

2026/2027

PUBLIC SAFETY: SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN



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Date: 20/05/2026

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LIST OF ACRONYMS

1.	CBO	Community Based Organisations
2.	CBP	Community Based Planning
3.	CERT	Community Emergency Response Team
4.	CoGTA	Cooperative Governance and Traditional Affairs
5.	CoJ	City of Joburg
6.	CoP	Chief of Police
7.	Covid-19	Corona Virus Disease of 2019
8.	CPF	Community Policing Forums
9.	CPTED	Crime Prevention through Environmental Design
10.	DIAS	Data Information Analysis System
11.	DDM	District Development Model
12.	DM	Disaster Management
13.	EMS	Emergency Management Services
14.	FESH	Fire and Emergency Chiefs Forum
15.	GDS	Growth and Development Strategy
16.	ICT	Information and Communication Technology
17.	IDP	Integrated Development Plan
18.	IGR	Intergovernmental Relations
19.	IIOC	Integrated Intelligent Operations Centre
20.	IP	Implementation Plan
21.	JCSS	Joburg City Safety Strategy
22.	JCSP	Joburg City Safety Programme
23.	JMPD	Joburg Metropolitan Police Department
24.	JHB	Johannesburg
25.	JICP	Johannesburg Inner City Partnership
26.	LETT	Law Enforcement Task Team
27.	LIPRO	Licencing & Fines Administration
28.	MPO	Metro Police Officers
29.	MISS	Minimum Information Security Standards
30.	MPSS	Minimum Physical Security Standards
31.	MOA	Memorandum of Agreement
32.	MOU	Memorandum of Understanding
33.	NCPS	National Crime Prevention Strategy
34.	NGO	Non-governmental Organisations
35.	NRTA	National Road Traffic Act

36.	PIE	Prevention of Illegal Eviction
37.	PIP	Priority Implementation Plan
38.	PSD	Public Safety Department
39.	PSIRA	Private Security Industry Regulatory Authority
40.	RTIA	Road Traffic Infringement Agency
41.	RTMC	Road Training Management Cooperation
42.	SAPS	South African Police Services
43.	SDBIP	Service Delivery and Budget Implementation Plan
44.	SERT	School Emergency Response Team
45.	SLA	Service Level Agreement
46.	TERT	Teachers Emergency Response Team
47.	TRU	Tactical Response Unit

EXECUTIVE SUMMARY

This business plan serves to detail the Public Safety Department's (PSD's) approach to support the City of Johannesburg's (CoJ's) strategic vision in the 2026/27 financial year, focusing on service delivery to the residents of Johannesburg (JHB) as captured in the Integrated Development Plan (IDP) 2021-2026.

This business plan has been developed in response to the CoJ's Service Delivery and Budget Implementation Plan (SDBIP) template and guidelines and serves to elaborate on the role of the PSD. It outlines the strategy, vision, mission, values, core mandate, key objectives and key focus areas of the PSD which have been identified based on the strategic analysis (SWOT and PESTLE analysis) of the environment the PSD operates within and sets out a detailed plan with performance measures, budgetary and resource requirements, and a risk profile for the 2026/27 financial year

The public safety dynamics in the city are complex, exerting constant pressures on the CoJ's resources. This requires the enhancement of stakeholder and inter-governmental compacts to support the City's public safety commitment. Within this context, the department endeavours to continue enhancing its public safety services value chain by making better use of technological and scientific advances, strengthening its innovative capacity, improving overall call-out response times of its emergency and policing service offerings, intensifying traffic management and By-law education and enforcement, enhancing security services, providing more accessible and efficient licensing services as well as mitigating the impact of human and climate-induced disastrous events.

2. STRATEGIC OVERVIEW

2.1 VISION

"A safe City where the residents are free from crime and grime and a City where law and order prevail."

2.2 MISSION STATEMENT

"To build a City where life, property and lifestyle are safe and secure, so that the residents and businesses can live and thrive."

2.3 VALUES

All employees in the Department must identify and adhere to the following core values:

- a) Teamwork
- b) Professionalism, honesty and integrity
- c) Accountability and transparency
- d) Fairness
- e) Service excellence delivered with pride

3. CORE MANDATE

To provide safety and security services to the citizens of Johannesburg.



4. LEGISLATION AND POLICY ENVIRONMENT

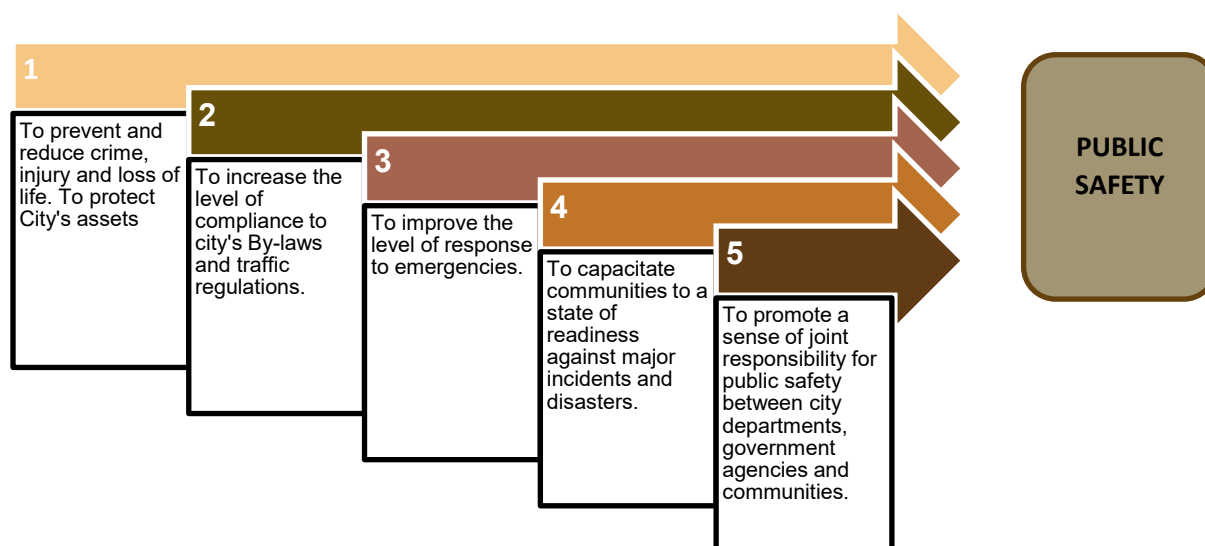
Public Safety Department's primary functions are prescribed by legislation, guided and implemented primarily through policies and procedures set by the national and provincial spheres of government. In addition, PSD is guided by the Council approved JCSS 2025 and Implementation Plan (IP). The JCSS is an integrated and multi-sectoral strategy that provides a common approach to address safety and security in Johannesburg. Moreover, the Department is a key role player in implementing operational elements of policies and procedures that relate to safety and security, emergency management, disaster management and licensing. The following are key legislations and policies that govern the core functions of the Department:

Table 1: Legislative context:

Overarching Legislations: Constitution of the Republic of South Africa (1996)		
Overarching Policy Mandate National Development Plan 2030 (NDP) District Development Model Joburg 2040 Growth and Development Strategy (GDS) Integrated Development Plan (IDP)		
Core Legislation		Policy Mandate
JMPD	❖ South African Police Service Act (Act 68 of 1995), ❖ National Road Traffic Act (Act 93 of 1996) ❖ Administrative Adjudication of Road Traffic Offences Act (Act 46 of 1998, AARTO) ❖ Criminal Procedure Act (Act 51 of 1977) ❖ Domestic Violence Act (Act 116 of 1998) ❖ Municipal By-laws	❖ National Crime Prevention Strategy (1996) ❖ White Paper on Safety and Security (2016) ❖ Gauteng Provincial Safety Strategy ❖ Provincial Traffic Safety Strategy ❖ Joburg City Safety Strategy (JCSS) ❖ Community Policing Strategy (SAPS) – ❖ Crime Prevention Through Environmental Design (CPTED) / Urban Safety Guidelines – ❖ Gender-Based Violence and Femicide (GBVF) National Strategic Plan ❖ SAPS National Instructions
DM	❖ Disaster Management Act No. 57 of 2002 ❖ Disaster Management Amendment Act No. 16 of 2015 ❖ Intergovernmental Relations Framework Act No. 13 of 2005 ❖ Safety at Sports and Recreational Events Act No 2 of 2010	❖ Disaster Management Policy Framework (2005) ❖ Sendai Framework for Disaster Risk Reduction 2015-2030 ❖ The Safety at Sports and Recreational Events Regulations 2017
IIOC	❖ Electronic Communications Act, 2005 (Act No. 68 of 2005) ❖ Promotion of Access to Information Act, 2000 (Act No. 2 of 2000) ❖ Protection of Personal Information Act, 2013 (Act No. 4 of 2013) ❖ The Computer Evidence Act (Act No.57 of 2002)	❖ White paper on safety and security ❖ White paper on policing ❖ Gauteng Safety Strategy ❖ Joburg City Safety Strategy ❖ Joburg ICT Policy
EMS	❖ Fire Brigade Services Act No. 99 of 1987 ❖ Gauteng Ambulance Services Act No. 6 of 2002 ❖ Gauteng Liquor Act No. 2 of 2003 ❖ Safety at Sports and Recreation Events Act No.2 of 2010	

Licensing	❖ Administration Adjudication of Road Traffic offences Act No. 46 of 1998) ❖ National road safety strategy 2016- 2030 ❖ National Road Traffic Regulation of 2000 ❖ Road Traffic Management Corporation Act
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5. STRATEGIC OBJECTIVES



The department recognizes the Joburg 2040 Growth and Development Strategy (GDS) which gives effect to the long-term strategic outcomes and outputs as well as the Integrated Development Plan (IDP). The five-year IDP in turn unpacks the short and medium-term activities strategically aligned to the GDS. The City adopted eleven (11) strategic priorities i.e. Safer City; Sustainable service delivery; Energy mix; Infrastructure development and refurbishment; Sustained Economic growth; Job opportunity and creation; Smart city; Green economy Active and engaged citizenry; Good governance; Financial sustainability. These priorities serve as a road map towards the attainment of medium- and short-term strategy.

Public Safety department's core mandate is to provide By-law enforcement, crime prevention, traffic management, security services, licensing services, disaster risk reduction and emergency response related services, and to lead the city-wide implementation of the JCSS 2025. This SDBIP demonstrates an alignment to and operationalises the IDP and Mayoral priorities.

6. DEPARTMENTAL RESPONSE TO IDP/CBP COMMUNITY ISSUES, CUSTOMER SATISFACTION SURVEY, PERCEPTION MANAGEMENT AND IGR

As the department strives to meet the ever-changing demands of the community, it recognizes the fact that safety goes beyond the scope of emergency, enforcement, or humanitarian services. The department is committed to working in partnership with all levels of government, other safety agencies or departments, community organizations and the public it serves to address crime and identify long term solutions to address complex safety problems. This commitment will be achieved by initiatives and implementation of programmes and projects aimed at ensuring the City's overall safety. These programmes include but are not limited to:

- Crime prevention,
- Traffic management,
- By-law management/enforcement,
- Provision of security services
- Emergency management (fire and disaster prevention programmes),
- Disaster management (disaster risk management and disaster risk reduction programmes),
- Safety awareness campaigns (seasonal risk awareness and safety campaigns),
- Provision and facilitation of humanitarian relief to vulnerable and deprived communities,
- Improved licensing services,
- Integrated Intelligent Operation Centre (IIOC) – integrated data management for strategic and operational planning and response,
- Anti-fraud and corruption,
- Joburg City Safety Programme (JCSP) (institutionalise the JCSS; mainstream the JCSS implementation methodology; advance knowledge of crime and safety; and monitor, evaluate and report on safety performance across the CoJ).

It is envisaged that these programmes will also address issues emanating from the CoJ customer satisfaction survey as indicated in the table below:

2024/25 CBP issues and associated progress

Table 2: 2024/25 Community Based Planning (CBP) issues

2024 Community Inputs						
REGION	WARD	NEED	LOCATION	CONTACT PERSON (SHOULD FURTHER DETAILS BE REQUIRED)	DEPT/ENTITY RESPONSE	PROGRESS
G	3	Construction of a Traffic Department – (Issue - Lack of traffic services in Stretford Extension 6B)	Open space next to home affairs in Stretford extension 6b	JMPD: Chief of Police and Regional Commander	The JMPD acknowledges the need for enhanced accessibility to traffic services in Stretford Extension 6B. To provide a comprehensive solution, further clarification is required from the community to determine whether the request specifically pertains to a licensing department. If so, this matter will fall under the Public Safety Licensing Section, which will assess the feasibility of establishing such a facility. In the interim, residents can continue accessing services at the regional offices in Ennerdale Corobrick and the satellite licensing offices in Lenasia and Ennerdale. JMPD remains committed to engaging with community stakeholders to better understand and address their needs.	JMPD continued to provide traffic enforcement, accident response, and by-law enforcement services in the area through routine patrols and targeted operations. Residents were directed to the nearest operational licensing centres while the feasibility of additional facilities remain under assessment by the relevant Public Safety licensing structures.
D2,E,C	39,73,74 (84 not 74)	Security surveillance system: Installation of security surveillance	Orlando West (Issue 39)	JMPD: Chief of Police and Regional Commander (Issue 39)	Orlando West (Issue 39) JMPD recognizes the importance of surveillance cameras as a	Camera installation requests were escalated to the IIOC for planning and prioritisation.

2024 Community Inputs						
REGION	WARD	NEED	LOCATION	CONTACT PERSON (SHOULD FURTHER DETAILS BE REQUIRED)	DEPT/ENTITY RESPONSE	PROGRESS
		system and solar power lighting system Orlando West (Issue 39) Need/Issue: High crime rate and the need for surveillance cameras at key locations in Orlando West, Soweto. Ward 73 - Major Routes (Issues 73 E) Need/Issue: Installation of CCTV cameras along major routes (Louis Botha, Grant Avenue, Osbourne Road, etc.) to address safety concerns. Roodepoort - Streetlights (Issue 84 C) Need/Issue: Need for streetlight repairs in Roodepoort for enhanced safety. Township - Surveillance and Solar Power (Issue 84 C)	Ward 73 - Major Routes (Issues 73 E) Roodepoort - Streetlights (Issue 84 C)		deterrent and will escalate the request to the Public Safety Integrated Intelligent Operations Centre (IIOC) for prioritization. In the meantime, patrols by metro police officers and specialized units will be increased to enhance visibility and community safety. Ward 73 - Major Routes (Issues 73 E) JMPD acknowledges the need for CCTV cameras and will submit the request to the IIOC for prioritization. As an interim measure, JMPD will deploy officers to monitor these routes more frequently and provide traffic and safety reports to guide the IIOC's planning. Roodepoort - Streetlights (Issue 84 C) JMPD will refer this matter to City Power, as streetlight repairs fall under their jurisdiction. Township - Surveillance and Solar Power (Issue 84 C)	JMPD increased high-visibility patrols, roadblocks, and targeted enforcement operations in identified hotspot areas. JMPD continues to monitor affected areas through patrols and enforcement activities.

2024 Community Inputs						
REGION	WARD	NEED	LOCATION	CONTACT PERSON (SHOULD FURTHER DETAILS BE REQUIRED)	DEPT/ENTITY RESPONSE	PROGRESS
		Need/issue: Request for a security surveillance system and solar-powered lighting.			JMPD has noted that surveillance system requests will be escalated to the IIOC, while solar power lighting will be referred to City Power or Eskom. In summary, JMPD has primarily committed to escalating camera and surveillance system requests to the IIOC and increasing patrols in high-risk areas while deferring electricity-related concerns to relevant entities like City Power or Eskom.	
A	94	Satellite JMPD Station at Lone Hill Fire Station: - Issue: Need for By-law enforcement, traffic management, and crime prevention services	Satellite JMPD Station at Lone Hill Fire Station	JMPD: Chief of Police, Regional Commander, By-law Commander and Specialised Commander	The JMPD acknowledges the need for enhanced public safety measures, including a satellite station in Lone Hill to address By-law enforcement, traffic management, and crime prevention effectively. While the JMPD currently operates from the COJ Regional Office, the ward is actively patrolled by dedicated ward-based officers supported by specialized units that focus on By-law compliance, traffic violations, and crime prevention.	EMS will investigate the proposal to accommodate JMPD at Lonehill Fire Station for a satellite station.

2024 Community Inputs						
REGION	WARD	NEED	LOCATION	CONTACT PERSON (SHOULD FURTHER DETAILS BE REQUIRED)	DEPT/ENTITY RESPONSE	PROGRESS
					To strengthen service delivery, the JMPD will explore the feasibility of establishing a satellite station at the Lone Hill Fire Station to improve accessibility and response times for the community. In the interim, patrol visibility in the area will be increased, and the existing officers will continue to work together with community stakeholders to address pressing safety concerns.	
A	110	The community seeks effective enforcement of By-laws to prevent and address illegal developments and land invasions in the affected areas, including President Park, Allandale, Rabie Ridge, Austin View, and Glen Austin	The locations mentioned in the community's concerns regarding illegal developments and land invasions are: 1. President Park (including areas like Austin View and Glen Austin) 2. Allandale 10-IR Modderfontein and Dale Road 3. Rabie Ridge (Modderfontein and Falcon Street)	JMPD: Chief of Police and the By-law Commander	The JMPD acknowledges concerns regarding the illegal construction of private social housing units in President Park, particularly at 3/274 Brand Road. The By-law Directorate actively patrols the area to deter and minimize such illegal developments. To enhance enforcement, the JMPD will prioritize inspections at the identified site and collaborate with relevant City departments, such as Development Planning and Legal Services, to address	JMPD continued regular patrols and inspections in the identified areas, addressing illegal developments as they arise and coordinating with relevant City departments.

2024 Community Inputs						
REGION	WARD	NEED	LOCATION	CONTACT PERSON (SHOULD FURTHER DETAILS BE REQUIRED)	DEPT/ENTITY RESPONSE	PROGRESS
			4.President Park, Austin View & Glen Austin (general illegal invasion across these areas)		the issue comprehensively. We encourage community members to report any new developments promptly to ensure swift intervention and compliance with municipal By-laws.	
B	117	Upgrade of Fire Hydrants		Not provided	The fire hydrants infrastructure belongs to Joburg Water. Emergency Services only conducts inspections and reports any defects or repairs required to Joburg Water. This matter is to be referred to Joburg Water. The fire hydrants infrastructure belongs to Joburg Water. Emergency Services only conducts inspections and reports any defects or repairs required to Joburg Water. This matter was referred to Joburg Water.	2025/26 Update: A committee has been formed between Joburg Water and EMS to deal with fire hydrants. As at end of November 2025 EMS has conducted over 6000 inspections. All shifts are required to conduct inspections of hydrants in their area of jurisdiction. This is done on a continuous basis as this is part of the preparedness programme for EMS Fire fighters.
C	126	Increased Police Visibility and Crime Reduction – Issue High crime rate and insufficient police presence in Boskruiin	Boskruiin	JMPD: Chief of Police and Regional Commander	JMPD has deployed metro police officers in the Boskruiin ward and specialised units citywide to address crime. Deployment is informed by crime trends and reported incidents. We encourage community members to report	JMPD maintained targeted patrols and crime-prevention operations in Boskruiin, monitoring hotspot areas and supporting community safety.

2024 Community Inputs						
REGION	WARD	NEED	LOCATION	CONTACT PERSON (SHOULD FURTHER DETAILS BE REQUIRED)	DEPT/ENTITY RESPONSE	PROGRESS
					crimes promptly to improve visibility and resource allocation. Additionally, we will work to enhance communication about ongoing projects to foster better community participation.	
A	132	Building maintenance of Midrand Fire Station with fire engines	-	Fana Mnguni, Director Operations in EMS. EMAIL: fanam@joburg.org.za (fire engine procurement)	Repairs and maintenance of the fire station is on the Departmental plans since 2023/24 financial year. Some repairs have been done and unfortunately due to contractual issues the repairs and maintenance programme is on hold. As for the replacement of fire engines, the department has appointed a service provider to manufacture, supply, deliver as well as commission fire engines in the next financial year. Further budget has been allocated in line with the approved MTEF.	2025/26 Progress to date is that the Repairs and Maintenance plan is being implemented. Some renovations have been done in some fire stations and some are still underway.

2025/26 CBP issues and how the Department intends to address them

Table 3: 2025/26 Community Based Planning (CBP) issues

2025/26 COMMUNITY BASED PLANNING (CBP) ISSUES							
Item	Ward	Region	CBP Priority	Motivation for Priority	Proposed Location	Dept Entity /	DEPT/ENTITY RESPONSE
1.	70	Region C	Provision of mobile police station / Increased JMPD visibility	CPF's and community in blue does not exist in the ward - There use to be Panyaza's in the ward but now they are deployed elsewhere - Requesting more police/ JMPD visibility in the ward. - Requesting a mobile police station and the landmarked area is near the substation in Fleurhof.	Land proposed for a mobile police station area is near the substation in Fleurhof.	Public Safety	The Department does not establish police stations or mobile stations, as this falls under the mandate of the South African Police Service (SAPS). Therefore, the request will be referred to SAPS for consideration. However, the Johannesburg Metropolitan Police Department (JMPD) remains committed to enhancing public safety in the ward. JMPD will continue to increase high-visibility patrol, conduct regular roadblocks, carry out stop-and-search operations, implement targeted crime-prevention initiatives, undertake joint operations with SAPS and other law enforcement agencies. These efforts aim to address crime proactively and ensure the ongoing safety and security of the community.

2.	73	Region E	Installation of CCTV cameras on Louis Botha Avenue.	The absence of CCTV cameras along Louis Botha Avenue, between Osborn Road and 17th Street, has resulted in several safety and security challenges. The lack of surveillance contributes to “unseen” road accidents, vandalism of public infrastructure, and increased criminal activities, including hit-and-runs, illegal dumping, and the establishment of unauthorized churches. Installing CCTV cameras in this area would significantly enhance community safety and accountability. The footage could serve as crucial evidence in cases of house break-ins and other crimes, enabling affected residents to press charges. Furthermore, CCTV monitoring would assist law enforcement agencies in crime prevention, detection, and overall policing efforts in the area.	Louis Botha Avenue	Public Safety	The Department is planning to roll out CCTV cameras in identified crime hotspot areas. An assessment of each proposed location will be conducted to determine the priority for installation, ensuring that resources are allocated effectively to areas with the highest need.
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3.	74	Region E	Installation of CCTV Cameras - Throughout Ward 74.	The community has identified a critical need for improved security and crime prevention. • The current environment is conducive to illegal activities such as building hijackings, substance abuse, and public disorder due to a lack of monitoring and enforcement. Proposed Solution: • Installation of CCTV Cameras: A direct request for the strategic installation of surveillance cameras in key locations across the ward. • Objective: To deter criminal activity, monitor public spaces, and provide evidence for law enforcement, thereby creating a safer environment for all projects and residents. Expected Outcomes: • Enhanced public safety and crime prevention. • A deterrent effect on illegal dumping, substance abuse, and other crimes.	Specific hotspot areas, Cnr Louis Botha & Linden Road, Bramley* Kew, 2 10th road, Bramley, 16th Avenue & Louis Botha Avenue* Cnr Louis Botha & Newick road, Greswold* Cnr Louis Botha & Athol Street* Cnr Melrose & Collet Drive)	Public Safety	The city is planning to roll out CCTV cameras in identified crime hotspot areas. An assessment of each proposed location will be conducted to determine the priority for installation, ensuring that resources are allocated effectively to areas with the highest need.
4.	84	Region C	Installation of security surveillance systems	Reasons for crime prevention and visibility of surveillance cameras in intersection and traffic light spots. To monitor areas that are hot spots. To support SAPS electrical cameras during load shedding. Location		Public Safety	The city is planning to roll out CCTV cameras in identified crime hotspot areas. An assessment of each proposed location will be conducted to determine the priority for installation, ensuring that resources are allocated effectively to areas with the highest need.
5.	111	Region A	Provision of a Satellite Police Station on the open space next to Boxer and Half Clutch, 1718 Intaka Street, Ebony Park.	Improve coordination and visibility of law enforcement in Ebony Park, Kaalfontein, Lindokuhle West, and Ward 92. This initiative would greatly enhance public safety, strengthen community-police relations, and improve service delivery in the area.	proposed location is an open space next to Boxer and Half Clutch, 1718 Intaka Street, Ebony Park.	Public Safety	The Department does not establish police stations or mobile stations, as this falls under the mandate of the South African Police Service (SAPS). However, the Johannesburg Metropolitan Police Department (JMPD) remains committed to enhancing public safety in the ward. JMPD will continue to increase patrols and law enforcement visibility, conduct roadblocks and compliance operations, school safety and

							community safety patrols and joint operations with SAPS
6.	113	Region A	Provision of a JMPD Satellite Station, to be located around to Rishumilo Primary School in Diepsloot.	The proposed satellite station is viewed as a strategic intervention to: • Improve police visibility and response times; • Strengthen community policing partnerships; • Enhance the safety of learners, businesses, and residents; and • Restore public confidence in local safety and security efforts. Given the ward's rapid population growth and limited policing resources, the establishment of this facility is seen as crucial to maintaining law and order and ensuring a safer environment for all community members.	ward 113	Public Safety	The Department does not establish police stations or mobile stations, as this falls under the mandate of the South African Police Service (SAPS). However, the Johannesburg Metropolitan Police Department (JMPD) remains committed to enhancing public safety in the ward. JMPD will continue to increase high-visibility patrols, targeted crime-prevention and by-law operations, school safety and business district patrols and joint operations with SAPS and other stakeholders

2024/25 Customer Satisfaction Survey

Table 4: Customer satisfaction issues

REASONS FOR DISSATISFACTION	DEPARTMENTAL/ ME RESPONSE- e.g. Programme / communication intervention	PRIORITY REGIONS	PROGRESS
Customer call centre for Fire and Ambulance and JMPD	• Treat customers with patience and professionalism • Enhance feedback to customers / information available when they follow-up on progress. Inform customers about the status of their query. • Provide ongoing training for call center agents to enhance their communication skills, problem-solving abilities, and knowledge of JMPD services. • Equip agents with the necessary information and resources to manage a wide range of queries and situations. • Implement Interactive Voice Response (IVR) systems for quicker routing of calls to the appropriate departments. • Provide alternative channels for communication, such as online chat, email, or mobile apps, to cater for diverse preferences. • Conduct regular quality assurance reviews of call recordings to assess agent performance. • Emergency Command Centre implementing turnaround strategy to improve call dispatching.	Region A, B, D, E	The EMS Comms team has an online platform, i.e. twitter, Facebook and TikTok where members of the Public can raise their concerns and dissatisfaction. Feedback is received immediately. EMS is implementing a turnaround strategy in the Emergency Command Centre. This includes piloting the AURA system which is intended to improve the dispatching function and improve the call centre agents performance and professionalising the function.
Control of illegal squatting / occupation / land invasion	• Increase the control of illegal squatting and building control. • Implementation of COJ Land invasion Policy and strict compliance with the PIE Act • Increase the frequency of patrols in vulnerable areas to detect and prevent illegal squatting. • Implement surveillance systems, including CCTV cameras, to monitor areas prone to land invasion. • Coordinate efforts with other law enforcement agencies, municipal authorities, and relevant government departments to address the issue comprehensively. • Share intelligence and collaborate on joint operations to address land invasion challenges.	Region B, D.	JMPD sustained patrols in hotspot areas and coordinated with relevant stakeholders. Task team including SAPS and Metro Police addresses illegal invasion complaints
Crime prevention	• Increased visibility and an end to corruption will improve crime prevention and traffic management satisfaction.	Region C, E	JMPD maintained targeted patrols, ward-based policing, and specialized operations. Officers are trained and technology deployed to support

2024/25 Customer Satisfaction Survey

Table 4: Customer satisfaction issues

REASONS FOR DISSATISFACTION	DEPARTMENTAL/ ME RESPONSE- e.g. Programme / communication intervention	PRIORITY REGIONS	PROGRESS
	- Bribery needs to be eradicated and efforts to combat bribery, as well as the implications for all parties involved, need to be communicated to public, not only staff. - Intensify ward-based policing. - Capacitate and train JMPD officers. - Community Policing Forums (CPFs): Active participation with community policing forums to encourage collaboration between law enforcement and residents. Establishment and implementation of community safety forums - Implementation of the Joburg City safety Strategy - Technology Integration: Ongoing investment in advanced technology, such as surveillance cameras, license plate recognition systems, and predictive policing tools, to enhance the effectiveness of crime prevention strategies and improve response times. - Public Awareness Campaigns: Ongoing public awareness campaigns to educate residents about crime prevention strategies, safety measures, and the importance of reporting suspicious activities. An informed community is more likely to be actively involved in crime prevention. - Specialized Units: Enhance the specialized units (illegal mining, organised crime (drugs, vehicle theft, hijacked buildings, vandalism, and theft of infrastructure, etc.) within the JMPD with resources and training. Specialized training and resources can enhance the department's ability to tackle diverse challenges - Promote a collaborative and integrated multi-stakeholder problem-solving approach to overcome safety and security issues		crime prevention. CPFs and community engagement continued.

2024/25 Customer Satisfaction Survey

Table 4: Customer satisfaction issues

REASONS FOR DISSATISFACTION	DEPARTMENTAL/ ME RESPONSE- e.g. Programme / communication intervention	PRIORITY REGIONS	PROGRESS
Control of urinating in public	• Issuing Fines and Penalties: Enforce existing By-laws related to public indecency and sanitation. Issue fines or penalties for individuals caught urinating in public, making sure the consequences are well-publicized to function as a deterrent. • Public Awareness Campaigns: Launch campaigns to raise awareness about the negative consequences of public urination, including health risks, legal consequences, and damage to the community environment. Distribute informational materials and use various media channels to reach a broad audience. • Undercover Operations: Conduct undercover operations in hotspot areas to catch offenders in the act. Use plainclothes officers or surveillance to monitor and apprehend individuals engaging in public urination. • Event Planning and Coordination: Collaborate with event organizers to incorporate measures to prevent public urination during large gatherings or events. Ensure that there are sufficient restroom facilities available during events. • Engage with other relevant CoJ departments to consider the provision and management (including maintenance) of public ablution facilities	Region C, D, F, G	JMPD maintained patrols and undercover monitoring in hotspot areas. Community Outreach Unit educates the public on penalties and legal implications. Coordination with law enforcement continues.

2024/25 Customer Satisfaction Survey

Table 4: Customer satisfaction issues

REASONS FOR DISSATISFACTION	DEPARTMENTAL/ ME RESPONSE- e.g. Programme / communication intervention	PRIORITY REGIONS	PROGRESS
Control of illegal dumping	- Increased Surveillance: Deploy surveillance cameras and drones in known illegal dumping hotspots to monitor and record activities. Conduct regular patrols, especially in areas prone to illegal dumping, to deter potential offenders. - Community Education and Awareness: Launch public awareness campaigns to educate residents about the environmental and health hazards of illegal dumping. Distribute educational materials and use various media channels to reach a broad audience. - Community Cleanup Initiatives: Collaborate with Pikitup. Organize community cleanup events in collaboration with residents, businesses, and community organizations. Promote a sense of pride and responsibility for maintaining a clean environment. - Apprehension of illegal dumpers: Encourage the community to actively participate in reporting illegal dumping incidents. - Publicize Consequences: Clearly communicate the legal consequences of illegal dumping, including fines and potential legal action. - Mobile Reporting Apps: Develop or promote mobile applications that allow residents to easily report instances of illegal dumping. Use technology to streamline the reporting process and improve response times. - Rapid Response Teams: Continue to deploy rapid response teams within the JMPD specifically dedicated to investigating and responding to reports of illegal dumping. Ensure that these teams are equipped to collect evidence and issue fines promptly. - Provide feedback to potential complainant	Region D, G	JMPD sustained patrols and rapid response operations in hotspot areas. Public awareness campaigns ongoing. Community encouraged to report illegal dumping via WhatsApp/SMS. Complaints are logged and monitored for timely response.
Building control / Control of illegal uses	Actively participate in regional Law Enforcement Task Team (LETT) joint operations	Region D	JMPD actively participates in LETT operations to enforce building and land-use compliance.

2024/25 Customer Satisfaction Survey

Table 4: Customer satisfaction issues

REASONS FOR DISSATISFACTION	DEPARTMENTAL/ ME RESPONSE- e.g. Programme / communication intervention	PRIORITY REGIONS	PROGRESS
Community has over the years been used to ambulance service being available at fire stations. When Provincial Government revoked the decision to provide municipalities with ambulance licenses it left the community in a dire situation of not being able to get this service as and when they require it.	The City has undergone the process to regain the medical provision license with the aim to bring services closer to the community	EMS thirty (30) fire stations are situated in all the regions. They all require at least two ambulances to provide a service adequately.	COJ EMS is no longer running the ambulance services due to Provincialisation. However, a new application for a license to run ambulances has been submitted to Gauteng Provincial Department. The department is awaiting the results of the application.
Fire engines travel long distance to respond to fire incidents due to shortage of fire engines.	A service provider has been appointed to manufacture, supply, deliver, and commission fire engines to cover the entire city.	There are priority areas where fire incidents are prevalent such as Orange Farm in region G, Ivory Park in Region A, Diepsloot in Region B, Kyasands in Region B, Inner City in Region F	The department has since received 9 fire engines through the new contract. All regions are capacitated with a fire engine. These include Region A Ivory Park, Diepsloot AND Kyasands in Region B, Region F in the Inner City where even a new fire station has been built and is now fully functional.
The non satisfactory conditions at Midrand Fire Station	The Department has included the Midrand Fire Station into the Repairs and maintenance plan		The Repairs and Maintenance plan is being implemented. Some renovations have already been done.

Perception Management

According to the CoJ's Satisfaction Trends Analysis Report 2017–2024; "Residents feel unsafe due to high crime levels, poor police visibility, weak by-law enforcement, and failing safety infrastructure such as streetlights and CCTV. These issues have eroded public trust in the City's ability to protect communities"

Despite resource constraints, the Department is committed to delivering excellent service to the City's residents by strategically deploying resources at a ward level to maximize the impact on crime reduction and community safety.

To address negative perceptions among residents, the Department will continue to strengthen its collaborative efforts with other agencies such as the South African Police Services (SAPS), Provincial Emergency Medical Services (EMS), and the Road Traffic Management Corporation (RTMC). Furthermore, the department intends to intensify its civic education. This concerted effort will help restore public trust and enhance safety throughout the city.

Intergovernmental Relations (IGR)

The Public Safety Department adopts a governance approach rooted in intergovernmental engagement, relations, and cooperation across the three spheres of government: national, provincial, and local. This alignment is essential for pooling expertise, optimising resources, and ensuring integrated planning on safety and security matters. Furthermore, the structured approach strengthens legitimacy, operational effectiveness, and accountability, while promoting coordinated multi-agency action to enhance public safety and community trust.

In terms of Disaster Management, the Disaster Management Act 57 of 2002 (DMA 2002) provides the legislative foundation for this intergovernmental cooperative interlinking structure through the disaster management centres, which is further reinforced by the Intergovernmental Relations Framework Act 13 of 2005 (IRFA 2005) and operationalised through the District Development Model (DDM).

Through this interlinking approach, the CoJDMC ensures that disaster management is not siloed but is embedded within broader developmental priorities in the city's regionalised districts. The IRFA 2005 and the DDM emphasise integrated and collaborative planning and implementation at district and, in the case of the city, at 'regional' level, enabling the CoJDMC to align disaster risk reduction strategies with integrated socio-economic developmental planning initiatives. This

integrated development planning approach, promotes sustainability, and ensures that disaster management contributes to inclusive growth and disaster resilience. Table 1 below sets out integrated engagements and actionable steps aligned with the IRFA 2005 and the DDM.

The city further provides the fire and rescue services in terms of the Fire Brigade Services Act, 99 of 1987(FBSA) . Section 12 of the Fire Brigade Services Act, provides for written agreement between Controlling Authorities for the employment of their resources inside or outside the areas of Controlling Authorities; the Mutual Aid Agreement is facilitated by CoGTA to provide mutual assistance to the municipalities for control of fire , fire prevention, fire suppression, emergency medical care, hazardous materials control, and/or other emergency support in the event of a major fire disaster or other emergency.

On the other hand, Metropolitan policing in South Africa operates within a structured framework of intergovernmental relations (IGR), involving collaboration between the South African Police Service (SAPS), provincial law enforcement agencies, municipal policing entities such as the JMPD, and local government departments.

This collaboration is guided by formal mechanisms, including Memoranda of Understanding that support joint operations — including intelligence-led crime prevention, roadblocks, nightlife enforcement, and e-policing — and ensure that municipal policing initiatives align with national and provincial crime prevention priorities.

Lastly, Public Safety provides on an agency basis licensing services regulated by the National Road Traffic Act (NRTA) on behalf of the province.

Table 5: Intergovernmental developmental alignment for Disaster Management

Area of engagement	Intergovernmental actions	Alignment with IRFA 2005 and DDM
Joint planning	Participate in established intergovernmental forums at the CoJ Group and provincial levels.	Reinforces cooperative governance mandated by the IRFA 2005 and supports the DDM's "One Plan" by ventilating or embedding disaster risk reduction initiatives in regional development priorities.
Shared resource pools	Develop and enhance agreements for coordinated use and mutual support of equipment, personnel, humanitarian relief and funding.	Promotes resource efficiency and equity across government spheres, aligning with the IRFA 2005's cooperative principles and the DDM's integrated service delivery vision.
Capacity building	Develop and implement cross-sphere training programs to standardise disaster response protocols.	Strengthens institutional capacity as required by the IRFA 2005, while enhancing the resilience of district (regional) hubs under the DDM.

Information sharing	Create interoperable, integrated disaster risk management data platforms for real-time monitoring and reporting.	Advances transparency and collaboration in line with the IRFA 2005, while ensuring evidence-based planning within the DDM.
Policy alignment	Embed disaster management strategies into Integrated Development Plans (IDPs).	Ensures disaster resilience is mainstreamed into local development, fulfilling the IRFA 2005's cooperative planning mandate and the DDM's developmental agenda.
Technical support	Decentralise disaster risk and vulnerability assessment and disaster resilience expertise.	Directly supports the DDM's collaborative model by equipping regions with specialised knowledge, while operationalising the IRFA 2005's principle of shared expertise.

Table 6: Intergovernmental Relations Summary for JMPD

No.	Stakeholder	Level / Sphere	Type of Dependence	Role / Support to JMPD	Contribution	Policy / MoU / Framework
1	SAPS	National / Provincial	Vertical	Arrest authority, intelligence sharing, high-risk operations	Joint operations	National IGR Framework; Joint Operations MoU
2	Gauteng Traffic Police	Provincial	Vertical	Road traffic enforcement, speed operations coordination	Joint traffic and speed enforcement operations	Gauteng Provincial MoU; Road Safety Coordination Policy
3	Department of Home Affairs	National	Vertical	Immigration verification during operations	Joint operations	National IGR Framework; Immigration Coordination Protocol
4	Gauteng Provincial Government	Provincial	Vertical	Evictions, land use approvals, legal guidance	Support for eviction / land invasion operations	Provincial IGR Policy; Land & Eviction Guidelines
5	RTMC	National / Sector Agency	Vertical	Road safety coordination, data sharing	Joint operations	Road Safety National Policy; Traffic Management MoU
6	SANRAL	National / Sector Agency	Vertical	Highway access, traffic enforcement collaboration	Joint operations	Road Infrastructure MoU; IGR Operations Policy
7	Community Policing Forums (CPF's)	Local / Community	Horizontal	Local intelligence, community mobilization, visible patrols	CPF-supported operations	Local Government Safety Policy; CPF Engagement Framework
8	Liquor Board / Gauteng Economic Development	Provincial	Horizontal	Nightlife enforcement, compliance monitoring	Joint operations	Provincial MoU; Licensing & Compliance Regulations

No.	Stakeholder	Level / Sphere	Type of Dependency	Role / Support to JMPD	Contribution	Policy / MoU / Framework
9	Private Security Industry	Private sector / Local	Horizontal	Integrated patrols for commercial/residential safety	Operations	PSIRA Regulations; Public-Private Partnership Guidelines
10	Johannesburg Inner City Partnership (JICP)	Local / Private sector	Horizontal	Urban management collaboration, clean-up operations	Participation in clean-up operations	Urban Management MoU; Inner City Safety Framework
11	Ward Councillors / Residents' Associations	Local / Community	Horizontal	Hotspot identification, political backing, neighbourhood advocacy	Ward meetings, Hotspot engagements	Municipal Governance Policy; Community Engagement Protocol
12	NGOs / Human Rights Organizations / Legal Aid SA	National / Local	Horizontal	Guidance on legal compliance, human rights monitoring	Consultations; Operations	Human Rights & Legal Compliance Policy

Table 7: Intergovernmental Relations Summary for EMS

No.	Stakeholder	Level / Sphere	Type of Dependency	Role / Support to EMS	Contribution	Policy / MoU / Framework
1	Gauteng provincial Government, Gauteng Municipalities	Provincial / Local Government /	Horizontal	Assistance in major incidents in areas along the municipality's borders	Joint response to incidents Deployment of resources	Provincial IGR Framework
2	Road Incident Management Forum RIMS SANRAL, Gauteng Forensic Pathology Services, Other Municipality metro police and SAPS	National / Provincial Sector Agency	Vertical	Highway access for fire engines, traffic management during major road accidents	Joint response to incidents Deployment of resources	Provincial IGR Framework
3	Fire and Emergency Chiefs Forum (FESH)	Local Government	Horizontal	Advise on policy issues, Initiatives to improve fire services, Access to Funding sources	Policy direction Proposals for Funding to procure resources	Provincial IGR Framework Provincial Disaster Management Centre Communications protocol
4	Liquor Board / Gauteng Economic Development	Provincial	Horizontal	Nightlife enforcement,	Joint operations	Provincial MoU; Licensing & Compliance Regulations

No.	Stakeholder	Level / Sphere	Type of Dependency	Role / Support to EMS	Contribution	Policy / MoU / Framework
				compliance monitoring		
5	Urban Search and Rescue SA	National / Provincial	Vertical	Deployment of resources to major disasters in other provinces and other countries	Joint response to incidents Deployment of resources	Provincial IGR Framework Provincial Disaster Management Centre Communications protocol

7. STRATEGIC ANALYSES

7.1 SERVICE DELIVERY CHALLENGES AND INFRASTRUCTURE BACKLOG

- Fire engines travelling long distances to respond to incidents due to inadequate number fire stations to cater for the ever-growing CoJ population.
- Increase in the number of high-risk buildings in hot spot areas especially in the Inner City
- Damaged fire hydrants that fire fighters need to use to provide a service
- Dilapidated and damaged fire equipment in buildings which are required by fire fighters in case of incidents.
- Drowning incidents during the rainy season due to community members, churches, traditional healers who perform baptismal ceremonies and traditional rituals in rivers.
- Water shortages negatively affect service delivery in fire incidents causing service interruptions at Licensing customer service centres.
- Power outages affecting networks which prevents calls from coming in and affect service delivery in fire stations and Licensing service stations
- Lack of general maintenance in Public Safety facilities negatively affects service delivery (e.g. Licensing Centres and fire stations)
- Limited investigative powers restrict addressing root causes of crime.
- Volatile crime patterns requiring continuous adaptation.
- Road infrastructure failures (signal outages, poor markings).
- Persistent driver non-compliance.
- High socio-economic vulnerability driving non-compliance.
- Community resistance during removal operations (illegal trading, service connection etc)
- Resource constraints limit coverage across all wards.
- High community expectations beyond JMPD mandate.

- Limited access to technology infrastructure and resources hinders the effective deployment of CCTV systems
- Disruption of power supply reduces online camera availability and surveillance capacity
- Infrastructure damage due to vandalism increases the cost of maintenance of the CCTV services.
- Staff shortages and non-implementation of the organisational structure.
- Frequent and costly infrastructure damages due to human-induced disastrous events (flooding, fires, vandalism, illegal-mining, etc.).
- Climate change and environmental risks require significant shifts in responses and readiness to natural and human-induced disasters.
- Full establishment, capacitation and operationalisation of the requisite disaster operational, communication and training sub-centres to institutionalise the disaster management continuum.
- Lack of staff to effectively institutionalise the obligations of the DMA 2002 and the policy objectives as outlined in the National Disaster Management Policy Framework 2005.

PAST PERFORMANCE

- Increased police presence in high-crime areas.
- Provided rapid response capacity within municipal areas leading to disrupted criminal mobility.
- Supported SAPS operations with arrests and recoveries.
- 1.3% decrease in road fatalities
- Supported behaviour change through road safety awareness activities.
- Improved public order and reduced environmental health risks.
- Protected infrastructure in partnership with City entities.
- Reduced illegal trading activities obstructing mobility.
- Ensured consistent, visible, integrated interventions addressing community-level safety concerns.
- Faster responsiveness (police visibility) to community issues via councillor/resident feedback loops.
- Through Emergency Management Services several inspections were conducted at various buildings and business outlets as part of By-law enforcement.
- Implemented safety awareness and campaigns focused on issues of substance abuse, fire safety, flooding, informal settlement fires, sinkhole formations, house and high-rise building fires.

- Progressing the Disaster Management Level 1 Plan implementation from 88% in the previous financial year to 96% in the current financial year.
- Successfully planned and developed the city's first Disaster Contingency Plan for major international events.
- Activated the modernised Sandton Disaster Management Centre.
- Established six disaster risk technical task teams, which onboarded voluntary multisectoral technical and expertise skills to advise the city on prioritised disaster risks.
- Proactively responded to strikes, protests, gangsterism by ensuring protection of property i.e. deployment at critical infrastructure sites, clinics, libraries, shopping malls/centres.
- Restoration of cameras surveillance in the inner city and increased working cameras from 0 in November 2024 to 561 in November 2025 out of 570 installed cameras. This is an increase of 98,4%
- Implementation of the Incident Response & Management System for EMS & JMPD for improved performance.
- Implementation of the Automated Dispatching System (AURA) for EMS & JMPD

FUTURE OUTLOOK

- Enhance safety, enforcing compliance, and supporting broader City and SAPS objectives through intelligence-led, data-driven, technology-enabled, and community-centred interventions.
- Align with Safer City priorities and improve public safety, road safety, and urban order.
- Strengthen intelligence-driven crime prevention through DIAS and hotspot mapping to anticipate and disrupt criminal activity.
- Integrate technology (ANPR, digital tracking) to enhance early detection and rapid response.
- Develop sustainable community partnerships and enhance multi-stakeholder coordination for joint operations, improve public trust and deal with challenges caused by high-risk buildings in the Inner City
- Implement data-driven, technology-enabled road safety strategies to reduce fatalities, injuries, and congestion.
- Increase public awareness and education campaigns targeting vulnerable road users and encourage voluntary compliance and reduce repeat violations. The programmes will also be strengthened in these high-risk areas as part of emergency and disaster preparedness
- Embed ward-level, data-driven policing to ensure interventions are targeted based on local safety, crime, and compliance trends.

- Transition from primarily output-focused operations to outcome-oriented policing that emphasises the effectiveness of interventions, not just volume.
- Build new fire stations in areas with high call volumes such as Alexander and Lehae.
- Implement the Khampempe Commission recommendations which came as an effect of a major fire incident where 77 people lost their lives in the Inner City.
- A Memorandum of Agreement with Gauteng Provincial Government EMS for ambulances to be placed in EMS Fire Stations.
- The fire stations repairs and maintenance programme to be implemented.
- Conclude a new long-term Service Level Agreement (SLA) between GPDRT and the City to resolve outstanding issues including the 80/20 revenue-split arrangement.
- Open two additional smart licensing centres in Orange Farm and Meadowlands to enhance community access to services.
- Establish a Driver Licensing Testing Centre (DLTC) at Dube Vocational Centre, beginning with Learner's Licence testing.
- CoJDMC to prioritise awareness, training and preparedness to build a culture of safety. Public-private partnerships for resource mobilisation .i.e. expanded capacity through solution-driven research, shared expertise and funding.
- The Disaster Management Centre to integrate climate adaptation and environmental safeguards into disaster management processes.
- Establish and or implement the requisite operational, communication and training sub-centres functionality to enact the requirements of the legislative framework and circulars.
- Advocate for climate adaptation and management: improved resilience against climate-induced risks such as tropical storms, urban heat and extreme low and high temperatures.

7.2 ENVIRONMENTAL ANALYSES

The internal and external environment in which the Public Safety Department operates presents both challenges and opportunities for the delivery of services to citizens. Stemming from the SWOT analysis below, numerous areas of strengths, weaknesses opportunities and threats were identified and informed the Department's strategic response to address crime and safety issues.

7.3 SWOT

Table 8: SWOT analyses

	STRENGTHS	WEAKNESSES
	❖ Strong and Recognisable Brand (JMPD, EMS, DM and Licensing) make the department highly visible and create deterrence ❖ Specialised Functional Units i.e. Freeway Unit, K9, Tactical Response, and Public Order Policing for targeted enforcement within the JMPD mandate. ❖ Citywide Operational Footprint ❖ Operational Data and Technology Use: DIAS system, handheld devices, ANPR, and Vumacam integration provide a foundation for intelligence-led operations. ❖ Community Engagement Capacity i.e. scholar patrols, regional safety forums etc strengthen public trust and improve compliance. ❖ Proactive emergency and prevention programmes ❖ Centralized decision-making through IIOC ❖ Advanced technology and tools ❖ Real time intelligence processing ❖ Proactive threat detection ❖ Strong legal and procedural frameworks ❖ Established civic relationships ❖ Compelling stakeholder and intergovernmental relations ❖ Emergent interdepartmental collaborative disaster risk management	❖ Limited Crime-Fighting Authority ❖ High dependence on stakeholders: SAPS, municipal departments, and the NPA are essential for successful operations; inconsistent cooperation can affect outcomes. ❖ Resource Constraints ❖ Staff Retention and Skills Shortages ❖ Public expectations often exceed JMPD mandate, creating reputational risk. ❖ Manual Administrative Processes (Summons serving and back-office workflows reduce efficiency). ❖ Low employee morale ❖ High Operational Costs ❖ Complex Integration of Data ❖ Risk of Information Overload ❖ Cybersecurity Risks ❖ Shortages of qualified analysts, IT experts, or strategists. ❖ Infrastructure deficiencies ❖ Resource and capacity gaps ❖ Socio-economic deprivation ❖ Inadequate integrated disaster-resilient developmental planning
	OPPORTUNITIES	THREATS
	❖ Technology Integration i.e. automation, e-citation, ANPR, and integrated surveillance improve operational efficiency. ❖ Enhanced public trust ❖ Strengthen collaboration/partnerships and coordinated operations with SAPS, provincial departments, private security, CPFs, and NGOs ❖ Support for policy and regulatory advancement and alignment ❖ Greater access to grant funding ❖ Technological advancement to improve disaster analytics and forecasting ❖ AI and Automation Integration ❖ Evolving Technology ❖ AI and Automation Integration	❖ Rising Crime Trends ❖ Negative perception ❖ Load reduction, traffic signal failures, and IT downtime hinder enforcement. ❖ Climate and environmental hazards ❖ Socio-economic instability ❖ Growing population and urbanisation ❖ Operational and capital funding constraints
	POSITIVE	NEGATIVE

7.4 PESTEL

Table 9: PESTEL

POLITICAL	❖ Changes in political leadership both in local and national government disrupt operations and stability ❖ Highly politicised environment. ❖ Changing and contesting government policies ❖ Misalignment of the electoral term with the planning cycle.	ECONOMIC	❖ Cash flow issues ❖ Current economic climate is placing pressure on all resources. ❖ High levels of unemployment. ❖ Low levels of disposable income and income distribution.
SOCIAL	❖ Increasing and overly populated informal settlements. ❖ Non-compliant buildings and businesses in the city. ❖ Population growth rate that impacts on infrastructure. ❖ Employment patterns within the city. ❖ Educational levels, health, and mobility of citizens within the city. ❖ Socio- cultural dynamics. ❖ Lifestyle choices and attitudes. ❖ Negative perceptions on safety. ❖ Increased levels of crime and / or changes to the type of crimes, patterns and trends. ❖ Increased urban safety issues.	TECHNOLOGICAL	❖ Implementation of new technology through IIOC and SAP. ❖ Slow roll out of broadband within the city. ❖ Lack of solution-driven research in preparation of potential impact of 4IR on safety. ❖ Restrictive ICT policy in the City. ❖ Lack of analysis capacity. ❖ Inadequate of funding for new technology. ❖ Training on use of technology. ❖ Load shedding and load reduction ❖ Digital record management and archiving systems ❖ Lack of access to reliable, current data from a central repository / observatory. ❖ Insufficient use of data to inform practice / limited evidence-based planning. ❖ Lack of adequate access control and surveillance systems
LEGAL	❖ Gaps in current legislation. ❖ Additional and changing legislative obligations & policies. ❖ Commitment towards international organisations like G20 and international pledges. ❖ Review of By-laws. ❖ Conflict in inter-governmental application of legislation and poor alignment / coordination between all spheres. ❖ Impact of policies on local government. ❖ Number, content, process, skills and capacity, applicability and associated enforcement of By-laws.	ENVIRONMENTAL	❖ Changes in weather and climate with increased incidents of fires and flooding. ❖ Laws regarding pollution and recycling. ❖ Lack of climate change preparedness and impact research in Southern African context. ❖ Lack of centralised coordination of climate change initiatives and interventions in the city. ❖ Climate change impact on emergency preparedness and response. ❖ Changes in weather and climate with increased incidents of fires and flooding. ❖ Laws regarding pollution and recycling. ❖ Lack of climate change preparedness and impact research in the Southern African context.

8. RISK ASSESSMENT

The Public Safety Department adopts a proactive, structured, and performance-driven approach to risk management, guided by its Strategic Risk Register and continuous monitoring of mitigation actions. During Quarter 2 of the 2025/26 financial year, the Department managed seven (7) strategic risks supported by forty-seven (47) mitigation actions, achieving a 60% implementation rate. The Department demonstrates a strong commitment to operational risk reduction through coordinated law enforcement operations, community partnerships, compliance enforcement, infrastructure investment, capacity building, and governance controls. While progress has been made in areas such as crime prevention, emergency response readiness, asset protection, disaster preparedness, and ethical compliance, the Department also applies critical review by revising and realigning

ineffective or dependent mitigations. Overall, Public Safety's attitude toward risk management is practical and improvement-focused, balancing immediate operational interventions with longer-term institutional strengthening to ensure service delivery resilience, accountability, and public safety sustainability.

Departmental Strategic risk is attached as Annexure A.

9. STRATEGIC RESPONSE

CITY'S STRATEGIC ALIGNMENT KEY COMPONENTS



The strategic intent of the Department is to make Joburg a safer city. Hence, Public Safety planning is informed by the key long-term strategies of national, provincial and local government; and the operational agenda/priorities that are aligned to the Integrated Development Plan (IDP).

9.1. KEY PERFORMANCE AREAS

The Departmental alignment to the City's GDS 2040 and IDP

Table 10: Public Safety Operational Plan aligned to medium and long-term city plans

GDS Outcome: Improved quality of life and development-driven resilience for all			GDS Output/s: A safe and secure city A city characterised by social inclusivity and enhanced social cohesion Climate change resilience and environmental protection
Priority	Key Focus Areas	Activities	Desired Result
Safer City	By-law enforcement for a well-regulated and functional city	- Roll out of simpler processes, forms, and information to aid and make compliance easier. - Education and awareness campaigns in conjunction with Community Policing Forums (CPF) and Ward Committees to (illegal dumping, illegal trading, illegal water and electricity connections) - Establishment of a Rapid Land Invasion Unit. Joint operations with Group Forensic & investigations unit such as Revenue Enhancement and Protection Unit - Strengthen municipal courts in dealing more robustly with By-law infringements and other City legislation. - Implement targeted multi-agency By-law operations and awareness programmes in collaboration with relevant departments, entities and relevant external role players. This will include (i) Initial assessment ii) Enforcement and awareness actions iii) Follow-up and compliance measurement. - Enhance the deployment of officers from BMU / specialised units - Capacitate officials to enable efficient and effective enforcement for proper case building leading to successful prosecutions	- Consistent enforcement of By-laws - A progressive reduction in By-law contraventions, leading towards a By-law compliant city. - Integrated By-law enforcement / Collaborative partnerships for compliance.

GDS Outcome: Improved quality of life and development-driven resilience for all		GDS Output/s: A safe and secure city A city characterised by social inclusivity and enhanced social cohesion Climate change resilience and environmental protection	
Priority	Key Focus Areas	Activities	Desired Result
	Traffic management and Licensing services	• Build public confidence and awareness through road safety initiatives and media campaigns (education; engineering; environment; emergency care). • Modernisation of licensing services. • Upgrading and regular maintenance of Licensing Vehicle Testing equipment to support Traffic Management Enforcement initiatives. • Reintroduce Public-Private Partnership addressing traffic management by means of having additional points men in the COJ to address gridlock/congested traffic flow. • Strengthen community education and demystification of licensing service to counter against opportunists preying on customers. • Bring services closer to the communities by building additional fire stations. Ensure adequate resources, equipment and skills are deployed. • Optimise the deployment of metro police officers based on ward-based traffic assessments • Address moving violations through targeted speed checks and high-visibility patrolling • Address DUI of alcohol and other substances through targeted roadblocks and road-side checks • Strengthen the partnership with other law enforcement agencies (e.g. the RTMC, GTP, NTP etc.) to assist with road safety initiatives • Enhance driver competency / safer driving practices through:	• Safe mobility. • Improved confidence and greater use of public transport – supporting a more sustainable, environmentally sound city.

GDS Outcome: Improved quality of life and development-driven resilience for all			GDS Output/s: A safe and secure city A city characterised by social inclusivity and enhanced social cohesion Climate change resilience and environmental protection
Priority	Key Focus Areas	Activities	Desired Result
		○ Implementation of e-testing for driver's licenses to combat fraud and corruption ○ Road safety awareness campaigns focused on driver behaviour and vehicle compliance - Strengthen road safety awareness campaigns such as: ○ Pedestrian safety campaigns ○ School safety campaigns ● Develop and implement a traffic management strategy and plan to address congestion and disorder together with the CoJ Transport Department	
Safer City	Provision of security services	● Protection of City's assets ● Develop and implement Security policy, procedures and plans ● Conduct security awareness to all City's employees ● Establishment of a security command centre ● Establishment of Security Committee ● Install and monitor security surveillance systems ● Ensure the safety of officials by: ○ Develop an MOU/SLA and SOP for support by SAPS and JMPD to first responders. ○ Refine and implement the SLA/SOP between JMPD and departments where JMPD is required to provide support during operation. ○ Develop SLAs and plans (including integrating camera feed to IIOC) to provide security at CoJ facilities.	● Effective and efficient security services

	Crime prevention and reduction	• Increase capacity (full application of ward-based policing model) • Expand the capacity of JMPD's K9 Narcotics and Tactical Response Units with high-calibre firearms, officers, and dogs to counter drug related crimes. • Develop a substance abuse action plan jointly with other city departments, materialise the citywide Substance Abuse Strategy. • Develop regional crime reduction plans based on reliable and relevant data. • Strengthen ward-based policing, to implement the crime prevention, By-law enforcement and traffic enforcement programs and will ensure that appropriate policing resources, solutions and tactics are assigned and implemented to address the specific safety and security needs, demands and desires of each ward. • Improve police presence, accessibility, and response time by launching mobile station commands that operate across Johannesburg communities. Develop a targeted approach to reduce theftDevelop and implement a plan for public infrastructure protection. • Identification and targeting of root causes such as substance abuse and access to illegal firearms / weapons etc. • Develop CSPs per the JCSP process methodology • Develop a crime prevention operational plan that identifies specific interventions to mitigate root causes, where technology can be leveraged to assist with crime prevention • Award peace officer status to park rangers on promulgation of the Public Open Spaces By-law • Increase police visibility in identified hotspot areas.	• A reduction in crime and the fear of committing crime. • Visible and accessible policing that meets the required ratio of police to residents. • Trusted, consistent, professional, and engaged safety role-players.
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GDS Outcome: Improved quality of life and development-driven resilience for all		GDS Output/s: A safe and secure city A city characterised by social inclusivity and enhanced social cohesion Climate change resilience and environmental protection	
Priority	Key Focus Areas	Activities	Desired Result
	Growing safe urban environments through situational crime prevention and social interventions	Undertake major community safety audits and analysis in strategic locations (supporting situational crime prevention through improved holistic design i.e. CPTED (Crime Prevention through Environmental Design)).	- A clean, hazard-free environment. - Ongoing management and mitigation of risks. - Improved design, planning and development of safe communities.
Smart City	Integrated Intelligent Operation Centre (IIOC)	- Use of intelligence and data towards evidence-based planning and implementation for sustained IIOC operations (Integrated Intelligent Operations Centre) - Monitor, by means of CCTV, the densely populated areas like the Inner City of Johannesburg and to activate personnel to respond to all criminal behaviour observed. - Optimisation of resources and intelligence to efficiently and effectively resolve emergencies and service delivery breakdowns. - Collaborate data from a variety of departments across the city to respond to incidences for improved service delivery.	- Technology utilised maximally for improved policing services - Technology for real time surveillance & case management - Co-ordinated multi-agency command structure

GDS Outcome: Improved quality of life and development-driven resilience for all		GDS Output/s: A safe and secure city A city characterised by social inclusivity and enhanced social cohesion Climate change resilience and environmental protection	
Priority	Key Focus Areas	Activities	Desired Result
Safer City	Improve emergency response	• Implementation of fire engines replacement program. • Implement bylaw enforcement focusing on high-risk buildings in hot spot areas • Strengthen Fire prevention, Code enforcement and Public Awareness (recruit fire Inspectors, PIER officers and Educators). • Strengthen community education in areas that remain prone to fires and disasters. • Build and revamp fire stations and Licensing Centres Enhance training and development and improve staffing levels. • Address the capacity issue for EMS to increase the number of inspections undertaken. • Provide quality training for EMS personnel • Equip teams with adequate resources to increase the number of fires responded to. • Improve emergency response systems: ○ Implement plan / turnaround strategy for the ECC ○ Include automation • Improve emergency response access to vulnerable areas ▪ Engage regional stakeholders to identify initiatives ▪ Select initiatives for implementation and implement same • Plan for and construct new fire stations in critical locations ▪ Construct new fire stations in identified areas ▪ Ensure compliance and regulatory mechanisms on unregistered schools	• Reduced fire incidents, damage to property and economic loss.

GDS Outcome: Improved quality of life and development-driven resilience for all		GDS Output/s: A safe and secure city A city characterised by social inclusivity and enhanced social cohesion Climate change resilience and environmental protection	
Priority	Key Focus Areas	Activities	Desired Result
	Disaster preparedness and risk reduction, mitigations, monitoring, and response.	- Establishment of a functional Disaster Management Centre with advanced Early Warning Systems capability. - Strengthen the required legislated expert and advisory capacity to scientifically understand disaster risks better, enhance disaster risk governance, disaster preparedness and sourcing investments for disaster risk reduction and rehabilitation. - Implementation of an advanced disaster management information management and communication system through internal SAP software development and partnerships with approved 3rd parties. - Develop and enhance tangible stakeholder and intergovernmental relations to strengthen information sharing and communication. - Internal capacity building initiatives implemented for transversal integration. - Reviewing the CoJ Disaster Management Policy Framework. - Implement and institutionalise the City's Level 1 Disaster Management Plan and progression to its Level 2. - Integrate the Disaster Management Plan into IDP	- Reliable proactive disaster management services. - Resilient communities. - Commence with the preparatory elements of the Disaster Management Level 2 Plan. - World class functional disaster management centre

GDS Outcome: Improved quality of life and development-driven resilience for all		GDS Output/s: A safe and secure city A city characterised by social inclusivity and enhanced social cohesion Climate change resilience and environmental protection	
Priority	Key Focus Areas	Activities	Desired Result
Safer City	Disaster preparedness and risk reduction, mitigations, monitoring, and response.	• Support line functions to incorporate disaster risk reduction elements in their policies. • Coordinate, facilitate and aid city regions, departments, entities the private sector, civil society organisations and communities to develop regional disaster risk management plans in line with Sections 47 and 52 of the Disaster Management Act 57 of 2002 (as amended). • Disaster vulnerable communities capacitated and provided with training on disaster risk reduction planning and management	• Functional regional disaster risk reduction and management capacity. • Closer alignment to the Sustainable development goals and the Sendai Framework priorities and its targets

GDS Outcome: Improved quality of life and development-driven resilience for all		GDS Output/s: A safe and secure city A city characterised by social inclusivity and enhanced social cohesion Climate change resilience and environmental protection	
Priority	Key Focus Areas	Activities	Desired Result
	Building disaster institutional capacity	- Establishment of a functional Disaster Management Centre with prerequisite operational, communication and training sub-centres. - Institutionalise the disaster management plan. - Strengthen the required legislated expert and advisory capacity through the forum to scientifically understand disaster risks better, enhance disaster risk governance, disaster preparedness and sourcing investments for DRR and rehabilitation. - Implementation of an advanced disaster management information management and communication system, with early warning capacity through internal SAP software development and partnerships with approved 3rd parties. - Develop and enhance tangible stakeholder and intergovernmental relations to strengthen data collection, information sharing and communication. - Internal capacity building initiatives implemented for transversal integration. - Reviewing the CoJ Disaster Management Policy Framework. - Implement and institutionalise the City's Level 1 Disaster Management Plan and progression to its Level 2. - Integrate the Disaster Management Plan into IDP	- Reliable proactive disaster management services. - Disaster resilient communities. - Progression towards Disaster Management Level 2 Plan. - World-class functional disaster management centre

GDS Outcome: Improved quality of life and development-driven resilience for all			GDS Output/s: A safe and secure city A city characterised by social inclusivity and enhanced social cohesion Climate change resilience and environmental protection	
Priority	Key Focus Areas	Activities	Desired Result	
	Disaster risk assessment, monitoring, preparedness, and response.	• Institutionalize the regional interdepartmental DRM committees. • Develop comprehensive risk assessments and profiles for each region. • Coordinate, facilitate and aid city regions, departments, entities, the private sector, civil society organizations and communities to develop regional DRM plans in line with Sections 47 and 52 of the DMA 2002. • Disaster-vulnerable communities were capacitated and provided with disaster risk awareness and training.	• Functional regional DRR and management capacity. • Closer alignment of the DRR framework to the city's Spatial DF and the Sendai Framework priorities and their targets	
Infrastructure development and refurbishment	DRR strategy	• Support line functions to incorporate DRR elements in their policies. • Prioritisation of risks according to severity and socio-economic developmental impact • Align priorities with the DMA 2002, the Sendai Framework, and municipal strategies like GDS 2040. • Develop measurable indicators for each risk reduction intervention. • Establish baselines, targets, and reporting mechanisms to track progress and outcomes. • Establish Technical Task Teams to address climate-induced risks (flooding, heatwave, urban drought)	• Evidence-based decision-making with a clear DRR register that guides resource allocation, policy development, and operational planning. • Enhanced resilience and accountability from which communities and institutions benefit from transparent, outcomes-driven interventions that reduce disaster losses and improve quality of life. • Contribute towards adaptation and a climate-resilient city by 2050 to reduce the impact of climate change	

GDS Outcome: Improved quality of life and development-driven resilience for all			GDS Output/s: A safe and secure city A city characterised by social inclusivity and enhanced social cohesion Climate change resilience and environmental protection
Priority	Key Focus Areas	Activities	Desired Result
Active and engaged citizenry	Establish meaningful citizen participation and intergovernmental relations.	- Establish community forums, ward committees, and participatory workshops to ensure citizens' voices shape DRR strategies. - Create joint task teams, memoranda of understanding, and integrated planning sessions across municipal, provincial, and national spheres. - Enhance capacity building and knowledge sharing by facilitating cross-sectoral learning exchanges between municipalities and government departments.	- Empowered communities that actively contribute to DRR, fostering ownership and resilience. - Intergovernmental collaboration that leads to coherent, coordinated governance which enables streamlined responses, efficient resource use, and alignment with national and international frameworks.

GDS Outcome: Provide a resilient, liveable, and sustainable urban environment underpinned by smart infrastructure supportive of a low-carbon economy			GDS Output/s: Climate change resilience and environmental protection Sustainable human settlements
Priority	Key Focus Areas	Activities	Desired Result
Sustainable Service Delivery	Tailoring safety initiatives to support transformation projects	Institutionalise safety guidelines at various levels of planning – i.e. Spatial Development Frameworks, Strategic Area Frameworks, Precinct Plans, Settlement and Erf scales.	- Consistent application of safe city norms and standards to urban planning, design, and management. - Targeted safety support for nodes, new developments.

GDS Outcome: A high- performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City region			GDS Output: Partnerships, intergovernmental and international relations Meaningful citizen participation and empowerment A responsive, accountable, efficient and productive metropolitan government
Priority	Key Focus Areas	Activities	Desired Result
Active and Engaged Citizenry	Building informed and healthy communities through targeting, prevention of risk, and rehabilitation of youth and children at risk	• Implement targeted social crime prevention programmes for youth and children. • Build trust and better co-operation by developing Active Public Engagement plans with communities. • Elevate capacity to communicate successes to serve as deterrence to would-be criminals and alert to curb against emergency related activities. • Encourage community-based recycling and waste reduction initiatives: lower environmental degradation, which triggers flooding and environmental disasters. • Civic-centric empowerment: Inclusive planning that reflects citizen priorities. • Ward-based networks for disaster response: Empowered communities at ward-based to actively engaged in resilience-building.	• Expanded opportunities for all (education, resources, employment, health, social skills). • Proactive support for the vulnerable. • Improved social cohesion and a sense of community. • Community led prioritisation & input tools
	Improved service delivery and perception	• Put measures in place to address issues of the quality of service provided to the community.	• Improved customer perception and satisfaction through the effective and efficient management.

Good governance	Reduce corruption	• Encouraging members of the community to report corruption. • Capacitate ethics and discipline unit to be able to deal with corruption cases. • Reduce number of cases relating to corruption. • Professionalization of licensing services • Establishment of Licensing Compliance and Monitoring unit. • Promote a zero-tolerance approach by: • Improving supervision of officials • Insuring consequence management • Investigations and timeous outcome. • Addressing root cause – e.g. incentives, culture, recruitment • Implement a lifestyle audit for PSD.	• Corruption free department. • Educated citizenry collaborating with JMPD to build safer communities.
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9.2 SCORECARD

Table 11: INSTITUTIONAL SDBIP

GDS Outcome: Improved quality of life and development-driven resilience for all								GDS Output/s: A safe and secure city										
								A city characterised by social inclusivity and enhanced social cohesion										
								2026/27 Quarterly Targets				2026/27 Budget Per Project R 000				Means of verification		
Priority	No.	Key Performance Indicator	Interventions	Baseline 2024/25	2026/27 Target	2027/28 Target	2028/29 Target	Q1	Q2	Q3	Q4	Capex 000	Opex 000	Q1 000	Q2 000		Q3 000	Q4 000
SAFER CITY	1	Percentage reduction in criminal activities in the city of Joburg.	-Implementation of City Safety Strategy including <i>inter alia</i> - Visible patrols in hotspots and public spaces -Stop-and-search and cordon operations -Joint operations with SAPS and other law enforcement agencies	New Indicator	0.75%	4%	5%	0.75%	0.75 %	0.75 %	0.75 %		467,057					SAPS reported crime statistics ¹ Quarterly report on arrests effected by JMPD approved by the CoP
	2	Number of actions where JMPD triggers early interventions to reduce By-law violations	-Awareness campaigns -Operational in-house enforcement -Referral of unresolved violations to relevant	New Indicator	10,500	11,000	11,500	2,600	5,200	7,900	10,500		778,428					Quarterly intervention outcome reports aligned to the Action Plans

¹ SAPS crime statistics are released approximately 3months after the end of each quarter, therefore, a quarter's performance would be reported at the end of the next quarter. In addition, an annual accumulative method of reporting would not be used since the SAPS fy is not aligned to the City's.

GDS Outcome: Improved quality of life and development-driven resilience for all								GDS Output/s: A safe and secure city A city characterised by social inclusivity and enhanced social cohesion										
								2026/27 Quarterly Targets				2026/27 Budget Per Project R 000				Means of verification		
Priority	No.	Key Performance Indicator	Interventions	Baseline 2024/25	2026/27 Target	2027/28 Target	2028/29 Target	Q1	Q2	Q3	Q4	Capex 000	Opex 000	Q1 000	Q2 000		Q3 000	Q4 000
			stakeholders such as Municipal courts -Implement targeted multi-agency by-law operations in collaboration with internal and external role players															
SAFER CITY	3	Number of wards with ward-based policing programme ²	-Roadside checks and roadblocks -Deployment of MPOs based on ward-based assessments -Local crime prevention operations -By-law enforcement within the ward -Community engagement and awareness campaigns	135	135	135	135	135	135	135	135		4,411,095					Quarterly Operation outcome reports and Action Plans

² Ward-based policing programmes include structured deployments and engagements in each ward, informed by JMPD crime-prevention and By-law enforcement mandates.

Table 12: DEPARTMENTAL SCORECARD

GDS outcome: Improved quality of life and development-driven resilience for all								GDS output/s: A safe and secure city A city characterised by social inclusivity and enhanced social cohesion										
Priority	No	Key Performance Indicator	Interventions	Baseline 2024/25	2026/27 Target	2027/28 Target	2028/29 Target	2026/27 Quarterly Targets				2026/27 Budget Per Project R 000						Means Of Verification
								Q1	Q2	Q3	Q4	Capex R000	Opex R000	Q1 000	Q2 000	Q3 000	Q4 000	
SAFER CITY	4	Number of traffic enforcement operations undertaken	Roadside checks Roadblocks Speed camera operations Patrols on major routes and high-risk areas Strengthen the partnership with other law enforcement agencies (eg. the RTMC, GTP, NTP etc.) to assist with road safety initiatives	11,175	12,000	13,000	14,000	3,000	6,000	9,000	12,000		2,594,762					Operation outcome reports / Action Plans
	5	% of operations conducted on reported illegal land invasion (incidents)3	Deployment of JMPD reaction unit to respond to reported illegal land invasion; deployment of private security to patrol the identified land	100%	100%	100%	100%	100%	100%	100%	100%		207,580					Operation outcome reports/Action Plans

³ JMPD supports lawfully authorised eviction or removal operations by ensuring public order, preventing further illegal occupation, and securing the area. The physical removal of persons or demolition of structures is executed by the Sheriff of the Court and relevant City departments in accordance with legal requirements.

GDS outcome: Improved quality of life and development-driven resilience for all								GDS output/s: A safe and secure city A city characterised by social inclusivity and enhanced social cohesion										
Priority	No	Key Performance Indicator	Interventions	Baseline 2024/25	2026/27 Target	2027/28 Target	2028/29 Target	2026/27 Quarterly Targets				2026/27 Budget Per Project R 000						Means Of Verification
								Q1	Q2	Q3	Q4	Capex R000	Opex R000	Q1 000	Q2 000	Q3 000	Q4 000	
			susceptible to invasion.															
SAFER CITY	6	Number of drug search and seizure operations conducted to combat substance abuse ⁴ .	Stop and searches. Joint operations with the SAPS.	456	672	700	722	168	336	504	672		155,685					Operation outcome reports/ Action Plans
	7	Number of programmes implemented to deal with theft and loss of critical infrastructure ⁵	Inspections of licensed and unlicensed scrap metal dealers. Joint operations with SAPS in identified hotspots where illegal mining is prevalent; deployment of dedicated MPO to consistently monitor critical sites. vehicle	20	5	5	5	5	5	5	5		155,685					Programme Implementation Reports Operation Outcome Reports

4 Legal basis and operational constraints:

JMPD officers conduct stop-and-searches, roadblocks and hotspot patrols within the scope of powers prescribed by the SAPS Act (as applied to municipal police), the Criminal Procedure Act, and other relevant legislation. Searches, seizures and arrests must meet statutory tests (reasonable grounds, necessity, proportionality), be properly documented (arrest forms, seizure inventories, chain-of-custody), and where operations involve serious criminal investigations or cordon/search tactics, be conducted in coordination with SAPS. All operational activity will be recorded in the relevant JMPD Operation Report and underlying source documents retained by the executing directorate.

5 The programmes include Scrap Metal Dealer Inspection Programme; Anti-Illegal Mining Operations Programme; Critical Installation Protection Programme; Infrastructure Patrols and Surveillance Programme; Cable Theft Prevention Joint Operations Programme and will be implemented on a quarterly basis respectively

GDS outcome: Improved quality of life and development-driven resilience for all								GDS output/s: A safe and secure city A city characterised by social inclusivity and enhanced social cohesion										
Priority	No	Key Performance Indicator	Interventions	Baseline 2024/25	2026/27 Target	2027/28 Target	2028/29 Target	2026/27 Quarterly Targets				2026/27 Budget Per Project R 000						Means Of Verification
								Q1	Q2	Q3	Q4	Capex R000	Opex R000	Q1 000	Q2 000	Q3 000	Q4 000	
			and foot patrols at identified infrastructure locations, conducting joint operations with relevant city entities.															
SAFER CITY	8	Number of security assessment risk conducted	Use a matrix to categorize and prioritize security risk. Identify high-risk facilities based on the breach analysis and threat modelling.	New Indicator	313	- ⁶	-	78	156	234	313		259,476					Assessment reports
	9	Number of priority ⁷ problematic buildings identified and escalated to relevant departments ⁸	- Patrols and monitoring of problematic buildings - Respond to community complaints - Identification of safety, crime,	New Indicator	20	22	25	5	10	15	20		51,895					JMPD Report on Problematic Buildings Identification and Escalation

⁶ Since this KPI focuses on the City's 713 owned facilities, assessments are planned for 400 facilities in 2025/26 and the remaining 313 in 2026/27. No assessments are currently scheduled for the outer years; however, if new facilities are developed, assessments will be conducted as needed

⁷ Buildings that pose an immediate safety or fire risk/ linked to criminal activity / structurally compromised or reported to be dangerous to the public / involved in ongoing illegal occupation or extortion

⁸ JMPD identifies problematic buildings and conducts By-law enforcement, escalating issues to responsible City departments. Long-term compliance, legal action, and rehabilitation are the responsibility of those departments

GDS outcome: Improved quality of life and development-driven resilience for all								GDS output/s: A safe and secure city A city characterised by social inclusivity and enhanced social cohesion										
Priority	No	Key Performance Indicator	Interventions	Baseline 2024/25	2026/27 Target	2027/28 Target	2028/29 Target	2026/27 Quarterly Targets				2026/27 Budget Per Project R 000						Means Of Verification
								Q1	Q2	Q3	Q4	Capex R000	Opex R000	Q1 000	Q2 000	Q3 000	Q4 000	
			and By-law issues - Escalation to relevant departments (Planning, JPC, Housing, SAPS) - Supporting joint inspections (within mandate)															
SAFER CITY	10	% of compliance improvement on high-risk buildings focusing on hotspot areas	-Collate a list of high-risk buildings -Develop a schedule to determine the frequency for inspection - Owner education on EMS regulations -Issue notifications -Refer non-compliant buildings to municipal courts	New Indicator	25%	30%	35%	Situational analysis of identified buildings	15%	20%	25%	-	8,648	-	-	-	-	List of buildings with risk assessment report
	11	Number of Flammable Substance Installations,	Enforcement of EMS By-laws.	2332	2500	2700	2900	500	1200	2000	2500	-	21,621					Quarterly reports with samples of SF2 forms /

GDS outcome: Improved quality of life and development-driven resilience for all								GDS output/s: A safe and secure city A city characterised by social inclusivity and enhanced social cohesion										
Priority	No	Key Performance Indicator	Interventions	Baseline 2024/25	2026/27 Target	2027/28 Target	2028/29 Target	2026/27 Quarterly Targets				2026/27 Budget Per Project R 000						Means Of Verification
								Q1	Q2	Q3	Q4	Capex R000	Opex R000	Q1 000	Q2 000	Q3 000	Q4 000	
		spray painters and panel beaters Inspected ⁹	Implement a recruitment plan for filling of critical vacant posts (focus on inspectors for proactive services)															List of buildings
SAFER CITY	12	Number of places of entertainment, liquor outlets, night clubs and taverns inspected ¹⁰	Enforcement of EMS By-laws. Implement a recruitment plan for filling of critical vacant posts (focus on inspectors for proactive services)	1578	1600	1700	1800	350	800	1200	1600	-	21,621					Quarterly Reports with samples of SF2 forms / List of buildings
	13	Number of inspected vehicles transporting dangerous goods for compliance	Enforcement of EMS By-laws.	New Indicator	720	750	760	200	300	700	720	-	8,648					Signed quarterly reports by the Chief EMS

⁹ Flammable Substance means any flammable liquid, combustible liquid or flammable gas and may include any installation containing flammable substances as contemplated in Table 1 below, or any premise that stores and uses flammable substances or any vehicle transporting dangerous goods as contained in Chapters 4 to 8 of the City of Joburg's EMS By-laws.

¹⁰ Places of Entertainment means any privately or publicly owned and operated entertainment facility which may include (but not limited to) Restaurants; Eat, Drink, Dance – Nightclub; Cinemas/Theatres; Shows/Festivals; Indoor/Outdoor Sport; Bars/Taverns; Any other Liquor Outlet; Exhibitions.

GDS outcome: Improved quality of life and development-driven resilience for all								GDS output/s: A safe and secure city A city characterised by social inclusivity and enhanced social cohesion										
Priority	No	Key Performance Indicator	Interventions	Baseline 2024/25	2026/27 Target	2027/28 Target	2028/29 Target	2026/27 Quarterly Targets				2026/27 Budget Per Project R 000						Means Of Verification
								Q1	Q2	Q3	Q4	Capex R000	Opex R000	Q1 000	Q2 000	Q3 000	Q4 000	
SAFER CITY	14	Number of micro-ward-based risk assessments conducted in vulnerable wards	Establish regional interdepartment al disaster risk management committees (RIDRMC) Conduct ward-based integrated disaster risk assessments and monitoring.	121	130	140	160	30	65	100	130							Quarterly RIDRMC progress report
	15	Number of pre-incident inspections ¹¹ conducted on fire hydrants	Pre-incident inspections conducted on buildings & on the streets)	New Indicator	14000	14500	15000	3500	8000	10000	14000		60,971					Signed quarterly reports by the Chief EMS
	16	% fire calls dispatched in 3 minutes	Improve emergency dispatch systems Implement plan / turnaround strategy for the ECC Include automation of dispatching through AURA	78%	84%	85%	86%	84%	84%	84%	84%		304,854					Signed quarterly reports by the Chief EMS
	17	% fire calls responded to within 15 minutes	-Implement fire prevention programmes	66%	68%	70%	72%	68%	68%	68%	68%	-	853,590					Samples of fire calls slips

¹¹ Inspections in line with the SANS 10090

GDS outcome: Improved quality of life and development-driven resilience for all								GDS output/s: A safe and secure city A city characterised by social inclusivity and enhanced social cohesion										
Priority	No	Key Performance Indicator	Interventions	Baseline 2024/25	2026/27 Target	2027/28 Target	2028/29 Target	2026/27 Quarterly Targets				2026/27 Budget Per Project R 000						Means Of Verification
								Q1	Q2	Q3	Q4	Capex R000	Opex R000	Q1 000	Q2 000	Q3 000	Q4 000	
			-Build & revamp fire stations closer to communities -Enhance training of FF/EMTs -Procure additional fire engines and fire equipment															
ACTIVE AND ENGAGED CITIZENRY	18	Number of educational trainings and awareness campaigns conducted	-Safety awareness campaigns and outreach programs	562	700	750	800	170	300	480	700	-	272,448					Attendance registers / Letters of confirmation from end-users
	19	Number of communities capacitated to a state of readiness against major incidents and disasters	Seasonal community disaster risk awareness campaigns. Develop disaster training and education programmes. Develop multi-hazard early warning systems Developing a disaster risk	118	140	160	170	30	75	110	140	-	??					Quarterly consolidated education, training and awareness report Quarterly multi-hazard early warning circulation report

GDS outcome: Improved quality of life and development-driven resilience for all								GDS output/s: A safe and secure city A city characterised by social inclusivity and enhanced social cohesion										
Priority	No	Key Performance Indicator	Interventions	Baseline 2024/25	2026/27 Target	2027/28 Target	2028/29 Target	2026/27 Quarterly Targets				2026/27 Budget Per Project R 000						Means Of Verification
								Q1	Q2	Q3	Q4	Capex R000	Opex R000	Q1 000	Q2 000	Q3 000	Q4 000	
			reduction strategy															
	20	Number of community members trained on CERT programme	-Training on basic first aid, basic firefighting, fire prevention and water safety training	4446	6000	7000	8000	1200	3000	4500	6000	-	12,972					Letter of confirmation from end-users.
GOOD GOVERNANCE	21	% of reported fraud, corruption, misconduct, and discipline cases investigated	Conduct Awareness campaign on fraud and corruption	100%	100%	100%	100%	100%	100%	100%	100%	-	259,476					Case statistics
SMART CITY	22	% Implementation of the Incident Management Response System	Appoint the implementing agent Monitor the implementation of the project	New Indicator	100% ¹²	100% ¹³	100% ¹⁴	10% ¹⁵	30% ¹⁶	50% ¹⁷	100% ¹⁸	15,964	0					Signed SLA Completion certificate

¹² Project completion for Incident Management Response System.

¹³ Procurement of body cameras

¹⁴ Procurement and deployment of drone

¹⁵ Project planning stage (Procurement process for Incident Management Response System)

¹⁶ Project initiation

¹⁷ Project implementation

¹⁸ Project completion for Incident Management Response System.

GDS outcome: Improved quality of life and development-driven resilience for all								GDS output/s: A safe and secure city A city characterised by social inclusivity and enhanced social cohesion										
Priority	No	Key Performance Indicator	Interventions	Baseline 2024/25	2026/27 Target	2027/28 Target	2028/29 Target	2026/27 Quarterly Targets				2026/27 Budget Per Project R 000						Means Of Verification
								Q1	Q2	Q3	Q4	Capex R000	Opex R000	Q1 000	Q2 000	Q3 000	Q4 000	
FINANCIAL SUSTAINABILITY	23	Increase in revenue generated from licensing services ¹⁹	-Working extended hours -Digitalisation of Licencing services -Employ more staff -Sufficient tools of trade	R 320M	R 336M	R 342M	R 352M	84 000 000	168 000 000	252 000 000	336 000 000							Natis report
SAFER CITY	24	Number of Motor Vehicles Registered ²⁰	Filling of vacant positions budget availability for consumables, extended working hours	New Indicator	600 000	650 000	700 000	150 500	300 000	450 500	600 000							Natis Report
	25	Number of Driver Licenses issued ²¹	Filling of vacant positions budget availability for consumables, extended working hours	New Indicator	150 000	155 000	160 000	37 500	75 000	112 500	150 000							Natis Report
	26	Number of Vehicles Tested for Road Worthiness ²²	3-year tender for the supply, maintenance, and calibration of VTS	New Indicator	500 ²³	600	700	- ²⁴	100	350	500							Natis report

¹⁹ The increase is focusing on the 20% agency fee

²⁰ This includes bulk services rendered.

²¹ This includes driver's license renewals.

²² Vehicles tested for roadworthiness is dependent on VTS equipment functionality and yearly calibration to ensure tests can be carried out effectively and efficiently.

²³ The target has been reduced due to financial constraint

²⁴ Procurement process

GDS outcome: Improved quality of life and development-driven resilience for all								GDS output/s: A safe and secure city A city characterised by social inclusivity and enhanced social cohesion										
Priority	No	Key Performance Indicator	Interventions	Baseline 2024/25	2026/27 Target	2027/28 Target	2028/29 Target	2026/27 Quarterly Targets				2026/27 Budget Per Project R 000						Means Of Verification
								Q1	Q2	Q3	Q4	Capex R000	Opex R000	Q1 000	Q2 000	Q3 000	Q4 000	
			equipment. Filling of vacant positions. The resuscitation of Midrand and Roodepoort VTS's. Enhance driver competency / safer driving practices through: • Implementation of e-testing for driver's licenses to combat fraud and corruption • Road safety awareness campaigns focused on driver behaviour and vehicle compliance															

Table 13: GOOD GOVERNANCE INDICATORS

No.	Key Performance Indicator	Baseline 2024/25	2026/27 Target	Quarterly Performance targets				2025/26 Budget per Projects R000						Means of Verification
								Total Budget		Quarterly Budget target				
				Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4	
1	Percentage spent on operating budget against approved operating budget		95%	25%	50%	75%	95%							SAP generated report
2	Percentage spent on capital budget against approved capital budget		95%	25%	50%	75%	95%							SAP generated report
3	Percentage of spent on repairs and maintenance to property, plant and equipment.		8%	0%	4%	6.4%	8%							SAP generated report
4	Percentage reduction in unauthorized, irregular, fruitless and wasteful (UIFW) expenditure incurred citywide		50%	40%	30%	20%	10%							SAP generated report
5	Percentage of valid invoices paid within 30 days of invoice date		100%	100%	100%	100%	100%							SAP generated report
6	Percentage resolution of Internal Audit findings		95% resolution of Internal Audit findings (cumulative)	10%	30%	70%	95%							SAP generated report
7	Percentage resolution of AG findings		95% resolution of AG findings (cumulative)	50 %	95%	75%	25%							SAP generated report
8	Percentage implementation of the strategic risk management action plan findings resolved		85%	85%	85%	85%	85%							Quarterly Report
9	Percentage achievement of Service Level Standards (SLS)		85%	85%	85%	85%	85%							Quarterly Report
10	EPWP job opportunities created		110	10	50	90	110							Quarterly Report
11	Number of SMMEs supported through the departmental projects		40	5	10	20	40							Quarterly report

CIRCULAR 88 INDICATORS

Table 14: Outcome indicators

FIRE AND DISASTER SERVICES							
Circular 88 Outcomes	No	IDP Performance Indicator (Outcomes)	Ref No.	Baseline (estimated Annual Performance 2024/25)	Target for (MTREF) (3 years)	Target for 2029/30 (End of Term)	Lead Department
FD1. Mitigated effects of fires and disasters	1.	Number of fire related deaths per 100 000 population	FD 1.1	71	N/A	N/A	Public Safety
	2.	Number of disaster and extreme weather- related deaths per 100 000 population	FD1.2	0	N/A	N/A	Public Safety
FD2. Reduced risk of fire and disaster vulnerability	3.	Disaster Management Centre Readiness	FD2.1	2	Review and close out report of the Level 1 Plan	1. Develop and approve the Level 2 Disaster Management Plan 2. Compile and submit the annual report to PDMC/NDMC	Public Safety
	4.	Fire Services function in accordance with prescribed requirements	FD 2.2	2	Respond timeously to callouts Procurement of fire engines	1. A Fire Chief Officer appointed 2. The fire services have evidence of callouts responded to 3. The municipality established and maintained a fire service in accordance with prescribed standards SANS 10090: Community Protection Against Fire.	Public Safety
GG2. Improved municipal responsiveness	5.	Protest incidents reported per 10 000 population	GG2.3	112	N/A	N/A	Public Safety

Table 15: Compliance indicators

Ref No.	Performance Indicator	Baseline 2024/25	Target	Lead Department	Means of Verification
C18	Number of approved demonstrations in the municipal area	284	N/A	Public Safety	Operations outcome report
C25	Number of protests reported	112	N/A	Public Safety	Operations outcome report
C73	Number of structural fires occurring in informal settlements	238	N/A	Public Safety	Quarterly reports
C74	Number of dwellings in informal settlements affected by structural fires	1120	N/A	Public Safety	Quarterly reports
Q21	What is the organisational location of the disaster risk management function within your municipality	Disaster Management Unit	N/A	Public Safety	Organisational Structure

Table 16: Output indicator

Reference No	Key Performance Indicator (Outcomes)	Baseline 2024/25	Targets 2026/27	Quarterly targets				Lead Department	Means of Verification
				Q1	Q2	Q3	Q4		
F1.11	Percentage compliance with the required attendance time for structural firefighting incidents	70.1% ²⁵	66%	66%	66%	66%	66%	Public Safety	Quarterly reports

²⁵ Total number of distress calls for structural fire incidents received is Q1:264 + Q2: 253 +Q3:656 +Q4:186 amounting to 1359 and Number of structural fire incidents where the attendance time was 15 minutes or less is Q1:192 + Q2: 168 +Q3:458 +Q4:135 amounting to 953

Table 17: Transversal Programme

No	Dependency areas	Problem statement	Lead department/ Entity	Accountable (Business plan)	Responsible (Business plan)	Consult	Inform	External stakeholders e.g. National, Provincial Gov, Private Sector, NGO etc.
1.	Crime prevention	Crime reduction	JMPD	SAPS	SAPS	SAPS	SAPS	Province
2.	Traffic law enforcement	Traffic law enforcement	JMPD	JMPD	JMPD	RTMC	RTMC	National Government
			JMPD	JMPD	JMPD	Department of community service	Department of community service	Provincial Government
3.	Traffic management	Manage traffic	JMPD	JMPD	JMPD	Traffic free flow	Traffic free flow	Private Sector
4.	Law enforcement	Environmental safety and security	JMPD	JMPD	JMPD	City Improvement Districts	City Improvement Districts	NGO

KEY: Categories of Dependencies

Accountable	The buck stops here regardless of the output	√
Responsible	This functional unit is <u>responsible</u> to complete actions as part of producing an output i.e. they are the “doers”	◇
Consulted	This functional unit must be <u>consulted</u> before decisions are taken which result in a fundamental change in the process	•
Informed	This functional unit must be <u>informed</u> immediately after decisions are taken which result in a fundamental change in the purpose	#

ANNEXURE E1: TRANSVERSAL PROGRAMMES (External)

KPI	Lead department	2026/27 Target	Dependency		
			Implementing Department/ Entity	KPI	2025/26 Target
Number of By-law enforcement operations conducted	Public Safety		-	-	-

ANNEXURE E2: TRANSVERSAL PROGRAMMES (Internal)

No	Dependency areas	Problem statement	Lead department/ Entity	Accountable (Business plan)	Responsible (Business plan)	Consult	Inform	Internal stakeholders e.g. National, Provincial Gov, Private Sector, NGO etc.
1	By- Law enforcement	Illegal electricity and water connections	Public Safety	City power and Joburg Water	Public Safety	City power and Joburg Water	City power and Joburg Water	City power and Joburg Water
		Illegal goods from informal traders	Public Safety	Economic Development	Public Safety	Economic Development	Economic Development	Economic Development
		Illegal occupation in parks and open spaces	Public Safety	City Parks	Public Safety	City Parks	City Parks	City Parks

KEY: Categories of Dependencies

Accountable	The buck stops here regardless of the output	√
Responsible	This functional unit is <u>responsible</u> to complete actions as part of producing an output i.e. they are the “doers”	◇
Consulted	This functional unit must be <u>consulted</u> before decisions are taken which result in a fundamental change in the process	•
Informed	This functional unit must be <u>informed</u> immediately after decisions are taken which result in a fundamental change in the purpose	#

9.3 TECHNICAL INDICATOR DESCRIPTION

Table 18 : Institutional KPIs technical indicator description

KPI No.	KPI	Short Definition	Purpose/ Importance	Source / Collection of Data	Method of Calculation	Data Limitation	Type of Indicator	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Responsibility
1	Percentage reduction in criminal activities in the city of Joburg.	The percentage reduction in reported criminal cases over a defined period	Assess the effectiveness of the departments' contribution towards crime prevention and the strategies thereof.	SAPS crime statistics	Current Period Crimes ÷ Previous Period Crimes × 100	None	Output indicator	Non-cumulative	Quarterly	Yes	Contribute towards the decrease of crime activities in the City.	Chief of Police
2	Number of actions where JMPD triggers early intervention s to reduce By-law violations	The total number of pro-active actions aimed at preventing By-law violations and triggers early interventions to reduce contraventions.	Restore law and order and address regulatory compliance issues across the city	Intervention outcome reports	Total number of actions determined by counting all recorded activities.	Manual capturing	Input indicator	Cumulative	Quarterly	Yes	Enhanced compliance to city By-laws	Chief of Police
3	Number of wards with ward-based policing programme ²⁶	The total number of wards with an active ward-based policing programme focusing on the tri-band.	Maximise police visibility and provide community safety services such as area patrols, roadside checkpoints, roadblocks, traffic management, accident responses and complaint handling	Operational action plans and feedback reports	Determined by confirming that all 135 wards are continuously covered by policing interventions.	Manual capturing	Output indicator	Non-cumulative	Quarterly	No	Continuous Police visibility in all the municipal wards and ensure that law and order prevail.	Chief of Police

²⁶ Ward-based policing programmes include structured deployments and engagements in each ward, informed by JMPD crime-prevention and By-law enforcement mandates.

Table 19: Technical indicator description

KPI No	KPI	Short Definition	Purpose/ Importance	Source / Collection of Data	Method of Calculation	Data Limitation	Type of Indicator	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Responsibility
4	Number of traffic enforcement operations undertaken	Conduct enforcement operations that include roadside checks, roadblocks, and speed camera with the aim to deter traffic violations, reducing accidents, and promoting safer road use as in line with traffic regulations.	Measure the effectiveness of traffic management efforts and allocate resources accordingly.	Operational action plans and feedback reports	Total number of all recorded traffic enforcement operations.	Manual capturing	Output indicator	Cumulative	Quarterly	No	Reduced traffic violations, accidents, and promote safer road use.	Chief of Police
5	% of operations conducted on reported illegal land invasion	Responsive and effective management of illegal land invasion and maintaining control over public land.	Restore law and order by preventing and addressing reported unlawful land occupation	Operational action plans and feedback reports	The number of operations undertaken to respond to reported land invasion incidents ÷ by the total number of reported incidents ×100.	Manual capturing	Output indicator	Non-cumulative	Quarterly	No	Effective response to illegal land invasion.	Chief of Police
6	Number of drug search and seizure operations conducted to combat substance abuse	Conduct number of operations intended to combat substance abuse.	Prevent and combat substance abuse	Operational action plans and feedback reports	The total number of drug search and seizure operations conducted.	Manual capturing	Output indicator	Cumulative	Quarterly	No	Reduction in substance abuse and illegal drug-related crimes.	Chief of Police
7	Number of programmes ²⁷ implemented to deal with theft and loss	Execution of programmes such as Scrap Metal Dealer Inspection, Anti-Illegal Mining Operations, Critical Installation	Address the theft and vandalism of critical infrastructure, which poses a significant risk to	Programme Implementation Reports, Operational action plans and	The total number of programmes implemented including the activities	Manual capturing	Output indicator	Non-cumulative.	Quarterly	No	Critical infrastructure safeguarded and service delivery	Chief of Police

²⁷ The programmes include Scrap Metal Dealer Inspection Programme; Anti-Illegal Mining Operations Programme; Critical Installation Protection Programme; Infrastructure Patrols and Surveillance Programme; Cable Theft Prevention Joint Operations Programme and will be implemented on a quarterly basis respectively

KPI No	KPI	Short Definition	Purpose/ Importance	Source Collection of Data	Method of Calculation	Data Limitation	Type of Indicator	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Responsibility
	of critical infrastructure	Protection, Infrastructure Patrols and Surveillance, Cable Theft Prevention Joint Operations that are intended to prevent theft and loss of critical infrastructure	public services and safety.	feedback reports	contained in each programme.						disruptions minimized.	
8	Number of security risk assessment conducted	Physical security risk assessments conducted on City's facilities to inform areas of need for security attention.	Ensure all facilities are regularly evaluated for security risks and compliance with security standards.	Security risk assessment reports.	The total number of completed security assessments	Manual capturing	Output indicator	Cumulative	Quarterly	Yes	Mitigate security risk and improve compliance with security standards.	Chief of police
9	Number of priority ²⁸ problematic buildings identified and escalated to relevant departments	Identify and escalate to relevant departments problematic buildings that are hijacked, unsafe or non-complaint	Proactively Identify and escalate problematic buildings for attention by relevant departments	Record of problematic buildings and escalation/ referral log	The total number of priority problematic buildings identified and escalated	None	Output indicator	Cumulative	Quarterly	Yes	Safer urban management, and better adherence to building regulations.	Chief of Police
10	% of compliance improvement on high-risk buildings focusing on hotspot areas	The indicator seeks to measure compliance improvement on buildings identified for frequent inspections and enforcement of EMS regulations.	-Engage and guide building owners on EMS regulations and compliance. -Enforce EMS regulations.	SF2 Forms	1.Add the percentage compliance level per building ÷ by total number of buildings ×100.	Limited access to identified buildings	Output indicator	Cumulative	Quarterly	No	Improved levels of building compliance in line with EMS regulations	EMS Chief
11	Number of Flammable Substance Installations, spray painters and	The indicator gives the number of inspected flammable liquid outlets.	The more inspections conducted the better the levels of bylaw compliance.	Inspection report	Number of flammable liquid outlets inspected	None	Input indicator	Cumulative	Quarterly	No	Increase in building inspections to increase compliance levels	EMS Chief

²⁸ Buildings that pose an immediate safety or fire risk/ linked to criminal activity / structurally compromised or reported to be dangerous to the public / involved in ongoing illegal occupation or extortion

KPI No	KPI	Short Definition	Purpose/ Importance	Source Collection of Data	Method of Calculation	Data Limitation	Type of Indicator	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Responsibility
	panel beaters Inspected ²⁹											
12	Number of places of entertainment liquor outlets, night clubs and taverns inspected ³⁰	The indicator intends to measure the level of compliance to the EMS By-laws and regulations and ensure safety to the residents	The more inspections conducted the better the levels of bylaw compliance.	SF2 Forms	Number of places of entertainment, liquor outlets, night clubs and taverns inspected	None	Input indicator	Cumulative	Quarterly	No	Improved compliance to EMS By-laws and regulations	Chief of EMS
13	Number of inspected vehicles transporting dangerous goods for compliance	The indicator gives a number of vehicles inspected which transport dangerous goods, i.e. petrol tankers, paraffin, diesel and gas trucks.	To ensure these vehicles are not leaking which can be a hazard to other road users, motorists and the community and use designated routes for trucks.	Inspection report	Number of vehicles inspected	None	Input indicator	Cumulative	Quarterly	Yes	Vehicles inspected to avoid possible hazards and disasters	EMS Chief
14	Number of micro-ward-based risk assessments conducted in vulnerable wards	To establish the nature and extent of hazards and risks in vulnerable wards	To develop a regional disaster risk assessment register and management plans for each region	Integrated disaster risk assessments Incident stats	Number of assessments conducted	None	Output	Cumulative	Quarterly	No	Mitigated effects of fires and disasters	Head of Disaster Management
15	Number of pre-incident inspections ³¹ conducted on fire hydrants	To conduct inspections of fire hydrants as part of pre-incident inspections	Prepare for when fire fighters respond to fire incidents so that there is water to use	Inspection reports	Total number of hydrants inspections conducted	None	Input indicator	Cumulative	Quarterly	Yes	Functioning fire hydrants to assist in fire fighting	EMS Chief

²⁹ Flammable Substance means any flammable liquid, combustible liquid or flammable gas and may include any installation containing flammable substances as contemplated in Table 1 below, or any premise that stores and uses flammable substances or any vehicle transporting dangerous goods as contained in Chapters 4 to 8 of the City of Joburg's EMS By-laws.

³⁰ Places of Entertainment means any privately or publicly owned and operated entertainment facility which may include (but not limited to) Restaurants; Eat, Drink, Dance – Nightclub; Cinemas/Theatres; Shows/Festivals; Indoor/Outdoor Sport; Bars/Taverns; Any other Liquor Outlet; Exhibitions.

³¹ Inspections in line with the SANS 10090

KPI No	KPI	Short Definition	Purpose/ Importance	Source Collection of Data	Method of Calculation	Data Limitation	Type of Indicator	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Responsibility
16	% fire calls dispatched in 3 minutes	The indicator aims to improve the level of speed towards attendance to fire emergencies	To ensure fire engines are dispatched to incidents	ESS 2000 Stats or Call centre dispatch statistics	Total calls dispatched in 3 minutes ÷ by the number of calls received ×100	None	Output indicator	Non-cumulative	Quarterly	No	Mitigated effects of fires and disasters	EMS Chief
17	% fire calls responded to within 15 minutes	The indicator aims to reduce the damage of property and fatalities resulting from fires	Reduce the damage to property and fatalities resulting from fire.	Samples of fire call slips or Fire response statistics	Total calls responded to within 15 minutes ÷ by the number of calls received ×100	None	Output indicator	Non-cumulative	Quarterly	No	Mitigated effects of fires and disasters	EMS Chief
18	Number of educational trainings and awareness campaigns conducted	To promote public safety, compliance with regulations, and crime prevention through community engagement.	Educate the community on safety and compliance issues.	Attendance Registers and or Letters of Confirmation from end-users acknowledging participation.	A count of the total recorded educational training and awareness campaigns conducted.	None	Output indicator	Cumulative	Quarterly	No	To achieve voluntary compliance with laws and regulations	Heads of directorates
19	Number of communities equipped to a state of readiness against major incidents and disasters	The indicator aims to raise awareness of disaster risks in the respective regions.	To enhance disaster prevention, mitigation and preparedness in all sectors of communities	Attendance registers from recipients to confirm participation and reach	Number of risk awareness, training and education activities conducted	None	Output indicator	Cumulative	Quarterly	No	Mitigated effects of disasters	Head of Disaster Management
20	Number of community members trained on	To provide community with awareness programmes on safety and Emergency	Empower community members on safety and	Pamphlets	Total number of communities	None	Output indicator	Cumulative	Quarterly	No	Community members trained on CERT annually	EMS Chief

KPI No	KPI	Short Definition	Purpose/ Importance	Source Collection of Data	Method of Calculation	Data Limitation	Type of Indicator	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Responsibility
	CERT programme		emergency programmes		attended the training							
21	% of reported fraud, corruption, misconduct, and discipline cases investigated	Reported cases related to fraud, corruption, misconduct, and disciplinary issues are investigated. These encompasses cases reported by employees, members of the public, or through whistleblowing channels, ensuring that each case is reviewed, investigated, and acted upon timely in an accountable manner.	Investigate fraud, corruption, and misconduct cases to maintain integrity within the dep	Record of dated reported fraud, corruption, misconduct and discipline cases investigated.	The total number of cases that have been fully investigated within a specified period ÷ by the total number of cases reported × 100.	Manual capturing	Outcome indicator	Non-cumulative	Quarterly	No	A culture of accountability and transparency promote.	Heads of directorates
22	% Implementation of the Incident Management Response System	To improve operational efficiency and create an enabling environment for Public Safety to achieve its strategic objectives through the use of smart technology initiatives.	To drive technology as a tool to enhance the capabilities of Public Safety to positively promote programmes that will ensure mandate of a safer city is realised.	Project plan and report	Number of project activities executed ÷ by the total number project activities planned × 100	None	Output indicator	Cumulative	Quarterly	Yes	Improved turnaround time of call taking and dispatch	Director IIOC
23	Increase in revenue generated from licensing services ³²	To enhance revenue generation through smart technology and effective and efficient initiatives	Enhance Revenue for COJ	Natis system	Increased revenue generated – (minus) 2023/24 quarterly /annual actual	None	Output indicator	Cumulative	Quarterly	No	Increased revenue and financial sustainability	Director Licensing

³² The increase is focusing on the 20% agency fee

KPI No	KPI	Short Definition	Purpose/ Importance	Source Collection of Data	Method of Calculation	Data Limitation	Type of Indicator	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Responsibility
24	Number of Motor Vehicles Registered	Measure number of motor vehicles registered on the Natis database and ensure compliance to legislation	New Indicator	Natis system	Total number of motor vehicles registered	None	Output indicator	Cumulative	Quarterly	Yes	Compliance to the national road traffic act and regulations	Director Licensing
25	Number of Driver Licenses issued	Measure number drivers' licenses issued on the Natis database and ensure compliance to legislation	New Indicator	Natis system	Total number of licenses renewed	None	Output indicator	Cumulative	Quarterly	Yes	Compliance to the national road traffic act and regulations	Director Licensing
26	Number of Vehicles Tested for Road Worthiness ³³	Measure number of vehicles certified to operate on a public road and ensure compliance to legislation	New indicator	Natis system	Total number of Vehicles tested.	None	Output indicator	Cumulative	Quarterly	Yes	Compliance to the national road traffic act and regulations	Director Licensing

9.4 SERVICE STANDARD CHARTER

Table 20: Service Level Standards

No	Core Service	Service Level Standard	Baseline 2024/25	2026/2027 Target	Q1	Q2	Q3	Q4	Means of Verification	SOP in place (Yes or No)
1	Vehicle registration	Transactions completed in under 1 hour from point of service.	100%	100%	100%	100%	100%	100%	Licensing transaction control sheet	Yes
2	Driver License renewal	Transactions completed in under 1 hour from point of service.	100%	100%	100%	100%	100%	100%	Licensing transaction control sheet	Yes
3	Bulk vehicle registration	Transaction completed in within 24hrs from point of service.	100%	100%	100%	100%	100%	100%	Bulk licensing transaction control sheet	Yes

³³ Vehicles tested for roadworthiness is dependent on VTS equipment functionality and yearly calibration to ensure tests can be carried out effectively and efficiently.

No	Core Service	Service Level Standard	Baseline 2024/25	2026/2027 Target	Q1	Q2	Q3	Q4	Means of Verification	SOP in place (Yes or No)
4	Fire Calls dispatch times	Fire calls dispatched within 3 minutes	78%	80%	80%	80%	80%	80%	Signed quarterly reports by the Chief EMS	Yes
5	Fire calls response times	% fire calls responded to within 15 minutes	66%	66%	66%	66%	66%	66%	Samples of fire calls slips	Yes
6	By-law enforcements	Response to complaints: within 24 hours	99.6%	100%	100%	100%	100%	100%	Manually and system generated printouts	Yes
7	Accident reports	Available within 48 hours of accident log	100%	85%	85%	85%	85%	85%	System generated printouts	Yes
8	Traffic control	% response to all calls received within 30 minutes	100%	100%	100%	100%	100%	100%	System generated printouts	Yes

Table 21: Service Level Standards technical indicator description

No.	KPI	Short definition	Source / collection of data	Method of calculation	Data limitation	Calculation type	Reporting cycle	New indicator	Desired performance
1.	Vehicle registration transactions completed in under 1 hour from point of service.	To enhance service delivery through smart technology and effective and efficient initiatives	Transaction Control Sheets	Total number of vehicle transactions received v/s the number of transactions completed in under 1 hour from point of service	No ticket call or que management system to quantify real data accuracy	Non-cumulative	Quarterly	No	The goal is to achieve 100% of completed transactions within 1hr
2.	Driver license renewal transactions completed in under 1 hour from point of service.	To enhance service delivery through smart technology and effective and efficient initiatives	Transaction Control Sheets	Total number of driver's license renewals transactions received v/s the number of transactions completed in under 1 hour from point of service	No ticket call or que management system to quantify real data accuracy	Non-cumulative	Quarterly	No	The goal is to achieve 100% of completed driver's license renewals transaction within 1hr
3.	Bulk vehicle registration transaction completed in within 24hrs from point of service.	To enhance service delivery through smart technology and effective and efficient initiatives	Transaction Control Sheets	Total number of bulk vehicle registration transactions ÷ number of transactions completed under 1 hour from point of service x 100	No ticket call or que management system to quantify real data accuracy	Non-cumulative	Quarterly	No	The goal is to achieve 100% of completed bulk registration transaction within 24hrs
4.	Fire calls responded to within 15 minutes	Measure the turnaround time in terms of service provision to beneficiaries and deter the damage to property and fatalities resulting from fire	Call centre dispatch statistics	Total number of calls received ÷ the calls responded to within 15 minutes x 100	None	Non-cumulative	Quarterly	No	To achieve 78% of fire calls responded to within 15 minutes
5.	Fire calls dispatched within 3 minutes	The indicator aims to reduce the damage of property and fatalities resulting from fires	Samples of fire call slips or Fire response statistics	Number of calls received ÷ the calls responded to within 15 minutes x 100	None	Non-cumulative	Quarterly	No	To achieve 64% of fire calls dispatched within 3 minutes
6.	By-law Enforcement:	It measures the promptness of the	Complaints register	(Number of By-law complaints responded	None	Non-cumulative	Quarterly	No	To achieve a 100% response

No.	KPI	Short definition	Source / collection of data	Method of calculation	Data limitation	Calculation type	Reporting cycle	New indicator	Desired performance
	Response to complaints: within 24 hours	By-law enforcement team in initiating an investigation into reported complaints.		to within 24hrs divided by the total number of By-law complaints received) x 100					to complaints: within 24 hours
7.	Accident Reports: Available within 48 hours of accident log	It measures the turnaround time for making the accident reports available against the set standard	Accident reports	Number of reports available within the required 48-hour ÷ total number of accidents reports generated x 100.	None	Non-cumulative	Quarterly	No	To achieve a 85% turnaround time for the availability of accident reports within 48 hours of accident log
8.	Traffic Control: % response to all calls received within 30 minutes	It measures the time taken from receiving a call in the Radio Room to the officer's arrival on site.	Radio room log report ³⁴	Number of calls responded to within 30min ÷ total number of calls received x 100	Delays in radio communication or dispatch systems	Percentage of calls responded to within 30 minutes	Quarterly	No	To achieve a 100% response time for traffic control assistance within 30minutes

³⁴ Record of the time the call was received and arrival on site

Table 22: Circular 88 technical indicator description

No.	KPI	Short definition	Purpose/ Importance	Source / collection of data	Method of calculation	Data limitation	Type of indicator	Calculation type	Reporting cycle	New indicator	Desired performance	Indicator Responsibility
FD 1.1	Number of fire related deaths per 100 000 population	Incidence of reported deaths attributed to fire or fire-related causes normalised per population.	Serves as an internationally recognised measure of holistic fire prevention and firefighting effectiveness.	Automated Dispatch System	(1) Number of reported deaths attributed to fire or fire-related causes / (2) Total population of the municipality x 100 000	Fire incident that are not reported.	Outcome	Cumulative	Annually	No	Mitigated effects of fires and disasters	Chief of EMS
FD1.2	Number of disaster and extreme weather-related deaths per 100 000 population	Incidence of reported deaths considered to be direct or indirect result of disaster incidents and extreme weather events, normalised per population.	The extent to which a municipality is able to plan for and respond to disasters and extreme weather events is a key determinant in the severity of these incidents as it relates to the loss of life.	Incident stats	((1) Number of reported deaths related to disasters or extreme weather events / (2) Total population of the municipality) x 100 000	Manual capturing	Outcome	Cumulative	Annually	No	Mitigated effects of fires and disasters	Head of Disaster Management
FD2.1	Disaster Management Centre Readiness	A disaster management centre is considered 'ready' if the following three conditions are met:	To monitor whether some of the basic provisions for readiness to function are present.	Progress reports	(1)Number of specified conditions of readiness met: 1 = Not ready (1 condition or less)	None	Outcome	Non-Cumulative	Annually	No	Reduced risk of fire and disaster vulnerability	Head of Disaster Management

No.	KPI	Short definition	Purpose/ Importance	Source / collection of data	Method of calculation	Data limitation	Type of indicator	Calculation type	Reporting cycle	New indicator	Desired performance	Indicator Responsibility
		1. An appointed Head of Centre (Disaster Management); 2. A Disaster Management Plan is updated or reviewed periodically (every five years); 3. An annual report is submitted to the National Disaster Management Centre.			2= Partially ready (2 conditions met) 3= Ready (All 3 conditions met)							
FD 2.2	Fire Services function in accordance with prescribed requirements	A fire service is considered 'functional' if it meets the following three conditions: 1. A Fire Chief Officer has been appointed. 2. The fire services have evidence of callouts responded to over the reporting period;	Functional fire services should be provided in line with the Fire Brigade Services Act (Act No. 99 of 1987) and the associated norms and standards. The establishment of fire services is a pre-requisite for deploying capabilities towards fire	Automated Dispatch System	(1)Number of specified conditions of fire services functionality met: 1 = Not functional (1 condition or less) 2= Partially functional (2 conditions met) 3= Functional (All 3 conditions met)	None	Outcome	Non-Cumulative	Annually	No	Reduced risk of fire and disaster vulnerability	Chief of EMS

No.	KPI	Short definition	Purpose/ Importance	Source / collection of data	Method of calculation	Data limitation	Type of indicator	Calculation type	Reporting cycle	New indicator	Desired performance	Indicator Responsibility
		3. Establishment and maintenance of fire service in accordance with prescribed standards SANS.	safety, prevention initiatives and responsiveness as a proximate indicator for the reduction of risk. The indicator provides a simplified, scalable determination of the functionality of fire services.									
F1.11	Percentage compliance with the required attendance time for structural firefighting incidents	Structural fire incidents are defined as incidents of fire outbreaks in habitable formal structures (buildings that have approved building plans) and habitable informal structures	This indicator measures the overall compliance of the municipality to meet the average attendance time of 14 minutes for structural fire incidents in urban areas from time of call to time of attendance.	Automated Dispatch System	(1) Number of structural fire incidents where the attendance time was 14 minutes or less / (2) Total number of calls for structural fire incidents received	None	Output	Non-cumulative	Quarterly	No	Mitigated effects of fires and disasters	Chief of EMS
C18	Number of approved demonstrations in the municipal area	A planned action communicated to the local authority and recorded by the municipality.	The indicator monitors the extent to which demonstrations are formally communicated and managed	Action outcome report	(1) Simple count of the number of approved demonstrations in the municipal area	Unreported demonstrations	Compliance	Cumulative	Quarterly	No	Foster adherence to established demonstration protocols	Chief of JMPD

No.	KPI	Short definition	Purpose/ Importance	Source / collection of data	Method of calculation	Data limitation	Type of indicator	Calculation type	Reporting cycle	New indicator	Desired performance	Indicator Responsibility
		.	within municipal processes.									
C25	Number of protests reported	A public display of grievance or concern by a group of more than 15 people for which a written approval from the local municipality has not been obtained in advance.	To monitor the citizen satisfaction or dissatisfaction with local government responsiveness, including their satisfaction with the channels available to participate constructively in the affairs of local government.	Action outcome report	(1) Simple count of all unauthorised protest incidents reported	Manual capturing	Compliance	Cumulative	Quarterly	No	Foster adherence to established protests protocols	Chief of JMPD
C73	Number of structural fires occurring in informal settlements	The indicator measures the number of fires which occurred or originated in an area considered to be an informal settlement by the municipality and affected structures in that area.	This indicator tracks the extent to which structural fires occur in areas considered by the municipality to be informal settlements.	Incident stats	Simple count of the number of fire incidents occurring in informal settlement affecting structures in that area	None	Compliance	Cumulative	Quarterly	No	To report on a number of responded structural fires in informal settlements in compliance with National Treasury.	Chief of EMS
C74	Number of dwellings in informal settlements affected by structural fires	The indicator measures the estimated number of dwellings in an area	This indicator tracks the extent to which dwellings in informal settlements		Estimated number of dwellings occurring in informal settlement	None	Compliance	Cumulative	Quarterly	No	To report on a number of dwellings in informal settlements affected by	Head of Disaster Management

No.	KPI	Short definition	Purpose/ Importance	Source / collection of data	Method of calculation	Data limitation	Type of indicator	Calculation type	Reporting cycle	New indicator	Desired performance	Indicator Responsibility
		considered to be an informal settlement by the municipality and affected by structural fires.	have been affected by fires.		affected by structural fires						structural fires in compliance with National Treasury	
Q21	What is the organisational location of the disaster risk management function within your municipality	Where DM unit is situated	Track if there DM unit exist	Organogram	-	None	Compliance	Non-Cumulative	Quarterly	No	Functional DM unit	Head of Disaster Management

10. FINANCIAL IMPACT

10.1. Statement of Financial Performance

Medium term operating budget 2026/27 - 2028/29

Table 23: Revenue and Operational expenditure

Financial Performance (revenue and expenditure)

Description R thousand	Current Year 2025/26		Medium Term Operating Budget 2026/27 - 2028/29		
	Original Budget	Adjusted Budget	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
	R 000	R 000	R 000	R 000	R 000
REVENUE					
EXCHANGE REVENUE					
Sale of Goods and Rendering of Services	10 883	10 883	11 253	11 613	11 985
Agency services	407 228	407 228	421 074	434 548	448 454
Operational Revenue	51 066	51 066	52 802	54 491	56 235
NON-EXCHANGE REVENUE					
Fines, penalties and forfeits	174 885	174 885	180 831	186 618	192 590
TOTAL DIRECT REVENUE excl. capital grants/contr.	644 062	644 062	665 960	687 270	709 264
Internal Transfers					
Operational Revenue - Inter-Company	87 173	87 173	91 096	95 195	99 479
Costing - Internal Revenue	921 264	927 472	967 962	1 011 465	1 061 368
Total Internal Transfers	1 008 437	1 014 645	1 059 058	1 106 660	1 160 847
TOTAL REVENUE excl. capital grants/contributions.	1 652 499	1 658 707	1 725 018	1 793 930	1 870 111
EXPENDITURE					
Employee related costs	5 191 847	5 583 613	6 086 225	6 357 062	6 639 952
Inventory consumed	25 961	18 961	19 056	19 151	19 764
Debt impairment	51 115	51 115	52 853	54 545	56 290
Depreciation and amortisation	97 595	97 595	100 918	104 150	107 486
Interest	24	36	36	36	36
Contracted services	305 605	245 605	246 833	248 067	256 005
Operational costs	893 639	862 627	866 940	871 277	899 157
TOTAL DIRECT EXPENDITURE	6 565 786	6 859 552	7 372 861	7 654 288	7 978 690
Internal Transfers					
Operational costs - Inter-Company	126 308	126 308	131 992	137 932	144 141
Costing - Internal Expenditure	226 367	226 367	236 665	247 313	258 438
Total Internal Transfers	352 675	352 675	368 657	385 245	402 579
TOTAL EXPENDITURE	6 918 461	7 212 227	7 741 518	8 039 533	8 381 269
SURPLUS/(DEFICIT)	(5 265 962)	(5 553 520)	(6 016 500)	(6 245 603)	(6 511 158)

Medium term Capital budget

Table 24: Capex

CITY OF JOHANNESBURG

DETAIL MEDIUM-TERM CAPITAL BUDGET 2026/27 - 2028/29

Project Name	Project Number	Total Estimated Project Cost R 000	Budget 2026/27 R 000	Budget 2027/28 R 000	Budget 2028/29 R 000
Public Safety: Head Office					
Sub Total					
Public Safety: EMS					
STANDBY GENERATORS for current fire stations and replacement New Plant and Equipment MARTINDALE C City Wide	2222	7 319	3 773	1 773	1 773
Lehae EMS Training building periphery wall LEHAE EXT1 G City Wide	3160	1 800		900	900
Alexandra Fire Station	31068	19 760	13 160	1 800	4 800
Sub Total			16 933	4 473	7 473
Public Safety: JMPD					
Supply Firearms to the JMPD new recruits Renewal Plant and Equipment CITY AND SUBURBAN EXT6 F City Wide	2684	30 000	5 000	10 000	15 000
Operational Capex: Computers for Regional Commnders New Operational Capex JOHANNESBURG E City Wide	4237	1 800		900	900
Implementation of IIOC phase 2	30050	13 000	10 000	1 500	1 500
Hand Radios (Phush to talk)	31158	25 000	5 000	5 000	15 000
Sub Total			20 000	17 400	32 400

11.1. MANAGEMENT STRUCTURE



11.2 MANAGEMENT TEAM

- Acting HOD
- Chief JMPD
- Chief EMS
- Director IIOC
- Acting Director Disaster Management & PIER
- Acting Director Licensing, Investigations and Prosecution
- Director Finance
- Head Policy & Strategy
- Head Management & shared Support

11.3 CAPACITY ANALYSIS

Table 25: Employee analysis

Count of First name	Column Labels										
	Female				Female Total	Male				Male Total	Grand Total
Row Labels	African	Coloured	Indian	White		African	Coloured	Indian	White		
Pub Safety EMS	427	6	1	9	443	975	10	10	52	1047	1490
B) Snr Management	3				3	6				6	9
C) Profes & Mid Management	23	3		4	30	54	2	4	17	77	107
D) Skilled & Jnr Management	350	2	1	5	358	898	8	6	34	946	1304
E) Semi-skilled	48	1			49	12				12	61
F) Unskilled	3				3	5				5	8
P) Medical Boarding (Pensioner)									1	1	1
Pub Safety JMPD	2518	41	3	22	2584	4590	125	28	47	4790	7374
B) Snr Management	2				2	8	2		1	11	13
C) Profes & Mid Management	23			3	26	46	4	4		54	80
D) Skilled & Jnr Management	1417	39	3	14	1473	2290	113	24	40	2467	3940
E) Semi-skilled	116	1		3	120	96	5		5	106	226
F) Unskilled	955				955	2143				2143	3098
G) Temp	4			2	6	6	1			7	13
H) EPWP	1				1						1
P) Medical Boarding (Pensioner)		1			1	1			1	2	3
Public Safety	404	19	5	35	463	252	9	8	12	281	744
B) Snr Management	6		1		7	4		1		5	12
C) Profes & Mid Management	21	1		2	24	20	2	2		24	48
D) Skilled & Jnr Management	282	12	4	23	321	153	6	5	11	175	496
E) Semi-skilled	90	6		9	105	71	1		1	73	178
F) Unskilled	4				4	3				3	7
P) Medical Boarding (Pensioner)	1			1	2	1				1	3
Grand Total	3349	66	9	66	3490	5817	144	46	111	6118	9608

Disability Status

Table 26: Disability analysis

Count of First name	Column Labels									
	Female				Female Total	Male			Male Total	Grand Total
Row Labels	African	Coloured	Indian	White		African	Indian	White		
Pub Safety EMS	6		1		7	9	1	1	11	18
D) Skilled & Jnr Management	6		1		7	7	1	1	9	16
E) Semi-skilled						2			2	2
Pub Safety JMPD	3				3	5			5	8
C) Profes & Mid Management						1			1	1
D) Skilled & Jnr Management	3				3	4			4	7
Public Safety	3	1		1	5	1		1	2	7
B) Snr Management	1				1					1
C) Profes & Mid Management		1			1					1
D) Skilled & Jnr Management	2			1	3	1		1	2	5
Grand Total	12	1	1	1	15	15	1	2	18	33

12. COMMUNICATION AND STAKEHOLDER MANAGEMENT

12.1. STAKEHOLDER MATRIX

Internal stakeholders/audiences are:

- The Head of Department
- Chief of JMPD
- Chief of EMS
- Director IIOC
- Director Licensing
- Acting Director Disaster Management & PIER
- EXCO
- General staff members
- Other City Departments and Entities

The Department has the following external stakeholders which have been mapped according to the four divisions:

Table 27: External Stakeholders

JMPD	EMS	Licensing	Disaster Management	IIOC
• Motorists • Building Owners	• Private emergency Service Providers • Hospitals & Clinics	• RTMC • Home Affairs	• COGTA • NGOs	• Provincial Department of EGOV • Video Surveillance companies

12.2. COMMUNICATION PLAN

Table 28: Channel of communication

Internal Communication Channels	External Communication Channel
• Internal newsletter and notice boards: • Posters and leaflets: • Intranet/JoziNet:	• Social media • External newsletter • Website •

13. AUDIT RESOLUTIONS

Internal and external audit resolution status as of end of 2025/26 F/Y

Table 29: Audit summary

Audit Findings Status	AG Findings	Internal Findings
Total Findings	0	0
Resolved	0	0
Outstanding	0	0

Annexture A: Strategic Risk Register 2026/27

Table 30: Risk register

Reference No.	Strategic Objectives	Risk Description	Root Causes	Consequences	Residual Risk Exposure	Actions to improve management of the risk	Action Owner	Time scale
1	SO1: To prevent and reduce crime, injury and loss of life. To protect City's assets. SO2: To increase the level of compliance to city's By-laws and traffic regulations.	High levels of crime, lawlessness and non-compliance to City's By-laws.	C1 - Illegal land invasion and hijacked buildings. C2 - Possession of illegal and dealing in drugs. C3 - Non-compliance to traffic regulation. C4 - Lack of adequate technology for surveillance (Drones, Body Cams, Dash cams etc). C5 - Crossing of rivers and conducting religious ceremonies during rainy seasons leading to drowning. C6 - Non-compliance to CoJ building by-laws specific to EMS regulations. C7 - Lack of human capacity within the department (Ageing workforce, lack of succession planning and retention strategy). C8 - High unemployment. C9 - Lack of influx control within the City. C10 - Ageing Infrastructure. C11 - High level of illegal migration. C12 - Fraud and Corruption. C13 - Inadequate coverage of surveillance within the City. C14 - Non-Compliance to City's By-Laws. C15 - Lack of understanding City's By-Laws	- Unsafe city. - Disinvestment and inability to attract new investments. (migration of business) - Reputational Damage- - Increased Non-compliance to relevant laws by communities. - Interrupted service delivery. - Loss of life	Medium	1. Conduct awareness campaigns/ community outreach, working with other City departments (Human Settlement, Development Planning, JOSHCO, JDA, JPC). 2. Strengthen partnership with communities and other departments within the city. New Action Plans: 3. Conduct joint operations with other City departments (Human Settlement, Development Planning, JOSHCO, JDA, JPC).	Chief of Police & Chief EMS	1. Quarterly 2. Quarterly 3. Quarterly
						4. Strengthening collaboration with strategic stakeholders. (C2) New Action Plans 5. Conduct drug search and seizures operations. (C2)	4. Chief of Police 5. Director Specialised Services	4. 30 June 2026 5. Quarterly
						6. Resuscitate the parking management system. (Engage with Department of transport). (C3) 7. Review JMPD Business Plan. (C3) New action plan: 8. Implementation of interventions identified in the JCSS, Joburg City Safety Strategy, specifically to traffic enforcement. (C3) .	Chief of Police	6. 31 March 2026 7. 31 July 2025 8. Quarterly
						New Action Plans: 9. Secure budget to implement the procurement of technology for surveillance (Drones, Body Cams, Dash cams etc). 30 June 2027. 10. Monitoring the implementation of the operational strategy.	Director: IIOC	9. 30 June 2027 10. Quarterly
						New Action Plan: 11. Collaboration with faith-based organisations.	Chief: EMS	11. 30 Sep 26
						New Action Plan: 12. Recruit additional Fire Inspectors, PIER officers and Educators. (C6)	Chief: EMS	12. 30 June 2027
						13. Filling of strategic positions. 14. Filling of Metro Police vacancies 15. Recruitment and Training of new MPOs	Chief of Police	13. - 15. 30 June 2027

Reference No.	Strategic Objectives	Risk Description	Root Causes	Consequences	Residual Risk Exposure	Actions to improve management of the risk	Action Owner	Time scale
2.	SO3: To improve the levels of response to emergencies	Inability to respond to emergencies within the required time	C1 - Inadequate resourced specialised unit (for fire and rescue purposes) C2 - System functionality limitation - Dispatch System. C3 - Inadequate human resource and outdated organisational structure. C4 - Delays in implementation of red fleet replacement program.	- Reputational damage, - Litigations against the City - Disinvestment in the City - Loss of confidence in the City - Loss of lives - Damage to property - Attacks on fire fighters by community members	Medium	1. Implementation of red fleet replacement program. 2. Recruitment of fire fighter EMTs. New Action Plan: 3. Full implementation of Emergency Management Response System (Developed from lessons learnt from the AURA/Piloted dispatching system). (C2)	Chief: EMS and IIOC Director Director: IIOC	1. Quarterly 2. 30 June 2027 3. 30 June 2026
3.	SO4: To capacitate communities to a state of readiness against major incidents and disasters.	Inability to effectively prepare & respond to Citywide major incidents and disasters	C1 - Fragmented planning within the City's Departments and Entities to prepare and respond major incidents and disasters. C2 - Lack of awareness and understanding of disaster risk exposure by communities. C3 - Lack of disaster information management. C4 - Inadequate communication system.	- Citizen injury and loss of life, revenue & property. - Breakdown of critical City infrastructure and service deliver. - Reputational damage. - Non-compliance to National Disaster Management Act and Policy Framework.	Medium	1. Ongoing risk exposure awareness and preparedness. C2 2. Capacity building in vulnerable wards/regions C2 New Action Plan: 3. Conduct Workshop on the implementation of the Disaster Management Framework. 30 June 2027.	Director: Disaster Management	1. Quarterly 2. Quarterly 3. 30 June 2027
4.	SO5: To promote a sense of joint responsibility for public safety between city departments, government entities and communities.	Fragmented public safety governance and unclear accountability.	C1- Lack of clarity on roles and responsibilities. C2 - Poor communication and data sharing amongst role players. C3 - Lack of alignment and shared vision. C4 - Regulatory and policies constraints / misalignment. C5 - Unclear processes or procedures to guide collective work. C6 - Lack of commitment from internal stakeholders.	- Duplicate safety efforts - Ineffective utilisation of resources. - Delays to response to safety challenges. - Reputational damage. - Loss of public trust. - Poor Service Delivery - Break-down of interagency collaboration. - Legal and Compliance Exposure. - Operational Confusion.	Medium	1. Continuous engagement / communication with City Department and Entities in implementing the JCSS Strategy. 2. Development of Monitoring and Evaluating tool. 3. Quarterly engagement at Urban safety forum. 4. Development of City Safety Dashboard.	Unit Head: MSSS	1. Quarterly 2. 31 December 2026 3. Quarterly 4. 30 June 2027
5.	SO1: To protect City's Asset.	Inadequate safeguarding of City's assets	C1 - Inadequate physical security in the City's facilities C2 - Non-responsive security structure. C3 - Lack of tools of trade. C4 - Ageing infrastructure and dysfunctional security technology (CCTV, Access control and Alarm system). C5 - Lack of security policy	- Poor delivery of services - Reputational damage. - Financial losses - Loss of life.	Medium	1. Develop and implement security strategy. (C1 & C2). 2. Conduct security assessment and provide recommendations to improve protection of City's assets. (C4). 3. Conduct site inspections of the augmented security services. (C4 & C5) New Action Plan: 4. Request additional funding to assist all sites with CCTV, Access control and alarm system for repair and maintenance. (C4).	Director: Security	1. 30 June 2027 2. Quarterly 3. Quarterly 4. 30 Sept 2026

Reference No.	Strategic Objectives	Risk Description	Root Causes	Consequences	Residual Risk Exposure	Actions to improve management of the risk	Action Owner	Time scale
6.	To ensure that we get unqualified or a clean audit - cross reference with the business plan.	Failure to achieve a clean audit outcome.	C1 - Lack of understanding on financial processes. C2 - Lack of understanding of Project Management. C3 - Inadequate Human resources within Finance C4 - Manual capturing of inventory C5 - Increase in UIFWE. C6 - Inadequate contract management. C7 - Poor assets management. C8 - Overspending on the total amount of the department appropriated budget C9 - Overspending on employee costs.	- Adverse audit opinion - Negative credit rating. - Reputational Damage	Medium	1. Training staff on SAP system (Licensing Department).(C4) 2. Develop SOP on management of Armoury stock (C4) 3. Develop armoury stock management system 4. Develop SOP on management of Licensing stock (C4). 5. Provide monthly progress report to Finance of Armoury and Licensing stock management. (C4). 6. Conduct stock reconciliation and issue out inventory list to Licensing and Auxiliary on monthly basis. (C4). 7. Maintain and monitor the contract register, updated quarterly, with contract values reconciled against invoiced amounts for the reporting period.(C2 & C6)	1. Director: Auxiliary and Licensing 2. Director Auxiliary 3. Director IIOC 4. Director Licensing 5. Directors: Auxiliary and Licensing 6. Director Finance 7. Directors: Auxiliary Services, IIOC, Chief EMS & MSSS	1. 30 Sept2026 2. 31 Dec 2026 3. 31 Dec 2026 4. 30 Sept 2026 4. Monthly 5. Monthly 6. Quarterly
						1. Monthly budget reports and cautionary letters to be issued to all directorates within the department (C5 & C8). 2. Request for virement where overspending was inevitable due to employee costs (as and when). (C5 & C8) <u>New Action Plans:</u> 3. Resuscitation of the Finance Forum. 4. Conduct training on financial management for non-financial managers.(C1).	1. Director Finance 2. Chief EMS, Chief JMPD and Director Licensing & Director IIOC 3. Director: Finance 4. Director: Finance	1. Monthly 2. As and when there is overspending and savings on other cost centres 3. 30 Sept 2026 4. 30 Sept 2026