Western Cape Government

DEPARTMENT OF COMMUNITY SAFETY

SERVICE DELIVERY IMPROVEMENT PLAN (SDIP):

Service One: Consultative interventions with key stakeholders.

Service Two: Create partnerships between the Department and organisations that contribute in the field of safety and security.

01 April 2018 - 31 March 2021

WE CARE   WE BELONG   WE SERVE

WCG DOCS 2018 – 2021 SDIP

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Official Sign Off

It is hereby certified that this Service Delivery Improvement Plan:

- Was developed in collaboration between representatives from the Business Units of the Line Department and Directorate Process Design and Improvement within the Department of the Premier.

- Was prepared in line with the current Strategic Plan (2015-2020) and the Annual Performance Plan (2018/19) of the Department of Community Safety.

- Is compiled with the latest available information from Departmental Business Units and related statutory sources.

Signature by:

Adv. Han-Marie Marshall-Van Zyl
Director: Community Police Relations
Date: 09.03.2018

Mr Trevor Wingrove
Acting Director: Safety Promotion and Partnership
Date: 12/03/2018

Approved by:

Mr Gideon Morris
Accounting Officer: Department of Community Safety
Date: 2018.03.12

Authorised by:

Mr Dan Plato
Executive Authority: Department of Community Safety
Date: 19/03/2018.

1. SDIP DEVELOPMENT APPROACH

1.1)   Introduction

Improving service delivery to the public is an integral part of the continuous transformation programme of government. Aspects of transforming service delivery to the public are stipulated in the Public Service Regulations 1994 as well as the revised and amended 2001 and 2016 versions of the Public Service Regulations.

The Department chose the two key services "facilitating consultative interventions with key stakeholders in the field of safety and security"; and "create partnerships between the Department and organisations that contribute in the field of safety and security" to address the social cohesion in the Province. The services have a direct impact to vulnerable youth by offering alternative opportunities to a life of crime, substance abuse or gangsterism. The Department seek to train and deploy these vulnerable youth with various stakeholders in the field of safety.

1.2) Preparatory process

The Department of Community Safety (DOCS) used the following approach in developing its Service Delivery Improvement Plan (SDIP):

Step 1:

On the 30 January 2018, the Western Cape Government (WCG) held a Provincial Batho Pele Assessment Initiative Network (BPIAN) workshop towards the development of the SDIP facilitated by a delegate from Department of Public Service and Administration (DPSA). Following the BPIAN workshop, the Directorate: Strategic Services and Communication drafted a letter to the Office of Head of Department through the Office of Chief Directorate: Management Support, informing the offices of the process for the development of the SDIP and the identified two key services of the Department for SDIP cycle 2018-2021. The two key services are:

- Facilitate consultative interventions with key stakeholders in the field of safety and security; and

- Create partnerships between the Department and organisations that contribute in the field of safety and security.

Step 2:

In February 2018, The Department attended a workshop with the Directorate Process Design and Improvement and the Business Units, where DoTP facilitated and guided the Department with the drafting of required service information into the SDIP. After the workshop, the Business Units reviewed and completed the SDIP template.

Further to the above, the Department's consolidated SDIP was submitted to the Directorate Process Design and Improvement for quality assurance, the feedback provided was communicated to the Business Units for inclusion.

Step 3:

During the first week of March 2018, the Directorate Strategic Services and Communication facilitated the approval of the SDIP from the relevant Business Units, Accounting Officer and the Executive Authority.

Step 4:

Copies of the approved SDIP (as signed by the relevant signatories) were provided to the relevant SDIP Business Units and the Directorate Strategic Services and Communication.

The Directorate Process Design and Improvement facilitated the SDIP submission to the DPSA in 30 March 2018.

The SDIP forms part of the Department's Annual Performance Plan. The services and standards for improvement form part of the areas within the Operational Plans.

1.3)   SDIP development approach (SDIP team that developed the SDIP)

A cross-cutting team was constituted which had representatives from the relevant Business Units, namely:

Business Unit	Name	Designation	Gender	Race
Service One: Directorate Community Police Relations	Han- Marie Marshall- Van Zyl	Director	F	W

Business Unit	Name	Designation	Gender	Race
Service Two: Directorate Safety Promotion and Partnerships	Trevor Wingrove	Acting Director	M	C
Directorate Strategic Services and Communication	Ansaaf Mohamed	Director	F	C
	Lulama Stofile	Assistant Director	M	B
Directorate Process Design and Improvement (DotP)	Nelson Mtongana	Deputy Director	M	B
	Athi Sokutu	Chief Organisation Development Practitioner	F	B
	Robbie Hall	Chief Organisation Development Practitioner	M	W

The representatives are mainly from the Middle to Senior Management Service echelon ranging from Chief Organisation Development Practitioner to Director. This arrangement helped to maintain continuity in the project and consistent representation.

1.4) Communication Plan

Responsibility	Who (target market)	What (message/call to action)	When (go live date)	Why (desire outcome)
Line Manager	Citizens/ Communities/ SAPS/ CPFs/ NHW	To discuss safety and security issues affecting communities	The consultative interventions will be held on a quarterly basis	To conduct training and information sessions for CPFs on the EPP, such as conflict resolutions or governance issues;
Line Manager	Unemployed Youth/ Citizens		The interventions will be held on quarterly basis	To ensure that youth are trained and deployed through formal partnerships (Chrysalis)

1.5) Implementation Plan

The Department will ensure the implementation of the two key services through Standard Operating Procedures (SOPs) which will provide more details as how these services are going too delivered. The Business Units responsible for these key services will closely monitor the implementation thereof.

1.6) Reporting, Monitoring and Evaluation Plan

- The Departmental SDIP Coordinator consults the process owners of the two key services on a quarterly basis regarding progress made against the targets set.

- The Departmental Top Management (EXCO) will deliberate the progress made and make resolutions to attend to challenges identified.

- The Western Cape (WC): BPIAN Forum annual schedule of deliverables requires that each department provide a quarterly feedback to the Forum on the four Batho Pele themes relating to; 1. Taking the public service to the people; 2. Know your Service Rights and Responsibilities; 3. Putting people first for real and 4. Mainstreaming and Institutionalisation. Progress against the SDIP forms part of theme 3 when providing feedback to the WC: BPIAN Forum.

- The WC: BPIAN Forum Secretariat provides consolidated feedback to the DPSA on a bi-annual basis on progress made regarding the implementation of the Batho Pele Programme of the Province. This progress report is included in the consolidated Provincial Batho Pele report.

- The detailed achievement attained by implementing the SDIP is captured as Part B of the Departmental Annual Report for a specific year.

1.7) Change Management Plan

Not Applicable.

2. LEGAL MANDATE, LISTED SERVICES & SITUATIONAL ANALYSIS

2.1) Vision

A safer open opportunity society for all… building resilient communities responsive to safety needs.

2.2) Mission

The Department of Community Safety (DOCS) aims to increase safety for all the people in the Province by promoting professional policing through effective oversight, by ensuring the safety at all public buildings and spaces, to facilitate safety partnerships and programmes and to build greater safety and security organisational resilience.

2.3) Value Statement

Apart from the values indicated above, the Department of Community Safety also conforms to the values of the Western Cape Government:

Caring

To care for those we serve and work with

Integrity

To be honest and do the right thing

Accountability

We take responsibility

Responsiveness

To serve the needs of our citizens and employees

Competence

The ability and capacity to do the job we were employed to do

Innovation

To be open to new ideas and develop creative solutions to challenges in a resourceful way

2.4) Legislative other Mandates

The Department of Community Safety (DOCS) regards as binding the legislative mandate on which its overall functioning is based, notably efficient, equitable and accessible service delivery, based on the national government's White Paper on Transforming Public Service Delivery, the Batho Pele Initiative. DOCS operate within the legislative and policy mandates described in the tables below.

LEGISLATIVE	ACT
Constitution of the Republic of South Africa, 1996	(Act 108 of 1996)
Constitution of the Western Cape, 1998	(Act 1 of 1998)
Control of Access to Public Premises and Vehicle Act, 1985	(Act 53 of 1985)
Civilian Secretariat for Police Service Act, 2011	(Act 2 of 2011)
Independent Police Investigative Directorate Act, 2011	(Act 1 of 2011)
Local Government: Municipal System Act, 2000	(Act 32 of 2000)
National Archives of South Africa Act, 1996	(Act 43 of 1996)
Occupational Health and Safety Act, 1996	(Act 85 of 1993)
Preferential Procurement Policy Framework Act, 2000	(Act 5 of 2000)
Private Security Industry Regulations Act, 2001	(Act 56 of 2001)
Promotion of Access to Information Act, 2000	(Act 2 of 2000)
Promotion of Administrative Justice Act, 2000	(Act 3 of 2000)
Protected Disclosures Act, 2000	(Act 26 of 2000)
Protection of Information Act, 1982	(Act 84 of 1982)
Protection of Personal Information Act, 2013	(Act 4 of 2013)
Public Finance Management Act, 1999	(Act 1 of 1999)
Public Service Act, 1994	(Act 103 of 1994)
South African Police Service Act, 1995	(Act 68 of 1995)
Western Cape Community Safety Act, 2013	(Act 3 of 2013)
Western Cape Liquor Act, 2008	(Act 4 of 2008)
Western Cape Liquor Amendment Act, 2010	(Act 10 of 2010)

3. Service Beneficiaries

3.1) Our Stakeholders:

    a.   Other departments/institutions/components in Government at a National and Provincial level

    b.   Local government structure

    c.   South African Police Service

    d.   Labour Unions

e. Special interest groups and pressure groups, such as environmental organisations, etc.

f. Non-Governmental Organisations (NGOs) and Community Based Organisations (CBOs)

g. Private Organisations

h. Community Leaders

i. Institutions of higher learning /Academia

j. Religious Organisations

k. International Bodies (Public Administration)

l. Citizens

m. Community Police Forums (CPFs)

n. Neighbour Hood Watches (NHW's)

o. City Central Improvement Business District (CCID)

3.2) Our Customers/Clients

a. South African Polices Services

b. Provincial Government Departments

c. Local Government

d. Citizens

e. NGOs and CBOs

f. Tourists

g. Public Spaces

h. Religious Fraternity

4. List of Core Services Provided By the Department of Community Safety

1.	**Provide Community Safety Services**		
	1.1	**Manage Safety Information and Planning**	
		1.1.1	**Provide Safety Management Information**
			1.1.1.1 Source Safety Information
			1.1.1.2 Analyse Safety Information
			1.1.1.3 Ensure Safety Information Integrity
			1.1.1.4 Apply Safety Information to Decision Making
			1.1.1.5 Maintain Safety Information
		1.1.2	**Develop Police Needs and Priorities (PNPs)**
			1.1.2.1 Identify Policing Needs and Priorities
			1.1.2.2 Influence the Allocation of Policing and Safety Resources
			1.1.2.3 Influence the Deployment of Policing and Safety Resources
			1.1.2.4 Provide PNP Advocacy Programmes
		1.1.3	**Conduct Integrated Safety Planning**
			1.1.3.1 Develop Safety Strategies
			1.1.3.2 Design Safety Programmes
			1.1.3.3 Coordinate Safety Programme Implementation
	1.2.	**Provide Crime Prevention Services**	
		1.2.1	**Manage Situational Crime Prevention Projects**
			1.2.1.1 Develop Situational Crime Prevention Projects
			1.2.1.2 Execute Situational Crime Prevention Projects
			1.2.1.3 Coordinate Situational Crime Prevention Projects
			1.2.1.4 Support Situational Crime Prevention Projects
		1.2.2	**Manage Social Crime Prevention Projects**
			1.2.2.1 Develop Social Crime Prevention Strategies
			1.2.2.2 Execute Social Crime Prevention Interventions
			1.2.2.3 Coordinate Social Crime Prevention Interventions
			1.2.2.4 Support Social Crime Prevention Projects
		1.2.3	**Develop Community Safety Partnerships**
			1.2.3.1 Perform Service Delivery Gap Analysis
			1.2.3.2 Identify Community Safety Partners

		1.4.3.1	Monitor Occupational Health and Safety Compliance
		1.4.3.2	Facilitate Emergency Preparedness and Contingency Plans
		1.4.3.3	Conduct Occupational Health and Safety Audits
	1.4.4	**Provide Security Risk Facilitation Services**	
		1.4.4.1	Develop Security Plans and Policy
		1.4.4.2	Develop Safety and Security Solutions
		1.4.4.3	Facilitate Safety and Security Mitigation Interventions
		1.4.4.4	Investigate Security Breaches
		1.4.4.5	Provide Personnel Screening Service
	1.4.5	**Administer Safety and Security Contracts**	
		1.4.5.2	Develop Requirements Specifications for Outsourced Services
		1.4.5.3	Draft Service Level Agreements
		1.4.5.4	Conduct Assessments of Service Providers
1.5.	**Monitor and Evaluate Community Safety Services**		
	1.5.1	**Monitor Community Safety Services**	
		1.5.1.1	Determine Community Safety Service Goals and Objectives
		1.5.1.2	Determine Community Safety Service Provision Indicators
		1.5.1.3	Monitor Community Safety Performance
		1.5.1.4	Monitor Regulatory Compliance
		1.5.1.5	Take Corrective Action
	1.5.2	**Conduct Safety Project Evaluations**	
		1.5.2.1	Determine Safety Project Goals and Objectives
		1.5.2.2	Determine Safety Project Indicators
		1.5.2.3	Measure Safety Project Performance
		1.5.2.4	Correct Safety Project Performance

5. Situational Analysis:

The estimated population for the Western Cape is 6 510 300 people, indicating growth of 0.4% between 2011 and 2016. This represented approximately 11.5% of the national population of an estimated 56 521 900 people.

According to the Provincial Economic Review and Outlook (PERO) 2017, crime and in particular violent crime impacts negatively on all South African society with great socio-economic cost. Crime is often linked to poverty, high unemployment and low socio-economic development. If not addressed effectively, crime has the potential to derail both social and economic prosperity. The manner in which the Department is able to deliver on its mandate to increase safety and the demand for those services is often impacted on by the crime rates.

The 2017 PERO report states that despite the improvements in socio-economic conditions, social ills, such as crime and substance abuse, remain a challenge. More rapid and inclusive economic growth is essential to reducing these social ills.

According to the World Health Organisation statistics 2017, latest estimates indicate that globally almost one quarter of adults (23%) suffered physical abuse as a child and about one third (35%) of women experienced either physical and/or sexual intimate partner violence or non-partners sexual violence at some point in their life[1]. As stated in the South Africa Demographic and health survey 2016, conducted by Statistics SA, it is reported that one in five (21%) partnered women (18 and older) has experienced physical violence by a partner, and 8% had experience physical violence in the 12 months prior to the survey. Younger women were more likely to report physical violence in the 12 months before the survey than older women. The study further showed that women who are divorced or separated (40%) were more likely than other women to have experienced physical violence.[2]

In the 2016/17 Victims of Crime Survey, the majority (44%) of households in South Africa stated that the need for drugs was the main reason perpetrators committed crime.[3] The majority of drug related crime can be located to the 10 police precincts namely: Mitchells Plain, Kraaifontein, Delft, Bishop Lavis, Cape Town Central, Atlantis, Lentegeur, Manenberg, Nyanga and Worcester. The Western Cape has the highest rate of drug related arrests in the country (a recorded 107 379 incidents last year), and the highest rate of drug related crime in the country, contributing to more than a third of the country's drug related crime in 2015/16. According the United Nations World Drug Report (2014), drug abuse remains a growing problem in South Africa with an estimated 7.06% of our population abusing narcotics of some kind. One in every 14 people is reportedly a regular user, and the most widely used drugs are cannabis (38.4%), methamphetamine or "Tik" (22.9%), heroin (18.8%) and cocaine (5.7%).[4]

According to the PERO 2017, the most recent data on substance abuse treatment reveals that 2 808 patients were treated in the Province during the latter half of 2016. Most patients received treatment for methamphetamine or "Tik" (29%), cannabis (29%) and alcohol (21%). Treatment for "Tik" as the primary drug of abuse was relatively low in the other provinces

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[1] World Health Organisation, World Health Statistics (2017)
[2] Statistics South Africa, South Africa Demographic and health survey (2016)
[3] Statistics South Africa, Victims of Crime Survey (2016/17)
[4] United Nations Office on Drugs and Crime, World Drug Report (2014)

compared to the Western Cape. Polysubstance abuse remains the highest in the Western Cape, with 48% of patients reporting the abuse of more than one substance.[5]

Despite the prevalence of drugs and associated gang activities in the Western Cape, alcohol abuse remains the single biggest contributor to contact crimes which include murder, attempted murder, sexual offences, assault resulting in grievous bodily harm, common assault, and robbery. It is estimated that around 70 per cent of domestic violence is associated with alcohol.

According to a 2016 study conducted by the Department in partnership with the University of Cape Town, on the harms and risks of alcohol in Khayelitsha, 62% of young people reportedly drank alcohol, 35% of them drank alcohol at least once a week and, 42% of them reported that they had run-inn with the police within the last six months due to their drinking. The average amount spent per drinking session by young people was calculated at R151.00. The study also confirmed that high levels of consumption and substantial harms that unhindered access to alcohol imposes substantial harm on the residents of Khayelitsha[6].

The research described the nature and extent of the alcohol trade in Khayelitsha, stating that unlicensed taverns and shebeens are the most common suppliers of alcohol across Khayelithsa, although formal licensed outlets have increased, their footprint in the community remains small. Unlicensed outlets tend not to adhere to trading hours, tend not to enforce age restrictions and have no code of conduct applicable to patrons.

The study furthermore raised a concern, for the notable increase, of increased alcohol abuse amongst females, including mothers accompanied by children. Some males interviewed, alluded to underage drinking among females being linked to unplanned pregnancies. Another concern was the exchange of alcohol for sex.

The community and participants of the study showed support to stricter licencing processes and regulations, enforced trading hours and an increase in the age limit of drinkers from 18 to 21 years.

The Department, through the Alcohol Harms Reduction (AHR) Game Changer is working in partnership with the WCLA, SAPS, CPFs and NHWs to monitor and strengthen the liquor licencing regulations and the processing and enforcement around liquor licencing. [7].

Contact crime including murders in the Western Cape continues to increase, albeit at a slower rate. Murder increased by 2,7% and robbery with aggravating circumstances by 1,3% in the last financial year, while decreases were noted in respect of attempted murder (-1,7%), assault GBH (-4,4%) and common assault (-3,5%).

In comparison to the rest of the country, a 2015/16 analysis of the Crime Statistics highlighted that the Western Cape Province had the highest rate of the following crime categories namely, common and aggravated robberies, attempted murder, common assault and theft out of motor vehicles. Cape Town Central and Mitchells Plain police precincts had the highest number of community reported serious crimes for the period under review. In 2016/17, the community reported crimes decreased nationally by 1,8% and in the Western Cape by 3,5%.

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[5] South Africa, Provincial Economic Review and Outlook (2017)

[6] A mixed methods study of the nature and extent of the alcohol trade in Khayelitsha - and community   perceptions. Cape Town: Department of Community Safety (2017)

[7] The harms and risks of alcohol in Khayelitsha, Department of Community Safety (2017)

According to the Statistics South Africa; Victims of Crime Survey (2016/17) the Western Cape had the highest percentage (87%) of police stations that were accessible to the public, where households are able to reach a police station in less than an hour.[8]

Youth remains at high risk of being vulnerable to gangsterism and crime. A study conducted by Statistics South Africa in 2016, on vulnerable groups found that 19 370 youth had been victims of assault during the 5 years prior to the study.

In light of persisting high rates of violence, the Department continues to prioritise and intensify violence prevention programmes. At the same time, there is a clear need for much closer integration of violence prevention policies and programming, as violence is a multi-faceted problem that has far-reaching consequences in various spheres of social, community and personal life.

Due to the above-mentioned, the Department has nominated these two key services to mobilise communities to address the serious issues of crime that are affecting, especially the vulnerable youth as they are easily manipulated to a life of crime, substance abuse or gangsterism and unruly behaviours.

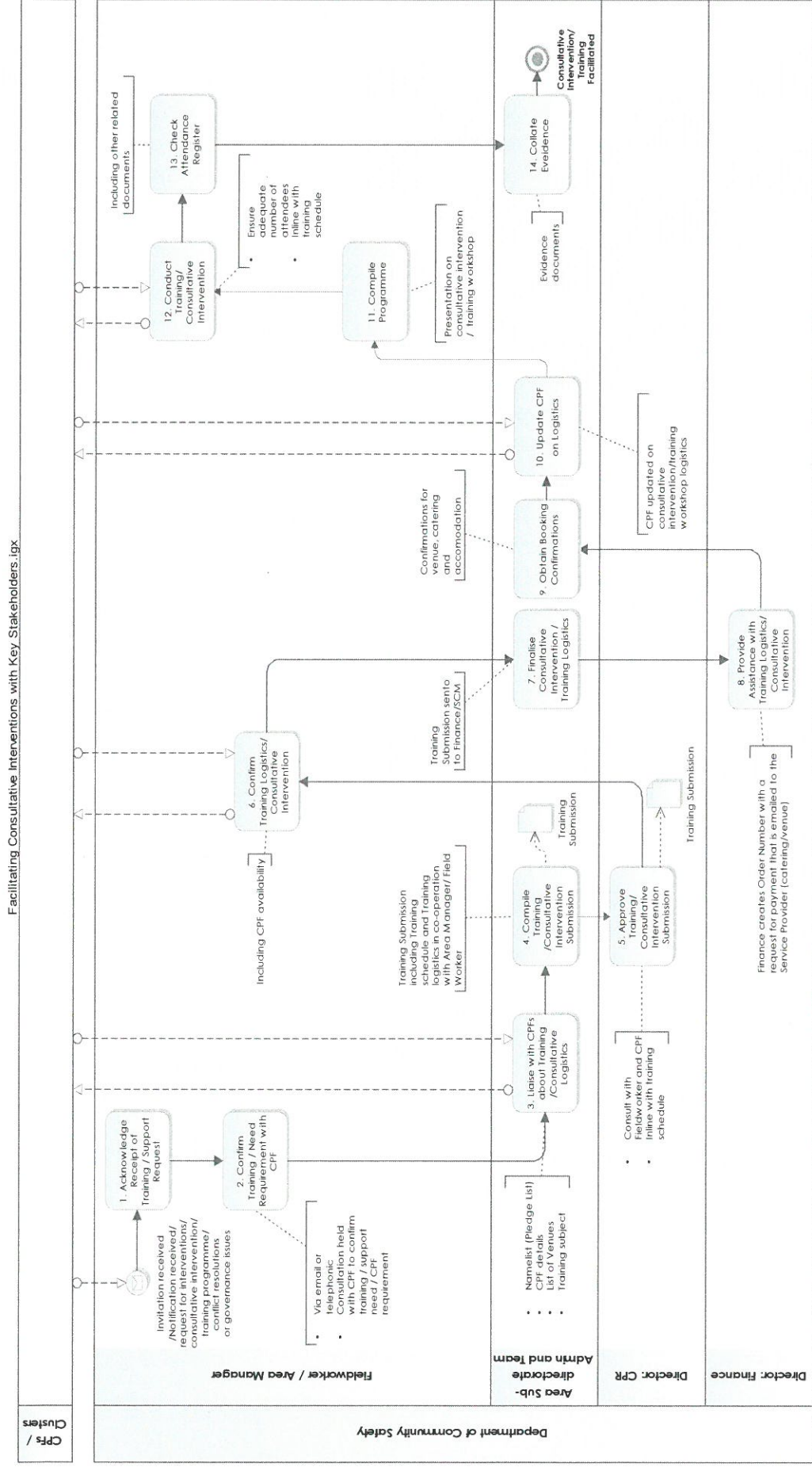[8] Statistics South Africa, Victims of Crime Survey (2016/17)

6. Action Planning (Key Service 1: Consultative interventions with key stakeholders)

Table 1: Service One: High-Level Business Process: Consultative interventions with key stakeholders

Key Service	Service beneficiaries	Performance Area	Current quantity level 2017/2018	Desired quantity Year 1 2018/2019	Desired quantity Year 2 2019/2020	Desired quantity Year 3 2020/2021
Service One:	Citizens/ Communities/SAPS/ CPF/ NHW	Western Cape Policing Clusters	Quantity			
			N/A	16 Consultative Intervention Reports reflecting input from the consultative intervention engagements held, are compiled and implemented	16 Consultative Intervention Reports reflecting input from the consultative intervention engagements held, are compiled and implemented, reviewed and updated	16 Intervention Reports reflecting input from the consultative intervention engagements held, are compiled and implemented, reviewed and updated
			Quality			
			N/A	• Advise and support CPFs to implement the resolutions in terms of the consultative Intervention Reports • A Standard Operating Procedure is signed to allocate responsibilities to relevant sub-programmes within the Department	• A Standard Operating Procedure is signed to allocate responsibilities to relevant sub-programmes within the Department	• A Standard Operating Procedure is signed to allocate responsibilities to relevant sub-programmes within the Department
				•	• CPFs are capacitated to provide feedback on input implementation of the consultative Intervention Reports during the course of the year •	• Develop detailed To-Be Process: Facilitating consultative interventions with key stakeholders, and the implementation, review and updating of the input from the consultative intervention engagements • A Standard Operating Procedure is signed to allocate responsibilities to relevant sub-programmes

						within the Department.

Table 2: Service One: High-Level Business Process: Consultative interventions with key stakeholders (Map As-Is Process)

Facilitating Consultative Interventions with Key Stakeholders.igx

CPFs / Clusters

Department of Community Safety

Fieldworker / Area Manager

Invitation received /Notification received/ request for interventions/ consultative intervention/ training programme/ conflict resolutions or governance issues

- Via email or telephonic
- Consultation held with CPF to confirm training / support need / CPF requirement

1. Acknowledge Receipt of Training / Support Request

2. Confirm Training / Need Requirement with CPF

Including CPF availability

6. Confirm Training Logistics/ Consultative Intervention

Training Submission sent to Finance/SCM

Area Sub-directorate Admin and Team

- Namelist (Pledge List)
- CPF details
- List of Venues
- Training subject

3. Liaise with CPFs about Training /Consultative Logistics

Training Submission including Training schedule and Training logistics in co-operation with Area Manager/ Field Worker

4. Compile Training /Consultative Intervention Submission

Training Submission

- Consult with Fieldworker and CPF inline with training schedule

5. Approve Training/ Consultative Intervention Submission

Training Submission

7. Finalise Consultative Intervention / Training Logistics

9. Obtain Booking Confirmations

Confirmations for venue, catering and accomodation

10. Update CPF on Logistics

CPF updated on consultative intervention/training workshop logistics

11. Compile Programme

Presentation on consultative intervention / training workshop

12. Conduct Training / Consultative Intervention

- Ensure adequate number of attendees inline with training schedule

13. Check Attendance Register

Including other related documents

14. Collate Eveidence

Evidence documents

Consultative Intervention/ Training Facilitated

Director: CPR

Director: Finance

8. Provide Assistance with Training Logistics/ Consultative Intervention

Finance creates Order Number with a request for payment that is emailed to the Service Provider (catering/venue)

7. Problem Analysis and Statement

- **Service One: Consultative interventions with key stakeholders**

Section 206 (3) c (1) of the Constitution of the Republic of South Africa stipulates that each province is entitled to promote good relations between the police and the community. To give effect to this constitutional requirement the DOCS facilitates consultative interventions with key stakeholders in the field of safety and security in the Western Cape.

These stakeholders include but are not limited to the following groups: local South African Police Service (SAPS) leaders, Community Police Forum members, Cluster Board members, Provincial Board members, neighbourhood watch members, and local councillors, NGOs within the field of safety and security and religious leaders. The aim of these consultative intervention sessions is to promote good community police relations and facilitate improved CPF functionality by supporting and capacitating CPFs in particular. During the past five years the PNP process has had limited influence on the resource allocation within SAPS, Government Departments and NGOs; and hence the Department has decided on aligning the key stakeholders' engagements and consultation more closely with the CPFs and other key stakeholders.

For the 2016/2017 financial year the DOCS embarked on a process of determining the provincial policing needs and priorities through a consultative process, and compiling a report. During these workshops, the Department engaged the stakeholder participants and compiled safety plans for each policing cluster. In 2018/19, the focus will be on facilitating consultative interventions, focusing on conducting training and information sessions for CPFs, such as conflict resolutions or governance issues, in order to support and capacitate CPFs.

8. Professional Standards

Professional standards (if applicable)	Current professional standards	Desired changes: Year 1	Desired changes : Year 2	Desired changes : Year 3
N/A	N/A	N/A	N/A	N/A
Legal standards if applicable (including Standard Operating Procedures sops)	Baseline: Year 0	Desired changes and revised SOPs: Year 1	Desired changes and revised SOPs: Year 2	Desired changes and revised SOPs: Year 3
N/A	N/A	N/A	N/A	N/A

9. Batho Pele Principles

Batho Pele principles

Batho Pele Principle	Current quantity level 2017/2018	Desired quantity Year 1 2018/2019	Desired quantity Year 2 2019/2020	Desired quantity Year 3 2020/2021
Consultation:	Consultative intervention workshops are held with key stakeholders in each policing cluster	Consultative intervention workshops are held with key stakeholders in each policing cluster	Consultative intervention workshops are held with key stakeholders in each policing cluster	Consultative intervention workshops are held with key stakeholders in each policing cluster
Courtesy:	• The stakeholders will be treated with courtesy and consideration when they are engaged by the Department.	• The stakeholders will be treated with courtesy and consideration when they are engaged by the Department.	• The stakeholders will be treated with courtesy and consideration when they are engaged by the Department.	• The stakeholders will be treated with courtesy and consideration when they are engaged by the Department.

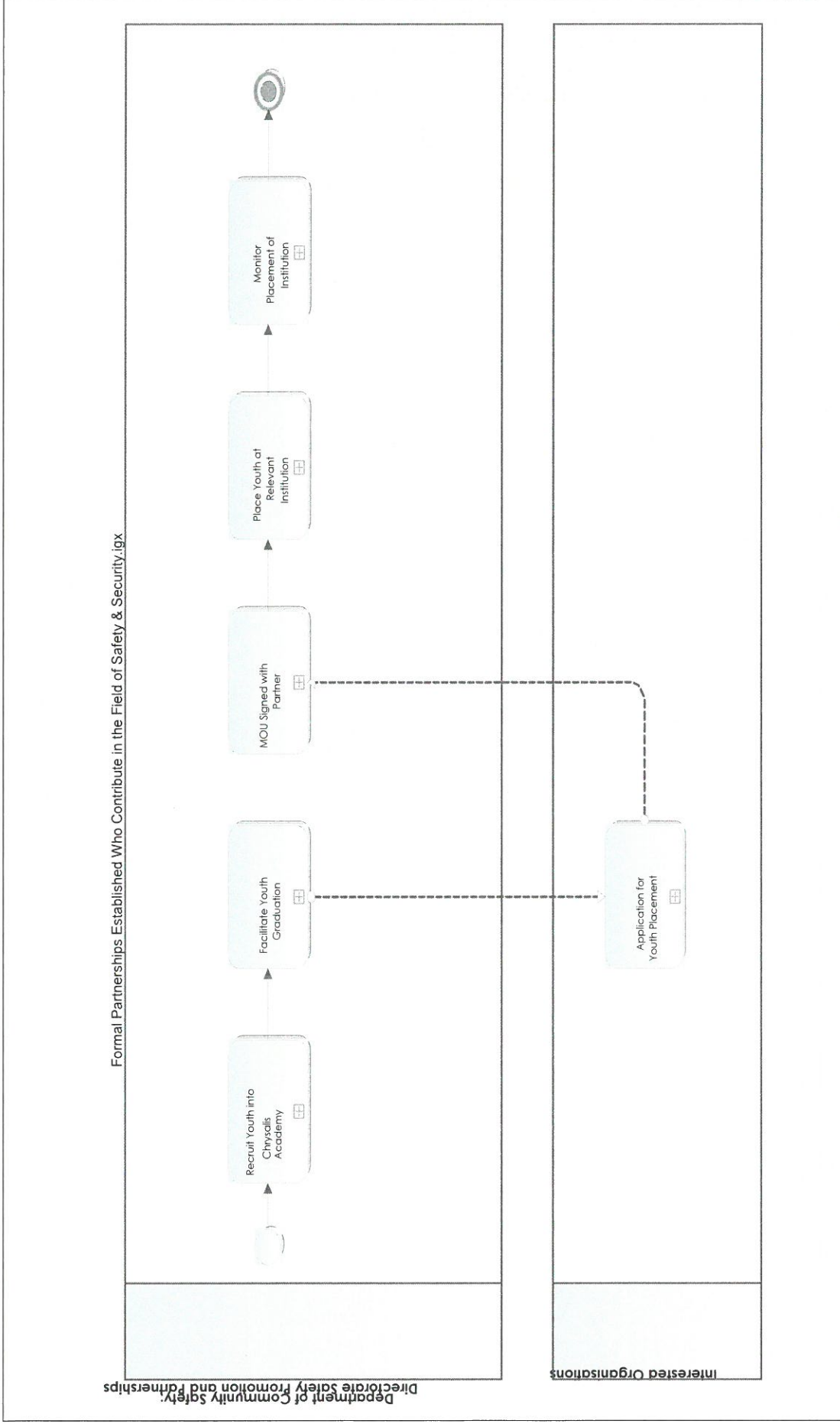|				
Access:	• Local Municipal Centres, Community venues and SAPS venues • 35 Wale Street, Cape Town, 8001	• Local Municipal Centres, Community venues and SAPS venues • 35 Wale Street, Cape Town, 8001	• Local Municipal Centres, Community venues and SAPS venues • 35 Wale Street, Cape Town, 8001	• Local Municipal Centres, Community venues and SAPS venues • 35 Wale Street, Cape Town, 8001
Information:	• The Department will share the information with stakeholders via Email and SMS communication • Workshops advertised in the newspaper in advance • MEC media release after the workshop	• The Department will share the information with stakeholders via Email and SMS communication • Workshops advertised in the newspaper in advance • MEC media release after the workshop	• The Department will share the information with stakeholders via Email and SMS communication • Workshops advertised in the newspaper in advance • MEC media release after the workshop	• The Department will share the information with stakeholders via Email and SMS communication • Workshops advertised in the newspaper in advance • MEC media release after the workshop
Openness and transparency:	• Intervention Reports are tabled at the individual consultative intervention meetings	• Intervention Reports are tabled at the individual consultative intervention meetings	• Intervention Reports are tabled at the individual consultative intervention meetings	• Intervention Reports are tabled at the individual consultative intervention meetings
Redress:	• Directorate line manager aims to address issues raised by Stakeholders.	• Directorate line manager aims to address issues raised by Stakeholders.	• Directorate line manager aims to address issues raised by Stakeholders.	• Directorate line manager aims to address issues raised by Stakeholders.
Value for money:	• Service is rendered at client level (communities) and provided within the approved budget	• Service is rendered at client level (communities) and provided within the approved budget	• Service is rendered at client level (communities) and provided within the approved budget	• Service is rendered at client level (communities) and provided within the approved budget
Human resources:	1x Director 4x Deputy directors 8 x Senior Administrative Officers 6 x level 5 clerks	1x Director 4x Deputy directors 8 x Senior Administrative Officers 6 x level 5 clerks	1x Director 4x Deputy directors 8 x Senior Administrative Officers 6 x level 5 clerks	1x Director 4x Deputy directors 8 x Senior Administrative Officers 6 x level 5 clerks

Cost:	R800,000	R900,000	R950,000	R1,000,000
Time:	Annually	Annually	Annually	Annually

10. Action Planning (Key Service 2: Create partnerships between the Department and organisations who contribute in the field of safety and security)

Table 1: Service Two: High-Level Business Process: Create partnerships between the Department and organisations who contribute in the field of safety and security.

Key Service	Service beneficiaries	Performance Area	Current quantity level 2017/2018	Desired quantity Year 1 2018/2019	Desired quantity Year 2 2019/2020	Desired quantity Year 3 2020/2021
Service Two:	Unemployed Youth/ Citizens	Directorate Safety Promotion and Partnerships			Quantity	
Service standard = Create partnerships between the Department and organisations who contribute in the field of safety and security			• 1000 youth trained through formal partnerships (Chrysalis)	• 1000 youth trained through formal partnerships (Chrysalis)	• 1000 youth trained through formal partnerships (Chrysalis)	• 1000 youth trained through formal partnerships (Chrysalis)
					Quality	
			• Assess Implementation of training partnerships • Provide Training	• Implement training partnerships • Provide feedback to partnerships (Chrysalis) • Develop Detailed As-Is Process for Formal partnerships established who contribute in the field of safety and security clusters	• Monitor and Evaluate training providers • Provide feedback to partnerships (Chrysalis) • Develop detailed To-Be Process Formal partnerships established who contribute in the field of safety and security clusters	• Review training providers • Provide feedback to partnerships (Chrysalis)

Table 2: Service Two: High-Level Business Process: Create partnerships between the Department and organisations who contribute in the field of safety and security (Map As-Is Process)

Formal Partnerships Established Who Contribute in the Field of Safety & Security.igx

Department of Community Safety: Directorate Safety Promotion and Partnerships

- Recruit Youth into Chrysalis Academy
- Facilitate Youth Graduation
- MOU Signed with Partner
- Place Youth at Relevant Institution
- Monitor Placement of Institution

Interested Organisations

- Application for Youth Placement

11.   Problem analysis and statement

- **Service Two: Create partnerships between the Department and organisations who contribute in the field of safety and security**

The Department is guided by both national and provincial imperatives to address the on-going inequality and poverty in communities, the high unemployment rate and the unacceptably high crime rate. Furthermore, it recognizes the strategic imperative of impacting positively on the high number of youth between the ages of 18 and 25 who are currently neither in employment, nor education and training.

The Sub-programme will continue to rollout the Chrysalis Academy and will keep its target of 1000. The programme will target matriculants and will provide for nob-residential and residential programmes aims at community safety skills development training with community service assignments in partnerships with local municipalities and relevant other strategic partners.

The Sub-programme will furthermore continue to build on the existing partnership with religious sector aimed at co-production of community safety activities to remove youth from the streets, especially in the high risk areas, during the school holidays and festive season period. This programme will be limited to registered institutions within the religious fraternity.

The Sub-programme will furthermore continue to support the sustainability of the Chrysalis Academy to empower 1000 young people at risk during 2018/ 2019 and to enable them to take responsibility for their personal growth. To help youth achieving their personal growth, the Sub-programme will place every successful youth graduate into youth work placement programme for minimum 9 months to maximum 24 months with a safety partner municipality and other relevant strategic safety partners.

12. Professional Standards

Professional standards (if applicable)	Current professional standards	Desired changes: Year 1	Desired changes : Year 2	Desired changes : Year 3
N/A				
Legal standards if applicable including Standard Operating Procedures (SOPs)	Baseline: Year 0	Desired changes and revised SOPs: Year 1	Desired changes and revised SOPs: Year 2	Desired changes and revised SOPs: Year 3
N/A				

13. Batho Pele Principles

Batho Pele Principles	Current quantity level 2017/2018	Desired quantity Year 1 2018/2019	Desired quantity Year 2 2019/2020	Desired quantity Year 3 2020/2021
Consultation:	• To have Quarterly Extended Management meetings • To have Telephone calls with stakeholder/role players • To consult the stakeholder via Email	• To have Quarterly Extended Management meetings • To have Telephone calls with stakeholder/role players • To consult the stakeholder via Email.	• To have Quarterly Extended Management meetings • To have Telephone calls with stakeholder/role players • To consult the stakeholder via Email	• To have Quarterly Extended Management meetings • To have Telephone calls with stakeholder/role players • To consult the stakeholder via Email.
Courtesy:	• The stakeholders will be treated with courtesy and consideration when they are engaged by the Department.	• The stakeholders will be treated with courtesy and consideration when they are engaged by the Department.	• The stakeholders will be treated with courtesy and consideration when they are engaged by the Department.	• The stakeholders will be treated with courtesy and consideration when they are engaged by the Department.
Access:	• Local Municipal Centres, Community venues and SAPS	• Local Municipal Centres, Community venues and SAPS	• Local Municipal Centres, Community venues and SAPS	• Local Municipal Centres, Community venues and

Information:	venues • 35 Wale Street, Cape Town, 8001 • The information will be shared during Department's Community Outreach programme • Advertisement in printed media and on government website • Email communication	venues • 35 Wale Street, Cape Town, 8001 • The information will be shared during Department's Community Outreach programme • Advertisement in printed media and on government website • Email communication	venues • 35 Wale Street, Cape Town, 8001 • The information will be shared during Department's Community Outreach programme • Advertisement in printed media and on government website • Email communication	SAPS venues • 35 Wale Street, Cape Town, 8001 • The information will be shared during Department's Community Outreach programme • Advertisement in printed media and on government website • Email communication
Openness and transparency:	• Evaluation mechanism after each training session • Quarterly reports submitted to Chief Director • Annual Performance Report • Youth recruitment sessions • Youth graduation ceremonies • Partnership panel minutes	• Evaluation mechanism after each training session • Annual impact assessment completed. • Quarterly reports submitted to Chief Director • Annual Performance Report • Quarterly Performance Reviews • Youth graduation ceremonies • Partnership panel minutes	• Evaluation mechanism after each training session • Annual impact assessment completed. • Quarterly reports submitted to Chief Director • Annual Performance Report • Quarterly Performance Reviews • Youth graduation ceremonies • Partnership panel minutes	• Evaluation mechanism after each training session • Quarterly reports submitted to Chief Director • Annual Performance Report • Quarterly Performance Reviews • Youth graduation ceremonies • Partnership panel minutes
Redress:	Directorate line manager aims to address issues raised by Stakeholders.	Directorate line manager aims to address issues raised by Stakeholders.	Directorate line manager aims to address issues raised by Stakeholders.	Directorate line manager aims to address issues raised by Stakeholders.
Value for money:	• Service is rendered at client level (communities) and provided within the approved budget	• Service is rendered at client level (communities) and provided within the approved budget	• Service is rendered at client level (communities) and provided within the approved budget	• Service is rendered at client level (communities) and provided within the approved budget
Human resources:	1 x Deputy director 1 x Assistant Director	1 x Deputy director 1 x Assistant Director	1 x Deputy director 1 x Assistant Director	1 x Deputy director 1 x Assistant Director
Cost:	R 13 000 000	R 13 327 000	R 13 879 000	R 14 206 000
Time:	Annually	Annually	Annually	Annually

WCG DOCS 2018 – 2021 SDIP

14. Conclusion

The Department of Community Safety is committed to delivering on its mandatory obligations and continuously strive to improve its services to its clients and appropriately account to its stakeholders. There is a deliberate intent from the Top Management to see to the successful implementation of the improvement plan and achieve the objectives set out in this document.