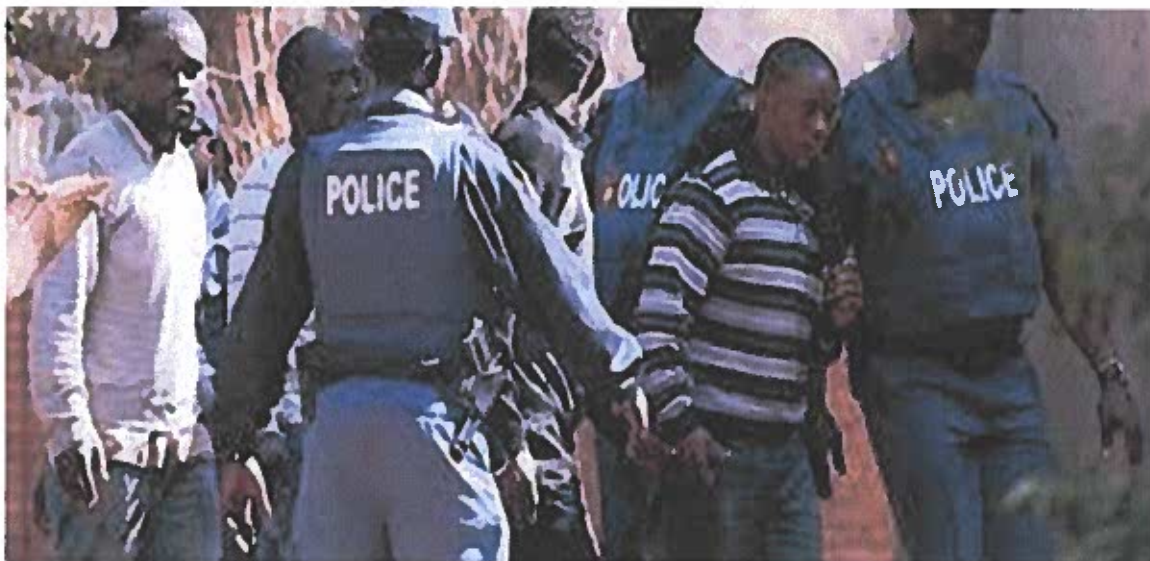




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CAPACITY OF POLICE OFFICERS IN RELATION TO THE SOUTH AFRICAN POPULATION AND POLICING DYNAMICS

2018/19

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ACRONYMS

CSPS :	Civilian Secretariat for Police Service
NDP :	National Development Plan
NPA :	National Prosecuting Authority
PSA :	Public Service Act
SAPS :	South African Police Service
THRR :	Theoretical Human Resource Requirement
UN :	United Nations

1. INTRODUCTION

The South African Police Service (SAPS) plays a crucial role in maintaining peace and democratic order in South Africa, through combating and investigating crime, maintaining public order, protecting and securing the inhabitants of the country, and in upholding and enforcing the law.¹ The National Development Plan (NDP) vision 2030 further promotes a goal of a crime free society.

Crime statistics released in 2018, demonstrated persistent high crime levels. During the 2017/18 financial year, 2 096 781 crimes were recorded nationally, down from the 2 126 552 million recorded in 2016/17.² The fluctuations observed within the varying crime categories have been as a result of increases in one crime category and decreases in another category.³ Despite the overall drop, a number of key crimes such as murder, sexual offences and attempted murder have increased and remain a concern.⁴

Addressing high crimes are dependent on various factors, such as strategies and interventions, adequate human and physical resources, skilled, competent and well-trained police officials, as well as good management and mentoring.

The high crime rates in the country have been attributed in some quarters to inadequate numbers of police. Of late, there have been various calls to increase the number of police officers. Whether increasing the number of police is a viable solution to the high crime rates is uncertain.

The Civilian Secretariat for Police Service (CSPS) embarked on a desktop study to determine the viability of additional police personnel to policing. The study sought to:

- Determine the current staff establishment of the SAPS

¹ The Constitution of the Republic of South Africa. 1996. Pretoria, Government Publishers.

² South African Police Service. 2018. Crime Situation in RSA - Twelve Months 01 April 2017 to 31 March 2018, 12 September 2018; Available at: https://www.saps.gov.za/services/long_version_presentation_april_to_march_2017_2018.pdf.

³ Ibid.

⁴ South African Police Service. 2018. Crime Situation in RSA - Twelve Months 01 April 2017 to 31 March 2018, 12 September 2018; Available at: https://www.saps.gov.za/services/long_version_presentation_april_to_march_2017_2018.pdf.

- Determine the growth of police over-time at provincial and police station level, and
- Examine the implications of additional police officials.

2. UNDERSTANDING THE DISTRIBUTION OF POLICE TO POPULATION

Population is used to compare big countries to small countries. Populations vary dramatically, as do the size of police organisations. Police population ratio reduces everything to a common denominator that enables one to make comparisons, for example, comparing China, a big country, to Lichtenstein, a small country.

By convention, the police per 100 000 is used to express the police to population ratio. On the basis of this estimate, the level of policing in countries varies dramatically, and the average police to population ratio is used to indicate what happens in a typical country.

3. UN POLICE TO POPULATION RATIO

The United Nations (UN) average ratio for countries is 342 police per 100 000 inhabitants.⁵ The UN average considers only sworn-in officials, or those conducting policing only. A critical point to note about the UN average ratio is that not all countries submit data on their police personnel to the UN for calculation considerations. Mostly European and Asian based countries make submissions to the UN. This means that not all countries are included in these calculations. The UN further asserts that African countries have less police officers policing a population of 100 000 given the continent's mean of 187 police officers per 100 000.⁶

⁵ Harrendorf, S., Heiskanen, M., & Malby, S. 2010. International statistics on Crime and Justice, 10 January 2019; Available at: https://www.unodc.org/documents/data-and-analysis/Crime-statistics/International_Statistics_on_Crime_and_Justice.pdf

⁶ Civilian Secretariat for Police Service. 2018. The State of Democratic Policing in South Africa. Pretoria.

4. SAPS STAFF ESTABLISHMENT

The South African population in 2017/18 was 56 753 000.⁷ The total SAPS staff complement for 2017/18 was 193 297. The SAPS personnel employed under the SAPS Act totalled 150 791 (members who are meant to conduct police operations). The SAPS personnel employed under the Public Service Act (PSA) totalled 42 506 (members who undertake administrative functions in SAPS).

When considering the total SAPS staff establishment to the population figures, the ratio is 341⁸ SAPS members per 100 000 inhabitants (1 police per 294 inhabitants). When the PSA staff is excluded, the SAPS Act personnel ratio is 266 members of the police service per 100 000 inhabitants (1 police per 376 inhabitants).

The South African average of 266 is thus below the UN average for countries, which is 342.⁹ Balachandran argues that there is no document specifying the UN recommended ratio.¹⁰ This means that the UN does not necessarily make a recommendation for countries; rather, the numbers of police per country are used ONLY as a comparison for countries.

5. ANNUAL POLICE GROWTH TRENDS

Since 1994, with the amalgamation of police into a single national police service, the ratio of police to population has fluctuated with a general tendency towards a higher ratio. This general trend has been reversed in recent years. The South African population in 2018 was estimated at 56,7 million¹¹, and in 2014 the estimated population was 54 million.

⁷ South African Police Service. 2018. 2017/18 Annual Report, 10 October 2018; Available at: https://www.saps.gov.za/about/stratframework/annual_report/2017_2018/saps_annual_report_2017_2018.pdf

⁸ Calculated by dividing SAPS total personnel with country population times 100 000

⁹ Harrendorf, S., Heiskanen, M., & Malby, S. 2010. International statistics on Crime and Justice, 10 January 2019; Available at: https://www.unodc.org/documents/data-and-analysis/Crime-statistics/International_Statistics_on_Crime_and_Justice.pdf & BusinessTech 2015. South Africa's Police Force Vs the World, 15 October 2018; Available at: <https://businesstech.co.za/news/general/95069/south-africas-police-force-vs-the-world/> (The UN average for countries is 342 and 340 respectively).

¹⁰ Balachandran, V. na. Forget UN standards, think of better policing, 25 April 2018; Available at: <http://www.sunday-guardian.com/analysis/forget-un-standards-think-of-better-policing>

¹¹ South African Police Service. 2018. Crime Statistics 2017/18, 15 December 2018; Available at: <https://www.saps.gov.za/services/crimestats.php>

The police capacity has also changed as the population increased. SAPS Act officials increased from 150 950 in 2014/15 to 151 834¹² in 2015/16. However, in 2016/17 the SAPS Act officials decreased to 151 651, and in 2017/18 SAPS Act officials decreased further to 150 791.

In 2014, the SAPS Act police to population ratio was 280 police officers per 100 000 inhabitants. In 2015, the SAPS Act police to population ratio¹³ was 276 police officers per 100 000 inhabitants. In 2016, the SAPS Act police to population ratio¹⁴ was 271 police officers per 100 000 inhabitants. In 2017 the SAPS Act police to population ratio¹⁵ was 266 police officers per 100 000 inhabitants. Table 1 provides a visual of the police growth structure over the years.

The PSA members numbers for 2014/15 stood at 42 742, increasing to 42 896 in 2015/16. This number increased further in 2016/17 to 42 954, and then decreased sharply to 42 506 in 2017/18. SAPS Annual Performance Plan for 2017/18 indicated that the cuts would focus mainly on the Programme1: Administration.¹⁶ This meant that the administrative functions of the police was affected by the cuts, and operational functioning was not hampered. This was confirmed by the Ministry of Police.¹⁷

Table 1: Police to population growth trends from 2014-2018

Financial years		2014/15	2015/16	2016/17	2017/18
Total police stations		1 138	1 140	1 144	1 146
Total SAPS establishment		192 742	194 730	194 605	193 297
SAPS Act personnel		150 950	151 834	151 651	150 791
PSA Act personnel		42 742	42 896	42 954	42 506

¹² South African Police Service. 2015/16 Annual report, 10 October 2018; Available at: https://www.saps.gov.za/about/stratframework/annual_report/2015_2016/saps_annual_report_2015_2016.pdf

¹³ Only SAPS Act employees are considered for calculations.

¹⁴ Only SAPS Act employees are considered for calculations.

¹⁵ Only SAPS Act employees are considered for calculations.

¹⁶ Ibid

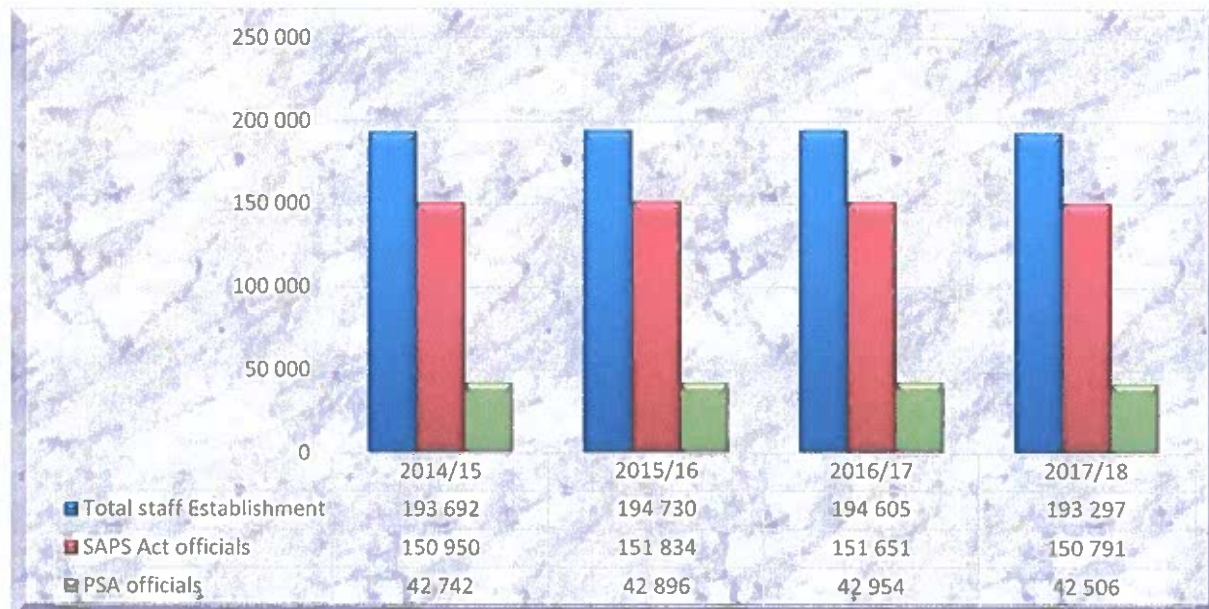
¹⁷ Andersen, N. 2017. Police Cuts: Ministry planning to cut number of cops in SA; 24 April 2018, Available at: <https://www.thesouthafrican.com/read-police-ministry-planning-to-cut-number-of-cops-in-sa>.

SAPS Police to Population ratio (per 100 000)	280	276	271	266
SAPS Police per population	358	362	369	375
UN international average (ratio)				342

Source: SAPS Annual Reports & CSPS calculations

In recent years the number of operational members has shown a slight decline. By contrast, the administrative component (PSA) members had continued to rise until a sharp decrease after 2017/18. In addition, regardless of the adjustments made to SAPS Act police officials taking into consideration the population growth over the years, the police to population ratio has decreased from 280 to 276 police officers per 100 000 (see Figure 1 below). The decrease can be attributed to austerity measures since 2015/16. The differences are attributed to the conversion of security guards under the PSA and increased terminations.

Figure 1: SAPS Staff establishment between 2014/15 to 2017/18



Source: SAPS annual reports (2014/15 – 2017/18)

Differences in provincial police resource allocation

Since 1994, South Africa has operated as a unified service, where SAPS resources are distributed according to defined formula, which does not differentiate between

provinces. The formula or model used by the SAPS is the Theoretical Human Resource Requirement (THRR).¹⁸ However, different population densities, crime rates, and other factors, result in differences in police to population ratios across the country. These differences can be seen even at the level of provinces. The information depicted in Table 2 illustrates discrepancies in terms of the SAPS police allocation across the provinces.

Table 2: Differences of SAPS Act personnel at Provincial level, allocated to police stations

Province	Fixed Establishment	Actual SAPS Act police officers ¹⁹	Police to population ratio
Eastern Cape	12 491	11 306	174: 100 000 or 1: 575
Free State	7 222	6 848	238: 100 000 or 1: 420
Gauteng	23 161	22 242	155: 100 000 or 1: 646
KwaZulu Natal	16 300	15 510	140: 100 000 or 1: 716
Limpopo	6 957	6 788	117: 100 000 or 1: 854
Mpumalanga	6 728	6 209	139: 100 000 or 1: 719
North West	5 827	5 332	138: 100 000 or 1: 726
Northern Cape	4 821	4 397	361: 100 000 or 1: 277
Western Cape	14 810	13 339	204: 100 000 or 1:491
Total	98 317	91 971	

Source: SAPS Organisational Design and Human Resource Planning & Optimisation Human Resource Utilisation Section and CSPA calculations

Northern Cape, the province with the highest ratio of police to population, is the only province that comes close to the UN country average. The economic centre of the country, Gauteng, has 155 police per 100 000. The police to population ratio is low partly due to high rates of in-migration from other provinces and from other countries. Limpopo has the lowest police to population ratio, with 117 police to 100 000

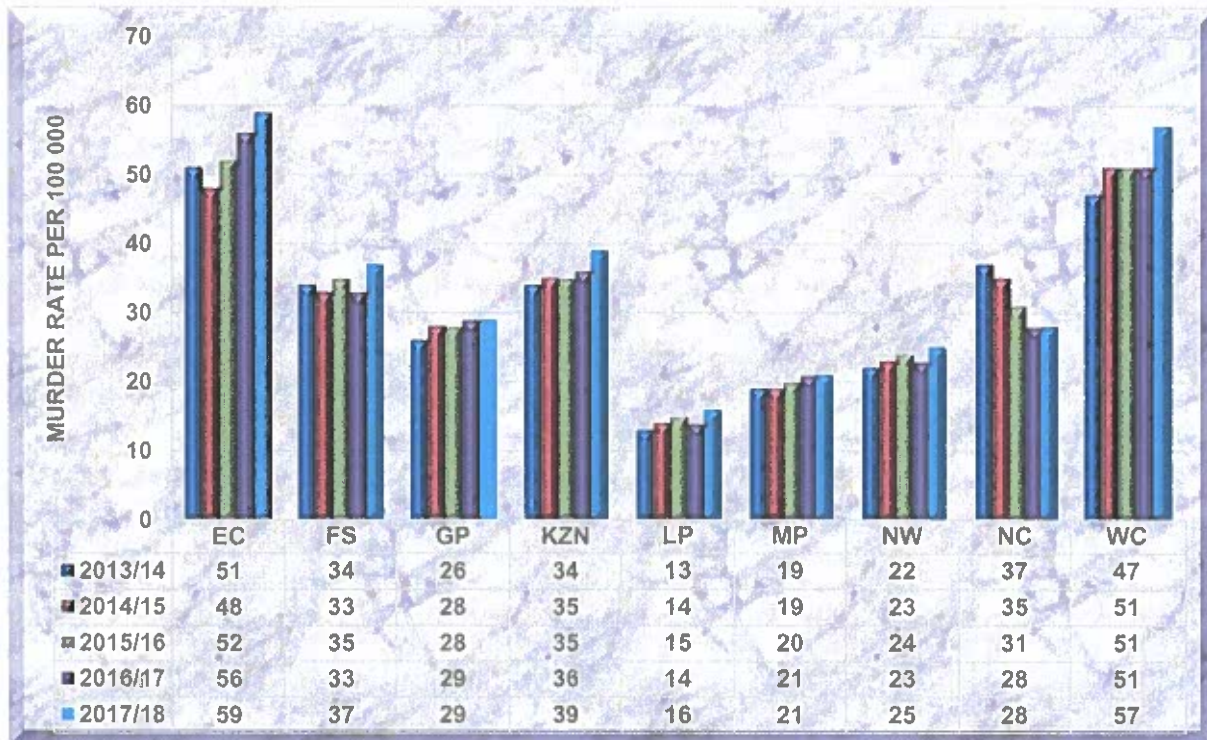
¹⁸ With the THRR, posts are fixed as per a post structure and determined by funding.

¹⁹ The figures are calculated using a formula taking into account service terminations and considers all SAPS placed at police stations that might not be reflected on the staff establishment

population. Northern Cape has three times as many police to population compared to Limpopo.

A large part of the discrepancy in the police to population ratio is due to the massively differing crime rates. The rate of murder for example differs in the provinces. For the years 2013/14 to 2017/18, on average, the Eastern Cape had the highest murder rate of 53 murders per 100 000, followed by the Western Cape with 51 murders per 100 000. Kwa-Zulu Natal had 36 murders per 100 000, and Free State showed 34 murders per 100 000. Northern Cape had 32 murders per 100 000, and Gauteng had 28 murders per 100 000. North West had 23 murders per 100 000, and Mpumalanga had 20 murders per 100 000, with Limpopo showing the least murders with 15 murders per 100 000. Figure 2 below demonstrates the fluctuations in the murder rates in the provinces.

Figure 2: Murder rate trends in the provinces



Source: SAPS Crime Statistics (2013-2018)

Similarly, other crime categories will also reflect differing allocation of police.

Police resource allocation between police stations

Allocation of resources done at police station level should be based on the population served, crime rates, and the prevalence of crimes, geography and other factors. SAPS

prioritises the allocation of police resources to police stations with the highest count of offences rather than the highest prevalence of crime (rates per 100 000). This is evident during the release of the annual crime stats, and the focus placed on the Top 30 Police Stations with the highest crimes, irrespective of the size of the population served (use of actual numbers of crimes instead of crime rates).

Murder as a measure

Murder, in particular, the murder rate, presents the most accurate measure of the general crime situation. It is the one crime that is not subject to under-reporting. Where murder is common, so is other violence. The use of raw figures or crime stats to measure does not take into consideration the size of the population served by a police station. Nyanga for example, records the highest number of murders at a total of 308. This can create the impression that Nyanga, for example, is the most violent police precinct and has the highest number of murders. Once the size of the Nyanga population is factored in, which is 202 383 people, the results reflect differently, and several other police stations show far higher murder rates. The Table below provides information of the Top 10 high murder rate police stations, calculated based on the population.

Table 3 depicting police stations with the highest murder rates (per 100 000 residents)

POLICE STATION	ACTUAL FIGURES	MURDER RATE PER 100 000	PROVINCE	POPULATION ²⁰
WARTBURG	12	160	KwaZulu-Natal	7502
PHILIPPI	87	161	Western Cape	53904
ELLIOT	32	177	Eastern Cape	18080
JHB CENTRAL	91	178	Gauteng	51156
BUFFELSHOEK	5	179	North West	2794
JEPPE	125	196	Gauteng	63692
PIETERMARITZBURG	41	201	KwaZulu-Natal	20426
MADEIRA	55	218	Eastern Cape	25234
MACLEAR	26	223	Eastern Cape	11676
SKUKUZA	19	358	Mpumalanga	5300
PHILIPPI EAST	205	366	Western Cape	56072

Source: Civilian Secretariat for Police Service calculations: 2018

²⁰ The population estimate for police station areas is calculated by aggregating the enumerator area data from the 2011 population census.

The Top 10 murder areas are spread across six (6) provinces, and across rural, metro and traditional local areas. Western Cape, Kwa-Zulu Natal and Gauteng feature twice on the Top 10 list. The most prevalent is Eastern Cape, which appears three (3) times. In the Eastern Cape, the high murder rate stations are in the small towns in the rural areas. In the Western Cape, the high murder rate stations are in the Cape Town Metro municipality, in the Cape Flats. In Kwa-Zulu Natal, the high murder rate stations are centered in the city of Pietermaritzburg and the rural area around Pietermaritzburg. In Gauteng, the high murder rate stations are in Johannesburg Central. In North West and Mpumalanga provinces, the high murder rates are in deep rural areas.

The above serves to demonstrate that the efficient allocation of resources to combat crime rates requires that resources are dedicated to those stations with higher crime rates rather than to stations that serve a very large population and have a relatively low crime rate.

The current situation in the SAPS show that resources do not on the face of it appear to be allocated optimally. This perspective is supported by court findings such as the 2012 Khayelitsha Commission of Inquiry²¹, and the Social Justice Coalition Equality Court²², in 2014 and 2018 respectively, which found that there are inefficiencies in policing and police resource allocation in these areas. In Khayelitsha in particular, there was a big difference between the THRR actual allocation to the granted allocation.

Allocation of police resources within SAPS

To compound the problem, of the 150 791 SAPS Act police officers, only 91 971 are allocated to police stations. This means that only 60% of SAPS Act personnel are allocated to police stations, and 40% (58 820) of SAPS Act personnel are based at SAPS provincial and national offices.

²¹ Commission of Inquiry. 2014. Towards a safer Khayelitsha Report of the Commission of Inquiry into Allegations of Police Inefficiency and a Breakdown in Relations between SAPS and the Community of Khayelitsha, 24 April 2018; Available at: http://www.khayelitshacommission.org.za/images/towards_khaye_docs/Khayelitsha_Commission_Report_WEB_FULL_TEXT_C.pdf

²² Ntongana, T., & Groundup Staff. 2018. Allocation of police in Western Cape is discriminatory: Equality Court Victory for Social Justice Coalition may result in poorer areas getting more police officers, 10 January 2019; Available at: <https://www.timeslive.co.za/news/south-africa/2018-12-14-allocation-of-police-in-western-cape-is-discriminatory-equality-court/>

A study conducted in 2016/17 by the Civilian Secretariat for Police Service on Police Resource Allocation found that approximately 57% of SAPS members based at police stations are allocated to administrative and management posts. Only 43% of the entire SAPS workforce is based at the frontline at police stations.²³ When one considers members on sick leave, annual leave, police shift system, guard duties, and public order policing, the 43% allocated to police stations becomes even lower.

The study further found that the THRR process, at station and provincial level, in particular, be corrected so that the resource calculations reflect correctly at police stations. The Civilian Secretariats State of Democratic Policing study found that *“on the face of it, the SAPS does indeed have sufficient resources to be effective. However, the evidence suggests that in recent years resources have been less efficiently converted into outcomes, and that efficiency before that period has been hampered by the way in which resources are distributed”*.²⁴

6. TRENDS IN SAPS' PERFORMANCE

Policing is complex, which also makes it a challenge to come up with adequate and standard measures of police performance. The most direct measure of police performance would be the number of offences that were prevented. This is essentially unknown (see below). The next most direct measure would be the number of prosecutions that the SAPS has secured. Unfortunately, neither the SAPS nor the National Prosecuting Authority (NPA) publishes these figures at a provincial level. Ideally, the closure or prosecution rate of every police station could be correlated to their capacity and number of offences reported.

The closest measure of police performance in so far as closing cases would be the number of trial ready dockets submitted to the NPA. This information is similarly not published at provincial level. The only available provincial figures of interest are the number of prosecutors employed in each province. If it is assumed that the number of prosecutors is proportional to the number of trial ready dockets submitted by SAPS, then one measure of SAPS performance at provincial level becomes available.

²³ Civilian Secretariat for Police Service. 2016. The Analysis of SAPS Resource Allocation. A joint study with the Provincial Secretariats. Pretoria.

²⁴ Civilian Secretariat for Police Service. 2018. The State of Democratic Policing in South Africa. Pretoria.

In Gauteng, there are 23 times as many police as there are prosecutors, suggesting that it is the work of 23 police on average that keeps a single prosecutor occupied. By contrast, in the Northern Cape, it takes 40 police officials per prosecutor. On the face of it, this suggests that Gauteng police are almost twice as productive (See Table 3 below).

Table 3: Employed NPA Prosecutors per province

Province	NPA Prosecutors	Population estimates	Police officials per NPA
Eastern Cape	425	6500950	26,6
Free State	221	2876160	31,0
Gauteng	930	14368332	23,9
KwaZulu Natal	511	11105160	30,4
Limpopo	200	5796952	33,9
Mpumalanga	165	4464271	37,6
North West	138	3871032	38,6
Northern Cape	109	1217969	40,3
Western Cape	436	6549449	30,6
	3135	56750275	293,00

Source: CSPS

In addition, the CSPS monitoring and evaluation reports for 2017/18, show that challenges of poor police training, inadequate equipment and resources, poor turnaround times at government garages, weak management and lack of compliance to SAPS prescripts, and budget expenditure linked to achievement of performance targets, amongst others, show that SAPS is experiencing serious challenges in delivering services to communities.²⁵ What this points to is that the above challenges have to be addressed at the onset, before calls for more personnel are made and heeded.

7. PROPOSALS TO INCREASE SAPS PERSONNEL AND THE IMPLICATIONS OF ADDITIONAL PERSONNEL²⁶

The National Commissioner of Police is aspiring to 1 police officer per 220 inhabitants²⁷ (Option 1). A ratio of 1 police officer to 220 inhabitants corresponds to

²⁵ Civilian Secretariat for Police Service: 2017/18. FSL Assessment report, SAPS Budget and Programme Performance report, 10111 report, DVA Non-Compliance Evaluation report. Pretoria.

²⁶ When calculating the costs of the additional personnel, the total SAPS Act officials is used and added on. Police stations' services are a priority in light of the current crime levels, hence human resource allocation at this level must be prioritised.

²⁷ Parliamentary Monitoring Group. 2018. SAPS Crime Statistics 2017/18; with Minister, 26 March 2019; Available at: <https://pmg.org.za/page/SAPSCrimeStats>

454 police per 100 000 inhabitants. Attaining this ratio calls for a marked increase in the size of the SAPS. This is approximately double the current ratio in South Africa. In order to meet the resolution, an additional 105 818 SAPS Act officials must be employed, which will cost R18 581 217 528.

Another resolution (Option 2) recommends a police to population ratio of 1: 150 by 2022, or 667 police to 100 000 inhabitants.²⁸ This amounts to more than double the current police numbers, and it far exceeds the international recommended average of 342 per 100 000.

When calculating the police to population ratio of 1: 150, using a population estimation base of 60 545 102 million²⁹ by 2022, approximately 403 634 SAPS Act personnel have to be employed by 2022. This means that SAPS Act personnel would have to be increased by 252 843, as the number currently sits at 150 791.³⁰

Assuming that SAPS only focuses on permanent level 5 Constables at an annual salary of R175 596, then an additional R44 398 219 428 is required to cover employee compensation until 2022. Phased in over four years, this would amount to approximately R11 099 554 857 per annum from SAPS compensation budget.

A third recommendation (Option 3) requires an additional 10 000 police officials to fight crime across South Africa.³¹ This increases the number of SAPS officials to 160 791³², which translates to a police to population ratio of 283 per 100 000, or 1 police officer per 353 people. When the additional police are hired at the level 5 Constables, an additional R1 755 960 000 in compensation will be needed. This would mean an

²⁸ African National Congress. 2017. Constitutional amendments: Resolution on the amendments to the ANC constitution proposed by the ANC constitutional affairs sub-committee to the 54th national conference, NASREC, Soweto.

²⁹ A 1.6 percentage increase across the four year period (from 2018/19 to 2021/22) has been used to make an estimation. The study calculated annual population increase from 2014/15 to 2017/18 and there has constantly been a 1.6% increase in population

³⁰ The SAPS 2017/18 Annual report indicates that there were a total of 150 791 SAPS Act officials in 2017/18.

³¹ Ndenza, B. 2018. Crimestats: We Need at Least 10,000 More Cops to Fight Crime Across SA – Cele, 25 January 2019; Available at: <https://ewn.co.za/2018/09/11/crimestats-we-need-at-least-10-000-more-cops-to-fight-crime-across-sa-cele>

³² This includes the 10 000 additional members

increase from the current compensation budget of R67 124 496 000 to R68 880 456 000 for compensation.³³

If the goal is to meet the UN average of 342 per 100 000 (option 4), SAPS would be required to employ 43 305 more SAPS Act personnel. This will amount to a total of 194 096 SAPS Act personnel. This then means that there must be an additional budget of R7 604 184 780 for Level 5 Constable posts.³⁴ Table 4 below summarises the cost implications of the options as discussed above.

Table 4: The cost of additional personnel to SAPS based on varying options

Option 1	Additional SAPS personnel required	Act	Compensation costs at a Constable Level (in billions)
454 police officers per 100 000 in 2018/19	105 818		R18 581 217 528
Option 2	Additional SAPS personnel required	Act	Compensation costs at a Constable Level
1: 150 by 2022 at a national level	252 843		R44 398 219 428
Annual phased-in approach from 2019- 2022	25 526 annually		R11 099 554 857
Option 3			
Additional 10 000 officials	10 000 (once-off)		R1 755 960 000
Option 4	Additional SAPS personnel required	Act	Compensation costs at a Constable Level
342 police officers per 100 000 population (UN average) during 2018/19	43 305		R7 604 184 780

Source: CSPS calculations

The above options suggest that more personnel will cost the SAPS substantial amounts of money, and the amounts only factor in annual salaries. If the costs of training and other resourcing is factored in, the costs get substantially higher. To compound the problem, the SAPS training colleges are not able to deal with additional

³³ An increase in compensation only takes into account an additional 10 000 officials, this then means the compensation budget is bound to be more taking into account other factors such as promotions, hiring in other programmes, etc. For instance, if a certain number of constable are promoted within a specific year, this will lead to an increase in compensation. In addition, SAPS does not only hire SAPS Act personnel, other programmes such as Administration, Detectives also have a required number of posts to be filled (to be revised).

³⁴ The calculations are made with a focus on permanent constable salaries of R175 596 per annum.

recruits. The current basic training at colleges can accommodate approximately 5 000 new recruits per year.³⁵

8. CONCLUSION

This study sought to determine the viability of additional police personnel to policing; this, due to calls for additional policing to address the crime, violence, and policing challenges in the country.

The study found that comparisons of police numbers to UN numbers are not necessarily a recommendation for countries to match their police numbers to the UN or other countries; rather, the numbers of police per country are used only as a comparison to countries.

On the face of it, there remain huge discrepancies between how police resources are allocated and actual optimal allocation. The evidence presented above paints a picture of poor resource deployment between police stations as well as a heavy concentration of personnel in non-policing functions. The number of personnel at police stations, and at provinces should be proportional to the demand for their services, such as crimes and the impact of crimes on criminal activities (trial ready dockets and prosecutions). When the actual number is not proportional, it is very likely that there is misallocation or wastefulness in resource allocation. The current resource allocation model, the THRR, must take these factors into consideration.

The CSPS Monitoring and Evaluation reports are evidence of the range and substance of challenges facing the SAPS. These issues have to be addressed to alleviate the resourcing and resource allocation issues. Improvements into the current crime rates, as well as the challenges facing SAPS can best be made by re-establishing SAPS as a professional service, which regards service delivery as critical, and acknowledges police value to the organisation. The police must be organised to achieve the optimal balance between effectiveness, cost-efficiency, accountability and responsiveness.

³⁵ General Chauke. 2019. Telephonic call with Ms Omar. 27 March. SAPS Human Resource Development. Pretoria.

The budgetary implications of the proposed options to staffing complements may not seem huge in light of the SAPS current budget of approximately R87 billion rand. However, the current economic climate in South Africa, state-wide budgetary cuts, and departments' and staff restructuring, makes requests for more funding highly impossible. The compensation budget of SAPS is currently at almost 80% of the total budget. This number exceeds the public service ceiling of 70% to be allocated for compensation.

Policing is burdensome because of a multitude of factors that are beyond the role and function of the SAPS. A holistic, multidisciplinary, preventative approach is required to deal with crime and violence, as proposed in the 2016 White Paper on Safety and Security.

What is apparent is that an increased number of police officials is not a panacea towards resolving the challenges facing the police. Any increase in the staffing numbers must be complemented by proper allocation of other operational resources, effective management, improved training and development, and accountability.

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