Western Cape Government
Community Safety

OFFICE OF THE HEAD OF DEPARTMENT

REFERENCE: DCS 9/R
ENQUIRIES: Gideon Morris

To: Minister of Department; Mr Dan Plato

Minister of Community Safety

RE: SERVICE DELIVERY IMPROVEMENT PLAN 2016 – 19

1. In accordance to Part III C1 and C2 of the Public Service Regulations, 2001 and paragraphs 7.2.1 and 7.1.5 of the White Paper on the Transformation of Service Delivery (Batho Pele), 1997, the Executive Authority is required to ensure that his/her Department develop and implement a Service Delivery Improvement Programme (SDIP), as well as publishing an annual statement of public service commitment, which depicts the Department's service standards (Service Charter).

2. Kindly receive the attached SDIP's for your approval (see annexure A).

Kind regards

HEAD OF DEPARTMENT
DATE: 2016.03.04

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Western Cape Government

DEPARTMENT OF COMMUNITY SAFETY

SERVICE DELIVERY IMPROVEMENT PLAN (SDIP):

Service One: Facilitating, Reviewing the Implementation of, and Updating the Safety Plan at the Policing Needs and Priorities (PNP) Meetings in Policing Clusters.

Service Two: Formal Partnerships Established Who Contribute in the Field of Safety and Security.

01 April 2016 - 31 March 2019

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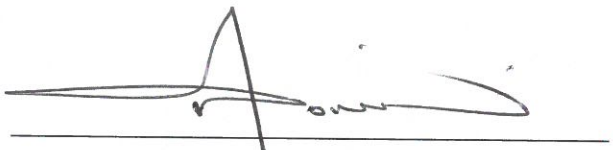
Official Sign Off

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 (2016/17) of the Department of Community Safety.
- Is compiled with the latest available information from Departmental Business Units and related statutory sources.

Approved by:



Mr Gideon Morris
Accounting Officer: Department of Community Safety
Date: 2016.03.04

Authorised by:

Mr Dan Plato
Executive Authority: Department of Community Safety
Date: 04/03/2016

1. Introduction

The Service Delivery Improvement Plan (2016-2019) for the Department of Community Safety (DOCS) is informed by the 2015-2020 Strategic Plan, and is aligned to the Annual Performance Plan for 2016/17.

2. Approach in developing the Department of Community Safety SDIP

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

Step 1:
A Head of Department (HOD) Circular on SDIP was developed by the Department of the Premier (DotP) and was circulated to the departments in December 2015. The Departmental top management met and identified two services for SDIP Cycle (2016-2019), namely:

- Facilitating, reviewing the implementation of, and updating the safety plan at the PNP meetings in policing clusters; and
- Formal partnerships established who contribute in the field of safety and security.

Step 2:
A cross-cutting team was constituted which had representatives from the relevant Business Units, namely:

Business Unit	Name	Designation	Gender	Race
Service One: Directorate Policy and Research	Amanda Dissel	Director	F	W
Service Two: Directorate Safety Promotion and Partnerships	Romeo de Lange	Director	M	C
Directorate Strategic Services and Communication	Ansaaf Mohammed	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 Services echelon ranging from Chief Organisation Development Practitioner to Director. This arrangement helped to maintain continuity in the project and consistent representation.

Step 3:
An SDIP presentation was made by the Directorate Process Design and Improvement at the SDIP Session attended by the SDIP Coordinator in January 2016. The SDIP Session was held to provide the SDIP Coordinator with guidance on the process forward and the arrangement of dates for follow-up consultations with Line Managers.

Step 4:
During early February 2016, an SDIP workshop was held with the representatives from the Business Units (Line Managers), where Directorate Process Design and Improvement facilitated the population of the SDIP Template with the required Service information. At the end of the SDIP workshop, Business Units were requested to go back to their respective directorates to review and consolidate the information in the SDIP Template.

Step 5:
Towards end February 2016, the consolidated SDIP Template was submitted by the Department to the Directorate Process Design and Improvement for quality assurance. The feedback consultation to consolidate inputs from the quality assurance was held with the individual Line Managers from the respective Business Units.

Step 6:
During the first week of March 2016, the Directorate Strategic Services and Communication facilitated the approval of the SDIP by the relevant signatures from the Department i.e. the Head of Department and the Executive Authority.

Step 7:
The Directorate Process Design and Improvement facilitated the submission of the SDIP to the Department of Public Service and Administration (DPSA) in March 2016.

Copies of the approved SDIPs (as signed by the relevant signatories) were provided to the relevant SDIP Line Managers, as well as Directorate Strategic Services and Communication.

Step 8:
The SDIPs forms part of the Department of Community Safety's Annual Performance Plan. The relevant services and standards for improvement forms part of the relevant areas Operational Plans.

Part A

3. Strategic overview

Vision

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

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.

Value Statement

Apart from the values indicated above, the Western Cape 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

4. Legislative and 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.

4.1 Constitutional mandates

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.

Legislation	Impact on Departments functionality
Constitution of the Republic of South Africa, 108 of 1996	• 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); • 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 upon the Provincial Legislator.

Section 206, Constitution of South Africa Act 108, of 1996	Subsection (1) states: "A member of the Cabinet must be responsible for policing and must determine national policy after consulting the provincial governments and taking into account the policing needs and priorities of the provinces as determined by the provincial executives". Subsection (3) provides that: "Each province is entitled: a) to monitor police conduct; b) to oversee the effectiveness and efficiency of the police service, including receiving report on police; c) to promote good relations between the police and the community; d) to assess the effectiveness of visible policing; and e) to liaise with the Cabinet member responsible for policing with respect to crime and policing in the province. Subsection (5): "In order to perform the functions set out in subsection (3) a province – a) may investigate, or appoint a commission of inquiry into, any complaints of police inefficiency or breakdown in relations between the police and any community; and b) must make recommendations to the Cabinet member responsible for policing.
Constitution of the Western Cape Act 1 of 1998, Section 66 Policing functions of Western Cape Government	**66. (1) The WCG is entitled to -** • Monitor police conduct; • Assess the effectiveness of visible policing; • Oversee the effectiveness and efficiency of the police service, including receiving reports on the police service; • Promote good relations between the police and the community; and • Liaise with the national Cabinet member responsible for policing with respect to crime and policing in the Western Cape. **66. (2) In order to perform the functions set out in subsection (1), the Western Cape Government** • May investigate, or appoint a commission of inquiry into, any complaints of police inefficiency or a breakdown in relations between the police and any community; and • Must make recommendations to the national Cabinet member responsible for policing.

Legislation	Impact on Departments functionality
Western Cape Community Safety Act, 3 of 2013	The Premier of the Province of the Western Cape assented to the Western Cape Community Safety Act (WC Community Safety Act) which was published in the Provincial Gazette no. 7116 dated 5 April 2013. The WC Community Safety Act 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 Secretariat of Police and the Provincial Secretariat establishment in terms of the Secretariat of Police Act 2 of 2011. To date sections, 1, 2, 10 to 18, 24(1), 25, 26, 27, 28, 30(1), 31 and 33 of the WC Community Safety Act have been put into operation by proclaiming in the Provincial Gazette complaint to the provisions of section 33 of the said Act. The remaining sections of the Act shall come into operation when the Regulations are finalised. Draft regulations have been published in the Provincial Gazette for Public comment (refer to the Provincial Gazette Extraordinary 7547 for more information): - Monitoring, oversight and assessment of Police, section 4 (1)(a) to (c) - Accreditation and support of Neighbourhood Watches, section 6 (1) - Database and Partnership with community organisations, section 7 (1) (a) - Integrated Information System, section 8 (6) - Reporting by Police, section 19 (1) (a) and (b)

Civilian Secretariat for Police Service Act, 2 of 2011	The 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 auspice of the Provincial Secretariat, as per section 17 of the Civilian Secretariat for Police Act to *"establish competencies and capabilities in its operations, to –* *(a) (i) monitor and evaluate the implementation of policing policy in the province;* *(ii) evaluate and monitor police conduct in the province;* *(iii) develop and evaluate safety models and monitoring tools to ensure alignment with the functions of the Civilian Secretariat;* *(iv) assist the Civilian Secretariat with any monitoring and evaluation projects;* *(b) (i) promote community police relations;* *(ii) establish and promote partnerships; and* *(iii) manage the enhancement of community safety structures with the province".*
Control of Access to Public Premises and Vehicles Act 53 of 1985	• Safeguarding the premises, vehicles and contents thereof, including the people either therein or thereon; • Access control of persons entering and exiting WCG premises and/or vehicles; • Requiring 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	• Appointment of Security Managers; Establishment of security committees; Security administration; Information security; Personnel security; Physical security; ICT security; and • Business continuity plans.
The Protection of Personal Information Act (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 56 of 2001	• We need to ensure services procured on behalf of Western Cape Government and duties performed by Western Cape Government staff are in compliance with the Act.
Occupational Health and Safety Act	• Ensure that the work environment adheres to the Act in providing a healthy and safe of persons at work and persons making use of Western Cape Government buildings.

Western Cape Liquor Act 4 of 2008	• The Premier of the Western Cape approved the transfer of the executive responsibility related to the Western Cape Liquor Authority (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

4.2 Legislative Mandates

The Department is the custodian of the WC Community Safety Act, and remains closely involved in the application of various other legal mandates which includes but are not limited to the legislation listed in the schedule 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 of2011)
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 Liquor Act, 2008	(Act 4 of 2008)
Western Cape Liquor Amendment Act, 2010	(Act 10 of 2010)

Policy Mandates:

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 which is to ensure compliance within the Provincial Government of the Western Cape (PGWC).
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: ▪ Assessment criteria for registration of Community Police Forums (CPFs) in the Western Cape Province ▪ Levels of authorisation ▪ Conditions applicable to projects
National Development Plan, Chapter 12	Role of the Department: ▪ The promotion of professional policing (thought effective oversight) ▪ Build safety using an integrated approach ▪ Build community participation in community safety ▪ Strengthen the criminal justice system ▪ Demilitarize the police service
The Provincial Transversal Security Policy, 2005	Regulates security environment within the PGWC: ▪ Custodians of the policy and its universal implementation and compliance within the PGWC
The National Vetting Strategy, 2006	The department is mandated to facilitate and coordinate security competency of employees and contractors within the PGWC
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: ▪ 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: ▪ 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 ▪ A barometer for political accountability and a yardstick for municipal performance; fostering co-operative governance
Western Cape Safety and Security Risk Management Strategy (WCSSRMS)	The strategy is designed to: • 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 Western Cape Government (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 outlines 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.
Watching Brief Programme 2014	▪ The Court Watching Brief Programme was institutionalised within the Department on 06 August 2014 (minute no. 138/2014). ▪ Cabinet confirmed on 6 August 2014, that the Court Watching Brief Programme must be a function of the Department and that the feasibility of establishing a Watching Brief Unit be investigated.
Transfer of Executive responsibility for the Western Cape Liquor Act 2008	As published in the Provincial Gazette 7564 dated 12 February 2016.

Planned policy initiatives

- Function as the lead department in giving effect to the Alcohol Harms Reduction (AHR) Game Changer as adopted by Cabinet.
- Assume the executive responsibilities for the Western Cape Liquor Authority (WCLA) as set out in the Western Cape Liquor Act, 2008.
- Establishment of the Watching Briefs Unit as per Cabinet decision 138/2014 of 06 August 2014.
- Implementation of the Expanded Partnership Programme (EPP) Web reporting.
- Redesign of the matching grant funding model to CPFs Further implementation of the WC Community Safety Act, 2013 and in particular the accreditation of Neighbourhood Watch (NHW) structures, the promotion of safety partnerships which will be achieved through the design and introduction of the Community Safety Improvement Partnership (CSIP).
- Establishment of the Expanded Public Works Programme (EPWP) Central Database office to ensure the efficient appointment, deployment, payment and management of all EPWP beneficiaries.
- Transferring the administration of NHW provisions of the WC Community Safety Act from Programme 2 to Programme 4 establishing links with SRM resources and capacity.
- Facilitate and monitor the implementation of the recommendations of the Khayelitsha Commission of Inquiry into police inefficiencies and a breakdown in relations between the community of Khayelitsha and the SAPS.
- To build greater organisational resilience through the implementation of the Western Cape Safety and Security Risk Management Strategy (WCSSRMS).
- Development and implementation of a transversal safety and security policy.
- Strengthening the in-house security capacity.
- To contribute to the reduction of irresponsible and illegal liquor trading; and
- Giving effect to the WCLA and so doing reducing the harms caused by alcohol abuse.

4.3 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. Community Development Workers (CDWs)

j. Institutions of higher learning /Academia
k. Official Donor Assistance (ODAs)
l. International Bodies (Public Administration)
m. Citizens
n. Community Police Forums (CPF's)
o. Neighbour Hood Watches (NHW's)

4.4 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

4.5 List of Core Services Provided By the Department of Community Safety

As per the approved Business Process Optimisation (BPO) Phase 1 Report for the Western Cape Department of Community Safety- The Business Process Architecture below depicts the Department's Core services:

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
	1.2.3.3	Enter into Service Delivery Agreements
	1.2.3.4	Build Community Safety Partner Capacity
1.2.4	**Provide Crime Prevention Training**	
	1.2.4.1	Plan Crime Prevention Training
	1.2.4.2	Execute Crime Prevention Training
	1.2.4.3	Coordinate Crime Prevention Training
1.3	**Provide Civilian Oversight**	
1.3.1	**Conduct Police Oversight**	
	1.3.1.1	Plan Police Oversight
	1.3.1.2	Establish Oversight Teams
	1.3.1.3	Conduct Oversight Visits
	1.3.1.4	Provide Oversight Reports
1.3.2	**Monitor Police Conduct**	
	1.3.2.5	Handle Policing Complaints
	1.3.2.6	Monitor Police Conduct During Protests
1.3.3	**Provide Community Policing Support**	
	1.3.3.1	Register Community Police Forums
	1.3.3.2	Build Community Police Forum Capacity
	1.3.3.3	Support Community Police Forum Projects
	1.3.3.4	Provide Neighbourhood Watch Accreditation
1.4	**Manage Safety and Security Risk**	

1.4.1	**Manage Electronic Access Control Systems**	
	1.4.1.1	Monitor Surveillance Systems
	1.4.1.2	Ensure Access Control System Data Integrity
	1.4.1.3	Generate Access Control Management Reports
	1.4.1.4	Manage Access Control System Contracts
1.4.2	**Provide Protection Services**	
	1.4.2.1	Provide Property Protection
	1.4.2.2	Provide Personal Protection
	1.4.2.3	Coordinate Security Incident Investigation
	1.4.2.4	Manage Outsources Security Personnel
1.4.3	**Facilitate Occupational Health and Safety Procedures**	
	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

Table 1: Outline of the Services per Programme

Programme 1 **Administration**	**Programme 2** **Provincial Secretariat for Police Service**	**Programme 3** **Provincial Policing Functions**	**Programme 4** **Security Risk Management**
Programme Purpose: To provide support to the Ministry and the Office of the Head of Department. The objective of the Programme is to efficiently support the Offices of the Ministry and Head of Department in the functions of providing strategic leadership and ensuring effective governance **Sub Programmes:** 1.1 Office of the MEC 1.2 Office of the HOD 1.3 Financial Management 1.4 Corporate Services	**Programme Purpose:** To give effect to the functions assigned to the Provincial Secretariat **Sub Programme:** 2.1 Programme support 2.2 Policy and Research 2.3 Monitoring and Evaluation 2.4 Community Police Relations 2.5 Safety Promotion	**Programme Purpose:** To give effect to the Constitutional Mandate allocated to provinces as it relates to the promotion of good relations between communities and the police through its whole-of-society approach and to ensure that all service delivery complaints about policing in the province is dealt with independently and effectively **Sub Programme:** 3.1 Safety Partnerships 3.2 Ombudsman	**Programme Purpose:** To give effect to the Constitutional Mandate allocated to provinces as it relates to the promotion of good relations between communities and the police through its whole-of-society approach and to ensure that all service delivery complaints about policing in the province is dealt with independently and effectively **Sub Programme:** 4.1 Programme Support 4.2 Provincial Security Provisioning 4.3 Security Advisory Services

5 Situational Analysis:

5.1 Performance environment:

The WCG has adopted the PSP. The Department is aligned to the new transversal strategic goals of the WCG, specifically PSG 3: "Increasing Wellness, Safety and Tackle Social Ills" with the specific outcomes of healthy people living in Safe, Supportive and Caring Communities; Safe and Resilient Families; and Positive and Engaged Youth.

The Department is also faced with the challenge of restructuring its programmes structure based on the safety demands and needs within the Western Cape. These include the implementation of WC Community Safety Act; the implementation of Western Cape Safety and Security Risk Management Strategy (WCSSRMS) which was approved by Cabinet, the implementation of the transversal PSG 3; Cabinet approved VPUU/RSEP programme and the implementation of some of the Khayelitsha Commission of Inquiry recommendations.

To date sections 1, 2, 10 to 18, 24(1), 25 to 28, 30(1), 31 and 33 of the WC Community Safety Act, 2013 have been put into operation by means of a proclamation signed by the Premier as per section 33 of the Act. It is envisaged that the regulations required to put the remaining sections of the Act into operation will be published during this financial year and the Act will be fully implemented.

The Implementation Evaluation of the EPP conducted by the Department attests to the fact that many CPFs are not yet fully functional. Some are not fulfilling the basic activities set out for CPFs such as regular meetings and visits to the police station. An independent evaluation, designed to support CPFs, was conducted of the EPP. The overall finding of this evaluation was that "The payment for delivery model introduced by the EPP acts as a powerful incentive for CPFs to perform the required activities, which in turn makes them more efficient and effective.

According to CPFs, it has brought much needed structure and guidance for CPFs to perform their statutory functions, which is a testament to its relevance. The EPP funding incentive has encouraged CPFs to establish closer relationships with registered members and SAPS local stations, to gain a deeper understanding of the police operational framework, as well as to perform their police oversight role in a more effective way. While frictions with non-management staff still exist, they could be mitigated through more formal introduction and training of SAPS members on the EPP". Yet, many operational deficiencies were highlighted including poor communication channels, lack of regular feedback and contact from and with the Department.

The Department has institutionalised the Watching Briefs Programme as per the Cabinet decision 138/2014 of 06 August 2014, with a staff complement appointed to monitor the high profile cases such as murder and rape. The Department envisage rolling out the programme to at least 25 courts in the 2016/17 financial year, including the courts serving Khayelitsha, Gunya (Gugulethu/Nyanga) and Paarl East. The reports resulted in some of these cases placed back on the court rolls and disciplinary action taken against South African police officers for not performing their tasks. For the period 1 April 2015 to 31 September 2015 the Unit reported on 112 cases and SAPS instituted disciplinary action in 18 cases.

The regulations required under the Civilian Secretariat for Police Act 2 of 2011 have not yet been issued by the National Minster of Police. This is creating a policy gap in particular as it relates to the expectations of the Department to 'facilitate the effective functioning of the CPFs and Boards' as set out in section 5 (i) of the Act.

The findings and recommendations made by the Khayelitsha Commission of Inquiry will impact on the policy priorities of the Department. The Commission recommends that SAPS and the Department enter into a Memorandum of Agreement as a matter of urgency.

With the attempt to greater service delivery between provincial and local government via the Western Cape Delivery Plan (WCDP)/Joint Planning Initiatives (JPI) the Department crowds in it services via an integration methodology viz the CSIP. The CSIP, as afore mentioned represents the total of all the projects of the Department, aimed at increasing the safety within a community in a measurable manner. One of the aims of the WC Community Safety Act is to encourage and assist communities in making safety everyone's responsibility.

The Act seeks to regulate NHWs in terms of Section 6 by way of accreditation, training, provision of funding and equipment. The accreditation and capacitation of the NHW function is transferred from Programme 2 (Civilian Oversight) to Programme 4 (Security Risk Management) with effect from 1 April 2016. Programme 4, Security Risk Management (SRM) has been tasked to facilitate the accreditation of NHWs as required in terms of the Act. A business process map has been developed. This is still in draft format and requires resourcing.

SRM is expected to continue to deliver on its mandate. The expectations of which have been clearly communicated by the Auditor-General of South Africa (AGSA), Standing Committee and Internal Audit on SRM; to lead the safety and security function within the WCG. In order to comply with the performance audit findings and recommendations by the AGSA, it is expected that SRM conduct safety and security risk assessments for all WCG institutions and facilities (in excess of 2000) and assist these institutions and facilities with the drafting of security plans. Implementation Plans have to be developed and facilitated and is being progress monitored.

The pro-forma Service Level Agreement (SLA), as one of the measures to manage compliance with contractual obligations on the side of the security service providers, has been revisited. The role of the Department to drive the safety and security agenda transversally has been re-emphasised.

The Programme facilitated the Information Security Audits conducted by the State Security Agency (SSA). Most of the SSA information security appraisals of provincial departments have been concluded and final reports are awaited.

The strategic thrusts incorporated in the Security Risk Management Strategy will take longer to implement. The constraints on the Medium Term Expenditure Framework (MTEF) budget planning resulted in internal re-alignment of resources to ensure funding of existing personnel capacity and key contracts in the outer years.

The transversal nature of the SRM function necessitates us not compromising the Department's capacity and role to manage safety and security risks confronting WCG Departments and provide the strategic leadership expected.

Alcohol Harms Reduction (AHR) Game Changer
During the determination of the PNPs in the province alcohol abuse was cited as one of the factors which contribute to violence in the community. The WCG identified alcohol abuse as one of the Game Changers to bring about a safer society. The Department was assigned the responsibility by the Cabinet Bosberaard in August 2015 to lead the AHR Game Changer.

It is recognised that the Western Cape has a long history of alcohol abuse with diverse drinking habits amongst different people contributing to a lack in detailed information to inform interventions.

The Western Cape further recognised that without strong community participation and partnerships and sufficient up to date information, any invention is doomed to failure. The existing partnerships between the Department and the local municipalities, CPFs and the VPUU, (where they are active) will be used to co-fund interventions and mobilise communities to collect and update existing data on the local liquor use and trade to inform interventions.

The AHR Game Changer aims to reduce personal injuries through a number of interventions. These include: regulation and monitoring of liquor outlets through capacitated NHWs; offering incentives to communities/liquor outlets and creating barriers to expansion of the liquor trade.

The strategy will be piloted in three sites in the 2015/16 financial year in Gunya (Gugulethu/Nyanga), Khayelitsha and Drakenstein in Paarl East. Thereafter the project will be rolled out to ten areas in 2016/17 and in more areas in 2017/18. The Department in collaboration with the Department of the Premiers Delivery Unit participates in a Community Based Action Stock take meeting every six weeks.

The meeting discusses subjects such as trading near schools, trading hours of liquor outlets, advertising at unlicensed outlets, norms and standards of unlicensed outlets and disruption strategies of alcohol economy.

The Western Cape Liquor Authority (WCLA) previously resorted within the responsibility of the Provincial Minister of Economic Opportunities. The Provincial Cabinet ratified a submission to transfer the executive responsibility for the WCLA to the Provincial Minister of Community Safety as from 1 April 2016. The Department will be responsible to exercise oversight in terms of compliance to the Western Cape Liquor Act, Chapter 4, (28)(3) and (29)(3).

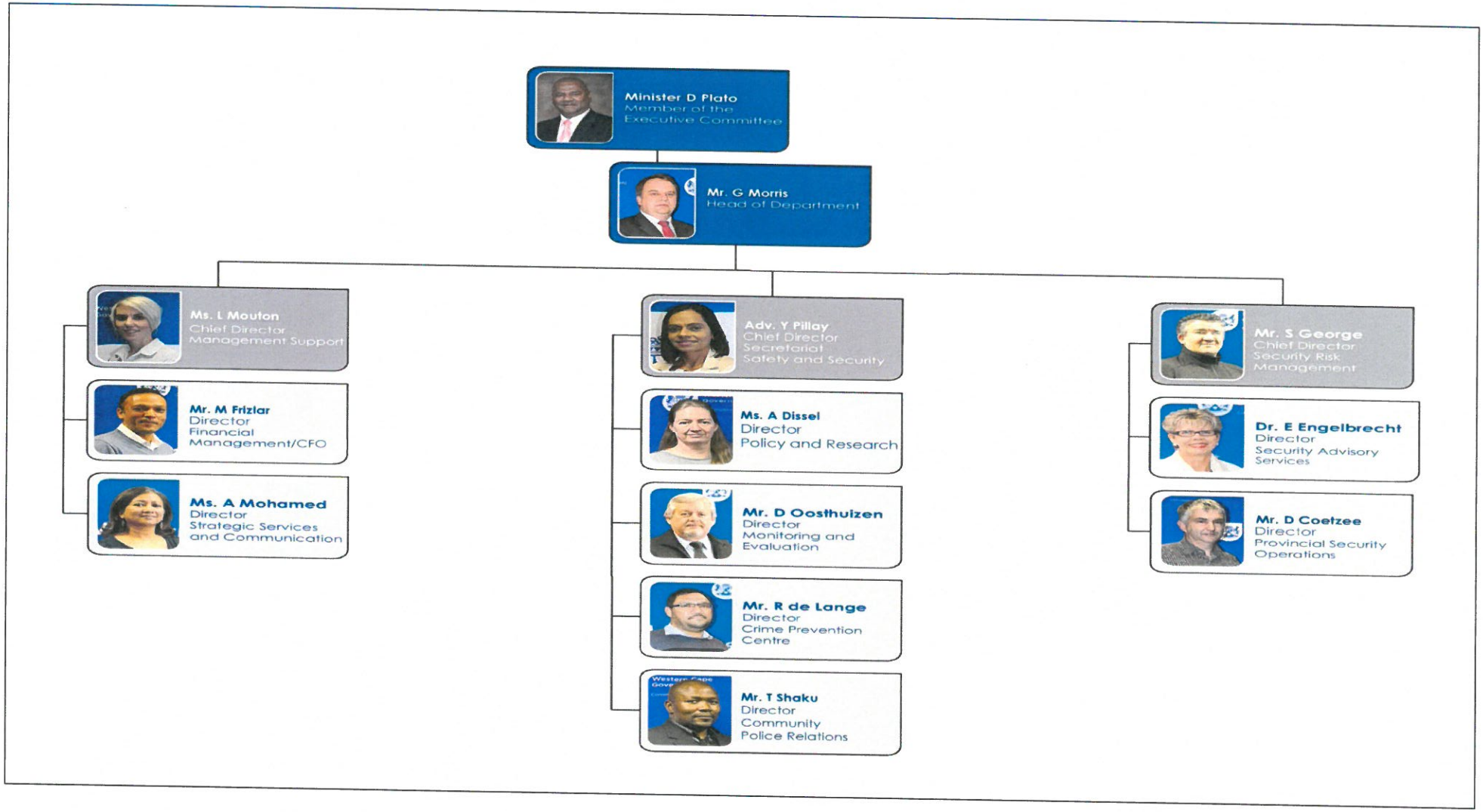
The WCLA is not a provincial department. It is a provincial public entity as defined in the Public Management Finance Act, 1999 (Act no 1 of 1999) and falls outside the jurisdiction of the Public Service Act.

The main function of the WCLA is to regulate the retail sale (liquor licensing) and micro-manufacturing of liquor in the Province.

The extremely high level of alcohol abuse can, in the main, be attributed to the easy availability of alcohol and the fact that unregulated/unlicensed outlets sell alcohol to minors. It is estimated that 24 000 illegal outlets are operating in the Western Cape, especially in those areas which are most at risk.

The aim of the Department in collaboration with the WCLA, through the AHR Game Changer, is to reduce the number of illegal shebeens trading without a liquor licence.

5.2. Organisational environment:



The Department is structured with four budget programmes namely, Management Support, Civilian Oversight, Provincial Policing Functions and Security Risk Management. Each Programme is managed by a Chief Director and divided into Sub-programmes which are managed by Directors. However the Programmes Civilian Oversight and Provincial Policing functions are managed by one Chief Director. The organogram above depicts the organisational structure of the Department.

The accreditation and capacitation of the NHW function will be transferred from Programme 2 (Civilian Oversight) to Programme 4 (Security Risk Management) with effect from 1 April 2016. Programme 4, Security Risk Management has been tasked to facilitate the accreditation of NHW's as required in terms of the Act. As already mentioned, a business process map, which requires resourcing, is being developed.

Further to this, the Department has been tasked to be the lead department in giving effect to the Alcohol Harm Reduction (AHR) Game Changer as adopted by Cabinet and to assume the executive responsibilities for the Western Cape Liquor Authority (WCLA) as set out in the Western Cape Liquor Act, 2008, Cabinet Resolution 6-1-1.

The Department also employs graduate and PAY interns as well as EPWP workers in alignment to the Provincial Strategic Goal 1 (PSG 1) "Create opportunities for growth and jobs". The interns and EPWP workers assist in closing the gap created by the vacancy rate in the Department.

Table 1 – Employment and vacancies by Programme, as at 2016/02/01

Programme	Number of posts on approved establishment*	Number of posts filled	Vacancy rate %	Number of employees additional to the establishment
Administration	90	78	13.3%	6
Provincial Secretariat for Police Service	95	80	15.8%	7
Provincial Policing Functions	11	11	0.0%	4
Security Risk Management	160	135	15.6%	0
TOTAL	**356**	**304**	**14.6%**	**17**

***Funded posts**

Table 2 – Employment and vacancies by salary bands, as at 2016/02/01

Programme	Number of posts on approved establishment*	Number of posts filled	Vacancy rate	Number of employees additional to the establishment
Lower skilled (Levels 1-2)	1	1	0.0%	0
Skilled (Levels 3-5)	110	97	11.8%	4
Highly skilled production (Levels 6-8)	123	105	14.6%	3
Highly skilled supervision (Levels 9-12)	107	87	18.7%	9
Senior Management (Levels 13-15)	15	15	0.0%	1
TOTAL	**356**	**305**	**14.3%**	**17**

***Funded posts**

#A total of 43 interns were employed as at February 2016

7. Service Delivery Improvement Plan (SDIP) Objectives

The SDIP 2016-2019 aims to:

a. Outline the key service(s) that Department of Community Safety (DOCS) provides
b. Identify the service beneficiaries along with the key service(s)
c. Identify the key service(s) that the DOCS will focus on improving
d. Provide the current standards for the focus service

8. Problem Statement

8.1 Service One: Facilitating, Reviewing the Implementation of, and Updating the Safety Plan at the PNP Meetings in Policing Clusters

Section 206 (1) of the Constitution of the Republic of South Africa stipulates that the Cabinet Minister responsible for policing must determine national policing policy after consulting the provincial governments, taking into account the policing needs and priorities of the provinces as determined by the provincial executives. To give effect to this constitutional requirement the DOCS conducts annually an assessment of the policing needs and priorities in the Western Cape as perceived by leaders of the communities within the safety and security field.

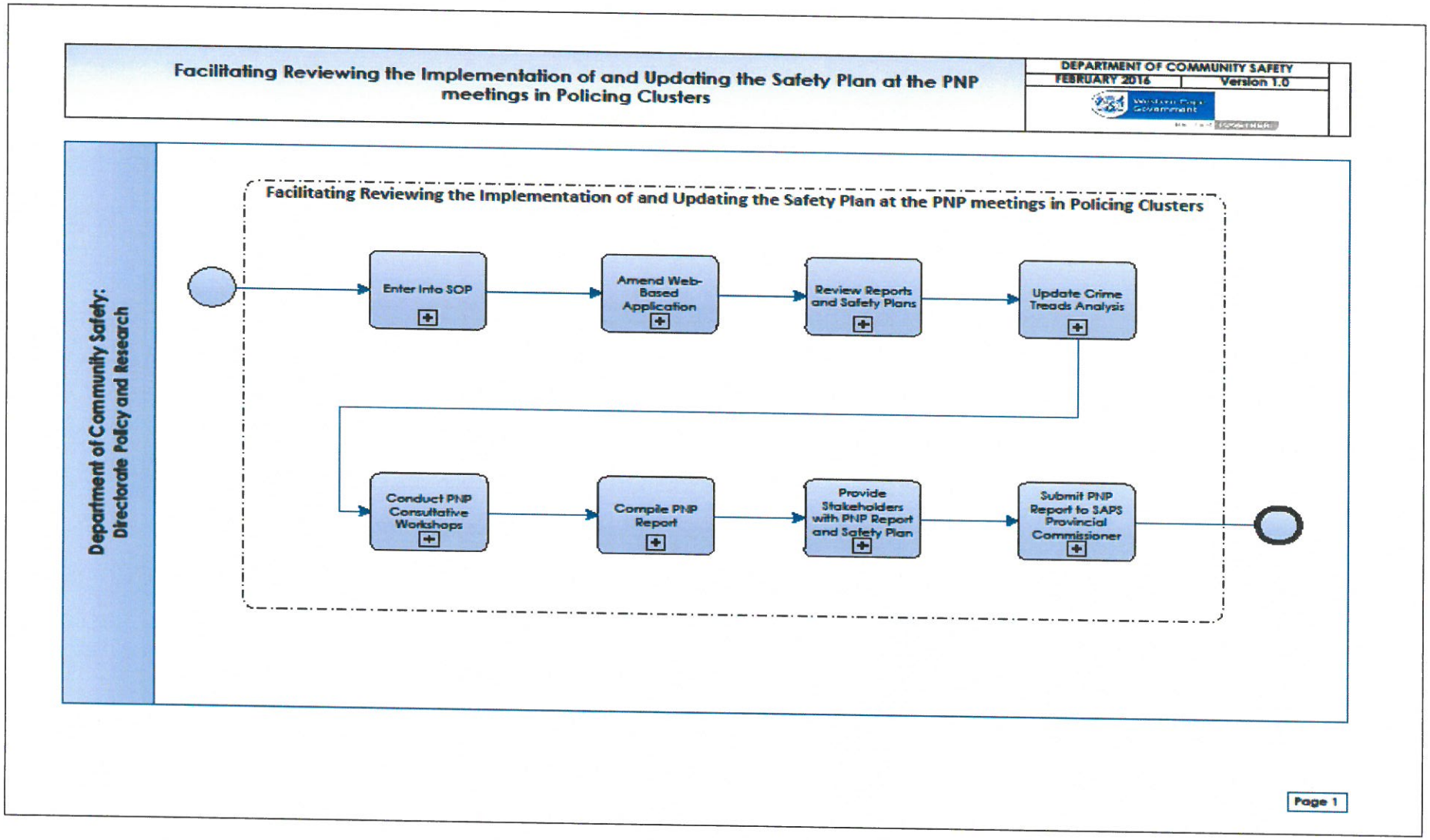
These stakeholders include but are not limited to the following groups: local South African Police Service (SAPS) leaders, Community Police Forum members, neighbourhood watch members, and local councillors, NGOs within the field of safety and security and religious leaders. The aim of this consultation sessions is to assess the policing needs and priorities (PNP's) as perceived by these leaders and to influence the resource allocation within SAPS, other Government Departments and Non-Government Organisations (NGOs). The Department compiles a police cluster and provincial PNP report which is submitted to the SAPS Provincial and National Commissioner. During the past five years the process had limited influence on the resource allocation within SAPS, Government Departments and NGOs.

For the 2015/2016 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 engagement the stakeholder participants and compiled a safety plans for each policing cluster.

The safety plans are to be driven through the Community Policing Forum (CPF), with the support of other role players. In addition, to ensure that the safety plans are taken up at a municipal level, the Department will enter into agreements with municipalities to support the safety plans. The Department will also capacitate CPF to serve as the implementing agents for the Safety Plans.

Currently CPFs report to the Department on their oversight and partnership responsibilities via the Expanded Partnership Programme (EPP) e-Report or the Web-based application. However, the current tools are not structured to encourage reporting on the implementation of the safety plan. The web-based application will be amended in 2016/17 to allow for this function.

Table 1: Service One: High-Level Business Process: Facilitating, Reviewing the Implementation of, and Updating the Safety Plan at the PNP Meetings in Policing Clusters (As-Is Process)



8.2 Service Two: Formal Partnerships Established Who Contribute in the Field of Safety and Security

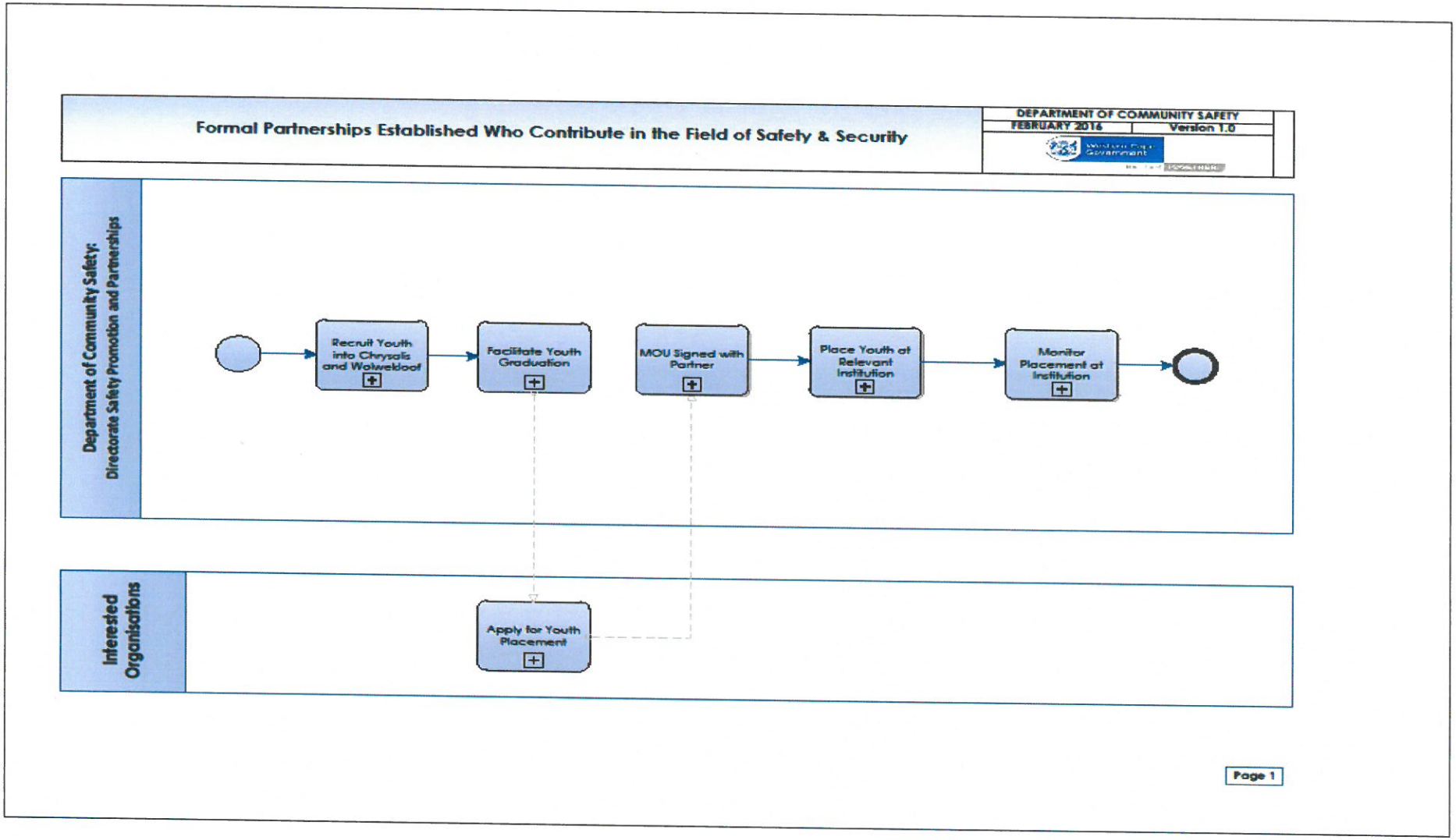
Guided by both national and provincial imperatives to address the on-going inequality and poverty in communities, the high unemployment rate and the unacceptably high crime rate. Furthermore, it recognizes the strategic imperative of impacting positively on the high number of youth between the ages of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

The Sub-programme will continue to rollout the Wolwekloof Community Safety Academy and will increase its target of 400 (during the previous year of 2015/ 2016) to 600 (2016/ 2017). 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 570 young people at risk during 2016/ 2017 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.

Table 2: Service Two: High-Level Business Process: Formal Partnerships Established Who Contribute in the Field of Safety and Security (Map As-Is Process)



Service Delivery Improvement Areas:

Narrative on how the current standard will be improved for both Services

Services	Base year 2015/16	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19
Service One: Facilitating, reviewing the implementation of, and updating the safety plan at the PNP meetings in policing clusters Service Standard = Safety plans are compiled which are relevant, implementable and where responsibilities are allocated to particular agencies	• 16 policing clusters where safety plans responsive to the Provincial Policing Needs and Priorities were compiled	• 16 policing clusters where safety plans responsive to the Provincial Policing Needs and Priorities are reported on, reviewed and updated	• 16 policing clusters where safety plans responsive to the Provincial Policing Needs and Priorities are reported on, reviewed and updated	• 16 policing clusters where safety plans responsive to the Provincial Policing Needs and Priorities are reviewed on, and updated
Service Two: Formal partnerships established who contribute in the field of safety and security Service standard = The Department will continue with the deployment of the trained and graduated youth as it is currently partnering with public sector and NGO's	• 1000 youth trained through formal partnerships (Chrysalis and Wolwekloof)	• 1000 youth trained through formal partnerships (Chrysalis and Wolwekloof)	• 1000 youth trained through formal partnerships (Chrysalis and Wolwekloof)	• 1000 youth trained through formal partnerships (Chrysalis and Wolwekloof)

Service One: Facilitating, Reviewing the Implementation of, and Updating the Safety Plan at the PNP Meetings in Policing Clusters

Supporting environment to improve standard

Objective	Action	Process (How)
To influence the allocation of safety resources in order to achieve an improved alignment of available resources with the safety needs of communities	• Compile report on the policing needs and priorities in 16 policing clusters and a provincial report • Review safety plans compiled in the previous year (2015) • Monitor the implementation of the safety plan and capacitate CPFs	• Analyse the crime trends across the province and in policing clusters • Administer community perception survey at PNP consultative workshops • Conduct consultative workshops with key stakeholders in the safety and security environment • Hold consultative PNP workshop with relevant stakeholders in the community • Request Cluster CPF and CPF to report on progress with regard to the implementation of the safety plan • Compile report on implementation • Review and revise the safety plan • Provide training and support to CPFs on the EPP • Monitor CPFs report via the EPP

Service One: Facilitating, Reviewing the Implementation of, and Updating the Safety Plan at the PNP Meetings in Policing Clusters

Improvement timelines

Key Service	Service beneficiaries	Performance Area	Current quantity level 2015/2016	Desired quantity Year 1 2016/2017	Desired quantity Year 2 2017/2018	Desired quantity Year 3 2018/2019
SERVICE 1: Facilitating, reviewing the implementation of, and updating the safety plan at the PNP meetings in policing clusters	Citizens/Communities/SAPS/ CPF/ NHW	Western Cape Policing Clusters	**Quantity:**			
			16 policing clusters where safety plans responsive to the Provincial Policing Needs and Priorities were compiled	16 policing clusters where safety plans responsive to the Provincial Policing Needs and Priorities are implemented, reviewed and updated	16 policing clusters where safety plans responsive to the Provincial Policing Needs and Priorities are implemented, reviewed and updated	16 policing clusters where safety plans responsive to the Provincial Policing Needs and Priorities are implemented, reviewed and updated
			• Safety Plans Compiled	• Implement Safety Plans • A Standard Operating Procedure is signed to allocate responsibilities to relevant sub-programmes within the Department	• Monitor and Evaluate Safety Plans • A Standard Operating Procedure is signed to allocate responsibilities to relevant sub-programmes within the Department	• Review Safety Plans • CPFs are capacitated to report on the implementation of the Safety Plans during the course of the year

		• Develop Detailed As-Is Process for reviewing the implementation of, and updating the safety plan at the PNP meetings in policing clusters • CPFs are capacitated to report on the implementation of the Safety Plans during the course of the year • The EPP web-based application is amended to allow CPFs and Clusters to report on progress with the safety plan	• Develop detailed To-Be Process Facilitating, reviewing the implementation of, and updating the safety plan at the PNP meetings in policing clusters • CPFs are capacitated to report on the implementation of the Safety Plans during the course of the year • The implementation of the Safety Plan is monitored and CPFs are capacitated to implement the plan	• A Standard Operating Procedure is signed to allocate responsibilities to relevant sub-programmes within the Department

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				

Batho Pele principles				
	Current quantity level 2015/2016	**Desired quantity Year 1 2016/2017**	**Desired quantity Year 2 2017/2018**	**Desired quantity Year 3 2018/2019**
Consultation:	Consultative workshops are held with key stakeholders in each policing cluster	Consultative workshops are held with key stakeholders in each policing cluster	Consultative workshops are held with key stakeholders in each policing cluster	Consultative workshops are held with key stakeholders in each policing cluster
Courtesy:	• Directorate line manager • Complaints line	• Directorate line manager • Complaints line	• Directorate line manager • Complaints line	• Directorate line manager • Complaints line
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:	• Email and sms communication • Reports accessible on Department's website • Previous reports are made accessible to stakeholders, and reports are distributed within a reasonable time of the completion of the workshops • Workshops advertised in the newspaper in advance • MEC press release after the workshop	• Email and sms communication • Reports accessible on Department's website • Previous reports are made accessible to stakeholders, and reports are distributed within a reasonable time of the completion of the workshops • Workshops advertised in the newspaper in advance • MEC press release after the workshop	• Email and sms communication • Reports accessible on Department's website • Previous reports are made accessible to stakeholders, and reports are distributed within a reasonable time of the completion of the workshops • Workshops advertised in the newspaper in advance • MEC press release after the workshop	• Email and sms communication • Reports accessible on Department's website • Previous reports are made accessible to stakeholders, and reports are distributed within a reasonable time of the completion of the workshops • Workshops advertised in the newspaper in advance • MEC press release after the workshop

Openness and transparency:	• Annual Performance Report	• Annual Performance Report	• Annual Performance Report	• Annual Performance Report
Redress:	• Directorate line manager • Complaints line	• Directorate line manager • Complaints line	• Directorate line manager • Complaints line	• Directorate line manager • Complaints line
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 1x Deputy director 1x Assistant director 2 x level 5	1x Director 1x Deputy director 1xAssistant director 2 x level 5	1x Director 1x Deputy director 1xAssistant director 2 x level 5	1x Director 1x Deputy director 1x Assistant director 2 x level 5
Cost:	R800,000	R900,000	R950,000	R1,000,000
Time:	Annually	Annually	Annually	Annually

Future To-Be Process:

Business Process Map (To-Be Process): Service One: Facilitating, Reviewing the Implementation of, and Updating the Safety Plan at the PNP Meetings in Policing Clusters.

The current As-Is process as depicted at page 24 of 38 will be reviewed by the Directorate Policy and Research in conjunction with Directorate Process Design and Improvement (DotP) during the period 2016 – 2019.

Service Two: Formal Partnerships Established Who Contribute in the Field of Safety and Security

Supporting environment to improve standard

Objective	Action	Process (How)
To increase safety by means of sustainable partnerships with community based organisations working for safety	To provide support to organisations active in the field of safety in the Province	• Possible partners apply to the department for safety partnership • Departmental panel consider the application in line with the strategic focus of the department • If the partnership application is approved, a MOU is signed between the department and the relevant partnership organisation • After the MOU is signed and approved, Chrysalis Academy graduates and Wolwekloof Graduates are placed with various placement institutions

Service Two: Formal Partnerships Established Who Contribute in the Field of Safety and Security

Improvement timelines

Key Service	Service beneficiaries	Performance Area	Current quantity level: 2015/2016	Desired quantity Year 1 2016/2017	Desired quantity Year 2 2017/2018	Desired quantity Year 3 2018/2019
SERVICE TWO: Formal partnerships established who contribute in the field of safety and security	Unemployed Youth/ Citizens	Directorate Safety Promotion and Partnerships	**Quantity:**			
			1000 youth trained through formal partnerships (Chrysalis and Wolwekloof)	1000 youth trained through formal partnerships (Chrysalis and Wolwekloof)	1000 youth trained through formal partnerships (Chrysalis and Wolwekloof)	1000 youth trained through formal partnerships (Chrysalis and Wolwekloof)
			• Assess Implementation of training partnerships • Provide Training	• Implement training partnerships • Provide feedback to partnerships (Chrysalis and Wolwekloof) • 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 and Wolwekloof) • 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 and Wolwekloof)

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				

Batho Pele Principles				
	Current quantity level 2015/2016	**Desired quantity Year 1 2016/2017**	**Desired quantity Year 2 2017/2018**	**Desired quantity Year 3 2018/2019**
Consultation:	• Quarterly Extended Management meetings • Telephone calls • Email	• Quarterly Extended Management meetings • Telephone calls • Email	• Quarterly Extended Management meetings • Telephone calls • Email	• Quarterly Extended Management meetings • Telephone calls • Email
Courtesy:	• Directorate line manager • Complaints line	• Directorate line manager • Complaints line	• Directorate line manager • Complaints line	• Directorate line manager • Complaints line
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:	• Department's Community Outreach programme • Advertisement in printed media and on government website • Email communication	• Department's Community Outreach programme • Advertisement in printed media and on government website • Email communication	• Department's Community Outreach programme • Advertisement in printed media and on government website • Email communication	• 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 • Project Manager • Monitoring Manager	• Directorate line manager • Project Manager • Monitoring Manager	• Directorate line manager • Project Manager • Monitoring Manager	• Directorate line manager • Project Manager • Monitoring Manager
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 35,100,000.00	R 38,700,000.00	R 26,000,000.00	R 27,000,000.00
Time:	Annually	Annually	Annually	Annually

Future To-Be Process:

Business Process Map (To-Be Process): Service Two: Formal Partnerships Established Who Contribute in the Field of Safety and Security.

The current As-Is process as depicted at page 26 of 38 will be reviewed by the Directorate Safety Promotion and Partnerships in conjunction with Directorate Process Design and Improvement (DotP) during the period 2016 – 2019.

Part C: SDIP Implementation, Monitoring and Reporting Methods

The Service Delivery Improvement Plan is aligned to the strategic plan objectives with a specific measure of improving identified services. The implementation of the plan is infused into the day-to-day operational activities of the Department, in particular the programme in which the standard is monitored.

The standard is equally reported on a quarterly basis to the top management, thereby facilitating tracking of compliance on a quarterly basis. The improvement actions planned herein will be monitored through in year quarterly performance monitoring mechanisms.

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.