



STABILITY AND RESTRUCTURING OF THE SAPS

Presentation to the
Portfolio Committee on
Police

29 July 2021

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STABILITY OF THE SAPS

HISTORICAL CONTEXT (1)

- National Commissioner -
 - The previous National Commissioner was suspended on 14 October 2015, following a recommendation made by the Farlam Commission of Enquiry.
 - Two Acting National Commissioners were in office for a period of 2 years, from 14 October 2015 to 21 November 2017.
 - The current National Commissioner was appointed on 22 November 2017.

HISTORICAL CONTEXT (2)

- National Head Directorate for Priority Crime Investigation (DPCI) -
 - 2009-2014 : National Head of the DPCI- Retired before the actual retirement age
 - 2014-2015: Acting National Head
 - 2015-2017: National Head-appointment nullified by court
 - 2017-2018: Acting National Head-appointment of National Head
 - 2018 to date: Current National Head in office

HISTORICAL CONTEXT (3)

- Divisional Commissioner: Crime Intelligence -
 - The previous Divisional Commissioner was appointed on 1 July 2009 and suspended on 08 May 2011.
 - 10 Acting Divisional Commissioners were appointed during the period 09 May 2011 to 28 February 2018.
 - The former Divisional Commissioner was appointed on 1 March 2018 and transferred on 4 December 2020.
 - Two Acting Divisional Commissioners have been appointed during the period 05 December 2020, to date.

INITIATIVES IMPLEMENTED TO STABILISE THE LEADERSHIP (1)

- Establishment of a climate of Integrity, through, *inter alia*, the eradication of corruption / criminality within Senior Management, through dismissal:
 - A total of 12 senior managers (level 14 and above) have been dismissed, following departmental investigations, during the period 2016-04-01 to 2021-06-30.
 - Lieutenant Generals:
 - Dismissed – 3.
 - Dishonourably discharged – 1.
 - Major Generals:
 - Dismissed – 6.
 - Dishonourably discharged – 2.

INITIATIVES IMPLEMENTED TO STABILISE THE LEADERSHIP (2)

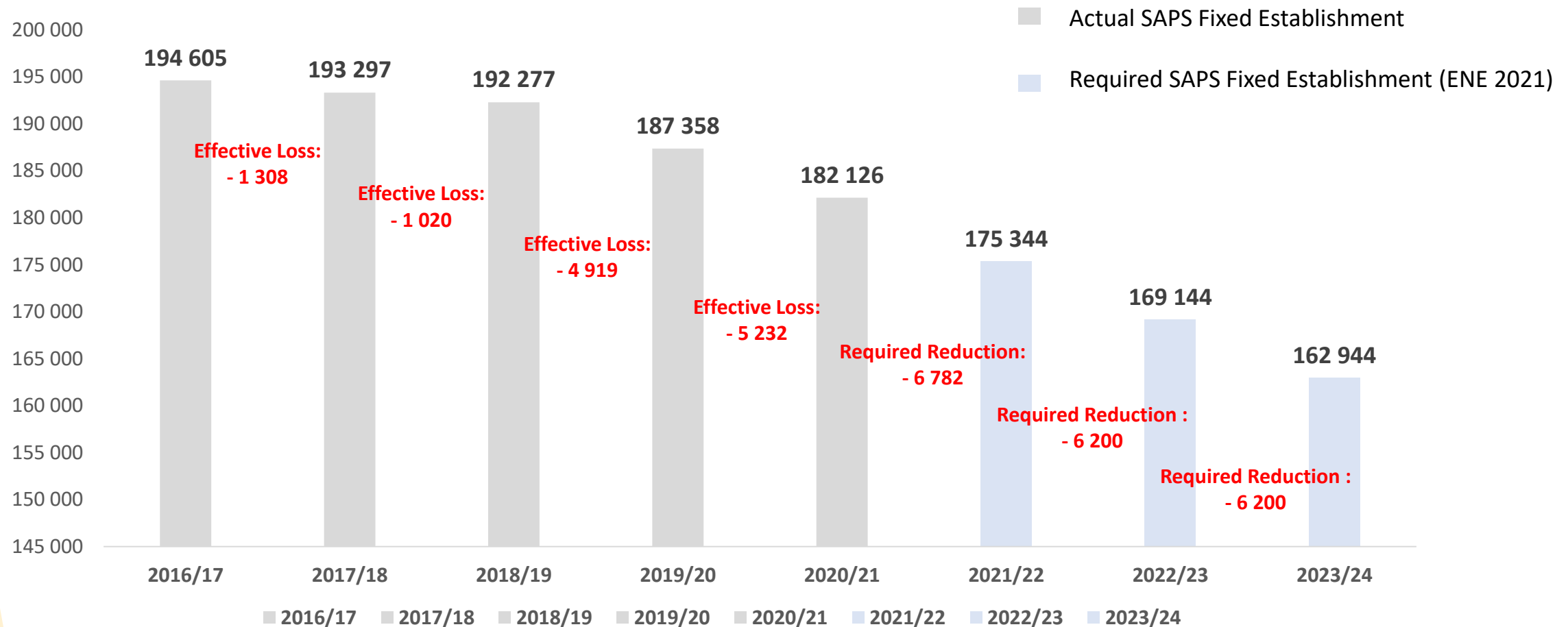
- Top-heavy, inflated SAPS Organisational Structure:
 - A restructuring process, in consultation with the Safety and Security Bargaining Council (SSSBC), was initiated to cascade resource to lower organisational levels, in particular station level.
 - The detail associated with the restructuring process is reflected in the second part of the presentation.

CHALLENGES TO ORGANISATIONAL STABILITY (1)

- Budget reductions in terms of the 2021/22 Medium-term Expenditure Framework (MTEF):
 - The following MTEF baseline allocations and reductions have been provided by National Treasury:
 - 2021/22 baseline allocation – R 108 208 782 000.
 - Budget reduction – R 11 853 251 000.
 - 2022/23 – R 112 683 601 000.
 - Budget reduction – R 15 825 999 000.
 - 2023/24 baseline allocation – R 108 554 637 000.
 - Budget reduction – R 11 471 028 000.
 - The aforementioned baseline reductions necessitated that the SAPS prioritise specific functional areas, which will be safeguarded to ensure sustainable policing and service delivery.

CHALLENGES TO ORGANISATIONAL STABILITY (2)

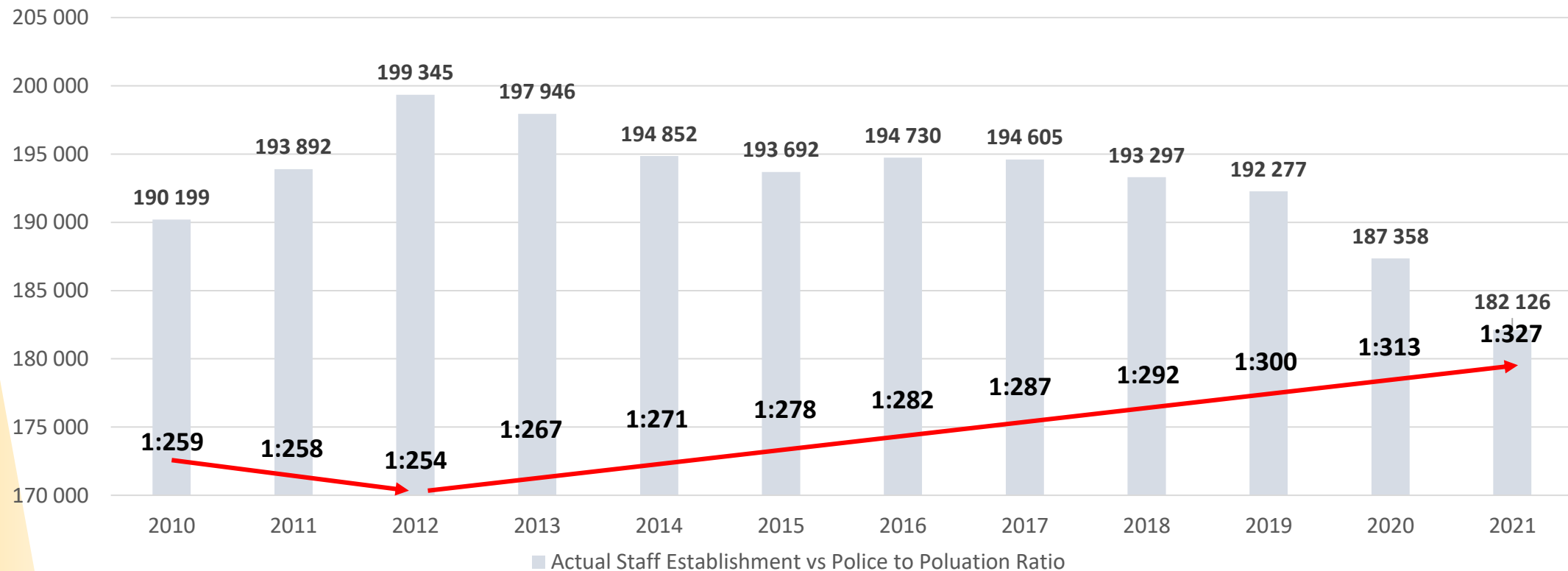
- Implications of the reduction to the Compensation of Employees Budget on the SAPS' Fixed Establishment:



CHALLENGES TO ORGANISATIONAL STABILITY (3)

- Implications of the increasing population estimate versus the decreasing staff establishment, on the police to population ratio:

Actual Staff Establishment vs Police to Poluation Ratio



CHALLENGES TO ORGANISATIONAL STABILITY (4)

- Personnel exiting the SAPS:
 - The SAPS has lost a total number of **32 662** through natural attrition from 2016/17 to 2020/21 and has employed **20 959** employees (new recruits and lateral entrants), during this period, resulting in a nett loss of **11 703** members.
 - Common reasons for members exiting the SAPS, during the past 5 years:
 - Age (60 years).
 - Ill health.
 - Death: natural causes, off duty and on duty.
 - Better remuneration.
 - Personal reasons.
 - The Early Retirement process was implemented within the SAPS:
 - A total of **2 825** employees exited the SAPS through Early Retirement, without the penalisation of pension benefits.

CHALLENGES TO ORGANISATIONAL STABILITY (5)

- Following significant in-year cuts in the Compensation Budget of the SAPS during 2020/21 as well as over the 2021 MTEF, the implementation of certain Human Resource Management Priorities, were affected. The availability of funds will determine the extent to which some of the following will be considered for implementation:
 - Filling of critical vacancies in terms of post promotions and appointments.
 - Enlistment of new recruits to enhance capacity at frontline services, such as the required number of members per shift (at least four members per shift, plus contingency allowance).
 - Establishment of new specialised units.
 - Grade progression arrangements for qualifying employees in terms of a current agreement.
- The budget reduction required the prioritisation of the filling of critical vacancies and the capacitation of specialised capabilities, such as Anti-Gang, Taxi-violence and the Family Violence, Child Protection and Sexual Offences Units.

CHALLENGES TO ORGANISATIONAL STABILITY (6)

- Attacks on Police Stations:
 - 2018/19 – 14 attacks on police stations (EC – 2, KZN – 1, NW – 1, FS – 1, GP – 9).
 - 2019/20 – 3 attacks on police stations (LP – 1, NC – 1, EC – 1).
 - 2020/21 – 4 attacks on police stations (MP – 3, EC – 1).
 - 2021/22 (as at 30 June) – 3 attacks on police stations (EC – 3).
 - During the ConCourt Judgement civil unrest, threats against law enforcement agencies in general and police stations, in particular, were identified.
 - The SAPS has prioritised Police Safety and additional funding was made available to address the following aspects, particularly at Police Stations:
 - CCTV.
 - Perimeter fencing and lights.
 - Lockable gates for vehicles / pedestrians.
 - Secured entrances to buildings, the CSCs and a guard house.
 - Ensure a minimum staffing requirements at frontline offices, including sufficient contingency allowances.
- SAPS Members murdered on duty:
 - 2018/19 – 26.
 - 2019/20 – 41.
 - 2020/21 – 31.

CHALLENGES TO ORGANISATIONAL STABILITY (7)

- Specific third-party dependencies on other Government Departments:
 - National Department of Public Works and Infrastructure (NDPWI) –
 - Planning, monitoring and evaluation of projects executed by NDPWI.
 - Compliance with project timelines and over/under spending.
 - Quality of projects implemented by NDPWI.
 - State Information Technology Agency –
 - Information Systems and Information and Communication Technology, in support of the modernisation of the SAPS.
- Inadequate service delivery by government departments:
 - Results in the over-extension of the SAPS' operational obligation, which diverts resources away from policing functions.

CHALLENGES TO ORGANISATIONAL STABILITY (8)

- Socio-economic factors impacting on organisational stability such as:
 - High rates of unemployment, in particular the youth.
 - Poor environmental design.
 - Substance abuse as a contributing factor to certain crimes categories, including Gender-based Violence and Femicide.
- The Numbeo 2021 Crime Index rates South Africa as the third most dangerous country in the world to live in, with six cities (Pretoria, Durban, Johannesburg, Pietermaritzburg, Gqeberha and Cape Town) featuring in the top 20 most dangerous cities, globally.
- The 2020 Victims of Crime Survey indicates that 86,6% of the population felt safe walking alone in their neighbourhood during the day while 41,8% felt safe walking alone in their neighbourhood during the night. Both figures increased from 2018/19.
 - Males in general felt safer walking alone in their neighbourhood than females.
 - Similarly, rural residents had a greater feeling of safety walking alone in their areas when it is dark than residents in urban areas.

CHALLENGES TO ORGANISATIONAL STABILITY (9)

- Increased demands for the establishment of specialised policing capabilities, in response to emerging threats:
 - Taxi-violence.
 - Illegal mining.
 - Gangsterism and organised crime.
 - Widespread public unrest.

CONCLUSION

- Two aspects were addressed within the presentation, namely the stability of the SAPS' leadership and the stability of the organisation, in relation to its Constitutional Mandate.
- Although the action that has been taken to address corruption and misconduct within senior management may be perceived by some to indicate instability within the organisation, it is actually having the effect of stabilising the leadership of the SAPS and the organisation, as a whole.
- The SAPS is responding strategically to the current factors that are impacting on organisational stability, in order to ensure the effective execution of its mandate.
- However, ideally, the SAPS should be better resourced to be enable it to respond to the ever-increasing policing demand.



RESTRUCTURING OF THE SAPS

INTRODUCTION

Significant cuts in the budget of the SAPS, more specifically the compensation portion, by National Treasury over the past years, as well as the foreseeable medium term necessitated the review of the organisational structure of the Service, to ensure that the SAPS remains within the allocated budget allocation. The SAPS has subsequently embarked on a restructuring and rationalisation process with the aim to, amongst others, redirect resources to frontline services. In terms of the newly approved organisational structure of the SAPS, the police districts were aligned with the municipal districts of each province. The organisational structures of divisions at national level were also revised.

RATIONALE FOR RESTRUCTURING

- National Treasury directive to scale down on compensation. Significant cut in the compensation budget allocation over the MTEF.
- Alignment of organisational and functional structures with strategic and operational priorities. Rationalisation of post requirements.
- Optimal functioning of the SAPS as envisaged in the Turnaround Vision.
- SONA commitment to capacitate frontline capabilities (local level).
- Alignment with Government's' "District Development Model" and other departments' service models.

GUIDING PRINCIPLES APPLIED

- Focussed on the functional dimensions of i) **Strategy, Policy and Planning**, ii) **Operations and Coordination** and iii) **Support**.
- The organisational structure must **enable execution** of the SAPS's **mandate** and the **improvement of service delivery**.
- The **Resourcing** of frontline capabilities in terms of **minimum requirements**.
- Enhancement of **specialised capabilities**.
- **Consultation** with all stakeholders, including line managers and organised labour.

CONSULTATION WITH STAKEHOLDERS

Internal

- Board of Commissioners
- Human Resource Committee
- National Support Service Forum
- National Management Forum
- Senior Executive Forum

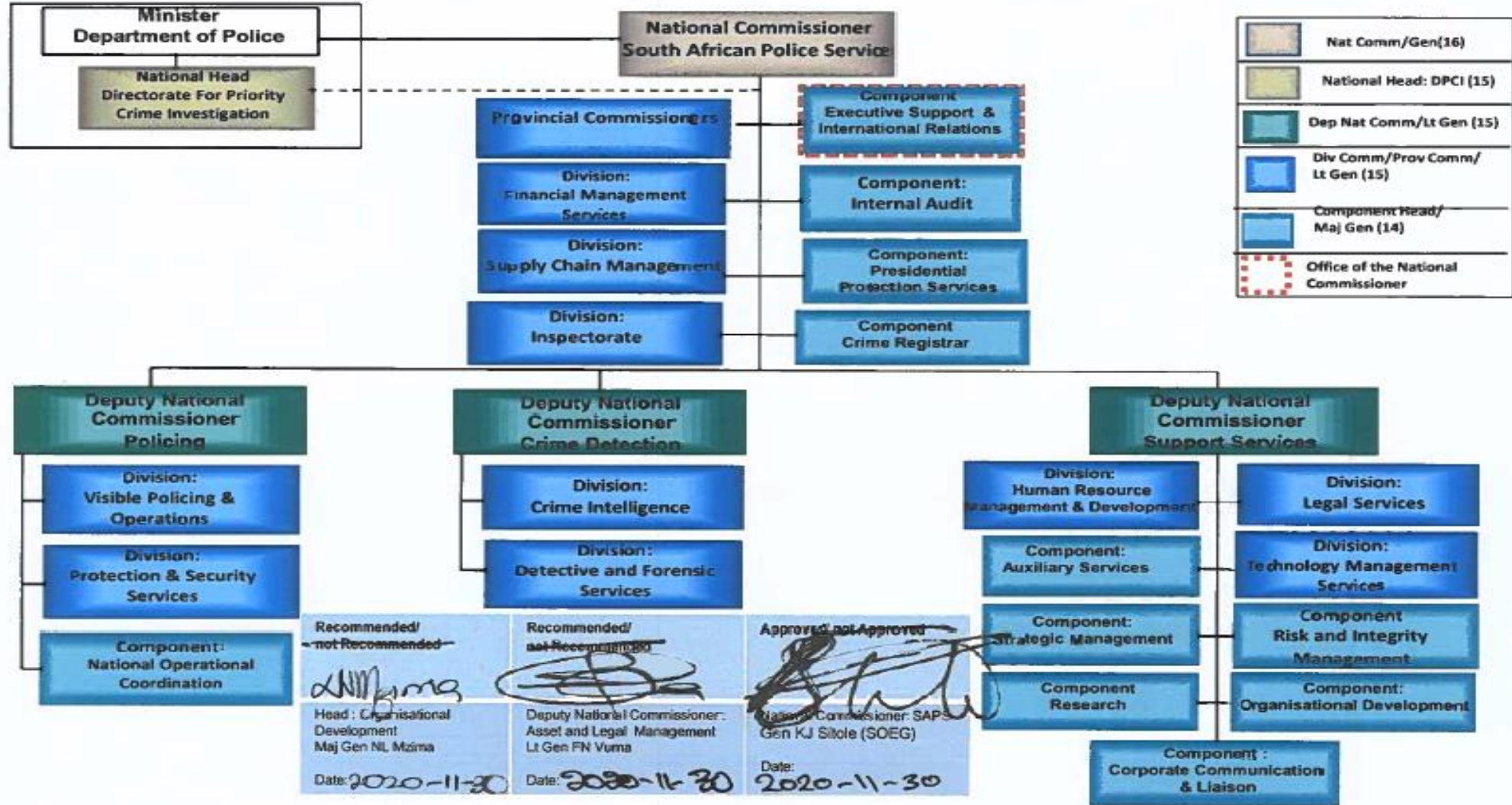
External

- Safety and Security Sectoral Bargaining Council
- Organisational Design and Job Evaluation Committee
- Portfolio Committee on Police
- Audit Committee

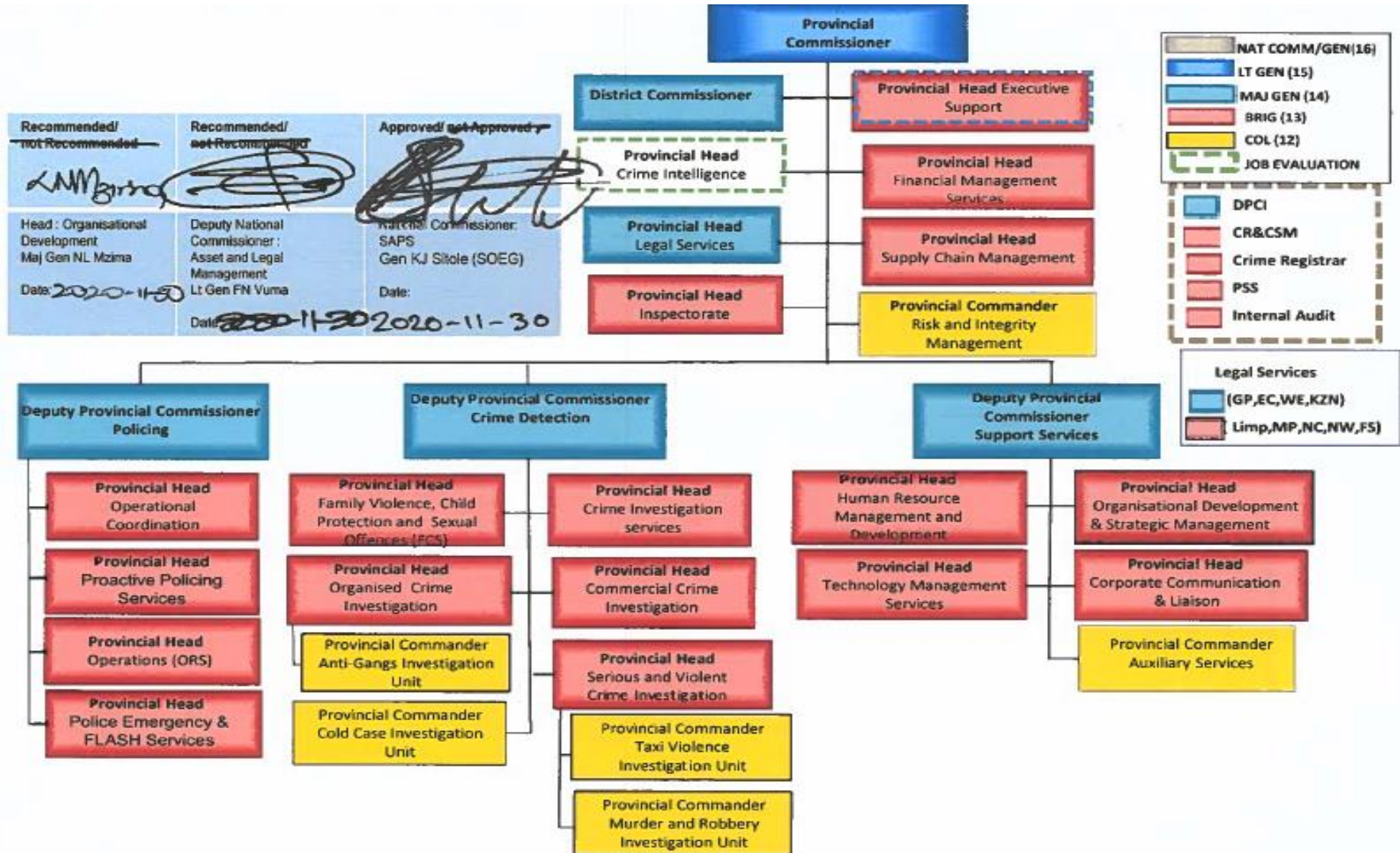
SSSBC AGREEMENT 1 OF 2020

- The proposed organisational structure of the SAPS was approved, after successful negotiations in the Safety and Security Sectoral Bargaining Council (SSSBC), which culminated in the conclusion of SSSBC Agreement 1 of 2020, on 30 November 2020.
- In terms of SSSBC Agreement 1 of 2020, the parties agreed to the restructuring of the Service for the period 2020/21 to 2023/24.
 - The agreement further provides that posts are declared vacant and that a matching and placing process of employees will be followed.
 - In view of the extent of the process, it was decided that the implementation of the new structure be approached in phases and that steering and working implementation committees be established, with representatives of labour included in such committees.

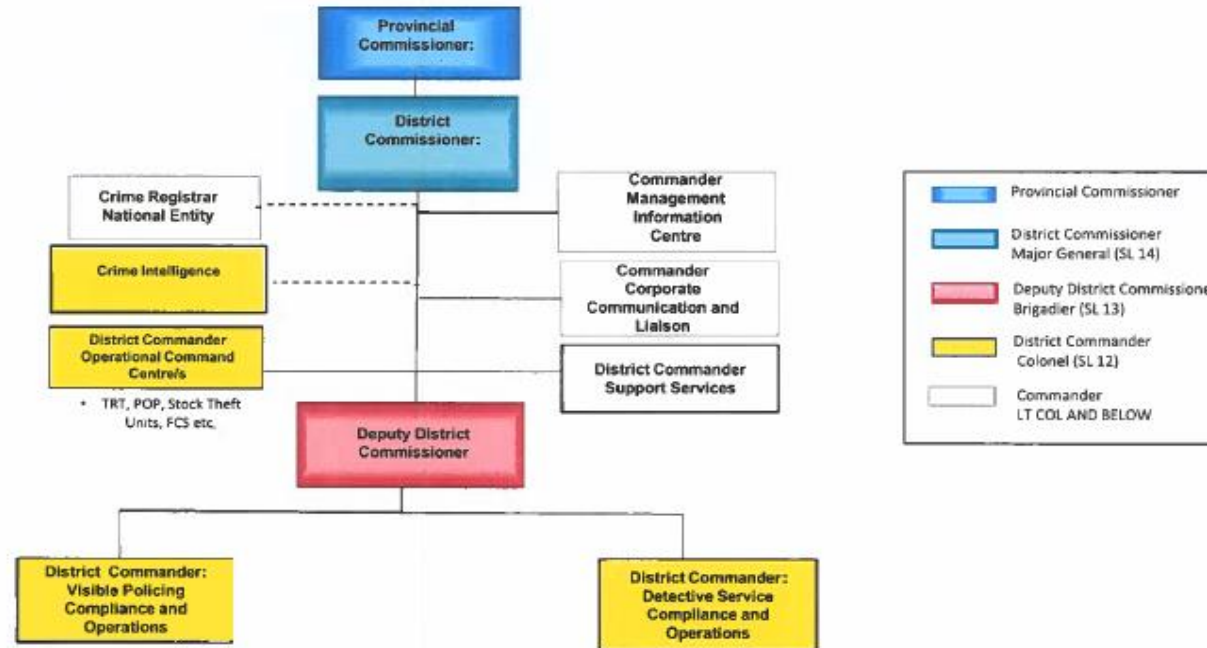
2020/21 ORGANISATIONAL STRUCTURE - NATIONAL



2020/21 ORGANISATIONAL STRUCTURE - PROVINCIAL



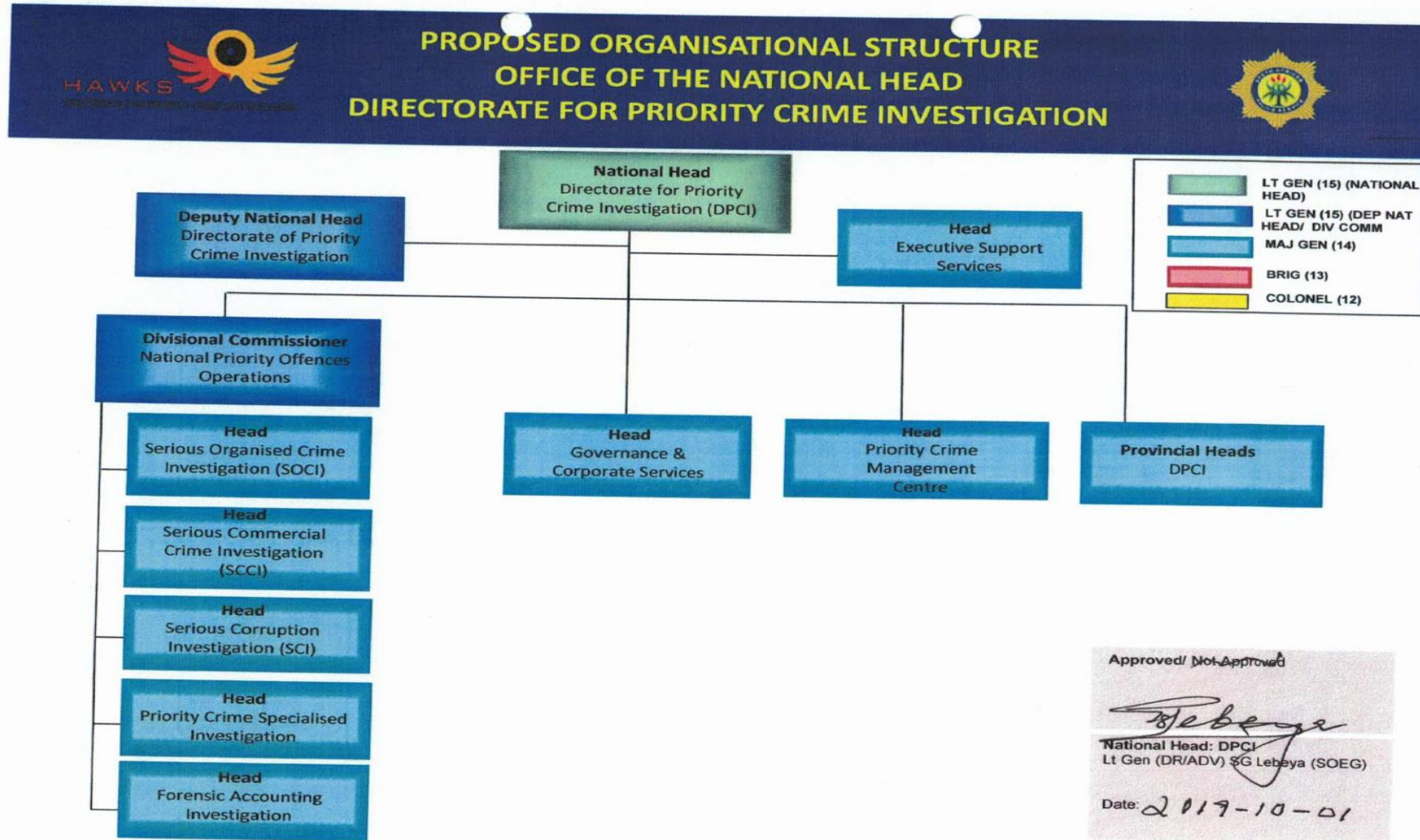
2020/21 ORGANISATIONAL STRUCTURE - DISTRICTS



Interaction to take place according to the lines of deployment and command & control
 Line of command

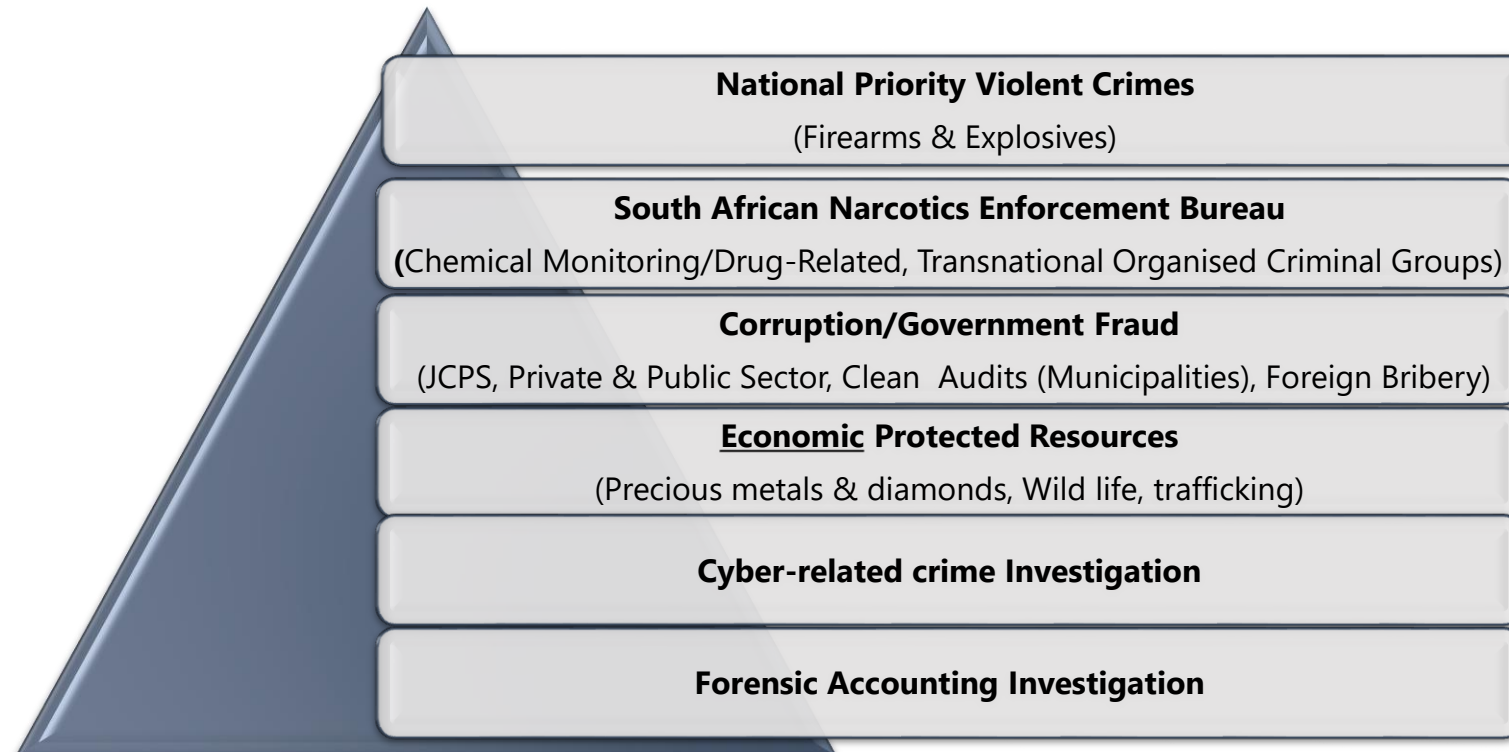
Recommended/ not Recommended	Recommended/ not Recommended	Approved/ not Approved
<i>ANM</i>	<i>[Signature]</i>	<i>[Signature]</i>
Head Organisational Development Maj Gen NL Mzima	Deputy National Commissioner: Asset and Legal Management Lt Gen FN Vuma	Deputy National Commissioner: ASPS Gen KJ Sithole (SOEG)
Date 2020-11-30	Date 2020-11-30	Date 2020-11-30

2020/21 ORGANISATIONAL STRUCTURE – DPCI (1)

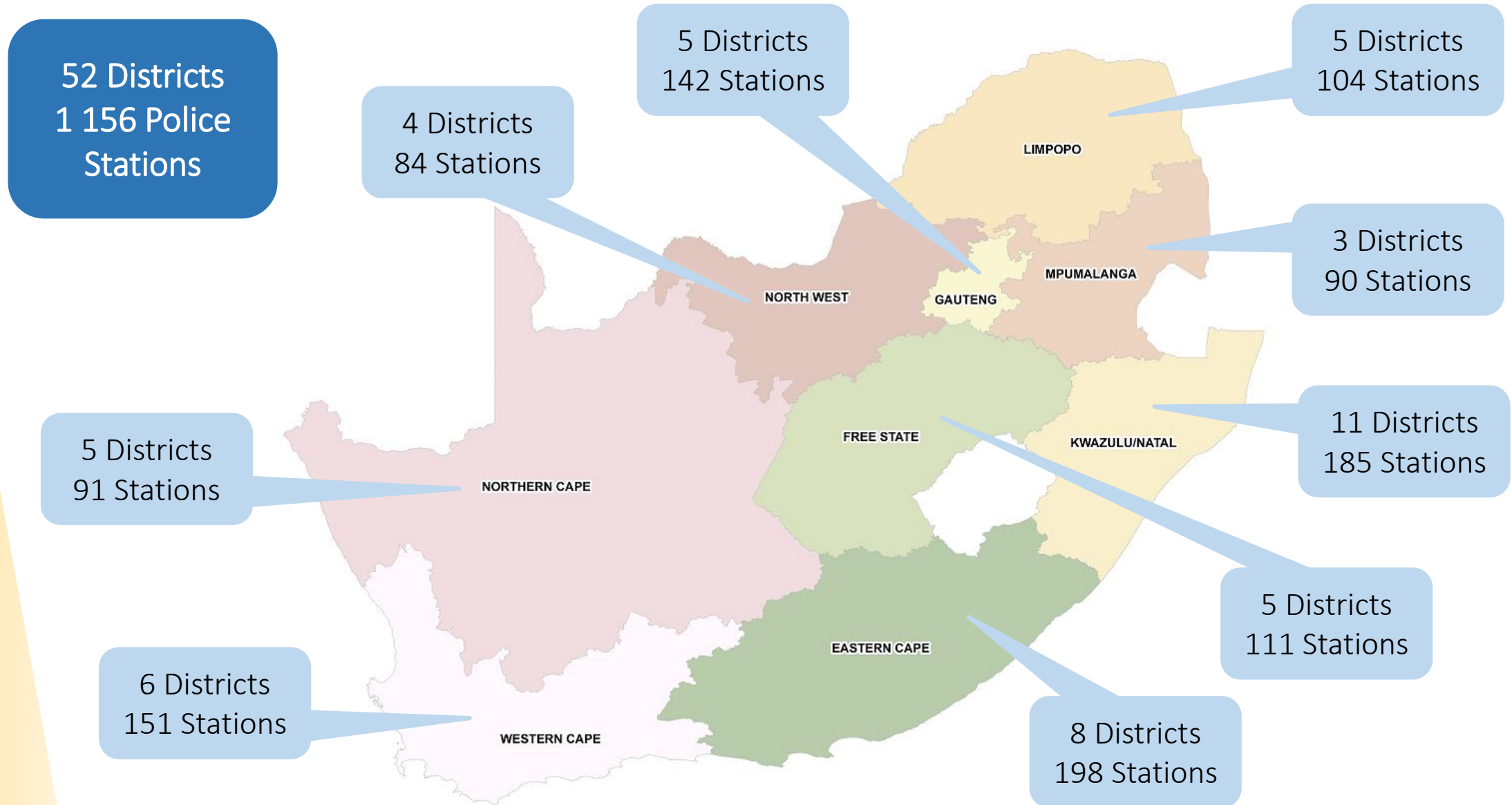


2020/21 ORGANISATIONAL STRUCTURE – DPCI (2)

- The new structure supports the goals outlined in the National Development Plan and Government's priorities, as outlined in the 2019-2024 MTSF, as well as the Ministerial priorities. The following are some of the units on the structure, which are already yielding positive results:



2020/21 DISTRICTS AND STATIONS

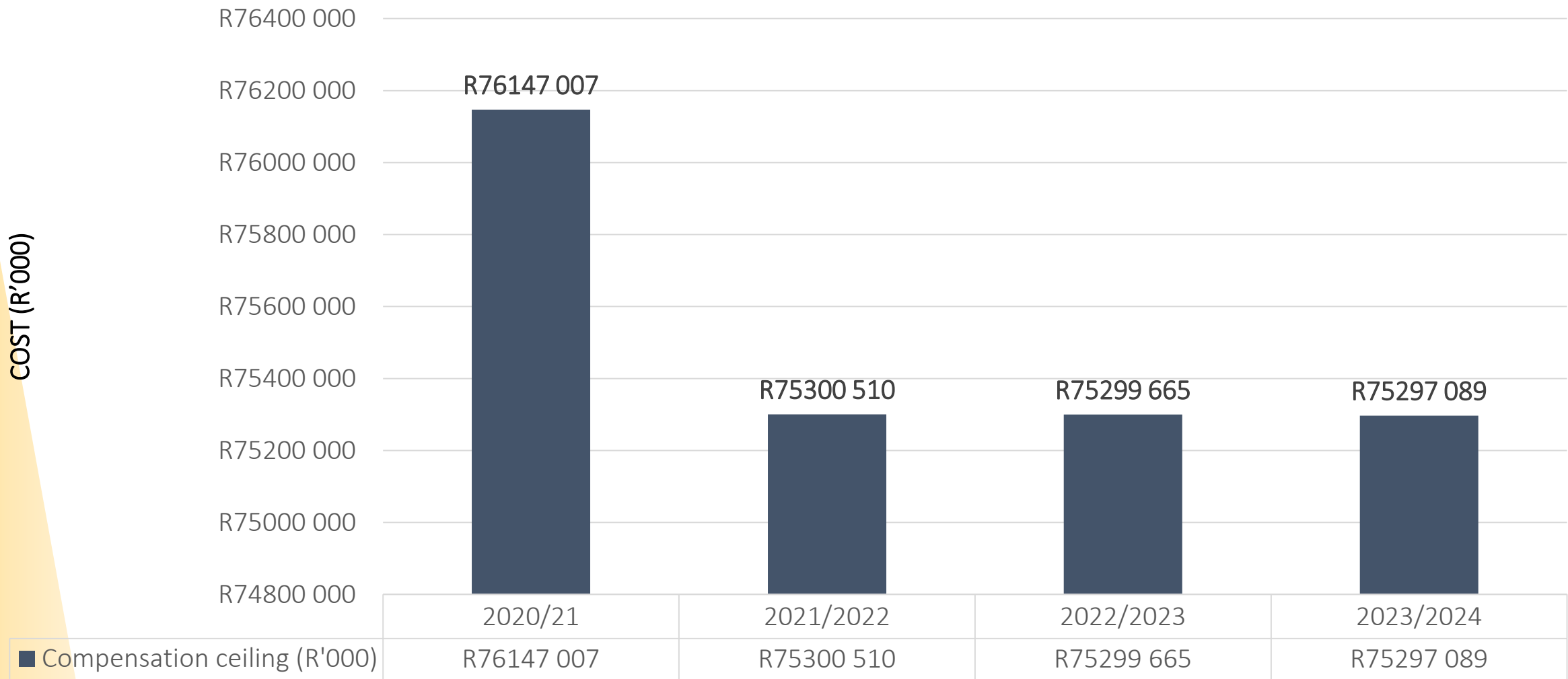


RATIONALISATION OF SMS POSTS AND CAPABILITIES

	Lt Gen	Maj Gen	Brig	TOTAL
TOTAL	-10	-69	-36	-115

	2015/16	2018/19	2019/20	2020/21
Provinces	9	9	9	9
Clusters/*Districts	176	176	176	*52
Police Stations	1 140	1 149	1 154	1 156
Specialised Units (OPs)	1 002	1 017	1 023	1 079
Specialised Units (Supp)	157	157	157	157

COMPENSATION BASELINE OVER THE MTEF



CURRENT STATUS OF IMPLEMENTATION

- Following the placement of Deputy National Commissioners, a National Panel was established comprising the Deputy National Commissioners, Provincial Commissioners (ad hoc representation) and representatives from Organised Labour to *inter alia*:
 - Make recommendations to the National Commissioner with regard to the placement of Divisional Commissioners and National Component Heads; and
 - In consultation with the relevant Provincial Commissioners, make recommendations to the National Commissioner with regard to the placement of Deputy Provincial Commissioners.
- Recommendations with regard to the aforementioned are currently being consulted with the Minister of Police.



THANK YOU