



Summary Report

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Hout Bay Valley Security
Strategic planning Workshop

Date: 2 July 2016
Venue: Riverside Estates Conference Venue
Facilitator: **Peter Thomas**
Director
Participlan Group Facilitation SA (Pty) Ltd
Cell +27 82 558 2817
Report: **Estelle Gautier - Thinkplan**



participlan

Group facilitation

communicate•collaborate•perform

www.participlan.co.za
pthomas@participlan.co.za

Participants ...

- Alex Rossi
- Allan Dellbridge
- Andre Machado
- Andrew Kirkland
- Andrew Martin
- Brad Geyser
- Doreen Malan
- Fanie Malan
- Fred Nebe
- Frith Stables
- Heinrich Brumfield
- Jerome Allen
- JJ de Villiers
- Johann Van Blerck
- Julie Banham
- Kerri Cross
- Liezl Schulte
- Michelle Machado
- Norman Brook
- Philip Frans
- Rod Panagos
- Roger Moul

Agenda ...

- **Scenarios : Valley security next 2-5 years**
- **Presentations (two presentations)**
- **Objectives for Valley Security**
- **Working and not working to achieve objectives ... why not working?**

Building the solution:

- **Decisions to achieve our objectives (Solution) and priorities ... most important**
- **Action plans**

Implementing the solution:

- **Delegates' commitment to implementation**

Question 1 Identifying scenarios facing the Valley over the next two to five years

Question: “In your view, what are the typical or likely scenarios (opportunities and threats) that could unfold in the next 2 to 5 years, in the space that Hout Bay Valley Security has to perform?”

Issue	Responses
Volunteers	• People get tired and volunteer members drop • Reluctance of residents to follow in the footsteps of volunteers
SAPS leadership	• Hout Bay change in SAPS leadership could mean working against rather than with • Stagnation of SAPS complement • SAPS resources will not keep in pace with crime • There could be a change in SAPS station commander • Unstable government means SAPS/NW will not grow especially in affluent areas • There needs to be an increase in SAPS station force
CCTV and technology	• Burden of technology infrastructure becomes overwhelming • There will be more focus on technological solutions to fight crime • Increase in technology used to watch and track – face, drones, CCTV • Fibre could provide improved and reliable info e.g. CCTV • No backup or network to carry our infrastructure • Criminals target CCTV equipment • Criminals will make more use of technology
Drug and Crime	• Drugs use increase and crime
Organised crime	• More organised crime will become prevalent
Civil unrest status	• Resident exodus following civil unrest • Civil unrest
Densification and unemployment	• Densification of townships • Increased unemployment • There will be an increase of criminal activities due to an increase of unemployed people • Increased crime from recession and resulting desperation • More people moving in meaning more unemployment, more uneducated, more crime • Increasing unemployment = increasing crime • Secondary education students will not find employment • Informal population will increase • Short to medium term unemployment will rise
Vigilante behaviour	• Vigilante behaviour

Issue	Responses
Synergy and decision-making	• Not everyone agreeing to a decision
Funding	• Not sufficient funds available
National Goals & political climate	• There could be a change in National goals (this could be positive) • There could be a change in Local Government • Political change in government/council = less of a voice • POPI legislation tightens up • Backlash in privacy rights – big brother
Patrol areas	• Large open areas that are difficult to patrol
Structures	• We need to have a dedicated security resource in the valley • The public will take more responsibility for crime prevention measures • There will be a more cohesive crime fighting community • Private/public security partnerships will expand • We need to change the structure of HBNW

‘What is this telling us?’

- **There will be changes ... dynamic**
- **Cannot rely on the State**
- **There must be unity of purpose**
- **Optimal and cohesive use of resources**
- **Technology will be key – good and bad**
- **May need to sue the State ... activity**
- **People will need to pay for professionalism**
- **Lack of deterrent – justice system?**
- **Need to re-energize population**
- **Need to increase social development**

Question 2

Identifying the objectives of Valley Security

“Based on these scenarios and our stakeholders’ needs ... what do you see as the objectives/purpose of Hout Bay Valley Security?”

Issue	Responses
Vision	• Key: Hout Bay Valley provides residents P.O.M.(peace of mind) • All residents want to participate – value seen
Mission	• Everyone is clear about the vision
Safe environment for youth	• Safer environment for all • Create a place of safety for youth (anchorage and partner) • Youth must be kept busy with positive activities – skills training for job market. Help with social problems
Integration: systems and structures	• We must adopt an integrated approach • We have most of the elements – we just need to integrate them • Integration of resources • Must have a methodical approach • A good and solid infrastructure • Community control room must be SSP neutral • All response units must work off one plan • HBNW structure must support the strategic PRS plan • Watch con must be developed into a 24-7 JOC • We need to further develop intelligent camera monitoring
Community	• Over boarding broader based community • Engage with whole community – what do they want? • Will need to educate the community on security
Cost effectiveness	• Cost effective service delivery
Process (seamless)	• Must be a seamless process (key) : Deterrence > Detection > Delay > Response > Recovery • Facilitate and encourage local job creation • Employ local – no outsourcing
Sustainable funding	• There must be consistent funding • Establish means of fundraising that is sustainable • Valley-wide sustainable funding • Find sustainable income stream • We must generate sustainable funding • “measurements” vital where crime levels are assessed against funds spent

Cost effective service	• Cost effective service delivery
Total service proposition	• Total service must be professional and paid for
Security Awareness	• Create security awareness
Skills development and employment	• Employ highly trained, substantial tactical response team • Properly trained and managed control room`
Communication	• Communication at all times, at all levels
Accountability	• Accountability within all Hout Bay role players • A proper organised chain of command • Ensure integrity of security role players
Assessment	• Constant assessment and modification

Question 3

Working and not working

“What in your view, is working and what is not working in our drive to achieve these objectives?”

What is working?

Issue	Responses
Working	• Paid for operations manager • Paid for guards ... e.g. Penzance • Cameras with analytics • Dog patrols in estates • Chain of command in local area • Area based organised volunteers • LPR in Constantia working

What is not working?

Issue	Responses
Not Working	• No consequences for repeat offenders • No jobs for people – leaving school – skills • No integration valley-wide • Patrols (vehicles) are ineffective – movements anticipated • No training for groups working together • No one in charge – chain of command

Why the “not working?”

- Do not have an effective structure
- Run by volunteers
- Too many chiefs and not enough Indians
- Lack of resources – funding
- People become complacent

Question 4

Decisions needed to achieve objectives ... prioritised

“If you were the sole decision maker, what decisions would you now take to ensure that we achieve our security objectives for Hout Bay Valley?”

Decisions in order of priority

Overall Champion: Liezl



Input into decision (objectives) & priorities translated into action plans

1. Funding ; Andrew		
Cluster	Vote	Responses
F	17	• Have an SRA that has right people in charge • Create fund raising strategy • Set up SRA for funding • Create a funding model / SRA with a structured budget that all can contribute to security requirements • SRA per area : Voluntary funding not working • Establish an SRA for sustainable funding • Support implementation of SRA • Build funding model that will sustain the structures

Action plan: 1. Funding			
Project leaders: Andrew			
Action Steps (expressed as an outcome)	Deliverable	By Whom	By When
•	1. Hout Bay Valley Budget		
•	2. SRA criteria due		
•	3. Centralised funding		

Input into decision (objectives) & priorities translated into action plans

2. Professional Management (and Operations – J)		
Cluster	Vote	Responses
C	2	- Define/determine the structure : employ a full time management team to run the model - Have integrated CCTV covering whole bay - CCTV cameras if monitored - Patrol teams on school ground - Proper chain of command ... paid - More full time staff for Joc - Professional and paid full time management - Hire full time professional SWAT type team to support JJ & Joc
J	0	Identify local resources : organisations, people/champions and projects

Action plan: 2. Professional Management and Operations			
Project leaders: Brad and team			
Action Steps (expressed as an outcome)	Deliverable	By Whom	By When
•	1. Management structure developed		

Input into decision (objectives) & priorities translated into action plans

3. Communication (Responsibility H and Social I) : Drew		
Cluster	Vote	Responses
G	11	• Common Valley security messaging to communicate • Improve communication with residents • Way more communication is needed • Promote a pride in our community • Promote and market the requirement and the solution • Ensure everyone knows JOC is neutral
H	3	• Place more responsibility for security on home owners
I	1	• Secure a youth skills training facility (social workers in the field)

Action plan: 3. Communication			
Project leaders: Drew			
Action Steps (expressed as an outcome)	Deliverable	By Whom	By When
•	Communication strategy	Drew	
•			

Input into decision (objectives) & priorities translated into action plans

4. Governance and Structure : Brad		
Cluster	Vote	Responses
D	10	• Modernise HBNW Governance structure • Prioritise structure to underpin mandate and legality • Create a structure that will support the requirement • Coordination between all Hout Bay initiatives • Combine CCP and NW

Action plan: 4. Governance and Structure			
Project leaders: Brad			
Action Steps (expressed as an outcome)	Deliverable	By Whom	By When
•	1. New accepted structure		
•	2. Trust established		
•	3. Draft constitution		
•	4. Integrated road map in valley		

Input into decision (objectives) & priorities translated into action plans

5. Training : Rod		
Cluster	Vote	Responses
A	9	• Have JOC work properly, managed properly • Establish professional training programme for JOC • Develop well trained supervised control room • Clarify responder types and roles within integrated structure
		• Adopt a PPS standard (cluster 6 : PPS standard

Action plan: 5. Training			
Project leaders: Rod			
Action Steps (expressed as an outcome)	Deliverable	By Whom	By When
•	1. Training program (including understanding PPS Standard)		

Input into decision (objectives) & priorities translated into action plans

6. PPS Standards : Brad and Team		
Cluster	Vote	Responses
B	6	Adopt a standard

Action plan: 6. Brad and team			
Project leaders:			
Action Steps (expressed as an outcome)	Deliverable	By Whom	By When
•	1. Understanding PPS standard		
•			
•			

Input into decision (objectives) & priorities translated into action plans

7. SAPS : Toby		
Cluster	Vote	Responses
K	2	Pursue possibility of criminal elements in SAPS

Action plan: 7. SAPS			
Project leaders: Toby			
Action Steps (expressed as an outcome)	Deliverable	By Whom	By When
Pursue possibility of criminal elements in SAPS			

Input into decision (objectives) & priorities translated into action plans

8. Business Plan: Liezl (overall)		
Cluster	Vote	Responses
L	2	Combine all ideas into business plan that is scrutinised by all relevant parties

Action plan: 8. Liezl			
Project leaders:			
Action Steps (expressed as an outcome)	Deliverable	By Whom	By When
•	Combined and endorsed integrated business plan		
•			
•			

Input into decision (objectives) & priorities translated into action plans

9. Justice System : Toby		
Cluster	Vote	Responses
E	1	Lobby for our magistrate to keep criminals off the street

Action plan: 9. Justice System			
Project leaders: Toby			
Action Steps (expressed as an outcome)	Deliverable	By Whom	By When
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•			
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Commitment:

The team comitted to develop and support the implementation strategies