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City Safety
Programme



City of Johannesburg, South Africa

Local Government and Crime Prevention

UNICRI Symposium – Abu Dhabi, United Arab Emirates,

18th - 20th May 2009



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Situation

- The growing issue of **safety and crime** in Jo'burg was considered to be:
 - The biggest concern for the city's **residents**;
 - The primary negative factor against the growth of local and international **investment** required to develop the economy and make Jo'burg a world class African city.
- It was the generally held belief that the South African Police Department (SAPD) and the Jo'burg Metropolitan Police Department (JMPD) were singularly **responsible** for controlling safety and crime throughout the city.



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JCSS: Principles

- The JCSS principles are the following:
 - **Safety** is not just an issue of Law-Enforcement Agencies, but that all City departments and agencies have a role to play;
 - The City's departments need to assume a certain **responsibility** for security issues when executing their own specific duties;
 - Solving grime issues (e.g. cutting of long-grass, fixing street lights, dealing with bad buildings and by-law enforcement) contribute to a **safer Jo'burg**;
 - Issues related to safety, crime and grime can be tackled more quickly and effectively from a larger body of Government officials, in a **coordinated and holistic** way.

JCSS: Concept

NATIONAL GOVERNMENT

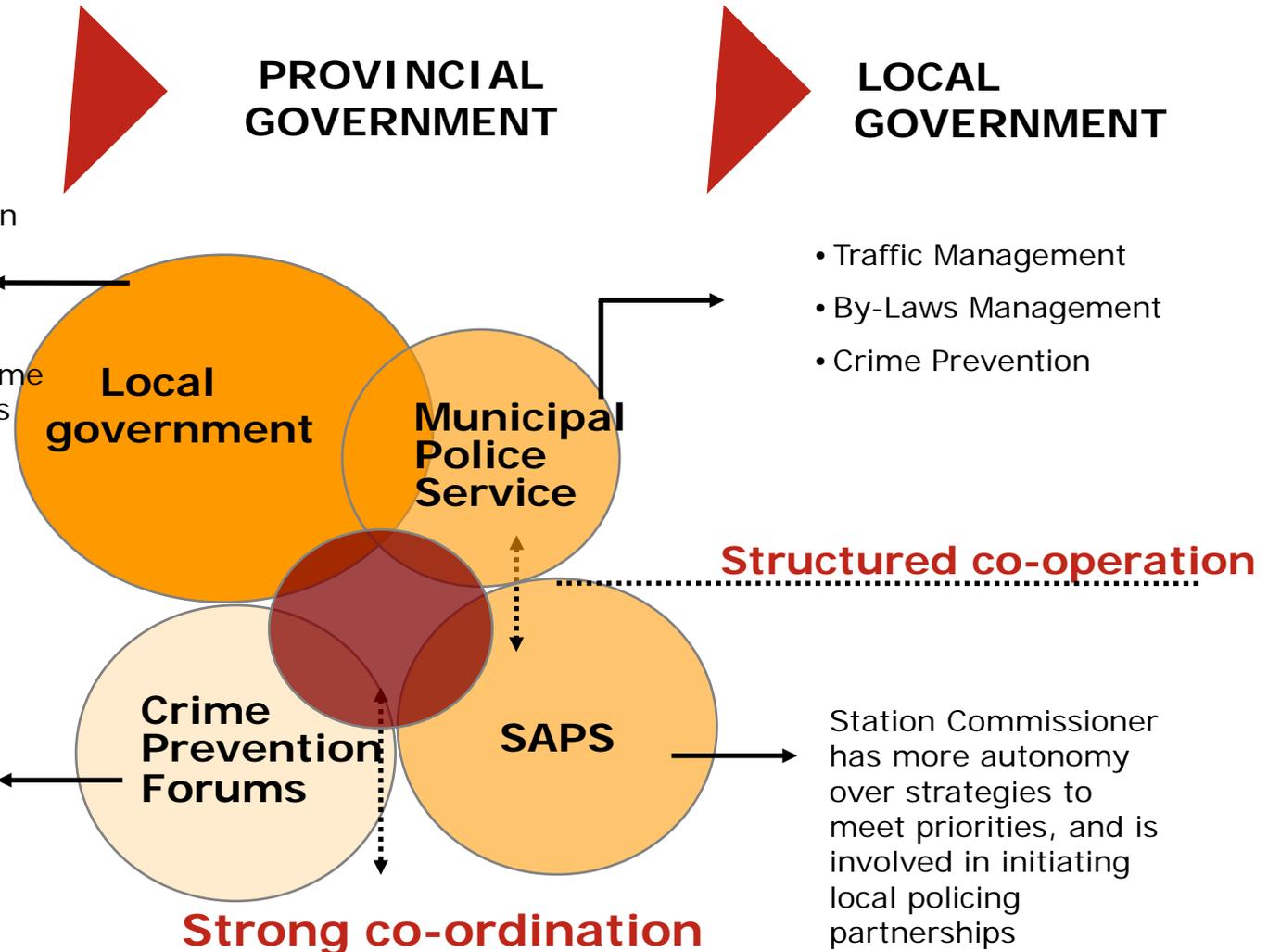
- Ensure crime prevention informs planning in all municipal departments
- Develop and initiate targeted local social crime prevention programmes (with support from provincial and national government)
- Co-ordinate crime prevention activities

PROVINCIAL GOVERNMENT

LOCAL GOVERNMENT

- Traffic Management
- By-Laws Management
- Crime Prevention

- Information sharing
- Co-operation with local government
- Participation in problem-solving



JCSS: Aim

The Jo'burg City Safety Strategy (JCSS) defines a clear and logical approach to the City's efforts to:



The JCSS proposes an **holistic focus** on law enforcement, crime prevention and improved urban management and design to achieve sustainable urban security.

The Jo'burg City Safety Programme (**JCSP**) was set up as the institutional mechanism to coordinate the implementation of the JCSS in selected regions in the City.

the JCSP team has completed the development of an innovative **Toolkit** to spread the methodology and approach of the JCSS across the City and to assist agencies to reach the 'tipping point' and achieving lasting change in Johannesburg.

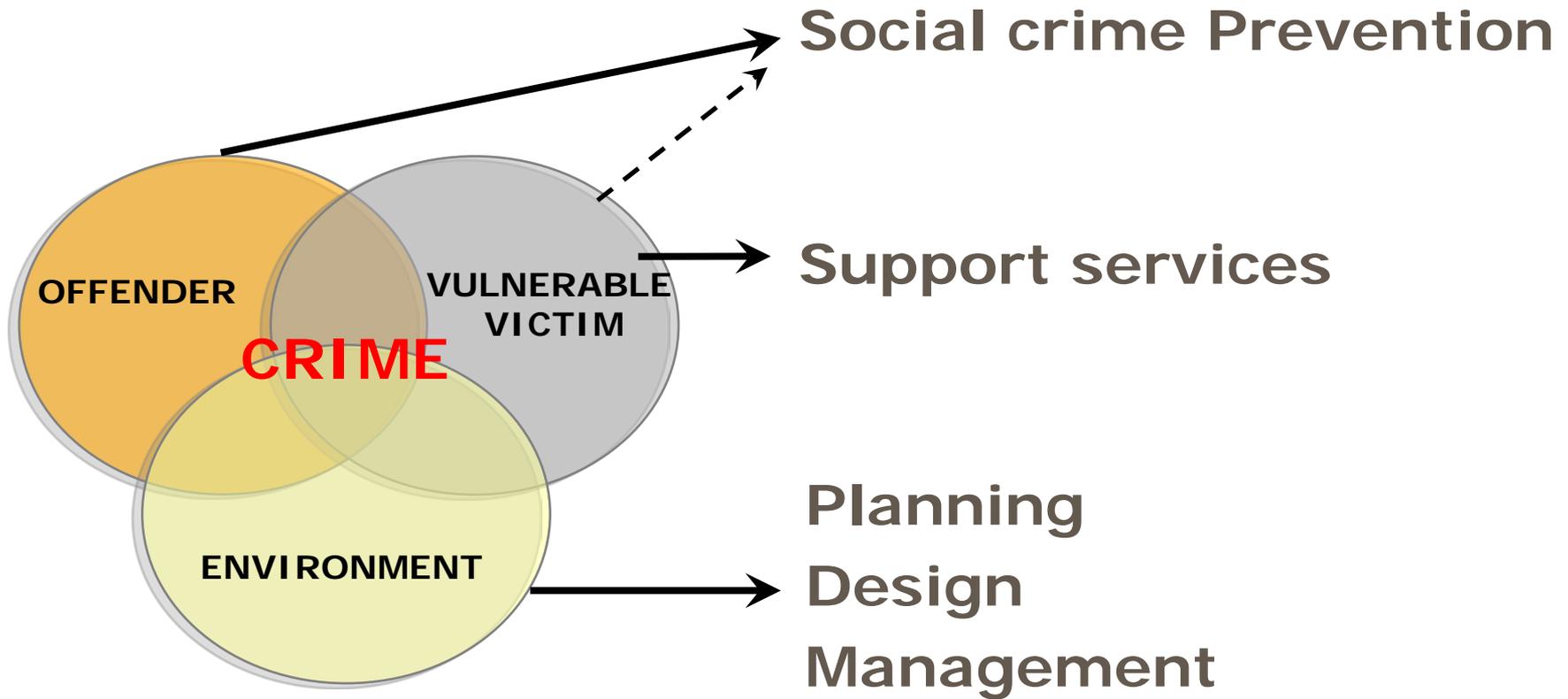


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Crime Prevention Model

- The (JCSS) is based on the premise of the “Converging Spheres of the Crime Prevention Model”: that crime occurs where there is a convergence of:
 - The will to offend;
 - A victim vulnerable to the offence; and
 - An environment that enables the offence.
- The three key elements must not only each be present but must also **converge** before a crime occurs.





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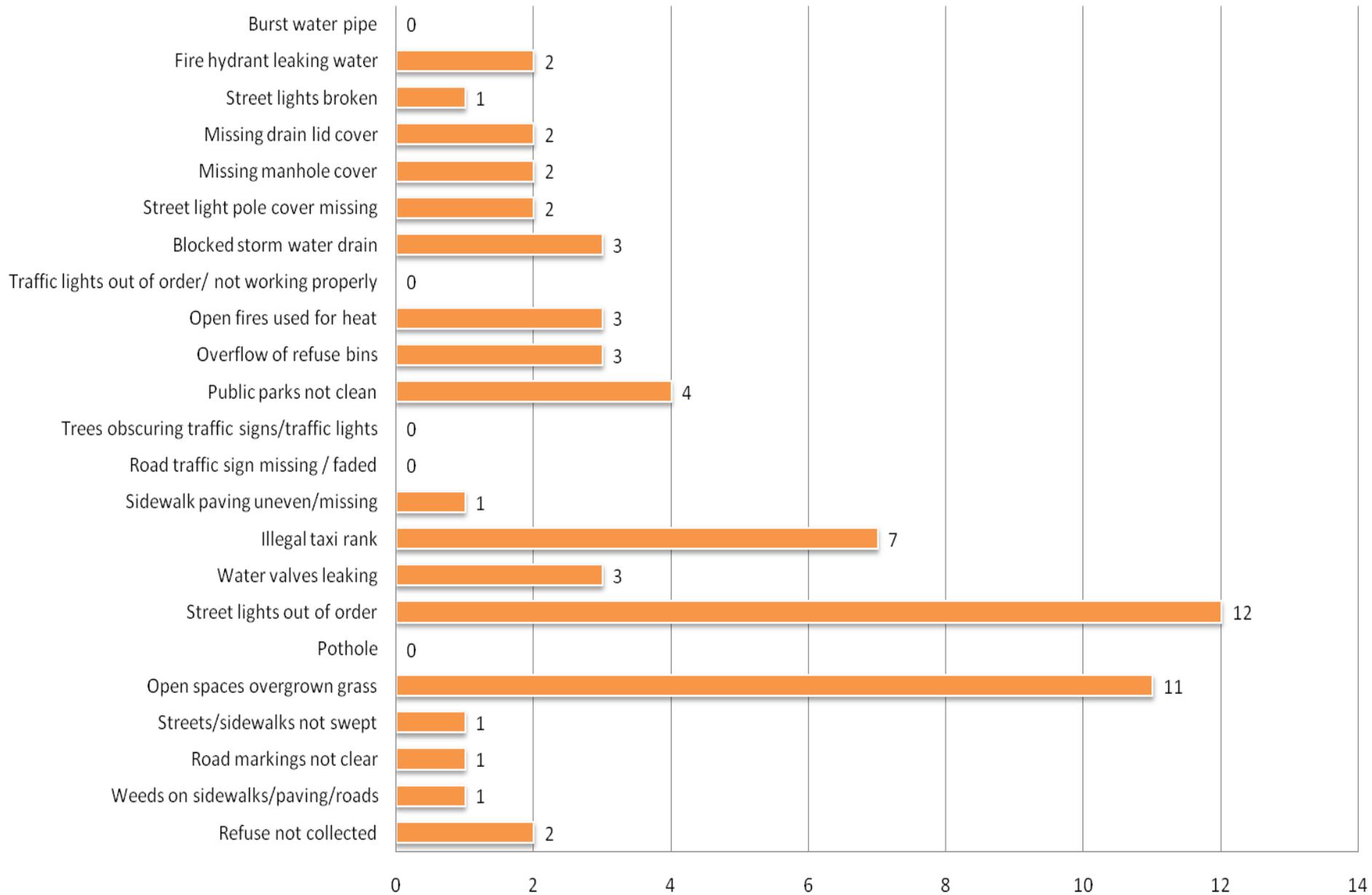
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Crime Prevention Model

- **Interventions** must be designed to prevent this convergence in order to prevent crime.
- To do this, each sphere must be **examined** to identify the role-players and possible interventions that could reduce the area of convergence.
- One of the three elements in the model is the **urban environment**. It therefore follows that by applying sound planning, design and management principles to public spaces in the physical environment it is possible to reduce the causes of and opportunities for criminal activity and address the fear of crime.

Relationship between Service Breakdowns and Crimes

(high score = high contribution to environment for crimes)





JCSS: It is not...

- The Jo'burg City Safety Strategy (JCSS):
 - The strategy does not deal with specific safety **operations** such as fire prevention or disaster management, anyhow it recognises them as essential components of a holistic approach to increase safety and security in the city;
 - The JCSS is not intended to serve as a replacement for **crime prevention activities** in Jo'burg of the South African Police Services (SAPS) and the Johannesburg Metropolitan Police Department (JMPD).



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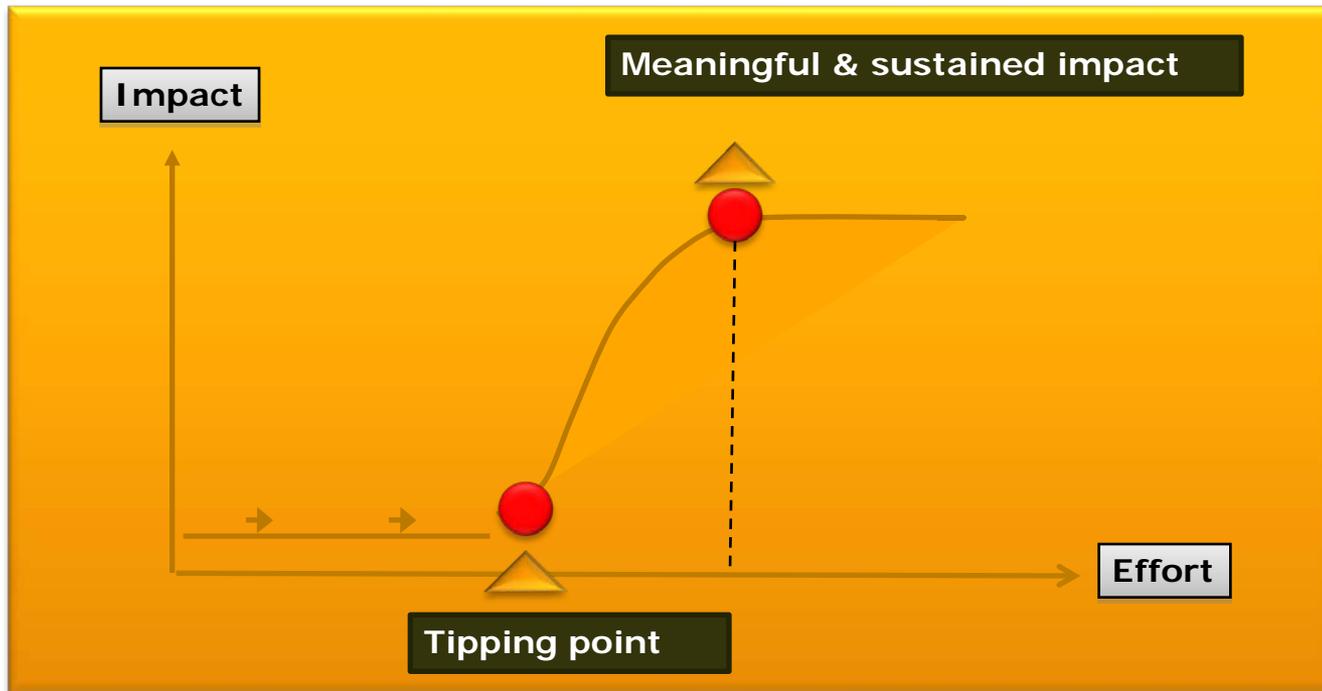


JCSS: The Programme

- The **JCSP** was established to provide the institutional mechanism to coordinate the implementation of this strategy.
- The JCSP started implementing the strategy in four specific geographic focus areas (**GFAs**).
- One of the key premises of the strategy is that the **tipping point** (i.e. sustainable solutions) will only be realised once a critical mass of interventions takes place and is maintained in a specific area.
- This process should eventually take place in the **entire City** through the successful implementation of the strategy from the GFAs into other areas. The areas will be extended when the tipping point is reached in the existing four GFAs.

JCSP: Tipping Point

The '**Tipping Point**' is the critical point at which the accumulated effect of many interventions by multiple role-players start to have a meaningful and sustained impact on crime and public safety.



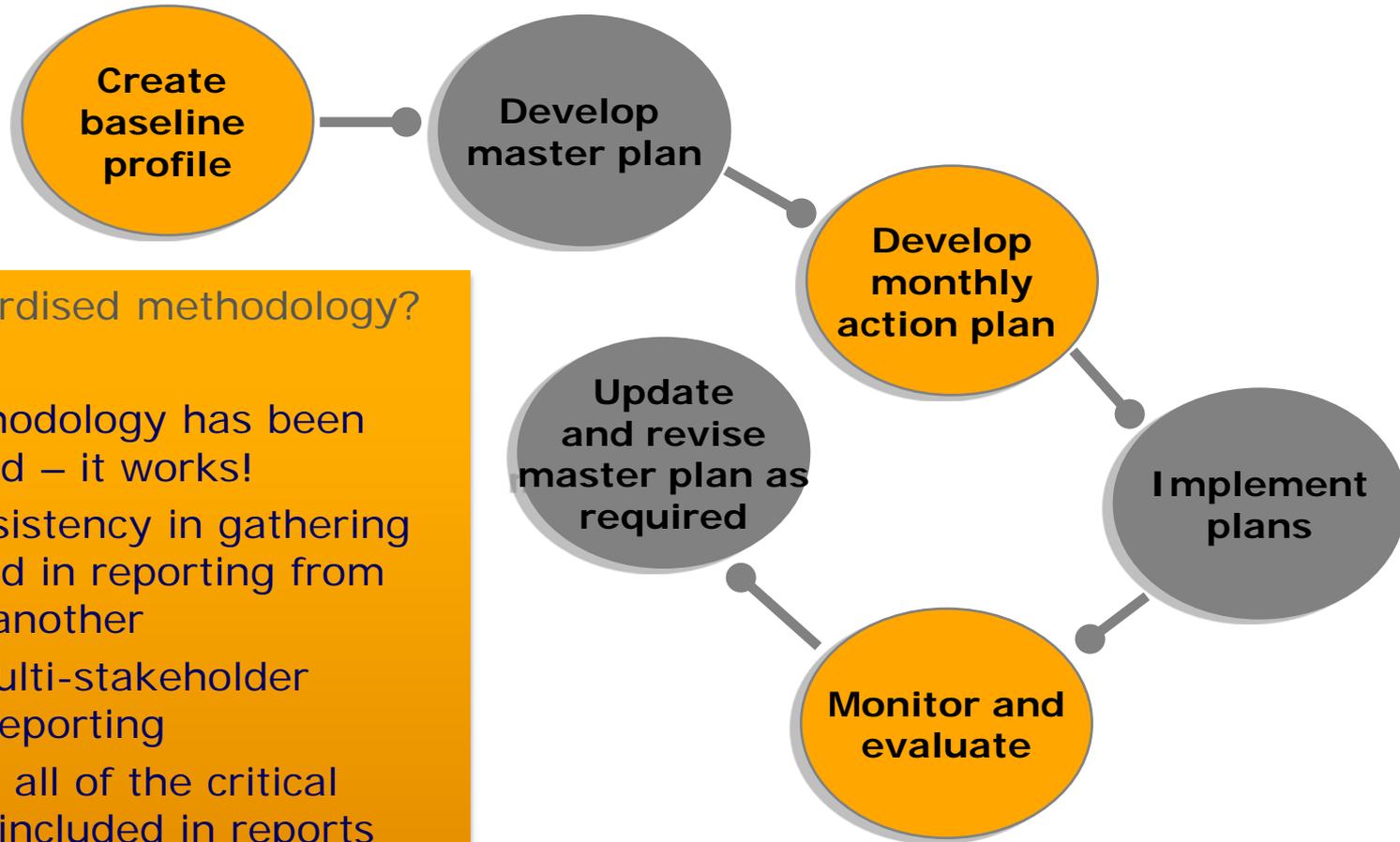
In order to reach this 'tipping point' the City of Johannesburg acknowledges that it is necessary for all relevant role-players in law enforcement and urban management to focus and coordinate their efforts in a **coherent manner**. This requires working together, using a common methodology, towards a shared vision.



JCSP: Description

- The JCSP offers **facilitation** of planning, co-ordination of multi-agency activities, advice, methodologies, templates and toolkits so that crime and safety are addressed in an integrated way;
- The JCSP is a City initiative designed to create a city-wide sense of responsibility and to **coordinate activities** by the various City departments and other government role players to address the escalating issues of crime, grime and safety throughout the city.
- The programme itself is deliberately **simple**, requiring a facilitated discussion to develop a plan, followed by monthly meetings to control the actions arising from the plan. .

JCSP: Methodology



Why use a standardised methodology?

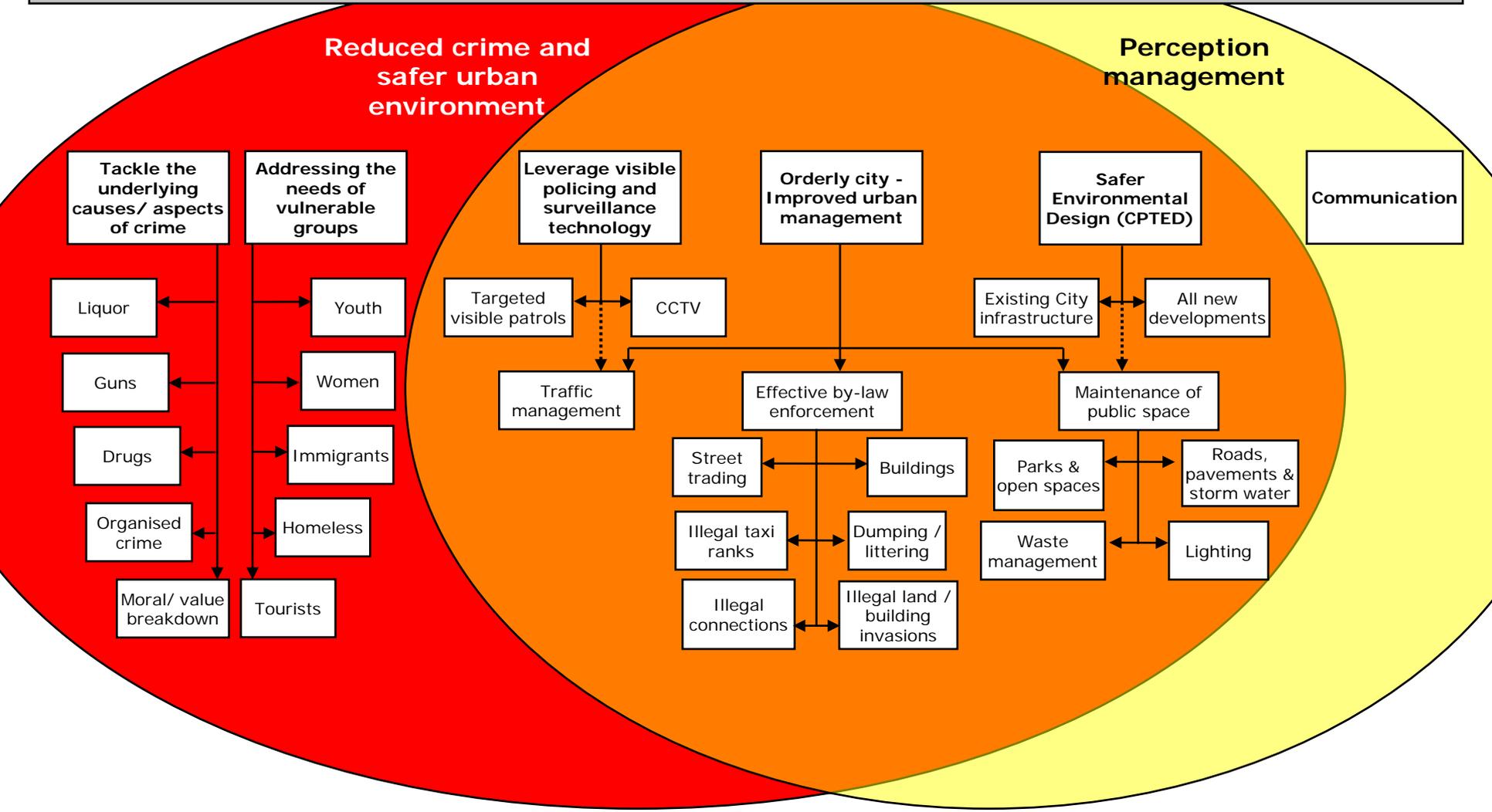
- The JCSP methodology has been tried and tested – it works!
- To ensure consistency in gathering information and in reporting from one region to another
- To facilitate multi-stakeholder planning and reporting
- To ensure that all of the critical information is included in reports
- To simplify planning and reporting



Programme components

PROGRAMME OBJECTIVE: "TAKING BACK THE STREETS"

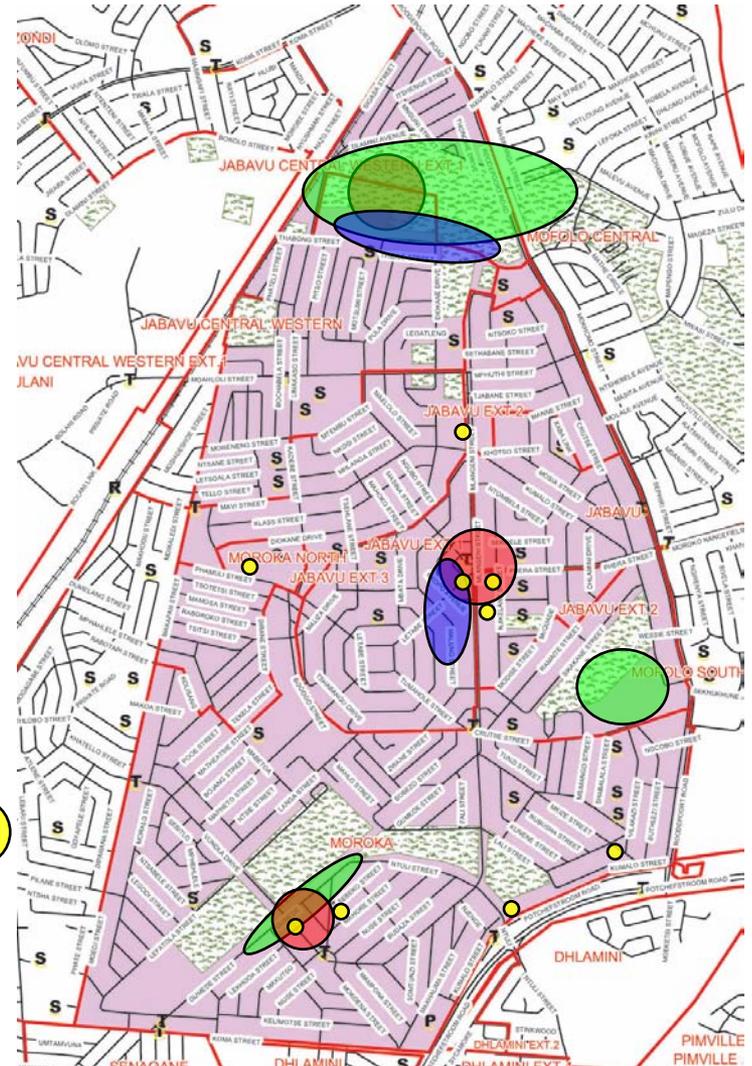
Provide safe, secure spaces in which people can live, work and play, free from the fear of crime and violence



Adopting a holistic approach

Address all underlying factors that create an environment conducive to crime

- Crime “hot spots” 
- By-law infringement hot spots (illegal street trading, illegal dumping ...) 
- Service delivery issues (long grass, street lighting ...) 
- Other possible contributing factors to an unsafe environment (“bad” buildings, liquor outlets ...) 





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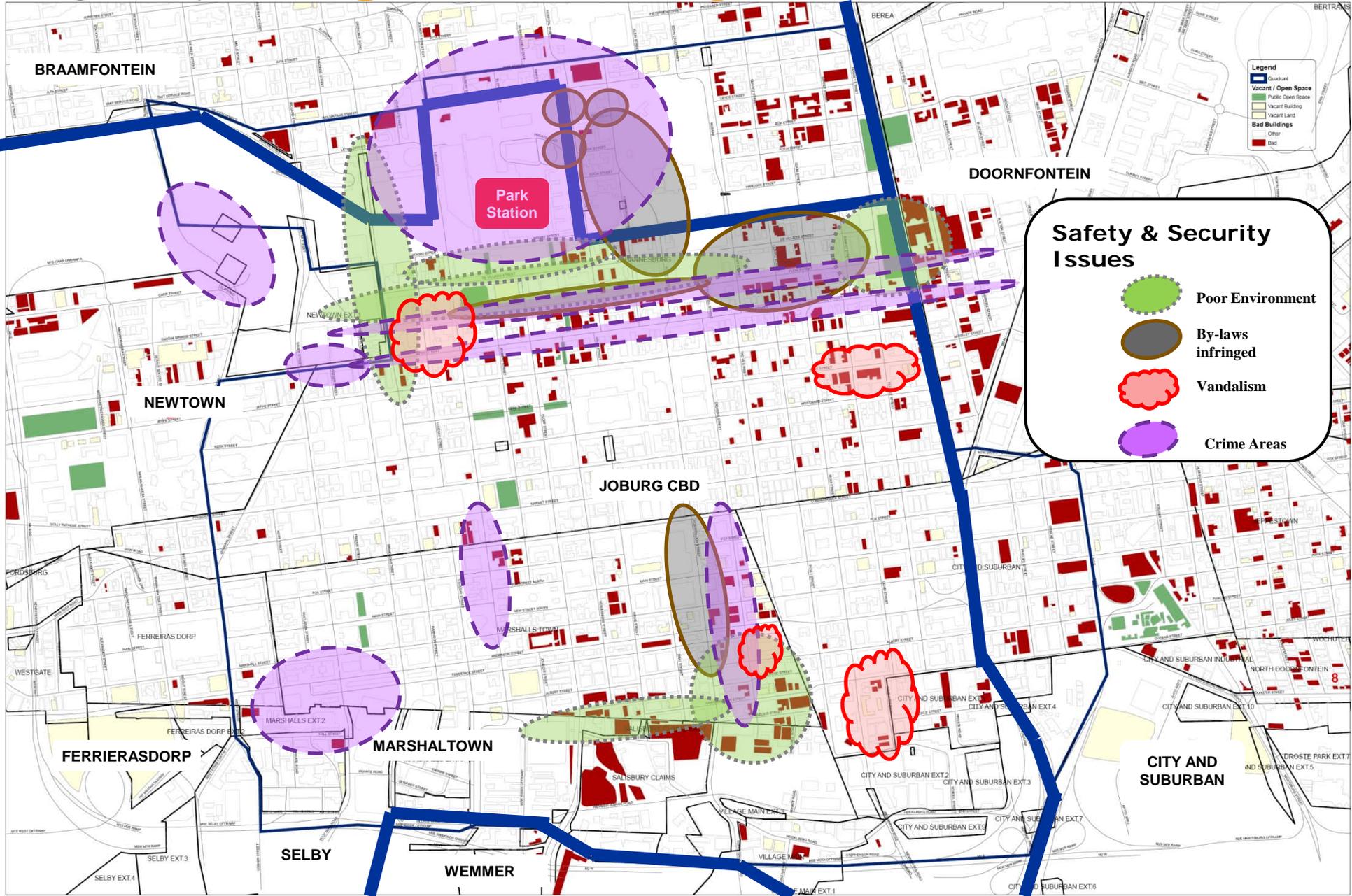
The link between urban service breakdowns and crime

It is possible to present the link between Urban Service Breakdowns and Crime as a continuum. Crime increases as urban problems increase from minor service breakdowns to major infrastructure & service breakdowns.

Poor Urban Management	Environmental Contributors to Disorderliness	By-law Infringements & Non-serious crimes	Serious Crimes
Temporary failures – serious infrastructure and services breakdowns	Environmental Neglect – Tampering and Vandalism	Willful infringements and commitment of non-serious crimes	Vehicular - Property – personal crimes



Jo'burg Inner City Quadrant 3 West





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JCSP: Role-Players

- The JCSP incorporates various **City departments** (e.g. Jo'burg Metropolitan Police Department, CoJ Health Department, DPUM, Emergency Management Service, City Parks, Jo'burg Road Agency) and external role players, such as **municipal-owned entities** (City Power, Jo'burg Water, Pikitup), and other **organizations** (e.g. South African Police Service) to work together to fight crime.



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JCSP: Role-Players

ROLE-PLAYERS INVOLVED IN IMPLEMENTATION

SA POLICE SERVICE

- Province and station level

JOHANNESBURG METRO POLICE DEPARTMENT

OTHER CENTRAL DEPARTMENTS (COJ)

- Emergency Management Services
- Environment
- Infrastructure and services
- Housing
- Community Development
- Development Planning and Urban Management
- Public Liaison (Communication)

CITY REGIONS

- Via the Urban Management Units

JOHANNESBURG CITY SAFETY PROGRAMME

MUNICIPAL OWNED ENTITIES:

- City Power
- Johannesburg City Parks
- Johannesburg Development Agency
- Johannesburg Water
- Johannesburg Roads Agency
- Pikitup

PROVINCE:

- Department of Community Safety
- Department of Social Development
- Gauteng Legislature
- Gauteng Liquor Licensing Unit

KEY STAKEHOLDERS

- * Business
- * Community Policing Forums



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JCSP: Innovation

- The JCSP actively sought a new and innovative way to address crime and grime by moving away from the “silos” mentality to an **integrated** way of working in the public sector;
- The JCSP has created a **mind shift** in agencies that don't have safety and security as their core responsibility;
- The JCSP provides the **platform** for all City, Provincial and National role players to develop **joint solutions** that impact on safety and security challenges;
- The JCSP creates a **link** for the first time between the management of the urban environment (e.g. uncut grass, broken street lights and damaged fencing) and safety and security issues.



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JCSP: Achievements

- The major positive benefit of the JCSP has been the implementation and mainstreaming of the **JCSS**. Without a dedicated driver, it is very difficult for a cross-functional strategy to work;
- The programme has proven that **central co-ordination** of a strategy which requires citywide implementation is critical for success;
- There is now express recognition of each **stakeholder's** role and responsibility in making Johannesburg safer.
- The City has realized that crime is not just a matter of police to tackle it but of all the **businesses and communities** as a whole.



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JCSP: Achievements

- Various departments which have traditionally not worked together are now **jointly** tackling problems (e.g. multi-functional teams are now visiting **liquor outlets** to educate and enforce by-laws. In many instances, such establishments had not been visited for years by City officials out of fear for their personal safety. With the Johannesburg Metropolitan Police Department (JMPD) and South African Police Service (SAPS) accompanying them, all officials can now carry out their duties free from fear of reprisals or attack. These visits have had a positive impact in terms of a **reduction in liquor related crimes** in many areas).



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JCSP: Achievements

- The **increased co-operation** between the JMPD and the SAPS, and the fact that the SAPS now has a point of reference in the City of Johannesburg (CoJ) where it can raise issues for urgent action.
- With the establishment of a dedicated response unit of four cars for incidents picked up on the City's **CCTV** network, there has been a drastic improvement in response times and a marked improvement on arrests.



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JCSP: Challenges

- **Accountability** is a challenge as none of the role players are answerable to the programme: their involvement is purely voluntary. To ensure their continued participation and goodwill, it is important to ensure they perceive they are receiving **value** by way of direct results and improvements within their area of concern.
- The JCSP has **no real budget** for interventions, and instead relies on funds and activities of the role players to make changes or repairs.
- Change people's mindsets from the traditional '**siege**' **approach** to one of constant monitoring and evaluation, attending meetings, keeping to action plans, and proactive action. Only once participants see the positive changes do they believe the change in approach to be worthwhile.



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JCSP: Lessons Learned

- This links to the need to ensure that plans incorporate everyone in order to make them all feel **included**.
- Support is lost from partners who feel their participation is not necessary. They are giving of their time and resources, so the JCSP must find a balance of giving and receiving for all concerned, which can be achieved through a **coordinated approach** to projects.
- So much can be achieved if organizations work **together!**



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Toolkit: Development

The JCSP **Toolkit** has been developed to assist the many agencies who have a role to play in **urban management, crime prevention and law enforcement** to coordinate their efforts in order to achieve a safer and more secure Johannesburg, where people can live, work and play free from the fear of crime.

It consolidates the good practices and lessons learnt by the JCSP team and includes a comprehensive set of tools and resources which promote a **multi-stakeholder approach to public safety and security** and which encourage joint planning, implementation and monitoring.

Law Enforcement

- JMPD
- SAPS
- Other Law

Enforcement Agencies

Coordination of Joint Planning

Urban Management

- By-law Enforcement
 - Service Delivery
 - CPTED

Toolkit: Objectives

- To provide relevant City agencies with a broad understanding of the **objectives** and the approach to crime and public safety set out in the Jo'burg City Safety Strategy;
- To assist agencies to develop and implement **safety plans** within the seven regions of the City, using the methodology of the Jo'burg City Safety Programme, and to monitor their achievements against these plans;
- To assist agencies to fulfill their jobs more effectively and achieve their individual objectives by entrenching the partnership approach;
- To establish a platform for **communication and coordination** between the City's service delivery and law enforcement agencies in relation to issues of urban management, public safety and crime prevention
- To provide agencies with the **tools** and resources to achieve the objectives set out above.

Section 1 is an explanatory document which provides an *introduction to and overview of the Jo'burg City Safety Strategy and Programme*. It describes the critical elements and success factors of the strategy and outlines the key programmes of the JCSS.

This section should be read and understood to give meaning to the tools and resources which are provided in the other Toolkit.

Section 2 provides a comprehensive set of *tools and templates which will enable agencies to use the methodology of the JCSP* from the planning phase (development of a Baseline profile, the Master plan, and monthly action plans)

through to implementation (operational planning and implementation) and finally monitoring, evaluation and reporting.

Section 4 is an easy-to-reference compilation of *resources on a range of Important subjects which are related to public safety*.

Topics include the drivers of crime – liquor and firearms; vulnerable groups – Women and youth; bad buildings, communications, second-hand goods, spray painters and panel beaters, and communications.

Section 1:

Introduction to the Jo'burg City Safety Strategy and Programme

Section 2:

Tools, templates and resources for planning, implementation and monitoring

Toolkit Structure

Section 4:

Additional resources on specific subjects

Section 3:

Crime Prevention through Environmental design

Section 3 contains a Toolkit, developed by the JCSP, that deals specifically with the concepts and applications of *Crime Prevention Through Environmental Design (CPTED)*.

It also includes some focused resources, protocols and templates relating to safety in public open spaces.



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Toolkit Templates

- Baseline profile
- Master plan
- Monthly Action plan
- Operational Plan
- Operations checklist
- Operations report
- Urban management checklist for GFA site visits
- Monthly urban management report
- Daily SAPS incident log
- Monthly SAPS incident log
- Monthly SAPS feedback report
- Monthly summary report on operations
- Monthly JMPD feedback report



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Monthly summary report on joint operations template

FOCUS AREA		REPORT BY	
DATE		REPORT PERIOD	

1. JOINT OPERATIONS AND INTERVENTIONS		
1.1 Details		
Date	Focus/Objectives	Role-players

1.2 Summary results	
Arrests	
Fines	
Confiscations	
Notices	
Firearms recovered	
Other	

1.3 Problems encountered (e.g. role-players not arriving, negative public reaction, lack of impact, etc)

1.4 Lessons learnt/recommendations (what could be done differently in future operations to improve effectiveness)

1.5 Proposed follow-up interventions for the next cycle(s) (number, focus, action and role players)



For further information:

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THANK YOU