

# SAIBA DISASTER MANAGEMENT WEBINAR

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SOUTHERN AFRICAN INSTITUTE  
FOR BUSINESS ACCOUNTANTS



## Preparing Your Organization for Civil Unrest

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# PROTECTING YOUR COMPANY'S EMPLOYEES AND PHYSICAL ASSETS

- Last month's civil unrest and looting that began in Kwa Zulu-Natal and spread to other parts of the country has come at a great cost to local businesses and the economy. Over 200 malls and 800 stores were looted and more than 100 stores burnt to the ground. With more than 45,000 businesses and 50,000 informal traders affected, conservative estimates indicate that the loss of stock and damaged infrastructure exceeds R150 billion.
- Once considered low frequency events for most corporate security and business continuity professionals, civil unrest now commands centre stage. With an unacceptably high unemployment rate and a Gini Coefficient of 63, South Africa remains one of the most unequal countries on earth resulting in the growing number of public demonstrations and protests against a myriad other socio-political issues. With an estimated 150,000 jobs at risk due to the unrest, dissatisfaction within communities will continue to grow unless and until the challenges are sufficiently addressed.



## Preparing Your Organization for Civil Unrest



- The ongoing political and civil unrest has undoubtedly created uncertainty for organizations of all types that could be potential targets or in the vicinity of this type of conflict. What does it look like for teams to be “ready” when they don’t know what they might face - directly or indirectly? While no one could have predicted the scale of the riots and the effect it would have on businesses; owners and executives need to be prepared for these types of events, especially for organizations with geographically diverse locations, assets and employees.
- Civil unrest represents a risk for individuals and organizations, and while it is often unpredictable there are ways to protect employees and facilities from the direct or collateral damage caused by these events. The key to remain safe and secure is to actively monitor conditions that could lead to civil unrest, have a security plan to protect personnel, property, assets, data and other valuable information and engage in preventive measures as early as possible once an actual incident is imminent.



# PREPARING FOR CIVIL UNREST

## PLAN

- Incorporate planning for civil unrest as part of your Emergency Operations Plan and ensure employees understand their roles. An all hazards approach to emergency planning and business continuity should include plans specific to civil unrest and include strategies for safeguarding your people, property, assets and brand. People are the most important asset of any organization so a plan should focus first and foremost on ensuring the physical safety and security of your employees and customers. To this end, your organization should be prepared to make quick decisions such as temporarily closing or altering business operations at impacted locations and have plans to help on-site employees shelter-in-place or safely evacuate if necessary.
- Plan for business continuity. A disruption to routine business operations can be impacted based on the geographic proximity of civil unrest to the location of your business operations or critical infrastructure. Plan for how your organization will respond to temporary closures and suspension of business operations. This includes reassigning business functions or services to other work locations and when feasible, allowing employees to work remotely. If your organization is in the critical infrastructure sector, such as healthcare or utilities, then your plan should include physical security enhancements to facilitate your organization to function with little disruption.



- Develop a business recovery plan in the event that your office is knocked out of commission temporarily or permanently. Items to be considered include: temporary relocation plans; phones, computer recovery, reconstruction and / or recovery of files, calendars, billing and financial systems as well as business interruption insurance. Business continuity insurance cover to consider: e.g. partner death or disability, sudden departure and financial risks relating to these issues. Other risks include the firm's financial risks associated with agreements with professionals concerning employment termination and client retention.
- Revisiting your Insurance Cover has been foremost in the minds of many small-and-medium sized enterprises (SME) owners during this difficult time. Some entrepreneurs may weigh up the cost of business insurance and forego selecting the most comprehensive cover, because the likelihood of large-scale stock or property damage is generally not considered high. But, depending on the level of cover and the terms and conditions of the policy, commercial insurance can cover damage to assets, loss related to theft, loss of revenue following business interruption and legal liabilities.
- State-owned insurer, South African Special Risks Insurance Association (SASRIA) is reported to be shouldering the bulk of the burden with regard to insurance claims linked to the looting. Most commercial insurers sell policies with a SASRIA clause that provides cover for damage caused by a riot. If your claim is repudiated by your insurer, you have the right to file a dispute with an Ombudsman or through a court of law. It's important to be cognisant of the time-bar clause of your policy, which requires the insured to instate legal action against an insurer within a specific period.

## Preparing Your Organization for Civil Unrest



# ENHANCE PHYSICAL SECURITY

- Assess and enhance your physical security posture. Ideally, a security risk assessment should be conducted prior to any actual events to determine potential vulnerabilities to your assets, people, property and information. Enhancements to physical security measures during civil unrest may include everything from security staffing via third party contract security or proprietary personnel, to physical or psychological barriers such as fencing or boarding up doors/windows and security equipment including surveillance cameras and lighting.
- Employing a private security service to look after your property could be a deterrent. However there are ways to reinforce your property against a physical onslaught. Robust burglar bars and roll-down shutters can serve as a defence against an attack if there is enough time to activate the barriers. Another option is to install riot glass or glazing shields that are virtually unbreakable. The physical security industry has experienced significant innovation over the last decade and there are a variety of new technologies available to organizations such as autonomous security robots paired with artificial intelligence (AI) and next generation video surveillance analytics.

Preparing Your Organization  
for Civil Unrest



# COMMUNICATE

- The intent of your communications during a crisis event are to provide employees with the information they need to make the right decisions during an emergency. Proper crisis communications can protect your employees and customers during a crisis, prevent panic and the spread of misinformation, and improve overall employee perception of safety.
- In developing a crisis communications plan, make sure to identify who or what team is responsible to deliver communications during a crisis event, craft pre-approved messaging, identify key stakeholders and customers, and identify appropriate real-time communication channels.
- Employees should know beforehand how you will communicate with them during an emergency and ideally allow two-way communication to raise concerns and ask questions. If you use an emergency notification system, make sure it's setup to make timely notifications to employees and customers should violence occur near your key locations and assets.

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for Civil Unrest



# SITUATIONAL AWARENESS

- Situational awareness is critical during widespread, unpredictable events. A large organization can benefit from the traditional intelligence cycle of planning, direction, collection, processing, analysis, production and dissemination. The intelligence cycle is a process of developing raw information into usable intelligence for business leaders to use in planning and decision making.
- To this end, intelligence led security involves identifying the information or data to develop the intelligence, collecting that information from open source or law enforcement sources, processing and analysing that information, producing a finished intelligence report after analysis of the information, and disseminating the intelligence report to your stakeholders and decision makers.
- What these recent events have taught business owners and SMEs is that being in tune and networking with fellow business owners and your community is as important as investing in protective measures. Major events like civil unrest or natural disasters are a possibility, so it's important to have reliable information sources and a plan of action.

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for Civil Unrest





# SITUATIONAL AWARENESS

- Many local law enforcement agencies operate fusion or real-time intelligence centres with some level of information access provided to the private sector. These public/private partnerships such as Business Against Crime, South African Council of Shopping Centres among others, are a result of law enforcement's focus on disaster management safety and security. These centres are often a valuable source of information as part of your overall protective intelligence programme, especially those who work in critical infrastructure sectors.
- Small to medium sized organizations without a formal corporate security or intelligence analysis function can benefit from a similar process. There are several third-party open source intelligence applications and services out there as well. Ultimately, decision makers should have as much real-time information available to help them make decisions to safeguard their workforce, assets and brand.

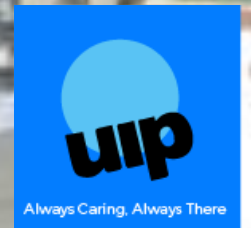
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for Civil Unrest



# LAW ENFORCEMENT RELATIONSHIPS

- As noted above, these public/private partnerships with local, regional and national law enforcement agencies provide a mechanism for two-way communication in developing situational awareness and safety plans specific to your organization. Don't wait until a crisis hits to establish these relationships.
- By engaging early and often with law enforcement and other emergency services agencies such as Fire, Emergency Medical Services and Disaster Management, you can offer your cooperation and receive valuable information to help guide your safety and security planning efforts. In addition, organizations of all sizes should consider undergoing an assessment of their facility to identify and eliminate security gaps and create a civil unrest contingency plan to guide the organizational response during this type of crisis. Is your organization ready?
- Do you have internal resources to create a security strategy? Preparing for civil unrest and other threats to your organization can be overwhelming. In summary, civil unrest can be an unpredictable and unnerving situation. Prepare now for the possibility, even if the likelihood seems remote. A small amount of preparation can make all the difference in safeguarding your people, property, assets and brand.

Preparing Your Organization  
for Civil Unrest



# STEPS TO PREPARE FOR CIVIL UNREST

- Create a specific plan, communicate it with your employees and practice execution
- Actively monitor news reports and social media for impending civil unrest activity in the vicinity
- Encourage employees to report any suspicious activity - “see something, say something”
- Secure your building including windows, roof opening, doors and other areas of possible entry
- Use robust steel burglar bars, roll down doors and shutters on windows where possible
- Remove flammable liquid and aerosols from the premises or be mindful of where they are stored
- Secure the outside of your location, removing any items that could be used to cause damage
- Make sure all exterior lighting is in working order especially at night
- Ensure fire and burglar alarms are secure, in working order and active
- If times allows, secure inventory, especially high value items and those that can be easily transported and easy to sell

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for Civil Unrest



# STEPS TO PREPARE FOR CIVIL UNREST

- Secure vital business and customer information, particularly Personally Identifiable Information (PII). Remove it from the location if possible
- Properly power down equipment as needed to protect function and information
- Check that emergency equipment, including generators, elevators, emergency lighting and life support / safety equipment, is well maintained and functional
- Have an emergency evacuation plan in place that identifies safe exit procedures and routes for employees and customers and designate responsibilities by role
- Establish policies to notify employees when they can return to work
- Notify vendors scheduled to make deliveries not to do so until you inform them otherwise
- Have an alternate site to start up essential company businesses as soon as possible in case the main facility is destroyed or not accessible
- Consider basic supplies necessary to function - such as food and bottled water - and secure those essential items ahead of time

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for Civil Unrest





## PERSONAL SAFETY PREPAREDNESS

Living through these unprecedented times can be scary, especially when events can easily turn violent, risking harm to individuals and the community alike. Having a civil unrest emergency plan has never felt more necessary. Luckily, there are a number of steps you can take to prepare for and protect yourself from civil disturbance. Having a civil unrest preparedness plan is crucial to keeping yourself and your family members safe.



## Personal Safety Preparedness



**Watch the news** When you turn on the news, look for any signs of increasing hostility toward one group, company, or area. Moreover, if coverage of one topic increases or becomes consistent, you should begin to prepare for unrest – especially if the stations are national or worldwide, which means it could impact more than just your community

**Log onto social media** Oftentimes, social media platforms such as Twitter or Instagram can provide breaking information faster than traditional news outlets. In addition to posts from traditional media and other residents, local governments and emergency services often have social media accounts. These provide up-to-date and reliable information from a trusted source. Be wary however, of fake news. A recent study found that fake news is 70 percent more likely to be retweeted than real news. In addition, it takes true stories six times as long to reach 1,500 people than it does for fake news.

**Pay attention** to legal and political happenings. Look for increasing hostility around hot-button topics as well as propaganda that stem from both sides.



## Personal Safety Preparedness



**Invest in the proper gear** Having the correct equipment within arms' reach is critical. While many think just of items such as food, water, and first aid gear, some other things will be helpful to have, including :

1. Flashlight
2. Small radio to keep current on events
3. Extra batteries
4. Basic outdoor survival gear such as a survival knife or multi-tool
5. A small bag with items such as clothes, toilet paper, money, documents and necessary medications

As a general rule of thumb, you should be prepared to be self-sufficient for up to 72 hours – more if you expect the situation to be long-term. Prepare a full emergency preparedness kit that you can grab in a hurry should you need to evacuate quickly



## Personal Safety Preparedness



**Determine an easily accessible meeting location** When unrest breaks out, you must have an easily accessible meeting point where you can reunite with family or friends. You might even consider having a backup plan in case your meeting point becomes inaccessible due to the event. Regardless of the point you choose, it should be easily accessible from several locations and situated in a non-congested area

**Prepare a safe evacuation route** Should the need to leave the area arise, you should be prepared and know how to do so quickly and safely. When creating your evacuation plan, include one that is driveable and another that provides a safe walking environment. If you're driving, try to avoid major highways or thoroughfares. Your walking route should avoid busy sidewalks and retail districts where looting could easily happen

**Secure your home** Most apartment buildings are secured with locked doors and, in some cases, doormen or security teams. However, if you live in a house, it can be difficult to know how to protect it during civil unrest. Enhancing your security measures is a must. To truly fortify your home, consider installing fencing and security cameras for extra protection. If you have the means and the time, certain breeds of dogs are another great security solution and can provide excellent advanced notice of intruders





## Personal Safety Preparedness



**Staying safe when unrest breaks out** Should civil unrest break out in your area, above all, stay calm. Following these civil unrest safety tips will help to keep you as safe as possible :

**Stay home** Your own home is generally the safest place to be in times of unrest. Stay inside – do not go outside to “get a better look,” as the last thing you should do is get involved in the chaos. You should have enough food and water to last at least 72 hours / three days

**Avoid the situation** If you’re away from home when unrest breaks out, act quickly and return to your home. While returning home, you should actively avoid areas with demonstrations or large protests and do not involve yourself. Once home safe, if you must leave, continue to obey local curfews, ordinances and regulations. These can easily be found on news networks, city websites, or via social media.

**Find smaller crowds** Should you find yourself in the middle of a demonstration, work to identify and get to a place with fewer crowds and more chances of refuge. This may be a large building (e.g. hotel or business) or any space with a basement or sub-basement. As you move toward protection, keep to the outer edges of the crowd where it will be safest. Should you become injured, seek medical attention immediately



## Personal Safety Preparedness



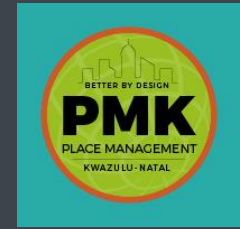
**Stay in your car** Your car will offer protection and shelter during a demonstration, but you should never attempt to drive through a crowd. Instead, find a side road or turn around and drive away as calmly as possible. If driving away from the situation is not possible, park, lock, and leave it instead to find shelter in a less dangerous area. If neither option is available and you are unable to get out of the situation in any capacity, stop the car and cut the engine. Stay in your car with the doors locked instead.

**Be prepared for civil unrest, but don't look prepared** While it's critical to have safety supplies during periods of unrest, it's equally important not to advertise the precautions you've taken, especially around large crowds. Work to keep a low profile: your supply bag should be discreet, with muted colours and supplies like knives hidden away.

**Create Your Emergency Plan in Just 3 Steps** With your family or household members, discuss how to prepare and respond to the types of emergencies that are most likely to happen where you live, learn, work and play. Identify responsibilities for each member of your household and how you will work together as a team. Practice as many elements of your plan as possible.



## Personal Safety Preparedness

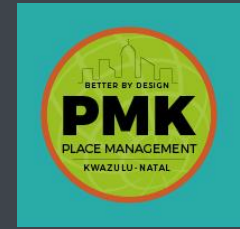


**Include Common Emergency Scenarios** Plan for the emergencies that are most likely to happen where you live. Be familiar with natural disaster risks in your community. Consider how you will respond to emergencies that can happen anywhere, such as home fires and floods. Think about emergencies that may require your family to shelter in place versus emergencies that may require evacuation. Consult our emergency resource library for tips on preparing for, responding to, and recovering from specific disasters.

**Plan what to do if separated** Choose two places to meet up: Right outside your home in case of a sudden emergency, such as a fire. Outside your neighbourhood, in case you cannot return home or asked to evacuate. Choose an out-of-area emergency contact person. It may be easier to text or call long distance if local phone lines are overloaded or out of service. Everyone should carry emergency contact information in writing and saved on their mobile phones. Make sure places where your children spend time also have these contact numbers, like at school or day care. Your plan should account for family members who may live elsewhere during the year, such as students away at college, those who travel frequently or members of the military on deployment. How will you need to adapt your plan if they are at home? What will you need to do differently if they are away?



## Personal Safety Preparedness



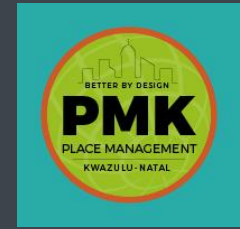
**Emergency Contact Card** Make cards for the whole family in case you are separated during an emergency. Plan what to do if you have to evacuate. Decide where you would go and what route you would take to get there, such as: An hotel, an evacuation shelter or home of friends or relatives a safe distance away.

Practice evacuating your home twice a year. Grab your emergency kit, just like you will in a real emergency, then drive your planned evacuation route. Plot alternate routes on your map in case roads are impassable. Make sure you have locations and maps saved on devices such as mobile phones and GPS units and on paper. Plan for everyone in your home. Some members of your household may need special attention / accommodation during an emergency, which means planning ahead is even more crucial.

Plan ahead for your pets. Keep a phone list of pet-friendly hotels and animal shelters that are along your evacuation routes. Remember, if it's not safe for you to stay home, it's not safe for your pets either.



## Personal Safety Preparedness



**Plan to let loved ones know you're safe** Some tips for reconnecting with loved ones if you are separated during a disaster or emergency and decide which techniques your family will use:

- Call during off-peak hours for the best chance of getting through
- Send a text message, which may go through when phone calls cannot
- Check your loved one's social media pages (Facebook, Twitter, etc.), as they may have already gone online to tell their story
- Send an email
- Call friends and relatives who may have already been in contact with your loved one
- Call people and places where your loved one is well-known; neighbours, employer, school, place of worship, senior centre, social club, union, or fraternal organization



## Personal Safety Preparedness



### Be alert and practice situational awareness

- Do not be distracted by your smartphone when out and about
- Be aware of your surroundings if you are entering what appears to be an unsafe situation
- Always be aware of escape routes for emergencies, and quickly leave areas of unrest
- If safety is your priority concern avoid protest-related large gatherings as they may quickly escalate and become an unsafe situation
- If you suspect an unrest situation, stay away from locations likely to be the target or site of protests like government buildings
- If violence occurs, evacuate the area as fast as possible and seek shelter
- Should civil unrest disrupt supply chains for critical services, keep your car full of fuel to facilitate evacuation
- Following these security tips can help keep you, your family, and your business safe and secure.

# CBP - COMMUNITY BASED POLICING

## THE TEN PRINCIPLES

### 1. Philosophy and Organizational Strategy

Community policing is both a philosophy (a way of thinking) and an organizational strategy (a way to carry out the philosophy) that allows the police and the community to work closely together in creative ways to solve the problems of crime, illicit drugs, fear of crime, physical and social disorder (from graffiti to addiction), neighbourhood decay and the overall quality of life in the community.

### 2. Commitment to Community Empowerment

Community policing's organizational strategy first demands that everyone in the police department, including both civilian and sworn personnel, must investigate ways to translate the philosophy of power-sharing into practice. This demands making a subtle but sophisticated shift so that everyone in the department understands the need to focus on solving community problems in creative, and often ways, that can include challenging and enlightening people in the process of policing themselves



## Community Based Policing



### 3. Decentralized and Personalized Policing

To implement true community policing, police departments must also create and develop a new breed of line officer who acts as a direct link between the police and the people in the community. As the department's community outreach specialists, community policing officers must be freed from the isolation of the patrol car and the demands of the police radio so that they can maintain daily, direct, face-to-face contact with the people they serve in a clearly defined beat area. Ultimately, all officers should practice the community policing approach.

### 4. Immediate and Long-Term Proactive Problem Solving

The community policing officer's broad role demands continuous, sustained contact with the law-abiding people in the community, so that together they can explore creative new solutions to local concerns, with private citizens serving as supporters and as volunteers. As law enforcement officers, community policing officers respond to calls for service and make arrests, but they also go beyond this narrow focus to develop and monitor broad-based, long-term initiatives that can involve all elements of the community in efforts to improve the quality of life. As the community's ombudsman, the community policing officer also acts as a link to other public and private agencies that can help in a given situation.





## 5. Ethics, Legality, Responsibility and Trust

Community policing implies a new contract between the police and the citizens they serve, one that offers hope of overcoming widespread apathy while restraining any impulse of vigilantism. This new relationship, based on mutual trust and respect, also suggests that the police can serve as a catalyst, challenging people to accept their share of responsibility for the overall quality of life in the community. Community policing means that citizens will be asked to handle more of their minor concerns themselves, but in exchange, this will free police to work with people on developing immediate as well as long-term solutions for community concerns in ways that encourage mutual accountability and respect.

## 6. Expanding the Police Mandate

Community policing adds a vital, proactive element to the traditional reactive role of the police, resulting in full-spectrum policing service. As the only agency of social control open 24 hours a day, seven days a week, the police must maintain the ability to respond immediately to crises and crime incidents, but community policing broadens the police role so that they can make a greater impact on making changes today that hold the promise of making communities safer and more attractive places to live tomorrow.

## 7. Helping Those with Special Needs

Community policing stresses exploring new ways to protect and enhance the lives of those who are most vulnerable – children, the elderly, minorities, the poor, the disabled, the homeless. It both assimilates and broadens the scope of previous outreach efforts such as crime prevention and police community relations.

Community Based  
Policing



## 8. Grass-Roots Creativity and Support

Community policing promotes the judicious use of technology, but it also rests on the belief that nothing surpasses what dedicated human beings, talking and working together, can achieve. It invests trust in those who are on the frontlines together on the street, relying on their combined judgment, wisdom, and experience to fashion creative new approaches to contemporary community concerns.

## 9. Internal Change

Community policing must be a fully integrated approach that involves everyone in the department, with community policing officers serving as generalists who bridge the gap between the police and the people they serve. The community policing approach plays a crucial role internally by providing information about and awareness of the community and its problems, and by enlisting broad-based community support for the department's overall objectives. Once community policing is accepted as the long-term strategy, all officers should practice it. This could take as long as ten to fifteen years.

## 10. Building for the Future

Community policing provides decentralized, personalized police service to the community. It recognizes that the police cannot impose order on the community from the outside, but that people must be encouraged to think of the police as a resource that they can use in helping to solve contemporary community concerns. It is not a tactic to be applied and then abandoned, but a new philosophy and organizational strategy that provides the flexibility to meet local needs and priorities as they change over time.

Community Based  
Policing



# WHAT IS COMMUNITY POLICING

## Partnership

Effective community policing has a positive impact on reducing neighbourhood crime, helping to reduce fear of crime and enhancing the quality of life in the community. It accomplishes these things by combining the efforts and resources of the police, local government and community members.

## An Idea for the Times

Community policing is a collaborative effort between the police and the community that identifies problems of crime and disorder and involves all elements of the community in the search for solutions to these problems. It is founded on close, mutually beneficial ties between police and community members. Community policing offers a way for law enforcement to help re-energize our communities. Developing strong, self-sufficient communities is an essential step in creating an atmosphere in which serious crime will not flourish.

## A Practical Approach to Problems

Community policing seeks the input and talents of all members of the community in the effort to safeguard our neighbourhoods. Community policing is being advocated by leaders at the highest levels of government. It has even been suggested that community policing can play a primary role in directing the way government services are provided at the community level.



## Getting Back to the People

At the centre of community policing are three essential and complementary core components: community partnership, problem solving and change management. Community partnership recognizes the value of bringing the people back into the policing process. All elements of society must pull together as never before if we are to deal effectively with the unacceptable level of crime claiming our neighbourhoods. Problem solving identifies the specific concerns that community members feel are most threatening to their safety and well-being. These areas of concern then become priorities for joint police-community interventions.

Change management requires a clear recognition that forging community policing partnerships and implementing problem-solving activities will necessitate changes in the organizational structure of policing. Properly managed change involves a recognition of the need for change, the communication of a clear vision that change is possible, the identification of the concrete steps needed for positive change to occur, the development of an understanding of the benefits of change, as well as the creation of an organization-wide commitment to change.

## What Makes Community Policing Different?

Law enforcement has long recognized the need for cooperation with the community it serves. Officers speak to neighbourhood groups, participate in business and civic events, consult with social agencies and take part in education programs for school children. Foot, bike and horse patrols bring police closer to the community.

What is Community Policing



## More Effective Ways to Solve Ongoing Problems

Law enforcement leaders seeking innovative ways to enhance performance and maximize resources have struck a responsive chord across the nation with a variety of community policing initiatives. Government and community leaders are increasingly cognizant that they must accept a share of the responsibility for problems caused by lapses in many areas of society. Police have long borne a disproportionate share of this burden.

## Renewed Emphasis on Crime Prevention

Law enforcement is looking to enhance its tough stance on crime with renewed focus on strategies that help prevent crime, reduce fear of crime and improve the quality of life in neighbourhoods. This requires an intimate knowledge of the community.

Policing concepts currently in vogue have tended to isolate officers from the communities they serve which can hamper crime-control efforts. Community policing allows law enforcement to get back to the principles upon which it was founded, to integrate itself once again into the fabric of the community so that the people come to the police for counsel and help before a serious problem arises, not after the fact.

What is Community Policing



# HOW COMMUNITY POLICING WORKS

## Expanded Policing Goals

Crime prevention takes on renewed importance in community policing as the police and the community become partners in addressing problems of disorder and neglect that can breed serious crime. As links between the police and the community are strengthened over time, the partnership is better able to pinpoint and mitigate the underlying causes of crime.

## Active Community Involvement

Community policing recognizes that community involvement gives new dimension to crime-control activities. While police continue to handle crime fighting and law enforcement responsibilities, the police and community work together to modify conditions that can encourage criminal behaviour. The resources available within communities allow for an expanded focus on crime-prevention activities.

## Neighbourhood Police Officer

Patrol officers and deputies are the primary providers of police services in community policing efforts. They handle the daily policing needs of the community. The entire police organization backs the efforts of the neighbourhood officers. Effective community policing depends on optimizing contact between patrol officers and community members so that the officer develops an intimate knowledge of the day-to-day workings of the community and becomes a familiar figure to community members.



## Trust is at the Heart

Establishing and maintaining mutual trust is the central goal of community partnership. Trust will give the police greater access to valuable information that can lead to the prevention of and solution of crimes. It will also engender support for police activities and provide a basis for a productive working relationship with the community that will find solutions to local problems. Given the current climate of distrust in many of our communities, police chiefs and their officers will need to make a concerted effort to forge bonds of understanding and cooperation with community members. Building trust will require ongoing effort, but it is essential to effective community policing.

## Requires Long-Term Commitment

Community policing does not offer a quick fix. It requires a long-term commitment by police to work with community members to reach mutually agreed-upon goals. Forming lasting partnerships to eradicate the underlying causes of crime will take effort, time and patience on the part of all involved.

## Wide-Ranging Benefits

Law enforcement is finding that in addition to bringing police closer to the people, community policing offers a myriad of other benefits. Making effective use of the talents and resources available within communities will help extend severely strained police resources. As police interaction with the community becomes more positive, productive partnerships will be formed, leading to greater satisfaction with police services and increased job satisfaction among officers. Reduced levels of crime will allow more police resources to be allocated to services that have the greatest impact on the quality of community life.

How Community  
Policing Works



# GETTING STARTED

## Understanding Community Policing

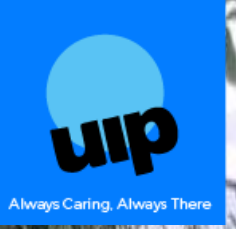
Ideally, members of a community desiring a transition to community policing have a basic understanding of the philosophy underlying it and the strategies required to make it work. A first step in that direction is to read and disseminate the material that is located on the website. Especially useful to community policing beginners is the Consortium's monograph, *Understanding Community Policing: A Framework for Action*. The Consortium's newsletter, *Community Links* features community policing success stories that illustrate how community policing philosophies translate into local strategies that meet communities' needs. The Consortium's curricula offer insights into the Framework, problem solving, community mobilization, change management, and strategic planning. The Information Access Guide, Electronic Library and links to other Internet sites direct you to additional resources.

There is no single recipe for successful community policing implementation. The appropriate implementation strategy will depend, in part, on conditions within your law enforcement agency and your community. However, common to all community policing strategies are the three core components of problem solving, community partnership and change management. The basic requirements of these components are communication, cooperation, coordination, collaboration and change. Getting started requires a commitment to this community policing strategy.





Getting Started



## Talk About It

Communication is the foundation for cooperation, coordination, collaboration and change. It is important to start communication early in the community policing implementation process.

If you are a representative of a law enforcement agency that is interested in implementing community policing, examine with your peers the crime control problems in your community and discuss how a community policing approach can enhance your current enforcement efforts. Share what you know about community policing with community members and representatives of community groups. Begin talking to them about their perceptions of crime and disorder in their neighbourhoods.

If you are a civilian, contact your local law enforcement agency to discuss its community policing efforts. Ask them how you, as a member of the community, can assist them in addressing the problems of concern to you in your neighbourhood.



# HOW THE UIP ASSISTED

- Our Help Desk was operational 24/7. Ratepayers could call our 24/7 Careline for support
- Our CCTV Network comprising more than 40 cameras was monitored 24/7 and Law Enforcement Agencies were informed of all untoward incidents
- Control Room reported all incidents of fire, looting and life-threatening situations to the Central Metro Police Commander and the Fusion Centre at Durban's Disaster Management
- We have two full time Control Room Operators at the Disaster Management Fusion Centre to assist with monitoring of the Municipal CCTV Network
- Our 86 interns could not work during the first 48 hours as the situation was too volatile. However, our Integrated Operations Team together with Metro Police and Durban Solid Waste were functional and helped with the recovery of looted goods from various locations
- Our private Security Team was deployed 24/7 to provide armed back up to prevent our clean up staff from being attacked by sporadic looters who were still found scavenging through the looted shops
- Regrettably, both SAPS and our much vaunted SANDF were noticeably absent when it mattered most and on the rare occasion that they were spotted they acted like spectators, not law enforcement personnel



# HOW THE UIP ASSISTED

- UIP Management and Directors monitored and assessed the situation daily
- All recovered looted goods were taken to the SAPS and Metro Police storage facilities where they were logged and guarded by the Law Enforcement Agencies
- Our Integrated Night Shift Clean Up Team and Informal Hawker Compliance Team assisted with the clean-up of debris all over the city and recovery of looted items
- Our Integrated Dayshift Team assisted with the clean up of the City that resembled a war zone with trash, rubble, broken glass, metal, wood, food and paper strewn all over
- For more than a week our Teams had to repeatedly clean the CBD as angry business owners dumped their trash onto the sidewalks in protest at the failure of SAPS and the Government to protect their businesses
- At the height of our Clean Up Operations, our own Cleaning Service Provider reported more than 1000 bags of litter bagged and stacked daily on street corners for collection by Durban Solid Waste
- As Municipal Workers had yet to resume duty, vagrants, homeless and other sundry criminal elements negated our efforts as they tore open the litter bags foraging for anything of value
- Mass distribution of food hampers, bottled water, fresh bread, milk, baby formula, diapers, fruit and vegetables, meat, rice, maize meal, beans and canned goods



# HOW THE UIP ASSISTED

- Hourly situation reports posted to Ratepayers via social media and Whats App Groups
- Some business owners called for assistance from the UIPCO to escort them into shops and here the Metro Police was very helpful even sending patrols to standby when owners were repairing shopfronts and only left when the work was done
- Our Control Room reported more than 22 fires in the CBD area alone some of which were doused but reignited again due to looters having damaged water and electricity connections
- Durban's Fire Department personnel worked like Trojans and responded swiftly
- Our Security Team together with Metro Police protected business owners who had returned to assess damage, clean up and secure their shopfronts - 80% of local and national chain stores in the CBD Precinct were looted and sustained serious damage to property
- The homeless and drug addicts were also looting and often went back into looted stores to dismantle metal displays and shelving to sell as scrap.
- Some also ate any remaining food from fridges that had been inoperative for more than 3 days, leading to a few cases of food poisoning. To fuel racial tensions further, deplorable mischief makers then spread fake news on social media, alleging that Indians, who were the primary distributors of food aid brought in from Gauteng when there was none to be found locally, were intent on poisoning Africans.





# UIP INTEGRATED CLEANUP OPERATIONS

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DURBAN CBD MAYHEM JULY 2021



# UIP INTEGRATED CLEANUP OPERATIONS

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**DURBAN CBD MAYHEM JULY 2021**



# UIP INTEGRATED CLEANUP OPERATIONS

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DURBAN CBD MAYHEM JULY 2021

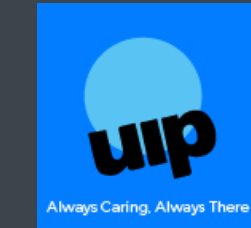


## UIP INTEGRATED CLEANUP OPERATIONS

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## DURBAN FIRE DEPARTMENT RESPONSE TEAMS





## UIP INTEGRATED CLEANUP OPERATIONS

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## UIP PRIVATE SECURITY BACKUP TEAM



# UIP INTEGRATED CLEANUP OPERATIONS

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**DURBAN METRO POLICE BACKUP TEAM**



# UIP INTEGRATED CLEANUP OPERATIONS

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UIP PRIVATE CLEANING TEAM



# UIP INTEGRATED CLEANUP OPERATIONS

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## UIP INTERN CLEANING TEAMS



## UIP INTEGRATED CLEANUP OPERATIONS

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UIP INTEGRATED CLEANING TEAM



## UIP INTEGRATED CLEANUP OPERATIONS

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### DSW HIGH PRESSURE STREET WASHING



## UIP INTEGRATED CLEANUP OPERATIONS

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### RECOVERY OF LOOTED GOODS



## UIP INTEGRATED CLEANUP OPERATIONS

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## STORAGE OF RECOVERED LOOTED GOODS





# UIP INTEGRATED RELIEF OPERATIONS

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## MASS FOOD AID DISTRIBUTION



# UIP INTEGRATED RELIEF OPERATIONS

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## FOOD DISTRIBUTION TO SCHOOLS



# UIP INTEGRATED RELIEF OPERATIONS

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FEEDING THE POOR & HOMELESS



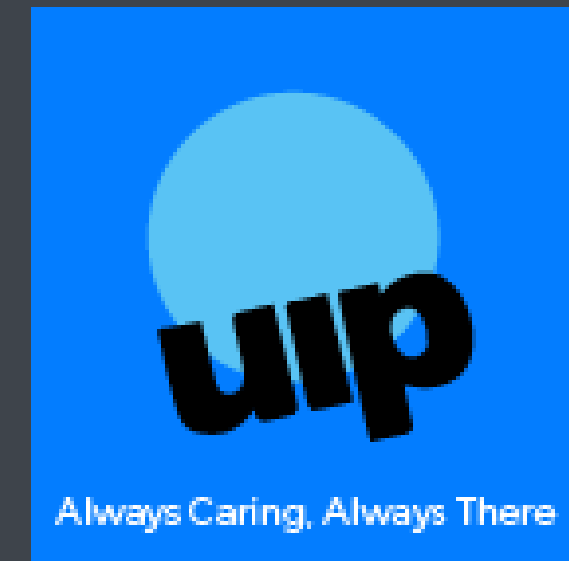
*Always Caring,  
Always There!*

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**24HR CARELINE**

THANK YOU



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