BACK TO BASICS
TOWARDS A SAFER TOMORROW

Police Stations

**Presentation to the Portfolio Committee on Police
Processes of the Fixed Establishment at Police Stations
13 March 2018**

1. **Background.**

2. **Organisational Profile and Structures of Police Stations (Phases).**

3. **Organisational Profile and Structures- National and Provinces.**

4. **Integrity study by the Civilian Secretariat for Police (CSP) on the Theoretical Human Resource Requirements (THRR).**

5. **THRR Transformational Issues.**

→ The purpose of this presentation is to communicate to the Portfolio Committee on Police (PCoP), the historical development of the resourcing model for police stations.

→ Policing Models- Currently the SAPS has the following Service Points:
- police Stations (1144);
- satellite Police Stations;
- contact Points; and
- mobile Contact Points.

→ The SAPS has 120 000 Police Officers posts at Police Stations, in terms of the Fixed Establishment, with the following Specialised Units, as force multipliers:
- Public Order Policing (POP).
- Canine (K9) Units.
- Family Violence, Child Protection and Sexual Offences (FCS) Units.
- Tactical Response Teams (TRT).

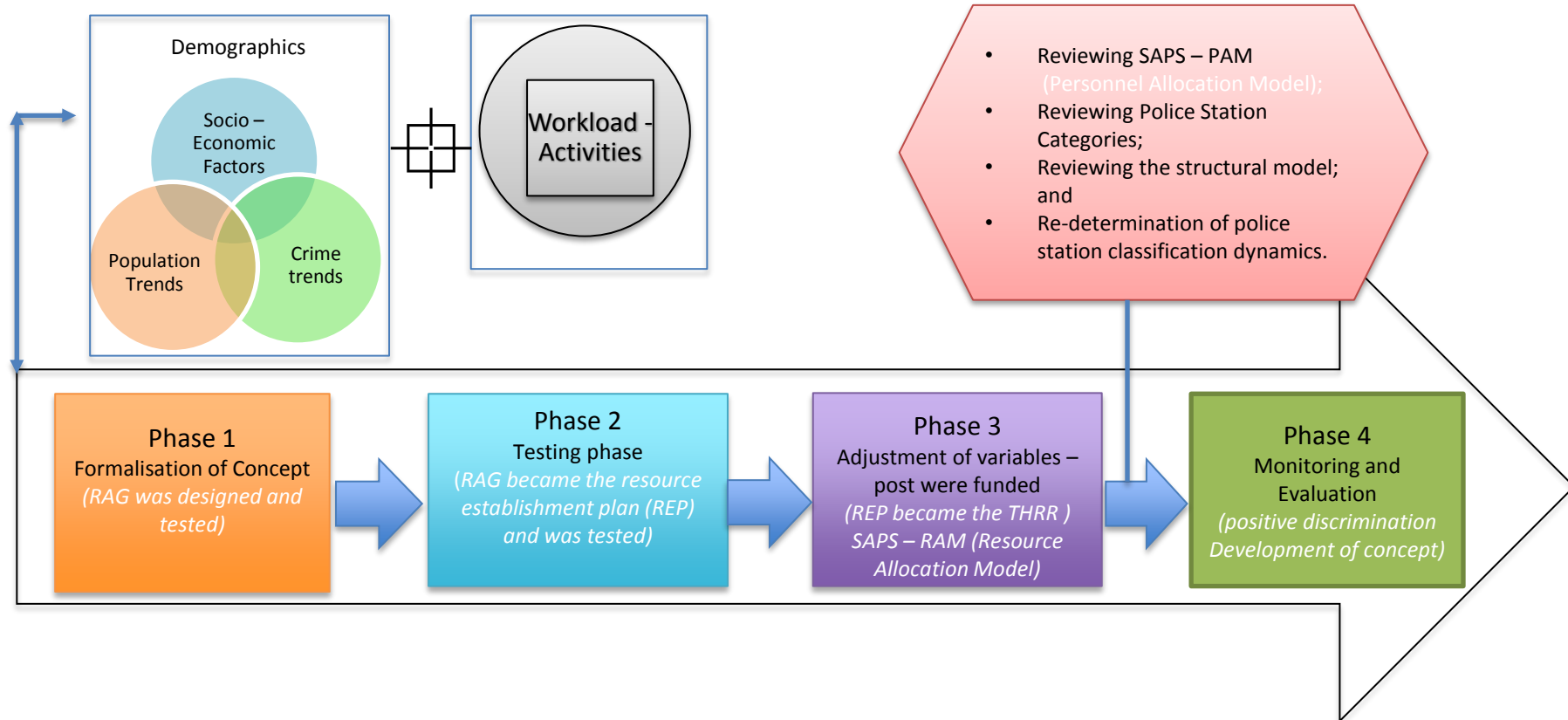→ Organisational Development Accessibility Study was conducted.

$\rightarrow$ Population Trends:
- Migration.
- Socio, Economic and Political Factors.

$\rightarrow$ Approved Categories of Police Stations (THRR):
- Category A (Captain).
- Category B (Lieutenant Colonel).
- Category C1 (Colonel).
- Category C2 (Brigadier).

$\rightarrow$ Classification of Police Stations:
- Rural.
- Urban.
- Rural Urban Mix.

$\rightarrow$ Police Station Infrastructure:
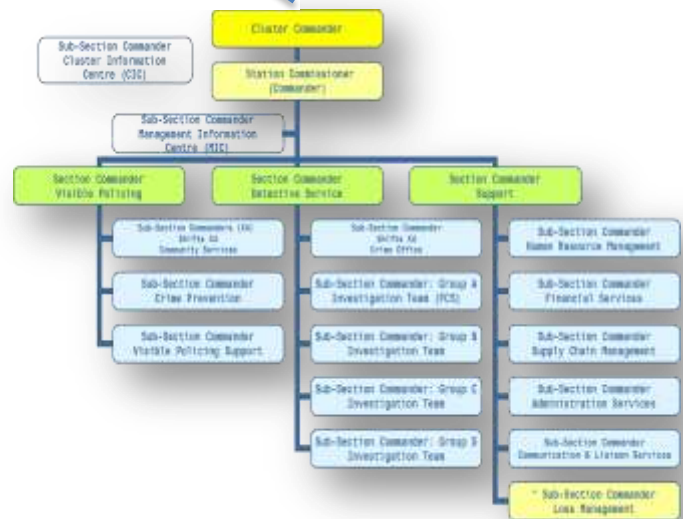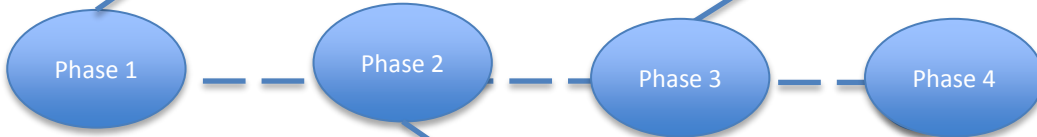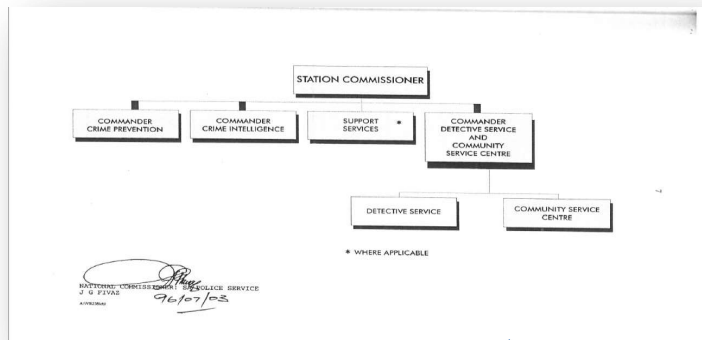- Suitable Accommodation.
- Equipment (IT, Radio and Vehicles).

Demographics

Socio – Economic Factors

Population Trends

Crime trends

Workload - Activities

- Reviewing SAPS – PAM (Personnel Allocation Model);
- Reviewing Police Station Categories;
- Reviewing the structural model; and
- Re-determination of police station classification dynamics.

Phase 1
Formalisation of Concept
(RAG was designed and tested)

Phase 2
Testing phase
(RAG became the resource establishment plan (REP) and was tested)

Phase 3
Adjustment of variables – post were funded
(REP became the THRR) SAPS – RAM (Resource Allocation Model)

Phase 4
Monitoring and Evaluation
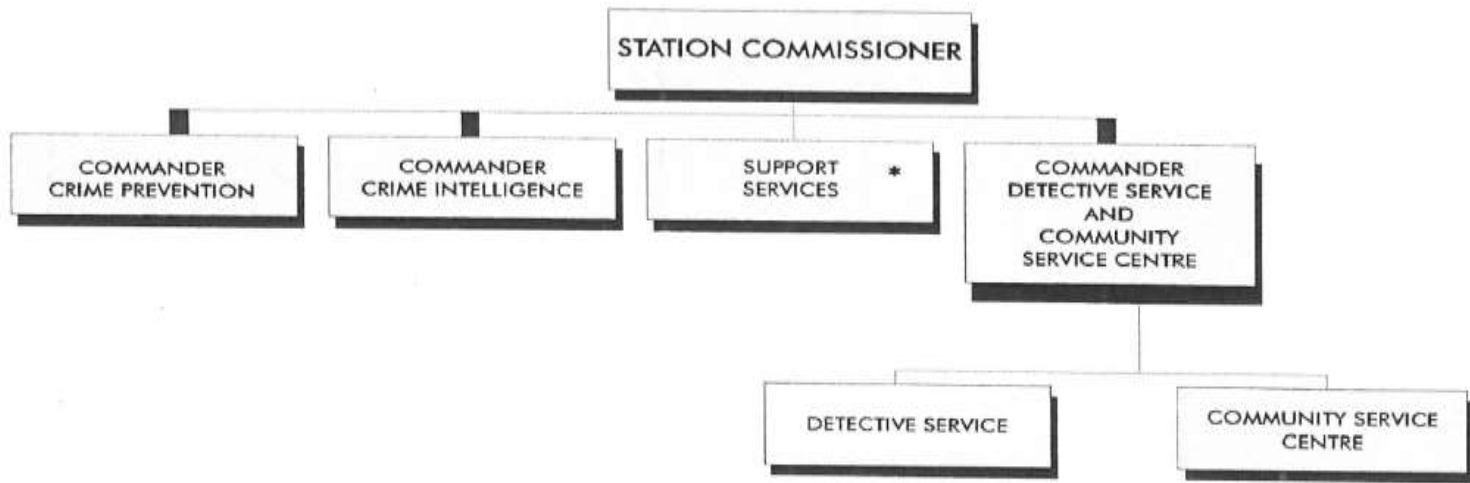*(positive discrimination Development of concept)*

→ Determining the functions of the police stations.
→ Determining the pattern of its demand- Variables which are population demands, police demand, crime patterns and others.
→ Funding- The sufficiency of the allocated resources depends on the budget allocation.

Uniform Ranks were applicable

Station Commissioner

- Management Information Centre

- **Visible Policing**
  - Community Service Shifts X4
  - Crime Prevention
  - Visible Policing Support

- **Detective Service**
  - Investigation Team: All Crimes

- **Support Services**
  - Human Resource Management
  - Financial Services
  - Supply Chain Management
  - Administrative Services
  - Communication & Liaison Services
  - *Loss Management

❑ Civil Ranks were applicable

Station Commissioner

Management Information Centre

Visible Policing
- Community Service Shifts X4
- Crime Prevention
- Visible Policing Support

Detective Service
- Detective Service Centre **Shifts
- Investigation Team: Violent Crimes
- Investigation Team: FCS
- Investigation Team: Economic Crimes
- Investigation Team: General Crimes

Support Services
- Human Resource Management
- Financial Services
- Supply Chain Management
- Administrative Services
- Communication & Liaison Services
- *Loss Management

❑ Civil Ranks were applicable

❑ Uniform Ranks were applicable

❑ Uniform Ranks were applicable

❑ Uniform Ranks were applicable

Approved Methodology of Classification of Station Categories
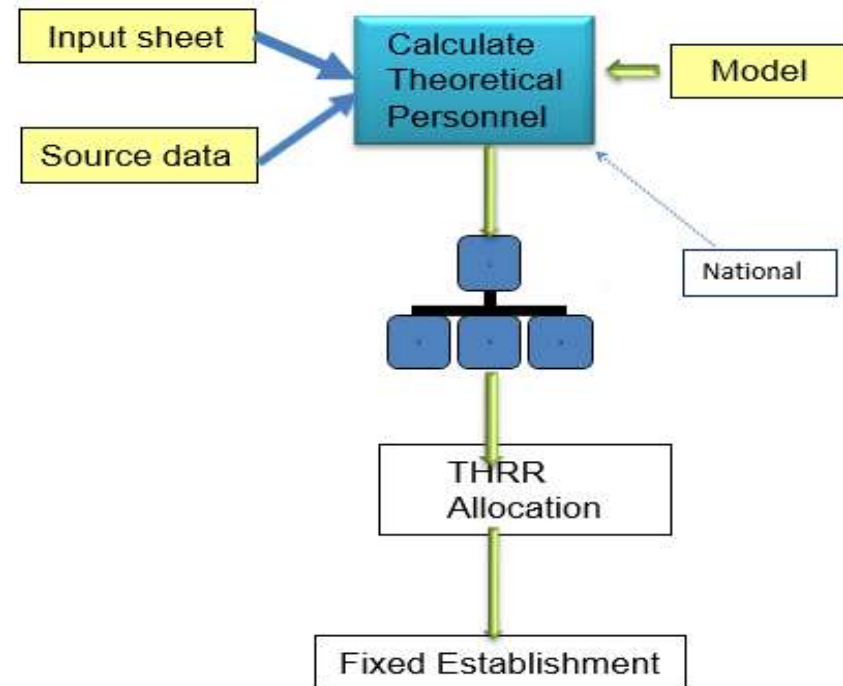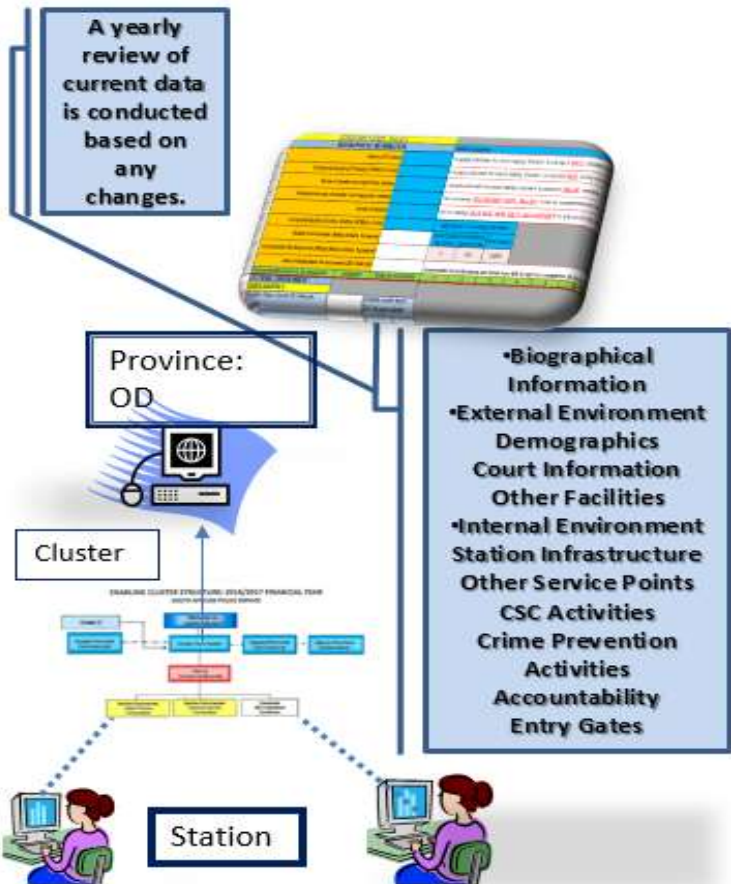
Categories of police stations with the upper and lower limit of assigned station commander levels.

Category Levels			
Rank	**Category**	**Lower Limit**	**Upper Limit**
Captain	A	Lower	90
Lieutenant Colonel	B	91	180
Colonel	C1	181	360
Brigadier	C2	361	higher

Station Operational Function
- Station Commander
- Visible Policing
- Shifts
- Operational Support
- Detective Services

Station Support Function
- Administration Services
- Corporate Communication
- Financial Services
- Human Resource Management
- Loss Management
- Supply Chain Management

Station Grand Total
- Station Operational Function – Total
- Station Operational Function – Total
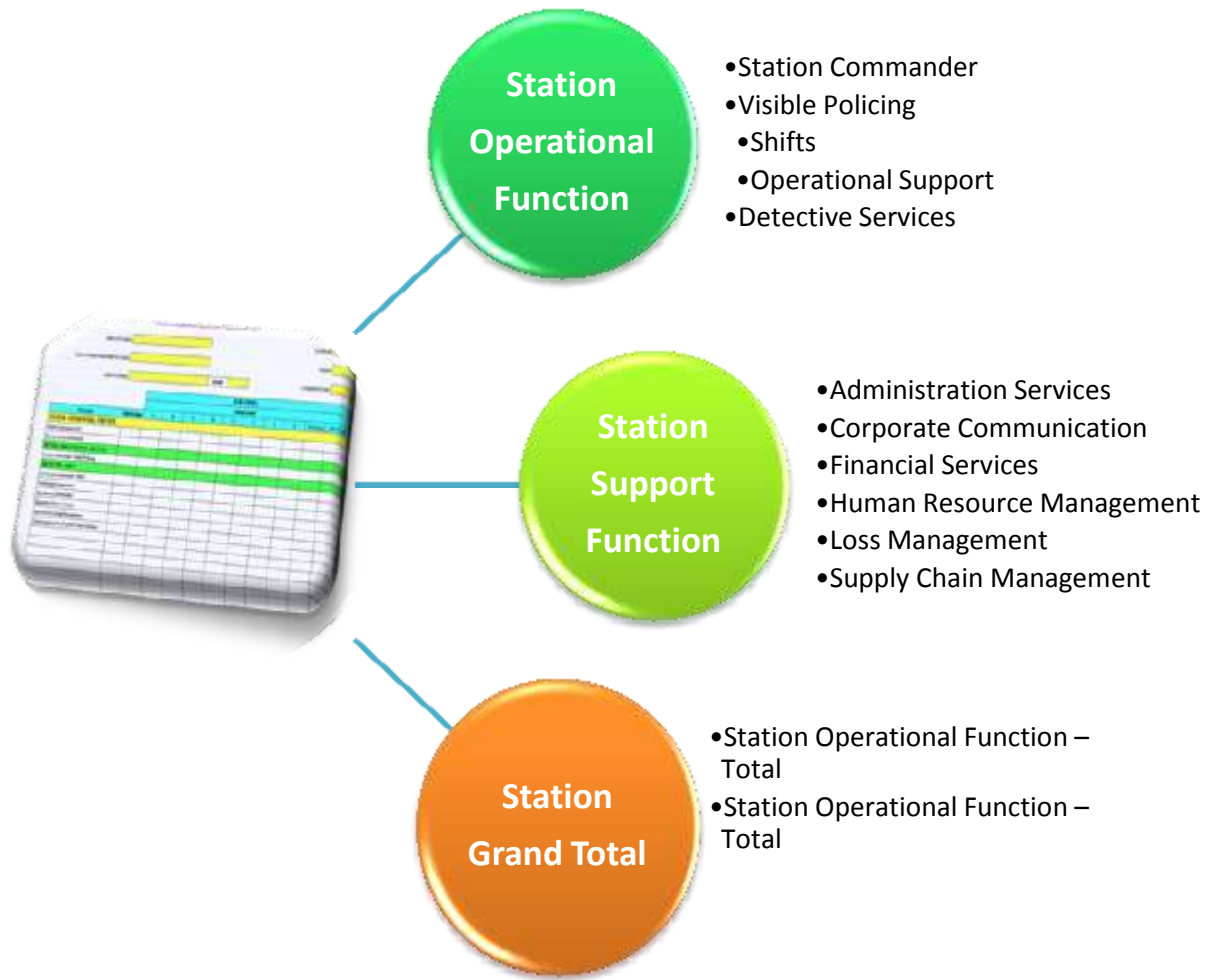
Station Commander Levels: 2016/2017

- 134, 12%
- 452, 39%
- 246, 22%
- 313, 27%

Legend:
- ■ Category C2 - Brigadier
- ■ Category C1 - Colonel
- ■ Category B - Lieutenant Colonel
- ■ Category A - Captain
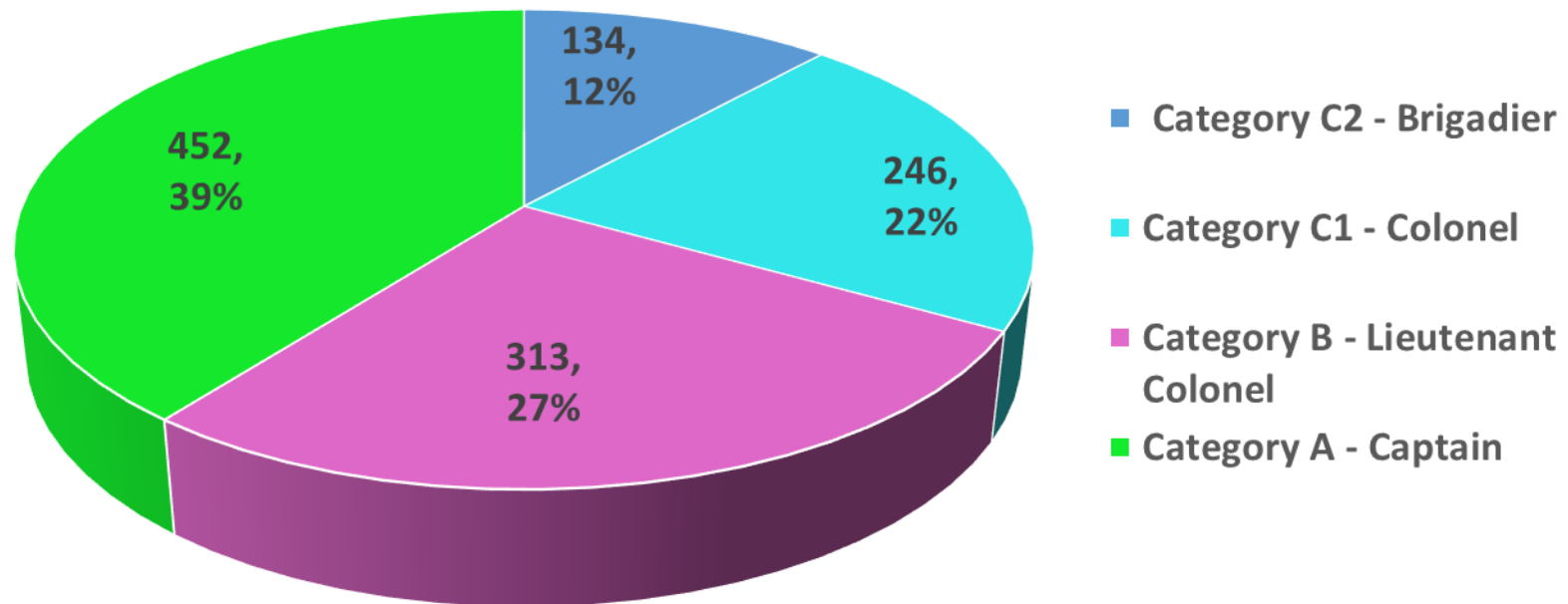
On 29th February 2012 the organisational structure for police stations was approved. The classification of the level of the station commander is determined according to the job weight range (calculated theoretical ideal number of posts) associated with the post. In terms of the approved structure, the minimum requirement was that no station commander could be on a level lower than a Captain and that stations were required to function 24 hours a day, seven days a week. The approved structure had to be implemented and capacitated in terms of available funded posts.

Practical Implication

- **Inputs**
- **Strategies**
- **Policies**
- **Instruction**
- **Etc....**

+ Criteria & Minimum Requirements

Theoretical Requirement/Demand

Fixed Establishment

MTEF

Distribution of Posts 2016-2019

Granted Posts: MTEF 2015/2016
Granted Posts: MTEF 2016-2019

National and Provincial MTEF figure 2016-20 199 810

Provinces, Clusters and Polices Stations MTEF figure 2015 149 490

National		Provincial				Provinces (incl Prov Units)		Clusters		Police Stations	
2015/2016	2016-2019	2015/2016	2016-2019			2015/2016	2016-2019	2015/2016	2016-2019	2015/2016	2016-2019
45492	50320	154045	149490			33208	27185	1832	1832	119005	120473
22.79%	25.18	77%	74.82			21.55%	18.19	1.19%	1.23	77.25%	80.59

Distribution of posts in categories MTEF figure 2016-20 199 810

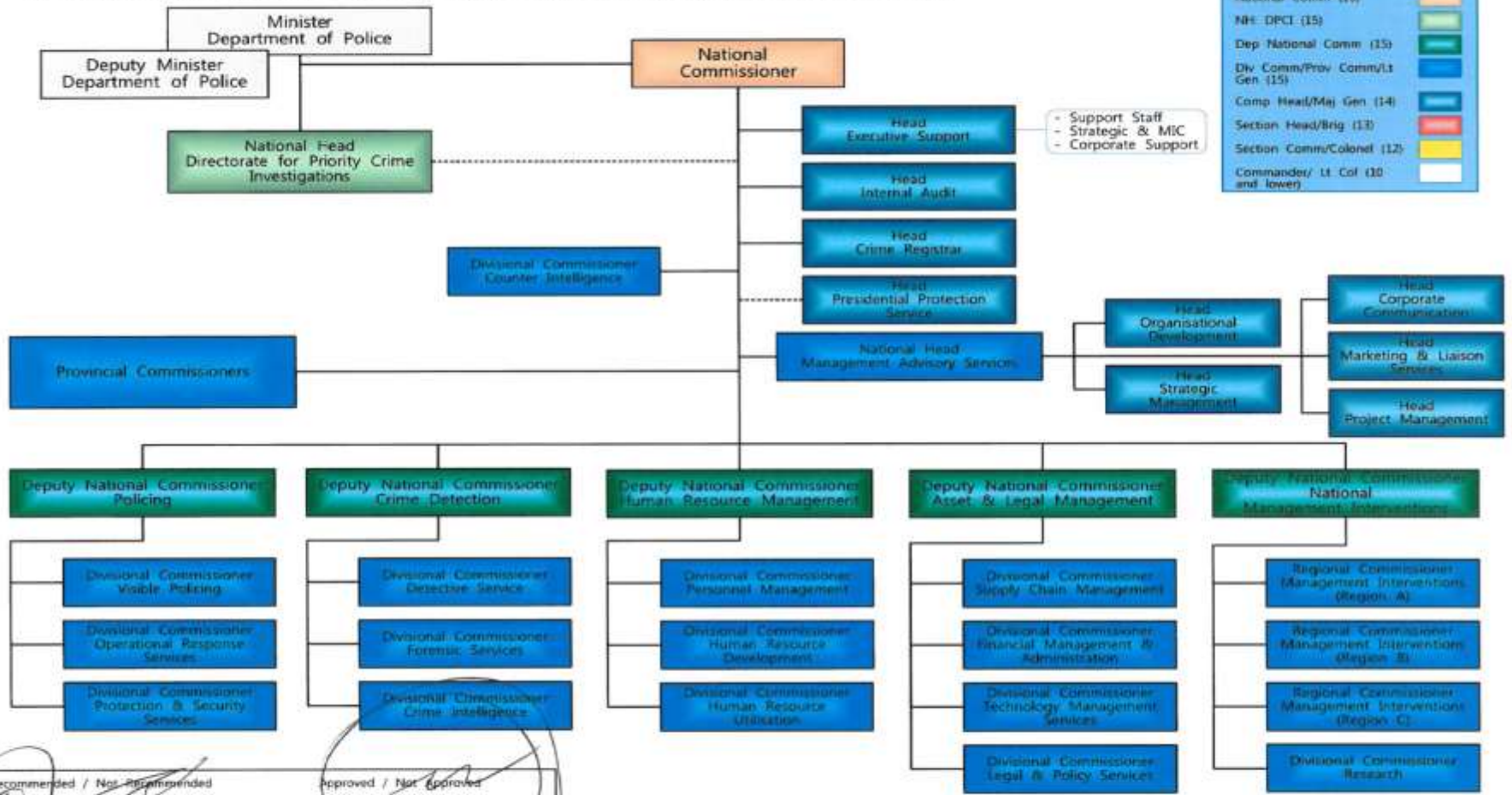| Police Stations		Clusters		Provincial Units		National Units in Provinves		Provincial Offices		National Offices	
2015/2016	2016-2019	2015/2016	2016-2019	2015/2016	2016-2019	2015/2016	2016-2019	2015/2016	2016-2019	2015/2016	2016-2019
119005	120475	1832	1832	19878	17328	22431	33604	13330	10661	23061	15910
59.60%	60.29	0.917	0.92	10.00%	8.67	11.20%	16.82	6.70%	5.34	11.60%	7.96

Provincial granted posts (incl Police Station,

Clusters, Provincial Units and Provincial offices)

MTEF figure 2015/2016: 162 109 , 2016-2019: 149 490

Divisions allocated posts (incl National Units in Provinces)

MTEF figure 2015/2016: 45 492. MTEF figure 2016 50 320

Province	2015/2016	2016-2019		Division	2015/2016	2016-2019		Division	2015/2016	2016-2019		Division	2015/2016	2016-2019
Eastern Cape	20342	19938		Ministry	39	43		Detective	419	462		Legal	105	107
	13.21%	13.34			0.08%	0.09		Service	0.92%	0.92		Services	0.23%	0.21
Free State	11775	11412		Management	438	405		DPCI (incl Units)	3616	3366		Crime	7248	7023
	7.64%	7.63		Advisory Services	0.96%	0.80			7.94%	6.69		Intelligence	15.93%	13.96
KwaZulu Natal	25497	25102		Human Resource	3857	3981		Office of NatCom	1740	1734		Counter	934	934
	16.55%	16.79		Development	8.47%	7.91		Includes HQ	3.82%	3.45		Intelligence	2.05%	1.86
Gauteng	33911	33535		(Incl Prov Capacity)				Components						
	22.01%	22.43		Visible Policing	3645	3683		Management	170	577				
Limpopo	11775	11210		(Incl Units	8.01%	7.32		Interventions	0.37%	1.15				
	7.63%	7.50		Supply Chain	3293	3187		Technology	347	1085				
Mpumalanga	10964	10130		Management	7.23%	6.33		Management	0.76%	2.16				
	7.12%	6.78		(Incl Prov Capacity)				Services						
North West	9824	9170		Fin/Admin	762	709		Human Resource	138	141				
	6.38%	6.13			1.67%	1.41		Utilization	0.30%	0.28				
Northern Cape	7939	7626		Personnel	631	647		Operational	4754	8652				
	5.15%	5.10		Management	1.38%	1.29		Response	10.45%	17.19		MTEF allocated posts		
Western Cape	22038	21367		Forensic Service	8140	8194		Service					2015/2016	2016-2019
	14.31%	14.29		(incl Units)	17.89%	16.28		PSS	5390	5390			199 537	199 810
									11.84%	10.71				

Recommended	Recommended/Not Recommended	Recommended /Not Recommended	Recommended /Not Recommended	Approved/Not Approved
Maj General MJ Makgato: Head: OD	LT General: BC Mgwenya: DNC: HRM	LT General: PA Ramikosi: Div Comm: Fin Man & Admin	LT General: SJP Schutte: DNC: Asset & LM	General JK Phahlane: Acting NATCOM: SAPS
Date:	Date:	Date:	Date:	Date:

NB: From 50320 Head Office capacity, 33604 is the national capacity at provinces for both operational and support services functions. This incl: HRD, SCM, VISPOL, ORS, Forensic Serv, CI, PSS, DPCI, TMS, etc

Office of NATCOM components incl: Natcom, DNC's, OD, Strategic Man, Internal Audit, Executive Supp, Proj Man, Corp Comm Mark & Liais Serv and PPS.
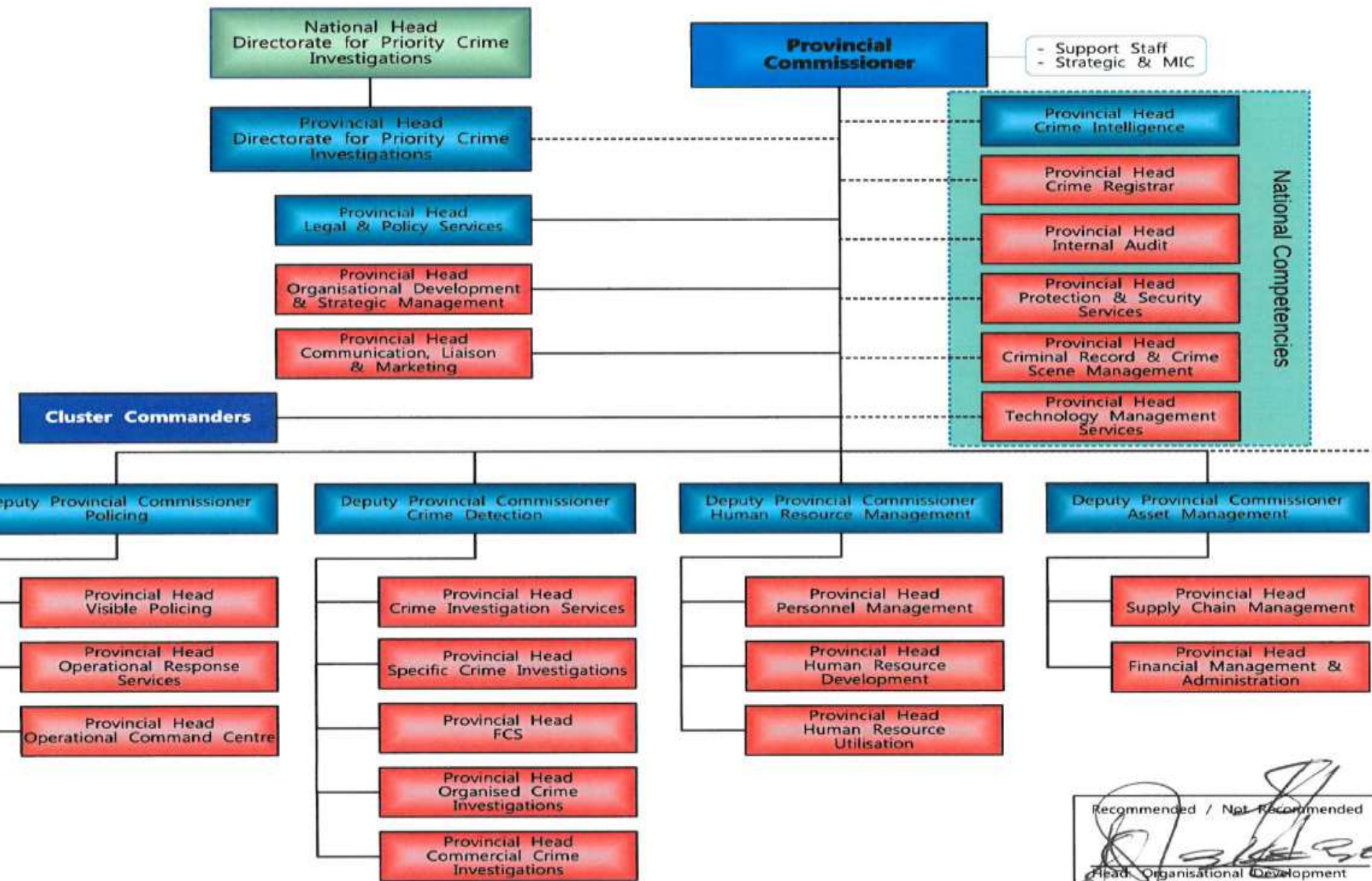
SAPS National Structure

SOUTH AFRICAN POLICE SERVICE - NATIONAL ORGANISATIONAL STRUCTURE

SOUTH AFRICAN POLICE SERVICE - PROVINCIAL ORGANISATIONAL STRUCTURE

National Head Directorate for Priority Crime Investigations

Provincial Commissioner
- Support Staff
- Strategic & MIC

Provincial Head Directorate for Priority Crime Investigations

National Competencies

- **Provincial Head Crime Intelligence**
- **Provincial Head Crime Registrar**
- **Provincial Head Internal Audit**
- **Provincial Head Protection & Security Services**
- **Provincial Head Criminal Record & Crime Scene Management**
- **Provincial Head Technology Management Services**

Provincial Head Legal & Policy Services

Provincial Head Organisational Development & Strategic Management

Provincial Head Communication, Liaison & Marketing

Cluster Commanders

Deputy Provincial Commissioner Policing
- **Provincial Head Visible Policing**
- **Provincial Head Operational Response Services**
- **Provincial Head Operational Command Centre**

Deputy Provincial Commissioner Crime Detection
- **Provincial Head Crime Investigation Services**
- **Provincial Head Specific Crime Investigations**
- **Provincial Head FCS**
- **Provincial Head Organised Crime Investigations**
- **Provincial Head Commercial Crime Investigations**

Deputy Provincial Commissioner Human Resource Management
- **Provincial Head Personnel Management**
- **Provincial Head Human Resource Development**
- **Provincial Head Human Resource Utilisation**

Deputy Provincial Commissioner Asset Management
- **Provincial Head Supply Chain Management**
- **Provincial Head Financial Management & Administration**

Recommended / Not Recommended

Head Organisational Development
Maj Gen M.J. Makgato

2015 -12- 3 1

Date:

Deputy Provincial Commissioner Operational Services

Cluster Commander

Commander Cluster Management Information & Strategic Planning

Subject to recommendation of the Head: Corporate Communication

Corporate Communication

Commander Visible Policing Coordination

- **Visible Policing Monitoring & Evaluation**
- **Visible Policing Operations**

Commander Detective Service Coordination

- **Detective Service Monitoring & Evaluation**
- **Detective Service Operations**

Commander Support Services

- **Financial Services**
- **Administration Services**
- **Loss Management**
- **Supply Chain Management**
- **Human resource Management**

Phase 1:

→ Division: Visible Policing (VISPOL) completed, pending approval of the report.

→ Ports of entry: Divisional Commissioner: Operational Response Services (ORS) reverted back for inputs (finalisation approximately 6 months).

→ Directorate for Priority Crime Investigation (DPCI) and Detective Service.

→ Crime Intelligence: Pending meeting with the Divisional Commissioner.

Phase 2:

→ Personnel Management (PM), Supply Chain Management (SCM),
Technology Management Services (TMS) and Management
Intervention (MI).

Phase 3:

→ National and Provincial Units

→ Expected outcome of rationalisation for 2017/2018, starting with
Police Stations at 62.78% to 65% of station capacitation.

Vulindlela Report:

→ Vulindlela Human Resource (HR) tables finalised and submitted to
Strategic Management for inclusion in the annual report.

→ Information Note sent to the National Commissioner for signature- Report completed.

→ Recommended by Division Commissioner: Financial Management and Administration.

→ Busy auditing the number of affected personnel by liaising with Division: Personnel Management .

Restated Fixed Establishment 2017/2018

Fixed Establishment 2017/2018				Actuals as on 2017-06-30				GAP (shortage(-) / surplus (+))		
	PA	PSA	Total		PA	PSA	Total		PA	PSA	Total
Salary Level	SAPS			Salary Level	SAPS			Salary Level	SAPS		
SL16	1	2	3	SL16	1	2	3	SL16	0	0	0
SL 15	35	0	35	SL 15	34	0	34	SL 15	-1	0	-1
SL 14	206	1	207	SL 14	215	3	218	SL 14	9	2	11
SL 13	764	4	768	SL 13	666	10	676	SL 13	-98	6	-92
SL 12	2435	4	2439	SL 12	2223	2	2225	SL 12	-212	-2	-214
SL 11	0	0	0	SL 11	0	0	0	SL 11	0	0	0
SL 10	7308	3	7311	SL 10	6430	3	6433	SL 10	-878	0	-878
SL 9	0	0	0	SL 9	0	0	0	SL 9	0	0	0
SL 8	17476	51	17527	SL 8	16159	138	16297	SL 8	-1317	87	-1230
SL 7	33294	3986	37280	SL 7	32900	3689	36589	SL 7	-394	-297	-691
SL 6	29437	1372	30809	SL 6	26567	2717	29284	SL 6	-2870	1345	-1525
SL 5	63400	24075	87475	SL 5	61985	24581	86566	SL 5	-1415	506	-909
SL 4 & below	0	11146	11146	SL 4 & below	3777	11572	15349	SL 4 & below	3777	426	4203
Total	154356	40644	195000	Total	150956	42717	193674	Total	-3399	2073	-1326

N.B. FE INCLUSIVE OF THE MINISTRY.

SAPS Top Executive Positions Funded

POST TITLE	POST LEVEL	FILLED	VACANT
National Commissioner	16	1	0
Deputy National Commissioner	15	5	0
Divisional Commissioner	15	10	3
Regional Commissioner	15	3	0
Provincial Commissioner	15	8	1
National Head: DPCI	15	0	1
Div Comm: Counter Intelligence	15	1 acting	1 unfunded/not recommended
National Head: Management Advisory Services	15	1	0

ENVIRONMENT	SALARY LEVEL	NO OF POSTS
Office of the National Commissioner:	14	4
• Executive Support, Internal Audit, Crime Registrar, Presidential Protection Service and		
• **Management Advisory Services:**	15	1
• Organisational Development, Strategic Management, **Corporate Communication, Marketing and Liaison Services,** and Programme and Project Management		
	14	5
Provincial Commissioners:	15	9
Directorate For Priority Crime Investigations:	15	2
Counter Intelligence:	15	1
Deputy National Commissioner: Policing,		
• Visible Policing		
• Operational Response Services and	15	4
• Protection and Security Services		

Deputy National Commissioner: Crime Detection: • Detective Service • Forensic Services and • Crime Intelligence Divisions.	**15**	**4**
Deputy National Commissioner: Human Resource Management: • Personnel Management, • Human Resource Development • Human Resource Utilization.	**15**	**4**
Deputy National Commissioner: Asset and Legal Management: • Supply Chain Management • Technology Management Systems • Financial Management & Administration and • Legal & Policy Services Divisions.	**15**	**5**
Deputy National Commissioner: Management Intervention: • Regional Commissioner A • Regional Commissioner B, • Regional Commissioner C and • Research.	**15**	**5**

Overall Costing of the SAPS Structure

OVERALL COSTING OF THE SAPS STRUCTURES APPROVED AND CONFIRMED BY THE CFO ON THE ....
(Head Office, Province, Station and Cluster) Signed on 21 June 2016

2015/16	16	15	14	13	12	10	8	7	6	5	4	3	2	1	TOTAL	COST REQUIREMENT
Police Act	1	30	153	588	2333	6937	17862	28156	35499	64022	0	0	0	0	155581	R 35 266 558 014.00
PSA	0	0	1	4	3	1	37	7110	7977	19468	3034	3092	570	2659	43956	R 6 613 119 678.00
Total	1	30	154	592	2336	6938	17899	35266	43476	83490	3034	3092	570	2659	199537	R 41 879 677 692.00
2016/17	16	15	14	13	12	10	8	7	6	5	4	3	2	1	TOTAL	COST REQUIREMENT
Police Act	1	35	208	790	2882	7097	17595	30352	35069	65106	0	0	0	0	159135	R 43 096 211 992.00
PSA	2	0	1	4	3	1	48	6462	3430	21272	3744	2783	3071	29	40850	R 7 267 956 611.00
Total	3	35	209	794	2885	7098	17643	36814	38499	86378	3744	2783	3071	29	199985	R 50 364 168 603.00
GAP	-2	-5	-55	-202	-549	-160	256	-1548	4977	-2888	-710	309	-2501	2630	-2258	

Overall Fixed Establishment: 2016/2017

	16	15	14	13	12	10	8	7	6	5	4 and below	4	3	2	1	Total	
Police Station	0	0	0	123	611	2778	9183	20052	26706	58459	2709	2709	0	0	0	120621	60.32%
Cluster	0	0	66	113	231	304	516	315	0	287	0	0	0	0	0	1832	0.92%
Prov and Spes	0	9	45	135	543	1079	2673	5045	5473	8612	3423	230	1220	1973	0	27037	13.52%
Head Office	3	26	98	423	1500	2937	5271	11402	6320	19020	3495	805	1563	1098	29	50495	25.25%
Grand Total	3	35	209	794	2885	7098	17643	36814	38499	86378	9627	3744	2783	3071	29	199985	100.0%

| % | 0.002 | 0.018 | 0.105 | 0.397 | 1.443 | 3.549 | 8.822 | 18.40 | 19.251 | 43.192 | 4.814 | 38.89 | 28.90 | 31.90 | 0.301 | 100.00 | |

Environment	% (+-)	Number of posts (+-)
Police Station	0.95 % (increase)	1144
Cluster	New concept	New concept
Prov and Spes	-17.38 % (decrease)	-5689
Head Office	11.00% (increase)	5003
Grand Total	0.22%	448

Police Act

	16	15	14	13	12	10	8	7	6	5	4 and below	4	3	2	1	Total	
Police Station	0	0	0	123	611	2778	9183	15042	25211	46850	0	0	0	0	0	**99798**	**62.71%**
Prov and Spec	0	9	45	135	543	1079	2664	4704	4734	6258	0	0	0	0	0	**20171**	**12.68%**
Cluster	0	0	66	113	231	304	516	315	0	0	0	0	0	0	0	**1545**	**0.97%**
Head Office	1	26	97	419	1497	2936	5232	10291	5160	11962	0	0	0	0	0	**37621**	**23.64%**
Grand Total	**1**	**35**	**208**	**790**	**2882**	**7097**	**17595**	**30352**	**35105**	**65070**	**0**	**0**	**0**	**0**	**0**	**159135**	**100.00%**
Percentage	0.001	0.022	0.131	0.496	1.811	4.460	11.057	19.073	22.060	40.890	0.00	0.000	0.000	0.000	0.000	**100.000**	

Public Service Act

	16	15	14	13	12	10	8	7	6	5	4 and below	4	3	2	1	Total	
Police Station	0	0	0	0	0	0	0	5010	1531	11573	2709	2709	0	0	0	**20823**	**50.97%**
Prov and Spec	0	0	0	0	0	0	9	341	739	2354	3423	230	1220	1973	0	**6866**	**16.81%**
Cluster	0	0	0	0	0	0	0	0	0	287		0	0	0	0	**287**	**0.70%**
Head Office	2	0	1	4	3	1	39	1111	1160	7058	3495	805	1563	1098	29	**12874**	**31.52%**
Grand Total	**2**	**0**	**1**	**4**	**3**	**1**	**48**	**6462**	**3430**	**21272**	**9627**	**3744**	**2783**	**3071**	**29**	**40850**	**100.00%**
Percentage	0.005%	0.000%	0.002%	0.010%	0.007%	0.002%	0.118%	15.819%	8.397%	52.073%	23.567%	38.891%	28.908%	31.900%	0.301%	**100.00**	

Summary FE allocation 2016/2017: 199 985

- 60.32% — Police Station
- 0.92% — Cluster
- 13.52% — Prov and Spec
- 25.25% — Head Office
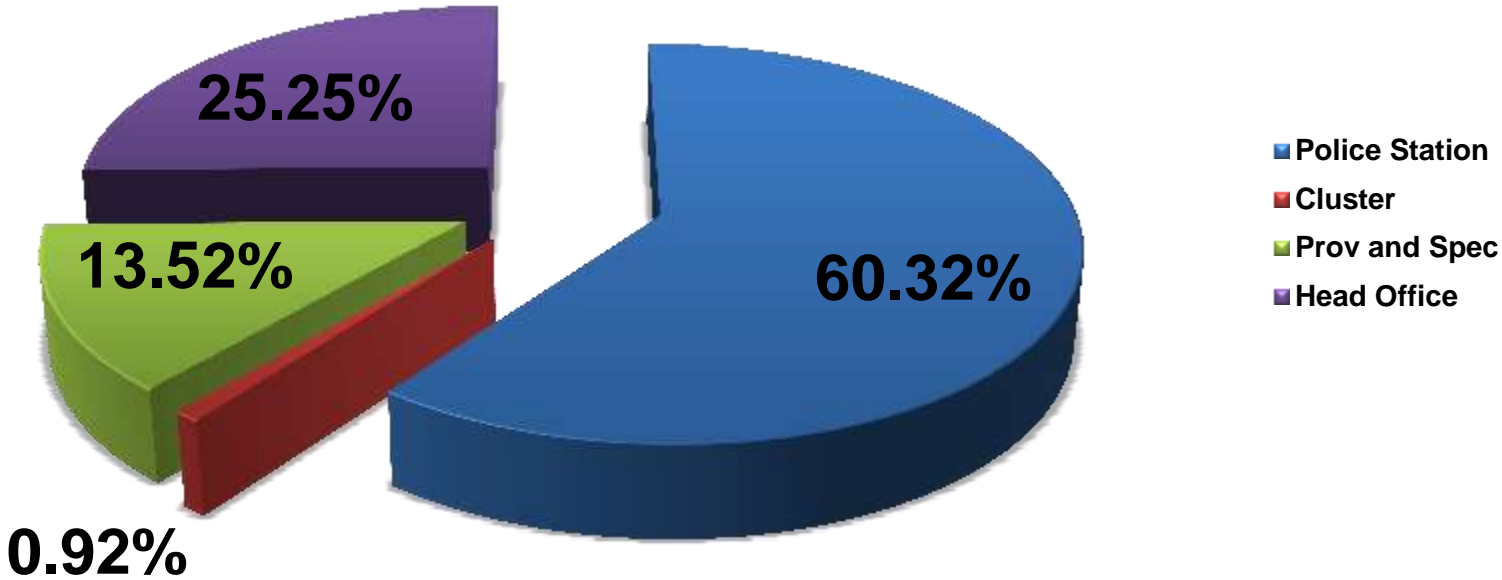
FE 2016/17 Head Office = 25.25%
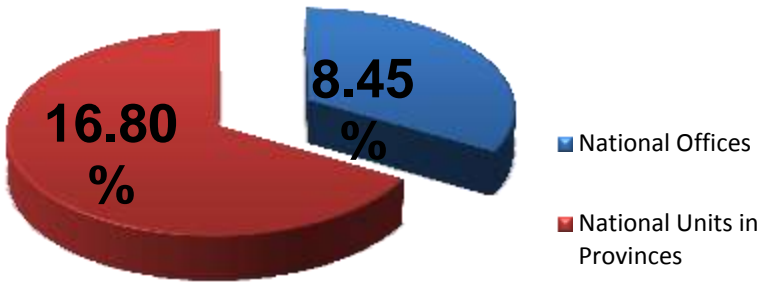
FE 2015/16 Head Office = 22.80%

- National Offices
- National Units in Provinces

FE Head Office: Head Office =16 891 posts (National Units in Provinces = 33 604 posts)

FE 2016/2017 Head Office = 25.25%
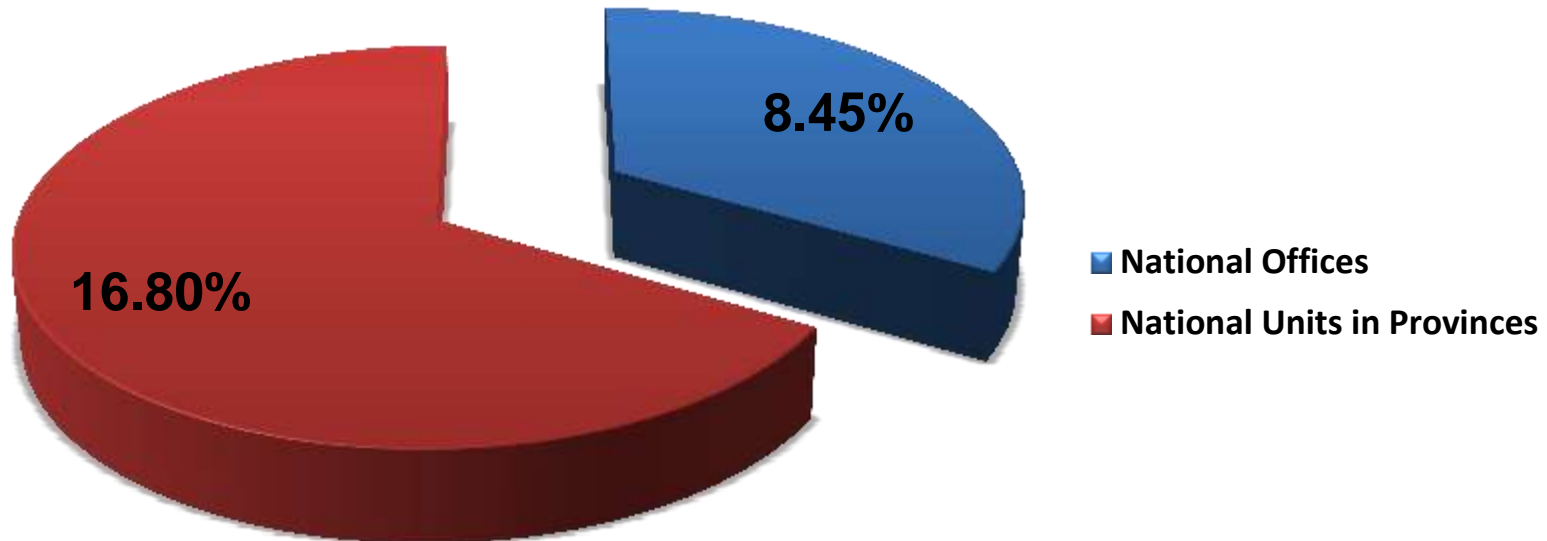
- 8.45%
- 16.80%

■ National Offices
■ National Units in Provinces

→ Draft rationalisation process approach formalised and authorised.

→ Expected outcomes to be agreed upon.

→ Time lines to be agreed to.

→ Impact assessment with current processes.

→ Consultation with labour;

- Process.

- Priority areas outcomes.

- Implementation process.

1. The report provides the study findings, taking into consideration the following objectives:

   → to provide an analysis of the allocation of resources at selected police stations by comparing the allocation of human resources against the Fixed Establishment (granted) at police stations to that proposed by the THRR (ideal);

   → to identify problematic areas pertaining to input/audit sheets;

   → to determine the process for distributing human resources at provincial level; and

   → to identify the constraints that impact on the optimal utilisation of human resources.

2. The findings were structured according to the following thematic areas:

   → Discrepancies with the THRR, Fixed Establishment, and Actual human resource allocation - *All provinces felt that the THRR model has never been <u>fully</u> implemented, thus a proper assessment of the model cannot be conducted; Provincial Commissioners retain the discretion to move personnel as per Section 12(3) of the South African Police Service Act. This is based on a needs analysis as determined by the Provincial Commissioner and the management team. The redistribution of resources by Provincial Commissioners must however be within the provincial budget parameters.*

→ Duty arrangements reflect member/s on the duty list, however, reflected member/s are not physically available at the stations. Transferring members from Station A to Station B, results in vacancies at Station A. In some instances of transfers, the budget allocated to the post in Station C is transferred with the post to Station D.

→ All provinces reported shortages of personnel within police stations and it was reported that stations had personnel shortages that were vacant.

→ The other challenge relates to the filling of vacant posts, which police stations have little control over as it is a provincial competency. The filling of posts takes a long period particularly junior level posts.

→ Sector policing and other policing operations are also not fully functional due to resource constraints.

Challenges regarding input sheets (data Integrity/accuracy). The findings in relation to information from police stations highlighted the following:

→ The population figures contained in the input sheets, sometimes differed from those in the SIP Record keeping, was also a problem at most stations, as this leads to bad filing practices information that is incorrect;

→ Station Commanders were also not validating information on the input sheets;

→ Management Information Officers (MIOs) and the station commanders were aware of the THRR process, and this was attributed to issues of compliance to the Provincial office;

→ The failure of the station Information Technology equipment has resulted in loss of data, which could not be retrieved due to a failure on the side of SITA;

→ Station management is undergoing training on the completion of the input management sheets, and input sheet data integrity verification process is underway throughout the Province.

Given that the THRR allocations have never been implemented to its full potential, 10% of police stations across the country must be capacitated fully to determine the value of the THRR. The performance of these stations must then be monitored, on a continuous basis over a period of three years, to determine effectiveness.

→ In order to address the imbalance of more management to fewer frontline operational members, the administrative and management posts have to be re-examined, as operational members are critical for service delivery.

→ An intensive investigation be undertaken to standardise and automate administrative functions.

→ Stations management should be actively involved in all the THRR processes, to better understand the THRR process and detailed training on the THRR must be conducted with managers.

→ The performance management system has to be reviewed to determine the adequacy of the performance, for example, high crime reports should not be regarded as poor police station performance.

→ Alternative policies and strategies must be formulated and clearly outlined to address the challenge of police having to play roles additional to their scope of work which adds to the burden of policing.

→ Police station management should be given the prerogative to recruit members and fill vacant posts according to their station needs, and based on merit.

→ Reasons for the moratorium on reservists must be explored to deal with the issues. The policy on reservists must be implemented by SAPS.

→ There must be standardisation of data management processes and systems across all police stations. Information management systems must be improved to allow proper record keeping.

→ There must be an ongoing monitoring of the input sheet to curb incorrect information being populated.

→ Station Commanders must be assessed on the availability and correctness of information on the THRR input sheets, in order to enforce correctness of information. Provincial Commissioners must come up with strategies to guide the evaluation of Station Commissioners role in ascertaining that data captured is correct.

→ THRR input sheets should be revisited by National Organisational Development, to determine the relevance of some of the information that is captured on the input sheets.

It can be deduced, that the process of SAPS resource allocation is complex and dependent on many variables. Budgetary constraints, as has been determined, are critical to the allocation process. Before attempting to answer the question as to the process and whether a revision is required and the request for a larger budget to address the challenges to resource allocation, the question to ask is: Whether more personnel equates to more effective policing?

The mid to long term recommendations on resource allocation, is to include the following:
→ The proposed recommended model for the future, should be based on the Funding Allocation Model as used by England and Wales. In this way, resource allocations at station level could be determined by Cluster and Station Commanders, as per the demands and requirements of each police station, based on proper assessments
→ Any new approach should be implemented alongside a Change Management process to get the buy-in of employees.
→ In the absence of a fully adequate model for allocating resources, alternative policing operating approaches, for more effective policing, must be executed by SAPS.
→ The obligation to embrace SMART (Specific, Measurable, Achievable, Relevant and Time bound) policing must reside and be driven by the Minister of Police and the Provincial MECs for Safety.

A discussion, around international and regional police resource allocation models and developments in relation to efficiently addressing challenges of police resource allocation.

Internationally, in the absence of any objective means of quantifying the numbers of police officers, required to meet community needs, governments solely relied on the ratio of police officers to population, in providing a determination of the overall number of police officers required. However, relying on this ratio is deemed flawed as this only measures what a community is prepared to spend on law enforcement rather than what police resources it needs.

No.	Civilian Secretariat on Police (CSP) Report on THRR: Bench Mark - Name of Country and Model	Civilian Secretariat on Police (CSP) Report on THRR: Comments
1	New Zealand Police Resource Allocation Model	The Resource Allocation Model (RAM) formula specifically took into consideration a total of nine variables in informing resource allocation for the police; ie Age group of males, Income, Employment status, Ethnicity, Education, Family related factors, the number of incidents, the level of crime and the resolution rate. However, the challenge of balancing resources and services with budgetary constraints and community desires remains was the issue.
2	United States of America Police Resource Allocation Model	The US has subsequently made use of five common methods in determining human resource demands; namely Crime trends, Per-capita approach, Minimum-manning levels, Authorized/budgeted levels, Workload-based models. However, there are also shortcomings with regard to this model in that it only considers calls made and in turn runs the risks of recording physically reported calls.

No.	Civilian Secretariat on Police (CSP) Report on THRR: Bench Mark - Name of Country and Model	Civilian Secretariat on Police (CSP) Report on THRR: Comments
3	Ireland Police Resource Allocation Model	In Ireland, the following elements in resource allocation - Crime levels; Demographic changes, and Factors relevant to security, such as time, geographical area, workloads. The ultimate aim of Achievement of more balanced police officer workloads which will subsequently lead to improved services and police safety; Adapting policy on allocation of police time, and Achieving closer alignment of police working times with patterns of demand for police services.
4	Australia Police Resource Allocation Model	A New Zealand study researched the relationship between socioeconomic, demographic and industry characteristics and the costs of delivering government services in the area of law and order. The results showed that, across Australia as a whole, police staffing distributions as presently implemented by States, did not reflect relative needs relating to urbanisation, disadvantaged tourism, or other factors.
5	United Kingdom Police Resource Allocation Model	In the United Kingdom, systems such as Computer Aided Systems, Records Management System and Geospatial Information systems are used to guide allocations of resources to the police through taking into account community demands. The modelling tool is data driven and enables police departments to examine areas of key importance such as neighbourhood crime, major crimes, protecting vulnerable people, public protection unit, incident response teams, incident management teams and force control room call takers.
6	Wales and England Police Resource Allocation Model	Wales and England Police Forces are funded based on a two phase process. The first phase involves the division of funds between different activities undertaken by the police, and a portion of the total funding is also distributed taking into consideration the population sparsity in addressing the specific needs of rural forces. The second phase is to then to divide the funding for each of these workloads between all the local policing bodies. The model was criticised for various reasons, including the utilisation of outdated data and a new Resource Allocation Model was proposed which is still in progress. The new model is more simplified and transparent to determine budget allocation at force level. Therefore, the new funding formula utilises 10 complex statistical regression models with the aim of distributing funding on the basis of 'relative need' by using population data and a range of socio-economic variables to estimate the 'expected workload' of each Police Force Agency, across a range of crime and non-crime activities.
7	African Police Resource Allocation Model	For resources to be efficiently allocated, adequate information is required. However, many African countries are still experiencing challenges regarding their respective information systems due to inadequate technological advances. Nigeria is still faced with inadequate human resources to deliver the services to the communities which are also coupled with mismanagement of resources. The Zambian Police Department also applies uninformed criteria in resource allocation that is mostly guided by crime trends. This criterion does not allow for crime analysis prior to resource allocation. In terms of available information system, a manual system is used to record a case which is also time-consuming. Consequently, there is loss of traceability, transparency and accountability.

In summary, it is evident by the above review, that challenges pertaining to police resource allocation, are a global issue and models guiding resource allocation, are continuously evolving.

The New Zealand model is based on national level resource allocation, similar to the South African model. The rest of the models provide for local station level resource adjustments and are flexible as contexts differ. Most of the countries under review, utilise the workload and demographics variables in calculating police population.

For SAPS, while the THRR is not without its challenges, the model has been benchmarked internationally and is facing similar challenges as other police agencies.

The funding resource allocation model of England and Wales should be explored as an option for South Africa, given fiscal constraints. Currently, SAPS does resource allocation at a national level, based on various variables for human resource distribution. Provinces then adjust these, and police stations are still without critical resources.

With the rapidly changing socio-economic and technological changes, as well as changes in patterns of crime and demands for security, drawing on knowledge of effective, sustainable crime reduction practice and developing multi-agency problem-solving, community engagement approaches (as force multipliers), to address issues in micro-location hotspots must be recommended.

→ Reviewing SAPS – PAM (Personnel Allocation Model).

→ Reviewing Police Station Categories.

→ Reviewing the structural model.

→ Re-determination of police station classification dynamics.

Researchers and Intellectuals to be drawn for more scientific analysis and determination.

The concept of sustainable policing services to be infused in resource determination.

The THRR was correlated with the Equate Job Evaluation process in order to ensure

consistency in the application of the equate job evaluation system and the THRR and the result indicated a high correlation between the two systems (96% correlation).

THANK YOU