



**Western Cape
Government**

Community Safety

5 Year Strategic Plan 2020-25

Department of Community Safety

EXECUTIVE AUTHORITY STATEMENT

The Department of Community Safety is guided by its Constitutional mandate to provide oversight over policing in the Western Cape. However, as the Minister of Community Safety I strongly feel that this Department further has a responsibility to ensure the safety of the province's citizens, as exemplified by the safety priorities listed for this Department in the Western Cape Safety Plan. The Department is further guided by the Vision Inspired Priority (VIP) 1 which aims to build safe and cohesive communities.

Two of the Department's pioneering programmes which safeguard the province are the Neighbourhood Watch (NHW) Programme and the Community Policing Forums (CPFs). To ensure the success of the NHW Programme, the Department continuously accredits NHW structures throughout the Province. The NHW system is rapidly growing with many communities enquiring as to how they can be accredited with the Department. We will continue to support and strengthen the NHW system in this financial year with emphasis on strengthening and bringing on board the many farm-watch and rural based watches across the Province.

I have found NHWs and CPFs to be crucial partners at a community level and will continue to ensure that they work together to improve perceptions and experiences of safety. The Department will continue encouraging CPFs and Cluster Boards to enter joint Memorandums of Understanding (MOUs) based on their safety plans with municipalities. CPFs will continue to receive training, support interventions, and matching grants. In the coming financial year, my Department will work together with the National Civilian Secretariat for Police Service (CSPS) to review the policy guidelines for CPFs.

Among the priorities outlined in the Safety Plan is the reduction of alcohol-related harms. Statistics show an incontrovertible correlation between violence and the abuse of alcohol and other addictive substances. Over the next five years, the Department will work with the Western Cape Liquor Authority (WCLA) to address harms associated with alcohol abuse.

Through the implementation of the Western Cape Safety Plan, my Department is exploring the establishment of 'DOCS Hotspots' within communities. The aim of which is to localise various strategies and policies of the Department. This initiative is in line with the District Coordinated Service Delivery Model and will ensure that our services and programmes are accessible to people, particularly those living in rural areas. It is envisioned that the local presence of the department in communities will aid in unblocking service bottlenecks and facilitate better communication with community members by raising awareness and enhancing responsiveness to safety concerns.

In my term as the Minister of Community Safety, greater emphasis will be put on building sustainable relationships between communities and policing structures as this is critical for the overall objective of a safer Province.

Over the next 5 years, I place much emphasis on the development of young people, as outlined and supported by the Safety Plan. Many young people are drawn towards participation in various kinds of anti-social activities because of a lack of sustained, credible and relevant opportunities; be it in terms of education, personal development, employment or recreation. I will work with other government Departments and stakeholders in the public and private sectors to expand the raft of opportunities for young people. These partnerships will simultaneously strengthen, and where necessary reconceptualise, the Department's youth-focussed programmes including the Youth and Safety Religion Partnership (YSRP) Programme and the highly successful Chrysalis Youth Academy.

The Department of Community Safety will continue to provide oversight over institutions which safeguard the Province. However, it will not be possible to create a safer Western Cape without the buy-in of every single resident. We must work Better Together if we are to make the Province a safer place in which to live.

A handwritten signature in black ink, appearing to read 'A. Fritz', is positioned above the typed text.

**EXECUTIVE AUTHORITY OF THE DEPARTMENT OF COMMUNITY SAFETY
WESTERN CAPE MINISTER OF COMMUNITY SAFETY, MINISTER ALBERT FRITZ
MARCH 2020**

ACCOUNTING OFFICER STATEMENT

The Western Cape Government Department of Community Safety has been tasked to lead the implementation of the Provincial Vision Inspired Priority (VIP): 'Safe and Cohesive Communities'.

The Western Cape Safety Plan details how all provincial departments, and in close collaboration with national departments and local government, will go about creating such envisaged safe and cohesive communities. The Department of Community Safety, in particular, has been tasked to

- oversee the training and deployment of 3 000 law enforcement officers and 150 investigators to places and at times where and when violent crime happens;
- expand the Chrysalis Academy programme;
- enhance police oversight systems; and
- work to reduce the harms caused by alcohol abuse.

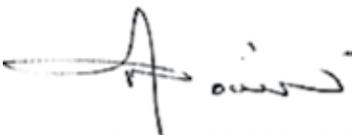
The deployment of the additional law enforcement officers is done in a partnership and joint funding agreement between the City of Cape Town and the Department of Community Safety. The deployment of the investigators forms the core of the protocol agreement with the South African Police Service the purpose of which is to increase the prosecution rates, in priority areas of murder cases.

The expansion of the Chrysalis Academy programme will focus on increasing the number of youth who benefit from the programme, increased referrals of youth at risk from priority areas, linking priority schools and teachers to the Academy and diverting youth away from crime into programmes and youth camps.

Enhanced systems of police oversight will build on the current work done by the Department by increasing the number of cases subjected to the Court Watching Briefs programme, which is now fully sanctioned by the National Minister of Police. We will also enhance the impact of our oversight inspections to 151 police stations in the Western Cape. This will be done by the development of improvement plans and conducting follow-up inspections of police stations in prioritised areas. Thematic inspections on domestic violence, the state of detective services and the functionality of Community Police Forums and Neighbourhood Watch Structures will be conducted.

The negative impact of alcohol abuse is known and has been verified by various studies and research projects. In order to address this, the Department will attempt to expedite the legislative and structural reforms required to ensure that the Western Cape Liquor Act ensures the efficient and effective regulation of micro-manufacturing, trade and sales of all alcohol products in the Western Cape. This will include achieving full financial sustainability and viability of the Western Cape Liquor Authority.

I commend the entire staff complement of the Department. The task at hand needs all of us, including our stakeholders and partners, to work together toward achieving our vision of a Safer Western Cape.



ACCOUNTING OFFICER OF THE DEPARTMENT OF COMMUNITY SAFETY
WESTERN CAPE HEAD OF DEPARTMENT OF COMMUNITY SAFETY, MR GIDEON MORRIS
DATE: MARCH 2020

OFFICIAL SIGN-OFF

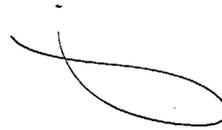
It is hereby certified that this Strategic Plan

- was developed by the management of the Department of Community Safety under the guidance of the Minister of Community Safety, Adv. Albert Fritz;
- takes into account all the relevant policies, legislation and other mandates for which the Department of Community Safety is responsible; and
- accurately reflects the impact and outcomes which the Department of Community Safety will endeavour to achieve over the period 2020 – 2025.

Ms Lindè Govender
Programme 1: Management Support



Adv. Yashina Pillay
Programme 2&3: Secretariat for Safety and Security



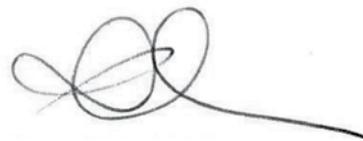
Mr Simion George
Programme 4: Security Risk Management



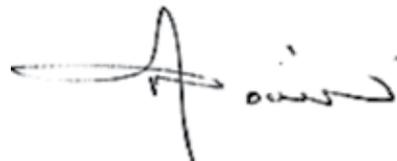
Mr Moegamat Frizlar
Chief Financial Officer



Ms Ansaaf Mohamed
Head Official responsible for Planning



Mr Gideon Morris
Accounting Officer



Approved By:

Minister Albert Fritz
Executive Authority of the Department of Community Safety



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LIST OF ABBREVIATIONS

CPFs	Community Police Forums
CSPS	Civilian Secretariat for Police Service
CWB	Court Watching Briefs
DoCS	Department of Community Safety
DVA	Domestic Violence Act
EPWP	Expanded Public Works Programme
ICT	Information and Communication Technology
IPID	Independent Police Investigative Directorate
MEC	Member of Executive Council
NHWs	Neighbourhood Watches
PNPs	Policing Needs and Priorities
SAPS	South African Police Service
VIP	Vision Inspired Priority
WCCSA	Western Cape Community Safety Act
WCG	Western Cape Government
WCLA	Western Cape Liquor Authority
WCPO	Western Cape Police Ombudsman
YSRP	Youth Safety and Religion Partnership

**PART A:
OUR MANDATE**

PART A: OUR MANDATE

1. CONSTITUTIONAL MANDATE

Constitution of the Republic of South Africa, 108 of 1996

Provincial governments have been assigned a number of policing functions, powers and duties within **Chapter 11** of the Constitution of the Republic of South Africa, 108 of 1996, as set out below:

- To determine the Policing Needs and Priorities for the Province as per section 206(1) read with 206(2);
- To monitor police conduct as per section 206(3)(a);
- To oversee the effectiveness and efficiency of the police service, including receiving reports on the police service as per section 206(3)(b);
- To promote good relations between the police and the community as per section 206(3)(c);
- To assess the effectiveness of visible policing as per section 206(3)(d);
- To liaise with the Cabinet member responsible for policing with respect to crime and policing in the province as per section 206(3)(e);
- To investigate, or appoint a commission of inquiry into, any complaint of police inefficiency or a breakdown in relations between the police and any community as per section 206(5)(a);
- To consider and refer complaints to the Independent Police Investigative Directorate (IPID) and to monitor the investigation of such complaints as per section 206(6);
- To require the provincial commissioner (SAPS) to appear before the provincial legislature or any of its committees to answer questions as per section 206(9);
- To receive and consider the annual report on policing in that province from the provincial commissioner as per section 207(5); and
- To consider and institute appropriate proceeding against the provincial commissioner if the provincial executive has lost confidence in that provincial commissioner as per section 207(6).

These functions are assigned (delegated) to the MEC of Community Safety as per section 206(4).

Also important to note that, as per Schedule 4 of the Constitution, policing is an area of concurrent legislative competence albeit only to the extent that the provisions of Chapter 11 confer them upon the Provincial Legislator.

Constitution of the Western Cape Act 1 of 1998, Section 66 Policing functions of Western Cape Government

The powers, functions and duties on policing which are assigned to provincial governments by the Constitution of the Republic of South Africa is confirmed in the Constitution of the Western Cape and in particular in **Sections 66(1) read with (2)**.

2. LEGISLATIVE AND POLICY MANDATES

Western Cape Community Safety Act (WCCSA), 3 of 2013

The Premier of the Province of the Western Cape assented to the WCCSA which was published in the Provincial Gazette No. 7116 dated 5 April 2013.

The WCCSA provides for the carrying out and the regulation of the functions of the Province and the Department of Community Safety under Chapter 11 of the Constitution of the Republic of South Africa, 1996 and Chapter 8 of the Constitution of the Western Cape, 1997, to provide for the support of and cooperation with the Civilian Secretariat of Police Service and the Provincial Secretariat establishment in terms of the Civilian Secretariat of Police Act 2 of 2011.

Civilian Secretariat for Police Service Act, 2 of 2011

This Act gives effect to Section 208 of the Constitution by establishing the Civilian Secretariat to function under the direction of the National Minister of Police. The Western Cape Department of Community Safety is mandated, under the auspices of the Provincial Secretariat, to –

- i. Establish and promote partnerships;
- ii. Manage the enhancement of community safety structures with the province; and
- iii. Provide guidance to community police forums and associated structures and facilitate their proper functioning.
- iv. Promote professional policing through effective oversight

Control of Access to Public Premises and Vehicles Act 53 of 1985

This Act gives effect to the safeguarding of premises, vehicles and contents thereof, including the people either therein or thereon. It provides access control of persons entering and exiting WCG premises and/or vehicles and requires persons to be examined should they have electronic or other apparatus in order to determine the presence of any dangerous objects in their possession or custody or under his control.

Minimum Information Security Standards Act (MISS) 1996

The MISS ensures the appointment of Security Managers; Establishment of security committees; Security administration; Information security; Personnel security; Physical security; ICT security and development of business continuity plans.

The Protection of Personal Information Act 4 of 2013 (POPI Act or POPI Law)

Sets conditions for how you can process information. It has been signed by the President and is law.

Private Security Industry Regulatory Authority Act, 56 of 2001

This Act ensures that services procured on behalf of WCG and duties performed by WCG staff are in compliance with the Act.

Western Cape Liquor Act (WCLA), 2008 (Act 4 of 2008)

The Premier of the Western Cape approved the transfer of the executive responsibility related to the WCLA to the Minister of Community Safety under section 47 of the Constitution of the Western Cape, 1997 with effect from 1 April 2016. These functions are in relation to the administration of, and the powers and functions in terms of the Western Cape Liquor Act, 2008 and the regulations made thereunder. The Department performs an oversight role over the WCLA, ensuring that the timeframe and compliance submissions are met in relation to sections 28(3)(b) and 29(3)(b) of the Western Cape Liquor Act, 2008.

3. INSTITUTIONAL POLICIES AND STRATEGIES OVER THE FIVE YEAR PLANNING PERIOD

Name of the Policy	Outline of key responsibilities it places on the department
Minimum Information Security Standards (MISS) 1996	Regulates minimum security standards. One of the core functions of the Department is to ensure compliance within the Western Cape Government (WCG).
Minimum Physical Security standards (MPSS)	Regulates physical security in the Government, parastatals and key national points. The Department's responsibility is to ensure compliance with the physical security standards. Protection of State property is key to the Department's core function.
Cabinet decision 313 of 1997 (23 July 97)	Policy for funding safety and security projects that contains: <ul style="list-style-type: none"> • Assessment criteria for registration of Community Police Forums (CPFs) in the Western Cape Province; • Levels of authorisation; and • Conditions applicable to projects.
The Provincial Transversal Security Policy, 2005	Regulates security environment within the WCG: <ul style="list-style-type: none"> • Custodians of the policy and its universal implementation and compliance within the WCG.
The National Vetting Strategy, 2006	The Department is mandated to facilitate and coordinate security competency of employees and contractors within the WCG.
Monitoring and Evaluation Conceptual Framework	The purpose of the framework is to ensure that programme performance information is appropriately used for planning, budgeting and management purposes, i.e. to: <ul style="list-style-type: none"> • Set performance targets prior; from the beginning of the financial year to; review performance and take management action in; evaluate performance at the end of the financial year.
Integrated Development Plan (IDP) as prescribed	The Department of Provincial and Local Government's IDP Guidelines summarises the purpose of the Integrated Development Planning Process as follows: <ul style="list-style-type: none"> • Eradicating the development legacy of the past; • A mechanism to promote social equality; • A weapon in the fight against poverty and crime; • A device to improve the quality of people's lives through the formulation of integrated and sustainable projects and programmes; • An instrument to insure more effective and efficient resource allocation and utilisation; and • A barometer for political accountability and a yardstick for municipal performance; fostering co-operative governance.

Name of the Policy	Outline of key responsibilities it places on the department
Western Cape Government Safety and Security Risk Management Strategy (WCGSSRMS)	<p>The strategy is designed to:</p> <ul style="list-style-type: none"> • Provide a strategic road map, directing a shift in how security is perceived and how it contributes to the overall performance and reputation of the WCG. • Enable the WCG as a whole to be better positioned to facilitate improvement of wider social conditions by reflecting the kind of spaces we want to see within our communities. • Recognise short term opportunities and possibilities but more importantly to outline a pathway for strategic governance of security related risks. • Transform our institutions into organisations which are much more resilient by attending to the relevant governance issues, systems, processes and structures that are required. • Establish institutional readiness and resilience in the face of threats which are inherently uncertain, undefined and ever evolving.
Court Watching Briefs (CWB) programme 2014	<p>The Court Watching Briefs programme was institutionalised within the Department on 06 August 2014 (minute no. 138/2014).</p> <p>Cabinet confirmed on 6 August 2014, that the Court Watching Briefs programme must be a function of the Department and that the feasibility of establishing a Watching Brief Unit be investigated.</p>
Western Cape Alcohol-Related Harms Reduction Policy White Paper	<p>The policy guides the government's approach to the regulation of alcohol in the Province.</p>
Western Cape Government Provincial Strategic Plan 2019 - 2024	<p>The plan sets out the WCG's vision and strategic priorities.</p>

4. RELEVANT COURT RULINGS

None

**PART B:
OUR STRATEGIC FOCUS**

PART B: OUR STRATEGIC FOCUS

1. VISION

Safe and cohesive communities

2. MISSION

In pursuit of community safety, the Department will promote professional policing through effective oversight as legislated, capacitate safety partnerships with communities and other stakeholders (whole-of-society) and to promote safety in all public buildings and spaces

3. VALUES

The core values of the Western Cape Government, to which the Department subscribes, are as follows:

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

4. SITUATIONAL ANALYSIS

4.1 External Environment Analysis

The South African population is estimated to be 58,78 million, with 11,6% (6,884 million) of the population residing within the Western Cape¹. The Provincial Economic Review and Outlook (PERO) 2019 stated that 2,520 million people living in the Western Cape were employed and 610 000 were unemployed. At the 1st quarter of 2019, approximately 3,1 million residents of the Western Cape were economically active, showing a positive increase of 301 000 from 2014.

Poverty and social inequality are known to be key drivers of violence. A direct link between inequality, poverty and crime exists, with particular reference to violent crime². A study conducted by the Centre for the Study of Violence and Reconciliation (CSVR) noted that “South Africa’s economic structure, with high levels of poverty and unemployment, created conditions for the proliferation of violent crimes”³. There are also many other risk factors which contribute to violence, including, gender, age, use of alcohol and drugs to mention a few. South Africa has particularly high rates of gender-based violence (GBV). The South African Police Service (SAPS) crime statistics indicated that during 2018/19 228 women were murdered in the Western Cape. Domestic violence accounts for 5,7% or 228 of the murders that took place in the Western Cape in that year, confirming that intimate femicide is one of the leading courses of female murders in South Africa⁴. Overall crimes against women and children have increased, recorded instances of sexual offences have decreased nationally and in the Western Cape, which may be as a result of women failing to report sexual offences to the police. The 2016/17 Victims of Crime statistical release reported that 250 out of every 100 000 women were victims of sexual offences compared to 120 out of every 100 000 men in the Country⁵.

Studies have found that spatial allocation is a contributing factor towards crime. Condensed areas such as informal settlements, where most particularly the poorest and most marginalised citizens are housed, are known to be hotspots for crime. These crime hotspots are predominantly poor communities, socially fragmented, densely populated and have high levels of crime. It was further found that violent crime usually occurs at specific times. The SAPS 2018/19 crime statistics indicate that out of the national average, 60% of all murders occurred between 15h00 on Friday and 09h00 on Monday, and that 25% of murders occurred between 15h00 on Saturday and 09h00 on Sunday, a mere 18 hours in a week.

There are generally low levels of trust between the community members and the SAPS which often leads to community members not reporting crime. Factors relating to public satisfaction and trust in the police are seen to influence whether citizens report crime⁶. The Victims of Crime survey 2017/18 indicates a significant decrease in the rate of satisfaction with police. The survey found that only 58% of residents were satisfied with police in 2017/18 compared to 71,3% in 2011, highlighting a steady year-on-year decline⁷.

Issues relating to safety and security are also dependent on socio-economic conditions such as youth unemployment, poverty, the burden of disease and social and income inequalities. The increase in population from other provinces to the Western Cape could be as a result of a host of reasons, such as potential or better employment job prospects, access to education opportunities and to basic services or a perceived better quality of life. The Western Cape currently has 349 informal settlements contributing to 21% of priority crime in the Province⁸. Crime, however, remains a factor that affects all people irrespective of their background.

1 *Statistics South Africa. Mid-year population estimates.2019*

2 *Centre for the Study of Violence and Reconciliation. 2008*

3 *Centre for the Study of Violence and Reconciliation. 2008*

4 *South African Police Services (2019). Western Cape Annual Report 2018/19*

5 *Statistics South Africa. Victims of crime survey. 2016/17*

6 *Lancaster, L. The blurred crime picture – the impact of under-reporting. 2013*

7 *Statistics South Africa. Victims of crime survey. 2017/18*

8 *South African Police Services (SAPS).Crime Statistics.2018*

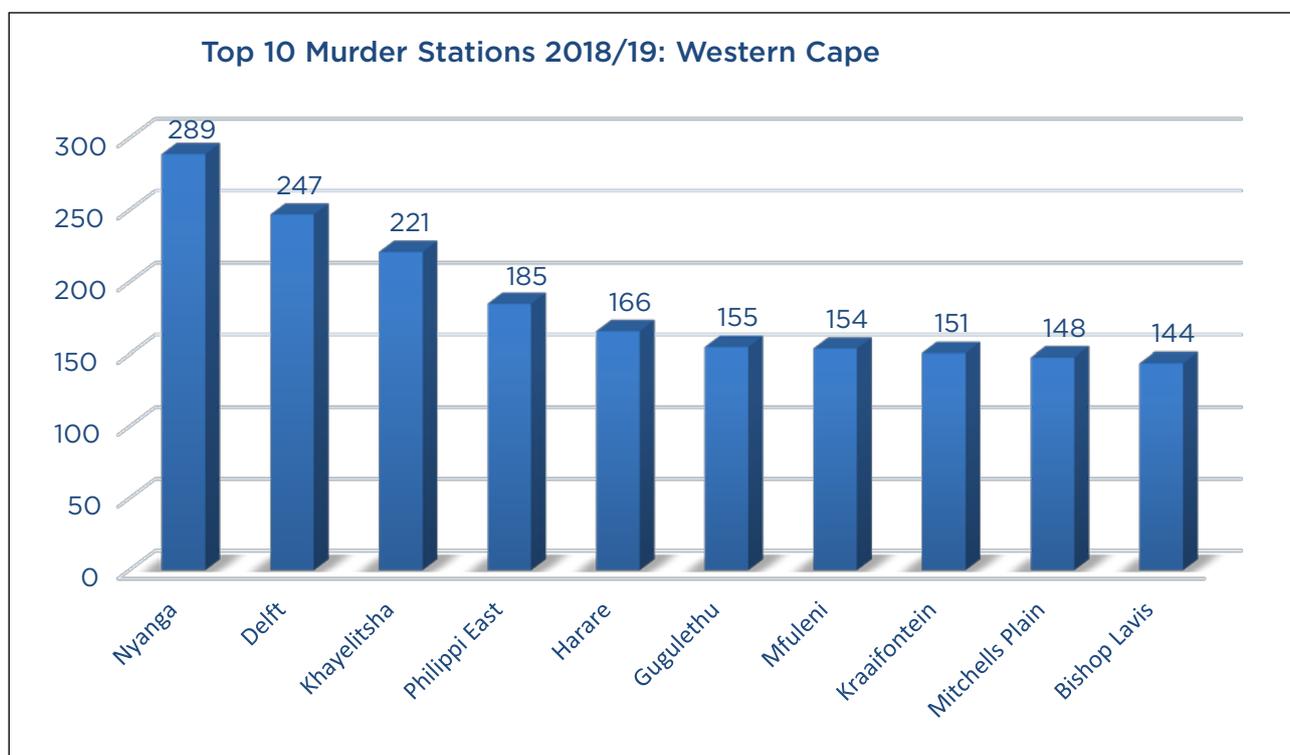
According to the 2018/19 SAPS crime statistics, murder has increased by 3,4% nationally, from 20 336 in 2017/18 to 21 022 in 2018/19, its highest point in 10 years. The Western Cape has the 2nd highest level of murder in the country, with 3 974 reported cases recorded during 2018/19, indicating a 6,6% increase from the previous financial year. The SAPS Annual Report 2018/19 stated that 939 (23,7%) of the 3 974 murders recorded in the Province were gang related. Firearms were weapons of choice accounting for 888 (94,7%) of the 938 gang related murders. Knives accounted for 37 (3,9%) of murders⁹.

Murder, like most other crimes have contributing factors. It is worth noting that within the context of South Africa's violent apartheid history and coupled to current levels of poverty, unemployment and social inequalities are seen to be compounding factors that could contribute to murder¹⁰.

Of the 3 974 murders recorded in the Province, 46,8% (1 860) occurred in just 10 police stations out of the top 30 stations nationally.

Figure 1 below identifies the top 10 murder stations in the Western Cape for the 2018/19 financial year.

Figure 1: Top 10 murder stations in the Western Cape



Based on Figure 1 above, during 2018/19, Nyanga continues to be classified as the top murder station in the Western Cape, followed by Delft and Khayelitsha. During this period a total number of 1 860 murder cases were reported across the 10 police stations identified above. These statistics are a clear indication that further targeted interventions are required to improve safety within the Western Cape.

Overall sexual offences have decreased slightly in the Western Cape from 7 075 to 7 043 in 2018/19. A decrease was seen in the number of rape cases reported from 4 744 cases in 2017/18 to 4 649 but sexual

⁹ Western Cape Government. Department of Community Safety. Western Cape Provincial Crime Analysis. 2019

¹⁰ World Bank. Overcoming Poverty and Inequality in South Africa. An assessment of drivers, constraints and opportunities. 2018

assault has, however, increased from 1 710 cases reported in 2017/18 to 1 757 in 2018/19.¹¹ It is important that the SAPS ensures that their stations and officers are equipped with the correct tools to assist and support victims of rape and sexual assault. All SAPS stations must comply with the Domestic Violence Act (DVA) and have adequately equipped victim support rooms where victims of all ages feel comfortable and safe to report sexual offences.

During 2018, the Department participated in a National Police Station Census project, where the SAPS level of compliance to the DVA was monitored at 150 police stations in the Province. The project revealed that the Western Cape SAPS remains non-compliant to the DVA and that more volunteers are required for victim support rooms. Some of the findings included that Khayelitsha and Atlantis police stations have only one trained volunteer despite having had 1 105 and 1 272 incidents respectively reported in 2018/19. The Delft and Lingeletu West stations have four trained volunteers despite these stations having the second and third highest number of incidents. Beaufort West station has no volunteers.

Alcohol remains one of the single biggest contributors to contact crimes which includes murder, attempted murder, sexual offences, assault resulting in grievous bodily harm, common assault and robbery. According to the 2018/2019 crime statistics, the Western Cape had the highest number of drug related crimes with 81 344 cases recorded.

The Western Cape Department of Health recorded that 50% of homicide deaths tested positive for alcohol, 40% of motor vehicle fatalities had alcohol levels above the legal limit and alcohol was also associated with 60% of pedestrian fatalities¹². According to a 2016 study conducted by the Department of Community Safety in partnership with the University of Cape Town on the nature and extent of the alcohol trade in Khayelitsha, 62% of young people reportedly drank alcohol, 35% drank alcohol at least once a week and 42% reported that they had had a run-in with police¹³.

A survey conducted in 2011 by the Medical Research Council among grade 8-10 learners in schools in the Western Cape found that 66% of learners reported having used alcohol, 23% reported using cannabis and 2% used methamphetamine, commonly known as tik¹⁴. Youth also remain at high risk of being vulnerable to gangsterism and crime.

A research report published by the Department of Social Development found that children who use and abuse alcohol and drugs are at higher risk of becoming perpetrators of violence. Alcohol and drug use/abuse is most affected by exposure to these substances in the household and exposure to it in the community. Boys are significantly more likely than girls to associate with such activities and are thus more vulnerable to suffering violence, and are at greater risk of perpetrating it¹⁵. It was further found that children living in households where there is conflict and violence, are at greater risk of suffering violence as well as perpetrating it. Young males (20-34) are at greatest risk of being murdered in the Western Cape, with the highest number in the 20-24 age category¹⁶. The SAPS Annual Report 2016/17 indicated that persons aged 18-35 years accounted for 57,5% of the total offenders who committed sexual offences.

Youth employment in the Western Cape has grown significantly faster than any other age group over the last five years, with employment for the age cohort 15 to 24-year increasing at an average of 7,9% per annum, and

11 South African Police Services (2019). *Western Cape Annual Report 2018/19*

12 Western Cape Government. Department of Health. *Western Cape Injury Mortality Profile 2010-2016*

13 Western Cape Government. Department of Community Safety. *A mixed methods study of the nature and extent of the alcohol trade in Khayelitsha - and community perceptions. 2017*

14 South African Medical Research Council. *"Survey on Substance use, risk behaviour and mental health among grade 8-10 learners in schools in the Western Cape Province, 2011*

15 Western Cape Government. Department of Social Development. *Understanding of the direct and indirect determinants of violence against women and children in SA. 2016*

16 Western Cape Government. Department of Health. *Western Cape Injury Mortality Profile 2010-2016*

accounting for 21% of net new jobs in the Province¹⁷. Children and youth remain vulnerable to gangsterism, drugs and crime for a plethora of reasons, which could include peer pressure, protection from rival gangs/groups, gaining respect in the community, financial or be fear related. Efforts toward building community cohesion between community members through shared values and beliefs can be seen as one mitigating factor for youth joining gangs.

Strengthening the resilience of youth at risk and shifting them from violence to opportunities has been identified as a priority for the Province. To aid this priority, the Chrysalis Academy has increased its intake, extending the opportunity to more youth. A new partnership with the Department of Economic Development and Tourism will see these graduates being placed in further job opportunities after the completion of their one-year job placement. A number of these graduates are placed in safety roles and contribute to improving safety within the Province.

Research conducted by the Africa Criminal Justice Reform, Dullah Omar Institute, University of Cape Town, indicated that the policing of drugs accounts for the use of a disproportionate amount of criminal justice system resources, with 45% of reported drug crimes in South Africa being in the Western Cape. One in 50 adult men is admitted to remand detention in the Western Cape each year, one in six of the admissions to Pollsmoor prison are for drug possession¹⁸.

Due to the under-reporting of crime as a result of a lack of public trust in government agencies and the criminal justice system, efforts to prevent or combat crime are considerably skewed. This is because crime statistics cannot accurately reflect current realities and it is therefore necessary to take stock of social and community cohesion in terms of the trust relations between government and communities. The Provincial Strategic Plan (PSP) 2019-24 highlights public trust as one of the problem areas within the Western Cape.

The National Development Plan (NDP), 2030 made a direct link between the 'lack of social cohesion' and 'safety in communities'¹⁹. Greater efforts need to be put into the building of social capital and volunteerism within communities to strengthen and foster relations of mutual benefit towards safe and cohesive communities.

South African communities are shaped by a legacy of separation; stark inequality, high rates of poverty and divisive social issues. Social cohesion can be seen as a difficult fundamental challenge in our society as it speaks to issues of trust, respect, dignity, diversity and unwillingness to act on behalf of the marginalised in the face of persistent inequality²⁰.

Social fragmentation has a direct impact on social cohesion and increases social exclusion. Social fragmentation can permeate society, erupting domestic violence in the household and rising crime and violence in the community. Encouraging social cohesion requires collaboration and participation from communities. This might prove to be a challenge in poverty stricken communities where social ills are prevalent. The presence of dysfunctional police forces plays a substantial role in the deterioration of social cohesion and trust within a society, resulting in the rise of lawlessness, crime and violence. The Department's service delivery initiatives are directed at contributing towards the improvement of social cohesion in the Province, however this requires a collaborative effort from the entire WCG as well as society in general.

All the above mentioned factors are considered to be threats and have an impact on the external service delivery environment. The PSP, commits the WCG to building a values-based competent state that enables opportunity and promotes responsibility in a safer Western Cape. Augmented in the PSP is the Vision Inspired

17 *Statistics South Africa. Quarterly Labour Force Survey. Quarter 2 of 2019*

18 *Western Cape Government. Department of Community Safety. Safer Western Cape Conference Report. 2018*

19 *The Presidency, Republic of South Africa. National Planning Commission. National Development Plan. 2011*

20 *University of Cape Town, Poverty inequality initiative. Towards a more cohesive society. 2014*

Priority (VIP) 1 which focuses on building safe and cohesive communities. VIP 1 is further elaborated on in the internal environment.

To address these emerging threats to the safety environment in the Province, specifically violence and violent crime, police capacity and public trust and cohesive communities, the WCG has developed the Western Cape Safety Plan, outlining a number of safety priorities. The plan underpins a number of focus areas and interventions to improve the levels of safety.

In order to gain social cohesion, trust must be built within communities. This can be done through creating community partnerships and stakeholder engagement. Although partnership will be encouraged from the Department, a possibility exists that it may not be widely welcomed and resistance may be encountered. The Department further lacks a stakeholder engagement strategy to improve stakeholder relations.

The Department has implemented a number of social crime prevention programmes that are aimed at building public trust and social cohesion with its partners. The Youth Safety Religion Partnership (YSRP) Programme, a project wherein the Department partners with and funds faith based organisations (FBO's) in communities around the Western Cape to conduct holiday programmes for youth, is one such example.

The Department, through the Expanded Public Works Programme (EPWP), further trains, deploys and places EPWP learners to work at these FBO's during the project implementation.

Safety partnerships with national, provincial and local government will be integrated to include allocated safety priorities for the Province. Social cohesion and public trust will be driven through community based engagements, community partnerships and other empowerment initiatives.

Enhanced enforcement and investigative capacity has been identified as a priority for the Province. This has been presented in the Western Cape Safety Plan through the deployment of additional law enforcement officers and a number of safety initiatives to be implemented by the WCG.

As mentioned above, violence prevention and reduction are inextricably related to broader societal conditions. The PSP therefore focuses on growth and jobs, empowering people and mobility and spatial transformation as the achievement of these outcomes will ultimately result in a safer Western Cape where everyone prospers.

4.2. Internal Environment Analysis

The primary outcome of the NDP is to eliminate poverty and reduce inequality. In working towards the achievement of this outcome, the WCG has committed to building a values-based competent state that enables opportunity and promotes responsibility in a safer Western Cape. To realise this vision, five strategic priority areas have been identified in the PSP 2019-24, named as Vision Inspired Priorities (VIPs). The VIPs are as follows:

- VIP 1: Safe and Cohesive Communities
- VIP 2: Growth and Jobs
- VIP 3: Empowering people
- VIP 4: Mobility and Spatial Transformation
- VIP 5: Innovation and Culture

The Department has been assigned as the lead department for the VIP 1, safe and cohesive communities with the desired impact of a reduction in violent crime and a decrease in the murder rate. To achieve this, a number of interventions have been identified, all of which have been grouped into three focus areas and two cross-cutting themes, namely:

1. Enhanced capacity and effectiveness of policing and law enforcement;
2. Strengthened youth-at-risk referral pathways and child and family-centred initiatives to reduce violence; and
3. Increased social cohesion and safety in public spaces.

The cross cutting themes, which are reducing gang violence and reducing gender-based violence, have been assigned across all five VIPs as this requires a collaborative effort from all WCG departments.

As mentioned in the External Environment above, the Western Cape Safety Plan has been developed identifying certain of the under-lying causes of crime and violence in the Western Cape. The Western Cape Safety Plan also outlines a number of safety priorities set out for the 2019-2024 term. The implementation of interventions of the Western Cape Safety Plan will ultimately contribute to the successful realisation of the vision of the PSP 2019-24.

As the lead department for the VIP 1, a number of service delivery interventions have been prioritised, certain of which have undergone strategic re-orientation to enhance the alignment to the outcomes of the VIP as well as the Western Cape Safety Plan. To drive the above safety agenda, the Department requires further resourcing capacity and funding thereof. The Department is currently undergoing a modernisation process and re-orientation of certain programmes and projects needs to be taken into consideration, to ensure that adequate capacity and resources are available to get the job done as best as possible.

There are currently 290 filled posts within the Department of which 13 are contract posts and 34 are internships. The vacancy rate is currently at 10,6% of which 23 positions are in the recruitment process. Senior Management Service (SMS) posts are 85% filled with two vacant posts which are in the process of being filled. Currently 45% of SMS positions are filled by women. The Department remains mindful of its employment equity priorities. There are 8 (2,7%) employees with disabilities, which is above the national target of 2%. A total 28% of employees are youth and 48,5% are female. The Department remains focused on the recruitment of African males and females in line with its Employment Equity Plan.

The Department of Economic Development and Tourism (DEDAT) has been tasked to transversally advise and support WCG departments in initiating the verification process for departmental compliance to the

Broad-Based Black Economic Empowerment (BBBEE) Act 53 of 2003. The Department is engaging with the DEDAT and is in the process of BBBEE verification.

Information and Communication Technology (ICT) is being managed internally with support provided by the Department of the Premier (DotP). There is currently no existing ICT capacity in departmental organisational structure, however ICT tasks are assigned to staff as an additional performance area. The Department manages three internal ICT governance structures namely the ICT Steering Committee, ICT Strategic Committee and the Data Committee.

The departmental budget allocation over the Medium Term Expenditure Framework (MTEF) period amounts to R2,346 billion. The bulk of this funding relates to transfer payments to the City of Cape Town (CoCT) municipality for the Law Enforcement Advancement Plan (LEAP) which constitutes to R 1,167 billion over the MTEF period. This additional funding is aligned to the Western Cape Safety Plan. Although the Department's budget is sufficient to carry out the Department's mandate, the human resource capacity required to achieve the outcomes of the Western Cape Safety Plan remains a challenge.

The Department is currently in the process of reviewing the Western Cape Community Safety Act (WCCSA) and the Regulations to make provision for further safety requirements, such as broadening the investigative powers. Another Act under review is the Western Cape Liquor Act. The purpose of this review is to strengthen the Western Cape Liquor Authority (WCLA) as well as Law Enforcement Agencies' ability to combat illegal alcohol trading and reduce the availability of cheap alcohol.

Social crime prevention programmes aimed at promoting the prevention of violence against vulnerable groups including children, youth, women, persons living with disabilities and the elderly, will be implemented by the Department. Further community outreach programmes have been identified to engage, educate and empower communities, specifically women.

The Department's youth projects include the Youth Safety and Religion Partnership (YSRP) programme which runs during the June and December school holidays, the Chrysalis Academy, the Youth Work Programme as well as the EPWP. The Department will also run a school-based violence prevention initiative in three identified high risk areas.

The three spheres of government are bound by the Inter-governmental Relations Act, 13 of 2005, to establish a framework for the national, provincial and local governments to promote and facilitate inter-governmental relations; to provide for mechanisms and procedures to facilitate the settlement of inter-governmental disputes; and to provide for matters connected therewith. Certain municipalities continue to view safety as the responsibility of only national and provincial government with the result that safety is often an unfunded mandate and lacks sufficient support. Section 152 of the Constitution spells out the role of local government with regards to promotion of safety. It is therefore important that the Integrated Development Plan (IDP) include the District Safety Plans with resource support and include institutional arrangements. This is being addressed through integration in the Joint District and Metro Approach (JDMA).

The operating environment within which WCG departments are required to function remains volatile, uncertain, complex and ambiguous. As mandated by Provincial Cabinet, the Department is therefore obligated to support WCG departments with the identification of safety and security risks to ensure the continued delivery of services to the citizens of the Province.

The Department has an approved Service Delivery Improvement Plan (SDIP) for the key services, namely key service 1: facilitate consultative interventions with key stakeholders and key service 2: creating partnerships between the Department and organisations that contribute in the field of safety and security. This SDIP is in the currently approved Department of Public Service and Administration (DPSA) required 3-year format.

The approved SDIP with commitments for 2020/21 and will start the final year (year-3) which will conclude on 31 March 2021.

The approved SDIP has links to the Departmental Strategic Plan 2020-2025 and Annual Performance Plan 2020/2021. This is through the direct impact on vulnerable youth by offering alternative opportunities to a life of crime, substance abuser or gansterism. The Department seeks to train and deploy these vulnerable youth with various stakeholders in the field of safety.

It should be noted that it has been confirmed by the relevant DPSA functionaries, that the indicated Service Delivery Improvement Plan Directive (5-year format) has not yet been issued due to resolutions reached at the Governance, State Capacity and Institutional Development Cluster (GSID) meeting (1 August 2019) requiring attention. This Department will address the implementation requirements of the 5-year SDIP once the approved Service Delivery Improvement Plan Directive is released by DPSA.



**PART C:
MEASURING OUR PERFORMANCE**

PART C: MEASURING OUR PERFORMANCE

1. INSTITUTIONAL PERFORMANCE INFORMATION

2. IMPACT STATEMENT

Impact statement The Western Cape is a place where all people are and feel safe

3. MEASURING OUR OUTCOMES

MTSF Priority	Outcome	Outcome indicator	Baseline	Five year target
Priority 6: Social cohesion and Safer Communities	1. Improved governance practices in the Department and oversight over related entities	1.1.1) An improvement in financial and performance matters	Matters in the AGSA management report	AGSA management report with no material matters
	2. Contribute to the efficiency of safety partners and law enforcement agencies through oversight	2.1.1) Improved use of evidence-led data to influence resource allocation of law enforcement agencies	New	5 (Status Reports)
		2.2.2) Increased functionality of safety partners	120	600
	3. Contribute toward the reduction of crime in areas where law enforcement officers are deployed	3.1.1) Increase in Law Enforcement Officers deployed	New	3 000
Priority 2: Economic Transformation and Job Creation	3.1 Contribute toward the reduction of youth unemployment	3.1.2) Increased skills capacity of youth	1 000	5 500
Priority 6: Social cohesion and Safer Communities	4. Resilient WCG in support of legislative mandates and to create a sense of wellbeing for all who work in or use WCG facilities/services	4.1.1) Strategically lead the safety and security agenda	1 (Status Report)	5 (Status Reports)
	4.1 Capacitated community safety structures	4.1.2) Increase in accredited Neighbourhood Watch structures	100	500

Outcome indicators are strategically linked to the priority areas

3.1 Explanation of Planned Performance over the Five Year Planning Period

The Department is strategically linked to the National Development Plan (NDP) National Outcome 3: 'All people in South Africa are and feel safe'. The NDP outcome 3 is further cascaded to the Medium Term Strategic Framework (MTSF) priority 6: Social Cohesion and Safer Communities.

The Western Cape Government Provincial Strategic Plan (PSP) 2019/2024 sets out the Priorities for the Western Cape Government, namely the Vision Inspired Priorities (VIPs). The Department has been assigned as the lead Department for the VIP 1: Safe and Cohesive Communities. To address the rise in crime in the Province, the WCG has developed the Western Cape Safety Plan. The Western Cape Safety Plan seeks to contribute to the NDP vision of professional (policing) institutions staffed by skilled, disciplined, ethical individuals who value their work and serve the community.

The Department is mandated by the Constitution of RSA, section 206 to monitor police conduct, oversee the effectiveness and efficiency of the police service, promote good relations between the police and the community, assess the effectiveness of visible policing and liaise with the Cabinet member responsible for policing with respect to crime and policing in the Province.

To increase safety in the Western Cape, policing resources need to be utilised adequately and when and where most needed. To provide additional law enforcement resources to support safety measures, the Department, through its partnership agreement with the City of Cape Town (CoCT) namely the Law Enforcement Advanced Plan (LEAP) will oversee the funding, recruitment, training and deployment of 3 000 learner law enforcement officers over the next five years. The first 500 officers have successfully been recruited and trained and was deployed during February 2020 to areas where they were most needed. The second group of learner law enforcement officers are expected to be appointed in July 2020. The project aims to increased law enforcement visibility and to improve service delivery in the fight against crime.

The allocation of policing resources will be influenced through the Policing Needs and Priority (PNP) workshops. These will be conducted in all district municipalities as well as the CoCT. This will see communities voicing their safety needs and priorities and specific focus will be placed on gender based violence. The PNP report provides the opportunity for the Department to make recommendations to the national police minister on key crime prevention and policing concerns. These would include the need for intelligence-led policing of gangs and gang-related crime, the development of a specific approach to environmental crime, such as abalone poaching, and crimes affecting the business sector and tourism. The data collected through these workshops and other research will be consolidated into a PNP report.

Funding has been allocated to expand the Department's investigative oversight capacity over police performance and efficiency. This will help to increase the conviction rate of serious offenders and to address the under resourcing of police, specifically detective services. Currently, the Western Cape Police Ombudsman investigates complaints of police inefficiency. The Department's Court Watching Briefs programme identifies systemic failures of the police in criminal cases at courts in the Province. The expansion of an investigative capacity will include the funding, recruitment, training and deployment of up to 150 investigative officers over the 5-year term. Partnership with the CoCT and the SAPS will be explored in order for these investigative officers to reinforce the skills and resources of their respective detective and investigative capabilities.

As stated in the Western Cape Safety Plan, children who witness violence or are victims of violence are at greater risk of committing violence as an adult, or being victimised as women. Strengthening the resilience of youth at risk and shifting them from violence to opportunities for personal growth and development has been identified as a priority for the Province. To aid this priority, the Chrysalis Academy has increased its intake, extending opportunities to more youth. A new partnership with the Department of Economic Development and Tourism will see these graduates being placed into further job opportunities after the completion of their

one-year job placement. A number of these graduates are placed in safety roles and contribute to improving safety within the Province. The Department's partnership with the Chrysalis Academy is linked to the MTSF priority 2: Economic transformation and job creation.

The Department has implemented a number of social crime prevention programmes that are aimed at building public trust and social cohesion with its partners. The Youth Safety Religion Partnership (YSRP) Programme, a project in which the Department partners with and funds faith based organisations (FBO's) in communities around the Western Cape to conduct holiday programmes for youth, is one such example. The Department, through its EPWP Programme, trains, deploys and places EPWP learners to work at these FBO's during their project implementation. This resource, in terms of its physical currency provided by the Department, can be seen linking both monetary and non-monetary benefits which will be measured in terms of social capital. The Department will continue to implement the above mentioned programmes and projects and intends to expand certain programmes such as the YSRP to rural communities in order to have a broader reach.

Focus will be placed on increasing school safety. The safety and security resilience scorecard will be used to identify risks at identified schools, to determine safety risks and identify mitigating measures. Not only will the provision of this baseline data strengthen learners and educators resilience but the analysis will inform decision-making and the appropriate allocation of WCED resources. The School Resource Officers will also be deployed to high risk schools in partnership with the City of Cape Town. This project has proven to be a valuable tool to schools and assisted in times of emergency. A further deployment of the Neighbourhood Watch is also envisaged to patrol at identified schools in order to reduce incidents of vandalism and to enhance safety at schools.

To deliver the vision of a safer Western Cape for all a 'whole-of-society' and 'whole-of-government' approach is required. The Department will continue to build new and strengthen existing safety partnerships, with all spheres of Government, community safety structures and other safety stakeholders and partners.

The Department will continue to facilitate the process of accrediting Neighbourhood Watch (NHW) structures that play an integral role in the safety of communities. Basic training and support services will be provided to NHWs and explore ways of enhancing the role of NHWs within the community. Funds have been set aside for NHW community projects. Accredited NHW structures are invited to apply for funding of safety programmes in high risk areas in the Province. The work of the accredited NHW structures is valued by the Department and can serve to build and improve public trust and reciprocity, thereby increasing community safety perceptions and social cohesion.

To enhance the NHW project, the Department has developed the Neighbourhood Watch Information Management system. This system will serve as the main data source for all NHW information and will cover all activities relating to Section 6 of the WCCSA. There are three modules, namely Accreditation, Training and Funding. Currently the Accreditation Module has been completed, this allows applicants to apply online, making the application process easier and faster. The system will be further explored over the 5-year period.

District Municipalities remain an important safety partner to the Department. Due to the capacity constraints within municipalities and the funding received from the Department during the 2019/20 financial year, municipalities are encouraged to partner with the Department. The Department will capacitate these municipalities to activate the safety plan implementation, including the development of community resilience capacity at district municipality level, and to establish K9 Units. These K9 units will see trained dogs and dog handlers assisting with law enforcement operations.

The Western Cape Safety Plans cross-cutting themes of reducing gender based violence and gang violence will be addressed through conducting policing oversight at all 151 police stations across the Province. Recommendations will be made and reported to the Standing committee on Community Safety, the

Provincial Commissioner and MINMEC. The purpose of these oversight visits are to ensure that the SAPS stations are adequately equipped to deal with cases of gender based violence, and that victim support rooms are available and compliant to the Domestic Violence Act (DVA). An analysis will be conducted on the safety and security data collected from different stakeholders to support and inform violence prevention initiatives and the implementation of the Safety Plan at the identified 11 police precincts.

The Department currently chairs the Provincial Joints Priority Committee on the National Anti-Gang Strategy and the Murder Committee and forms part of the Safe Schools committee. These committees comprise various partners within the Justice, Crime Prevention and Security (JCPS) cluster. They meet regularly to discuss high level safety matters and to look at ways of increasing safety within the Province. The Department also leads the Western Cape Government Safety and Security Management Forum and is the custodian of Transversal Security Risk Management and Occupational Health and Safety. The Department further participates in the Safety Cabinet chaired by the Premier of the Western Cape, where progress of the Western Cape Safety Plan priorities are reported upon.

To address the abuse of alcohol in the Province and to reduce excessive consumption and related safety issues, the Department, in partnership with its entity, the Western Cape Liquor Authority (WCLA), will continue to implement the Alcohol Harms Related White Paper Policy. Amendments will be proposed to the WC Liquor Act. These will strengthen the WCLA as well as law enforcement agencies ability to combat illegal alcohol trading and reduce the availability of cheap alcohol. The Department has further committed to developing a financial model to encourage the WCLA to become self-sustainable.

Although the Department of the Premier have framed strategic priority areas with a focus on the citizen (service delivery orientated), one of the roles of the Department, within the Programme, Security Risk Management requires the Department to support WCG departments to perform on their respective mandates. These WCG departments are supported to manage safety and security related risks, thereby enhancing the ability of government departments to respond to and continue to provide services to the citizens of the Western Cape.

The service delivery environment is continually evolving and fraught with uncertainty. This requires Government to become more innovative. In support of Innovation and Culture, the use of safety and security intelligence systems need to be explored. This could allow for the integration of existing systems in the fight against crime.

In order to strengthen and maintain governance and accountability, the safety and security agenda needs to be vigorously pursued. It is therefore imperative that the provincial leadership is capacitated to support the safety and security agenda. The Department will continue to play a strategic leadership role to WCG departments from a safety and security perspective to appropriately deal with stressors and shocks in the execution of their mandates. The Transversal Safety and Security Risk Management Strategy informed all future developments in the management of security related risks in the WCG. The Strategy has since evolved and requires the revisiting of the current centralised security risk management model. The appropriateness of the current vehicle of delivery opposed to an alternate mechanism, needs to be determined, taking the changing environment into account.

In support of increased social cohesion and safety of public spaces, WCG departments will be assisted with methodologies favouring risk identification aligned to core business functions. As a response appropriate mitigations will be determined. An area based approach has been adopted when conducting safety and security risk assessments to provide a more holistic view of the risks in an area. The Department will also continue to provide access and egress control at high risk facilities as a stop gap approach.

To ensure the health and safety of WCG employees, departments will be empowered to maintain the wellness of staff. Departments will be guided in ensuring that the health and safety of WCG employees remains a priority by establishing and standardising Occupational Health and Safety (OHS) policies and procedures for the WCG.

A core element of building and maintaining infrastructure includes the maintenance and protection of core provincial infrastructure and investment in resource resilient infrastructure. The Department will continue to build partnerships with key partners and stakeholders to improve security in the WCG. In developing a collaborative inter-departmental approach towards security, a partnership with the Department of Transport and Public Works will be facilitated to influence infrastructure at the design stage. The Centre for e-Innovation (CeI) will also be consulted to further unpack the complexities associated with the security of information for the WCG.

The Department will develop a model to support crime prevention in order to facilitate collaborative partnerships in support of strong and resilient communities. The model, however, requires further exploration to ensure alignment with the safety outcomes articulated by the Province. This will necessitate consultation with municipalities (local government), the private security sector and other stakeholders to determine the preferred approach to bolster the fight against crime in the Province. The Department has however, in the interim, committed to supporting municipalities with the establishment of K9 Dog Units. It has been proposed that an in-house K9 Dog Unit be established for the WCG. The in-house K9 Dog Unit will be positioned within the current security structures of the Department.

4. KEY RISKS AND MITIGATIONS

Outcome	Key risk	Risk mitigation
Improved governance practices in the Department and oversight over related entities	Inability of the Western Cape Liquor Authority (WCLA) to become self-sufficient.	Governance oversight with regards to APP, budgets, monthly and quarterly reporting on financial performance information, Department attends board meetings, Audit committee meetings. Regular engagement between the Board Chairperson and CEO of the WCLA and the Department.
Contribute to the efficiency of safety partners and law enforcement agencies through oversight	The Department may not have the required resources to enable the full implementation of the effective oversight mandate.	Organisational Design Investigation and finalisation of the modernisation.
Contribute to the reduction of crime in areas where law enforcement officers are deployed	Effective monitoring of the implementation plan of the law enforcement officers deployed.	Reprioritisation of Sub-programme resources Transfer Payment Agreement between DoCS and CoCT. Monitoring and Evaluation protocol to be put in place and a project plan for the monitoring of law enforcement officers to be developed.
Employment opportunities created to shift youth at risk contribute towards the reduction of youth unemployment	Inability to attract youth to apply for employment due to stipend payment and better employment opportunities.	Stipend increased to R100 per day since 1 November 2018. A MoU is in place with institutions where youth are placed on the EPWP projects during holiday periods.
Resilient WCG in support of legislative mandates and to create a sense of wellbeing for all who work in or use WCG facilities / services	Failure of WCG departments to align to safety and security risk management methodologies.	Management of relationship between WCG departments and DoCS, in respect of inter-departmental approved MOU (Safety and Security) which are reviewed and updated annually in order to stay relevant. Ongoing security awareness programmes conducted.
Accredited NHW structures in terms of Section 6 of the WCCSA	Marginalisation of safety partners which could result in an absence of safety partners in rural areas mainly due to the complexity of application processes.	Review of the WCCSA to simplify the accreditation process and shorten the lengthy process of application. The Department has developed the Neighbourhood Watch Information Management system which allows applicants to apply online, making the application process easier and faster.

5. PUBLIC ENTITIES

Name of Public Entity	Mandate	Outcomes	Current Annual Budget (R thousand)
Western Cape Liquor Authority (WCLA)	The mandate of the Western Cape Liquor Authority is vested in the Western Cape Liquor Act, Act 4 of 2008, as amended by the Western Cape Liquor Amendment Act, 2010, Act 10 of 2010, Western Cape Liquor Amendment Act, Act 3 of 2015 read with the Western Cape Liquor Regulations of 2011 amended in July 2017.	Reforming of the WCLA to achieve the effectiveness and efficiency of the regulatory environment.	R 42,108 million



**PART D:
TECHNICAL INDICATOR DESCRIPTIONS**

PART D: TECHNICAL INDICATOR DESCRIPTIONS (TID)

Indicator number	1.1.1			
Indicator title	Improved governance practices in the Department and oversight over related entities			
Short definition	An indication of audit opinion obtained from the Auditor-General in respect of the preceding financial year. It is recognised that the audit opinion is applicable to all potential audit areas			
Purpose	Improve corporate governance resulting in minimal adverse findings from assurance providers. It contributes to ensuring that the audit opinion obtained is unqualified with no matters			
Source of data	Annual Report/Management and audit report of the Auditor-General			
Method of calculation	Count			
Data limitations	None			
Type of indicator	Input:	Activities:	Output:	Outcome: X
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: X	
	Demand Driven Indicator:		Yes, demand driven:	
		No, not demand driven: X		
Calculation type	Cumulative Year-end:	Cumulative Year-to-date:	Non-cumulative: X	
Reporting cycle	Quarterly:	Bi-annually:	Annually: X	Biennially:
Desired performance	Higher than target:	On target: X	Lower than target:	
Indicator responsibility	Programme 1: Programme Manager			
Spatial transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for women:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumptions	The financial management and performance of the Department will improve			
Means of verification	Annual Report/Management and audit report of the Auditor-General			

Indicator number	2.1.1			
Indicator title	Improved use of evidence-led data to influence resource allocation of law enforcement agencies			
Short definition	Data generated through public consultations / workshops and through the monitoring and reporting of issues relating to law enforcement agencies			
Purpose	To influence resource allocation using evidence led data generated			
Source of data	Monitoring tools / reports			
Method of calculation	Count			
Data limitations	None			
Type of indicator	Input:	Activities:	Output:	Outcome: X
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: X	
	Demand Driven Indicator:		Yes, demand driven:	
		No, not demand driven: X		
Calculation type	Cumulative Year-end:	Cumulative Year-to-date:	Non-cumulative: X	
Reporting cycle	Quarterly:	Bi-annually:	Annually: X	Biennially:
Desired performance	Higher than target:	On target: X	Lower than target:	
Indicator responsibility	Programme 2: Programme Manager			
Spatial transformation (where applicable)	10 Police Stations affected by High Murder			
Disaggregation of beneficiaries (where applicable)	Target for women:	Not applicable		
	Target for youth:	Not applicable		
	Target for people with disabilities:	Not applicable		
Assumptions	Data generated will be used to influence resource allocation			
Means of verification	Monitoring tools / reports			

Indicator number	2.1.2			
Indicator title	Increased functionality of safety partners			
Short definition	Assessment of the functionality of safety partners through various tools			
Purpose	To assess safety partners using various tools to determine whether they are functional			
Source of data	Various tools			
Method of calculation	Count			
Data limitations	None			
Type of indicator	Input:	Activities:	Output:	Outcome: X
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: X	
	Demand Driven Indicator:		Yes, demand driven:	
		No, not demand driven: X		
Calculation type	Cumulative Year-end:	Cumulative Year-to-date:	Non-cumulative: X	
Reporting cycle	Quarterly:	Bi-annually:	Annually: X	Biennially:
Desired performance	Higher than target:	On target: X	Lower than target:	
Indicator responsibility	Programme 2: Programme Manager			
Spatial transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for women:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumptions	Safety partners are functional			
Means of verification	Various tools			

Indicator number	3.1.1			
Indicator title	Increase in Law Enforcement Officers deployed			
Short definition	Law enforcement Officers are deployed to priority areas			
Purpose	Law enforcement officers are deployed to serve as force multiplier to boost law enforcement capacity in areas			
Source of data	Deployment database			
Method of calculation	Count			
Data limitations	None			
Type of indicator	Input:	Activities:	Output:	Outcome: X
	Service Delivery Indicator:		Direct Service Delivery: X	
			Indirect Service Delivery:	
	Demand Driven Indicator:		Yes, demand driven: X	
			No, not demand driven:	
Calculation type	Cumulative Year-end:	Cumulative Year-to-date:	Non-cumulative: X	
Reporting cycle	Quarterly:	Bi-annually:	Annually: X	Biennially:
Desired performance	Higher than target:	On target: X	Lower than target:	
Indicator responsibility	Programme 3: Programme Manager			
Spatial transformation (where applicable)	10 police stations affected by high murder			
Disaggregation of beneficiaries (where applicable)	Target for women:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumptions	There will be an increase in the number of Law Enforcement Officers deployed in priority areas annually			
Means of verification	Deployment database			

Indicator number	3.1.2			
Indicator title	Increased skills capacity of youth			
Short definition	Youth that receive training and work placement opportunities have an increased skills capacity which would serve to benefit them in future opportunities			
Purpose	The purpose of capacitating youth through various opportunities contributes to youth economic empowerment			
Source of data	Training attendance registers, Employment contracts, timesheets, Identity documents			
Method of calculation	Count			
Data limitations	None			
Type of indicator	Input:	Activities:	Output:	Outcome: X
	Service Delivery Indicator:		Direct Service Delivery: X	
			Indirect Service Delivery:	
	Demand Driven Indicator:		Yes, demand driven: X	
		No, not demand driven:		
Calculation type	Cumulative Year-end:	Cumulative Year-to-date:	Non-cumulative: X	
Reporting cycle	Quarterly:	Bi-annually:	Annually: X	Biennially:
Desired performance	Higher than target:	On target: X	Lower than target:	
Indicator responsibility	Programme 2: Programme Manager			
Spatial transformation (where applicable)	Western Cape			
Disaggregation of beneficiaries (where applicable)	Target for women:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumptions	Youth gain the necessary skills / capacity from training and work opportunities			
Means of verification	Training attendance registers, Employment contracts, timesheets, Identity documents			

Indicator number	4.1.1			
Indicator title	Strategically lead the safety and security agenda			
Short definition	To develop a common vision and understanding about how best to manage towards greater safety and security by optimizing security related resources and services within the WCG. The WCG Safety and Security Managers Forum was established to provide policies and procedures to promote effective safety and security in the WCG. Safety and security matters are discussed at these meetings			
Purpose	To influence the WCG to develop greater organizational safety and security resilience			
Source of data	Status Report			
Method of calculation	Count			
Data limitations	None			
Type of indicator	Input:	Activities:	Output:	Outcome: X
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: X	
	Demand Driven Indicator:		Yes, demand driven:	
			No, not demand driven: X	
Calculation type	Cumulative Year-end:	Cumulative Year-to-date:	Non-cumulative: X	
Reporting cycle	Quarterly:	Bi-annually:	Annually: X	Biennially:
Desired performance	Higher than target:	On target: X	Lower than target:	
Indicator responsibility	Programme 4: Programme Manager			
Spatial transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for women:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumptions	Departments are committed to organizational safety and security resilience			
Means of verification	Status Report			

Indicator number	4.1.2			
Indicator title	Increase in accredited Neighbourhood Watch structures			
Short definition	To ensure the accreditation and support of compliant Neighbourhood Watch structures throughout the Western Cape in terms of section 6 of the WCCSA of 2013			
Purpose	To enable accredited Neighbourhood Watch structures to become capable partners			
Source of data	Annual publication of the list of Neighbourhood Watch structures accredited			
Method of calculation	Count			
Data limitations	None			
Type of indicator	Input:	Activities:	Output:	Outcome: X
	Service Delivery Indicator:		Direct Service Delivery: X	
			Indirect Service Delivery:	
	Demand Driven Indicator:		Yes, demand driven: X	
		No, not demand driven:		
Calculation type	Cumulative Year-end:	Cumulative Year-to-date:	Non-cumulative: X	
Reporting cycle	Quarterly:	Bi-annually:	Annually: X	Biennially:
Desired performance	Higher than target:	On target: X	Lower than target:	
Indicator responsibility	Programme 4: Programme Manager			
Spatial transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for women:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumptions	Neighbourhood Watch structures want to be accredited in terms of the WCCSA			
Means of verification	Annual publication of the list of Neighbourhood Watches accredited			

ANNEXURES

Annexure A: District Development model

The Western Cape Government is applying the Joint District and Metro Approach as its response to the District Development Model.

Areas of intervention		Five-year planning period						
		Project description	Budget allocation	District municipality	Location: GPS coordination	Project leader	Social partners	
Safety	Safety Plan	20/21 (1400 000) 21/22 (1400 000)	West Coast	32.2130° S, 18.6176° E	Sub-programme Manager: Community Police Relations	SAPS, CPF, NHW, Civil Society		
	Safety Plan	20/21 (2000 000) 21/22 (2100 000)	Cape Winelands	33.4221° S, 19.7592° E	Sub-programme Manager: Community Police Relations	SAPS, CPF, NHW, Civil Society		
	Safety Plan	20/21 (2000 000) 21/22 (2100 000)	Overberg	34.4505° S, 19.7592° E	Sub-programme Manager: Community Police Relations	SAPS, CPF, NHW, Civil Society		
	Safety Plan	20/21 (2000 000) 21/22 (2100 000)	Eden	33.7042° S, 22.0476° E	Sub-programme Manager: Community Police Relations	SAPS, CPF, NHW, Civil Society		
	Safety Plan	20/21 (2000 000) 21/22 (2100 000)	Central Karoo	32.8146° S, 22.2384° E	Sub-programme Manager: Community Police Relations	SAPS, CPF, NHW, Civil Society		
	Safety Plan	20/21 (2530 000) 21/22 (2783 000)	City of Cape Town	33.9249° S, 18.4241° E	Sub-programme Manager: Security Advisory Services	SAPS, CPF, NHW, Civil Society		
Safety	K9	20/21 (2200 000) 21/22 (2420 000)	West Coast	32.2130° S, 18.6176° E	Sub-programme Manager: Security Advisory Services	SAPS, CPF, NHW, Civil Society		
	K9	20/21 (2200 000) 21/22 (2420 000)	Overberg	34.4505° S, 19.7592° E	Sub-programme Manager: Security Advisory Services	SAPS, CPF, NHW, Civil Society		
	K9	20/21 (2200 000) 21/22 (2420 000)	Overberg	34.4505° S, 19.7592° E	Sub-programme Manager: Security Advisory Services	SAPS, CPF, NHW, Civil Society		

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Afrikaans and isiXhosa versions of this publication are available on request.

DISCLAIMER

The English version of this Strategic Plan is regarded as the official text.

The Department cannot be held liable for any misinterpretations that may have occurred during the translation process.

VRYWARING

Die Engelse gedeeltes van hierdie Strategiese Plan word geag die amptelike weergawe te wees.

Die Departement aanvaar geen verantwoordelikheid vir moontlike wanvertolkings gedurende die vertalingsproses nie.

INKCAZO

Inguqulelo yesiNgesi yale Inkqubo yogchwanchiso yonyaka ithathwa ngengeyona isebenza ngokusesikweni.

Isebe alinakubekwa tyala, ngazo na iziphoso ezengathi zibe khona ngexesha lenguqulelo yezinye iilwimi.



**Western Cape
Government**

Community Safety

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