Capacity Building Process for Portfolio Councillors in Community Safety, Community Service in cooperation between SALGA- DSL – GIZ-VCP partnership

15 – 16 of November 2016
DAY 1
AIM

• Build the capacity of newly elected councillors on Community Safety and violence prevention

• Jointly identifying additional training and support needs
10h30 – 11h00

WHITE PAPER ON SAFETY AND SECURITY
11h00 – 11h30

THE PROVINCIAL SAFETY STRATEGY
11h30 – 12h15

ASSESSMENT OF COMMUNITY SAFETY
12h15 – 12h45

INTRODUCTION TO COMMUNITY SAFETY CONCEPT
Problem of violence in SA

Some thoughts

• Complex phenomenon which has its origins in many different factors: biological, social, cultural, social, economical and also political

• Crime in SA stands out in: number of violent crimes, number of violent protests, number of murders, easy access to weapons and the overall perception of criminality with high prevalence

• Expenditure on violence containment in South Africa is almost at 10% of national GDP – including costs of violent crime and internal security costs (USD 66.7 billion, IEP)

• If youth are exposed to or become victims of violence, the risk that they will show violent behavior is 6 times higher in SA. (CJCP)

• If women are employed, DV, especially, GBV drops at 41%, OSF

• According to UN Habitat, 60% of all urban residents have been victims of crime at least once over the past 5 years,
The costs of violence

- **Direct costs**, measure the goods and services spent dealing with the effect of crime and violence (criminal justice system, medical service. In SA the GPI concluded that these amounted roughly to R34,160 p/p in 2015

- **Indirect costs**, including the lost investment opportunities and unrealized earnings of victims of crime and violence, but also of criminals

- **Non-monetary costs** like depressive disorder, alcohol and drug abuse, increased mortality, increased morbidity

- **Economic multiplier effects**, like erosion of the tourism industry, intergenerational productivity impacts, like DV victims staying absent

- **Social multiplier effects**, like the reduction of quality of life, erosion of social assets, decrease in public confidence etc.
Group work

- What is Community Safety?
UNDERSTANDING COMMUNITY SAFETY

Community safety is defined as “preventing, reducing and containing the social, environmental and intimidatory factors, which affect citizen’s right to live without fear of crime and violence which impact upon their quality of life. It includes preventative local measures that contribute to violence and crime prevention”.

Community safety acknowledges that the community are important actors in violence and crime prevention, with responsibilities to contribute to the security and safety of every individual (from VCP Toolkit Book 1)
Defining Concepts

- No street lights, Housing + empty houses/buildings
- Civil unrests/riots

Safety

Social violence

Security

Crime

Violence

Crime/Violence Prevention

- Primary Prevention e.g. parenting, youth development activities
- Secondary Prevention e.g. already taking drugs
- Tertiary Prevention e.g. already a gangster
Three main elements of community safety

- Basic public safety (fire, disaster, traffic etc)
- Crime prevention (violent & nonviolent)
- Preventing non-criminal social harm (social, economic and environmental factors that cause violence and dysfunctional social patterns)
Community safety

Safety, as described in the National Development Plan – Vision for 2030 (NDP):

• People feel safe and have no fear of crime at home, at school, at work
• Safety and security are directly related to socioeconomic development and equity,
• Long term safety will emerge from economic growth and transformation, employment creation, improved education and health ... and strengthened social cohesion.
Community safety / crime prevention / social violence

*Community safety – key principles*

- **What:** a holistic approach to local peace-building.
- **Who:** professionals (e.g. social workers, police, town planners) as well as civil society
- **How:** a multi-agency and community-based strategy guided by the notion of criminal and non-criminal harm-reduction
- **Aim:** promotion of social good
UNDERSTANDING CRIME PREVENTION

• Previously the emphasis was on law-enforcement measures, instead of measures with long-term effects

  "all activities which reduce, deter or prevent the occurrence of specific crimes firstly, by altering the environment in which they occur, secondly by changing the conditions which are thought to cause them, and thirdly by providing a strong deterrent in the form of an effective criminal justice system."

• Recent policies and strategies advance:
  - Collaboration between human rights protection and law enforcement
  - Integrated prevention of social violence and crime
  - A focus on local communities.
TYPES OF CRIME PREVENTION

1. Situational Crime Prevention:
   – means that the physical environment can be changed to make it more difficult for criminals to commit crime

2. Social Crime Prevention
   – means that the social environment can be changed to improve people’s lives by addressing the factors that cause crime such as poverty, unemployment and boredom, and in this way making it less likely that they will commit crime

3. Effective Law Enforcement
   – involves the police making sure that the law is enforced. This could involve working together with the community to collect evidence and identify and arrest criminals, and with the prosecutor to ensure that the criminal is convicted
Social Crime Prevention

How is social crime prevention different to conventional crime prevention?

• The emphasis of the social prevention approach is on targeting the underlying causes of crime, rather than focusing on the punishment of offenders.
• The social prevention approach relies on a sound knowledge of the causes of crime, adequate research skills for the monitoring of crime trends, and the evaluation of intervention programmes.
• Some of the causal factors of crime in South Africa identified by the White Paper include gender inequality, the proliferation of firearms, psycho-social factors etc.
• Social crime prevention requires the collaboration of a range of sectors, including health, housing, education, civil society groups etc.
• It is very different to state-centred approaches to crime reduction which have traditionally shaped criminal justice systems.
Crime Prevention (VCP Toolkit)

Social crime prevention

How is it achieved?

• Designing out crime (Crime Prevention through Environmental Design – CPTED)
• Education
• Promoting social cohesion
• Supporting youth and families and groups at risk
• Breaking cycles of violence
• Promoting individual responsibility
• Socio-economic interventions to undercut causes of crime

Who is involved?

– All levels and departments of government including local government, civil society organisations and citizens

Note: In the term, “social violence”, the word social refers to possible motives or the background of violence...
Crime Prevention (VCP Toolkit)

An example of active and participatory policing: Community Policing Forums:

– Consider the perceptions of the citizens regarding crime and safety in the planning of the respective SAPS stations

– Strengthen co-operation between police and citizens in practical policing of neighbourhoods

– Act as an instrument of law enforcement and crime control
Crime Prevention (VCP Toolkit)

Community Safety Forums as an example of a vehicle for advancing community safety

- CSFs serve as a platform for the coordination, integration and monitoring of multi-sectoral crime prevention and community safety initiatives.

- The CPFs can be one of the members of the CSFs, as can CBOs or other members of civil society.

*CSFs are explored in more detail later*
13h15 – 14h15

ROLE OF LOCAL GOVERNMENT AND OTHER STAKEHOLDERS IN COMMUNITY SAFETY
Responsibilities & functions of local government in community safety

Policy wise...policing is not a LG function and as one councillor noted “...the local municipality should not be viewed as a 2nd charge office”, but...

“City and town government is the level at which planning can take the needs of local communities and their particular crime problems into account, potentially providing an effective link between local representatives, municipal departments and the SAPS. Many of the functions of local government relate, in any event, to issues of local governance. Thus, notwithstanding any specific interventions, local government has a key role to play in ensuring an environment less conducive to crime.”

Responsibilities & functions of local government in community safety

• Other provisions on the role of LG in the White Paper on Safety and Security:
  – Working with the local police and CPFs
  – The effective enforcement of bylaws
  – Developing a crime prevention framework and allocating resources for its implementation
  – Generally mainstreaming crime prevention strategies in all development projects undertaken by the municipality.
Responsibilities & functions of local government in community safety

How can local government get involved in preventing crime?

• The core functions for local government include the delivery and maintenance of services and infrastructure – some of these functions directly or indirectly impact community safety

• Several important elements of crime prevention are not core functions of local government – for example, the delivery of health, education and welfare services.
  – These are provincial and national departmental functions and therefore LG has to work closely with these departments
Effective crime prevention /community safety interventions by LG can be at three levels

**Level 1: Direct law enforcement / crime prevention / public safety**
E.g. by-law enforcement, traffic policing, providing security, municipal police / joint ops with SAPS, emergency services

**Level 2: Safety integration into core functions**
E.g. safer built environments, transport design to improve commuter safety, LED directed at vulnerable youth, sports fac.

**Level 3: Targeted programmes outside of LG functions**
Safer schools prog, CCTV, substance abuse / youth at risk prog, VEP facilities, gun free prog.

**COMMUNITY SAFETY**

- Disaster mitigation
- Regulated liquor trading
- Safer roads
- Security at public events
- Law enforcement
- Settlement design for safety
- Livelihoods for youth at risk
- Well maintained parks and open spaces
- Diversion for vulnerable youth
- Surveillance in public spaces
- Support to victims of crime & domestic violence
Responsibilities & functions of local government in community safety

**Level 2: Safety integration into core functions - a few examples** *(the other levels are more obvious)*

- **Local economic development** - Incentives for job creation programmes for at-risk groups
- **Transport, roads, etc.** - Improving bus shelters’ location ‘after hours’ commuters, physical intervention to reduce hijacking at intersections
- **Parks and public open space** - Ensuring visibility in areas used by pedestrians as short cuts (e.g. by lighting, landscaping and maintenance, etc.)
- **Town planning** - Building regulations that are compatible with CPTED principles, reducing areas of vacant/under-utilised land by identifying appropriate land uses, ensuring context-specific design/management of the built environment to reduce crime, improving lighting where levels of rape/street crimes are high
14h15 – 15h00

INTRODUCTION TO CSF
Group work

• What is a Community Safety Forum?
COMMUNITY SAFETY FORUM

- A CSF is a vehicle for facilitating the implementation of multi-agency crime prevention initiatives at the local level. Its main objectives are:

  ✓ The establishment of means for facilitating active participation of primary stakeholders and role-players in the planning and implementation of multi-agency crime prevention initiatives/projects at local government level.

  ✓ Enhancement of co-ordinated responses by the departments of the Criminal Justice System, together with other agencies [non-governmental organisations (NGOs) and community-based organisations (CBOs)] and structured interaction between state and communities to specified priority crimes at local level.

- CSFs emerged from the need to operationalise the NCPS at a local level. According to the NCPS, crime prevention should involve ‘coordinated long-term strategies that involve a range of participants beyond the traditional criminal justice system.

- The Eastern Cape government made CSFs an official part of their provincial strategy on crime prevention. The development of the Eastern Cape Provincial Safety Strategy (PSS) has evolved with clearly defined role for the CSF as the mechanisms to facilitate eventual local government ownership of the CSF.
The Policy Framework

The following are policy documents which have a bearing and in some cases, provide the impetus for the establishment of CSFs:

• The provisions of the **National Development Plan 2030** (Chapter 12 Building Safer Communities). The National Development Plan (NDP) promotes holistic view on violence and crime, cross-sectoral cooperation between government and non-government actors to address root causes.

• The provisions of the **National Crime Prevention Strategy (NCPS) 1996** related to the development of coordinated multi-agency responses to crime and focused manner drawing on the resources of all government agencies including local government, as well as civil society. Researching and evaluating state and civil strategies in order to improve crime prevention programmes at provincial and local level.

• The provisions of the **White Paper on Safety and Security (1999 – 2004)** in so far as it stresses crime as a strategic priority and define the role and responsibilities of various role players in the Safety and Security sphere.

• The provisions of the **White Paper on Local Government 1998** mandating local governments to develop a greater responsibility for local safety and security.
The Policy Framework cont..

- The **Inter-Governmental Relations Framework Act** - establishes a framework for all spheres of government to promote and facilitate inter-governmental relations that are cooperative and dispute free.
- The **Provincial Safety Strategy (PSS)** i.e. Eastern Cape PSS, reiterates many of the principles of the 1996 NCPS principles and underlines the need to strengthen communities against crime, reduce criminal violence, combat corruption and strengthen the criminal justice system.
- **Integrated Social Crime Prevention Strategy (ISCPs) 2011** (Department for Social Development) promotes provision of an integrated service delivery approach to facilitate community safety and social crime prevention.
- **Community Safety Forums Policy** (Civilian Secretariat for Police) CSFs are viewed as platforms for coordination, integration and monitoring of the implementation of multi-sectoral crime prevention and community safety initiatives.
- The provisions of the **International Governance Principles** set out by the United Nations HABITAT related to Sustainability of development as well as security of individuals and their living environment.
- Principles extracted from The Global Campaign on Urban Governance, Concept Paper, March 2002
A CSF should be comprised of representatives from the following:

- CPFs, Sector police forums
- SAPS
- Human Settlements
- Civil Society
- Business
- Traditional authorities
- Department of Justice
- Transport & Public Works
- Social services
- Correctional Services
- Department of Education

The Community Safety Forums Policy defines the roles and responsibilities of CSF stakeholders.
Distinction between CSF and CPF

CPF

- CPFs were established in order to achieve the objects contemplated in the Constitution of the RSA and in accordance with the South African Police Service ACT, 1995 with a view to:
  - establishing and maintaining a partnership between the community and the police;
  - promoting communication between the police and the community;
  - promoting co-operation between the police and the community in fulfilling the needs of the community regarding policing;
  - improving the rendering of police services to the community at national, provincial, area and local levels;
  - improving transparency in the police service and accountability of the Service to the community; and
  - promoting joint problem identification and problem-solving by the police service and the community.

CSF

- CSFs are a vehicle for facilitating the implementation of multi-agency crime prevention initiatives at the local level. As such, they have two main objectives:
  - Establishment of CSFs as a means of facilitating active participation of primary stakeholders and role-players in the planning and implementation of multi-agency crime prevention initiatives/projects at local government level.
  - Enhancement of co-ordinated responses by the departments of the Criminal Justice System, together with other agencies [non-governmental organisations (NGOs) and community-based organisations (CBOs)] and structured interaction between state and communities to specified priority crimes at local level.
CSF and CPF

• CSFs and CPFs function in synergy with one another.
  – For example police within CPFs cannot answer questions about bail, sentencing, parole, and diversion from the criminal justice system.
  – These systemic issues fall within the domain of CSF stakeholders such as Justice, Correctional, Social and other services.

• CSFs support the CPFs in carrying out their core mandate in a systematic and structured manner and to engage with other members of the Criminal Justice System including broader government services
Group work

Participants to do a role-play of a CSF meeting

• Groups to draw up a CSF structure

• Show:
  - *Representation*
  - *Who should chair*
  - *Structure and sub-committees*
  - *Activities*
  - *Resources and capacity*

• Take the roles of members of the CSF e.g. CPF, SAPS, relevant departments etc.

• Each of the members give a report on what they have been doing, challenges encountered etc.
CSF Stakeholders

Composition of Community Safety Forums
As a broad structure for integrated local crime prevention planning, coordination and implementation, CSFs must involve participants from all three spheres of government, as well as community-based organisations and formations.

These should include the following departments (with their agencies):
- Department of Correctional Services (DCS)
- Department of Justice and Constitutional Development (DoJCD)
- Department of Home Affairs (DHA)
- Department of Co-operative Governance and Traditional Affairs (COGTA)
- Metro, District and Local Municipalities
- South African Local Government Agency (SALGA)
- Social Cluster Departments (in all spheres of government)
- South African Police Service
- Civilian Secretariat for Police
- Provincial Departments responsible for community safety
The continuous presence of organised civil society and community structures or sectors is encouraged. Civil society or organised local communities that could form part of CSFs include at least the following:

- Existing CPFs
- Non-governmental organisations working in relevant functional areas (E.g. in respect of child protection, victim support, restorative justice or economic empowerment)
- Faith-based organisations
- Ward councillors as ex-officio members
- Organisations representing the interests of specific groups like Women’s Formations
- Traditional leaders
- Business sector
- Other organised community structures such as military veterans
Stakeholder Identification

**Primary stakeholders**
- those who would form the core of the CSF and are key players, those who have a direct interest and impact on issues of social crime prevention and safety:
  - SAPS
  - CPF
  - Justice and Constitutional Dev
  - Correctional Services, etc.

**Secondary stakeholders**
- those who would have a crucial role to play in the implementation of social crime prevention programmes but their main objective is not to impact on crime / community safety:
  - Social Development
  - Education
  - Home Affairs, etc.
## Possible roles of key stakeholders on the CSF - examples

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Possible role</th>
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<tbody>
<tr>
<td>Municipality</td>
<td>Drive and coordinate the CSF, ensure safety plan is developed and implemented, align municipal functions and services to safety objectives</td>
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<tr>
<td>Dept of Education</td>
<td>Ensure school safety programmes</td>
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<tr>
<td>Dept of Social Development</td>
<td>Programmes for at risk youth, poverty alleviation (reducing propensity for crime) victim support, combat alcohol and drug abuse, places of safety</td>
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<tr>
<td>Human Settlements</td>
<td>Safety via urban design, infrastructure and service planning that promotes community safety</td>
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<tr>
<td>SAPS</td>
<td>Provide data and information re crime and social violence, align policing and crime prevention strategies to local community safety plan, ensure participation of CPFs, ensure communication with local community, constant improvement of police services</td>
</tr>
<tr>
<td>Department of Safety and Liaison</td>
<td>Support CSF (finance, guidance) ensure policy for CSFs is implemented, M&amp;E CSF performance,</td>
</tr>
<tr>
<td>CSOs / civil society</td>
<td>Engage with CSF around local causes of crime and social violence, volunteer / form partnerships for safety programmes, link to community, violence prevention interventions / conflict resolution, reintegration</td>
</tr>
<tr>
<td>Dept of Justice</td>
<td>Promote access to justice, ensure restorative justice, liaise with communities / victims around bail and sentencing</td>
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Responsibilities of ward councillors

• Safety audits at ward level?
• Making sure community safety is considered within ward plans
• Oversight of community safety projects
Driving the community safety mandate within council – a responsibility of the Portfolio Councillor

• Prioritising community safety within council
• Community Safety on the council agenda
• Compiling community safety plan
• Getting the safety plan tabled and adopted
• Community safety in the IDP and supported with KPIs
• Reporting on community safety in the Annual Report
15h00 – 15h15

WRAPPING UP THE DAY
DAY 2
08h00 – 11h00

COMMUNITY SAFETY PLANNING
Group work

– What is your understanding of community safety planning?
– What are the key features of a good safety plan?
Key features of a good Safety Plan

Gauteng Department of Community Safety and Idasa: Safety and Security Programme (2010) – planning as process & steps

FIGURE 12 Municipal safety plan development core components

1. Study safety diagnosis findings
2. Formulate community safety vision
3. Formulate community safety objectives
4. Agree on safety strategies for each objective
5. Formulate an action plan to implement each safety strategy

Support components
- Safety diagnosis report
- Templates for visioning, strategies and action plan
Key features of a good Safety Plan


• All CSF Safety Plans must at least be based on minimum content requirements and alignment must be done to ensure objectives from national down to local level speak to each other.

• All CSF Safety Plans must further facilitate the kind of information required for each report. However, this does not limit Provinces or Municipalities to add additional issues, but as long as it is relevant and complies with the minimum requirements.
Key features of a good Safety Plan (GIZ / Mbumba IDP Review 2012)

**Key Principles:**

- A **standard format** for the Safety Plan should **not** be the main aim.

- The format of a safety plan within an IDP depends on the **capacity and resources** of the municipality and it cannot be expected that a small local municipality will have the same format as a metro or a well-resourced district municipality.

- Ideally an IDP should include **integration** of safety considerations into **all sector plans and strategies** as well as a **dedicated chapter** or annexure on safety planning that provides an overview.
### Key features of a good Safety Plan (GIZ / Mbumba IDP Review 2012)

<table>
<thead>
<tr>
<th>Topic</th>
<th>Content</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Form</strong></td>
<td><em>Quality</em> rather than <em>quantity</em> are preferable. The integration of short sections on key elements of community safety at relevant points in the IDP are ideal and can be accompanied by a dedicated safety plan as an annexure to the IDP</td>
</tr>
<tr>
<td><strong>Appropriate</strong></td>
<td>Safety and general planning should be geared to proven capabilities that can deliver realistic strategy and practical actions e.g. ward councillors ensuring that there is a functional CPF for each ward.</td>
</tr>
<tr>
<td><strong>Data</strong></td>
<td>In the situation analysis phase of planning, data should be assembled that can present meaningful evidence for safety planning, e.g. ideally SAPS station statistics could be used to present ward profiles of crime.</td>
</tr>
<tr>
<td><strong>Understand Community Safety</strong></td>
<td>Usually safety planning encompasses both traditional (traffic, fire, DM etc.) and the more social / human aspects (crime, social violence etc.) but it may be useful to deal with these in two different streams.</td>
</tr>
<tr>
<td><strong>Community safety structures</strong></td>
<td>Recognise the importance of CPFs and CSFs - community policing structures have an important role in municipal planning for community safety.</td>
</tr>
<tr>
<td><strong>Public participation</strong></td>
<td>The quality of engagement and information exchange within the existing systems e.g. wards, IDP forums, hearings etc. should be enhanced. Additional sector-specific information and ideas should be elicited from CPFs, sector policing bodies etc.</td>
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</tbody>
</table>
Key features of a good Safety Plan
(GIZ / Mbumba IDP Review 2012)

District Safety Plans

District municipalities have a potentially powerful role to play in safety planning through:

• Coordination of different stakeholders and agencies (the District CSF model)
• Resourcing and capacity development for LMs
• Sharing community safety services and supporting improved local safety planning
• Presenting a district level perspective of crime and insecurity and possible strategies to address these and relating this to the district economy
Basic components of an IDP

• Identifies required sector plans:
  – Spatial Development Framework (SDF);
  – Local Economic Development Plan (LED Plan);
  – Disaster Management Plan;
  – Institutional Plan;
  – Financial Plan

• Plus sector plans required by legislation & policy (Water Services Development Plan (WSDP); Integrated Waste Management Plan (IWMP); Integrated Transport Plan (ITP); Environmental Management Plan (EMP); Integrated Human Settlement Plan (IHS) / Housing Sector Plan (HSP); Integrated Energy Plan (IEP); Sports and Recreation Plan)

• Community safety is not mentioned as a ‘sector plan’ but could form a component of many of the above e.g. SDF, LED, Human Settlements, Sports and Recreation
Basic components of an IDP

Summary of Key Implications

Some observations on the IDP Guidelines

- Integration of community safety is possible within the sector plans

- Integration is seen as a matter of sequencing plans and having the correct hierarchy of plans but could occur via other approaches

- The value of community-based planning is recognised and hinges on functional wards – this could be a key to dealing with area-specific forms of crime and community insecurity
Criteria for assessing a safety plan in an IDP

“Ideally local government planning should reflect three distinct but related qualities in this regard. Firstly, the IDP should reflect a sound understanding of community safety that incorporates both traditional and expanded elements. Secondly the IDP should demonstrate the application of the concept to all relevant functions in a strategic manner based on sound analysis of the status quo. Thirdly there should be an appropriate formulation of projects and activities that serve clearly articulated community safety objectives…”

[GIZ 2012: AN OVERVIEW OF THE EXTENT TO WHICH COMMUNITY SAFETY AND CRIME/ VIOLENCE PREVENTION IS FACTORED INTO THE INTEGRATED DEVELOPMENT PLANS OF SOUTH AFRICAN MUNICIPALITIES by Mbumba Development Services]
Criteria for assessing a safety plan in an IDP

Nine key elements of a safety plan within an IDP

1. Does the IDP acknowledge municipal obligations in respect of crime prevention and community safety?
2. Does the situation analysis present a coherent description of the status of community safety?
3. Policy alignment
4. Indications of community safety integration into sector plans
5. Scope
6. General integration
7. Key safety structures and organisations
8. Public participation, community involvement and participatory research
9. Institutional provision and resource allocation
Criteria for assessing a safety plan in an IDP

1. *Does the IDP acknowledge municipal obligations in respect of crime prevention and community safety?*

   – Reference to Municipal Systems Act / other acts related to policing / public safety / Constitution?

   – Does the municipality accept responsibility for establishing and maintaining the operation of a CSF?
Criteria for assessing a safety plan in an IDP

2. *Does the situation analysis present a coherent description of the status of community safety?*
   - Are SAPS statistics presented and analysed?
   - Is the definition of community safety clear / comprehensive?
   - Are crime patterns and social forms of community insecurity disaggregated according to the main settlements and by ward?
   - Does the analysis include not just crime patterns but also the underlying causes of crime and community insecurity as well as the identification of crime ‘hotspots.’?
Criteria for assessing a safety plan in an IDP

3. **Policy Alignment**

– As a whole, does the IDP make reference to relevant policy frameworks e.g. the National Crime Prevention Strategy, Provincial Crime Prevention Strategies, CPS Policy for CSFs, etc.?

*[This need not be exhaustive or detailed but should indicate that the municipality is aware of some of the key policy frameworks.]*
Criteria for assessing a safety plan in an IDP

4. Indications of community safety integration into sector plans

<table>
<thead>
<tr>
<th>Sector Plan</th>
<th>Community Safety Element (Minimum)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spatial Development Framework (SDF)</td>
<td>Map the spatial character of crime and social insecurity and key programmatic / project responses</td>
</tr>
<tr>
<td>Local Economic Development Plan (LED Plan)</td>
<td>Describe how crime and community insecurity impact the local economy and the strategies that address this</td>
</tr>
<tr>
<td>Disaster Management Plan</td>
<td>This is a separate and important aspect of community safety and has its own format and content</td>
</tr>
<tr>
<td>Institutional Plan</td>
<td>Should clearly indicate where the responsibility for community safety rests in the institution and any management /HR changes required to give it more prominence</td>
</tr>
<tr>
<td>Financial Plan</td>
<td>Should reflect on a comparable basis the financial resources allocated to community safety and the linkage to prioritised KPAs</td>
</tr>
<tr>
<td>Other plans that are regulated by sector specific legislation and policies</td>
<td>All should include some consideration of community safety – especially the design and operation of basic service infrastructure</td>
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</tbody>
</table>
Criteria for assessing a safety plan in an IDP

5. Scope

– What is the scope of the term community safety in the IDP i.e. what functions and line responsibilities are included within the concept (e.g. policing, crime prevention, traffic and road safety, law enforcement, fire services, disaster management, social violence, urban planning and housing etc.)?

6. Integration

– Apart from the community safety issues already outlined in the sector plans, is there a strong sense of linkage or causal relations between the community safety issues outlined and core functions and priority services of the municipality?
Criteria for assessing a safety plan in an IDP

7. Key Safety Structures and Organisations
   – Does the IDP make reference to CPFs, CSFs, sector policing, safety committees etc?
   – How does it describe its functional links with these structures?

8. Public Participation, Community Involvement and Participatory Research
   – Has community safety been a topic within the IDP public participation process?
   – Does the IDP outline a process for communities to be mobilised around community safety, crime & social violence prevention?
   – Has there been any effort to involve communities in participatory research around community safety?
Criteria for assessing a safety plan in an IDP

9. Institutional Provision and Resource Allocation

– Does the municipal organogram or any other component of the IDP describe institutional and political responsibility for community safety?
– Does community safety clearly fall within a department / directorate and are responsible managers identifiable?
– Does it appear that adequate provision has been made for community safety in terms of staffing posts and necessary skills?
– Can a budget / financial allocation for community safety be identified within the IDP?
  ✓ Does the provision appear to be adequate?
  ✓ Is there a breakdown of budget allocation to community safety projects?

Useful debates within policies for safety planning and IDP

• The purpose of this discussion is to forewarn participants of issues where policy might need to be carefully interpreted or require the municipality, in consultation with citizens, to make decisions on how to proceed
  – Remember the NDP:

    More work needs to be done to emphasise the responsibilities that citizens have in their own development and in working with others in society to resolve tensions and challenges. The refrain, “sit back and the state will deliver” must be challenged – it is neither realistic nor is it in keeping with South Africa’s system of government.
Useful debates within policies for safety planning and IDP

• If the CSF develops the Safety Plan, how should it work with the relevant municipal department to ensure integration into the IDP?

• How would you see safety diagnosis being incorporated into the IDP situation analysis exercise?

• The CSF is not an organisation with its own resources – it is reliant on the municipality for human and financial resources. What are the likely constraints / solutions?
Useful debates within policies for safety planning and IDP

• According to the CSP CSF Implementation Guidelines, the municipality is supposed to
  – Provide secretariat services for the CSF structure
  – Provide budget and infrastructure for CSF functioning
  – Develop and integrate safety/crime prevention action plans into IDP’s.
  – Implement safety/crime prevention plans.
  – Ensure CSF operational committee synergy.
  – Develop and integrate CSF annual program of action into IDP’s.
  – Demarcate operational boundaries for CSFs.

Which of these can your municipality confidently perform and what are functions in which you may need assistance?
RECOMMENDED TEMPLATE AND GUIDELINE FOR IDEAL SAFETY PLAN

NAME OF MUNICIPALITY

TITLE OF PLAN

DATE OF ADOPTION

DATES OF VALIDITY

1. Status (adopted by council, draft, reviewed, annexure to IDP etc.)
2. Executive Summary
3. Introduction
4. Understanding / Definition of Community Safety
5. Situation Analysis/Safety Audit
6. Strategy and Objectives
7. Activity Plan
8. Institutional Provision and Resource Allocation for Community Safety
9. Key Safety Structures and Organisations
10. Community Involvement and Participation
11. By-laws relating to Community Safety
12. Monitoring and Evaluation Framework for Community Safety and CSF
11h00 – 12h30

RESOURCE MOBILISATION
Resources to ensure the CSF remain functional: CSF Reality Check

• Many CSFs are launched with a big celebration but do not show an impact over time
• The municipality often battles to get other depts. to attend CSF meetings
• Community organisations are initially keen on the CSF concept but over time it becomes a talk shop and they withdraw / are disillusioned
• Many CSFs fail to develop practical and relevant community safety plans and therefore find that they have no clear course of action to follow
• Without proper political and administrative support (including a proper secretariat) the CSF becomes a paper exercise
How to establish a CSF and make sure it remains on-track

1. Assist council to formalise the structure through proper resolution, public participation etc.
2. Ensure the CSF is representative of all main role-players and communities
3. The CSF will need some form of *executive committee* or steering group to drive the process and provide leadership – energised champions of community safety are essential!
4. All stakeholders should know why they are on the CSF and what it is supposed to achieve
5. Don’t commit the CSF to tasks that it cannot afford or does not have the time and energy to complete
6. Hold regular meetings and communicate with the membership
7. The CSF should have a **Community Safety Plan (CSP)** approved by all stakeholders. That plan must analyse safety issues across the municipal area and develop appropriate strategies and actions.
8. The safety plan must include an action plan for the CSF itself.
Driving the community safety mandate within council

- Prioritising community safety within council
  - Remind council of the policy and legal framework – include NDP and CSP provisions
- Community Safety on the council agenda
- Compiling community safety plan
- Getting the safety plan tabled and adopted
- Community safety in the IDP and supported with KPIs
- Reporting on community safety in the Annual Report
Draw up a model for an organisational solution

• There is no one-size fits all institutional model
• A small unit with at least one dedicated post seems to offer the best prospects of success in small local municipalities
• At metro level, a formal unit with a dedicated manager as well as 3-4 research and facilitation coordinators is a possible starting point
• Generic job descriptions for safety coordinators / managers are available (GIZ – VCP)
Example of a metro level institutional structure to serve the community safety function

Directorate Safety & Security

- Sub-directorate Disaster Management
- Sub-directorate Metro Police
- Sub-directorate Fire, Rescue and Emergency Services

Sub-directorate Community Safety

Community Safety Unit Manager

Coordinator: Research & Planning

Coordinator: Partnerships & Networks

Coordinator: CSF and CPFs
Issues for consideration when establishing a community safety structure within the administration

• A separation of the CS function from other larger safety functions where the link is largely artificial or symbolic

• A small well-defined CS unit, properly led, capacitated and motivated to take up crime / social violence prevention duties

• A stronger functional link with the IDP process – community safety cannot be resourced and implemented if it is not planned for
12h30 - 13h00

PEER LEARNING AND NETWORKING
13h00 – 13h30
WRAPPING UP THE DAY