety

Effective social crime prevention programmes aim to address identifiable factors associated with crime and are focused on specific groups in particular communities. In this way it is possible to design specific interventions that can be carefully monitored and evaluated to assess their impact on crime at a defined locality. Within the PSP, social crime prevention has been one area that required greater attention if a sustainable reduction of crime is to be realised. The Gauteng Provincial Safety Strategy endeavoured to introduce a number of innovations to the social crime prevention approach applied in Gauteng.



Based on this pillar, the department through the Citizen Safety Directorate has identified various programmes and projects to give effect to promoting social crime prevention.

This primarily includes the following key focus areas:

- Working with local government on social crime prevention
- Coordinating the provincial social crime prevention strategy
- Establishing and maintaining youth desks
- Implementing the Hlayiseka School Safety Programme.

Public education and information

One of the key challenges confronting the province is the large number of people who tolerate criminal activity as long as it does not affect them directly. Many people are willing

to buy stolen goods and not report criminal elements living in their neighbourhood if they commit crimes elsewhere. It is therefore crucial that a campaign is undertaken to lower the tolerance and complicity of ordinary people in crime. In particular it is necessary to promote the concept of adhering to the rule of law.

A unifying element for communities is to implant the idea that everyone can work together to take back our communities and public spaces from criminals. Developing a collective consciousness against crime would see ordinary people increasingly becoming 'guardians of public safety' which would reduce the space within which the criminal minority could operate successfully.

The most effective strategy for reducing crime is to promote the adherence to the rule of law and to reduce the tolerance for all criminal behaviour in our society. This will require a campaign to change the mindset in our society from one in which crime is perceived as someone else's problem to one in which crime is understood as something we all have a responsibility to reduce. People must be mobilised to take active steps to improve the safety of their neighbourhoods through ensuring that everybody supports the rule of law. The Department of Community Safety therefore embarked on a sustained awareness campaign with the objective of raising consciousness about each person's social responsibility to take a stand and play a role in reducing crime.

Community mobilisation is an important element to encourage participation in crime prevention. However, it is important to channel the willingness that people have to do something about crime in a constructive and practical manner that builds social cohesion. The Department of Community Safety has therefore encouraged the development of a 'Social Movement against Crime'. The aim of this movement will be to unite people across the province from all walks of life in a common pursuit to improve the safety of our province. This is reflected in pillar 4 of the PSP.



The Public Education and Information Directorate has given effect to pillar 4 by focusing profiling and marketing the department and its programmes through various modes and channels.

The detailed programme performance of the Safety Promotion Programme and its directorates is detailed as follows:

STRATEGIC GOAL: 2.1.1 SOCIAL CRIME PREVENTION

No	Strategic Objective	Measurable Objective (output)	Performance Measurement Indicator	Year 2008/09 (Estimate)	Actual	Comment On Deviation If Any
2.1.1.1	Coordination of social crime prevention initiatives in the province	Establish and strengthen institutional mechanisms	Approved annual integrated plan for the province	30 June 2008	Approved annual integrated plan is in place and the social crime prevention forum is established	Target met
			Effective social crime prevention forum			
			14 local safety fora established	6 fora established	7 fora established	Target exceeded
			Quarterly reports	4 reports submitted 15 days after each quarter	4 reports submitted	Target met
			Annual report	1 report submitted by 30 August 2008	1 report submitted	Target met
2.1.1.2	Prevention of Youth Criminality	Provincial youth crime prevention programme	Annual integrated programme approved	1 approved programme by 31st March 2009	1 programme approved	Target met
			Quarterly reports	4 reports submitted 15 days after each quarter	4 reports submitted	Target met
			Annual report	1 report submitted 30 August 2008	1 report submitted	Target met

No	Strategic Objective	Measurable Objective (output)	Performance Measurement Indicator	Year 2008/09 (Estimate)	Actual	Comment On Deviation IfAny
2.1.1.3	Implement School Based Crime Prevention programmes	School based crime prevention programmes	Approved Annual School Based Programmes	Approved by January 2008	Plan approved	Target met
			Quarterly reports 15 days after end of quarter	4 reports submitted 15 days after each quarter	4 reports submitted	Target met
			Annual report	1 report submitted by 30 August 2008	1 report submitted	Target met

STRATEGIC GOAL: 2.1.1 SOCIAL CRIME PREVENTION

No	Strategic Objective	Measurable Objective (output)	Performance Measurement Indicator	Year 2008/09 (Estimate)	Actual	Comment On Deviation If Any
2.1.1.4	Prevent violence relating to weapons alcohol, and drug	Localized program	Programmes implemented as per schedule	4 reports submitted 15 days after	4 reports submitted	Target met
		Lead and coordinate the implementation of VAWAC strategy	Approved provincial joint plans Institutional mechanisms established at provincial and local level	30 June 2008	Provincial joint plan approved	Target met
			Quarterly reports	4 reports submitted 15 days after each quarter	1 report submitted	Target met
			Annual report	1 report submitted 30 August 2008	4 reports submitted	Target met
		Strengthened existing desks and align to local government	Minimum standards	100% compliance to minimum standards	All youth desks operate according to norms and minimum standards	Target met

No	Strategic Objective	Measurable Objective (output)	Performance Measurement Indicator	Year 2008/09 (Estimate)	Actual	Comment On Deviation If Any
		New desks established and aligned to local government	35 youth desks established by 09/10	27 (8 added) youth desks established by 09/10	8 youth desks established as well as a provincial structure including 6 regional structures	Target met
			120 volunteers trained by 09/10	80	300 youth volunteers trained	Target exceeded
		Youth desk programmes	Approved annual programmes in line with Gauteng Safety Strategy	Approved by January 2009	Plan designed and approved	Target met
			Quarterly reports	4 reports submitted 15 days after each quarter	Reports compiled	Target met
			Annual report	1 report submitted by 30 August 2008	Report compiled	Target met

No	Strategic Objective	Measurable Objective (output)	Performance Measurement Indicator	Year 2008/09 (Estimate)	Actual	Comment On Deviation If Any
2.1.1.5	Co-ordinate the VEC programmes at station level	Functional VEC structures	Reconceptualized business plan approved by 30th September 2007 50 Existing VEC's strengthened 13 VEC's established	4 reports submitted 15 days after each quarter	4 reports submitted	Target met
2.1.1.6	Manage, co-ordinate and monitor effective service delivery to victims of violence at Ikhaya Lethemba	Integrated service delivery at Ikhaya Lethemba	Service Level Agreement (SLA) amongst all relevant stakeholders.	Developed and signed off SLA's (Justice, SAPS, Social Development, Education, Health, Public Works, SRAC)	All SLAs developed but only one department has signed their SLA.	Target not met All SLAs have been developed but not signed yet. Negotiations have yet to be finalized so as to sign the SLAs and review the budgetary implications for relevant departments.
			Quarterly reports 15 days after end of quarter	4 reports submitted 15 days after each quarter	Quarterly reports produced	Target met
			Annual report	1 report submitted 30 August 2008	Annual report produced	Target met

STRATEGIC GOAL: 2.1.2 EFFICIENT AND EFFECTIVE INTERNAL AND EXTERNAL COMMUNICATION

No	Strategic Objective	Measurable Objective (output)	Performance Measurement Indicator	Year 2008/09 (Estimate)	Actual	Comment On Deviation If Any
2.1.2.1	Profile and promote the Department of Community Safety and its programmes	Communication and media strategies	Approved annual communication and media strategy	1st April 2008	Annual communication and media strategy developed and approved	Target met

The Strategic Goal 2.1.3 Road safety education was moved to Gauteng Traffic Police during the FY0809 and therefore this sub-programme will be reported on under the Traffic Management Programme



Civilian Oversight



4.2 CIVILIAN OVERSIGHT PROGRAMME

The Civilian Oversight programme focuses on the effective monitoring and evaluation of police service delivery including strengthening the relationship between the police and their communities in the Province.

The programme includes three directorates, which are:

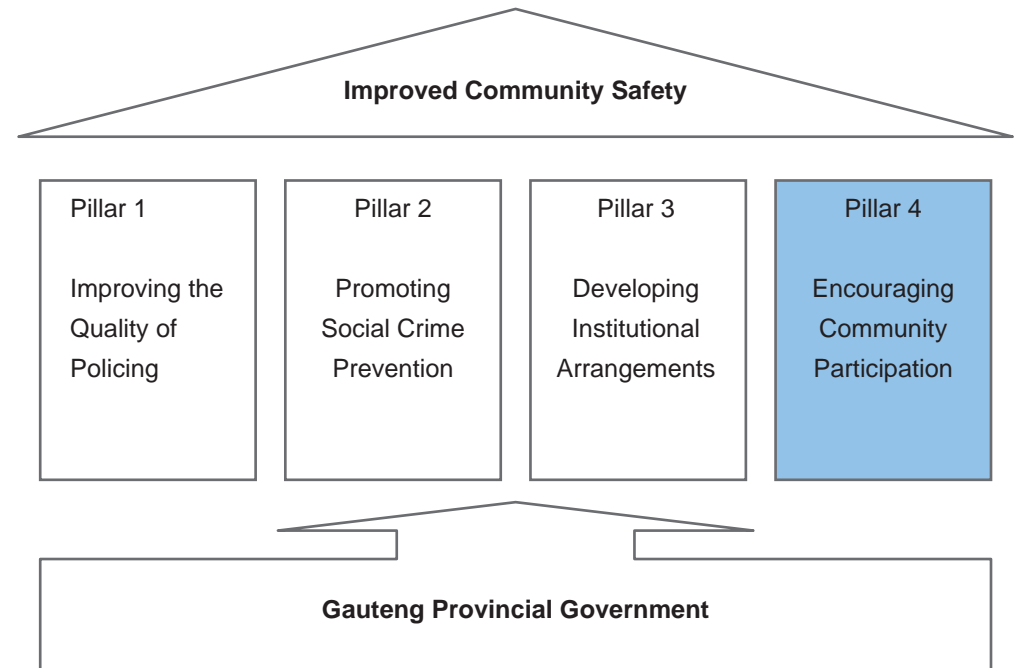
- Community Police Relations
- Service Evaluation and Research
- Monitoring of Police Service Delivery.

The PSP states that one of the characteristics of crime is that it is a fluid and dynamic phenomenon. Crime patterns and trends change because there are a range of different factors that contribute towards certain crimes occurring in particular places. One of the key challenges facing the police is the ability to utilize and integrate information systems into decision-making. While the police have access to large amounts of information on crime, it is located in different places and presented in various formats making it difficult to use strategically. A related challenge confronting the police has to do with the coordination of intelligence capacity. A third key element of policing that needs to be continuously monitored is the service delivery of police in terms of response times and general attitudes to the public. These issues have emerged as concerns for ordinary people and improvements in these areas can go a long way to building police community relations.

According to the PSP, community policing is a core philosophy of the policing approach in democratic South Africa. This requires the police to be responsive to the needs and concerns of the community to promote support and cooperation in tackling crime. Community Policing Forums (CPFs) are the structural expression of the community policing philosophy and these forums must be strengthened. The Department of Community Safety will seek to strengthen CPFs through the development of clear directives on the roles and functioning of these forums and providing assistance through mobilising resources and training.

During the financial year, the Directorate of Community Police Relations has achieved success in the following areas:

- Expanding the patroller programme
- Establishing community policing forums as per minimum standards
- Mobilizing both hostel and business communities in the fight against crime



For the Provincial Government to improve the quality of policing it requires detailed information about the performance of the police in combating and investigating priority crimes throughout the province. Where challenges are identified through consistent monitoring of police performance indicators against crime statistics, the Department of Community Safety focuses its efforts on understanding and addressing the underlying structural reasons.

Reductions in crime will only be sustainable if police effectiveness and efficiency improve and this objective is achieved within the framework of the law. The Department of Community Safety has therefore increased its efforts to ensure that systems are in place for improving the conduct of police. The systems devised, utilized and enhanced by the Department in this regard include IMPACC and GIPPS. In addition, the department conducts quarterly review sessions with law enforcement agencies to monitor their performance in terms of policing.

GIPPS is an information system that assists the Department to monitor policing and crime and it promotes improvements in terms of police performance. The system produces a monthly report on the status of priority crimes and police performance. Stations experiencing increasing crime rates and/ or deteriorating performance ratings are selected for the GIPPS Station Performance Review process. The Investigation and Monitoring of Police and Citizen Complaints (IMPACC) system is an electronic complaints management system. Members of the community are able to lodge their complaints relating to unsatisfactory levels of performance against the police through IMPACC.



On the basis of the Gauteng Provincial Safety Strategy and the pillars highlighted above, the Department through the Civilian Oversight Programme may report on its detailed performance as follows: