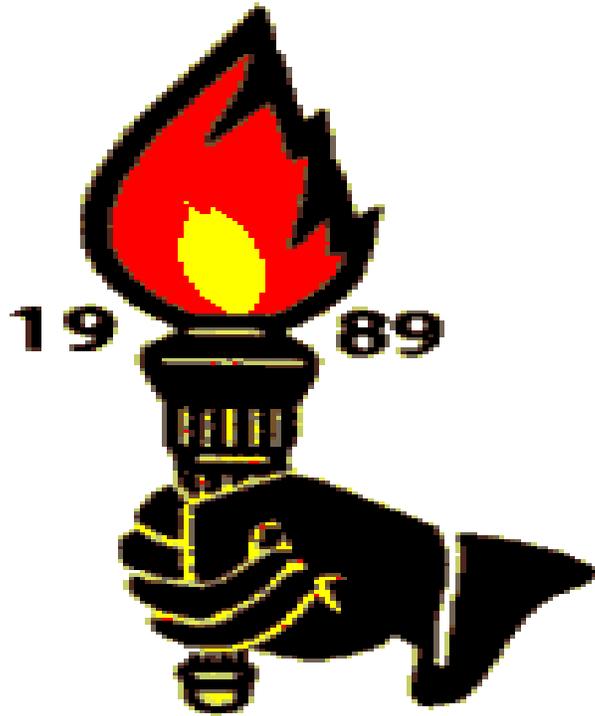


POPCRU



JUSTICE FOR ALL

POPCRU SUBMISSION TO THE PORTFOLIO COMMITTEE ON POLICE: SAPS BUDGET 2012/ 2013

Honourable Chairperson, Honourable Members of the Portfolio Committee, Leadership of the South African Police Service, Leaders of Organized Labour, Ladies and Gentlemen. It is a great honour for POPCRU to be part of this colloquium to share information and exchange ideas on the SAPS 2012/13 Budget Vote. Discussions of this nature are always very important to us; our attendance to this gathering is of great value because we believe that we have a moral obligation and a social responsibility to contribute to the shaping of the South African Police Service. It is worth noting that processes of this nature must not be used as a mere formality, it will be of great value if matters and concerns that are raised on this kind of sitting are treated with a degree of respect that these matters deserve. We are not pleased with a situation whereby we raise the same issues to this Committee over and over again without seeing any positive change on areas where change is required, implementation of inputs presented in this meeting will indeed be appreciated.

Chairperson, before I dwell much on the subject matter, I always find it proper to firstly acknowledge, on behalf of the great majority of our people, the sincere appreciation to the members of the South African Police Service for the sterling work they do to create the conditions that are a prerequisite to make our country safe and secure. This acknowledgement is appropriate, given our full understanding of the difficulties that attend the mandate of the men and women in blue. Our police officers place their lives in harm's way as they undertake their duty of confronting the scourge of crime in our communities. Many have paid the ultimate price with their lives and have perished in the line of duty. We must honour these unsung heroes and heroines with an unwavering commitment to intensify the fight against crime.

In dealing with budget allocation, the department needs to understand that public spending poses a serious challenge in our country. The public sector forms a large part of the economy, and as such public spending has a major impact on the macro-economy, as well as on the day-to-day quality of people's lives. To make public expenditure efficacious and successful, it is essential that resource allocation decisions be underpinned by sound analysis and that a well designed set of institutions, systems, and performance focus guide budget formulation and execution.

Chairperson, allow me to stream line the areas of concern, at the same time, POPCRU would like to acknowledge strides taken by the department in improving service delivery, This acknowledgement is appropriate, given the declined crime statistics reported for the previous financial year. The aspects are as follows:

We have indicated to this Committee, not once, not twice, but several times, and we are still indicating again today that the SAPS organizational structure is top heavy. We have previously demonstrated in terms of monetary terms, what this structure cost to the tax payers, whilst impeding service delivery. We shall not rest or abandon this input until we are taken serious and this aspect is attended to, hence we commenced by emphasizing implementation to the inputs presented to this Committee. A flatter organizational structure is required, rather than the many layers of command and control currently in existence, for better service delivery to the South African citizens. Restructuring the service is necessary as a way forward to better policing and improved services, using the local Police Stations as the crucible of such service. The revised structure should incorporate the advantages of decentralization of work and authority, along with specialized skills that will be available at station level, not what has happened in the past years which was a waste of tax payers' funds under the pretext of restructuring.

The focus of restructuring should be directed towards reducing the provincial and national structures to improve co-ordination and the provision of functional policing and the support services; redeployment to station level of certain specialized operational policing functions to ensure crimes are investigated where they occur. Moving of skilled/specializing personnel to stations will increase the leadership, management, decision making and skill levels at stations to deal with the stations' unique crime challenges, empower Station Commissioners to render a comprehensive service and effectively manage all resources and amend accountability frameworks effectively to assess the performance of Station Commissioners in terms of standardized performance indicators. The management, monitoring and evaluation of the police stations are the key to success in combating crime.

We have stated in the past, that the SAPS Head Office should be regarded as the policy making body, we are repeating the same statement again, and we will continue to emphasize on this matter

until proper implementation to this input is realized. A policy making body does not require a bloated structure that we currently have; this consumes a bigger chunk of the budget. More needs be done at this point in time to ensure that improved portion of the budget is removed from that level and be allocated to the station level where actual activities takes place at over stretched resources. Currently a huge bulk of the budget is used to feed the bloated top structure of the services, which is for the most part composed of the support services. This top-heavy structure is not supplementary in the combating of crime; instead it consumes bigger part of the budget which could be utilized on the ground where things are happening.

There are so many senior positions created at the pinnacle of the structure at the level of Deputy Director General [DDG]. Each one of these senior officers draws a salary of not less than R1.2 million from the budget of SAPS. Below each one of them, there are a number of Chief Directors and a lot of Directors below them. Over and above these positions there are four super-DDGs named Deputy National Commissioners. The downbeat results of this heavy weight structure is the following:

- ◆ Duplication of functions, for example, career management, personnel services and Training are all Human Resources functions, but in the SAPS they are all headed by DDG and others.
- ◆ The bulk of the budget, as already indicated, is consumed at this level.
- ◆ Such an arrangement makes an administrative nightmare and unnecessary delay in decision-making processes.
- ◆ This structure has only managed to serve and create a long red tape that does not translate to meaningful programs that the department is supposed to implement.
- ◆ This bloated structure squeezes the department's prospects of sufficient staffing at the station level where manpower is really needed.
- ◆ The consequence of this challenge is the department's inability to positively respond to the challenge of its mandate – crime combating and prevention.

We submit that the department would and should do much better with a lean and mean top structure with bigger personnel where the actual work takes place for proper delivery of the required services.

Chairperson, it is our view that the leadership of SAPS must ensure that sufficient funds are invested in the field of training and development of officers at all levels, including managerial level. We need to have sufficiently skilled and properly trained officials to be entrusted with the responsibility of making sure that those who are in conflict with the law are taken care of within the relevant prescripts.

It is evident that the South African Police Services provide to its new recruits one of the best police training programmes which is comparable with the best in the world. The major concern here is not the caliber of training the department provide to the new recruits, but the caliber of people whom SAPS attract to join the service. Police work is a discipline, it needs personal determination and commitment, hence there is a necessity to change recruitment system and criteria and target new recruits who have both the aptitude and qualification to become police officers. It should not be easy to join the police service because we should increasingly look for quality candidates who will be trainable in order to understand the current policing requirements in South Africa. Honourable members, despite these challenges, we find it crucial for the department to improve the conditions of service for our men and women in blue and ensure that they are remunerated in a manner that boosts their morale and instills a sense of dignity. POPCRU has made this input to the Committee in the past, and we re-iterate on it once again.

The 2012/13 budget vote of the SAPS signalled that, currently 56% of all personnel work in Visible Policing division (undertaking patrols, roadblocks and other high visibility operations, etc.) and 19% work in the Detective Services division (investigating crime, gathering forensic evidence, etc.) However, over the five year period starting in 2008/09 and ending in 2014/15, the number of detectives in the SAPS is set to increase by 24% to 38 152 personnel. This reflects the realization amongst policy makers that simply having large number of visible police officials does not automatically reduce crime or improve service delivery, rather, any deterrence factor that the police

may have is by increasing the risk to criminals that they will be identified, convicted and sent to correctional facilities.

The SAPS budget is expected to grow a further 6.6% on average in the medium term until 2014/2015. This is in line with the current inflation rate and therefore means that there will no longer enjoy real increases in their budget for the foreseeable future. It is therefore vital for the SAPS to become more efficient rather than rely on spending more money to achieve their objectives. Current plans reflect a focus on building more police stations, improving the detective services, strengthening forensic capacity, and improved overall skills and working conditions. However, the key challenge will be to strengthen police management capacity and internal accountability systems of the department. If this is achieved, South Africans can look towards better policing in the future. If not, then South Africa will continue to experience challenges with police brutality, corruption, etc.

The fundamental aim of our government is to build a society where our people will enjoy a dignified, improved quality of life and freedom. However crime, corruption as well as the proliferation of firearms in our society, stands in direct opposite of achieving this goal. The police, whose function is to create conditions for safety and security, are expected by government to be an effective service in which all citizens can have the fullest confidence. For this to happen, the police must be well trained and competent, and work well with members of the communities they serve. In other words, they have to define themselves into the progressive, democratic programmes of the people by word and deed.

Amongst other things that the current budget should be mainly allocated to is the provision of requisite resources and equipments for the police officers to meet their constitutional obligations to the nation. This includes, but not limited to the prioritization of building of new well capacitated police stations in areas where, for whatever reasons, they were previously neglected, i.e. rural areas. Police visibility, accessibility and response need a dramatic improvement in rural areas and this can only be achieved if the department is well capacitated in terms of resources and equipments. We must provide speedy reaction to the needs of our rural communities and provide them with prompt feedback regarding their cases. The department should indeed demonstrate that

it is an organization which exists for the good of others and should live up to this promise, take care of those who fall victims of crime and deal harshly with criminal elements within the entire continent.

Honourable chairperson, the police is a public service and all people should be able to get to a Police Station without travelling long distances or having to rely on private transport. It therefore means that the budget should address equitable distribution of this service, which should be accessible to the poor in rural areas. It should not be an accepted situation where a selected few would have a great and unlimited access to the police resources, which is currently the case in the distribution of the police between the rural, semi-rural and urban areas.

The equal distribution of the services should also include the human resource and skills of the services and also the availability of suitable capital, including vehicles and decent renovated buildings. The core business of the police is to prevent and combat crime and we believe therefore that resource allocation should focus on that aspect. POPCRU'S view is that allocation and expansion of resources must apply where there is a need and some of the procedures, i.e. lease agreements must be centralized.

The police service is indeed the most public face of the government within the security segment. The Police work is of a sensitive one in nature, such that it is crucial to handle matters relating police conduct in a manner that will not degrade the police as an agency. Care must be taken to ensure that the concept of merit applied is one that supports the broad objectives of policing and is not culturally biased. It may even be appropriate to provide specific support to selected police officers from group[s] previously discriminated against to enhance their prospects for promotion. It will also be of value if the SAPS could make more efforts to promote gender equity by developing and appointing women in management posts. In addition to this, the department should endeavour to achieve the two percent target of people with disabilities. The department is surely capacitated with lots of competent women who are skilled and have the determination to be developed and render effective service to the South Africans.

One critical area that we cannot escape mentioning is the fact that in all components of the police service, private security companies provide safety measures, obviously at a huge demand for payment by SAPS budget. There are trained personnel within the police who can deal with the

security of the entire department, but funds are diverted to private entities to turn SAPS into a milking cow whilst placing this sensitive state organ under the guard of private companies. The objective of those companies is one, to make wealth. The question that arises is, who is benefiting from this business deal? Logic dictates that this is simply a waste of funds and this matter must be decisively looked at. Such practices need to be stopped with immediate effect so that the SAPS can concentrate on the business of the day and make our beloved country a safe place for all who live in it.

Chairperson, as part of an effort to implement a coherent and focused programme in fighting crime, we must unapologetically commit ourselves to the unwavering implementation of the constitutional provision. Restructuring processes should be looking at these broad and strategic initiatives. This process of placing municipal, metro and traffic police under the command and control of the National Commissioner of the South African Police Service as a force multiplier is long overdue. Section 199 and 205 of the Constitution of the Republic of South Africa, Act 108 of 1996, mandates for the establishment of a single Police Service to combat, prevent and investigate crime, to maintain public order and secure the inhabitants of the Republic and their property, therefore implementation of this resolution is very crucial, hence we say, this is a constitutional imperative. The term 'Criminal Justice System' assumes that justice is to be regarded and judged as a system, not the current accidental assemblage of disparate and disconnected elements with varied historical origins. Indeed it should be a system.

It is a well-known fact that on its accession to power, the government of National Unity inherited a society marked by deep social and economic inequalities, as well as various racial, political and social divisions. To fulfil its role effectively, the service- South African Police Service included; needs to be transformed into a coherent, representative, competent and democratic instrument for implementing government policies and meeting the needs of all South Africans. In moving towards its vision of a public service which is representative, transparent, efficient, effective, accountable and responsive to the needs of all, the government identified eight priority areas for the transformation process. These transformation areas were priority areas in 1994 and it is our

contention that they are the priority areas today in 2012. We should not be comfortable with them accumulating dust within government archives.

These areas should get a share from the budget which we are engaging with here today:

- Rationalisation and restructuring to ensure a unified, integrated public service;
- Institution building and management to promote greater accountability, organisational and managerial effectiveness;
- Representativeness and affirmative action;
- Transforming service delivery to meet basic needs and redress past imbalances;
- The democratisation of the state;
- Human resource development;
- Employment conditions and labour relations; and
- The promotion of a professional service ethos.

While we acknowledge the remarkably significant progress that has been made in relation to transformation issues, we strongly feel that the budget proposal has to be rather more vocal in terms of the principles that guide transformation agenda. A transformed SAPS will be judged by one criterion above all, its effectiveness in delivering services which meets the basic needs of all citizens in terms of safety and security.

Lastly, Honourable Chairperson, we submit that moving for the acceptance of a resonance budget proposal is not sufficient. Let us ensure that time is spent on debating the submissions before adoption of a budget and there is proper adherence to the said budget allocation lest all of us hang our heads in shame each time the auditor speaks. Be rest assured that as an organization we shall throw our weight behind all the responsible and accountable financial performance of the South African Police Service. We shall under no circumstances hesitate to move up a quarrel each time there is divergence from the budget that has been tabled and adopted.

POPCRU would like to encourage the department to invest better part of the budget in the following:

- ◆ There is a dire need for better training, more especially street survival training;
- ◆ Provision of better equipments to enhance effective service delivery;
- ◆ Improving the relationship between the police and the community;
- ◆ Improve career path for members and reward good performance.

In conclusion:

As the Police and Prisons Civil Rights Union, we believe that employees are the vehicles in achieving great objectives of any department; therefore it is crucial that they be regarded and treated as such. We further rally behind the spirit of extensive consultation in as far as such processes are concerned. The fight against crime is part of an integral approach in the effort to accomplish the goal of a better life for all. An improving quality of life also means better and improving conditions of safety and security of the people in their homes, communities and places of work. We shall not turn away from our challenges. We must confront them boldly, and with hope. In harnessing all the resources at our disposal, we must learn to do more, with less; we have to indeed work smarter and harder.

POPCRU would like to encourage the police officers to continue to be professional, uphold the Constitution and show respect for human rights at all times.

I thank you

Delivered by: Mr Lebogang Phepheng

Deputy General Secretary of POPCRU

13th of March 2012