



PSIRA

Private Security Industry Regulatory Authority
Re netefatša bokgwari polokegong ya gago
Ensuring excellence in the interest of your safety

ANNUAL PERFORMANCE PLAN

2019-2020

SAFER | HOMES
BUSINESSES
COMMUNITIES



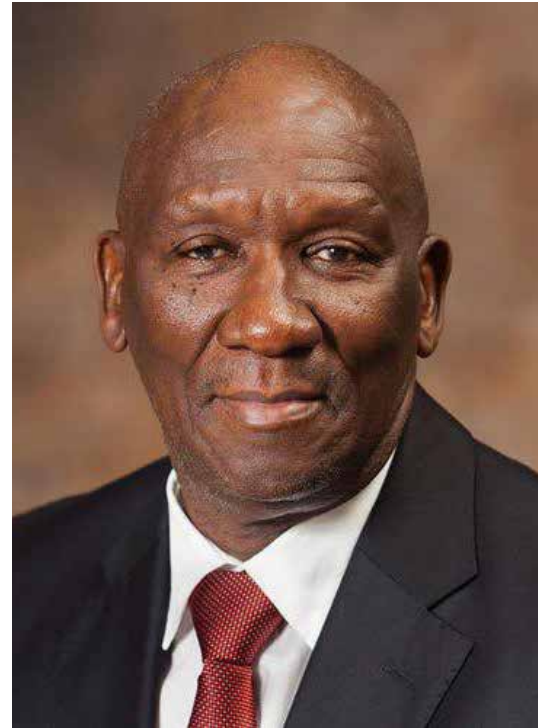
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FOREWORD BY THE MINISTER OF POLICE, HON BH CELE, MP

National safety and security must reflect the satisfy the desire of all South Africans to live as equals, to live in peace and harmony, to be free from fear and want, and to seek a better life for all.

The Private Security Industry Authority (PSiRA) continues to live up to its statutory mandate to regulate the private security industry and to exercise effective control over the occupation of security service providers in the public and national interest, and for the good of the private security industry itself. One of the hallmarks of the National Development Plan (NDP), South Africa's detailed blueprint to eliminate poverty, reduce inequality and reduce crime by the 2030, is a sharp focus on an integrated approach to safety and security that require coordinated activity across all government departments, the private sector and community bodies, including revitalised community-safety centres. The contribution of the private security industry, as a powerful ally to the police in crime prevention, is highly appreciated.



This Annual Performance Plan coincides with the State of the Nation address delivered in June 2019, during which the President shared seven pillars to take South Africa forward. Among them is 'Social cohesion and safe communities' which echoes the sentiment of the NDP that violent crime will be halved by 2030.

The NDP states that people living in South Africa should feel safe and have no fear of crime, and this is supported by PSiRA in the following roles:

- Playing its part in strengthening the criminal justice system through cooperation among all departments in the government's justice, crime prevention and security cluster;
- Regulation to ensure a professional private security industry staffed by skilled, disciplined and ethical individuals;
- Transforming the South African economy to include participation of previously disadvantaged individuals, create increased employment opportunities, promote localisation and industrialisation and encourage skills development.

PSiRA has in the past acted decisively against security service providers who disregarded the industry's code of conduct and brought the industry into disrepute.

Its recent acceptance as a member of of the International Association of Security and Investigative Regulators (IASIR), the reflect the Authority's status as major role-player in and advocate of private security regulation in Africa and beyond. Once again, South Africa is taking its place among the best in the world.

Significant projects championed by the Authority in the 2018/19 financial year include:

- 1) Publication for comment of the firearms regulations, which will be promulgated in the current financial year to ensure proper regulation of the firearms in the private security industry.
- 2) Training of security service providers and the development of training standards to be introduced in the current financial year.
- 3) Lobbying the Ministry of Finance for review and amendment of the Private Security Industry Levies Act, 2002 as a funding model that will enable the Authority to become financially sustainable and capable of executing its mandate fully without fear or favour.



During the last year, I have noted with concern the escalation of violent conduct by some security service providers when rendering services for their clients. PSiRA is urged to act decisively with businesses that contravene the PSiRA code of conduct and commit serious human rights abuses.

I am also aware that certain security officers and businesses seem not to understand PSiRA's code of conduct, thus I have instructed PSiRA to include the code as a module in its training curriculum for security service providers. Those already in the market will have 18 months to complete training on the code, which will also become compulsory for new entrants into the industry.

In conclusion, I am confident that the Authority will continue to professionalise the South African private security industry and elevate its standing both locally and internationally.

Although we sometimes muddle through the puddles, siy'imbumba, we are determined ukubuyisa is'thunzi sezwe lethu.

Date: 26 June 2019

HONOURABLE BH CELE, MP
MINISTER OF POLICE

OVERVIEW BY THE ACTING CHAIRPERSON

The PSiRA Annual Performance Plan 2019/20 (APP) draws its outlook and focus from the key national priorities enshrined in the Medium Term Strategic Framework and the National Development Plan. While doing so, it is alive to the challenges facing the Authority to deliver on its statutory mandate in terms of the Private Security Industry Regulation Act, 2001, namely to regulate the private security industry in the interest of the state, the public and the private security industry itself.

The Annual Performance Plan is not merely seen as an instrument designed to measure the extent to which PSiRA meets set targets, but it is also acknowledged as being a reflection of the seriousness with which we embrace our role in transforming the private security industry and creating a safer South Africa.

The private security industry continues to show signs of growth, as the demand for more personalised safety and security increases. Although the private security industry has become an instrument for lawful individual and corporate self-protection, we have experienced a number of unfortunate incidents where members of the industry overstepped their mandate to serve the interest of their private clients, under the guise of legitimate self-protection.

There is no doubt that the private security industry plays a significant role in the combat against crime through its proactive measures to prevent crime from taking place. The industry must, however, be wary of blurring the lines between state law enforcement and private protection as it will run the risk of infringing on the rights of ordinary members of the public.

In order to address these matters, the PSiRA Annual Performance Plan seeks not only to advance increased law enforcement activities, but also to intensify educational campaigns that highlight the role and mandate of the private security industry in relation to that of the state law enforcement agencies such as the South African Police Services (SAPS). PSiRA values collaboration with stakeholders to improve the levels of compliance and to contribute to a better understanding of the Authority as well as the rules that govern the conduct of the private security industry.

In the coming financial year, PSiRA will be hosting an international Compliance Indaba to discuss and reflect on compliance matters and the regulation of the private security industry in general. In addition, and in support of creating awareness, sector committees will also be established. These will promote a better understanding of the industry and advise the PSiRA Council on the challenges and expectations of the different categories of security service providers to ultimately improve the regulatory framework.

One of the aims of PSiRA is to professionalise the industry. This is not only achieved through proper vetting and screening of prospective providers of security services, but also through increased training and skills development. The moratorium on the accreditation of new training centres has been lifted, which means that those who are interested in providing security training now have equal opportunity to apply for accreditation. This augurs well for the industry: it creates more business opportunities and can lead to a better geographical spread of training centres throughout the country, hopefully making it easier for newcomers to enter the industry and build rewarding careers.

Furthermore, the PSiRA is reviewing the training curriculum of all security courses in order to improve the competency and skills required to render a security service in an ever-changing external environment. The lifting of the moratorium on non-NQF based training programmes does not affect the Authority's commitment to supporting the principles of continuous professional development and lifelong learning as contemplated in the Skills Development Act and National Qualifications Framework Act.





In partnership with the Unemployment Insurance Fund, PSiRA has embarked on rolling out skills development training programmes and learnerships for the unemployed. This forms part of the overall effort at improving access to career and employment opportunities in the private security industry. The training will focus on skills needed in various areas of the industry such as the guarding sector, electronic security sector, locksmithing and event security, to name a few.

Regulation of the industry also serves to protect the industry's interests – this includes promoting the image of the industry, protecting the rights of employee security officers as well as the interests of registered and compliant security businesses through enforcing legislation in order to level the playing field.

It is a fact that the private security industry is dependent on its personnel. It is also true that the profit-driven nature of security businesses unfortunately inspires practices that impact negatively on the lives and careers of security officers. Although the determination of minimum conditions of employment (which includes minimum wages) is the responsibility of the Department of Labour and the soon-to-be-established Bargaining Council for the Private Security Sector, PSiRA will continue to work with the two entities to ensure that all employees in the industry enjoy their fundamental right to fair labour practices. We'd like to point out that PSiRA welcomes the decision of the Minister of Labour to register the Bargaining Council for the Private Security Sector. The Bargaining Council is to assist PSiRA in concentrating its regulatory efforts in other areas of misconduct rather than labour related disputes, which currently forms the majority of the complaints we receive.

There is no doubt that the regulation of the vast private security industry is of key national importance in order to achieve and maintain a trustworthy and legitimate security industry. However, since its inception, PSiRA has struggled to effectively carry out its mandate due to financial constraints. This is a direct result of its funding model, which remains not only dependent upon the industry, but also on the country's economic situation. Therefore, PSiRA has begun reviewing its funding model. We aim to implement the Private Security Industry Levies Act, which will not only improve the financial position of the Authority, but also improve its collection mechanisms.

PSiRA continues striving to be an excellent regulator. This vision can only be achieved through focused and innovative leadership by Council and management and an organisational structure designed to support the implementation of PSiRA's statutory mandate. PSiRA has concluded an organisational development project which includes a revised resource structure to strengthen core functions such as law enforcement, training, registration, and decentralising some functions to our regional structures. This also includes identifying functions that can be best performed using technology platforms (Internet of Things) as opposed to manual processes. With improved funding, this new structure and initiatives will be rolled out in phases. So far, PSiRA's mindset of embracing technology resulted in PSiRA launching a mobile application (App) which can be downloaded to access a variety of PSiRA services.

The Guarantee Fund remains a crucial project and the target is to have the fund fully established during the 2019/20 financial year. Over and above this initiative, PSiRA continues to be a learning organisation and places much emphasis on research. Research is a critical tool that informs policy input to improve the regulatory landscape and develops a deeper understanding of the industry.

The situational analysis in this Annual Performance Plan highlights some of the key challenges that PSiRA faces. Notwithstanding these challenges, the PSiRA team looks forward to taking its performance to the next level. We will continue to focus our efforts on ensuring a legitimate, trustworthy and competent private security industry which is not only capable of contributing to the achievement and maintenance of satisfactory levels of safety and security in our country, but to become and remain a valuable partner for SAPS in its combat against crime.

MR NHLANHLA NGUBANE
ACTING CHAIRPERSON OF THE COUNCIL
ACCOUNTING AUTHORITY

Date: 26 June 2019



OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- was developed by the management of the Private Security Industry Regulatory Authority under the guidance of the Council;
- considers all the relevant policies, legislation and other mandates for which the Private Security Industry Regulatory Authority is responsible; and
- accurately reflects the strategic outcome-oriented goals and objectives which the Private Security Industry Regulatory Authority will endeavour to achieve over the period 2019/20 – 2020/21



Date: 26 June 2019

Mrs M.C. Sebogodi

Deputy Director: Finance and Administration



Date: 26 June 2019

Mr M.S. Chauke

Director: PSiRA

Approved by:



Date: 26 June 2019

Mr M. N. Ngubane

Acting Chairperson of the Council



PSiRA
Private Security Industry Regulatory Authority

PART A

STRATEGIC OVERVIEW



1. BACKGROUND

This Annual Performance Plan (APP) sets out what the Private Security Industry Regulatory Authority (PSiRA) will be doing in the period 1 April 2019 to 31 March 2020. It also includes an extrapolation into the following two (2) years of the MTEF (2020/21 and 2021/22). The APP is aligned with, and is intended to contribute to, the implementation of the Strategic Plan of the Authority.

2. UPDATED SITUATIONAL ANALYSIS

2.1 PERFORMANCE DELIVERY ENVIRONMENT

The private security industry continues to show growth, with PSiRA registering an increasing number of security officers and enterprises that offer security services. This increase can be attributed in some instances to the tougher economic conditions that result in high levels of economic crimes being experienced by households and business premises. Although residential and business robberies, burglaries and carjacking declined in 2018 according to the SAPS crime statistics, these declines come from very high levels in 2017. Access to new technologies also plays a significant role in the increase of crime.

The industry is also contending with concerted efforts by organised labour to reverse the practise of outsourcing of security services by clients. This is most prominent in government and agencies, and/or entities in the public sector. Lately, a number of universities have begun to insource their security services. This is going to have an impact on security service providers and the transformation of the sector as many of the security service providers rendering services to government and its agencies and/or entities are BBEE enterprises.

It is generally accepted that the private security industry has become critical as a crime prevention asset and player in providing safety and security services in South Africa. However, in the interest of the public and of the state, there is a need for comprehensive regulation of this sector so as to ensure that the industry does not infringe on the rights of others. The private security industry in South Africa, like its overseas counterparts, has continued to experience extensive growth over the last three decades and creates significant employment at a time of low economic growth.

According to PSiRA's registration records, there are currently over two million security officers registered, of which over 530 000 are employed (active) by over 9 400 registered security businesses. These security businesses and employee security officers represent all the different categories or classes of security service providers as defined in the PSiR Act, with the majority falling within what is generally described as the guarding sector. Most security businesses operate in Gauteng (41%), followed by KwaZulu-Natal (17%) and the Western Cape (11%). The number of security businesses are increasing in Limpopo. The province is ranked 4th and represents 9% of all registered businesses in the country.

Gauteng has the highest number of security officers (37%) followed by KwaZulu- Natal (18%) and the Western Cape (12%). Over the last 19 years, the number of registered and employed security officers grew by 174% and the number of security businesses by 73%.

The contract private security sector constitutes the larger part of the industry, but there is also growth in other areas such as electronic security, assets-in-transit and the anti-poaching sector.

While transformation is happening slowly, data shows that the progress so far is encouraging, in particular with regards to the employment of women. There has been a 6,2% increase in the number of females employed in the industry. Currently, the number of female security officers represents 22% of the total registered and active security officers in the industry.

The size of the private security industry (businesses and security officers) has a direct effect on the way the private security industry is regulated. The Authority primarily uses the security business vs inspector ratio to determine the resources required to regulate the private security industry. In view of the growth in the number of security businesses, the current ratio is 1:130 and the Authority aims to achieve an inspector / security business ratio of 1:120 for the 2019/20 financial year. However, considering the continuous growth of the industry,



the ratio must be reviewed on a regular basis, especially since the vast number of employee security officers are also subject to regulation (and not only security businesses).

The geographical spread of the industry also has an impact on regulation, especially in determining the expansion of the Authority's national footprint. Considering the growth of the industry in all the provinces, PSiRA has embarked on establishing new offices in the provinces where it does not have any footprint currently. This expansion is expected to improve service delivery.

From a labour market perspective, there has been stability in the private security industry – mainly due to co-operation by all social partners in the industry. The hope is that following on from the establishment of the Bargaining Council for the Private Security Sector, that measures to strengthen labour stability, reduced exploitation and improved collective bargaining, will be the order of the day.

2.2 ORGANISATIONAL ENVIRONMENT

PSiRA continues to strengthen its corporate governance through the establishment of oversight committees to support executives and Council to ensure that policies and procedures are implemented to improve the internal control environment and to enhance service delivery of the organisation.

The need to bring service delivery closer to our customers necessitated the Authority to expand its geographical footprint and to improve on existing infrastructure. New offices are planned for North West and Northern Cape to improve access to PSiRA services. In addition, digitalisation of services is key to address the Authority's limited national footprint. Rapidly emerging technologies such as the Internet of Things (IoT) are key in improving service delivery.

The Authority has concluded an organisational review and redesign, and it is envisaged that implementation of the new structure and processes will commence in the 2019/20 financial year. The main objective of the review is to ascertain whether PSiRA is well positioned to support its strategy.

The Authority is mandated to conduct an ongoing study and investigation of the rendering of security services and practices of security service providers to identify shortcomings in the laws and policies relating to private security. Over the years, the Authority undertook several research studies on the various sectors within the private security industry and continues to do so. The research findings have, among other things, informed policy on developing regulations aimed at improving the effective regulation of particular sectors of the private security industry.

PSiRA finances are becoming severely strained due to the current funding model. A turnaround strategy was implemented to address 'going concern' issues which had positive results. However, there is a need to improve the financial sustainability model through other possible revenue streams such as the Guarantee Fund and the implementation of the Private Security Industry Levies Act, 2002.

2.3 CHANGES TO THE OPERATIONAL ENVIRONMENT

Political	There has been a substantial increase in the number of service delivery protests around the country resulting in increased demand for security services to safeguard property to ensure that they are not damaged (burned or vandalised). This demand for services, including in rural places, is putting pressure on the footprint of the Authority around the country.
Economic	The private security industry continues to show growth with more security officers and security businesses offering services. This increase can be attributed in some instances to the tougher economic conditions that result in increased economic crimes being experienced by households and business premises.
Social	The industry is also having to contend with concerted efforts by organised labour to reverse the practise of outsourcing of security services by clients. This is mostly pronounced in government and agencies, and/or entities in the public sector. Lately, some universities have begun to insource their security services. This is going to impact on security service providers and the transformation of the sector as many of the security service providers to government and its agencies and/or entities are BBBEE enterprises.
Technology	Access to new technologies also plays a role in the increase of crime.
Legal	The passing of the Private Security Industry Regulation Amendment Bill into law will bring new areas and methods of how the industry and the regulator should work. The implementation of the Private Security Industry Levies Act will create opportunities.
Environmental	The continuing degradation of the environment still poses challenges to property owners requiring specialised services from the private security industry.

2.4 SWOT ANALYSIS

An organisational SWOT analysis was undertaken to calibrate factors that may affect the Authority meeting its strategic objectives in line with the legislative and other mandates.

Strengths	Weaknesses
Adequate skills	Inadequate geographical footprint
Legal framework to collect revenues reliably	Inadequate monitoring and evaluation of projects and plans
Stable management leadership	Lack of long term sustainable funding model
Enabling legislation	Outdated document management system
Improved organisational structure	Outdated IT system and database
Performance management system in place	Inadequate of regulations for industry training
Awareness of the PSiRA brand	Inability to rapidly build capacity
Solid corporate governance practices	
Research capability	



Opportunities	Threats
Rapid growth and expansion of the security industry	Access to the skills for the future
Regulating for the future	Damage to PSiRA brand because of inadequate service delivery
Expanded research and education for the sector	Identity fraud by foreign nationals desperate for employment
Repository of data about the industry	Non-compliance with regulations around the control of firearms
Partnership formations	Diminished levies as a result of insourcing of security services
Growing expectations of stakeholders	Possible non-compliance by insourced security officers
Opportunities for online registration	Risk of abuse of technologies within the security industry
Possibilities of other sources of funding	Industry exploitation of security officers' basic conditions of employment
Possibilities of strong intergovernmental relations	Over reliance and dependency on a single form of income for financial viability
	Existence of illegal operations and non-compliant security providers

3. LEGISLATIVE MANDATE

The primary objective of PSiRA is to regulate the private security industry and to exercise effective control over the practise of the occupation of security service provider in the public and national interest, and the interest of the private security industry itself. The mandate of PSiRA is to:

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

4. OVERVIEW OF 2019/20 BUDGET AND MEDIUM TERM EXPENDITURE FRAMEWORK ESTIMATES

Initiatives and projects that PSiRA intends implementing in 2019/20 are taken into consideration when budget estimates are prepared. Within the context of continuously improving the financial viability of the Authority, given that the Authority is self-funding, there are initiatives adopted to manage costs and increase revenues from the various sources available.

PSiRA is a Schedule 3A public entity funded through various revenue streams from the private security industry. The Authority does not receive any funding from government fiscus.

Below are the expenditure estimates for the Medium Term Expenditure Framework (MTEF) period.

4.1 EXPENDITURE ESTIMATES

R thousand	Audited Outcomes			Budget	Medium-term estimate		
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Administration	90,942	104,295	126,039	112,675	122,915	132,496	142,152
Law Enforcement	68,895	77,711	92,240	112,251	124,884	134,852	142,813
Communication, Training and Registration	25,482	29,414	34,993	42,104	43,678	43,956	46,266
Total expense	185,319	211,420	253,272	267,030	291,477	311,304	331,230

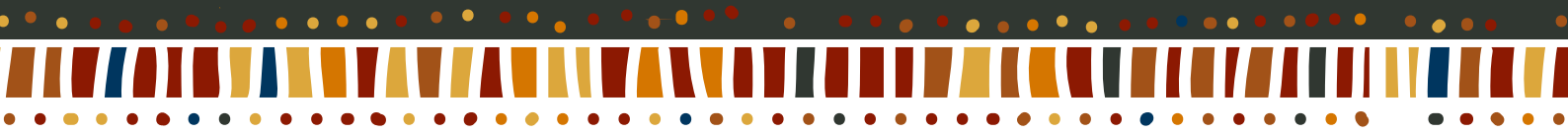


Table 2 Private Security Industry Regulatory Authority							
Statement of financial performance	Audited Outcomes			Budget	Medium-term estimate		
R thousand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Revenue							
Non-tax revenue	216,441	218,033	240,893	267,030	291,477	311,304	331,230
Sale of goods and services other than capital assets of which:	201,624	198,253	220,740	245,904	263,932	283,510	302,656
<i>Administrative fees</i>	201,624	198,253	220,740	245,904	263,932	283,510	302,656
<i>Annual Fees Received</i>	131,280	123,247	128,755	125,833	133,471	138,257	145,861
<i>Registration fees</i>	27,882	32,429	34,857	34,092	35,923	38,706	40,835
<i>Training Revenue</i>	27,373	33,129	38,136	41,955	68,659	77,490	84,192
<i>Sale of goods</i>	15,089	9,447	18,991	44,024	25,880	29,057	31,768
<i>Other non-tax revenue</i>	14,816	19,780	20,154	21,126	27,545	27,794	28,574
<i>Fines and penalties</i>	6,803	10,854	14,888	12,000	19,500	19,500	19,500
<i>Interest received</i>	3,252	3,658	2,148	2,790	2,890	2,990	3,090
<i>Other income</i>	4,761	5,268	3,118	6,336	5,155	5,304	5,984
Transfers received	-	-	-	-	-	-	-
Total revenue	216,441	218,033	240,893	267,030	291,477	311,304	331,230
Expenses				0	-	-	-
Current expenses	185,319	211,420	253,272	267,030	291,477	311,304	331,230
Compensation of employees	95,902	112,001	132,864	158,432	163,595	177,411	192,826
Goods and services	86,419	96,062	116,765	104,541	119,584	121,762	125,860
Depreciation	2,983	3,357	3,642	4,057	8,298	12,131	12,544
Loss on Disposal of assets	-	-	-	-	-	-	-
Interest, dividends and rent on land	15	-	1	-	-	-	-
Total expenses	185,319	211,420	253,272	267,030	291,477	311,304	331,230
Surplus/(Deficit)	31,122	6,613	(12,378)	0	-	-	-
Statement of financial position							
Carrying value of assets	18,919	21,548	22,978	62,715	31,514	50,820	71,486
<i>of which:</i>							
<i>Acquisition of assets</i>							
Inventory	303	736	953	325	600	600	600
Receivables and prepayments	43,944	34,089	21,448	33,870	17,863	15,026	10,544
Cash and cash equivalents	53,564	28,823	6,719	1,300	7,205	3,605	3,759
Non-current assets held for sale	-	-	-	-	0	0	0
Total assets	116,730	85,196	52,099	98,210	57,182	70,051	86,389
Accumulated surplus/(deficit)	7,602	14,640	4,041	-	-	-	-
Revaluation reserve	-	-	-	-	519	719	919
Trade and other payables	103,242	63,963	40,002	92,152	48,488	60,130	73,381
Benefits payable	2,220	-	-	-	-	-	-
Provisions	3,666	6,593	2,982	1,837	4,613	3,930	5,505
Bank Overdraft	-	-	-	-	-	-	-
Other Liabilities	-	-	5,074	4,221	3,562	5,272	6,584
Total equity and liabilities	116,730	85,196	52,099	98,210	57,182	70,051	86,389

4.2 ALIGNMENT TO THE MEDIUM TERM EXPENDITURE FRAMEWORK

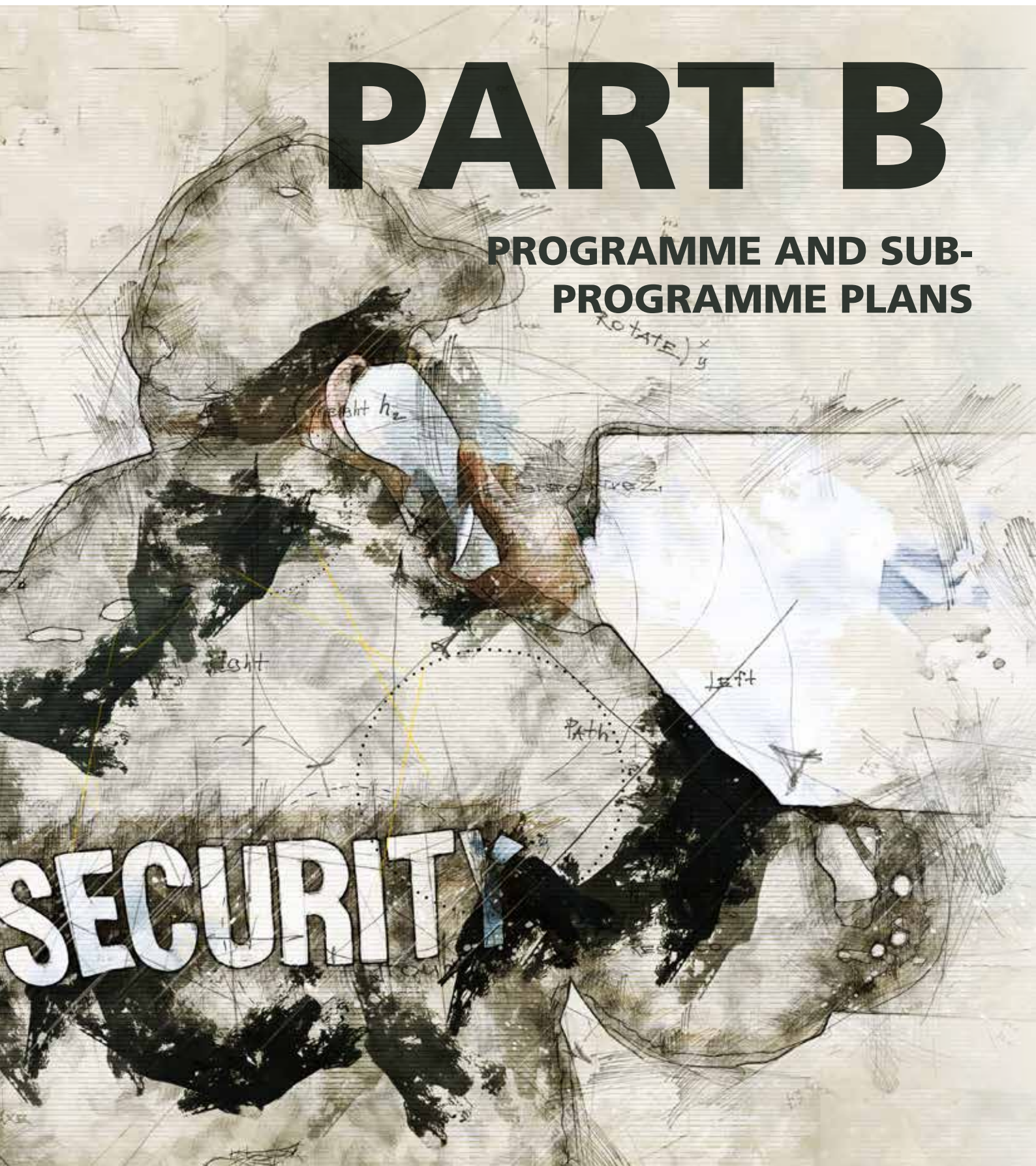
PSiRA has ensured that there is a two-way alignment between the Annual Performance Plan and the Medium Term Expenditure Framework to support the mandate and strategic objectives as stated in the PSiRA Strategic Plan.

The main cost drivers to ensure delivery of the PSiRA mandate include the implementation of organisational design and new ERP system (for online and other services). These will have high impact on the budget but will improve service delivery by eliminating manual inefficiencies and by improving data integrity. The Authority has expanded existing offices and established new offices to address service delivery issues.



PART B

PROGRAMME AND SUB-PROGRAMME PLANS



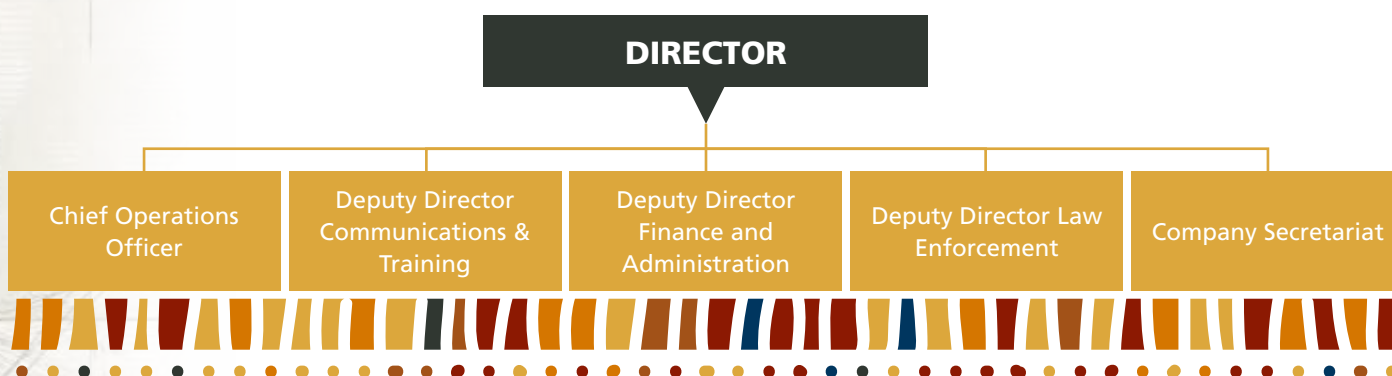


1. BACKGROUND TO THE PROGRAMMES

1.1 ORGANISATIONAL STRUCTURE

The programmes in PSiRA are in line with the leadership as determined in section 14 of the Act and approved organisational structure.

Figure 1: Organisational structure



The executive team is accountable for the performance of the functions of the Authority, the day-to-day operations of the Authority and ensuring that the functions of the Authority are performed in terms of the Act. There are currently three programmes:

1.1.1 PROGRAMME 1: ADMINISTRATION

This 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 strategic objectives. This programme is currently comprised of the following sub-programmes:

1. *Finance and Administration* – provides financial resource allocation, management and reporting support to the Authority.
2. *Business Information Technology* – provides Business and IT (BIT) services and support to the Authority.
3. *Human Capital* – provides human capital management services and support to the Authority.

1.1.2 PROGRAMME 2: LAW ENFORCEMENT

This programme is responsible for ensuring that industry players operate in compliance with regulations and standards and that PSiRA takes appropriate action where violations happen. This programme comprises the following sub-programmes:

1. *Compliance and Enforcement* – provides investigations and inspections to verify whether the industry complies with regulations and standards.
2. *Legal Services* – prepares and presents evidence of improper conduct by the industry participants.

1.1.3 PROGRAMME 3: COMMUNICATIONS, REGISTRATION (CRM) AND TRAINING

This programme is responsible for the content and quality of the training offered in the industry and for communicating knowledge about the industry. It shares information, results and relevance of the Authority. The programme is also responsible for the research, review, modification and streamlining of standards, and the registration of industry businesses and security officers. The programme comprises the following sub-programmes:

1. *Communications and Stakeholder Management* – ensures that PSiRA services are known and sold; and that the promotion and advocacy mandate of PSiRA are realised.
2. *Registration* – provides for registration of security service providers.
3. *Industry training* – provides training accreditation services and standards.
4. *Industry Research and Development* – conducts research about private security industry to inform development of policy, regulations and standards.

2. PROGRAMME AND SUB-PROGRAMME PLANS

2.1 PROGRAMME 1: ADMINISTRATION

2.1.1 SUB-PROGRAMME: FINANCE AND ADMINISTRATION

A. P 1: 2017 – 2022 STRATEGIC OBJECTIVE ANNUAL TARGETS

Strategic Goal 3: Ensure good governance across the organisation					
Strategic Objective: Effective financial management					
Key Performance Indicators (KPIs)		Baseline 2017/18	MTEF TARGETS		
			2019/20	2020/21	2021/22
(a)	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion with no matters of emphasis	Unqualified audit opinion with no matters of emphasis
(b)	% of revenue collected on billed annual fees and fines	72% revenue collected	75% revenue collected on billed annual fees and fines	75% revenue collected on billed annual fees and fines	75% revenue collected on billed annual fees and fines
(c)	Establishment & implementation of the Guarantee Fund	New indicator	Final proposal developed and approved by Council	Guarantee Fund established	Implement & monitor Guarantee Fund



B. P 1: 2019 – 2020 QUARTERLY TARGETS

KEY PERFORMANCE INDICATORS (KPIs)	REPORTING PERIOD	ANNUAL TARGET 2019/20	QUARTERLY TARGETS			
			Quarter 1 (Apr – Jun)	Quarter 2 (Jul – Sep)	Quarter 3 (Oct – Dec)	Quarter 4 (Jan – Mar)
(a) Unqualified audit opinion	Quarterly	Unqualified audit opinion	-	Unqualified audit opinion from AGSA	-	-
(b) % of revenue collected on billed annual fees and fines	Quarterly	75% of revenue collected on billed annual fees and fines	<ul style="list-style-type: none"> 40% revenue collected on billed annual fees and fines 	<ul style="list-style-type: none"> 55% revenue collected on billed annual fees and fines 	<ul style="list-style-type: none"> 65% revenue collected on billed annual fees and fines 	<ul style="list-style-type: none"> 75% revenue collected on billed annual fees and fines
(c) Establishment & implementation of the Guarantee Fund	Quarterly	Final proposal developed and approved by Council	<ul style="list-style-type: none"> Research conducted, and final research document submitted to EXCO and Finance Committee for approval 	<ul style="list-style-type: none"> Concept model developed and Stakeholder consultations conducted 	<ul style="list-style-type: none"> Consolidation of comments received and data analysis 	<ul style="list-style-type: none"> Final proposal developed and approved by Council

2.1.2 SUB-PROGRAMME: BUSINESS INFORMATION TECHNOLOGY

A. P 1: 2017 – 2022 STRATEGIC OBJECTIVE ANNUAL TARGETS

Strategic Goal 3: Ensure good governance across the organisation					
Strategic Objective: Efficient and effective processes and systems					
Key Performance Indicators (KPIs)		Baseline 2017/18	MTEF TARGETS		
			2019/20	2020/21	2021/22
(a)	Average time taken to restore critical IT systems as per IT Business Continuity Plan	07:09:39 hours	Average of 08:00:00 hours	Average of 07:00:00 hours	Average of 06:00:00 hours
(b)	Implementation of Business Continuity and Disaster Recovery Plan	New indicator	Implementation and monitoring of business continuity strategy	Implementation and monitoring of business continuity strategy	Implementation and monitoring of business continuity strategy

B. P 1: 2019 – 2020 QUARTERLY TARGETS

KEY PERFORMANCE INDICATORS (KPIs)	REPORTING PERIOD	ANNUAL TARGET 2019/20	QUARTERLY TARGETS			
			Quarter 1 (Apr – Jun)	Quarter 2 (Jul – Sep)	Quarter 3 (Oct – Dec)	Quarter 4 (Jan – Mar)
(a) Average time taken to restore critical IT systems as per IT Business Continuity Plan	Quarterly	Average of 08:00:00 hours	Action plan outlining preparation for IT systems disruptions	08:00:00 hours	08:00:00 hours	08:00:00 hours
(b) Implementation of Business Continuity and Disaster Recovery Plan	Quarterly	Implementation of Business Continuity and Disaster Recovery Plan	Review Business Continuity Policy, Strategy and Plan	-	Testing of plan	-

2.1.3 SUB-PROGRAMME: HUMAN CAPITAL

A. P 1: 2017 – 2022 STRATEGIC OBJECTIVE ANNUAL TARGETS

Strategic Goal 3: Ensure good governance across the organisation					
Strategic Objective: To improve performance of the organisation					
Key Performance Indicators (KPIs)		Baseline 2017/18	MTEF TARGETS		
			2019/20	2020/21	2021/22
(a)	% of implementation of the performance management system (PMS)	100%	100 %	100 %	100 %
(b)	% of employee training interventions implemented as per Annual Training Plan	New indicator	85%	85%	85%



B. P 1: 2019 – 2020 QUARTERLY TARGETS

KEY PERFORMANCE INDICATORS (KPIs)	REPORTING PERIOD	ANNUAL TARGET 2019/20	QUARTERLY TARGETS			
			Quarter 1 (Apr – Jun)	Quarter 2 (Jul – Sep)	Quarter 3 (Oct – Dec)	Quarter 4 (Jan – Mar)
(a) % of implementation of the performance management system (PMS)	Quarterly	<ul style="list-style-type: none"> 100% performance agreements completed Annual reviews conducted 	<ul style="list-style-type: none"> 100 % Performance Agreements completed 100% Annual reviews finalised for previous financial year 	<ul style="list-style-type: none"> Moderation of performance and reporting completed 	<ul style="list-style-type: none"> 100% Mid-term reviews finalised 	<ul style="list-style-type: none"> Planning of scorecards for new financial year and preparation of annual assessments
(b) % of employee training interventions implemented as per Annual Training Plan	Quarterly	<ul style="list-style-type: none"> 85% Training interventions to address performance as per Annual Training Plan 	<ul style="list-style-type: none"> 20% Training interventions to address performance as per Annual Training Plan 	<ul style="list-style-type: none"> 30% Training interventions to address performance as per Annual Training Plan 	<ul style="list-style-type: none"> 50% Training interventions to address performance as per Annual Training Plan 	<ul style="list-style-type: none"> 85% Training interventions to address performance as per Annual Training Plan

PROGRAMME 1: ADMINISTRATION EXPENDITURE AND MTEF BUDGET

STANDARD ITEM: EXPENDITURE	Audited Outcomes			Budget 2018/19	Medium Term Estimate		
	Actual 2015/16	Actual 2016/17	Actual 2017/18		Budget 2019/20	Budget 2020/21	Budget 2021/22
R thousand							
Personnel Expenditure	30,287	40,681	46,430	59,619	55,786	59,930	65,854
Administrative Expenditure	41,778	40,305	53,804	30,769	44,351	45,661	47,329
Repairs and Maintenance	2,187	1,920	924	1,241	1,094	1,151	1,215
Travel and Subsistence	2,426	2,827	3,223	2,411	2,653	2,732	2,882
Lease payments	11,089	14,909	17,364	15,480	16,763	20,643	22,366
Consultancy & Professional	2,746	3,653	4,294	2,955	2,267	2,378	2,506
TOTAL EXPENDITURE	90,513	104,295	126,039	112,475	122,915	132,496	142,152

2.2 PROGRAMME 2: LAW ENFORCEMENT

2.2.1 SUB-PROGRAMME: COMPLIANCE AND ENFORCEMENT

A. P 2: 2017 – 2022 STRATEGIC OBJECTIVE ANNUAL TARGETS

Strategic Goal 1: To ensure excellent service delivery (effective regulation) in the private security industry					
Strategic Objective: Increased investigation and prosecution to enforce compliance with applicable legislation					
Key Performance Indicators (KPIs)		Baseline 2017/18	MTEF TARGETS		
			2019/20	2020/21	2021/22
(a)	Number of security businesses inspected to enforce compliance with applicable legislation	6 253	6 405	6 725	7 060
(b)	Number of security officers inspected to enforce compliance with applicable legislation	34 439	34 230	35 940	37 740
(c)	% of investigations finalised against non-compliant SSPs	87%	88%	90%	90%
(d)	% of criminal cases opened against non-compliant SSPs	96%	95%	95%	95%
(e)	Number of security businesses licensed to possess firearms inspected	1 324	1 425	1 500	1 575
(f)	Number of security businesses inspected that use dogs	New indicator	70	80	100

B. P 2: 2019 – 2020 QUARTERLY TARGETS

KEY PERFORMANCE INDICATORS (KPIs)	REPORTING PERIOD	ANNUAL TARGET 2019/20	QUARTERLY TARGETS			
			Quarter 1 (Apr – Jun)	Quarter 2 (Jul – Sep)	Quarter 3 (Oct – Dec)	Quarter 4 (Jan – Mar)
(a)	Number of security businesses inspected to enforce compliance with applicable legislation	6 405	1 680	1 855	1 435	1 435
(b)	Number of security officers inspected to enforce compliance with applicable legislation	34 230	8 990	9 480	7 880	7 880
(c)	% of investigations finalised against non-compliant SSPs	88%	40%	60%	75%	88%
(d)	% of criminal cases opened against non-compliant SSPs	95%	95%	95%	95%	95%
(e)	Number of security businesses licensed to possess firearms inspected	1 425	391	428	303	303
(i)	Number of security businesses inspected that use dogs	70	18	22	15	15



2.2.2 SUB-PROGRAMME: LEGAL SERVICES

A. P 2: 2017 – 2022 STRATEGIC OBJECTIVE ANNUAL TARGETS

Strategic Goal 1: To ensure excellent service delivery (effective regulation) in the private security industry					
Strategic Objective: Increased investigation and prosecution to enforce compliance with applicable legislation					
Key Performance Indicators (KPIs)		Baseline 2017/18	MTEF TARGETS		
			2019/20	2020/21	2021/22
(a)	% of cases of non-compliant SSPs successfully prosecuted in terms of the Improper Conduct Enquiries Regulations per year	90%	92%	92%	92%
(b)	Number of new draft regulations finalised and submitted to Council	2	3	3	3
(c)	% of debt collection files referred for litigation	New indicator	55%	60%	65%

B. P 2: 2019 – 2020 QUARTERLY TARGETS

KEY PERFORMANCE INDICATORS (KPIs)	REPORTING PERIOD	ANNUAL TARGET 2019/20	QUARTERLY TARGETS			
			Quarter 1 (Apr – Jun)	Quarter 2 (Jul – Sep)	Quarter 3 (Oct – Dec)	Quarter 4 (Jan – Mar)
(a) % of cases of non-compliant SSPs successfully prosecuted in terms of the Improper Conduct Enquiries Regulations per year	Quarterly	92%	92%	92%	92%	92%
(b) Number of new draft regulations finalised and submitted to Council	Quarterly	3	Propose regulations that need to be drafted and present to EXCO for approval	Additional research in order to compile regulations	Compile 1 draft regulation that is approved by Council	Compile 2 draft regulations that are approved by Council
(c) % of debt collection files referred for litigation	Quarterly	55%	55%	55%	55%	55%

PROGRAMME 2: LAW ENFORCEMENT EXPENDITURE AND MTEF BUDGET

STANDARD ITEM: EXPENDITURE	Audited Outcomes			Budget 2018/19	Medium Term Estimate		
	Actual 2015/16	Actual 2016/17	Actual 2017/18		Budget 2019/20	Budget 2020/21	Budget 2021/22
R thousand							
Personnel Expenditure	52,179	56,957	67,978	78,596	86,971	94,940	102,641
Administrative Expenditure	9,311	11,566	13,434	15,534	18,323	19,051	18,132
Repairs and Maintenance	337	256	328	257	270	285	301
Travel and Subsistence	3,693	4,532	4,931	5,120	5,944	6,268	6,613
Lease payments	3,370	4,400	5,569	12,844	13,341	14,270	15,086
Consultancy & Professional	5	1	0	0	36	38	40
TOTAL EXPENDITURE	68,895	77,711	92,240	112,351	124,884	134,852	142,813

2.3 PROGRAMME 3: COMMUNICATIONS, REGISTRATION (CRM) AND TRAINING

2.3.1 SUB-PROGRAMME: COMMUNICATIONS AND STAKEHOLDER MANAGEMENT

A. P 3: 2017 – 2022 STRATEGIC OBJECTIVE ANNUAL TARGETS

Strategic Goal 2: Ensure effective training, registration and regulation within the private security industry					
Strategic Objective: Increased awareness on the functions and role of PSiRA and its stakeholders					
Key Performance Indicators (KPIs)		Baseline 2017/18	MTEF TARGETS		
			2019/20	2020/21	2021/22
(a)	Number of public awareness programmes and integrated promotional initiatives on PSiRA's role and functions	173 public awareness programmes	160 awareness programmes	170 awareness programmes	180 awareness programmes

B. P 3: 2019 – 2020 QUARTERLY TARGETS

KEY PERFORMANCE INDICATORS (KPI's)	REPORTING PERIOD	ANNUAL TARGET 2019/20	QUARTERLY TARGETS			
			Quarter 1 (Apr – Jun)	Quarter 2 (Jul – Sep)	Quarter 3 (Oct – Dec)	Quarter 4 (Jan – Mar)
(a)	Number of public awareness programmes and integrated promotional initiatives on PSiRA's role and functions	160 awareness programmes	40 public awareness programmes	40 public awareness programmes	40 public awareness programmes	40 public awareness programmes

2.3.2 SUB-PROGRAMME: REGISTRATION

A. P 3: 2017 - 2022 STRATEGIC OBJECTIVE ANNUAL TARGETS

Strategic Goal 2: Ensure effective training, registration and regulation within the private security industry					
Strategic Objective: Improve the integrity and the turnaround time of registration					
Key Performance Indicators (KPIs)		Baseline 2017/18	MTEF TARGETS		
			2019/20	2020/21	2021/22
(a)	Average turnaround time of applications for registration meeting all the requirements for security businesses (working days)	Average of 22 days	Average of 10 days	Average of 8 days	Average of 8 days
(b)	Average turnaround time of applications for registration meeting all the requirements for security officers (working days)	Average of 20 days	Average of 15 days	Average of 14 days	Average of 12 days



B. P 3: 2019 – 2020 QUARTERLY TARGETS

KEY PERFORMANCE INDICATORS (KPIs)	REPORTING PERIOD	ANNUAL TARGET 2019/20	QUARTERLY TARGETS			
			Quarter 1 (Apr – Jun)	Quarter 2 (Jul – Sep)	Quarter 3 (Oct – Dec)	Quarter 4 (Jan – Mar)
(a) Average turnaround time of applications for registration meeting all the requirements for security businesses (working days)	Quarterly	Average of 10 days	Average of 10 days	Average of 10 days	Average of 10 days	Average of 10 days
(b) Average turnaround time of applications for registration meeting all the requirements for security officers (working days)	Quarterly	Average of 15 days	Average of 15 days	Average of 15 days	Average of 15 days	Average of 15 days

2.3.3 SUB-PROGRAMME: INDUSTRY TRAINING

A. P 3: 2017 - 2022 STRATEGIC OBJECTIVE ANNUAL TARGETS

Strategic Goal 2: Ensure effective training, registration and regulation within the private security industry					
Strategic Objective: Promote compliance with minimum professional training standards by the SSPs					
Key Performance Indicators (KPIs)	Baseline 2017/18	MTEF TARGETS			
		2019/20	2020/21	2021/22	
(a) Number of capacity building activities for SSP training institutions	12 capacity building activities	14 capacity building activities	18 capacity building activities	20 capacity building activities	
(b) Number of additional training security service providers registered and accredited with PSiRA	358 currently registered and accredited SSPs	200 more accredited training SSPs	300 more accredited training SSPs	400 more accredited training SSPs	

B. P 3: 2019 – 2020 QUARTERLY TARGETS

KEY PERFORMANCE INDICATORS (KPIs)	REPORTING PERIOD	ANNUAL TARGET 2019/20	QUARTERLY TARGETS			
			Quarter 1 (Apr – Jun)	Quarter 2 (Jul – Sep)	Quarter 3 (Oct – Dec)	Quarter 4 (Jan – Mar)
(a) Number of capacity building activities for SSP training institutions	Quarterly	14 capacity building activities	3 capacity building activities	4 capacity building activities	4 capacity building activities	3 capacity building activities
(b) Number of additional training security service providers registered and accredited with PSiRA	Quarterly	200	30 more registered training SSPs accredited with PSiRA	80 more registered training SSPs accredited with PSiRA	140 more registered training SSPs accredited with PSiRA	200 more registered training SSPs accredited with PSiRA

2.3.4 SUB-PROGRAMME: INDUSTRY RESEARCH AND DEVELOPMENT

A. P 3: 2017 - 2022 STRATEGIC OBJECTIVE ANNUAL TARGETS

Strategic Goal 1: To ensure excellent service delivery (effective regulation) in the private security industry					
Strategic Objective: Conduct research to inform development of policy and legislative direction of the private security industry					
Key Performance Indicators (KPIs)		Baseline 2017/18	MTEF TARGETS		
			2019/20	2020/21	2021/22
(a)	Number of completed research topics	4 research topics	3 research completed	3 research completed	3 research completed
(b)	Number of completed surveys	4 surveys	4 surveys	4 surveys	4 Surveys
(c)	Number of policy documents completed	5 policy documents completed	3 policy documents completed	3 policy documents completed	3 policy documents completed
(d)	Number of research studies published	New indicator	2 research studies published	2 research studies published	2 research studies published

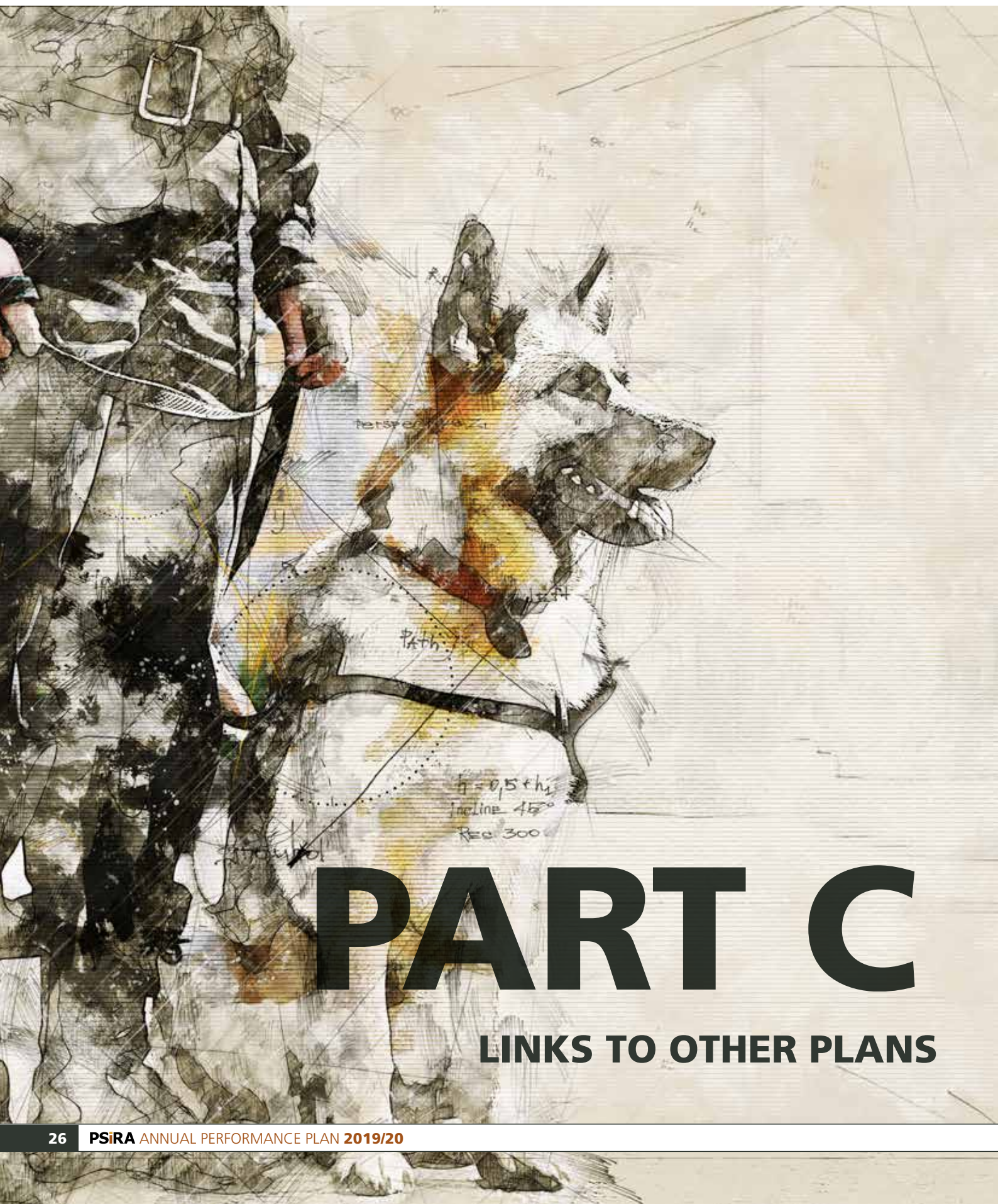
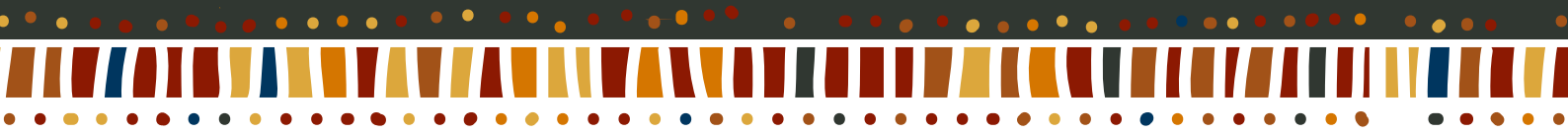
B. P 3: 2019 – 2020 QUARTERLY TARGETS

KEY PERFORMANCE INDICATORS (KPIs)	REPORTING PERIOD	ANNUAL TARGET 2019/20	QUARTERLY TARGETS			
			Quarter 1 (Apr – Jun)	Quarter 2 (Jul – Sep)	Quarter 3 (Oct – Dec)	Quarter 4 (Jan – Mar)
(a)	Quarterly	3 research completed	3 research concepts approved	3 research topics in progress	1 research topic completed	2 research topics completed
(b)	Quarterly	4 surveys	4 survey concepts approved	4 surveys in progress	2 surveys completed	2 surveys completed
(c)	Quarterly	3 policy documents completed	Proposed policy initiative presented to EXCO	Policy developments in Progress	Development of policies in progress	3 approved policies in place
(d)	Quarterly	2 research studies published	Proposed research work plan approved	Research activities in progress	Research activities in progress	2 research publications



PROGRAMME 3: COMMUNICATIONS, REGISTRATION (CRM) AND TRAINING EXPENDITURE, AND MTEF BUDGET

STANDARD ITEM: EXPENDITURE R thousand	Audited Outcomes			Budget 2018/19	Medium Term Estimate		
	Actual 2015/16	Actual 2016/17	Actual 2017/18		Budget 2019/20	Budget 2020/21	Budget 2021/22
Personnel Expenditure	11,694	12,245	16,015	20,217	20,838	22,541	24,332
Administrative Expenditure	12,228	14,702	11,194	16,418	17,225	16,484	17,294
Repairs and Maintenance	-	-	0	0	2	2	2
Travel and Subsistence	1,494	1,758	2,616	2,529	2,576	2,864	3,021
Lease payments	-	-	2,752	1,140	238	238	238
Consultancy & Professional	67	708	2,416	1,900	2,800	1,829	1,379
TOTAL EXPENDITURE	25,482	29,413	34,993	42,204	43,678	43,956	46,266



PART C

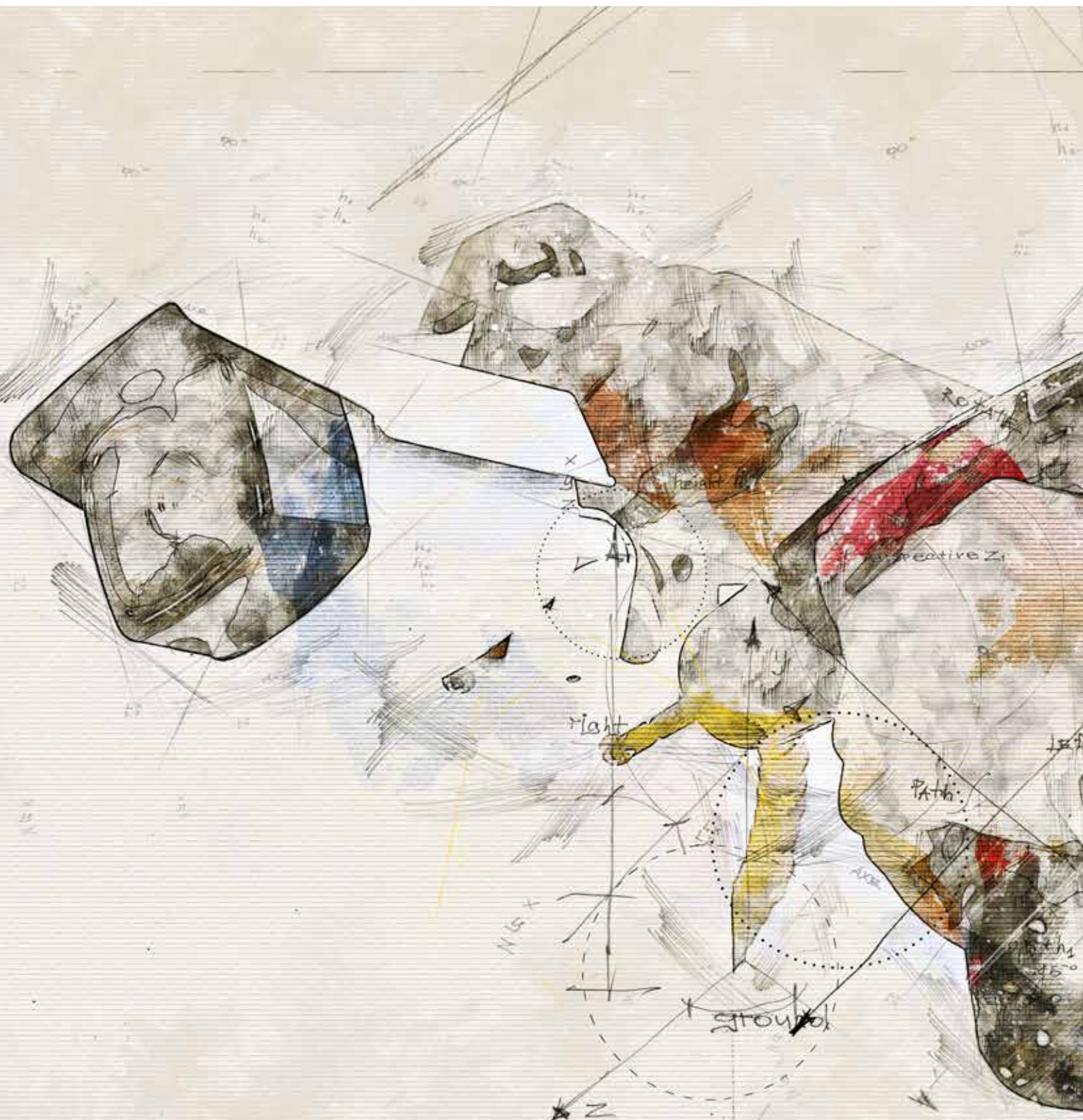
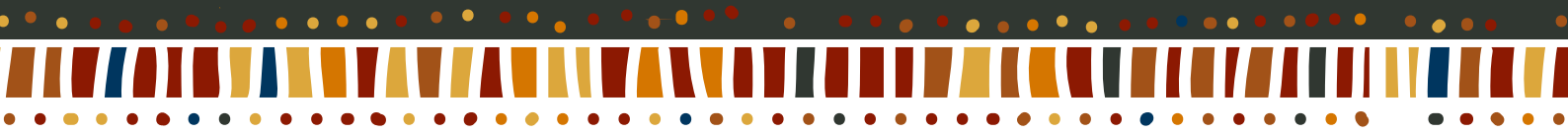
LINKS TO OTHER PLANS



1. LONG TERM INFRASTRUCTURE AND CAPITAL ASSET PLAN

The capital budget responds to the PSiRA operational requirements. The capital budget has been increased to cater for the purchase of a new ERP system to ensure the integrity of data and an improved delivery of service. PSiRA also plans to increase its footprint by opening offices in various provinces. This expansion leads to an increased capital budget.

Capital Expenditure	Audited Outcomes			Budget 2018/19	Medium-term estimate		
	2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
Office Furniture & Fixtures	219	1,299	1,602	2,250	2,250	420	430
Motor Vehicles	212	-	-	2,232	-	-	-
Office Equipment	893	1,334	298	870	1,665	2,900	2,100
Computer Equipment	986	2,321	1,488	3,800	3,800	2,100	2,100
Computer Software	-	-	-	25,280	9,465	9,465	
Leasehold improvements	-	330	-	150	250	250	250
Total Capital Expenditure	2,310	5,284	3,389	34,582	17,430	15,135	4,880



ANNEXURES



ANNEXURE 1:

ADJUSTMENTS TO PSiRA STRATEGIC PLAN (2017-2021)

The National Treasury Framework for Strategic and Annual Performance Plans 2010 provides that, "A Strategic Plan may be changed during the five-year period that it covers, however such changes should be limited to revisions related to significant policy shifts or changes in the service delivery environment".

PSiRA has reviewed the 2017-2021 Strategic Plan and no changes were made. However, the Council of PSiRA has reviewed and refined some of the programmes performance indicators in the Annual Performance Plan, as presented below.

REFINEMENT TO THE ANNUAL PERFORMANCE PLAN: PROGRAMME PERFORMANCE INDICATORS		
Original Programme Performance Indicator	Refined Programme Performance Indicator	Justification for change
Average time taken to restore IT infrastructure	Average time taken to restore critical IT systems as per IT Business Continuity Plan	To clarify the understanding of the indicator and measurement.
Establishment of an Internal Training Academy for employees	Establishment of PSiRA Internal Training Academy for employees	To clarify the understanding of the indicator and measurement.
Increased number of training security service providers currently registered and accredited with PSiRA	Number of additional training security service providers registered and accredited with PSiRA	To ensure ease of monitoring and improve on the measurability of the target in line with the SMART principle.
% of cases of non-compliant SSPs prosecuted per year	% of cases of non-compliant SSPs successfully prosecuted in terms of the Improper Conduct Enquiries Regulations per year	To measure the quality of cases prosecuted and not quantity. To clarify prosecutions in the context of the Act.
Number of new draft regulations compiled on approved research topics	Number of new draft regulations finalised and submitted to Council	To clarify the understanding of the indicator and measurement.
Removed from the APP	Establishment of an internal training academy for employees	The outcomes of the Academy is measured by the training interventions implemented that is provided in this APP

ANNEXURE 2: LIST OF ABBREVIATIONS AND ACRONYMS

APP	Annual Performance Plan
BBEEE	Broad-Based Black Economic Empowerment
BCM	Business Continuity Management
BIT	Business and Information Technology
CRM	Customer Relations Management
ERP	Enterprise Resource Planning
KPI	Key Performance Indicator
ICT	Information and Communication Technology
IT	Information Technology
MTEF	Medium-term expenditure framework
PMS	Performance Management System
PSIRA	Private Security Industry Regulatory Authority
PSIR Act	Private Security Industry Regulation Act, Act No. 56 of 2001
SAPS	South African Police Service
SMART	Specific, measurable, achievable, relevant and time-bound
SSP	Security Service Providers
SWOT	Strengths, weaknesses, opportunities and threats



ANNEXURE 3: TECHNICAL INDICATOR DESCRIPTION

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

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

3. Indicator title	Establishment & implementation of the Guarantee Fund
Short definition	Fund to cover limited liability of Security Service Providers in cases negligence that is not covered by SSP insurance.
Purpose/Importance	To cover liability of security service providers towards consumers in cases negligence that is not covered by SSP insurance.
Source	Approved Concept Model
Method of calculation	N/A
Data limitations	Unavailability of similar models
Type of indicator	Cumulative for the year

Calculation type	N/A
Reporting cycle	Annually
New indicator	Yes
Desired performance	Approved Concept Model
Indicator responsibility	Deputy Director: Finance and Admin (CFO)

4. Indicator title	Average time taken to restore critical IT systems as per IT Business Continuity Plan
Short definition	To ensure minimum disruption to IT systems.
Purpose/Importance	Compliance to IT Government Standards.
Source	Governance ICT policy framework and Business Continuity policy.
Method of calculation	The total number of hours taken to restore systems.
Data limitations	No specific limitation
Type of indicator	Efficiency
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	100% compliance to the IT Government standards.
Indicator responsibility	Senior Manager: Business and Information Systems

5. Indicator title	Implementation of Business Continuity and Disaster Recovery Plan
Short definition	Implementation of strategy on the of business continuity and disaster recovery plan.
Purpose/Importance	To ensure minimum disruption to the operations of the Business & Compliance to Business Continuity Management (BCM) Governance and IT Governance Standards.
Source	Business Continuity Management (BCM) Governance, Plan and Governance ICT policy framework
Method of calculation	Testing of Plan
Data limitations	No specific limitation
Type of indicator	Efficiency
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	100% compliance to the Business Continuity Management (BCM) Governance and IT governance standards.
Indicator responsibility	Chief Operations Officer

6. Indicator title	% of implementation of the Performance Management System (PMS)
Short definition	Performance management system implemented (Performance contracting, Assessment, Training and development).
Purpose/Importance	Monitor and improve organisational performance.
Source	PMS policy
Method of calculation	All staff employed at year-end contracted and evaluated



Data limitations	Non-compliance to deadline
Type of indicator	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	100% Performance assessment conducted.
Indicator responsibility	Senior Manager Human Capital

7. Indicator title	% of employee training interventions implemented as per Annual Training Plan
Short definition	Training interventions implemented as per Annual Training Plan.
Purpose/Importance	Improvement of organisational performance.
Source	Training Policy, Attendance Registers, Training Plan (SSP)
Method of calculation	Number of training interventions implemented/Number of training interventions implemented as per the Annual Training Plan.
Data limitations	Non-compliance to deadline
Type of indicator	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	100% training interventions implemented as per Annual Training Plan.
Indicator responsibility	Senior Manager Human Capital

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

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

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

11. Indicator title	% of criminal cases opened against non-compliant SSPs
Short definition	During investigations, certain SSPs' conduct are tantamount to criminal offences or both criminal offence and breach of PSiRA code of conduct, in such cases a criminal case must be registered with SAPS.
Purpose/Importance	To have non-compliant SSPs prosecuted by the NPA.
Source	Number of inspected/investigated non-compliant SSPs during the period under review



Method of calculation	Number of opened cases against non-compliant SSPs / total number non-compliant SSPs identified (per quarter/ year). Note: With the quarter, cases pending from the previous will be carried over as an opening balance to the new quarter.
Data limitations	No specific limitation
Type of indicator	Efficiency
Calculation type	Cumulative for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	Aim to ensure that criminal cases are opened against 100% of non-compliant SSPs.
Indicator responsibility	Deputy Director: Law Enforcement

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

13. Indicator title	% of cases of non-compliant SSPs successfully prosecuted in terms of the Improper Conduct Enquiries Regulations per year
Short 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.
Purpose/Importance	To ensure that those SSPs that breach the code of conduct are punished accordingly.
Source	Number of case dockets placed on the prosecution role.
Method of calculation	Total number of cases successfully finalised by prosecutors and which resulted in some form of penalty or sanction imposed / total number of cases where charge sheets have been issued and successfully served.
Data limitations	Sufficient information provided on the docket
Type of indicator	Efficiency
Calculation type	Cumulative for the year
Reporting cycle	Quarterly

New indicator	Yes
Desired performance	To ensure that 100% of cases of non-compliant security service providers are successfully prosecuted.
Indicator responsibility	Deputy Director: Law Enforcement

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

15. Indicator title	Number of security businesses inspected that use dogs
Short definition	These are inspections conducted at security businesses that use dogs, including dog training centres and suppliers of dogs to the private security industry.
Purpose/Importance	To inspect and monitor compliance by security service businesses with applicable legislation.
Source	Inspection reports relevant to the use/supply/training of service dogs completed at security businesses using dogs.
Method of calculation	Number of inspections completed at businesses using dogs. Completed inspections are inspection reports specifically designed for the verification of compliance on the use/supply/training of service dogs, completed and signed by the inspector.
Type of indicator	Efficiency
Calculation type	Cumulative for the year
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Aim to ensure that all security businesses who uses dogs are inspected.
Indicator responsibility	Deputy Director: Law Enforcement

16. Indicator title	% of debt collection files referred for litigation
Short definition	Files received from Sub-Regulation Committee for the commencement of court processes against security service providers who have failed to comply with their financial obligations to PSiRA.
Purpose/Importance	Recovery, through court process, of monies owed to PSiRA by security service providers.
Source	Files referred to Legal for litigation.
Method of calculation	All files received against files referred to the office of the State Attorney to commence litigation processes.



Data Limitations	No specific limitations
Type of indicator	Outcome-driven
Calculation type	Cumulative for the year
Reporting cycle	Quarterly
New Indicator	Yes
Desired performance	To ensure 100%
Indicator responsibility	Deputy Director: Law Enforcement

17. Indicator title	Number of public awareness programmes and integrated promotional initiatives on PSiRA's role and functions
Short definition	To undertake programmes that creates awareness on the role and functions of PSiRA focusing on the public and the private security industry.
Purpose/Importance	To promote awareness among the public and the private security industry on the functions and role of PSiRA.
Source	Communication Unit Operational Plan 2018/19
Method of calculation	Number of public awareness programmes undertaken on the role and functions of PSiRA as per the operational plan including media reportage. Note: PSiRA may also partner with other strategic partners on some awareness programmes not highlighted in the operational plan.
Data limitations	Loss of data by other stakeholders involved in the programmes
Type of indicator	Output driven
Calculation type	Cumulative for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	To ensure that the public understands the mandate of PSiRA, can access the services offered and further exercise the consumer protection offered by the Authority.
Indicator responsibility	Deputy Director: Communications and Training

18. Indicator title	Average turnaround time of applications for registration meeting all the requirements for security businesses (working days)
Short definition	To ensure that registration process is transparent and concludes timeously.
Purpose/Importance	To establish the average turnaround time for business applications meeting all the requirements for registration.
Source	New business applications
Method of calculation	Take the number of days for applications received and registered within the quarters and the financial year and average the number of days that it takes to register business applications. The calculation excludes public holidays and weekends and all applications that were received but did not meet all the requirements for registration.
Data limitations	Integrity of the business applications received
Type of indicator	Efficiency
Calculation type	Cumulative for the year
Reporting cycle	Quarterly
New indicator	No

Desired performance	To ensure that applications received are processed within an average of 12 working days.
Indicator responsibility	Chief Operations Officer

19. Indicator title	Average turnaround time of applications for registration meeting all the requirements for security officers (working days)
Short definition	To ensure that registration process is transparent and timeous.
Purpose/Importance	To establish the average turnaround time for security officers' applications meeting all the requirements for registration.
Source	New security officers' applications
Method of calculation	Take the number of days for applications received and registered within the quarters and the financial year and average the number of days that it takes to register business applications. The calculation excludes public holidays and weekends and all applications that were received but did not meet all the requirements for registration.
Data limitations	Integrity of the applications received
Type of indicator	Impact
Calculation type	Cumulative for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	To ensure that applications received are processed within an average of 12 working days.
Indicator responsibility	Chief Operations Officer

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

21. Indicator title	Number of additional training security service providers registered and accredited with PSiRA
Short definition	To ensure that training security service providers are properly accredited in compliance with the Act and training regulations.
Purpose/Importance	To establish the level of compliance by security training service providers and to increase access to new training providers
Source	Security service provider applications for accreditation



Method of calculation	Increase in the number of PSiRA training service providers accredited using the baseline figure of the number of accredited training centres as at the end of October 2018. The calculation includes existing service providers who open/accredit new training branches.
Data limitations	Integrity and authenticity of received applications
Type of indicator	Impact driven
Calculation type	Cumulative- for the year
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	To ensure that training SSPs are timeously registered and accredited as per PSiR Act.
Indicator responsibility	Deputy Director: Communication and Training

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

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

24. Indicator title	Number of policy documents completed
Short definition	Drafting private security industry-related policy documents

Purpose/Importance	To ensure effective implementation of the Authority's core business mandate, being law enforcement, industry training and registration
Source	Approved Concept Note
Method of calculation	Number of policy documents
Data limitations	No specific limitations
Type of indicator	Outcome-driven
Calculation type	Cumulative for the year
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Completed policy documents
Indicator responsibility	Senior Researcher: Research and Development Unit

25. Indicator title	Number of research studies published
Short definition	Number of research studies published
Purpose/Importance	To publish research studies externally to inform debates on the private security sector.
Source	Published document
Method of calculation	Number of published documents
Data limitations	Reliance on external stakeholders
Type of indicator	Outcome-driven
Calculation type	Cumulative for the year
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Published Research Studies
Indicator responsibility	Senior Researcher: Research and Development Unit



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