

# BUSINESS PLAN

## Shopping Centres Safety Initiatives

A partnership initiative between the South African Council of Shopping Centres, the Consumer Goods Council of South Africa and Business Against Crime South Africa

17 November 2006



**Business Against Crime**  
South Africa



## EXECUTIVE SUMMARY

### Nature of the problem

Armed robberies are the cause of numerous deaths and injuries every year and impose enormous costs on government and business, while deterring domestic and foreign investment. Furthermore, the extreme violence used and the highly visible nature of these crimes at shopping centres has damaged public confidence in the criminal justice system and faith in democracy.

### The objective, strategy and deliverables of the business plan

The business plan provides a strategic framework and action plan for improving security at shopping centres nationally with specific focus reducing the risks of violent crime.

The strategic framework is also accompanied by an action plan which details the specific actions to be undertaken to achieve the different objects. This action plan includes specific timeframes and responsibilities. A monitoring and evaluation mechanism has also been identified for the monitoring of the initiative. After detailed analysis of the resources required to achieve the different objective and the specified actions is undertaken a budget will be developed for the initiative and included as part of the final business plan. The strategic framework will be implemented as a partnership between the South African Council of Shopping Centres (SACSC), the Consumer Goods Council of South Africa (CGCSA), the South African Property Owners Association (SAPOA) and Business Against Crime South Africa (BAC) with Business Against Crime South Africa taking responsibility for project management of the initiative.

### VISION

**To reduce the incidence of violent crime at shopping centers and improve the response of the criminal justice system in arresting and prosecuting offenders.**

### STRATEGIC OBJECTIVES

Objective 1	Objective 2	Objective 3	Objective 4
Identify & reduce security vulnerabilities at shopping centers	Enhance co-operation with government	Improve communication to Reduce levels of insecurity at Shopping centers	Ensure effective governance of the initiative

### DELIVERABLES

- Ø Improved coordination between shopping centers and retailers regarding violent crime
- Ø Improved prioritization and co-operation between shopping centers and government
- Ø The implementation of minimum standards and improvements with regard to security at shopping centers
- Ø The establishment of structured communication mechanisms to influence the perceptions of business and the public regarding security at shopping centers
- Ø Ongoing monitoring, problem solving and intervention

## **Request to stakeholders**

Stakeholders are requested to

- ∅ Submit their comments and feedback on the draft plan
- ∅ After the necessary amendments are made to the business plan and a comprehensive budget developed, to sign off on the business plan and a memorandum of understanding;
- ∅ Participate in the establishment of appropriate governance structures; and
- ∅ Liberty and Pareto are currently funding the project but other big shopping centre owners need to commit to providing a contribution to a budget developed based on the business plan for a two year period.

## TABLE OF CONTENTS

1. BACKGROUND AND CONTEXT .....	6
2. PROBLEM STATEMENT.....	6
3. KEY SUCCESS FACTORS .....	7
4. VISION.....	7
5. PURPOSE.....	7
6. OBJECTIVES .....	7
7. STRATEGIC FRAMEWORK.....	8
8. PROJECT STRUCTURE AND GOVERNANCE .....	9
9. KEY STAKEHOLDERS AND ROLE PLAYERS.....	11
10. PROJECT DELIVERABLES AND INTENDED IMPACT .....	12
11. PROJECT TIMELINES .....	12
ANNEXURE A – ACTION PLAN .....	14
Listed below is the action plan linked to key strategic objectives of the initiative:.....	14

## **ABBREVIATIONS**

BAC	Business Against Crime South Africa
CGCSA	Consumer Goods Council of South Africa
CIT	Cash in Transit
DoJ&CD	Department of Justice & Constitutional Development
NIA	National Intelligence Agency
NPA	National Prosecuting Authority
SACSC	South African Council of Shopping Centres
SAPOA	South African Property Owners Association
SAPS	South African Police Service

## **1. BACKGROUND AND CONTEXT**

The ongoing incidence of violent crime, often accompanied by excessive violence, is of serious concern for the government, the business sector and law abiding citizens of the country. These acts negatively impact the growth and development of the economy and, importantly, endanger the safety and security of its citizens. These risks, if continued unabated, have the potential for making South Africa an unsafe country to invest, work and live in.

The indiscriminate, brash and violent nature of these robberies continues to make headline news in the media which, has increased feeling of fear amongst the public at large and has the potential to contribute towards negative perceptions of the country.

Aggravated robberies at Shopping centres, which house both banks and retailers, as well as CIT robberies are a major threat to shopping centres and because of the public use of these shopping centres contribute to public fears. In addition other forms of violent crime, such as hijackings where shopping centre users are targeted, adds to public fear and concern regarding security at shopping centres.

## **2. PROBLEM STATEMENT**

Violent crimes continue to plague the country, and have become more violent and indiscriminate across the spectrum of the national cash management and retail systems. These crimes adversely affect banking and retail sectors, thus compromising economic growth, and places both business personnel and the general public at risk.

All businesses are vulnerable to these violent attacks and shopping centres which house many of these businesses have become targets of violent crime and aggravated robberies have become a common threat facing shopping centres across the country. The threats posed by these forms of crime consequently require an increased level of commitment and co-ordination by the business sector, as well as enhanced co-operation between government and shopping centres - thus ensuring that shopping centres are able to support government in its efforts to stem this tide of criminality.

Whilst many shopping centres continue to commit resources to this problem, with notable successes, these initiatives are deficient in a number of critical aspects, including the following:

- ∅ Some of these lack critical mass and suffer from a reliance on a few part-time individuals to drive the initiative;
- ∅ Whilst the individual projects may be well conceived and structured, these are generally insufficient on their own and should be integrated with other initiatives as part of a holistic approach;
- ∅ The shopping centre projects typically suffer from poor integration and alignment with law enforcement initiatives; and
- ∅ There is generally poor integration and co-ordination across shopping centres (intra) and within business sectors (inter), thus leading to poor alignment and a lack of synergy.

In addition, deficiencies in both law enforcement and justice service delivery by government generally compromises effective responses to armed robberies, and do not serve as an effective deterrent to criminals. Whilst law enforcement and justice are the prerogative of government, the effective partnership with shopping centres would serve to enhance these processes.

Apart from these shortcomings, there has been a deterioration of the general feeling of security of the population who frequent these shopping centres – which have been exacerbated by the media reports on these violent crimes, and the apparent lack of delivery in managing these perceptions.

### 3. KEY SUCCESS FACTORS

In formulating this business plan, a number of key assumptions have been made:

- ∅ Cash management and retail security issues are viewed as non-competitive across the spectrum of shopping centres. This has a number of implications, including the need to share information and intelligence, explore cost and risk saving crime prevention and combating measures and to build and share best practices across shopping centres in a non competitive manner;
- ∅ It is acknowledged that the South African Police Service and the Department of Justice have statutory mandates and obligations outside of the scope of the business sector and its business imperatives. It is consequently necessary for the business sector to understand how it may support the efforts of government, and specifically the Criminal Justice System, through an appropriate public/private partnership. This point of departure has been fundamental to the compilation of this business plan;
- ∅ The agreed business plan should include a number of non-negotiable components, which are considered necessary for the success of the project, including the following:
  - The business plan should be signed-off by the CEOs of the relevant organizations;
  - All projects/initiatives should be appropriately resourced – for example, through the provision of a full time project manager supported by resources from individual companies as required; and
  - A proper governance structure should be in place to ensure proper guidance and performance management.

### 4. VISION

To reduce the incidence and financial impact of violent crimes at shopping centres and make shopping centres a place the business sector and the public are able to conduct their business without the threat of violence.

### 5. PURPOSE

This business plan is designed to formulate effective partnerships between retailers and shopping centre management and owners, and between shopping centres and government, which are necessary for the satisfactory resolution of the violent crime challenge.

Further, the business plan is designed to enable the sharing of capacities and services among shopping centres and other role players and stakeholder. It is thus necessary, through this business plan, to build common purpose, structures and allocate resources through the collective actions of all role players.

The business plan will, consequently, build co-operation, the behaviours of which will be governed and the preferred outcomes defined in accordance with the details contained in this document.

### 6. OBJECTIVES

The following objectives apply:

- ∅ To reduce the vulnerabilities and eliminate opportunities for violent crime at shopping centres;
- ∅ To identify and effectively implement joint preventative and combating approaches aimed at reducing opportunities for violent crime at shopping centres and to ensure mutual support and co-operation between government and the shopping centres;
- ∅ To establish and implement appropriate governance structures and mechanisms which enhance the impact of the collective approach to violent crime at shopping centres;

- ∅ To improve communications with respect to violent crime among all stakeholders, including the public, shopping centre management, property owners of shopping centres and government; and
- ∅ To monitor the success or otherwise of the strategy and to jointly intervene where necessary.

## 7. STRATEGIC FRAMEWORK

A strategic framework has been created which seeks to encompass each of the important components, and which is built around the following objectives:

### **Objective #1: Identify and reduce existing security vulnerabilities at shopping centres.**

This objective essentially seeks to review and reduce security risks associated with the various aspects of the cash management, high value goods and retail processes at shopping centres. The intention is to build on the current initiatives and opportunities, whilst ensuring co-ordination and sharing of best practices and common issues through appropriate governance and communications processes.

The primary focus will be on the following areas:

- ∅ To collate and share information on incidents of violent crime at shopping centres;
- ∅ To address areas of environmental design which could contribute to a reduction of risk and eliminate opportunity for violent crime at shopping and to draw on best practises in designing out crime at shopping centres;
- ∅ To address security processes that contributes to reducing the risk and opportunity for violent crime at shopping centres. This will also include drawing on existing initiatives and best practises undertaken by specific shopping centres;

System, process, people and legislative issues are all considered to be within the scope of this objective. The following primary challenges are envisaged:

- To achieve a high degree of cooperation and alignment across the various sectors and businesses in dealing with cash management risks;
- To identify business processes, systems and operational vulnerabilities and design remedial actions, including best practice approaches, training, minimum standards, etc.; and
- To implement agreed processes and actions with the necessary resolve and commitment.

### **Objective #2: Enhance co-operation with government, especially the SAPS, in dealing with this crime at shopping centres.**

This objective recognizes the constitutional responsibilities of the SAPS and the Criminal Justice System, and seeks to enhance business support to these structures in the fulfilment of these responsibilities. Through effective law enforcement, the offender risk profile can be heightened. The primary purpose, therefore, is to establish formal systems, policies and procedures through discussions with the SAPS, and other members of the Criminal Justice System, which will improve the response to cash robberies at shopping centres. The following sets of challenges are envisaged:

- To understand the evolving crime combating and prevention strategy of the SAPS and the role to be played by business in enhancing these;

- To set up appropriate mechanisms and structures through which information and intelligence can be shared and other forms of mutual between the SAPS and the shopping centre may be provided in a concrete manner; and
- To establish formal communication and governance mechanisms which work for both government and business.

**Objective #3: *Improve communications on the issues associated with violent robberies to reduce levels of insecurity at shopping centres.***

The objective is to provide mechanisms with respect to communicating with all stakeholders on matters relating to violent robberies at shopping centres through a formal public/private partnership, thus influencing public and business perceptions positively. Key challenges associated with this objective include the following:

- Establishing a common purpose and strategy between the shopping centres and government with respect to communications on violent robberies;
- Formalize communications structures and mechanisms with a view to enabling proactive communications on violent crime issues; and
- To monitor and assess both business and public perceptions as these relate to violent crime at shopping centres and to highlight the steps that have been taken to curtail and respond to incidents.

**Objective #4: *Ensure proper governance and implementation of the initiative aimed at improving co-ordination and impact.***

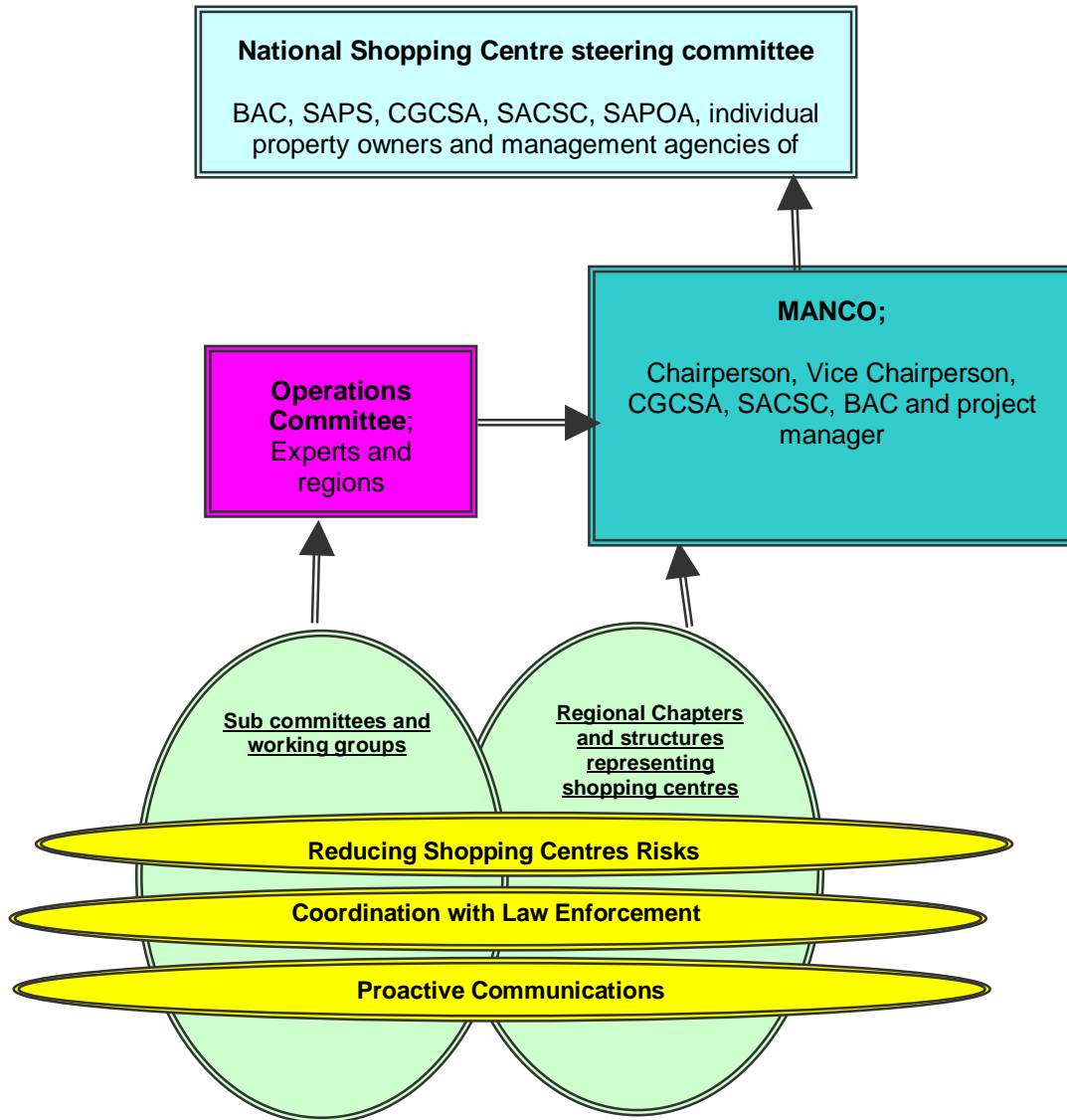
The objective is to create formal governance structures, inclusive of the business sector and government, to enhance cooperation, communication and implementation of this business plan nationally. The key challenges include:

- Achieving a governance structure which builds on the current structures and role players involved in shopping centres, but which does not lead to unnecessary duplication and role confusion;
- To and establish sub committees to work on specific area requiring discussion and intervention
- Establishing a governance structure which has credibility and authority at the highest levels of business and government.

## **8. PROJECT STRUCTURE AND GOVERNANCE**

The project structure and governance has been designed to optimize existing structures and role players and stakeholders involved in management initiatives at shopping centres and improve high level coordination with government, as depicted over the page

The following roles and responsibilities are envisaged:



**National Shopping Centre Steering Committee:**

The overarching Initiative Governance is designed to deal with strategic national issues of common interest to shopping centres and the engagement between business and government at a senior level. Specifically, this structure will deal with the following issues:

- ∅ Ensure that their respective projects are well structured and adequately resourced and are representative of all of relevant stakeholders;
- ∅ Ensure proper delivery on agreed targets;
- ∅ Liaise with law enforcement at an operational level as required; and
- ∅ Proactively participate in the overarching co-ordination across shopping centres and between shopping centres and government.

This structure will meet quarterly, under the chairmanship of George Skinner.

## **MANCO**

A management committee comprising of the Chairperson, the vice chairperson, the national representatives of SACSC, BAC and CGCSA will meet monthly to receive reports and manage the work of the project manager

## **Operations Committee**

The operations committee will meet quarterly and will comprise of the regional structures and chapters as well as experts working with shopping centres. The operations committee will receive reports sub committee and determine action to be taken based on these reports

## **Sub Committees**

Sub Committees and working groups will be established to

- Ø Develop policy documents and white papers on specific areas of intervention required to reduce the risk and opportunity for violent crime to occur at shopping centres
- Ø Address specific programmes and projects identified in the business plan

These sub committees would comprise of identified experts and stakeholders involved in shopping centres

## **Regional Structures and chapters**

The initiative would make use of the six regional structures established as chapters of the SACSC as well as other regional or provincial structures of other stakeholders

## **9. KEY STAKEHOLDERS AND ROLE PLAYERS**

The business plan relies on the continued support and commitment of various primary and secondary role players and stakeholders concerned with aggravated robberies at shopping centre.

The key stakeholders include the following:

- Ø The South African Council of Shopping Centres (SACSC) representing the different shopping centres nationally;
- Ø The retail sector, in particular the Consumer Goods Council of South Africa (CGCSA), and other relevant businesses and associations;
- Ø The South African Property Owners Association (SAPOA); representing owners of shopping centers
- Ø The various components of the security service providers dealing with the movement of cash and associated security services;
- Ø Various other organizations which might impact on cash management arrangements, such as Edcon and SABRIC
- Ø Business Against Crime South Africa, which will serve as project manager and facilitator of the initiative; and finally
- Ø The South African Police Service (SAPS).

It is worth noting that the business plan is built on the foundations laid by these stakeholders and critically depends on their ongoing support and commitment.

Other key government stakeholders the initiative will need to co-ordinate and co-operate with include the following:

- ∅ The Department of Justice and Constitutional Development (DoJ&CD) the National Prosecuting Authority (NPA);
- ∅ Metropolitan Police structures;

It is also necessary to record that the integration of this project into the government priorities (particularly the SAPS) is a necessary condition for success.

## 10. PROJECT DELIVERABLES AND INTENDED IMPACT

The intention is to make a tangible, and sustainable, difference to the frequency of violent crime at shopping centres over the short to medium term (over the next one to two years). It is expected, therefore, that the frequency of violent crime will be reduced by improving the coordination between businesses and improving the cooperation with law enforcement agencies.

The following outputs are envisaged:

- ∅ Reducing the risk profile of shopping centres, as this relates to violent crime, through the implementation of business process and security;
- ∅ Improved sharing of best practice approaches and co-ordination across shopping centres at a national level;
- ∅ Improved response by law enforcement and justice agencies as a result of improved co-ordination, information sharing and the allocation of resources between the shopping centres;
- ∅ The establishment of structured communication mechanisms to influence the perceptions of business and the public, leading to greater confidence in South Africa's ability to reduce violent crime and protect the public at shopping centres.

Finally, the resulting structures and systems will need to be sustained through ongoing monitoring and proactive interventions.

## 11. PROJECT TIMELINES

The following project timelines and deliverables are envisaged:

Activity	Output	By who	By when
Data capturing system	Regular analytical and statistical data on violent crime at shopping centres	BAC PM, CGCSA & SACSC	March 2007
Research into characteristics of centres that have/have not had aggravated robberies	Best practise manual for the physical protection of shopping centres	BAC PM with help from researcher	March 2007
Determine propensity and prevention factors	Report on survey findings	BAC PM and BAC researchers	February 2007
Develop a communication strategy for the initiative	A effective communication system of communicating with shopping centres, the police and the public	BAC PM	February 2007

	more generally		
Implementation of the communication strategy	Shopping centres, the police and the public are informed on the security initiative	BAC PM	Ongoing
Develop a white paper on the physical protection of shopping centres	A white paper on the physical protection of shopping centres	BAC PM and sub committee to be established	June 2007
Pilot projects to improve security at shopping centres	Best practise examples that can be roll out to other shopping centres	BAC PM	Ongoing
Develop a white paper on CIT facilities at shopping centres	A white paper on CIT facilities at shopping centres	BAC PM and sub committee to be established	May 2007
Develop a white paper on CCTV and other technology for shopping centres	A white paper on CCTV at shopping centres	BAC PM, CGCSA and sub committee to be established	May 2007
Develop a white paper on CIT procedures pursuant to the collection and delivery of cash at shopping centres	A white paper on CIT procedures at shopping centres	BAC PM and sub committee to be established	May 2007
Develop a white paper on security provision at shopping centres	A white paper on security service provision at shopping centres	BAC PM and sub committee to be established	July 2007
Ensure effective vetting of shopping centre personnel and contractors	Introduction of employee and contractors vetting system	BAC PM and SACSC	August 2007
Ensuring effective co-ordination with the SAPS and CJS	Partnerships between CJS and shopping centres resulting in securer shopping centres and more effective prosecution of offenders	BAC PM and CGCSA	Ongoing
Ensure the processes developed by the project are rolled out to different shopping centre	Work with shopping centre owners and shopping centre managers	BAC PM/ SAPOA and SACSC	Ongoing

**ANNEXURE A – ACTION PLAN**

Listed below is the action plan linked to key strategic objectives of the initiative:

**Objective #1: Identify and reduce existing security vulnerabilities within the broad industry.**

Issues	Areas of intervention	Actions	Task linked to these actions
1.1 Collate incident data and information	All shopping centres to report incidents to a central data base	To piggy back on a exists CGCSA database where shopping centre	BAC, CGCSA and SACSC to extend the existing database of CGCSA to ensure shopping centres incidents are recorded
	Produce statistical outputs on incident trends	Production of regular overall statistical report on incidents of aggravated robberies all incidents of aggravated robberies at shopping centres are collated	To produce regular reports which include the overall statistics on aggravated robberies at shopping and which will include an analysis of this data
		Production of hotspot shopping centres statistics	To produce weekly hotspot reports on aggravated robberies at shopping centres
		Regional and geographical area reports	To produce regular reports on regional and geographical statistics on aggravated robberies which will also include an analysis of regional and geographical trends
	Develop a system to maximize the benefits of the data	Ensure shopping centres feed their information on aggravated robberies into the CGCSA database	To work through the regional structures and chapters to ensure all shopping centres are informed about the database and understand the importance of participating in this data collection
			Where necessary to train shopping centre management of the use of the data base and how to log reports
		To ensure the data collection and reports collated based on this data captured are able to be used by shopping centre managers and owners to inform their crime prevention planning	To distribute reports produced based on the data collection to the relevant shopping centres
			To conduct an assessments of the extent to which Shopping Centres submit reports to CGCSA and based on this assessment to design measure to encourage shopping centres to participate in the data collection system

		<p>To ensure other stakeholders and role players in the Criminal Justice System receive and are able to make use of the reports produced as a result of the data collection</p>	<p>To distribute the report to the relevant JOCs and SAPS official so that the information can be used in police planning processes</p> <p>To ensure that the NPA where necessary receive copies of the reports collated</p> <p>To ensure the relevant Metropolitan police where appropriate receive copies of the reports compiled</p> <p>To ensure through the Big Business Working Group that the information contained in these reports is brought to the attention of other relevant government officials and departments</p>
		<p>Ensure shopping centres have access to other information which could assist them with developing crime prevention approaches</p>	<p>To provide shopping centres with material which on a regular basis, which could help them develop more effective crime prevention plans</p>
<p>1.2 Environmental design</p>	<p>Physical Protection of shopping centres</p>	<p>Conduct research on characteristics of centres that have/have not had a robbery</p>	<p>Develop a draft document on the best practices at shopping centres</p> <p>Workshop this document with Steering Committee</p> <p>To amend the document based on the discussions with the steering committee and to then ensure this document is discussed at a regional level with shopping centre managers and owners</p> <p>Based on the discussions at a regional level to amend the document on best practice and produce a final draft to the steering committee</p>

			To use the best practise to encourage existing shopping centres to where appropriate implement some of these best practices.
			To ensure that where new shopping centres are being built that these shopping centre take into account security issues and the best practices identified in the best practice document produced
		To determine the propensity and prevention factors	To distribute to shopping centres a survey on their major security threats and details on these threats
			To collate the information received from the survey and use this information to inform to determine propensity and prevention factors
		Develop a white paper on protection of shopping centres	Establish a working to draft a white paper on shopping centre protection and to identify key issues that need to be addressed in the white paper
			To submit a draft of the white paper to the steering committee and based on the discussion at the steering committee to amend the document
			To present a draft white paper to regional structures and chapters of shopping centres, property owners and management agencies of shopping centres for discussion and comment.
			Collate finding of the above discussion into a final draft white paper and submit it to the steering committee for approval
		To develop projects at an identified centre where best practices can be piloted	To identify possible pilot project that could be introduced to reduce security risks at shopping centres

			To identify and introduce these pilot projects at specific shopping centres
			To assess the impact of these pilot project and where appropriate develop a roll out plan for these pilot to be implemented at other shopping centres
	CIT collection and delivery	Develop a White paper on CIT facilities (taking into account retrofit requirements as well as new centres)	To identify existing initiatives and standards developed for CIT facilities at shopping centres
			To establish a working groups to develop a white paper of CIT facilities at shopping centre and to identify key issues to be addressed in the White paper (in part based on what has arisen from the research conducted and issues arising from CRIM Project)
			To submit a draft of the white paper to the steering committee and based on the discussion at the steering committee to amend the document
			To present a draft white paper to regional structures and chapters of shopping centres, property owners and management agencies of shopping centres for discussion and comment
			Collate finding of the above discussion into a final draft white paper and submit it to the steering committee for approval
			To design an implement a system and mechanisms for ensuring the white paper is adopted and implemented at shopping centres

	CCTV Standards/ Best Practise	Develop a White Paper on installation, technical requirements and evidentiary procedures at shopping centres	<p>To identify existing initiatives and standards developed for CCTV and monitoring systems facilities at shopping centres</p> <p>To establish a working groups to develop a white paper of CIT facilities at shopping centre and to identify key issues to be addressed in the White paper (in part based on what has arisen from the work already done by the CGCSA in this regard)</p> <p>To submit a draft of the white paper to the steering committee and based on the discussion at the steering committee to amend the document</p> <p>To present a draft white paper to regional structures and chapters of shopping centres, property owners and management agencies of shopping centres for discussion and comment</p> <p>Collate finding of the above discussion into a final draft white paper and submit it to the steering committee for approval</p> <p>To design an implement a system and mechanisms for ensuring the white paper is adopted and implemented at shopping centres</p>
--	-------------------------------	--	--

1.3 Process design	CIT collection processes	Develop a White paper on the operational procedures pursuant to collection/delivery of bulk cash at shopping centres	To identify existing initiatives and standards developed for CIT processes at shopping centres
			To establish a working groups to develop a white paper of CIT processes at shopping centres and to identify key issues to be addressed in the White paper (in part based on what has arisen from the research conducted and issues arising from CRIM Project)
			To submit a draft of the white paper to the steering committee and based on the discussion at the steering committee to amend the document
			To present a draft white paper to regional structures and chapters of shopping centres, property owners and management agencies of shopping centres for discussion and comment
			To present a draft white paper to regional structures and chapters of shopping centres, property owners and management agencies of shopping centres for discussion and comment
			Collate finding of the above discussion into a final draft white paper and submit it to the steering committee for approval
	To design an implement a system and mechanisms for ensuring the white paper is adopted and implemented at shopping centres		
	Security management processes	Develop a White paper on Private security at centres	To identify existing initiatives and work done regarding the role of private security in the retail environment

			To establish a working group to identify issues related to private security at shopping centres and to draft a white paper on this
			To submit a draft of the white paper to the steering committee and based on the discussion at the steering committee to amend the document
			To present a draft white paper to regional structures and chapters of shopping centres, property owners and management agencies of shopping centres for discussion and comment
			Collate finding of the above discussion into a final draft white paper and submit it to the steering committee for approval
			To design and implement a system and mechanisms for ensuring the white paper is adopted and implemented at shopping centres
	Staff movement control	Develop appropriate measures to control access for both internal and external staff	To establish a working group which will identify best practises for staff control and movement at shopping centres and to distribute the finding to shopping centre owners and managers
	Alarms and communication	Develop an appropriate and effective communication strategies (standards) for communicating emergencies to shoppers and staff	To pilot the 'Eyes and ears initiative at shopping centres and based on the assessment of the impact of this pilot to if appropriate roll this pilot out to other shopping centres
			To work with the SAPS, Property owners, the SACSC, BAC and CGCSA to develop a public communication strategy to communicate with the public

1.4 Employee reference site	Expand to the CGCSA system to shopping centres	Ensure shopping centres participate and make use of this reference site	To negotiate shopping centre access to this system
			To inform shopping centres about the CGCSA vetting system and encourage them to make use of this system
			To where necessary train shopping centre management in the use of this system
		To work with bodies and structures in the security industry to ensure security vetting processes are adhered.	To identify existing vetting process and legislation regarding contracted private security
			To inform shopping centres about these process and legislation
			To work through property owners and regional and chapter structures to ensure shopping centres adhere to this legislation and processes

**Objective #2: Enhance business support to government, especially the SAPS, in dealing with this crime.**

Issues	Areas of intervention	Actions	Task linked to these actions
2.1 Joint Operation Centres		Ensure the National JOC is effectively attended and the benefits is derived	To ensure that shopping centres are represented on the national JOC and that issues of robberies at shopping centres are addressed by this JOC
		To participate/Motivate a Provincial roll out of these JOCs to ensure the positive effects are seen in all provinces	To ensure that shopping centres are represented on the different provincial JOCs and that issues of robberies at shopping centres are addressed by these JOCs

2.2 Case feed back	Lack of case feed back	To ensure cases of aggravated robbery at shopping centres are addressed by the NPS	To Liaise with NPA/SAPS on high level cases ensuring that appropriate attention is given to achieve a successful investigation and prosecution
		Develop an analysis to highlight the strategic trends development in these cases	To liaise with the NPA and SAPS and receive feedback on cases
2.3 Courts sentencing and bail	In appropriate sentencing and granting of bail to suspects	To interact with the DOJ to encourage appropriate sentences are given and that bail is denied to perpetrators	To develop a process and system where a set of evidence can be used in sentencing and the granting of bail to people involved in aggravated robberies at shopping centres and that can be used by the NPA
2.4 Coordination and cooperation between business and the police	Lack of knowledge about police plans and procedures and lack of co-ordination between shopping centres and the police	Ensure ongoing co-operation and engagement occurs with the SAPS	To ensure an mutual flow of information at both a national and provincial level between the police and shopping centres through regular meeting and engagement
			To ensure that during peak trading periods the police and shopping centres work together in crime prevention initiatives

***Objective #3: Improve communications on the issues associated with cash robberies to reduce levels of insecurity amongst business and the general public.***

Issues	Areas of intervention	Actions	Task linked to these actions
3.1 Communicate to the different shopping centres		Develop an effective communications programme for shopping centres	To work with the SACSC and the property owners to ensure that different centres are kept informed about the initiatives and crime prevention issues

		Expand the CGC's SMS system to all shopping centres	To work with BAC, SACSC and GCGSA to expand the SMS system to
3.1 Communication strategy to the public	The need to address public fear regarding crime at shopping centres	To communicate with the public about their fears regarding shopping centres with the view of allaying peoples fears and concerns	To work with the property owners the SAPS, SACSC, BAC and CGCSA to design a strategy to communicate

***Objective #4: Ensure proper governance of the project aimed at improving inter agency coordination and impact.***

Issues	Areas of intervention	Actions	Task linked to these actions
4.1 Regional meetings		To ensure the different SACSC chapters are kept informed about the initiative and that the security sub committee are kept updated on developments regarding the initiative	To meet 3 times a year with the different chapters and regional structures to ensure they are informed about the project
			To ensure the security sub committees of the chapters are briefed regularly about the initiative
4.2 Project Management	BAC Task Team to meet weekly	To receive reports and issues with the Project Manager	BAC to hold weekly meetings to receive reports from the project manager
	CGCSA management database analysis		

4.3 Steering Committees	To act as the governance structure	<p>To receive reports from project manager</p> <p>To ensure liaison between stakeholder</p> <p>To provide a link to the aggravated robbery project</p>	To meet every six weeks to and receive reports and discussion key issues affecting the initiative
			To ensure the steering committee receive all material related to the project
4.4 Sub committees and work groups	To address specific areas of project which require input from shopping centres and experts	Sub committees established to work on white papers.	To establish five sub committees to work on the best practices and white papers