



Western Cape
Government



Department of Police Oversight and Community Safety

5 Year Strategic Plan

2025 - 2030

EXECUTIVE AUTHORITY STATEMENT

It gives me great pleasure to introduce the Department of Police Oversight and Community Safety's (POCS) five-year plan for the period 2025 to 2030. The Western Cape Government (WCG) will be driven and directed by this document in fulfilling its constitutional mandates.

Provincial governments have been assigned a number of policing functions, powers and duties within Chapter 11 of the Constitution of the Republic of South Africa, 108 of 1996, as set out in the plan. The plan also sets out our legislative and policy mandates, our vision, mission and values, which include caring, integrity, accountability, responsiveness, competence and innovation.

In the situational analysis, some worrying trends are identified by means of the crime statistics, which are well illustrated. As drivers of crime in the Western Cape, our department has identified poverty and unemployment, youth challenges, firearms, harm due to alcohol and gangs. We must work hard to overcome these scourges.

A crime which is gaining prominence, is extortion. It is evident that not all extortion related crime is being reported to the South African Police Service (SAPS). Contextually, the Western Cape is a known economic hub with a long history of gang violence and extortion with the City of Cape Town (CoCT) being host to a menacing shadow economy, with money, services and goods being extorted from an increasingly wide range of businesses, including spaza shops, nightclubs, construction and transport companies, etc.

For the average Cape Town resident, extortion has become associated with the targeting of downtown bars and nightclubs, or foreign migrant-owned shops in townships. It is a crime that affect many individuals. According to SAPS, people from different spheres of life and occupation are falling prey to crimes associated with extortion. These include murder, robbery, intimidation, kidnapping and other serious crime.

Extortion also undermines the safety and security of those working in the mobility industry and disrupts the vital transport services relied upon by thousands of commuters daily. These illegal activities increase the cost of doing business, pushes operators into financial distress, and threaten the stability of the entire public transport system in the province.

The very nature of extortion is such that both criminal and victim tend to regard it in their own interest to conceal the transaction and not to report it.

To mitigate the prevalence and curb the increase of extortion-related crime, the provincial commissioner has established an Extortion Task Team to monitor, investigate and implement operational strategies. They are making inroads into this phenomenon.

A key component of implementing the Department's Strategic Plans and Annual Performance Plans will be the following priorities that will be pursued over the next five years:

- Create a Safety Culture Amongst Citizens;
- Strengthen Community Based Safety;
- Improved Policing and Municipal Law Enforcement Effectiveness;
- Victim and Perpetrator Recovery Programme;
- SAPS Oversight and Capacity Enhancement;
- Protection of Western Cape Government Assets from Crime; and
- Enhancing Safety and Security Measures for WCG departments.

This plan sets out how we will be measuring our performance, and identifies four enablers for achieving our stated desired outcomes:

- Capacity Building for Neighbourhood Watches (NHWs): Enhancing the skills and resources of NHWs will empower them as effective first responders to local safety issues.

- Strengthening Municipal Safety Structures: Supporting municipalities in improving their violence reduction and safety capabilities will enable proactive responses to crime and safety challenges.
- Integrated Partnerships: Strengthening partnerships with community organisations, including Community Police Forums (CPFs) and NHWs, will leverage social capital resources for comprehensive safety strategies.
- Social Cohesion Programmes: Initiatives that promote community engagement will foster support networks and a culture of collaboration.

I endorse this plan, and I recommend it to the reader, while thanking every member of Department of Police Oversight and Community Safety (POCS) who contributed to it. Its implementation will strengthen the fight against crime in the Western Cape.

AMaraux

ANROUX MARAIS
WESTERN CAPE MINISTER OF POLICE OVERSIGHT AND COMMUNITY SAFETY
DATE: 17 MARCH 2025

ACCOUNTING OFFICER STATEMENT

The Department aims to enhance the safety and resilience of the Western Cape residents through violence prevention and community empowerment initiatives, improving the effectiveness and responsiveness of law enforcement and fostering a safe and secure working environment for WCG employees.

The responsibility for strategic direction and coordination of violence prevention and community safety efforts in the Western Cape is shared between various departments, with the Department of Police Oversight and Community Safety, Department of Health and Wellness and the Western Cape Mobility Department being the lead departments. The Provincial Strategic Plan of the WCG has defined three high-level outcomes for safety in the province. These are Integrated Violence Prevention, Safe and Secure Communities and Infrastructure and Effective and Responsive Law Enforcement. This department will perform the central coordination function to monitor, evaluate and report on all safety initiatives of the WCG. In performing its coordination function, the department will explore the use of data and technology, as well as engaging various external stakeholders towards innovative and collaborative solutions to improve safety of our province.

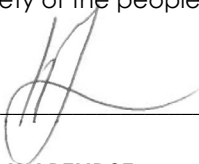
The Department will build on the structures, partnerships and strategies of recent years and establish new ones to strengthen the effectiveness of our community-based structures such as NHWs and Farm Watches, Municipal Law Enforcement and SAPS. Through the Chrysalis programme – which is celebrating its 25th anniversary in the 2025/26 financial year - we will continue to positively influence the lives of the youth at risk and provide them with employment opportunities through the Expanded Public Works Programme (EPWP).

The Western Cape Police Ombudsman (WCPO), who has celebrated its 10th year of existence during the 2024/25 financial year, is continuing to grow as a key mechanism to improve policing efficiency as it relates to resolving public complaints. A key challenge in the Ombudsman's office that needs to be addressed is the high level of vacancies which, if left unresolved, will impact their resolution rates.

The Western Cape Liquor Authority (WCLA) will continue to perform a fine balancing act between fostering economic opportunities and reducing the negative impact that alcohol consumption has on safety in communities. During the 2025/26 financial year, the WCLA will be reviewing the Western Cape Liquor Act (2008) to address some of the challenges experienced over recent years.

The Department has achieved its 16th consecutive unqualified audit report which is testimony to the strong governance platform that has been laid. During the 2024/25 financial year the department focused on a new strategic direction that is pro-active, collaborative, and where needed, interventionist to ensure that the performance in the governance domain translates into public value in the form of improved safety of our citizens. We have identified a group of innovative and disruptive thinking middle managers and exposed them to participation in our provincial and strategic engagements as part of a leadership development process. I want to thank all our POCS team members for their past efforts and would like to encourage them to take up the challenge of driving the initiatives as identified in our Provincial Strategic Plan, the Departmental Strategic Plan and the Departmental Annual Performance Plan with vigour and purpose.

I wish to acknowledge our Minister Anroux Marais for her strategic guidance and support to the department's team. Her natural concern for the well-being of departmental staff is refreshing and highly valued. I am confident that her strong leadership will steer this department towards making a meaningful impact on the safety of the people of the Western Cape in the years to come.



MR H ARENDSE

ACTING ACCOUNTING OFFICER OF THE DEPARTMENT OF POLICE OVERSIGHT AND COMMUNITY SAFETY

DATE: 17 MARCH 2025

OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- Was developed by the management of the Department of Police Oversight and Community Safety under the guidance of the Minister of Police Oversight and Community Safety, Ms Anroux Marais;
- Takes into account all the relevant policies, legislation and other mandates for which the Department of Police Oversight and Community Safety is responsible; and
- Accurately reflects the impact and outcomes which the Department of Police Oversight and Community Safety will endeavour to achieve during the period 2025 - 2030.

Vacant

Programme 1: Management Support

Mr Bhekithemba Simelane
Acting Chief Director: Secretariat for Safety and Security



Adv Yashina Pillay
Programme 4: Security Risk Management



Mr Moegamat Frizlar
Chief Financial Officer



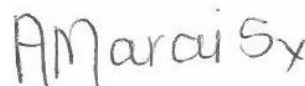
Ms Ansaaf Mohamed
Head Official responsible for Planning



Mr Hilton R Arendse
Acting Accounting Officer



Approved By:
Minister Anroux Marais
Executive Authority of Police Oversight and Community Safety



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LIST OF ABBREVIATIONS

CoCT	City of Cape Town
CPFs	Community Police Forums
CSFs	Community Safety forums
CSIR	Council for Scientific and Industrial Research
CSPS	Civilian Secretariat for Police Service
CWB	Court Watching Brief
DDM	District Development Model
DOTP	Department of the Premier
POCS	Department of Police Oversight and Community Safety
DVA	Domestic Violence Act
EPWP	Expanded Public Works Programme
FPS	Forensic Pathology Services
GBV	Gender-Based Violence
GSSC	Government Security Sector Council
IGR	Inter-Governmental Relations
IPID	Independent Police Investigative Directorate
IR	International Relations
JDMA	Joint District and Metro Approach
LEAP	Law Enforcement Advancement Plan
LETAT	Law Enforcement Technical Area Teams
MEC	Member of the Executive Council
MINMEC	Minister and Members of Executive Council
MoU	Memorandum of Understanding
MTDP	Medium-Term Development Plan
MTEF	Medium-Term Expenditure Framework
NDP	National Development Plan
NEET	Not in Education, Employment or Training
NHWs	Neighbourhood Watches
OHS	Occupational Health and Safety
PAIA	Promotion of Access to Information Act
PNPs	Policing Needs and Priorities
POCS	Police Oversight and Community Safety
PSIRA	Private Security Industry Regulatory Authority
PSP	Provincial Strategic Plan
SAPS	South African Police Service
SSA	State Security Agency
TOC	Theory of Change
WCCSA	Western Cape Community Safety Act
WCG	Western Cape Government
WCLA	Western Cape Liquor Authority
WCPO	Western Cape Police Ombudsman



PART A

OUR MANDATE

PART A: OUR MANDATE

1. CONSTITUTIONAL MANDATE

Constitutional mandates

Provincial governments have been assigned a number of policing functions, powers and duties within Chapter 11 of the Constitution of the Republic of South Africa, 108 Of 1996, as set out below:

- To determine the Policing Needs and Priorities for the Province as per Section 206(1) read with 206(2);
- To monitor police conduct as per Section 206(3)(a);
- To oversee the effectiveness and efficiency of the police service, including receiving reports on the police service as per Section 206(3)(c);
- To promote good relations between the police and the community as per Section 206(3)(l);
- To assess the effectiveness of visible policing as per Section 206(3)(d);
- To liaise with the Cabinet member responsible for policing with respect to crime and policing in the province as per Section 206(3)(e);
- To investigate, or appoint a commission of inquiry into, any complaint of police inefficiency or a breakdown in relations between the police and any community as per Section 206(5)(a);
- To consider and refer complaints to the Independent Police Investigative Directorate (IPID) and to monitor the investigation of such complaints as per Section 206(6);
- To require the provincial commissioner (SAPS) to appear before the provincial legislature or any of its committees to answer questions as per Section 206(9);
- To receive and consider the annual report on policing in that province from the provincial commissioner as per Section 207(5); and
- To consider and institute appropriate proceeding against the provincial commissioner if the provincial executive has lost confidence in that provincial commissioner as per Section 207(6).

These functions are assigned to the MEC of Police Oversight and Community Safety as per section 206(4).

Also, important to note that, as per Schedule 4 of the Constitution, policing is an area of concurrent legislative competence albeit only to the extent that the provisions of Chapter 11 confer them upon the Provincial Legislator.

Constitution of the Western Cape Act 1 of 1998, Section 66 Policing functions of Western Cape Government

The powers, functions and duties on policing which are assigned to provincial governments by the Constitution of the Republic of South Africa is confirmed in the Constitution of the Western Cape and, in particular, in sections 66(1) read with (2).

2. LEGISLATIVE AND POLICY MANDATES

Western Cape Community Safety Act (WCCSA) 3 of 2013

The Premier of the Province of the Western Cape assented to the Western Cape Community Safety Act (WCCSA) which was published in the Provincial Gazette no. 7116 dated 5 April 2013.

The WCCSA provides for the carrying out and the regulation of the functions of the Province and the Department of Police Oversight and Community Safety under Chapter 11 of the Constitution of the Republic of South Africa, 1996 and Chapter 8 of the Constitution of the Western Cape, 1997, to provide for the support of and cooperation with the Civilian Secretariat for Police Service and the Provincial Secretariat establishment in terms of the Civilian Secretariat for Police Act 2 of 2011.

Civilian Secretariat for Police Service Act (CSPS) 2 of 2011

The Act gives effect to Section 208 of the Constitution by establishing the Civilian Secretariat to function under the direction of the National Minister of Police. The Department is mandated under the auspice of the Provincial Secretariat to:

- Establish and promote partnerships;
- Manage the enhancement of community safety structures with the provinces; and
- Provide guidance to community police forums and associated structures and facilitate their proper functioning.

Independent Police Investigative Directorate Act (IPID) 1 of 2011 aims:

To make provision for the establishment of an Independent Police Investigative Directorate and to regulate the functions of the Directorate;

- to provide for the establishment of a Management Committee and Consultative Forum and their respective functions;
- To provide for the appointment and powers of investigators;
- To provide for reporting obligations and cooperation by members of the South African Police Service and Municipal Police Services;
- To provide for transitional arrangements;
- To provide for the repeal and amendment of certain laws; and
- To provide for matters connected therewith.

Control of Access to Public Premises and Vehicles Act 53 of 1985

- Safeguarding the premises, vehicles and contents thereof, including the people either therein or thereon;
- Access control of persons entering and exiting WCG premises and/or vehicles;
- Requiring persons to be examined should they have electronic or other apparatus to determine the presence of any dangerous objects in their possession or custody or under his control.

Minimum Information Security Standards (MISS)

- The Minimum Information Security Standards (MISS) is a standard for the minimum information security measures that any institution must put in place for sensitive or classified information to protect national security. This includes the appointment of Security Managers, Establishment of Security Committees, Security Administration, Information Security, Personnel Security, Physical Security, ICT Security and the development of Business Continuity Plans.

The Protection of Personal Information Act (POPIA) 4 of 2013

- The Protection of Personal Information Act protects the personal information of natural and juristic persons. It requires the Department to comply with the minimum conditions as set out in the Act.

Private Security Industry Regulation Act (PSIR Act) 56 of 2001

- To ensure that services procured on behalf of the Western Cape Government and duties performed by Western Cape Government staff comply with the Act.

Liquor Act 59 of 2003

- To establish national norms and standards to maintain economic unity within the liquor industry. To provide for essential national standards and minimum standards required for the rendering of services. To provide measures to promote co-operative government in the area of liquor regulation.

Western Cape Liquor Act 4 of 2008

- The Premier of the Western Cape approved the transfer of the executive responsibility related to the Western Cape Liquor Authority (WCLA) to the Minister of Police Oversight and Community Safety under section 47 of the Constitution of the Western Cape, 1997 with effect from 1 April 2016. These functions are in relation to the administration of, and the powers and functions in terms of the Western Cape Liquor Act, 2008 and the regulations made thereunder. The Department performs an oversight role over the WCLA, ensuring that the timeframe and compliance submissions are met in relation to sections 28(3)(b) and 29(3)(b) of the Western Cape Liquor Act, 2008.

Liquor Products Act 60 of 1989

- The Act intends to provide for control over the sale and production for sale of certain alcohol products, the composition and properties of such products and the use of certain particulars in connection with the sale of such products, for the establishment of schemes, for control over the import and export of certain alcoholic products and for matters connected therewith.

Occupational Health and Safety (OHS) Act 85 of 1993

- To provide for the health and safety of persons at work and for the health and safety of persons in connection with the use of plant and machinery; the protection of persons other than persons at work against hazards to health and safety arising out of or in connection with the activities of persons at work; to establish an advisory council for occupational health and safety; and to provide for matters connected therewith.

3. INSTITUTIONAL POLICIES AND STRATEGIES OVER THE FIVE-YEAR PLANNING PERIOD

Name of the Policy	Outline of key responsibilities it places on the department
Minimum Information Security Standards (MISS) 1996	Regulates minimum security standards. One of the Department's core functions is to ensure compliance within the Western Cape Government (WCG).
Minimum Physical Security Standards (MPSS)	Regulates physical security in the Government, parastatals and key national points. The Department's responsibility is to ensure compliance with the physical security standards. Protection of State property is key to the Department's core function.
The National Vetting Strategy, 2006	<ul style="list-style-type: none"> The Department is mandated to facilitate and coordinate the security competency of employees and contractors within the WCG.
Western Cape Government Safety and Security Risk Management Strategy (WCGSSRMS), 2013	<p>The strategy is designed to:</p> <ul style="list-style-type: none"> Provide a strategic road map, directing a shift in how security is perceived and how it contributes to the overall performance and reputation of the Western Cape Government (WCG). Enable the WCG to be better positioned to facilitate the improvement of wider social conditions by reflecting the kind of spaces we want to see within our communities. Recognise short-term opportunities and possibilities, but more importantly, outline a pathway for strategic governance of security-related risks. Transform our institutions into much more resilient organisations by attending to the relevant governance issues, systems, processes and structures that are required. Establish institutional readiness and resilience in the face of threats that are inherently uncertain, undefined and ever-evolving.

Name of the Policy	Outline of key responsibilities it places on the department
Western Cape Government Security Policy Framework, 2022	<ul style="list-style-type: none"> This framework replaced the Provincial Security Policy 2005. It is an accountability and governance framework with security principles and objectives to manage security-related risks through the Whole-of-Government approach to building greater organisational resilience. The Department is required to initiate processes, systems and methodologies that will challenge the prevailing safety and security culture in the WCG.
Western Cape Safety Plan 2025 - 2030	The Western Cape Safety Plan 2025-2030 (Western Cape Safety Plan 2.0) is a strategic response aimed at fostering safer communities, enhancing law enforcement effectiveness, and promoting infrastructure security through an integrated and multi-sectoral approach. This plan aligns with the WCG Provincial Strategic Plan Safety Chapter and the Safer City Collaboration Agreement, providing a consolidated roadmap for safety interventions across government departments, municipalities and law enforcement agencies.
Provincial Strategic Plan 2025 - 2030	This Provincial Strategic Plan details how, over the next five years, the department will: 1) build safe and cohesive communities, 2) boost the economy and job creation, 3) empower our people, 4) promote mobility and spatial transformation while at the same time 5) driving innovation within a culture of a truly competent state.
Integrated Crime and Violence Prevention Strategy (ICVPS)	Facilitate engagements with other departments and other stakeholders on implementation of the ICVPS, Report on the implementation of the ICVPS.

Overview of the MTDP 2024-2029

The Medium-Term Development Plan (MTDP) 2024-2029 serves as the five-year strategic plan for South Africa's 7th Administration under the Government of National Unity (GNU), formed following the 29 May 2024 general elections. It acts as the implementation framework for the National Development Plan (NDP): Vision 2030, aligning with its goals while emphasizing development outcomes and economic growth.

The MTDP replaces the Medium-Term Strategic Framework (MTSF) and is designed to focus on fewer, high-impact interventions to drive measurable results. It was approved by Cabinet Lekgotla on 29 January 2025 and is structured around three core strategic priorities:

1. Inclusive growth & job creation (Apex priority) – driving economic interventions across all spheres of government.
2. Reducing poverty & tackling the high cost of living – ensuring social protection and economic inclusion.
3. Building a capable, ethical & developmental state – enhancing governance, law and order and enabling infrastructure.

The WCG aligns its strategies with the MTDP's priorities while maintaining its own provincial mandates through the Provincial Strategic Plan (PSP) and the Provincial Strategic Implementation Plan (PSIP).

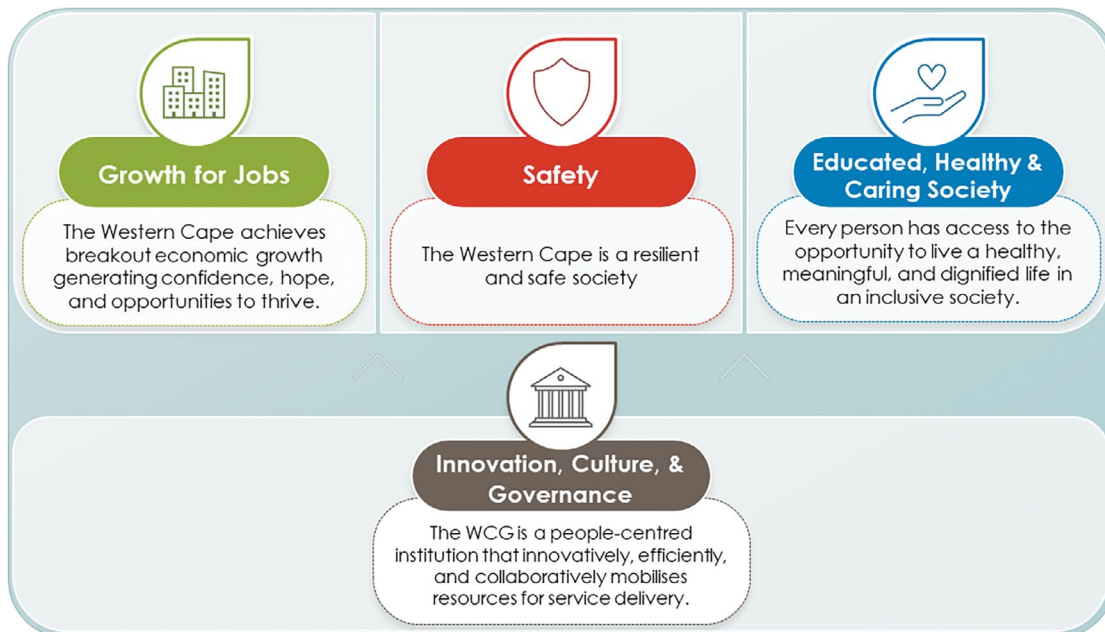
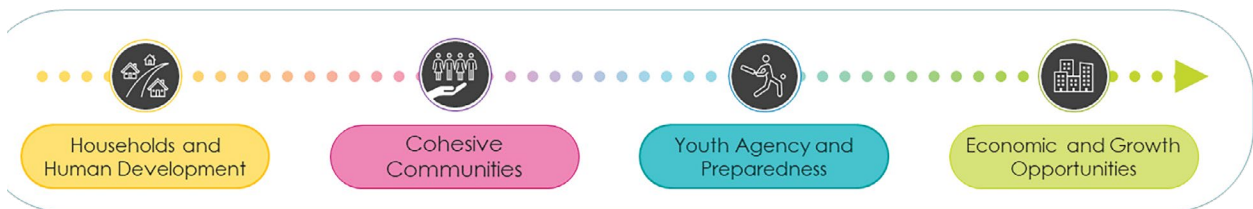
- Economic Growth & Job Creation: WCG will contribute through provincial economic policies, investment attraction, skills development and infrastructure projects that support the national focus on inclusive growth.
- Poverty Reduction & Social Interventions: WCG's social development programs, health initiatives and education reforms will align with the national emphasis on lowering the cost of living.
- Building a Capable State: The WCG's governance innovation, service delivery efficiency and regulatory frameworks will support the national goal of strengthening institutional capacity and ethical leadership.

Provincial Strategic Plan 2025-2030

The Provincial Strategic Plan (PSP) 2025-2030 sets out the Western Cape Government's (WCG) strategic priorities and goals for the next five years. It provides overarching direction for government action, focusing on people-centred outcomes that drive meaningful change for residents.

Overview of Provincial Strategic Plan 2025-2030

HELPING BUSINESSES GROW AND CREATE JOBS EQUIPPING YOU TO GET THOSE JOBS



Provincial Portfolios

The implementation of the PSP is driven by four Provincial portfolios. The portfolios are clusters of Departments that provide strategic direction and coordinate efforts to implement programmes aligned with the Western Cape Government's key priorities. These priorities span economic, safety, social and institutional policy domains.

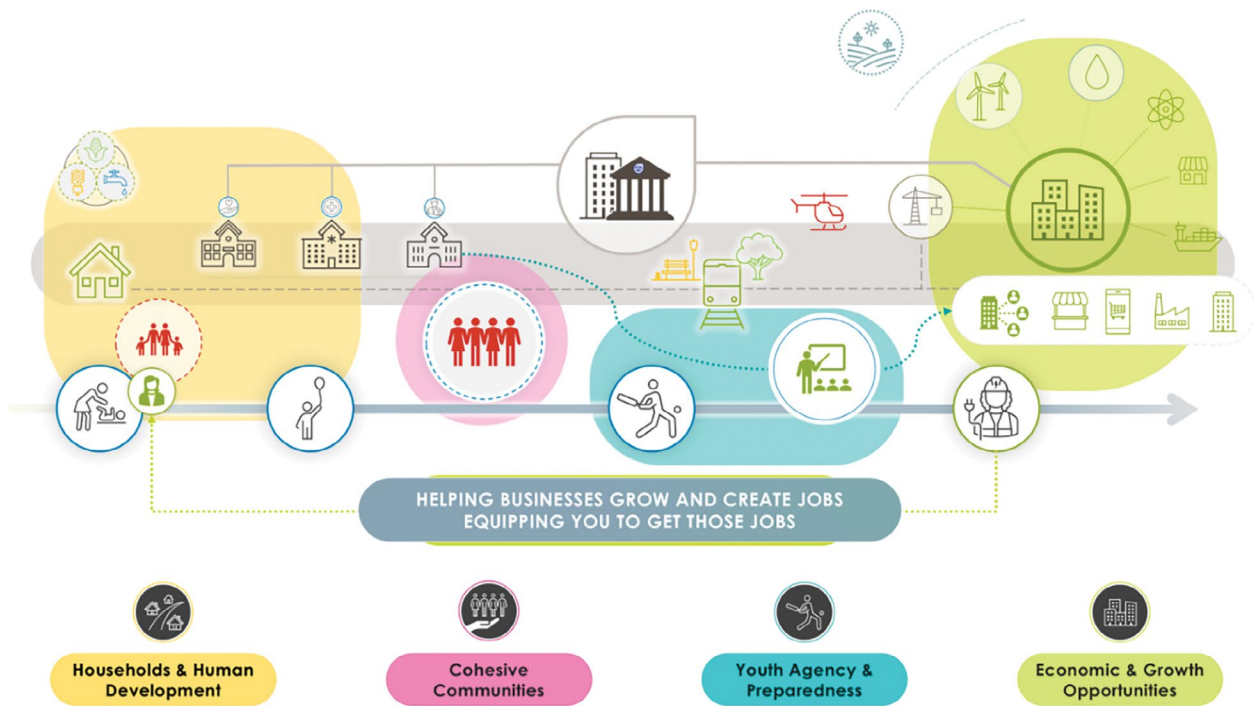
The portfolios monitor and steer high-priority projects and programmes, ensuring a cohesive and coordinated approach to achieving shared outcomes. Each Department contributes to one or more portfolios by implementing targeted interventions that support the intended impact of that portfolio.

The four strategic portfolios are:

	 <p>Growth for Jobs</p>	<p>The Western Cape achieves breakout economic growth generating confidence, hope and opportunities to thrive.</p>
	 <p>Educated, Healthy, and Caring Society</p>	<p>Every person has access to the opportunity to live a healthy, meaningful and dignified life in an inclusive society</p>
	 <p>Safety</p>	<p>The Western Cape is a resilient and safe society.</p>
	 <p>Innovation, Culture, and Governance</p>	<p>The WCG is a people-centred institution that innovatively, efficiently and collaboratively mobilises resources for service delivery</p>

Integrated Impact Areas

To maximise the effectiveness of government interventions, the PSP follows a life course and systems approach. This means that policies and programmes consider the needs and responsibilities of residents from childhood to old age, ensuring government services are structured accordingly.



The PSP promotes an integrated approach where Departments and entities work together towards the Integrated Impact outlined for each of the four areas of the life course.

These integrated impact areas are:

	Households and Human Development	Creating safe, healthy environments that promote lifelong development and self-sufficiency
	Cohesive Communities	Strengthening social ties to build safe, caring and resilient communities.
	Youth Agency & Preparedness	Empowering young people with the skills and opportunities to participate in society, access economic opportunities and continue learning.
	Economic & Growth Opportunities	Expanding economic opportunities and fostering confidence, hope and prosperity.

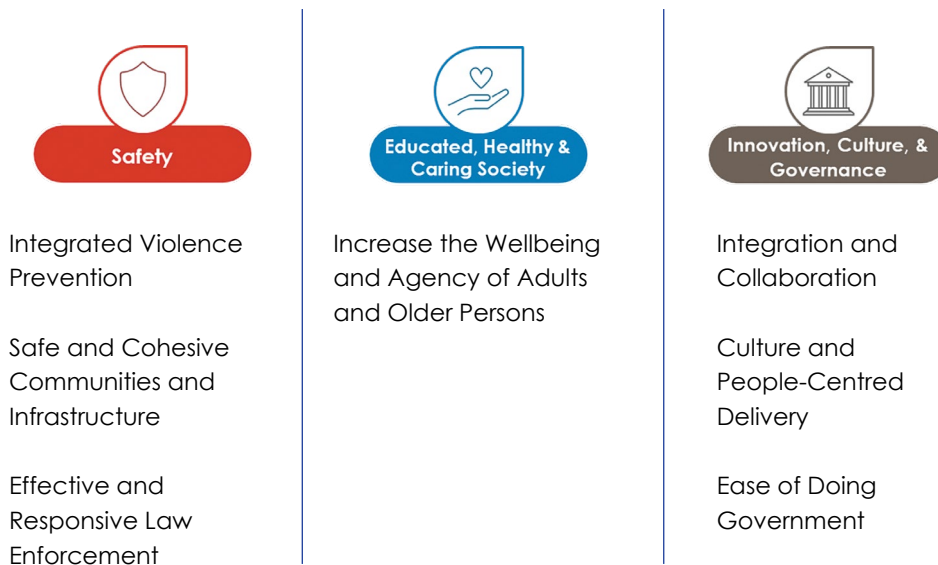
In addition, two transversal areas address broader structural and environmental factors that shape service delivery and enable people along the entire life course:

Resource Resilience	Creating safe, healthy environments that promote lifelong development and self-sufficiency
Spatial Transformation, Infrastructure and Mobility	Strengthening social ties to build safe, caring and resilient communities.

Department's Alignment with PSP Focus Areas

The PSP outlines key focus areas that align with its Portfolios and Integrated Impact Areas. Each department aligns its Strategic Plan with these focus areas to ensure a coordinated approach to achieving provincial priorities.

Key focus areas for the Department of Police Oversight and Community Safety include:



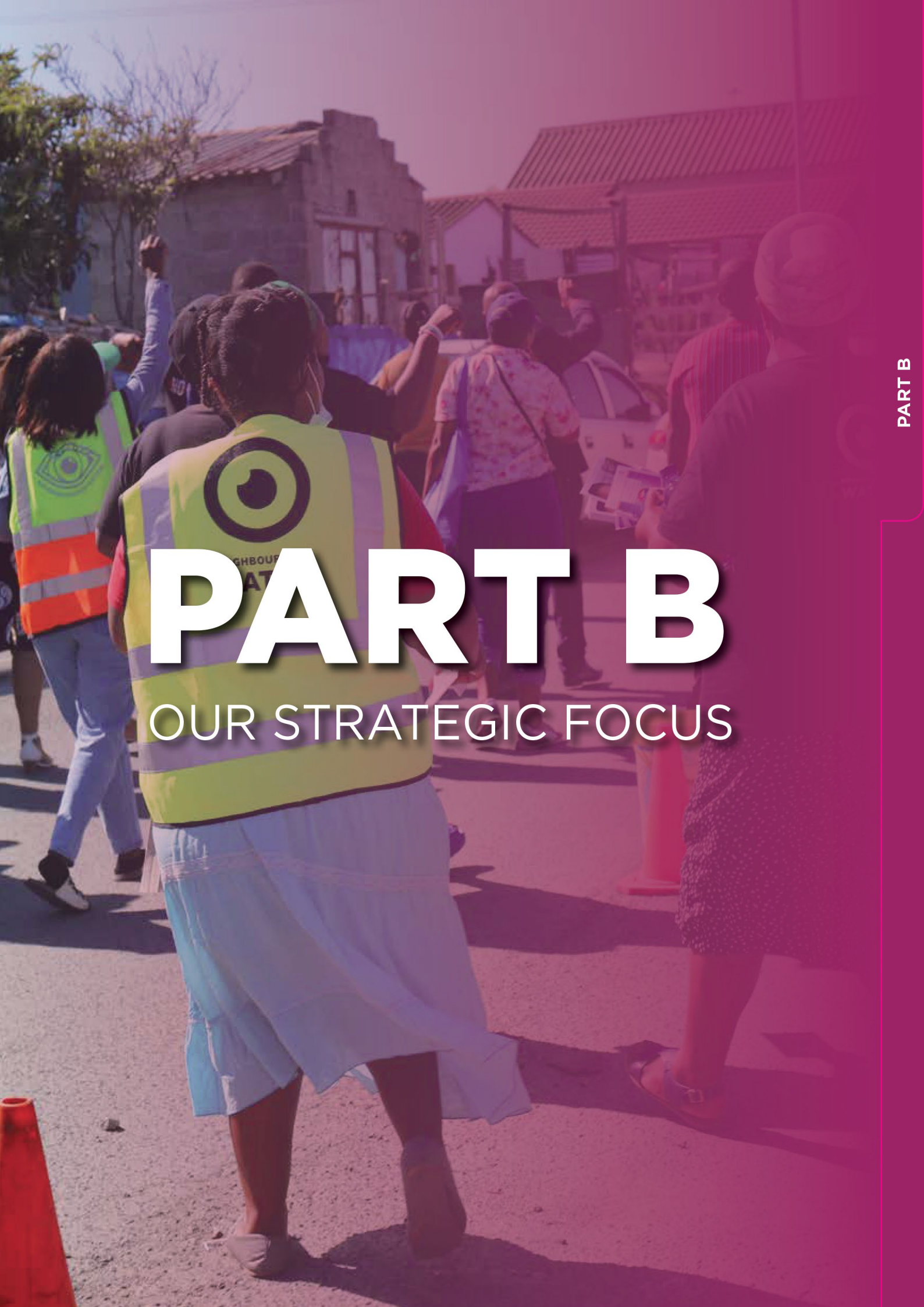
Through the above focus areas, the Department contributes to integrated impact in Households and Human Development, Cohesive Communities, Youth Agency and Preparedness, Economic and Growth Opportunities and Spatial Transformation, Infrastructure and Mobility.

4. RELEVANT COURT RULINGS

None.

PART B

OUR STRATEGIC FOCUS



PART B: OUR STRATEGIC FOCUS

5. VISION

Communities are safe, caring and resilient.

6. MISSION

To enhance the safety and resilience of the Western Cape residents through violence prevention and community empowerment initiatives, improving the effectiveness and responsiveness of law enforcement and fostering a safe and secure working environment for WCG employees.

7. VALUES

The core values of the Western Cape Government, to which the Department subscribes, are as follows:

	<p>Caring To care for those we serve and work with</p>
	<p>Integrity To be honest and do the right thing</p>
	<p>Accountability We take responsibility</p>
	<p>Responsiveness To serve the needs of our citizens and employees</p>
	<p>Competence The ability and capacity to do the job we were employed to do</p>
	<p>Innovation To be open to new ideas and develop creative solutions to challenges in a resourceful way</p>

8. SITUATIONAL ANALYSIS

8.1 External Environment Analysis

South Africa is a particularly violent country, with one of the highest homicide rates in the world¹. For several years, both the number of murders and the murder rates² have escalated steadily. South Africa also experiences high levels of crimes, particularly serious violent crimes, including robbery, assault, and violence against women and children³. From a macro perspective, the high level of crime is supported by the triple challenge of poverty inequality⁴.

Research suggests that crime and violence are inextricably linked to poverty in South Africa,⁵ is supported by the notion that the economy is characterised by high levels of poverty and unemployment. Thus creating and reinforcing the enabling conditions for the proliferation of violent crimes. Crime generates considerable costs that impacts on society and the individual,⁶ and is estimated at 10% of the Gross Domestic Product (GDP) annually⁷. According to a study conducted by the World Bank, when comparing the economic cost of crime in South Africa for the period 2021 to 2022, it indicated an increase of R1.08 trillion. Additionally, the Global Peace Index (GPI) released statistics in 2023 that estimates the cost of violence at approximately R3.3 trillion in 2022, 15% of the country's GDP, with the cost of violence for South Africa, estimated at R55 133.96 per capita⁸.

South Africa's population growth of 1.4% over the past decade, 2013 to 2022, contributed to the current unemployment crisis. However, the economy exhibited an average annual growth rate of 1.0%, resulting in a per capital decline⁹.

According to the Provincial Economic Review Overview (PERO), South Africa's population reached an estimated 63.014 million in 2024, representing a 3% increase from the previous year.

The Western Cape's record of consistently maintaining the lowest unemployment rate in the country makes it a logical destination for migration of unemployed citizens from neighbouring provinces. In addition, the province is also experiencing a continuous steady influx of foreign nationals that choose to relocate for economic opportunities.

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- 1 Lamb, G. (2022) Small Arms and Ammunition in South Africa. Briefing Paper August 2022. Safer World. [Online. <https://www.saferworld-global.org/resources/publications/1399-small-arms-and-ammunition-in-south-africa>][Accessed 25 July 2024].
 - 2 The murder rates refer to the number per 100 000 of the population.
 - 3 Jamieson, L., Mathews, S. and Röhrs, S., 2018. Stopping family violence: Integrated approaches to address violence against women and children. *Children, Families and the State*, 1, pp.81-92. [Online.https://health.uct.ac.za/sites/default/files/content_migration/health_uct_ac_za/547/files/Stopping%2520family%2520violence%2520-%2520integrated%2520approaches%2520to%2520violence%2520against%2520women%2520and%2520children.pdf][Accessed 25 July 2024]
 - 4 Department: Civilian Secretariat for Police Service. National Policing Policy Presentation to the MINMEC. September 2024
 - 5 Neethling, B. (2023). Violence cost South Africa R3.3 trillion. [online] Available at: <https://dailyinvestor.com/south-africa/21688/violence-cost-south-africa-r3-3-trillion/> [Accessed: 23 May 2024].
 - 6 The World Bank (2023). Raising South Africa's Economic Prospects by Curbing Crime. [online] Available at: <https://www.worldbank.org/en/news/press-release/2023/11/20/raising-south-africa-s-economic-afe-1123-prospects-by-curbng-crime> [Accessed: 23 May 2024].
 - 7 Raising South Africa's Economic Prospects by Curbing Crime (worldbank.org) press release November 22, 2023 [Online. <https://www.worldbank.org/en/news/press-release/2023/11/20/raising-south-africa-s-economic-afe-1123-prospects-by-curbng-crime#:~:text=The%20fourteenth%20edition%20of%20the%20South%20Africa%20Economic,encompassing%20security%20and%20insurance%3B%20and%20missed%20economic%20opportunities.>] [Accessed 23 May 2024]
 - 8 South African Government, Statistics of South Africa, Quarterly Labour Force Survey, Quarter 1: 2024
 - 9 Provincial Economic Review Overview (PERO) 2024. Western Cape Government.

The Western Cape has an estimated population of 7.563 million individuals¹⁰. The Western Cape is the third largest province and makes up 12.0% of the country's population. As part of the top three, the Western Cape (12%), Gauteng (25.3%) and KwaZulu-Natal (19.5%) collectively hold a significant portion (56.8%) of the country's population.

The Western Cape is experiencing a youth bulge, characterised by a relatively high proportion of the population aged 15 to 34. Whilst this bulge has the potential to accelerate economic growth, youth unemployment rates in the Western Cape remain high (33.2%), and several systemic obstacles continues to hamper the potential for absorption of youth into the labour force¹¹.

10 Provincial Economic Review Overview (PERO) 2024. Western Cape Government.

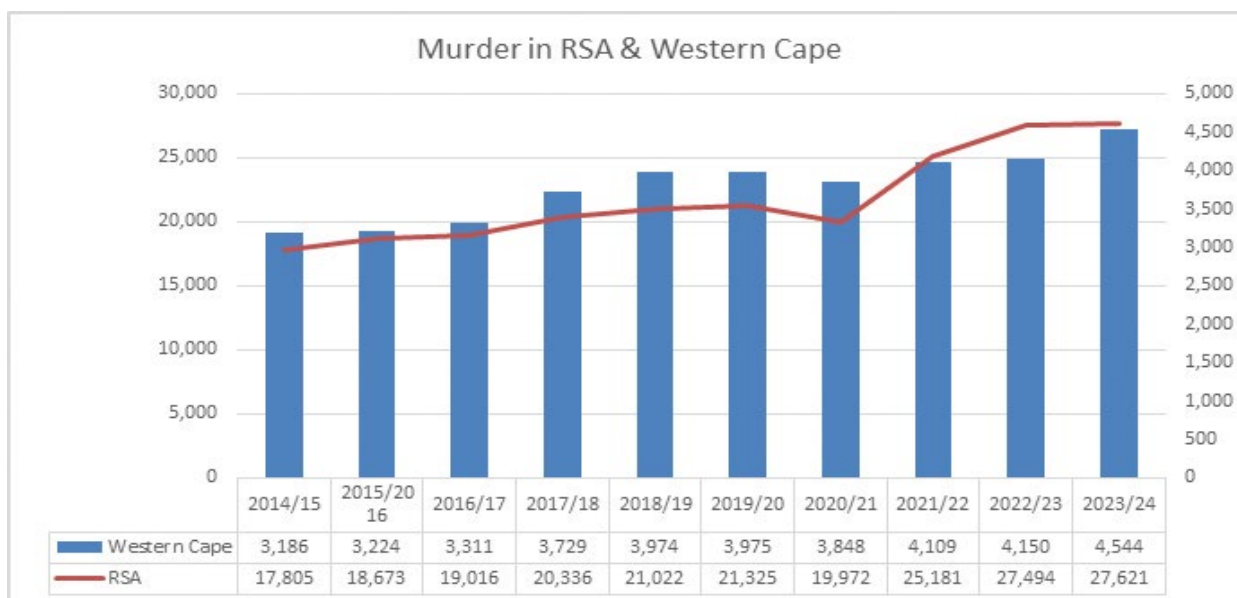
11 Provincial Economic Review Overview (PERO) 2024. Western Cape Government.

CRIME STATISTICS:

Over the 10-year period from 2014/15 to 2023/24, murder increased by 55.1% nationally, and by 42.6% in the Western Cape from 3 186 in 2014/15 to 4 544 in 2023/24. This represents an alarming increase both nationally and in the Western Cape.

When comparing the 2022/23 and 2023/24 financial years, murder in the Western Cape increased by 9.5%, from 4 150 in 2022/23 to 4 544 in 2023/24. However, nationally murder increased by 0.5% over the same period¹². While the rate of increase slowed down in the Western Cape in the previous financial year (2022/23), it increased significantly in 2023/24. See Figure 1 below for a ten-year murder trend analysis for the period 2014 to 2024.

Figure 1: Murder in the Republic of South Africa compared with the Western Cape: 2014/15 to 2023/24



12 National Government. South African Police Services. Annual Crime Statistics 2023/24.

Table 1: Top murder precincts in the Western Cape: 2019/20 to 2023/24¹³

Prov Position	RSA Position	Station	2019/20	2020/21	2021/22	2023/24	2023/24	Count Diff	(%) Change
1	2	Delft	265	224	268	277	275	-2	-0.7%
2	3	Nyanga	185	203	164	235	269	34	14.5%
3	4	Gugulethu	157	145	165	165	259	94	57.0%
4	5	Mfuleni	165	172	232	227	257	30	13.2%
5	8	Harare	162	189	218	203	227	24	11.8%
6	10	Khayelitsha	251	265	197	167	209	42	25.1%
7	15	Philippi East	156	183	110	165	165	0	0.0%
8	16	Kraaifontein	137	196	237	210	165	-45	-21.4%
9	25	Mitchells Plain	115	103	101	125	145	20	16.0%
10	36	Philippi	78	67	64	81	112	31	38.3%
11	38	Bishop Lavis	77	74	71	65	111	46	70.8%
12	39	Samora Machel	106	115	129	129	110	-19	-14.7%
		Total Top 12	1,854	1,936	1,956	2,049	2,304	255	12%
		Western Cape	3,975	3,848	4,109	4,150	4,544	394	9.5%
		Contribution to WC total	47%	50%	48%	49%	51%	65%	

Table 1 provides a trend analysis of the top murder precincts in the Western Cape between 2019/20 to 2023/24.

The province encompasses 152 police precincts grouped into six policing districts¹⁴. The six policing districts are: City of Cape Town (CoCT) District, Garden Route District, Central Karoo District, Overberg District, West Coast District and Cape Winelands District. In addition, the City of Cape Town is sub-divided into six sub-districts.

Poverty and inequality are known to be catalysts of violent crime, with the ten high risk crime areas referred to as "crime hotspots" by the South African Police Service (SAPS)¹⁵, being amongst the most impoverished and densely populated areas in the Western Cape situated on the Cape Flats. There were 4 544 murders recorded in the 2023/24 year. The top ten police stations in the Western Cape account for 46% of murder in the 2023/24 financial year. The top five precincts with the highest recorded murder, as indicated, remains Delft (275 in 2023/24), followed by Nyanga (269), Gugulethu (259), Mfuleni (257) and Harare (227) for the same period, see table 1. Spatially the highest concentration of reported murder is located on the Cape Flats, with areas in close proximity to one another¹⁶. See figure 2 below mapping the spatial location of these crime hotspots for 2023. Table 1 provides a trend analysis of the top murder precincts in the Western Cape, whereas figure 1 represents the top murder stations in the Western Cape for 2023/24.

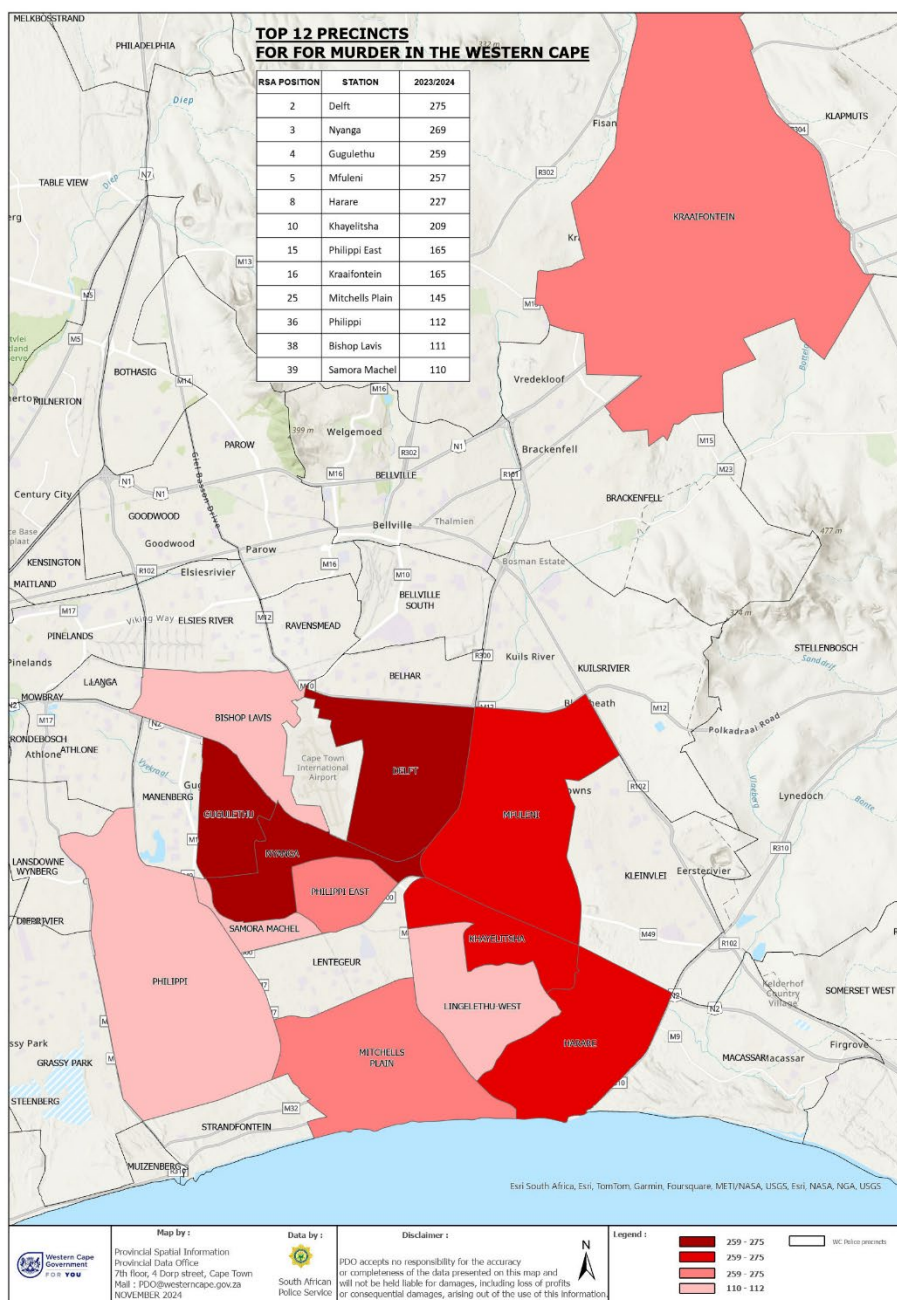
13 National Government. South African Police Service 2023/24 crime statistics.

14 Up to the July 2022 clusters or regions included Beaufort West, Blue Downs, Cape Town, Da Gamaskop, Eden, Khayelitsha, Milnerton, Mitchells Plain, Nyanga, Overberg, Tygerberg, Vredenburg, Vredendal, Winelands, Worcester and Wynberg. These include the five district municipalities, namely the West Coast, Cape Winelands, Overberg, Garden Route, Central Karoo, and the City of Cape Town Metropolitan Municipality.

15 South African Government. Statistics of South Africa, Quarterly Labour Force Survey, Quarter 1: 2024.

16 Western Cape Government. Department of Community Safety. 2022. Western Cape Crime Analysis 2021 - 2022:3

Figure 2: A hotspot representation of the top 12 murder stations in the Western Cape 2023/24



Source: SAPS Crime Statistics 2023/24.

Figure 2 is an expanded view of the 12 policing precincts, representing the top murder stations in the Western Cape for the 2023/24 financial year.

As aforementioned crime and violence are concentrated in a small number of police precincts. The top 12 police stations in the Western Cape accounts for 51% of murder in the 2023/24 financial year (Table 1 above). These 12 stations accounted for 65% of the increase in murder in the province, suggesting that murder is increasing more in these areas than in other areas in the province. The top nine stations in the province are among the top 30 in the country, with Delft occupying 2nd position nationally, Nyanga 3rd, Gugulethu 4th and Mfuleni. 5th for the year. See Table 2 below for the top ten murder police precincts per district municipality.

Table 2 provides the breakdown of the top 10 murder police precincts per rural district municipality

Top 10	District	Top 10 Murder Police Precincts	Apr 2020 to March 2021	Apr 2021 to March 2022	Apr 2022 to March 2023	Apr 2023 to March 2024	Diff 23/24-22/23	% Diff 23/24-23/24
1	Cape Winelands	Worcester	51	58	48	60	12	25.0%
2	Overberg	Grabouw	41	63	72	58	-14	-19.4%
3	Garden Route	Thembaletu	32	46	54	49	-5	-9.3%
4	Garden Route	Kwanonqaba	33	34	32	47	15	46.9%
5	Cape Winelands	Paarl East	40	38	43	46	3	7.0%
6	Cape Winelands	Mbekweni	41	42	32	42	10	31.3%
7	Cape Winelands	De Doorns	26	22	30	39	9	30.0%
8	Cape Winelands	Wellington	22	22	21	33	12	57.1%
9	Cape Winelands	Stellenbosch	22	39	33	26	-7	-21.2%
9	Overberg	Hermanus	27	26	25	26	1	4.0%
10	West Coast	Vredenburg	21	22	23	25	2	8.7%

Source: SAPS Crime statistics

The leading causal factors of murder in the Western Cape for the 2023/24 year were arguments and misunderstandings (20.05%), followed by gang-related murders (18.79%). Retaliation and revenge accounted for 13.07% of murders and vigilante violence for 6.12%. Aggravated robbery-related murders made up 8.36% of murders. There were 74 taxi-related murders in the year (1.61% of murders)¹⁷.

Arguments and misunderstandings contribute to the highest percentage of murder, indicating the level of conflict in communities and inability to deal with these in non-violent ways. These conflicts are often also associated with alcohol and drug misuse. Other factors within the community and wider society that contribute to crime includes access to firearms and ammunition, gangs, the supply of illicit drugs and high-income inequality¹⁸.

The top 10 stations for argument-related murders contributed to 16.63% of murders in the province, with Delft and Kraaifontein police stations accounting for the majority of these. Knives and sharp objects were the most frequently used weapons in these murders, and 2.4% occurred near liquor outlets¹⁹.

¹⁷ SAPS Western Cape Annual Report for the period 2023/24, page 64.

¹⁸ World Health Organisation on Youth Violence, 11 October 2023

¹⁹ SAPS Western Cape Annual Report for 2023/24, page 65

The 2023/24 crime statistics in relation to sexual offences is presented comparatively in table 3 below, and comprises of rape, sexual assault, attempted sexual offences and contact sexual offences. Sexual offences increased overall by 2.9% in the province between 2022/23 and 2023/24. Rape decreased by 4.1%, sexual assault decreased by 2.9%, attempted sexual offences increased by 5.7% and contact sexual offences increased by 9.7%.

Table 3 provides the breakdown of the sexual offences in the Western Cape between 2019/20 to 2023/24

Sub-categories of sexual offences	2019/20	2020/21	2021/22	2022/23	2023/24	Count Diff	(%) Change
Rape	4,877	4,442	4,843	5,029	4,825	-204	-4.1%
Sexual assault	1,910	1,440	1,627	1,674	1,625	-49	-2.9%
Attempted sexual offences	274	321	389	406	429	23	5.7%
Contact sexual offences	242	234	304	185	203	18	9.7%
TOTAL SEXUAL OFFENCES	7,303	6,437	7,163	7,294	7,082	-212	-2.9%

Source: SAPS Crime statistics

GENDER-BASED VIOLENCE:

Gender-based violence (GBV) is a systemic problem in South Africa, impacting on almost every aspect of life. GBV (which disproportionately affects women and girls) is deeply entrenched in institutions, cultures and traditions in South Africa. GBV can be broadly defined as the "general term used to capture violence that occurs as a result of the normative role expectations associated with the gender (and sexuality) associated with the sex assigned to a person at birth, as well as the unequal power relations between the genders, within the context of a specific society²⁰." GBV includes physical, sexual, verbal, emotional, and psychological abuse or threats of such acts or abuse, coercion and economic, social contact or educational deprivation, whether occurring in public or private life, in peaceful times or during armed or other forms of conflict, and may cause physical, sexual, psychological, emotional or economic harm. It is argued that in South Africa, the primary driver of GBV is based on the gender inequality rooted in patriarchy. According to an article in Safer Spaces, it is noted that "GBV (and Intimate Partner Violence (IPV) in particular) is more prevalent in societies where there is a culture of violence, and where male superiority is treated as the norm". It is also indicated that in South Africa, GBV "pervades the political, economic and social structures of society and is driven by strongly patriarchal social norms and complex and intersectional power inequalities, including those of gender, race, class and sexuality"²¹.

The Department mainstreams initiatives that place emphasis on young women and aligns its service delivery initiatives to national and provincial policies and plans, such as the National Strategic Plan on Gender-Based Violence and Femicide and WCG GBV Strategy. The WCG GBV Strategy is led by the Department of Social Development, with the Department contributing toward the GBV implementation plan and participates in the Provincial Transversal Forum.

20 Bloom, Shelah S. 2008. "Violence Against Women and Girls: A Compendium of Monitoring and Evaluation Indicators."

Carolina Population Center, MEASURE Evaluation, Chapel Hill, North Carolina.

<https://www.measureevaluation.org/resources/publications/ms-08-30> (in Safer Spaces online)

<https://www.saferpaces.org.za/understand/entry/gender-based-violence-in-south-africa#:~:text=In%20South%20Africa%20in%20particular,sexuality.%E2%80%9D%20%5B19%5D.>

<https://www.saferpaces.org.za/understand/entry/gender-based-violence-in-south-africa#:~:text=These%20factors%20interact%20with%20a,economic%20inequality%2C%20and%20substance%20abuse.> [Accessed 14 November 2024]

21 [Online.<https://www.saferpaces.org.za/understand/entry/gender-based-violence-in-south-africa#:~:text=These%20factors%20interact%20with%20a,economic%20inequality%2C%20and%20substance%20abuse.>] [Accessed 14 November 2024]

CLIMATE CHANGE:

Within the Southern African context, particularly, migration into South Africa has been related to the search for better economic opportunities and environmental refugees within the context of climate change. Many of the global risks posed by climate change effects are concentrated in urban areas. Repeated exposure to climate change hazards, such as flooding and droughts resulting in the displacement of people, will lead to an increase in environmental migration²². Whilst the displacement affects the cultural norms and networks of those migrating, the communities receiving migrants and refugees must cope with the repercussions of incorporating large influxes of people into new environments.

The Western Cape Government (WCG) Vision is to be a net zero emissions and climate resilient province by 2050, built on an equitable and inclusive economy, and a society that thrives despite the shocks and stresses posed by climate change²³. Within the context of poverty, inequality, unemployment, and the impact crime it is noted that with climate change acceleration will exacerbate existing social, economic and environmental challenges, which can contribute to insecurity at local and even international levels. With the increase of floods, fires and drought in the Western Cape (WC), this further exacerbates the divide in the contributors of crime. Research suggests that climate change, crime and violence have direct and indirect interconnections²⁴.

The WCG climate change response strategy 2050 speaks to ensuring involvement of local communities by applying community-based adaptation principles in resilience-building program response strategy as well as creating reporting mechanisms that will collect climate change-related data, with a specific focus on gender disaggregated data (WCG, 2023; UNEP, 2020, 2021, 2022)²⁵.

The Department is aligned to this policy and participates in the Climate Change Forum.

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- 22 Climate change is projected to increase risks for people, assets, economies and ecosystems, including risks from heat stress, sea-level rise and storm surges, extreme precipitation, inland and coastal flooding, air pollution, food insecurity, water scarcity and drought. Springer, F., Faruquzzaman, O., Khalil, C. & Munger, F. (2021). Background Document: Exploring the Link between Climate Change and Community Safety. VERIS, Laurier University, Ontario, Canada
[Accessed online <https://safercities.ca/wp-content/uploads/2022/03/2021-05-Background-Document-Exploring-the-Link-Between-Climate-Change-Hazards-and-Community-Safety.pdf>]
- 23 Western Cape Government (WCG) (2023) Western Cape Climate Change Response Strategy Vision 2050.
- 24 Springer, F., Faruquzzaman, O., Khalil, C. & Munger, F. (2021). Background Document: Exploring the Link between Climate Change and Community Safety. VERIS, Laurier University, Ontario, Canada.
[Accessed online <https://safercities.ca/wp-content/uploads/2022/03/2021-05-Background-Document-Exploring-the-Link-Between-Climate-Change-Hazards-and-Community-Safety.pdf>]
- 25 Western Cape Government (WCG) (2023) Western Cape Climate Change Response Strategy Vision 2050.

DRIVERS OF CRIME:

Whilst it is noted that there are many drivers of crime nationally, in the Western Cape key drivers are the proliferation of firearms and organised crime in the form of gangs, extortion rackets and substance abuse. These drivers are not unrelated to national concerns of poverty, unemployment, interpersonal violence and violence-promoting norms to ignite and sustain high levels of serious violence²⁶.

The drivers of crime in rural areas are complex and deeply rooted in various socio-economic factors. According to the literature, poverty and unemployment are significant risk factors, particularly in rural Western Cape communities. High unemployment rates, especially among youth, create conditions of economic deprivation that can drive individuals towards criminal activities for survival or income generation. This economic instability is often closely linked to substance abuse, another major contributor to crime and violence in rural areas, according to literature. The relationship between poverty, unemployment and substance abuse creates a vicious cycle that perpetuates criminal behaviour²⁷.

POVERTY AND UNEMPLOYMENT:

South Africa's history of colonialism and apartheid has entrenched extreme inequality, poverty, high levels of unemployment and structural violence²⁸. As aforementioned, unemployment is both a catalyst and a result of high levels of crime and violence. According to the Council for Scientific and Industrial Research (CSIR), high levels of unemployment and poverty poses a high risk to national security in South Africa as they are drivers of crime and instability, and feed into unrest²⁹.

Youth unemployment³⁰ in South Africa is unacceptably high for first-time jobseekers, With the unemployment rate, young females often encounter challenges to secure decent employment compared to their male counterparts. Education emerges as a key determinant in enhancing access to better job prospects³¹.

When comparing unemployment statistics of the first quarter of 2024 with same period of 2023, approximately 10.3 million young people aged 15 - 24 years were unemployed, of which 35.5% were Not in Employment, Education, or Training (NEET). In both Q1: 2023 and Q1: 2024, more than four in every ten young people were not in employment, education or training. These statistics present a context of youth trapped in poverty and socio-economic deprivation, increasingly impacting on their health and wellbeing³².

26 Department of Community Safety. (2022). Western Cape Crime Analysis 2021 - 2022:14.

27 Western Cape Government. Western Cape Department of Agriculture. 2024. Rural Safety Evaluation and Strategy. Draft Research Report, 1/3/25.

28 Lamb, G. (2022) Small Arms and Ammunition in South Africa. Briefing Paper August 2022. Safer World. [Online. <https://www.saferworld-global.org/resources/publications/1399-small-arms-and-ammunition-in-south-africa>] [Accessed 25 July 2024].

29 Martin, G. (2022). Poverty and inequality are a national security risk to South Africa. [online] Available at: [Online.<https://www.defenceweb.co.za/featured/poverty-and-inequality-are-a-national-security-risk-to-south-africa/>] [Accessed: 24 May 2024].

30 Youth unemployment could be attributed to various reasons, such as population growth, lack of experience, inadequate job searching methods, and lack of career guidance in schools.

31 Cloete, A., 2015. Youth unemployment in South Africa-a theological reflection through the lens of human dignity. *Missionalia: Southern African Journal of Mission Studies*, 43(3), pp.513-525.

32 South Africa Government, Statistics of South Africa, Quarterly Labour Force Survey, Quarter 1: 2024.

YOUTH (Not in Employment, Education and Training):

Youth on the Cape Flats are constantly confronted with crime, high levels of violence and issues of safety, often emanating from gang wars and organised crime. Since violence undermines efforts to address unemployment and inequality, it also affects the holistic development of the individual. This, coupled with several risk factors, contribute towards youth violence, such as the early involvement with alcohol and substances, low intelligence and educational achievement from early childhood coupled with low commitment to school and school failure³³.

The impact of violence on a person's life starts before birth and continues throughout the life course with inter-generational effects. Young children who are exposed to high level of community danger and intimate partner violence within the home were displaying symptoms of anxiety, depression, aggression, poor emotional and emotional adjustment, such as oppositional, deviant and hostile behaviour or patterns of that weakens social relationships.

According to the World Health Organisation (WHO), youth violence is estimated at 193 000 homicides annually, among young people between 15 and 29 years, making it one of the leading causes of death for people in this age bracket. Youth homicide rates vary dramatically between and within countries, with statistics between 2000 - 2019 indicating that middle- and lower- income countries are the greater contributors to youth homicides. The most impoverished sectors of society, marked by significant wealth gaps between the rich and the poor, consistently exhibit the highest rates of youth violence. Economic disparities exacerbate frustration and despair among disadvantaged youth, leading to an environment where violence becomes a common outlet³⁴.

Youth homicide and non-fatal violence not only contribute greatly to the global burden of premature death, injury and disability, but also have a serious, often lifelong, impact on a person's psychological and social functioning³⁵. For every young person killed by violence, many sustain injuries that require hospital treatment. Firearm attacks result more often in fatal injuries than assaults that involve fists, feet, knives and blunt objects³⁶. A case in point is the Khayelitsha hospital³⁷ trauma unit, that prepares itself for the worst, for weekends that fall on the month end, referred to as "peak hour" in the medical field.

Preventing youth violence requires a comprehensive approach that addresses the social determinants of violence, such as income inequality, rapid demographic and social change and low levels of social protection³⁸.

Achieving sustainable gains will require an increase in economic mobility and enhance access to education, social protection and employment opportunities.

33 World Health Organisation, Youth Violence, 31 October 2024. [online] Available at: <https://www.who.int/news-room/fact-sheets/detail/youth-violence/> [Accessed: 20 January 2025].

34 World Health Organisation, Youth Violence, 31 October 2024. [online] Available at: <https://www.who.int/news-room/fact-sheets/detail/youth-violence/> [Accessed: 20 January 2025].

35 World Health Organisation, Youth Violence, 31 October 2024. [online] Available at: <https://www.who.int/news-room/fact-sheets/detail/youth-violence/> [Accessed: 20 January 2025].

36 World Health Organisation, Youth Violence, 31 October 2024. [online] Available at: <https://www.who.int/news-room/fact-sheets/detail/youth-violence/> [Accessed: 20 January 2025].

37 The largest black township in the Western Cape, located in Khayelitsha on the Cape Flats.

38 World Health Organisation, Youth Violence, 31 October 2024. [online] Available at: <https://www.who.int/news-room/fact-sheets/detail/youth-violence/> [Accessed: 20 January 2025].

FIREARMS:

The South African landscape such as insufficient controls, enables the proliferation, availability and diversion of illegal firearms, despite recent regional and international initiatives. Illicit firearms and ammunition play a significant role in high levels of violent crime in South Africa³⁹. The crime statistics for the year, highlighted how violence continues to pose significant threats to lives and livelihoods. Rising violent crimes, such as cash-in-transit heists and armed robberies, share a common factor: the fact that illegal firearms are readily available.

According to Gun Free South Africa, violence has become the leading cause of violent crimes in the country, with 30 gun-related killings taking place in South Africa daily. From 2016 to 2021, there was a 54.8% increase in the number of people killed or who suffered gun-related injuries. In 2023/24, firearms accounted for 51.6% of murders in the province and for 68% of attempted murders⁴⁰.

The destruction of firearms is an important aspect of law enforcement and public safety to prevent illegal firearms from falling into the wrong hands, and to reduce the risk of firearm-related crimes. The destruction of firearms typically entails rendering them permanently inoperable or reducing them to a state in which they can no longer be used, which is essential for combating the proliferation of firearms⁴¹. Gun Free South Africa suggests that better gun control and safety measures community safety and a reduction in violent crime will be easier to achieve, in that it has the potential for reducing crimes such as hijackings, armed robberies and murders.⁴²

The Department has been working closely with SAPS, law enforcement and the National Prosecuting Authority (NPA) to reduce the number of illegal firearms and ammunition available in the communities. The Department has relaunched a reward system that seeks to encourage residents to report the location of illegal firearms by dialling 021 466 0011. This initiative aims to ensure that illegal firearms are removed from our communities.

ALCOHOL HARMS:

The Western Cape has a long history of alcohol abuse, with significant social, economic and health costs. Alcohol-related harms are destroying lives, tearing apart the social fabric and hampering socio-economic development. However, there is a lack of integrated and sustained support for effective interventions to reduce alcohol-related harms.

Whilst alcohol is the most frequently abused substance in the Western Cape, drinking alcohol is often seen as an acceptable social activity, with the province producing some of the greatest wine producers in the world. It is, however, noted that the province is still suffering the consequences of the “dop” system – a practice where farm workers were “paid” with a daily supply of cheap wine.

Commitment in leadership and coherence in policy with the ability to monitor, evaluate and provide feedback on results, are critical success factors in reducing alcohol-related harms. Placing emphasis on building partnerships with various stakeholders in the private sector, non-public sector, individuals and families, through addressing social ills, unhealthy lifestyles, gangsterism, violence, substance and alcohol abuse, community ownership and active citizenry will be promoted. Social inclusion and wellness will be improved through greater community participation in physical activities like sport, recreation and cultural activities⁴³.

39 Lamb, G. (2022) Small Arms and Ammunition in South Africa. Briefing Paper August 2022. Safer World.

[Online. <https://www.saferworld-global.org/resources/publications/1399-small-arms-and-ammunition-in-south-africa>] [Accessed 25 July 2024].

40 SAPS Western Cape Annual Report for 2023/24.

41 Integrated Emergency Response (2023). The Rise In Gun Violence in South Africa, 30 March. [online] Available at: <https://www.ier.co.za/the-rise-in-gun-violence-in-south-africa/#:-:text=According%20to%20the%202020%2D21,who%20suffered%20gun%2Drelated%20injuries> [Accessed: 25 July 2024].

42 South African Police Service Annual Report, 2022/23

43 Western Cape Government, Department of Police Oversight and Community Safety Annual Performance Plan 2024/25, Page 23

The role of the Western Cape Liquor Authority (WCLA)⁴⁴ in ensuring that liquor outlets and traders are compliant and trading in a responsible manner, continues to be very important. It is vital that the harms associated with liquor are addressed, and indulging in liquor responsibly will help in this regard. The WCLA remains committed to not only ensuring compliance, but to assist businesses to run smoother, and for outlets to create jobs and the growth of our economy, and to assist in creating improved and more cohesive environments for our residents, ultimately creating safer communities⁴⁵. The WCLA, especially the Liquor Licencing Tribunal (LLT), must be satisfied that any liquor licence sought would serve the public interest if granted. In addition, all existing licences must be operated in a manner that respects the public interest. The association between liquor, crime and trauma in the Western Cape necessitates a targeted approach to liquor regulation. This approach must be dynamic, evidence-based and community-focused to proactively mitigate risks associated with access to and the availability of liquor. The methodology entails the facilitation of public interest with other strategic partners and stakeholders aligned to a mandate to create safe, caring and resilient communities. The WCLA has adopted a risk-based methodology, that aims to inform initiatives that promote greater regulatory compliance. These initiatives will respond to the most challenging aspects that compromises public interest at the most localised level and will be embedded in the local operational plans developed in consultation with stakeholders.

GANGS:

Gang violence is one of the most prevalent causes of murder in the Western Cape, particularly on the Cape Flats. Over the course of five years, gang-related murders contributed between 19% and 23% of the total murders in the province, accounting for 18.79% (854 counts) in 2023/24⁴⁶. Within this period, 45 stations recorded gang-related murders in the province, with 10 stations recording 54% of gang murders. The top contributing stations for gang-related murders are Mitchells Plain, Mannenberg, Philippi, Delft and Bishop Lavis. Many of these cases (68) involved multiple victims. There were also 1,138 gang-related attempted murders during the year, making up 25.4% of attempted murders, and 161 of these involved multiple victims⁴⁷. SAPS identifies contributing factors to gang-related murders to include the drug trade, prostitution and other organised crimes, such as the illegal harvesting and sale of abalone⁴⁸. These murders also result from revenge, retaliation and counterattacks between gangs in conflict to secure their markets and to expand their territory. Other factors include the elimination of witnesses and extortion⁴⁹. Firearms were used in 91.6% of gang-related murders in 2023/24, highlighting that gangs have access to firearms and ammunition, often from illegal sources⁵⁰.

Furthermore, in the Western Cape gangsters are throttling Cape Town by violently muscling in on construction sites, running private security companies, stalking businesspeople and colluding with officials in government and the private sector. Police in the Western Cape have been suspected of colluding with gangs⁵¹. This is particularly distressing, because children and youths are often caught in gun battles amongst gangs. Gangsterism continues to be concentrated on the densely populated Cape Flats which are historically poorer due to the implementation of apartheid policies and the Group Areas Act. Although residents still suffer the brunt of gang-related violence, the reach of gangs extends much further⁵².

44 These functions are in relation to the administration of, and the powers and functions in terms of the Western Cape Liquor Act, 2008 and the regulations made thereunder. The Department performs an oversight role over the WCLA, ensuring that the timeframe and compliance submissions are met in relation to sections 28(3)(b) and 29(3)(b) of the Western Cape Liquor Act, 2008.

45 Western Cape Government, Department of Police Oversight and Community Safety Annual Performance Plan 2024/25, Page 2

46 SAPS Western Cape Annual Report 2023/24, page 64.

47 SAPS Western Cape Annual Report 2023/24, page 67.

48 Department of Police Oversight and Community Safety. 2023. Western Cape Crime Trends 2021/22, p. 29.

49 Ibid.

50 SAPS Western Cape Annual Report for 2023/24, page 66.

51 Dolley, C. 2022. (name of article). Daily Maverick. [Online. <https://www.dailymaverick.co.za/article/2022-11-01-cops-and-mobsters-the-many-murky-claims-of-western-cape-police-officers-cosying-up-to-gangsters/>] [Online. 24 July 2024]

52 Daily Maverick "Gangstas' Paradise – how the 'bullet rule' of gangsters is strangling the life out of SA's Mother City" by Caryn Dolley, 09 December 2023.

SAFETY PERCEPTIONS, TRUST AND CONFIDENCE IN THE POLICE:

Safety perceptions are important to understand in the context of urban neighbourhoods. Warr suggests that fear of crime can lead to increased protection and higher levels of safety for an individual or a group of people. It should, however, be noted that individual- and neighbourhood-level vitality will be impacted, when the perception of fear grows disproportionate to the actual risk.⁵³

Perceptions of safety and trust:

Whilst it could be argued that many variables impact on perceptions of safety, the increase in reporting crime increases the awareness of crimes, but also fuels mistrust and confidence in the police. According to the National Policing Policy (NPP), barriers to reporting include trust relations and inaccessible public amenities. Furthermore, the low levels of trust between the SAPS and the public results in difficulties for the police to forge crime fighting partnerships. High crime levels and constant exposure to crime and violence significantly influence increased awareness and safety perceptions⁵⁴.

The police has the responsibility to maintain rule of law and abide by its own prescripts, this is critical in the sustaining of trust and building of legitimacy in the police. It is recognised that low levels of trust in the police often draw attention to the unremitting problem of legitimacy in the relationship between the police and the public and high levels of violence, amongst others. This fuels mistrust towards the police, particularly the SAPS, further eroding problems of legitimacy.

Lack of confidence and vigilantism:

It is argued that there has been an increase in community justice, where we have seen community members or groups take the law into their own hands by punishing and killing crime perpetrators that are terrorizing their communities. In many instances, these actions by communities have been fueled by the lack of confidence and trust in the police and justice system. In various communities, businesses have been threatened by criminals requesting protection fees and extorting business owners⁵⁵. Referencing SAPS 2023/24 crime statistics, murders via vigilante violence account for 6.12% of the total murder count.

Extortion:

Extortion is increasing throughout South Africa, SAPS states. When analysing reported crime, it is evident that not all extortion-related crime is being reported to SAPS. Contextually, the Western Cape is a known economic hub with a long history of gang violence and extortion. The City of Cape Town (CoCT) is host to a menacing shadow economy, with money, services and goods being extorted from an increasingly wide range of businesses, including spaza shops, nightclubs, construction and transport companies, etc⁵⁶.

For the average Cape Town resident, extortion has become associated with the targeting of downtown bars and nightclubs, or foreign migrant-owned shops in townships. It is a crime that tends to be viewed as affecting most individuals. According to SAPS, different communities and people from different spheres of life and occupation, including government service providers, are falling prey to crimes associated with extortion. These crimes consist of other crime such as murder, robbery, intimidation, kidnapping and other serious crime.

53 Warr, M. Fear of crime in the United States: Avenues for research and policy. *Crim. Justice* 2000, 4, 451-489. [HYPERLINK "https://scholar.google.com/scholar_lookup?title=Fear+of+crime+in+the+United+States:+Avenues+for+research+and+policy&author=Warr,+M.&publication_year=2000&journal=Crim.+Justice&volume=4&pages=451%E2%80%93489" Google Scholar]

54 National Policing Policy (NPP) Presentation

55 De Wet N., Somefun O., Rambau N. (2018). Perceptions of community Safety and social activity participation among youth in South Africa.

56 Qhobosheane, J. (2024). The Shadow Economy Uncovering Cape Town's Extortion Networks. Available at: <https://globalinitiative.net/analysis/the-shadow-economy-uncovering-cape-towns-extortion-networks/> (Accessed: 24 May 2024).

Extortion also undermines the safety and security of those working in the mobility industry and disrupts the vital transport services relied upon by thousands of commuters daily. These illegal activities increase the cost of doing business, pushes operators into financial distress and threaten the stability of the entire public transport system in the province⁵⁷.

The very nature of extortion is such that both criminal and victim tend to regard it in their own interest to conceal the transaction and not to report it⁵⁸.

To mitigate the prevalence and curb the increase of extortion-related crime, the provincial commissioner has established an Extortion Task Team to monitor, investigate and implement operational strategies and have reported that they are making inroads into this phenomenon⁵⁹.

8.2 Internal Environment Analysis

THE PROVINCIAL STRATEGIC PLAN AND UNIFIED CHANGE STRATEGY

The PSP 2025-2030 aims to achieve enhanced transversal collaboration and integration by unifying the Growth for Jobs, Safety and Wellbeing and Dignity portfolios under a single framework. Within the framework of the cross-cutting priorities in the Province, the PSP framework focused on developing a unified and integrated strategy, focusing on four core portfolios viz. Growth for Jobs, Safety, Wellbeing and Dignity and Innovation, Culture and Governance, which would improve the integration and alignment. The aim is to improve the alignment that could influence the five-year strategic plans of departments and key stakeholders such as municipalities.

The vision of the PSP 2025 - 2030 is "A government that people trust".

THE DEPARTMENT'S STRATEGIC PROCESS

The Department participated in a number of Provincial inclusive strategic sessions, which included all Departments, the City of Cape Town (CoCT) and municipalities, led by the Department of the Premier. The focus was to confirm the integration areas of the unified change strategy and determine impact statements. The Department participated in several of Safety workshops which determined high level outcomes for the Safety portfolio, see figure 3.

In parallel from July to September 2024 the Department had a number of strategic sessions and discussions to review its strategy, which included a Theory of Change (ToC) and designing a strategic model for the five-year period, see figure 4, with strategic outcomes that cascades from the PSP framework. The Department developed outcome indicators that are reflected within the programmes and projects for the five-year strategic period and the Medium-Term Expenditure Framework (MTEF). These programmes and projects will be outlined in the Department Annual Performance Plan (APP) and further disaggregated into the Department's Annual Operational Plan (AOP).

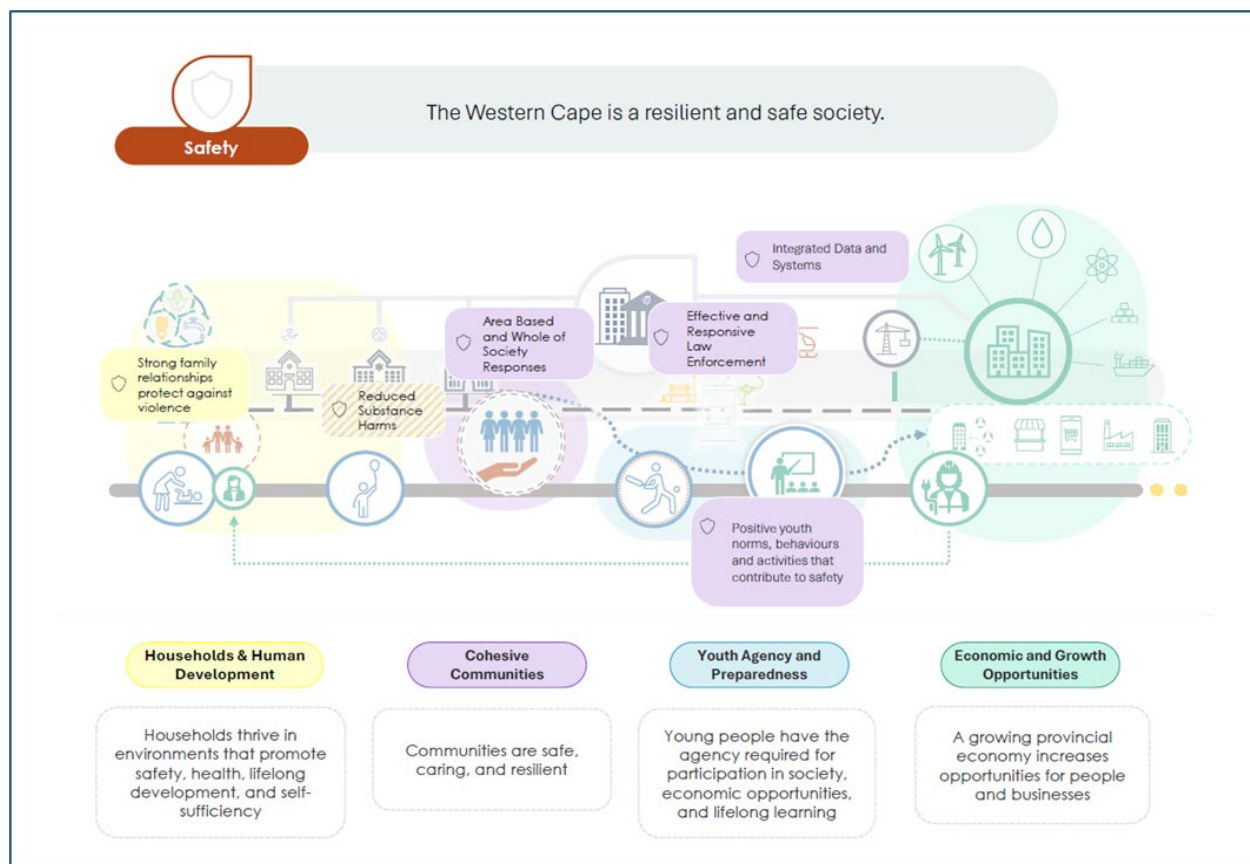
The Department develops its strategic approach through the lenses of achieving the Provincial impacts through communities that are safe, caring and resilient. Globally resilience is understood as a universal concept applicable to various systems (social and environmental) and scales (individual community and national). It focuses on the ability of an individual or community to withstand, adapt or recover from significant challenges, shocks and stresses. In the South African context, resilience encompasses a multifaceted concept that addresses the country's unique social, economic and environmental challenges, including issues of inequity and the legacy of apartheid. The concept of these differences manifest in the emphasis on various aspects of resilience and the specific strategies employed to build and enhance resilience at the individual, community and national levels. To ensure community safety resilience, a government must focus on a comprehensive and coordinated approach across various sectors.

57 SAPS Media release 8 October 2024 Joint statement [online] Available at: <https://www.gov.za/news/media-statements/mecs-anroux-marais-and-isaac-sileku-urge-residents-report-crimes-saps-hotline> [Accessed: 20 January 2025].

58 Gastrow, P. (2021). Lifting the veil on extortion in Cape Town. Global Initiative: Against Transnational Organized Crime.

59 SAPS Media Statement Office of the Provincial Commissioner Western Cape

Figure 3 illustrates the high-level outcomes for safety which are translated into the Departmental Strategic Plan.



Source: DotP Provincial Strategic Framework 2025-2030

The Departmental Five-Year Strategic Plan and Annual Performance Plan is located within the Integrated Area “Cohesive Communities” with the impact statement of “Communities are safe, caring and resilient”. This will be achieved by ensuring that the Law Enforcement is effective and responsive to the needs of individuals, families and communities, young people are engaged in positive behaviour and activities that contribute to safety, alcohol and drug-related harms are reduced in communities and communities feel and experience safety in public spaces. This will be done by focusing on area-based approaches, coordinated surveillance and evidence that enhance whole-of-society responsiveness to community safety issues. See figure 3 above.

A key component of implementing the Department's Strategic Plans and Annual Performance Plans will be the following priorities that will be pursued over the next five years:

- Create a safety culture amongst citizens;
- Strengthen community based safety;
- Improved policing and municipal law enforcement effectiveness;
- SAPS oversight and capacity enhancement;
- Protection of WCG assets from crime; and
- Enhancing safety and security measures for WCG departments.

To complement the above-mentioned priorities, the Department has identified priorities for a safe and resilient society to strengthen its collaboration with other stakeholders as depicted in figure 4.

Figure 4: Department of Police Oversight and Community Safety (POCS) Strategic Model



The Department will build and facilitate strong partnerships with municipalities, to ensure that their 5-year Strategic Plans and Annual Performance Plans respond to the municipal priorities and reflect joint provincial-municipal initiatives and the spatial distribution and impact of departmental programmes.

THE DEPARTMENT'S OBLIGATIONS AND MANDATE:

The PSP 2025 - 2030 continues to identify high levels of crime, violence and the lack of trust in the police, community cohesion as part of the problematique of unsafe, and responds with the need to building a safe, caring and resilient society.

The Department of Police Oversight and Community Safety (POCS) is obligated by Section 206 by the Constitution of the Republic of South Africa (the Constitution) and the Western Cape Community Safety Act (WCCSA) (2013). The Department's mandate is further informed by Chapter 12 of the National Development Plan (NDP) 2030, the Integrated Violence Prevention Strategy (IVPS) and the National Policing Policy (NPP) within the National Context.

Against this background, oversight and accountability are crucial pillars of a just and transparent policing system. The Department is committed to ongoing efforts to strengthen its oversight mechanisms, ensuring that police personnel adhere to ethical standards and are held accountable for their actions.

The Department's focus on **oversight** includes the monitoring of police stations, the implementation of the Domestic Violence Act (1998) (DVA), establishing and implementing the Court Watching Briefs (CWB) programmes and facilitating and determining the Policing Needs and Priorities (PNPs), as per Section 23 of the WCCSA. The Western Cape Police Ombudsman (WCPO) office resides in Programme 3 of the budget structure of the Department; however, the Ombudsman is functionally independent. The purpose of this office is to conduct systemic oversight and investigations into policing matters and serve citizens as per the obligations of Sections 10 and 14 of the WCCSA.

The Minister is obligated, according to Section 47 of the Constitution of the Western Cape (1997), to perform the executive responsibility in relation to the administration of and the powers and functions in terms of the Western Cape Liquor Act (WCLA) (2008) and the regulations made thereunder. The Department performs an oversight role over the WCLA in relation to Sections 28(3)(b) and 29(3)(b) of the Western Cape Liquor Act.

Additionally, under the ambit of the Justice, Crime, Peace and Security (JCPS) cluster, the Department provides input into policing policy and supports and **coordinates** the Provincial Joints Anti-Gang Priority Committee, which is responsible for implementing the Provincial Response to the National Anti-Gangsterism Strategy.

The Department actively participates in the Joint District Management Approach (JDMA), nationally referred to as the District Development Model (DDM). In so doing, the Department funds the Safety Plans within the municipalities and supports the strengthening of Community Safety Forums (CSFs) and the rural safety strategy in support of strengthening Inter-governmental Relations (IGR). Within the IGR context, a service delivery initiative is the partnership with the establishment and support to K-9 and Reaction Units and the placement of Peace Officers. An assessment implemented by POCS has indicated that this partnership has yielded positive results.

Technology plays a crucial role in enabling the Department to achieve its strategic outcomes.

By leveraging advanced ICT systems, we can enhance our digital presence, streamline operations and improve service delivery. The implementation of a robust CRM system will allow us to manage customer interactions more effectively, ensuring that we meet their needs promptly and efficiently. Additionally, the development of a modern, user-friendly website and a mobile application will provide our stakeholders with easy access to our services, fostering greater engagement and satisfaction. These technological advancements will not only support our strategic goals but also drive innovation and collaboration across various departments, ultimately contributing to the overall growth and development of our organisation.

The Department through the Government of National Unity (GNU) methodology forms part of the partnership between the City of Cape Town (CoCT) and the SAPS, and forms part of a Memorandum of Understanding (MOU). Key to the MOU is collaboration, joint strategy development on key areas, and integrated implementation. The objective is to achieve the following:

- the creation of a shared safer city vision that maximises integrated relationships with all spheres of government within their respective spheres of responsibilities and civil society in the creation of a safe, secure and violence free environment;
- the development of programmes, plans, interventions and infrastructure that will reduce the levels of crime;
- the development of an aligned approach to support and enhance economic performance within the CoCT;
- formulating a conducive governance platform that traverses decision making levels of all spheres of government and other relevant stakeholders;
- implementation of the Integrated Crime and Violence Prevention Strategy (ICVPS);
- the undertaking of research and the development, procurement and commissioning of technological infrastructure, including, but not limited to, CCTV (close circuit television) cameras, where resources are integrated;
- explore and pursue opportunities for the review of legislation that will improve the effectiveness of law enforcement and policing;
- sharing of data, physical resources and skills to improve effectiveness of law enforcement and policing;
- offering CoCT facilities, buildings and land for use by the SAPS and provincial government as needed to effectively implement safety interventions post consultation with the Metropolitan Council; and
- establishing a programme to focus on the prevention of sexual offences and related Gender-Based Violence and Femicide and the enhancement of victim support in respect of such victims.



PART C

MEASURING OUR
PERFORMANCE

PART C: MEASURING OUR PERFORMANCE

9. INSTITUTIONAL PERFORMANCE INFORMATION

9.1 IMPACT STATEMENT

Impact statement	Communities are safe, caring and resilient
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9.2 MEASURING OUR OUTCOMES

Medium Term Development Plan Strategic Priority	Outcome	Outcome indicator	Baseline	Five-year target
Strategic Priority 3: A capable, ethical and developmental state	1 Improved governance practices in the Department and oversight over related entities	1.1 Improved financial and performance-related practices	Matters in the AGSA management report	AGSA management report with no material matters
	2 Improving the oversight of law enforcement and safety partners	2.1 Improved use of data and evidence to enhance the efficiency and effectiveness of law enforcement	1	5
		2.2 Improved level of SAPS maturity capability	1	3
	3 Community-owned Safety Initiatives and Structures	3.1 Improved governance and operational maturity of safety partners	165 Assessments	181 Assessments
		3.2 Increased number of Neighbourhood Watch (NHW) structures accredited	470 Accredited NHW structures	1,000 Accredited NHW structures
	4 Contribute towards improving metro and rural law enforcement capacity	4.1 Sustained metro and rural law enforcement capacity support	4 Municipalities	25 Municipalities
Strategic Priority 2: Reduce poverty and tackle the high cost of living	5. Contribute towards building resilience amongst vulnerable groups	5.1 Sustained empowerment opportunities provided to vulnerable groups	1,200 Empowerment opportunities	5,800 Empowerment opportunities
Strategic Priority 3: A capable, ethical and developmental state	6. Strengthen WCG safety and security resilience	6.1 Improve the security resilience maturity levels of Western Cape Government Departments	Maturity level 1	Maturity level 3

10. EXPLANATION OF PLANNED PERFORMANCE OVER THE FIVE-YEAR PLANNING PERIOD

The Western Cape Government (WCG) Provincial Strategic Plan (PSP) 2025-2030 sets out the priorities for the WCG and the vision of "A government that people trust". The priorities are aligned to the unified strategy integrated areas namely, households and human development, cohesive communities, youth agency and preparedness and economic and growth opportunities.

The WCG is committed to creating a resilient and thriving province as outlined in its PSP 2025-2030. This vision encompasses the ability of the province to adapt to and overcome challenges, whether economic, social, environmental, or health-related, while fostering an inclusive environment where all residents can prosper.

Organisational resilience is the foundation of this strategy. It goes beyond surviving crises to include adapting to a changing environment, turning potential threats into opportunities, and ensuring continued service delivery. Resilient organisations anticipate and respond to risks arising from both internal and external changes, ensuring stability and continuity.

To give effect to the strategic priority 3 of the Medium-Term Development Plan (MTDP) 2024- 2029: Building a capable, ethical and developmental state and the Department of Police Oversight and Community Safety's policy priority aimed at the South African Police Service (SAPS) oversight and capacity enhancement, the Department will expand its oversight focus over police performance, police efficiency and accountability mainly with the intention of increasing public confidence and trust in the service. The Department will make a concerted effort to understand policing and the needs of the community in order to conduct oversight that constructively assists the SAPS to enhance service delivery.

All crime and safety data and information collected through the research conducted by the Department (SAPS Crime Data and Forensic Pathology Service (FPS) data from the Western Cape Department of Health and Wellness) will feed into the use of data and technology to understand violent crime patterns and inform the deployment of safety resources. In addition, the crime and homicide reports are generated on request and feeds into other research projects, including the Provincial Needs and Priorities (PNP) report and the analysis of safety and violence trends, and assists with responses to special requests and parliamentary questions. The data and analysis are used to inform deployment decisions.

The Department is innovative in its packaging and dissemination of its products and has produced a series of infographics and evidence briefs in an attempt to share key evidence for decision making, both within the Department and with external shareholders. A knowledge hub is also in the process of being developed to house all generated evidence.

The Department is a co-lead of the Research and Innovation workstream of the Safer Cities Initiative (part of the Cooperation Agreement implementation) which aims to use data, research and information to better understand and inform operational strategies.

The Department's commitment to **Strengthening Community-Based Safety** aligns directly with the aims of the MTDP. Prioritising safety and social cohesion address critical issues of the MTDP. A targeted approach focusing on specific enablers will enhance safety in the province.

Enablers for Achieving Five-Year Outcomes

To meet the Department's Five-Year outcomes, we will implement several key enablers:

1. **Capacity Building for Neighbourhood Watches (NHWs):** Enhancing the skills and resources of NHWs will empower them as effective first responders to local safety issues.
2. **Strengthening Municipal Safety Structures:** Supporting municipalities in improving their violence reduction and safety capabilities will enable proactive responses to crime and safety challenges.
3. **Integrated Partnerships:** Strengthening partnerships with the Private Security Industry, WCG Departments and community organisations, including Community Police Forums (CPFs) and NHWs, will leverage social capital resources for comprehensive safety strategies.
4. **Social Cohesion Programmes:** Initiatives that promote community engagement will foster support networks and a culture of collaboration.

The outcomes of this strategy will contribute to creating safer, more resilient communities. By empowering local stakeholders and fostering shared responsibility, we can facilitate that residents feel secure, emphasising inclusive participation, especially from women, youth and people with disabilities who will contribute significantly to safety measures that reflect community needs. By coordinating efforts across districts and adopting a whole-of-society approach, we will effectively respond to safety challenges. This collective effort aims to reduce crime and violence while increasing community/social cohesion, fulfilling the Department's vision of communities that are safe, caring and resilient.

Over the five-year period, the Department will forge partnerships with Law Enforcement Agencies in general and the SAPS in particular, to improve the digital footprint of the SAPS and gradual increase in the utilisation of technology by the police in rendering their service. Technological ingenuity in giving feedback to complainants is just but one of the medium-term targets. The Department will identify a compendium of oversight indicators to determine the performance of police stations, police units and police districts. This Capability Maturity Matrix will be a tool to improve police efficiency and effectiveness in the short-, medium- and long term plan.

The Department's Court Watching Brief (CWB) Programme remains a strategic tool for the Department to fulfil its mandate around the effectiveness and efficiency of the police particularly in terms of investigations. The CWB Programme identifies systemic failures of the police in criminal cases at courts in the province. Furthermore, the Western Cape Police Ombudsman (WCPO) receives and investigates complaints of police inefficiency. The assessment of the SAPS's compliance in terms of the implementation of key policies, legislations and prescripts will continue, such as the SAPS's compliance in the implementation of the Domestic Violence Act. Attempts will be made to improve and strengthen the monitoring of recommendations sent to the SAPS for implementation via an accountability mechanism.

The oversight work done, and recommendations thereof will feed into the Memorandum of Cooperation between the SAPS, Civilian Secretariat for Police Service (CSPS), Department of Police Oversight and Community Safety (POCS) and the City of Cape Town (CoCT) and amendments of the Western Cape Community Safety Act (WCCSA). Furthermore, the recommendations on oversight work done will be given to Provincial Commissioner SAPS and the Minister and Members of Executive Council (MINMEC).

As the lead department for Safety and Security, the WCG's core function is to protect the safety of both government employees and the citizens they serve. Over the five-year period the Department's Risk Management Programme will be conducting security maturity assessments to gain a comprehensive understanding of the WCG's security posture, identify gaps in the current security practices and drive improvement measures to address the gaps identified. The initial assessment will serve as baseline to monitor progress over the five-year period. The insights gained from the assessment will influence strategic decisions in resource allocation and policy development. Central to this Strategy is ensuring that citizens have safe access to government services and that the government can provide these services securely. The Department's Security Risk Management Programme plays a critical role in strengthening resilience to safeguard infrastructure from crime focusing on WCG assets, including people, infrastructure and information, ensuring the continued ability to deliver services.

Due to its transversal mandate, the Programme Security Risk Management represents and will continue to represent the province at national fora such as the Government Security Sector Council (GSSC), State Security Agency (SSA) Security Managers Forum and the Private Security Industry Regulatory Authority (PSIRA) Compliance Forum.

The WCG's 2025 - 2030 Safety and Security Strategy is built on resilience, good governance and continuous adaptation to a changing environment. Through focused strategic objectives, enhanced security measures and the effective use of technology, the WCG aims to protect its assets, staff and citizens while ensuring the uninterrupted provision of essential services.

In summary, by aligning our initiatives with the MTDP and prioritising inclusivity, we can cultivate safe and cohesive communities in the Western Cape. Through strategic partnerships, community empowerment and targeted interventions, we can aim to create an environment where every resident can thrive. Together, we will forge a resilient future built on shared responsibility and collective action.

11. KEY RISKS AND MITIGATIONS

Outcome	Key Contributing Factors to Risks	Key Risk	Risk Mitigation
Improved governance practices in the Department and oversight over related entities	<ul style="list-style-type: none"> Public Service Regulations are limiting the capacity of the department for creating additional posts. Delay in the review of organisational structure due to pending departmental Strategic plan and review of the Provincial Safety Plan. Possible impact of the review of the WCCSA on the organisational structure Inadequate and inappropriate alignment and levels of resources (human, financial and legal mandate) to lead the implementation of the Western Cape Safety Plan Limited ability of the Department to fill vacant post due to National Directives issued. Staff opting to take "Early Retirement". 	Non-optimal execution of the Department Service Delivery Mandate.	<ul style="list-style-type: none"> Review of the organisational structure. Review of the Western Cape Community Safety Act (WCCSA) to align the department's mandate (new role of the department). To review the existing Provincial Safety Plan. Re-prioritisation of projects and functions (incl. budgets) and temporary reassignment of staff in Programmes to ensure service delivery in accordance with mandate. To develop and implement a workflow continuity plan to ensure that service delivery/operational requirements is not affected by officials leaving and that skills are transferred prior to the officials leaving.
Improving the oversight of law enforcement and safety partners	<ul style="list-style-type: none"> Accurate and timeous access to internal and external data sources needed to determine the policing needs and priorities for the Western Cape Province in the PNP report. The WCCSA requirements for finalising the PNP report causes delays in forwarding the PNP report to relevant stakeholders. The Western Cape has no Constitutional Mandate: The policing resource allocations for the Western Cape Province lies with the purview of the National Minister of Police. The Minister of Police must take into account the provincial PNPs when determining policing policy and may make provision for different policies in respect of each province. The Department also does not have any operational control of the South African Police Service. Human resources and skills required to compile the PNP report and to do the advocacy. 	Limited ability of the Department to influence the allocation of the Policing Resources for the Western Cape Province.	<ul style="list-style-type: none"> Developing a PNP advocacy strategy. Investigation to determine resources and skills requirements to complete the Policing Needs and Priorities (PNPs). Extracting key recommendations into a shorter format for advocacy purposes. The Western Cape Community Safety Act (WCCSA) is being reviewed to address the requirements for finalising the PNP report. PNP report presented at the Standing Committee on Police Oversight and Community Safety and Sports Arts and Culture, which calls for a response by SAPS and the Metro Police. Continuously tailoring the current work plan around available resources. Collaborative agreement signed between CoCT, SAPS and POCS to align strategy, operations and shared resources.

Outcome	Key Contributing Factors to Risks	Key Risk	Risk Mitigation
Improving the oversight of law enforcement and safety partners	<ul style="list-style-type: none"> Deteriorating levels of safety & lawlessness. Inadequate and inappropriate alignment of resources (human, financial and legal mandate). Strengthen collaboration between spheres of government and role players. 	The Department's ability to lead the implementation of the Western Cape Safety plan is influenced by internal and external factors.	<ul style="list-style-type: none"> Review of the organisational structure. Review of the Western Cape Community Safety Act (WCCSA) to align the department's mandate (new role of the department). To review the existing Provincial Safety Plan. Safety Steering Committee drives the implementation of the Western Cape Government Safety Plan (bi-weekly). Prov Joints monitors public platforms to detect unrest and safety threats to assist in appropriate responses and planning.
Strengthen WCG safety and security resilience	<p>Any major disruptive event, e.g.:</p> <ul style="list-style-type: none"> Any changes in the internal or external environment, e.g., man-made, natural or technological. Changes in the risk landscape. 	A major disruptive event may result in the disruption of core business functions.	<ul style="list-style-type: none"> The Department's Business Continuity Committee will monitor any disruptive events and engage with the relevant Safety and Security agencies, including Department of Infrastructure (DoI) The Department is also considering alternative accommodation. Activation of departmental BCP. Activation of Disaster Recovery Plan of Cel in respect of ICT systems. Accessing EH&W services. Drafting of BCM Policy has been finalised. Review of BCP has been finalised.

12. PUBLIC ENTITIES

Name of Public Entity	Mandate	Outcomes	Current Annual Budget (R thousand)
Western Cape Liquor Authority	The mandate of the Western Cape Liquor Authority is vested in the Western Cape Liquor Act, 4 of 2008, as amended by the Western Cape Liquor Amendment Act, 2010, Act 10 of 2010, Western Cape Liquor Amendment Act, Act 3 of 2015 read with the Western Cape Liquor Regulations of 2011 amended in July 2017.	The Western Cape Liquor Authority is mandated to optimally regulate the retail sale and micro-manufacturing of liquor in the province with a focus on reducing alcohol-related harms.	60.816 million



PART D

TECHNICAL INDICATORS DESCRIPTIONS (TIDS)

PART D: TECHNICAL INDICATOR DESCRIPTIONS (TIDs)

Outcome Indicators

Indicator Number	1.1
Indicator title	Improved financial and performance-related practices
Definition	An indication of an audit opinion obtained from the Auditor-General in respect of the preceding financial year. It is recognised that the audit opinion is applicable to all potential audit areas.
Source of data	Annual Report/Management and audit report of the Auditor-General
Method of calculation/ Assessment	Simple Count
Assumptions	The financial management and performance of the Department will Improve.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: N/A • Target for Children: N/A • Target for Youth: N/A • Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	N/A
Desired performance	On target
Indicator responsibility	Programme 1: Programme Manager

Indicator Number	2.1
Indicator title	Improved use of data and evidence to enhance the efficiency and effectiveness of law enforcement
Definition	Data and evidence are collected and analysed to understand violent crime patterns and to inform the deployment of safety resources.
Source of data	The data is collected by the sub-programme Policy and Research and includes SAPS Crime Data and Forensic Pathology Service (FPS) Homicide data from the Western Cape Department of Health and Wellness. Data and evidence are also collected through primary research.
Method of calculation/ Assessment	Simple Count
Assumptions	The timeous and continuous availability of the data from SAPS and FPS.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: N/A • Target for Children: N/A • Target for Youth: N/A • Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • GIS maps are developed for the Department on critical statistics such as the top Murder Precincts and Priority precincts where LEAP is deployed.
Desired performance	On target
Indicator responsibility	Sub-Programme Manager: Policy and Research

Indicator Number	2.2
Indicator title	Improved SAPS maturity capability
Definition	The indicator entails identifying a compendium of police performance indicators used for police oversight. These indicators will then be allocated a weighting in order to determine the performance maturity of police stations and police districts.
Source of data	Police Census data and other police oversight data collected in the past
Method of calculation/ Assessment	Simple count
Assumptions	The data to feed into the compendium of indicators will be made available timeously by relevant stakeholders to update the matrix.; effective cooperation and collaboration by SAPS; unrestricted access to police stations, police units to access data/information and other relevant documents including case dockets. The SAPS will participate in the process of building and implementing the matrix so that they can use the results to improve efficiency and effectiveness. Financial resources will be availed to develop and implement the initiative.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: N/A • Target for Children: N/A • Target for Youth: N/A • Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	N/A
Desired performance	On target
Indicator responsibility	Sub-Programme Manager: Monitoring and Evaluation

Indicator Number	3.1
Indicator title	Improved governance and operational maturity of safety partners
Definition	Assessment of the Community Safety Forums (CSFs) and Community Police Forums (CPFs).
Source of data	Completed CSF and CPF assessment tools
Method of calculation/ Assessment	Simple Count
Assumptions	Safety partners will co-operate and collaborate for improvement in safety.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: N/A • Target for Children: N/A • Target for Youth: N/A • Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	N/A
Desired performance	On target
Indicator responsibility	Sub-Programme Manager: Community Police Relations

Indicator Number	3.2
Indicator title	Increased number of Neighbourhood Watch (NHW) structures accredited
Definition	To ensure the accreditation and support of compliant Neighbourhood Watch (NHW) structures throughout the Western Cape in terms of section 6 of the WCCSA of 2013.
Source of data	Annual publication of the list of Neighbourhood Watch structures accredited
Method of calculation/ Assessment	Simple Count
Assumptions	Neighbourhood Watch (NHW) structures apply for accreditation in terms of the WCCSA (2013).
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: N/A • Target for Children: N/A • Target for Youth: N/A • Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	N/A
Desired performance	On target
Indicator responsibility	Sub-Programme Manager: Community Police Relations

Indicator Number	4.1
Indicator title	Sustained metro and rural law enforcement capacity support
Definition	To sustain LEAP operation at municipal level to ensure metro and rural municipal law enforcement is strengthened through financial support.
Source of data	TPA's with Municipalities
Method of calculation/ Assessment	Simple Count
Assumptions	Municipalities cooperate with the Department.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: N/A • Target for Children: N/A • Target for Youth: N/A • Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	N/A
Desired performance	On target
Indicator responsibility	Sub-Programme Manager: Safety Promotion and Partnerships

Indicator Number	5.1
Indicator title	Sustained empowerment opportunities provided to vulnerable groups
Definition	The empowerment of vulnerable groups may include skills training, work opportunities and capacity building to strengthen their resilience.
Source of data	Attendance registers & ID's
Method of calculation/ Assessment	Simple Count
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: N/A • Target for Children: N/A • Target for Youth: N/A • Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	N/A
Desired performance	On target
Indicator responsibility	Sub-Programme Manager: Safety Promotion and Partnerships

Indicator Number	6.1
Indicator title	Improve the security resilience maturity levels of Western Cape Government Departments
Definition	To drive the improvement of the security resilience capabilities of departments to effectively withstand, respond to and recover from safety and security risks. This resilience-building approach aims to strengthen departmental capacity to prevent and mitigate threats, adapt to evolving risk environments and maintain operational continuity during and after security incidents.
Source of data	Departmental reports/scorecards of annual maturity assessments performed
Method of calculation/ Assessment	The average score of the Security Resilience maturity assessments performed on all departments annually
Assumptions	WCG departments have the resources and infrastructure to implement enhanced resilience measures.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: N/A • Target for Children: N/A • Target for Youth: N/A • Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	N/A
Desired performance	On target
Indicator responsibility	Programme 4: Programme Manager

A group of approximately 15 police officers in blue uniforms are posed on a wide metal staircase. The staircase is set against a large red building with the word "OPEN" written in large, white, spaced-out letters across its facade. The scene is overlaid with a semi-transparent red filter. The officers are arranged in several rows, some standing on the stairs and others on the ground level. A large green tree is visible on the left side of the frame.

PART E

ANNEXURES

ANNEXURES TO THE STRATEGIC PLAN

ANNEXURE A: DISTRICT DEVELOPMENT MODEL

Areas of intervention	Five-Year Planning Period (2025 – 2030)					
	Project description	Budget allocation (all projects)	District municipality	Location: GPS coordination	Project leader	Social partners
EPWP	EPWP youth work opportunities	1 841 277	West Coast	Whole of West Coast	Department of Police Oversight and Community Safety	NHW, CPF, SAPS, CSF, local municipalities
NHW-Accreditation	Accreditation of NHW structures	-				
K-9 Unit	K-9 Units to assist law enforcement	4 350 000				
Rural LEAP Unit	Quick response to crime	5 838 000				
District Safety Forum	District Safety Forum	1 000 000				
EPWP	EPWP youth work opportunities	3 681 000	Cape Winelands	Whole of Cape Winelands	Department of Police Oversight and Community Safety	NHW, CPF, SAPS, CSF, local municipalities
NHW-Accreditation	Accreditation of NHW structures	58 000				
K-9 Unit	K-9 Units to assist law enforcement	-				
Rural LEAP Unit	Quick response to crime	-				
District Safety Forum	District Safety Forum	1 000 000				
EPWP	EPWP youth work opportunities	3 891 000	Overberg	Whole of Overberg	Department of Police Oversight and Community Safety	NHW, CPF, SAPS, CSF, local municipalities
NHW-Accreditation	Accreditation of NHW structures	35 900				
K-9 Unit	K-9 Units to assist law enforcement	4 350 000				
Rural LEAP Unit	Quick response to crime	4 317 000				
District Safety Forum	District Safety Forum	1 000 000				

Areas of intervention	Five-Year Planning Period (2025 – 2030)					
	Project description	Budget allocation (all projects)	District municipality	Location: GPS coordination	Project leader	Social partners
EPWP	EPWP youth work opportunities	3 911 000	Garden Route	Whole of Garden Route	Department of Police Oversight and Community Safety	NHW, CPF, SAPS, CSF, local municipalities
NHW-Accreditation	Accreditation of NHW structures	68 800				
K-9 Unit	K-9 Units to assist law enforcement	4 350 000				
Rural LEAP Unit	Quick response to crime	-				
District Safety Forum	District Safety Forum	1 000 000				
EPWP	EPWP youth work opportunities	1 870 000	Central Karoo	Whole of the Central Karoo	Department of Police Oversight and Community Safety	NHW, CPF, SAPS, CSF, local municipalities
NHW-Accreditation	Accreditation of NHW structures	13 460				
K-9 Unit	K-9 Units to assist law enforcement	-				
Rural LEAP Unit	Quick response to crime	-				
District Safety Forum	District Safety Forum	631 000				

ANNEXURE B: STRATEGIC PLAN DIGITILISATION INTERVENTIONS

Strategic Outcome	Description of the Digitilisation Intervention	Responsible Lead or Branch	Target 2029/30
<ul style="list-style-type: none"> Improved governance practices in the Department and oversight of related entities Improving the oversight of law enforcement and safety partners 	<p>The establishment of a Provincial Safety Co-ordination and Intelligence Centre</p> <p>The centre will serve as the central hub for coordinating, monitoring and reporting on all safety initiatives across the province.</p>	<ul style="list-style-type: none"> Sub-programme 1.3: Financial Management Programme 2: Provincial Secretariat for Police Service (co-ordinator) 	<p>Establishment of Provincial Safety Co-ordination and Intelligence Centre by November 2025</p>

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DISCLAIMER

The English version of this Strategic Plan is regarded as the official text.

The Department cannot be held liable for any misinterpretations that may have occurred during the translation process.

VRYWARING

Die Engelse gedeeltes van hierdie Jaarlikse Prestasieplan word geag om die amptelike teks te wees.

Die Departement aanvaar geen verantwoordelikheid vir moontlike wantolkings gedurende die vertalingsproses nie.

INKCAZO

Inguqulelo yesiNgesi yale Inkqubo yogchwanchiso yonyaka ithathwa njengeyona isebenza ngokusesikweni.

Isebe alinakubekwa tyala, ngazo na iziphoso ezengathi zibe khona ngexesha lenguqulelo yezinye iilwimi.

esha



**Western Cape
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