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Private Security Industry Regulatory Authority

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Annual Performance Plan 2021-22



PSiRA

Private Security Industry Regulatory Authority

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**Private Security Industry
Regulatory Authority
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Hon. Bheki Cele
Minister of Police

Executive Authority Statement

During the 2020/21 financial year, South Africans together with the rest of the world faced an unprecedented disruption in their daily lives. The coronavirus pandemic has not only created economic hardships but it also adversely affected the nation by the thousands of lives lost.

We have all answered the President's call to work together in the fight against the pandemic, what continues to stand out, is our resolve as a country, to combat this invisible enemy as a collective.

The private security industry in South Africa has played a key role in curbing the spread of COVID-19, from the initial lockdown, the industry was considered to be an essential service to the country, not only in protecting and safeguarding property and persons, but also in assisting businesses in ensuring they observe health protocols.

The pandemic has not only tested the country's healthcare system, but also tested our resolve in how we deal with increased unemployment and the prevalence of crime. If COVID-19 taught us anything, it is that we need to improve the way we operate and find more efficient and cost-effective ways to deliver services whilst ensuring that our mandate is met.

The Private Security Industry Regulatory Authority (PSiRA) has developed its 2021/22 Annual Performance Plan with this in mind, by developing digital platforms for improved service delivery to improve its law enforcement strategies, it is clear these initiatives will put the Authority on the path to realise its strategic impact for a legitimate, competent and transformed private security industry which contributes toward a safer South Africa and acts in the interest of the state, public and private security industry.

The private security industry continues to grow and present lucrative opportunities for entrepreneurs and investors to be involved in marketing a service for which there remains a growing demand.

Although the growth of the private security industry is welcomed from a safety, security and employment perspective, it is also so that it calls for vigorous oversight to ensure that those who are security services providers, do not themselves become a threat to the safety and security of citizens.

This Annual Performance Plan recognises the important role the private security industry plays in our country, not only from a GDP contribution perspective, but also as a job creator.

The National Development Plan (NDP) 2030 is the blueprint that all South Africans must work together to create a better tomorrow. It seeks to eliminate poverty, reduce inequality and unemployment and envisions a South Africa where all citizens feel safe and have no fear of crime. The priorities highlighted in the Medium Term Strategic Framework in support of the NDP blueprint, further emphasises educations and skills development as a pathway to a better future for all our citizens.

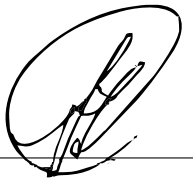
I am pleased to note that the PSiRA's Annual Performance Plan supports the Medium Term Strategic Framework priorities in that it highlights the importance of transformation to ensure meaningful economic transformation of the private security industry and inclusive growth.

I am equally pleased that the plan includes improved training curriculum development and quality assurance to ensure the promotion of a competent and professional private security industry which will lead to not only more skilled security officers, but hopefully provide better and decent jobs within the private security industry.

As Government, we are expecting our Regulators to not just lead by example, but also play a leading role in supporting our counterparts within the South African Development Community (SADC) regions and the entire African continent, which PSiRA is indeed doing.

I call on PSiRA to ensure that its stellar work and approach to regulating the private security industry is shared with our peers across the whole continent and further abroad.

I assure the newly appointed Council of PSiRA and management that they will be supported in their efforts to implement the Annual Performance Plan and wish them well in their endeavours to contribute to a safer South Africa.



Honourable Mr BH Cele, MP
Minister for Police



The private security industry continues to grow and presents lucrative opportunities for entrepreneurs and investors to be involved in marketing a service for which there remains a growing demand.



Dr Leah Mofomme
Chairperson of Council, PSiRA

Accounting Authority Statement

The new Council is pleased to present to the Executive Authority and Parliament of the Republic of South Africa, the Authority's Annual Performance Plan 2021-2022 as developed by the Management of the Entity. The development of the Plan included being guided by the 2020-2025 PSiRA Strategic Plan, the National Economic Reconstruction and Recovery Plan in relation to the global Covid-19 pandemic, and the key National Priorities enshrined in the Medium-Term Strategic Framework and the National Development Plan 2030.

The new Council has been briefed and is ready to meet the challenges facing the Authority for delivering its statutory mandate in terms of the Private Security Industry Regulation Act, 2001. The Council is hopeful and equal to the task of ensuring that the challenges are resolved to enable the Authority to achieve the targets as per this Annual Performance Plan.

Having reviewed this Annual Performance Plan, the Council is satisfied that the 2021-2022 performance output indicators and targets focus on achieving the Strategic Plan outcomes for the 2020-2025 Medium-Term Strategic Framework (MTSF) period. Council is also satisfied that the development of this Annual Performance Plan included addressing the global COVID-19 pandemic challenges in the business context. We support the review of the Strategic Plan to ensure its continued relevance by addressing new ways of doing business to meet the challenges of the pandemic. The amendments to the Strategic Plan as contained in the Annexure to the Annual Performance Plan align the Strategic Plan 2020-2025 with this Annual Performance Plan.

Doing business in the context of the 4th Industrial Revolution (4IR) is an important factor. The Council therefore welcomes the introduction of digital services for PSiRA's clients. The digital transformation strategy developed by Management for the phasing in of digital services responds to the 4IR. In turn, it addresses the Authority's limited national footprint and deals with the COVID-19 distancing challenges that face it and its clients.

Like its predecessor, the new Council remains concerned that the Authority's resources continue to be constrained due to the unsustainable funding model currently used for revenue generation. However, we are hopeful that the process started by National Treasury to review the Private Security Industry Levies Act, 2002 into a Money Bill, and re-introduction thereof to Parliament for passing into law, will address the funding challenges. Doing so will allow the Authority to fully execute its legislative mandate and achieve its vision by the end of the MTSF period.

The private security industry continues to show signs of growth with the demand for more personalised and corporate safety and security. The private security industry has become an instrument for lawful individual and corporate self-protection and there is no

doubt that the industry is playing a significant role in the fight against crime through proactive measures – including technology that seeks to prevent crime from taking place.

PSiRA, must therefore ensure that the use of technology by the industry is fully regulated to avoid infringing on the constitutional rights of ordinary citizens, and/or encroaching on the legislative mandate of other State law enforcement agencies. This Annual Performance Plan seeks to advance increased compliance and law enforcement activities, and to upskill our inspectors in the use of technology in the industry with abilities to guide industry compliance and enforcement.

Stakeholder collaboration is another key area that PSiRA continues to value to improve the levels of compliance and to contribute to a better understanding of the Authority's mandate and the rules that govern the conduct of the private security industry.

The environmental analysis in this Annual Performance Plan highlights some of the key challenges that face the PSiRA. Challenges notwithstanding, we look forward to ongoing improvements in the performance of PSiRA – performance that aims at ensuring a legitimate, competent, and transformed private security industry. One that is capable of contributing to the achievement and maintenance of sufficient levels of safety and security in our country, and that is a valuable collaborating partner with other law enforcement agencies in the fight against crime.



Dr Leah Mofomme
Chairperson of the Council



The new Council has been briefed and is ready to meet the challenges facing the Authority for delivering its statutory mandate in terms of the Private Security Industry Regulation Act, 2001

Official Sign-off

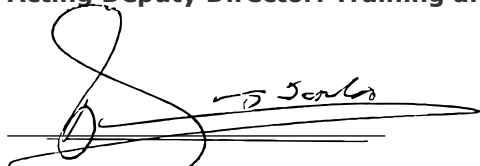
It is hereby certified that this 2021-2022 Annual Performance Plan:

- 1) Was developed by the Management Team of the Private Security Industry Regulatory Authority, under the guidance of the Council and the Minister of Police.
- 2) Takes into account all the relevant policies, legislation, and other mandates for which the Private Security Industry Regulatory Authority is responsible.
- 3) Accurately reflects the Outputs and Targets which the Private Security Industry Regulatory Authority will endeavour to achieve over the 2021-2022 financial year.



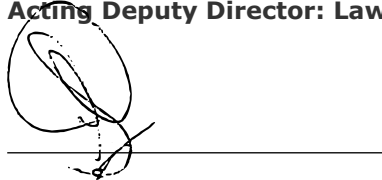
Dr S Gumedze
Acting Deputy Director: Training and Communications

28 January 2021



Mr J Sambo
Acting Deputy Director: Law Enforcement

28 January 2021



Mr C S Badenhorst
Chief Operating Officer (COO)

28 January 2021



Ms M C Sebogodi
Deputy Director: Finance and Administration
Chief Financial Officer (CFO)

28 January 2021



Mr M S Chauke
Director: PSiRA
Chief Executive Officer

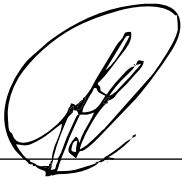
28 January 2021

Approved by:



Dr Leah Mofomme
Chairperson of Council (Accounting Authority)

28 January 2021



Honourable Mr B H Cele, MP
Minister of Police (Executive Authority)

12 March 2021

Abbreviations and Acronyms

4IR	4th Industrial Revolution
AGSA	Auditor-General of South Africa
AOP	Annual Operational Plan
APP	Annual Performance Plan
ARC	Audit and Risk Council
BIT	Business Information Technology
CAS	Crime Administration System
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CIPC	Companies and Intellectual Property Commission
COO	Chief Operations Officer
COVID-19	Corona Virus 2019
CRC	Criminal Records Centre
DoEL	Department of Employment and Labour
DoHA	Department of Home Affairs
DPME	Department of Planning, Monitoring and Evaluation
Exco	Executive Committee
FSCA	Financial Sector Conduct Authority
FY	Financial Year
GDP	Gross Domestic Product
GF	Guarantee Fund
GRAP	Generally Recognised Accounting Practice
HR	Human Resources
ICT	Information and Communication Technology
IMF	International Monetary Fund
IoT	Internet of Things
IT	Information Technology
JCPS	Justice, Crime Prevention, and Security Cluster
KPIs	Key Performance Indicators
M&E	Monitoring and Evaluation
MTEF	Medium-Term Expenditure Framework
MTSF	Medium-Term Strategic Framework
NBCPSS	National Bargaining Council for the Private Security Sector
NDP	National Development Plan, Vision 2030
NEDLAC	National Economic Development and Labour Council
NT	National Treasury
PAJA	Promotion of the Administrative Justice Act

PDI	Previously Disadvantaged Individual
PFMA	Public Finance Management Act
POPI	Protection of Personal Information Act
PPP`	Public-Private Partnership
PSI	Private Security Industry
PSiRA	Private Security Industry Regulatory Authority
PSIR Act	Private Security Industry Regulation Act, No. 56 of 2001
QTR	Quarter
RFP	Request for Proposal
SADC	South African Development Community
SAPS	South African Police Service
SARB	South African Reserve Bank
SARS	South African Revenue Services
SDG	Sustainable Development Goal
SO	Security Officer
SONA	State of the Nation Address
SSP	Security Service Provider
TV	Television
UN	United Nations
WEO	World Economic Outlook

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PSiRA

Private Security Industry Regulatory Authority



Part A Our Mandate

1. Updates to the Relevant Legislative and Policy Mandate

There are no updates to the legislative and policy mandates reflected in the amended 2020-2025 Strategic Plan, which is broadly reflected as:

Figure 1. PSiRA Legislative and Policy Mandates

Constitutional Mandate	<p>The Constitution of the Republic of South Africa (Act. No. 108 of 1996) Chapter 2: The Bill of Rights, and specifically Section 199</p>
Legislative Mandates	<p>Establishment Legislation:</p> <ul style="list-style-type: none"> The Private Security Industry Regulation Act (Act No. 56 of 2001 (PSIR Act)) The Public Finance Management Act (Act No. 1 of 1999, as amended) (PFMA) <p>Legislation Informing How the Core Mandate Must be Delivered:</p> <ul style="list-style-type: none"> The Private Security Industry Regulation Bill, 2012 The Private Security Industry Levies Act (Act No. 23 of 2002) Various legislation pertaining to the mandate, governance environment and institutional arrangements
Policy Mandates	<p>Longer-Range (Developmental) Priorities:</p> <ul style="list-style-type: none"> National Development Plan, Vision 2030 UN Sustainable Development Goals (SDGs) African Union Agenda 2063 <p>National Priorities for the 2019-2024 Planning Period:</p> <ul style="list-style-type: none"> Medium-Term Strategic Framework 2019-2024 (MTSF) Justice, Crime Prevention and Security Cluster Priorities

2. Updates to Institutional Policies and Strategies

Since the tabling of the 2020-2025 Strategic Plan in March 2020, certain emerging policy and/or strategy developments which have a bearing on the work and operations of the PSiRA have been considered in the development of this Annual Performance Plan.

2.1 National Economic Reconstruction and Recovery Plan (October 2020)

COVID-19 and the economic shutdown has had a severe impact on the economy. Many businesses are battling to recover or are non-operational. COVID-19 has resulted in 2.2 million South Africans losing their livelihoods during the second quarter of 2020. Our country's fiscal deficit ballooned to 15% of GDP and GDP was likely to shrink by 9% in 2020. National Treasury expects a significant shortfall in revenue collection in 2020-2021.

In response, the National Economic Reconstruction and Recovery Plan was tabled in Parliament on 15 October 2020. The objectives of that Plan are:

- 1) To create jobs, primarily through aggressive infrastructure investment and mass employment programmes;
- 2) To reindustrialise the economy, focusing on growing small businesses;
- 3) To accelerate economic reforms to unlock investment and growth;
- 4) To fight crime and corruption; and
- 5) To improve the capability of the State.

Of specific relevance to the PSiRA is the following:

- 1) The creation of jobs is at the centre of the Economic Reconstruction and Recovery Plan, driven primarily through a major infrastructure programme and a large-scale employment stimulus, coupled with an intensive localisation drive and focus on industrial expansion;
- 2) The Plan further prioritises a crackdown on corruption and crime, including a specific commitment to curtail “criminal elements in our country that have taken to the illegal occupation of construction sites and soliciting protection money from businesses”;
- 3) The Plan further includes a commitment to fast-track the reduction of the cost of doing business and lowering the barriers to entry.

Associated interventions and accountabilities for government and industry informed a framework of alignment. The actions of relevance to the PSiRA are detailed in Part B of this Annual Performance Plan.

2.2 National Bargaining Council for the Private Security Sector (NBCPSS)

The National Bargaining Council for the Private Security Sector (NBCPSS) was registered by the Department of Labour on 21 June 2018 and resulted in the adoption of its Constitution, with reference number LR2/6/6/164.

The establishment of the NBCPSS will have an impact on the focus and operations of the PSiRA, in that historically the PSiRA has been very focused on employee and employer rights and obligations, and related employment conditions and compliance.

2.3 Industry Regulations for the Different Categories or Classes of Security Services Providers

In line with its mandate to regulate the sector, the Authority has developed regulations focusing on the different categories or classes of security service providers. Regulations recently finalised include the following:

- 1) Regulations for working animals;
- 2) Regulations in respect of the events security sector;
- 3) Regulations in respect of the possession and use of firearms;
- 4) Regulations on the use of uniforms, logos, and insignia by the private security industry; and
- 5) Regulations on standards for the cash-in-transit sector.

A lot of work has gone into the above regulations. Provision must, therefore, be made for the impact that the implementation of these regulations will have on the Authority.

2.4 PSiRA Digital Transformation Strategy, 2020-2025

In 2020-21 the PSiRA developed its Digital Transformation Strategy (2020-2025) with the aim 'to digitally transform the PSiRA in ensuring we provide effective and efficient customer service to our clients and to align to the '4IR' Era'.

Figure 2. Goals of the PSiRA Digital Transformation Strategy

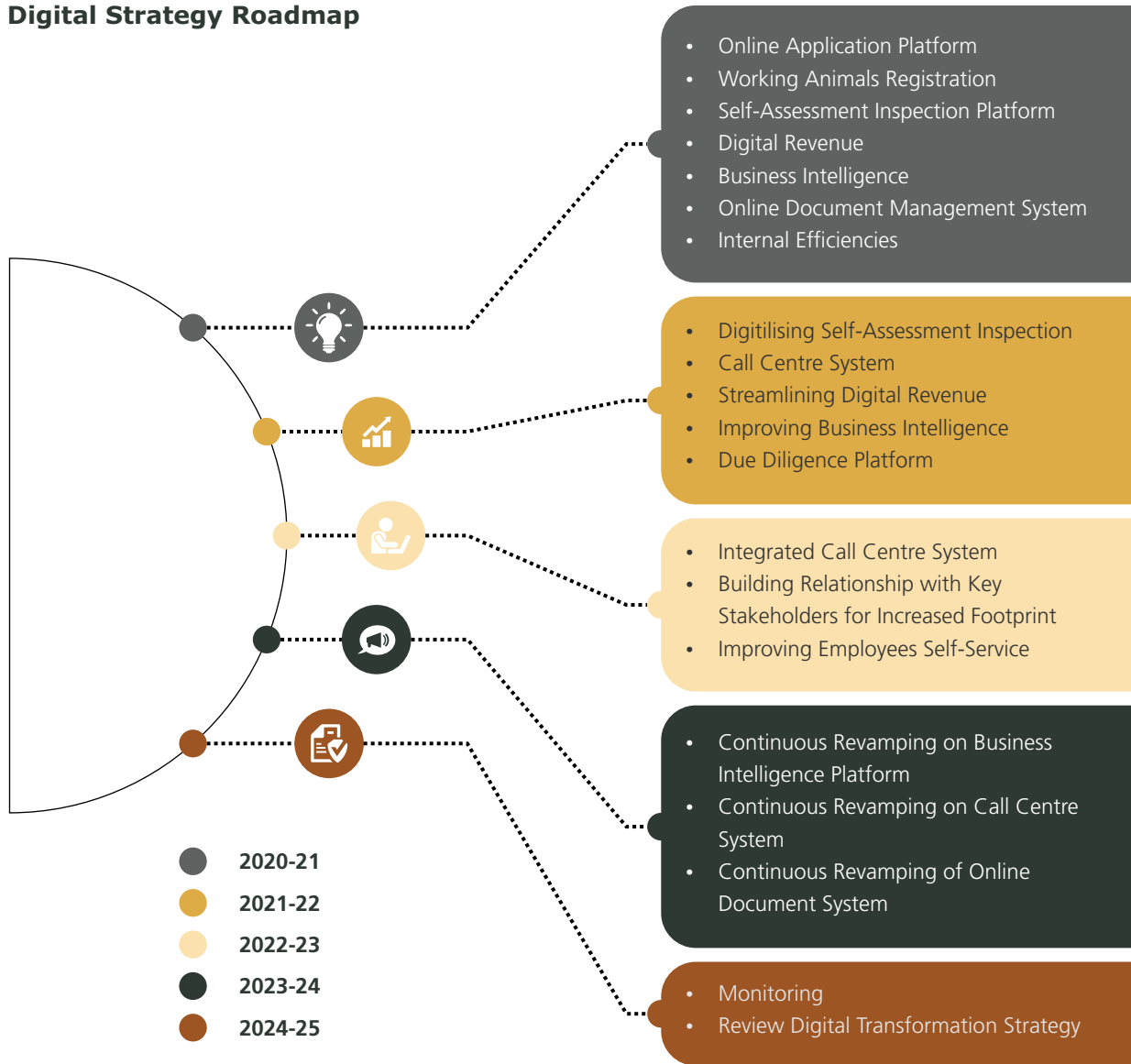


The Digital Transformation Strategy was designed in conjunction with the PSiRA's 2020-2025 Strategic Plan, to ensure that the digital transformation is aligned with the business strategy.

The milestones of the implementation of the organisational Digital Transformation Strategy over the next five years are:

Figure 3. Roadmap for implementation of the PSiRA Digital Transformation Strategies

Digital Strategy Roadmap



3. Updates to Relevant Court Rulings

PSiRA has aligned itself with most of the related court judgements or rulings which have bearing on its mandate and/or core operations.

While not containing a directive to the PSiRA to act in a particular way, the following cases have implications:

<p>Vicarious liability: Employers of security officers</p> <p>LOUREIRO & OTHERS V IMVULA QUALITY PROTECTION (PTY) LTD [2014] ZACC 4</p>	<p>The court ruled that employers of security officers will be liable for actions of their employees that leads to harm or loss to their clients. The court indicated that the test is (1) To determine whether the security officer failed to foresee the reasonable possibility of harm and to take the necessary steps (2) What steps a reasonable person in the position of the security officer would have taken to protect the client.</p> <p>Stakeholder Communication Outreach: the outcomes of this case ought to be communicated with the private security industry as it impacts on the security business and the security officer. The ruling echoes their responsibilities as espoused in the Code of Conduct for Security Service Providers 2003.</p>
<p>Vicarious liability: Employers of security services – general obligation towards clients as espoused in Regulation 9 of Code of Conduct and the binding effects of the rules</p> <p>MALESELA TAIHAN ELECTRIC CABLE (PTY) LTD v FIDELITY SECURITY SERVICES (PTY) LTD - GAUTENG LOCAL DIVISION, JOHANNESBURG Case No: 17193/2014</p>	<p>Exemption or limitation of liability clause – security service provider seeks to avoid liability in excess of limitation provided for in limitation clause – contract containing provision purporting to exempt or limit security service provider's liability also in respect of malicious, intentional, fraudulent, reckless or grossly negligent acts of itself or of its security officers expressly prohibited by Sub-regulation 9(3)(d) of Code of Conduct for Security Service Providers read with s 28(2) of the Private Security Industry Regulation Act 56 of 2001 – limitation clause in contract partially illegal – legislative intent is to visit limitation clause with nullity to the extent that it purports to limit security provider's liability for the intentional or grossly negligent acts of its security officers - limitation clause to that extent also contrary to public policy and unenforceable – illegal portion severable from rest of contract.</p> <p>Claim for reimbursement of total extent of loss due to theft granted.</p>
<p>Compliance with Promotion of Administrative Justice Act</p> <p>REACTION UNIT SOUTH AFRICA V PSiRA 2020 (1) SA 281 (KZA)</p>	<p>The court ruled that when taking decisions, an administrative body (PSiRA) must show clear steps that reflects compliance with PAJA. This is particularly so when dealing with decisions made in terms of Section 26 of the PSiR Act (suspension and withdrawal of registration).</p> <p>It must be shown that the decisions are rational, reasonable and were taken with due regard to the principles of <i>audi alteram partem</i> and are not arbitrary.</p> <p>This serves mainly as a reminder particularly to the Committees of the PSiRA that have been empowered to decide on matters that could affect the PSiRA negatively.</p>

Invalidity of Regulation 10(3) of the regulations relating to Appeals and Applications for Exemptions, 2003

PSiRA V ANGLO PLATINUM MANAGEMENT SERVICES LTD
2007 (1) ALL SA 154 (SCA)

The court declared Reg 10(3) invalid since it promotes the unconstitutional concept of retrospective application of laws.

The court further confirmed that, should the Minister fail to mention the duration of an exemption, such may as well subsist until kingdom come. This is so because Section 20(5) of the PSiR Act grants the Minister the power to grant exemptions with or without conditions.

As such, the exemptions granted to Anglo Platinum will remain in place without the constraints of time.

In respect of these findings, it then requires the PSiRA to ensure at all times that the issue of the duration of the exemption is at the forefront of the Minister in its replications.





The creation of jobs is at the centre of the Economic Reconstruction and Recovery Plan, driven primarily through a major infrastructure programme and a large-scale employment stimulus, coupled with an intensive localisation drive and focus on industrial expansion.



PSiRA

Private Security Industry Regulatory Authority



Part B Our Strategic Focus

1. Updated Situational Analysis

1.1 External Environment

1.1.1 Overview of the Private Security Industry

The private security industry continues to show growth, and more security officers and businesses are being registered by the PSiRA. In some instances, this increase is attributable, to the tougher economic conditions that result in households and businesses experiencing high levels of economic crimes which drives the need for more personal security arrangements to safeguard and protect persons and property.

Recent crime statistics (2019-20) published by the South African Police Service (SAPS), highlight the high levels of crime in South Africa. The statistics include a 0.7% year-on-year increase in contact crimes (crimes against the person), and a 1.7% increase in total sexual offences and other serious crimes like commercial crime (+0.1%), car jackings (+13.3%), robbery at non-residential premises (+3.3%) and truck hijacking (+1.7%), which will continue to drive the demand for private security. The increases in crime are also driven by access to new technologies that leads to challenges within sectors affected by advancing Information Communications Technology (ICT), and the use of cyber space and related technology advancement.

On the positive side, the crime statistics highlighted a reduction in cases like property theft (-5.2%), robbery at residential properties (-5.8%), and robbery of cash in transit (-10.4%). The reductions are a positive reflection of policing and private security initiatives.

According to the PSiRA's registration records, there are currently over 2.5 million security officers registered, of which over 556 000 are employed (active) by just over 10 380 registered and active security businesses. The number of active employed security officers has increased by 42% since 2010, while the number of security businesses has increased by 45%. This indicates a continuous need for private security in South Africa and an increased demand on the PSiRA to ensure an effectively regulated industry which acts in the interests of the State, the public, clients, and the private security industry.

The COVID-19 pandemic which resulted in a level 5 lockdown in March 2020 has had a significant impact on the security industry. The PSiRA was also directly affected by the national lockdown. Although law enforcement activities continued, the PSiRA's, nine branches were closed in accordance with the regulations while direct services increased in line with the respective Alert Levels and PSiRA's Workplace Plans. The drastic increased demand during lockdown for the protection of shops, business, and assets highlighted the crucial importance of the private security industry. Security businesses unable to supply compliance documents issued by the PSiRA lost out on work. This necessitated a rapid response by the PSiRA through the deployment of digital systems, including:

- 1) **Bulk renewals**
More businesses made use of the bulk employee certificate renewals procedure. Physical contact between security officers and consultants in branches was kept to a minimum. One single representative from each security company would bring in all the renewal documents for processing.
- 2) **Online appointment bookings**
The online system to book an appointment at any PSiRA branch for any service has been working very well and has changed the service landscape. PSiRA can now manage the number of customers visiting its branches and cater to their needs on a more personal level.
- 3) **Mobile platforms**
The PSiRA Mobile App has gained traction, with many customers making use of it to book appointments at branches - others use the App to check training courses and status verifications for new entrants in the security industry. Security officers are also using the platform to verify potential future employers.

Since the industry has had to adapt to the new normal, the PSiRA has taken to Facebook and Twitter to educate its followers on how to use these platforms. With all the positive feedback the PSiRA has received for its integrated digital approach, it seems the digital way of doing business will be here to stay – beyond COVID-19.

The Authority is reliant on the private security industry to fund its operations through annual fees and general growth of the industry. The impact of the COVID-19 pandemic on South Africa's economy has a direct negative impact on the private security industry and the Authority.

The transformation of the private security industry is about more than redress. It is also about creating opportunities for the entire industry through equal and fair economic participation, and about having a culture that advances equality, worthiness of humanity, ownership, and business and educational opportunities in the industry.

Transformation is happening gradually. Data analysis shows that there has been encouraging progress – particularly with the employment of women. 124 582 women were employed in the industry by end October 2020 which represents an increase of 8% over the last five years. Currently, the number of female security officers represents 22% of the total registered and active security officers in the industry, and 33% of the total registered security officers.

The size of the private security industry (businesses and security officers) has a direct influence on how the private security industry is regulated. The law enforcement strategy that is reviewed and revised on a continuous basis takes cognisance of the growth of the industry, the resources available, and the compliance behaviour. Accordingly, the strategy has been changed to include industry compliance self-assessments.

1.1.2 Updated External Environment Analysis - PESTLE Analysis

Political

There have not been any changes in the political environment to affect the operating environment of the Authority. South Africa is a stable democracy, and the outlook is positive without any threats to the democratic order.

The industry has to contend with concerted efforts by organised labour to reverse the practice of outsourcing of security services by clients. This is most pronounced in government and agencies and/or entities in the public sector.

To PSiRA this means the following:

- 1) Increased regulation to absorb the increased scope of regulation within the government and other in-house sectors;
- 2) Assist security service providers, particularly PDI-owned enterprises, who are the major service providers to the SA Government and its agencies and/or entities.

Three more factors impact on the immediate future of the PSiRA:

- 1) Appointment of a new Council for the organisation provides an opportunity for new leadership;
- 2) The support of the PSiRA by the Ministers of partner agencies will greatly enhance its ability to achieve its goals in collaboration with other key stakeholders;
- 3) Perceived trust deficit in state-owned entities, due to the widespread reports of corruption and the State capture narrative.

Economic

Global economic growth is projected at -4.9 percent in 2020, which is 1.9 percentage points below the April 2020 World Economic Outlook (WEO) forecasted.

The COVID-19 pandemic has had a more negative impact on activity in the first half of 2020 than anticipated, and the recovery is projected to be more gradual than previously forecast. In 2021, global growth is projected at 5.4 percent. Overall, this would leave 2021 Gross Domestic Product (GDP) an estimated 6.5 percentage points lower than in the pre-COVID-19 projections of January 2020¹.

The 51% reduction in GDP in Q2 2020, when compared with the same period in 2019, indicates that the South African economy is in a deep recession. The IMF (International Monetary Fund) forecasts a real GDP growth for South Africa of -8 percent, the World Bank forecasts -5.8 percent and SARB -7% for 2020. Worst case estimates are for a 16% negative growth rate.

The South African unemployment rate rose to 30.1% in the first three months of the year before the COVID-19 lockdown, and the unemployment rate is projected to reach 37% in 2021 according to certain economists. Businesses are closing their doors and many families have experienced layoffs of either one or both bread winners. In conjunction with the increased use of electronic security equipment, this is having an impact on the growth of employment within the private security industry and is creating challenging annual fee collection conditions for the Authority.

Notwithstanding, there has been recorded growth in trading density in commercial properties, especially in the rural towns and townships and in the erstwhile homelands. Development of new malls, emerging office parks and government service delivery sites drive the demand for private security services – particularly, the number of security officers providing guarding services.

High unemployment rates also provide opportunities for unemployed individuals who view the private security industry as an easily accessible career path due to lower training and registration fees.

For the PSiRA, this means a demand for increased footprint and digitalisation of services to improve accessibility to the Authority.

Nonetheless, the PSiRA's revenue is not growing at the same rate as its operational costs. This is due to the changing nature of the industry with the introduction of new technologies and other innovations. A primary contributing factor is also the under-declaration by some security service providers.

¹International Monetary Fund, World Economic Outlook, June 2020

Social

Tougher economic conditions have a direct correlation with the notion of rising crime, real or perceived, by businesses and households. This increases the demand for private security services and demands more services from the PSiRA.

Factors that impact on the work of the PSiRA:

- 1) Upward trends in people living in gated estates creates more demand for private security services;
- 2) Escalating unregulated security services in non-suburban communities, where private security is less affordable (neighbourhood watches and other formal/informal community safety initiatives);
- 3) The embedded culture of non-compliance within the Private Security Industry (PSI) creating challenges for the ability of the PSiRA to effectively do its work;
- 4) The debate around what constitutes "personal information" in the regulation of the technology used by security companies to collect the personal information of people when entering secure premises or precincts. This is particularly acute in light of the Protection of Personal Information Act (No.4 of 2013) (POPI);
- 5) Thought needs to be given to whether and how private security service providers can be prepared and trained to manage situations that are outside of their current scope of activities, like protests and community crowd control. This requires collaboration with other statutory law enforcement agencies.

Technological

Like any organisation in the 21st Century, the PSiRA as a self-funding regulator faces significant challenges brought about by globalisation and advancing new technologies.

New changes include latest technologies that could compromise the safety and security of businesses and individuals. These challenges manifest themselves in sophisticated tactics that could pose a threat to both the State and its citizens.

To the PSiRA this means the following:

- 1) Recruiting and/or training staff skilled in the use of different technologies to enable the countering of modern-day challenges, like cybercrime, and the use of drones. This will ensure that the PSiRA prepares itself to become an excellent regulator for today and tomorrow;
- 2) Develop technology-focused research to enable the PSiRA to remain relevant to the ever-evolving innovative times;

Technological

- 3) The PSiRA has to build capacity to sense the next 'big things' without missing opportunities for early engagement with service providers and product providers, and for early consultation with consumers.

The impact of the 4IR on the security industry cannot be underestimated. In particular given the reality that new technologies, in some cases, change the need for human security personnel, and in others change the competencies required to function effectively in the security industry.

Key dimensions of the changes are the need to:

- 1) Train and upskill security service providers to meet 4IR requirements.
- 2) Understand the changes in the security industry and develop strategies to regulate technologies and people within the private security industry.
- 3) Develop internal systems and processes which digitise and automate the work of the PSiRA to make it more accessible and ease business interactions. This can eliminate bureaucracy, shorten waiting times, make processes more efficient, and lead to increased customer satisfaction. Implementing the PSiRA's Digital Transformation Strategy is a key priority for the 2021-2022 planning period.

Legal and Regulatory

The passing of the Private Security Industry Regulation Amendment Bill into law will bring with it new dynamics on how the industry and the regulator should work.

PSiRA must :

- 1) Strengthen communication with industry stakeholders to address concerns with the intended reforms.
- 2) Develop regulations to ensure that security service providers that have capabilities for gathering intelligence are acting within the law.
- 3) Clarify the lapsing of registrations and the disruption to the industry.
- 4) Ensure the issuing of licences in terms of sectors in alignment with the Amendment Bill's defined segmentation of the industry and itemised list of security services. There will no longer be a single licence. PSiRA conducted research to unpack the different sectors of the industry.

The industry also must contend with new entrants coming from other countries, either as security service providers or individuals who want to practise in South Africa.

<p>Legal and Regulatory</p>	<p>The opening of the borders, and South Africa's international community membership, has resulted in South African security service providers offering services beyond the Republic – to the African continent and the rest of the world.</p> <p>To the PSiRA this means the following:</p> <ol style="list-style-type: none"> 1) Creating capacity for researching training standards in other countries to ensure accreditation where foreigners want to practice in the country, subject to compliance with the registration requirements as contemplated in the PSIR Act; 2) Being part of and participating in international bodies that regulate private security.
<p>Environmental</p>	<p>Environmental mismanagement, natural resources' depletion and waste management (like recycling), and the impact an organisation has on the natural environment are some aspects that the PSiRA needs to consider. The private security industry can be retained by clients to mitigate threats to the environment.</p> <p>PSiRA is a responsible corporate citizen and must play a leading role in ensuring an environmentally-friendly industry and digitalisation of services will contribute to this obligation.</p>

1.2 Internal Environment

PSiRA continues to strengthen its corporate governance through the establishment of Oversight Committees that support its Council and Executive to ensure the implementation of policies and procedures to improve the internal control environment, and to enhance service delivery.

The need to bring service delivery closer to customers highlighted the importance in digitalisation of the PSiRA services. The Authority therefore developed and approved a digital transformation strategy which is a roadmap for building its digital platforms.

The Authority concluded an organisational review and redesign process in 2019-2020. The implementation of the new organisational structure in a phased approach over the next few fiscal years depends on the availability of funding. This new organisational design assisted the Authority with envisioning that the right people with the right capabilities are fitted within the ideal structure, with decentralisation as a core component to improve service delivery. The reasons for decentralisation include, *inter alia*:

- Ensuring improved business performance and PSiRA customer focus and management.
- Improving co-ordination between operational teams.
- Simplifying systems and processes to ensure efficiency and to improve service delivery while reducing costs.
- Reducing duplication.
- Simplifying and linking the new organisational structure with the activities in the value chain and support functions; and
- Improved risk management.

Decentralisation ultimately aims at improving decision-making, reducing process complexity, and striking a balance between centralised policy development and decentralised implementation. It will create a larger span of control through new operational processes which will also call for new management practices and supporting processes. The introduction of the new structure - based on the principle of decentralisation - therefore calls for a new set of co-ordination mechanisms and business processes, and for a clear understanding of responsibilities and delegation.

During 2019-2020, the Council initiated a process to involve the industry by establishing six Industry Sector Advisory Committees under Section 13(2) of the PSIR Act, representing the different categories or sectors of security service providers. By providing advice based on industry sector information on the ground, the appointed Sector Committees will add informed value to the Council's decision-making for each sector.

The Authority's finances are becoming severely strained, due to the current funding model. A turnaround strategy was implemented to address 'going concern' issues and the strategy yielded positive results. However, there is a need to enhance the financial sustainability model through other possible revenue streams, like the Industry Guarantee Fund and the implementation of the Private Security Industry Levies Act, 2002. This matter is currently being addressed by the National Treasury as part of the review of the Act into a Money Bill in terms of Section 77 of the Constitution. The Levies Act will assist in dealing with the legacy problems created under the current annual fee funding model inherited from the repealed Security Officers' Act, 1987.

1.2.1 Updated Institutional Capacity Analysis - SWOT Analysis

STRENGTHS	
<p>PSiRA has identified and calibrated its strengths to help determine how to allocate resources for optimising the rendering of services to the industry, and to ensure the highest possible potential for revenue growth and sustainability. The Authority intends leveraging these strengths.</p>	
<p>Sound Corporate Governance Practices</p>	<p>An unqualified audit opinion with no material findings for the past two financial years has been attained by the Authority.</p> <p>The establishment of additional Oversight Committees to support Executives and Council has strengthened governance practices. This initiative ensures that policies and procedures are implemented to improve the internal control environment, and to enhance the Authority's service delivery</p> <p>In addition, Sector Sub-Committees represented by the different categories or classes of security service providers have been established to advise Council on sector interests.</p> <p>Corporate governance practices will be further strengthened with the appointment of a new Council.</p>
<p>Enabling Legislation</p>	<p>The legislation that the Authority operates under has proven to be adequately aligned with its mandate.</p> <p>Notwithstanding this, it is hoped that the new legislation reforms will further enhance the ability of the Authority to serve its stakeholders better, and improve regulation.</p>

STRENGTHS	
Legal Framework to Collect Revenues Reliably, Supported by Effective Debt Collection	Implementing applicable legislation revenue streams has enabled the Authority to maintain its going concern status. Effective debt collection strategies have resulted in achieving the targets.
Improved Organisational Structure	The new organisational structure has augmented the prescribed statutory one. It is intended that the new structure will enable better service delivery by the Authority. The relatively flat structure fosters agile decision making and reduces bureaucracy.
Adequate Skills	<p>Requisite skills for the Authority are in place. Additional skills will be sourced when necessary for specialised functions.</p> <p>PSiRA's relatively young workforce is energetic and competent and ready to embrace necessary changes.</p>
Stable and or Agile Management and Leadership	<p>PSiRA's leadership has been stable in recent years. Nothing on the horizon indicates any possibilities of abnormal attrition. The average number of years in service of the Executive Managers is five years.</p> <p>Leadership is agile and decisive in dealing with emerging challenges. Attesting to this is the PSiRA's rapid and effective response to the COVID-19 lockdown situation.</p>
Performance Management System in Place	The new performance management system for all PSiRA's employees includes the instilling of a performance-driven culture and performance contracts.
PSiRA Brand Awareness and Reputation	The increased brand awareness among stakeholders bodes well for the Authority's trans-continental vision, and for promoting compliance and the legitimacy of the industry. Client-facing officials are finding it easier to engage with security service providers. Positive media coverage and positive perceptions of the industry during the COVID-19 lockdown have further enhanced PSiRA's brand reputation. Anecdotal evidence points to growing public confidence influenced by constant communication about arrests and functions.

STRENGTHS	
Research Capability	<p>Statutory obligations include conducting ongoing studies and investigation on security service providers' rendering of security services and practices. Doing so identifies shortcomings in the laws and policies relating to private security industry. Over the years, the Authority has undertaken several research studies on the various sectors within the private security industry.</p> <p>The research findings have included informed policy processes and the Authority's segmentation project. PSiRA continues to propose policy changes and the development of regulations to improve the effective regulation of the research related different sectors.</p>
Good Relationship with Stakeholders	<p>PSiRA enjoys a sound and cooperative relationship with its stakeholders.</p>
Effective Operations, Systems and Processes	<p>Targets have been achieved for criminal cases, investigations, and complaints investigated. Prosecutions, in general, are effective and performing well. Turnaround times are consistently achieved for normal business applications.</p> <p>Training systems and processes, including online/distance-learning capabilities have been enhanced and have resulted in good usage and positive feedback.</p> <p>PSiRA has adequate Information Technology (IT) servers and network infrastructure that enables effective business continuity systems and processes.</p>

WEAKNESSES	
<p>PSiRA has identified, recognised, and calibrated its weaknesses that need to be addressed to improve current and future service delivery. This analysis is aligned with the principle of continuous improvement in all areas of its operations.</p>	
Funding Model Inadequate to Support Business Strategy (Insufficient Financial Resources to Fund All Operations)	<p>Whilst the PSiRA is a Schedule 3A Public Entity, it does not receive any funding from the Fiscus. It is self-funded through various revenue streams, like annual subscription fees and administration fees from the private security industry. Funding is highly reliant on growth in employment in the industry.</p> <p>These resources are used by the Authority to acquire goods and services necessary for the running of the operations and the delivery of services. While these sources of funds are generally reliable from a collection point of view, they are not adequate to assure the financial sustainability of the Authority, especially within the COVID-19 environment. Other possible revenue streams need to be found to augment the current sources. A key issue is how to regulate the technology used in the Private Security Industry as a source of revenue. Additional key issues are the need for data cleansing of the companies on the database and a process to ease the detection of false declarations by security service providers.</p>

WEAKNESSES	
Outdated Document Management Systems and Lack of Up-to-date Database	The lack of sustainable investment to modernise the PSiRA's ICT systems in the last few years has led to an inadequate document management system and up-to-date database.
Lack of Digital Platforms Leading to Delivery Inefficiencies	<p>Linked to the above weakness, the lack of an integrated digital platform has a direct impact on the PSiRA's efficiency and operational cost base. It also places a constraint on broadening access and the ease of doing business.</p> <p>Manual processes are time-consuming and often overwhelm available resource capacity. Enhanced automation will benefit the PSiRA and its customers.</p> <p>PSiRA's digital transformation strategy has been finalised and implementation is scheduled to commence in the 2021-2022 financial year – subject to funding availability.</p>
Synchronisation of Activities and Data	The lack of digital synchronisation with other key stakeholders, like the SAPS, Department of Labour, and SARS (South African Revenue Services), limits the PSiRA's ability to fully comprehend employment statistics from service providers.
Inadequate Geographical Footprint	PSiRA's footprint is mainly in metropolitan areas and major towns in seven of the nine Provinces. It leads to perceptions of poor service delivery and needs to be enlarged by physical presence, and through digital access or partners.
Inadequate Monitoring and Evaluation of Projects and Plans	While many projects are being implemented, a systematised way of tracking project implementation is necessary.

WEAKNESSES	
Lack of Regulations for Industry Training, and Outdated Training Standards, Systems and Processes	Positioning the Authority as the statutory body responsible to set the standards for industry training is needed to circumvent others doing training without reference to the regulations. Doing so will address credibility issues that hamper PSiRA's goals of professionalising the industry.
Lack of Adequate Human Capacity in Key Operational Areas	<p>Inadequate human capacity weakens PSiRA's ability to cope with the rapid growth of the industry, particularly given technological advancements in the private security industry.</p> <p>There is a misalignment between how PSiRA employees are capacitated through training and development programmes and the competencies needed to implement the organisational strategy.</p> <p>Furthermore, vacant positions are often not filled timeously.</p>
Prevailing Inefficiencies in Operations	Turnaround times to complete administrative talks with the right quality standard does not meet customer expectation. This includes inefficiencies in post-prosecution administration and inadequate reinforcement of the complaint management process.

OPPORTUNITIES	
<p>PSiRA continues to scan the environment to identify new opportunities for developing new categories of services and expanding access throughout the country, including new potential customers and including outside the borders of South Africa. PSiRA must be able to identify emerging opportunities to take advantage of the right now, and try to forecast longer-term opportunities that would also encourage entry to the African market for South Africa security service providers.</p>	
Rapid Growth and Expansion of the Security Industry	The growth of the sector is not only a matter of numbers – it includes the expansion of the demand for actual services. An example is the number of wealthy people that increases growth in the sub-sector of close protection (bodyguards). In turn, this requires specialised training, and the development of standards to govern this sector and the electronic security sector.

OPPORTUNITIES

<p>Digitalisation of Services Across the Business like CRM, Registrations, Case Management, Mobile Platforms.</p>	<p>The advancement of technology platforms and development of mobile applications offer new opportunities for improving the accessibility and reach of the PSiRA's services.</p> <p>Effective work done in establishing the online appointment booking system and the mobile platforms during the COVID-19 lockdown should be further developed and enhanced to improve the customer experience.</p>
<p>New/ Alternative funding model</p>	<p>One of the PSiRA's functions is the establishment of a Guarantee Fund to safeguard the economic interests of security service providers in the industry, and to implement the Levies Act.</p> <p>When these measures come into operation, it will increase the Authority's funds.</p>
<p>Regulating New Technologies In the Industry</p>	<p>Rules are needed to keep consumers safe within the context of new technologies. PSiRA therefore, needs to regulate and provide 'clarity and predictability' on the use of drones, Apps, and similar technologies of the future. This will also require regulations that apply to the related users.</p>
<p>Education for the Industry</p>	<p>The focus needs to be early self-education versus risking non-compliance later. PSiRA is best positioned to lead the education of the sector and set the pace and standard of what needs to be taught in the industry.</p>
<p>Repository of Data About the Industry</p>	<p>It is without doubt that the future of any industry is dependent on being data-driven, and taking advantage of advancing technologies in data capturing management and analysis.</p> <p>Service providers need accurate data and appropriate analytical tools to better understand the industry and to provide new and better solutions. Doing so will enhance the research credibility of the Authority.</p>
<p>Partnership Formations</p>	<p>Opportunities for better working relations with other government departments and agencies in the fight against crime include integrated ICT infrastructure, data, inspections, and other compliance aspects.</p>

OPPORTUNITIES	
Possibility of improved Inter-governmental Relations	Further collaboration with several governmental entities will improve the regulation of the growing private security industry.
Improving the Perception of Security Industry and Security Professions	The emergence of new technologies and their use within the security industry is changing the profile of the people required in the industry. Different and enhanced capabilities provide the opportunity to overcome negative perceptions about the security industry.
Regulatory support and consulting to the Private Security Industry in Africa	PSiRA can champion and strengthen private security initiatives and regulation in other African countries.

THREATS	
PSiRA has scanned the external environment for issues, events, and/or occurrences beyond its control that could negatively impact on the Authority's performance. This analysis will contribute to the Authority being better prepared for what it encounters in the external environment.	
Diminished Levies Because of Insourcing of Security Services	Pressure on government institutions and their agencies to insource the provision of security services is a threat to the growth of the industry. Every insourcing project takes away an opportunity from a private security provider who would normally be paying levies to the Authority. This will affect the financial viability of the Authority unless it finds ways to mitigate this threat.
Over Reliance and Dependency on a Single Form of Income for Financial Viability	Legislation provides for the payment of both annual and administrative fees by the private security service providers and security officers. Moreover, the limitations of the current funding structure pose challenges for the Authority in executing its statutory mandate.

THREATS

Cybersecurity	The threat of cyber-attacks within the industry is high with the adoption of new technologies.
Existence of Illegal Operations and Non-Compliant Security Providers	<p>Increased competition and costs for the private security industry brings illegal activity in some of the industry sectors that results in circumventing registration and compliance.</p> <p>A new phenomenon is the mushrooming of labour groupings not affiliated with NEDLAC and/or registered with DoEL and that purport to be representing disgruntled security officers.</p>
Unregulated Security in the Taxi Industry	The security dimension of the taxi industry is a particular challenge, being both unregulated and having a reputation for acting in an uncontrolled and illegal way.
Future Pandemics or Disasters	COVID-19 has demonstrated that predominantly manual systems will not reach your customers in cases of disaster. Modernising and leveraging technology is therefore a necessity – not a 'nice to have'.
Access to the Skills for the Future	As new challenges brought by advancing technologies happen, there is a demand for the creation and development of new and effective solutions, which requires the attraction of specialised skills.
Threat to the reputation of the Authority	Illegal security operations by security service providers and the participation of disreputable individuals in the industry is an indication of some levels of non-compliance. The continued operation by these non-compliant security service providers is detrimental to the reputation of the Authority as an effective regulator.
Identity Fraud	Abuse of a South African identity like that by foreign nationals desperate for employment, is a threat to the industry. It increases the risk of non-registration or other forms of non-compliance. This threat is aligned with that of protecting personal information.
Non-Compliance with Regulations Around the Control of Firearms	Firearms are part of the tools of the trade of the private security industry and the use thereof is high. There have been many instances of firearms being handled or used inappropriately by security officers employed by service providers. If not properly controlled, this is a threat to the State and the Public.

THREATS	
Risk of Abuse of Technologies Within the Security Industry	Access to technologies by service providers and their employees come with the risk of abuse. Threats include the invasion of privacy of premises and cyber-crime. In addition, there is an increase in the industry's use of biometrics. All those new technologies require proper calibration and their demands on the regulator assessed and addressed.
Industry Exploitation of Security Officers' Basic Conditions of Employment	Another PSiRA function is the protection of the interests of security officers. However, reported practises of exploitation require attention lest the industry finds itself in conflict with security officers. The threat includes protests – sometimes armed – about employment conditions. Intergovernmental interaction needs to improve for identifying possible solutions.
Industry Transformation	The transformation of the private security industry remains a concern and is impeded by strategies like 'fronting'.

The Updated Swot Analysis Has Identified The Following Critical Issues For The 2021/22 APP:

- 1) Strengthening of institutional management and decentralisation of services;
- 2) Leading and coordinating the development of a Sector Transformation Charter and Transformation Index;
- 3) The implementation of the Private Security Industry Levies Act; and
- 4) Digitisation, and strengthening of the ICT systems of the Authority.



The private security industry continues to show growth, and more security officers and businesses are being registered by the PSiRA.





PSiRA

Private Security Industry Regulatory Authority



Part C Measuring our Performance

1. Institutional Programme Performance Information

Informed by the legislative and policy mandate and the strategic focus, the 2020-2025 Strategic Plan presents the impact statement of the PSiRA for the period to 2025 as:

A legitimate, competent and transformed private security industry which acts in interest of the State, public and private security industry and contributes to a safer South Africa.

Contributing towards the achievement of the impact, the PSiRA Outcomes reflected in the amended 2020-2025 Strategic Plan are unpacked into this 2021-2022 Annual Performance Plan.

PSiRA is constituted by the following Programmes and aligned business functions, which inform the packaging of this Annual Performance Plan:

Programme No.	Programme Description	Business Functions
Programme 1	<p>Administration</p> <p>The overall co-ordination of all efforts and activities of the Authority towards the achievement of the strategic goals, the organisational success, the financial management of the Authority, and to provide institutional support and services to the other Programmes.</p> <p>Institutional reporting, management processes, and systems to track performance against each of the outcomes.</p>	<ul style="list-style-type: none"> • Finance • Corporate Services • Operations – Research and Development
Programme 2	<p>Law Enforcement</p> <p>Ensuring that industry players operate and comply with regulations and standards, and that appropriate action is taken against violations.</p>	<ul style="list-style-type: none"> • Compliance and Enforcement • Prosecutions
Programme 3	<p>Training and Communications</p> <p>The content and quality of the training offered in the industry and for communicating knowledge about the industry and shares consistent information, results, and relevance of the Authority.</p>	<ul style="list-style-type: none"> • Training • Marketing, Communications and Stakeholder Relations
Programme 4	<p>Registration</p> <p>The registration of industry businesses and security officers.</p>	<ul style="list-style-type: none"> • Operations – Registrations and Renewals

The 2020-2025 Strategic Plan outlines the key strategic focus areas and outcomes for the five years, the NDP 2030, MTSF 2019-2024, and the Justice, Crime Prevention and Security Cluster's strategic priorities.

The above Programmes contribute to the attainment of the outcomes through programme level outputs, output indicators, and annual and quarterly targets, as reflected in the sections below.

1.1 Programme 1: Administration

1.1.1 Programme Purpose

The Administration Programme is responsible for the overall coordination of all efforts and activities of the Authority, towards the achievement of the strategic goals and achieving organisational success, the financial management of the Authority and providing institutional support and services to the other programmes. It is also responsible for institutional reporting, management processes and systems to track performance against each of the outcomes.

The Administration Programme covers the work of the following business functions:

Business Function	Purpose
Finance	<ul style="list-style-type: none"> Provides financial management, support, and reporting. Facilitation and coordination of internal audit and risk management.
Corporate Services	<ul style="list-style-type: none"> Provides human resource management services and support. Provides business and information technology services and support. Provides legal services and support, and ensures legislative compliance.
Operations – Research and Development	<ul style="list-style-type: none"> Conducts research about private security to inform the development of policy, regulations, and standards.

In contributing towards the PSiRA impact of **“a legitimate, competent and transformed private security industry which acts in interest of the State, public and private security industry and contributes towards a safer South Africa”**, the Administration Programme delivers against the following outcomes in the amended Strategic Plan:

Outcome 1	Financial sustainability, accountability, relevance, and performance.
Outcome 4	The private security industry is transformed.

The 2021-22 Performance Plan of Programme 1 is reflected in the log frame tables below:

1.1.2 Programme 1: Outcomes, Outputs, Output Indicators And Targets

Outcome	Outputs	Output Indicators	Audited Performance				MTEF Targets					
			2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24			
1. Financial sustainability, accountability, and relevance, and performance	Finance:											
	1.1. Audit Action Plan (AGSA and Internal Audit findings)	1.1.1. Percentage implementation of the Audit Action Plan	-	-	-	New indicator	100% implementation of the Audit Action Plan	100% implementation of the Audit Action Plan	100% implementation of the Audit Action Plan	100% implementation of the Audit Action Plan	100% implementation of the Audit Action Plan	100% implementation of the Audit Action Plan
	1.2. Statutory tabling and reporting	1.2.1. Percentage compliance with statutory reporting requirements	-	-	-	New indicator	100% compliance with statutory reporting requirements	100% compliance with statutory reporting requirements	100% compliance with statutory reporting requirements	100% compliance with statutory reporting requirements	100% compliance with statutory reporting requirements	100% compliance with statutory reporting requirements
	1.3. Risk management	1.3.1. Percentage implementation of the approved Strategic Risk Mitigation Plan	-	-	-	New indicator	100% implementation of the approved Strategic Risk Mitigation Plan	100% implementation of the approved Strategic Risk Mitigation Plan	100% implementation of the approved Strategic Risk Mitigation Plan	100% implementation of the approved Strategic Risk Mitigation Plan	100% implementation of the approved Strategic Risk Mitigation Plan	100% implementation of the approved Strategic Risk Mitigation Plan
1.4. Revenue collection	1.4.1. Percentage of billed revenue collected	1.4.1.1. Percentage of billed revenue collected	72% billed revenue collected	76% billed revenue collected	89% billed revenue collected	75% billed revenue collected	78% billed revenue collected	80% billed revenue collected	80% billed revenue collected	80% billed revenue collected	80% billed revenue collected	

1.1.2 Programme 1: Outcomes, Outputs, Output Indicators And Targets

Outcome	Outputs	Output Indicators	Audited Performance					MTEF Targets			
			2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24		
1. Financial sustainability, relevance, and performance	Corporate Services:										
	1.5. Business process digitisation	1.5.1. Percentage implementation of digital business strategy implementation plan	-	-	New indicator	20% implementation of digital business strategy implementation plan	40% implementation of digital business strategy implementation plan	60% implementation of digital business strategy implementation plan	100% implementation of digital business strategy implementation plan		
	1.6. Human resources management and development	1.6.1. Percentage of the vacancy rate against the approved funded positions	-	-	-	New indicator	Not more than 7%	Not more than 6%	Not more than 5%		

1.1.1.2 Programme 1: Outcomes, Outputs, Output Indicators And Targets

Outcome	Outputs	Output Indicators	Audited Performance					MTEF Targets		
			2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	
1. Financial sustainability, accountability, relevance and performance	Corporate Services:									
	1.6. Human resources management and development	-	-	-	New indicator	90% of assessed employees perform on rating of 3 and above	95% of assessed employees perform on rating of 3 and above	96% of assessed employees perform on rating of 3 and above		
	1.6.2. Percentage of employee performance rating assessed at 3 and above as per Performance Management System									
	Operations – Research and Development:									
	1.7. Industry regulation	2 draft regulations approved by Council	3 draft regulations approved by Council	3 draft regulations approved by Council	3 draft regulations approved by Council	3 draft regulations approved by Council	3 draft regulations approved by Council	3 draft regulations approved by Council		
	1.7.1. Number of draft regulations approved by Council									
	Operations – Research and Development:									
	1.8. Sector research	4 research reports completed	5 research reports completed	5 research reports completed	5 research reports completed	5 research reports completed	5 research reports completed	5 research reports completed		
	1.8.1. Number of relevant research reports completed									
	Operations – Research and Development:									
	1.8.2. Number of completed surveys	3 completed surveys	4 completed surveys	4 completed surveys	4 completed surveys	4 completed surveys	4 completed surveys	4 completed surveys		
	1.8.2. Number of completed surveys									

1.1.2 Programme 1: Outcomes, Outputs, Output Indicators And Targets

Outcome	Outputs	Output Indicators	Audited Performance					MTEF Targets	
			2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
4. The private security industry is transformed	Operations – Research and Development:								
	4.1. Private Security Industry Charter and Transformation Index	4.1.1. Draft Transformation Charter and Transformation Index for the Private Security Industry developed	-	-	New indicator	Approval of the concept model for a Transformation Charter for the Private Security Industry	Draft Transformation Charter and Transformation Index for the Private Security Industry developed	Transformation Charter for the Private Security Industry approved by Council	Transformation Charter for the Private Security Industry implemented, and monitor scorecard and Transformation Index tracked

1.1.3 Programme 1: Output Indicators: Annual and Quarterly Targets

Output	Output Indicators	2021-22 Annual Target	Quarterly Targets			
			Q1 Apr - Jun 2021	Q2 Jul - Sep 2021	Q3 Oct - Dec 2021	Q4 Jan - Mar 2022
Finance:						
1.1. Audit Action Plan (AGSA & Internal Audit Findings)	1.1.1. Percentage implementation of Audit Action Plan	100% implementation of the Audit Action Plan	Develop Audit Action Plan 100% implementation of the Audit Action Plan actions due for the quarter	Incorporate findings and action plan from regulatory audit into the Audit Action Plan 100% implementation of the Audit Action Plan actions due for the quarter	100% implementation of the Audit Action Plan actions due for the quarter	100% implementation of the Audit Action Plan actions due for the quarter
1.2. Statutory tabling and reporting	1.2.1. Percentage compliance with statutory reporting requirements	100% compliance with statutory reporting requirements	100% compliance with statutory reporting requirements	100% compliance with statutory reporting requirements	100% compliance with statutory reporting requirements	100% compliance with statutory reporting requirements
1.3. Risk management	1.3.1. Percentage implementation of approved Strategic Risk Mitigation Plan	100% implementation of the approved Strategic Risk Mitigation Plan	Develop and gain approval for the annual Strategic Risk Mitigation Plan 25% implementation of the approved Strategic Risk Management Plan	50% implementation of the approved Strategic Risk Mitigation Plan	75% implementation of the approved Strategic Risk Mitigation Plan	100% implementation of the approved Strategic Risk Mitigation Plan

1.1.3 Programme 1: Output Indicators: Annual and Quarterly Targets

Output	Output Indicators	2021-22 Annual Target	Quarterly Targets			
			Q1 Apr - Jun 2021	Q2 Jul - Sep 2021	Q3 Oct - Dec 2021	Q4 Jan - Mar 2022
Finance:						
1.4. Revenue collection	1.4.1. Percentage of billed revenue collected	78% billed revenue collected	40%	55%	65%	78%
Corporate Services:						
1.5. Business process digitisation	1.5.1. Percentage implementation of digital business strategy implementation plan	40% implementation of digital business strategy implementation plan	25% of digital strategy and implementation plan implemented	30% of digital strategy and implementation plan implemented	35% of digital strategy and implementation plan implemented	40% of digital strategy and implementation plan implemented
1.6. Human resources management and development	1.6.1 Percentage of the vacancy rate against the approved funded positions	Not more than 7%	Not more than 7%	Not more than 7%	Not more than 7%	Not more than 7%
	1.6.2 Percentage of employee performance rating assessed at 3 and above as per Performance	90% of assessed employees perform on rating of 3 and above	-	90% of assessed employees perform on rating of 3 and above on annual assessment	90% of assessed employees perform on rating of 3 and above on mid-year	-

1.1.3 Programme 1: Output Indicators: Annual and Quarterly Targets

Output Indicators	2021-22 Annual Target	Quarterly Targets			
		Q1 Apr - Jun 2021	Q2 Jul - Sep 2021	Q3 Oct - Dec 2021	Q4 Jan - Mar 2022
Corporate Services:					
1.7. Industry regulation	1.7.1. Number of draft regulations approved by Council	Propose regulations for Exco approval	Research conducted	Compile 1 draft regulation that is approved by Council	Compile 2 draft regulations that are approved by Council
Operations – Research and Development:					
1.8. Sector research	1.8.1. Number of relevant research reports completed	5 Research concepts approved	Research topics in progress	Research topics in progress	5 Research topics completed
	1.8.2. Number of completed surveys	4 Survey concepts approved	4 Surveys in progress	2 Surveys completed	2 Surveys completed
4.1. Private Security Industry Charter and Transformation Index	4.1.1. Draft Transformation Charter and Transformation Index for the Private Security Industry developed	Develop and publish Terms of Reference for the appointment of a service provider to develop Draft Transformation Charter, Transformation Index and scorecard	Appoint service provider to develop Draft Transformation Charter, Transformation Index and scorecard	Consultation and development of Draft Transformation Charter, Transformation Index and scorecard	Draft Transformation Charter and Transformation Index for the Private Security Industry developed

1.1.4. Programme 1: Explanation of Planned Performance over the Medium-Term Period

The Administration Programme offers corporate and related support services to PSiRA's core business to deliver on its mandate. This Programme deals with PSiRA's resources, both human and financial, and strives for delivering efficiency within the organisation. The policies and internal control environment led by Finance, as well as the Risk and Internal Audit function form the foundation to support the organisation in achieving its outcome of being well-governed.

PSiRA aims at having the right people in the right place, doing the right things with the right processes at the right time. This will require that there be a focus on attracting and retaining the best talent to deliver on the organisation's outcomes.

To improve efficiency throughout the business, the organisation must evolve to a digital operating model. Given the financial constraints, PSiRA must identify new income streams and possible commercialisation of certain services to ensure that adequate financial resources are available for core business functions.

The priority focus on women, youth and people with disabilities will be addressed by this Programme through the implementation of the Employment Equity Plan and in ensuring targeted procurement spend.

PSiRA is committed to supporting businesses from designated groups to be viable businesses in the South African economy. Through this Programme, PSiRA will actively increase spend with suppliers in designated groups. During this year, activities will be geared to establishing systems and processes to measure the Rand value spent with these groups.

Further, it is important to establish a Transformation Charter to ensure the growth and participation of PDIs in order to create more employment opportunities, promote localisation and industrialisation, and encourage skills development that will serve the needs of the broader community.

Strategic Enablers Of Planned Performance Over The Medium-term Period (Game Changers):

Arising from the situational analysis, certain enabling focus areas need to be developed and/or addressed in the 2021-22 planning period, as follows:

Focus Area	Immediate Priority	Medium-Term Priority
Strengthen the financial stability of PSiRA.	<ul style="list-style-type: none"> Recovery of revenue lost during the lockdown. Continue to implement cost containment measures. Implement additional revenue streams. 	<ul style="list-style-type: none"> Creation of reserves. Cost containment measures to continue. Implementation of other revenue streams.
Upskilling of Employees.	Address audit areas.	New developments within finance environment (GRAP, NT Regulations).
Strengthen internal controls.	Prepare for 2020-21 audit.	Prepare for 2021-22 audit.
Digital transformation.	Approval of digital transformation strategy.	<ul style="list-style-type: none"> Create a digital culture. Implementation of digital transformation strategy.
Reengineer organisation to allow for digital working environments.	New organisational structure realised.	

Focus Area	Immediate Priority	Medium-Term Priority
Review learning and development strategy to support strategy.	Introduce leadership programmes.	Continuous training of Employees and assess return on investment.
Case Management System.	Implementation of Case Management System.	
Continuous research on 4IR for the industry.	Ongoing.	
Review of business processes related to Quality Assurance.	Regional Managers to sign-off on reports issued.	

1.1.5. Programme 1: Resource Considerations

Expenditure Estimates by Economic Classification:

Programme 1: Administration (R'000)	Audited Outcomes			Budget	Medium-Term Estimate		
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Personnel Expenditure	46 346	54 222	58 314	82 821	93 068	100 292	10 6342
Administrative Expenditure	53 836	52 566	46 896	44 305	47 266	49 535	51 914
Repairs and Maintenance	908	1 175	1 207	1 151	1 260	1 320	1 384
Travel and Subsistence	3 298	2 962	3 591	3 904	3 678	3 849	4 028
Lease Payments	17 357	17 636	17 471	20 765	22 555	24 100	25 751
Consultancy & Professional Fees	4 294	4 294	7 532	4 042	8 641	8 641	8 641
Total Expenditure	126 039	135 048	135 011	156 988	176 467	198 324	22 306
Staff Complement (no.)				88			

1.2. Programme 2: Law Enforcement

1.2.1. Programme Purpose

The Law Enforcement Programme is responsible to ensure that industry players operate and comply with regulations and standards and take appropriate action where violations happen.

The Law Enforcement Programme covers the work of the following business functions:

Business Function	Purpose
Compliance and Enforcement	Ensure that industry players operate and comply with regulations and standards and take appropriate action where violations happen.
Prosecutions	Prepare and present evidence about improper conduct by industry participants.

In contributing towards the PSiRA impact of **“a legitimate, competent and transformed private security industry which acts in interest of the State, public and private security industry and contributes towards a safer South Africa”**, the Law Enforcement Programme delivers against the following outcome in the amended Strategic Plan:

Outcome 2 **A professional, accountable and trustworthy private security industry.**



The 2021-22 Performance Plan of Programme 2 is reflected in the log frame tables below:

1.2.2 Programme 2: Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output Indicators	Audited Performance					Estimated Performance	MTEF Targets		
			2017-18	2018-19	2019-20	2020-21	2021-22		2022-23	2023-24	
2. A professional, accountable and trustworthy private security industry	2.2. Industry inspections	2.2.1. Number of security businesses inspected to enforce compliance with applicable legislation	6 253 security businesses inspected	6 833 security businesses inspected	7 155 security businesses inspected	6 725 security businesses inspected	5 000 security businesses inspected	5 325 security businesses inspected	5 650 security businesses inspected		
			Compliance and Enforcement:								
		2.2.2. Percentage of registered active businesses completing industry compliance self-assessments	-	-	-	New indicator	40% of registered active businesses completing industry compliance self-assessments	50% of registered active businesses completing industry compliance self-assessments	60% of registered active businesses completing industry compliance self-assessments		

1.2.2 Programme 2: Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output Indicators	Audited Performance					Estimated Performance	MTEF Targets		
			2017-18	2018-19	2019-20	2020-21	2021-22		2022-23	2023-24	
2. A professional, accountable and trustworthy private security industry	Compliance and Enforcement:										
	2.2. Industry inspections	2.2.3. Number of security officers inspected to enforce compliance with applicable legislation	34 439 security officers inspected	37 569 security officers inspected	37 136 security officers inspected	35 940 security officers inspected	26 220 security officers inspected	27 930 security officers inspected	29 640 security officers inspected		
	2.3. Security business firearm inspection	2.3.1. Number of security businesses licensed for firearms inspected	1 324 security businesses licensed for firearms inspected	1 498 security businesses licensed for firearms inspected	1 582 security businesses licensed for firearms inspected	1 500 security businesses licensed for firearms inspected	1 575 security businesses licensed for firearms inspected	1 650 security businesses licensed for firearms inspected	1 725 security businesses licensed for firearms inspected		
	2.4. Investigations	2.4.1. Percentage of complaints finalised through an investigation against security service providers	87% of complaints finalised through an investigation against security service providers	89% of complaints finalised through an investigation against security service providers	93% of complaints finalised through an investigation against security service providers	90% of complaints finalised through an investigation against security service providers	90% of complaints finalised through an investigation against security service providers	90% of complaints finalised through an investigation against security service providers	90% of complaints finalised through an investigation against security service providers		

1.2.2 Programme 2: Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output Indicators	Audited Performance					Estimated Performance	MTEF Targets		
			2017-18	2018-19	2019-20	2020-21	2021-22		2022-23	2023-24	
2. A professional, accountable and trustworthy private security industry	Compliance and Enforcement:										
	2.5. Criminal cases opened	2.5.1. Percentage criminal cases opened against non-compliant SSPs	96% criminal cases opened against non-compliant SSPs	99% criminal cases opened against non-compliant SSPs	98% criminal cases opened against non-compliant SSPs	95% criminal cases opened against non-compliant SSPs	95% criminal cases opened against non-compliant SSPs	95% criminal cases opened against non-compliant SSPs	95% criminal cases opened against non-compliant SSPs	95% criminal cases opened against non-compliant SSPs	95% criminal cases opened against non-compliant SSPs
Prosecutions:											
2.6. Improper conduct enquiries prosecuted	2.6.1. Percentage of non-compliant SSPs successfully prosecuted per year	90% cases of non-compliant SSPs successfully prosecuted	91% cases of non-compliant SSPs successfully prosecuted	96% cases of non-compliant SSPs successfully prosecuted	92% cases of non-compliant SSPs successfully prosecuted	92% cases of non-compliant SSPs successfully prosecuted	92% cases of non-compliant SSPs successfully prosecuted	92% cases of non-compliant SSPs successfully prosecuted	92% cases of non-compliant SSPs successfully prosecuted	93% cases of non-compliant SSPs successfully prosecuted	

1.2.3 Programme 2: Outcomes, Outputs, Output Indicators and Targets

Output	Output Indicators	2021-22 Annual Target	Quarterly Targets			
			Q1 Apr - Jun 2021	Q2 Jul - Sep 2021	Q3 Oct - Dec 2021	Q4 Jan - Mar 2022
Compliance and Enforcement:						
2.2. Industry inspections	2.2.1. Number of security businesses inspected to enforce compliance with applicable legislation	5 000 security businesses inspected	1 400	1 800	900	900
	2.2.2. Percentage of registered active businesses completing industry compliance self-assessments	40% of registered active businesses completing industry compliance self-assessments	10%	20%	30%	40%
	2.2.3. Number of security officers inspected to enforce compliance with applicable legislation	26 220 security officers inspected	6 250	8 500	5 735	5 735
2.3. Security business firearm inspection	2.3.1. Number of security businesses licensed for firearms inspected	1 575 security businesses licensed for firearms inspected	393	458	362	362

1.2.3 Programme 2: Output Indicators: Annual and Quarterly Targets

Output Indicators	2021-22 Annual Target	Quarterly Targets			
		Q1 Apr - Jun 2021	Q2 Jul - Sep 2021	Q3 Oct - Dec 2021	Q4 Jan - Mar 2022
Compliance and Enforcement:					
2.4. Investigations through an investigation against security service providers	90% of complaints finalised through an investigation against security service providers	40%	60%	75%	90%
2.5. Criminal cases opened against non-compliant SSPs	95% criminal cases opened against non-compliant SSPs	95%	95%	95%	95%
Prosecutions:					
2.6. Improper conduct enquiries prosecuted	92% cases of non-compliant SSPs successfully prosecuted per year	92%	92%	92%	92%

1.2.4. Programme 2: Explanation of the Planned Performance Over the Medium-Term Period

The Law Enforcement Programme enables the PSiRA to deliver on its mandate by ensuring that industry players operate and comply with regulations and standards and by taking appropriate action against violations. This is achieved through a process of active monitoring and investigation aligned with the PSIR Act and, moving forward, through the introduction and rollout of a system and process of self-assessment by security service providers.

The Law Enforcement Programme aims to change behaviour in the industry and improve industry compliance, thus ensuring the protection of the public interest through a more professional private security industry.

Strategic Enablers of Planned Performance Over the Medium-Term Period (Game Changers):

Arising from the situational analysis, certain enabling focus areas need to be developed and/or addressed in the 2021-22 planning period, as follows:

Focus Area	Immediate Priority	Medium-Term Priority
Industry compliance self-assessments (towards a matured regulatory environment).	<ul style="list-style-type: none"> Encourage the industry to self-assess digitally Self-assessment inspections will assist in assessing registered SSPs. 	Encourage the industry to self-assess digitally.
Revised Law Enforcement Strategy.	Law Enforcement Strategy that speaks to a realignment of our strategy in view of the establishment of the National Bargaining Council for the Private Security Sector.	Implement revised Law Enforcement Strategy.
Integrated technology to increase performance.	Integrated technology to increase performance with other stakeholders, e.g., DoHA, SAPS CRC, SAPS detectives, etc.	
Adequate personnel (compliance and enforcement).	<ul style="list-style-type: none"> National footprint expansion. Recruiting of personnel (compliance and enforcement). 	
Case Management System.	Implementation of Case Management System.	
Review of business processes related to Quality Assurance.	Regional Managers to sign-off on reports issued.	

1.2.5. Programme 2: Resource Considerations

Expenditure Estimates by Economic Classification:

Programme 2: Law Enforcement (R'000)	Audited Outcomes			Estimated Expenditure	MTEF Expenditure Estimate		
	2017-18	2018-19	2019-20		2021-22	2022-23	2023-24
Personnel Expenditure	67 601	80 012	89 220	85 277	91 347	100 553	106 287
Administrative Expenditure	13 466	14 880	23 649	15 524	17 206	18 032	18 898
Repairs and Maintenance	328	355	455	585	561	588	616
Travel and Subsistence	5 317	5 260	5 687	5 441	7 237	7 585	7 949
Lease Payments	5 528	10 811	13 313	14 003	14 562	15 439	16 370
Consultancy & Professional Fees	-	202	1	38	24	25	26
Total Expenditure	92 241	111 521	132 325	120 868	130 938	142 223	150 147
Staff Complement (no.)				177			

1.3. Programme 3: Training and Communications

1.3.1. Programme Purpose

The Training and Communication Programme is responsible for ensuring the relevance of the content and quality of the training offered in the industry, and for communicating knowledge about the industry and sharing consistent information, results, and the relevance of the Authority.

The Training and Communications Programme covers the work of the following business functions:

Business Function	Purpose
Training	Provides development of sector-based training, accreditation services and standards.
Marketing, communications and stakeholder relations	<ul style="list-style-type: none"> Ensures that PSiRA's functions and services are adequately promoted. Ensures that the promotion and advocacy mandate of PSiRA are realised. Provides customer care and complaints management support. Promotes corporate social responsibility.

In contributing towards the PSiRA impact of **"a legitimate, competent and transformed private security industry which acts in interest of the State, public and private security industry and contributes towards a safer South Africa"**, the Training and Communications Programme delivers against the following outcomes in the amended Strategic Plan:

Outcome 1	Financial sustainability, accountability, relevance and performance.
Outcome 2	A professional, accountable and trustworthy private security industry.
Outcome 3	A capable and trained private security industry.

The 2021-22 Performance Plan of Programme 3 is reflected in the log frame tables below:

1.3.2 Programme 3: Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output Indicators	Audited Performance					Estimated Performance
			2017-18	2018-19	2019-20	2020-21	2021-22	
Marketing, Communications and Stakeholder Relations:								
1. Financial sustainability, accountability, relevance and performance	1.9. Stakeholder relations	1.9.1. Number of new cooperation agreements entered into with international industry regulatory bodies	-	New indicator	1 new cooperation agreement entered into	1 new cooperation agreement entered into	1 new cooperation agreement entered into	1 new cooperation agreement entered into
			-	-	60 stakeholder awareness workshops conducted	70 stakeholder awareness workshops conducted	80 stakeholder awareness workshops conducted	
2. A professional, accountable and trustworthy private security industry	2.1. Marketing and communication	2.1.1. Number of external stakeholder awareness workshops conducted	-	-	New Indicator	60 stakeholder awareness workshops conducted	70 stakeholder awareness workshops conducted	80 stakeholder awareness workshops conducted
			-	-	New Indicator	10 stakeholder awareness campaigns	20 stakeholder awareness campaigns	25 stakeholder awareness campaigns
		2.1.2. Number of external stakeholder awareness campaigns held	-	-	-	-	-	-

1.3.2 Programme 3: Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output Indicators	Audited Performance				Estimated Performance	MTEF Targets		
			2017-18	2018-19	2019-20	2020-21		2021-22	2022-23	2023-24
Training:										
3. A capable and trained private security industry	3.1. Accreditation	3.1.1. Average turnaround time for accreditation of security training instructors	-	-	-	7 days	7 days	7 days	7 days	5 days
			3.1.2. Average turnaround time for accreditation of security training institutions	-	-	-	20 days	15 days	12 days	10 days
				3.1.3. Number of accredited instructors audited	-	-	-	New indicator	100 instructors	200 instructors

1.3.2 Programme 3: Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output Indicators	Audited Performance				Estimated Performance	MTEF Targets		
			2017-18	2018-19	2019-20	2020-21		2021-22	2022-23	2023-24
Training:										
3. A capable and trained private security industry	3.2. Determination and Accreditation of Qualifications	3.2.1. Number of qualifications determined, developed and or accredited	-	-	-	3 qualifications	2 qualifications	2 qualifications	3 qualifications	3 qualifications
	3.3 External assessment	3.3.1. Percentage of learners completing on-line external assessments	-	-	New indicator	Approved concept document on online external assessments implemented	20% of learners completing on-line external assessments	30% of learners completing on-line external assessments	40% of learners completing on-line external assessments	

1.3.3 Programme 3: Output Indicators: Annual and Quarterly Targets

Output Indicators	2021-22 Annual Target	Quarterly Targets				
		Q1 Apr - Jun 2021	Q2 Jul - Sep 2021	Q3 Oct - Dec 2021	Q4 Jan - Mar 2022	
Marketing, communications and stakeholder relations:						
1.9. Stakeholder relations	1.9.1. Number of new cooperation agreements entered into with international industry regulatory bodies	1 new cooperation agreement entered into	Identify industry regulatory bodies	Negotiate and develop draft agreement	Approval of draft agreement by Council	Enter into agreement with 1 international regulatory body
2.1. Marketing and communications	2.1.1. Number of external stakeholder awareness workshops conducted	60 stakeholder awareness workshops conducted	15 stakeholder awareness workshops conducted	15 stakeholder awareness workshops conducted	15 stakeholder awareness workshops conducted	15 stakeholder awareness workshops conducted
	2.1.2. Number of external stakeholder awareness campaigns held	10 stakeholder awareness campaigns	3 stakeholder awareness campaigns	3 stakeholder awareness campaigns	2 stakeholder awareness campaigns	2 stakeholder awareness campaigns
Training:						
3.1. Accreditation	3.1.1. Average turnaround time for accreditation of security training instructors	7 days	7 days	7 days	7 days	7 days

1.3.3 Programme 3: Output Indicators: Annual and Quarterly Targets

Output	Output Indicators	2021-22 Annual Target	Quarterly Targets			
			Q1 Apr - Jun 2021	Q2 Jul - Sep 2021	Q3 Oct - Dec 2021	Q4 Jan - Mar 2022
Training:						
3.1. Accreditation	3.1.2. Average turnaround time for accreditation of security training institutions	15 days	15 days	15 days	15 days	15 days
	3.1.3. Number of accredited instructors audited	100 instructors	25	25	25	25
3.2. Determination and accreditation of qualifications	3.2.1. Number of qualifications determined, developed and or accredited	2 qualifications	Concept documents approved	Scoping task teams appointed and constituted (2)	Draft curricula completed (2)	Approval of Learning Material by Exco (2)
3.3 External assessment	3.3.1. Percentage of learners completing on-line external assessments	20% of learners completing on-line external assessments	Develop online examination platform	Test on-line external assessments	10% of learners completing on-line external assessments	20% of learners completing on-line external assessments

1.3.4. Programme 3: Explanation of the Planned Performance Over the Medium-Term Period

The Training and Communications Programme focuses its efforts on supporting, promoting, enabling, and empowering the private security sector in accordance with the PSIR Act. This is done through stakeholder education, communication campaigns and workshops, customer management and interfaces, and the determination of needs and standards, accreditation, verification for private security industry training and development.

The Training and Communications Programme aims to change behaviour in the industry and improve industry compliance, thus ensuring the protection of the public interest through a more professional private security industry.

Through increased professionalism in developing and enforcing minimum occupational standards (including training standards), private security can strengthen the criminal justice system. This is supported through the strengthening of external awareness and building relationships with all stakeholders, and through skilled, technical, and professional posts that better reflects the country's racial, gender and disability makeup, as well as ownership.

The outcomes further ensure the development and promotion of the necessary qualifications and learning material to improve skills levels in the private security industry, including attracting youth employment and empowerment within the private security industry.

Strategic Enablers of Planned Performance Over the Medium-Term Period (Game Changers)

Arising from the situational analysis, certain enabling focus areas need to be developed and/or addressed in the 2021-22 planning period, as follows:

Focus Area	Immediate Priority	Medium-Term Priority
Strategic marketing.	<ul style="list-style-type: none"> Solicit approval of the draft Marketing and PR Policy Digital Marketing on platforms, such as Huawei Gallery App, Google Ads, promoted tweets, etc 	<ul style="list-style-type: none"> Leverage the relationship PSiRA has established with Brand South Africa to promote the Authority internationally. Host a virtual dialogue with 5 CEOs of prominent regulatory authorities in Africa, Asian and European countries.
Enhancement of customer value proposition.	Customer Service Survey (currently ongoing).	<ul style="list-style-type: none"> Pursue Loyalty Programme later in 2021. Media conference for the launch of online renewals and new Grades material. SMS notification for transactions by customers.
Complaints Management Strategy.	<ul style="list-style-type: none"> Work with BIT to create a website-linked portal. Regular status updates to complainants. 	<ul style="list-style-type: none"> Establish a Complaints Office.

Focus Area	Immediate Priority	Medium-Term Priority
Consumer education.	<ul style="list-style-type: none"> Online pop-ups on popular platforms like Media24. Editorials/Impromptu on local radio stations, particularly where PSiRA does not have footprint. 	<ul style="list-style-type: none"> Run a national radio and TV commercial (explore options like buying airtime packages).
Open engagements with stakeholders (Ministry).	Ongoing.	
Develop network of Regulators in Southern Africa.	Develop and update the database of regulators in Southern Africa.	Move towards establishment of a network for the SADC region.
Creating e-learning platforms for security.	Formatting of the grades training material to suite e-learning	Online enrolments and assessments.
Additional courses reviewed and accredited.	Finalise the RFP (Request for Proposal) for appointment of subject matter experts and for development of materials.	Bring on par the 350 SSPs accredited prior to the upliftment of the training moratorium.
Coordinated central assessment for accreditation of new security officers; and Policy on external assessments.	<ul style="list-style-type: none"> Submission of external assessment policy for Exco for review/adoption and gazetting. Standard Operating Procedure for online assessment (process flows). Review of industry comments and approval of external assessment policy. Accreditation of assessment centres. 	Promulgations of reviewed industry training.

1.3.5 Programme 3: Resource Considerations

Expenditure Estimates by Economic Classification:

1.3.5 Programme 3: Resource Considerations (R'000)	Audited Outcomes				Estimated Expenditure	MTEF Expenditure Estimates		
	2017-18	2018-19	2019-20	2020-21		2021-22	2022-23	2023-24
Personnel Expenditure	15 877	19 129	24 205	14 191	15 332	16 505	17 528	
Administrative Expenditure	13 963	15 080	19 129	6 610	7 384	7 738	8 109	
Repairs and Maintenance	12	2	1	2	2	2	2	
Travel and Subsistence	2 889	1 696	1 919	1 222	1 553	1 627	1 705	

Programme 1: Administration (R'000)	Audited Outcomes			Estimated Expenditure	MTEF Expenditure Estimates		
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Lease Payments	-	-	-	-	-	-	-
Consultancy & Professional Fees	2 416	406	1 392	1 300	1 300	1 362	1 428
Total Expenditure	35 157	36 313	46 646	23 325	25 570	27 234	28 772
Staff Complement (no.)				24			

1.4 Registration

1.4.1. Programme Purpose

The Registration Programme is responsible to ensure the registration of industry businesses and security officers.

The Registration Programme covers the work of the following business function:

Business Function	Purpose
Operations – Registrations and Renewals	The registration of industry businesses and security officers

In contributing towards the PSiRA impact of **“a legitimate, competent and transformed private security industry which acts in interest of the State, public and private security industry and contributes towards a safer South Africa”**, the Registration Programme delivers against the following outcome in the amended Strategic Plan:

Outcome 2	A professional, accountable and trustworthy private security industry.
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The 2021-22 Performance Plan of Programme 4 is reflected in the log frame tables

1.4.2 Programme 4: Outcomes, Outputs, Indicators and Targets

Outcome	Outputs	Output Indicators	Audited Performance				Estimated Performance	MTEF Targets		
			2017-18	2018-19	2019-20	2020-21		2021-22	2022-23	2023-24
Operations:										
2. A professional, accountable and trustworthy private security industry	2.7. Registrations	2.7.1. Average turnaround time for registration of applications meeting all the requirements for security businesses (working days)	Average of 17 days	Average of 10 days	Average of 6 days	Average of 8 days	Average of 5 days	Average of 6 days	Average of 72 hours	
			Average of 11 days	Average of 16 days	Average of 14 days	Average of 14 days	Average of 12 days	Average of 6 days	Average of 72 hours	
		2.7.2. Average turnaround time for registration of applications meeting all the requirements for security officers (working days)								

1.4.2 Programme 4: Outcomes, Outputs, Indicators and Targets

Outcome	Outputs	Output Indicators	Audited Performance				Estimated Performance	MTEF Targets		
			2017-18	2018-19	2019-20	2020-21		2021-22	2022-23	2023-24
Operations:										
2. A professional, accountable and trustworthy private security industry	2.7. Registrations		-		New indicator	Online registrations implemented	30% of applicants registered through the online registration platform	50% of applicants registered through the online registration platform	70% of applicants registered through the online registration platform	
	2.7.3. Percentage of applicants registered through the online registration platform		-							

1.4.3 Programme 4: Output Indicators: Annual and Quarterly Targets

Output	Output Indicators	2021-22 Annual Target	Quarterly Targets			
			Q1 Apr - Jun 2021	Q2 Jul - Sep 2021	Q3 Oct - Dec 2021	Q4 Jan - Mar 2022
Operations:						
2.7. Registrations	2.7.1. Average turnaround time for registration of applications meeting all the requirements for security businesses (working days)	Average of 5 days	Average of 5 days	Average of 5 days	Average of 5 days	Average of 5 days
	2.7.2. Average turnaround time for registration of applicants meeting all the requirements for security officers (working days)	Average of 12 days	Average of 12 days	Average of 12 days	Average of 12 days	Average of 12 days
	2.7.3. Percentage of applicants registered through the online registration platform	30% of applicants registered through the online registration platform	5% of applicants registered through the online registration platform	10% of applicants registered through the online registration platform	20% of applicants registered through the online registration platform	30% of applicants registered through the online registration platform

1.4.4. Programme 3: Explanation of the Planned Performance Over the Medium-Term Period

The Registration Programme focuses its efforts on ensuring a stable, compliant, and well governed private security sector, through an effective, transparent, objective, and accessible registration process, and ensuring the completeness of registration and re-registration information and related databases.

There has not been any sustainable investment made to modernise the ICT systems of the Authority in the last few years. This has led to an inadequate document management system and lack of a reliable and up-to-date database, which has a direct impact on PSiRA's efficiency and places a constraint on broadening access and the ease of doing business. The focus on digitalisation is thus critical for the Registration Programme moving forward.

Strategic Enablers of Planned Performance Over the Medium-Term Period (Game Changers):

Arising from the situational analysis, certain enabling focus areas need to be developed and/or addressed in the 2021-22 planning period, as follows:

Focus Area	Immediate Priority	Medium-Term Priority
Digitisation of processes.	Approval of digital transformation strategy.	<ul style="list-style-type: none"> Implementation of digital transformation strategy. Create a digital culture.
Integrated technology to increase performance.	Integrated technology to increase performance with other stakeholders, e.g., CIPRO, SARS, DoHA, SAPS etc.	
National footprint expansion.	Leverage digitalisation of services to address the limited national footprint.	Open new offices in the North West and Northern Cape provinces and vendors.
Review of business processes related to quality assurance.	Regional Managers to sign-off on reports issued.	

1.4.5. Programme 4: Resource Consideration

Expenditure Estimates by Economic Classification:

Programme 4: Registrations (R'000)	Audited Outcomes				Estimated Expenditure	MTEF Expenditure Estimates		
	2017-18	2018-19	2019-20	2020-21	2020-21	2021-22	2022-23	2023-24
Personnel Expenditure	-	-	-	5 080	5 080	5 477	5 590	5 858
Administrative Expenditure	-	-	-	12 520	12 520	14 840	15 867	16 700
Repairs and Maintenance	-	-	-	-	-	-	-	-

Programme 4: Registrations (R'000)	Audited Outcomes			Estimated Expenditure	MTEF Expenditure Estimates		
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Travel and Subsistence	-	-	-	686	714	749	785
Lease payments	-	-	-	-	-	-	-
Consultancy & Professional Fees	-	-	-	-	-	-	-
Total Expenditure	-	-	-	18 286	21 031	22 205	23 342
Staff Complement (no.)				26			



There has not been any sustainable investment made to modernise the ICT systems of the Authority in the last few years. This has led to an inadequate document management system and lack of an up-to-date database, which has a direct impact on PSiRA's efficiency and places a constraint on broadening access and the ease of doing business. The focus on digitalisation is thus critical for the Registration Programme moving forward.

2. Consolidated Statement of Financial Position and 2020-21 MTEF Budget Estimates

2.1 Statement of Financial Performance and Estimates for the 2021-22 MTEF

(R'000)	Audited Outcomes			Budget	Medium-Term Estimate		
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Administration	126 039	135 048	135 013	156 988	176 467	198 324	221 306
Law Enforcement	92 241	111 521	132 330	120 868	130 938	142 223	150 147
Communication and Training	35 157	36 313	46 638	23 325	25 570	27 234	28 772
Registrations	-	-	-	18 286	21 031	22 205	23 342
Total Expense	253 437	282 882	313 981	319 467	354 007	389 986	423 567

2.2 Statement of Financial Position for the 2021-22 MTEF

(R'000)	Audited Outcomes			Budget	Medium-Term Estimate		
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Revenue							
Non-tax Revenue	240 893	286 168	316 144	319 467	354 007	389 671	423 166
Sale of Goods and Services other than Capital Assets of which:							
Administrative Fees	220 739	241 185	276 095	282 274	314 075	350 057	378 953
Annual Fees Received	128 755	138 860	153 013	143 906	155 408	181 340	200 468
Registration Fees	34 857	33 220	43 523	44 020	49 555	50 453	53 901
Training Revenue	38 136	45 437	55 697	64 467	77 368	81 082	84 973
Sale of Goods	18 991	23 668	23 862	29 880	31 744	37 183	39 611
Other non-tax Revenue	20 154	44 983	40 049	37 194	39 931	39 613	44 212
Fines and Penalties	14 888	32 416	22 475	26 500	25 000	24 000	28 000
Interest Received	2 148	5 447	7 266	5 539	6 976	7 466	7 864
Other Income	3 118	7 121	10 308	5 155	7 955	8 148	8 348

R'000)	Audited Outcomes			Budget	Medium-Term Estimate		
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Revenue							
Transfers Received	-	-	-	-	-	-	-
Total Revenue	240 893	286 168	316 144	319 467	354 007	389 671	423 166
Expenses							
Current Expenses	253 438	282 883	313 981	319 467	354 007	389 671	423 166
Compensation of Employees	132 864	156 830	174 694	187 369	205 224	222 940	236 014
Goods and Services	116 931	122 108	133 818	124 756	141 074	158 653	178 685
Depreciation	3 642	3 944	5 469	7 342	7 709	8 079	8 466
Loss on Disposal of Assets	-	-	71	-	-	-	-
Interest, Dividends and Rent on Land	1	1	-	-	-	-	-
Total Expenses	253 438	282 883	313 981	319 467	354 007	389 671	423 166
Surplus/(Deficit)	-12 545	3 285	-2 163	0	0	0	0
Statement of Financial Position							
Carrying Value of Assets	52 099	69 772	57 182	60 057	58 275	64 776	58 258
of which:							
Inventory	953	449	600	667	1 543	879	1 222
Receivables and Prepayments	17 135	22 501	17 863	15 980	23 545	25 054	22 054
Cash and cash Equivalents	6 719	5 374		4 317	34 391	4 062	4 062
Non-current Assets Held for Sale	0	0	0	0	0	0	0
Total Assets	52 099	69 772	57 182	60 057	58 275	64 776	58 258
Accumulated surplus/(deficit)	-6 643	-3 356	0	0	0	0	0
Revaluation Reserve	10 519	10 519	519	8 739	9 050	9 539	9 539
Trade and other Payables	40 167	53 126	41 735	41 734	42 634	49 870	43 870
Benefits Payable							
Provisions	2 982	3 028	5 312	5 312	4 434	3 837	3 837
Other Liabilities	5 074	6 456	3 562	4 272	2 157	1 530	1 012
Total equity and Liabilities	52 099	69 772	51 128	60 057	58 275	64 776	58 258

3. Updated Key Risks and Mitigations from the Strategic Plan

The key risks reflected in the 2020-2025 Strategic Plan are updated as follows:

Outcome	Key Risk	Potential Consequences	Risk Mitigation
1. Financial sustainability, accountability, relevance and performance	Financial instability	<ul style="list-style-type: none"> Service delivery will be affected and will compromise mandate Threat to going concern of the Authority Inability to deliver on the Private Security Industry Regulatory Authority's mandate and key projects 	<ul style="list-style-type: none"> Intensify collection rate of fees and levies Implement Levies Act Other sources of funding
2. A professional, accountable, and trustworthy private security industry	Non-compliance to PSiRA regulations and standards	<ul style="list-style-type: none"> Lawlessness in the industry Poor service delivery Industry exploitation 	<ul style="list-style-type: none"> Intensify stakeholder awareness and consumer education initiatives Revised law enforcement strategy Appointment of vendors Digitalisation of registration services
3. A capable and trained private security industry	Inability to render competent industry training by SSPs	<ul style="list-style-type: none"> Lack of professionalism in the industry Low proficiency levels of trained SOs Proliferation of non-accredited training service providers. 	<ul style="list-style-type: none"> Implementation of the revised grades training standards (guarding) Introduction of independent external assessment (established assessment centres) Digitalisation of services Streamline the capacity building for alignment with the new standard Intensify accreditation of industry capacity Promote partnership for quality assurance functions Intensify law enforcement initiatives to promote zero tolerance to non-compliance

Outcome	Key Risk	Potential Consequences	Risk Mitigation
4. The private security industry is transformed	Non-acceptance of the Transformation Charter	<ul style="list-style-type: none"> Lack of representation of previously disadvantaged groups Non-compliance with the National Development Plan goals 	Consultation on the discussion document towards crafting a draft Transformation Charter for the Private Security Industry in South Africa.

The detailed PSIRA Risk Register is reviewed monthly by Exco, and quarterly at each meeting of the Audit and Risk Committee.

4. Public Entities

The Private Security Industry Regulatory Authority does not have any Public Entities.

5. Infrastructure Projects

Not applicable to the Private Security Industry Regulatory Authority.

6. Public / Private Partnerships (PPPs)

Not applicable to the Private Security Industry Regulatory Authority at this stage.



PSiRA's 2021-22 Annual Performance Plan will put the Authority on the path to realise its strategic impact for a legitimate, competent, and transformed private security industry.

Hon. BH Cele, MP, Minister of Police



PSiRA

Private Security Industry Regulatory Authority



Part D Technical Indicator Descriptions

1. Programme 1: Administration

Indicator Title 1.1.1.	Percentage implementation of the Audit Action Plan
Definition	To monitor and report on the implementation of the Audit Action Plan in respect of AGSA (Auditor-General of South Africa) and Internal Audit findings
Source of data	Information provided by the Business Units that undertake the work
Method of Calculation / Assessment	Number of implemented audit actions as per the Audit Action Plan divided by the number of planned audit actions for implementation to date.
Means of Verification	Audit reports (AGSA and Internal Audit) and Audit Action Plan Report submitted to ARC (Audit and Risk Council) for recommendation to Council on a quarterly basis
Assumptions	<ul style="list-style-type: none"> • Unrestricted access to records • Availability of personnel • Cooperation and support from stakeholders like Business Units and Provinces • Accurate information and records
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-to-date)
Reporting Cycle	Quarterly
Desired Performance	100% implementation of the Audit Action Plan
Indicator Responsibility	Deputy Director: Finance and Admin (CFO)

Indicator Title 1.2.1.	Percentage compliance with statutory reporting requirements
Definition	The indicator measures the level of compliance by the PSiRA to key corporate governance requirements as outlined in legislation and other corporate governance guidelines/regulations like the PSIR Act, PFMA (Public Finance Management Act), Treasury Regulations and Guidelines, etc.

Source of data	<ul style="list-style-type: none"> • Statutory reporting schedule • Annual reports • Quarterly performance reports • Emails confirming annual and quarterly report submissions to the National Department and National Treasury • Proof of tabling (tabling letters, agendas/attendance registers) • Interim and annual financial statements
Method of Calculation / Assessment	Number of statutory reporting milestones successfully achieved divided by the number of scheduled reporting submissions.
Means of Verification	<ul style="list-style-type: none"> • Statutory reporting schedule • Minutes of Exco, ARC, and Council • Proof of tabling (tabling letters, agendas/attendance registers) • Emails confirming Annual and Quarterly Reports submissions to the National Department, National Treasury, and the DPME (Department of Planning, Monitoring and Evaluation)
Assumptions	<ul style="list-style-type: none"> • Non-cancellation or postponement of meeting dates • Timeous receipt of draft replies and submissions • On time submissions to meet reporting timelines • Annual performance plans and quarterly reports are submitted on time and the information contained therein is reliable • Availability of data
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-to-date)
Reporting Cycle	Quarterly
Desired Performance	100% compliance with statutory reporting requirements
Indicator Responsibility	Deputy Director: Finance and Admin (CFO)

Indicator Title 1.3.1.	Percentage implementation of the approved Strategic Risk Mitigation Plan
Definition	The risk mitigation plan aligns with the strategic risk register and reflects the specific strategic risk management activities that will be implemented in the year, including responsible persons and resources required
Source of data	Strategic Risk Register
Method of Calculation / Assessment	Total number of planned risk mitigation measures implemented divided by the total number of planned mitigation measures for the year to date period.
Means of Verification	<ul style="list-style-type: none"> • Approved Risk Management Implementation Plan • Strategic risk register and portfolio of evidence on implemented risk mitigation measures year to date • Progress Report to Exco, ARC and Council submitted within 30 days following the end of quarter • Minutes of Exco, ARC, and Council
Assumptions	Complete, accurate, timeous risk information and cooperation from internal stakeholders (Risk Champions and Risk Owners)
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-to-date)
Reporting Cycle	Quarterly
Desired Performance	100% implementation of the approved Strategic Risk Mitigation Plan
Indicator Responsibility	Deputy Director: Finance and Admin (CFO)

Indicator Title 1.4.1.	Percentage of billed revenue collected
Definition	Increase in the collection of revenue due to the Authority
Source of data	Quarterly Reports/Annual Reports/Financial statements
Method of Calculation / Assessment	Percentage of revenue collected over revenue billed on annual fees and fines – expressed as a percentage
Means of Verification	Financial statements
Assumptions	Security service providers will meet their financial obligations towards the Authority and annual financial statements are reliable, valid, and timely
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-to-date)
Reporting Cycle	Quarterly
Desired Performance	Better than targeted performance is desirable
Indicator Responsibility	Deputy Director: Finance and Admin (CFO)

Indicator Title 1.5.1.	Percentage implementation of digital business strategy implementation plan
Definition	Digital business strategy developed, and the indicator measures the degree to which targets as set out in the approved digital strategy are being achieved
Source of data	Approved Digital Business Strategy Implementation Plan and Progress Reports
Method of Calculation / Assessment	Digital Business Strategy, Implementation Plan targets achieved – expressed as a percentage
Means of Verification	Approved Digital Business Strategy, Implementation Plan and Progress Reports
Assumptions	Funding will be available to implement strategy and the data is available, reliable, valid, and timeous.
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-to-date)
Reporting Cycle	Quarterly
Desired Performance	100% of digital business strategy implemented
Indicator Responsibility	Head: Corporate Services

Indicator Title 1.6.1	Percentage of the vacancy rate against the approved funded positions
Definition	The Annual Post Establishment Plan is approved to indicate the approved budgeted positions for the particular financial year.
Source of data	The approved Post Establishment Plan and the HR Provisioning Report
Method of Calculation / Assessment	The vacancy rate is calculated based on the number of the approved posts against the filled posts, expressed as a percentage
Means of Verification	Vacancy Report, appointment letters
Assumptions	The approved posts shall be filled Funding will be available
Disaggregation of Beneficiaries (where applicable)	Appointments in-line with PSiRA's approved Employment Equity Plan
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	2% of the vacancy rate
Indicator Responsibility	Head: Corporate Services

Indicator Title 1.6.2	Percentage of employee performance rating assessed at 3 and above as per Performance Management System
Definition	The performance rating scale of employees is between 1-5 and 3 represents average performance. The 90% is calculated based on all employees.
Source of data	Performance Assessment forms, Performance Assessment Reports, Online Performance System
Method of Calculation / Assessment	Number of employees who achieved the score of 3 and above against the total number of employees, expressed as a percentage
Means of Verification	Signed Scorecards and Assessment Reports
Assumptions	The Performance Management Online System will provide adequate assistance to employees for performing this function.

Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non- Accumulative
Reporting Cycle	Quarterly
Desired Performance	95% performs above average.
Indicator Responsibility	Head: Corporate Services

Indicator Title 1.7.1.	Number of draft regulations approved by Council
Definition	Drafting regulations in terms of the PSiR Act for consideration by the Minister
Source of data	To ensure a proper regulatory framework in support of the Authority's core mandate
Method of Calculation / Assessment	Simple count of the number of draft regulations approved by Council
Means of Verification	Draft regulations approved by Council and Minutes of Council
Assumptions	Legal capacity to develop draft regulations and Council approval of draft regulations compiled
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	3 Draft regulations approved by Council
Indicator Responsibility	Head: Corporate Services

Indicator Title 1.8.1.	Number of relevant research reports completed
Definition	Undertaking research to determine areas of regulatory gaps in the private security industry
Source of data	Approved concept notes and completed Research Reports
Method of Calculation / Assessment	Simple count of the number of completed Research Reports approved by Council
Means of Verification	Research Reports completed and minutes of Council
Assumptions	Research capacity to conduct research and approved research reports and concept notes
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	5 research topics completed per annum
Indicator Responsibility	Head: Research and Development

Indicator Title 1.8.2.	Number of completed surveys
Definition	Undertaking industry surveys to establish levels of satisfaction or awareness and to identify areas of gaps
Source of data	Approved concept notes and completed surveys
Method of Calculation / Assessment	Simple count of the number of industry surveys completed and adopted by Council
Means of Verification	Surveys completed.
Assumptions	External capacity available to conduct surveys on Authority's behalf
Disaggregation of Beneficiaries (where applicable)	Not applicable

Indicator Title 1.8.2.	Number of completed surveys
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	4 industry surveys completed per annum
Indicator Responsibility	Head: Research and Development

Indicator Title 4.1.1.	Draft Transformation Charter and Transformation Index for the Private Security Industry developed
Definition	The development of a Transformation Charter that incorporates a Transformation Index for measuring the extent of transformation in the Private Security Industry.
Source of data	Document verification – Transformation Charter and Index
Method of Calculation / Assessment	Verification: Draft Transformation Charter and Transformation Index and scorecard
Means of Verification	Draft Transformation Charter and Transformation Index adopted by Council
Assumptions	Sufficient capacity and funding to develop Transformation Charter, Transformation Index, and scorecard. Demographic data on the private security industry is available and accurate
Disaggregation of Beneficiaries (where applicable)	The Transformation Charter, Scorecard and Index will comprise data disaggregated to the various designated groups, including women, the youth and persons with disabilities
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Draft Transformation Charter and Transformation Index for the Private Security Industry developed
Indicator Responsibility	Chief Operations Officer

2. Programme 2: Law Enforcement

Indicator Title 2.2.1.	Number of security businesses inspected to enforce compliance with applicable legislation
Definition	These are all types of inspections conducted at security businesses
Source of data	Inspection Reports completed and signed by both inspector and representative of the security business. Process includes infrastructure and capacity inspections, routine and regulatory inspections, accreditations of training centres, and working animal inspections
Method of Calculation / Assessment	Simple count of the number of inspection reports of security businesses completed Completed means a report with an inspection report reference number signed by the inspector
Means of Verification	Business inspection reports completed
Assumptions	Sufficient capacity within law enforcement related department and reports are available, reliable, valid, and timeous
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Aim to ensure that all security businesses are inspected
Indicator Responsibility	Deputy Director: Law Enforcement

Indicator Title 2.2.2	Percentage of registered active businesses completing industry compliance self-assessments
Definition	An increasing number of registered active businesses completing industry compliance self-assessments
Source of data	Database of registered and active businesses. Register of compliance self-assessment reports lodged
Method of Calculation / Assessment	The number of registered active businesses lodging a compliance self-assessment report/ the total number of registered active businesses at the 1st of April – expressed as a percentage

Means of Verification	Database of registered and active businesses. Register of compliance self-assessment reports lodged
Assumptions	Sufficient capacity within law enforcement related department and reports are available, reliable, valid, and timeous
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-to-date)
Reporting Cycle	Quarterly
Desired Performance	Better than targeted performance is desirable
Indicator Responsibility	Deputy Director: Law Enforcement

Indicator Title 2.2.3.	Number of security officers inspected to enforce compliance with applicable legislation
Definition	These are all types of inspections conducted at the sites where security officers are deployed
Source of data	Inspection reports completed
Method of Calculation / Assessment	Simple count of the number of inspection reports of security officers completed. Completed means a report with an inspection report reference number signed by the inspector
Means of Verification	Security officer inspection reports/books
Assumptions	Sufficient capacity within Law Enforcement Department and reports are available, reliable, valid, and timeous
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Better than targeted performance is desirable
Indicator Responsibility	Deputy Director: Law Enforcement

Indicator Title 2.3.1.	Number of security businesses licensed for firearms inspected
Definition	Inspection schedule/report and compliance self-assessment inspection report completed on security businesses licensed to possess firearms
Source of data	Inspection reports, including self-assessment firearm reports, relevant to the use of firearms completed on security businesses licensed for firearms and verified/assessed and signed by the Inspector
Method of Calculation / Assessment	Simple count of the number of inspections completed at businesses licensed for firearms. Completed inspections are inspection reports specifically designed for the verification of compliance on the use of firearms, completed and signed by the inspector. This includes compliance self-assessment firearm inspection reports completed by security businesses and verified and co-signed by an inspector
Means of Verification	Firearm inspection reports completed
Assumptions	Sufficient capacity within the Law Enforcement Department and registers and investigation files are available, reliable, valid, and timely. Cooperation from Central Firearm Registry of SAPS to provide accurate information on SSPs licensed for firearms
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Better than targeted performance is desirable
Indicator Responsibility	Deputy Director: Law Enforcement

Indicator Title 2.4.1.	Percentage of complaints finalised through an investigation against security service providers
Definition	These are complaints referred to Law Enforcement Unit for investigation
Source of data	Number of complaints received from Help Desk and other sources during the period under review and investigation files
Method of Calculation / Assessment	Number of finalised complaints investigated / the total number of complaints allocated to the unit (per quarter/ year) – expressed as a percentage Finalise means the completion of the investigation and the submission of an investigation report with the findings Note: within the quarter, complaints pending from the previous quarter will be carried over as an opening balance to the new quarter
Means of Verification	Investigation complaint registers and investigation files

Indicator Title 2.4.1.	Percentage of complaints finalised through an investigation against security service providers
Assumptions	Sufficient capacity within the law enforcement related department and registers and investigation files are available, reliable, valid, and timeous
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly.
Desired Performance	Better than targeted performance is desirable
Indicator Responsibility	Deputy Director: Law Enforcement

Indicator Title 2.5.1.	Percentage criminal cases opened against non-compliant SSPs
Definition	During investigations certain conduct of the SSPs is tantamount to criminal offences or both a criminal offence and breach of PSiRA's Code of Conduct, in such cases a criminal case must be registered with SAPS
Source of data	Number of inspected/investigated non-compliant SSP in the period under review
Method of Calculation / Assessment	Number of criminal cases opened cases non-compliant SSPs/Total number non-compliant SSPs identified (per Quarter/Year), expressed as a percentage Note: Within the quarter, cases pending from the previous will be carried over as an opening balance to the new quarter
Means of Verification	Investigation register and investigation files Register of SAPS Case Numbers/criminal cases opened
Assumptions	Sufficient capacity within the Law Enforcement Department and registers and investigation files are available, reliable, valid, and timely. Cooperation by SAPS to register criminal cases on CAS (Crime Administration System)
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Better than targeted performance is desirable
Indicator Responsibility	Deputy Director: Law Enforcement

Indicator Title 2.6.1.	Percentage of cases of non-compliant SSPs successfully prosecuted per year
Definition	This refers to the total number of cases (dockets) placed on the improper conduct prosecution role and successfully prosecuted in terms of PSIRA Code of Conduct regulations
Source of data	Number of case dockets placed on the prosecution roll
Method of Calculation / Assessment	Total number of cases successfully finalised by prosecutors and which resulted in some form of penalty or sanction imposed/Total number of cases placed on the improper conduct prosecution roll (where charge sheets have been issued and successfully served) – expressed as a percentage Cases written-off (where SSPs are untraceable), removed from the roll or postponed, do not form part of the total number of cases placed on the improper conduct prosecution roll in the calculation. However, not guilty findings and withdrawn cases count as unsuccessful finalisation
Means of Verification	Improper conduct case register and improper conduct dockets
Assumptions	Sufficient capacity within law enforcement department and reports are available, reliable, valid, and timeous
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Better than targeted performance is desirable
Indicator Responsibility	Deputy Director: Law Enforcement

3. Programme 3: Training and Communications

Indicator Title 1.9.1.	Number of new cooperation agreements entered into with international industry regulatory bodies
Definition	To develop formal relationships with similar regulators to benchmark mandate and implement best practise models in the regulation of the private security industry
Source of data	Cooperation agreements
Method of Calculation / Assessment	Simple count of the number of signed agreements entered into with international bodies
Means of Verification	Signed cooperation agreements
Assumptions	Agreements are valid, reliable, and timely Interest by international regulators to develop relationship with PSIRA

Indicator Title 1.9.1.	Number of new cooperation agreements entered into with international industry regulatory bodies
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Better than targeted performance is desirable
Indicator Responsibility	Deputy Director: Training and Communications

Indicator Title 2.1.1.	Number of external stakeholder awareness workshops conducted
Definition	Meetings hosted to provide and disseminate information to enhance awareness on the role and functions of PSiRA, primarily focusing on the private security industry, including sessions with other government entities that contract security service providers
Source of data	Feedback reports, agendas, invites and/or attendance registers
Method of Calculation / Assessment	Simple count of the number of external stakeholder awareness workshops/sessions conducted
Means of Verification	Attendance registers of participants Virtual (Microsoft Teams, Zoom) records of list of attendees
Assumptions	Sufficient capacity for implementation
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	External stakeholder awareness workshops to be conducted in all nine provinces
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Better than targeted performance is desirable
Indicator Responsibility	Deputy Director: Training and Communications

Indicator Title 2.1.2.	Number of external stakeholder awareness campaigns held
Definition	Marketing activities that create awareness on the role, functions, and products of PSiRA targeted at the general public
Source of data	Media monitoring reports, attendance registers and concept notes approved prior to the campaigns
Method of Calculation / Assessment	Simple count of the number of approved public awareness campaigns undertaken on the role, functions and products of PSiRA as per the communication plan and on invitation, including media reportage Note: PSiRA may also partner with other strategic allies on the awareness programmes not highlighted in the Operational Plan
Means of Verification	<ul style="list-style-type: none"> • Register of campaigns held with supporting data reflecting the date and technical details of the campaign • Media monitoring reports • Feedback reports
Assumptions	Campaigns approved and sufficient capacity for implementation
Disaggregation of Beneficiaries (where applicable)	Marketing activities that create awareness on the role, functions and products of PSiRA will include campaigns to attract women, the youth and people with disabilities to consider a career in the private security industry
Spatial Transformation (where applicable)	Marketing activities to focus on all nine Provinces
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Better than targeted performance is desirable
Indicator Responsibility	Deputy Director: Training and Communications

Indicator Title 3.1.1.	Average turnaround time for accreditation of security training instructors
Definition	To ensure that the accreditation process is transparent and concluded timeously
Source of data	New applications from persons to be accredited as instructors

Method of Calculation / Assessment	Take the number of working days for applications received and accredited within the quarters and the financial year and average the number of working days that it takes to accredit instructors The calculation excludes public holidays and weekends, office closures and all applications that were received but did not meet all requirements for accreditation
Means of Verification	Instructor applications and security service provider database
Assumptions	The database is valid, reliable, and timely
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	To ensure that applications received are processed within the target average of working days
Indicator Responsibility	Deputy Director: Training and Communications

Indicator Title 3.1.2.	Average turnaround time for accreditation of security training institutions
Definition	To ensure that the accreditation process is transparent and concluded timeously
Source of data	New applications from institutions or businesses to be accredited as training centres
Method of Calculation / Assessment	Take the number of working days for applications received and accredited within the quarters and the financial year and average the number of working days that it takes to accredit institutions or businesses The calculation excludes public holidays and weekends, office closures and all applications that were received but did not meet all requirements for accreditation
Means of Verification	Accreditation applications and security service provider database
Assumptions	The database is valid, reliable, and timeous
Disaggregation of Beneficiaries (where applicable)	Not applicable

Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	To ensure that applications received are processed within the target average of working days
Indicator Responsibility	Deputy Director: Training and Communications

Indicator Title 3.1.3.	Number of accredited instructors audited
Definition	An increase in the number of accredited persons that are audited
Source of data	Report on audit of accredited persons
Method of Calculation / Assessment	Simple count of the number of reports completed in respect of the auditing of accredited security training instructors
Means of Verification	Report on audit of accredited persons
Assumptions	The security training offered is of high quality
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Better than targeted performance is desirable
Indicator Responsibility	Deputy Director: Training and Communications

Indicator Title 3.2.1.	Number of qualifications determined, developed or accredited
Definition	The number of new training courses developed by the Authority or service providers and accredited by the Authority
Source of data	Approval of the developed curricula by Exco
Method of Calculation / Assessment	Simple count of the number of developed and/or approved curricula
Means of Verification	Approval of the developed curricula by Exco
Assumptions	Capacity to develop all curricula Funding available
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Better than targeted performance is desirable
Indicator Responsibility	Deputy Director: Training and Communications

Indicator Title 3.3.1.	Percentage of learners completing on-line external assessments
Definition	Develop ICT infrastructure and processes to enable online external assessments
Source of data	Database and register of security service providers
Method of Calculation / Assessment	Number of external assessments done through the online platform / the total number of external assessments submitted to the PSiRA – expressed as a percentage
Means of Verification	Online external assessments and security service provider database
Assumptions	ICT infrastructure and processes developed for online external assessments
Disaggregation of Beneficiaries (where applicable)	Not applicable

Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Better than targeted performance is desirable
Indicator Responsibility	Deputy Director: Training and Communications

4. Programme 4: Registration

Indicator Title 2.7.1.	Average turnaround time for registration of applications meeting all the requirements for security businesses (working days)
Definition	To ensure that the registration process for new applicants is transparent and concluded timeously
Source of data	New business applications for registration as a security service provider
Method of Calculation / Assessment	<p>Take the number of working days for applications for registration as security service provider received and registered within the quarters and the financial year and average the number of working days that it takes to register new business applications</p> <p>The calculation excludes public holidays, and weekends, office closures and all applications that were received but did not meet all requirements for registration</p>
Means of Verification	Business applications for registration and security service provider database
Assumptions	The database is valid, reliable, and timeous
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly

Desired Performance	To ensure that new applications for registration as a security service provider received from businesses are processed and finalised within the target average of working days
Indicator Responsibility	Head: Registrations

Indicator Title 2.7.2.	Average turnaround time registration of applications meeting all the requirements for security officers (working days)
Definition	To ensure that registration process for new applicants is transparent and concluded timeously
Source of data	New security officers' applications for registration as a security service provider
Method of Calculation / Assessment	Take the number of days for applications for registration as security officers received and registered within the quarters and the financial year and average the number of working days that it takes to register new security officer applications The calculation excludes public holidays, and weekends, office closures and all applications that were received but did not meet all requirements for registration
Means of Verification	Security officer applications for registration as security service provider and security service provider database
Assumptions	The database is valid, reliable, and timeous
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	To ensure that new applications for registration as a security service provider received from natural persons are processed and finalised within the target average of working days
Indicator Responsibility	Head: Registrations

Indicator Title 2.7.3.	Percentage of applicants registered through the online registration platform
Definition	To register applications for registration as security service provider of businesses as well as security officers on an online registration platform
Source of data	Database and register of security service providers
Method of Calculation / Assessment	Number of applications for registration as security service provider received and finalised of applicant security businesses and security officers through an online registration platform / the total number of applications for registration as security service provider received from security businesses and security officers – expressed as a percentage
Means of Verification	Applications for registration as a security service provider of security businesses as well as security officers and security service provider database
Assumptions	ICT infrastructure and processes developed for online applications for registration as security service provider
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	100% of applications for registration as security service provider in respect of security businesses and security officers received through an online platform
Indicator Responsibility	Head: Registrations



Stakeholder collaboration is another key area that PSiRA continues to value to improve the levels of compliance and to contribute to a better understanding of the Authority's mandate and the rules that govern the conduct of the private security industry.

Dr Leah Mofomme, Chairperson of the Council



PSiRA

Private Security Industry Regulatory Authority



Annexures to the Annual Performance Plan

Annexure A: Amendments to the Strategic Plan

The process to develop this 2021-22 Annual Performance Plan, in October 2020, began with a critical review of the approved 2020-2025 Strategic Plan, tabled in March 2020. This included reflecting on the experience and learnings from the disruption experienced as a result of the Covid-19 pandemic and the related lockdown.

Note: The amendments/changes are not considered substantive or material enough to warrant the cost of tabling a new/revised Strategic Plan at this point.

Part A of the Strategic Plan - Our Mandate

Changes to the presentation of the Legislative and Policy Mandates are:

1. Establishment Legislation

The Private Security Industry Regulation Act (Act 56 of 2001) (PSIR Act) was promulgated to provide for the establishment of the Private Security Industry Regulatory Authority (PSiRA) to ensure the achievement and maintenance of a trustworthy and legitimate private security industry. Regulation aims to ensure an industry which acts in terms of the principles contained in the Constitution and other applicable law, and that is capable of ensuring that there is greater safety and security in the country.

In terms of the Act, the PSiRA is mandated to:

- 1) promote a legitimate private security industry which acts in terms of the principles contained in the Constitution and other applicable law;
- 2) ensure that all security service providers act in the public and national interest in the rendering of security services;
- 3) promote a private security industry which is characterised by professionalism, transparency, accountability, equity, and accessibility;
- 4) promote stability of the private security industry;
- 5) promote and encourage trustworthiness of security service providers;
- 6) determine and enforce minimum standards of occupational conduct in respect of security service providers;
- 7) encourage and promote efficiency in and responsibility regarding the rendering of security services;
- 8) promote, maintain, and protect the status and interests of the occupation of security service providers;
- 9) ensure that the process of registration of security service providers is transparent, fair, objective and concluded timeously;

- 10) promote high standards in the training of security service providers and prospective security service providers;
- 11) encourage ownership and control of security businesses by persons historically disadvantaged through unfair discrimination;
- 12) encourage equal opportunity employment practices in the private security industry;
- 13) promote the protection and enforcement of the rights of security officers and other employees in the private security industry;
- 14) 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;
- 15) protect the interests of the users of security services;
- 16) promote the development of security services, which are responsive to the needs of users of such services and of the community; and
- 17) promote the empowerment and advancement of persons who were historically disadvantaged through unfair discrimination in the private security industry.

Section 4 of the Act details the functions and powers of the Authority, which the Council and management must use to ensure that it achieves the objects of the Authority. These functions and powers demand an integrated management approach from the organisation.

The Private Security Industry Regulatory Authority is listed as a Schedule 3A National Public Entity in terms of the Public Finance Management Act (Act No. 1 of 1999, as amended) (PFMA), and is accountable to the Minister of Police and to Parliament. All prescripts and regulations arising from the PFMA are applicable to the PSiRA's governance and operations.

2. Legislation Informing How the Core Mandate Must be Delivered

The **Private Security Industry Regulation Bill, 2012**, has not yet been assented to by the President, following on from its passing by Parliament. Although it is unclear when the Bill will be promulgated, consideration is given for its implementation and the impact the amendments will make insofar as the regulatory framework is concerned.

In addition, the Authority's funding model – based on annual fees and the growth of the private security industry in relation to employment levels, has become redundant. The Authority intends implementing the Private Security Industry Levies Act, 2002 (Act No. 23, 2002) and is engaging with National Treasury. These engagements will continue for the purpose of reviewing the Act into a Money Bill in terms of Section 77 of the Constitution, for reintroduction to Parliament by National Treasury as the custodian of Money Bills. The Authority is cautiously optimistic that the implementation will take place during the 2021-2022 financial year.

The Authority has developed an **Industry Guarantee Fund** concept model which has been approved by Council. The establishment of an industry guarantee fund is one of the functions of PSiRA in the PSIR Act and will aim to provide limited liability cover for industry clients. However, the fund is reliant on the implementation of the Private Security Industry Levies Act, 2002 insofar as initial capitalisation of the fund is concerned.

Additional legislation of relevance to the operations of the PSiRA is:

<p>Key legislation pertaining to the mandate, governance environment and institutional arrangements, <i>inter-alia</i></p>	<ul style="list-style-type: none"> Firearms Control Act (No. 60 of 2000) Criminal Procedure Act (No. 51 of 1977, as amended) Promotion of Access to Information Act (No. 2 of 2000) Promotion of Administrative Justice Act (No. 3 of 2000) Protection of Personal Information Act (No. 4 of 2013) Protected Disclosures Act (No. 26 of 2000) Competitions Act (No. 89 of 1998) Prevention and Combating of Corrupt Activities Act (No. 12 of 2004) Skills Development Act (No. 97 of 1998) Labour Relations Act (No. 66 of 1995) Basic Conditions of Employment Act (No. 75 of 1997) Employment Equity Act (No. 55 of 1998) Occupational Health and Safety Act (No. 85 of 1993, as amended) Compensation for Occupational Injuries and Diseases Act (No. 130 of 1993) Promotion of Equality and Prevention of Unfair Discrimination Act (No. 4 of 2000) Broad-Based Black Economic Empowerment Act (No. 46 of 2013) Preferential Procurement Policy Framework Act (No. 5 of 2000) and Preferential Procurement Regulations (2017) Intergovernmental Relations Framework Act (No. 13 of 2005)
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The above legislation and Acts are not exhaustive, and it is recognised that the PSiRA must comply with all national and provincial legislation and regulations, and all municipal by-laws, applicable to its functions or the areas in which it operates.

3. Policy Mandates

Various national policy and strategy frameworks give effect to how the PSiRA mandate should be implemented, and have direct bearing on the priorities and focus areas of PSiRA, summarised in the 2020-2025 Strategic Plan as:

Policy Framework	Implications
Longer-Range (Developmental) Priorities:	
<p>National Development Plan, Vision 2030</p>	<p>Adopted by Cabinet in 2012, the NDP is Government's visionary blueprint – with business and society as collaborative partners. It seeks to eliminate poverty and sharply reduce inequality and unemployment by 2030. All of Government is challenged to ensure that medium and short-term planning and monitoring and evaluation is aligned with the NDP.</p> <p>The NDP highlights that people living in South Africa should feel safe and have no fear of crime. They should have confidence that the criminal justice system effectively apprehends and prosecutes criminals who violate individual and community safety. One of the hallmarks of the NDP is an integrated approach to safety and security which requires co-ordinated activity across all government departments, the private sector, and community bodies.</p> <p>The NDP envisions that all people live safely, with an independent and fair justice system.</p> <p>For PSiRA this means:</p>

Policy Framework	Implication
Longer-Range (Developmental) Priorities:	
<p>National Development Plan, Vision 2030</p>	<ul style="list-style-type: none"> • Playing a part in strengthening of the criminal justice system. This requires cooperation between all departments in the government's justice, crime prevention and security cluster; • Ensuring that the private security industry acts in a responsible and ethical manner, treats citizens with dignity and does not illegally infringe on the rights of others; and • Ensuring that the private security industry is staffed by skilled, disciplined, and professional individuals who can contribute to a safer South Africa. <p>The NDP focuses on inclusive economic growth through skilled, technical, professional posts that better reflect the country's racial, gender and disability demographics, and the ownership of assets to historically disadvantaged groups.</p> <p>Transforming the South African economy includes participation of PDIs, which in turn creates increased employment opportunities, promotes localisation and industrialisation, and fosters skills development. For PSiRA this means:</p> <ul style="list-style-type: none"> • Ensuring the development and promotion of the necessary qualifications and learning material to improve skills levels in the private security industry, including attracting youth employment and empowerment within the private security industry; • Transforming the South African economy to include participation of PDIs to create more employment opportunities, promote localisation and industrialisation, and encourage skills development that will serve the needs of the broader community; • Adopting institutional policies that promote development goals in the relevant areas of the organisation, including the impact of the 4th Industrial Revolution on the private security industry and environmental sustainability.
<p>UN (United Nations) Sustainable Development Goals (SDGs)</p>	<p>Adopted by the United Nations in 2015, the 17 SDGs and their 169 key indicators build on the successes of the Millennium Development Goals, while including new areas, such as climate change, economic inequality, innovation, sustainable consumption, peace and justice, among others. The SDGs set a common sustainable development agenda for pursuit by all signatory nations, including South Africa.</p> <p>South Africa's contribution to the SDG negotiation process was informed by the priorities of its National Development Plan (NDP).</p> <p>Echoing the intent of the National Development Plan, in support of the SDGs, South Africa can realise the goals by drawing on the energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the State, and promoting leadership and partnerships throughout society</p> <p>The key SDG relevant to PSiRA is Goal 16 - Peace, Justice and Strong Institutions.</p>

Policy Framework	Implication														
Longer-Range (Developmental) Priorities:															
African Union Agenda 2063	<p>Aligned with the UN SDGs, the African Union Agenda 2063 provides a blueprint and masterplan for transforming the African continent into a global powerhouse that delivers inclusive and sustainable development through the following aspirations:</p> <ol style="list-style-type: none"> 1) A prosperous Africa based on inclusive growth and sustainable development. 2) An integrated continent, politically united and based on the ideals of pan-Africanism and the vision of Africa's Renaissance. 3) An Africa of good governance, democracy, respect for human rights, justice and the rule of law. 4) A peaceful and secure Africa. 5) An Africa with a strong cultural identity, common heritage, values and ethics. 6) An Africa where development is people-driven, unleashing the potential of its women and youth. 7) Africa as a strong, united and influential global player and partner. 														
National Priorities for the 2019-2024 Planning Period:															
Medium-Term Strategic Framework 2019-2024 (MTSF)	<p>Seven medium-term priorities have been derived from the electoral mandate of the ruling party – as pronounced by the President in his State of the Nation Address (SONA) in June 2019:</p> <table border="1" data-bbox="526 1108 1412 1500"> <tbody> <tr> <td>Priority 1</td> <td>A capable, ethical and developmental estate</td> </tr> <tr> <td>Priority 2</td> <td>Economic transformation and job creation.</td> </tr> <tr> <td>Priority 3</td> <td>Education, skills and health.</td> </tr> <tr> <td>Priority 4</td> <td>Consolidating the social wage through reliable and quality basic services.</td> </tr> <tr> <td>Priority 5</td> <td>Spatial integration, human settlements, and local government.</td> </tr> <tr> <td>Priority 6</td> <td>Social cohesion and safe communities.</td> </tr> <tr> <td>Priority 7</td> <td>A better Africa and World</td> </tr> </tbody> </table> <p>PSiRA takes its guidance from the Justice Crime Prevention and Security Cluster in terms of Priority 6: Social cohesion and community safety</p>	Priority 1	A capable, ethical and developmental estate	Priority 2	Economic transformation and job creation.	Priority 3	Education, skills and health.	Priority 4	Consolidating the social wage through reliable and quality basic services.	Priority 5	Spatial integration, human settlements, and local government.	Priority 6	Social cohesion and safe communities.	Priority 7	A better Africa and World
Priority 1	A capable, ethical and developmental estate														
Priority 2	Economic transformation and job creation.														
Priority 3	Education, skills and health.														
Priority 4	Consolidating the social wage through reliable and quality basic services.														
Priority 5	Spatial integration, human settlements, and local government.														
Priority 6	Social cohesion and safe communities.														
Priority 7	A better Africa and World														
Justice Crime Prevention and Security Cluster Priorities	<p>PSiRA's strategy needs to align with national priorities and, more specifically, contribute to the Outcome and sub-outcomes of the Justice Crime Prevention and Security Cluster.</p> <p>Key targets for the MTSF include:</p> <ul style="list-style-type: none"> • Reduce levels of fraud and corruption in the public and private sectors; • Reduce the levels of serious organised crimes, gangs and drug syndicates; • Reduce illegal mining and cable theft; • Increased feelings of safety in communities – reduction in violence against women and children • Increased police visibility and strengthen community partnerships; and • Well-defended and secured cyberspace. 														

<p>Justice Crime Prevention and Security Cluster Priorities</p>	<p>PSiRA's 2020-2025 Strategic Plan is fully aligned with these priorities and specifically focuses on:</p> <ul style="list-style-type: none"> Strengthening relationships with all stakeholders, especially the other entities of the JCPS; Improving overall organisational performance; Effective implementing of the law enforcement/compliance strategy which is aimed at changing behaviour in the industry and improve industry compliance; Protection of the public interest through a more professional private security industry; Ensure a legitimate private security industry which can contribute to improved relationships with State law enforcement agencies in the fight against crime; Building capacity through industry research and continuous stakeholder engagements; Improved IT infrastructure to enhance organisational efficiencies and service delivery mandate; Improvement of Industry Training standards to improve professionalism, and attracting the youth to consider a career in one or more of the growing categories of security services; and Research on the occupation of private security to improve regulatory framework and enhance partnership policing.
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Updates to Institutional Policies and Strategies arising in 2020 are discussed in Part A of this Annual Performance Plan.

Part B of the Strategic Plan – Our Strategic Focus

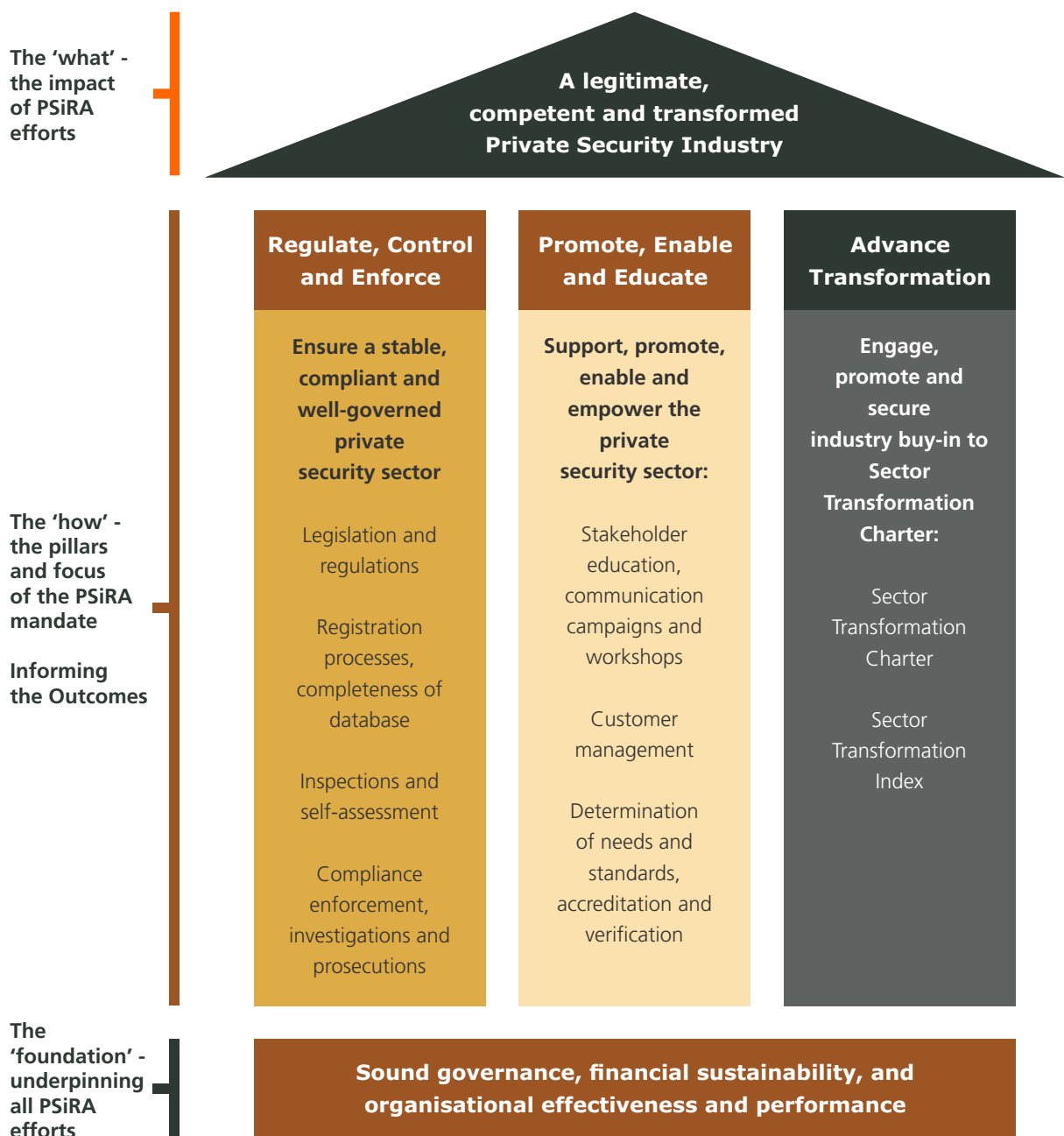
The following Vision, Mission, and Values statements presented in the approved Strategic Plan remain unchanged.

 <div style="background-color: #8e44ad; color: white; padding: 5px; font-weight: bold; margin: 5px 0;">VISION</div> <div style="background-color: #f1c40f; padding: 10px; width: 80%; margin: 0 auto;"> <p>South Africans have confidence in the legitimacy, occupational practices and transformation of the Private Security Industry.</p> </div>	 <div style="background-color: #f1c40f; color: white; padding: 5px; font-weight: bold; margin: 5px 0;">MISSION</div> <div style="background-color: #34495e; color: white; padding: 10px; width: 80%; margin: 0 auto;"> <p>Effective regulation of the Private Security Industry to enable professional and respected security service providers.</p> </div>	 <div style="background-color: #34495e; color: white; padding: 5px; font-weight: bold; margin: 5px 0;">VALUES</div> <div style="background-color: #8e44ad; color: white; padding: 10px; width: 80%; margin: 0 auto;"> <ul style="list-style-type: none"> Integrity Excellence Ubuntu </div>
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Part C of the Strategic Plan – Measuring our Performance

PSiRA's mandate and primary objects, as defined by the Private Security Industry Regulation Act (No.56 of 2001), are summarised in three core business pillars and a strong governance and administrative foundation. The following graphic depicts how the PSiRA's pillars support the 'roof of its house'.

Figure 4. Summary of the PSiRA Mandate – the PSiRA 'House'



As part of the maturing of the PSiRA planning, monitoring, and reporting environment for the 2021-2022 planning cycle, the following amendments to the impact and outcomes reflected in the approved 2020-2025 Strategic Plan were made.

	Approved 2020-25 Strategic Plan (March 2020)	Amendment (October 2020)	Reasons for Amendment
MTSF Priority	Priority 5: Social Cohesion and Safe Communities	Priority 6: Social Cohesion and Safe Communities	To correct the Priority in line with the approved MTSF published by DPME
Impact	A legitimate, transformed and competent private security industry which acts in the interest of the State, public and private security industry and contributes towards a safer South Africa.	A legitimate, competent and transformed private security industry which acts in the interest of the State, public and private security industry and contributes towards a safer South Africa.	To better articulate, and align with, the PSiRA value chain and the logical sequence of PSiRA's operational focus.
Outcomes	<p>1. Maintain financial sustainability, accountability, relevance and performance.</p> <p>2. A professional, accountable, and trustworthy private security industry.</p> <p>3. A capable and trained private security industry.</p> <p>4. Enhanced relations and collaborations with stakeholders.</p>	<p>1. Financial sustainability, accountability, relevance and performance.</p> <p>2. A professional, accountable, and trustworthy private security industry.</p> <p>3. A capable and trained private security industry.</p> <p>-</p>	<p>'Maintain' removed from the aspirational Outcome statement.</p> <p>-</p> <p>-</p> <p>Removed as an Outcome- stakeholder management is an enabler to the realisation of all other Outcomes, not an Outcome in its own right.</p>

	Approved 2020-25 Strategic Plan (March 2020)	Amendment (October 2020)	Reasons for Amendment
Outcomes	5. The private security industry is efficiently registered.	-	Removed as an Outcome- Registration is a critical part of the regulation pillar of the PSiRA mandate and is an element of the broader value chain towards Outcome 2 (an Output), not an Outcome in its own right.
	6. The private security industry is transformed	4. The private security industry is transformed.	

Aligned with the above amendments to the Outcomes, the Outcome Indicators and 5-Year Targets reflected in the approved 2020-2025 Strategic Plan amendments are reflected in the following table.



PSiRA’s mandate and primary objects, as defined by the Private Security Industry Regulation Act (No. 56 of 2001), are summarised in three core business pillars and a strong governance and administration foundation.

Amendments to Outcome Indicators and 5 Year Targets

Outcome	Approved 2020-25 Strategic Plan (March 2020)			Amendment (October 2020)			Note on Amendment
	Outcome Indicator	Baseline (2019-20)	5-Year Target (March 2025)	Outcome Indicator	Baseline (2020-25)	5-Year Target (March 2025)	
1. Financial sustainability, accountability, relevance and performance	Percentage billed revenue collected	76%	90%	-	-	-	Operational indicator and target - moved to APP
	Digital business strategy implemented	New indicator	100% of implementation plan targets achieved	-	-	-	Activity/ Enabler indicator and target - moved to AOP
	Unqualified audit opinion is achieved	Unqualified audit opinion	Unqualified audit opinion	External Audit opinion	Unqualified audit opinion	Retain unqualified audit opinion over the period to 2025	Retained as Outcome indicator - aligned to Outcome statement
	Implementation of Guarantee Fund for the private security industry	Approved concept model for Guarantee Fund	Implementation of Guarantee Fund and monitoring of implementation and compliance	-	-	-	Operational indicator and target - moved to AOP

Amendments to Outcome Indicators and 5 Year Targets

Outcome	Approved 2020-25 Strategic Plan (March 2020)		Amendment (October 2020)		Note on Amendment		
	Outcome Indicator	Baseline (2019-20)	5-Year Target (March 2025)	Outcome Indicator		Baseline (2020-25)	5-Year Target (March 2025)
1. Financial sustainability, accountability, relevance and performance	-			Liquidity ratio	0.86: 1	01:01	New Outcome indicator - aligned to Outcome statement
	-			Organisational performance rating	96%	>80%	New Outcome indicator - aligned to Outcome statement
2. A professional, accountable, and trustworthy private security industry	% compliance with the industry's prescripts, regulations and standards by the private security industry	75%	90%	Percentage compliance with the industry's prescripts, regulations and standards by the private security industry	78%	90%	Retained as Outcome indicator - aligned to Outcome statement

Amendments to Outcome Indicators and 5 Year Targets

Outcome	Approved 2020-25 Strategic Plan (March 2020)		Amendment (October 2020)		Note on Amendment
	Outcome Indicator	Baseline (2019-20)	5-Year Target (March 2025)	Outcome Indicator	
3. A capable and trained private security industry	Increased number of new sector-based courses	New indicator	15	-	Activity/ Enabler indicator and target - moved to AOP
	Number of external training assessment centres established	New indicator	16	-	Activity/ Enabler indicator and target - moved to AOP
	Implementation of on-line examinations / assessments	New indicator	Implementation of on-line examinations / assessments and monitoring of implementation and compliance	-	Operational indicator and target - moved to APP

Amendments to Outcome Indicators and 5 Year Targets

Outcome	Approved 2020-25 Strategic Plan (March 2020)		Amendment (October 2020)		Note on Amendment	
	Outcome Indicator	Baseline (2019-20)	5-Year Target (March 2025)	Outcome Indicator		Baseline (2020-25)
3. A capable and trained private security industry	-			Percentage improvement in the quality of sector training and assessment	New indicator, baseline to be established in 2022/23 (TBC)	Improvement on baseline established in 2022/23, per audit conducted on the quality of training and assessment
4. The private security industry is transformed	Transformation Charter developed and implemented	New indicator	Implementation of the Transformation Charter	Private Security Industry Charter implemented	Concept Framework developed	Implementation of Private Security Industry Charter
				Improvement in Sector Transformation Index	New indicator, baseline to be established in 2021/22 (TBC)	Improvement on baseline established in 2021/22, per transformation scorecard

Part D of the Strategic Plan – Technical Indicator Descriptions

The following revised and new Outcome Indicator Technical Indicator Descriptions support the above revised Outcome information.

Indicator Title 1	External Audit opinion
Definition	External audit outcome in pursuit of sound financial and administrative management, and enhanced governance
Source of data	External audit reports from the AGSA
Method of Calculation / Assessment	Verification: External Audit Outcome from the AGSA
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Reporting Cycle	Annual progress against the five-year target
Desired Performance	Retain unqualified audit opinion over the period to 2025
Indicator Responsibility	Deputy Director: Finance and Administration (CFO)

Indicator Title 2	Liquidity ratio
Definition	The indicator measures the company's ability to pay its short-term debt obligations
Source of data	Financial Statement
Method of Calculation / Assessment	Current Ratio = Current assets / Current liabilities
Assumptions	The database is valid, reliable, and timely

Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Reporting Cycle	Annual
Desired Performance	Improved financial status
Indicator Responsibility	Deputy Director: Finance and Administration (CFO)

Indicator Title 3	Organisational performance rating
Definition	The indicator measures the Authority's average performance against KPIs (Key Performance Indicators) set annually over the 5-year period
Source of data	Annual Performance Reports 2020-21 – 2024-25
Method of Calculation / Assessment	Percentage of targets achieved over the 5-year period. Number of output indicators achieved over the 5-years divided by the total number of output indicators set over the 5 years – expressed as percentage.
Assumptions	The database is valid, reliable, and timeous
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Reporting Cycle	Annual and cumulated over the 5 years
Desired Performance	Improve the organisational performance
Indicator Responsibility	Chief Operations Officer

Indicator Title 4	Percentage compliance with the industry's prescripts, regulations and standards by the private security industry
Definition	This indicator measures the level of compliance by security service providers
Source of data	Inspection reports
Method of Calculation / Assessment	Number of non-compliant security service providers / total number of inspections, expressed as a percentage
Assumptions	Inspection reports are reliable, valid and timely
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Reporting Cycle	Annual
Desired Performance	Increased level of compliance by the private security industry in respect of Code of Conduct for Security Service Providers
Indicator Responsibility	Deputy Director: Law Enforcement

Indicator Title 5	Percentage improvement in the quality of sector training and assessment
Definition	To ensure quality of training and credibility and integrity in the examination and assessment process
Source of data	Training database
Method of Calculation / Assessment	Improvement on baseline established in 2022-23, per audit conducted and the quality of training and assessment Thereafter, an increased number of sampled security training service providers meeting high quality of monitoring and evaluation training standards (as per developed grading system)
Assumptions	Infrastructure available for online examinations and assessments
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable

Reporting Cycle	Annual
Desired Performance	100% of training examinations / assessments done of digital assessment platform and increase in the quality of training
Indicator Responsibility	Deputy Director: Training and Communications

Indicator Title 6	Private Security Industry Charter implemented Improvement in Sector Transformation Index
Definition	To ensure the organisation enables the development and implementation of a Transformation Charter for the sector and monitor improvement in transformation
Source of data	Charter, reports and Sector Transformation Index
Method of Calculation / Assessment	Approved and implemented Transformation Charter followed by an improvement on baseline established in 2021-22 and the Transformation Scorecard Index
Assumptions	The industry stakeholders cooperate to develop a Transformation Charter
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Reporting Cycle	Annual
Desired Performance	The transformation of the industry is enabled through the development and implementation of a Charter followed by an improvement on baseline established in 2021-22, and the Transformation Scorecard Index
Indicator Responsibility	Chief Operations Officer

Annexure B: Conditional Grants

Not applicable to the Private Security Industry Regulatory Authority.

Annexure C: Consolidated Indicators

Not applicable to the Private Security Industry Regulatory Authority.

Annexure D: District Development Model

Not applicable to the Private Security Industry Regulatory Authority.



Private Security Industry
Regulatory Authority
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DRONE
TECHNOLOGY



OFF-SITE
SECURITY
SURVEILLANCE



BIO-METRIC
SECURITY
ACCESS

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