

Annual Performance Plan

2020/21



PSIRA

Private Security Industry Regulatory Authority

CHAMPIONING SAFETY AND SECURITY
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Re netefatša bokgwari
polokegong ya gago

Ensuring excellence in the
interest of your safety



Executive Authority Statement

The Private Security Industry Regulatory Authority (PSiRA) has, over the years, developed and implemented strategies, plans and programmes to improve the regulation of the private security industry and ensure that the industry acts in the interest of the state, the public and the interest of the private security industry itself.

Central in discharging its legislative mandate, these strategies and plans, are the priorities of the National Development Plan 2030 (Building Safer Communities) and the targets set out in the Medium Term Strategic Framework (Priority 5: Social Cohesion and Safe Communities).

PSiRA's Strategic Plan and Annual Performance Plan not only incorporate Government's policy directives, but provide a clear framework for its Council and Management to focus their efforts during the following year, and provide its stakeholders with information on the direction regulation of the private security industry will take during this period. Central to this will be the digitalisation of services (including applications for registration), improving the regulatory framework through the development of regulations, research and development, increased law enforcement activities, development of a new training curriculum and implementation and increased stakeholder awareness, locally and abroad.

The Annual Performance Plan is not just seen as an instrument designed to measure the extent to which PSiRA meet its set targets. It is also a reflection of the extent to which the Authority takes its role seriously in transforming the private security industry and creating a safer South Africa for all that live in it. PSiRA has to execute its mandate in a challenging environment. Since its inception, it has been struggling 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. In this regard, the Authority requested National Treasury to move forward in ensuring the implementation of the Private Security Industry Levies Act, which will not only improve the financial position of PSiRA, but also improve its collection mechanisms.

Despite the challenging environment, PSiRA has been able to record significant successes in the regulation of a vast private security industry. It is a trajectory that we commit ourselves to continuing in the foreseeable future. The 2020/21 Annual Performance Plan not only builds on the successes achieved in the past, but also chart a new direction in the regulation of the industry, which includes developing and implementing digital as opposed to manual processes, to improve service delivery, access to services and ultimately regulation.

I wish to express my gratitude to PSiRA's Council, its executive and staff who have committed themselves in achieving this plan. It is my pleasure to table the Annual Performance Plan for the fiscal year 2020/2021.

A handwritten signature in black ink, consisting of stylized initials and a surname, enclosed within a circular scribble.

Honourable Mr B H Cele, MP
Minister of Police



Accounting Authority Statement

The Council is pleased to present to the Executive Authority and the sixth democratic Parliament of the Republic of South Africa, the Annual Performance Plan of PSiRA for the 2020/21 financial year.

In fulfilling its legislative role to provide strategic leadership to the Authority, the Council reviewed this Annual Performance Plan as developed by the Management of the entity to satisfy itself that the performance output indicators as determined for the financial year are all geared towards achieving the strategic outcomes as articulated in the entity's Strategic Plan for the 2020-25 MTSF period as informed by government's priorities under the NDP 2030.

Over and above the alignment of the APP output indicators to the Strategic Plan 2020-25, Council also considered the allocation of resources to execute the annual plan and the identified risks and mitigation plans to be implemented and monitored in pursuit of the achievement of annual plan outputs. Whilst Council believes that more could be achieved, it remained mindful that the Authority's resources remained constrained due to the unsustainable self-funding model that is currently being used to generate revenue to fund the Authority's operations.

Council remains hopeful that the process started with National Treasury to review the Private Security Industry Levies Act, 2002, which is aimed at introducing funding of the Authority through equitable levies model, would be finalised during the period covered by this Annual Plan for implementation in the next financial year.

The focus and priority for the Authority in the 2020/21 financial year is about building capacity and enhancing efficiencies in the key focus areas of outcomes as articulated in the Strategic Plan 2020-25. To achieve these priorities, the Authority has determined high level activities (output indicators) for the year that are geared

towards achieving the following outputs:

- Increased revenue collection for improved resource capacity;
- Review and continuous implementation of the compliance and law enforcement strategy for improved industry compliance and effective regulation;
- Strengthened relationships with all stakeholders for an integrated approach to safety and security;
- Implementation of IT infrastructure for improved organisational efficiencies and service delivery mandate; and
- Review and development of industry training standards for professionalisation of the industry and career attraction of the youth to the industry.

The Council is confident and hopeful that, through its leadership support and quarterly oversight monitoring including in risk management, the Management of the Authority would achieve these high-level outputs for the 2020/21, which would become the foundation upon which the Authority will build towards achieving the five-year predetermined strategic outcomes as articulated in the Strategic Plan 2020-25.

Mr N Ngubane
Acting Chairperson of the Council
Accounting Authority of PSiRA

Official Sign-Off

It is here certified that this Annual Performance Plan:

- Was developed by the management of the Private Security Industry Regulatory Authority under the guidance of the Council of the Authority and the Minister of Police.
- Takes into account all the relevant policies, legislation and other mandates for which the Private Security Industry Regulatory Authority is responsible.
- Accurately reflects the Impact, Outcomes and Outputs which the Private Security Industry Regulatory Authority will endeavour to achieve over the period 2020 – 2021.



Mr O Mamabolo

Acting Deputy Director: Training & Communications

31/01/2020

Date



Adv L Mbana

Deputy Director: Law Enforcement

31/01/2020

Date



Mr C S Badenhorst

Chief Operations Officer

31/01/2020

Date



Ms M C Sebogodi

Deputy Director: Finance and Administration (CFO)

31/01/2020

Date



Mr M S Chauke

Director: PSiRA (CEO)

31/01/2020

Date



Mr N Ngubane

Acting Chairperson of the Council

31/01/2020

Date

Approved by:



Honourable Mr B H Cele, MP

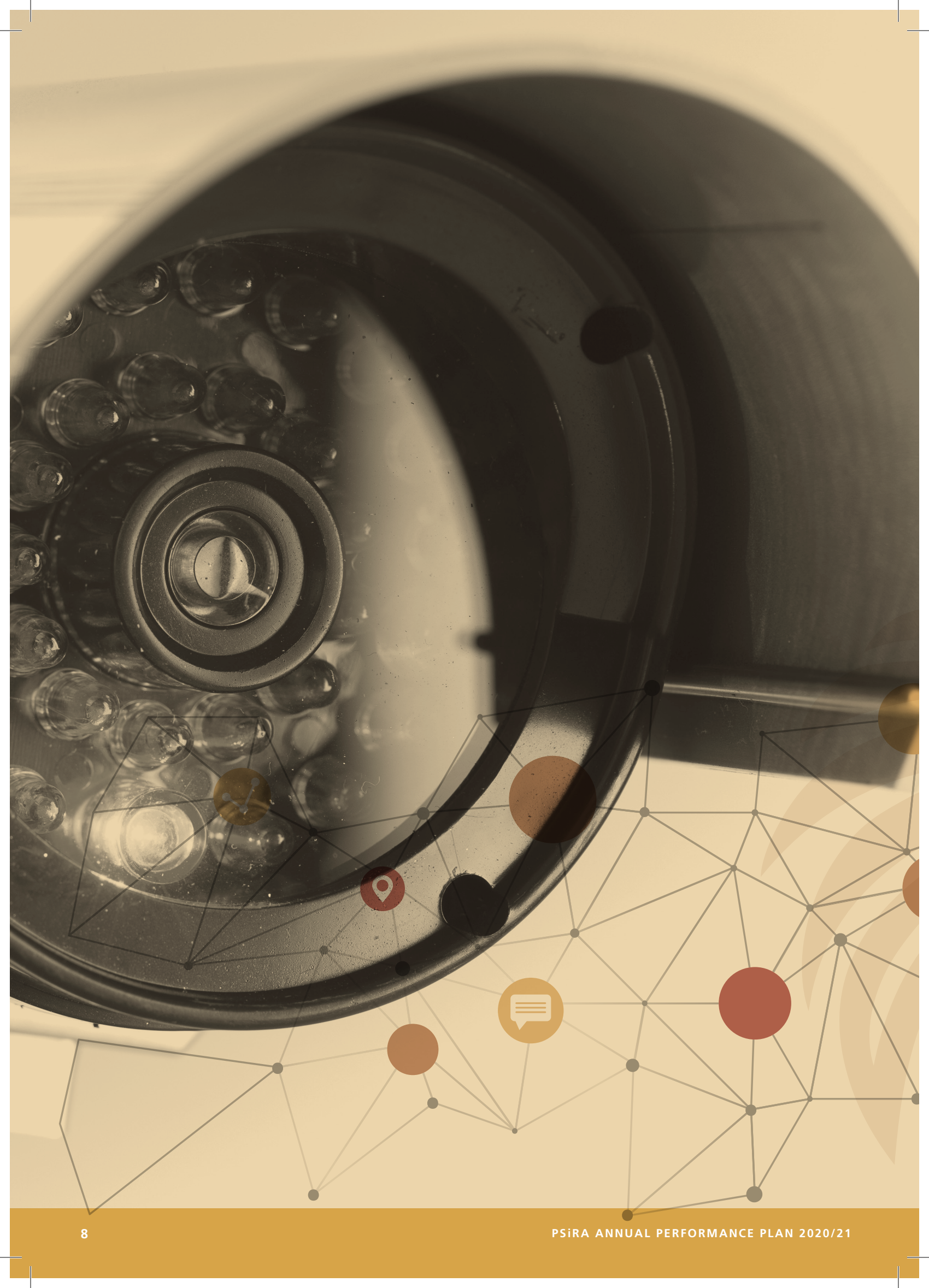
Minister of Police

04/02/2020

Date

List of Abbreviations and Acronyms

TERM	DEFINITION
APP	Annual Performance Plan
EXCO	Executive Committee
FY	Financial Year
GF	Guarantee Fund
ICT	Information and Communication Technology
IoT	Internet of Things
MoA	Memorandum of Agreement
MoU	Memorandum of Understanding
MTEF	Medium-term Expenditure Framework
NI	New Indicator
QTR	Quarter
PDI	Previously Disadvantaged Individuals
PFMA	Public Finance Management Act
PSI	Private Security Industry
PSiRA	Private Security Industry Regulatory Authority
PSIR Act	Private Security Industry Regulation Act, 2001
ToR	Terms of Reference
UAO	Unqualified Audit Opinion



PART A

OUR MANDATE





1. Updates to the relevant Legislative and Policy Mandates

The Private Security Industry Regulation Bill has not been promulgated yet 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. In this regard, the Authority intends implementing the Private Security Industry Levies Act, 2002 (Act No. 23, 2002) and is engaging National Treasury on this matter. These engagements continue for the purpose of reviewing the Act into a Money Bill in terms of section 77 of the Constitution to be re-introduced in Parliament by National Treasury as the custodian of Money Bills. The Authority is cautiously optimistic that the implementation will take place during the 2020-21 financial year.

The Authority has also been developing regulations focusing on the different categories or classes of security service providers. Regulations published for public comment during the 2018-19 financial year includes the following:

- Regulations for Working Animals;
- Regulations in respect of the Events Security sector;
- Regulations in respect of the possession and use of firearms; and
- Regulations on the use of uniforms, logos and insignia by the private security industry.

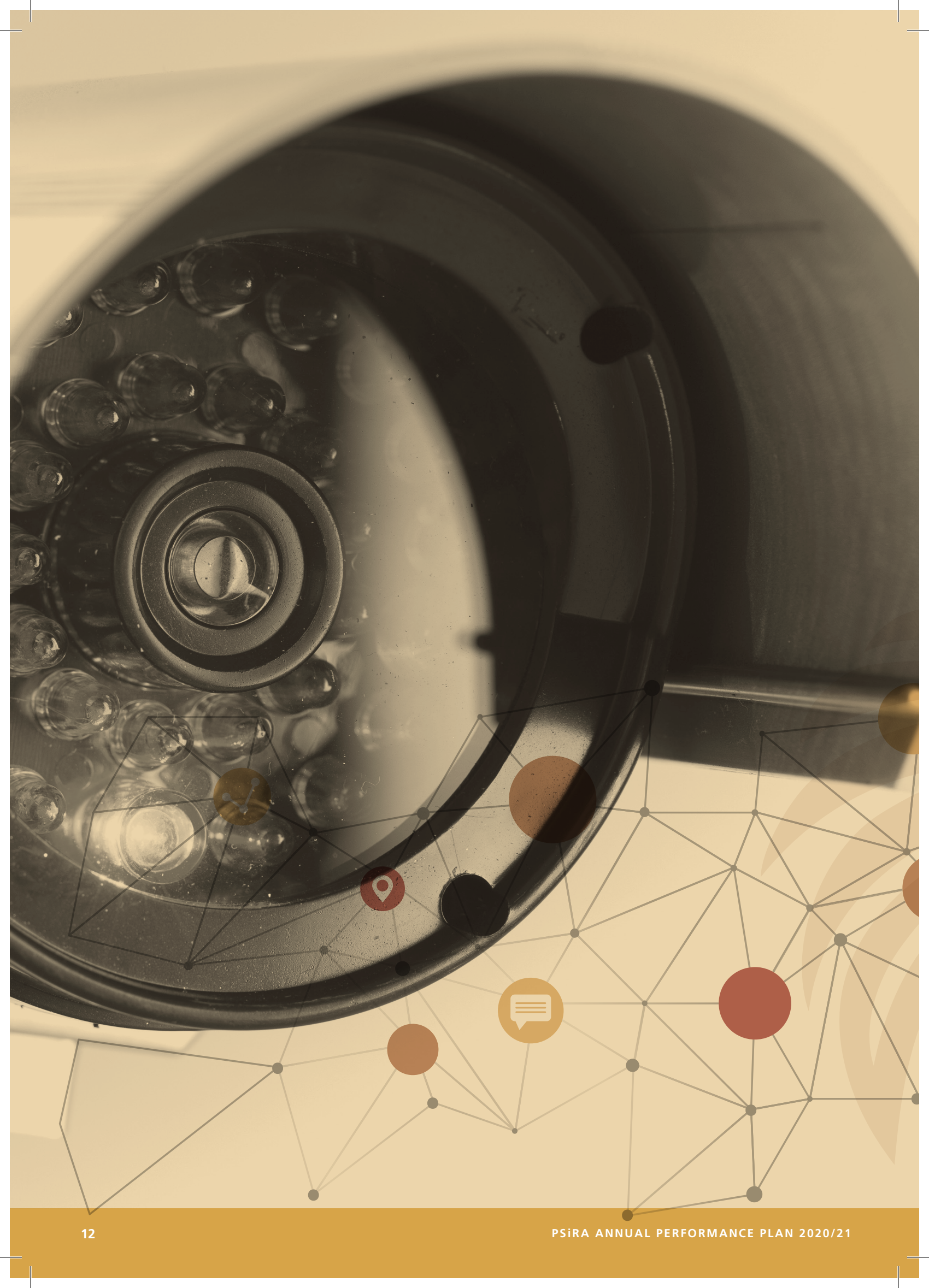


A lot of work has gone into the above mentioned regulations. Provision must therefore be made for the impact that the implementation of these regulations will have on the Authority during the next financial year. Besides these regulations, the Authority will also be finalising additional regulations during the 2019/20 financial year, which includes regulations on standards for the Cash-in-Transit sector.

The Authority has started the process of developing a guarantee fund concept model. The establishment of an industry guarantee fund is one of the objects 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.

2. Updates to Institutional Policies and Strategies

The Institutional Policies and Strategies have been considered and included in the Annual Performance Plan.



PART B

OUR STRATEGIC FOCUS



3. Situational Analysis

3.1. External Environment Analysis

The Bill of Rights as contained in the Constitution provides for fundamental rights to human dignity, life, freedom and security, privacy and the right not to be deprived of property. Protection for these rights are afforded to State agencies established in terms of the Constitution, as well as legitimate self-protection. In this regard, the private security industry has become an instrument for lawful individual and corporate self-protection and its strategic importance in the fight against crime through proactive crime prevention as force multiplier to the SAPS, is self-evident.

The private security industry continues to show growth and more security officers and businesses are being registered by PSiRA. This increase is attributable in some instances to the tougher economic conditions that results in high levels of economic crimes being experienced by households and businesses, and which drives the need for more personal security arrangements to safeguard and protect persons and property. The recent crime statistics (2018-19) published by the SAPS, highlights the high levels of crime in South Africa, including an increase in contact and contact-related crimes, as well as other serious crime such as commercial crime (+14,4%), stock-theft (+2,9%), and malicious injury to property (+1,6%) which will continue to drive the demand for private security. The increases in crime are also driven by the access to new technologies which leads to challenges within sectors affected by advancing ICT, use of cyber space and related technology advancement.

The crime statistics also highlighted positive news such as a reduction in car and truck hijackings, burglary at residential properties, shoplifting, theft of motor vehicles and others. This is not only a positive reflection on policing, but also as a result of private security initiatives.

The increased demand for private security and resource constraints within SAPS, also results in private security service providers entering functional areas of policing which are normally exclusively the domain of the SAPS. In addition, as security service providers are not peace officers and only enjoy the same powers as ordinary citizens in rendering security services, there has been an increase in the number of cases where the private security industry overstepped their mandate and exercised powers that they do not officially have. This includes infringing on the rights of clients as well as the public at large. Improved training and professionalising of the industry is essential to ensure that the industry can become and remain a valuable partner to the SAPS in the fight against crime. In addition, protection of clients is required in terms of limited liability through

the establishment of a guarantee fund, as contemplated in section 4 of the PSiR Act.


According to PSiRA's registration records, there are currently over 2,3 million security officers registered, of which over 535 000 are employed (active) by just over 9 440 registered security businesses. The number of active employed security officers has increased by 50% since 2009 while the number of security businesses has increased by 48%. This indicates a continuous appetite for private security in South Africa and an increased demand on PSiRA to ensure an effectively regulated industry which acts in the interest of the state, the public, clients and the private security industry itself.

The nature of security services rendered by the security businesses and employee security officers is also vast as defined in the PSiR Act, with the majority falling within what is generally described as the guarding sector. The majority of security businesses operate in Gauteng (39%), followed by KwaZulu-Natal (19%) and the Western Cape (11%). The number of security businesses are also increasing in Limpopo; the province is ranked 4th and represents 9% of all registered businesses in the country. As far as security officers are concerned, Gauteng has the highest number of security officers (37%) followed by KwaZulu-Natal (18%) and the Western Cape (12%). The geographic spread of the private security industry shows change: during 2007, almost 50% of active security businesses and security officers were operating/deployed in Gauteng, but as highlighted, this ratio has changed and is expected to continue to change in future. This will have an impact on the Authority's national footprint as it will have to cater for the private security industry's demands for service delivery in other growing areas.

The contract guarding sector constitutes the larger part of the industry, but there is also growth in other areas such as the electronic security, assets-in- transit and anti-poaching sectors and other areas. A better understanding of these sectors and the impact on regulation is imperative.

The local private security industry also continues to follow international trends in its development, especially in the use of electronic security to improve service delivery to clients. This will have an impact on employment and will require new skills by employee security officers to remain relevant in the Fourth Industrial Revolution.

The private security 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 most prominent in government



and agencies and/or entities in the public sector. Lately, a number of our universities have begun to in-source 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 the government and its agencies and/or entities are BBBEE-owned enterprises. In addition, an increased in-house security sector will also have an impact on the Authority as revenues through annual fee payments will decline and extra resources will be needed to regulate the growing in-house security sector.

As the Authority is reliant on the private security industry to fund its operations through annual fees and the general growth of the industry, the slowdown in the economic growth for South Africa will also impact the private security industry and the Authority. The World Bank has revised down South Africa's growth prospects for 2019/20 financial year and the next two years, citing continued policy uncertainty and the financial burden presented by Eskom to the fiscus. South Africa's GDP growth forecast for 2019 has been revised 1,5%, from an estimated 1,7% at the time of the 2018 Medium Term Budget Policy Statement. The weaker outlook projects a slow improvement in production and employment following on poor investment growth. This, in conjunction with the increased use of electronic security equipment, will have an impact on the growth of employment within the private security industry and will create challenging annual fee collection conditions for the Authority.

The transformation of the private security industry is not only about redress, but also about creating opportunities for the entire industry through equal and fair economic participation. It is about having a culture that advances equality, worthiness of humanity, ownership, and business and educational opportunities in the industry. Transformation is happening gradually and it is noted that analysed data shows that there has been encouraging progress, in particular where the employment of women is concerned. There were 117 837 women employed in the industry, which represents an increase of 2,5% from the previous financial year. Currently, the number of female security officers represents 22% of the total registered and active security officers in the industry and 32% of the total registered security officers.

The size of the private security industry (businesses and security officers) has a direct influence on the way the private security industry is regulated. The Authority primarily uses the security business-to-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 1:127 and the Authority aims to achieve an inspector-to-security business ratio of 1:120 for the 2020-21 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.

Besides ratios, the geographic 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 not only establishing new offices in the provinces where it does not have any footprint currently, but also improving and expanding on our current footprint to improve service delivery, including appointing vendors to assist with PSiRA services.

In general, there has been relative stability in the private security industry from a labour market perspective, due to co-operation by all socio-economic partners in the industry. It is hoped 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.



3.2. Internal Environment Analysis

The Authority continues to strengthen its Corporate Governance through the establishment of oversight committees to support its Council and Executive 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. The Authority plans to open new offices in North West and Northern Cape provinces to improve access to PSiRA's services. In addition, the Authority shall also leverage the advent of the Fourth Industrial Revolution (4IR) through prompt digitalisation of services as it 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 and bringing services closer to the industry and prospective applicants.

The Authority has concluded an organisational review and redesign and is implementing the new organisational development structure in a two-year phased approach in the 2019/20 and 2020/21 FYs, depending on the availability of funding. The main objective of the review is to ascertain whether PSiRA is well positioned to support its strategy. The structure supports an operating model based on the decentralisation of core services to regional offices, the establishment of provincial offices and supported by effective digital platforms and vendors.

The Authority is statutorily 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 as informed by the research. In addition, during 2019/20 FY, the Council initiated a process to involve the industry in regulatory decisions 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. The Committees will add value in terms of providing advice based on industry sector information on the ground for the Council to make properly informed decisions 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 such as the guarantee fund and the implementation of the Private Security Industry Levies Act, 2002. This matter is currently being attended to by the National Treasury as part of the review of the Act in 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.

3.3 Contextual Environment using PESTLE Analysis

Political	<p>There has not been any changes or any anticipated 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. There has been an 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 areas, is putting pressure on the footprint of the Authority around the country. This is consistent with the size and economic activities of the provinces in South Africa. The industry also 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:</p> <ul style="list-style-type: none">i. Increased regulation to absorb the increased scope of regulation within the government and other in-house sector.ii. Assist security service providers, particularly BBEEE-owned enterprises, who are the major service providers to the SA Government and its agencies and/or entities. <p>Furthermore, two more factors impact on the immediate future of PSiRA:</p> <ul style="list-style-type: none">i. Appointment of the new Council for the organisation provides an opportunity for new leadership.ii. The support of PSiRA by the Ministers of partner agencies will greatly enhance its ability to achieve its goals in collaboration with other key stakeholders.
Economic	<p>South Africa's economic outlook remains negative as characterised by slow economic growth. With this and the average inflation rate of 4,5% in 2019, South Africa's economy is expected to remain under pressure in 2020 going forward. Notwithstanding, there has been recorded growth in trading density in commercial properties, especially in the rural towns and black 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 and particularly, the number of security officers providing guarding services. For PSiRA, this means a demand for increased footprint and digitalisation of services to improve accessibility to those requiring such from the Authority.</p> <p>Nonetheless, PSiRA 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 of the number of employed Security Officers by some security service providers.</p>

Social

Tougher economic conditions have a direct correlation to 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 PSiRA.

The following factors impact on the work of PSiRA:

- i. Trends in people living in gated estates creates more demand for private security services.
- ii. Escalating unregulated security services in non-suburban communities where private security is less affordable. (neighbourhood watches and other formal/informal community safety initiatives).
- iii. The embedded culture of non-compliance within the Private Security Industry (PSI) creating challenges for the ability of PSiRA to effectively do its work.
- iv. 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 the light of the POPI Act.
- v. 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 such as protests and community crowd control. This needs to happen in collaboration with other statutory law enforcement agencies.

Technology

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

- i. Recruiting and/or train staff skilled in the use of different technology and who would be equal to the task and counter modern-day challenges such as cybercrime, use of drones, etc. This will ensure that PSiRA prepares itself to become an excellent regulator for today and tomorrow.
- ii. Develop technology-focused research to enable PSiRA to remain relevant to the ever-evolving innovative times.
- iii. PSiRA has to build capacity to sense the next big things without missing opportunities for early engagement with service providers and product providers as well as early consultation with consumers.

The impact of the Fourth Industrial Revolution (4IR) upon the security industry cannot be underestimated. This particularly relates to the reality that new technologies are in some cases changing the need for human security personnel and in others changing the nature of the competencies required by people to function effectively in the security industry. The following are key dimensions of this change:

- i. The need to train and upskill security service providers to meet 4IR requirements.
- ii. The need to understand the changes in the security industry and develop strategies to regulate technologies as well as people within the private security industry.
- iii. The need to develop internal systems and processes which digitise and automate the work of PSiRA making it more accessible and easier to do business with. This can eliminate bureaucracy, shorten waiting times, make processes more efficient and lead to more satisfied customers.



Legal & Regulatory	<p>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 has to consider the following:</p> <ul style="list-style-type: none">i. Strengthening communication capabilities with industry stakeholders to address concerns with the intended reforms.ii. PSiRA needs to develop regulations to ensure that security service providers that have capabilities of gathering intelligence are acting within the law. <p>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. The opening of the borders and SA being a member of the international community has also seen South African security service providers venturing to offer services outside and beyond the borders of the Republic into the rest of the African continent and the world. To PSiRA this means the following:</p> <ul style="list-style-type: none">i. Creating capacity for researching training standards in other countries to ensure accreditation where foreigners want to practice in the country.ii. Being part of and participating in international bodies that regulate private security.
Environmental	<p>Environmental mismanagement, natural resources' depletion and waste management (e.g. recycling) and the impact an organisation has on the natural environment are some of the considerations PSiRA should take cognisance of. The private security industry can be retained by clients to ensure that these threats to the environment do not happen. PSiRA is a responsible corporate citizen which cannot be oblivious to these challenges and should lead from the front to ensure an environmentally-friendly industry.</p>

3.4. Institutional Capacity using SWOT Analysis

From time to time the Authority conducts an organisational review or assessment to ascertain whether it has adequate capacity to respond relevantly to the stakeholder expectations and/or how it executes its mandate. Moreover, the Authority's reflects on its challenges that may impede it from attaining its outcomes. This objective analysis serves as a lens through which ambition, or what is possible, is determined. The main objective is also to ascertain whether PSiRA is well positioned and ready to support the realisation of its strategy.

STRENGTHS

PSiRA has identified and calibrated its strengths to help determine how to allocate resources in a manner that will result in the optimal rendering of services to the industry and also to assure the highest possible potential for revenue growth and sustainability. The Authority hopes to leverage these strengths.

Adequate skills	The requisite skills for the Authority are in place and where there is a need to recruit for specialised functions, such skills will be readily available in the job market. The workforce of PSiRA is relatively young, energetic and competent to embrace changes where necessary.
Legal framework to collect revenues reliably	The Authority managed to maintain its going concern through implementation of the revenue streams applicable as per the legislation.
Stable and/or agile Management and Leadership	The Authority has had stable leadership in recent years. There is nothing on the horizon that indicates any possibilities of abnormal attrition. The average number of years in service of the executive managers is five years. Leadership is also widely regarded to be agile and decisive in dealing with emerging challenges.
Enabling legislation	The legislation that the Authority operates under has proven to be adequate for what the mandate is. Notwithstanding this, there has been new reforms proposed on the legislation and it is hoped that this will further enhance the ability of the Authority to serve its stakeholders better and improve regulation.
Improved organisational structure	The organisation has recently adopted a new Organisational Development Structure to augment the prescribed statutory one. It is hoped that this new structure will enable better service delivery by the Authority. The relatively flat structure is seen to enable agile decision making and reduce bureaucracy.
Performance management system in place	The Authority has adopted a new performance management system for all employees. Management and staff have performance contracts and a performance driven culture is instilled.
PSiRA brand awareness	PSiRA brand awareness has increased amongst its Stakeholders. This bodes well with the Authority's trans-continental vision. Client-facing officials are finding it easier to engage with security service providers. For purposes of compliance and the legitimacy of the industry, the Authority believes that endearing PSiRA brand with its Stakeholders, will be in its best interest.
Solid corporate governance practices	The Authority has strengthened its Corporate Governance through the establishment of additional 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. In this regard, the Authority has also established sector sub-committees represented by the different categories or classes of security service providers that will advise Council on sector interests.
Research capability	The Authority has a statutory obligation to conduct ongoing studies 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 industry. Over the years, the Authority undertook several research studies on the various sectors within the private security industry. The research findings have, among other things, informed policy processes including the Authority's segmentation project. The Authority is continuing to propose policy changes and developing regulations aimed at improving the effective regulation of the different sectors as informed by the research.
Good relationship with Stakeholders	PSiRA enjoys a fairly sound and cooperative relationship with its Stakeholders.

WEAKNESSES

PSiRA has identified and calibrated its weakness and recognise these as areas that need to be improved on as either affecting current service delivery or affecting the future ability to do so. The requirement for this analysis of weaknesses is in line with the principle of continuous improvement in all areas of its operations.

Inadequate geographical footprint	The footprint of PSiRA is mainly in metropolitan areas and major towns in seven (7) of the nine (9) provinces. The Authority needs to enlarge its footprint, either by physically being there, through digital access or through partners, to all areas where its services are needed. This lack of footprint gives rise to the impression of poor service delivery.
Inadequate monitoring and evaluation of projects and plans	The Authority has many projects it is implementing but does not have a systematised way of tracking project implementation.
Resources of the organisation and lack of long term funding model	Whilst PSiRA is a Schedule 3A public entity, it does not receive any funding from Government fiscus and it is self-funded through various revenue streams such as annual subscription fees and administration fees from the private security industry. 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 organisation. The Authority needs to find other possible revenue streams to augment the current sources. The issue of how to regulate the technology used in the Private Security Industry and gain revenue therefrom is a particularly key issue.
Outdated document management systems and database	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.
Lack of regulations for industry training	The Authority has not been asserting its role as the statutory body responsible to set the standards for industry training resulting in others doing training without reference to the regulations set. This causes credibility problems for the Authority and hampers its goals in professionalising the industry.
Lack of adequate human capacity	There is inadequate human capacity to cope with the rapid growth of the industry, particularly in light of technological advancements in the private security industry.
Manual processes	Manual processes are time-consuming, and at times, overwhelming available resource/capacity. The need to automate is highlighted for the benefit of PSiRA and its customers.
Synchronisation of activities and data	One of PSiRA's noted weaknesses is the lack of digital synchronisation with other key stakeholders such as SAPS, Department of Labour and SARS. This limits PSiRA's ability to fully comprehend employment Statics from service providers. Hence a need to regulate accurate numbers is important.
Communication of PSiRA's achievements	PSiRA is not adequately communicating with its stakeholders about its strengths and stories. Overcoming this weakness could further strengthen its relationships with its stakeholders.

OPPORTUNITIES

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 including outside the borders of South Africa.

PSiRA has to 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 SA security service providers.

Rapid growth and expansion of the security industry	The growth of the sector is not only a matter of numbers but also the expansion of the actual services being demanded by customers. As an example, with the number of wealthy people increasing, there is increased growth in the sub-sector of close protection (bodyguards) requiring specialised training and development of standards to govern this sector.
Regulating for the future	PSiRA has to try to come up with rules that keep consumers safe while keeping pace with new technologies. The Authority needs to regulate and to provide “clarity and predictability” on the use of drones, Apps and similar technologies of the future. This will require the regulation of both people and technology.
Education for the industry	Literature is replete with examples that it is best if those being regulated educate themselves early instead of risking non-compliance later. PSiRA is best positioned to lead the education of the sector and set the pace and standard of what is being taught in the industry.
Repository of data about the industry	It is without any doubt that the future of any industry will be data driven and taking advantage of advancing technologies in data capturing, management and analysis. Service providers will need accurate data and appropriate analytical tools to understand the industry better and therefore prepare new and better solutions. This ability will enhance the research capacity of the Authority.
Partnership formations	There are opportunities for better working relations with other government departments and agencies in the fight against crime. Opportunities exist in areas of integrated infrastructure in ICT, data, inspections and other compliance matters.
Growing expectations of stakeholders	People expect security to be present at shopping centres and places where there are large crowds such as large-scale events, sporting events and festivals. Since the 9/11 attacks in New York, the general public all over the world are also critical in identifying suspicious devices that may be used by terrorist organisations. This expectation has created a greater demand for the private security industry in terms of front-line manpower.
Opportunities for online registration	The advancement of technology platforms and development of apps can offer new opportunities to security service providers to register from remote areas without an actual visit to a PSiRA site. This will improve the experience that people have of PSiRA and enhance customer satisfaction.
Other sources of funding	The Authority is having as one of its functions the establishment of a Guarantee Fund to safeguard the economic interests of security service providers in the industry and to also implement the Levies Act. These two measures can and will increase the funds that will be available to the Authority when they come into operation.
Possibility of improved inter-governmental relations	The Authority requires the assistance from a number of governmental entities to improve the regulation of the private security industry.
Possibility of overcoming negative perceptions of the security industry and elevating the perception of security professions	The emergence of new technologies and their use within the security industry is changing the nature of the people required in the industry. Different and enhanced capabilities are required creating the opportunity to overcome negative perceptions of the security industry and elevate perceptions of security service providers.

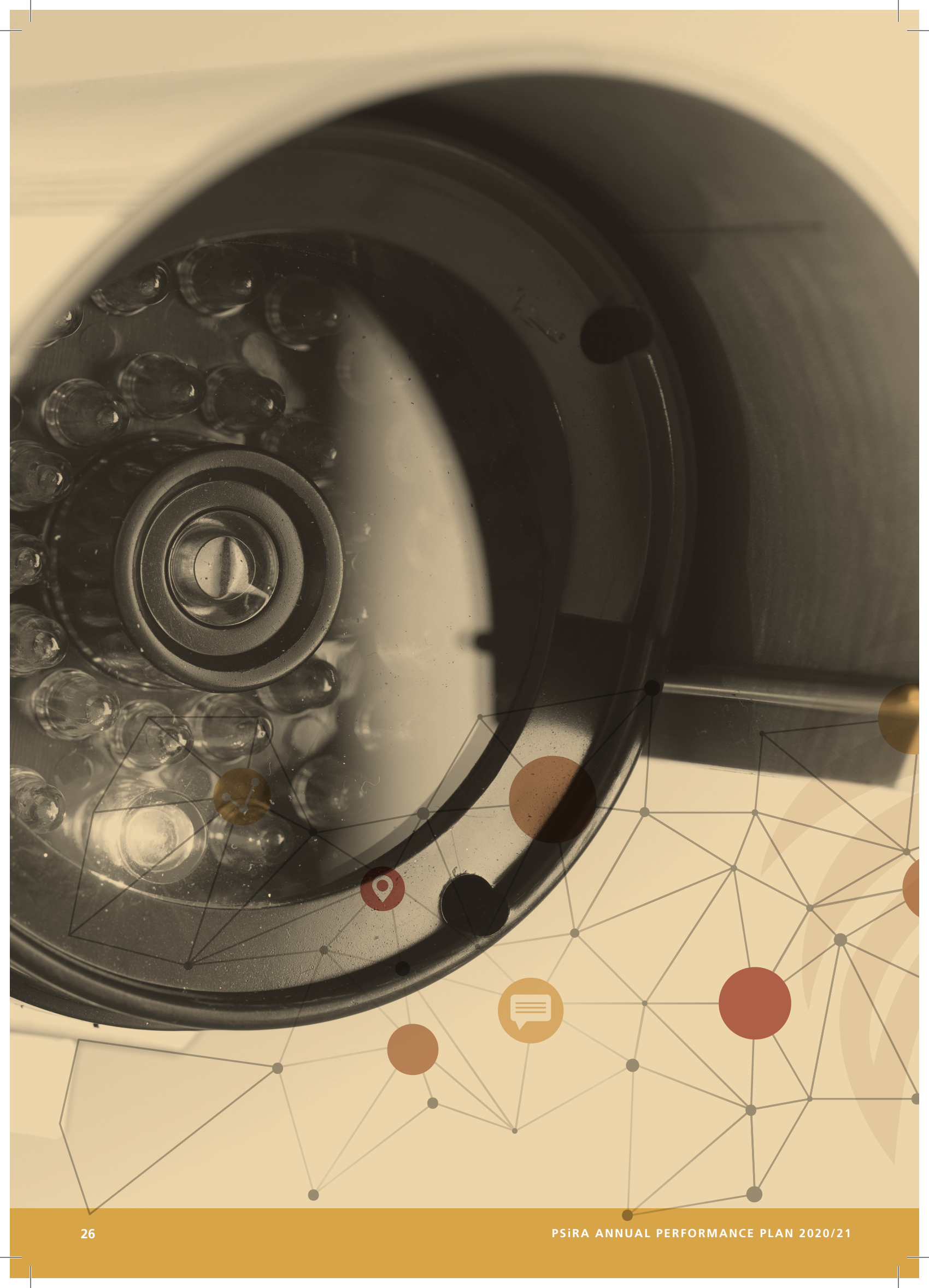


Regulatory support and consulting to the Private Security Industry in Africa	The opportunity exists for PSiRA to champion and strengthen private security initiatives and regulation in other African countries.
THREATS	
PSiRA has scanned the external environment for issues, events and/or occurrences beyond its control that could have a negative impact on the Authority's performance. It is through this analysis that the Authority will be better prepared for whatever the Authority will encounter in the external environment.	
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	The existence of illegal security operations by security service providers and participation of disreputable individuals in the industry is an indication of some level of noncompliance in one way or the other. The continued operation by these non-compliant security service providers is detrimental to the reputation of the Authority as an effective regulator.
Identity fraud	The stealing of South African identity mainly by foreign nationals desperate for employment is a threat to the industry in that they increase chances of non-registration or other forms of non-compliance. This aligns with the issue of the protection of personal information outlined above.
Non-compliance with regulations round the control of firearms	The industry has firearms as part of the tools of the trade. There have been many instances of firearms not being handled appropriately or used by security officers employed by service providers. The number of firearms in the private security industry is high. If not properly controlled, this could pose a threat to the State and the public in general.
Diminished levies as a result of insourcing of security services	The 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 is going to affect the financial viability of the Authority unless it finds ways to mitigate this threat
Risk of abuse of technologies within the security industry	Service providers and their employees are beginning to have access to technologies that can be abused. There are threats of invasion of privacy of premises and cyber-crime. There are advances in biometrics and their use in the industry is increasing. All these new technologies require proper calibration and their demands on the regulator assessed and addressed.
Industry exploitation of security officers' basic conditions of employment	The Authority has as one of its functions and outcomes the protection of the interests of security officers. However, there are practises of exploitation being reported which require attention lest the industry finds itself in conflict with security officers, sometimes armed, taking to protests about their conditions of employment. There needs to be improved intergovernmental interaction for possible solutions.
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 poses challenges for the Authority in executing its statutory mandate.
Existence of illegal operations and non-compliant security providers	With increased competition and costs for the private security industry, comes illegal activity by some sectors within the industry to circumvent registration and compliance.

Industry Transformation	The transformation of the Private Security Industry remains a concern. Strategies are being used by the industry to avoid transformation. For instance fronting is rife in this industry.
Cybersecurity	The threat of cyber-attacks within the industry is high with the adoption of new technologies.
Prosecution of non-compliant service providers	The criminal justice system is not working effectively to ensure the prosecution of those who do not comply with PSiRA regulations. This results in PSiRA not being taken as seriously as it should.
The use of social media to damage the reputation of PSiRA	Social media is both a threat and an opportunity. It could be a threat when it is used to damage the reputation of PSiRA and an opportunity when it is used to enhance and secure the reputation of PSiRA. A sound social media strategy is essential.
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.







PART C

MEASURING OUR PERFORMANCE



4. Development of new Strategic Plan

PSiRA has developed a new PSiRA Strategic Plan 2020/21-2024/25 informed by an in-depth analysis of the following drivers of the strategic plan and key aspects:

- a. The objects of the Authority as stated in section 3 of the PSiRA Act;
- b. The functions of the Authority as stated in section 4 of the PSiRA Act;
- c. National policy and directives coming from government;
- d. Imperatives of the National Development Plan;
- e. Best practice in the regulation of the private security industry, in the continent and internationally;
- f. Benchmark results of other regulatory Authorities;
- g. Factors impacting on the organisation as coming out of an organisational SWOT analysis conducted; and
- h. Analysis of the external factors using the PESTLE analysis tool.

5. Issues of Importance for the Year

The issues to highlight from the strategic plan that are critical for APP 2020-21 are the following:

- i. Strengthening of institutional management and decentralisation of services;
- ii. The establishment of the Guarantee Fund;
- iii. The implementation of the Private Security Industry Levies Act, and
- iv. Strengthening of the ICT systems of the Authority.

6. Overview of Budget and MTEF Estimates

The budget estimates are prepared to principally support the initiatives and projects that PSiRA has adopted to be implemented in 2020-21. Within the context of continuously improving the financial viability of the Authority, given that the Authority is self-funded, there are initiatives adopted to manage costs and increase revenues from the various sources available to the Authority.

6.1. Statement Of Financial Performance

In **Figure 1** is the statement of financial performance and estimates for the MTEF.

Figure 1: Statement of financial performance and estimates

	AUDITED OUTCOMES		BUDGET	MEDIUM-TERM ESTIMATE		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
R THOUSAND	R'000	R'000	R'000	R'000	R'000	R'000
Administration	126 039	135 048	122 915	156 988	175 526	190 815
Law Enforcement	92 241	111 521	125 284	120 868	129 193	138 666
Communication and Training	35 157	36 313	43 618	23 325	25 299	26 685
Registrations	-	-	-	18 286	18 879	19 975
Total expense	253 437	282 882	291 817	319 467	348 897	376 141

6.2 Statement Of Financial Position

Figure 2 shows the statement of financial position of the Authority and estimates for the MTEF.

STATEMENT OF FINANCIAL PERFORMANCE	AUDITED OUTCOMES		BUDGET	MEDIUM-TERM ESTIMATE		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
R THOUSAND	R'000	R'000	R'000	R'000	R'000	R'000
STATEMENT OF FINANCIAL PERFORMANCE						
Revenue						
Non-tax revenue	240 893	286 168	291 477	319 467	348 897	376 141
Sale of goods and services other than capital assets of which:	220 739	241 185	263 933	282 274	310 150	337 474
Administrative fees	220 739	241 185	263 933	282 274	310 150	337 474
Annual Fees Received	128 755	138 860	133 471	143 906	161 457	178 343
Registration fees	34 857	33 220	35 923	44 020	49 790	56 414
Training Revenue	38 136	45 437	68 659	64 467	65 127	65 127
Sale of goods	18 991	23 668	25 880	29 880	33 775	37 589
Other non-tax revenue	20 154	44 983	27 545	37 194	38 746	38 667
Fines and penalties	14 888	32 416	19 500	26 500	26 500	26 500
Interest received	2 148	5 447	2 890	5 539	6 976	7 466
Other income	3 118	7 121	5 155	5 155	5 270	4 702
Transfers received	–	–	–	–	–	–
Total revenue	240 893	286 168	291 477	319 467	348 897	376 141
Expenses						
Current expenses	253 438	282 883	291 477	319 467	348 897	376 141
Compensation of employees	132 864	156 830	163 595	187 369	203 229	222 755
Goods and services	116 931	122 108	119 584	124 749	136 314	142 994
Depreciation	3 642	3 944	8 298	7 349	9 354	10 392
Loss on Disposal of assets	–	–	–	–	–	–
Interest, dividends and rent on land	1	1	–	–	–	–
Total expenses	253 438	282 883	291 477	319 467	348 897	376 141
Surplus/(Deficit)	-12 545	3 285	0	0	0	0
STATEMENT OF FINANCIAL POSITION						
Carrying value of assets	52 099	69 772	57 182	60 057	58 764	75 455
of which:						
Inventory	953	449	600	667	632	658
Receivables and prepayments	17 135	22 501	17 863	15 980	11 416	15 821
Cash and cash equivalents	6 719	15 374		4 317	4 391	4 062
Non-current assets held for sale	0	0	0	0	0	0
Total assets	52 099	69 772	57 182	60 057	58 764	75 455
Accumulated surplus/(deficit)	-6 643	-3 356	0	0	0	0
Revaluation reserve	10 519	10 519	519	8 739	9 539	9 539
Trade and other payables	40 167	53 126	41 735	41 734	42 634	60 549
Benefits payable						
Provisions	2 982	3 028	5 312	5 312	4 434	3 837
Other Liabilities	5 074	6 456	3 562	4 272	2 157	1 530
Total equity and liabilities	52 099	69 772	51 128	60 057	58 764	75 455

6.3. Relating Expenditure Trends to Strategic Outcomes

- a. Revenue is expected to increase due to the levies which will be introduced.
- b. There is going to be an administration fee received from the implementation of the Guarantee Fund.
- c. There will be an increase in the expenditure on Goods and Services as result of increased footprint and extra staff.
- d. There is an increase in investments made to assets like vehicles and ICT infrastructure.

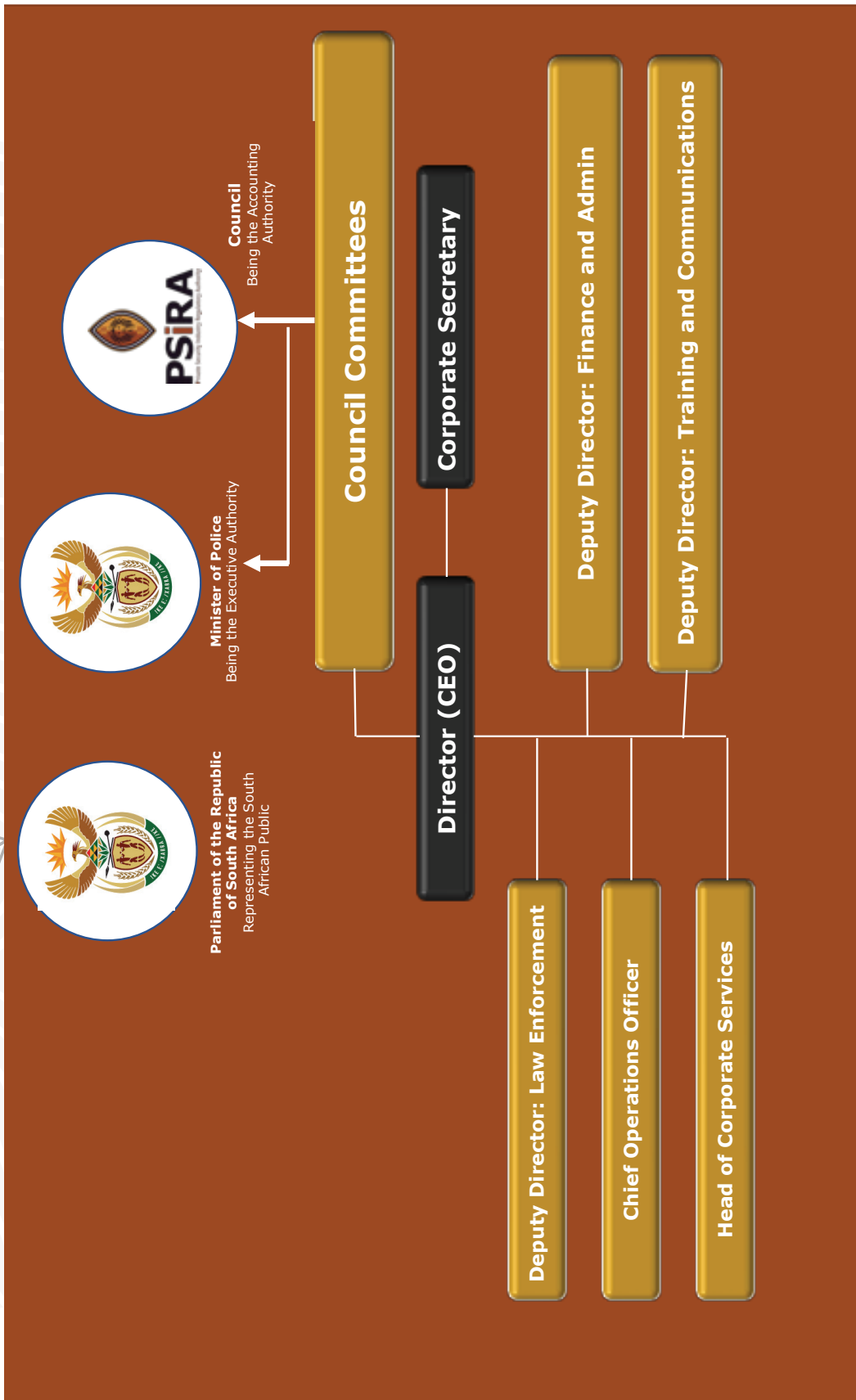
7. Institutional Programme Performance Information

Background to the programmes

To achieve its strategic goals, the Authority has designed delivery programmes in line with section 14(1) of the Act and its new organisational structure approved in 2019/20. Figure 3 below depicts the high level institutional architecture of the programmes (divisions) in the Authority.



Figure 3: Organisational structure



In line with the new Strategic Plan, the Authority has augmented its institutional architecture with another programme in order to align similar tasks of the main areas of service delivery responsibility within the institution's mandate.

7.1. Programme 1: Administration

7.1.1. Purpose of the Administration Programme

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 comprised of the following sub-programmes:

- Finance: Provides financial management, support and reporting, oversees internal audit function and risk management.
- Corporate Services: Provides human resource management services and support, legal as well as ICT services and support.
- Operations: Conducts research about private security to inform development of policy, regulations and standards, security and information and document management.

7.1.2. Sub-programme: Finance

Outcomes, Outputs, Performance Indicators and Targets

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF TARGETS		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Maintain financial sustainability, accountability, relevance and performance	Increased revenue collection	% of billed revenue collected	67%	72%	76%	75%	75%	78%	80%
	Unqualified audit opinion	Unqualified audit opinion (UAO)	UAO	UAO	UAO with no matters of emphasis	UAO	UAO	UAO	UAO
	Established Guarantee Fund	Guarantee Fund (GF) product designed for the private security industry	NI	NI	NI	Concept document approved by Council	GF product designed and approved	Implement GF	GF monitoring

7.1.3 Indicators, Annual and Quarterly Targets

OUTPUT INDICATORS	ANNUAL TARGET	REPORTING PERIOD	QUARTERLY TARGETS			
			1 st	2 nd	3 rd	4 th
% of billed revenue collected	75%	Qtr.	40%	55%	65%	75%
Unqualified audit opinion	Unqualified audit opinion	Qtr.	Review and monitor the implementation of internal controls	Unqualified audit opinion from AGSA	Review and monitor the implementation of internal controls	Review and monitor the implementation of internal controls
Guarantee Fund (GF) product designed for the private security industry	GF product designed and approved	Qtr.	The product study added on the procurement plan	Appoint consultant to develop product	Product development	GF product approved

7.1.4. Sub-programme: Corporate Services
Outcomes, Outputs, Performance Indicators and Targets

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF TARGETS		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Maintain financial sustainability, accountability, relevance and performance	Training interventions implemented	% of employee training interventions implemented as per Annual Training Plan	NI	NI	82%	85%	85%	85%	85%
	Developed digital business strategy	Date for the development and approval of a digital business strategy	NI	NI	NI	NI	30 June 2020	-	-
	Digital business strategy implemented	% implementation of digital business strategy and implementation plan	NI	NI	NI	NI	20%	40%	60%
	Developed security sector regulations and standards	Number of security sector regulations and standards developed	NI	2	3	3	3	3	3
	Achieved service standards on appeals and exemptions	Average turnaround time of finalising exemptions/appeals	NI	NI	NI	NI	30 days	30 days	30 days

7.1.5. Indicators, Annual and Quarterly Targets

OUTPUT INDICATORS	ANNUAL TARGET	REPORTING PERIOD	QUARTERLY TARGETS			
			1 st	2 nd	3 rd	4 th
% of employee training interventions implemented as per Annual Training Plan	85%	Qtr.	20%	40%	60%	85%
Date for the development and approval of a digital business strategy	30 June 2020	Qtr.	Develop draft strategy and approved by EXCO	-	-	-
% implementation of digital business strategy and implementation plan	20%	Qtr.	-	10% of digital strategy and implementation plan implemented	15% of digital strategy and implementation plan implemented	20% of digital strategy and implementation plan implemented
Number of security sector regulations and standards developed	3	Qtr.	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
Average turnaround time of finalising exemptions/appeals	30 days	Qtr.	30 days	30 days	30 days	30 days

7.1.6. Sub-programme: Research & Development
Outcomes, Outputs, Performance Indicators and Targets

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF TARGETS		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Maintain financial sustainability, accountability, relevance and performance	Completed research reports, surveys and policy documents	Number of relevant research reports completed	3	4	5	5	5	5	
		Number of completed surveys	NI	3	4	4	4	4	
		Number of policy documents completed	3	3	3	3	3	3	

7.1.7. Indicators, Annual and Quarterly Target

OUTPUT INDICATORS	ANNUAL TARGET	REPORTING PERIOD	QUARTERLY TARGETS			
			1 st	2 nd	3 rd	4 th
Number of relevant research reports completed	5	Qtr.	5 Research concepts approved	Research topics in progress	Research topics in progress	5 Research topics completed
Number of completed surveys	4	Qtr.	4 Survey concepts approved	4 Surveys in progress	2 Surveys completed	2 Surveys completed
Number of policy documents completed	3	Qtr.	Proposed policy initiatives presented to EXCO	Policy developments in Progress	Development of policies in progress	3 Approved policies

7.1.8. Reconciling Performance Targets with the Budget and MTEF

STANDARD ITEM: OPERATING EXPENDITURE	AUDITED OUTCOMES		BUDGET	MEDIUM-TERM ESTIMATE		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
R THOUSAND	R'000	R'000	R'000	R'000	R'000	R'000
Personnel Expenditure	46 346	54 222	55 786	82 821	90 029	100 215
Administrative Expenditure	53 836	52 566	40 471	44 305	50 344	55 801
Repairs and Maintenance	908	1 175	1 094	1 151	1 214	1 281
Travel and Subsistence	3 298	2 962	2 653	3 904	7 254	4 561
Lease payments	17 357	17 636	20 643	20 765	21 907	22 318
Consultancy & Professional Fees	4 294	6 488	2 267	4 042	4 778	6 639
TOTAL EXPENDITURE	126 039	135 048	122 915	156 988	175 526	190 815

7.2. Programme 2: Law Enforcement

7.2.1. Purpose of the Law Enforcement Programme

This programme is responsible for ensuring that industry players operate and comply with regulations and standards and also that it takes appropriate action where violations happen. This programme consists of the following sub-programmes:

- a. Compliance and Enforcement: Provides inspections and investigations to verify whether the industry complies with regulations and standards.
- b. Prosecutions: Prepares and presents evidence about improper conduct by the industry participants.
- c. Operational management: Provides regional capacity.

7.2.2. Sub-programme: Compliance & Enforcement

Outcomes, Outputs, Performance Indicators and Targets

OUTCOME	OUTPUTS	OUTPUTS INDICATORS	AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF TARGETS		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
A professional, accountable and trustworthy private security industry	Security businesses inspected	Number of security businesses inspected to enforce compliance with applicable legislation	6 001	6 253	6 833	6 405	6 725	7 060	7 415
	Security officers inspected	Number of security officers inspected to enforce compliance with applicable legislation	29 645	34 439	37 569	34 230	35 940	37 740	39 630
	Investigations finalised	% of investigations finalised against non-compliant security service provider	79%	87%	89%	88%	90%	90%	90%
	Registered criminal cases	% criminal cases opened against non-compliant SSPs	98%	96%	99%	92%	95%	95%	95%
	Security businesses licensed for firearms inspected	Number of security businesses licensed for firearms inspected	1 348	1 324	1 498	1 425	1 500	1 575	1 655
	Self-assessment policy and process	Date for the approval of a security business self-assessment policy and process	NI	NI	NI	NI	31 March 2021	Regulations published on self-assessments	10% Self assessments conducted by registered and active security businesses

7.2.3 Indicators, Annual and Quarterly Targets

OUTPUT INDICATORS	ANNUAL TARGET	REPORTING PERIOD	QUARTERLY TARGETS			
			1 st	2 nd	3 rd	4 th
Number of security businesses inspected to enforce compliance with applicable legislation	6 725	Qtr.	1 680	2 245	1 400	1 400
Number of security officers inspected to enforce compliance with applicable legislation	35 940	Qtr.	8 985	11 797	7 488	7 488
% of investigations finalised against non-compliant security service provider	90%	Qtr.	40%	60%	75%	90%
% criminal cases opened against non-compliant SSPs	95%	Qtr.	95%	95%	95%	95%
Number of security businesses licensed for firearms inspected	1 500	Qtr.	396	519	330	330
Date for the approval of a security business self-assessment policy and process	31 March 2021	Qtr.	Benchmarking on self-assessment	Develop policy on self-assessment	Self-assessment processes designed	Self-assessment policy and process approved

7.2.4 Sub-programme: Prosecutions

Outcomes, Output, Performance Indicators and Targets

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF TARGETS		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
A professional, accountable and trustworthy private security industry	Security service provider cases prosecuted	% of cases of non-compliant SSPs successfully prosecuted per year	93%	90%	91%	90%	92%	92%	92%

7.2.5 Indicators, Annual and Quarterly Targets

OUTPUT INDICATORS	ANNUAL TARGET	REPORTING PERIOD	QUARTERLY TARGETS			
			1 st	2 nd	3 rd	4 th
% of cases of non-compliant SSPs successfully prosecuted per year	92%	Qtr.	92%	92%	92%	92%

7.2.6 Reconciling Performance Targets with the Budget and MTEF

STANDARD ITEM: OPERATING EXPENDITURE	AUDITED OUTCOMES		BUDGET	MEDIUM-TERM ESTIMATE		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
R THOUSAND	R'000	R'000	R'000	R'000	R'000	R'000
Personnel Expenditure	67 601	80 012	86 971	85 277	92 391	100 066
Administrative Expenditure	13 466	14 880	18 323	15 524	16 104	16 924
Repairs and Maintenance	328	355	670	585	300	311
Travel and Subsistence	5 317	5 260	5 944	5 441	5 740	6 056
Lease payments	5 528	10 811	13 341	14 003	14 618	15 267
Consultancy & Professional Fees	-	202	36	38	40	42
TOTAL EXPENDITURE	92 241	111 521	125 284	120 868	129 193	138 666

7.3 Programme 3: Training & Communications

7.3.1 Purpose of the Communications & Training Programme

This programme is responsible for 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. The programme consists of the following sub-programmes:

- Industry Training: Provides development of sector-based training, accreditation services and standards.
- Marketing, Brand Management and Communications: Ensures that PSiRA's functions and services are adequately promoted.
- Stakeholder Relations: It ensures that the promotion and advocacy mandate of PSiRA are realised.
- Customer Care- Complaints Management.
- Corporate Social Responsibility.

7.3.2 Sub-programme: Training

Outcomes, Output, Performance Indicators and Targets

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF TARGETS		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
A capable and trained private security industry	Accredited training centres	Average turnaround time to finalise applications for accreditation of new training centres	NI	NI	NI	NI	20 days	15 days	12 days
	Accredited training instructors	Average turnaround time to finalise instructor applications for accreditation	NI	NI	NI	NI	7 days	7 days	7 days
	Accredited courses	Number of new accredited courses developed	NI	NI	NI	NI	3	3	3
	Training assessment centres	Number of external training assessments centres established	NI	NI	NI	NI	2	4	8
	Approved concept document on online examinations and assessment	Date for the approval of concept document on on-line examinations / assessments	NI	NI	NI	NI	31 March 2021	Implementation of on-line examinations/ assessments	Monitor implementation of online examinations/ assessments

7.3.3 Indicators, Annual and Quarterly Targets

OUTPUT INDICATORS	ANNUAL TARGET	REPORTING PERIOD	QUARTERLY TARGETS			
			1 st	2 nd	3 rd	4 th
Average turnaround time to finalise applications for accreditation of new training centres	20 days	Qtr.	20 days	20 days	20 days	20 days
Average turnaround time to finalise instructor applications for accreditation	7 days	Qtr.	7 days	7 days	7 days	7 days
Number of new accredited courses developed	3	Qtr.	Identify courses for EXCO approval	Appoint service providers	Develop courses and learning material	3 Courses and material approved
Number of external training assessments centres established	2	Qtr.	Develop draft policy document on external assessments	Consult the Industry on the draft policy document	Approval of the final policy document by EXCO and Council	2 Training assessment centres established
Date for the approval of concept document on online examinations / assessments	31 March 2021	Qtr.	Develop a draft concept document on online examination	Procure a service provider to design an online portal/ system and Standard Operating Procedure (SOP)	Standard Operating Procedures approved by EXCO	EXCO approval on final concept document on online assessments

7.3.4 Sub-programme: Marketing, Communications & Stakeholder Relations

Outcomes, Outputs, Performance Indicators and Targets

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF TARGETS		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Enhanced relations and collaboration with stakeholders	Awareness workshops and campaigns	Number of awareness workshops and campaigns held	132	173	160	160	170	180	190
	Co-operation agreement	Number of new co-operation agreements entered into with international industry regulatory bodies	NI	NI	NI	NI	1	1	1

7.3.5 Indicators, Annual and Quarterly Targets

OUTPUT INDICATORS	ANNUAL TARGET	REPORTING PERIOD	QUARTERLY TARGETS			
			1 st	2 nd	3 rd	4 th
Number of awareness workshops and campaigns held	170	Qtr.	40	40	45	45
Number of new co-operation agreements entered into with international security industry regulatory bodies	1	Qtr.	Identify industry regulatory bodies	Negotiate and develop draft agreement	Approval of draft agreement by Council	Enter into agreement with an international regulatory body

7.3.6 Reconciling Performance Targets with the Budget and MTEF

STANDARD ITEM: OPERATING EXPENDITURE	AUDITED OUTCOMES		BUDGET	MEDIUM-TERM ESTIMATE		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
R THOUSAND	R'000	R'000	R'000	R'000	R'000	R'000
Personnel Expenditure	15 877	19 129	20 838	14 191	15 332	16 559
Administrative Expenditure	13 963	15 080	17 225	6 610	8 163	8 258
Repairs and Maintenance	12	2	2	2	2	2
Travel and Subsistence	2 889	1 696	2 516	1 222	1 300	1 367
Lease payments	-	-	238	-	-	-
Consultancy & Professional Fees	2 416	406	2 800	1 300	500	500
TOTAL EXPENDITURE	35 157	36 313	43 618	23 325	25 298	26 686

7.4 Programme 4: Registration

7.4.1 Purpose of the Registration Programme

The programme is responsible for the registration of industry businesses and security officers.

7.4.2 Outcomes, Outputs, Performance Indicators and Targets

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF TARGETS		
			2016 /17	2017 /18	2018/ 19	2019/20	2020/ 21	2021/22	2022/23
The private security industry is efficiently registered	An efficient online registration process	Average turn-around time of applications for registration meeting all the requirements for security businesses (working days)	NI	Average of 22 days	Average of 10 days	Average of 8 days	Average of 8 days	Average of 5 days	Average of 72 hours
		Average turn-around time of applications for registration meeting all the requirements for security officers (working days)	NI	Average of 20 days	Average of 15 days	Average of 15 days	Average of 14 days	Average of 8 days	Average of 72 hours
		Implementation of online registrations	NI	NI	NI	NI	Online registrations implemented	Monitor implementation of online registrations	Monitor implementation of online registrations
The private security industry is transformed	Transformation Charter concept model	Date for the development and approval of the concept model for a Transformation Charter for the private security industry	NI	Discussion document on Draft Transformation Charter	-	-	31 March 2021	Consultation on the concept model and crafting of a Draft Transformation Charter for the Security Industry	Legal and legislative input on Draft Transformation Charter

7.4.3 Indicators, Annual and Quarterly Targets

OUTPUT INDICATORS	ANNUAL TARGET	REPORTING PERIOD	QUARTERLY TARGETS			
			1 st	2 nd	3 rd	4 th
Average turnaround time taken to register security business applications meeting all the requirements	Average of 8 Days	Qtr.	8 Days	8 Days	8 Days	8 Days
Average turnaround time taken to register security officer applications meeting all the requirements	Average of 14 Days	Qtr.	14 Days	14 Days	14 Days	14 Days
Implementation of online registrations	Online registrations implemented	Qtr.	Develop ICT specifications	Appoint service provider	Test on-line registration application	Registrations done through the online registration system
Date for the development and approval of the concept model for a Transformation Charter for the private security industry	31 March 2021	Qtr.	Benchmarking on transformation charters	Develop policy document	Draft concept model development	Policy and concept model approved.

7.4.4 Reconciling Performance Targets with the Budget and MTEF

STANDARD ITEM: OPERATING EXPENDITURE	AUDITED OUTCOMES		BUDGET	MEDIUM-TERM ESTIMATE		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
R THOUSAND	R'000	R'000	R'000	R'000	R'000	R'000
Personnel Expenditure	-	-	-	5 080	5 477	5 915
Administrative Expenditure	-	-	-	12 520	12 754	13 457
Repairs and Maintenance	-	-	-	-	-	-
Travel and Subsistence	-	-	-	686	648	603
Lease payments	-	-	-	-	-	-
Consultancy & Professional Fees	-	-	-	-	-	-
TOTAL EXPENDITURE	-	-	-	18 286	18 879	19 975

8. Explanation of Planned Performance over the Medium-Term Period

The outputs are aligned with the outcomes as per the strategic plan. The enhancement of financial stability is supported by diversifying PSiRA's sources of revenue to include the implementation of the Private Security Industry Levies Act, 2002 as well as the establishment of a Guarantee Fund, to ensure accountability by the private security industry and protection of the rights of clients and the public at large. The economic uncertainty and the reliance on an outdated funding model is also recognised through the outputs provided for in the implementation of the Levies Act.

The outputs also contribute to the outcomes relating to the professionalisation of the private security industry which will create a stable and legitimate private security industry that can contribute significantly in the reduction of crime and play a role in creating safer communities in general, as highlighted in the NDP. Through increased professionalism in developing and enforcing minimum occupational standards (including training standards), the private security can strengthen the criminal justice system as highlighted in the NDP by becoming and remaining a valuable partner to the state law enforcement agencies in their fight against crime.

The outputs also highlight the development of a Transformation Charter to support the outcome of good corporate citizenship in support of the NDP's development goals for inclusive economic growth through skilled, technical and professional posts that better reflects the country's racial, gender and disability makeup, as well as ownership. The outputs 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. The outcomes highlight the importance of transformation by establishing 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.

Understanding the private security industry is also supported through research and development outputs to ensure that the necessary regulatory framework can be developed in line with national priorities. This includes an understanding of the impact of the Fourth Industrial Revolution on the private security industry and environmental sustainability.

Ensuring industry compliance is at the heart of the PSiRA mandate and the increased law enforcement outputs will ensure a trustworthy industry that plays an active role in assisting state law enforcement with the fight against crime.

With the increasingly difficult economic environment the private security industry is facing, the annual performance plan also highlights outputs to streamline registration processes and making it easier for prospective security service providers to apply for registration through digital platforms and the appointment of vendors in areas where the Authority lacks footprint. This will reduce costs of regulation. More importantly, it will create easy access to PSiRA services to improve service delivery to the private security industry and prospective entrepreneurs and employees wishing to enter an industry which services are increasingly in demand.

9. Key Risks

Risk management is imperative during the implementation of the strategic objectives in order to identify possible risks and to mitigate their impact on the success of the organisation to realise its strategic outcomes goals. In the table below are the five key risks that may affect realisation of the stated strategic objectives and how the Authority intends to mitigate their effects.

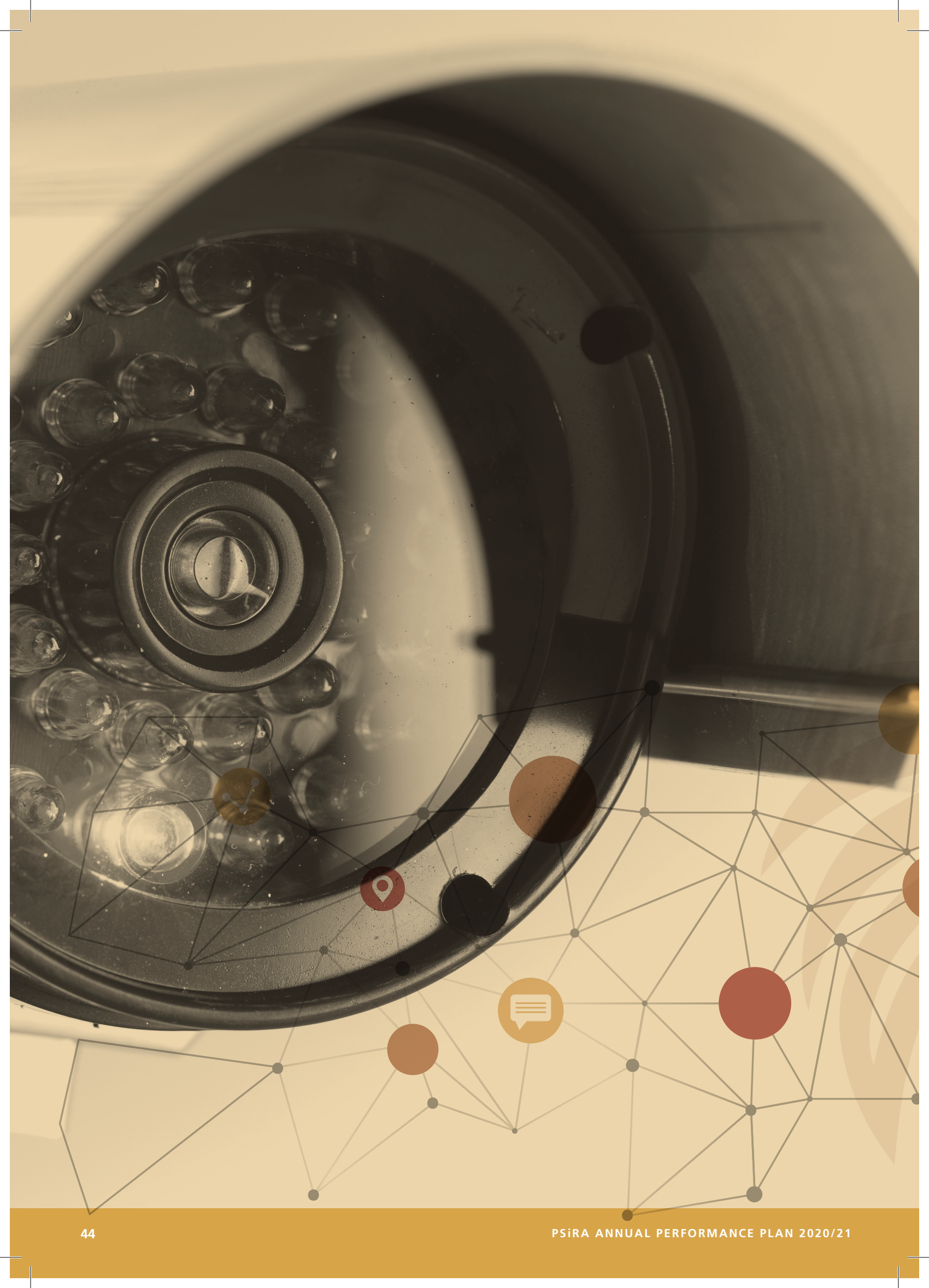
OUTCOME	KEY RISK	POTENTIAL CONSEQUENCES	RISK MITIGATION
Maintain financial sustainability, accountability, relevance and performance	Liquidity of PSiRA	<ul style="list-style-type: none"> • Service delivery will be affected and compromised mandate 	<ul style="list-style-type: none"> • Intensify collection rate of fees and levies • Implement Levies Act • Other sources of funding such as the Industry Guarantee Fund
The private security industry is efficiently registered	Inaccessibility and poor visibility to stakeholders	<ul style="list-style-type: none"> • Poor service delivery • Reputational damage 	<ul style="list-style-type: none"> • Increased footprint • Improve recruitment and retention strategies • Appointment of vendors • Digitalisation of services
	Reputational damage	<ul style="list-style-type: none"> • Diminished credibility as a regulator 	<ul style="list-style-type: none"> • Implement robust brand management strategies • Increased stakeholder awareness campaigns
A professional, accountable and trustworthy private security industry	Non-compliance with regulations and standards	<ul style="list-style-type: none"> • Lawlessness in the industry 	<ul style="list-style-type: none"> • Intensify stakeholder awareness and consumer education initiatives • Intensify law enforcement initiatives to promote zero tolerance to non-compliance • Revised law enforcement strategy
A capable and trained private security industry	Lack of industry training	<ul style="list-style-type: none"> • Proliferation of non-accredited providers 	<ul style="list-style-type: none"> • Intensify accreditation of industry capacity • Intensify law enforcement initiatives to promote zero tolerance to non-compliance • Promote partnerships for quality assurance functions

10. Infrastructure Projects

Long-term infrastructure and capital asset plan

STANDARD ITEM: OPERATING EXPENDITURE	AUDITED OUTCOMES		BUDGET	MEDIUM-TERM ESTIMATE		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
R THOUSAND	R'000	R'000	R'000	R'000	R'000	R'000
Motor Vehicles	-	-	-	530	-	-
Buildings and Infrastructure	-	-	-	-	-	-
Computer Hardware	1 488	5 663	3 800	3 000	3 000	3 000
Computer Software	-	1 665	9 465	12 000	3 000	3 000
Office Equipment	298	704	1 665	1 745	1 044	1 044
Office Furniture	1 602	1 463	2 250	40	40	40
Leasehold Improvements	-	-	250	-	-	-
Total Capital Expenditure	3 389	9 495	17 430	17 315	7 084	7 084

At this point, there are no identifiable factors anticipated to influence the Authority's ability to deliver on its infrastructure/capital plan.



PART D

ANNEXURES



1. PSiRA's Strategic Plan

The newly adopted Strategic Plan 2020/21-2024/25 is annexed to this APP. The new strategic plan emphasises the following issues which have a bearing on the 2020-21 APP:

- i. Implementation and strengthening of a new institutional management architecture to improve service delivery focus and accountability;
- ii. Strengthening of the ICT systems of the Authority;
- iii. Improving the financial sustainability of the Authority through, amongst others, the establishment of the guarantee fund; and
- iv. Improving the accessibility of services of the Authority throughout the nine (9) provinces.

2. Annexure 2: Technical Indicator Description

1. INDICATOR TITLE	% OF BILLED REVENUES COLLECTED
Short definition	Increase in the collection of revenue due to the Authority
Purpose/Importance	Compliance with the relevant acts and regulations which will result in increased collection of revenue and reduction of bad debts
Source of data	Quarterly reports/ Annual reports /Financial statements
Method of Calculation / Assessment	% of revenue collected over revenue billed on annual fees and fines
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
Data limitations	No specific limitation
Type of indicator	Cumulative for the year
Calculation type	Not applicable
Reporting cycle	Quarterly
New indicator	No
Desired performance	100% revenue collection due to the Authority
Indicator responsibility	Deputy Director: Finance and Admin (CFO)

2. 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 of data	Audit report
Method of Calculation / Assessment	Not applicable
Means of verification	Auditor-General's opinion
Assumptions	Audit conducted is valid, reliable and timely
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Data limitations	No specific limitation
Type of indicator	Non-Cumulative
Calculation type	Not applicable
Reporting cycle	Annual
New indicator	No
Desired performance	Unqualified audit opinion with no matters of emphasis (clean audit)
Indicator responsibility	Deputy Director: Finance and Admin (CFO)

3. INDICATOR TITLE	GUARANTEE FUND PRODUCT DESIGNED FOR THE PRIVATE SECURITY INDUSTRY
Short definition	Fund to cover limited liability of Security Service Providers in cases where negligence is not covered by SSP insurance
Purpose/Importance	To cover liability of Security Service Providers towards consumers in cases where negligence is not covered by SSP insurance
Source of data	Implementation of Guarantee Fund
Method of Calculation / Assessment	Not applicable
Means of verification	Guarantee Fund registered and implemented
Assumptions	The Guarantee Fund will be registered by FSCA
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Data limitations	Unavailability of similar models
Type of indicator	Cumulative for the year
Calculation type	Not applicable
Reporting cycle	Annually
New indicator	No
Desired performance	Guarantee Fund established
Indicator responsibility	Deputy Director: Finance and Admin (CFO)

4. INDICATOR TITLE	% OF EMPLOYEE TRAINING INTERVENTIONS IMPLEMENTED AS PER ANNUAL TRAINING PLAN
Short definition	The indicator measures the number of training conducted in line with the Annual Training Plan
Purpose/Importance	Improvement of organisational performance
Source of data	Training Policy, Attendance Registers, Training Plan (SSP)
Method of Calculation / Assessment	Number of training interventions implemented/Number of training interventions implemented as per the Annual Training Plan
Means of verification	Training Plan
Assumptions	Funding will be available for training interventions
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Data limitations	No data limitations
Type of indicator	Cumulative for the year
Calculation type	Not applicable
Reporting cycle	Annually
New indicator	No
Desired performance	100% training interventions implemented as per Annual Training Plan
Indicator responsibility	Head: Corporate Services

5. INDICATOR TITLE	DATE FOR THE DEVELOPMENT AND APPROVAL OF A DIGITAL BUSINESS STRATEGY
Short definition	Digital business strategy to improve service delivery
Purpose/Importance	Improvement of organisational performance
Source of data	Digital business strategy
Method of Calculation / Assessment	Approved digital business strategy by EXCO
Means of verification	Digital business strategy
Assumptions	Funding and expertise will be available to develop strategy
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Data limitations	No specific date limitations
Type of indicator	Outcome-driven
Calculation type	Cumulative for the year
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Approved digital business strategy
Indicator responsibility	Head: Corporate Services

6. INDICATOR TITLE	% IMPLEMENTATION OF DIGITAL BUSINESS STRATEGY AND IMPLEMENTATION PLAN
Short 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
Purpose/Importance	Digitally streamline the system and processes of PSiRA
Source of data	Approved digital business strategy, implementation plan and progress reports
Method of Calculation / Assessment	Targets achieved as per the digital business strategy's implementation plan / targets set as per implementation plan X 100
Means of verification	Approved digital business strategy, implementation plan and progress report
Assumptions	Funding will be available to implement strategy and the data is available, reliable, valid and timely
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Data limitations	No specific data limitations
Type of indicator	Outcome-driven
Calculation type	Cumulative for the year
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	100% of digital business strategy implemented
Indicator responsibility	Head: Corporate Services

7. INDICATOR TITLE	AVERAGE TURNAROUND TIME OF FINALISING EXEMPTIONS/APEALS
Short definition	This indicator measures the time taken by PSiRA to finalise applications for exemptions and appeals received meeting all the requirements.
Purpose/Importance	To establish an average turnaround time (working days) for applications for exemptions and appeals in order for decisions to be made within a reasonable time
Source of data	PSiRA Management System which includes exemption and appeal registers
Method of Calculation / Assessment	The number of working days for applications received meeting all the requirements within the quarters and the financial year, and average the number of working days that it takes to submit the exemptions and applications for appeals to the Ministry and Appeals Committee respectively. The calculation excludes public holidays and weekends, office closures and all applications that were received but did not meet all the requirements as per the regulations.
Means of verification	Exemption and appeal's registers
Assumptions	The data stored is valid
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Data limitations	No data limitations
Type of indicator	Outcome-driven
Calculation type	Cumulative- for the year
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	100% of all applications for exemptions and appeals finalised within 30 days
Indicator responsibility	Head: Corporate Services

8. INDICATOR TITLE	NUMBER OF SECURITY SECTOR REGULATIONS AND STANDARDS DEVELOPED
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 of data	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 / Assessment	Number of draft regulations compiled
Means of verification	Draft regulations approved by Council
Assumptions	Legal capacity to develop draft regulations and Council approval of draft regulation compiled
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Data limitations	No specific limitations
Type of indicator	Outcome-driven
Calculation type	Cumulative for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	To ensure proper regulations for the different categories or classes of security service providers
Indicator responsibility	Head: Corporate Services

9. INDICATOR TITLE	NUMBER OF RELEVANT RESEARCH REPORTS COMPLETED
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 of data	Approved Concept Note and completed research reports
Method of Calculation / Assessment	Number of completed research reports and approved by Director
Means of verification	Research reports completed
Assumptions	Research capacity to conduct research and approved research concept notes by Director
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
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	5 research topics completed per annum
Indicator responsibility	Senior Researcher: Research and Development Unit

10. 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 of data	Approved Concept Note and completed surveys
Method of Calculation / Assessment	Number of industry surveys completed and approved by the Director
Means of verification	Surveys completed
Assumptions	External capacity available to conduct surveys on Authority's behalf
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
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

11. 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 of data	Approved policies
Method of Calculation / Assessment	Number of policy documents approved by the Director for consideration by Council
Means of verification	Policy documents
Assumptions	Capacity within research department
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Data limitations	No specific limitations
Type of indicator	Outcome-driven
Calculation type	Cumulative- for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	3 Completed policy documents
Indicator responsibility	Senior Researcher: Research and Development Unit

12. 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 of data	Inspection reports completed at security businesses. This includes infrastructure and capacity inspections, routine and regulatory inspections and accreditations of training centres.
Method of Calculation / Assessment	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 department and reports are available, reliable, valid and timely
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
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

13. 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 of data	Inspection reports completed
Method of Calculation / Assessment	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 timely
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
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

14. INDICATOR TITLE	% OF INVESTIGATIONS FINALISED AGAINST NON-COMPLIANT SECURITY SERVICE PROVIDERS
Short definition	These are cases referred to Law Enforcement Unit for investigation
Purpose/Importance	To bring non-complying SSPs before the PSiRA code of conduct enquiry for prosecution
Source of data	Number of inspected SSP and complaints received from help desk and other sources during the period under review
Method of Calculation / Assessment	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.
Means of verification	Investigation complaint registers and investigation files
Assumptions	Sufficient capacity within law enforcement department and registers and investigation files are available, reliable, valid and timely
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
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

15. INDICATOR TITLE	% OF CRIMINAL CASES OPENED AGAINST NON-COMPLIANT SSPS
Short definition	During investigations certain conducts of the SSPs tantamount to the 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 of data	Number of inspected/investigated non – compliant SSP in the period under review
Method of Calculation / Assessment	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).
Means of verification	Investigation complaint registers / criminal case register and investigation files
Assumptions	Sufficient capacity within law enforcement department and registers and investigation files are available, reliable, valid and timely Co-operation by SAPS to register criminal cases on CA
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Data limitations	No specific limitation
Type of indicator	Efficiency
Calculation type	Cumulative – for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	Aim to ensure that criminal cases are opened against 100% of non- complying SSPs
Indicator responsibility	Deputy Director: Law Enforcement

16. INDICATOR TITLE	NUMBER OF SECURITY BUSINESSES LICENSED FOR 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 of data	Inspection reports relevant to the use of firearms completed at security businesses licensed for firearms
Method of Calculation / Assessment	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.
Means of verification	Firearm inspection reports completed
Assumptions	Sufficient capacity within law enforcement department and reports are available, reliable, valid and timely Co-operation 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
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

17. INDICATOR TITLE	DATE FOR THE APPROVAL OF A SECURITY BUSINESS SELF-ASSESSMENT POLICY AND PROCESS
Short definition	Self-assessment policy and process approved for implementation
Purpose/Importance	To develop a policy and future regulations for compulsory self-assessments by registered and active security businesses
Source of data	Approved policy and processes
Method of Calculation / Assessment	Approved policy and processes
Means of verification	Approved policy and processes documents
Assumptions	The information is reliable, valid and timely
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Data limitations	No specific limitations
Type of indicator	Efficiency
Calculation type	Cumulative for the year
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	100% of security businesses conducts self-assessments
Indicator responsibility	Deputy Director: Law Enforcement

18. INDICATOR TITLE	% OF CASES OF NON-COMPLIANT SSPS SUCCESSFULLY PROSECUTED 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 of data	Number of case dockets placed on the prosecution role
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 role (where charge sheets have been issued and successfully served). 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 role 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 timely
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Data limitations	Sufficient information provided in 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

19. INDICATOR TITLE	AVERAGE TURNAROUND TIME TO FINALISE APPLICATIONS FOR ACCREDITATION OF NEW TRAINING CENTRES
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 of data	Security service provider applications for accreditation
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 training centres. The calculation is only in respect of the applications that meet all the requirements and excludes public holidays and weekends, office closures and all applications that were received but did not meet all the requirements for accreditation.
Means of verification	Security service provider database and accreditation files of training centres
Assumptions	Interest by applicant SSPs to register training centres and database information is reliable, valid and timely
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
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: Training and Communications

20. INDICATOR TITLE	AVERAGE TURNAROUND TIME TO FINALISE INSTRUCTOR APPLICATIONS FOR ACCREDITATION
Short definition	To ensure that training security service providers have access to properly accredited training instructors in compliance with the Act and Training Regulations
Purpose/Importance	To establish the level of compliance by security training instructors and to increase access to instructors
Source of data	Instructor applications for accreditation
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 is only in respect of the applications that meet all the requirements and excludes public holidays and weekends, office closures and all applications that were received but did not meet all the requirements for accreditation.
Means of verification	Security service provider database
Assumptions	Interest by applicant SSPs to become instructors and database information is reliable, valid and timely
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
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 instructors are timeously registered and accredited as per PSiR Act
Indicator responsibility	Deputy Director: Training and Communications

21. INDICATOR TITLE	NUMBER OF NEW ACCREDITED COURSES DEVELOPED
Short definition	To ensure that training curriculum is compiled and relevant to the particular category of security service rendered by the security service provider
Purpose/Importance	Adequate curriculum and learning material developed for the different categories or classes of security service providers to ensure competent and professional security officers
Source of data	Training curriculum and learning material developed
Method of Calculation / Assessment	Different training curriculum and learning material for the different categories or classes of security service providers
Means of verification	Training curriculum compiled and approved for the different categories or classes of SSPs
Assumptions	Sufficient capacity/expertise to develop training curriculum
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Data limitations	No specific limitations
Type of indicator	Impact driven
Calculation type	Cumulative for the year
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	To ensure that training curriculum and learning material are available for all the different categories or classes of security service providers, including specialised security services
Indicator responsibility	Deputy Director: Training and Communications

22. INDICATOR TITLE	NUMBER OF EXTERNAL TRAINING ASSESSMENT CENTRES ESTABLISHED
Short definition	To ensure that assessment of training completed is conducted through Authority approved assessments centres.
Purpose/Importance	To ensure integrity in training and to ensure competency
Source of data	Assessment centres appointed
Method of Calculation / Assessment	Agreements entered into with assessment centres
Means of verification	Signed MoA with assessment centres
Assumptions	Interest by examination centres / providers to become assessment centres and MoA's are reliable, valid and timely
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Data limitations	Poor interest in participating
Type of indicator	Impact driven
Calculation type	Cumulative for the year
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	To ensure that all training completed is assessed and moderated by assessment centres and in full compliance with training requirements
Indicator responsibility	Deputy Director: Training and Communications

23. INDICATOR TITLE	DATE FOR THE APPROVAL OF CONCEPT DOCUMENT ON ON-LINE EXAMINATIONS / ASSESSMENTS
Short definition	To ensure that examinations / assessment of training is completed online through a secure interface
Purpose/Importance	To ensure integrity in training and to ensure competency
Source of data	Approved concept document on on-line examinations / assessments
Method of Calculation / Assessment	Concept document developed and approved by Council
Means of verification	Approved concept document
Assumptions	Sufficient capacity and reports are available, reliable, valid and timely
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Data limitations	Poor interest in participating
Type of indicator	Impact driven
Calculation type	Cumulative for the year
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	110% of all training assessment is conducted online
Indicator responsibility	Head: Corporate Services and Deputy Director: Training and Communications

24. INDICATOR TITLE	NUMBER OF AWARENESS WORKSHOPS AND CAMPAIGNS HELD
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 amongst the public and the private security industry on the functions and role of PSiRA in the industry
Source of data	Communication Unit Operational Plan 2019/20
Method of Calculation / Assessment	Number of public awareness programmes undertaken/conducted on the role and functions of PSiRA as per the communication plan and on invitation, including media reportage. Note: PSiRA may also partner with other strategic partners on awareness programmes not highlighted in the operational plan.
Means of verification	Registers of participants attending capacity building programmes and media reportage
Assumptions	Campaigns approved and sufficient capacity for implementation
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
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: Training and Communications

25. INDICATOR TITLE	NUMBER OF NEW COOPERATION AGREEMENTS ENTERED INTO WITH INTERNATIONAL INDUSTRY REGULATORY BODIES
Short definition	To develop formal relationships with similar regulators in order to benchmark mandate and implement best practise models in the regulation of the private security industry
Purpose/Importance	To improve regulatory model
Source of data	Cooperation agreements
Method of Calculation / Assessment	Signed agreement entered with international bodies
Means of verification	Signed cooperation agreements
Assumptions	Agreements are valid, reliable and timely
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Data limitations	No specific limitations
Type of indicator	Impact driven
Calculation type	Cumulative for the year
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	To benchmark the regulator against similar international regulators and to be recognised as an excellent regulator of the private security industry by all
Indicator responsibility	Deputy Director: Training and Communications

26. INDICATOR TITLE	AVERAGE TURNAROUND TIME OF APPLICATIONS FOR REGISTRATION MEETING ALL THE REQUIREMENTS FOR A SECURITY BUSINESS (WORKING DAYS)
Short definition	To ensure that registration process is transparent and concludes timeously
Purpose/Importance	To establish the average turnaround time (working days) for business applications meeting all the requirements for registration
Source of data	New business applications
Method of Calculation / Assessment	Take the number of working days for applications received and registered within the quarters and the financial year and average the number of working days that it takes to register business applications. The calculation excludes public holidays and weekends, office closures and all applications that were received but did not meet all the requirements for registration.
Means of verification	Business applications and security service provider database
Assumptions	The database is reliable, valid and timely.
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
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 8 working days
Indicator responsibility	Chief Operations Officer

27. 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 (working days) for security officers' applications meeting all the requirements for registration
Source of data	New security officers' applications
Method of Calculation / Assessment	Take the number of days for applications received and registered within the quarters and the financial year and average the number of working days that it takes to register business applications. The calculation excludes public holidays and weekends, and office closures and all applications that were received but did not meet all the requirements for registration.
Means of verification	Security officer applications and security service provider database
Assumptions	The database is reliable, valid and timely
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
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 14 working days
Indicator responsibility	Chief Operations Officer

28. INDICATOR TITLE	IMPLEMENTATION OF ONLINE REGISTRATIONS
Short definition	Develop ICT infrastructure and processes to enable online applications for registration
Purpose/Importance	To reduce the turnaround time of applications for registration and broader access to PSiRA services in view of limited footprint
Source of data	ICT policy framework and infrastructure
Method of Calculation / Assessment	Online registration capability developed and implemented
Means of verification	Applications and security service provider database
Assumptions	The database is reliable, valid and timely
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Data limitations	No specific limitations
Type of indicator	Efficiency
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	100% applications received and processed online
Indicator responsibility	Head: Corporate Services and Chief Operations Officer

29. INDICATOR TITLE	DATE FOR THE DEVELOPMENT AND APPROVAL OF THE CONCEPT MODEL FOR A TRANSFORMATION CHARTER FOR THE PRIVATE SECURITY INDUSTRY
Short definition	To transform the private security industry
Purpose/Importance	To develop development targets for transformation of the private security industry
Source of data	Approved Transformation Charter
Method of Calculation / Assessment	Concept document developed and approved by Council
Means of verification	Approved concept document
Assumptions	Funding will be available to research and finalise the development of a Transformation Charter with clear targets and the data stored in the database is available, reliable, valid and timely
Disaggregation of Beneficiaries (where applicable)	Development and implementation of Transformation Charter Increased participation/employment of youth and women within the private security industry
Spatial Transformation (where applicable)	Not applicable
Data limitations	Unavailability of similar charters
Type of indicator	Cumulative for the year
Calculation type	N/A
Reporting cycle	Annually
New indicator	No
Desired performance	Transformation Charter established and implemented
Indicator responsibility	Chief Operations Officer

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