

EXCO 21/05/01

CAPE FLATS RENEWAL STRATEGY

RESOLVED that:

- (a) the Cape Flats Renewal Strategy, as contained in the report, be supported in principle
- (b) further discussions be entered into with PAWC in respect of the City's involvement in this matter and a further report be submitted in this regard

Extract from report is attached [go to next page/s].

**Previous policy decision: -
File Ref. No. (HO 31/4/1)**

FOR DECISION BY EXECUTIVE COMMITTEE

EXCO 21/05/01

CAPE FLATS RENEWAL STRATEGY

HO 31/4/1
I D NEILSON
400-1307

2001-05-08

1 EXECUTIVE SUMMARY

To obtain the Executive Committee's endorsement of the proposed Cape Flats Renewal Strategy.

2 BUSINESS PLAN REFERENCE

Directorate:
Department: Executive Councillor for Safety and Health
Business Plan Reference:

3 DELEGATED AUTHORITY

For decision by the Executive Committee.

4 ANNEXURES/ADDENDA

N/A

5 POLICY

At its meeting on 14 February 2001, Council resolved: (HO 4/3/3 & 31/4/1)

"The Council of the City of Cape Town is outraged by the continuing violence and murders committed by gangs, against the citizens of Cape Town. The Council recommits itself to fighting for a safe city and commits its resources in support of SAPS to bring a halt to the action of gangs."

6 LEGAL REQUIREMENTS

7 BACKGROUND/INTRODUCTION

- 7.1 The majority security threats a year ago were defined as being urban terror, transport violence and gang activities. Whilst some measure of success has been achieved in respect of the first two categories, it would also be fair to reflect that the said two categories of crime are fairly recent phenomena and of a more temporary nature, as it were. The scourge of gangsterism, on the other hand, has been prevalent for decades and has, up to now, not been successfully combated. The Cape Flats Renewal Strategy entails a range of projects and initiatives, to address the gang phenomenon in a co-ordinated and focussed manner as required by the National Crime Prevention Strategy (NCPS).
- 7.2 Gang membership in Cape Town is currently estimated to be between 80 000 to 100 000 or some 5% of the total population, belonging to approximately 280 gangs. Most gang members are youths aged between 12 and 25 and most live on the Cape Flats. The gang phenomenon has taken a turn for the worse as it is no secret that South Africa has become a major transit point for the international drug trade and a new home for organised crime. In this regard it is noteworthy that a report indicates that ecstasy is *exported* from South Africa to the United States. Past initiatives to deal with gang related crime have been limited and have certainly not been sustained, with the result that the problem has actually increased. Experience has shown that while an increased South African Police Service (SAPS) presence places a damper on gang activities, such activities resurface shortly after the police depart from the scene.
- 7.3 Gang related crime continues to destroy thousands of lives, keeping entire communities hostage and clogging up a strained criminal justice system.

8 DISCUSSION/MOTIVATION/PROPOSAL/EVALUATION/ASSESSMENT

- 8.1 It is very important that the social and moral fabric of our society be strengthened. The Provincial Government, in conjunction with the City Department of Safety and Security, is currently developing and implementing a three pronged strategy focussing on law enforcement, urban/economic renewal and social renewal. The proposed strategy will seek to close the window of opportunity to gangs whilst supporting the community. The norms that the affected communities are living under are not norms which are conducive to a free and prospering society. Societies that have been subjected to violence for so long are not aware of any other way of life. The project must therefore repair the damaged social

fabric and restore the value system so that crime is viewed in its true perspective. A very important principle is that government must perform and discharge all its responsibilities efficiently if it expects its citizens to act responsibly.

- 8.2 The law enforcement component of the strategy will, in the first instance, be driven by the SAPS. Their operation focussing on the geographic areas listed below, has already commenced. An important part of the SAPS strategy, is to strengthen the local police stations on a permanent basis. They must also investigate gang organisations. Further, the Cape Town City Council has a critical law enforcement role to play. Much of the illegal trading in liquor and drugs is being conducted in houses rented out by the Municipality. The Council must therefore proactively enforce bylaws and contractual terms prohibiting these illegal activities.

The intended Western Cape Liquor Act will also be an important instrument to combat criminality in the Cape Flats community.

The second and third legs of the strategy (Economic and Social Renewal) require the active participation of the local, provincial and national spheres of government. This part of an anti gang strategy has never been driven successfully, because it has normally lacked a focussed and suitable delivery mechanism. It is therefore proposed that all government agencies pool their resources and focus on identified geographic areas. The South African Police Services has identified the areas worst affected by gang actions. Focus points have been identified. These focus areas are designated blocks/streets of approximately 2 square kilometres in the following areas:

- Khayelitsha
- Mitchells Plain
- Manenberg
- Elsies River

These are not the only areas affected by gang violence. However, they are the most deeply affected and must therefore be our starting point with this project.

- 8.3 Past initiatives to deal with gang related problems did not succeed, primarily because these initiatives could not, over the medium to long term, be sustained. Whilst many policy papers have been generated, the State has not been able to implement any strategy in a sustained way. Hence the Provincial Government now intends creating a specific delivery mechanism to implement the multitude of projects and programmes. In order to be effective, the delivery mechanism will consist of two essential components, namely:

- A Governing Board of senior leaders who have both the political will and the administrative clout to drive the process. It is the intention to create a specific legislative framework for the Governing Board,

through provincial legislation.

- A small but experienced executive arm headed up by a top official, who is accountable directly to the Board.
- 8.4 The Governing Board will embody an equal partnership between the Provincial Government and the Local Government, being the two primary authorities responsible for delivery of the essential services. It is also intended to invite representatives from the National Government to sit on the board.
- 8.5 The Governing Board must be authorised to enter into service agreements relating to cleaning, upgrading, etc., with the relevant departments and other service providers. The purpose of these agreements is to ensure that service providers agree to provide a specific level of service in a specified area. This concept is based on the *City Improvement Districts* model, which is working well in Cape Town.
- 8.6 These area offices will also drive community crime prevention projects. The CEO and his/her project managers will serve as ex officio members on all crime prevention and safety forums in the areas concerned.
- 8.7 A Chief Executive Officer (CEO) will be appointed to be the executive arm of the Governing Board. To ensure that services are delivered as agreed, four project managers will physically occupy offices at the coal face, that is, in the specified areas and evaluate the levels of service provided on a daily basis, and report to the CEO in respect thereof.
- 8.8 The proposed strategy pursues the City's stated policy goals of:
- A safer city for all.
 - Creating an enabling environment for economic growth.
 - Empowering the poor people of our City through the provision of basic services.
 - Improving the quality and accessibility of services provided by the municipality.

9 FINANCIAL IMPLICATIONS

An amount of R2 million is needed for the 2001/2002 financial year for salaries and related costs such as office accommodation. The amount has been budgeted for by the Provincial Government in terms of a formal request in the adjustment appropriation in respect of the additional equitable share (R105,8 million).

Council will need to commit itself to minimum levels of service with the target

areas.

10 STAFF IMPLICATIONS

In order to activate the delivery mechanism, contract appointments will have to be made. Existing staff may have to be seconded from the Province or the City and provision will then have to be made for substitute appointments. It is envisaged that the following staff is needed:

1 X Chief Executive officer at Director's level
4 X Area Managers at Assistant Director's level.

11 COMMENTS FROM OTHER DIRECTORATES

12 EXTERNAL GROUPS/BODIES CONSULTED

The South African Police Service, the Department of Correctional Services, the Department of Justice, The Department of Community Safety, the Department of Education, the Department of Environmental, Cultural Affairs and Sport and the Office of the Premier.

13 RECOMMENDED

It is recommended that the Cape Flats Renewal Strategy be endorsed.