



**PSiRA**

Private Security Industry Regulatory Authority



**Annual Performance Plan**  
**2017/18**



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# Overview by the Chairperson of the Council

The PSiRA Strategy for 2017-2021 derives its substance from a number of basic documents starting with the Constitution of the RSA. The mission of PSiRA is “To protect the constitutional rights of all people to life, safety and dignity through the effective promotion and regulation of the private security industry”. The PSiRA Act No. 56 of 2001(3) outlines the primary objectives of PSiRA as regulating the private security industry and exercising effective control over the practice of the occupation of security service provider in the public and national interest and the interest of the private security industry itself.

PSiRA is a regulatory authority with an executive management team, primary responsible for its day to day operations and a Council which is the Accounting Authority, reporting to the Executive Authority, the Minister of Police and the Portfolio Committee. The Strategic Plan is strongly aligned to the National Development Plan and its five pillars particularly the one on “building safety using the integrated approach”.

Transformation, empowerment and compliance remain cornerstone philosophical frameworks that inform the vision and mission of PSiRA. Our democracy is 22 years old and the journey of transformation and excellent service delivery through organs such as the public and private institutions continues. The challenges and actions in the higher education sector have a component of safety and security that require stakeholders and PSiRA to explore sustainable short and long term models of providing safety and security. This might be the right time for PSiRA and stakeholders to revisit the BEE Charter for the private security industry. The PSiRA Act Section 9(2)(F) states that Council “must establish and maintain liaison with the Secretariat for Safety and Security to ensure transformation in the private security industry”. In 2016 PSiRA continues to participate in Minister Nkosinathi Nhleko’s’ visionary strategic planning session, for safety and security, community outreach activities. Strategic and mutual collaborations between PSiRA and SAPS entities are now formalised through joint projects and MoUs.

Gender inequality is still with us. With the stakeholders and through opportunities for developing business within the private security industry, collective efforts to eliminate gendered inequality and other forms of undesirable discrimination that may threaten the integrity and operations will be reinforced.

The Administration Programme remains responsible for the overall strategic, innovative management and providing transformative leadership. The executive management team is exploring other streams for generating revenue, funding models and exercising compliance. This initiative requires support and counsel of a strong and fiscally robust Finance, Investment and Procurement Committee and Accounting Authority.

Through the Law Enforcement Programme, PSiRA ensures compliance and accountability within the private security industry. Implementation of the Code of Conduct amongst stakeholders, service providers and enhancing an ethical productive workforce require a solid Work and Ethics governance structure. During this period PSiRA focusses on relevant governance structures particularly committees of Council that will not only provide oversight but also enhance, support programmes enrich and ensure transformative, strategic and empowering leadership. The sophistication and complexity of crime, cybercrime and diverse service providers require expertise, in IT, risk management, cybercrime and legislation; for both the governance and operational structures.

The Communications, Registration (CRM) and Training Programme ensures that effective communication, education, training and engagement are sustained within PSiRA, service providers and consumers. Training and Research are critical components for advancing the vision and strategic objectives of the authority. The industry is knowledge-based and takes the initiative to generate knowledge and undertake critical analyses of challenges and solutions within the sector. In the knowledge, education and training domain PSiRA has active collaborations with regional institutions of higher

# ouncil

PROFESSOR FIKILE MAZIBUKO  
CHAIRPERSON PSIRA COUNCIL



education; UNISA, University of Witwatersrand, University of Johannesburg. The exploration of collaborations with reputable public tertiary institutions in the Republic of South Africa and in the continent is substantive work in progress. Current explorations are on the cards with the University of Johannesburg and University of Pretoria.

Overall PSiRA's goals can be summarised as:

- Ensure good governance across the organisation
- To ensure excellent service delivery (effective regulation) in the security industry
- Stakeholder and customer relations management
- Private security industry stewardship through research and development

PSiRA priorities are:

1. Excellent service delivery – effective regulation of the private security industry
  2. Effective and efficient financial management
  3. Stakeholder engagement, customer relationships, outreach, contemporary challenges
  4. Enabling and developmental environment with skilled and competent workforce
  5. Efficient and effective processes and systems
  6. Ethical and service orientated organisational culture.
- end

A handwritten signature in black ink, appearing to read 'F. Mazibuko'.

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Professor Fikile Mazibuko  
Chairperson of the Council



# OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Private Security Industry Regulatory Authority under the guidance of the Council.
- Takes into account all the relevant policies, legislation and other mandates for which the Private Security Industry Regulatory Authority is responsible.
- Accurately reflects the strategic outcome-oriented goals and objectives which the Private Security Industry Regulatory Authority will endeavour to achieve over the period 2016/17– 2020/21.



**Mrs Mmatlou Sebogodi**  
Deputy Director: Finance and Administration

Date: 26-01-2017



**Mr M.S. Chauke**  
Director: PSiRA

Date: 26-01-2017



**Prof N Mazibuko**  
Chairperson of the Council

Date: 26-01-2017

Approved by



**Hon. N. Nhleko, MP**  
Executive Authority

Date: 26-01-2017



# Part A

## Strategic overview

# STRATEGIC OVERVIEW

The strategic mandate of PSiRA originates from the Act and the regulations issued in terms of the Act. The Private Security Industry Regulatory Authority was established in terms of Section 2 of the Private Security Industry Regulation Act (56 of 2001) in 2002. The primary objectives of PSiRA are to regulate the private security industry and to exercise effective control over the practice of the occupation of security service provider in the public and national interest and in the interest of the private security industry itself.

The focus will be on improving on the following strategic objectives emanating from the 2016/17 – 2020/21 PSiRA strategic document:

- Ensure effective financial management
- Ensure efficient and effective processes and systems
- To improve the performance of the organisation
- Increased monitoring and investigation of security service providers to enforce compliance with applicable legislation
- Increased awareness on the functions and role of PSiRA and its stakeholders within the security industry
- Improve the integrity and the turnaround times for auto registration
- Promote and ensure compliance with minimum professional training standards by the Security Services Providers
- Research conducted to influence policy direction of PSiRA and the private security industry

Our focus is on the following goals:

**Goal 1:** To ensure excellent service delivery (effective regulations) in the security industry

**Goal 2:** Stakeholder and customer relationship management

**Goal 3:** Ensure good governance across the organisation

**Goal 4:** Private Security Industry stewardship through research and development



# 1. UPDATED SITUATIONAL ANALYSIS



The authority conducted a situational analysis to reflect on achievements and goals as per the MTSF priorities and targets as per the strategic plan. The main aim was to examine the key internal strengths and weaknesses, and also to identify external opportunities and threats.

STRENGTH	OPPORTUNITIES
<ul style="list-style-type: none"> <li>• Knowledge of the mandate</li> <li>• Enabling Legislation</li> <li>• Focused leadership</li> <li>• Enabling Environment</li> <li>• Hotline facility – deals with the ethical issues</li> <li>• The rolling out of the new ERP system</li> </ul>	<ul style="list-style-type: none"> <li>• Intergovernmental relations: relationships between the Authority and other government departments.</li> <li>• The rapid growth and expansion of the security industry requiring both a broader regulatory geographic footprint as well as more resources to ensure effective coverage and enforcement.</li> <li>• A need to build a Human Resource management capability, to rectify internal inequalities and to fill vacant posts with suitably competent people</li> <li>• Renewal of registrations regulations to address the data integrity weakness</li> <li>• Effective financial management capabilities; and</li> <li>• Approved organisational structure;</li> </ul>
WEAKNESSES	THREATS
<ul style="list-style-type: none"> <li>• The increased technological complexity of the security industry and the need for PSiRA to develop competent internal resources to provide oversight to these industry segments as contemplated in the objects of the PSiR Act</li> <li>• A need to reconcile all money owed to PSiRA to achieve completeness of revenue collected</li> <li>• Outdated legacy Information Technology systems, a lack of data integrity and an inability of current IT systems to provide real time linkages to the IT systems of other government departments and agencies</li> <li>• A lack of awareness and understanding, both within the industry itself and by consumers of security products and services, of the mandate and role of PSiRA</li> <li>• A regulatory scope that is too broad and overlaps with the jurisdiction and mandate of other government agencies and departments including the Department of Labour</li> <li>• The need to provide improved access to PSiRA whilst improving service delivery to stakeholders, in accordance with the principles of Batho Pele;</li> </ul>	<ul style="list-style-type: none"> <li>• Policy and legislative directions: updated bill on how the security industry should be regulated.</li> <li>• Risk of cybercrime within the security industry.</li> <li>• An ever increasing risk to the safety and security by sophisticated criminal syndicates</li> <li>• The involvement of undocumented nationals within the private South African security companies operating outside of South Africa's borders security industry</li> <li>• Identity fraud by nationals desperate for employment and using the private security sector as a gateway.</li> <li>• The threat of 'regulatory capture' or at the very least a limitation of regulatory independence as a result of the reliance on revenue provided by the industry it is meant to regulate</li> <li>• A need to build a Human Resource management capability, to rectify internal inequalities and to fill vacant posts with suitably competent people</li> <li>• Inadequate control of fire arms within the industry</li> <li>• Control of South African companies operating outside South African borders.</li> <li>• Increase in the insourcing of security services with a negative impact on the regulation of the private sector</li> <li>• Industry exploitation of security officers' basic conditions of employment</li> <li>• Increasing non-compliance by security service providers which is compromising public safety</li> </ul>

## 2. OBJECTIVES BY PROGRAMME

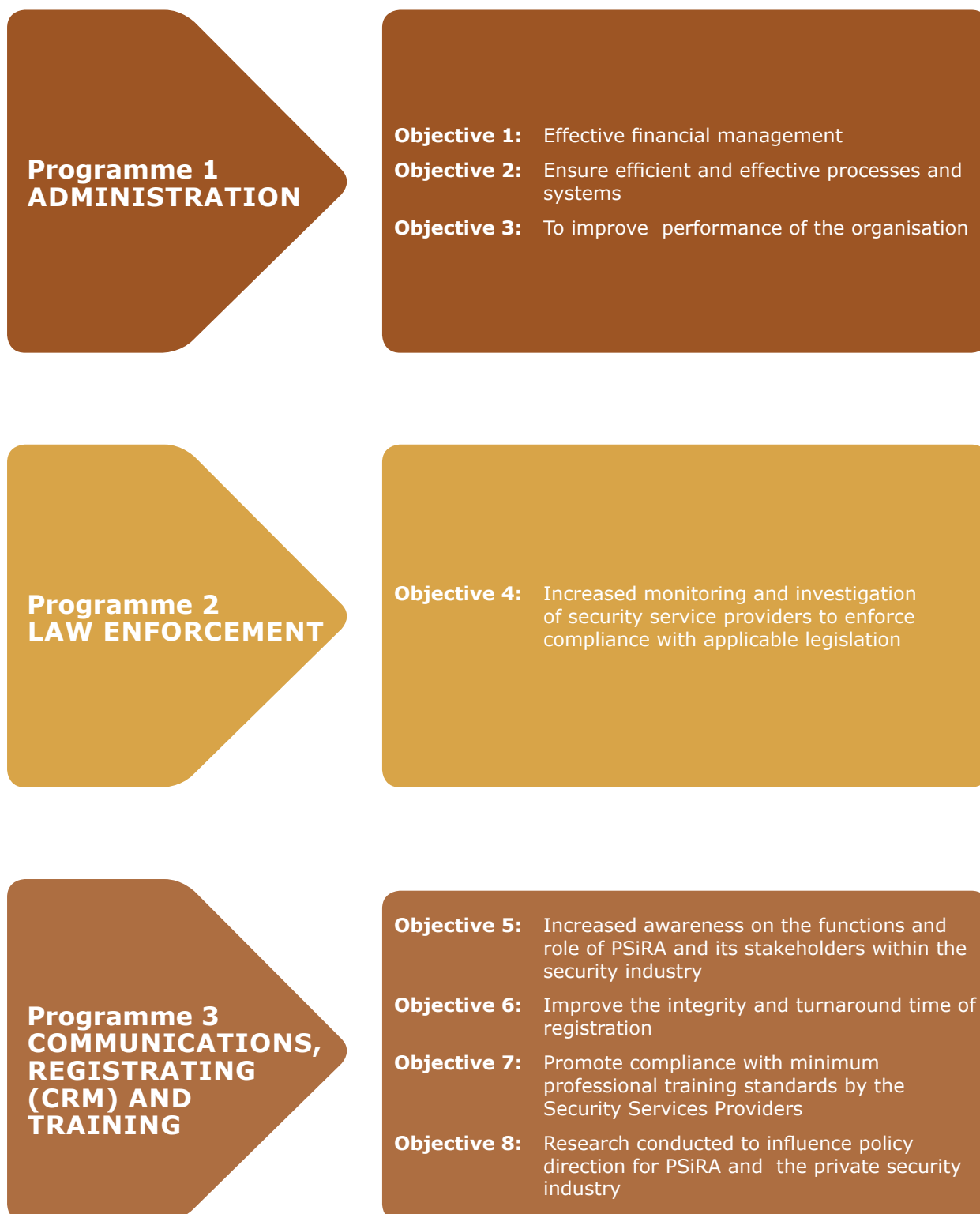


Figure 1: Objectives per Programme

### 3. LEGISLATIVE MANDATE



The primary objects of the Authority are to regulate the private security industry and to exercise effective control over the practice of the occupation of security service provider in the public and national interest and the interest of the private security industry itself. The mandate of PSiRA is to:

- (a) promote a legitimate private security industry which acts in terms of the principles contained in the Constitution and other applicable law;
- (b) ensure that all security service providers act in the public and national interest in the rendering of security services;
- (c) promote a private security industry which is characterised by professionalism, transparency, accountability, equity and accessibility;
- (d) promote stability of the private security industry;
- (e) promote and encourage trustworthiness of security service providers;
- (f) determine and enforce minimum standards of occupational conduct in respect of security service providers;
- (g) encourage and promote efficiency in and responsibility with regard to the rendering of security services;
- (h) promote, maintain and protect the status and interests of the occupation of security service provider;
- (i) ensure that the process of registration of security service providers is transparent, fair, objective and concluded timeously;
- (j) promote high standards in the training of security service providers and prospective security service providers;
- (k) encourage ownership and control of security businesses by persons historically disadvantaged through unfair discrimination;
- (l) encourage equal opportunity employment practices in the private security industry;
- (m) promote the protection and enforcement of the rights of security officers and other employees in the private security industry;
- (n) ensure that compliance with existing legislation by security service providers is being promoted and controlled through a process of active monitoring and investigation of the affairs of security service providers;
- (o) protect the interests of the users of security services;
- (p) promote the development of security services which are responsive to the needs of users of such services and of the community; and
- (q) promote the empowerment and advancement of persons who were historically disadvantaged through unfair discrimination in the private security industry.

## 4. OVERVIEW OF 2017/18 BUDGET AND MTEF ESTIMATES

### 4.1 Expenditure Estimates

**Table 1: Private Security Industry Regulatory Authority**

R Thousand	Audited Outcomes			Revised Estimate	Medium-Term Estimate		
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Administration	63 671	76 718	90 942	100 409	109 969	111 174	115 991
Law Enforcement	56 999	56 044	68 895	87 657	88 380	96 708	104 109
Communication, Training and Registration	16 475	15 963	25 481	48 567	50 298	44 479	45 744
<b>Total Expense</b>	<b>137 145</b>	<b>148 725</b>	<b>185 319</b>	<b>236 633</b>	<b>248 647</b>	<b>252 361</b>	<b>265 844</b>

**Table 2: Statement of Financial Performance**

R thousand	Audited outcomes			Revised Estimate	Medium-term Estimate		
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
<b>Revenue</b>							
Non-tax revenue	128 505	131 220	216 442	236 633	248 647	252 361	265 844
Sale of goods and services other than capital assets of which:	118 098	118 845	176 440	193 148	198 971	198 172	208 233
<b>Administrative fees</b>	<b>115 153</b>	<b>118 845</b>	<b>176 440</b>	<b>193 148</b>	<b>198 971</b>	<b>198 172</b>	<b>208 233</b>
Annual fees received	71 975	68 714	131 280	134 245	116 552	123 290	126 287
Registration fees	23 976	26 152	27 882	32 675	32 400	32 772	32 287
ID cards, holders and certificates	19 202	23 979	17 278	26 228	50 019	42 110	32 860
<b>Other non-tax revenue</b>	<b>10 407</b>	<b>12 375</b>	<b>40 002</b>	<b>43 485</b>	<b>49 458</b>	<b>54 191</b>	<b>57 669</b>
Fines and penalties	6 552	4 393	6 803	6 000	6 000	6 000	6 000
Interest received	1 450	2 123	3 252	1 851	4 300	4 500	4 800
Other income	2 405	5 859	29 947	35 634	39 158	43 691	46 869
<b>Transfers received</b>	<b>2 145</b>	<b>778</b>	-	-	-	-	-
<b>Total Revenue</b>	<b>130 650</b>	<b>131 998</b>	<b>216 442</b>	<b>236 633</b>	<b>248 647</b>	<b>252 361</b>	<b>265 844</b>
<b>Expenses</b>							
<b>Current expenses</b>	<b>137 145</b>	<b>148 725</b>	<b>185 319</b>	<b>236 633</b>	<b>248 429</b>	<b>252 363</b>	<b>265 902</b>
Compensation of employees	65 331	83 823	95 902	113 216	117 545	128 433	139 730
Goods and services	69 075	62 294	86 868	113 396	120 764	113 639	115 381
Depreciation	2 712	2 598	2 534	10 021	10 120	10 291	10 791
Interest dividends and rent on land	27	10	15	-	-	-	-
<b>Total expenses</b>	<b>137 145</b>	<b>148 725</b>	<b>185 319</b>	<b>236 633</b>	<b>248 647</b>	<b>252 361</b>	<b>265 844</b>
Surplus/(Deficit)	-6 495	-16 727	31 124	-	-	-	-
<b>Statement of Financial Position</b>							
Carrying value of assets of which:	12 691	20 022	19 369	53 087	58 153	60 034	73 425
<i>Acquisition of assets</i>							
Inventory	625	175	321	300	300	300	300
Receivables and prepayments	26 976	32 828	43 989	34 400	32 000	31 200	30 500
Cash and cash equivalents	34 744	31 996	53 564	30 000	25 000	20 000	22 000
Non-current assets held for sale	-	-	-	-	-	-	-
<b>Total assets</b>	<b>75 035</b>	<b>85 021</b>	<b>117 242</b>	<b>117 787</b>	<b>115 453</b>	<b>111 534</b>	<b>126 225</b>
Accumulated surplus/(deficit)	(18 100)	(26 088)	8 026	-	-	-	-
Capital reserve fund	778	-	-	-	-	-	-
Trade and other payables	77 100	97 757	103 330	106 850	106 900	102 950	117 425
Benefits payable	14 071	7 765	3 220	400	380	400	350
Provisions	1 186	5 587	2 666	10 537	8 173	8 184	8 450
<b>Total equity and liabilities</b>	<b>75 035</b>	<b>85 021</b>	<b>117 242</b>	<b>117 787</b>	<b>115 453</b>	<b>111 534</b>	<b>126 225</b>

## 4.2 Alignment to the MTEF

Measures have been put in place to improve service delivery and have been reflected on the Annual Performance Plan which has been aligned to the MTEF budget and Strategic Plan.

The main cost drivers to ensure delivery of PSiRA mandate include the acquisition of a new ERP system, the leasing of mobile trucks and the capacitating of core departments. The authority will also open new offices in Bloemfontein and Mafikeng to ensure improved service delivery.

Stringent debt collection measures and the review of annual and administration fees have been instituted to increase revenue so as to ensure that the authority achieves the strategic objectives as per the mandate.

**Table 3 : Mandate Assessment**

FOCUS AREA	MANDATE COMPONENTS	CRITICALITY RANK	PERFORMANCE EVALUATION
Industry compliance with Constitution, laws and national interest (legitimate industry) and overall industry effectiveness (model and reputation)	(a) promote a legitimate private security industry which acts in terms of the principles contained in the Constitution and other applicable law (b) ensure that all security service providers act in the public and national interest in the rendering of security services (c) promote a private security industry which is characterised by professionalism, transparency, accountability, equity and accessibility (d) promote stability of the private security industry (e) promote and encourage trustworthiness of security service providers (g) encourage and promote efficiency in and responsibility with regard to the rendering of security services (i) promote high standards in the training of security service providers and prospective security service providers (n) ensure that compliance with existing legislation by security service providers is being promoted and controlled through a process of active monitoring and investigation of the affairs of security service providers	1	<ul style="list-style-type: none"> <li>Recent human rights violations by industry still a concern;</li> <li>Emphasis on driving compliance by the industry;</li> <li>Emphasis on enforcement through criminal investigations;</li> <li>Emphasis on firearms audits to improve controls in the private security industry.</li> </ul>



FOCUS AREA	MANDATE COMPONENTS	CRITICALITY RANK	PERFORMANCE EVALUATION
Industry compliance with fair labour practices	<p>(f) determine and enforce minimum standards of occupational conduct in respect of security service providers</p> <p>(h) promote, maintain and protect the status and interests of the occupation of security service provider</p> <p>(m) promote the protection and enforcement of the rights of security officers and other employees in the private security industry</p>	3	<ul style="list-style-type: none"> <li>• Exploitation of workers remains prevalent in the industry;</li> <li>• Industry compliance forums have been established;</li> <li>• Intensified awareness initiatives to enforce industry compliance by different stakeholders.</li> </ul>
Effective service delivery	<p>(i) ensure that the process of registration of security service providers is transparent, fair, objective and concluded timeously</p>	2	<ul style="list-style-type: none"> <li>• Capacity building to improve service delivery;</li> <li>• Policy on registration has been developed to ensure effective controls;</li> <li>• Registration processes have been re- engineered;</li> <li>• In the future, there should be emphasis on improving technology and business information systems (ERP).</li> </ul>
Protection of users' interests	<p>(o) protect the interests of the users of security services</p> <p>(p) promote the development of security services which are responsive to the needs of users of such services and of the community</p>	4	<ul style="list-style-type: none"> <li>• Industry research is in progress and future policy direction to be influenced by research;</li> <li>• Lack of PSIRA's visibility (geographical footprint).</li> </ul>



# Part B

## Programme and Sub-Programme Plans

## Part B

# PROGRAMME AND SUB-PROGRAMME PLANS

### 1. Programme 1 : Administration

#### 1.1 Sub-Programme: Finance and Administration

##### 1.1.1 P 1: 2017 – 2021 Strategic Objective Annual Targets

Strategic Goal 3 : Ensure good governance across the organisation					
Strategic Objective : Effective financial management					
Key Performance Indicators (KPI's)		Baseline 2016/17	Annual Targets		
			2017/18	2018/19	2019/20
(a)	Unqualified audit opinion with no significant audit findings	Unqualified audit opinion	Unqualified audit opinion with no significant audit findings	Unqualified audit opinion with no significant audit findings	Clean audit opinion
(b)	% revenue collected	70% revenue collected	80% revenue collected	85% revenue collected	90% revenue collected

##### 1.1.2 P 1: 2017 – 2018 Quarterly Targets

Key Performance Indicators (KPI's)		Reporting Period	Annual Target 2017/18	Annual Targets			
				Quarter 1 ( Apr – Jun)	Quarter 2 ( Jul – Sep)	Quarter 3 ( Oct – Dec)	Quarter 4 ( Jan – Mar)
(a)	Unqualified audit opinion with no significant audit findings	Quarterly	Unqualified audit opinion with no significant audit findings	Review and monitor implementation of internal controls	Unqualified audit opinion with no significant audit findings	Develop and implement external and Internal Audit Action plan	Review and monitor implementation of internal controls
(b)	% Revenue Collected	Quarterly	80% revenue collected	40% revenue collected	55% revenue collected	65% revenue collected	80% revenue collected

#### 1.2 Sub-Programme: Business Information System

##### 1.2.1 P 1: 2017 – 2021 Strategic Objective Annual Targets

Strategic Goal 3: Ensure good governance across the organization					
Strategic Objective: Efficient and effective processes and systems					
Key Performance Indicators (KPI's)		Baseline 2016/17	Annual Targets		
			2017/18	2018/19	2019/20
(a)	Critical IT infrastructure restored within the set timeline	36 hours	Average of 24 hours	Average of 24 hours	Average of 12 hours

##### 1.2.2 P 1: 2017 – 2018 Quarterly Targets

Key Performance Indicators (KPI's)		Reporting Period	Annual Target 2017/18	Annual Targets			
				Quarter 1 ( Apr – Jun)	Quarter 2 ( Jul – Sep)	Quarter 3 ( Oct – Dec)	Quarter 4 ( Jan – Mar)
(a)	Critical IT infrastructure restored within the set timeline	Quarterly	Average of 24 hours	Action Plan outlining preparation for disruption	Average of 24 hours	Action Plan outlining preparation for disruption	Average of 24 hours

#### 1.3 Sub-Programme: Human Capital

##### 1.3.1 P 1: 2017– 2021 Strategic Objective Annual Targets

Strategic Goal 3 : Ensure good governance across the organization					
Strategic Objective: To improve the performance of the organisation					
Key Performance Indicators (KPI's)		Baseline 2016/17	Annual Targets		
			2017/18	2018/19	2019/20
(a)	% of implementation of the performance management system (PMS)	100%	100 %	100 %	100 %

### 1.3.2 P1: 2017 – 2018 Quarterly Targets

Key Performance Indicators (KPI's)	Reporting Period	Annual Target 2017/18	Annual Targets			
			Quarter 1 ( Apr – Jun)	Quarter 2 ( Jul – Sep)	Quarter 3 ( Oct – Dec)	Quarter 4 ( Jan – Mar)
(a) % of implementation of the performance management system(PMS)	Quarterly	100%	100 %	100 %	100 %	100%

### Programme 1: Administration Expenditure and MTEF budget

Standard Item: Expenditure	Audited outcomes			Budget 2016/17	Medium-term Estimate		
	Actual 2013/14	Actual 2014/15	Actual 2015/16		Budget 2017/18	Budget 2018/19	Budget 2019/20
R thousand							
Personnel Expenditure	28 598	28 950	30 308	37 436	39 835	43 021	46 463
Administrative Expenditure	17 479	30 661	42 303	37 854	37 078	37 434	38 657
Repairs and Maintenance	2 353	2 385	2 187	2 932	3 591	3 778	3 966
Travel and Subsistence	1 432	1 125	2 434	1 971	1 568	1 237	1 803
Lease Payments	10 597	10 808	11 016	18 143	23 687	23 687	22 916
Consultancy and Professional Fees	3 192	2 790	2 695	2 074	2 028	2 017	2 185
<b>Total Expenditure</b>	<b>63 651</b>	<b>76 718</b>	<b>90 942</b>	<b>100 409</b>	<b>109 969</b>	<b>111 174</b>	<b>115 991</b>

## 2. Programme 2 : Law Enforcement

### 2.1 P 2: 2017 – 2021 Strategic Objective Annual Targets

Strategic Goal 1 : To ensure excellent service delivery (effective regulation) in the security industry					
Strategic Objective : Increased monitoring and investigation of security service providers to enforce compliance with applicable legislation					
Key Performance Indicators (KPI's)	Baseline 2016/17	Annual Targets			
		2017/18	2018/19	2019/20	
(a) Number of security businesses inspected to enforce compliance with applicable legislation	5 375	5 400	5 680	5 965	
(b) Number of security officers inspected to enforce compliance with applicable legislation	30 698	31 000	32 600	34 230	
(c) % of investigations finalised against non-compliant SSP's	77%	83%	85%	88%	
(d) % of criminal cases opened against non-compliant SSP's	93%	93%	95%	95%	
(e) Number of security businesses licensed to possess firearms inspected	1 136	1 200	1 300	1 400	
(f) % of cases of non-compliant SSP's prosecuted per year	90%	90%	90%	92%	
(g) Number of new draft regulations compiled	New Indicator	2	2	2	

### 2.2 P 2 : 2017 – 2018 Quarterly Targets

Key Performance Indicators (KPI's)	Reporting Period	Annual Target 2017/18	Annual Targets			
			Quarter 1 ( Apr – Jun)	Quarter 2 ( Jul – Sep)	Quarter 3 ( Oct – Dec)	Quarter 4 ( Jan – Mar)
(a) Number of security businesses inspected to enforce compliance with applicable legislation	Quarterly	5 400	1 485	1 485	1 215	1 215
(b) Number of security officers inspected to enforce compliance with applicable legislation	Quarterly	31 000	8 520	8 520	6 980	6 980

Key Performance Indicators (KPI's)	Reporting Period	Annual Target 2017/18	Annual Targets			
			Quarter 1 (Apr – Jun)	Quarter 2 (Jul – Sep)	Quarter 3 (Oct – Dec)	Quarter 4 (Jan – Mar)
(c) % of investigations finalised against non-compliant SSP's	Quarterly	83%	40%	60%	75%	83%
(d) % of criminal cases opened against non-compliant SSP's	Quarterly	93%	93%	93%	93%	93%
(e) Number of security businesses licensed to possess firearms inspected	Quarterly	1 200	330	330	270	270
(f) % of cases of non-compliant SSP's prosecuted per year	Quarterly	90%	60%	70%	80%	90%
(g) Number of new draft regulations compiled	Quarterly	2	Propose regulations that need to be drafted and present to EXCO for approval	Research on the subject matter in which regulations must be drafted	Compile draft regulations	Submit draft regulations and obtain director approval

## Programme 2: Law Enforcement Expenditure and MTEF Budget

Standard Item: Expenditure	Audited outcomes			Budget 2016/17	Medium-term Estimate		
	Actual 2013/14	Actual 2014/15	Actual 2015/16		Budget 2017/18	Budget 2018/19	Budget 2019/20
R thousand							
Personnel Expenditure	40 731	44 409	51 884	60 596	62 438	68 918	75 454
Administrative Expenditure	9 042	4 284	6 367	12 699	13 000	13 708	14 510
Repairs and Maintenance	201	154	3 369	162	185	196	207
Travel and Subsistence	3 671	4 065	3 987	5 823	4 710	4 778	4 746
Lease Payments	3 210	3 105	3 277	8 353	8 021	9 082	9 164
Consultancy and Professional Fees	145	28	11	24	25	27	29
<b>Total Expenditure</b>	<b>56 999</b>	<b>56 044</b>	<b>68 895</b>	<b>87 657</b>	<b>88 380</b>	<b>96 708</b>	<b>104 109</b>

## 3. Programme 3: Communications, Registration (CRM) And Training

### 3.1 Communications and Stakeholder Management

#### 3.1.1 P 3: 2017 – 2021 Strategic Objective Annual Targets

Strategic Goal 2 : Stakeholder and Customer Relationship Management					
Strategic Objective: Increased awareness on the functions and role of PSiRA and its stakeholders within the security industry					
Key Performance Indicators (KPI's)	Baseline 2016/17	Annual Targets			
		2017/18	2018/19	2019/20	
(a) Number of public awareness programmes on PSiRA's role and functions	90 Public Awareness Programmes	140 Public Awareness Programmes	160 Awareness Programmes	170 Awareness Programmes	

#### 3.1.2 P 3: 2017 – 2018 Quarterly Targets

Key Performance Indicators (KPI's)	Reporting Period	Annual Target 2017/18	Annual Targets			
			Quarter 1 (Apr – Jun)	Quarter 2 (Jul – Sep)	Quarter 3 (Oct – Dec)	Quarter 4 (Jan – Mar)
(a) Number of public awareness programmes on PSiRA's role and functions	Quarterly	140 Public Awareness Programmes	35 Public Awareness Programmes	35 Public Awareness Programmes	35 Public Awareness Programmes	35 Public Awareness Programmes



## 3.2 Registration

### 3.2.1 P 3: 2017- 2021 Strategic Objective Annual Targets

Strategic Goal 2 : Stakeholder and Customer Relationship Management					
Strategic Objective: Improve the integrity and the turnaround time of registration					
Key Performance Indicators (KPI's)		Baseline 2016/17	Annual Targets		
			2017/18	2018/19	2019/20
(a)	Average turnaround time of applications for registration meeting all the requirements for security businesses (working days)	Average of 15 days	Average of 15 days	Average of 10 days	Average of 10 days
	Average turnaround time of applications for registration meeting all the requirements for security officers (working days)	Average of 15 days	Average of 15 days	Average of 10 days	Average of 10 days
(b)	% of new registration certificates rolled out (on active Security Officers)	52%	60%	65%	35%
	% of new registration certificates rolled out (on active Security Businesses)	31%	60%	65%	35%

### 3.2.2 P 3: 2017 – 2018 Quarterly Targets

Key Performance Indicators (KPI's)		Reporting Period	Annual Target 2017/18	Annual Targets			
				Quarter 1 ( Apr – Jun)	Quarter 2 ( Jul – Sep)	Quarter 3 ( Oct – Dec)	Quarter 4 ( Jan – Mar)
(a)	Average turnaround time of applications for registration meeting all the requirements for security businesses (working days)	Quarterly	Average of 15 days	Average of 15 days	Average of 15 days	Average of 15 days	Average of 15 days
	Average turnaround time of applications for registration meeting all the requirements for security officers (working days)	Quarterly	Average of 15 days	Average of 15 days	Average of 15 days	Average of 15 days	Average of 15 days
	% of new registration certificates rolled out (on active Security Officers)	Quarterly	60%	10%	40%	20%	30%
(b)	% of new registration certificates rolled out (on active Security Businesses)	Quarterly	60%	30%	40%	20%	10%

## 3.3 Industry Training

### 3.3.1 P 3: 2017 - 2021 Strategic Objective Annual Targets

Strategic Goal 2 : Stakeholder and Customer Relationship Management					
Strategic Objective: Promote compliance with minimum professional training standards by the SSPs					
Key Performance Indicators (KPI's)		Baseline 2016/17	Annual Targets		
			2017/18	2018/19	2019/20
(a)	Number of capacity building activities for SSP training institutions	6 Capacity building activities	12 Capacity building activities	16 Capacity building activities	20 Capacity building activities
(b)	% of training security service providers currently registered with PSiRA accredited for NQF qualifications	48 % of currently registered training SSP accredited	50% of currently registered training SSP accredited	60% of currently registered training SSP accredited	70% of currently registered training SSP accredited

### 3.3.2 P 3: 2017 – 2018 Quarterly Targets

KEY PERFORMANCE INDICATORS (KPI'S)	REPORTING PERIOD	ANNUAL TARGET 2017/18	ANNUAL TARGETS			
			Quarter 1 (Apr – Jun)	Quarter 2 (Jul – Sep)	Quarter 3 (Oct – Dec)	Quarter 4 (Jan – Mar)
(a) Number of capacity building activities for SSP training	Quarterly	12 Capacity building activities	2 Capacity building activities	4 Capacity building activities	4 Capacity building activities	2 Capacity building activities
(b) % of training security service providers currently registered with PSiRA accredited for NQF qualifications	Quarterly	50% of currently registered training SSP accredited	5% training security service providers	10% training security service providers	15% training security service providers	20% training security service providers

## 3.4 Sub-Programme: Industry Research And Development

### 3.4.1 P 3: 2017-2021 Strategic Objective Annual Targets

Strategic Goal 2 : Private Security Industry Stewardship through Research and Development					
Strategic Objective: Research conducted to influence policy direction for PSiRA and the private security industry					
Key Performance Indicators (KPI's)	Baseline 2016/17	Annual Targets			
		2017/18	2018/19	2019/20	
(a) Number of completed research topics per year	2 Research Topics	4 Research Topics	4 Research Topics	4 Research Topics	
Number of completed surveys per year	1 Survey	4 Surveys	4 Surveys	4 Surveys	
Number of policy documents completed.	2 Policies	4 policy documents completed	4 policy documents completed	4 policy documents completed	
Number of partnerships established	1 partnership	1 partnership established	1 partnership established	1 partnership established	

### 3.4.2 P 3: 2017 – 2018 Quarterly Targets

KEY PERFORMANCE INDICATORS (KPI'S)	REPORTING PERIOD	ANNUAL TARGET 2017/18	ANNUAL TARGETS			
			Quarter 1 (Apr – Jun)	Quarter 2 (Jul – Sep)	Quarter 3 (Oct – Dec)	Quarter 4 (Jan – Mar)
(a) Number of completed research topics per year	Quarterly	4 Research Topics	Research in progress	2 Research Topics	Research in progress	2 Research Topics
Number of completed surveys per year	Quarterly	4 Surveys	1 Survey	1 Survey	1 Survey	1 Survey
Number of policy documents completed per year.	Quarterly	4 policy documents completed	Proposed policy initiative presented to Exco	Approved policy in place	Proposed policy initiative presented to Exco	Approved policy in place
Number of partnerships established	Quarterly	1 partnership established	Identify the learning institution	Draft a proposal for EXCO consideration for the partnership	Engage the identified learning institution on the proposed partnership	Formalize the partnership with the identified learning institution

### Programme 3: Communication, Training and Registration Expenditure and Budget

Standard Item: Expenditure	Audited outcomes			Revised Estimate	Medium-term Estimate		
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
R thousand							
Personnel Expenditure	8 113	10 464	9 108	15 184	15 272	16 494	17 814
Administrative Expenditure	8 036	5 204	14 698	28 981	31 321	24 631	24 392
Travel and Subsistence	269	204	1 675	2 493	2 616	2 014	2 226
Lease Payments	43	66	-	-	-	-	-
Consultancy and Professional Fees	15	25	-	1 908	1 089	1 340	1 313
<b>Total Expenditure</b>	<b>16 475</b>	<b>15 963</b>	<b>25 481</b>	<b>48 567</b>	<b>50 298</b>	<b>44 479</b>	<b>45 744</b>



# Part C

Long Term Infrastructure And Capital  
Asset Plan And Links To Other Plans

## Part C

# LONG TERM INFRASTRUCTURE AND CAPITAL ASSET PLAN AND LINKS TO OTHER PLAN



**PSiRA**  
Private Security Industry Regulatory Authority

The capital budget responds to the PSiRA operational requirements. The capital budget has been increased drastically to cater for the purchase of a new ERP system to ensure the integrity of data and improved delivery of service. The entity also plans to increase the footprint through the opening of new offices resulting in an increased capital budget.

Standard Item: Expenditure R Thousand	Audited Outcomes			MTEF			
	Actual 2013/14	Actual 2014/15	Actual 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Computer Hardware	372	417	986	2 100	2 100	1 900	2 100
Software	-	-	-	19 800	25 200	3 915	3 915
Motor Vehicle	-	-	212	-	-	-	-
Office Equipment	15	566	893	300	300	300	300
Office Furniture	87	87	219	2 755	800	800	800
Leasehold Improvement	-	-	-	3 400	5 400	-	-
<b>Total Capital Expenditure</b>	<b>474</b>	<b>1 070</b>	<b>2 310</b>	<b>28 355</b>	<b>33 800</b>	<b>6 915</b>	<b>7 115</b>



## Annexure 1

# ABBREVIATIONS

CRM	Customer Relations Management
CAP	Corrective Action Plan
DNA	Deoxyribonucleic Acid
EXCO	Executive Committee
ERP	Enterprise Resource Planning
ICT	Information and Communication Technology
IT	Information Technology
JCPS	Justice Crime Prevention and Security Cluster
MoU	Memorandum of Understanding
NDP	National Development Plan
PFMA	Public Financial Management Act
PMS	Performance Management System
PSiRA	Private Security Industry Regulatory Authority
SO	Security Officers
SSP	Security Service Providers
SETA	Sector Education and Training Authority

# TECHNICAL INDICATOR DESCRIPTION



1. Indicator title	Audit Opinion
Short definition	Unqualified Opinion with no significant audit finding
Purpose/Importance	Compliance with the relevant acts and regulations which will result in an unqualified audit opinion
Source	Audit Report
Method of calculation	N/A
Data limitations	No specific limitation
Type of indicator	Non-cumulative
Calculation type	N/A
Reporting cycle	Annual
New indicator	No
Desired performance	Unqualified audit opinion
Indicator responsibility	<b>Deputy Director Finance and Admin (CFO)</b>

2. Indicator title	% Revenue collected
Short definition	Increase in the collection of revenue due to the authority
Purpose/Importance	Compliance with the relevant acts and regulations which will result increased collection of revenue and reduction of bad debts
Source	Quarterly reports / Annual reports
Method of calculation	Total of revenue collected over total revenue billed
Data limitations	No specific limitation
Type of indicator	Cumulative – for the year
Calculation type	N/A
Reporting cycle	Annually
New indicator	Yes
Desired performance	100% revenue collection due to the authority
Indicator responsibility	<b>Deputy Director Finance and Admin (CFO)</b>

3. Indicator title	Critical IT infrastructure restored within the set timeline
Short definition	To ensure minimum disruption to IT systems
Purpose/Importance	Compliance to IT Government Standards
Source	Governance ICT policy framework and Business Continuity policy
Method of calculation	Average number of hours taken to restore the system
Data limitations	No specific limitation
Type of indicator	Efficiency
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	100% compliance to the IT Government standards
Indicator responsibility	<b>Senior Manager: Business and Information Systems</b>

4. Indicator title	% of implementation of the Performance Management System (PMS)
Short definition	Performance management system implemented (Performance contracting, Assessment, Training and development)
Purpose/Importance	Monitor and improve organizational performance
Source	PMS policy
Method of calculation	All staff contracted and evaluated
Data limitations	Non-compliance to deadline
Type of indicator	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	100% Performance assessment conducted
Indicator responsibility	<b>All Executives</b>

5. Indicator title	Number of security businesses inspected to enforce compliance with applicable legislation
Short definition	These are all types of inspections conducted at security businesses.
Purpose/Importance	To inspect and monitor compliance by security service businesses with applicable legislation.
Source	Inspection reports completed at security businesses. This includes infrastructure and capacity inspections, routine and regulatory inspections and accreditations of training centres.
Method of calculation	Number of inspection reports of security businesses completed. Completed means a report with an inspection report reference number signed by the inspector.
Data limitations	No specific limitations
Type of indicator	Efficiency
Calculation type	Cumulative – for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	Aim to ensure that all security businesses are inspected.
Indicator responsibility	<b>Deputy Director: Law Enforcement</b>

6. Indicator title	Number of security officers inspected to enforce compliance with applicable legislation
Short definition	These are all inspections conducted at the sites where security officers are deployed.
Purpose/Importance	To inspect and monitor compliance by security officers with applicable legislation.
Source	Inspection reports completed.
Method of calculation	Number of inspection reports of security officers completed. Completed means a report with an inspection report reference number signed by the inspector.
Data limitations	No specific limitation
Type of indicator	Efficiency
Calculation type	Cumulative – for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	Aim to ensure that all security officers are inspected.
Indicator responsibility	<b>Deputy Director: Law Enforcement</b>



7. Indicator title	% of investigations finalised against non-compliant security service providers
Short definition	These are cases referred to Law Enforcement Unit for investigation.
Purpose/Importance	To bring non-complying SSPs before the PSiRA code of conduct enquiry and/or criminal court for prosecution.
Source	Number of inspected SSP and complaints received from help desk and other sources during the period under review
Method of calculation	Number of finalised complaints/cases investigated divide by the total number of complaints/cases allocated to the unit (per Quarter/ Year). Finalise means the completion of the investigation and the submission of an investigation report with the findings. Note: With the quarter, complaints/cases pending from the previous quarter will be carried over as an opening balance to the new quarter).
Data limitations	Integrity of information received from the complaint help desk and other sources
Type of indicator	Efficiency
Calculation type	Cumulative – for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	Aim to ensure 100 % complaints/cases received are finalised
Indicator responsibility	<b>Deputy Director: Law Enforcement</b>

8. Indicator title	% of criminal cases opened against non-compliant SSPs
Short definition	During investigations certain conducts of the SSPs tantamount to criminal offenses or both criminal offence and breach of PSiRA code of conduct, in such cases a criminal case has to be registered with SAPS.
Purpose/Importance	To have non-compliant SSPs prosecuted by the NPA.
Source	Number of inspected/investigated non-compliant SSP in the period under review
Method of calculation	Number of cases opened against non-compliant SSPs / total number non-compliant SSPs identified (per Quarter/ Year) Note: With the quarter, cases pending from the previous will be carried over as an opening balance to the new quarter).
Data limitations	No specific limitation
Type of indicator	Efficiency
Calculation type	Cumulative – for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	Aim to ensure that criminal cases are opened against 100% of non-complying SSPs
Indicator responsibility	<b>Deputy Director: Law Enforcement</b>

9. Indicator title	Number of security businesses licensed to possess firearms inspected
Short definition	Inspection schedule/report completed at security businesses licensed to possess firearms.
Purpose/Importance	To account for those security businesses licensed for firearms and ensure compliance with legislation.
Source	Inspection schedule/report completed at security businesses licensed for firearms.
Method of calculation	Number of inspections completed at businesses licensed for firearms. Completed inspections are inspection schedules/reports completed and signed by the inspector.
Data limitations	No access to Central Firearm Registry's Institution database. Details of security businesses licensed for firearms not separately captured on CFR database.
Type of indicator	Efficiency
Calculation type	Cumulative – for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	All security businesses licensed for firearms and firearms itself are fully accounted for.
Indicator responsibility	<b>Deputy Director: Law Enforcement</b>

10. Indicator title	% of cases of non-compliant SSPs prosecuted per year
Short definition	This refers to a total number of cases ( dockets) received by Legal Services from Compliance and Enforcement unit to be prosecuted in terms of PSIRA code of conduct
Purpose/Importance	To ensure that those SSPs that breach the code of conduct are punished accordingly.
Source	Number of case dockets opened against inspected SSP in the period under review.
Method of calculation	Total number of cases finalised by prosecutors/ total number of cases where charge sheets have been issued.
Data limitations	Sufficient information provided on the docket
Type of indicator	Efficiency
Calculation type	Cumulative – for the year
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	To ensure that 100% of cases of non-compliant are prosecuted
Indicator responsibility	<b>Deputy Director: Law Enforcement</b>

11. Indicator title	Number of new draft regulations compiled
Short definition	Drafting regulations in terms of the PSIR Act for consideration by the Minister
Purpose/Importance	To ensure a proper regulatory framework in support of the Authority's core mandate
Source	Number of draft regulations compiled and approved by the director and referred to the Minister for consideration for publication in Government Gazette.
Method of calculation	Number of draft regulations compiled
Data limitations	No specific limitations
Type of indicator	Outcome-driven
Calculation type	Cumulative – for the year
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	To ensure proper regulations for the different categories or classes of security service providers
Indicator responsibility	<b>Deputy Director: Law Enforcement</b>

12. Indicator title	Number of public awareness programmes on PSiRA's role and functions
Short definition	To undertake programmes that creates awareness on the role and functions of PSiRA focusing on the general public and the private security industry
Purpose/Importance	To promote awareness amongst the public and the private security industry on the functions and role of PSiRA in the industry
Source	Communication Unit Operational Plan 2015/16
Method of calculation	Number of public awareness programmes undertaken/conducted on the role and functions of PSiRA as per the operational plan. Note: PSiRA may also partner with other strategic partners on some awareness programmes not highlighted in the operational plan.
Data limitations	Loss of data by other stakeholders involved in the programmes
Type of indicator	Output driven
Calculation type	Cumulative – for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	To ensure that the public understands the mandate of PSiRA, are able to access the services offered and further exercise the consumer protection offered by the Authority.
Indicator responsibility	<b>Deputy Director: Communications, Registration (CRM) and Training</b>



<b>13. Indicator title</b>	<b>Average turnaround time of applications for registrations meeting all the requirements for security businesses (working days)</b>
Short definition	To ensure that registration process is transparent and timeous
Purpose/Importance	To establish the average turnaround time for business applications meeting all the requirements
Source	New business applications
Method of calculation	Take the number of days for applications registered in that quarter and average it, and that average is our number of days that it takes to register business applications The calculations excludes public holidays and weekends
Data limitations	Integrity of the business applications received
Type of indicator	Efficiency
Calculation type	Cumulative – for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	To ensure that applications received are processed within average of 20 working days
Indicator responsibility	<b>Deputy Director: Communications, Registration (CRM) and Training</b>
<b>14. Indicator title</b>	<b>Average turnaround time of applications for registrations meeting all the requirements for security officers (working days)</b>
Short definition	To ensure that registration process is transparent and timeous
Purpose/Importance	To establish the average turnaround time for security officers' applications meeting all the requirements
Source	New security officers' applications
Method of calculation	Take the number of days for applications registered in that quarter and average it and that average is our number of days that it takes to register individual applications The calculations exclude public holidays and weekends and applications with previous criminal convictions as well as applications which require another set of fingerprints to be taken (retakes).
Data limitations	Integrity of the applications received
Type of indicator	Impact
Calculation type	Cumulative – for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	To ensure that applications received are processed within an average of 20 working days
Indicator responsibility	Deputy Director: Communications, Registrations and Training
<b>15. Indicator title</b>	<b>% of new registration certificates rolled out (on active security officers)</b>
Short definition	To roll-out new registration certificate that has improved security features.
Purpose/Importance	To improve the integrity of our registration certifications and reduce the risk of identity theft within the industry
Source	Active (employed) SOs
Method of calculation	Number of new registration certificate issued/targeted number active SOs (per year)
Data limitations	Change of details by SOs
Type of indicator	Output
Calculation type	Cumulative – for year
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	To ensure that 100 % roll out of new registration certificates for active SOs
Indicator responsibility	<b>Deputy Director: Communications, Registration (CRM) and Training</b>

16. Indicator title	% New registration certificate rolled out (on active businesses)
Short definition	To roll-out new registration certificate that has improved security features.
Purpose/Importance	To improve the integrity of our registration certifications and reduce the risk of illegal practice within the industry
Source	Active (In business ) SSPs
Method of calculation	Number of new registration certificate issued/targeted number active SSPs (per year)
Data limitations	Change of details by SSPs
Type of indicator	Output
Calculation type	Cumulative – for the year
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	To ensure that 100% roll out of new registration certificates for active SSPs
Indicator responsibility	<b>Deputy Director: Communications, Registration (CRM) and Training</b>

17. Indicator title	Number capacity building activities for SSPs training
Short definition	Formal stakeholders workshops undertaken with the training providers
Purpose/Importance	To communicate changes in respect of the training environment and to promote and advocate professionalism and compliance with legislation in the training sector.
Source	Invites, workshop programme and attendance registers.
Method of calculation	Number of capacity building workshops held
Data limitations	No specific limitation
Type of indicator	Impact
Calculation type	Cumulative – for the year
Reporting cycle	Annual
New indicator	No
Desired performance	Annual stakeholder workshops undertaken with the training providers in all provinces
Indicator responsibility	<b>Deputy Director: Communications, Registration (CRM) and Training</b>

18. Indicator title	% of training SSPs currently registered with PSiRA accredited for NQF qualifications
Short definition	To ensure that training security service providers currently registered with PSiRA are properly accredited and in compliance with the minimum professional standards as stipulated in the training policy
Purpose/Importance	To establish the level of compliance by the security training providers
Source	Number of actively PSiRA registered and NQF accredited training service providers in the period under review
Method of calculation	Total number of PSiRA registered training service providers accredited for NQF qualification/total number of registered PSiRA training providers
Data limitations	Accuracy of data provided by training accreditation authorities
Type of indicator	Impact driven
Calculation type	Cumulative – for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	To ensure that 100% inspected training SSPs are complying with the training policy
Indicator responsibility	<b>Deputy Director: Communications, Registration (CRM) and Training</b>





19. Indicator title	Number of completed research topics per year
Short definition	Undertaking research on areas in the private security industry
Purpose/Importance	To ensure effective implementation of the Authority's core business mandate, being law enforcement, industry training and registration
Source	Approved Concept Note
Method of calculation	Number of completed research topics
Data limitations	The inability to obtain information from relevant stakeholders
Type of indicator	Outcome-driven
Calculation type	Cumulative – for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	2 topics completed per annum
Indicator responsibility	<b>Senior Researcher: Research and Development Unit</b>

20. Indicator title	Number of completed surveys per year
Short definition	Undertaking industry surveys
Purpose/Importance	To ensure effective implementation of the Authority's core business mandate, being law enforcement, industry training and registration
Source	Approved Concept Note
Method of calculation	Number of industry surveys completed
Data limitations	Respondents unwillingness to complete voluntary survey
Type of indicator	Outcome-driven
Calculation type	Cumulative – for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	4 industry surveys completed per annum
Indicator responsibility	<b>Senior Researcher: Research and Development Unit</b>

21. Indicator title	Number of policy documents completed
Short definition	Drafting private security industry-related policy documents
Purpose/Importance	To ensure effective implementation of the Authority's core business mandate, being law enforcement, industry training and registration
Source	Approved Concept note
Method of calculation	Number of policy documents
Data limitations	No specific limitations
Type of indicator	Outcome-driven
Calculation type	Cumulative – for the year
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Completed policy documents
Indicator responsibility	<b>Senior Researcher: Research and Development Unit</b>

22. Indicator title	Number of partnerships established
Short definition	Partnership established with institution for higher learning
Purpose/Importance	To support effective implementation of the Authority's core business mandate, being law enforcement, industry training and registration
Source	Draft MOU/Agreement
Method of calculation	Number of MOU/Agreement
Data limitations	No specific limitations
Type of indicator	Outcome-driven
Calculation type	Cumulative – for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	Partnership established
Indicator responsibility	<b>Senior Researcher: Research and Development Unit</b>

NOTES



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# NOTES

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#### **Head Office Address**

420 Witch-Hazel Avenue, Eco Glades 2 Office Park,  
Highveld Ext 70, Centurion 0158  
Private Bag X 817  
PRETORIA 0001  
Telephone: 012 003 0500/1 or 086 133 3850  
Fax: 086 667 7140  
**email:** [info@psira.co.za](mailto:info@psira.co.za)  
**website:** [www.psira.co.za](http://www.psira.co.za)  
**whatsapp:** 082 803 4329