

PURPOSE OF THIS DOCUMENT

The purpose of this document is to -

- enhance the understanding of sector policing
- establish a standardised, uniform approach to the implementation of sector policing
- assist station commanders and sector commanders in the implementation and maintenance of sector policing
- provide practical guidelines to station commanders to guide the implementation and maintenance of sector policing as an operational approach at police station level in support of institutionalising community policing
- provide different views and perspectives on the implementation of sector policing, noting the specific dynamics that prevail at local level.

WHO SHOULD USE THIS DOCUMENT?

This document is a useful tool to assist in the implementation and maintenance of sector policing in the South African Police Service (SAPS). The document focuses on providing guidance to the following role players responsible for the implementation and maintenance of sector policing:

Provincial/ Divisional Commissioners	Station Commander	Sector Commander	Operational Commanders	CPF/Community
<ul style="list-style-type: none"> To create an enhanced understanding of sector policing and the implementation requirements. To create an enhanced understanding of the monitoring and evaluation process to determine progress of the implementation and impact on crime and service delivery. 	<ul style="list-style-type: none"> To guide the Station Commander in the implementation and maintenance of sector policing in the police station's area. 	<ul style="list-style-type: none"> To guide the Sector Commander in his/her role and responsibilities in the coordination of all crime-related activities in the sector where he/she has been appointed. 	<ul style="list-style-type: none"> To guide operational commanders in the deployment of operational members in sectors to support the implementation of sector policing and address crime through an intelligence-driven, problem-solving approach. 	<ul style="list-style-type: none"> To create awareness on sector policing as a policing approach and the roles to play in this regard.

A QUICK TOUR OF THE OPERATIONAL GUIDELINES

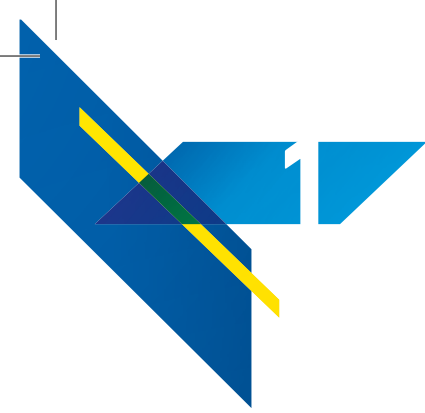
The toolkit is divided into four chapters, each containing a number of sections. The following table gives a brief summary of each chapter and section:

No.	Chapter	Description	Sections	Annexures
1	Operational Guidelines: Station Commander	This chapter gives guidance to the station and operational commanders to implement and maintain sector policing	<ol style="list-style-type: none"> 1. Background 2. Introduction: Implementation of Sector Policing 3. Overview 4. Practical Implementation Guidelines 5. Record Keeping and Reporting 	<ol style="list-style-type: none"> A. National Instruction 3 of 2013 B. Sector Profile C. Success-Capturing Report (SAPS 594) D. Example of a Constitution and Code of Conduct E. Compliance Certificate F. Example of an appointment letter
2	Operational Guidelines: Sector Commander	To guide the Sector Commander in his/her role and responsibilities in the coordination of all crime-related activities in the sector where he/she has been appointed.	<ol style="list-style-type: none"> 1. Introduction 2. Objectives of Sector Policing 3. Functions of the Sector Commander 	
3	Guidelines: Operational Commanders and Members	To give guidance in terms of – <ul style="list-style-type: none"> • crime-prevention tools, approaches and techniques • the roles and responsibilities of operational commanders • the application of crime-prevention approaches and techniques when deploying • developing a crime-prevention programme 	<ol style="list-style-type: none"> 1. Crime-Prevention Tools, Approaches and Techniques 2. Roles and Responsibilities of Operational Commanders 3. Application of Crime-Prevention Approaches and Techniques when Deploying Resources 4. Developing a Crime-Prevention Programme 	
4	Sector Policing: Monitoring and Evaluation Framework	To give guidance to – <ul style="list-style-type: none"> • the station commanders • the office of the Cluster Commander • the office of the Provincial Commissioner • the Visible Policing Division • the Inspectorate Division • Internal Audit. <p>To provide a framework for the monitoring and implementation of sector policing as a policing approach in the SAPS in accordance with National Instruction 3 of 2013.</p>	<ol style="list-style-type: none"> 1. Introduction 2. Why is a Monitoring and Evaluation Structure Necessary? 3. Tools for Monitoring and Evaluation 4. Monitoring and Evaluation Framework for Sector Policing 	G. Sector Policing Quarterly Feedback Template



IMPLEMENTATION OF SECTOR POLICING

OPERATIONAL GUIDELINES:
STATION COMMANDER



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1. BACKGROUND

Sector policing was initially piloted at 20 specific police stations in Gauteng as part of the Service Delivery Improvement Programme in 1998. Following the implementation of the pilot project, sector policing was officially implemented during the 2002/2003 financial year in the SAPS as a policing methodology to support community policing as a policing philosophy at specific, predetermined police stations where crime was high.

The initial success of sector policing was not dependant on large numbers of human and other resources. The primary responsibility of the sector manager was not to do functional policing in the sector(s), but rather to coordinate all policing needs in order to identify crime problems and to organise and mobilise the community, as well as other interest groups in the sector, against crime, in order to ensure interaction with the community to identify community needs and address community expectations. The main idea was, therefore, to jointly identify crime problems and activate appropriate solutions/operational actions that would address the identified problems to the community's satisfaction.

The above approach, however, soon escalated and resulted in an operational approach that largely depended on the deployment of dedicated resources in all demarcated sectors. It became a vehicle to provide more policing resources and not a policing tool to improve interaction and mobilisation of the local community as part of the community policing philosophy. The result was that several police stations, especially in rural areas, could not implement sector policing as the demand for dedicated resources per sector exceeded the station's capacity.

The slow pace at which sector policing was implemented at police station level resulted in criticism from the broader community and the Portfolio Committee for Police. Sector policing was regarded as being unsuccessful and could not be implemented because it was only considered to be implemented if dedicated resources, including human and logistical, were available to optimally capacitate all sectors in the demarcated policing area.

Following these concerns, the review of sector policing as a policing approach was undertaken from 2011 to 2012 and National Instruction 3 of 2009 was amended accordingly. The outcome of the review of sector policing emphasised the fact that –

- a "one size fits all" sector policing approach could not be adopted
- sector policing is not the only operational policing approach and police stations should be given discretion to decide on the most suitable policing approach, depending on the community they serve
- police stations, especially in deep rural areas, cannot implement sector policing at the same level as in urban areas with well-developed infrastructure and smaller policing areas
- sector policing is not a sustainable policing approach if its success only depends on huge numbers of human and physical resources
- sector policing should be adopted as a policing approach to encourage community mobilisation, interaction and building a culture of mutual cooperation and trust.

Based on the above outcome, minimum implementation criteria were determined to enable police stations in rural areas with limited resources to implement sector policing and National Instruction 3 of 2013 was subsequently approved for implementation.



2. INTRODUCTION: IMPLEMENTATION OF SECTOR POLICING

**This section will assist the Station Commander
in respect of the following:**

- Understanding the terminology and abbreviations used in the document
- Understanding the environment that regulates or influences sector policing
- Clarifying key principles to ensure the success of sector policing.



2.1 Terminology

“**Crime Administration System**” (**CAS**) is a computer system that contains information of all cases reported to the station.

“**Crime prevention**” includes all policing and community activities aimed at preventing or reducing precipitating and predisposing factors leading to crime.

“**Crime Pattern Analysis**” (**CPA**) indicates the frequency of crime in terms of when and where crimes happened, how they were committed and particulars of the target, victim and suspect.

“**Community Police Forum**” (**CPF**) is a community police forum established in terms of section 19(1) of the South African Police Service Act, 1995 (Act No 68 of 1995).

“**Crime Threat Analysis**” (**CTA**) is used to provide an overall picture of crime taking place in a specific geographical area at a particular point in time.

“**Geographical Information System**” (**GIS**) is an electronic version of crime mapping. It is a daily crime report database.


“**hotspots**” indicates geographical areas with the highest incidence of crime and violence.

“**Operational Commander**” is a member designated by the relief commander to take command and control of the operational members who are deployed to sectors for the duration of a shift.

“**Operational deployment**” refers to the operational members who have been deployed to render the necessary services to the community in the demarcated sectors, including police patrols, crime-prevention activities and responding to complaints.

“**Relief Commander**” is a member who performs the duties referred to in Standing Order (G) 256.

“**Rural safety**” refers to all safety and security issues that affect non-urban communities insofar as it deals with human, property, security and food protection.



“Rural safety plan” is a tactical plan developed and implemented at police station level, designed to include all day-to-day activities and measures to address specific rural safety issues in an integrated and coordinated manner by involving all relevant role players in line with the National and Provincial Rural Safety Strategy.

“Sector” is a geographical area in a police station’s area determined in accordance with this instruction.

“Sector forum” is a mechanism established in a demarcated sector to support community participation in the prevention of crime.

“Sector Commander” is a permanent member appointed by the Station Commander to manage and coordinate all crime activities in the demarcated sectors.

“Sector policing” is a policing approach that adopts a decentralised and geographical approach to policing by dividing a station’s area into manageable sectors to enhance policing, service delivery and community involvement/interaction, through a partnership approach.

“Sector profile” is a planning tool that is used to provide policing direction to the Sector Commander in identifying the needs, concerns, perceptions and abilities of a community in a sector in respect of crime-related matters.

“Success-Capturing Report (SAPS 594)” is a report compiled by the Operational Commander and operational members after every shift.

“Station’s management” refers to the Station Commander, the Commander of Visible Policing, the Commander of the Detective Service, the Commander of Crime Prevention and the Commander of Support.



2.2 Abbreviations

“**SCCF**” means the Station Crime-Combating Forum.

“**CPTED**” means Crime Prevention Through Environmental Design.

“**OCTA**” Means Organised Crime Threat Analysis.

2.3 Regulatory Framework

The following legislation and other governmental policies govern or influence the sector policing environment:

- The Constitution of the Republic of South Africa, 1996 (Act No 108 of 1996)
- The South African Police Service Act, 1995 (Act No 68 of 1995)
- The National Development Plan
- The White Paper on Safety and Security (September 1998)
- National Instruction 3 of 2013 on Sector Policing
- Community Policing Policy Framework and Guidelines
- South African Police Service Interim Regulations for Community Police Forums and Boards (GNR.384 of 11 May 2001)
- National Instruction 3 of 2014 on the South African Reserve Police Service
- Rural Safety Strategy.



2.4 Key Implementation Principles

The following identified principles is essential in ensuring the successful implementation and maintenance of sector policing as a policing approach to enhance community interaction and the building of trust.

- **Leadership and Commitment**

The station's management should take the lead in the implementation of sector policing and must lead through example and commitment. Sector policing must become the way of policing.

- **Consultation**

Proper consultation with the community must take place during the implementation phase and maintenance process to ensure the buy-in and active involvement of the community in sector policing as opposed to forcing the idea on the community.

- **Honesty and Integrity**

Honesty and integrity are attributes that are considered to be very important in the implementation process and general functioning of sector policing. The misuse of sector policing for personal gain by the community and the police could compromise the integrity of the philosophy itself. The intentions and expectations of participation must be clear to ensure that the police-community partnership can contribute towards accomplishing the same vision.

- **Shared Responsibilities**

The police and the community must share the responsibilities of sector policing as a tool to facilitate community policing as a policing approach. The onus of ensuring the success of sector policing must be on the community and the police. This implies that both parties must be clear on what sector policing entails, what their respective responsibilities are and must be accountable to each other.



- **Respect**

Respect is considered an important element in the implementation and maintenance of sector policing as it recognises the importance of the other partner. Respect improves dialogue, communication and trust.

- **Focused Approach**

Another feature that distinguishes sector policing from other community policing approaches is that it is designed to provide policing in smaller and more manageable areas.

- **Knowledge at Local Level**

Knowledge of conditions at local level, as well as community needs and expectations are essential in sector policing. The Sector Commander must be known in the sector(s) where he/she is appointed and must visibly show his/her interest and commitment to addressing identified policing challenges at local level, and must, furthermore, be empathetic to policing needs at local level, to be accepted and trusted by the community in the sector.

- **Accountability**

It is essential that all role players involved in the implementation of sector policing are held accountable for its implementation and maintenance.

AIM OF SECTOR POLICING





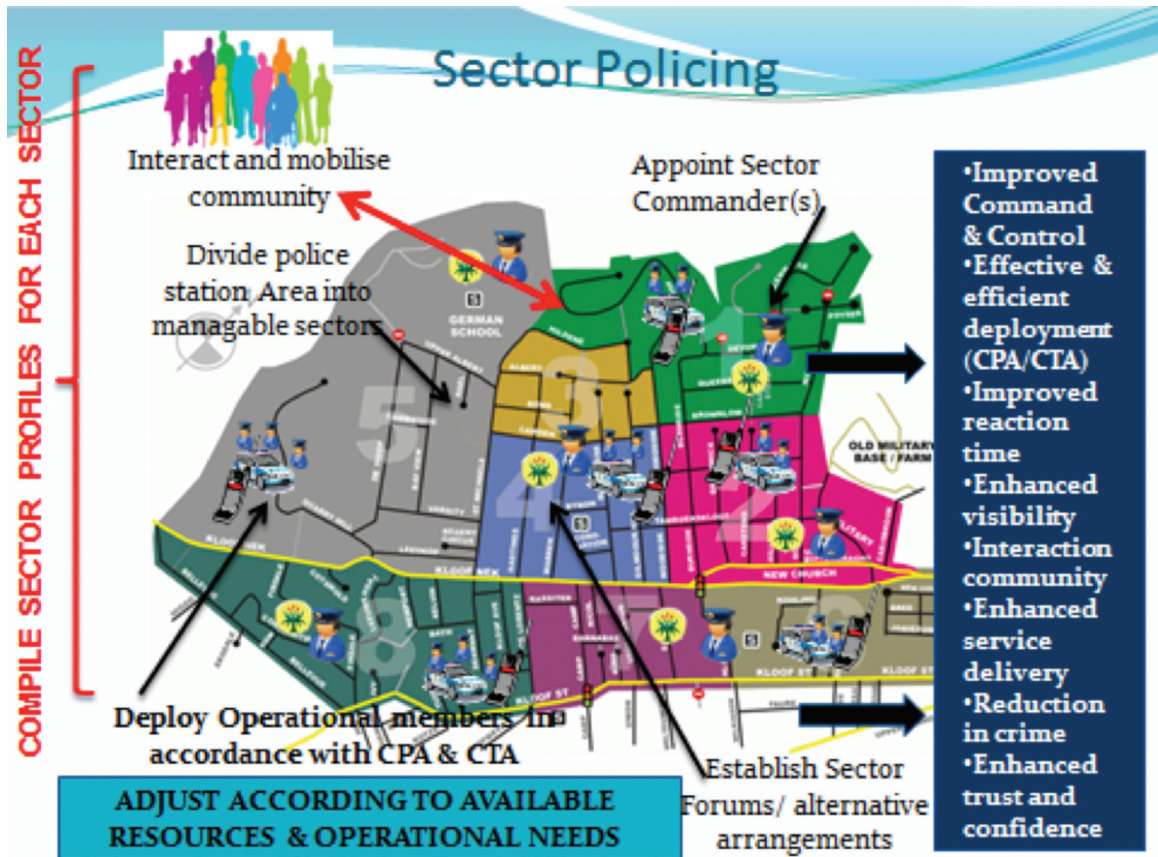
3. OVERVIEW: IMPLEMENTATION OF SECTOR POLICING

This section will provide a broad overview to the Station Commander in respect of the following:

- Understanding sector policing
- Knowing the minimum implementation criteria for sector policing
- The implementation process flow of sector policing
- Objectives of sector policing
- Respective roles and responsibilities pertaining to the implementation of sector policing from national to police station level.

3.1 Defining Sector Policing

Sector policing is a policing approach that adopts a decentralised and geographical approach to policing by dividing a station's area into manageable sectors to enhance policing, service delivery and community involvement/interaction.





3.2 Minimum Implementation Criteria

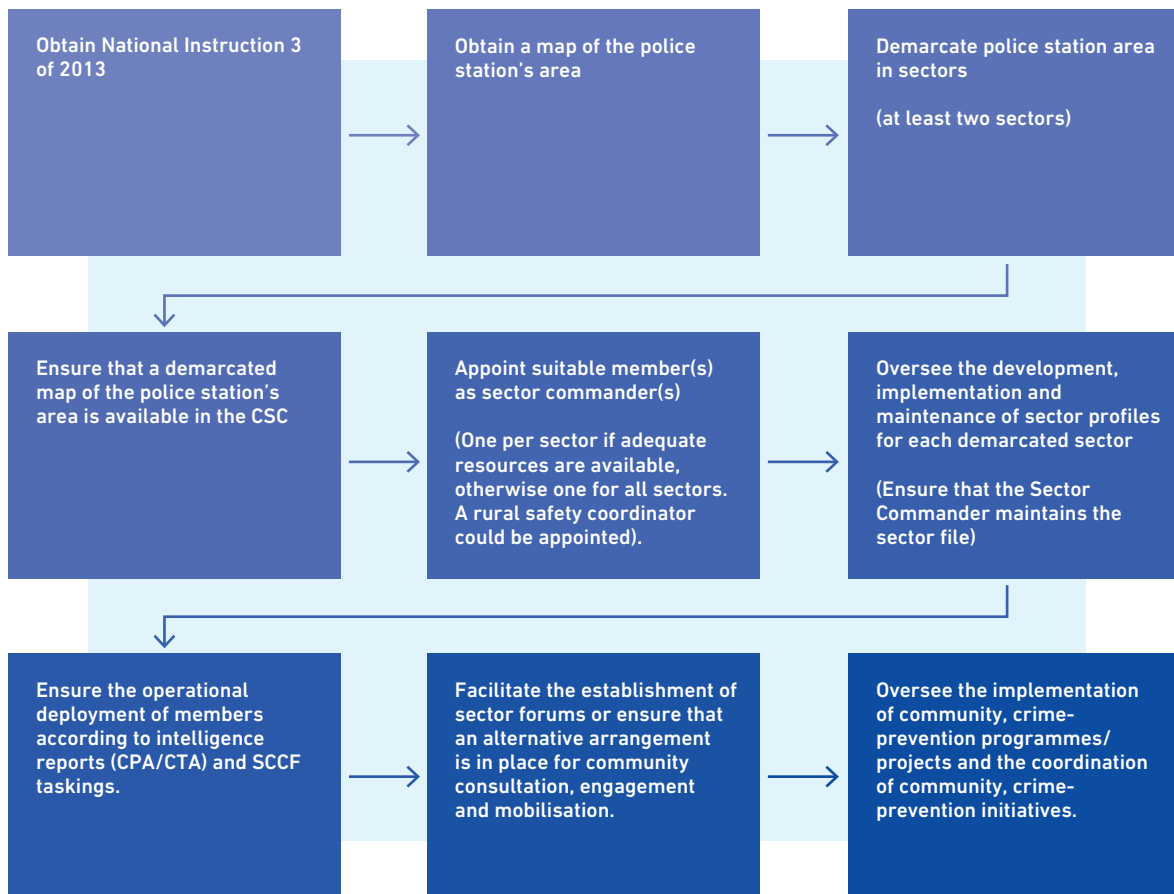
In accordance with National Instruction 3 of 2013, the following minimum standards are set as criteria for the implementation of sector policing:

1	2	3	4	5
<p>The police station's area must be demarcated into manageable sectors.</p> <p><i>(At least two or more sectors)</i></p>	<p>A permanent member must be appointed as a sector commander to manage and coordinate all crime-related activities in the demarcated sectors.</p> <p><i>(One sector commander may be appointed to coordinate all activities in the demarcated sectors or a sector commander may be appointed for each sector)</i></p>	<p>The appointed sector commander(s) must compile a sector profile for each demarcated sector.</p>	<p>Operational members and physical resources must be deployed in accordance with the crime pattern and threat analysis to perform policing duties in the demarcated sectors to enhance service delivery, based on the available resources.</p>	<p>A sector forum must be established or existing community structures may be used as an alternative, to support community interaction and participation in crime-prevention initiatives.</p> <p><i>(Community structures, such as watch structures, school safety committees, Ratepayers' Association committees, farmer or farm workers' associations, religious forums, business forums and tribal councils may be used for this purpose).</i></p>

A copy of National Instruction 3 of 2013 is attached as Annexure A.

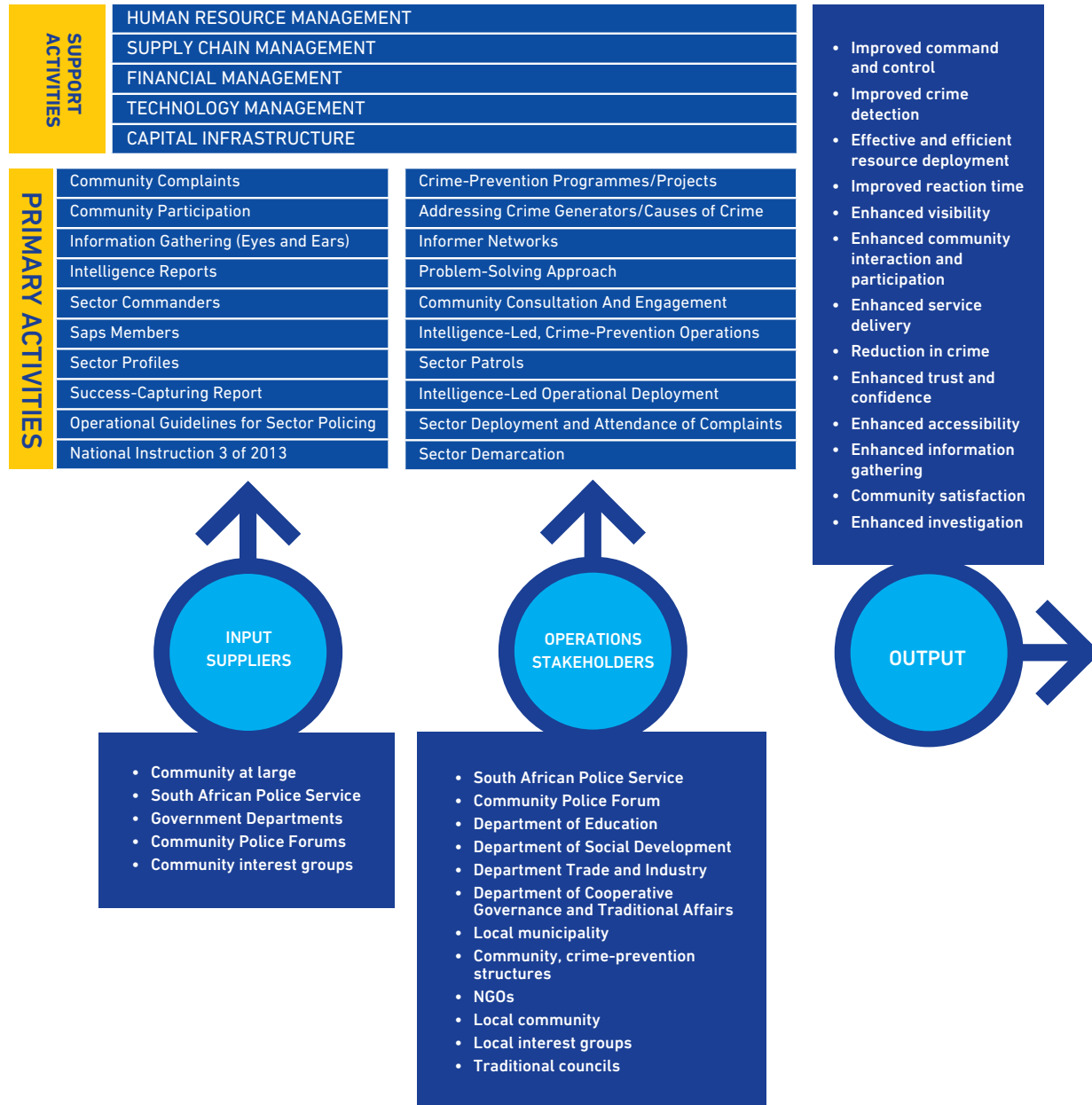
Sector policing should be strengthened by an intelligence-led policing approach.

3.3 Implementation of Sector Policing: Process Flow





SECTOR POLICING: VALUE CHAIN



3.4 Roles and Responsibilities

- Setting standards, implementing and monitoring.

Divisional Commissioner

- Sets minimum standards and guidelines for the implementation of sector policing as a policing methodology in the SAPS.
- Monitors the implementation and functioning of all police stations where it was implemented.
- Reviews and adjusts, based on operational needs and dynamics.
- Reports on progress regarding implementation to the National Commissioner and Strategic Management.

Provincial Commissioner

- Adopts sector policing as a policing methodology.
- Ensures that sector policing is implemented in his/her province in accordance with the minimum standards and guidelines set by the Divisional Commissioner of Visible Policing.
- Monitors the implementation of sector policing in the province.
- Reports on progress regarding implementation to the Divisional Commissioner.

Cluster Commander

- Ensures the implementation of sector policing as a policing methodology at the police stations in his/her cluster in accordance with the minimum standards and guidelines issued by the Divisional Commissioner of Visible Policing.
- Monitors the implementation of sector policing in the cluster.
- Reports on progress regarding implementation to the Provincial Commissioner.

Station Commander

- Implements sector policing in the policing area.
- Monitors the implementation of sector policing.
- Monitors successes as a result of sector policing and communicates in this regard.
- Adjusts sector policing as an approach, based on community needs and expectations.
- Reports on progress regarding implementation to the Cluster Commander.



- Operationalising sector policing

Commander of Visible Policing

- Reports directly to the Station Commander.
- The Commander of Visible Policing at police station level has overall operational command in the demarcated sectors in the station's area.
- Assists the Station Commander to identify a suitable member(s) to be appointed as sector commander(s).
- Assists with the establishing of sector forum(s) in the sector(s) or ensures that alternative arrangements are in place to interact with the community.
- Ensures that regular meetings are held, minutes are kept and distributed to all role players.
- Verifies and oversees the consolidation of the Success-Capturing Report (SAPS 594) and captures it on the OPAM System.

Relief Commander

- Reports directly to the Commander of Visible Policing.
- The Relief Commander must, subject to the directions of the Station Commander or Commander of Visible Policing at police station level, –
 - brief and post operational members in the demarcated sectors in the station's area according to the SCCF taskings/CPA/CTA
 - Appoint an Operational Commander for the duration of the shift
 - debrief operational members
 - keep record of successes achieved during a shift
 - collect daily Success-Capturing Reports (SAPS 594) from the Operational Commander at the end of each shift.

Operational Commander

- Reports directly to the Relief Commander.
- The Operational Commander must take control of all operational policing activities in all the sectors during a shift and reports directly to the relevant relief commander.

Operational Members

- Report directly to the Operational Commander
- Operational members are deployed to render the necessary services to the community in the demarcated sectors, including –
 - police patrols
 - crime-prevention activities
 - responding to complaints.
- Complete the daily Success-Capturing Report (SAPS 594).

- Co-ordination, activation and interaction

Commander of Operational Support

- Reports directly to the Visible Policing Commander.
- Ensures that the Sector Commander coordinates all policing and support activities in the demarcated sectors in consultation with his/her commander at police station level.
- Ensures that the Sector Commander initiates, develops and implements crime-prevention programmes and projects in the demarcated sectors in cooperation with his/her commander based on specific community needs.
- Ensures that the Sector Commander interacts with the community in order to ensure participation in crime-prevention initiatives in the demarcated sectors.
- Ensures that the Sector Commander compiles and maintains the sector profile every quarter.
- Ensures that the Sector Commander facilitates the establishment of the sector forum.
- Ensures that the Sector Commander attends sector forum meetings in the demarcated sectors which relate to crime-prevention or social issues affecting the community, identifies community needs and concerns at sector level, providing information during the meeting on crime tendencies in the sector and proposes measures to address these tendencies at the Station Commander's instruction.
- Ensures that the Sector Commander facilitates the development and implementation of crime-prevention operations to address specific crime trends and problems in the demarcated sectors in consultation with his/her commander at police station level.

Sector Commander

- Reports directly to the Operational Support Commander.
- Coordinates all policing and support activities in the demarcated sectors in consultation with his/her commander at police station level.
- Initiates, develops and implements crime-prevention programmes and projects in the demarcated sectors in cooperation with his/her commander, based on specific community needs.
- Interacts with the community in order to ensure participation in crime-prevention initiatives in the demarcated sectors.
- Compiles and maintains the sector profile every quarter.
- Facilitates the establishment of sector forum.
- Attends sector forum meetings in the demarcated sectors which relate to crime-prevention or social issues affecting the community, identifies community needs and concerns at sector level, provides information during the meeting on crime tendencies in the sector and proposes measures to address these tendencies at the Station Commander's instruction.
- Facilitates the development and implementation of crime-prevention operations to address specific crime trends and problems in the demarcated sectors in consultation with his/her commander at police station level.



3.5 Objectives of Sector Policing

The aims and objectives of sector policing are to —

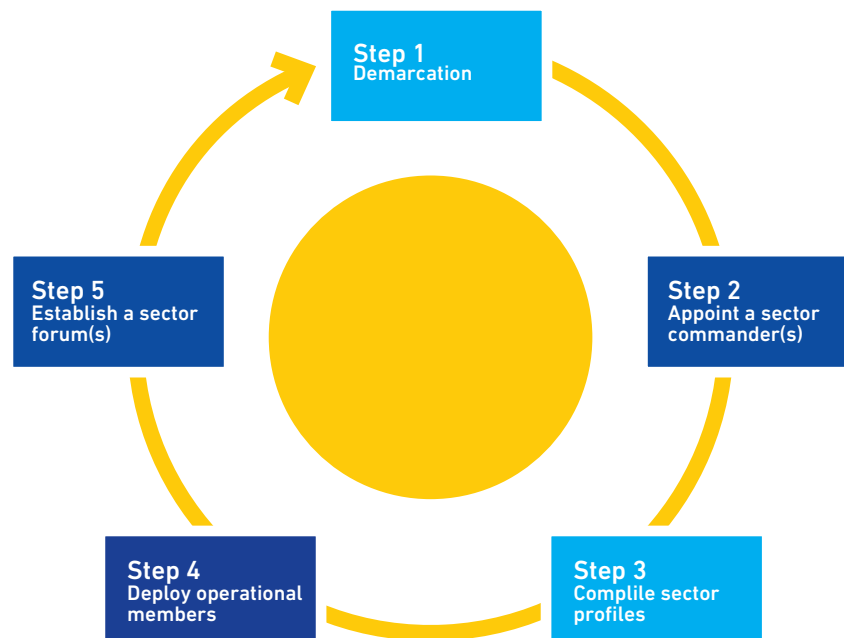
- prevent the occurrence of crime
- encourage visible and accessible policing by known, local police officials
- improve reaction time
- improve investigation
- establish informer networks
- bring policing services closer to the local community
- work in close cooperation with the local community
- enhance interaction between the community and the SAPS
- establish partnerships with the community
- enable the police to understand local problems by identifying and addressing the underlying causes
- deliver a quality service with the support and approval of the local community
- improve trust and confidence in the police.

4. PRACTICAL IMPLEMENTATION GUIDELINES: IMPLEMENTATION OF SECTOR POLICING

This section will provide the Station Commander with the following practical guidelines to implement sector policing:

- What is required from the Station Commander to implement sector policing?
 - Demarcating the police station
 - Appointing a sector commander(s)
 - Ensuring optimal functioning of the Sector Commander(s)
 - Overseeing the operational deployment of members
 - Engaging with the CPF/stakeholders/role players/broader community
 - Facilitating the establishment of a sector forum/alternative arrangements and monitoring effective functioning
 - Implementing the guidelines practically.

4.1 What is required from the Station Commander to Implement Sector Policing?





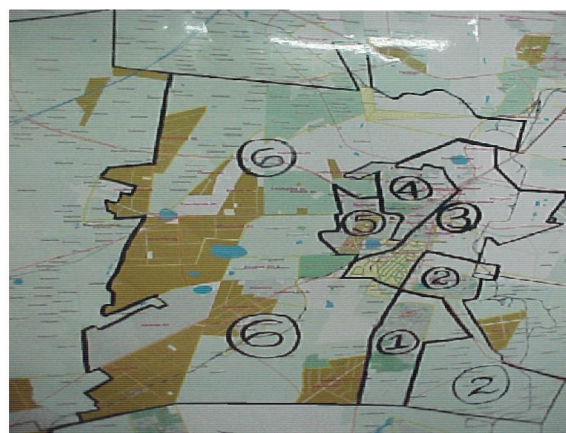
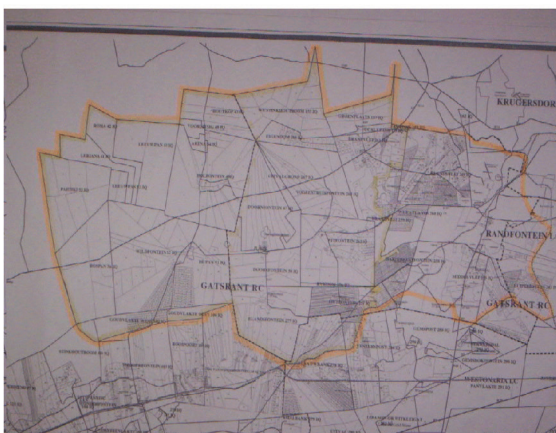
The Station Commander must:

1.	Obtain a copy of Sector Policing National Instruction 3 of 2013 and related instructions and familiarise him/herself with the minimum criteria required to implement Sector Policing
2.	Take Stock (Situational Analysis) <ul style="list-style-type: none"> • Collect information on the following before proceeding with the implementation of Sector Policing: <ul style="list-style-type: none"> • Demographics of the station area including population, area size, daily and seasonal influx, road conditions etc. • Analysis of crime reported and complaints received. • Environmental factors, including liquor outlets, recreation centres, hotels, casinos, city malls, schools, higher education facilities etc. • Current CSC activities including visits to farms, key points, detention facilities, etc. • Application of policing methodologies and hours of service. • Analysis of utilization and distribution of human resources, vehicles and Information Technology. • Current levels of accessibility including number of service points, capacity of service points, clients per day, beneficiary population, mode of transport, travelling distances etc.
3.	Obtain a map of the police station area <ul style="list-style-type: none"> • A map may be obtained from the Local Municipality or the provincial office: Technology Management Services.
4.	Arrange meeting with the following role players and inform them of the intention to implement Sector Policing: <ul style="list-style-type: none"> • Station Management • CPF Chairperson
5.	Determine provisional demarcation of police station in accordance with the National Instruction during the meeting with the assistance of the management at the police station. Consider the following: <ul style="list-style-type: none"> • Available Resources • Demographics • Topographical outlay • Infrastructure • Alignment with municipal wards • Community needs • Traditional leaders within the police station area
6.	<ul style="list-style-type: none"> • Identify a suitable member(s) to be appointed as Sector Commanders
7.	Identify and arrange interviews with suitable member(s) to be appointed as Sector Commander(s): <ul style="list-style-type: none"> • Available human resources and number of proposed sectors should determine the number of Sector Commanders to be appointed. • At least one Sector Commander must be appointed. It is proposed that consideration be given to appoint a deputy Sector Commander to perform the functions of the appointed Sector Commander during his or her absence. • The Sector Commander(s) may also be the Rural Safety Coordinator or Community Police official if at a rural police station. • Ensure that the Sector Commander(s) is appointed in writing. • The Sector Commander must be able to work flexi hours to attend to Sector Forum meetings and conduct workshops with the community but may, however be utilised to perform operational duties, when needed.
8.	Inform the appointed Sector Commander(s) of his/her roles and responsibilities.
9.	Facilitate the establishment of sector forum(s) or implementation of alternative arrangements. The following may be taken into consideration: <ul style="list-style-type: none"> • Involve the Community Police Forum (CPF) • Identify existing Community Forums/Structures, which could be utilised to facilitate interacting with the community and identification of local level problems. • Engage with Traditional leaders within the police station area

10.	Engage the local community and inform them of the intention and process, also introduce the appointed Sector Commander(s).
11.	Update all members at the police station on: <ul style="list-style-type: none"> • the intention and implementation process; • their roles and responsibilities in the process, implementation approach and maintenance of Sector Policing; and • progress in respect of implementation.

4.2 How do you demarcate a police station area?

- The Station Commander must take the initiative to implement Sector Policing in accordance with National Instruction 3/2013 by firstly dividing the policing area into manageable sectors. A thorough analysis of the circumstances, including the available resources (human and logistical) and community served in the police station area must be taken into consideration.
- The demarcation must be dealt with as prescribed in paragraph 6 of National Instruction 3/2013.
- The station area must at least be divided into two sectors, depending on the police station area and available resources.
- The Station Commander must obtain a map of the station area and set up a meeting with the station management to discuss the demarcation of the station area.



- The objective of demarcating the police station area is to enhance policing, service delivery, create community involvement/interaction, build relationships with the community and enhance trust and confidence.

4.2.1 Options to consider in the demarcation process

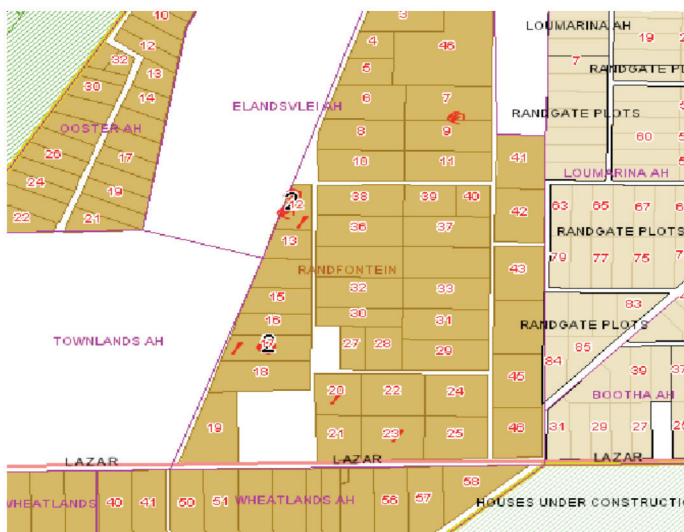
- It is of primary consideration that a sector should not be too big and it should cluster community interest groups with common interests, needs and problems together.
- The manner, in which sectors are identified and demarcated, must be objective and realistic to ensure manageability. Manageability refers to both the ability of the police station to address the locally identified policing needs (human and logistical resources available) as well as the capacity of the Sector Commander to manage his/her sector.



Option 1: Resources

Available human and other resources at the police station to address the policing needs of the sector

- Evaluate the police station human resources to consider how many Sector Commanders could be appointed.
- Determine logistical resources available to ensure effective use and allocation of vehicle(s) to the Sector Commander(s).
- Consider the option to utilise motor bikes if the availability of motor vehicles are limited.
- Police stations with limited human resources must consider the option to demarcate the police station into two sectors.
- Use the GIS (Geographical Information System) to locate where crimes is taking place in the newly established sectors.



	House breaking
	Malicious injury to property
	Assault GBH
	Assault Common

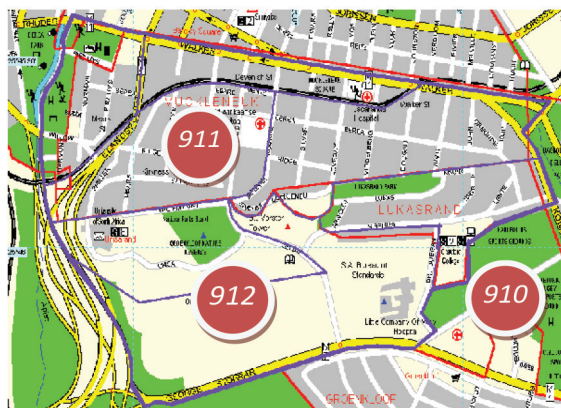
- Determine priority crimes in the proposed established sectors with the Crime Information Official, to ensure adequate distribution of human and logistical resources to sectors.

Example (Reported crimes per month)

Sector 1		Sector 2		Sector 3	
Assault GBH	2	Rape	5	Burglary residential	4
Assault Common	10	Burglary residential	12	Burglary business	12
Burglary residential	22	Theft	5	Theft	1
Burglary business	5	Theft out of mv	9		
Theft	10				
Theft out of mv	2				
TOTAL	51	TOTAL	31	TOTAL	17

Option 2: Sector alignment with CAS blocks

- Consider aligning the sectors with CAS blocks (Crime Analyses System). A group of CAS blocks have been clustered and aligned to form a sector.
- The Crime Information Official will play an important role in assisting the station management to demarcate the station area with this method.
- See an example of a CAS block map and alignment list of sectors below.

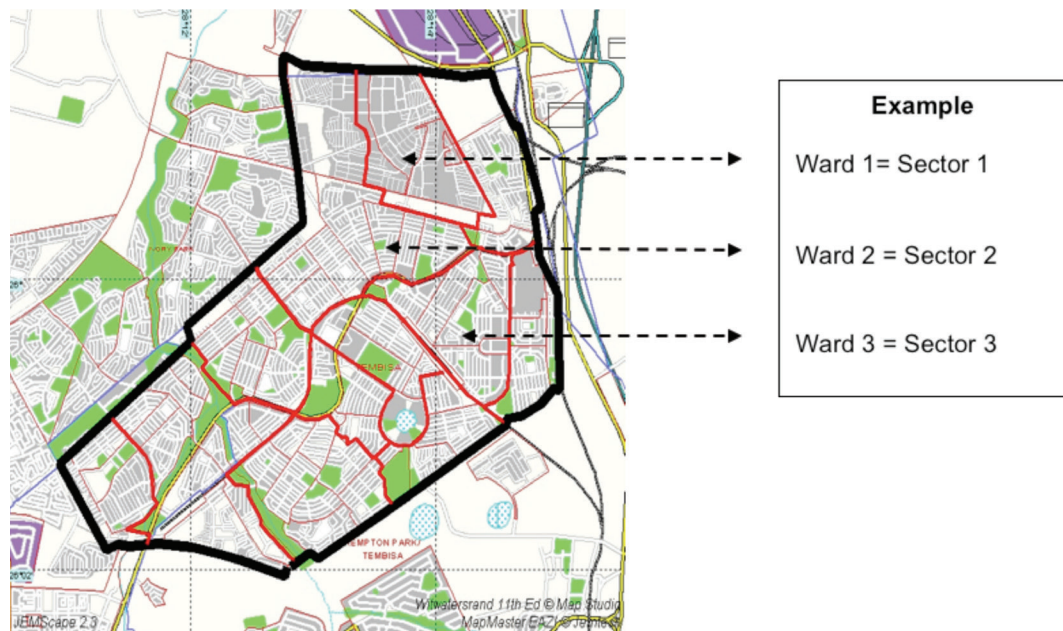




Suburb	CAS Block	Sector	Suburb	CAS Block	Sector
Aqua Vista	917	4	Onspoed 500JR	926	3
Baja Dam	917	4	Onverwacht 509JR	916	1
Rooipoort 555JR	935	4	Onverwacht 532JR	933	3
Cloverhill	917	4	Bella – Vista	933	3
Blesbokfontein	934	4	Bester	905	1
Oudezwaanskraal	936	4	Zorgvliet	935	4
Puntlyf 520JR	936	4	Zusterstroom	937	3
Bonamanzi	917	4	Railway	911	1
Boschkop 528JR	925	4	Resurgam	920	3
Bossemanskraal	918	4	Rethabiseng	912	2
Brakfontein	930	4	Rhenosterkop	937	3
Bronkhorstbaai	917	4	Riamarpark	904	1
Bronkhorstspruit Dam	924	4	Rietfontein	937	2
Nature Reserve	922	4	Rietriem	937	2
Witklip	918	4	Rietvlei	916	1
Witpoort	934	4	Roodepoort	920	3
Sommervreugde	915	4	Zithobeni	910	2
Slagveld	915	4	Rustfontein	921	2
Tweefontein 541JR	917	4	Schietpoort	921	2
Dorstfontein 555JR	935	4	Schlospoort	921	1
Durley (Godrich Hills)	920	3	Nooitgedacht 525JR	923	4
Ekandustria	913	2	Sokhulumi	937	3
Elandsfontein	932	3	Business Area	911	1
Cultura Park	906	1	Carverdale	921	1
Die Schlosberg	921	1	Nooitgedacht 564JR	934	4
Erasmus (Business)	907	1	Soria Moria	926	3
Erasmus (Residential)	908	1	Spitskop 502JR	926	3
Firolaz	915	2	Spitskop 533JR	933	3

Option 3: Sector alignment with wards

- Consider alignment of sectors with municipal wards.
- The advantage of this alignment is that the ward councillor could play an important role in activating the community in the prevention of crime and related problems in the sector.





Option 4: Sector alignment with rivers, cliffs and mountains

- Rivers, cliffs and mountains could serve as natural boundaries for sectors.
- In the aerial pictures below, neighbourhoods surrounded by natural boundaries could be used as the boundaries of a sector.



Option 5: Infrastructure

Sector alignment with road infrastructure, bus and taxi routes, main roads and railway lines

- Road infrastructures such as bus and taxi routes, main roads and railway lines could be used as boundaries to determine sectors.
- In the aerial pictures below of a station area, main roads and railway lines indicate clear demarcation lines to be used as boundaries for sectors.





Option 6: Demographic Features

Sector alignment with industrial areas, farms, small holdings or villages

- Industrial areas such as mines, plantations, game reserves, recreational facilities, small holdings and farms could be used as boundaries for a sector or could be regarded as a sector, for example;
 - Game reserve – Kruger National Game Reserve
 - Recreational facilities – Sun City
- The advantage of abovementioned facilities is that they have their own security resources appointed and should be used as partners in the prevention of crime.



Option 7: Community Needs

Sector alignment with Chiefdoms, Induna's and tribal offices in a police station area

- Ensure that tribal communities are not negatively affected with the demarcation of sectors.
- Take note of different villages and tribal structures to ensure that the specific needs of each village are respected.
- Sectors as such could be sub divided with the aim of the establishment of a sector forum (this will mean that each village will have their own sector forum).





4.3 How do you select and appoint a Sector Commander(s)?

- National Instruction 3/2013 paragraph 7 applies.
- A permanent member must be appointed as a sector commander to manage and coordinate all crime related activities in the demarcated sectors and interact with the community.
- If adequate capacity is available a Sector Commander may be appointed for each sector, otherwise one Sector Commander may be appointed to coordinate all activities in the demarcated sectors. In addition a Sector Commander may further be utilised to perform the duties of the Rural Safety Coordinator at rural police stations.
- It is proposed that consideration be given to appoint a deputy Sector Commander to perform the functions of the appointed Sector Commander during his/her absence, if only one Sector Commander was appointed.
- The Sector Commander must be appointed in writing and all possible efforts should be taken not to replace the appointed Sector Commander on a regular basis in order to ensure continuity.
- The appointed Sector Commander must preferably perform flexi-hours duties, but may be utilised operationally if a need arises due to personnel shortages.
- Specific attention must be given to the content of paragraph 7(2) of the abovementioned National Instruction with regard to the functions of the Sector Commander.
- **The Sector Commander(s) will be responsible to perform the following functions:-**
 - coordinate all policing and support activities in the demarcated sectors in consultation with his or her commander at police station level;
 - initiate, develop and implement crime prevention programs and projects in the demarcated sectors in cooperation with his or her commander based on specific identified community needs;
 - interact with the community in order to ensure participation in crime prevention initiatives in the demarcated sectors;
 - compile and maintain the sector profile;
 - facilitate the establishment of sector forum or community structure;
 - attend sector forum or community structure meetings with the Detective and Crime Information Official in the demarcated sectors which relate to crime prevention or social issues affecting the community;
 - identify community needs and concerns at sector level;
 - provide information during the meeting on crime tendencies in the sector and propose measures to address these tendencies on instruction of the Station Commander; and
 - facilitate the development and implementation of crime prevention operations to address specific identified crime trends and problems in the demarcated sectors in consultation with his or her commander at police station level.
- The Commander must ensure that the Sector Commander has a copy of the Sector Commander Toolkit (Refer to Chapter Two) which explains his/her functions.
- The Commander must ensure that the Sector Commander has a clear understanding of his/her sector boundaries and assist them in obtaining a map of the sector.
- The Commander must support the Sector Commander and ensure that he has the necessary resources to perform his duties effectively.



4.3.1 Ensure that a Sector File and Profile is developed and maintained

- The Commander must ensure that the appointed Sector Commander maintain a “Sector File” which contains the following and must further regularly inspect (at least monthly) the file to ensure that it is updated and maintained or must designate an officer to execute this duty: -

Section A: General: Sector Source Documentation

- Copy of National Instruction 3/2013;
- Copies of national, divisional, provincial, cluster and station directives issued in respect of Sector Policing;
- Copy of designation as Sector Commander by the Station Commander;
- Constitution of the Sector Forum;
- Code of Conduct of the Sector Forum;
- Signed minutes of the Sector Forum, or if a dedicated Sector Forum has not established, copies of minutes of the community safety structure meetings attended, or any other proof of attendance, if minutes are not available;
- Demarcated map of the police station area, indicating the specific sector(s); and
- Record of daily activities, such as meetings attended, planned/implemented crime prevention projects/programmes

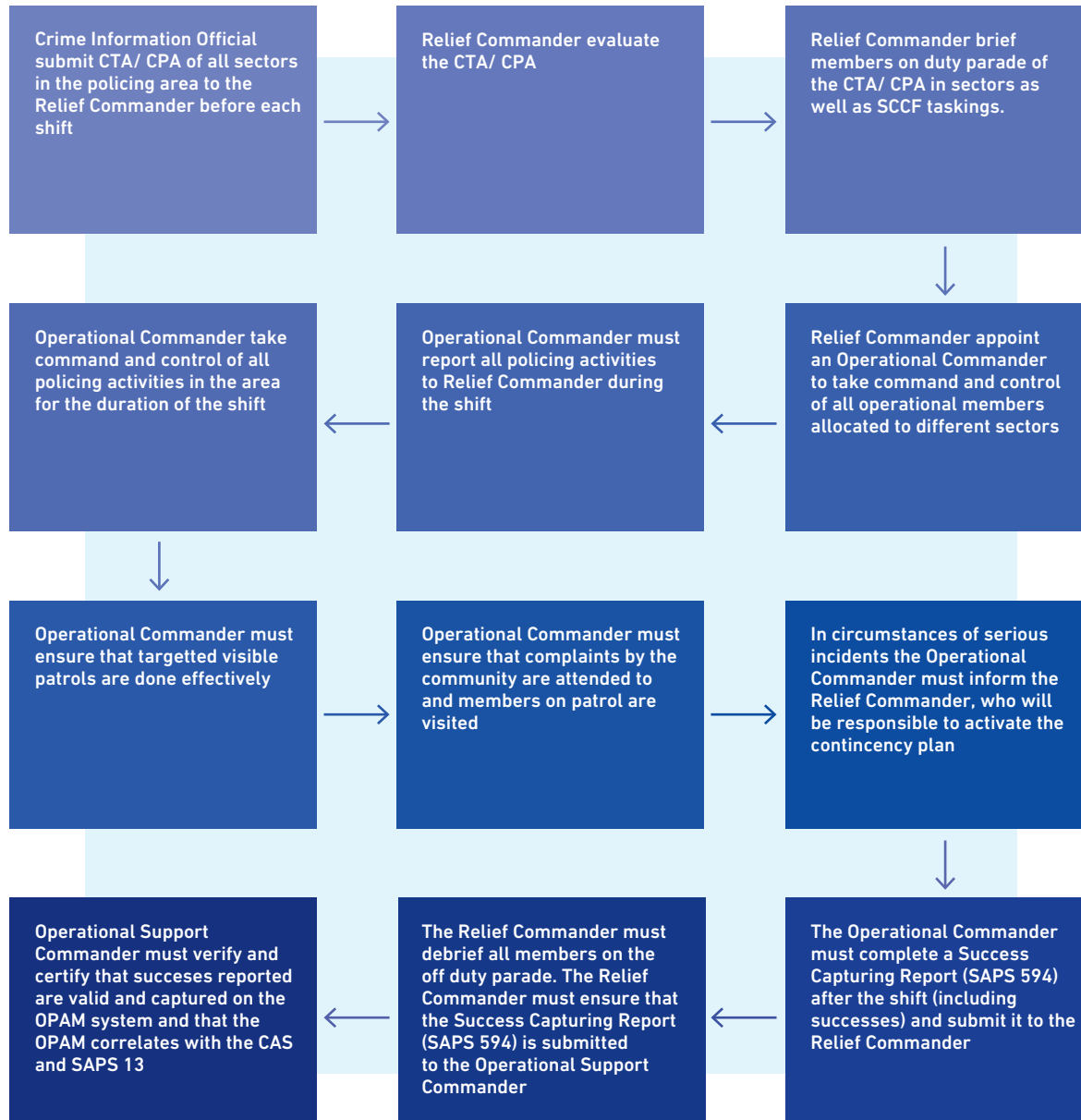
Section B: Sector Profile

- A sector profile has to be maintained by the Sector Commander in terms of the following three sections:
 - Part 1: Particulars of sector human resources and force multipliers
 - Part 2: Sector profile in terms of infrastructure and population.
 - Part 3: Crime threats
- The sector profile must be updated every quarter
- Copy of Sector Profile attached as per Annexure “B”
- The Station Commander must ensure that:
 - the sector profile was developed by addressing the specific needs of every sector;
 - the sector profile is reviewed quarterly as new issues emerge, or the community needs changes;
 - collecting of information for the sector profile involve active interaction and consultation with the community;
 - the Crime Intelligence Official supports the Sector Commander in developing of the sector profile; and
 - the sector profile is aligned with the Station profile and Station Intelligence Profile
- A sector profile has the following advantages. It will;-
 - assist in identifying all the relevant role players to be involved in the establishment of a sector forum as well as possible participants for the community launched projects;
 - organize information on the sector in a way that will be useful in planning policing strategies;
 - provide a clear picture of what the sector looks like; and
 - identify crime problems and community safety issues.
- National Instruction 3/2013 paragraph 8 applies.

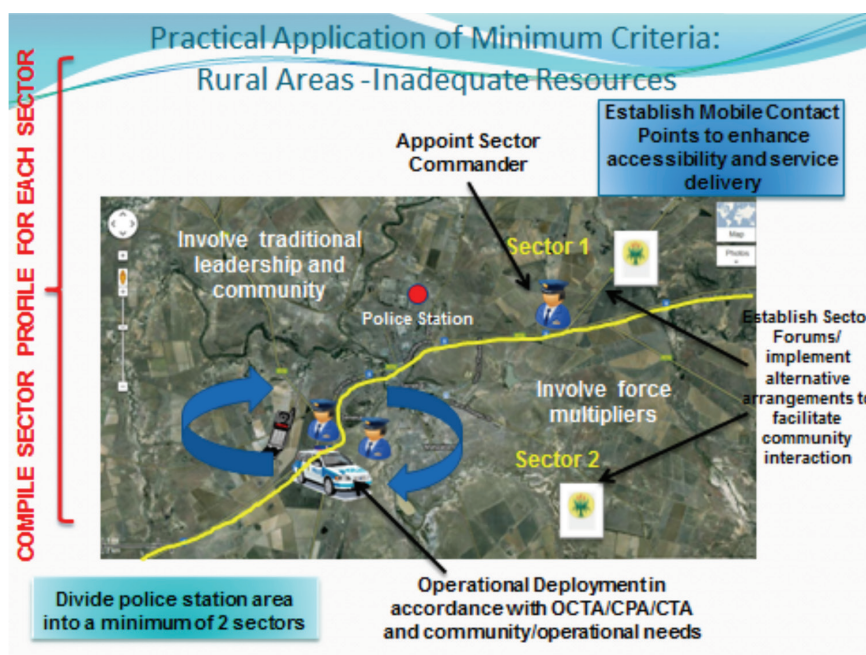
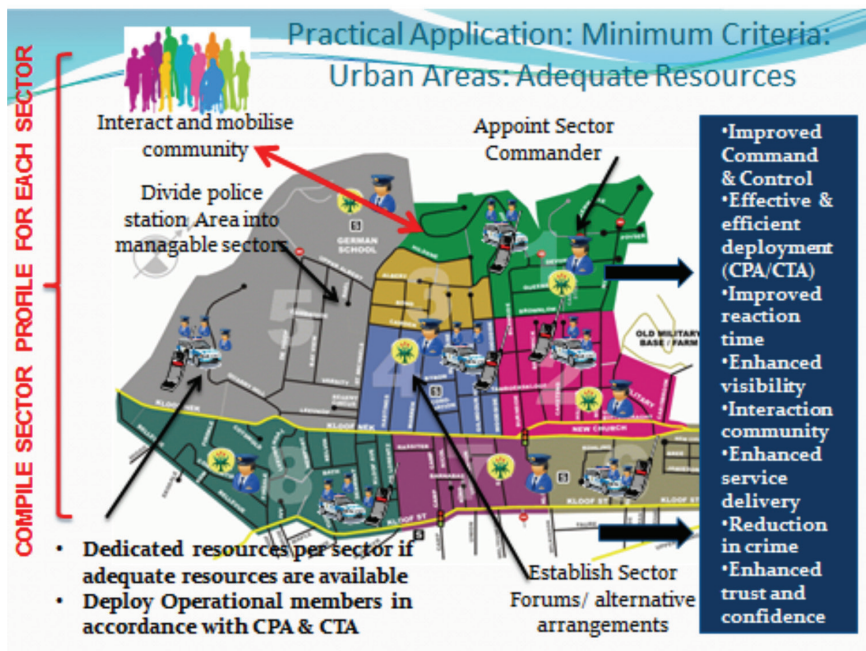


Practical implementation: Different models of implementation of Sector Policing

Standard deployment of resources to sectors



Urban versus Rural Deployment

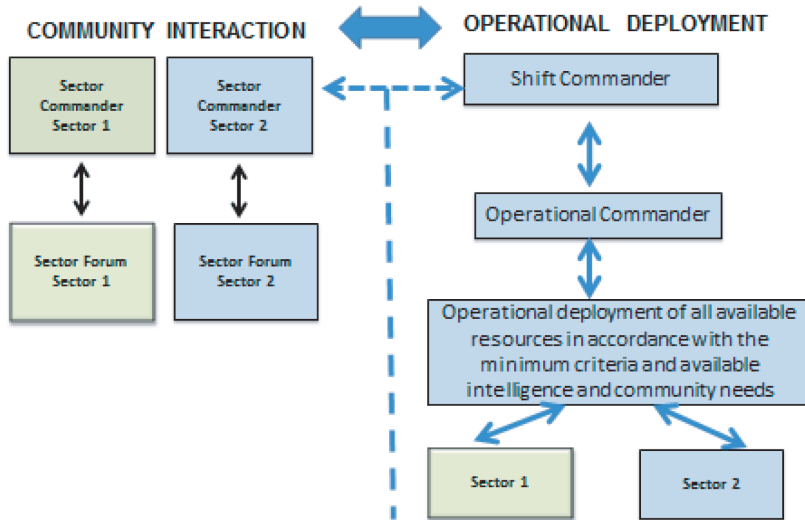


- The dynamics of police stations in South Africa differ so much that some rural police stations are just not able to deploy resources in the same manner as those in urban areas.
- In some urban police stations, adequate resources are available to deploy dedicated resources to each sector. If adequate resources are not available members may be deployed according to the crime pattern and threats.

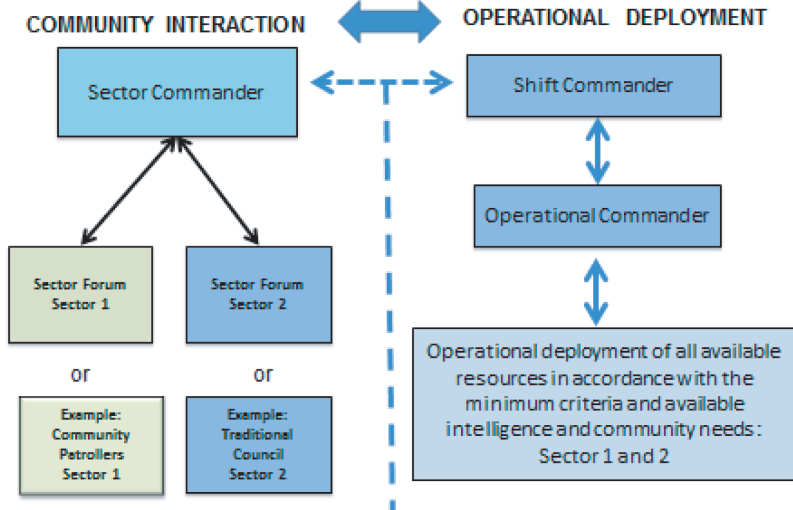


Flow of Information

Operationalisation of Sector Policing Urban Police Stations

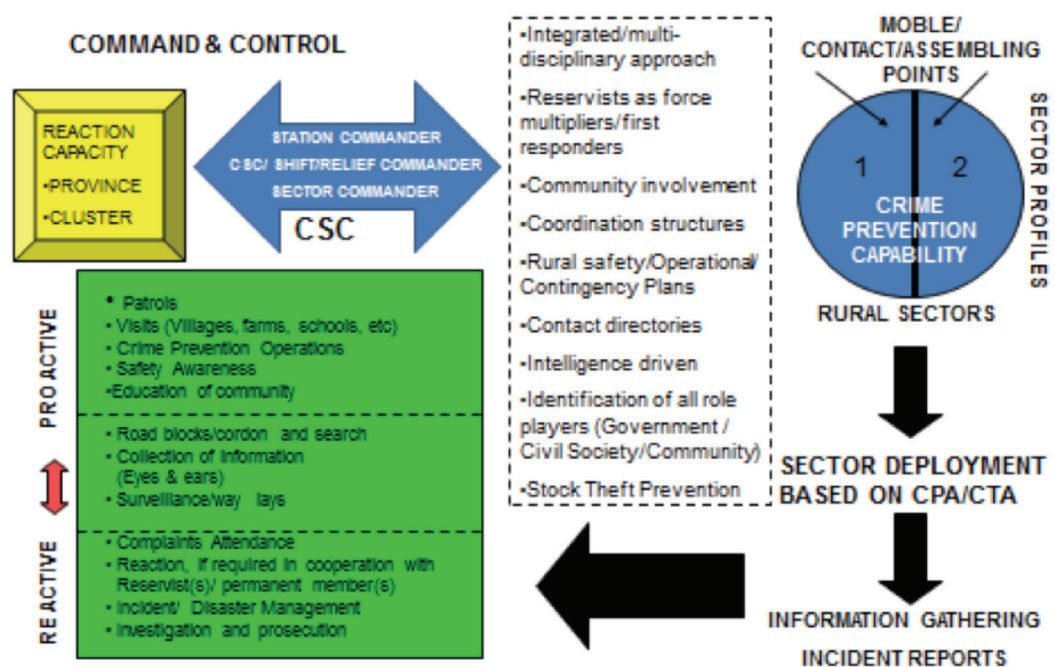


Operationalisation of Sector Policing Rural Police Stations



- Alternative arrangements to facilitate community interaction/mobilisation may also be implemented in urban areas to facilitate community interaction, if needed.
- Any acknowledged community structure may be used to facilitate interaction:
 - Problem solving approach to identify crime problems and implementation of appropriate actions/ measures/solutions to address the identified problems
 - Identify crime generators and causes of crime
 - Identification and development of crime prevention programmes/projects
 - Education and creating awareness in respect of safety and security
 - Planning of crime prevention operations

SECTOR POLICING: OPERATIONAL APPROACH IN RURAL AREAS





4.4 How should Resources be Deployed in the Sector(s)?

- A relief commander must, in cooperation with the Commander: Visible Policing post operational members in the demarcated sectors to render policing services to the community,
 - including police patrols,
 - crime prevention activities and
 - responding to complaints.
- Operational members and physical resources must be deployed in accordance with the crime pattern and threat analysis to perform policing duties in the demarcated sectors to enhance response and service delivery.
- Reservists must be used to supplement the operational deployment, if available. The deployment of available reservists and community crime prevention structures, such as patrollers, neighbourhood watches, farm watches, street committees, will play an important role to enhance human resources.
- The posting of operational members must be in accordance with the SCCF tasking, as well as the crime pattern (CPA) and crime threat analysis (CTA), especially if adequate resources are not available to deploy dedicated operational members to each demarcated sector.
- It is the prerogative of the commander to decide how many members and vehicles to be allocated to a specific sector, during the duration of a shift.
- Police stations with inadequate human resources, for example only 3 (three) operational members per shift, will deploy their members based on available intelligence and complaints received in the sector(s), as well as operational and community needs. If adequate resources is available, dedicated vehicles and operational members may be deployed per sector.
- National Instruction 3/2013 paragraph 9 applies.



4.5 Facilitate the Establishment of a Sector Forum

- A sector forum must be established or existing community structures may be used as an alternative arrangement to support community interaction and participation in crime prevention initiatives. Community structures such as watch structures, school safety committees, ratepayers association committees, farmer or farm worker associations, religious forums, business forums, tribal councils may be used for this purpose.
- The Community Police Forum as approved structure may facilitate the establishment of Sector Forums in the police station area.
- The South African Police Service Interim Regulations for Community Police Forums and Boards Regulation 3 make provision for Sub Forums (Sector Forums) of the Community Police Forum (Use the Interim Regulations as a guideline to establish Sector Forums where needed).
- A Sector Forum should be established for each sector in the police station area to deal with policing matters, mainly affecting the members of a significant section of the community within a station area.
- CPF structures could be used to enhance community participation and involvement in Sector Policing in urban and rural police station areas and may further be complemented by the establishment of sub forums or rural safety committees (could also be seen as the Sector Forums) at rural police stations to support the implementation of the Rural Safety Strategy.
- The Station Commander must monitor that regular meetings are held by the Sector Forum; signed minutes are kept and distributed to all role players concerned.
- National Instruction 3/2013 paragraph 10 applies.

4.5.1 Guidelines to Establish a Sector Forum

- The following should be taken into consideration:
 - Size of the sector;
 - Population density and population distribution within the sector;
 - Degree of operational independence of satellite police stations, if any, in the sector;
 - Crime tendencies within the sector and how these tendencies influence a particular part of the sector or a particular section of the community within the sector
 - Any other factor relevant to the improvement of service delivery by the Service within the sector, which is broadly representative of the relevant sector of the community in the station area concerned.
- In order to establish a Sector Forum the following must receive attention: –
 - Identify relevant community based organisations, institutions and interest groups in the relevant part of the sector or members of the relevant section of the community within the sector concerned.
 - Determine a suitable date, time and venue for a meeting of all relevant interested persons to establish a Sector Forum.
 - Take reasonable steps to make the date, time and venue of the meeting known to the organisations, institutions and groups, as well as the general public in the relevant part of the sector.
 - Explain the objective of a Sector Forum.
 - Invite nominations for a reasonable number of persons to serve on a steering committee, together with the executive Committee of the community police forum concerned, to establish a Sector Forum.
 - Determine a date, time and venue for an inaugural meeting.



- The Community Police Forum could be requested to render reasonable assistance to the Sector Forum to –
 - Draft a constitution for the Sector Forum to be established. Example of a Constitution attached as per Annexure "D".
 - Take reasonable steps to make the date, time and venue of the meeting known to the organisations, institutions and groups, or the members of the relevant section of the community within the station area.
 - Support the inaugural meeting.
- At the inaugural meeting, the steering committee must present the draft constitution to those present and the meeting must –
 - By majority vote adopt the constitution in its draft form or bring about the necessary amendments to the draft constitution and adopt it in its amended form; and
 - Elect a chairperson and an executive committee to manage the affairs of the Sector Forum, in accordance with the procedure provided for in the constitution thus adopted.
- The Station Commander must ensure that the contact detail of the following persons are visible displayed in the Community Service Centre:
 - Station Commander
 - Visible Policing Commander
 - Station Management
 - Community Police Forum chair person
 - Sector Forum's chairpersons
 - Sub sector Forum's chairpersons
- The Station Commander must furthermore ensure that all Sector Commanders keep above contact detail and the following contact detail at hand:
 - Department of Social Development list of Probation Officers;
 - Department of Social Development list of secure facilities for children awaiting trial;
 - Schools linked to the police station in terms of the Implementation Protocol between the Department of Basic Education and the SAPS;
- Victim Support coordinator; and
- Community support groups.



5. RECORD KEEPING AND REPORTING

This section will assist the Station Commander in respect of the following:

- Explain the importance of proper record keeping and reporting
- Provide guidance on record keeping and reporting requirements in respect of Sector Policing at:
 - Station level
 - Cluster level
 - Provincial level

All Provincial Commissioners must ensure that sector policing is established at every station in his or her Province and must further monitor the implementation thereof.

It is required from the Divisional Commissioner: Visible Policing to monitor programme performance indicators pertaining to Programme 2 as described in the Annual Performance Plan of the South African Police Service and to report on performance at the end of each quarter. These quarterly reports are disseminated to the Minister of Police, Top Management, National Treasury and the Auditor-General.

The validity, accuracy and completeness of performance information are the key to effective monitoring and evaluation. Performance information indicates how well the Department is performing and whether its aims and objectives in terms of its strategic priorities are met.

Line managers are therefore responsible to establish and maintain performance information processes and systems within their areas of responsibility, including proper record keeping and management, as well as ensuring the accuracy of information recorded on electronic and manual systems to ensure the integrity of the Departments overall performance.

Performance by the Department is subject to auditing by the Auditor-General against predetermined objectives in terms of the Public Audit Act, 2004. This encompasses the assessment of overall and detailed internal controls relating to the management and reporting of performance information, including the following:

- the assessment of the relevant systems to collect, monitor and report performance information at all levels;
- the evaluation of reported performance information and comparing reported performance information to relevant source documentation at all levels; and
- the conducting of substantive procedures to ensure valid, accurate and complete performance information at all levels.

Stations are therefore required to keep the following source documents for record keeping and audit purposes at station level:

- Demarcated map of the police station area
- Sector File including the following: -
 - National Instruction 3/2013 and directives issued at station, cluster, provincial or Divisional levels
 - formal appointment of a sector commander
 - crime pattern and threat analysis reports
 - hard copies of the sector profile for each sector
 - Constitution and Code of Conduct of the Sector Forum and Sector Forum meeting minutes



- Evidence that crime prevention programmes/projects have been implemented at police station level in cooperation with the Community Police Forum or community.
- Quarterly return(s) and signed certificate(s) by the Station Commander verifying that the information provided and reported to the Cluster Commander is accurate, valid and reliable at station level.

Clusters are required to keep the following source documents for record keeping and audit purposes:

- Evidence that crime prevention programmes/projects have been implemented at cluster level in cooperation with the Community Police Forum or community.
- Quarterly return(s) and signed certificate(s) by the Cluster Commander verifying that the information provided and reported to the Provincial Commissioner is accurate, valid and reliable at station and cluster level. Compliance certificate attached as per Annexure "E".
- Inspection reports or proof of visits to the police stations in the cluster to monitor the implementation and maintenance of Sector Policing.

Provinces are required to keep the following source documents for record keeping and audit purposes:

- Evidence that crime prevention programmes/projects have been implemented at provincial level in cooperation with the Community Police Forum or community.
- Quarterly return(s) and signed certificate(s) by the Provincial Commissioner verifying that the information provided by clusters and police stations is accurate, valid and reliable at station, cluster and provincial level.
- Inspection reports or proof of visits to the cluster and police stations in the cluster to monitor the implementation and maintenance of Sector Policing.

In addition, a data base must be maintained at cluster and provincial level in respect of the implementation of Sector Policing in the cluster and province for record keeping purposes.

This information must be reported to the Visible Policing Division on a quarterly basis in the following format:

Total number of								
Police Station	Sectors (two or more sectors)	Sector Com-mander(s)	Sector Profiles compiled for each sector	Sector Forums established or existing community structures used to support community interaction and participation in crime prevention initiatives? (community structures such as watch structures, school committees, rate payers association committees, farmer or farm worker associations, religious forums, business forums, tribal councils)	Did the police station comply to the following directives to ensure the effective deployment of resources? NI 3/2013 and SO(General) 256 (refer to the attached monitoring checklist) yes/no	Operational members including reservists in all sectors	Vehicles allocated to all sectors	Classification of police station (urban, urban/rural or rural)

Reporting of accurate valid and reliable information in respect of the status of the implementation of Sector Policing is essential because:

- The Visible Policing Division must report to the Minister of Police, National Treasury and the Auditor General based on the SAPS Annual Performance Plan and inaccurate information provided results in inconsistent reporting.
- Audit findings by the Auditor General may be the result of incorrect reporting of performance management information.
- Provides a footprint on the implementation of Sector Policing in South Africa.



6. MONITORING AND EVALUATION

- It is required that the implementation of Sector Policing in the South African Police Service is closely monitored and evaluated to determine progress on implementation as well as measure the impact of Sector Policing on crime and service delivery.
- The implementation of Sector Policing must be monitored against the minimum implementation criteria as determined in National Instruction 3/2013.
- See Chapter 4: Sector Policing Monitoring and Evaluation Framework.

