

***Annual Performance Plan  
2016/17  
For the Fiscal Year  
2017-2019***



**PSIRA**  
Private Security Industry Regulatory Authority

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# Overview by the Chairperson of the Co

The PSiRA Strategy for 2016-2021 derives its substance from a number of basic documents starting with the Constitution of the RSA. The mission of PSiRA is “To protect the constitutional rights of all people to life, safety and dignity through the effective promotion and regulation of the private security industry”. The PSiRA Act No. 56 of 2001(3) outlines the primary objectives of PSiRA as regulating the private security industry and exercising effective control over the practice of the occupation of security service provider in the public and national interest and the interest of the private security industry itself.

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

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

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

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

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

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

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PROFESSOR FIKILE MAZIBUKO  
CHAIRPERSON PSiRA COUNCIL



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

Overall PSiRA's Strategic Objective can be summarised as:

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

PSiRA priorities are:

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

A handwritten signature in black ink, appearing to read 'Fikile Mazibuko', written in a cursive style.

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Professor Fikile Mazibuko  
Chairperson of the Council

# Official Sign-Off

It is hereby certified that this Annual Performance Plan:

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



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

Date: 8-03-2016



**Mr Manabela Chauke**  
Director: PSiRA

Date: 8-03-2016



**Professor Fikile Mazibuko**  
Chairperson of the Council

Date: 8-03-2016

Approved by



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

Date: 8-03-2016



# Part A

## Strategic overview

# Strategic Overview

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

The financial year 2015/16 provided the Authority with an opportunity to start a new chapter with its key stakeholders through extensive compliance forums throughout the Country. The focus was on outreach programs to promote the role of the security service providers within the private security industry. In an effort to further improve the good work realised in 2015, the Authority has consolidated its strategic goals and trimmed its strategic objectives from 11 to 8. The purpose of this realignment was to relegate short-term deliverable which are already entrenched within our operational processes. In this current financial year, the Authority has elevated Industry Stewardship through research and development. The focus will be on improving on the following strategic objective

- Ensure effective financial management
- Ensure efficient and effective Processes and Systems
- To improve performance of the organisation
- Increased monitoring and investigation of security service providers to ensure compliance with existing legislation
- Increased awareness on the functions and role of PSiRA and its stakeholders within the security industry
- Improve the integrity and the turnaround time of registration
- Promote and ensure compliance with minimum professional training standards by the SSPs
- Conduct Research and Development policy direction for the private security industry

## The Framework for the 5-Year Strategic Plan 2016/17 to 2020/2021

The Authority developed its 5-year Strategic Plan covering the period 2016/17 to 2020/2021 in accordance with National Treasury guidelines. The various objectives set in the Strategic Plan took into consideration the National Development Plan and other key policies and regulations. The Strategic Plan also included technical indicator description.

Our focus should be on the following goals:

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

**Goal 2:** Stakeholder and Customer Relationship Management

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

**Goal 4:** Private Security Industry Stewardship through Research and Development

This document is the outcome of a strategic planning session that took place in the beginning of December 2015 whose objective was to revise strategic plan of 2016/17. In line with best practice, the revision of the strategic plan addressed the following questions:

- What have we achieved in the past year?
- What did we do well in the same period?
- In which areas can we implement improvement mechanisms?
- What are we doing in areas we didn't do well?
- What are we going to prioritise in the coming year?
- How are we going to overcome the constraints and challenges of the past year?
- What are the risks that might limit the entity's ability to achieve its predetermined objectives?

# 1. Objectives per Programme

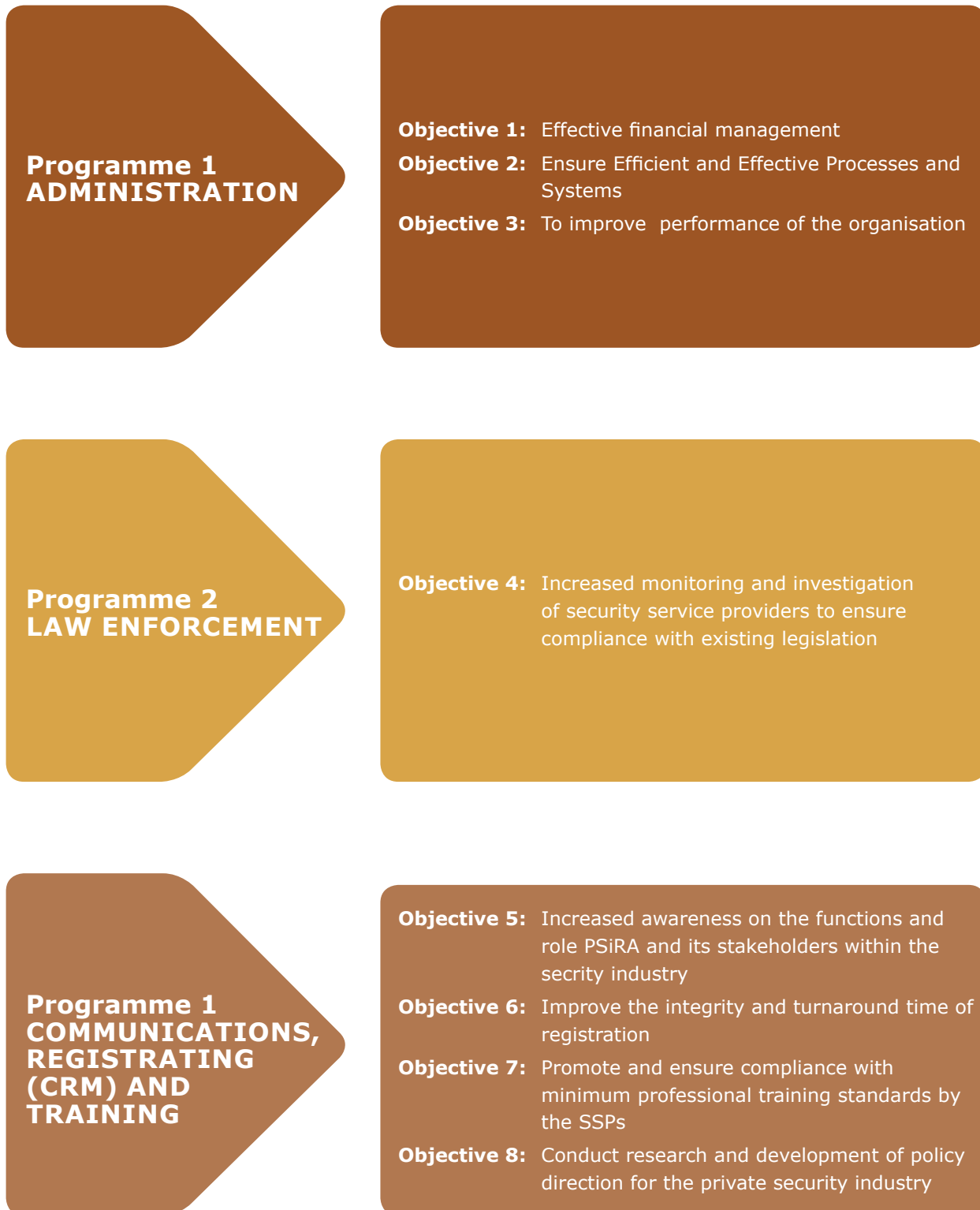


Figure 1: Objectives per Programme



## 2. Legislative Mandate

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

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

## 3. Overview of 2016/17 Budget and MTEF Estimates

### 3.1 Expenditure Estimates

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

R Thousand	Audited Outcomes			Revised Estimate	Medium-Term Estimate		
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Administration	66 203	63 651	76 704	82 354	100 409	108 327	115 723
Law Enforcement	51 113	56 999	56 044	73 151	87 657	93 554	100 284
Communication, Training and Registration	11 681	16 475	15 963	44 152	48 567	51 286	54 482
<b>Total Expense</b>	<b>128 997</b>	<b>137 125</b>	<b>148 711</b>	<b>199 657</b>	<b>236 633</b>	<b>253 167</b>	<b>270 489</b>

**Table 2: Statement of Financial Performance**

R thousand	Audited outcomes			Revised Estimate	Medium-term Estimate		
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
<b>Revenue</b>							
Non-tax revenue	158 488	128 505	131 220	198 057	236 633	253 167	270 489
Sale of goods and services other than capital assets of which:	138 828	115 153	118 845	171 661	198 920	210 941	225 744
Administrative fees	138 828	115 153	118 845	171 661	198 920	210 941	225 744
Other non-tax revenue	19 660	13 352	12 375	26 396	37 713	42 226	44 745
Transfers received	-	2 145	778	1 600	-	-	-
<b>Total Revenue</b>	<b>158 488</b>	<b>130 650</b>	<b>131 998</b>	<b>199 657</b>	<b>236 633</b>	<b>253 167</b>	<b>270 489</b>
<b>Expenses</b>							
Current expenses	128 997	137 125	148 711	199 657	236 633	253 167	270 489
Compensation of employees	75 495	65 331	83 823	96 231	113 216	121 141	129 621
Goods and services	50 882	69 055	62 280	95 830	113 396	119 074	126 004
Depreciation	2 430	2 712	2 598	7 596	10 021	12 952	14 864
Interest dividends and rent on land	190	27	10	-	-	-	-
<b>Total expenses</b>	<b>128 997</b>	<b>137 125</b>	<b>148 711</b>	<b>199 657</b>	<b>236 633</b>	<b>253 167</b>	<b>270 489</b>
Surplus/(Deficit)	29 491	(6 475)	(16 713)	-	-	-	-
<b>Statement of Financial Position</b>							
Carrying value of assets of which:	14 949	12 691	20 022	28 500	53 087	52 314	44 328
Acquisition of assets	2 703	-	-	-	-	-	-
Inventory	-	625	175	300	300	300	300
Receivables and prepayments	41 647	26 975	32 828	22 000	34 400	38 000	36 200
Cash and cash equivalents	22 793	34 744	31 996	35 400	1 502	1 268	2 285
Non-current assets held for sale	-	-	-	-	-	-	-
<b>Total assets</b>	<b>79 389</b>	<b>75 035</b>	<b>85 021</b>	<b>86 200</b>	<b>89 289</b>	<b>91 882</b>	<b>83 113</b>
Accumulated surplus/(deficit)	32 877	(18 100)	(26 088)	50 507	(6 088)	(6 088)	(6 088)
Capital reserve fund	440	778	-	-	-	-	-
Trade and other payables	29 582	77 100	103 302	22 740	86 814	89 417	80 618
Benefits payable	1 332	1 838	-	2 400	400	380	400
Provisions	15 157	13 418	7 807	10 553	8 163	8 173	8 183
<b>Total equity and liabilities</b>	<b>79 389</b>	<b>75 035</b>	<b>85 021</b>	<b>86 200</b>	<b>89 289</b>	<b>91 882</b>	<b>83 113</b>

## 4. Related Expenditure Trends to Strategic Outcome Oriented Goals

The national development plan states that combating and preventing crime requires an integrated approach, involving the mobilisation of the capacity and resources of a wide range of state and non-state institutions. The private security industry, therefore, has a role to play in assisting the state towards the attainment of a crime-free South Africa by 2030. As the regulatory body for the private security industry, the Private Security Industry Regulatory Authority must ensure that it provides a regulatory framework that is consistent with the objectives of outcome 3 (all people in South Africa are and feel safe) of government's 2014-2019 medium term strategic framework, and that it exercises the necessary oversight over the security industry to ensure compliance with this regulatory framework. In line with this, the authority's medium term focus will continue to be to strengthen its oversight functions of the private security industry by ensuring that regular inspections are conducted to assess the security industry's compliance with the Private Security Industry Regulation Act (2001), as well as to detect unregistered security service providers and officers.

The authority generates its revenue through the collection of registration fees, levies, and money received from any legitimate source, which accrues to it in terms of the Private Security Industry Regulation Act (2001). The authority's revenue over the medium term is expected to increase by R70.8 million from the 2015 MTEF estimates. This is mainly due to the implementation of a new tariff structure that takes effect in 2015/16, as approved by the Minister of Police and agreed to with the security industry. An average 42.3 percent of the anticipated revenue over the medium term will go to the administration programme, mainly to strengthen the authority's support functions such as its operational systems, processes, and human resource capacity to better deliver on its mandate. The increased allocation to the administration programme accounts for the anticipated higher than inflation average annual growth rate of 12 percent over the medium term. Compensation of employees will continue to be the main driver of spending, accounting for an average 48 percent of total medium term spending, as the authority

plans to appoint an additional 15 compliance inspectors. Overall, the authority's number of employees is expected to increase from 286 at the end of September 2015 to 315 in 2018/19.

The authority's core mandate of oversight over the security industry is executed under the ambit of the law enforcement programme, which is allocated R281.6 million over the medium term. Using these funds, over the medium term, the authority will intensify its efforts to detect unregistered security service providers and security officers operating illegal in the country by strengthening its relationship with key stakeholders such as employer associations, the South African Police Service, the private security sector provident fund, the Department of Labour, and other relevant stakeholders. This will be done through stakeholder forums that aim to detect and report unregistered and non-compliant security service providers. In addition, the authority will increase the number of compliance inspections undertaken over the medium term to detect unregistered security service providers and officers, as well as those who are non-compliant with the Private Security Industry Regulation Act (2001). In this regard, the number of security officers to be inspected is expected to increase from a baseline of 24 500 inspections in 2015/16 to 32 600 in 2018/19, while the number of security service providers to be inspected is expected to increase from a baseline of 4 260 in 2015/16 to 5 680 in 2018/19.

As a result of the increased number of inspections, the authority anticipates that the percentage of criminal cases opened against non-compliant security service providers will increase from 80 percent in 2015/16 to 95 percent in 2018/19, and that the percentage of non-compliant security service providers prosecuted, with criminal cases opened against them by the authority, will increase to 75 percent in 2018/19. Ultimately, the increased detection of unregistered security service providers and officers is expected to lead to an increased number of security service providers and security officers registered on the authority's database, thus leading to an increase in its revenue over the medium term.

**Table 1 : Mandate Assessment**

Focus Area	Mandate Components	Criticality Rank	Performance Evaluation
Industry compliance with Constitution, laws and national interest (legitimate industry) and overall industry effectiveness (model and reputation)	<ul style="list-style-type: none"> <li>(a) promote a legitimate private security industry which acts in terms of the principles contained in the Constitution and other applicable law</li> <li>(b) ensure that all security service providers act in the public and national interest in the rendering of security services</li> <li>(c) promote a private security industry which is characterised by professionalism, transparency, accountability, equity and accessibility</li> <li>(d) promote stability of the private security industry</li> <li>(e) promote and encourage trustworthiness of security service providers</li> <li>(g) encourage and promote efficiency in and responsibility with regard to the rendering of security services</li> <li>(l) promote high standards in the training of security service providers and prospective security service providers</li> <li>(n) ensure that compliance with existing legislation by security service providers is being promoted and controlled through a process of active monitoring and investigation of the affairs of security service providers</li> </ul>	1	<p>Recent human rights violations by industry still a concern;</p> <p>Emphasis on driving compliance by the industry;</p> <p>Emphasis on enforcement through criminal investigations;</p> <p>Emphasis on firearms audits to improve controls in the private security industry.</p>
Industry compliance with fair labour practices	<ul style="list-style-type: none"> <li>(f) determine and enforce minimum standards of occupational conduct in respect of security service providers</li> <li>(h) promote, maintain and protect the status and interests of the occupation of security service provider</li> <li>(m) promote the protection and enforcement of the rights of security officers and other employees in the private security industry</li> </ul>	3	<p>Exploitation of workers remains prevalent in the industry;</p> <p>Industry compliance forums have been established;</p> <p>Intensified awareness initiatives to enforce industry compliance by different stakeholders.</p>
Effective service delivery	<ul style="list-style-type: none"> <li>(i) ensure that the process of registration of security service providers is transparent, fair, objective and concluded timeously</li> </ul>	2	<p>Capacity building to improve service delivery;</p> <p>Policy on registration has been developed to ensure effective controls;</p> <p>Registration processes have been re-engineered;</p> <p>In the future, there should be emphasis on improving technology and business information systems (ERP).</p>
Protection of users' interests	<ul style="list-style-type: none"> <li>(o) protect the interests of the users of security services</li> <li>(p) promote the development of security services which are responsive to the needs of users of such services and of the community</li> </ul>	4	<p>Industry research is in progress and future policy direction to be influenced by research;</p> <p>Lack of PSiRA's visibility (geographical footprint).</p>



# Part B

## Programme and Sub-Programme Plans

## 1. Programme 1 : Administration

### 1.1 Sub-Programme: Finance and Administration

#### 1.1.1 P 1 : 2017 – 2019 Strategic Objective Annual Targets

Strategic Goal 3: Ensure good governance across the organisation							
Strategic Objective: Effective financial management							
Key Performance Indicators (KPI's)		Audited Outcome		Baseline 2015/16	Annual Targets		
		2013/14	2014/15		2016/17	2017/18	2018/19
(a)	Unqualified audit opinion with reduced audit findings	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion with reduced audit findings 20%	Unqualified audit opinion with reduced audit findings 40%	Unqualified audit opinion with reduced audit findings 60%
(b)	% revenue collected	N/A	N/A	65% revenue collected	70% revenue collected	80% revenue collected	85% revenue collected

#### 1.1.2 P 1 : 2016 – 2017 Quarterly Targets

Key Performance Indicators (KPI's)		Reporting Period	Annual Target 2016/17	Annual Targets			
				Quarter 1 ( Apr – Jun)	Quarter 2 ( Jul – Sep)	Quarter 3 ( Oct – Dec)	Quarter 4 ( Jan – Mar)
(a)	Unqualified audit opinion with reduced audit findings	Quarterly	Unqualified opinion with reduced audit findings by 20%	Review of compliance, controls and corporate governance	Unqualified opinion with reduced audit findings by 20%	Develop and implement external Audit Action plan	Review and implementation of internal controls
(b)	% Revenue collected	Quarterly	70% revenue collected	40% revenue collected	50% revenue collected	60% revenue collected	70% revenue collected

## 1.2 Sub-Programme: Business Information System

### 1.2.1 P 1: 2017 – 2019 Strategic Objective Annual Targets

Strategic Goal 3: Ensure good governance across the organization							
Strategic Objective: Efficient and effective Processes and Systems							
Key Performance Indicators (KPI's)		Audited Outcome		Baseline 2015/16	Annual Targets		
		2013/14	2014/15		2016/17	2017/18	2018/19
(a)	Critical IT infrastructure restored within the set timeline	N/A	36 hours	36 hours	Average of 36 hours	Average of 36 hours	Average of 36 hours

#### 1.2.2 P 1: 2016 – 2017 Quarterly Targets

Key Performance Indicators (KPI's)		Reporting Period	Annual Target 2016/17	Annual Targets			
				Quarter 1 ( Apr – Jun)	Quarter 2 ( Jul – Sep)	Quarter 3 ( Oct – Dec)	Quarter 4 ( Jan – Mar)
(a)	Critical IT infrastructure restored within the set timeline on the Business Continuity policy	Quarterly	Average of 36 hours	Action plan outlining preparation for disruptions	36 hours	Action plan outlining preparation for IT BC disruptions	36 hours

### 1.3 Sub-Programme: Human Capital

#### 1.3.1 P 1: 2017 – 2019 Strategic Objective Annual Targets

Strategic Goal 3: Ensure good governance across the organisation							
Strategic Objective: To improve performance of the organisation							
Key Performance Indicators (KPI's)		Audited Outcome		Baseline 2015/16	Annual Targets		
		2013/14	2014/15		2016/17	2017/18	2018/19
(a)	% of planned targets achieved	N/A	83%	83% of planned targets achieved	85% of planned targets achieved	90% of planned targets achieved	95% of planned targets achieved
(b)	% of employees contractted, evaluated and implementation of the Performance Management System	N/A	N/A	Approved PMS Policy	100 % of employees contractted and evaluated	100 % of employees contractted and evaluated	100 % of employees contractted and evaluated

#### 1.3.2 P1: 2016 – 2017 Quarterly Targets

Key Performance Indicators (KPI's)		Reporting Period	Annual Target 2016/17	Annual Targets			
				Quarter 1 ( Apr – Jun)	Quarter 2 ( Jul – Sep)	Quarter 3 ( Oct – Dec)	Quarter 4 ( Jan – Mar)
(a)	% of planned targets achieved	Quarterly	85% planned targets achieved	85% planned targets achieved	85% planned targets achieved	85% planned targets achieved	85% planned targets achieved
(b)	% of employees contractted, evaluated and implementation of the Performance Management System	Quarterly	100 % of employees contractted and evaluated	Contracting of all employees  Annual review of performance of the employees	Evaluation/ Assessment as per performance review calendar  Training and development	Evaluation/ Assessment as per performance review calendar  Training and development	Evaluation/ Assessment ad per performance review calendar  Training and development

#### Programme 1: Administration Expenditure and MTEF budget

Standard Item: Expenditure	Audited Outcomes			Revised Estimate	Medium-term Estimate		
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
R thousand							
Personnel Expenditure	30 024	28 598	16 734	33 876	37 436	40 057	42 860
Administrative Expenditure	17 851	17 479	42 862	25 840	37 854	42 193	45 245
Repairs and Maintenance	1 863	2 353	2 385	754	2 932	2 970	3 110
Travel and Subsistence	1 188	1 432	1 125	1 912	1 971	2 081	2 201
Lease Payments	11 687	10 597	10 808	16 919	18 143	18 896	20 052
Consultancy and Professional Services	3 590	3 192	2 790	3 053	2 074	2 130	2 254
<b>Total Expenditure</b>	<b>66 203</b>	<b>63 651</b>	<b>76 704</b>	<b>82 354</b>	<b>100 409</b>	<b>108 327</b>	<b>115 723</b>

## 2. Programme 2 : Law Enforcement

### 2.1 P 2: 2017 – 2019 Strategic Objective Annual Targets

Strategic Goal 1: To ensure excellent service delivery (effective regulation) in the security industry							
Strategic Objective: Increased monitoring and investigation of security service providers to ensure compliance with existing legislation							
Key Performance Indicators (KPI's)		Audited Outcome		Baseline 2015/16	Annual Targets		
		2013/14	2014/15		2016/17	2017/18	2018/19
(a)	Number of security businesses inspected to enforce compliance with applicable legislation	4 283	4 114	4 114	4 690	5 160	5 680
(b)	Number of security officers inspected to enforce compliance with applicable legislation	22 790	23 555	23 555	26 950	29 645	32 600
(c)	% of investigations finalised against non-compliant SSP's	N/A	79%	79%	80%	83%	85%
(d)	% of criminal cases opened against non-compliant SSP's	N/A	86%	86%	87%	90%	95%
(e)	Number of security businesses licensed to possess firearms inspected	N/A	1035	1035	1100	1200	1300
(f)	% of cases of non-compliant SSP's prosecuted per year	89%	79%	80%	80%	80%	85%

### 2.2 P 2 : 2016 – 2017 Quarterly Targets

Key Performance Indicators (KPI's)		Reporting Period	Annual Target 2016/17	Annual Targets			
				Quarter 1 ( Apr – Jun )	Quarter 2 ( Jul – Sep )	Quarter 3 ( Oct – Dec )	Quarter 4 ( Jan – Mar )
(a)	Number of security businesses inspected to enforce compliance with applicable legislation	Quarterly	4 690	1 290	1 290	1 055	1 055
(b)	Number of security officers inspected to enforce compliance with applicable legislation	Quarterly	26 950	7 410	7 410	6 065	6 065
(c)	% of investigations finalized against non-compliant SSP's	Quarterly	80%	40%	65%	75%	80%
(d)	% of criminal cases opened against non-compliant SSP's	Quarterly	87%	87%	87%	87%	87%
(e)	Number of security businesses licensed to possess firearms inspected	Quarterly	1100	300	300	250	250
(f)	% of cases of non-compliant SSP's prosecuted per year	Quarterly	80%	60%	68%	75%	80%

### Programme 2: Law Enforcement Expenditure and MTEF Budget

Standard Item: Expenditure	Audited Outcomes			Revised Estimate 2015/16	Medium-term Estimate		
	2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
<b>R thousand</b>							
Personnel Expenditure	40 680	40 731	40 348	51 576	60 596	64 837	69 376
Administrative Expenditure	5 374	9 042	8 345	10 470	12 626	13 530	14 842
Repairs and Maintenance	294	201	154	153	175	185	195
Travel and Subsistence	1 634	3 670	4 064	7 021	5 823	6 140	6 496
Lease Payments	2 581	3 210	3 105	3 850	8 353	8 838	9 350
Consultancy and Professional Services	550	145	28	80	85	24	25
<b>Total Expenditure</b>	<b>51 113</b>	<b>56 999</b>	<b>56 044</b>	<b>73 151</b>	<b>87 657</b>	<b>93 554</b>	<b>100 284</b>



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

#### 3.1 Communications and Stakeholder Management

##### 3.1.1 P 3: 2017 – 2019 Strategic Objective Annual Targets

Strategic Goal 2: Stakeholder and Customer Relationship Management							
Strategic Objective: Increased awareness on the functions and role of PSiRA and its stakeholders within the security industry							
Key Performance Indicators (KPI's)		Audited Outcome		Baseline 2015/16	Annual Targets		
		2013/14	2014/15		2016/17	2017/18	2018/19
(a)	Number of public awareness programmes on PSiRA's role and functions	43 Public Awareness Programmes	66 Public Awareness Programmes	66 Public Awareness Programmes	80 Public Awareness Programmes	90 Awareness Programmes	100 Awareness Programmes

##### 3.1.2 P 3: 2016 – 2017 Quarterly Targets

Key Performance Indicators (KPI's)		Reporting Period	Annual Target 2016/17	Annual Targets			
				Quarter 1 ( Apr – Jun)	Quarter 2 ( Jul – Sep)	Quarter 3 ( Oct – Dec)	Quarter 4 ( Jan – Mar)
(a)	Number of public awareness programmes on PSiRA's role and functions	Quarterly	80 Public Awareness Programmes	15 Public Awareness Programmes	25 Public Awareness Programmes	25 Public Awareness Programmes	15 Public Awareness Programmes

#### 3.2 Registration

##### 3.2.1 P 3: 2017 – 2019 Strategic Objective Annual Targets

Strategic Goal 2: Stakeholder and Customer Relationship Management							
Strategic Objective: Increased awareness on the functions and role of PSiRA and its stakeholders within the security industry							
Key Performance Indicators (KPI's)		Audited Outcome		Baseline 2015/16	Annual Targets		
		2013/14	2014/15		2016/17	2017/18	2018/19
(a)	Average turnaround time of applications for registration meeting all the requirements for security businesses (working days)	Average of 15 days	Average of 15 days	Average of 15 days	Average of 15 days	Average of 15 days	Average of 15 days
	Average turnaround time of applications for registration meeting all the requirements for security officers (working days)	Average of 19 days	Average of 17 days	Average of 17 days	Average of 15 days	Average of 15 days	Average of 15 days
(b)	% of new registration certificates rolled out (on active Security Officers)	N/A	14%	20%	20%	60%	20%
	% of new registration certificates rolled out (on active Security Businesses)	N/A	13%	20%	20%	60%	20%

### 3.2.2 P 3: 2016 – 2017 Quarterly Targets

Key Performance Indicators (KPI's)	Reporting Period	Annual Target 2016/17	Annual Targets			
			Quarter 1 (Apr – Jun)	Quarter 2 (Jul – Sep)	Quarter 3 (Oct – Dec)	Quarter 4 (Jan – Mar)
(a) Average turnaround time of applications for registration meeting all the requirements for security businesses (working days)	Quarterly	Average of 20 days	Average of 20 days	Average of 20 days	Average of 20 days	Average of 20 days
Average turnaround time of applications for registration meeting all the requirements for security officers (working days)	Quarterly	Average of 20 days	Average of 20 days	Average of 20 days	Average of 20 days	Average of 20 days
% of new registration certificates rolled out (on active Security Officers)	Quarterly	20%	2%	3%	40%	55%
(b) % of new registration certificates rolled out (on active Security Businesses)	Quarterly	20%	2%	3%	40%	55%

### 3.3 Industry Training

#### 3.3.1 P 3: 2017 – 2019 Strategic Objective Annual Targets

Strategic Goal 2: Stakeholder and Customer Relationship Management and Industry Stewardship							
Strategic Objective: Promote compliance with minimum professional training standards by the SSPs							
Key Performance Indicators (KPI's)	Audited Outcome	Baseline	Annual Targets				
			2013/14	2014/15	2015/16	2016/17	2017/18
(a) Number of capacity building workshop per year	N/A	New Indicator	6 Capacity building activities	6 Capacity building activities	6 Capacity building activities	6 Capacity building activities	6 Capacity building activities
(b) % increase of the number of training security service providers currently registered with PSiRA properly accredited and stipulated in the training policy.	N/A	7% of currently registered training SSP accredited	7% of currently registered training SSP accredited	25% of currently registered training SSP accredited	30% of currently registered training SSP accredited	35% of currently registered training SSP accredited	35% of currently registered training SSP accredited

#### 3.3.2 P 3: 2016 – 2017 Quarterly Targets

Key Performance Indicators (KPI's)	Reporting Period	Annual Target 2016/17	Annual Targets			
			Quarter 1 (Apr – Jun)	Quarter 2 (Jul – Sep)	Quarter 3 (Oct – Dec)	Quarter 4 (Jan – Mar)
(a) Number of capacity building workshop per year	Quarterly	6 Capacity building activities	1 Capacity building activities	2 Capacity building activities	2 Capacity building activities	1 Capacity building activities
(b) % increase of the number of training security service providers currently registered with PSiRA properly accredited and stipulated in the training policy.	Quarterly	25% training security service providers	5% training security service providers	5% training security service providers	5% training security service providers	10% training security service providers

### 3.4 Sub-Programme: Industry Research and Development

#### 3.4.1 P 3: 2017 – 2019 Strategic Objective Annual Targets

Strategic Goal 4: Private Security Industry Stewardship through Research and Development							
Strategic Objective: Research conducted to influence policy direction for PSiRA and the private security industry							
Key Performance Indicators (KPI's)		Audited Outcome		Baseline 2015/16	Annual Targets		
		2013/14	2014/15		2016/17	2017/18	2018/19
(a)	Number of completed research per year	2 Research topics proposals were completed	2 Research topics proposals were completed	2 Research Topics	2 Research Topics	2 Research Topics	2 Research Topics
	Number of completed surveys	N/A	4 Surveys	4 Surveys	4 Surveys	4 Surveys	4 Surveys
	Number of policy documents completed per year	N/A	N/A	2 Policies	2 policy documents completed	2 policy documents completed	2 policy documents completed

#### 3.4.2 P 3: 2016 – 2017 Quarterly Targets

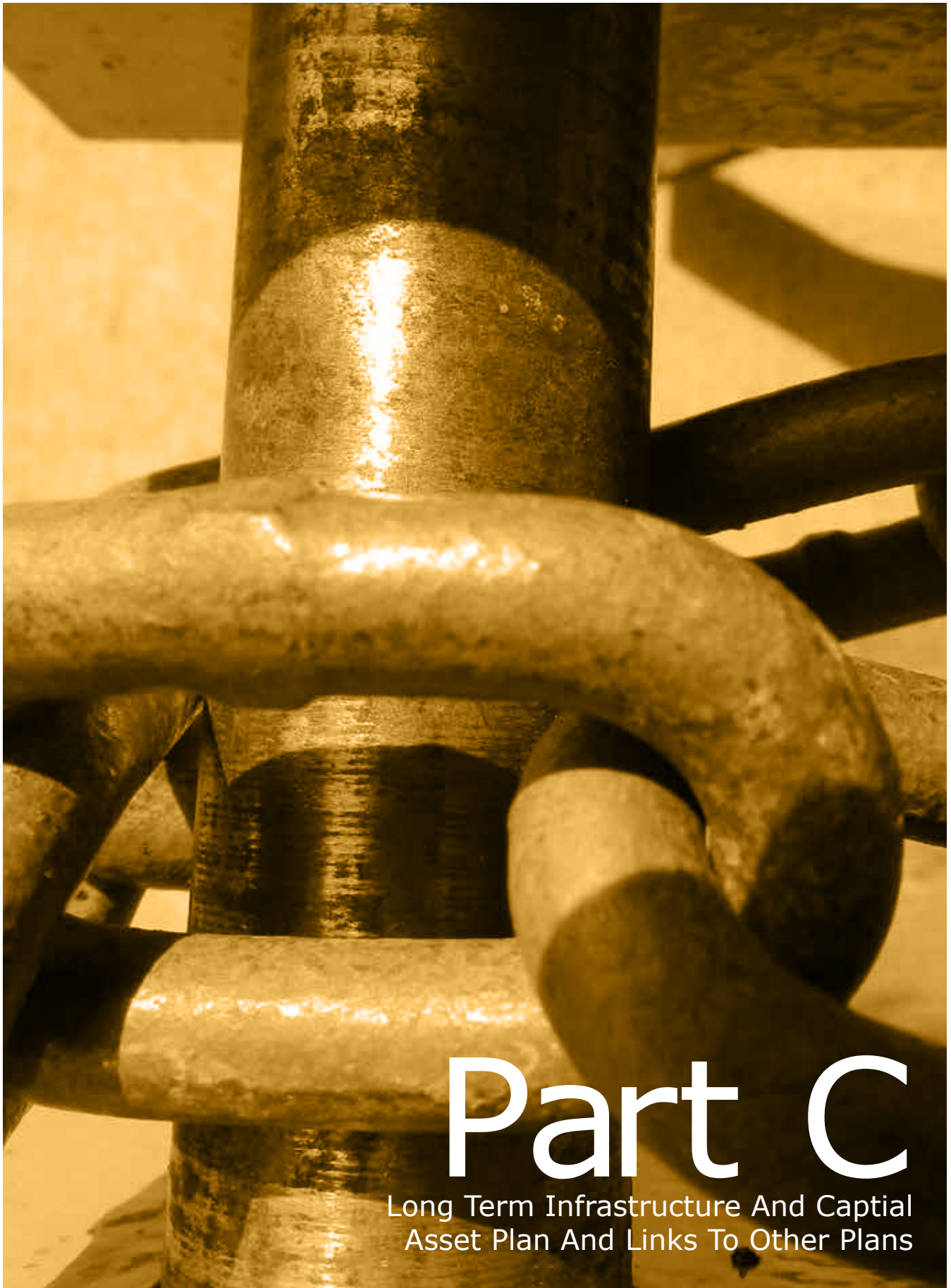
Key Performance Indicators (KPI's)		Reporting Period	Annual Target 2016/17	Annual Targets			
				Quarter 1 (Apr – Jun)	Quarter 2 (Jul – Sep)	Quarter 3 (Oct – Dec)	Quarter 4 (Jan – Mar)
(a)	Number of completed research topic	Quarterly	2 Research Topics	Research in progress	1 Research Topic	Research in progress	1 Research Topic
	Number of completed surveys	Quarterly	4 Surveys	1 Survey	1 Survey	1 Survey	1 Survey
	Number of policy documents completed per year.	Quarterly	2 policy documents completed	Proposed policy initiative presented to Exco	Approved policy in place	Proposed policy initiative presented to Exco	Approved policy in place

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

Standard Item: Expenditure	Audited Outcomes			Revised Estimate	Medium-term Estimate		
	2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
R thousand							
Personnel Expenditure	5 927	8 113	6 944	10 778	15 184	16 247	17 385
Administrative Expenditure	5 504	8 036	8 724	31 011	28 981	30 696	32 500
Travel and Subsistence	156	268	204	1 617	2 493	2 641	2 797
Lease Payments	79	43	66	96	-	-	-
Consultancy and Professional Services	15	15	25	650	1 908	1 701	1 800
<b>Total Expenditure</b>	<b>11 681</b>	<b>16 475</b>	<b>15 963</b>	<b>44 152</b>	<b>48 567</b>	<b>51 286</b>	<b>54 482</b>



**PSiRA**  
Private Security Industry Regulatory Authority



# Part C

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

## Part C

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

The capital budget responds to the operational requirements of PSiRA. The original 2014/15 capital asset budget was drastically increase due to the plan of implementing a new ERP system. The capital expenditure budget for the medium term therefore escalates from a very low base of R1 million and increases by an average of 47% for the MTEF period. Significant spending of this budget relates mainly to development of the current ERP system.

Standard Item: Expenditure R Thousand	Audited Outcomes			MTEF			
	Actual 2012/13	Actual 2013/14	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Computer Hardware	849	2 045	1 731	750	2 100	1 978	1 863
Software	55	301	223	18 000	19 800	3 700	3 915
Motor Vehicle	-	6	-	-	5 400	5 400	-
Office Equipment	486	1 628	1 827	3 076	300	300	300
Office Furniture	456	2 787	2 173	500	755	800	800
Leasehold Improvement	856	1 005	667	500	-	-	-
<b>Total Capital Expenditure</b>	<b>2 703</b>	<b>7 772</b>	<b>6 621</b>	<b>22 826</b>	<b>28 355</b>	<b>12 178</b>	<b>6 878</b>



### 1.1. Vision

“To be recognised as an excellent regulator of private security in South Africa by all.”

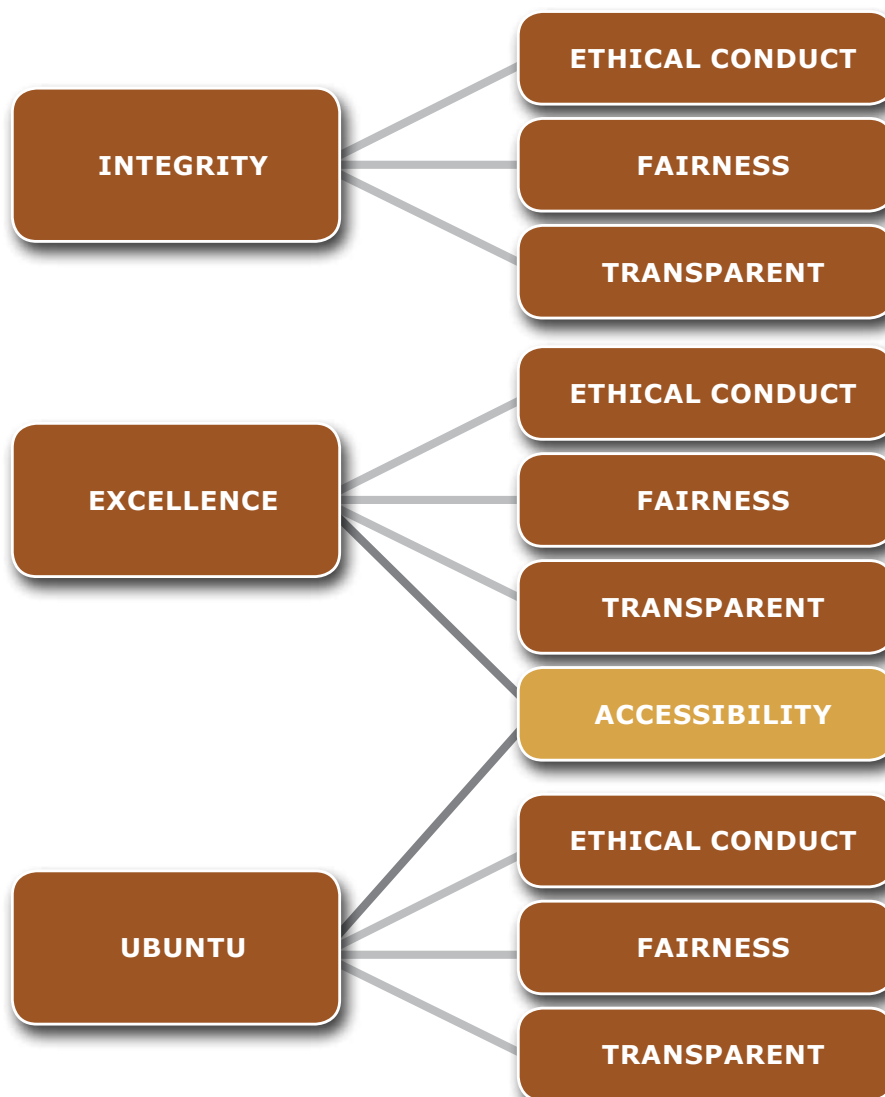
The vision acknowledges the fact that PSiRA’s success must be judged by its impact on society at large and specifically on ensuring that all the people of South Africa are and feel safe.

### 1.2. Mission

The mission of PSiRA is “To protect the constitutional rights of all people to life, safety and dignity through the effective promotion and regulation of the private security industry”. The mission properly captures the core purpose of PSiRA.

### 1.3. Values

The value framework going forward incorporates the current values and enhances them by introducing the drive towards a spirit of collegiality and adherence to the Batho Pele principles. PSiRA currently has three values that are further subdivided into ten values as indicated in Figure 2 below:



**Figure 2: Values Framework for PSiRA**

## Annexure 2

# Abbreviations

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CRM	Customer Relations Management
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CAP	Corrective Action Plan
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DNA	Deoxyribonucleic Acid
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EXCO	Executive Committee
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ERP	Enterprise Resource Planning
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ICT	Information and Communication Technology
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IT	Information Technology
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IT BC	Information Technology Business Continuity
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JCPS	Justice Crime Prevention and Security Cluster
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MoU	Memorandum of Understanding
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NDP	National Development Plan
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PFMA	Public Financial Management Act
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PSiRA	Private Security Industry Regulatory Authority
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SO	Security Officers
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SSP	Security Service Providers
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SETA	Sector Education and Training Authority
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1. Indicator title	Unqualified audit opinion with reduced audit findings
Short definition	Unqualified audit opinion issued by the Auditor General
Purpose/Importance	Compliance with the relevant acts and regulations which will result in an unqualified audit opinion
Source	Audit Report
Method of calculation	N/A
Data limitations	No specific limitation
Type of indicator	Non-Cumulative
Calculation type	N/A
Reporting cycle	Annual
New indicator	No
Desired performance	Unqualified audit opinion
Indicator responsibility	<b>Deputy Director Finance and Administration</b>

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

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



4. Indicator title	% of planned targets achieved
Short definition	Targeted predetermined objectives achieved
Purpose/Importance	Monitor and improve organizational performance
Source	Quarterly/ Annual reports
Method of calculation	Total number of predetermined objectives achieved divided by Total number of predetermined objectives targets
Data limitations	Non-compliance to deadline
Type of indicator	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	100% predetermined objectives achieved
Indicator responsibility	<b>Director</b>

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

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



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

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

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

10. Indicator title	Number of security businesses licensed to possess firearms inspected
Short definition	Inspection schedule/report completed at security businesses licensed to possess firearms.
Purpose/Importance	To account for those security businesses licenced for firearms and ensure compliance with legislation.
Source	Inspection schedule/report completed at security businesses licensed for firearms.
Method of calculation	Number of inspections completed at businesses licenced for firearms. Completed inspections are inspection schedules/reports completed and signed by the inspector.
Data limitations	No access to Central Firearm Registry's Institution database. Details of security businesses 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	<b>Deputy Director: Law Enforcement</b>

11. Indicator title	% of cases of non-compliant SSPs prosecuted per year
Short definition	This refers to a total number of cases ( dockets) received by Legal Services from Compliance and Enforcement unit to be prosecuted in terms of PSiRA code of conduct
Purpose/Importance	To ensure that those SSPs that breach the code of conduct are punished accordingly.
Source	Number of case dockets opened against inspected SSP in the period under review.
Method of calculation	Total number of cases finalised by prosecutors/ total number of cases where charge sheets have been issued.
Data limitations	Sufficient information provided on the docket
Type of indicator	Efficiency
Calculation type	Cumulative - for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	To ensure that 100% of cases of non- compliant are prosecuted
Indicator responsibility	<b>Deputy Director: Law Enforcement</b>

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



<b>13. Indicator title</b>	<b>Average turnaround time of applications meeting all registration requirements for security businesses (working days)</b>
Short definition	To ensure that registration process is transparent and timeous
Purpose/Importance	To establish the average turnaround time for business applications meeting all the requirements
Source	New business applications and new security officers' applications, and compiere report
Method of calculation	Take the number of days for applications registered in that quarter and average it, and that average is our number of days that it takes to register business applications The calculations excludes public holidays and weekends
Data limitations	Integrity of the business applications received
Type of indicator	Efficiency
Calculation type	Cumulative – for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	To ensure that applications received are processed within average of 20 working days
Indicator responsibility	<b>Deputy Director: Communications, Registration (CRM) and Training</b>

<b>14. Indicator title</b>	<b>Average turnaround time of applications for registrations meeting all the requirements for security officers (working days)</b>
Short definition	To ensure that registration process is transparent and timeous
Purpose/Importance	To establish the average turnaround time for security officers' applications meeting all the requirements
Source	New security officers' applications
Method of calculation	Take the number of days for applications registered in that quarter and average it and that average is our number of days that it takes to register individual applications The calculations exclude public holidays and weekends and applications with previous criminal convictions as well as applications which require another set of fingerprints to be taken (retakes).
Data limitations	Integrity of the applications received
Type of indicator	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 20 working days
Indicator responsibility	<b>Deputy Director: Communications, Registrations and Training</b>

<b>15. Indicator title</b>	<b>% of new registration certificates rolled out (active security officers)</b>
Short definition	To roll-out new registration certificate that has improved security features.
Purpose/Importance	To improve the integrity of our registration certifications and reduce the risk of identity theft within the industry
Source	Active (employed) SOs
Method of calculation	Number of new registration certificate issued/targeted number active SOs (per year)
Data limitations	Change of details by SOs
Type of indicator	Output
Calculation type	Cumulative - for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	To ensure that 100 % roll out of new registration certificates for active SOs
Indicator responsibility	<b>Deputy Director: Communications, Registration (CRM) and Training</b>

<b>16. Indicator title</b>	<b>% new registration certificate rolled out (on active SSPs)</b>
Short definition	To roll-out new registration certificate that has improved security features.
Purpose/Importance	To improve the integrity of our registration certifications and reduce the risk of illegal practice within the industry
Source	Active (In business) SSPs
Method of calculation	Number of new registration certificate issued/targeted number active SSPs (per year)
Data limitations	Change of details by SSPs
Type of indicator	Output
Calculation type	Cumulative – for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	To ensure that 100% roll out of new registration certificates for active SSPs
Indicator responsibility	<b>Deputy Director: Communications, Registration (CRM) and Training</b>

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

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



19. Indicator title	Number of completed research per year
Short definition	Undertaking research on areas in the private security industry
Purpose/Importance	To ensure effective implementation of the Authority's core business mandate, being law enforcement, industry training and registration
Source	Approved concept notes and research reports
Method of calculation	Number of completed research topics
Data limitations	The inability to obtain information from relevant stakeholders
Type of indicator	Outcome-driven
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	2 topics completed per annum
Indicator responsibility	<b>Deputy Director: Communications, Registration (CRM) and Training</b>

20. Indicator title	Number of completed industry surveys
Short definition	Undertaking industry surveys
Purpose/Importance	Approved concept notes and report on the surveys conducted
Source	To include the final product (to be included in the portfolio of evidence). The documents to be produced after each milestone completed.
Method of calculation	Number of industry surveys completed
Data limitations	Respondents unwillingness to complete voluntary survey
Type of indicator	Outcome-driven
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	4 industry surveys completed per annum
Indicator responsibility	<b>Deputy Director: Communications, Registration (CRM) and Training</b>

21. Indicator title	Number of policy documents completed per year
Short definition	Drafting private security industry-related policy documents
Purpose/Importance	To ensure effective implementation of the Authority's core business mandate, being law enforcement, industry training and registration
Source	Approved concept notes and policy document approved by Council
Method of calculation	Number of policy documents
Data limitations	No specific limitations
Type of indicator	Outcome-driven
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Completed policy documents
Indicator responsibility	<b>Deputy Director: Communications, Registration (CRM) and Training</b>

# NOTES

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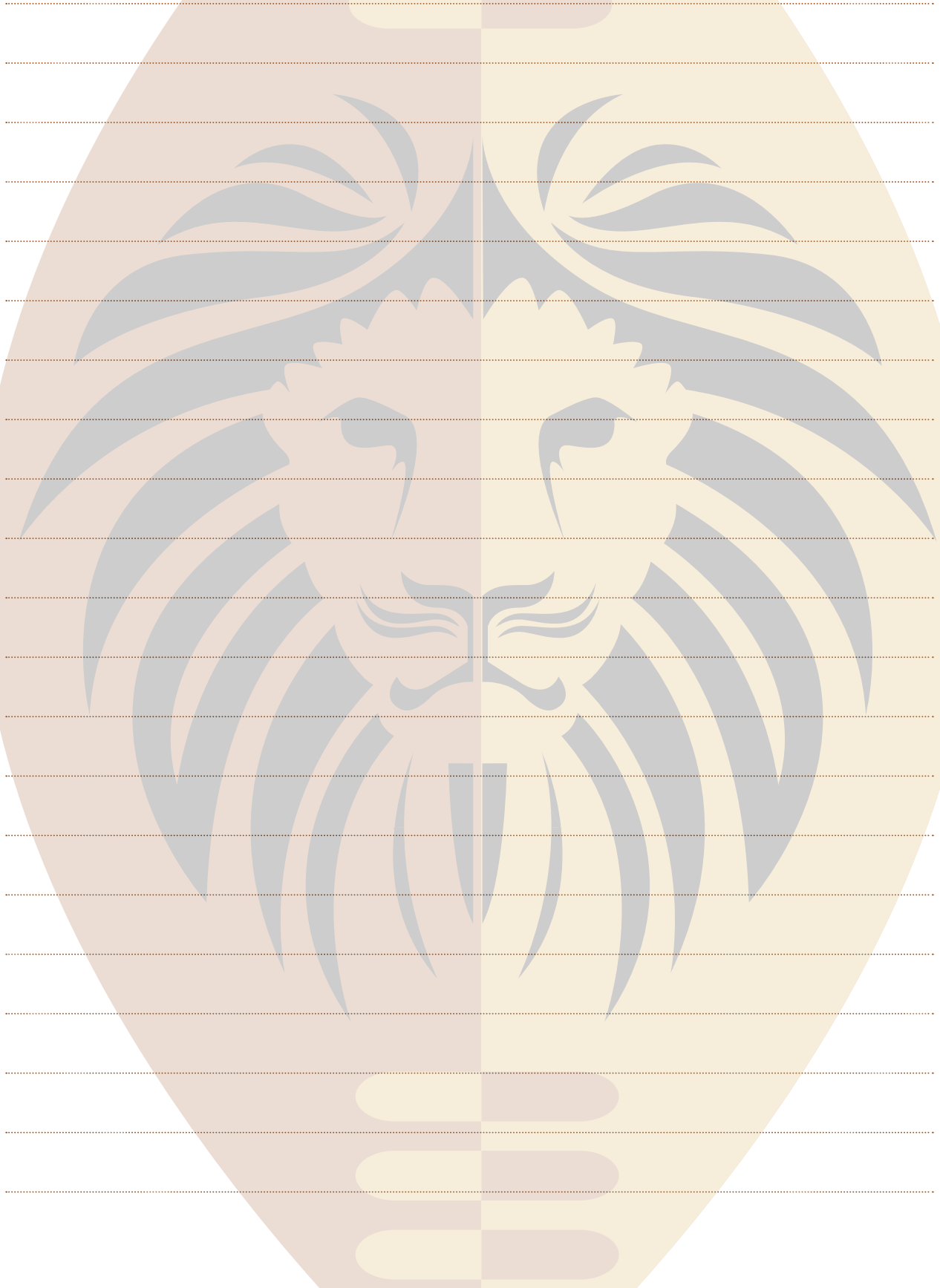
# NOTES



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# NOTES



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